TEMPLE UNIVERSITY’S SCHOOL OF SPORT, TOURISM AND HOSPITALITY MANAGEMENT

THE IMPACT ISSUE

SPRING BREAK IMMERSION IN IRELAND

10

DIVERSITY & INCLUSION

02

USGA’S KAMILLE RAMOS ’07

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STAY CONNECTED WITH
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*Connections* is published for alumni and friends of Temple University’s School of Sport, Tourism and Hospitality Management.

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FOR OVER 20 YEARS, the School of Sport, Tourism and Hospitality Management (STHM) has remained committed to providing high-quality learning experiences and cutting-edge research that has a powerful impact on the sport, tourism and hospitality industries.

By definition, to have an impact is to have a strong effect—to make a significant difference. At STHM, individuals can feel this change beyond the walls of a classroom or the pages of a research report. Here we routinely impact lives: those of our students, alumni, corporate partners, faculty and staff.

In this Impact Issue of Connections, we look at how members of the school community are playing a role in transforming our industries through knowledge, innovation, diversity and inclusion. On these pages, we share the ways we support each industry by embracing and fostering conversations centering on diversity and inclusion. You’ll meet prestigious individuals including alumna Kamille Ramos, STHM ’07, and hear first-hand how her STHM education prepared her for her role as manager of inclusion and talent acquisition at the U.S. Golf Association (USGA). She is just one of many alumni we feature in these pages who are using the skills they learned here to change how we see and talk about the dynamics and demands of the modern workplace.

Our students continue to make a lasting impact on our industries. In this issue, you’ll discover more about their community impact, hands-on experience and global learning opportunities, including on one of the school’s first immersion trips—to the Republic of Ireland.

Here we also share more about how our faculty and research centers continue to lead the way, researching, publishing and presenting on some of the industries’ most pressing issues. At the same time, they are also creating opportunities for students to gain research experience and engage with those topics in the classroom.

As we head into 2020, our school remains even more firmly committed to providing exceptional experiences and top-tier education to our students, engaging in meaningful ways through partnerships and research, and supporting the students and alumni we prepare to flourish in their careers.

I hope you come to appreciate the pride we feel showcasing the school’s highlights in this issue of Connections.

JEREMY S. JORDAN, PhD
Associate Dean
School of Sport, Tourism and Hospitality Management
Temple University
Diversity in an organization opens up the workplace to a greater range of talent, innovative ideas and increased engagement with employees and customers. In March, the school hosted the 2019 Diversity and Inclusion Conference, with PHL Diversity and Lodging Media, to lead the conversation on creating diverse and inclusive initiatives that help modern workplaces thrive.
McKinsey & Company’s Delivering through Diversity 2018 report states that companies that have higher-than-average gender diversity on executive teams are more likely to outperform their peers on profitability and are more likely to have superior value creation. What is more, organizations with the most ethnically diverse executive teams are more likely to lead the industry in profitability. Yet, a lack of gender, ethnic and racial diversity still adversely impacts many organizations, including those in the sport, tourism and hospitality industries.

In March, Temple University’s School of Sport, Tourism and Hospitality Management (STHM), in partnership with PHL Diversity (a division of the Philadelphia Convention & Visitors Bureau) and Lodging Media, hosted the 2019 Diversity and Inclusion Conference at the Ritz-Carlton Philadelphia. The multi-industry and education summit provided corporate and academic leaders the opportunity to unite and exchange best practices for incorporating diversity and inclusion (D&I) in the workplace.

Attendees at the two-day conference enjoyed 15 educational sessions on D&I ideas and initiatives.

**Bridging the Gap Between Corporate & Academic**

To have a D&I impact on workplaces, professionals need to develop their understanding and act on their beliefs early in their careers. The conference’s Academic Think Tank, led by Dr. Debra Blair, associate professor at STHM, brought together academic and industry leaders to investigate best practices for integrating D&I content into academic programs and curricula, that would ultimately be implemented in the workforce. Objectives included sharing program strategies that provide comprehensive, quality experiences for students of color, as well as the impact of D&I on faculty recruitment and retention.

“The sport, tourism and hospitality industries are seeking students who can think in terms of D&I—who want to incorporate them into everyday business practices,” said Dr. Jeremy Jordan, associate professor and associate dean of STHM. “We know that business leaders are looking for those qualities in graduates and prospective employees. The Think Tank is one method we are exploring to help students develop the skills that are essential to meet the needs of the industry.”

**WATCH conference highlights**

**CONNECTIONS | WINTER 2020**
Meeting planners said D&I programs directly influence their decision to choose a host location. For those destinations and venues that market D&I strategies, initiatives and programs, this could clearly provide a strong competitive edge.

More than half of the meeting planners stated that a venue’s diverse network of suppliers, diverse workforce, cultural awareness training programs, and diverse leadership were moderately to extremely important in their decision to select a site. This suggests that, for convention centers and meeting venues that want to make an impact, it could be more profitable to invest in these types of D&I initiatives and programs and market this strategy. These are just some of the many concrete insights that have emerged from the study.

The conference represents STHM’s commitment to the tourism and hospitality industries and to fostering a globally inclusive and culturally competent workplace. Another demonstration of this commitment is that all proceeds from the conference went directly to support the school’s newly established D&I-focused scholarship, which aims to support underrepresented STHM students pursuing careers in sport, tourism, hospitality or recreation.

