A Proposal to Move from Provisional to Established Status

Master of Human Resource Management (MHRM) Degree

University of Hawaii
Shidler College of Business

A part time program
- Develops and prepares practicing HRM professionals for senior level executive positions
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I. Organization of the MHRM Program

In today’s highly competitive business environment, the roles and responsibilities of human resource professionals have become increasingly critical to corporate success. Human Resource Management (HRM) professionals must understand human resource issues and management trends in a competitive global economy as well as a broad spectrum of state and federal employment legislation.

The Master of Human Resource Management (MHRM) program, established in 2003, is offered in an accelerated executive format for working professionals and is specifically customized to equip human resource managers with the tools necessary to effectively meet the challenges of an ever-changing business climate. The MHRM program has been offered simultaneously on four locations, Oahu, Maui, Kauai and Hawaii.

This 16-month, 30-credit-hour program, which includes ten, 3-credit-hour graduate level courses, is designed to enhance the skills of individuals in the profession as well as those interested in pursuing a career in HRM. The curriculum provides advanced education in organizational behavior and dynamics, staffing, training, compensation, benefits, staffing, finance, international human resources and labor relations. Participants also have the opportunity to choose one new human resource elective as a class. For instance, the last class asked for an elective on the interface between human resources and information systems. This course was then developed by one of the faculty and offered in the program.

To be admitted to the program, applicants must fulfill the following:

- Undergraduate GPA 3.0 in any major
- Two letters of recommendation
- Interview
- International Students:
  TOEFL 550/paper-based test or
  213/computer-based test or
  80/internet-based or
  IELTS: 5.5
- 2 years of work experience preferred but not required

It should be noted that the Director of the MSHRM program and the Director of Executive Degree Programs conduct a number of information sessions on both Oahu and the Neighboring Islands. These sessions are designed to inform students about the program. They also allow potential applicants to interact with both directors, to help them assess the degree to which the program is suited to their career aspirations and the degree to which they have the appropriate academic background to complete the degree.

The MHRM program strives to meet the following objectives:
1. Students have a solid human resources foundation and can apply their knowledge in problem-solving and decision-making of both strategic and operational business issues.

2. Students will be able to drive for results by applying broad based Human Capital Analytics tied to business results and key business strategies.

3. Students will be able to identify, obtain and optimize human capital investments as they pertain to retention, staffing, and development.

Course work, described below, is designed to meet these objectives but the Director of the MSHRM is also serving in an advisory/counseling role to ensure that the education experience of each student is maximized in terms of meeting these objectives. The Director monitors academic progress and meets and counsels students who are having academic problems in the program or in particular courses.

**MHRM CORE CURRICULUM COURSE DESCRIPTIONS**

*HRM 661 - Human Resource Management (3 credits)*  
Analysis and critical evaluation of basic issues, policies, and trends in personnel administration.

*HRM 662 - Training and Development (3 credits)*  
Covers issues in design, delivery, and assessment of training, theoretical background of training and development process, types of training process, cross cultural and other types of diversity training and development of training modules.

*HRM 663 - Advanced Organizational Behavior (3 credits)*  
Organizational development and major concepts in organizational behavior.

*HRM 664 - Finance for Human Resource Management (3 credits)*  
Examination of finance principles with particular focus on applications in human resource management.

*HRM 665 - Compensation (3 credits)*  
Survey of compensation methods and procedures including job evaluations, incentive systems, salary administration, fringe benefits, appropriate legislation, policies and strategy issues of compensation systems.

*HRM 666 - The Staffing Process (3 credits)*  
Recruiting and selection to optimize organizations including job design, job analysis, recruitment and selection methods, such as types of interviews and assessment centers, within legislative environment.

*HRM 667 - Labor Relations and Negotiation (3 credits)*
Critical evaluation of theories and models of labor, negotiation, collective bargaining and contract administration.

_HRM 668 - International Human Resource Management (3 credits)_
Survey and evaluate human resource strategies as they are implemented in selected countries globally including trend forecasts and planning.

_HRM 669 - Human Resource Management Topics (3 credits)_
In-depth analysis of selected current practices and trends in Human Resource Management to serve as an elective.

_HRM 680 - Human Resource Management Capstone (3 credits)_
Students will integrate and apply previous course content to an organization and deliver an in-depth analysis and recommendations on their topic. Students have the option of Master’s Level culminating paper on a specific, approved HR issue.

