



UNIVERSITY of HAWAI'I®

MĀNOA

Opportunity & Challenge Profile

*Search for the Dean
School of Travel Industry Management
University of Hawai'i at Mānoa*

Executive Summary

The University of Hawai'i at Mānoa (UHM or UH Mānoa) seeks an innovative, experienced leader to serve as Dean of the School of Travel Industry Management. Building upon the many strengths of the University, as well as the unique virtues of the Hawaiian Islands, the successful candidate has an exciting opportunity to provide both academic and entrepreneurial leadership as the School of Travel Industry Management seeks to become the dominant intellectual presence in Hawai'i, the Asia Pacific region and around the Globe.

Founded in 1907, the University of Hawai'i (UH) System enrolls more than 50,000 students. As the leading institution of higher learning in the Pacific Basin and one of the nation's few land-, sea-, and space-grant institutions, UH plays a unique role in bridging Hawaiian, Asian, and Pacific cultures through education, research, and service. Many of the system's fields of study are directly related to the distinctive geographical and cultural setting of Hawai'i, an island paradise with a warm, tropical climate and exceptional diversity of cultures. The University of Hawai'i at Mānoa is the flagship campus in the UH System, and enrolls more than 20,000 students (approximately 14,000 undergraduate and 6,000 graduate students). To learn more about UH and UHM, please see Appendix A and visit www.hawaii.edu.

The global travel industry is not only an important economic engine, it is a powerful force for positive change in the world. The University of Hawai'i School of Travel Industry Management (TIM), with nearly fifty years of history, has grown up within this remarkable industry. It has been identified by the United Nations World Tourism Organization as one of the leading tourism programs in the world. The School has a special character because of its geography, providing an ideal living laboratory in tourism for its students and faculty as well as connections to the Asia-Pacific region. The University of Hawai'i system provides the School with remarkable advantage, enabling TIM to tap into the multi-disciplinary expertise needed to deal with the complex challenges of contemporary travel and tourism as a whole.

The successful candidate for the Dean of the School for Travel Industry Management will need to provide strong academic and managerial leadership. The Dean will be expected to develop a vision for the School and expand its reach; unify and mobilize its resources and people, develop relationships with community and industry partners; enhance and expand the academic program; and grow the financial resources of the School.

This profile was developed by the search advisory committee and Isaacson, Miller, a national executive search firm, to provide background information about UH Mānoa and this School, and

to detail key opportunities and challenges facing the new Dean. Additional information about the University, the School's academic programs, and the official position specifications are provided in the appendices at the end of this document.

The School of Travel Industry Management

Located in one of the world's premier tourism destinations, the School has strong ties both locally and worldwide, and enjoys an exceptional reputation as a quality institution of higher learning in travel industry management. The School of Travel Industry Management is a unique highlight of the University that intends to expand and develop in its quest to support tourism as the number one business in the Hawaiian economy. Many of the University's fields of study are directly related to the distinctive geographical and cultural characteristics of Hawai'i, an island community populated by a range of diverse cultures and indigenous peoples. In an era of environmental concerns, the UH School of Travel Industry Management aspires to take a leadership role in responsible tourism, addressing issues related to sustainability, environmentalism, and the preservation of a host culture. To this end, the Dean will need to forge an inclusive and cohesive vision for the School. This vision should establish a course for the School to become a model for innovative instruction, practice, and research not only for Hawai'i and its multicultural community, but for the Asia Pacific and global travel industry at large.

The TIM School enrolls about 400 undergraduate and approximately 20 graduate students. The undergraduate student population has an average high school GPA of 3.27 and ninety-five percent of students are employed at the time of graduation. The School has a rich blend of local and Native Hawaiian students, U.S. mainland residents, and students from the Asia Pacific region including Japan, the People's Republic of China, and the Republic of Korea.

The School's current strategic plan is organized around three major areas in which the School seeks to demonstrate exceptional performance and leadership. The three main objectives follow:

- Emphasizing leading edge expertise in hospitality, transportation, and tourism at the undergraduate level and resort management and destination management at the graduate level;
- Focusing research activities on those travel industry subjects that are increasingly relevant to the travel industry: destination management, resort management, responsible tourism, sustainable development and tourism as an agent for economic, environmental, social and cultural development;
- Integrating the various dimensions of extension and service to allow for synergies to be achieved between various activities and a more strategic use of human resources by the integration of activities and initiatives.

