

STATUS OF CURRENT STUDENTS AND TERMINATION OF OLD PROGRAM CODE

Are current students "grandfathered" under the program code? Yes No

Should the old program code be available for use in Banner? Yes No

Effective **Fall 2020**, old program code will no longer be available to admit or recruit students.

Term (ie. Fall 2014)

This will turn off the online application, recruitment (effects Banner forms SRASUMI and SRAQUIK) and admissions (effects Banner forms SAADCRV, SAAADMS, SAASUMI, SAAQUIK, and SAAQUAN) Banner modules.

Effective **Fall 2020**, old program code will no longer be available to award degree to students.

Term (ie. Fall 2014)

This will turn off the general student (effects Banner form SGASTDN) and academic history (effects Banner form SHADEGR) Banner modules.

ADDITIONAL COMMENTS

Until the code becomes effective for Fall 2020, students graduating in Spring 2020 or Summer 2020 will have the old program code of TIM-BS, under college code 22 (School of Travel Industry Mgmt).

ATTACHMENTS

Reorganization supporting documents with Chancellor Approval

VERIFICATIONS

By signing below, I verify that I have reviewed and confirm the above information that is pertinent to my position.


Registrar
(Print Name)

Stephanie Malin

 12.3.19
Signature Date

Financial Aid Officer
(Print Name)

Jodie Kuba

 12/3/19
Signature Date

For Community Colleges,
verification of consultation with
OVPC Academic Affairs:

Suzette Robinson

Signature Date

ⁱ Program codes can only be used for one college at a campus. For example, if college A at Hilo is using program code BA-BIOL, then college B at Hilo will not be able to use that program code. College B will then modify the code by adding the college to the end of the code, ie BA-BIOL(B) or BA-BIOL/B. This will also hold true when a program is being moved from one college to another. Program codes used at one campus, can be used at another campus only if it is the same program.

**REPLACE PROGRAM CODE FOR COLLEGE
REORGANIZATION (MULTIPLE CODES)**

Form #CR-AP4
Modified June 2017

Date: 12/03/2019

REQUESTOR CONTACT INFORMATION

Name Stephanie Malin Campus Mānoa, UH
 Title Assistant Registrar Email smalin@hawaii.edu
 Office/Dept Office of the Registrar Phone 808-956-8010

INFORMATION FOR NEW PROGRAM CODE

Institution MAN - University of Hawaii at Manoa Campus MAN - University of Hawaii at Manoa
 Level GR - Graduate Effective Term Fall 2020

	Code	Description	Check if requesting new code:
College (2)	<u>20</u>	<u>College of Business Admin</u>	<input type="checkbox"/> See Banner form STVCOLL
Department (4)	<u>TIM</u>	<u>Travel Industry Management</u>	<input type="checkbox"/> See Banner form STVDEPT

OLD PROGRAM CODE	MAJOR	CONCENTRATION	NEW PROGRAM CODE ¹ (Max. Characters: 12)
TIM-MS			TIM-MS(20)

IRAO USE ONLY: DATE RECEIVED

STATUS OF CURRENT STUDENTS AND TERMINATION OF OLD PROGRAM CODE

Are current students "grandfathered" under the program code? Yes No

Should the old program code be available for use in Banner? Yes No

Effective **Fall 2020**, old program code will no longer be available to admit or recruit students.

Term (ie. Fall 2014)

This will turn off the online application, recruitment (effects Banner forms SRASUMI and SRAQUIK) and admissions (effects Banner forms SAADCRV, SAAADMS, SAASUMI, SAAQUIK, and SAAQUAN) Banner modules.

Effective **Fall 2020**, old program code will no longer be available to award degree to students.

Term (ie. Fall 2014)

This will turn off the general student (effects Banner form SGASTDN) and academic history (effects Banner form SHADEGR) Banner modules.

ADDITIONAL COMMENTS

Until the code becomes effective for Fall 2020, students graduating in Spring 2020 or Summer 2020 will have the old program code of TIM-MS, under college code 22 (School of Travel Industry Mgmt).

ATTACHMENTS

Reorganization supporting documents with Chancellor Approval

VERIFICATIONS

By signing below, I verify that I have reviewed and confirm the above information that is pertinent to my position.

Registrar
(Print Name)

Stephanie Malin

Stephanie Malin 12-3-19
Signature Date

Financial Aid Officer
(Print Name)

Jodie Kuba

Jodie Kuba 12/3/19
Signature Date

For Community Colleges,
verification of consultation with
OVPCC Academic Affairs:

Suzette Robinson

Signature Date

¹ Program codes can only be used for one college at a campus. For example, if college A at Hilo is using program code BA-BIOL, then college B at Hilo will not be able to use that program code. College B will then modify the code by adding the college to the end of the code, ie BA-BIOL(B) or BA-BIOL/B. This will also hold true when a program is being moved from one college to another. Program codes used at one campus, can be used at another campus only if it is the same program.



UNIVERSITY
of HAWAII
MANOA

Office of the Provost

RECEIVED

19 AUG 29 P2:56

August 22, 2019

MANOA CHANCELLOR'S
OFFICE**MEMORANDUM**

TO: David Lassner
President

FROM: Michael Bruno
Provost

A handwritten signature in black ink, appearing to read 'Michael Bruno'.

SUBJECT: REORGANIZATION OF THE SHIDLER COLLEGE OF BUSINESS AND
THE SCHOOL OF TRAVEL INDUSTRY MANAGEMENT

I am here writing to request your approval to reorganize the Shidler College of Business and the School of Travel Industry Management, as described in the accompanying documents.