II. Assessment of Student Learning in the MHRM Program

A student survey was used during the first five cohorts to assess student learning and satisfaction with the program. The survey indicated that students were highly satisfied with the classroom instruction, the degree to which the program met their educational expectation and that from a service perspective the program was effectively administered. Learning objectives have been recently established and will be implemented for the class that entered in August 2012, to make assessment in this program consistent with others in the university. Students will be assessed on a number of program-level learning objectives. Students strive to achieve the following learning objectives, which will be assessed in: (1) MGT 680, the Capstone Course, which involves a written project and presentation of an HR program in a public or private sector organization, (2) HRM 668, International Human Resource Management, and (3) HRM 669 Human Resource Information Systems. The learning goals and rubrics used for this assessment are outlined below.

1. Students will demonstrate a broad understanding of human resource theories and current practices across different types of organizations [Assess in MGT 680, Human Resource Management Capstone Course, through final capstone project for which students work with an organization]

   **Assessment Rubric:**
   - 0= Accurately explains fewer than 2 theories and HR practices
   - 1= Accurately explains 2 or 3 theories and HR practices
   - 2= Accurately explains 4 theories and HR practices

2. Students will be able to apply knowledge of major human resource responsibilities at both a strategic and operational level. [Assess in MGT 680, Human Resource Management Capstone Course, through final capstone project for which students work with an organization.]
Objective 1: Correctly incorporates strategic HR issues into project analysis

Assessment Rubric:
0= Not able to incorporate strategic HR issues into project analysis
1= Accurately incorporates at least 2 strategic HR issues into project analysis
2= Accurately incorporates 3 or more strategic HR issues into project analysis

Objective 2: Correctly incorporates operational HR issues into project analysis

Assessment Rubric:
0 = Not able to incorporate operational HR issues into project analysis
1= Accurately incorporates at least 2 operational HR issues into project analysis
2= Accurately incorporates 3 operational HR issues into project analysis

3. Students will be able to demonstrate an understanding of international human resource management issues. [Assess in HRM 668, International Human Resource Management, through case studies.]

Objective 1: Articulates expatriate training issues

Assessment Rubric:
0= Does not articulate expatriate training issues
1= Articulates at least 2 expatriate training issues
2= Articulate 3 or more expatriate training issues

Objective 2: Articulates compensation issues

Assessment Rubric:
0= Does not articulate compensation issues
1= Articulates at least 2 compensation issues
2= Articulates 3 or more compensation issues

Objective 3: Articulates labor contract issues

Assessment Rubric:
0= Does not articulate labor contract issues
1= Articulates at least 2 labor contract issues
2= Articulates 3 or more labor contract issues

4. Students will be able to integrate information technology into the operational areas of human resource management. [Assessed in HRM 669 and/or HRM 680 Human Resource Management Capstone Course and/or Human Resource Information Systems when]
present as an elective, through final capstone project for which students work with an organization]

**Objective 1:** Identifies appropriate commercial HR software in the project analysis

**Assessment Rubric:**
0= Does not identify appropriate commercial software in project analysis
1= Identifies at least 1 appropriate commercial software in project analysis
2= Identifies 2 or more appropriate commercial software in project analysis

**Objective 2:** Develops a proposal to integrate IT into the operational areas

**Assessment Rubric:**
0= Cannot develop a proposal to integrate IT into operational areas.
1= Can develop at least 1 proposal to integrate IT into the operational areas
2= Can develop 2 or more proposals to integrate IT into the operational areas

In addition to the assessment of students based on learning objectives students’ performance is also measured through a standard grading system as follows:

<table>
<thead>
<tr>
<th>Grade</th>
<th>Percentage</th>
</tr>
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<tbody>
<tr>
<td>A+</td>
<td>97-100 %</td>
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<tr>
<td>A</td>
<td>93-96 %</td>
</tr>
<tr>
<td>A-</td>
<td>90-92 %</td>
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<tr>
<td>B+</td>
<td>87-89 %</td>
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<tr>
<td>B</td>
<td>83-86 %</td>
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<td>B-</td>
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<tr>
<td>C-</td>
<td>70-72 %</td>
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<tr>
<td>D</td>
<td>60-69 %</td>
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<tr>
<td>F</td>
<td>0-59 %</td>
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</tbody>
</table>

The methods for evaluation are explained in each course’s outline. All courses, however, have their evaluation methods adjusted to the content of the course and the activities students complete to attain the learning outcomes. Each course has an explicit set of learning outcomes and the assignments are tied to those outcomes. The assessment of student performance is based on a student’s meeting of the standards that relate to the successful completion of the course.

