



PROPOSAL TO ESTABLISH THE UNIVERSITY OF HAWAI‘I HOSPITALITY AND TOURISM INSTITUTE



**Submitted by
University of Hawai'i
Hospitality and Tourism Consortium**

STATEMENT OF CHALLENGE

The University of Hawai‘i System possesses a wealth of hospitality and tourism programs and other related resources. However, it has in place no coordinating or managing infrastructure accountable for leveraging the academic and operational return on these special assets. This poses a singular challenge and opportunity for all of us who share responsibility for the growth and enhancement of the University.

What follows is a proposal, jointly made by those of us representing the University’s System-wide hospitality and tourism resources, to create, fund, implement, and monitor the results of a collaborative over-sight joint venture (a “University of Hawai‘i Hospitality and Tourism Institute”) we believe will allow the University to significantly increase the already considerable yield from its hospitality and tourism investments.

The proposal that follows sets out an abbreviated inventory of the University’s System-wide hospitality and tourism resources, summarizes the history of our work together on this initiative, identifies a working mission statement and objectives statement for a new institute, suggests a range of illustrative activities that would further its mission, proposes a management structure and launch budget, and includes measurement tools that could be used to assess effectiveness of the institute.

Those of us offering this proposal believe that the most important commitment we make here is to establish collaborative accountability for the institute’s success. Although the inclusion in management of an outside, independent Advisory Council will certainly enhance the results the Institute is intended to secure, it is the commitment to work together and to be held jointly accountable by the academic officers responsible for the University’s hospitality and tourism programs and other resources that most clearly signifies the worthiness of this proposal. We have worked hard and long together in the face of constantly changing circumstances to develop this proposal. Now we put our names behind a proposal that we are convinced offers exceptional benefits to the entire University of Hawai‘i System.

1. BACKGROUND

The University of Hawai‘i System has a number of leading edge travel, hospitality and tourism programs. Many have significant reputations in both Hawai‘i and the Asia-Pacific region. In order to maximize the benefits of these programs to the Hawai‘i community as well as our many stakeholders in Asia and the Pacific, it is proposed to establish a system-wide initiative, the University of Hawai‘i Hospitality and Tourism Institute.

As a precursor to this proposal to establish a Hospitality and Tourism Institute, representatives from the Kapi‘olani Community College, Kaua‘i Community College, Maui Community College, Hawai‘i Community College, Center of the Hawai‘i Community College, University of Hawai‘i at Hilo, the University of Hawai‘i at West O‘ahu, and the University of Hawai‘i at Mānoa recognized the need to begin a system-wide dialogue on hospitality and tourism issues and programs and joined together to form a Consortium. As a consequence of participating in Consortium dialogue and promising activities, a climate of cooperation has been established among the campuses and programs throughout the University system. It is based on this successful period of cooperation and collaboration that the Consortium participants have agreed that formalizing the relationship and role of the consortium within an Institute structure is both appropriate and justifiable.

This Institute will facilitate education, training and research opportunities between the various campuses, thereby creating a truly Hawai‘i-wide system of support for the State’s largest industry and the community that it serves. Bringing the programs together also provides the University with an opportunity to provide an integrated suite of academic and professional development and consultancy opportunities.

One of the important dimensions of the University of Hawai‘i system is its ability to offer students, researchers and those interested in

professional development with a four-island experience. The Institute will help to capitalize on the diversity and complexity of the islands by facilitating exchanges as well as offering degree and continuing education in various locations. This can be accomplished by students working and learning at a wide range of facilities and venues. Career paths will be designed using traditional instruction, distance learning and internships from executive level degrees to hands-on technical training. The Institute will help facilitate a process of articulation and transferability between different parts of the system. The islands of O‘ahu, Kaua‘i, Maui and Hawai‘i present hospitality and tourism experiences that are unmatched anywhere else in the world.

