

## Haemoon Oh, Ph.D.

I am Educational Foundation Distinguished Professor and was a former dean (August 2015 – July 2020) of the College of Hospitality, Retail, and Sport Management at the University of South Carolina (UofSC). I am also a Fulbright Specialist scholar (2019 – 2024). Prior to joining the University of South Carolina, I was Professor and Head for seven years of the Department of Hospitality and Tourism Management at the University of Massachusetts Amherst Isenberg School of Management, and Assistant/Associate Professor and Graduate Program Director at Iowa State University's Hospitality Management program for 12 years.

I have a spectrum of experiences, with incremental responsibilities and positions over time, as a teacher, mentor, researcher, and administrative leader. I have taught and mentored students, both face-to-face and online, not only at my respective institutions but also at other global institutions in China, Korea, Mexico, Switzerland, Taiwan, and Vietnam. While in administrative positions, I continued mentoring graduate students and visiting scholars in research and enjoyed from time-to-time coaching undergraduate and high school students regarding their career and life. I have also collaborated extensively with early-career faculty colleagues globally on various research projects. This year, for example, I am voluntarily mentoring three assistant/associate professors at other institutions on their research projects (ICHRIE Research Marathon Program).

My major scholarly accomplishments include the John Wiley & Sons Lifetime Research Achievement Award (2013), the W. Bradford Wiley Memorial Research Awards (2018, 2008 and 1997), and the Best Article of the Year by the *International Journal of Hospitality Management* (2004). My research was ranked within the top 10 in our discipline for both the quantity (top six journals only) and quality of research output, consistency of quality research output over the years, and longevity of research impacts via citations. My research also ranked #1 in our discipline based on the number of citations per published article and the number of citations per publication per year (*Journal of Teaching in Travel & Tourism*, 2015). In a more recent cross-disciplinary citation metrics analysis, I ranked within the top 2% of 100,000 leading scientists across 22 scientific fields (176 subfields) (Ioannidis, Bass, Klavans, & Boyack, 2019). I frequently deliver keynote speeches as well as research-based seminars around the world.

During my experience in administrative positions, I have contributed to institutional success in distinct ways. As Graduate Program Director at Iowa State, I managed both the traditional and online MS and Ph.D. programs resulting in a growing enrollment in all programs. To develop a new niche market for our existing MS program, we launched an online MS program designed to attract fulltime industry professionals for continued graduate education with us. Later, we also extended our traditional Ph.D. program to introduce a hybrid (online + required face-to-face summer sessions for residency requirements) Ph.D. program targeting school foodservice industry professionals in the beginning but later expanded to recruit college instructors without a terminal degree and other business professionals who wanted to continue their education towards a terminal degree. It was my responsibility to strengthen the graduate program enrollment, build program visibility, and invigorate graduate education and research activities in the department.

As Department Head at UMass Amherst, I revived the declining department in many significant ways. The department's national ranking rose from #16 to #4 under my leadership, thanks to the strong faculty teamwork we forged, aggressive investments in faculty research productivity, entrepreneurial development for global experiential learning opportunities and partnerships, and the successful doctoral program we launched in my second year. I also invested heavily in alumni and donor relations by newly assembling the Alumni Leadership Board, and together we established the emulated legacy of the annual alumni banquet in Boston that was pivotal to our record-breaking fundraising performance every year. We launched the Global Hospitality Leadership Academy program each summer to host students from other countries for an intensive training and cultural immersion, which generated additional revenues for the department. I led our faculty as a "playing coach" to raise scholarly productivity by collaborating in research projects and offering voluntary consultations on research designs, data analyses, and manuscript preparation. I initiated the Department Head's signature Global Leadership Development program for competitively selected undergraduate students; I took the class to corporate headquarters to meet business leaders for onsite lectures or panel discussions with senior managers on critical management issues. In this leadership program, each student was also paired with two industry professionals for career mentoring as well as for experiential education opportunities such as job shadowing and onsite coaching. This program was featured in mainstream media like *Washington Post*, *Huffington Post*, and *San Francisco Chronicle* as an innovative approach to cultivating future business leaders. During my service as Department Head, the department regained its previous reputation and began to grow significantly in enrollment, graduation and placement rates, donation, alumni as well as recruiter engagement, and both national and international prestige.

As Dean at UofSC, I first worked with the faculty and staff to develop a five-year strategic plan and its annual review and revision process. Our key strategic priorities included building brand reputation of each academic program, growing program enrollment, expanding program visibility globally, enriching experiential learning opportunities for students, and establishing a fair, transparent, and engaging organizational culture. Two of our four academic departments ranked within the nation's top 10 during my deanship. In particular, the sport and entertainment management program achieved and sustained the #1 status in the nation, resulting in the program's enrollment more than doubling (550 → 1,250) in just four years. Our hospitality and tourism management program's international ranking rose from 33<sup>rd</sup> to 15<sup>th</sup> and national ranking from 25<sup>th</sup> to 7<sup>th</sup>. These reputational improvements are credited largely to the faculty's research productivity that increased by more than 200% and our aggressive global expansion strategies. As one of my key initiatives, we launched the Center for Corporate Engagement that was missioned with enriching our students' experiential learning opportunities on a global scale and placing our students in the first meaningful career position upon graduation. Within the first two years of its launching, the Center began to host more than 90 companies and over 900 students at its semi-annual Experience Expo event. My development team and I collaborated closely to outperform our own records of fundraising every year, resulting in \$35 million for my fifth-year total, yet without including the \$25 million pledged by a donor toward naming the college. I strategically invested in our marketing and communication, too, by restructuring the team for building strong college and program brands both internally and externally and thus raising the college's overall visibility significantly.

Our college under my leadership was a leader on campus in global partnership programming, recruitment, and student and faculty exchanges, thanks to our organized teamwork and shared visions in this regard; each year we could send more than 150 students to more than 30 countries for experiential education, and we recruited more than 75 students each year through our international partnership programs. I assembled the Dean's Leadership Board for the first time in the college's history to form a college advocacy group, facilitate our experiential education mission, and increase fundraising opportunities. Establishing a transparent, fair, and engaged organizational culture was one of the visions and responsibilities I took seriously, and we endeavored in many ways to build our morale, collegiality, and professionalism at our workplace. The college's performance under my leadership culminated in financial strength under the university's newly adopted RCM budget model in my last year as Dean in that not only was our college the most revenue-positive of all colleges on campus, but it also was the only college making an annual legacy contribution of \$5 million back to the university to subvent other units in financial exigency.

I value doing things in high integrity as a reputation based on quality is important to me. My strong learning desire and ability have been instrumental to my professional as well as personal growth. My colleagues and superiors perceived me as an entrepreneurial and collaborative dean. In my leadership style, I value empowerment, delegation, and autonomy, which necessitate a strong teamwork, clear accountability, and efficient operations. Everyone is entitled to disagreement, and constructive criticism helps us learn and improve. I as a leader strive to make responsible decisions by assessing implications from the lens of various stakeholders. I believe that superior performance rarely arises from unhappy people and a negative workplace culture; the organizational culture is not a secondary context to what we do, but it is a sustainable strategy itself for individual as well as organizational excellence. I teach a doctoral course on quantitative methods and statistics and a master's course on strategic marketing, which implies that I am an evidence-based decision maker and strategic thinker.

I earned my doctoral degree (Ph.D.) in Man and Environment Relations, with a concentration on services marketing, from The Pennsylvania State University in 1997, following my master's degree in Hospitality Administration from the University of Nevada, Las Vegas in 1992 and bachelor's degree in Tourism Science from Hanyang University College of Social Sciences, Seoul Korea in 1990. I am happily married, with two proud children.

## Haemoon Oh, Ph.D.

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### EDUCATION & PROFESSIONAL TRAINING

**Ph.D. in Man and Environment Relations (with a concentration in services marketing)**, School of Hospitality and Recreation Management, The Pennsylvania State University. 05/1997.

- Dissertation: *A structural assessment of customer satisfaction models*
- Major professor: Dr. Sara C. Parks

**M.S. in Hospitality Administration**, College of Hospitality Administration, University of Nevada, Las Vegas. 12/1992.

- Thesis: *Family decision making in convention participation*
- Major professor: Dr. Wesley R. Roehl

**B.A. in Tourism Sciences**, Department of Tourism, College of Social Sciences, Hanyang University, Seoul, Korea. 02/1989.

### OTHER PROFESSIONAL TRAINING AND CERTIFICATION:

**Management and Leadership in Education (MLE)**, a leadership training program. Harvard University Graduate School of Education. Summer 2018.

**L.E.A.D Training**. A comprehensive leadership training, University of South Carolina. Summer 2017.

### POSITIONS HELD

#### ACADEMIC POSITIONS

**Educational Foundation Distinguished Professor** (08/2020 – Present). College of Hospitality, Retail, and Sport Management, University of South Carolina.

- Teaching: Quantitative Methods and Statistics in HRSM (HRSM700)  
Tourism and Hospitality Field Projects (HRTM795)

**Dean and Educational Foundation Distinguished Professor** (08/2015 – 07/2020). College of Hospitality, Retail, and Sport Management, University of South Carolina.

#### *Strategic Leadership Initiatives and Accomplishments (please refer to Appendix A for highlights):*

- Developed a 5-year strategic plan with all faculty and staff included and established the annual review and revision process.

- Set strategic priorities: build brand reputation of each academic program nationally and internationally, grow each program's enrollment, and strengthen the college's financial health by:
  - Enriching exceptional experiential learning opportunities for students,
  - Increasing faculty's scholarly productivity and quality,
  - Creating interdisciplinary curricula across academic programs for efficient program delivery as well as effective learning outcomes,
  - Expanding globally through additional articulation agreements, partnership contracts, and faculty/student exchanges,
  - Developing additional online degree programs as well as having all existing courses online ready, and
  - Building an organizational culture of fairness, transparency, and deep engagement through inclusive decision-making practices.
- Launched the *Center for Corporate Engagement* to enhance students' experiential learning through industry partnerships for internships, externships, executive speaking programs, and career placement.
- Organized Dean's Leadership Council and Dean's Roundtable events at regional locations to build industry engagement, fundraising, and alumni relations.
- Accomplished all degree programs ranked for the first time within the top 10 nationally and internationally.
- Initiated the College Sport Research Institute and the Wine and Beverage Institute.
- Increased faculty research productivity by 200%+ through faculty retention, special new hiring (spousal, cluster, and diversity hires), and merit and reward programs.