Successful completion of the degree requires a minimum GPA of 3.0 for all courses and a “C” grade or higher in all courses used to meet degree requirements.

**III. Adequacy of Program Resources**
The program benefits from a mix of visiting faculty, local professionals and fulltime Shilder College of Business faculty. This provides a good mix and ensures that students are exposed to both the latest academic theory and human resource practices used by HR professionals. The number and quality of faculty are more than sufficient to continue meeting the teaching needs of the program.

The program also has excellent facilities. The classroom used for instruction was recently renovated and has the latest teaching technology available including state of the art technology that is used for the students participating from neighboring island locations.

The program is self-supporting and the tuition revenue covers all expenses needed to support the program (See Attached Cost and Revenue Exhibit). Revenue from the program, in excess of costs, is used to support student scholarships, faculty research and instruction support expenditures such as computers and software.

While the program has a relatively high cost structure most of this is associated with the executive delivery mode and its associated costs that include books and meals. It should be noted that although full program costs with fringe have been used for full-time faculty (line K2 on the Program Cost Template) a lower overhead is actually charged because faculty are compensated by RCUH on an overload basis where the actual overhead charge is 9%.

IV. Program Instructors

The instructors for this program are carefully selected to ensure that students are exposed to both state-of-the-art HR practices but also to the latest theoretical advances in this field. Thus, Shilder faculty, visiting faculty from other universities and HR practitioners are used to deliver the program. Faculty teaching in the program are:

**Elaine Bailey**- Is the Faculty Director Emeritus and Founder of the MHRM Program and her education includes:

- Ed.D., 1989, University of Southern California
- M.A., 1978, Central Michigan University
- B.A., 1966, California State University at Sacramento
- Dissertation: University-Sponsored Executive Development Programs: An Evaluation Model.

In her most recent University position, she served as the Department Chair for the Management Department at the Shilder College of Business. She retired in 2009 but is still active teaching and working on special project for the College. Dr. Bailey has received numerous awards including: Pacific Asian Management Institute Fellow, University of Hawaii, Mortar Board Teaching Award, CBA Teaching Award, Who's Who of American Women, Sigma Iota Epsilon
(National Management Honor Society), United States of America Medal for Civilian Service in Vietnam. Her professional associations are numerous and include:

- Academy of Management
- Academy of International Business
- International Personnel Management Association
- Industrial Relations Research Management
- Society for Human Resource Management
- Association of Human Resources Management and Organizational Behavior
- National Association of Executive Women
- American Association of University Women

**David Bess** - After graduation from Kings Point, Dr. Bess served as a second officer on seagoing tugs and a management trainee for Hawaii Tug and Barge Company, Ltd., a subsidiary of Dillingham Corporation (1961-1963). Over the past 40 years at the University of Hawaii he has held administrative positions in the Office of the Chancellor and the Office of the Vice President of Academic Affairs as well as the College of Business Administration. He recently completed 18 years as Dean, and returned to the faculty as Professor of Management as of July 1, 1998. He has had visiting faculty appointments at Kings Point and UCLA (1973-74), Oregon State University (1992-93), and the University of Colorado at Denver (Fall 1998). Dr. Bess has served as a member of both AACSB and WASC accreditation teams to other universities and as a speaker, advisor, and consultant on matters concerning transportation, international education management, and AACSB accreditation. He has served on committees and task forces appointed by the Governors of the State of Hawaii and American Samoa, and the Mayor and City Council of Honolulu. He has served on the Board of Directors of over ten public and private organizations, and currently serves on the boards of Aloha Care, the Hawaii Chapter of the American Red Cross (Chair, 1991-92), and the Japan-American Society.