Since tourism is the State’s largest economy that has far-reaching impacts on all aspects of the society it is essential that the University’s vast resources be rationalized in order to meet the workforce needs of the State but also to ensure a sustainable and responsible form of tourism that considers cultural, social, environmental and economic dimensions. With all of the representatives within the system working together the University will be able to contribute more efficiently to successful sustainable and responsible tourism, provide opportunities for rural development in the state and encourage the export of the considerable skills and knowledge that exists within the various campuses of the system.

The State faces significant workforce shortages over the next decade and the industry and government require timely and relevant applied research to help guide the decision-making and development process. The Institute would ensure that these requests are dealt with effectively.

Within a climate of resource constraints the Institute would also allow for the best use of human, technological and knowledge management resources.

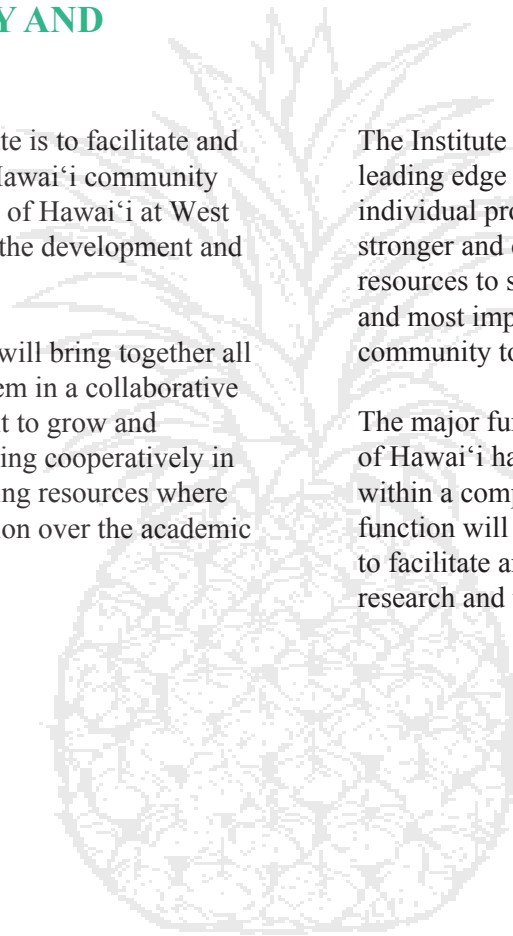
2. MISSION OF THE HOSPITALITY AND TOURISM INSTITUTE

The mission of the Hospitality and Tourism Institute is to facilitate and support the collaborative efforts of University of Hawai'i community colleges, University of Hawai'i at Hilo, University of Hawai'i at West O'ahu, and the University of Hawai'i at Mānoa in the development and support of system-wide initiatives.

Towards fulfilling the stated mission, the Institute will bring together all of the tourism and hospitality activities of the system in a collaborative and cooperative context. The intent is for each unit to grow and develop independently with the advantage of working cooperatively in the planning and implementation process and sharing resources where appropriate. The Institute would have no jurisdiction over the academic and curriculum matters of any campus.

The Institute would be seen as value added to the already existing leading edge activities of the system. By bringing together the individual programs the Institute will allow the University to have a stronger and central voice for hospitality and tourism matters, argue for resources to support the State's largest industry of economic activity and most importantly offer opportunities for faculty, students and the community to access resources equitably.

The major function of the Institute will be to ensure that all residents of Hawai'i have access to the opportunities and expertise of the system within a comprehensive set of outreach services. Another Institute function will be to provide an administrative infrastructure designed to facilitate and support cross-campus and interdisciplinary tourism research and training activities.



3. INSTITUTE OBJECTIVES

3.1 Provide a Clearly Articulated and Transparent Pathway Between the Various Hospitality and Tourism Programs within the University System

- The Institute will serve as a vehicle to ensure that academic programs work collaboratively in order that students and employers are aware of the objectives and learning outcomes of the various programs.
- The Institute will facilitate and collaborate in designing clear pathways and transitions between various programs while ensuring that students are well informed about programs and course options.

3.2 Provide a Community and International Single Point of Contact

- To provide a transparent and accessible interface between the various worlds of practice, policy, education and research.
- To offer the international community a window to the University for education, research, consultancy and professional development purposes.
- To offer external constituencies a single point of contact to initiate inquiries about University hospitality and tourism programs and capabilities and from which referral can be made to appropriate responders.