**Organizational and Operational Leadership Experience:**

- Oversaw 4 academic areas with 14 degree programs (School, Departments, and interdisciplinary program) ([https://sc.edu/study/colleges\\_schools/hrsm/index.php](https://sc.edu/study/colleges_schools/hrsm/index.php)).
  - School of Hotel, Restaurant, and Tourism Management
  - Department of Sport and Entertainment Management
  - Department of Retailing
  - Interdisciplinary Studies Program
- Supervised the operations of 8 Research Centers and Program Offices ([https://sc.edu/study/colleges\\_schools/hrsm/research/centers/](https://sc.edu/study/colleges_schools/hrsm/research/centers/)).
  - Alfred P. Sloan Foundation Travel and Tourism Industry Center
  - Center for Advancement of Sport and Entertainment
  - College Sport Research Institute
  - International Institute for Foodservice Research and Education
  - International Tourism Research Institute
  - The Richardson Family SmartState Center of Economic Excellence in Tourism and Economic Development
  - Wine and Beverage Institute
  - Center for Corporate Engagement
- Managed academic affairs of 7 Bachelor's, 5 Master's, and 2 Ph.D. degree programs.
- Supervised 3 associate/assistant deans, 4 department/program chairs, and 7 staff directors.
- Led 120+ fulltime faculty and staff, and 2,800 students (60+ part-time faculty).
- Relocated the Department of Integrated Information Technology to the College of Engineering and Computing in 2016.
- Initiated programs for diversity, inclusion, and equity such as the minority leadership program, listening sessions, and early mentoring program for local high schools.
- Implemented new merit programs for faculty and staff to incentivize productivity, impact, and contribution.

- Moved the college to another building location in 2018, managing the remodeling schedules, the remodeling budget, and other logistics.
- Conducted academic restructuring successfully by relocating the Department of Integrated Information Technology to the College of Engineering and Computing.
- Restructured the college leadership positions and responsibilities for effective leadership teamwork.
- Managed the early crisis situation of covid-19 by assembling an ad hoc Emergency Management Task Force.
- Developed and launched entrepreneurial businesses (e.g., managing two restaurant operations, developing an Apple campus store as part of the college operations).
- Administered more than 25 promotion and tenure cases internally.
- Hired more than 40 new people (associate deans, chairs, directors, faculty, and staff).
- Reorganized the marketing and communication team for expanded goals and visions.

**Global Engagement and Expansion (please refer to Appendix B for my globalization vision):**

- Expanded global program partnerships by 188% and international enrollment growth by 104%, with new partnerships established with institutions in China, Chile, Ecuador, India, Korea, Netherland, Oman, Peru, Qatar, Switzerland, Taiwan, and Vietnam.
- Initiated The HRSM Summer Global Leadership Academy to host students from other countries for a short-term training, seminar, and cultural education.
- Cultivated potential partnership opportunities around the world.
- Developed, negotiated, and executed global partnership contracts.
- Increased studies abroad programs and global experiential learning activities by 200% and student participation by 250%.
- Managed and renewed global articulation and partnership programs/contracts.
- Oversaw visiting scholar program execution, ELP program engagement, and other regulatory issues related to student abroad and global hosting programs.
- Explored a satellite college campus in China in partnership with Beijing International Studies University and Qinhuangdao City.
- Collaborated with other deans to establish a multi-disciplinary partnership program with Hamad Bin Khalifa University in Qatar.
- Collaborated with Shorelight, Inc. to develop programs and courses to deliver worldwide.

**Academic Excellence through Experiential Learning:**

- Successfully achieved accreditation of all academic programs.
- Sent more than 150 students to more than 30 countries each year for global experiential learning engagement.
- Programmed global service-learning courses such as environmental sustainability projects on the Galapagos Islands.
- Expanded the partnership with the Augusta National to engage 550+ students in every year's Master's Tournament and other Professional Golf Association tournaments such as the Wells Fargo Championship, the PGA Championship, the President's Cup Tournament, and the RBC Classic to place more than 100 students in work-study positions.
- Partnered with The Carowinds in Charlotte, NC to offer on-the-job training and learning opportunities to international students (100 per year).
- Operated two restaurants and one foodservice lab for lunch and dinner with more than 90 students gaining hands-on experience.
- Opened a campus Apple store through a work-study contract with Apple, Inc. to offer internship opportunities to retail majors.

**Budgetary, Developmental, and Financial Accomplishments:**

- Managed the budget and positioned the college as most revenue-positive of all colleges on campus through efficient operations, effective resource allocation, and exceptional revenue management and growth strategies.
- Made a legacy contribution of \$5 million annually to the university to subvent other units in red.
- Set new records in fundraising every year, totaling \$35 million in 5 years (excluding \$25 million pledged for college naming).
- Restructured the college development team and strategies for effective operations.
- Implemented the university's budget model change (a centralized model to the RCM model) successfully.
- Audited and recalibrated the college spending activities for efficient operations.
- Implemented data-based spending request and approval programs.
- Managed the budget and building remodeling project for physically relocating the college to another building (amid the pandemic).
- Managed more than 30 operational and foundation funds.

**Fulbright Specialist** (02/2019 – 02/2024). U.S. Department of State's Bureau of Educational and Cultural Affairs and World Learning.

- Project #1: Faulty training and curriculum globalization at National Economics University, Hanoi, Vietnam. 13/11/2019 – 01/12/2019.
- Reviewed their curriculum toward global standards and provided future directions.
- Prepared an articulation program agreement for a joint-degree partnership with our college.
- Delivered faculty research seminars on publishing in top-tier journals.
- Guest-lectured in two undergraduate courses.
- Project #2: Faculty development training in global research publications. Under arrangement with a Malaysian university. Scheduled 2022-23.

**Co-founder of the International Conference on Tourism and Retail Management** (2017 - ).

Launched in Macao in 2018 and hosted annually in rotation of the locations among the partner schools in China, Malaysia, and University of South Carolina.

**External Program Review Consultant** (2018). Rosen College of Hospitality Management, The University of Central Florida.

- Evaluated the entire operations of the Rosen College and reported to the provost.
- Presented the investigative report to the Rosen leadership and faculty.

**Department Head and Professor** (01/2009 – 07/2015). Department of Hospitality and Tourism Management (HTM), Isenberg School of Management, University of Massachusetts Amherst.

- Administered academic affairs of the BS (4 degrees), MS (2 degree tracks), Ph.D., and 2 certificate (event and casino management) programs.
- Led 550 students and 25 faculty and staff and implemented a research incentive program.
- Directed the Marriott Center for Hospitality Management (a 200-seating restaurant)
- Launched the Ph.D. program in 2011 and placed students 100% before graduation.
- Increased fundraising amount from \$200K to \$1.2 million.
- Improved program ranking from nation's 12<sup>th</sup>-16<sup>th</sup> to 4<sup>th</sup>-6<sup>th</sup>
- Launched the Department Leadership Board for fundraising and industry network and established the HTM Annual Alumni Recognition Event in Boston.
- Launched the New York Alumni Chapter and its annual NYC event.

- Oversaw the HTM Career Day, placing over 85% of students by graduation.
- Initiated global expansion through various articulation partnerships (e.g., Swiss Learn6/Work6, Japanese Exchange, etc.).
- Launched the Summer International Hospitality Leadership Academy for students from global institutions.
- Launched and taught the Department Head's signature course, "Global Hospitality Leadership," designed to offer exceptional experiential learning and engagement opportunities to students.
- Implemented an industry mentoring program for students.
- Led the National Society of Minorities in Hospitality (NSMH) student club for their activities, fundraising, and annual conference participation.
- Established an Early Mentoring Program for minority students of local high schools.

**Associate Professor (with early tenure) and Director of Graduate Education** (08/2002 – 05/2009). Hotel, Restaurant, and Institution Management, Iowa State University.

- Directed the MS and Ph.D. program – both traditional and online.
- Designed online curricula for the MS and Ph.D. program.
- Coordinated the department in the absence of Department Chair (2008-2009).
- Collaborated with two other program directors (the Apparel, Textile, and Clothing department and the Family and Consumer Sciences Education department) to develop interdisciplinary graduate courses.
- Responsible for increasing both MS and Ph.D. program enrollment.
- Taught the same courses as below.

**Special Guest Lecturer** (Fall/2005). Hanyang University International Graduate School of Tourism, Seoul, Korea.

- Taught a hospitality business law course (3 credits) to doctoral students.
- Delivered an open research seminar on the experience economy in tourism and hospitality businesses to Hanyang graduate students and faculty.
- Offered several guest lectures in undergraduate courses.

**Assistant Professor** (08/1997 – 05/2002, tenure track). Hotel, Restaurant, and Institution Management, Iowa State University.

- Courses taught:

Hospitality Marketing (junior)	Lodging Operations Management (junior)
Hospitality Law (senior)	Professional Writing (doctoral)
Cost Control (master's)	Theoretical Development (doctoral)
Strategic Planning (master's)	Research Methods (masters & doctoral)

**Visiting Professor** (Summer/1999). Schiller International University, Engelberg, Switzerland.

- Taught a course on hospitality marketing.
- Delivered the keynote speech at the university's commencement.
- Conducted guest lectures to various study abroad groups.
- Assisted hosting industry professionals and open forums.

**Instructor and Teaching Assistant** (01/1993 – 05/1997). School of Hotel, Restaurant, and Recreation Management, The Pennsylvania State University.

- Courses taught:

Strategic Planning (Junior level)
Quantitative Methods (Junior/senior level)

Research Methods (master's) - cotaught

**McNair Scholar Advisor** (1995). *The American Tourism and Crime Project*, The Pennsylvania State University. Mentored an undergraduate first-generation minority student toward his completion of the degree and special project.