**Dharm Bhawuk** - Dr. Dharm P. S. Bhawuk is a Professor of Management and Culture and Community Psychology, University of Hawaii at Manoa. He is originally from Nepal (US citizen and resident of Hawaii), and started his intercultural journey with a month at international children’s camp in Artek, USSR, in 1972. He holds a bachelor’s degree in Mechanical Engineering (B. Tech., Hons) from the Indian Institute of Technology (IIT), Kharagpur (1979). He earned an MBA from the University of Hawaii at Manoa (1989) as a degree participant at the East-West Center during 1987-1989, and was the recipient of the Distinguished Service Award from the East West Center (1989) and the Lum Yip Kee Outstanding MBA Student of the Year award in 1990. He developed a measure of intercultural sensitivity using the theory of individualism and collectivism for his master’s thesis, and a paper based on this research was published in _International Journal of Intercultural Relations_ (1992). He received his Ph. D. in Industrial Relations (with specialization in Organizational Behavior and Human Resource Management) from the University of Illinois at Urbana-Champaign (1995) under the supervision of Professor Harry C. Triandis.

Prior to coming to academia, he worked in the airline industry (Nepal Airlines) for ten years and was the head of Airlines Training Center when he left the airline. He has conducted training programs for organizations like the American Peace Corps, German Volunteer Program, Danish
International Development Agency (DANIDA), International Labor Organization, Korean Airlines, POSCO (Pohang Steel Company) of Korea, and so forth. Students who are interested in the development related work or in developing countries in general may also like to work with him. He has consulted with international organizations like the World Bank, United Nations Development Program, and the German Technical Cooperation (GTZ), and also with local organizations like the City of Champaign, Illinois.

He has received many awards and honors including H Smith Richardson, Jr. Visiting Fellow, Center for Creative Leadership, Greensboro, North Carolina (2009-2010), Rupe Chilsom Best Theory to Practice Paper Award from the Organization Development and Change Division of the Academy of Management (2009), for the paper “From Social Engineering to Community Transformation: Amul, Grameen Bank, and Mondragon as Exemplar Cooperatives” (Bhawuk, Mrazek, & Munusamy, 2009), Professor of the Semester, Fall 2007, MHRM Program, Shidler College of Business, Distinguished Scholar Award, Management Department, College of Business Administration (2000), Best Paper Award from the International Division of the Academy of Management (1996), for the paper, “Development of a culture theory-based assimilator: Applications of individualism and collectivism in cross-cultural training,” Distinguished Service Award from the East West Center (1989) and the Lum Yip Kee Outstanding MBA Student Award from the College of Business Administration, University of Hawaii (1990).

Wayne F. Cascio holds the Robert H. Reynolds Chair in Global Leadership and is a Distinguished University Professor at the University of Colorado Denver. He has served as president of the Society for Industrial and Organizational Psychology (1992-1993), Chair of the SHRM Foundation (2007), the HR Division of the Academy of Management (1984), and as a member of the Academy of Management’s Board of Governors (2003-2006). He is a senior editor of the Journal of World Business.

He has authored or edited 24 books on human resource management, including Investing in People (with John Boudreau, 2nd ed., 2011), Managing Human Resources (9th ed., in press), and Applied Psychology in Human Resource Management (7th ed., with Herman Aguinis, 2011). He is a two-time winner of the best-paper award from the Academy of Management Executive for his research on downsizing and responsible restructuring.

In 1999 he received the Distinguished Career award from the HR Division of the Academy of Management. He received an honorary doctorate from the University of Geneva (Switzerland) in 2004, and in 2008 he was named by the Journal of Management as one of the most influential scholars in management in the past 25 years.

In 2010 he received the Michael R. Losey Human Resources Research Award from the Society for Human Resource Management. Currently he serves as Chair of the U.S. Technical Advisory Group that is developing international standards for the Human Resources profession, and he represents the United States to the International Organization for Standards. Dr. Cascio has consulted with many organizations on six continents and is an elected Fellow of the National Academy of Human Resources, the Academy of Management, and the American Psychological
Dr. Cascio earned his B.A. degree from Holy Cross College, his M.A. degree from Emory University, and his Ph.D. in industrial/organizational psychology from the University of Rochester.

**William Chung** serves as the President of People Profits and his illustrious career includes senior executive positions in Labor and Human Resources in some of Hawaii’s most prestigious organizations.

Mr. Chung served at the Vice President of Human Resources & Labor Relations at Hawaiian Telcom and oversaw compensation, benefits, training & development, and labor relations. Mr. Chung has more than 20 years of experience in human resources. Most recently he served as Vice President of Human Resources & Labor Relations at Hawaiian Tug & Barge/Young Brothers Ltd., where he has worked since 1990. Before that, he was the Director of Labor Relations at Hawaiian Electric Co. for three years.