3.3 Meet Workforce Development Needs

- To provide a coordinated effort to meet the workforce development needs of the State as well as the Asia-Pacific region. It is recognized that a rapid-response workforce development training approach will be used in situations of high demand and need.
- To share the system's teaching and other instructional resources.
- Using distance as well as other distributed learning tools which would provide the opportunity to offer a full range of courses at several locations in the system.

3.4 Promote and Support Innovative Research and Training Opportunities

The University of Hawai'i System brings together researchers involved in a wide range of tourism-specific and related disciplines. One of the distinct advantages of tourism and hospitality research at the University of Hawai'i is the possibility of a wide range of interdisciplinary and collaborative projects if a coordinating mechanism existed. The Institute's central mission will be to bring together the necessary skills and knowledge and to coordinate resources to facilitate collaborative research that can respond in a timely manner to statewide and regional training needs.

- To carry out research that will allow the State to meet its multifaceted objectives and ensure effective decision-making. A significant part of the research effort has to be a futures planning and development approach to allow a full range of stakeholders to anticipate changes in the tourism and travel markets and to develop products and services that will meet the visitor's needs.
- To continue to evolve the tourism models and approaches used in the State as both the industry as well as societal issues and demands change.
- To serve as a knowledge management center that will provide the State with coordinated and accessible information on a wide range of tourism and hospitality issues and concerns.
- To promote and facilitate the development of system wide collaborative research proposals and training opportunities.
- To create an infrastructure to support and facilitate cross-campus and interdisciplinary research and training proposals and initiatives.

(Recently the School of Travel Industry Management was awarded the tourism workforce development contract by the Hawaii Tourism Authority. The proposal to obtain this contract was based on the principle that all hospitality and tourism units within the system could be involved in the contract. If the Institute had existed this is a good example of where the contract would ideally have been implemented.)

3.5 Provide Outreach Services to All of the Islands

While the agricultural sector is very well served by significant outreach programs, the State is very poorly served in terms of tourism and travel outreach services.

- To help to ensure that communities, non-governmental organizations, State agencies, environmental groups, tour operators, hotel owners etc. have access to outreach activities (technical advice, seminars, workshops, organizational assistance) that encourage and promote sustainable and responsible development.
- Work with community groups, small and medium-size enterprises and communities to help ensure that all residents of Hawai'i have an opportunity of becoming part of the tourism economy as well as produce outcomes that increase the quality of life of residents.

3.6 Provide Leadership in the Hospitality and Tourism Industry

- To provide leadership in tourism and hospitality related issues in the State as well as the region through advocacy, seminars, conferences, education, trainings and policy making and development.

3.7 Deliver Leading Edge Professional Development and Consultancy Services

- Given the wide range of disciplines and capacities within the System's faculty and staff and the collaborative nature in which they work, the Institute will deliver innovative and leading edge professional development and consultancy services which will provide for much-needed extramural funding. Revenue sharing arrangements will be developed as the Institute evolves.

