Office of the Dean
MEMORANDUM

TO: Paul C. Yuen
Interim Senior Vice President for Academic Affairs

FROM: Chuck Y. Gee
Dean
School of Travel Industry Management

David Bess
Dean
College of Business Administration

RE: Effective Date of Separation

In order to provide for an orderly transition as a result of the September 21, 1990 Board of Regents action approving separation, it is mutually agreed that the effective date for administrative separation and initiation of the bachelor of science degree program shall be July 1, 1991. Under this understanding, the School of Travel Industry Management agrees that its faculty and students will continue to follow the administrative and academic procedures set forth by the College of Business Administration during the academic year 1990-91.

David Bess
College of Business Administration

Chuck Y. Gee
School of Travel Industry Management

Approved/Disapproved:

Paul C. Yuen
Interim Senior Vice President for Academic Affairs

An Equal Opportunity/Affirmative Action Employer
PROPOSED ORGANIZATION

Vice President for Academic Affairs

Dean of the School of Travel Industry Management

State of Hawaii
University of Hawaii at Manoa

School of Travel Industry Management

Administrative and Student Services

Assistant Dean, M3, #89171
Administrative & Fiscal Support Specialist, PO1, #80454
Secretary III, SR14, #14869
Clerk Steno III, SR11, #16007
Clerk Steno II, SR9, #19437
Clerk Typist II, SR8, #41307

Transportation

Instructional Positions: (2.00)
Full Time: #83900
#85295

Travel Industry Management

Instructional Positions: (10.50)
Full Time: #82249, #82378, #82150, #82449, #82456,
#83386, #84683, #84342, #85394
Part Time: #88294 (.50)
Assistant Specialist, S3, #86468 (1.00)
Graduate Assistant: (1.50)-Part Time: #85052 (.50), #88168 (.50), #88448 (.50)

APPROVED BY THE UNIVERSITY BOARD OF REGENTS
SEP 21 1990
NEW OR REVISED FUNCTIONAL STATEMENTS

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. 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 Assistant Dean, 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; 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.

APPROVED BY THE UNIVERSITY BOARD OF REGENTS

SEP 21 1990

Date
Priority 40 is for major CIP planning. This item will permit advance planning to enhance the University's ability to plan for facilities to meet program needs. Priority 40 will cover such diverse projects as planning for an Institute for Astronomy complex at the University Park at UH at Hilo and planning for a Biomedical Science building at Manoa. Priority 41 is for systemwide modifications for energy conservation. Last year the Legislative Auditor recommended that the University make modifications to lighting and air-conditioning systems, consolidate electrical meters, and improve facilities to conserve energy in the University system.

Priorities 42 and 43 are minor CIP projects which will improve teaching/learning environments in classrooms, laboratories, offices, and other related areas. Priority 44 is for the campus drainage system required by the City and County. Priority numbers 45 through 55 are for new projects not previously requested. Priorities 56 through 59 which are in need of legislative authorization. Priorities 56 through 59 are important projects, however, they will not affect the State or University's spending ceiling and are therefore likely to be authorized by the Legislature.

In the second category, Culture and Recreation, there is only the Waikiki Aquarium Revitalization project.

President Simone said that the total CIP Budget for biennium 1991-93 is $254,094,000 for the first year of the biennium and $253,089,000 for the second year.

Regent Campaniano moved to approve the Capital Improvements Program Budget Request for fiscal biennium 1991-93 as submitted with several amendments. First, the incorporation of items 11-16 which are funds requested for long-range development plans for UH-Hilo, Leeward Community College, Honolulu Community College, Kauai Community College, West Hawaii Campus and UH-West Oahu to be renumbered. Item 11 and item 37 (SHAPS) to item 12 with the other CIP items to be adjusted accordingly. With those amendments, Regent Ono seconded the motion which was unanimously carried.