Earlier in his career, Mr. Chung held engineering positions at Hawaiian Electric and the U.S. Civil Service - Naval Shipyard at Pearl Harbor. He also served as a Lieutenant Commander in the U.S. Navy where he was qualified as a Naval Nuclear Trained Officer.

Mr. Chung earned a Bachelor of Science degree in engineering with a minor in economics from the U.S. Naval Academy in Annapolis, Maryland. He also completed a labor negotiations and contracts course at the University of Michigan.

**Elizabeth Davidson** is a professor in the Department of Information Technology Management in the Shidler College of Business, University of Hawaii Manoa. She teaches courses in management information systems at the undergraduate, MBA and Ph. D. levels. Her specialties are systems analysis and project management, management of the IT function, and IT and business strategy.

In her research, Dr. Davidson studies how organization members identify opportunities for using information technology and orchestrate IT initiatives. A special area of interest and focus is information technologies and systems in healthcare organizations. Recent projects include studies of technology blogging and the use of IT in small physician practices. A common theme in these projects is the orchestration of complex, collaborative knowledge work and the mediating role of IT.

Dr. Davidson has extensive experience as a project manager and business analyst in the information technology industry, having worked in several Fortune 250 companies in the U.S. prior to receiving her Ph.D. in Information Technologies from MIT's Sloan School of Management.
Marie Kumabe - Currently serves as the Faculty Director for the Executive Masters in Human Resource Management. She is the Principal of Kumabe HR a firm that specializes in HR Consulting, Executive Recruitment, and Staffing. She has also taught Human Resources for the UH Shidler College of Business, the UH School of Travel Industry Management and the UH School of Nursing at both the graduate and undergraduate level.

Extensive experience in management, in both human resources and the travel industry, round out Ms. Kumabe’s impressive credentials. She most recently was the owner of Remedy Intelligent Staffing and specialized in all facets of recruitment with a focus on executive placement. She has also served as Director of Human Resources for American Hawaii Cruises as well as held senior management positions with Continental and Northwest Airlines. Ms. Kumabe received her undergraduate degree from U.C.L.A in International Relations with an emphasis in business and her master’s degree from Hawaii Pacific University is in Human Resource Management. She is active in the community with organizations including the Junior League of Honolulu, the TIM Alumni Organization, and Aloha United Way.

Judith Mills is a member of Shidler College of Business finance faculty and is a Certified Financial Planner. Her education includes a Masters of Business Administration from the University of Hawaii, Manoa and a Bachelor of Arts in Molecular, Cellular and Developmental Biology from the University of Colorado, Boulder. She spent time working and studying language in China. Her professional experiences include serving as an Instructor for Shidler at both the graduate and undergraduate level. She has done contract administration in engineering and human resources at the University of Washington in health care. Her awards are numerous and include: Dennis Ching Outstanding Teaching Excellence Award, Professor of the Semester, BBA Major Elective, Professor of the Semester, BBA Core, Professor of the Semester, BBA Core, Professor of the Semester, BBA Major Elective and Professor of the Semester, BBA Core. Her memberships include:

- Member, Financial Planning Association
- Committee member, Hawaii Alliance for Community Based Economic Development Asset Building Task Force, State of Hawaii
- Committee member, Manoa Book Project Planning Team
- Committee member and budget officer, Celebrate Reading
- Member, Manoa Saves Planning committee
- Lifetime member Beta Gamma Sigma
- Lifetime member Mortar Board National Honor Society
- Faculty Sponsor, Financial Management Association, Shidler College of Business

Richard Varley - Richard Varley joined Shidler College of Business at the University of Hawai‘i at Manoa in May of 2001, as the Director of the Office of Internships and Career Development, coming from the UH-Manoa's Cooperative Education Program, where he served for eight years as a tenured faculty. Mr. Varley has nineteen years of experience in developing internships programs and supporting career development in the State of Hawaii.

He received his undergraduate degree in political science from Hawaii Loa College. Afterwards, he went on to complete a Master of Arts in History (China) from East Stroudsburg University.
(PA.). He has since completed his master's coursework in higher education administration at the College of Education.

Mr. Varley was the associate director for admissions at Hawaii Loa College for eight years. He has also taught speech and communication for two years at Kanazawa University and Hokuriku University in Kanazawa, Japan. Rick is an active triathlete and coach, and is the author of The Runner's Guide to Oahu, published by the University of Hawaii Press in 2004.