**FACULTY RESEARCH ON MEETING PLANNERS**

on the importance of D&I initiatives when choosing an event destination & venue

- **45%** are influenced by D&I programs
- **73%** are impacted by the availability of cultural specific venues
- **48%** said a “commitment to D&I” is the most important attribute when choosing a destination city
- **75%** found it important (at varying levels) that the destination has non-profit organizations that represent a diverse contingency

**STHM Research with a Purpose: D&I & Meeting Planners’ Decisions**

Given that meeting and event planners often consider a variety of factors and initiatives when choosing a destination or venue, how do D&I initiatives affect their decisions? To address this question at the conference, Dr. Elizabeth Barber, professor and executive director of business development and partnerships at STHM, presented her research, *Diversity and Inclusion in Meeting Planning*.

This study surveyed more than 300 experienced meeting planners from 27 states. The majority (77%) of meeting planners surveyed had more than a decade of experience. The survey sheds light on what D&I policies, programs and practices most impact their meeting-planning decisions.

The research found that 72% stated a destination’s commitment to D&I was an important attribute in selecting a destination and venue—combined with the dedicated resources of the destination marketing organization—and for 48% of planners, that commitment was the most important factor. Further, the report revealed that 45% of meeting planners said D&I programs directly influence their decision to choose a host location. For those destinations and venues that market D&I strategies, initiatives and programs, this could clearly provide a strong competitive edge.

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Our students are our best ambassadors. At STHM, we are committed to providing value-driven education that prepares aspiring individuals for the real world. Our student services, innovative curriculum and hands-on projects enrich their experience while also immersing them in community as well as industry.

**AT A GLANCE**

**Undergraduate Students**

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**HIGHLIGHTS**

In Fall 2018, **926 UNDERGRADUATE STUDENTS** enrolled in STHM.

These students represented **17 COUNTRIES** and **29 STATES**.

Through integration with the community and industry, our students completed **12 COMMUNITY SERVICE AND CIVIC ENGAGEMENT PROJECTS**.

Students at the 132nd University Commencement Ceremony in May 2019 heard from its **FIRST STUDENT COMMENCEMENT SPEAKER FROM STHM, VANESSA CHANDLER ’19**, bachelor of science in Tourism and Hospitality Management.
Opening up Opportunities

For the last two decades, STHM has worked tirelessly to help students turn their dreams and ambitions into rewarding careers. Our students come from many walks of life—encompassing all measures of ethnic and socioeconomic diversity. Through philanthropy, we were able to award grants and scholarships to help even more students obtain a world-class, expert-led education.

STHM established four new scholarships for current undergraduate students: Meryl Levitz Scholarship for Emerging Leaders in Tourism and Hospitality, Diversity & Inclusion Conference Scholarship, Elizabeth Hicklin Barber Scholarship, and Dr. Benjamin Altschuler Endowed Scholarship.

The school established a New Student Scholarship and Dean’s Scholarship, awarding $247,500 to 43 incoming students for the 2019–2020 academic year. The funding allows incoming students to focus on their college education with less worry about the heavy burden of debt in the years after.

STHM students are exceptionally prepared when they graduate to face any challenge that their employers and the industry throw at them. The intense career focus of our degrees positions our students to succeed in the trajectory of their career.”
Senior Seminar Days of Service

At Temple University and the School of Sport, Tourism and Hospitality Management (STHM), strengthening and enhancing the communities where we live and work are essential and play a key role in the development of our students. This year a group of philanthropic staff and faculty made a day of service a top priority for the senior-level professional development seminar course.
In November 2018, faculty and students from three sections of STHM Senior Seminar gave their time and energy to Philadelphia’s diverse and deserving community through the STHM Senior Seminar Days of Service. The group coordinated efforts across five local organizations over two days, including a variety of clean-up and food services projects as well as organizational assistance with after-school programs and youth activities.

The school partnered with a handful of public and private agencies and organizations: Broad Street Ministry, Beckett Life Center, Columbia North YMCA, Philabundance and four Philadelphia Parks & Recreation centers.

Students were wowed by the impact these organizations have on the quality of life for residents right here in the City of Brotherly Love.

“Charity and corporate responsibility play such a large role in today’s professional world,” shares Richard Ridall, associate professor at STHM and director of industry relations, who organized Senior Seminar Days of Service events. “We want to better prepare our students for thinking not only about their future but also the positive impact they can have on their community.”
Spring Break Immersion in Ireland: Gaining Insights into the Culture of Sport
Short-term immersion programs, like the one 25 students took to Ireland during the 2019 spring break, provide more than an opportunity to earn course credits. This trip was a learning adventure, offering first-hand perspectives on the industry of sport in the context of this historic and distinctive culture.

It was a diverse group of STHM students that took advantage of spring break to become immersed in the culture of Dublin and the region. The trip—the first of its kind at STHM—was organized and led by Dr. Amy Giddings ’00, ’09, associate professor and the academic director of the Master of Science in Sport Business program.

Accompanied by Giddings as well as Associate Professor Dr. Debra Blair and Assistant Dean and Assistant Professor Dr. Heather Blackburn, the group comprised both graduate and undergraduate students, from both the sport and recreation management and tourism and hospitality management programs.