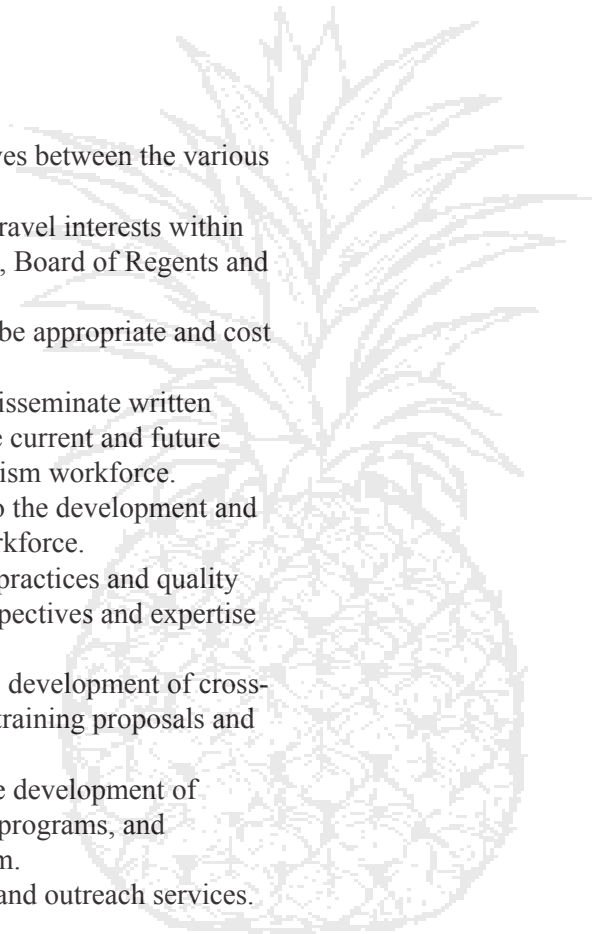
3.8 Encourage Economic Development through the Export of Travel Expertise

Funding will allow the Institute to represent the State as well as the University in Asia and the Pacific for reasons of economic development. This funding will ensure that the University continues to be an important actor in meeting the State's objective of exporting travel and tourism expertise.



4. INSTITUTE ACTIVITIES

- Coordinate statewide activities and initiatives between the various campuses.
- Represent overall hospitality, tourism and travel interests within the system to the University administration, Board of Regents and the Legislature.
- Identify areas where resource sharing may be appropriate and cost effective.
- Collect and analyze data and prepare and disseminate written reports and recommendations regarding the current and future status and trends of the hospitality and tourism workforce.
- Research, analyze and report data related to the development and retention of the hospitality and tourism workforce.
- Conduct interdisciplinary research on best practices and quality outcomes that bring together all of the perspectives and expertise of the system.
- To support research and practitioners in the development of cross-campus and interdisciplinary research and training proposals and initiatives.
- To facilitate and support stakeholders in the development of integrated system-wide academic policies, programs, and initiatives relating to hospitality and tourism.
- Provide a comprehensive set of marketing and outreach services.



5. INSTITUTE MANAGEMENT

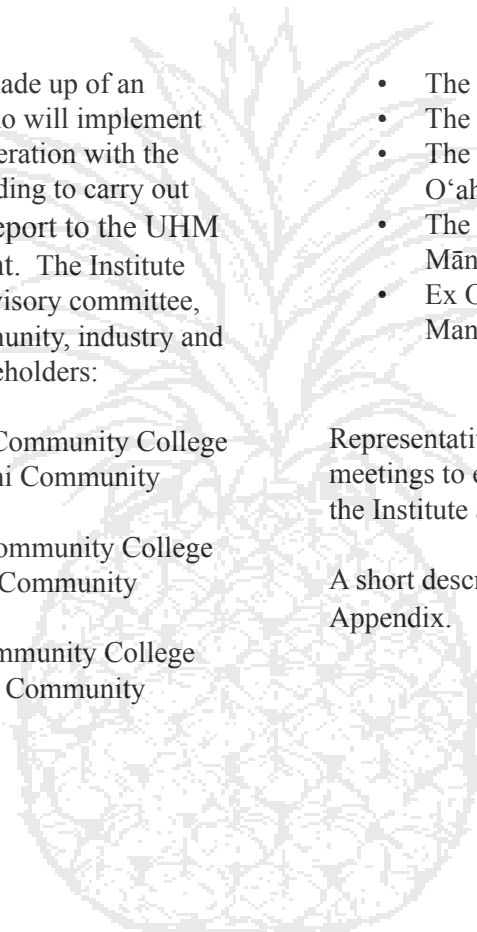
The Institute will be managed by a professional staff made up of an Executive Director and an Administrative Assistant who will implement the major functions of the Institute. Working in cooperation with the Advisory Council the Executive Director will seek funding to carry out the mission of the Institute. The Institute staff will report to the UHM Dean of the School of Travel Industry Management. The Institute will be guided in policy and strategic matters by an advisory committee, which will elect its own chairperson, made up of community, industry and DBEDT representatives and the following system stakeholders:

