MEMORANDUM

TO: Patricia Y. Lee
Chairperson, Board of Regents

VIA: Evan S. Dolbele
President

David McClain
Vice President for Academic Affairs

Sam Callejo
Chief of Staff

FROM: Peter Englert
Chancellor

SUBJECT: Information Item: Minor Reorganization of the School of Travel Industry Management

Submitted for your information is a minor reorganization of the School of Travel Industry Management (TIM). The reorganization changes the direct supervisory level for the faculty from the Associate Dean to the Dean, merges the two faculty subunits – Transportation and Travel Industry Management – into one “Faculty” subunit, and assigns responsibility for student services to the former associate dean’s position. As the proposed action will not (1) result in increased operational costs, (2) negatively impact students, or (3) establish a new program, and based on consultation with the Board of Regents office, I have approved the reorganization as delegated in Administrative Procedures A3.101.

Appropriate consultation regarding this action was conducted with the Office of Human Resources, the University Budget Office, the TIM faculty, the Hawai‘i Government Employees’ Association, and the University of Hawai‘i Professional Assembly.

Attachment
c: Executive Administrator and Secretary Iha
Vice Chancellor Smatresk
Vice Chancellor Sakaguchi
EXECUTIVE SUMMARY

SCHOOL OF TRAVEL INDUSTRY MANAGEMENT

The reorganization of the School of Travel Industry Management involves the establishment of a separate subunit for Student Services, the integration of all faculty functions and positions into one faculty subunit, as well as the change in reporting of faculty directly to the Dean (Position No. 89125) due to the reclassification of Position No. 89171 from Associate Dean for Academic Affairs to Assistant Dean of Student Services.

The reclassification of the Associate Dean for Academic Affairs to an Assistant Dean of Student Services was necessary in order to reallocate anticipated savings in salaries to fulfill greater excellence in the areas of instruction, research and public service.

The reorganization also reflects the School's efforts in achieving an overall interdisciplinary approach to travel industry management by combining the teaching, research, and service activities of faculty and research staff into one integrated faculty group.

It is anticipated that there will be no negative impact on staff, students, or financial resources (additional costs).

Appropriate consultation regarding this proposal was conducted with the University of Hawai‘i Office of Human Resources, University Budget Office, Office of the Chancellor, School of Travel Industry Management faculty and staff, the Hawai‘i Government Employees Association (HGEA) and the University of Hawai‘i Professional Assembly (UHPA).
REORGANIZATION PROPOSAL
FOR THE
SCHOOL OF TRAVEL INDUSTRY MANAGEMENT
March 11, 2004

PRESENT ORGANIZATION
The present organization of the School of Travel Industry Management (TIM) includes subunits for the Dean’s Office, Administrative and Student Services, Instructional Faculty, and a Tourism Research Division. In addition, under the present organization the majority of TIM faculty report to the Associate Dean for Academic Affairs (Position No. 89171) whose scope of duties entails the broader responsibility of academic policies and procedures.

PROPOSED ORGANIZATION
Under the proposed organization there would be a change in an existing supervisory level of reporting of the faculty from the Associate Dean to the Dean, School of Travel Industry Management who will assume direct responsibility of faculty positions. Upon approval of the proposed reorganization, TIM School would request a reclassification of the current Associate Dean for Academic Affairs (Position No. 89171) to an Assistant Dean of Student Services, thereby resulting in the establishment of a Student Services subunit. This change would be inline with the shift in reporting relationships as well as the intent to have this position provide direction to the School’s Student Services subunit to provide critical time-tabling, internship activities, advising, and counseling services.

The current organizational chart reflects separate transportation division. With the curriculum review that has been undertaken, as well as the strategic plan organization, there are no reasons to separate the positions and functions of the transportation faculty and it is proposed that it be regrouped within one “Faculty” subunit. This integration is very much in keeping with the School’s overall interdisciplinary approach to travel industry management. The current Transportation Division function will remain intact within the School and is addressed within the School’s functional statements.