The Operational Context

The School of Travel Industry Management has enjoyed stable leadership since its founding and has earned a place of prominence on the travel industry academic stage. It now faces a challenging competitive environment in the deeply tourism-dependent State of Hawai'i. High oil prices, a strained airline industry, as evidenced by the closures of ATA and Aloha Airlines, once fixtures in the Hawaiian skies, and the growth of the Asia Pacific region combined with an economic downturn in the U.S., have created fundamental shifts in the market. Industry observers believe that these are structural changes, not cyclical, and that historical patterns of travel and tourism demand have been significantly altered.

Furthermore, the competitive set for tourism education has increased significantly over the years. U.S. schools as well as proliferating institutions in Asia and Europe provide students and funding agencies with new alternatives for education in tourism. While the tourism and travel markets are changing, there are numerous opportunities to be realized. The industry is grappling with these shifts and aspires to form new patterns. There is an ever increasing need to understand this economic engine and address the issues at a programmatic level. The School of Travel Industry Management has an opportunity to help an entire regional industry adapt to the most significant challenges it has faced in a generation.

History and Mission

The mission of TIM is to develop and disseminate hospitality, transportation and tourism concepts, knowledge and skills through excellence and leadership in research, education and training, outreach, and service. It aims to do so in a fashion that contributes to the economic, social, and environmental vitality of the State, simultaneously supporting and enriching the host culture.

Established in 1959, the School started its academic life as the Department of Hotel Management and Tourism in the College of Business Administration. In 1967, the Department expanded its scope to include core disciplines in hospitality management, tourism management, and transportation management, and became the School of Travel Industry Management, awarding a new Bachelor of Science degree in Travel Industry Management.

The School has enjoyed long term leadership with only four Deans at the helm since its inception: Dr. Edward Barnet, Paul Broten, Chuck Y. Gee, and Dr. Walter Jamieson. This stability has allowed for significant continuity in the development of the School in line with its strategic plan while sustaining the core strengths of the School. Dr. Jamieson, the current Dean, served for the last 5 years and will be moving to a new role within the School upon the announcement of a new Dean.

Today, the School is accredited by The Accreditation Commission for Programs of Hospitality Administration (ACPHA), the World Tourism Organization (from whom it has earned a TedQual (Tourism Educational Quality) certification through 2010), and is a member of the Council on Hotel, Restaurant and Institutional Education (CHRIE) and the Pacific Asia Travel Association (PATA).

Academic Programs

The School of Travel Industry Management currently offers a Bachelor of Science and a Master of Science degree in Travel Industry Management. The B.S. degree has an emphasis upon hotel and resort management or tourism and transportation management. In the M.S. degree program, students are exposed to management in a broad range of travel and tourism sectors and can tailor specific interests through the selection of electives and/or a research thesis on topics in hotel and resort management or tourism and destination management. The M.S. is being expanded in 2009 to include two specializations, one in Resort and Hospitality Management and the second in Destination and Tourism Management. The TIM School also offers an undergraduate certificate in sustainable tourism. For more information regarding TIM's Academic Programs, please see Appendix B.

Research and Service

The Professional Development and Research and Consultancy Group of the School encourages faculty to pursue research opportunities through grants and consulting contracts with external partners including private-sector companies, governments, and development agencies. The Group conducts research, offers professional development and continuing education programs, and provides technical assistance and other community services in tourism-related areas.

To help aid in this effort, the TIM School offers a variety of learning resources to enhance the instructional and learning experience of students and professionals. The Bernice C. Loui & Leong Hop Computer Laboratory and The Gee Technology Learning Center (GTLC) both serve the School's technology needs. The GTLC further advances the School's mission through virtual collaboration for distributed learning, knowledge sharing, and a variety of professional programs. The Sunset Reference Center (SRC) boasts a collection of 10,000+ volumes of material on hospitality, tourism and transportation topics, thus making it one of the largest specialized collections in the Asia Pacific region. The Center serves many constituents including researchers, industry professionals and students in the local, regional and now global communities.