**Research Assistant** (01/1993 – 05/1995). Leisure Studies, The Pennsylvania State University.

- Managed all data of two statewide research projects for the faculty team.
- Analyzed data and assisted in preparing manuscripts.
- Prepared research reports for the funding organizations.

**Graduate Assistant** (08/1991 – 05/1992). Department Chair, College of Hospitality, University of Nevada, Las Vegas.

- Managed the college's 800-hour work/internship experience requirements.
- Assisted in faculty research projects and book writing.
- Assisted in training casino executives from the Paradise, Inc., Korea.
- Translated a casino marketing book into Korean.

### NON-ACADEMIC POSITIONS

**Consultant** (2020 – 2022). Summit Logistics, Inc. New York. Part time.

- Provided consulting services on international trading and retailing.
- Assisted in securing global supply chains for medical equipment.
- Executed negotiation, contracting, and provision of supplies with global partner companies.

**Board of Directors** for

- Cleveland Diabetes Care, Inc., a company venturing in innovative diabetes medications. Based in Boca Raton, FL. (2017 – Present).
- KRS Global Biotechnology, Inc., a biotechnology pharmaceutical manufacturing firm. Based in Boca Raton, FL. (2019 – Present).
  - Non-voting member
  - Assisting CEO/Chairman in developing global business partnerships.
  - Assisting the companies in preparing for IPO and public listing and trade in NASDAQ.
  - Providing consultations on demand on various marketing issues and sales leads.
  - Participating in business strategy formulation with CEO/Chairman and other executives.

**National Advisory Board** (2014 – 2016). DECA, the largest high school student association.

- Advised high school students on college and career paths and other.
- Advised the conference organization team on various logistic supports and program ideas.
- Served as a panel member at the national conference.

**Board of Directors** (2010 – 2014). Massachusetts Council on Compulsive Gambling.

- Voting member
- Participated in quarterly meetings for operational, financial, and other managerial decisions.
- Assisted the Council in linking with educational agenda and institutions for future casino education and research.
- Provided consultation on the Council's research and publications.
- Assisted in staffing the Council, including searching for a new President.

**Board of Directors** (2008 – 2015). Korean Academic Society of Hospitality Administration.

- Assisted in organizing annual conferences.
- Reviewed reports and papers.
- Represented the organization internationally.

**Faculty Intern** (Summer/2008). Marriott International, Inc., Bethesda, Washington D.C.

- Trained in global branding, global business operations, and logistics.
- Attended seminars on Marriott business philosophy, college programs, employee recruitment and retention, and innovation labs.
- Participated in the Annual Marriott Employee Recognition event.

**Consulting Partner** (2004 – 2008). Y-Pulse Consulting, a Chicago-based advertising company consulting for foodservice companies and school foodservice directors at various institutions and organizations.

- Designed national surveys of school foodservice directors.
- Analyzed data and prepared research reports for press release.
- Assisted in developing sales presentation materials and market niches.

**Management Intern** (08/1991 – 05/1992). The Las Vegas Hilton, Las Vegas, Nevada.

- Trained in sales and marketing, convention services, PBX, valet operations, security, housekeeping, front office, and guest relations.

**Tour Guide** (1990 – 1992, part time). Las Vegas and Grand Canyon areas.

**Systems Technology Manager in Training** (11/1989 – 03/1990). The Systems Technology Management (STM), The Lucky Goldstar (LG) International, Co., Seoul, Korea.

- Trained to manage corporate computer security systems worldwide.

**VIP Services** (Summer 1988). 1988 Seoul Summer Olympic Games, The Nam-san Tower Hotel, Seoul, Korea.

- Assisted Olympic umpires in off-stadium schedules and activities.
- Managed shifts of six translators for umpires.
- Assisted the hotel in providing guest services in front office.

Part-time positions at restaurants and hotels and tutoring in English (1986 – 1989).

**Trainer Sergeant** (02/1984 – 07/1986). The Army Training Center, The Korean Army military service.

- Trained to be an army trainer at a boot camp.
- First place graduate
- Best trainer award (1986)

## HONORS, AWARDS, & RECOGNITIONS

**Best Paper**, The Annual I-CHRIE Research Reports Competition Award, I-CHRIE. New Orleans, LA. 2019

*Award article:* Lee, S. A., & Oh, H. (2019). Empowering a brand through anthropomorphism.

**Best Paper Award**, The International Conference on Tourism and Retail Management (TRMC):

Advances in Tourism and Retail Services. Macao. 2018

*Award article:* Lee, S. A., & Oh, H. (2018). May I serve you? Effective hotel advertising via hotel brand anthropomorphism.

**The W. Bradford Wiley Memorial Best Research Paper of the Year Award**, I-CHRIE. With So, K. and Min, S. 2018

*Award description:* The W. Bradford Wiley Memorial Research Award is given to a superior research publication on a topic relevant to the field of hospitality or tourism management.

*Award article:* So, K., Oh, H., & Min, S. (2018). Motivations and constraints of Airbnb consumers: Findings from a mixed methods approach. *Tourism Management*, 67, 224-236.

**Highly Commended Article of the Year in the 2018 Emerald Literati Awards**

*Award article:* Oh, H., & Kim, K. (2017). Customer satisfaction, service quality, and customer value: Years 2000-2015. *International Journal of Contemporary Hospitality Management*, 29(1),2-29.

**Top 10 Researcher** in the discipline based on four criteria: (1) quality of research output, (2) quantity of research output, (3) consistency of quality research output, and (4) longevity of quality research. **Ranked #1** in the discipline based on the (1) number of citations per published article and (2) number of citations per publication per year. In Dev, C. S., Parsa, H. G., Parsa, R. A., & Bujisic, M. (2015), *Journal of Teaching in Travel & Tourism*, 15(2), 93-124.

**Best Paper Award**. 2015 World Education Congress, San Francisco, CA. Sponsored by Meeting Professionals International and Journal of Convention & Event Tourism. 2015

**Finalist for the Michael D. Olsen Research Achievement Award**. University of Delaware. 2014

**John Wiley & Sons Lifetime Research Achievement Award**. International Council on Hotel, Restaurant, and Institutional Education (I-CHRIE), St. Louis, MO. 2013

*Award description:* The John Wiley & Sons Lifetime Research Achievement Award recognizes an International CHRIE member for lifetime contributions to outstanding scholarship and research in hospitality and tourism. The award is given to an International CHRIE member who has made and continues to make significant contributions to the field of hospitality and tourism through scholarly research published in hospitality and non-hospitality journals over an extended period. It serves as a tribute to a distinguished individual who has demonstrated both leadership in a specialized field of study, and high standards in the systematic and objective analysis of data that has led to a significant contribution to the body of knowledge.

**Finalist for John Wiley & Sons Lifetime Research Achievement Award**. International Council on Hotel, Restaurant, and Institutional Education (I-CHRIE). 2012

**Exceptional merit award**, based on evidence of international renown and accomplishments as Department Head. University of Massachusetts Amherst. 2011

**Best Paper**, 2010 Global Marketing Conference at Tokyo, Japan. September 2010. With Jeong, M. and Baloglu, S. 2010

**The TOSOK Excellent Research Paper Award**, The 68<sup>th</sup> TOSOK Academic Conference, Busan Korea. With Park, M. and Park, J. July 2010.

**Alumni Award – Emerging Graduate Professional**, School of Hospitality Management, The Pennsylvania State University. 2008

**The W. Bradford Wiley Memorial Best Research Paper of the Year Award**, I-CHRIE. With Fiore, A. M. and Jeong, M. 2008

*Award description:* The W. Bradford Wiley Memorial Research Award is given to a superior research publication on a topic relevant to the field of hospitality or tourism management by an International CHRIE member.

**Best Paper**, The Annual International Convention & Expo Summit, University of Nevada, Las Vegas. 2008

**Finalist** for The Charles R. Goeldner Article of Excellence Award, *Journal of Travel Research*. 2008

**Nominee** for **Research Excellence**, College of Family and Consumer Sciences, Iowa State University. 2005

**Finalist** for W. Bradford Wiley Memorial Research Award, The Council on Hotel, Restaurant, and Institutional Education (CHRIE). 2005

**Best Article of the Year**, *International Journal of Hospitality Management*. The first recipient of the award given to an original, superior example of research. With Jeong, M. and Gregoire, M. 2004

**Best Paper**, Travel and Tourism Research Association (TTRA), sponsored by National Tourism Organization. With Fiore, A. M. and Jeong, M. 2004

**Best Paper** in Hospitality Education, The Council on Hotel, Restaurant, and Institutional Education (CHRIE), Palm Spring, California. With Jeong, M. and Horton, B. 2003

**Alumni of the Year Award**, Department of Tourism Sciences' 20<sup>th</sup> Anniversary Convention, Hanyang University, Seoul Korea. 2001

**Finalist** for the W. Bradford Wiley Memorial Best Paper of the Year Research Award, The Council on Hotel, Restaurant, and Institutional Education (CHRIE), Toronto, CA. 2001

**Best Paper**, The 1999 CenStates Travel and Tourism Research Association (TTRA) Research Award. With Jiang, P. and Gregoire, M. 1999

**Best Paper** in Marketing, The Council on Hotel, Restaurant, and Institutional Education (CHRIE), Miami Florida. 1998

**Van Nostrand Reinhold (VNR) Research Award**, The Council on Hotel, Restaurant, and Institutional Education (CHRIE). With M. Jeong. 1997

*Award description:* The Award is given to a superior research publication on a topic relevant to the field of hospitality or tourism management by an International CHRIE member.

**Summa Cum Laude**, College of Social Sciences, Hanyang University, Seoul, Korea. 02/1990

**Hanyang Merit Scholarship**, four-year scholarship based on academic achievements, Hanyang University, Seoul Korea. 1980-1989 (excluding the period of military service from 1984 to 1986)

**Best Sergeant Instructor**, The 8<sup>th</sup> Infantry Division, Korean Army. 1986

**Summa Cum Laude**, The Institute of Sergeant Education, The 8<sup>th</sup> Infantry Division, Korean Army. 1985

## REFEREED PUBLICATIONS

Yu, H., & **Oh, H.** (under review). Virtual reality and perceptions of destination presence. *Tourism Management*.