The purpose of the re-consolidation of the School of Travel Industry Management with the Shidler College of Business is to reestablish the School of Travel Industry Management as one of the top travel industry management programs in the world. This goal is essential to the accomplishment of a key component of the university's mission: to ensure a vibrant community of scholars and students who can contribute strongly to the economy and vitality of our home, Hawai'i. The re-consolidation will assist us in achieving this goal by leveraging the synergistic strengths of the two units' faculty and staff, and their networks of partners and stakeholders across the business community in the State and beyond, particularly in the Asia Pacific region. Students of both units will benefit immensely from expanded opportunities in terms of classroom instruction, experiential learning opportunities, and a broader base of prospective employers. We believe that the combined college will also benefit greatly from increased opportunities for fundraising, bolstered by the reputation and increasingly well-known brand of Shidler, as well as the legacy of impact and loyal alums around the world associated with the School of Travel Industry Management, spanning its time as a component of the College of Business and as an independent unit. In our view, both units are poised to achieve highly as a result of this merger.

I have attached a document that chronicles the discussions that led to this merger, as well as the timeline of consultations that began in September of 2018. We have responded to questions and comments raised by UHPA and HGEA. We have addressed concerns raised by the faculty and staff of the School of Travel Industry Management, including the leadership of the former School. The new leader will be recruited via an international search, will be supported with resources sufficient to

2500 Campus Road, Hawai'i Hall
Honolulu, Hawai'i 96822
Telephone: (808) 956-8447

attract an accomplished scholar/practitioner, and will have the additional title of Associate Dean of the Shidler College of Business. We have clarified the Tenure, Promotion, and Contract Renewal policies and procedures, and the OVCAA will be responsive to any concerns raised by the faculty of the School of Travel Industry Management following the re-consolidation, working with them in the development and review of any revisions to the Article X documents. With respect to the staff of the School of Travel Industry Management, we anticipate that the re-consolidation will provide opportunities to improve the services to the faculty of both units, by leveraging synergies and increasing the level of collaboration and communication.

With respect to consultation with the faculty, the Mānoa Faculty Senate Committee on Administration and Budget (CAB) reviewed the proposed merger and solicited input from the faculty. Unfortunately, CAB was not provided with a clear sense of the faculty of the School of Travel Industry Management, even though a vote earlier this year indicated support of the re-consolidation by a vote of 6-2. A subsequent vote in May again indicated faculty support, this time by a vote of 7-3. CAB elected to support the re-consolidation with some reservations, and a motion to approve the CAB resolution supporting the re-consolidation was considered at the Mānoa Faculty Senate meeting on May 8. Hearing no support from the School of Travel Industry Management faculty (who were meeting with UHPA at the time), the Senate elected to table the motion with the intent of better understanding the level of support among the School of Travel Industry Management faculty. Subsequent to this meeting, negotiations continued with the Senate Executive Committee. Most importantly, the Committee met soon thereafter with faculty and senate leaders from both TIM and Shidler. During several ensuing meetings with myself and Dean Roley, the SEC expressed their support for the re-consolidation, but requested that the re-consolidation be put on hold until the next full meeting of the Manoa Faculty Senate, so that the tabled motion could be formally considered and voted upon. Dean Roley was appointed interim Dean of TIM effective July 1, 2019, and the Manoa Faculty Senate convened in special session on August 21, 2019 to consider the tabled motion. The motion to support the re-consolidation with some reservations passed by a large majority.

Attachment:

1. Reorganization Proposal for Shidler College of Business and the School of Travel Industry Management

RECEIVED

19 AUG 29 P 3:02

March 29, 2019
REVISED
August 22, 2019

MEMORANDUM

MĀNOA CHANCELLOR'S
OFFICE

TO: David Lassner
~~Interim Chancellor~~ President

VIA: Michael Bruno
~~Interim Vice Chancellor for Academic Affairs~~
~~and Vice Chancellor for Research~~ Provost

FROM: V. Vance Roley *V. Vance Roley*
Dean of the Shidler College of Business

Thomas Bingham *T. Bingham*
Interim Dean of the School of Travel Industry Management

SUBJECT: Reorganization Proposal for Shidler College of Business and School of
Travel Industry Management

SPECIFIC ACTION REQUESTED:

We request your approval of the reorganization to combine the Shidler College of Business (Shidler) and School of Travel Industry Management (TIM).

RECOMMENDED EFFECTIVE DATE:

Effective ~~July 1, 2019~~, upon approval by the ~~interim Chancellor~~ President.
September

ADDITIONAL COST:

No additional costs are associated with this reorganization.

PURPOSE:

The purpose of this reorganization is to advance the reputation and international presence of TIM to be one of the best in the nation and around the world. Keys to success will be to leverage Shidler's strong capacity to support research excellence, build professional graduate programs and robust capabilities in alumni relations and philanthropy. As hospitality and tourism comprise Hawai'i's most important business sector, this reorganization aims to strengthen the TIM curricular and degree offerings for students, including exploration of executive education, and strengthen engagement

with the local hospitality and tourism community which operates one of the world's truly pre-eminent visitor destinations.

BACKGROUND:

Pursuant to Administrative Procedure A3.101 *University of Hawai'i Organizational and Functional Changes* dated March 2008, reorganizations that:

- a) do not have an impact on BOR policy and/or laws;
- b) do not create, eliminate, or significantly change responsibilities of programs reporting directly to the Board or President;
- c) do not incur significant additional expenses; or
- d) do not have significant programmatic impact on the University

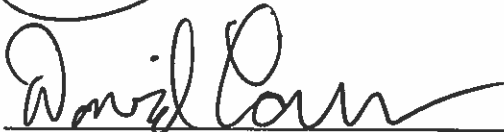
may be approved under delegated authority by the Chancellor for reorganizations that are two (2) supervisory levels below (APM A3.101, Section 3b).

This reorganization proposal has been reviewed and discussed with appropriate units and staff members. The details of the reorganization are outlined in the attached Executive Summary and proposal.

ACTION RECOMMENDED:

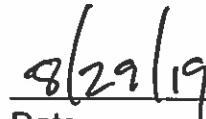
It is recommended that the attached reorganization proposal to combine Shidler and TIM be approved.