Giddings built academic rigor into the program, which required four group meetings in advance. Once in Dublin, students took part in lectures and presentations almost daily. To offset the costs of the trip, more than 20 students received a $1,000 scholarship. As part of the application each was asked to write a short essay on what they hoped to get out of the experience, personally and professionally.
Cultural Differences through the Lens of Sport

THE STUDENTS had a range of experiences, from tours of sports facilities to meetings with local sports professionals, club leaders and managers of large international venues. “We gained a deeper understanding of the commitment of the Republic of Ireland’s people to its history, and how this translates to the sports culture,” said Justin Martinolich ’20. The students even got a hands-on crash course in a few traditional Gaelic sports, with a half-day of coaching in hurling, Gaelic football, and handball.

Taking in the Sights of Dublin and Beyond

THE GROUP also had time to explore in the dynamic city of Dublin and the region. Day trips to Galway and the breathtaking Cliffs of Moher were among the students’ favorites. Gabrielle Engel ’21, captured some of these adventures on her takeover of the STHM Instagram account during the trip. Each student also recorded daily observations on a discussion board, submitted a final portfolio and made a video presentation summarizing their experience.

Valuable Knowledge for Future Careers

GIDDINGS NOTES that this experience helps to prepare students to work in environments where the wants and needs of customers and consumers may be quite different. “Slowing down to understand another culture helps them gain a broader perspective on what they know in the context of the wider world,” she says.

“I’d 100 percent recommend immersion programs like this to other students,” says Engel. “Even those who don’t plan to work internationally can still take away lessons that would be valuable for a job here in the United States.” She is eager for more study abroad and hopes to take part in Temple’s study abroad program in Rome, Italy next spring and secure an internship there.

Travel as Personal Enrichment

THE IMPACT of the immersion experience, beyond the academic benefit, says Giddings, is that it can transform the students in one week—not just into a tight-knit group, but into seasoned travelers who are eager to go abroad again. “This was an extremely fun way to earn three credits,” says Martinolich. “I got to know most of the students on this trip for the first time, and we all came back as good friends.”
AT A GLANCE

Graduate Students

Our graduate students become thought leaders and innovative scholars who create impactful solutions in an evolving world. Blending together advanced coursework with cutting-edge research and industry-experienced faculty, our graduates develop advanced skills to lead the sport, hospitality and tourism industries.

In Fall 2018, 209 MASTER’S STUDENTS and 13 PHD STUDENTS ENROLLED in STHM.

A diverse class of HIGHLY MOTIVATED INDIVIDUALS, our master’s students represent many states and countries from around the world.
In May 2019, STHM proudly graduated its first cohort from the Executive Master of Science in Sport Business and the Master of Science in Travel and Tourism programs. Here we showcase four distinguished alumni who have continued to invest their experience in their careers and transform their lives in diverse ways.

New Standards for Excellence Mid-Career

For George Dudas ’19, who directs global business development for a professional hockey league, the Executive Master of Science in Sport Business was the first time he was back in a classroom in 25 years. He needed the support of his colleagues, family and friends as he learned to juggle these additional hours of responsibility each week. “STHM made the transition more than manageable,” he says. “It’s run by well-educated professionals and extraordinary people—with extraordinary experiences.”

Dudas (see top left) says the experience reshaped how he thinks as well as speaks in business. “I take more time to consider situations from broader perspectives,” he admits. “Ultimately, I became more diligent in considering the impact of my actions, in my day-to-day role. I’m more confident and sensitive in making decisions that impact people and the business.”
Leveraging the on-the-Ground Perspective of Women in Sport

Erica Vanstone ’19 came to Temple’s program having risen through the ranks to a leadership role of the Women’s Flat Track Derby Association (WFTDA). She became executive director soon after she completed her coursework for the Executive Master of Science in Sport Business last winter.

Vanstone (see 2nd from left) feels the training and insight equipped her exactly for the issues she deals with every day. “It’s empowering to be working so closely with a bevy of professors and a cohort who have already solved a lot of the problems that I am facing in women’s sport,” she says.

The Key Degree for a Career Change in Travel & Tourism

Aligning their professional life with their passion led to new career opportunities for two graduates of the Master of Science in Travel and Tourism. Tamara Allen ’19 (see above) is now living her dream—in a dream locale. As an intern and soon-to-be full-time employee of the Sandals resort in Barbados, she used the opportunity of Temple’s master’s program to realize a vision she’d been building for decades. Having earned her undergraduate degree from Temple (BSEd ’98), she had previous careers as an English teacher and a flight attendant. Her determination to transition to a career in travel and tourism at one destination, in particular, drove her to earn her advanced degree at STHM.

Allen says that, even though the travel and tourism master’s degree was new, “It felt like the program had been running smoothly for 25 years.” She used every aspect of her coursework in her growing daily responsibilities at Sandals. “From human resources training and compliance and even doing a SWOT analysis, I was completely prepared,” she says.

Tom Carney ’19 has also made a successful transition into the career of his dreams. Another Temple alumnus (BA ’15), he earned his degree part-time while working at Temple as a senior admissions counselor. He is now the student recruitment and outreach coordinator at Abbey Road Programs, which designs and leads international travel experiences for high school students.