Interim Vice President Yuen recommended the separation of the School of Travel Industry Management from the College of Business Administration, UH-Manoa.
The School of Travel Industry Management (TIM) is presently a division within the College of Business Administration, functioning semi-autonomously. In the current organizational scheme, TIM administers its own budget and other resources, but the Dean of the College of Business Administration reviews faculty tenure and promotion applications.

Interim Vice President Yuen reported that in view of TIM's semi-autonomous operation and in anticipation of a Bachelor of Science Degree in Travel Industry Management, it would be appropriate that the School establish a direct reporting line to the Vice President of Academic Affairs. No position changes would result nor will there be any redistribution of resources. This proposed reorganization would permit the School to have full control over its curriculum and faculty.

Regent Ono moved to separate the School of Travel Industry Management from the College of Business Administration as reflected in the organizational chart which has been circulated and as presented in President's Memorandum No. 56 (Agenda), Item A-3, dated September 21, 1990. Regent Plotts seconded the motion. Chairperson Kato asked that the record show that in the committee meeting, there was a concern about the inordinately high number of non-residents in the program and that the matter will be brought to the Board for discussion relative to controlled growth policy. Upon call, the motion was carried unanimously.

Interim Vice President Yuen recommended the establishment of a Bachelor of Science Degree Program in Travel Industry Management (TIM) at the University of Hawaii at Manoa.

The proposed degree program would provide professional education at the undergraduate level to prepare individuals for careers as managers in the travel industry, and would replace the existing Bachelor in Business Administration in TIM in the College of Business Administration.

Interim Vice President Yuen stated that the program is a key element in the development plan of the School of Travel Industry Management, especially its separation from the College of Business Administration. The proposed program would be fully integrated with the existing Master of Professional Studies in Travel Industry Management and has been endorsed by the Dean of the School of Travel Industry Management; the TIM Faculty Council and the Manoa Faculty Senate. In addition, the program would seek accreditation under the newly established accreditation process of the Council on Hotel, Restaurant and Institutional Education.
MEMORANDUM

TO: Dr. Kenneth N. Kato, Chairperson
    Board of Regents

FROM: Albert C. Simone
    President

SUBJECT: Request for Approval of a Proposal for an Organizational Change in the School of Travel Industry Management, Manoa Campus

June 6, 1990

Approval is requested for an organizational change in the School of Travel Industry Management to permit the Dean of the School of Travel Industry Management to report directly to the Vice President for Academic Affairs, rather than through the Dean of the College of Business Administration. The accompanying action memorandum and the proposal present details and rationale. The proposed effective date is July 1, 1990 assuming Board action prior to that date.

This change is requested in conjunction with approval for a Bachelor of Science degree in Travel Industry Management. The major consequence is autonomy for the School of Travel Industry Management. Specifically, Board approval will give the School control of its curriculum and faculty. The proposal is appropriate to the mission and development plans of the University and has received full review and endorsement.

My staff and I will be pleased to answer any questions you or other members of the Board may have about this request.

Enclosures

cc: Board Secretary Shiramizu
    Interim Vice President Yuen
    Director Sathre
    Dean Gee
    Assistant Vice President for Academic Affairs
University of Hawaii at Manoa

Vice President for Academic Affairs
2444 Dole Street • Bachman 204
Honolulu, Hawaii 96822

June 5, 1990

TO: Albert J. Simone
President

FROM: Paul C. Yuen
Interim Vice President for Academic Affairs

SUBJECT: Request for Approval of an Organizational Change in the School of Travel Industry Management

RECOMMENDATION

I recommend that you ask the Board of Regents to review and approve the accompanying proposal to separate the School of Travel Industry Management from the College of Business Administration.

RECOMMENDED EFFECTIVE DATE

Implementation can begin by administrative directive immediately after Board action. I recommend July 1, 1990 as an appropriate date, assuming Board of Regents' approval at the June 22 meeting.