**Oh, H.**, Jeong, M., & Shin, H. (under 2<sup>nd</sup> review). Engaging and satisfying employees: Nonlinear and interaction effects on turnover likelihood. *Cornell Hospitality Quarterly*.

Lee, S., & **Oh, H.** (under review). Chatbot communication strategies and future chatbot use. *Journal of Hospitality & Tourism Research*.

**Oh, H.**, Lee, M., & Lee, S. (2020). Global or local brand? A hotel selection study in global travel context. *Journal of Product & Brand Management*. In press.

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**Oh, H.**, Fiore, A. M., & Jeong, M. (2004). Conceptualizing and measuring the four realms of tourism experience. The Annual Travel and Tourism Research Association Conference, Montreal, Canada. (*Best Paper Award*)

Asatryan, V., & **Oh, H.** (2004). Trust, brand equity, and consumer commitment: A proposed model for the hospitality industry. The 9<sup>th</sup> Graduate Education and Graduate Research Conference. Houston, TX.

Jeong, M., **Oh, H.**, & Horton, B. (2003). Applying expectancy theory to student evaluations of a course and instructor. The Annual Council on Hotel, Restaurant, and Institutional Education (CHRIE) Conference, Palm Spring, CA. (*Best Paper Award*)

Kim, B. Y., & **Oh, H.** (2003). The effects of market-based resources and external market forces on strategic orientation implementation and firm performance in the lodging industry. The Annual Council on Hotel, Restaurant, and Institutional Education (CHRIE) Conference, Palm Spring, CA.

**Oh, H.**, Jeong, M., & Gregoire, M. (2003). Role of website quality in online booking decisions. The Annual Council on Hotel, Restaurant, and Institutional Education (CHRIE) Conference, Palm Spring, CA.

Kwun, J., & **Oh, H.** (2003). A Moderating Role of Quality Variance in Brand Portfolio Evaluations. The Annual Council on Hotel, Restaurant, and Institutional Education (CHRIE) Conference, Palm Spring, CA.

Kim, B. Y., & **Oh, H.** (2003). Examining the impact of relationship benefits and costs on customer loyalty and relationship strength. The Asia-Pacific International Council on Hotel, Restaurant, & Institutional Education Conference. Seoul, Korea.

Kim, B. Y., & **Oh, H.** (2003). Introducing the knowledge management framework into the lodging industry. The 8<sup>th</sup> Graduate Education and Graduate Research Conference. Las Vegas, NV.

Kwun, J. W., & **Oh, H.** (2003). Brand portfolio characteristics and behavioral intentions. The 8<sup>th</sup> Graduate Education and Graduate Students Research Conference. Las Vegas, NV.

Asatryan, V., & **Oh, H.** (2003). Strategic alliances and branding in the hospitality industry: Proposed effects of strategic alliances on selected branding variables. The 8<sup>th</sup> Graduate Education and Graduate Students Research Conference. Las Vegas, NV.

**Oh, H.** (2002). Roles of travel purpose and past experience in market retention efforts. The Annual Council on Hotel, Restaurant, and Institutional Education (CHRIE) Conference, Orlando, FL.

**Oh, H.** (2002). Service failures and recoveries in the meetings industry: How important are they? The Annual Council on Hotel, Restaurant, and Institutional Education (CHRIE) Conference, Orlando, FL.

Jeong, M., **Oh, H.**, & Gregoire, M. (2002). Conceptualizing website quality and its consequences. The Annual Council on Hotel, Restaurant, and Institutional Education (CHRIE) Conference, Orlando, FL.

Kwun, J., & **Oh, H.** (2002). Effects of brand, price, and risk on customers' value perceptions and behavioral intentions in the restaurant industry. The Annual Council on Hotel, Restaurant, and Institutional Education (CHRIE) Conference, Orlando, FL.

Kim, B. Y., Kwun, J. W., & **Oh, H.** (2002). Practices of corporate social responsibility and its consequences. The 7th Graduate Education and Graduate Research Conference. Houston, TX.

**Oh, H.** (2001). A trust-embedded postpurchase decision process. The Annual Council on Hotel, Restaurant, and Institutional Education (CHRIE) Conference, Toronto, Canada.

Hwang, J. H., & **Oh, H.** (2001). Development of price perceptions by restaurant customers. The 6<sup>th</sup> Graduate Education and Graduate Research Conference. Atlanta, GA.

Kim, B. Y., & **Oh, H.** (2001). An extended application of Importance Performance Analysis. The 6<sup>th</sup> Graduate Education and Graduate Research Conference. Atlanta, GA.

Cho, K. I., & **Oh, H.** (2001). Behavioral characteristics of potential South Korean casino visitors. The 6<sup>th</sup> Graduate Education and Graduate Research Conference. Atlanta, GA.

**Oh, H.** (2000). An extended model of the customer value process. Council on Hotel, Restaurant, and Institutional Education (CHRIE) Conference, New Orleans, LA.

Jiang, P., **Oh, H.**, & Gregoire, M. B. (1999). Conference participation decision-making: A study of university faculty. The 1999 CenState Travel and Tourism Research Association Conference, Clarksville, IN. (*Best Paper Award*)

**Oh, H.** (2000). Comparing relative predictive power of perceived quality, value, and satisfaction. The Annual Council on Hotel, Restaurant, and Institutional Education (CHRIE) Conference, New Orleans, LA.

**Oh, H.**, & Hsu, C. H. C. (1999). Gambling: Volitional or nonvolitional behavior? A test of the theory of reasoned action. The Annual Council on Hotel, Restaurant, and Institutional Education (CHRIE) Conference, Albuquerque, NM.

**Oh, H.**, & Hsu, C. H. C. (1999). An alternative modeling of the expectancy-value process. The 1999 Annual Travel and Tourism Research Association (TTRA) Conference, Nova Scotia, Canada.

Jiang, P., **Oh, H.**, & Gregoire, M. B. (1999). Conference participation decision-making: A study of university faculty. The 4<sup>th</sup> Graduate Education and Graduate Students Research Conference in Hospitality & Tourism, Las Vegas, NV.

**Oh, H.** (1998). Attitude-intention relationships in gambling behavior: Preliminary results for theory and scale development. The 1998 Annual International Society of Travel and Tourism Educators' Conference, Cleveland, OH.

**Oh, H.** (1998). Using the same wording and/or scales in research questionnaire design: Is it a problem? The Annual Council on Hotel, Restaurant, and Institutional Education (CHRIE) Conference, Miami, FL.

**Oh, H.** (1998). The role of perceived customer value in purchase decision-making: An integrative approach. The Annual Council on Hotel, Restaurant, and Institutional Education (CHRIE) Conference, Miami, FL. (*Best Paper Award*)

**Oh, H.** (1998). Assessing method variance in matched measurement designs for services research. The Canadian & European Institutes of Retailing and Services Studies (CIRASS & EIRASS)'s 5<sup>th</sup> International Conference on Recent Advances in Retailing and Service, Baveno, Lago Maggiore, Italy.

**Oh, H.**, Parks, S. J., & DeMicco, F. J. (1997). Male versus female and young versus mature travelers: What are the implications for the hospitality industry? The Annual Council on Hotel, Restaurant, and Institutional Education (CHRIE) Conference, Providence, RI.

Jeong, M., & **Oh, H.** (1997). Service innovations through quality function deployment. The Annual Council on Hotel, Restaurant, and Institutional Education (CHRIE) Conference, Providence, RI.

**Oh, H.**, & Parks, S. C. (1996). A structural comparison of three customer satisfaction models: EDM, SERVQUAL, and SERVPERF. The Annual Council on Hotel, Restaurant, and Institutional Education (CHRIE) Conference, Washington D.C.

**Oh, H.** (1996). An empirical investigation on the use of importance in hospitality marketing models. The Annual Council on Hotel, Restaurant, and Institutional Education (CHRIE) Conference, Washington D.C.

**Oh, H.** (1996). A macro perspective of destination satisfaction processes. The 27th Annual Conference of the Travel and Tourism Research Association (TTRA), Las Vegas, NV.

**Oh, H.**, & Jeong, M. (1995). Expectation-based market level prediction of customer satisfaction. The Annual Council on Hotel, Restaurant, and Institutional Education (CHRIE) Conference, Nashville, TN.

**Oh, H.**, Roehl, W. S., & Shock, P. J. (1993). Family decision making in convention participation. The 1993 Convention/Expo Summit IV, Las Vegas, NV.

## INVITED PRESENTATIONS, KEYNOTE SPEECHES, PANELS, & SEMINARS

**Oh, H.** (2022, Feb. 7). Publishing in H&T journals. A special seminar to graduate students and faculty. Hanyang University, Seoul, Korea.

Douglas, A. C., Lee, S. H., Tao, C. W., & **Oh, H.** (2021). Navigating social media firestorms in hospitality: An application of situational crisis communication theory to investigate brand hate and negative consumer behaviors. A colleague mentoring project invited to present at The I-CHRIE Conference.

**Oh, H.** (2021 July 7-9). Drifting wanderlust and what's next? *A keynote* at the 84<sup>th</sup> TOSOK International Tourism Conference, Seoul, Korea.

**Oh, H.** (2021 July 2). Rethinking some research methods. A seminar to graduate students and faculty. Kyunghee University, Seoul, Korea.

**Oh, H.** (2021, June 20 – July 5). A survey method in marketing research. A series of special topic seminars. Soonchunhyang University, Chunan, Korea.

**Oh, H.** (2020 November 20). Sportourism: A case of South Carolina & Research Needs. A keynote address at the 2020 Korean Society of Sport and Leisure Studies Conference. Seoul, Korea.

**Oh, H.** (2020, September – October). Marketing research methods – Survey. A series of 10 seminars offered at Soonchunhyang University, Chunan, South Korea.

**Oh, H.** (2019 December 14). Cultivation of sport entrepreneurship. A keynote address delivered at the 2019 International Forum on Sport Management. National Taiwan Sport University, Taipei, Taiwan.

