AUTHORIZATION TO PLAN AN ACADEMIC PROGRAM AT MANOA

SCHOOL OF TRAVEL INDUSTRY MANAGEMENT
PROPOSAL TO ESTABLISH A PH.D. PROGRAM

1. Locus (Unit, School/College)
   School of Travel Industry Management

2. Chair/Convener of Planning Committee
   Graduate Chair

3. Program Category: ~ New ~ Modified ~ Interdisciplinary
   This program will be a new academic program

4. Department/Unit/Program
   UH School of Travel Industry Management Graduate Program

5. Level of Program or Major (Graduate, Undergraduate, etc.)
   This will be a Graduate program within the School of Travel Industry Management

6. Degree or Certificate Proposed
   The proposed degree will be: Ph.D. in Travel Industry Management

7. Proposed Planning Period
   February 2007 to September 2007

8. Proposed Date of Implementation
   Depending on the approval process it is anticipated that the program would be
   launched the beginning of the fall 2009 semester.
9. Program Description (Objectives and Relationship to Mission)

Key objectives of the TIM Ph.D. program
- Achieve international excellence with an Asia and Pacific focus
- Achieve a steady state of no more than 12 Ph.D. students
- Help to contribute to the TIM School’s ongoing leadership as the preferred provider in tourism and hospitality education and scholarship
- Ensure alignment with the UH mission, vision and strategic initiatives
- Support and facilitate the expansion of the TIM School research profile
- Through scholarship and publication provide leadership in ensuring economic, social, and environmental responsibility in the tourism and hospitality industry.

Measures of Success of the UH-TIM Ph.D.:
- Quality, quantity and impact of TIM research
- Achieving a top rated reputation (top 50%)
- Placement of students

Summary Description of TIM Ph.D. Program
The TIM Ph.D. will have a strong research focus, which intends to prepare students to pursue higher level leadership positions in education, scholarship and/or employment with organizations that represent, support and/or are concerned with tourism destination management or hospitality and resort management within a context of sustainable and responsible tourism.

The organizations in which graduates may be employed may include educational institutions, policy, planning and development authorities, tourism associations, local tourism groups and other directly or indirectly related establishments or private sector enterprises related to tourism destination management or hospitality and resort management.

The TIM Ph.D. program will produce the next industry leaders who will be strategic, innovative, entrepreneurial and responsible change managers, professionals and decision makers in the field. They will have an understanding of global and Asia Pacific challenges and opportunities as well as cutting edge responsible best practice in a context of the potential futures affecting local and regional societies and communities.

Relationship to UH Mission
The University of Hawaii’s mission is at the very core of all of the programs created within the School of Travel Industry Management whose own mission is to groom leaders in research, training, outreach, and service in order that they are prepared to contribute to, and perpetuate, economic, social, and environmental sustainability within tourism and hospitality.

Directly in line with the University’s mission, the TIM Ph.D. program will offer a nurturing environment for scholars to:
• Engage in a productive exchange of knowledge and experience in order that they can develop their research and prepare for higher level positions in academe or employment in the area of tourism and hospitality management;
• Develop and test cutting edge practices, innovative leadership strategies, and entrepreneurial ideas;
• Cultivate a sympathetic, empathetic and tolerant recognition of global and Asia Pacific challenges through a better understanding of local and regional, perspectives.

These activities will evolve within a framework of sustainable and responsible tourism education and scholarship that has become the hallmark of the TIM School. The success of the Ph.D. program will in part be illustrated by its ability to reflect the values of the School through its curriculum and development activities.

The TIM School shares the same interests as the University of Hawaii in cultivating strong leaders and thoughtful strategists who will affect positive change in various sectors of the tourism and hospitality industry. The Ph.D. program will allow TIM to advance its own pursuit for excellence in teaching and research so it can produce and support the next generation of industry leaders, especially when responsible, ethical, and smart leadership is critical.

10. Program Justification (Needs and Rationale)
Tourism and hospitality are facing significant challenges and the industry will continue to change significantly given changing consumer preferences as well as the significant level of growth in existing and potential source markets especially in China and India. If the industry in both Hawaii as well as the Asia-Pacific region are going to be in a position to respond to a wide range of challenges and opportunities there is an urgent need to explore in depth the policy and structural dimensions of the industry. With a growing realization of the important role that tourism and hospitality can play in economic and community development as well as its potential to adversely impact social, cultural and environmental systems research at the Ph.D. level will allow the School of Travel Industry Management the opportunity to provide leadership in the world's largest industry.