Service and Outreach

The TIM School is positioned well to ensure that tourism in Hawai'i achieves its fullest potential. As it supports the largest industry in the State and has the most potential for assisting sustainable development, the School must be committed to reaching out to the community in a number of ways. The School offers a number of professional programs listed in Appendix B. To that end, TIM personnel are also encouraged to participate in cooperative ventures with industry organizations, community associations, small and medium-sized enterprises, and government organizations to provide outreach, service, and continuing education activities.

In addition, in line with its mission of supporting and enriching the host culture, the TIM School is partnering with the Hawai'i Institute of Hospitality & the Native Hawaiian Hospitality Association to further connect visitors, visitor industry organizations, and local residents with the host culture. The School aims to perpetuate, preserve and protect the indigenous culture while providing visitors with a more authentic experience.

Governance and Reporting Relationships

The Dean reports to the Vice Chancellor for Academic Affairs of the University of Hawai'i at Mānoa (UHM) and sits on the Dean's Council. The Dean is advised by members of the tourism, hospitality, and transportation industry community and a Hawaiian Advisory Board. Reporting to the Dean of the School of Travel Industry Management are an assistant dean, an administrative officer, an educational academic specialist, 3.0 FTE clerical positions, and 19.0 FTE faculty positions of which 5.0 FTE are vacant and unfunded.

Financial Resources

The 2007 budget for the TIM School was approximately \$2 million, consisting of \$1.7 million in operating expenses and \$231,000 in program support. Since 2001, the School has raised nearly \$800,000 through the UH Foundation and another \$585,000 through contracts and grants.

The School's primary source of funding is through state appropriations; the School's general fund is divided into two categories covering instructional services and academic support services. In addition, the School receives supplemental funding in private gifts, research grants, research contracts, training contracts, and scholarship donations. The School also benefits from endowments housed in the University of Hawai'i Foundation, providing support for faculty development and training, facility renovations, computer upgrades and equipment, and various lecture series. The TIM School is also supported by an active TIM International (TIMI) Alumni Association.

Key Opportunities and Challenges Facing the Next Dean

To compete in today's dynamic, global marketplace, the University of Hawai'i is uniquely positioned to play a vital role in developing the future leaders in global tourism. Hawai'i has world class hotels and resorts, a natural environment found nowhere else in the world, a multi-ethnic and indigenous culture, a mature distribution and delivery system, and a well-established market. Given these advantages, the TIM School is poised well for its ongoing leadership role in the sector.¹

To succeed in this role, the new Dean will join and embrace the School's *ohana*, or community and work in cooperation with members across the UH System to grow the TIM School. The Dean will work closely with students, staff, and faculty to develop the School's academic program, expand financial resources, and build critical external relationships essential to future growth. The University believes that with strong, academic and entrepreneurial leadership, the School can reach its potential as a distinctive global institution known for its transdisciplinary approach to hospitality, transportation, and tourism. In realizing this broad goal, the Dean will face several key opportunities and challenges, which are described in more detail below:

Develop a Vision for the School and Expand its Reach

The Dean will be responsible for crafting and implementing a shared vision for the TIM School which will ultimately propel the visibility and prominence of the School forward. S/he will have an opportunity to build a world recognized platform catering to the dynamic tourism, hospitality, and travel management industry, a critical economic driver not only in the State, but in the greater Asia Pacific as well. With changes in the market, including developments in the cruise industries, emergent Asian markets, the time-share market, growth of cultural business and sports tourism, and preservation and perpetuation of the host culture², there are numerous possibilities ahead. The School has great potential to become the authority in issues related to sustainable tourism and environmental sustainability as well, and seeks a visionary leader who will capitalize upon many of these opportunities. To this end, the Dean will be expected to be a charismatic ambassador and spokesperson, a skilled relationship builder and entrepreneur, who can work across the University and UH System, and with community, national and international partners, to position and further grow TIM into a premiere academic center known for its excellence in all matters related to international and multicultural tourism and travel.