**Oh, H.** (2019 July 6). Tourism and culture: Trends, issues, and directions. A keynote delivered at the 2019 Yeulu Forum on Fusion Development of Culture, Tourism, and Technology. Hunan Normal University, Changsha, Hunan Province, China.

**Oh, H.** (2019 July 4). Hospitality research and publications: Trends, challenges, and directions. A special lecture to faculty. Shanghai Business School, Shanghai, China.

**Oh, H.** (2019 July 4). Trends and career in hospitality management. A special lecture to undergraduate students. Shanghai Business School, Shanghai, China.

**Oh, H.**(2019 May). Senior living, technology, and hospitality management. A keynote delivered at the 2019 International Conference of Sport, Leisure, and Hospitality Management. National Taiwan Normal University, Taipei, Taiwan.

**Oh, H.** (2018 March). Hospitality and tourism research: A Reflection on the Progress. A keynote delivered at The 11<sup>th</sup> International Conference on Tourism and Hospitality (ICTH). Luxor, Egypt.

**Oh, H.** (2017 September). Sport tourism: Trends in the US and future in China. Hunan University of Technology Graduate School. Hunan, China.

**Oh, H.** (2017 May). SPORTOURISM: Fusion of sports with tourism. Keynote at the 2017 International Conference on Sport, Leisure, and Hospitality Management. National Taiwan Normal University, Taipei, Taiwan.

**Oh, H.** (2015 July). A Casino Development Case in Massachusetts. *A VIP section keynote*. The 78<sup>th</sup> TOSOK Conference, Seoul, Korea.

An executive mentoring session for high school students. The DECA Annual International Conference, Orlando, FL. 2015.

A national panel on the hospitality major and career (November 2014). The DECA National Conference. Washington, D.C.

**Oh, H.** (2014 July). My research career and accomplishment. Annual I-CHRIE Research Academy, San Diego, CA.

**Oh, H.** (2014 March 11-12). Hospitality Leadership and Career. Kyunsung University, Busan, Korea.

**Oh, H.** (2013 January 24-27). US hospitality education: Trends and issues. To the faculty of the hospitality program at Universidad Panamericana, Mexico City, Mexico.

**Oh, H., & Jeong, M.** (2010). Customer adoption of self-service technology in the resort hotel environment. The UNLV Hospitality and Expo Summit, Las Vegas, NV.

A panel member of Career Academy on “Using and Publishing Qualitative vs. Quantitative Methods.” The 2009 International CHRIE Conference, San Francisco, CA.

Jeong, M., Fiore, A. M., **Oh, H.**, Niehm, L., & Hausafus, C. O. (2008 December 16). Strengthening competitive advantage of rural businesses with e-commerce and experience economy strategies. A Webinar to university extension specialists in collaboration with the Southern Rural Development Center at Southern Mississippi University.

**Oh, H.** (June 2007). Hospitality research and future directions; Implications for food scientists. Department of Food Sciences and Human Nutrition, E-Wha Women’s University, Seoul, Korea.

**Oh, H.** (June 2007). Evolution of the hospitality curriculum and industry prospect. Department of Food Sciences and Human Nutrition, Sangju National University, Sangju City, Korea.

**Oh, H.** (June 2007). Future of the hospitality industry and discipline. The Korean Hotel Management Association and Kyung Hee University College of Hospitality Management, Seoul, Korea.

Jeong, M., Fiore, A. M., **Oh, H.**, Niehm, L., & Hausafus, C. (2007, June 4-6). E-commerce strategies for small businesses and communities. Southern Rural Development Center. Nebraska City, NE.

Fiore, A. M., **Oh, H.**, Jeong, M., Niehm, L., Hausafus, C., & Austin, T. (2006, April 17). Economic development through new value-added business strategies. Iowa State University ICN Live Broadcast.

**Oh, H.** (2005). Graduate seminar on the experience economy in the hospitality industry. Hanyang University Graduate School of Tourism and Entertainment, Seoul, Korea.

**Oh, H.** (2005). Mediation and moderation in hospitality research. Kansas State University Graduate Hospitality Program, Manhattan, Kansas.

*Keynote Speaker*, The Graduation Ceremony, Schiller International University, Engelberg, Switzerland.

**Oh, H.** (1999). Customer value research: An example of multivariate research in the hospitality industry. Last Wednesday Seminar Series, College of Family and Consumer Sciences, Iowa State University.

**Oh, H., & Hsu, C.** (1998). Iowans' gambling behaviors. The National Coalition Against Legalized Gambling Conference, Des Moines, Iowa.

**Oh, H.** (1995). *Guest quality research study*. The management of the Sheraton New York/ Manhattan, New York, New York.

## COMPETITIVE RESEARCH GRANTS & PROJECTS FUNDED

**Oh, H., Jeong, M., & Shin, H.** (2018). Role of Recognition/Reward in Employee Engagement and Turnover Likelihood. Incentive Research Foundation. \$49,957. PI.

Liu, B., So, K., **Oh, H.**, Jeong, M., Martin, D., DiPietro, R., & Meng, F. (2018). Research Exchange Grant. Sun Yat-sen University, P.R. China. \$31,000. (all Co-PI in random order).

**Oh, H., & Jeong, M.** (2015-16). Disruptions and prevention strategies in meeting planning. Incentive Research Foundation. \$30,350. PI.

**Oh, H., Jeong, M., & Tierney, E.** (2014). Developing a new business model for destination management companies (DMCs) by redesigning their value propositions. Incentive Research Foundation. \$30,000. PI.

Assaf, A., & **Oh, H.** (2012-2013). Developing a slow tourism tracker scale (STTS) for tourism innovations. The Caesars Hospitality Research Center, University of Nevada, Las Vegas. \$50,000. Co-PI.

Hsu, C., Assaf, A., & **Oh, H.** (2010-1012). A hotel brand equity model: Longitudinal validation and index development. The Hong Kong Polytechnic University. HK\$400,000. Co-I.

**Oh, H., & Jeong, M.** (2008-2009). High tech vs. high touch in resort operations: Implications for customer service and satisfaction. The Hospitality Research Center, University of Nevada, Las Vegas. \$39,000. PI.

Fiore, A. M., Niehm, L., Fairchild, E., Garasky, S., Jeong, M., Kadolph, S., Karpova, E., Marcketti, S., **Oh, H.**, Russell, D., Swenson, D., Welk, G. (2007-2008). Developing a rural renaissance community index to define, assess, and improve community features that expand human potential and economic development. Iowa State University College of Human Sciences Entrepreneurial Program Initiative. \$18,600. Co-PI.

Hsu, C.H.C., & **Oh, H.** (2007-2009). Determining Chinese hotel brand equity in the globalizing market environment. The Hong Kong Polytechnic University. HK\$400,000. Co-I.

Jeong, M., Fiore, A.M., Hausafus, C., Niehm, L., & **Oh, H.** (2005-2006; authorship in alphabetical order). *Strengthening competitive advantages of rural businesses with e-commerce and Experience Economy strategies*. The Southern Rural Development Center, Mississippi State University. \$15,000. Co-PI.

Fiore, A., **Oh, H.**, Jeong, M., Niehm, L., & Hausafus, C. (2004-2007). *An innovative rural entrepreneurship model for family and consumer sciences curriculum*. The United State Department of Agriculture (USDA). \$100,000. Co-PI.

Kim, B. S., Cho, B. H., & **Oh, H.** (2004). *Developing the Korean Standard (KS) of domestic and international business conducts for the travel agency industry*. The Korean Ministry of Industrial Resources. \$40,000. Co-I.

Fiore, A. M., Jeong, M., & **Oh, H.** (2003). *Applying the concept of the experience economy to enhance Iowa tourism*. College of Family and Consumer Sciences, Iowa State University. \$5,000. Co-PI.

Jeong, M., **Oh, H.**, & Gregoire, M. (2000-2001). *Developing a marketing framework to increase sales from the Internet for lodging properties*. American Hotel & Lodging Foundation. \$20,000. Co-PI.

**Oh, H.**, & Huss, J. (1999-2000). *Brand and risk perceptions as determinants of customer value*. Research Incentive Grant, College of Family and Consumer Sciences, Iowa State University. \$2,378. PI.

Jeong, M., & **Oh, H.** (1998-1999). The information quality on the lodging website: Can it be the next information source for customers' buying decisions? College of Family and Consumer Sciences, University of Mississippi, \$2,750. Co-PI.

**Oh, H.** (1998). Customer value-based satisfaction: Can it be the next source for *competitive advantage in the hospitality industry*? Special Research Initiation Grant (SPRIG), Iowa State University. \$8,766.

**Oh, H.**, & Hsu, C. (1997-1998). *Iowans' gambling behaviors: A pilot investigation*. College of Family and Consumer Sciences, Iowa State University. \$4,000. PI.