- The Chancellor or designee from the Hawai‘i Community College
- The Chancellor or designee from the Kapi‘olani Community College
- The Chancellor or designee from the Kaua‘i Community College
- The Chancellor or designee from the Leeward Community College
- The Chancellor or designee from the Maui Community College
- The Chancellor or designee from the Honolulu Community College

- The Chancellor or designee from Windward Community College
- The Chancellor or designee from the University of Hawai‘i at Hilo
- The Chancellor or designee from the University of Hawaii at West O‘ahu
- The Chancellor or designee from the University of Hawai‘i at Mānoa
- Ex Officio, the Dean of the School of Travel Industry Management at the University of Hawai‘i at Mānoa

Representatives from system offices will be invited to attend all Institute meetings to ensure communication, planning and coordination between the Institute and its members and the systemwide administration.

A short description of the system-wide programs can be found in the Appendix.



6. RESOURCES REQUIRED FOR THE ESTABLISHMENT AND OPERATION OF THE INSTITUTE

6.1 Locus

The School of Travel Industry Management is prepared to provide a location to house the Institute's staff. Funds as outlined below will be required for the renovation of the space in order that it meets Institute's requirements.

Facility Renovation	\$ 200,000	Renovate space to TIM School to house Institute
Polycom hardware	\$ 10,000	Equipment for distance education
Computer hardware	\$ 2,000	Computer, printer
Initial start-up expense total	\$212,000	

6.2 Annual Operating Expenses

Executive Director	\$ 90,000	
Administrative support	\$ 35,000	
Outreach Coordinator	\$ 60,000	
Special Projects	\$100,000	Funds for outreach and research work, distance education projects, workforce development, consultancy projects
Travel	\$ 30,000	Travel for 4 members to/from neighbor isles 4x/year and for Researcher and ED outreach work
Public Relations	\$ 5,000	Production & printing of consortium materials
Operational Supplies	\$ 500	Supplies and equipment
Communications	\$ 500	Phone, postage
Other	\$ 3,000	
Total	\$325,000	

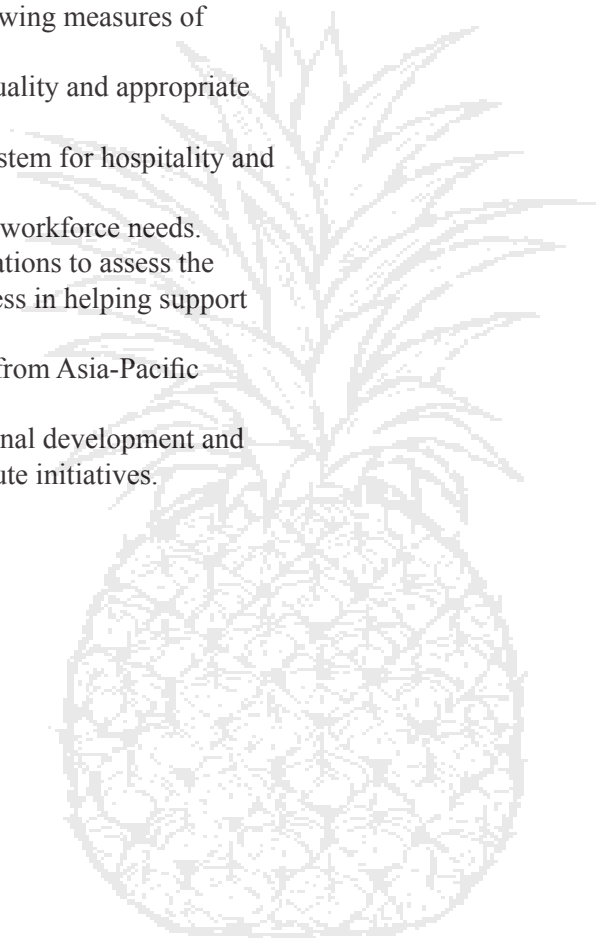
6.3 Administration of Grants and Contracts

As discussed in section 3.3 it is envisaged that the Institute will be involved in the development of project proposals in the administration of grants, contracts and projects that are of a system-wide nature. In these cases the overheads will be shared between the Institute and the principal investigators and/or units participating in the research or training initiative. It is understood that individual units or groups of units will continue to enter into contractual arrangements with a wide range of clients without directing these activities through the Institute.