Hired shortly after completing his coursework at Temple, Carney packed his bag for six weeks of managing student trips based in Spain just four months after starting his new position. “One day I was sitting at a café in a plaza in the Gothic Quarter near the Barcelona Cathedral, waiting for a group of students,” he says. “Suddenly it hit me: A year ago I was taking a [virtual] class at STHM, and now I get to be in Spain designing and leading students on the most exciting cultural experiences of their lives.”

“I’d recommend an STHM online master’s program because you’re going to create the career you envision,” Carney continues. “It’s a different type of academic experience, suited perfectly to unique industries.”
CSS at the School of Sport, Tourism and Hospitality Management (STHM) held **6,285 VIRTUAL AND IN-PERSON ADVISING APPOINTMENTS** with undergraduate and graduate students.

In 2014, Temple rolled out the **FLY IN 4 PARTNERSHIP** to help students graduate on time. STHM has an undergraduate student body that maintains an **84% CHECKPOINT COMPLETION RATE**—earning a place as one of the university’s top five colleges in this area.

Dedicated to student success, **CSS HOSTED 12 WORKSHOPS TO SUPPORT STUDENTS WITH REGISTRATION AND COURSE PLANNING**, to help ensure they complete their degrees as efficiently and affordably as possible.

A global perspective enhances our students’ experiences and opens them up to the worldwide industries where they will work. In 2018-2019, **17 STHM STUDENTS STUDIED ABROAD**, enhancing the students’ international perspective.
SAGA Champions STHM’s First Sport Business Conference

It was a banner year for STHM’s Sport and Governance Association (SAGA). Beyond hosting guest speakers and organizing annual group trips, SAGA reached new heights when it organized its first annual Temple Sport Business Conference on April 26, 2019. Thanks to the vision and dedication of this Student Professional Organization (SPO), the exciting event delivered valuable perspectives from top-tier professionals who are rich with industry experience.

One hundred members strong, SAGA helps students become sport business professionals by finding creative ways to engage them with the governance and policy aspects of this interdisciplinary industry. The conference planning process began in May 2018, soon after SAGA elected a new president, Anika Singh ’20. From the outset, the conference demanded leadership and management. “We had all hands on deck to handle every aspect of event planning,” she says.

“We raised $3K in sponsorships and worked with STHM leadership and faculty to bring to campus some top names in the industry—including many STHM and SAGA alumni,” Singh says. “It was a great time and an amazing learning experience.”

Providing opening remarks was Jake Goodman ’16, Manager of Premium Sales at BSE Global (and SAGA’s former director of marketing). Attendees enjoyed a powerful keynote address from one of Sports Business Daily’s “40 Under Forty,” Jake Reynolds, president of the New Jersey Devils. Four interactive panels featured covered topics ranging from becoming an agent and brand management to women in sport and how new media is “Changing the Game.”

The group is already planning next year’s conference. “We’re excited for a bigger, better and even more engaging event in March 2020,” Singh says.
STHM’s undergraduate and graduate students completed **OVER 400 INTERNSHIPS**. The school builds these industry-relevant internships into the curriculum to prepare students for the real world.

CSPD delivered **PROFESSIONAL DEVELOPMENT WORKSHOPS** to undergraduate and graduate students, consisting of career road mapping, networking, resumé writing and interviewing.

STHM hosted **CORPORATE RECRUITMENT EVENTS** during the 2018–2019 academic year, providing unique opportunities to gain experience at top companies in the industry.

STHM students completed more than **116,000 HOURS OF INDUSTRY SERVICE**.

Over **92% OF STHM GRADUATES FROM THE CLASS OF 2018 LANDED A JOB** or continued their education after graduation.

“Our high-touch model engages the unique and specific needs of each student continuously throughout their time at STHM, so they feel supported in a personalized process of growth and professional development. We keep a finger on the pulse of the industries we serve, to help students distinguish themselves in internships and the job market. The services we offer empower students in a risk-free atmosphere of experiential learning, so they can apply their skills practically and confidently.”
2018–2019 was the inaugural year for the Salamander Hotels and Resorts Scholars Program at STHM. This exclusive recruitment initiative provides STHM students with hands-on opportunities, internships, and specialized training for undergraduates to develop into future management candidates at the exclusive Salamander Hotels and Resorts. The first two STHM students were tourism and hospitality management students Julianne Garback ’20 (left) and Raeanna Woodall ’21 (right).
On being in the first group of Salamander Hotels and Resorts Scholars

Originally when I applied I was a little scared, because I grew up in Pottstown, PA, and I’ve never been very far outside the Philadelphia area. So at first, it freaked me out to say, “Okay—you can send me to Florida or Virginia or South Carolina for three months all by myself.” But it turned out we were all very close-knit, working together as a team, and felt like a family, all as part of a great opportunity to learn.

It’s a great company. Pictures of the Salamander Resort and Spa in Middleburg, VA, don’t do it justice—when you go there, you see how beautiful and amazing it is—and everyone’s so nice! All the interns got to do team-building activities like archery, axe throwing and horseback. They also organized a special dinner for us.