PURPOSE

The reorganization is requested in conjunction with the recommendation for Board approval to initiate a Bachelor of Science degree program in Travel Industry Management. Reorganization is needed to allow the School to function with full autonomy.

ASSUMPTIONS

The State will have a continuing need for professional education for managers with expertise in travel industry economics, markets, products, and services.
President Albert J. Simone
June 5, 1990
Page 2

The University will continue to place strategic emphasis on tourism (Strategic Plan, Priority Action B.2a) and on assisting Hawaii residents to achieve occupational goals (Strategic Plan, Priority Action A.2d).

The Manoa campus will continue to have primary systemwide responsibility for a program in travel industry management.

SIGNIFICANT FACTS

The School of Travel Industry Management is presently a division within the College of Business Administration, functioning semi-autonomously to conduct teaching, research, and public service in the fields of hotel and restaurant, tourism, and transportation management.

The granting of full autonomy to the School, in conjunction with approval for a Bachelor of Science degree in Travel Industry Management, is a key element in the academic development of the School of Travel Industry Management. In the present organization the School administers its own budget and other resources, but the Dean of the College of Business Administration reviews faculty tenure and promotion applications.

The Dean of the School of Travel Industry Management and the Travel Industry Management Faculty Council endorse full autonomy for the School. Moreover, the Dean of the College of Business Administration supports this reorganization.

The Manoa Faculty Senate reviewed the School’s plans for reorganization in conjunction with the proposal for a bachelor’s degree and recommended approval for both actions.

I have consulted with the Personnel Management Office and with the University of Hawaii Professional Assembly and they have no objections to the proposed reorganization.

The sole change requested at this time is to establish a direct reporting line from the Dean of the School of Travel Industry Management to the Vice President for Academic Affairs. No position changes will result nor will there be any redistribution of resources. This reorganization will permit the School to have full control over its curriculum and faculty.

For information purposes only, I would like to mention that a proposal is under review to establish a Center for Tourism Policy Studies in the School of Travel Industry Management and the School has been invited to enter into an extended agreement with the World Tourism Organization to provide education and training to participants from the
President Albert J. Simone  
June 5, 1990  
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Asian/Pacific region. The Board is not being asked to take action on these matters at this time since full consultation is not yet complete and deliberations are underway.

ALTERNATIVE COURSES OF ACTION

Continuation of the status quo is not fully responsive to the needs of students and the State of Hawaii.

Since the bachelor's degree in the School of Travel Industry Management will require additional instructional resources, delay of the reorganization could be considered, pending additional resources. However, the School does not require additional administrative resources to function autonomously and it is desirable to give the School control over curriculum and faculty in order to implement effectively the phase in plans for the Bachelor of Science in Travel Industry Management degree.

ACTION RECOMMENDED

Seek Board of Regents' approval for the reorganization proposal described in the attached materials.

Attachment

c:  Dean Bess  
    Dean Gee  
    Assistant Vice President for Academic Affairs  
    SEC Chair
PROPOSAL FOR AN ORGANIZATIONAL CHANGE

RELATING TO THE

SCHOOL OF TRAVEL INDUSTRY MANAGEMENT

Existing Functions and Organizations

The School of Travel Industry Management currently exists as a division within the College of Business Administration, responsible for teaching, research, and public service in the fields of hotel and restaurant management, tourism management, and transportation management. The School functions semi-autonomously. The Dean of the School administers a separate TIM budget and other resources. Both the Dean of the College of Business Administration and the Dean of the School of Travel Industry Management review TIM faculty tenure and promotion applications, and provide independent recommendations. Courses for the TIM major in the BBA are subject to CBA processes for curriculum design and review.

Proposed Functions and Organizations

The School of Travel Industry Management will be removed from the organization chart of the College of Business Administration. The Dean of the School of Travel Industry Management will report directly to the Vice President for Academic Affairs. Faculty and curricular affairs will be administered autonomously by the School.

Principal Assumptions

The State will have a continuing need for professional education for managers with expertise in travel industry economics, markets, products, and services.