Unify and Mobilize the School's Resources and People

A key challenge for the Dean will be to develop and improve the School's communication patterns, culture, and morale. The new Dean will be expected to promote a culture of openness,

¹ UH TIM Full Strategic Plan 2004-2009

² UH TIM Full Strategic Plan 2004-2009

mutual respect, and a shared sense of pride in the School's work and status as a leader in the field. It is vital that s/he be seen as an open, collaborative leader, a passionate advocate for the perpetuation and execution of the School's promise, and as a creative, proactive administrator capable of bridging the School's programs across the campus, the community, and beyond.

To meet this challenge, the Dean must demonstrate an ability to listen, forge consensus and trust, and communicate broadly. The Dean will need to build nurturing relationships with faculty and staff, helping to introduce change while attending to the needs of junior and senior faculty. In light of evolving industry demands and student needs, the Dean will need to evaluate the School's programs and operations while remaining sensitive to varying ideas about the future direction of the School. The Dean must be inclusive, but also decisive, with an ability to create enthusiasm and move plans forward by establishing clear goals and advancing diverse perspectives. If successful, the Dean will ensure that the School advances in its mission of providing excellence in education, promoting and fostering additional collaboration and communication among employees.

Develop Relationships with Industry and Community Partners

The Dean will need to create strategic relationships with industry constituents, locally and globally, thereby strengthening the State's economic base. S/he will be responsible for meeting with industry leaders to assess their needs and will help prepare and train highly skilled graduates for the workforce. The Dean should create new learning opportunities wherever possible and will help to develop additional internships, field based research opportunities, and study abroad experiences, resulting in more well rounded graduates.

In addition, the Dean will also be responsible for building student enrollment through outreach in the community. S/he will help to strengthen the student pipeline by focusing upon recruiting within local high schools and other community organizations. Through this outreach, the Dean will be simultaneously strengthening ties with the Native Hawaiian and local resident communities, a critical component to growing the next generation of industry leadership in Hawai'i.

TIM should not only have significant impact upon tourism and sustainability, but should also serve as an authority on issues of global tourism and travel. The Dean will help position the School to be at the forefront of these developments. With the 2008 Olympics, rapid growth in China and other regions throughout Asia and in the Pacific, and increased demand for cultural and educational experiences in general, TIM is positioned to grow by partnering with various businesses, government groups, industry leaders and higher education colleagues abroad.

Enhance and Expand the Academic Program of the School

The Dean will be responsible for growing the academic capacity and programming of TIM. S/he will need to assess all programs and will help the School grow in academic credibility and rigor. The Dean will play an integral role in assessing student and faculty needs and ensuring an innovative and balanced program is in place to address current demand and critical trends. The TIM School remains committed to emphasizing its expertise in resort and destination management, hospitality, transportation and tourism. However, moving forward, the Dean, in collaboration with the faculty, will help to revise and expand curricula as well as evaluate the Masters of Science program. Over time, the Dean will also aid in the development of a PhD offering. Furthermore, the opportunities for distance learning are real and needed; the Dean will

help extend the School's reach by establishing partner relationships with institutions on the neighbor islands as well as in other Asia Pacific and international locales.

As a partner institution, the TIM Dean will also be called upon to reach articulation agreements with neighboring community colleges and institutions abroad. The UH community college system has strong food and beverage programs and there are numerous opportunities within the UH System for greater partnership and growth. Similarly, TIM has an opportunity to refine its collaborations with international higher education institutions, for example, the School is engaged in the development of a Bachelor of Science in Travel Management major in Singapore. The Dean will be responsible for the ongoing structuring and funding of a joint effort with Temasek Polytechnic, a respected Singapore-based educational institution, to ensure continued effectiveness and growth.

While helping to build these programs, the Dean will play a significant role in the ongoing hiring and professional development of faculty and staff. TIM currently employs 14 faculty – 3.0 FTE professors, 1.0 FTE associate professor, 6.0 FTE assistant professors, 1.0 FTE acting assistant professor, 2.0 instructors, and 1.0 assistant specialist. Most of the assistant professors are new to the institution within the last two years. The Dean should help mentor these new faculty and recruit additional members, especially those with international experience and expertise in hotel, resort, and food and beverage management.