APPROVED / DISAPPROVED:



David Lassner

~~Interim Chancellor~~ President



Date

Attachments:

- Attachment 1: Executive Summary
- Attachment 2: Narrative
- Attachment 3: BJBT Position Worksheet
- Attachment 4: Current Organizational Charts and Functional Statements
- Attachment 5: Proposed Organizational Charts and Functional Statements
- Attachment 6: Letters and Responses

Executive Summary

Reorganization Proposal
Shidler College of Business / School of Travel Industry Management
University of Hawai'i at Mānoa

Executive Summary

Instructions: Complete each section below and clearly indicate "None" or "N/A" where appropriate. Please limit Executive Summary to two (2) pages.

I. Purpose:

Explain the purpose of this reorganization and the anticipated overall impact.

The purpose of the reorganization is to advance the reputation and international presence of the University of Hawai'i at Mānoa (UH Mānoa) School of Travel Industry Management (TIM) to be one of the best in the nation and around the world. Keys to success will be to leverage UH Mānoa Shidler College of Business (Shidler) strong capacity to support research excellence, build professional graduate programs and robust capabilities in alumni relations and philanthropy. As hospitality and tourism comprise Hawai'i's most important business sector, this reorganization aims to broaden the TIM curricular and degree offerings for students, including exploration of executive education, and strengthen engagement with the local hospitality and tourism community, which operates one of the world's truly pre-eminent visitor destinations.

II. Major Elements of the Proposal:

Explain or list the key changes being proposed in this reorganization relative to purpose and results.

The key changes proposed include the following:

1. Combine TIM School with Shidler College of Business.
2. Re-describe the TIM School Dean position to be a full-time leader for TIM School who functions as an Associate Dean within Shidler.
Create a Department Chair for TIM School to provide dedicated support for UHPA contract requirements and promote consistency across departments with regards to administrative oversight for instruction and academic support.
3. Consolidate professional support staff by functional area, including areas of student and career services, IT management, human resources, budget, fiscal and other administrative services.

III. Resource Impact:

Explain the resources impacted as a result of this reorganization. If there is no impact, reflect "None" for each category as appropriate.

A. Budget

1. What is the estimated cost of the reorg? The reorganization is designed to be cost neutral, as such no additional costs nor savings are anticipated.

3/28/2019

2. Are additional funds needed? No.
If so, how will the cost of the reorg be funded? N/A
3. Will the reorg result in cost savings or be cost neutral?
The reorganization is designed to be cost neutral, as such, no additional costs or savings are anticipated.

B. Operational

1. What is the overall impact on faculty and staffing responsibilities, if any? Position functions will remain the same.
2. Will additional faculty/support personnel be required? No.
If so, what is the plan to obtain the additional faculty/staffing to successfully implement the reorganization? N/A
3. Will there be a reduction in faculty/staff? No. There are no plans to reduce position counts as a result of this reorganization.
If so, what steps are planned or have been taken to ensure proper consultation? N/A
4. Identify faculty/staff positions impacted by the anticipated changes.
 - See Attachment 3, Allocated and Authorized BJ/BT Positions Impacted by the Reorganization.

C. Space

1. Will additional space outside own resources/allocations be required? No.
If so, has the Office of Planning and Facilities or designee been consulted? N/A

IV. Consultation:

Explain or list the individuals and groups consulted and the key comments/feedback received. Over the past academic year, UH Mānoa Interim Chancellor, Interim Vice Chancellor for Academic Affairs, and Dean of Shidler have met with TIM faculty as well as the Interim Dean of TIM and TIM stakeholders (including alumni and local industry leaders) to assess the benefits of combining TIM with Shidler. Shidler's leadership team (consisting of the Shidler Dean, Associate Dean for Academic Affairs and Assistant Dean for Student Services) and the Interim Dean of TIM have met with the TIM faculty task force and TIM/Shidler professional support staff on the proposed merger to provide information and encourage input and feedback.

V. Implementation:

Explain when and how this reorganization will be implemented. Identify anticipated effective date.

This reorganization will be implemented effective July 1, 2019, upon approval by the interim Chancellor.

Narrative

Reorganization Proposal
Shidler College of Business / School of Travel Industry Management
University of Hawai'i at Mānoa

Narrative

Instructions: Complete each section below and clearly indicate "None" or "N/A" where appropriate.

I. INTRODUCTION:

- A. Provide an overview of the College/School/Department and a snapshot outlining the current situation of the unit(s) involved in the reorganization.

The College of Business Administration at the University of Hawai'i at Mānoa (UH Mānoa) was established in 1949. Renamed in 2006 after alumnus Jay H. Shidler, the Shidler College of Business (Shidler) is a professional school that offers a wide variety of degrees, certificates, and executive programs at the baccalaureate through doctoral levels. The college is renowned for its expertise in international business education with an Asia-Pacific focus and its graduate and undergraduate programs have been consistently ranked among the nation's best in international business education by *U.S. News & World Report*.

Established in 1963 as a program in the College of Business Administration and granted school status in 1966, the School of Travel Industry Management (TIM) is a professional school with a rich history of innovation, growth, and change. TIM pioneered the concept of integrating all aspects of the travel industry under a single discipline built on a foundation of management science; graduated more than 4,500 undergraduates and graduate industry professionals who are now fully integrated in the hotel, hospitality and tourism industry; and was considered one of the top three programs in the world. The TIM School was separated from the College of Business Administration in 1992 and is still a widely respected program offering a certificate, BS and MS degree in TIM.

TIM and Shidler both have exceptionally strong brands in the Asia-Pacific region and both programs attract international students, particularly at the undergraduate level, to UH Mānoa.

- B. Specify the objectives/goals of the new/restructured unit(s) involved in the reorganization.

Our shared goal for this reorganization proposal is to advance the reputation and international presence of TIM and elevate its brand to be one of the best in the nation and around the world. Keys to success will be to leverage Shidler's rising research reputation, strong capacity to build professional graduate programs and robust capabilities in alumni relations and philanthropy. As hospitality and tourism comprise Hawai'i's most important business sector, this reorganization aims to broaden the TIM curricular and degree offerings for students, including exploration of executive education, and strengthen engagement with the local hospitality and tourism community, which operates one of the world's truly pre-eminent visitor destinations.