## VISITING SCHOLARS & GRADUATE STUDENTS MENTORED

### UNIVERSITY OF SOUTH CAROLINA (2015 – PRESENT)

- Kang, Jung-Won, Ministry of Culture, Sports, and Tourism, Korean Government (visiting researcher 2019-20; collaborator)
- Min, So-Mang (PhD, Major Professor, 2019 – present)
- Yu, Hongxiao (PhD, Major Professor, 2019 – present)
- Kim, Mi-Sun, Ministry of Culture, Sports, and Tourism, Korean Government (visiting researcher 2017; collaborator)
- Kim, Bong-Suk (visiting professor 2016-2017; collaborator)

### UNIVERSITY OF MASSACHUSETTS AMHERST (2009 – 2015)

- Kim, Kawon (Kathy) (PhD, co-major professor, 2013 – 2015)
- Lee, Seonjeong (Ally) (PhD committee member, 2010 – 2014)
- Hong, Jung-Hwa, Dong-Seo University, Busan, Korea (visiting professor, 2014-15; collaborator)
- Shin, Tiffany (Jeong-Young) (PhD in progress: Major Professor)
- Park, Tae-Young, Ministry of Culture and Tourism, Korean Government (visiting scholar 2012-2013; collaborator)
- Wang, Ji, Liaoning University, China (visiting professor 2012-2013; collaborator)
- Chen, Rong (Rebecca), Ningbo Institute of Zhejiang University, China (visiting professor 2012-2013; collaborator)
- Sol, Hoon-Koo, Boo Kyung University, Pusan Korea (visiting professor in 2012-13; collaborator)
- An, Zhe (MS completed in 2011; Chair)

- Chen, Christine (MS completed in 2011; Chair)
- Choi, Choong-Beom (MS completed in 2010; Committee member)
- Lee, Youngjae (MS in progress; Committee member)
- Rahman, Imran (MS completed in 2009; Committee member)
- Lee, Mi-soon, Kyung-Sung University, Pusan Korea (visiting professor in 2010-11; collaborator)
- Won, Hyung-Joong, Ewha Women's University, Seoul Korea (visiting professor in 2010-2011; mentor)

### **IOWA STATE UNIVERSITY (1997 - 2008)**

- Mora Park, Sangju National University, Sangju Korea. (visiting professor in 2007-08: mentor)
- Byeong-Sam Kim, Hanyang University, Seoul Korea. (post-doctoral training in 2005: mentor)
- Kwang-Ick Cho, Korea Tourism Research Institute, Seoul Korea. (post-doctoral training in 2002: mentor)
- Erin Devlin (PhD in progress: Major Professor)
- Mary Begalle. Director of Marketing, Schwan Inc. (PhD completed in 2008: Major Professor)
- Jee-Hye Shin, Private Foodservice Industry Consultant (PhD completed in 2008: Major Professor)
- Tami Cline, Cline Consulting, Virginia (PhD completed in 2008: Major Professor)
- Lisa Slevitch, Asst. Prof., Oklahoma State University (PhD completed in 2007: Major Professor)
- Vahagn Asatryan, Asst. Prof., Husson College, ME (PhD completed in 2006: Major Professor)
- Byeong-Yong Kim, Asst. Prof., Univ. of Suwon, Korea (PhD completed in 2004: Major Professor)
- Joon-Wuk Kwun, Asst. Prof., Univ. of Central Florida (PhD completed in 2004: Major Professor)
- Myunghee (Mindy) Jeon, Foodservice and Lodging Management (PhD in progress: Committee member)
- Maureen Tucker, Family and Consumer Sciences Education (PhD in progress: Committee member)
- Rick Hall, Foodservice and Lodging Management (PhD in progress: Committee member)
- Christian Morosan, Asst. Prof. Kansas State Univ. (PhD completed in 2005: Committee member)
- Jung Choi, Textile and Clothing (PhD completed in 2002: Committee member)
- Hong Yu, Textile and Clothing (PhD completed in 2000: Committee member)
- Siti Fitimah Mohamad (MS in progress: Major Professor)
- Leonardo Chopra (MS completed in 2007; Committee member)
- Phillip Walters (MS completed in 2002: Major professor)
- Byeong-Yong Kim (MS completed in 2003: Major Professor)
- Peng (Paul) Jiang (MS completed in 2001: Major Professor)
- Yu-Chen Hwang (MS completed in 1998: Major Professor)
- Ji-Young Choi (MS completed in 2002: Committee member)
- Woo-Sik Choi (MS completed in 2000: Committee member)

## **PROFESSIONAL SERVICE ENGAGEMENT**

### **ADVISORY BOARDS**

- Advisory Committee/International Committee, International Conference on Hospitality, Tourism, and Sports Management (HTSM) (2016 – Present)
- Berkshire Community College, Pittsfield, MA (2009 – 2014)
- DECA, a national high school student organization (2014 - 2016 )

### **ASSOCIATE EDITOR**

- *Journal of Global Scholars of Marketing Science*, Hospitality and Tourism Management Area (2017 – Present)

#### **GUEST EDITOR**

- *Journal of Travel & Tourism Marketing* (2005), 18(3). Special issue on “Consumer Behavior in Tourism and Hospitality: Advances through Multidisciplinary Approaches.”

#### **AD HOC ASSOCIATE EDITOR**

- *Information Technology & Management* (2013 - )

#### **EDITORIAL REVIEW BOARDS**

- *Journal of Travel Research* (2011-2016)
- *Journal of Korean Academic Society of Hospitality Administration* (2011 – 2013)
- *Journal of Global Academy of Marketing Science* (2010 – Present)
- *International Journal of Tourism Sciences* (2010 – Present)
- *Journal of Hospitality & Tourism Research* (2008 – 2020)
- *International Journal of Contemporary Hospitality Management* (2007 - 2013)
- *Journal of Hospitality Marketing & Management* (2007 - Present)
- *Journal of Hotel Management (by the Korean Hotel Management Association)* (2007 – Present)
- *Korean Journal of Tourism Studies* (2003 - Present)
- *Advances in Hospitality & Leisure Research* (2003 - Present)
- *Journal of Travel & Tourism Marketing* (2003 - 2014)
- *International Journal of Hospitality Management* (2003 - Present)
- *Cornell Hospitality Quarterly* (formerly, *Cornell Hotel and Restaurant Administration Quarterly*, 2001 - Present)
- *Journal of Foodservice Business Research* (2001 - Present)

#### **AD HOC REVIEWER**

- *Journal of Marketing Communications* (2020 - )
- *Tourism Analysis* (2014 - )
- *African Journal of Business Management* (2013 - )
- Faculty Research Grant proposals, University of Massachusetts Amherst (2013 - )
- *Journal of Business Research* (2012 - )
- The 2010 Global Marketing Conference at Tokyo – The Consumer Behavior of International Tourism Track (2010 - )
- The 2010 TOSOK International Tourism Symposium (2010 - )
- Refereed papers for the UNLV Hospitality Summit (2010 - )
- *International Journal of Tourism Policy* (2008 - )
- *Journal of Systems Science and Systems Engineering* (2008 - )
- *International Journal of Management and Decision Making* (2007 - )
- *Anatolia* (2006 - )
- American Hotel & Lodging Educational Foundation’s Research and Project Funding Program (2005 - )
- *Journal of Park & Recreation Administration* (2004 - )

- Refereed Papers for the EuroCHRIE (2004 - )
- *Tourism Management* (2003 - )
- *Journal of Retailing and Consumer Sciences* (2003 - )
- *Journal of Hospitality and Tourism Research* (1997 - )
- *International Journal of Hospitality Management* (1997 – 2003)
- Refereed Papers for The Council on Hotel, Restaurant, and Institutional Education (CHRIE) Conference. (1997 - )
- *Annals of Tourism Research* (2001 - )
- The Internet Encyclopedia --- Marketing Area (2002)
- *Journal of Restaurant & Foodservice Marketing*, a special issue on consumer behavior (2001)
- *Journal of Restaurant and Foodservice Marketing*, a special issue on fast food and franchising. (2000)
- Refereed Papers for the American Marketing Association’s Services Marketing Conference, Sydney, Australia. (2000)
- *Pacific Tourism Review: A Special Issue on “Tourism in Taiwan and South Korea.”* (1998)

### **DISCIPLINARY PROFESSIONAL SERVICES**

- Mentoring Leader – ICHRIE Research Marathon (2021)
- External Program Review Consultant – The Rosen College of Hospitality Management, University of Central Florida (2018 January)
- Accreditation Review Board Member – Accreditation Commission for Programs in Hospitality Administration (2010 – Present)
- I-CHRIE, North East Chapter Nominating Committee (member, 2012 – Present)
- Promotion and tenure case reviewed:
  - Berezina, Ekaterina, The University of Mississippi (promotion and tenure, 2020)
  - Chang, Sean Ho-Wook, Florida International University (promotion and tenure, 2020)
  - Chen, Ming-Hsiang, Washington State University (promotion to professorship, 2017)
  - Park, Sung-Hee (Ally), Macao University of Science and Technology (promotion and tenure, 2017)
  - Dr. Manisha Singal, Virginia Tech (promotion and tenure, 2014)
  - Dr. Seoki Lee, Penn State University (promotion and tenure, 2014)
  - Dr. Andrew (Wing Kit Pisa) Chan, Hong Kong Polytechnic University (promotion and tenure, 2014)
  - Dr. Jonathon Day, Purdue University (promotion and tenure, 2013)
  - Dr. Nelson Barber, University of New Hampshire (tenure, 2013)
  - Dr. Geng-Qing (Christina) Chi, Washington State University (promotion and tenure, 2013)
  - Dr. Dr. Heejung Roh, University of Central Florida (promotion and tenure, 2012)
  - Dr. Eunju Suh, Florida International University (promotion and tenure, 2012)
  - Dr. Richard J. Mills, Robert Morris University (promotion to professorship, 2011)
  - Dr. Soyung Boo, George Washington University (promotion and tenure, 2011)
  - Dr. Amrik Singh, University of Denver (promotion and tenure, 2011)
- Site visit reviewer of Accreditation Commission for Programs in Hospitality Administration:
  - New York City College of Technology
- Serving on the Career Academy Committee, I-CHRIE, as a panelist.

- Invited to serve as a Leading Scholar in *One2One Meeting with Leading Scholars*. At the 13<sup>th</sup> Annual Graduate Education & Graduate Student Research Conference in Hospitality & Tourism, Orlando, FL.

#### **SERVICES AT UNIVERSITY OF SOUTH CAROLINA**

- Doctoral Qualifying Examination Committee (member). 2020 – present.
- Strategic Planning Subcommittee (member), 2021-2022.
- Panel, New Faculty Academy – Leadership Development: Strategies and Practices. 2/23/2018
- Speaker to the University Associates (university advocacy group) about HRSM, 2017.
- Organizing Committee, Omani Ports and Tourism Conference, 11/7-11/8, 2017
- Panelist on the New Faculty Academy workshop: *Leadership Development – Strategies and Practices*. Center for Teaching Excellence. February 23, 2018.