Grow the financial resources of the School

The next challenge for the Dean will be to creatively grow and sustain revenues for the School. S/he will be expected to raise money as well as leverage resources with local industry and higher education institutions. The Dean will be responsible for fundraising in coordination with the UH Foundation, building research funding, generating in-kind donations, internships, scholarships, and fellowships from industry, and advocating for increased university resources for academic and physical plant needs. In addition, s/he has opportunities to share space and resources with neighboring partners and colleges, such as Kapi'olani Community College or local hotels, which could provide real learning laboratories and on the job experiences for students at little to no cost.

Minimum and Desired Qualifications

For a list of the minimum and desired qualifications required for this position, please see the official position description, Appendix C.

Compensation and Location

Compensation will be competitive and commensurate with the successful candidate's professional experience and accomplishments. The position is located in Honolulu, on the island of O'ahu. O'ahu is the third largest island in the Hawaiian chain and is home to the majority of Hawai'i's population, a fusion of East and West cultures rooted in the values and traditions of the indigenous host culture. O'ahu offers abundant activities, whether one is surfing in legendary Waikiki, hiking through the rich rainforests of Waimea Valley, or watching the sunset from the famed beaches of the North Shore. Honolulu is the political and business center for the Hawaiian Islands, which allows for a rich intellectual, civic, culinary, cultural, and arts community that enhances the benefits of being affiliated with the University of Hawai'i.

Inquiries, nomination, and application information

Inquiries, nominations, and applications are being accepted for the position. Candidates must submit a cover letter summarizing the candidate's interest and qualifications for the position, a current resume, and the names of six (6) professional references including title and contact information. Inquiries, nominations, and applications should be directed to Isaacson, Miller, at the contacts below:

Isaacson, Miller

David Bellshaw, Regan Gough, and Katie Quinn

Re: Dean, School of Travel Industry Management, University of Hawai'i at Mānoa

649 Mission Street, Suite 500

San Francisco, CA 94105

Phone: (415) 665-4900

Fax: (415) 655-4905

Email: 3699@imsearch.com

The University of Hawai'i is an equal opportunity/affirmative action institution. It is committed to a policy of nondiscrimination on the basis of race, sex, age, religion, color, national origin, ancestry, disability, marital status, arrest and court record, sexual orientation, or status as a covered veteran.

Appendix A

“Our efforts to address the campus’ highest priorities are key to moving ahead together.... there are many reasons for folks to be excited about the great value UH Mānoa adds to Hawai‘i and beyond. Our university creates great social good and clearly plays a pivotal role in the future of Hawai‘i, as well as in each of your lives.”

Virginia S. Hinshaw, Chancellor, University of Hawai‘i at Mānoa
“Welcome Message,” August 2007

The University of Hawai‘i System

The University of Hawai‘i was founded in 1907 as a single-campus, land-grant college of agriculture and mechanic arts in Mānoa Valley, a residential area close to the heart of metropolitan Honolulu on O‘ahu. Today, UH has expanded to become an integrated public system of higher learning, with a research-doctoral university at Mānoa, as well as baccalaureate universities in Hilo and at West O‘ahu. The University system includes seven community colleges: Maui, Kaua‘i, and Hawai‘i (Hilo) are located on other islands; Honolulu, Kapi‘olani, Leeward, and Windward Community Colleges are on O‘ahu. These institutions are united by a set of shared values, many of which stem directly from the values of Native Hawaiian culture, including aloha, collaboration, respect, intellectual rigor, integrity, service, access, affordability, diversity, fairness, leveraged technology, innovation, accountability, and sustainability.

The mission of the UH System is to help ensure the survival and prosperity of Hawai‘i’s people and natural resources while serving as a model global research university. The university’s motto, “Maluna a‘e o na lahui a pau ke ola ke kanaka” (“Above all nations is humanity”), is reflected in the ethnic composition of its students, of whom 20% are Japanese, 20% Caucasian, 15% Filipino, 13% Hawaiian, and 32% from other ethnic backgrounds. The UH System offers instruction in more languages than any U.S. institution outside the Department of State and serves students from more than eighty nations. The UH System is a major contributor to the state’s economy; in any given week, UH touches more than 80,000 citizens of Hawai‘i (out of a population of over one million) through events and academic programs, and employs 9,000 citizens, making it the State’s second-largest public employer.