II. RATIONALE FOR THE REORGANIZATION:

A. Provide background and relevant historical information.

The TIM School was previously structured under the College of Business Administration (now Shidler) at which time TIM was recognized as one of the very best travel/tourism schools with a particularly strong international reputation in the Asia-Pacific region. This excellence was developed when TIM was part of the College of Business Administration and was maintained for some time after the school had separated from the College of Business Administration in 1992.

Both TIM and Shidler:

- Have strong brands in the Asia-Pacific region, including the support of many graduates who earned degrees in hospitality and tourism.
- Have proven programs that attract international students, particularly at the undergraduate level, to UH Mānoa.
- Are efficient and effective in their instructional operations, reflecting a shared and common commitment to student success.

B. Provide a detailed explanation of the conditions and/or factors prompting the proposed reorganization and how they will be addressed by the reorganization. Explain why the current organization is inadequate and whether the reorganization is consistent with the University's strategic, program, and financial plans.

There has been ongoing discussion and debate for over a decade to combine TIM with Shidler and these conversations have intensified over the past year to assess benefits and alternatives of a proposed merger. With a core commitment to advance the reputation and international presence of TIM and elevate its brand, this reorganization proposes to combine TIM and Shidler in accord with applicable policies and procedures.

Shidler excels at professional Master's and Executive Master's programs both nationally and internationally. Leveraging Shidler's understanding and capacity to build professional graduate programs would be of immense service to the community and the hospitality industry while helping to further promote the legacy of TIM's strong alumni/donor base.

The proposed reorganization aligns with the University's Hawai'i Graduation Initiative strategic direction to anticipate and align curricular with community and workforce needs. Shidler has exceptionally strong support from the local business community and together, Shidler and TIM may collaboratively assess how to best serve Hawai'i's most important economic engine.

C. Explain other alternatives explored.

The alternative to continue operating under the current structure is not ideal and thus, this reorganization is proposing to combine TIM with Shidler in accord with applicable policies and procedures.

D. Explain how the proposed changes will affect current relationships and workflows, including impact on services and relations with other University segments.

Based on input garnered from meetings with TIM faculty and stakeholders, the reorganization calls for a school within a college. TIM School will merge under Shidler College with the aligned vision of pursuing international excellence and shared mission of strengthening the TIM program, its brand and reputation. Shidler is committed to raising advancement funds for TIM under a merged college. TIM will maintain discretion over their own advancement funds given a strong mechanism to provide oversight of the advancement funds.

The shared goal is to have an organizational structure where TIM is led by a leader who functions as an Associate Dean within Shidler. This leader should have strong credentials in leadership of a comparable school and have or demonstrate the ability to develop an extensive understanding of and strong ties to the local travel industry community. The Associate Dean position would report to the Dean of Shidler and be responsible for providing leadership with a commitment to research and teaching excellence to further TIM's mission in teaching, research and service locally, nationally and internationally. The Associate Dean position would also be responsible for helping to develop and evaluate new professional, executive and non-credit programs in the area of travel industry management, with a particular focus on serving and building ties with the local community. Selected through an open international recruitment, this initial leader should have a strong research reputation to be offered the first of the endowed professorships in TIM for which matching funds have already been pledged.

Creating a Department Chair for TIM School will provide dedicated support for UHPA contract requirements and promote consistency across departments with regards to administrative oversight for instruction and academic support. A department chair for TIM would be appointed from faculty in accordance with UHPA contract terms, in the same manner as other units within Shidler.

Currently, TIM policies and procedures developed by and for TIM regarding tenure and promotion are consistent with Shidler policies and procedures. These policies and procedures will continue to be in effect, so long as they continue to remain consistent with Shidler policies and procedures. TIM faculty will maintain their authority regarding the current TIM degrees and curricula, in the same way as other units within Shidler

maintain authority over their own degrees and curricula under the guidance of Shidler's overall mission and strategic focus.

Both Shidler and TIM are efficient and effective in their administrative and instructional operation, reflecting a shared and common commitment to student success. The reorganization consolidates professional support staff by functional area, including areas of student and career services, IT infrastructure management, human resources, budget, fiscal and other administrative services. The goal of combining professional support staff by functional area is to provide an organizational structure that may continue to effectively and efficiently provide essential services and assistance to students, faculty and staff; provide backup support and resources in the areas of IT management, student, career and administrative support services; and encourage collaboration, communication and shared resources that promote best practices and consistency in the application of standards and provision of guidance in these areas. Position functions will remain the same.

TIM and Shidler general funds and tuition funds will be integrated into a single consolidated budget under Shidler College.

Shidler expects to include the TIM School in its Association to Advance Collegiate Schools of Business (AACSB) accreditation and expects to present a plan for this to the AACSB in 2020. TIM School may also elect to maintain its Accreditation Commission for Programs in Hospitality Administration (ACPHA) accreditation.

All students will need to meet the necessary Shidler admission requirements to be admitted into Shidler business programs. TIM students may transfer into Shidler business programs if they meet the necessary Shidler admission requirements that all business juniors are expected to have. TIM school degree programs will maintain their own admission requirements.

- E. List the groups that will be impacted by the reorganization and indicate whether they have been informed/consulted. Explain issues raised and how concerns were addressed.