With the considerable growth of tourism and hospitality in many parts of Asia and the resulting growth in academic programs there is a significant gap in the number of trained university professors with Ph.D.'s. There is a clear recognition that if these programs are to achieve international status they urgently require teaching staff with Ph.D.'s. In addition, there is recognition that given the sophistication and complexity of the tourism and hospitality industry that employees of both public as well as private sector organizations will require individuals with Ph.D. qualifications to assist in both policy planning as well as management responsibilities.
Global Challenges and Issues to be Addressed by the Ph.D. Research Program
An important objective of the Ph.D. program will be to better understand the global
tourism and hospitality environment both from a Hawaii as well as Asia-Pacific
perspective. Peter de Jong, President and CEO of PATA, at the executive committee
meetings in Singapore in 2003 characterized the travel and tourism situation as
“dangerous and chaotic”.

The United Nations World Tourism Organization has identified the following
challenges:

- Promoting the economic impacts of tourism
- Managing site congestion and enhancing infrastructure
- Liberalizing tourism and hospitality services
- Managing socio-cultural impacts
- Integrating tourism and hospitality into the peace processes
- Embracing information and communication technology into all aspects of
  management
- Intensifying the fight against poverty
- Strengthening public-private partnerships
- Preparing to manage crises

Hawaii and the Asia Pacific Region face some critical issues that the TIM School is
uniquely positioned to address through an expanded research capability via a Ph.D.
program:

- Competitive position of Hawaii: Develop research to contribute to the
  maintenance of the competitive position of Hawaii as a tourist destination
  while preserving its lifestyles, sense of place and natural systems in a
  culturally and environmentally sensitive manner. This includes increasing
  recognition of the importance of corporate social responsibility and the need
  for the industry to readapt its practices to meet social, cultural and
  environmental objectives.
- Asset management and development: Research into the challenge of
  managing the hospitality industry with a focus on emergent forms of
  ownership such as time share, condo-type-hotels (condotels) and mixed use
  facilities.
- Human resource development: Cross-cultural research and understanding is
  necessary in order to succeed in workforce development at all levels. This is
  especially crucial for judicious decision-making since previous research
  conducted by the TIM School has demonstrated the need for critical thinking
  and leadership skills at the middle management level in the Asia Pacific
  tourism and hospitality industry.
- Crisis and risk management: There is a need for crisis and risk management
  programs for travel and tourism throughout the region, given the threats of
  epidemics, natural disasters, economic crisis, global warming, political
turmoil, terrorism, etc. The tourism, transportation and hospitality facets of
the TIM school provide a broad basis from which to develop comprehensive
systems and specific solutions to these risks.

- Issues of developing countries: Research that address the issues of developing
countries including mitigating adverse environmental impacts, loss of
resources and heritage sites, managing energy and waste, and alleviating
poverty through establishing sustainable economies.
- Information, communication and mobile technologies: Developing innovative
ways to apply and manage information, communication and mobile
technologies in the tourism and hospitality industry in order to overcome vast
distances and problems of accessibility within the region and with the rest of
the world.
- Interregional cooperation and governance: Address the need for interregional
cooperation and governance in the Asia Pacific region which will be the
leader in global tourism activity in the future. This will include involvement
with local and regional communities and other stakeholders in implementing
effective tourism and hospitality planning, policy and organizational practices,
related to destination management.

11. Activities to be Undertaken During the Planning Phase
The basic activities required to prepare the Ph.D. proposal are found below. A more
detailed framework and timeline (Ph.D. Program Design Framework) has been
developed and will be used to address key activities required to prepare the formal
proposal for a Ph.D. in Travel Industry Management at the University of Hawaii. The
structured process will involve capacity building, information sharing, decision
making and provision of the following activities:

1. Authorization to Plan
   Submission of ATP for TIM Ph.D.

2. Program Structure
   Develop overall curriculum structure for TIM Ph.D.
   program

3. Markets and Employment
   Articulate markets and employment targets for TIM
   graduate programs

4. Areas of Learning
   Articulate core values, skills and knowledge areas for TIM
   Ph.D. educational core

5. Learning Approaches
   Determination of learning methods and delivery

6. Business Plan
   Completion of detailed business plan for Ph.D. program

7. Further Requirements
   Describe further TIM educational requirements

8. Describe further resources
   Academic and infrastructure resource needs for provision
   of TIM graduate programs
9. Educational Content
Describe educational content outlines and objectives detail of TIM Ph.D. curriculum requirements

10. Proposal
Submission of TIM Ph.D. Proposal to UH Graduate School

12. Description of Resources Required and Status or Sources

Faculty
The School of Travel Industry Management faculty members will participate in the delivery of the Ph.D. program. It is recognized that senior faculty members will initially play a leadership role but it is recognized that by the launch of the Ph.D. program several of the newer faculty will be in a position to participate effectively in Ph.D. supervision, examination and program development.