The University of Hawai‘i at Mānoa

The flagship doctoral research campus for the UH System, UH Mānoa is renowned for its world-class programs in fields of study related to the geographical and cultural setting of Hawai‘i. UHM enrolls more than 20,000 students, who participate in 288 degree programs, including 86 bachelor’s, 88 master’s, and 52 doctoral programs, as well as programs in law, medicine, and architecture. The undergraduate student-to-faculty ratio is approximately 16:1, a remarkable statistic for a major public university. UH Mānoa is classified as a Carnegie Doctoral/Research University-Extensive (“Carnegie I”) institution and is accredited by the Western Association of Schools and Colleges. UH Mānoa serves approximately 2,400 Native Hawaiian students, roughly 30% of the total Native Hawaiian student body across the UH System.

The UH Mānoa campus is home to a wide array of student activities, including dozens of cultural, political, and social organizations, many of which are funded by the institution. The UH Rainbows and Warriors compete at the NCAA Division-I level athletics, and students participate in a wide variety of intramural sports. The campus is also home to several art museums and galleries, as well as multiple theatrical venues, including the 600-seat John F. Kennedy Theatre,

which is considered among the best in the world for presentations of Asian and Western theatre and dance. Housing several student organizations, the two-building Campus Center Complex functions as a community center for the Mānoa campus.

In recent years, UH Mānoa has made significant progress in strengthening the revenue base of both its academic and research operations. Tuition projections are robust and projected to grow as the campus focuses its attention on improving student recruitment and retention, efforts that are well underway. In the most recent academic year, UHM generated nearly \$400 million in research support and is on track for sustained growth as it continues to invest in its research infrastructure and recruit world-class faculty. In addition to these successes, UHM has sustained strong support from the State of Hawai'i, which recognizes the importance of the intellectual mission of the UH System and UH Mānoa, as well as their contribution to the economic vitality of Hawai'i. For more information about UH Mānoa, please see www.uhm.hawaii.edu.

Appendix B

Academic Programs

Eighty percent of undergraduate students choose hotel management as their career choice after graduating from the TIM School. Over the past ten years the goals of the TIM School have been threefold: high quality education for current and future professionals in the travel industry; conceptual and applied research in the field; and providing information resources, continuing and professional education and training to the industry in the state of Hawai'i and the Asia-Pacific region.

The Bachelor of Science degree in Travel Industry Management is designed around the belief that the foundation for a life-long career in management is both a science and an art. Each element of the TIM curriculum provides an essential building block for a complete education which is relevant not only to the travel industry, but to virtually any service-related enterprise or occupation. The curriculum focuses on developing problem-solving and decision-making techniques and critical-thinking skills which are essential skills for successful managers and leaders. The Bachelor degree is comprised of general core requirements, lower and upper division courses, a choice of two areas of emphasis, and an internship.

The first global initiative of TIM being explored is the **Bachelor of Science in Travel Industry Management major in Singapore**. Established in 2007, UHM Singapore Ltd. was created to serve as the Singapore-based operational entity of the University of Hawai'i at Mānoa. UHM understands that in today's global economy, the Asia-Pacific arena is a thriving region of growth and development. Singapore is uniquely positioned as the heartbeat of Asia and the Pacific Rim, and serves as an important leader in South East Asian tourism education. This program aims to be fully operable in the summer of 2009.

The Master of Science degree in Travel Industry Management is designed to provide a specialized education through coursework and research to master a broad and sophisticated set of interdisciplinary skills and knowledge. The program prepares students for advanced careers and leadership roles across the spectrum of the travel industry including tourism, hospitality and transportation management as well as areas integrating the entire industry including information technology, finance, marketing, policy and planning. Students may also explore specific topics of interest including sustainable tourism, eco-tourism, electronic commerce, social and cultural aspects of travel and tourism, among many others. Candidates for the MS/TIM must complete 36 credit hours of graduate coursework before either choosing either the thesis option or an additional 15 elective credits. This program is currently not accepting students and is being expanded in 2009 to include two specializations, one in Resort and Hospitality Management and the second in Destination and Tourism Management.