The University will continue to place strategic emphasis on tourism (Strategic Plan, Priority Action B.2a) and on assisting Hawaii residents to achieve occupational goals (Strategic Plan, Priority Action A.2d).

The Manoa campus will continue to have primary systemwide responsibility for a program in travel industry management.

The Board of Regents will approve the School's proposal to initiate a Bachelor of Science degree in Travel Industry Management.
Reasons for the Proposal

The proposed BS degree in Travel Industry Management cannot be implemented in the present organization structure since it will not conform fully to the accreditation standards governing the College of Business Administration.

The School of Travel Industry Management has reached a size and strength sufficient to function independently of the College of Business Administration and maintain quality in its academic programs.

Students will benefit from a curriculum grounded in basic knowledge of accounting, economics, and marketing with specific relevance to the specialized concerns of the travel industry.

Nature of the Proposed Reorganization

The reorganization consists of a change in the administrative reporting for the School. Resources and functions currently assigned to the School continue unchanged, but the School will be able to manage its affairs to develop increased specialization in its curriculum and faculty.

Effect on classification or status of positions

No change in classification or status of existing personnel is proposed.

Alternative Courses of Action

Continuation of the status quo is not fully responsive to the needs of students and the State of Hawaii.

Since the bachelor's degree in Travel Industry Management will require additional resources, delay of the reorganization could be considered, pending additional resources. However, the School does not require additional administrative resources to function autonomously, and it is desirable to give the School control over curriculum and faculty in order to implement effectively the plans to phase in the bachelor's degree.

Proposed Organization Charts/Statement of Functions [Attachment A.]

Current Organization Charts/Statement of Functions [Attachment B.]
PROPOSED ORGANIZATION

Dean
of the School of
Travel Industry Management

State of Hawaii
University of Hawaii at Manoa

School of Travel Industry Management

Administrative and Student Services
Assistant Dean, M3, #89171
Admin. & Fiscal Support Specialist,
P01, #80454
Secretary III, SR14, #14869
Clerk Steno III, SR11, #16007
Clerk Steno II, SR9, #19437
Clerk Typlt II, SR8, #41307

Transportation
Instructional Positions: (2.00)
Full Time: #83900
#85295

Travel Industry Management
Instructional Positions: (10.50)
Full Time: #82249, 82378, 82150, 82449,
82466, 83386, 84683, 84342, 85894
Part time: #88294 (.50)
Asst. Specialist, S3, #86466 (1.00)
Grad Asst.: (1.50) Part Time: #85052 (.50):
#86186 (.50), #89448 (.50)
NEW OR REVISED FUNCTIONAL STATEMENTS

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. 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 Assistant Dean, 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; 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**

The School of Travel Industry Management is composed of faculty members teaching in the fields of hotel, restaurant, tourism, and transportation management. This School is responsible for the teaching, research, and public service activities in these fields. One specialist position supports the internship program, which is a degree fulfillment requirement, for all majors in TIM.

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.
NEW OR REVISED FUNCTIONAL STATEMENTS

1. Dean's Office

The College of Business Administration prepares students for business/managerial leadership in Hawaii and the Pacific area. The Dean's office is concerned with the faculty and with curricula and academic programs of the College. Responsibilities include recruitment, retention, and improvement of faculty; budgets; course schedules; teaching assignments and departmental research; students enrolled in the College; and the administration of University rules as they apply to the College. The Dean is also responsible for public relationships with other academic institutions, community organizations, College alumni, state and federal agencies, and the state, national, and international business communities.

The Dean of the College of Business Administration plans, organizes, directs, and coordinates the College's programs and activities with the assistance of his administrative staff and various faculty committees.

2. Academic Affairs (Associate Dean)

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 College. Activities to ensure the retention of the American Assembly of Collegiate Schools of Business (AACSB) accreditation is of prime importance; support and supervision of editorial/typing services for faculty research/publishing; participation in the allocation of research awards; facilitation of the overall development of faculty research potential; and administrative review of parking, building, and office space assignments.