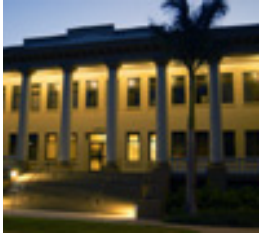
7. MEASURES OF INSTITUTE EFFECTIVENESS

The Institute will prepare and submit to the Institute's Advisory Council an annual report of the Institute relative to the following measures of effectiveness:

- Level of success of students in obtaining quality and appropriate positions within the industry.
- Level of student demand throughout the system for hospitality and tourism programs.
- Ability of the UH System to meet industry workforce needs.
- Surveys of community groups and organizations to assess the University's responsiveness and effectiveness in helping support community and organizational efforts.
- Levels of extramural funding in particular from Asia-Pacific developed by Institute initiated activities.
- Amount and quality of academic, professional development and applied research support obtained by Institute initiatives.



APPENDIX



Mānoa - The School of Travel Industry Management at the University of Hawaii at Manoa offers a wealth of opportunities for students to develop leadership skills and to work closely with faculty and travel industry professionals in Hawaii and throughout the world. The School has been identified by the World Tourism Organization as one of the leading tourism programs in the world. It is accredited by the Accreditation Commission for Programs in Hospitality Administration (ACPHA), and has earned the TedQual (Tourism Education Quality) certificate designation by the World Tourism Organization (WTO).

Bachelor of Science Degree

Leading edge and comprehensive management based degree designed to meet the needs of the tourism industry through a unique multidisciplinary approach. Students are provided with the opportunity of choosing hotel and resort management or tourism and transportation management as an area of emphasis.

Master of Science Degree

a well rounded, rigorous program that includes advanced study of all aspects of the travel industry management including field studies and independent research options.

www.tim.hawaii.edu

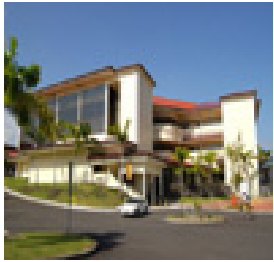


Hawai'i Community College - Hawai'i Community College on the Island of Hawai'i 200 miles south of Honolulu offers Associate of Applied Science Degrees in both Food Service and Hotel Operations. This huge island, which is larger than all of the other Hawaiian Islands combined, has a small resident population of only 150,000 and offers visitors eight world-class resorts and numerous bed and breakfasts.

With such a small population providing workers for the high-end resorts such as Four Seasons, Fairmont, Hilton, Marriott, Sheraton, Mauna Kea, Mauna Lani and Kona Village, most of our students work full-time or part-time while attending college. Culinary events and international conferences attract leading hospitality executives of the world. This dynamic environment helps our students develop networks and mentors in the hospitality industry that will launch them on their careers.

Classes taught by experienced faculty and lecturers with contemporary knowledge in their fields, enable the students to understand the challenges of hospitality operations in the tropics and remote areas. With campuses in both Hilo and Kona, distance-learning technology is used whenever possible to reduce travel time and establish the habits for life-long learning.