As an additional service to industry, TIM offers a **certificate in sustainable tourism** as well as a host of continuing education programs. Continuing education units are listed below:

Professional Programs

The Executive Development Institute for Tourism (EDIT)

Co-sponsored by the Pacific Asia Travel Association (PATA), EDIT provides an intensive three-week program to serve ongoing educational needs of executives and professionals in both private

and public sectors of international tourism organizations. Since 1979, participants have included government officials, hotel executives, educators, tour operators, airline executives and other travel industry professionals from 49 countries.

Hawaii International Resort Management Institute - (formerly HHHI)

Hawaii International Resort Management Institute provides quality short-term training for personnel in the international hospitality industry. The institute offers professional development courses in the areas of food and beverage, hotel operations, human resources and general hospitality management. Over the years, participants have represented hundreds of different organizations from Hawaii and the Asia-Pacific region.

TIM Neighbor Island Seminars

TIM Neighbor Island Seminars are one-day seminars targeted for the hospitality and service-based industries. The program is held twice a year in October and March on Maui, Oahu, the Big Island, and Kauai. The one-day format serves the needs of the busy manager. The seminars give managers a compact version of what is offered in the HHHI program. Participants who attend the one-day seminar and desire more information and training often apply for HHHI in the summer as a follow-up course.

TIM Custom Training Programs

TIM has provided custom training programs for hotels, restaurants, and government agencies.

Appendix C

**UNIVERSITY OF HAWAI'I
POSITION DESCRIPTION
DEAN, SCHOOL OF TRAVEL INDUSTRY MANAGEMENT**

I.	Position Number:	89215
	Title of Position:	Dean
	Reports to:	Position Number 89104, Vice Chancellor for Academic Affairs, UHM
	Campus:	University of Hawai'i at Mānoa
	Office:	School of Travel Industry Management

II. INTRODUCTION

The University of Hawai'i at Mānoa is the only "Doctoral/Research University-Extensive" (Carnegie classification) in Hawai'i and the Pacific Basin. By virtue of its culture and geographic location, UH Mānoa plays an important role internationally and nationally, especially in providing Asian, Pacific and Hawaiian perspectives to the higher education experience.

The School of Travel Industry Management at UH Mānoa is a fully accredited School that offers a Master of Science in Travel Industry Management and a Bachelor of Science program in three areas of emphasis: Tourism Management, Hospitality Management, and Transportation Management. The School also has an organized research unit that includes a reference library and short-term training programs such as the Executive Development Programs and the Hawai'i International Hospitality Institute and short-term seminars. Located in one of the world's premier tourism destinations, the School has strong ties both locally and world-wide, especially in the larger Asia-Pacific region, and enjoys an exceptional reputation as a quality institution of higher learning in travel industry management.

III. DUTIES AND RESPONSIBILITIES

The dean is ultimately responsible for building and maintaining the academic, research, and service reputation of the School, making it one of the most respected schools of Travel Industry Management in the United States. This necessitates progressive and effective executive leadership and management skills that have been developed in the course of a successful professional career.

Another important responsibility of the dean is to actively and meaningfully promote the University's commitment to diversity, equity and cultural values. Given the unique character and location of the University of Hawai'i at Mānoa, the dean is expected to embrace the cultural diversity of the University's constituencies and be knowledgeable about the islands, its people and Hawai'i's role in the international arena.

Within this context, the duties of the dean include, but are not limited to, the following.

ACADEMIC LEADERSHIP

35%

Provides balanced academic and entrepreneurial leadership to position the School as a world leader in management education, training and research in the areas of hospitality, tourism and transportation.

Positions the School to become one of the primary resources of professional services and information to local, national and international organizations.

Focuses the School's programs and services toward uniquely filling the travel industry management needs of the Asia-Pacific region.

Establishes an environment that encourages quality research; solicits research and training contracts; acts as a principal investigator for grants when appropriate.

Ensures a relevant and cutting-edge curriculum in all offered programs and services.

Oversees the School's Center for Tourism Policy Study and Training.

Oversees student and academic services, including student recruitment and undergraduate internship program.