The Research Division allocation was originally appropriated under Level IV/UOH 102 (Organized Research), but was approved to be reallocated under the UOH 101 (Instruction) appropriation to allow for flexibility provided through a larger, integrated resource base. Recognizing this need to integrate the teaching, research, and service activities of the faculty and research staff, it is therefore proposed that the positions and functions of the Tourism Research Division be integrated into the faculty subunit.

BACKGROUND/NATURE OF THE PROPOSED REORGANIZATION
The TIM School has experienced ongoing budget cuts resulting in a 25% reduction in staff and faculty member FTE’s from 1993 to 2003. In order to ensure that the School is in a position to fulfill its academic, research, outreach and service roles in Hawaii and Asia Pacific a strategic planning process was undertaken to identify priority actions for the School. A number of different organizational and development options were assessed. The proposed reorganization is based on the strategic planning process and the budget realities of the unit.
REASONS FOR PROPOSING THE REORGANIZATION

Until 1996 position number 89171 was classified as an Assistant Dean. Since its reclassification from Assistant Dean to Associate Dean in November 1996 until December 2003, this position has been filled on an interim basis at first awaiting the appointment of a permanent Dean and thereafter due to budgetary constraints. The position was filled by faculty members, who were temporarily transferred from the ranks, with the resulting impact in loss of teaching resources and research activity. In 2003 funds were requested to fill the position on a permanent basis but the ongoing budget realities of the University did not allow this.

Given the size of the teaching component of the School and the need to reallocate staff to research and development efforts it was decided that it was no longer feasible to continue to have the position of Associate Dean. Further, integration of all faculty positions into a single subunit reflects the School’s overall interdisciplinary approach to travel industry management which would allow for flexibility through a larger, integrated resource base.

Estimated Costs
There will be no additional costs or need for additional office space or equipment under the changes requested above. In fact, the proposed reorganization will achieve an estimated annual cost savings of $30,000 which will enable TIM to reallocate resources to enhance efforts in achieving greater levels of excellence in the areas of instruction, research and public service.

Impact on Students and Programs
There will be no negative impact on students or program. All of the essential advising, internship and career placement activities will be maintained. The School is adopting a group process of advising which brings with it increased levels of efficiency and at the same time provides students with an opportunity to learn from one another. The changes will be monitored on an ongoing basis and adjustments will be made if they are necessary.

OTHER ALTERNATIVES CONSIDERED
Within the present budgetary situation there were essentially very few distinct alternatives that could be assessed. The proposed changes are prompted in part by economic imperatives.

However the driving force was to ensure that the School is in the position to meet its research and consultancy mandate and generate much-needed extramural funding to allow for the continued development of the school.

It was seen as simply not acceptable in a School of TIM’s size to remove one faculty member from the ranks to act as Associate Dean. With the increased emphasis on research and research output it is mandatory that the greatest amount of resource must be directed to the research efforts of the School and not administration.

It is also important to note that the position of Associate Dean has never been filled on a permanent basis for reasons discussed above.

The primary concern in looking at alternatives was that there would be no loss in the academic quality of the School’s activity. In fact, every effort will be made to ensure that the School is in a
position to adopt leading-edge curriculum and teaching initiatives and provide the best possible service to its students.

Under the current organization, the Associate Dean was responsible for a number of decisions relating to choice of lecturers and the development of curriculum and syllabi. This responsibility has in part been allocated to the faculty. In a small unit and in a resource scarce environment this is seen as not only effective in terms of costs but a suitable use of faculty members' expertise in furthering the academic excellence of the School.

It was decided that the former situation of an Assistant Dean was the most appropriate management position with responsibility in the students' services area. This position provides for the necessary level of responsibility and credibility in overseeing the essential student services area and provides for someone in an E&M position to function as acting Dean.

OTHER ISSUES

Clerical Support of Faculty (Position No. 41307)
The duties of the Clerk Typist III (Position No. 41307) will remain the same. This position will continue to support both faculty clerical requirements as well as specific functions of the student services area.