www.hawaii.edu

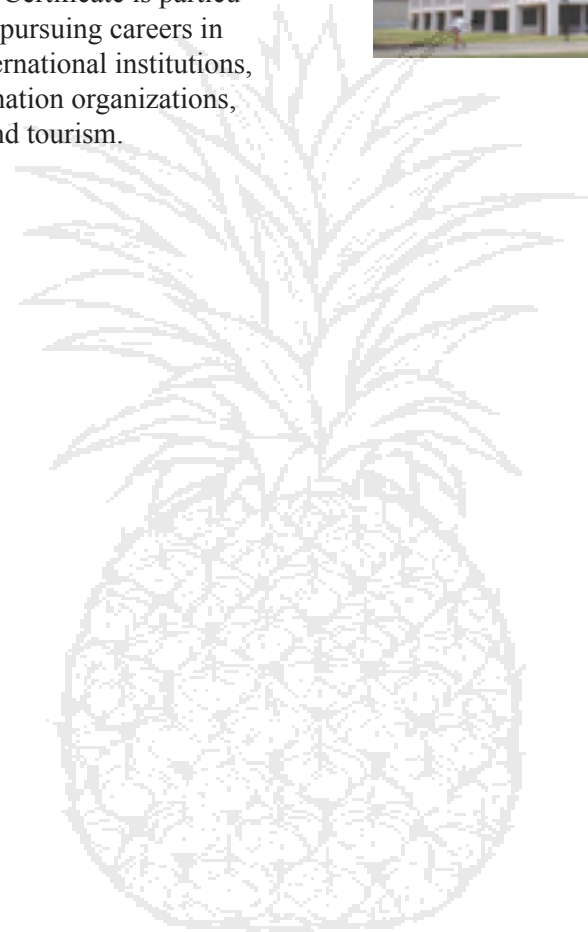


HILO - The International Studies Certificate integrates a wide variety of existing courses into a cohesive whole focusing on international issues. This program of study is designed to prepare students for career opportunities in the new world system. The Certificate is particularly useful for students pursuing careers in the Foreign Service, international institutions, non-governmental international organizations, international business and tourism.

www.hilo.hawaii.edu



HONOLULU - Located near downtown Honolulu with additional facilities for aeronautic, marine, automotive and heavy equipment programs, this innovative community college offers a strong liberal arts curriculum in addition to a wide range of vocational and technological programs.





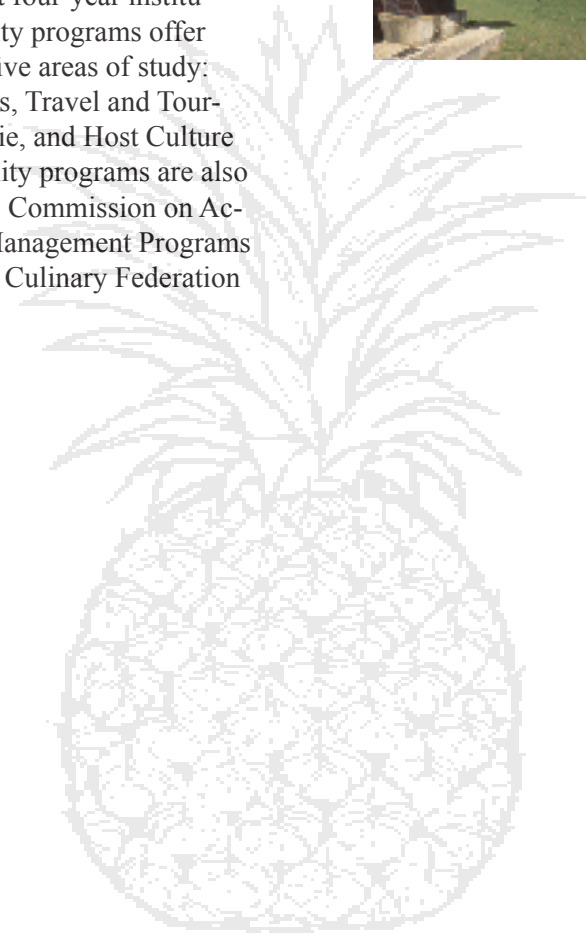
KAPIOLANI - Nestled on the slopes of world-famous Diamond Head Crater, just minutes from Waikiki, the system's largest community college provides academic, occupational, and vocational programs that prepare students for the workforce or further academic study at four-year institutions. Kapi'olani's hospitality programs offer degrees and certificates in five areas of study: Hotel/Restaurant Operations, Travel and Tourism, Culinary Arts, Patisserie, and Host Culture and Language. The hospitality programs are also nationally accredited by the Commission on Accreditation of Hospitality Management Programs (CAHM) and the American Culinary Federation (ACF).