Over the past academic year, UH Mānoa Interim Chancellor, Interim Vice Chancellor for Academic Affairs, and Dean of Shidler have met with TIM faculty as well as the Interim Dean of TIM and TIM stakeholders (including alumni and local industry leaders) to assess the benefits of combining TIM with Shidler. Shidler's leadership team (consisting of the Shidler Dean, Associate Dean for Academic Affairs and Assistant Dean for Student Services) and the interim TIM Dean have consulted with TIM faculty task force and TIM/Shidler professional support staff on the proposed merger to provide

information and encourage input and feedback. Key comments and feedback received include:

- Some expressed interest in Shidler's strengths and expertise in development, alumni engagement, and professional degree programs. Matching funds have already been committed for TIM once the reorganization takes place.
- Concerns were raised regarding how the reorganization would affect TIM school leadership, control of curriculum, brand/identity, quality/status/autonomy, tenure and promotion criteria and procedures, faculty governance, student organizations, accreditation, and workload policies.
 - a. It has been shared that TIM policies and procedures regarding tenure and promotion will continue to be in effect, so long as they continue to remain consistent with Shidler policies and procedures. Tenure and promotion and salary adjustment activity will follow UHPA and HGEA contract terms, respectively. Also, TIM faculty will maintain authority regarding TIM degrees and curricula in the same way as other units within Shidler maintain authority over their own degrees and curricula.
 - b. Based on comments and feedback, this reorganization proposes an organizational structure where: 1) TIM is led by a leader who functions as an Associate Dean within Shidler. This leader should have or demonstrate the ability to develop an extensive understanding of and strong ties to the local travel industry community and a commitment to research and teaching excellence to further TIM's mission; and 2) a Department Chair for TIM is appointed from faculty in accordance with UHPA contract terms.
 - c. Shidler expects to include the TIM School in its AACSB accreditation. TIM School may elect to also maintain its ACPHA accreditation.
 - d. The shared mission for the reorganization is to strengthen the TIM program, its brand and reputation.
- Additional concerns raised include loss of positions and/or redefining of roles and reporting lines and its impact on the integrity of the TIM program; consolidation of professional support staff by functional area, including areas of student and career services, IT infrastructure management, human resources, budget, fiscal, and other administrative services.
 - a. There are no plans to reduce position counts and position functions will remain the same.

We have considered all input received in developing the reorganization proposal to combine TIM and Shidler in accord with applicable policies and procedures.

- F. Outline the benefits that will be achieved by the reorganization, including efficiencies and service improvements. Explain whether the supervisor/subordinate reporting

relationships are properly identified and how the reorganization will minimize confusion over authority, roles, and responsibilities.

Integrating TIM into Shidler would enable greater opportunities for synergistic development of attractive new degrees, curricular offerings and programs that serve students and the community and may lead to opportunities for future enrollment growth. Examples of possible new programs include a Hospitality-focused MBA or PhD in TIM, executive programs for working professionals, and more non-credit local and international programs that would further promote branding of the TIM program, enhance the portfolio of academic offerings in Shidler, and aid in continuing to attract the best faculty.

The Shidler Advancement team will work locally, nationally and globally for the TIM School as it does for the School of Accountancy and the rest of Shidler. Shidler's Advancement team has already secured over \$1.5 million in support, some matching, has already been pledged to support TIM faculty's research endeavors.

Shidler has robust capability in alumni relations, which could support TIM International and the 4,500+ alumni in Hawai'i and around the world. Much of this capability extends from the vibrant and extensive co-curricular program, including deep engagement with local employers. A major Shidler philanthropist with over \$1 billion in hotel holdings has offered to develop internships for TIM students at first-tier hotels across the U.S. Shidler also operates an extensive study abroad program for students, supported through philanthropy, in which TIM students can participate.

Based on preliminary discussion, Shidler has already secured a commitment of new philanthropic support to a merged college for an initial two years of summer research support for all tenured and tenure-track faculty in TIM as well as matching funds for six new faculty endowments in TIM. This will enable our research-active internationally diverse TIM faculty to elevate the visibility of their research and the stature of the school.

Creating a Department Chair for TIM School will provide dedicated support for UHPA contract requirements and promote consistency across departments with regards to administrative oversight for instruction and academic support.

III. IMPACT ON RESOURCES AND THE UNIVERSITY

Provide a detailed description of the resource requirements and the programmatic impacts of the reorganization on the University.

A. Impact on budget resources:

1. Provide a realistic assessment of the estimated annual and future cost or savings of the reorganization taking into account such factors as proposed position re-

descriptions and reallocations. Explain how the annual and future costs or savings were derived and, if applicable, reasons the reorganization justifies the estimated costs.

The reorganization is designed to be cost neutral, as such no additional costs nor savings are anticipated.

2. Are additional funds needed? No additional funds will be needed.
If so, how will the cost of the reorg be funded? N/A

B. Impact on operational resources:

1. What is the overall impact on faculty and staffing responsibilities, if any? Explain reasons for the anticipated changes/relocation/reassignment/etc.

TIM faculty will maintain their authority regarding the current TIM degrees and curricula, in the same way as other units within Shidler maintain authority over their own degrees and curricula under the guidance of Shidler's overall mission and strategic focus.

Currently, TIM policies and procedures developed by and for the TIM regarding tenure and promotion are consistent with Shidler policies and procedures. TIM tenure and promotion policies will continue to be in effect, so long as they continue to remain consistent with Shidler policies and procedures.

This reorganization consolidates professional support staff by functional area, including areas of student and career services, IT infrastructure management, human resources, budget, fiscal and other administrative services. Position function will remain the same. Position descriptions may be revised to reflect any changes in reporting lines, duties and responsibilities to align with the reorganization.

2. Will additional faculty/support personnel be required? No. There are no plans to add additional faculty/support personnel.
If so, what is the plan to obtain the additional faculty/staffing to successfully implement the reorganization? N/A
3. Will there be a reduction in faculty/staff? No. There are no plans to reduce position counts.
If so, what steps are planned or have been taken to ensure proper consultation? N/A

4. Identify the positions impacted by position number, classification title, and anticipated changes.
See Attachment 3, Allocated and Authorized BJ/BT Positions Impacted by the Reorganization.
5. Will there be changes to supervisory/subordinate relationships? If so, identify the impact. Will the changes streamline operations, reduce supervisory span of control, etc.?