On getting to know the “Salamander Way”

The Salamander brand focuses on being the best. At the Henderson Resort in Destin, FL, they want everyone—from the lowest person on the totem pole, all the way to the highest—to strive. That was one of the biggest lessons I took away: even though you might only be a front desk agent, you’re still contributing to the overall environment.
On support from CSPD

CSPD has helped us a lot in terms of sorting out our internship requirements and our schedules. They also help you talk through your career aspirations, so you can figure out what exactly you want from the experience and what exactly you have to offer.

CSPD definitely helped me build my résumé and make it look good. They helped me with what to wear and what to say in an interview. It’s good to take advantage of that information, because I saw just how much the industry actually cares about them out in the real world.

On how the internship experience impacts their career goals

At the front desk I had many opportunities to work with the director of the front office. They were always looking to help and involve me in the management aspects of this role. I got the opportunity to write a managerial incident report to communicate with leadership. I also got to work on payroll, do the schedule, sit in meetings—generally to get a up-close view of what I look forward to doing in the future.

I got to know the corporate training manager, who works carefully to meet the standards set by Forbes magazine. She travels to all Salamander properties to train the staff in how to excel in these areas. I learned about a job that I didn’t even know existed, and I thought, “This is something I could see myself doing.” Then I started researching it on my own.
Shining Light on Women in the Hospitality Industry

In April, the school celebrated the founder of STHM, Dr. Elizabeth (Betsy) Barber, with the inaugural Betsy Barber Hospitality Leadership Forum and establishment of the Elizabeth Hicklin Barber Scholarship.

An STHM Visionary

THE SCHOOL OF SPORT, TOURISM AND HOSPITALITY MANAGEMENT was established in 1998 under the passionate leadership of Dr. Betsy Barber, now professor and executive director of business development and partnerships. Barber’s vision for STHM came to life with the development of the most comprehensive education in undergraduate, graduate and doctoral studies for the sport, recreation, tourism and hospitality industries. She spearheaded the establishment of significant
international exchange programs and study-abroad opportunities, and championed considerable investment in STHM students, raising funding for endowments and grants. Looking at sport, recreation, tourism and hospitality organizations throughout the region and beyond, one can quickly recognize the enormous impact Barber has had in her career. Her leadership continues to pave paths of excellence for all students who enter the STHM community.

The Barber Leadership Forum: Women in Hospitality

TO CELEBRATE A WOMAN who is passionate about hospitality education, the Betsy Barber Hospitality Leadership Forum was established. In its inaugural year, the forum had a theme that was appropriately deemed, “Women in Hospitality: A Call to Action.” The forum kicked off with kind, celebratory words from Dr. Ceridwyn King, chair of the tourism and hospitality management program at STHM, and Dr. Jeremy Jordan, associate dean and associate professor. Barber took the stage with humility, stating, “STHM is a special place, and I can say for the last 30 years, I would not have wanted to be anywhere else.”

The panelists discussed challenges that, in many ways, are specific to women in the hospitality industry, including: lack of funding, sexism and a reluctance to ask for proper compensation or resources. Greenwood stressed the importance of dreaming bigger and mustering confidence in seeking to achieve personal goals. “You have to ask the question. You have to take the chance. You have to believe in yourself,” she said. “It’s about a genuine concern and care for people, a desire to create a memorable experience and the belief that you can make it happen.”

Watson echoed Greenwood’s statement, saying, “As you’re growing, look at where you are and where you want to be. But also find who you are as a person, harvest that authentic drive to be great and to do well and do well by others—allow that to shine through. Know the values that you bring.”

The conversation surrounding hospitality and authentic experiences flowed easily among the passionate panelists, making for an engaging and enlightening event.

Establishing the Elizabeth Hicklin Barber Scholarship

TO CELEBRATE BARBER’S LEGACY, STHM announced the establishment of the Elizabeth Hicklin Barber Scholarship on the day of the inaugural forum. The scholarship is only one way STHM faculty, staff, students, alumni and partners can honor the beloved professor, mentor and former associate dean. Through her legacy, the scholarship will support the ongoing success of STHM and ensure that it continues to evolve for the benefit of future generations.

At STHM, we are forever grateful for the lasting impact Barber has had on the school and the sport, recreation, tourism and hospitality industries.
USGA’s Kamille Ramos ’07

LIVING AND LEADING DIVERSITY ON THE GROUND

Kamille Ramos ’07 is the Manager of Inclusion and Talent Acquisition at the United States Golf Association (USGA). She previously held positions in recruiting, consulting and human resources for corporations including Pearson and Hyatt. In 2019 Ramos was inducted into the African American Golfers Hall of Fame as a “Pathfinder.” We spoke with her about her passion for identifying talent in the next generation and developing leadership programs that support the growth of every individual in the workplace.

“There’s a disparity between diversity and inclusion—the first calls for changes that are both visible to the eye and innate to the individual. ‘Inclusion’ speaks to how we embrace and leverage those differences to be better. The phrase now is ‘diversity is good for business,’ but organizations need to be self-aware to figure out what that means for their culture, and everyone’s starting point is different. The organization’s size, leadership structure and levels of accountability can greatly affect the pace and progress of noticeable change. However, this movement is strong across the sport industry and is gaining momentum as an organizational priority among senior leadership teams. So there has been a shift—albeit a slow one.”
IT HAS BEEN A DREAM COME TRUE, to be a part of such change within our organization and the sport industry, and there have also been challenging moments. My position was newly created in 2016, so there was a lot of room for creativity and to share ideas, but no blueprint to follow. My hire was part of the organization’s strategic priority to be intentional about our efforts and focus around building a more diverse and inclusive (D&I) culture—an initiative reflecting a growing shift across golf and sport as a whole to create inclusive work environments and to change what our workforce looks like.