Educational and Academic Support Specialist (Position No. 80727)
Since the approval of the currently approved organizational chart update on July 1, 2003, the IT Specialist (Position No. 80727) has been reclassified from the Information Technology Specialist career group to the Instructional and Student Support career group. Although this reclassification action in itself is not the basis or impetus for the official proposed reorganization, it does reflect the School’s intent to more efficiently fulfill its academic mission by addressing the needs of its undergraduate and graduate students.

Faculty and Staff Support
The proposed reorganization of the School of Travel Industry Management has been dealt with on three different occasions:

- It was discussed at a full faculty and staff meeting where a number of issues were raised and dealt with.

- The nature of the changes were then incorporated into the School’s strategic plan and again distributed to all members of the Faculty Council and placed on the agenda of a Faculty Council meeting where no concerns were expressed.

- In preparation for submitting the proposed reorganization to the university administration, the document has been circulated to all faculty and staff. Only one faculty member requested clarification on certain aspects and impacts of the reorganization as a result of the final distribution of information. The concerns of this faculty member were addressed and no further discussion, questions or issues have been raised by faculty or staff.
On February 23, 2004, the school’s strategic plan which included the proposed reorganization was unanimously approved by all voting members of the TIM Faculty Council.
CURRENT ORGANIZATIONAL CHARTS
AND
FUNCTIONAL STATEMENTS
STATE OF HAWAII
UNIVERSITY OF HAWAII
SCHOOL OF TRAVEL INDUSTRY MANAGEMENT

FUNCTIONAL STATEMENT

1. Dean’s Office

The School of Travel Industry Management prepares students for professional and managerial leadership in Hawaii and the Pacific area in the field of Travel Industry Management which encompasses hotel, restaurant, tourism, and transportation management. The School is responsible for the teaching, research, and public service activities in these fields. The Dean’s office is concerned with the faculty and with curricula and academic programs of the School. Responsibilities include recruitment, retention, and improvement of faculty; budgets; course schedules; teaching assignments and departmental research; students enrolled in the School; and the administration of University rules as they apply to the School. The Dean is also responsible for public relationships with other academic institutions, community organizations, school, alumni, state and federal agencies, and the state, national, and international business communities.

The Dean of the School of Travel Industry Management plans, organizes, directs and coordinates the School’s programs and activities with the assistance of the administrative staff and various faculty committees.

2. Administrative and Student Services

Under the Associate Dean for Academic Affairs, functions include the development of the academic content of new courses and programs, the maintenance of the academic quality of all degree programs and courses, and the overall academic development of the School. Other functions include the recruitment, review, and processing of applications for enrollment in the School at the undergraduate and graduate levels; the preregistration and registration of students in courses; certification for graduation; and the maintenance of records and provision of advising services.

Under the general supervision of the Administrative Officer, the functional responsibilities include budgeting and expenditure controls; purchasing and property management; personnel management and transactions; and various auxiliary services; and the administration of extramural research grants.

3. Instructional Faculty

Travel Industry Management

The travel industry management’s instructional faculty is composed of faculty members teaching in the fields of hotel, restaurant, and tourism management. Areas of teaching include; hotel management, marketing, restaurant and club management, institutional purchasing, quantity food production, food service systems management, economic, social, cultural and environmental factors in tourism, resort development and travel agency management. Specialist positions support the internship program, which is a degree fulfillment requirement, for all majors in TIM, assist in academic advising and recruitment, and develop and coordinate the TIM Neighbor Island Programs which, in consultation with the Department of Labor and Industry Relations Tourism Training Council, conduct seminars on the neighbor islands to provide continuing education opportunities for working adults in the travel industry.
Transportation

The transportation management's instructional faculty is composed of faculty members teaching in the areas of transportation, logistics, air travel management, transportation and public policy, and international transportation.

All of the instructional departments, including internship, have integrated components into their core curriculum in order to support the strategic thrust of the University of Hawaii at Manoa.