Library Resources
The current Sunset Reference Center resources will be utilized by students in the TIM Ph.D. program. The Sunset Reference Center already includes a significant source of reference material and is widely recognized as one of the leading Asia-Pacific tourism and hospitality reference collections. Given the interdisciplinary nature of Ph.D. research the resources of the entire University library system will be utilized. In this digital age it is recognized that digital resources will play an important role in Ph.D. student research. It is not anticipated that significant new resources will be needed to add to the collection.

Physical Resources
Each student will be provided with a study space and access to computer facilities within the School of Travel Industry Management. While there may be sufficient space to accommodate the initial cohort of students more space will be required when the program is at full capacity.

Additional Resources Required (staff, graduate assistantships, etc.)
Students in the TIM Ph.D. program will have opportunities to apply for graduate teaching and research assistantships within the TIM School. The planning process for the Ph.D. program will examine what further resources may be required, particularly to address effective learning delivery approaches and to enable the facilitation of research development. Student intake will be tied to the ability of the School to support student research. It is assumed that a number of the students will be from government or private sector organizations who will support the students’ Ph.D. research.

Estimate of Additional Position Counts and Budget Implementation for First Five Years of the Program
The School was granted four new positions within the budget supplemental process in 2006. Three more positions are earmarked in the 2007-2009 Biennium Budget. While these resources are seen as being sufficient in the initial stages of program
delivery there may be a need for further positions. This will be determined during the planning period.

It is important to remember that this is not a new standalone program but rather it will be an essential part of the ongoing instructional and research activities of the School of Travel Industry Management. Therefore there are not going to be specific resources allocated to the Ph.D. program (other than office space and scholarship support). Existing and new faculty members that will be hired from the Biennium Budget will together deliver the Ph.D. program.

Projected Enrollment
The first year enrollment of the TIM Ph.D. program is expected to be two/three students, increasing to a possible maximum of 12 Ph.D. students by year five. It is more likely that the Ph.D. count at year five will be nine to ten students. Tuition revenue will be contingent on the resident status of the students. It is anticipated that more than 75% of the students will be from out of state.

Additional Sources of Revenue
Revenue for the TIM Ph.D. program will be obtained primarily by tuition revenue as well as revenue from the enhanced TIM Master of Science program which will be designed on the basis of an executive program. Surpluses from the executive program will be used in part to contribute to scholarship support. In addition, having a Ph.D. program in place will also allow the School to obtain research contracts that will require Ph.D. student involvement and at the same time generate revenue that can be used to offset scholarship costs. Based on experience from other programs primarily within the Asia Pacific region, an important part of Ph.D. programs is the effective utilization of graduate assistanceships. It is anticipated that UH commitment to supporting these will be an integral part of the development of the UH-TIM School Ph.D.

14. Does the Current or Proposed Budget Include Funds or a Request for Funds for the Proposed Program?
As noted earlier the three positions identified in the 2007-2009 biennium budget are in part justified on the basis of the development of the Ph.D. program. At the more conservative levels of Ph.D. student enrollment (i.e. 9 students) the School is confident that it can meet its academic responsibilities to deliver a quality Ph.D. program with Biennium Budget resources. It is anticipated that more faculty resources will be required to achieve a steady-state of 12/15 students.

15. Given a Flat Budget Situation, How Will the Proposed Program Be Funded?
This request for Authorization to Plan has been formulated on the basis that the three positions identified in the 2007-2009 biennium budget will be granted. As noted in
Point 14 this will allow the School to support nine Ph.D. students. Additional resources may be required to achieve a steady-state of 12 students.

16. Impact on Current Courses or Programs.
There will be a positive impact on the current TIM School Masters and Bachelors programs. Improved research productivity will allow for more advanced work at the Masters level and will inform course development at both the Bachelors and Masters levels. Ph.D. students will be involved in the School’s teaching program thereby providing economies of scale and the ability to deliver more course sections at the undergraduate level.

17. If This Program Is Multidisciplinary, Provide Evidence of Commitment for Support from the Colleges, Departments, Programs, And/or Individuals Expected to Participate.
The TIM Ph.D. Program will be developed within the multidisciplinary context of the School which has been a basic dimension of TIM from its founding 40 years ago. The planning process will address the possibility and feasibility of further multidisciplinary approaches and options.

18. Authorization to Plan Approved
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**Department Chair(s)/Program Director(s):**

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**College/School Dean(s):**

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**Graduate Division Dean (graduate programs only):**

Comments and Recommendations:

**Vice Chancellor for Academic Affairs:**

Comments and Recommendations:

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**Chancellor:** □ Approved □ Disapproved □ Deferred

Comments and Recommendations:

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c: Mānoa Faculty Senate
   Mānoa Budget Office

Revised June 2004