The shared goal is to have an organizational structure where TIM is led by a leader who functions as an Associate Dean within Shidler, has strong credentials in leadership of a comparable school, has or can demonstrate the ability to develop an extensive understanding of and strong ties to the local travel industry community, and is committed to research and teaching excellence. The Dean of TIM position may be re-described to an Associate Dean within Shidler, pending approval of the position classification and re-description. The Associate Dean position would report to the Dean of Shidler and be responsible for providing leadership with a commitment to research and teaching excellence to further TIM's mission in teaching, research and service locally, nationally and internationally. The position would also be responsible for helping to develop and evaluate new professional, executive and non-credit programs in the area of travel industry management, with a particular focus on serving and building ties with the local community. Position descriptions may be revised to reflect any changes in duties and responsibilities for the Associate Dean position and subsequently secretarial and academic support staff.

TIM professional support staff positions in the areas of student and career services, IT management, human resources, budget, fiscal and other administrative services will be integrated into the Shidler College by functional area with no anticipated change in the number of staff positions. TIM School student and staff support positions will report through Shidler executive team supervisors who in turn report to the Shidler College Dean's Office. Position functions will remain the same. Position descriptions may be revised to reflect any changes in reporting lines, duties and responsibilities to align with the reorganization.

C. Impact on space resources:

1. Will additional space outside own resources/allocations be required? No. There are currently no plans to physically move anyone as a result of reorganization. Private funding may be raised in an effort to upgrade TIM facilities.
If so, has the Office of Planning and Facilities or designee been consulted? Explain outcome. N/A

BJBT Position Worksheet

University of Hawai'i at Mānoa
Allocated and Authorized BJ/BT Positions Impacted by the Reorganization

Program Title: Shidler College of Business and School of Travel Industry Management

Item No.	Chart No.(s)	Affected Position No.(s)	Posn Class	Position Title	Classification/Organizational/Functional Change Identify whether position is vacant (V) or filled (F)				Basis for Change/ Impact on Position
					From: Office	Supervisor	To: Office	Supervisor	
1	SHIDLER, I	78438	APT	Administrative Officer, PBB	(F) Admin & Fiscal Services (MAASBS)	Dean (Shidler), #89027		Senior Administrative Officer, #80685	Change in supervisor
2	SHIDLER, I	77163	APT	Administrative Officer, PBA	(F) Admin & Fiscal Services (MAASBS)	Dean (Shidler), #89027		Senior Administrative Officer, #80685	Change in supervisor
3	SHIDLER, I	81150	APT	Administrative Officer, PBB	(F) PRIISM (MAPRIM)	Director of PRIISM	Admin & Fiscal Services (MAASBS)	Senior Administrative Officer, #80685	Transfer and change in supervisor
4	SHIDLER, I	n/a	FAC	Director Graduate Programs	(F) Office of the Dean (MADNBS)	Dean (Shidler), #89027	Academic Affairs (MAADBS)	Associate Dean (Shidler), #89120	Transfer and change in supervisor
5	SHIDLER, I	8040	C/S	Secretary III, SR-16	(V) Office of the Dean (MADNBS)	Dean (Shidler), #89027	School of Travel Industry Management (MATIM)	Dean (TIM)	
6	TIM	89125	E/M	Dean (TIM)	(F) Office of the Dean (MADNTM)	Vice Chancellor for Academic Aff, #89104	School of Travel Industry Management (MATIM)	Dean (Shidler), #89027	Transfer, change in supervisor, position to be re-described
7	TIM	14869	C/S	Secretary III, SR-16	(F) Office of the Dean (MADNTM)	Dean (TIM), #89125	Office of the Dean (MADNBS)	Dean (Shidler), #89027	Transfer, position to be re-described
8	TIM	80454	APT	Senior Administrative Officer, PBB	(F) Administrative Services (MAASTM)	Dean (TIM), #89125	Admin & Fiscal Services (MAASBS)	Dean (Shidler), #89027	Transfer and change in supervisor
9	TIM	16007	C/S	Secretary II, SR-14	(F) Student Services (MASSTM)	Asst Dean of Student Services (TIM)	School of Travel Industry Management (MATIM)	TIM Department Chair	Transfer and change in supervisor
10	TIM	82150	FAC	Specialist Faculty	(F) Student Services (MASSTM)	Asst Dean of Student Services (TIM)	Student Services (MASSBS)	Asst Dean of Student Svcs (Shidler), #89159	Transfer and change in supervisor
11	TIM	77124	APT	Instr & Student Supp, PBB	(F) Student Services (MASSTM)	Asst Dean of Student Services (TIM)	Student Services (MASSBS)	Asst Dean of Student Svcs (Shidler), #89159	Transfer and change in supervisor
12	TIM	80727	APT	IT Specialist, PBA	(F) Student Services (MASSTM)	Asst Dean of Student Services (TIM)	Office of Computer Resources and Telecommunications (MAITBS)	IT Manager, #80740	Transfer and change in supervisor
13	TIM	82137	FAC	Instructional Faculty	(F) Travel Industry Management (MATIM)	Dean (TIM), #89125	School of Travel Industry Management (MATIM)	TIM Department Chair	Transfer and change in supervisor
14	TIM	82249	FAC	Instructional Faculty	(F) Travel Industry Management (MATIM)	Dean (TIM), #89125	School of Travel Industry Management (MATIM)	TIM Department Chair	Transfer and change in supervisor
15	TIM	82449	FAC	Instructional Faculty	(F) Travel Industry Management (MATIM)	Dean (TIM), #89125	School of Travel Industry Management (MATIM)	TIM Department Chair	Transfer and change in supervisor
16	TIM	83900	FAC	Instructional Faculty	(F) Travel Industry Management (MATIM)	Dean (TIM), #89125	School of Travel Industry Management (MATIM)	TIM Department Chair	Transfer and change in supervisor
17	TIM	84265	FAC	Instructional Faculty	(F) Travel Industry Management (MATIM)	Dean (TIM), #89125	School of Travel Industry Management (MATIM)	TIM Department Chair	Transfer and change in supervisor
18	TIM	85896	FAC	Instructional Faculty	(F) Travel Industry Management (MATIM)	Dean (TIM), #89125	School of Travel Industry Management (MATIM)	TIM Department Chair	Transfer and change in supervisor
19	TIM	85897	FAC	Instructional Faculty	(F) Travel Industry Management (MATIM)	Dean (TIM), #89125	School of Travel Industry Management (MATIM)	TIM Department Chair	Transfer and change in supervisor
20	TIM	85898	FAC	Instructional Faculty	(F) Travel Industry Management (MATIM)	Dean (TIM), #89125	School of Travel Industry Management (MATIM)	TIM Department Chair	Transfer and change in supervisor
21	TIM	85899	FAC	Instructional Faculty	(F) Travel Industry Management (MATIM)	Dean (TIM), #89125	School of Travel Industry Management (MATIM)	TIM Department Chair	Transfer and change in supervisor
22	TIM	87434	FAC	Instructional Faculty	(V) Travel Industry Management (MATIM)	Dean (TIM), #89125	School of Travel Industry Management (MATIM)	TIM Department Chair	Transfer and change in supervisor
23	TIM	87646	FAC	Instructional Faculty	(F) Travel Industry Management (MATIM)	Dean (TIM), #89125	School of Travel Industry Management (MATIM)	TIM Department Chair	Transfer and change in supervisor
22	TIM		FAC	Department Chair			School of Travel Industry Management (MATIM)	Dean (TIM)	New position, appointed from instructional faculty
23	TIM			TIM Advisory Board		Travel Industry Management (MATIM)	School of Travel Industry Management (MATIM)		TIM Advisory Board to remain with TIM School
24	TIM			Center for Tourism Policy Studies		Travel Industry Management (MATIM)	School of Travel Industry Management (MATIM)		Center for Tourism Policy Studies to remain with TIM School
25				Revised functional statement - Shidler and TIM					Revised functional statements to align with the reorganization