#### **COMMITTEE SERVICES PERFORMED AT IOWA STATE UNIVERSITY**

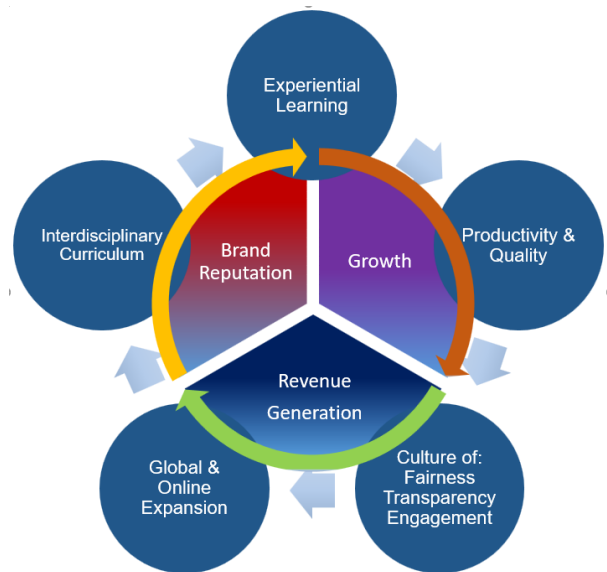
Faculty Senate (2007 – present: university member)  
Faculty Senate Caucus (2007 – Present: college member)  
Faculty Senate Judiciary and Appeals Council (2007 – present: university member)  
Faculty Conduct Case Review Committee (2007 – present: university member)  
Research and Graduate Education Advisory Committee (2004 – present: college member)  
Korean Student Association (2007 – 2008: university faculty advisor)  
Faculty Search Committee (2006 – 2008: departmental chair for 3 positions)  
The Bible Study Club (1997-2002: university advisor)  
The Kumdo Club (1999 – 2001: university advisor)  
Department Chair Search Committee (2006-2007, college member)  
College Governance Documents and Policies (2005-2006: college member)  
Computer Resources Committee (2002-2005: college member)  
Outreach Committee (2000-2005: college member)  
Faculty Development Committee (2002: college member)  
College Curriculum Committee (1998-2000: college member)  
International Committee (1997-2000: college member)  
Faculty Search Committee (2000; 2006-2008: departmental chair)  
Promotion and Tenure Committee (2004-present: departmental member)  
Graduate Outcomes Assessment Committee (2001-present: departmental chair)  
FLM Graduate Club (2004-present: departmental advisor)  
Outreach Committee (2000-2005: departmental chair)  
VIESHA Cherry Pie Project (1998-2005: departmental member)  
Undergraduate Curriculum Committee (1997-2000: departmental chair)  
Department Grievance Committee (1999; 2006: departmental chair and member)  
Graduate Review Committee (1998-present: departmental chair and member)

#### **REFERENCES AVAILABLE UPON REQUEST.**

## APPENDIX A. Highlights of Accomplishments as Dean (August 1, 2015 – July 31, 2020)

I joined the College of Hospitality, Retail, and Sport Management on August 1<sup>st</sup>, 2015, following 6.5 years of my pride in being Head of the Department of Hospitality and Tourism Management (nationally ranked at 4-6<sup>th</sup>) at the University of Massachusetts, Amherst. I came to UofSC with a vision to rebuild the academic reputation and workplace culture the college and its individual programs deserved.

During my first year, I worked with the college leadership team, faculty, and staff to establish a strategic business model for the next 5 years. We agreed on what the college needed most and decided to focus on improving three dimensions: *brand reputation*, *growth*, and *revenue generation*. We further decided to accomplish these goals through continued investment of our efforts and resources in five key program areas: (1) exceptional experiential learning, (2) integrated interdisciplinary curriculum, (3) professional competitiveness in productivity and quality, (4) expansion in global partnerships and online programs, and (5) workplace culture of fairness, transparency, and deep engagement. We have used this business model as a guide to review the previous year's performance and plan for the following year's activities in each year's college kick-off meeting.



### 1. Experiential Learning

**Office of Corporate Engagement.** Corporate Engagement was a strategic initiative newly created in 2016. We have hired a fulltime director and a staff member to create opportunities for our students to connect with industry professionals through guest lectures, career fairs, on-campus interviews, and career treks to corporate sites. In February 2019, we implemented a new College of HRSM Experience Expo Career and Study Abroad Fair. Since then, we have hosted 120 employers and over 1700 students at this event. In addition, over the past two years nearly 200 HRSM students have interviewed for career-related opportunities on campus.

Each semester, Corporate Engagement partners with employers and faculty to transport students to employer sites for tours and educational sessions. Since August 2017, we have visited the Atlanta Sport and Entertainment Expo, Belk, Carowinds, Electrolux, JC Penney Headquarters, Sea Pines Resorts, Ritz Carlton Charlotte, Under Armour Headquarters, and HMS Productions. These trips have been within the state and throughout the country. We typically host over 100 guest speakers in classes each year to educate students on trends in the hospitality, retail and sport and entertainment industries. In October 2019, we hosted the Chief Marketing Officer for Belk's Corporate Headquarters as a part of our Dean's Lecture Series. In addition, we've collected over \$20K in our new Corporate Partnership Program.

All HRSM students participate in two career-related internships to gain experience in the industry. The Office of Corporate Engagement helps more than 600 HRSM students intern on-site at various companies throughout the country each summer.

Another important goal for the Office of Corporate Engagement is to place our students. The Office has recently partnered with the UofSC Department of Enrollment Management's Data Analytics and Career Center team to collect data for HRSM students. As of May 2019, our placement rate is 75% with an additional 3% of our students attending graduate school after graduation. May 2019 graduates' average starting salary was approximately \$49,300. We are working to develop relationships with departments to streamline data collection and work

collaboratively to prepare students for life after college. We plan to elevate the Office to an endowed Center for Corporate Engagement through our development efforts.

**McCutchen House** and **The J. Willard and Alice S. Marriott Foundation Culinary Laboratory**. We continue innovating the way we train our students in McCutchen House-based foodservice management courses through working-day lunch and occasional fine dining or special dinner events. Each year, more than 200 students go through hands-on training in various positions. This experiential learning will invigorate with the opening of the J. Willard and Alice S. Marriott Foundation Culinary Laboratory in the Close-Hipp Building as a new home for the HRSM College.

**The Masters' Tournament** and **Other Professional Events**. The College places 500-600 students every year to work the Master's Tournament at the Augusta National Golf Club. We successfully negotiated in 2016 the yearly contract into a 3-year contract and renewed it in 2019 with an added financial commitment from Augusta National, Inc. We also place many students in other professional golf events such as the RBC Classic at the Harbourtown Links and the Wells Fargo Championship at the Quail Hollow Golf Club each year.

**Carowinds and Sea Pines Internships**. We developed formal partnerships in 2018 with the Carowinds in Charlotte and the Sea Pines Resort on Hilton Head Island for long-term student internships. More than 100 HRSM students work seasonally at these places. In particular, the majority of the students from our international partner schools conduct American internships at the Carowinds.

## 2. Interdisciplinary Curriculum

We have been pursuing three goals in increasingly integrating our curricula across the three departments: *strengthening students' skillsets to be transferrable across industries; increasing placement opportunities for students across industries; and achieving high efficiency in resource operations*. This is an ongoing effort along the enrollment growth and many dictated changes we face constantly. Some accomplishments include:

- 20 major curriculum bulletin changes, 14 new courses, and 56 course modifications
- Launching an interdisciplinary event minor for all college students
- Review and revision to the MS program in HRTM toward joint online administration with the RETL departments
- Several cross-disciplinary courses for doctoral students
- Review and reallocation of HRSM cores across the departments
- Establishing a senior living management minor

## 3. Productivity and Quality

**Faculty and Staff Merit Programs**. We developed annual merit programs for both faculty and staff in 2016 and have implemented them each year to encourage productivity in high quality. To this end, unit leaders were trained to infuse additional rigor and integrity into their annual review of faculty and staff. Each unit had to develop a grade system for all disciplinary journals for quality assessments of faculty publications. In addition to the unit leaders, various stakeholders and college leaders participate in providing feedback about merit candidates. According to Vice President for Research, Dr. Nagarkatti (during the Provost's Retreat) and our own analyses, faculty research productivity increased more than 165% from 2016-17 to 2017-18.

**Internal Grant Programs**. We reorganized (e.g., increased the award amount) the College's research grant programs to encourage faculty to be more research productive. Also added in 2016 was a new internal grant to incentivize interdisciplinary research across departments. Grant programs emphasized collaboration between senior and junior faculty. We increased funding to support doctoral students' research and related activities. To recruit more competitive doctoral students, we benchmarked our graduate assistantship to raise the stipend in 2017 and lengthen the support period from three years to four years in 2018.

**Professional Development Funding**. Staff members are encouraged to engage in various professional development activities by taking workshops, attending association conferences, and engaging in other justifiable activities. The

College also supported their professional association membership by covering the annual membership due. A number of staff have benefited to date.

#### **4. Global and Online Expansion**

Investment in global partnerships and online programs is geared to revenue generation in the long run. Some visible accomplishments in global partnerships include:

- Increase in the number of international students by 104% in the last three years (202 students in Fall of 2019)
- Increase in the number of international partnerships by 188% in the past four years (total active partnership agreements = 52), with the following to be most notable
  - 1+3 articulation agreement with Beijing International Studies University (20 students enrolling in HRTM each year on average, with the first cohort in 2016)
  - A 2+2 dual degree program with National Economics University, Hanoi, Vietnam (2018)
  - A joint master's degree with Hamad Bin Khalifa University, Qatar
  - Two direct enrollment programs with Universidad San Francisco de Quito, Equator (2018) and Caesar Ritz College of Swiss Education Group (2019)
  - Renewed the 2+2 dual degree contract with National Taiwan Normal University
  - Partnerships in progress including Shanghai Sport University, Beijing Sport University, Hunan Normal University, and National Taiwan Sport University
- Close collaboration with Shorelight and other educational agencies for international recruitment
- Launching and hosting the International Conference on Tourism and Retail Management with two international partner schools.
- Planning activities (conceptualization, meetings, site visits, etc.) to launch a satellite college campus in Qinhuangdao City, China in 2018.
- Planning activities to establish an experiential master's program with Training Vision in Singapore and National Vietnam University.