He served two consecutive terms as the president of the Pacific Association for Cooperative Education. As president he worked towards raising the quality of co-op and internship standards among all public and private colleges and universities in the State of Hawai'i.

V. Program Efficiency

The time of completion for the MHRM program is 16 months. This time is appropriate for the program because it mirrors the executive education format with 30 credits as recommended by the Society for Human Resource Managers (SHRM) and the cohort structure of the Executive MBA program. In addition, as the program’s reputation has increased the number of applications and class size has increased. This has made it extremely efficient relative to other executive education offerings. The attached template of costs and revenues shows that it has a positive cash flow, and this allows the college to enhance this program as well as our regular undergraduate and graduate business programs.

VI. Evidence of Program Quality

The Program completed a review of its curriculum relevance during the 2010-2011 academic year. We surveyed our industry and advisory boards to identify HR trends. We reviewed and put forth curriculum changes to our faculty and obtained approval through the curriculum committees, faculty senate, Shidler and University Administration. We further completed a petition and have been awarded SHRM Certification for the program, which confirms that the program “fully aligns with the SHRM-HR curriculum guides.” The program was also evaluated by the AACSB accreditation team that visited in both 2006 and 2011, which gave an extremely positive review to the programs of the entire college.

The MHRM program attracts up and coming HR specialists in the field and are counted amongst our alumni and candidates. We partner with various prominent businesses that provide full tuition or tuition subsidy such as Bank of Hawaii, Target, Remedy Intelligent Staffing, and Kamehameha Schools.

In our last recruitment, we had a waiting list for our Oahu cohort and our 48 seats were filled. We have more flexibility with our neighbor island locations since their populations are sparser. We have made every effort to offer the graduate degree at four of our neighbor island locations through partnerships with our university centers.
Business executives uniformly agree that the key to any successful enterprise is management of the organization’s talent. The study of HRM provides students with a strong foundation to capitalize on this emphasis. We have also been able to offer the MHRM on Maui, Kona, Hilo and Kauai to insure we make a master’s degree available to our neighbor island residents.

Our graduates can be found in senior human resource positions predominately in the state of Hawaii. Recent graduates are in the education sector (eg. Kamehameha Schools, Maryknoll School), in telecom, banking, public service, tourism and at HECO. We have limited our recruitment of students to the state of Hawai‘i, although our reputation seems to be expanding since we have been receiving applications from the US mainland as well as an occasional international applicant. In addition to our human resource managers and executives, our graduates also make up business owners from various industries as well as financial, medical and public sector employees. In the recent cohort we even had three graduates who joined their family’s business.

**Compatibility of Program with Objectives**

The program is meeting its objectives to produce well trained HRM professionals, who are able to contribute to both public and private sectors organizations in the State of Hawai‘i. 99.6% of its graduates are from Hawai‘i and they are heavily employed in the governmental, educational, financial, tourist and non-for-profit sectors. Having high quality human resource professionals is extremely important to the state and the graduates of this program directly apply their enhanced human capital to local organizations in ways that support the economic development goals of the state.

The mission statement of the University of Hawai‘i states that its primary mission is *preparing its students to be internationally engaged citizens, by enriching the educational experience of students and faculty, and by connecting the citizens of Hawai‘i with ideas, talent, and economic opportunity from the vibrant cultures and economies of the Asia-Pacific region and beyond*. The MHRM is a program that strongly supports this objective and is one of the few programs that have a strong link to students from the neighboring islands.

**VII. Appropriateness of Program Objectives and Employment Projections**

Graduates with a Master’s Degree in Human Resource Management are predominately found in human resource positions. The passion and depth of education focuses on a solid educational foundation to lead organizations in the area of human resource management. Some of our graduates (approximately 25%) utilize the degree to complement their management skills or go on to lead organizations due to their expertise managing people.

We are currently recruiting for our fifth cohort and plan on examining the extent to which our graduates are experiencing both earning increases and tracking their promotion history. They traditionally have experienced either an increase in compensation or position within six months of graduation. Graduates tend to continue in the HR field with additional managerial opportunities. Some career change candidates have been able to parley their education in HR
into a career in the field. Finally, some graduates are able to use their HR skills to contribute to enhance their ability to successfully operate at a senior general management level.