A big part of my role has been to develop and shape our internal internship programs, build out our college recruitment and outreach strategies, and foster relationships with grassroots organizations to ultimately identify talent. This includes building relationships and shaping internal internship programs and recruitment at the university level to support the recurring U.S. Open Championship. Some of that outreach is about changing our applicant pool and becoming more creative in how we attract students of color and women to our organization.

The other part of my role is partnering with leaders across the organization to deliver training and educate our staff on the importance of embracing differences and becoming more inclusive. I have received tremendous support internally from leaders across the USGA who understand the need to create educational programs for hiring managers as well as for staff. This goes beyond reducing barriers for attracting new faces; it’s also creating a workspace that will keep them there. Now I’m educating these internal partners on best practices in hiring and providing ideas and solutions for how to hire differently.

I BEGAN BY HAVING CONVERSATIONS with leaders across the organization, to understand their various roles, the history of each department and where they were along the D&I journey. Part of the challenge is that you have immediate advocates, but also people looking at me as a woman and as a person of color in a D&I role. This can be scary for many because it can feel to them like, “Change is coming ... the end is near.” Sometimes that initial resistance requires taking a step back. Then you realize that it may take a lot of folks a while to “get it,” and you can become more sympathetic and empathetic about people’s journeys.
How did your degree at STHM prepare you for this role with the USGA?

MY TIME AT TEMPLE, and especially the STHM program, was a space for me to dream, to do research and to create. It’s a place where you can leverage your network and develop a confidence that distinguishes you from your peers. All those courses, presentations and projects force you to put that confidence into action. I was vice president of my senior seminar class and also chair of the event committee—the first to hold two leadership roles. I was a bit overwhelmed, but it prepared me as a leader and forced me to improve my communication, time management and delegation.

STHM was also invaluable in that it exposed me to people from around the world and pushed me to understand more about their backgrounds. I learned to work cross-functionally with those who have different learning styles. And that led to my desire to work in human resources, and then to tie it together with my lifelong passion for sport.

What does it mean to you and the USGA to help young people launch their careers in the field of sport?

WE PRIDE OURSELVES in the number of current staff members that have participated in our internship programs over the years and in our ability to provide on-the-job experience that prepares students for careers in golf, but also in sport. Our interns have gone on to take full-time roles in other areas of sport, and have remained in touch to highlight how their experiences with us prepared them.

I’m proud that since I started at the USGA in 2016, we have converted 16 interns into full-time employees. It speaks to the type of students we’re attracting and the quality of work our interns do throughout their experiences with us. Over the last three years, we have had seven STHM students participate in USGA internships, and this year a Temple alumnus became our second P. J. Boatwright Jr. Intern—an 18-month rotational program we are piloting to target diverse applicants and students of color.

How have you seen D&I benefit organizations and the sport industry overall?

YOU HEAR STATISTICS about how ethnically and gender-diverse businesses and teams better understand and target end users and are more likely to capture new markets. Boards and C-Suites are becoming more diverse, and new conversations are taking place. The sport industry is similar to the golf industry in that the “back office” doesn’t currently mirror that of the stakeholders, athletes and customers. There has been an uptick in new D&I roles across the industry, as everyone has become more aware of the current state of their workforces and the need to become more intentional in their actions. With that comes a shift in internal cultures and commitment to creative solutions, to bridge that gap to become a more appealing and inclusive workplace.
Now you’re seeing more specific D&I internship programs, employee resource groups and leadership training opportunities for emerging talent. Sport organizations are joining forces, participating through D&I symposia and meetings where leaders and other professionals can discuss best practices and relevant topics. There are also partnerships with Historically Black Colleges and Universities (HBCUs), to attract new students to opportunities they might not have been aware of. A little outreach can move the needle so you begin to notice incremental change. And you also mitigate some of the barriers by providing stipends for housing and transportation or other accommodations that can ease that burden.

**THIS HONOR MADE ME** take a step back and think about what I’ve accomplished in less than three years: relationships I built, opportunities I afforded people, events where I spoke and connections I made. They began to pile up. I came to see it as the recognition for this ongoing, emerging work as an advocate on my organization’s behalf, to give voice and pave the way for others—not only to dream but to realize new possibilities. You become a connector and start to see all you’re able to do by saying yes to a job with an organization that is committed to inclusion and to changing its culture. The recognition also challenges me because there’s no giving up or taking a break. I feel an obligation to continually move forward, realizing all the work that still lies ahead.

**4 WAYS TO MAKE YOUR WORKPLACE MORE DIVERSE AND INCLUSIVE**

Kamille Ramos shares ideas for improving D&I.

1. Help employees to feel comfortable in their own skin and **ACKNOWLEDGE THEIR INDIVIDUALITY**, so they can be their best selves and do their best work.