ADMINISTRATION

25%

Administers overall operation of the TIM School including the development and implementation of long-range and immediate objectives and budgets and responsiveness to statewide issues and initiatives related to travel industry management.

Oversees the Gee Technology Learning Center, computer facilities, Sunset Reference Center, distance learning initiatives and School's web site.

Serves as the School's liaison and maintains cooperative relationships with other academic programs at UH Mānoa and throughout the UH system; manages UH community colleges articulated agreements.

Manages assigned instructional space in George Hall including periodic upgrading and reconfiguration of facilities and equipment to serve changing instructional, student and staff needs using external resources

ASSESSMENT AND EVALUATION

20%

Assesses, monitors and assures compliance with accreditation and other academic reviews.

Works with the TIM Faculty Council in the continuous review, revision and development of programs and curricula for degree and certificate programs.

Directs faculty, especially junior faculty, in developing individual plans that require evaluation and decisions.

Oversees assignments of TIM faculty and staff; directs recruitment, tenure and promotion reviews.

EXTERNAL RELATIONS AND FUNDRAISING

20%

Continues to develop a strong relationship with industry locally and worldwide to ensure currency and relevancy of curriculum; works closely with the TIM Advisory Board/Council and other industry leaders.

Works closely with statewide organizations such as the Hawai'i Tourism Authority, Hawai'i Visitors and Convention Bureau, Chamber of Commerce and others to promote the health and sustainability of tourism.

Develops and maintains cooperative relationships with city/county, state, federal, and foreign governments or agencies; business and community organizations or groups; and colleagues worldwide in the area of travel industry management

Actively directs the resource development and fundraising initiatives of the School.

Builds and directs an active and influential alumni component; maintains close and effective relationships with TIM alumni branch chapters.

IV. LIST OF DIRECT REPORTS

In accordance with the official organization chart.

V. NATURE AND EXTENT OF GUIDANCE AND DIRECTION RECEIVED

Work is performed under the general supervision of the UH Mānoa Vice Chancellor for Academic Affairs with opportunities for the exercise of independent judgment and initiative, as well as substantive decision making under broad policy and general operational guidelines as set forth by the Board of Regents, other University guidelines and applicable state and federal policies and guidelines.

VI. NATURE AND EXTENT OF CHECK OR REVIEW OF WORK

Leadership and program results achieved are reviewed on a regular basis by the Vice Chancellor for Academic Affairs, the Chancellor, state and federal agencies, and/or external audits. Annual reports are provided to the Accreditation Commission for Programs in Hospitality Management (ACPHA).

VII. DESCRIPTION OF CONTACTS WITH OTHER DEPARTMENTS OR UNIVERSITY ORGANIZATIONS, OUTSIDE ORGANIZATIONS, AND THE GENERAL PUBLIC

The dean provides professional leadership and represents the School of Travel Industry Management and the University in the educational community locally, nationally, and

internationally. In fulfilling that role, the dean works with UH System and UHM executives, administrators, faculty, staff, students, legislators, state and federal personnel, foundations and donors, and members of the community. The dean's responsibilities also involve extensive contact and dialogue with educational partners, especially industry leaders in hospitality, tourism and transportation industries and the TIM Advisory Board/Council.

VIII. MINIMUM QUALIFICATIONS

1. An earned master's degree in hospitality management, tourism management, transportation management, business or travel-related field or equivalent degree
2. A distinguished record of academic and/or professional achievements sufficient to qualify for tenure
3. Successful administrative experience at the collegiate level or the equivalent professional experience
4. Demonstrated leadership skills
5. Knowledge of contemporary issues in hospitality, tourism, transportation and the academic environment
6. Successful record of external fund raising

IX. DESIRABLE QUALIFICATIONS

1. An earned doctorate in hospitality management, tourism management, transportation management, business or travel-related field or equivalent degree is highly desirable
2. Expertise and knowledge of tourism and hospitality development in the Asia-Pacific region
3. Prior field or industry experience in an executive capacity
4. Sensitivity and perceptiveness necessary to function successfully in a multi-cultural and multi-ethnic environment
5. Proven interpersonal and communication skills
6. Excellent rapport with industry leaders
7. Teaching and research experience in hospitality, tourism and/or transportation management

Revised: August 21, 2008