3. Administrative/Fiscal Services

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

4. Student Services

Functions include the recruitment, review, and processing of applications for enrollment in the College at the undergraduate and graduate levels; the preregistration and registration of students in courses; and the maintenance of records and provision of advising services. There is to be
a continually increasing emphasis placed on improving services to current students and marketing these services to current and potential students as well as alumni.

5. School of Travel Industry Management

The School of Travel Industry Management is composed of faculty members teaching in the fields of hotel, restaurant management, tourism, and transportation. This School is responsible for the teaching, research, and public service activities in these fields.

6. School of Accountancy

The School of Accountancy prepares students for leadership positions in the accounting profession. The School functions within the College of Business Administration, and the Director of the School is concerned with the planning, organizing, directing, and controlling of the accounting faculty and activities in teaching, research, and community service. Responsibilities include recruitment, retention, development of the accounting curriculum.

7. Instructional Departments

All of the instructional departments described below have integrated international and technological components into their core curriculum in order to support the strategic thrust of the CBA and UHM.

a. Department of Financial Economics and Institutions (including Real Estate, Business Law, Business Economics and Quantitative Methods, and Insurance)

This department is made up of people providing course offerings in the areas of finance, real estate, business law, business economics and quantitative methods, and insurance. The department is responsible for teaching, research, and public service in these fields.

b. Department of Decision Sciences

This department is composed of faculty members teaching in the area of management information systems. The department is responsible for teaching, research, and public service activities in this field.
c. **Department of Management and Industrial Relations**

This department is composed of faculty members concerned with the areas of management and personnel and industrial relations. The department is responsible for teaching, research, and public service activities in these fields.

d. **Department of Marketing**

This department is composed of faculty members concerned with the area of marketing. The department is responsible for teaching, research, and public service activities in this field.

8. **Pacific Asian Management Institute (PAMI)**

The basic objectives of PAMI are:

- To identify problems facing Pacific-Asian business and to develop knowledge for solutions.

- To aid the development of institutions devoted to international management education in the region.

- To facilitate exchange of ideas between scholars, executives, and policymakers.

- To promote competency in international management.

The Director will work with the Dean for the development of extramural resources to support internationalization of the College of Business Administration. Additionally, the PAMI Office will review and advise the Dean's Office regarding linkages and relationships with Asian universities. This program will also encourage and facilitate the faculty in development and execution of scholarly research with an international focus.

9. **Center for Executive Development (CED) - UH Foundation funding**

The major function is the provision of non-credit management programs to provide the managerial community with the latest knowledge, techniques, development, and trends in managing organizations. Short courses, workshops, conferences, seminars, institutes, and colloquia are all appropriate to the delivery systems. The development, staffing, promotion, and administration of the programs all fall within the purview of the administration of these management development programs. The Advanced Management program is one of the major programs offered under this function.
10. Pacific Research Institute for Information Systems and Management (PRIISM)

PRIISM's primary function is to serve as an umbrella organization to support the CBA's technological thrust. It has already received and will continue to develop extramural funding from outside of the State. Many of PRIISM's activities are international in scope and involve the technology of management and the management of technology.

PRIISM pursues its objective through four primary programs:


b. Hawaii Affiliates: A cooperative venture with a group of Hawaii business organizations interested in the development and management of information systems technology.

c. Research Consortium: A select group of information systems research institutes from the U.S. and the Pacific Basin.

d. Hawaii International Conference on System Sciences (HICSS): Annually brings together over 400 internationally-recognized users and researchers in many facets of information systems.

11. Office of Computer Resources and Telecommunications

This unit provides the students, faculty, and staff the information systems and telecommunications services required to efficiently and effectively accomplish the College's goals. Implicit in this objective is the coordination with agencies outside of the College to ensure the integration of other efforts.