www.kcc.hawaii.edu



KAUAI - On the lush garden island of Kauai'i, the Kauai'i community College campus is a social and cultural center. It is the scenic home to two emerging and influential hospitality programs. Culinary Arts students theory-enhanced hands-on laboratory training which prepares graduates for kitchen and restaurant management positions. Meanwhile, the Hotel Operations (HOST) program offers three academic credentials including one to three semester Certificates of Completion and Achievement, and a two-year Associate in Applied Science Degree to prepare the serious student for progressive career in the hospitality industry. Each curriculum provides a transfer level liberal arts education as well as a variety of vocational and professional training programs.

www.kauai.hawaii.edu





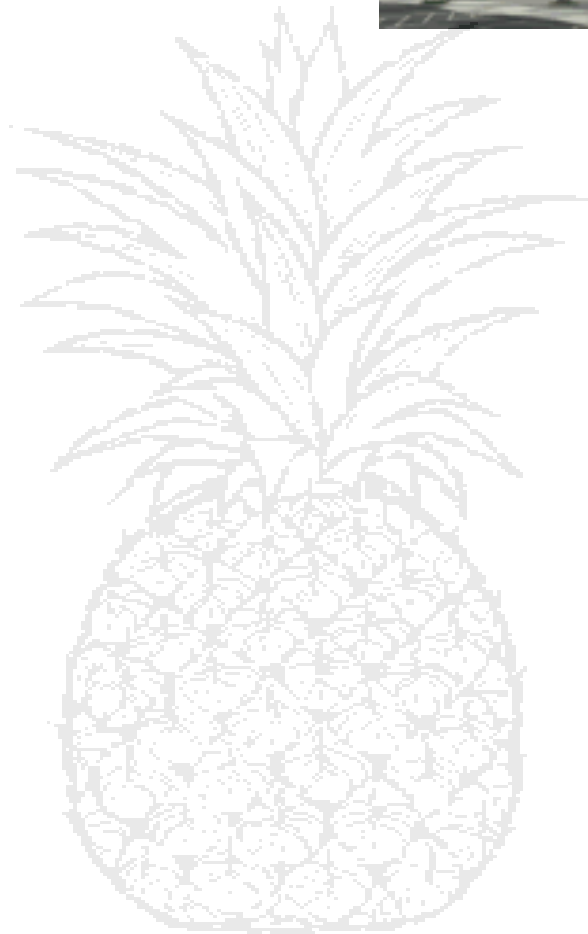
LEEWARD - This community college overlooking Pearl Harbor provides comprehensive opportunities from professional studies to liberal arts. Community outreach includes cultural activities on the main campus and an education center serving Wai'anāe



MAUI - Maui Community College's (MCC) Hotel Operations Program is a career ladder program that moves progressively from the 15-credit Certificate of Completion to the 33 credit Certificate of Achievement, culminating with the 63 credit Associate in Applied Science Degree. Rigorous classroom academics are combined with focused internship and mentoring opportunities to provide a strong, experiential educational foundation. Student study on an island famous for its world-class hospitality. The program has strong hospitality industry ties for internships and job placement. Graduates work around the world in various hospitality related positions.

MCC is also home to the Maui Culinary Academy, which is housed in the new \$14 million state-of-the-art Culinary Arts Building, Pa'ina. The Maui Academy is a career ladder program based on three levels of competencies offered in three specialty areas: Culinary Arts, Baking, and Restaurant Supervision. Both Associate in Applied Science specialty degrees in Culinary Arts and Baking are fully accredited by the American Culinary Federation Accrediting Commission.

www.maui.hawaii.edu





WINDWARD - At the base of O'ahu's Ko'olau mountains in Kane'ohe, this supportive community college specializes in creative arts, environmental sciences and Hawaiian studies. It is home to the Hawai'i Music Institute and administers the Employment Training Center.



WEST O'AHU - This upper-division campus caters to transfer students on O'ahu and state-wide via flexible schedules and distance technology, offering bachelor's degrees in traditional liberal arts, Hawaiian-Pacific studies and business, public and justice administration.