University of Hawai'i at Mānoa
Allocated and Authorized BJ/BT Positions Impacted by the Reorganization

Program Title: Shidler College of Business and School of Travel Industry Management

Item No.	Chart No.(s)	Affected Position No.(s)	Posn Class	Position Title	<u>Classification/Organizational/Functional Change</u> Identify whether position is vacant (V) or filled (F)			Basis for Change/ Impact on Position
					From: Office	To: Office	Supervisor	

HR Review _____
 OFA Review _____

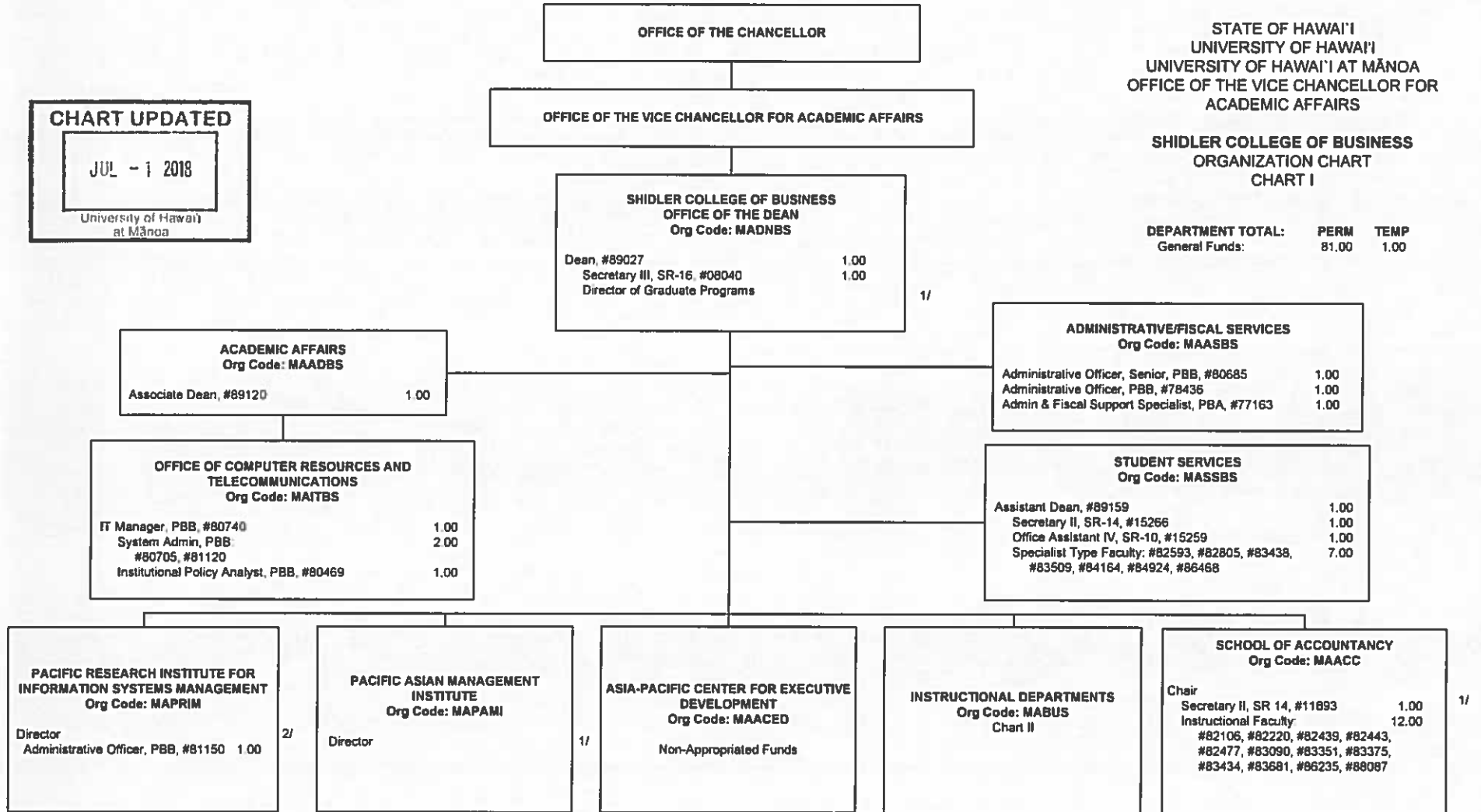
Current Organizational Charts and Functional Statements