4. Tourism Research Division

The research and training functions of the School are performed through the tourism research division which conducts research studies and training in key areas to support the instructional faculty and activities of the School. The research functions include:

Conducting research, collecting and disseminating the findings and results to the academic, governmental, and private communities; facilitating the research and training activities of faculty and administration in locating grant support and other assistance; maintaining a comprehensive research and resource facility; providing research and training services to the community, government and industry; maintaining linkages with other research units and programs; assisting in the integration of research activities in TIM curriculum development, coursework, and graduate programs; and providing internal research support as a staff function in TIM.
PROPOSED ORGANIZATIONAL CHARTS
AND
FUNCTIONAL STATEMENTS
President, University of Hawaii

Chancellor, UH Manoa

Dean #89125
School of Travel Industry Management

Administrative Officer
PBB #80454

Secretary III
SR16 #14869

Associate Dean, Academic Affairs #89171*

Educational & Academic Support Specialist
PBA #85727

Secretary II, SR14 #16007
Clerk Typist III, SR10 #41307

Travel Industry Management Faculty

Full Time: #82249, 82150, 82449, 82456,
84683, 86468, 85894, 82137, 84265,
83900, 85295
Part Time: #88294 (.50)
Researchers: #87434, 87646
Specialists: #82378, 85895, 87433

PROPOSED
STATE OF HAWAII
UNIVERSITY OF HAWAII AT MANOA
SCHOOL OF TRAVEL INDUSTRY MANAGEMENT

Position Organizational Chart
Chart I

APPROVED:
Peter Englert, Chancellor

DATE: 5/21/04

General Funds 23,50

*to be reclassified
1. Dean's Office

The School of Travel Industry Management prepares students for professional and managerial leadership in Hawaii and the Pacific area in the field of Travel Industry Management which encompasses hospitality, tourism, and transportation management. The School is responsible for the teaching, research, and public service activities in these fields. Responsibilities include recruitment, retention, and improvement of faculty and staff; the development of the academic content of new courses and programs; the maintenance of the academic quality of all degree programs and courses; the overall academic development of the School budgets, course schedules, teaching assignments, and research; students enrolled in the School; and the administration of University rules as they apply to the School.

The Dean is also responsible for public relationships with other academic institutions, community organizations, school, alumni, state and federal agencies, and the state, national, and international business communities. The Dean of the School of Travel Industry Management plans, organizes, directs and coordinates the School’s programs and activities with the assistance of the administrative staff and various faculty committees. The Dean, in cooperation with the UH Foundation, is also responsible for the fund development activities of the School.

2. Student Services

Advises students on curricula matters, overseeing the internship and career development activities of the school, scheduling of courses, support to faculty in curricula matters, the recruitment, review, and processing of applications for enrollment in the School at the undergraduate levels; the preregistration and registration of students in courses; certification for graduation; and the maintenance of records and provision of advising services.

3. Administrative Services

Oversees budget and financial controls; purchasing and property management; personnel management and transactions; and various auxiliary services; and the administration of extramural research grants.

4. Travel Industry Management Faculty

The travel industry management’s instructional faculty is composed of faculty members teaching in the fields of hospitality, tourism and travel management. Areas of teaching include: hotel and resort management, marketing, restaurant and club management, institutional purchasing, food service systems management, quality management, destination planning and management, travel agency management, logistics, air travel and crews management, transportation public policy and international transportation planning and management. Specialist positions support the internship program, professional development, research and consultancy service, knowledge management and distributed learning activities.

MAY 21 2004
All of the instructional emphasis areas, including internships, integrate their components into the School’s core curriculum in order to support the strategic thrust of the University of Hawai‘i at Mānoa.

Other functions of instructional faculty may also include the serving as academic advisor to students, conduct of research and other scholarly activities, serving on University committees, rendering service to the professional or lay community, participation in curriculum development activities including the development of curricular materials and special instructional methods.

The consultancy, applied research and training functions of the School are performed through the Professional Development and Research Consultancy positions which conduct research studies and training in key areas to support the instructional faculty and activities of the School. The research functions include the conduct of research, collecting and disseminating the findings and results to the academic, governmental, and private communities; facilitating the research and training activities of faculty and administration in locating grant support and other assistance; maintaining a comprehensive research and resource facility; providing research and training services to the community, government and industry; maintaining linkages with other research units and programs; assisting in the integration of research activities into TIM curriculum development, coursework, and graduate programs; and providing internal research support as a staff function in TIM.