2. Create forums to **CELEBRATE EMPLOYEES AND THEIR UNIQUENESS**: resource groups and cultural events like heritage months and film tributes.

3. Instead of avoiding potentially uncomfortable conversations, offer training and resources for all employees that **WELCOME AND FACILITATE OPEN DISCUSSIONS** about issues in the world, beyond your workplace.

4. Take a hard look at your organization, strive to understand who you are, who you want to be, and always look for ways to **CONNECT D&I INITIATIVES BACK TO YOUR MISSION**.
FACULTY RESEARCH & AWARDS

Over the 2018–2019 academic year, members of the STHM faculty continued to distinguish themselves through publishing and recognition from esteemed professional organizations.

RESEARCH

COMBINED, OUR FACULTY PUBLISHED OVER 70 ARTICLES IN LEADING SPORT, RECREATION, TOURISM AND HOSPITALITY JOURNALS, INCLUDING:

- **20+** ARTICLES IN JOURNALS WITH AN STHM “A RATING”
- **15+** ARTICLES IN JOURNALS WITH AN STHM “A- RATING”
HONORS & AWARDS

OUR FACULTY WERE ALSO RECOGNIZED WITH THE FOLLOWING HONORS:

1. The North American Society for Sport Management (NASSM) named **DR. JORIS DRAYER**, associate professor, as a Research Fellow.

2. The National Academy of Kinesiology named **DR. DANIEL FUNK**, professor and director of the Sport Industry Research Center (SIRC), as an Active Fellow.


4. The International Academy for the Study of Tourism named **DR. YANG YANG**, associate professor and assistant director of the U.S.-Asia Center for Tourism and Hospitality Research, as an Emerging Scholar of Distinction.
U.S.-Asia Center for Tourism and Hospitality Research

In 2017, the school established the groundbreaking U.S.-Asia Center for Tourism and Hospitality Research. This leading educational and industry brain trust advances the development of tourism and hospitality industries in the U.S. and the entire Asian-Pacific region. The center has been instrumental in 2018–2019, conducting cutting-edge multidisciplinary research and consulting services that have a profound impact. STHM’s team of internationally recognized faculty comes from broad disciplinary and industry backgrounds, positioning the center to propel the school’s presence worldwide.

HIGHLIGHTS

Members of the center have made a global impact on the tourism and hospitality industries through **MORE THAN 25 CONFERENCE PRESENTATIONS** in 2018–2019.

The center received and continued working on **SEVEN GRANTS**.

The center facilitated **EXTERNALLY FUNDED INTERNATIONAL PROJECTS** with Destination Canada and the National Tour Association to provide actionable insight into the global tourism industries.

In 2018, the center became a **FOUNDING MEMBER OF THE WORLD TOURISM ALLIANCE**.

Dedicated to creating and nurturing a collaborative research culture in the community at STHM, the center hosted **EIGHT WORKSHOPS** as part of the U.S.-Asia Center for Tourism and Hospitality Research **SEMINAR SERIES**.

The center led and hosted the **15TH ANNUAL CHINA TOURISM FORUM**—held for the first time outside China.
The future of money is in your pocket—that is, the one where you keep your phone, not your wallet. A growing number of smartphone users around the world are using their mobile devices for payment through a variety of technologies. These on-the-go digital assistants enable people to make purchases with a simple scan or tap. And travelers are rapidly adopting this technology, making it easier to enjoy their journeys with speed and convenient purchases.

We know that 83% of today’s travelers take their mobile devices with them, and the devices are clearly a gateway to untapped potential for hotels and travel-related companies to grow their businesses. But how should these companies invest their time and resources into mobile payment technology to maximize impact? The answer lies in research published in March 2019 by the U.S.-Asia Center for Tourism and Hospitality Research at STHM.
Lessons from China’s Thriving Mobile Pay Market

IN JUST A FEW SHORT YEARS, mobile payment has become ingrained in the lives of Chinese citizens. From retail purchases to travel bookings, Chinese users make up 61% of all global mobile payments. As the world’s biggest spender in outbound travel and the largest mobile payment market, China offers the global hospitality and tourism industries key insights into how to take advantage of this technology.

According to research from Temple University’s China U.S.-Travel Monitor Program, 97% of Chinese respondents stated that they have made mobile payments during domestic and/or international travel.

This research revealed that shopping and dining are the most common services paid for by mobile payment, followed by accommodations, tourist attractions and flights by Chinese outbound travelers. Using Alipay and WeChat Pay most frequently for their purchases, tourists easily adopted the new technology for payment thanks to the convenience, speed of checkout and security.

Although this new technology makes it easy for Chinese travelers to pay for services and products without carrying a wallet or exchanging foreign currency, mobile pay is far from perfect. When asked about their worst experience, respondents complained that poor WiFi and the lack of consistency across merchants and platforms impeded their use of the technology.

Responding to a Growing Demand for Mobile Payment in Travel

IN THE UNITED STATES, the number of in-store mobile payment users is expected to reach 150 million by the end of 2020, and across the world the number of mobile payment transactions will likely reach $2.74 trillion in 2021. Based on the findings of the center’s case study in China, travel-related service providers, hotels and destinations can adopt mobile pay into their strategy now to create success for the future.