The College enrollment has been growing fast in the last four years, requiring additional investment in matching resources. The university budget model change has caused some delays in my resource decisions in the past couple of years. We have considered developing online programs, but the growth in our full-time programs has mitigated our needs for aggressive online program development. Nonetheless, most HRSM courses (85%) are offered in a hybrid method of both face-to-face and online deliveries. As soon as we detect feasibility, we are ready to launch online programs in any unit.

#### **5. Culture of Fairness, Transparency, and Engagement**

In 2016, we reviewed most active college policies on compensation, merit, awards, funding, T&P, etc. and revised them extensively to improve fairness and transparency. Teamwork, efficiency, and team decisions have become a norm in most operational efforts and decisions. I have maintained an open-door policy and always accommodated any faculty, staff, student, and guest walking in. We have significantly reduced incidents of making decisions alone in the Dean's suite.

Faculty, staff, and student engagement has room to improve. We have implemented some social programs such as brown bag lunches with Dean, happy hours, holiday party, team game nights, and faculty and staff appreciation programs. While the College atmosphere has improved significantly in the past four years, I observe we need additional investment in improving everyone's engagement.

#### **6. Parallel Notable Efforts and Outcomes**

While our focus has remained around the above-mentioned program areas, we have also made concerted efforts to grow our program enrollment, improve our external reputation, and generate revenue.

##### **a. Growth**

- Enrollment

Fall 2015	Fall 2016	Fall 2017	Fall 2018	Fall 2019
2,384	2,535	2,482*	2,573	2,727

\*Reflects the loss of 284 IIT Department students relocated to the College of Engineering and Computing. Even with this loss, HRSM grew 14.4% over the last 5 years.

- Quality:

- i. 52.3% increase in the size of HRSM Freshmen class (2015 → 2019)
- ii. Average SAT scores: 1094 (2015) → 1138 (2018)
- iii. 171 Gamecock Gateway students in fall 2019
- iv. First year to sophomore year retention rate = 89.7% (university avg. = 88.7%)
- v. First year to junior year retention rate = 85.3% (university avg. = 83.1%)

- Diversity/inclusion

- i. 14.6% increase in black student enrollment (fall 2017 to fall 2019)
- ii. 21% increase in Hispanic student enrollment (fall 2015 to fall 2019)
- iii. 202.6% increase in international student enrollment (78 in fall 2015 to 236 in fall 2019)
- iv. 12% of HRSM Undergraduates are First Generation College Students
- v. 18% of HRSM students are minority/underrepresented

- With the enrollment growth, we invested in improvement of student services:

- i. HRSM advising team to receive the highest evaluations of all UofSC
- ii. Worked with UofSC Advising to hire 2 new first year advisors and 1 transfer advisor
- iii. Developing the HRSM Edge – Mentorship Program
- iv. Implemented a new program to welcome all students at the beginning each semester

b. Reputation

- Shanghai Rankings for Undergraduate Programs

	Rank Group	2015-16	2016-17	2017-18	2018-19
SPTE*	Domestic	?	1 <sup>st</sup>	1 <sup>st</sup>	1 <sup>st</sup>
	World	?	3 <sup>rd</sup>	3 <sup>rd</sup>	3 <sup>rd</sup>
HRTM	Domestic	Unranked	25 <sup>th</sup>	17 <sup>th</sup>	7 <sup>th</sup>
	World	Unranked	33 <sup>rd</sup>	24 <sup>th</sup>	15 <sup>th</sup>

\*In the cluster of Sport Sciences and Management.

Our RETL program is one of a very few of its kind and thus has no official ranking yet. Nonetheless, the program is highly recognized for its rarity and enjoys steady enrollment over time. It competes with the peer programs at Auburn, North Texas, Colorado, etc. The BAIS program does not have comparable peer programs across the nation and the program rankings are unavailable.

c. Development

Since I joined HRSM, we have set new records of fundraising every year. To invigorate our fundraising effort, we hired another development staff member in collaboration with the central development office. The results are paying off the investment.

Total production to the College for FY16-FY20 is \$34,708,507.64. Of this total, we raised \$432,000 in new scholarships including a newly formed relationship with the Statler Foundation in Buffalo, NY in 2017 that has contributed \$75,000, as well as a scholarship established this year totaling \$125,000 for the Good Neighbors Family Trust. In 2018, the College also received a signed Letter of Intent totaling \$25,000,000.00 for college naming, which depends on stock transfers and has not yet been fulfilled. If the university accepts this stock giving, the total value of the stocks (2 million shares) is expected to be \$57,000,000.00 as of December 2019 appraisal. As an extension of the giving, the donor prospect and I share a vision for establishing a center for senior living management at UofSC for multi-college cross-disciplinary research and training. This historic donation potential is a work in progress.

In 2017, we introduced another donor prospect and proposed a new HRSM building through an immigration program (EB-5). The proposal was not well received by the central. We are now trying to reposition this donor to name our School of HRTM for \$7,000,000.00. In 2019, I met with a vista development team and discussed a new HRSM building as part of the Columbia Convention Center expansion project. I later found that President Caslen was also working on the similar idea. This may turn out to be a reality in the next 2-3 years.

Total Gifts in Kind for FY16-FY20 is \$8,472,389.24. This number includes a \$7,752,000.00 gift from JDA Software supporting our Department of Retailing, providing cutting-edge software to give Retailing students hands-on experience and real-world training. Additionally, the Prosper Foundation has donated \$660,000.00 during this period, Shopify has donated \$21,600.00, and Fortessa Tableware Solutions has donated \$25,249.80.

Another notable development prospect is a \$2 million endowed Center for Beverage Education and Management. We recently proposed this project to Breakthru Group as the request of its President. The proposal is now under consideration by the Chairman and BOD. The prospect location for this center is the main floor of the Close-Hipp next to the J. Willard and Alice S. Marriott Culinary Laboratory.

In November 2019 we hosted the inaugural Deans Leadership Council meeting consisting of 12 members representing industry and alumni across departments. The Leadership Council is tasked with advocating for the advancement of the College as well as participating in fundraising for the College. The Council will meet twice a year with the second meeting taking place in March 2020. We expect the Council will add significantly to our already successful fundraising and industry engagement efforts.

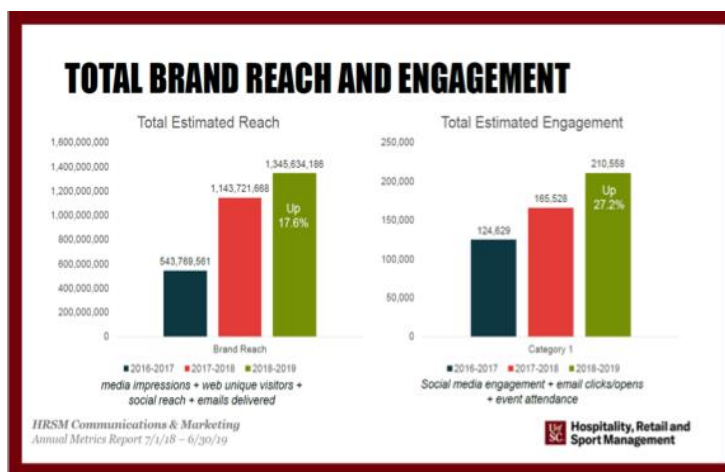
d. Alumni Relations

The College’s Alumni Relations Office has seen significant growth in both engagement and fundraising. From 2015-2019, the annual HRSM homecoming party and auction has generated over \$100,000. The funds have allowed us to award 17 Alumni Society Fund Scholarships valued at \$22,500. The Alumni Society Career Night has brought in over 400 alumni and industry friends to help over 3,000 students practice their networking skills. The event has also opened the door to new relationships that have led to internships and full-time placement as well as more formalized partnerships.

Our newest engagement initiative is *Dean’s Roundtable* (since 2017), which brings established alumni, industry partners and major gift prospects together in a small group setting to create value for all of our constituents as we make, leverage, and learn about connections. We have hosted this event in Washington, DC, Charlotte, NC, Charleston, SC (two times), and Atlanta, GA. These events have contributed to an increase in alumni engagement, identification of key industry partners and new gifts to the college. Future events will be in Dallas, TX and New York, NY. The ultimate goal is to help us elevate the perception of our programs, build new industry engagement networks, and strengthen existing relationships.

e. Marketing

We have made a significant investment in strategic marketing and communications to support brand visibility, recruitment, and growth, which has resulted in a significant return on investment in the past five years. In addition to maintaining an in-house web master and graphic designer, we newly hired a director of marketing and communications, a communications manager, and a video production intern in 2016. These investments have resulted in a continuous increase in brand reach and engagement year over year. In 2018-2019



alone, the college earned 196 media placements, reached 2.7 million people on social media, and grew social media engagement by 26%.

f. Others

We began to implement a new *technology upgrade program* in 2016. This is a three-year cycle program for all faculty and staff to get their main technology upgraded every three to four years. This is an unprecedented budgetary commitment to technology support for increased productivity and efficiency.

The College's move to the Close-Hipp Building was a nearly 5-year plan and preparation. Each year we strived to save and build our carryforward fund to cover our moving expense that was not in the university budget. The items we covered included mainly new carpet, interior painting, new blinds, new furniture, and moving crews, totaling about \$3.75 million. This is in addition to the \$2.2 million we raised to build the culinary lab and the cost coverage for the remodeling of the 8<sup>th</sup> floor.

In 2016, we relocated the Department of Integrated Information Technology to the College of Engineering and Computing, losing nearly 300 students and 10 faculty. HRSM has grown vibrantly to overcome this loss ever since.

Finally, HRSM is one of the most revenue-positive colleges on campus. Under the new budget model on the way, the College makes an annual legacy contribution of \$4,500,000.00 to subvent other colleges. Yet, HRSM suffers one of the worst faculty-to-student ratios on campus, the situation compounded by the enrollment growth and the centralized budget model. We are committed to revamping this situation in the next two to three years.

It has been an honor for me to work with the best team to serve HRSM. Every day was full of excitement.

## APPENDIX B. Vision for Global Engagement and Expansion