Today’s tech-savvy travelers demand mobile pay from companies offering travel services and products. The low transaction fees, powerful business functions and opportunities to connect and engage with customers have the potential to benefit all companies, especially small ones in the travel and tourism industries. To increase the percentage of customers who take advantage of a mobile payment option, companies should offer incentives like discounts.

WiFi and the lack of consistency across platforms have been identified as obstacles to further expansion. Therefore, investments that develop more reliable WiFi to facilitate additional mobile payments, as well as interoperable mobile payment platforms, will be key to the future success of travel-service providers.

If it is to truly focus on the future, the tourism industry has the opportunity to adopt mobile payment as a means to pioneer new models for economic growth. If business leaders focus on this feature, the industry could make even-greater impact through travel-service providers, mobile-pay service providers and policymakers.
Founded in 2008, SIRC at STHM is a collaborative research center providing marketing and management services to enhance the economic, social and environmental sustainability of sport. A think tank and informational resource for professionals in sport and related industries, SIRC conducts and disseminates research as well as educates and trains executives.

HIGHLIGHTS

The center engaged in 15 FUNDED GRANTS.

SIRC impacts and advances the sport and recreation industries with EXTERNALLY FUNDED PROJECTS such as the Japanese Student-Athlete Safety and Well-Being, the Laver Cup in Chicago, Students Run Philly Style and the Philadelphia Youth Sports Collaborative.

In collaboration with STHM, the center hosted THE ANNUAL 2019 PHILADELPHIA COACHES CONFERENCE. A collaborative event “for coaches by coaches,” the conference brings together aspiring coaches of all levels in a variety of sports for professional development and growth. Each year a diverse group of experienced and knowledgeable coaches leads this series of educational sessions on campus.

Dedicated to creating and nurturing sport research at STHM, the center INCORPORATED PHD AND MASTER’S STUDENTS THROUGH A RANGE OF PROJECTS AND INITIATIVES designed to enhance their industry knowledge.
SIRC has a strong track record of providing targeted marketing and management research on how sports events contribute to economic sustainability. This includes research for the NFL Draft in Philadelphia in 2017 and in Chicago in 2016, which were the subject of reports generated by Dr. Jeremy Jordan, associate professor and associate dean, and Dr. Daniel Funk, professor and SIRC director. The Chicago Sports Commission (CSC) was so impressed that it sought the center’s assistance on examining the influence of a relatively new international sporting event: The 2018 Laver Cup.

This international men’s tennis tournament, which debuted in Prague in 2017, draws international stars to compete as Team Europe versus Team World (from non-European countries). Attending the 2018 tournament in Chicago were more than 40,000 attendees from 50 countries and all 50 states. SIRC’s task was to determine how the various event-inspired activities affected the city’s bottom line.

Tracking Dollars Flowing into Chicago

The first of SIRC’s two recent reports to the CSC summarized the community benefits as a direct result of Chicago’s hosting the event. It reveals a total increase in economic activity in the city of $98.6 million: the event also increased the household incomes of local residents by $38.9 million, created, supported or expanded 902 jobs in the area, and generated $8 million in new tax revenue.

Of attendees surveyed, 58% claimed they were likely to return to Chicago within a year. Three-quarters of those surveyed that were not locals reported spending over $450 a day—more than twice what those visiting Chicago for “general leisure” typically spend on an overnight trip. This contributes to the city gaining $18.9 million in lodging-related expenditure alone for the three-day event.
The Laver Cup’s Economic Impact on City of Chicago

$98.6M TOTAL ECONOMIC ACTIVITY

$38.9M INCREASE IN HOUSEHOLD INCOMES OF LOCAL RESIDENTS

902 JOBS SUPPORTED, CREATED OR EXPANDED

Quantifying “Priceless” Media Value

One service that sets SIRC apart is its capacity to offer an analysis of the value and impact of media coverage for an event like this. As Associate Professor Thilo Kunkel explains, “In the modern media landscape, a lot of cities are looking to use international sports events as a tool to brand them as a destination.” The “2018 Laver Cup Media Impact Report” makes this concrete—over and above the hard dollars the event brought into the city.

“We showed the breakdown of a tournament’s enormous potential, in part due to the high-profile athletes who each have a huge following around the world,” says Kunkel. “Roger Federer having deep dish pizza was a highly lucrative media opportunity—the perfect way to showcase what Chicago has to offer. And related media coverage was essentially ‘free’ to Chicago as part of the tournament—which saves the cost of paying Federer millions he gets as a spokesperson for this kind of media exposure.”

But how do you quantify media value exactly? The report has many nuanced findings, but Kunkel cites one example. “To buy the amount of advertising space Chicago got organically as a result of media coverage, broadcasting and social media, the City would have needed to spend $27.4 million,” he says—to gain the same media reach of 7.2 billion impressions (or contact with a piece of content). That is over and above the $98.6 million value of the event’s economic impact on the city overall.

SIRC has since worked with the organizers of the 2019 Laver Cup in Geneva, as well as its prestigious sponsors, which Kunkel says requires observing how they activate their sponsorship to engage fans in unique ways, beyond providing capital to the event. It is clear that SIRC’s 2018 report will be highly useful to the organizers of the 2020 Laver Cup in Boston and to cities seeking similar events in years to come.