CHART UPDATED
JUL - 1 2018
 University of Hawai'i
 at Mānoa

STATE OF HAWAII
 UNIVERSITY OF HAWAII
 UNIVERSITY OF HAWAII AT MĀNOA
 OFFICE OF THE VICE CHANCELLOR FOR
 ACADEMIC AFFAIRS

**SHIDLER COLLEGE OF BUSINESS
 ORGANIZATION CHART
 CHART I**

DEPARTMENT TOTAL: PERM TEMP
 General Funds: 81.00 1.00



1/ Appointed from Instructional Faculty: Director of Graduate Programs in Office of the Dean; Director in Pacific Asian Management Institute; and Chair in School of Accountancy
 2/ Director in Pacific Research Institution for Information Systems Management pending, to be re-established.

CHART TOTAL: PERM TEMP
 General Funds: 34.00 --

STATE OF HAWAII
UNIVERSITY OF HAWAII
UNIVERSITY OF HAWAII AT MĀNOA
OFFICE OF THE VICE CHANCELLOR FOR ACADEMIC AFFAIRS
SHIDLER COLLEGE OF BUSINESS

FUNCTIONAL STATEMENT

OFFICE OF THE DEAN – Org Code: MADNBS

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

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

ACADEMIC AFFAIRS – Org Code: MAADBS

The Academic Affairs unit functions include the development of the academic content of new courses and programs, the maintenance of the academic quality of all degree programs and courses, and the overall academic development of the College. Activities to ensure the retention of the American Assembly of Collegiate Schools of Business (AACSB) accreditation is of prime importance; participation in the allocation of research awards; facilitation of the overall development of faculty research potential; and administrative review of parking, building, and office space assignments.

**Office of Computer Resources and Telecommunications –
Org Code: MAITBS**

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

ADMINISTRATIVE/FISCAL SERVICES – Org Code: MAASBS

The functional responsibilities of the Administrative and Fiscal Services unit are budgeting and expenditure controls; purchasing and property management; personnel management and transactions; and various auxiliary services. Further research and development functions include the administration of extramural research grants.

STUDENT SERVICES – Org Code: MASSBS

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

PACIFIC RESEARCH INSTITUTE FOR INFORMATION SYSTEMS MANAGEMENT (PRIISM) – Org Code: MAPRIM

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

PRIISM pursues its objective through four primary programs:

- c. International Affiliates Program: A partnership with industrial corporations in the U.S. and Pacific Basin countries.
- b. Research Consortium: A select group of information systems research institutes from the U.S. and the Pacific Basin.
- c. Hawai'i International Conference on System Sciences (HICSS): Annually brings together over 800 internationally-recognized faculty and researchers in many facets of information systems.

PACIFIC ASIAN MANAGEMENT INSTITUTE (PAMI) – Org Code: MAPAMI

The basic objectives of PAMI are:

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

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

To facilitate exchange of ideas between scholars, executives, and policy makers.

To promote competency in international management.

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

ASIA-PACIFIC CENTER FOR EXECUTIVE DEVELOPMENT (APCED)—Research Corporation of the University of Hawai'i (RCUH) Funding – Org Code: MAACED

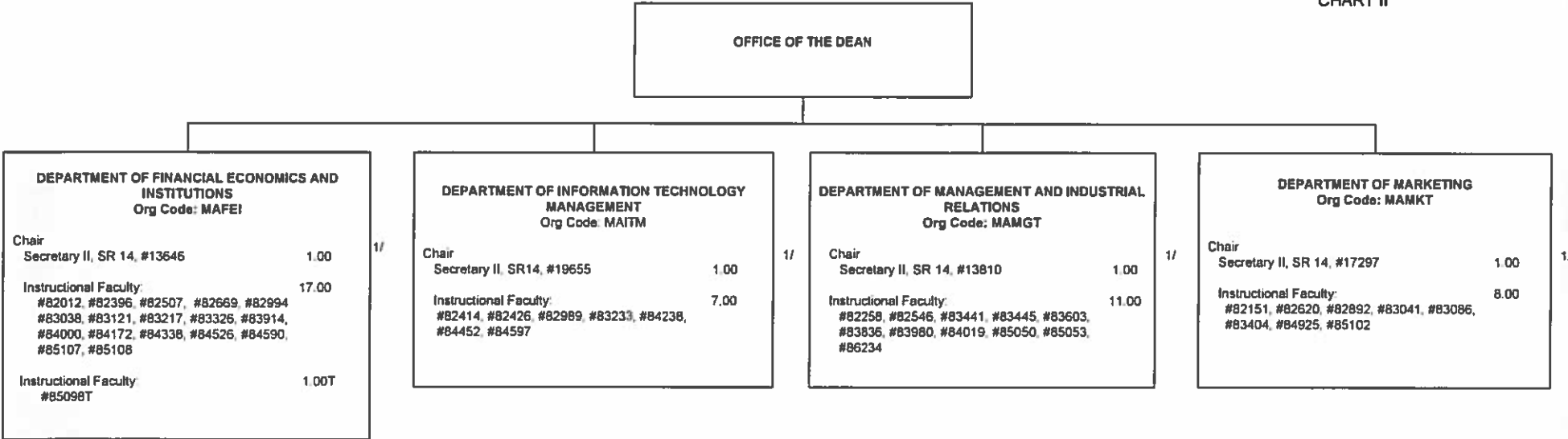
The major function is the provision of non-credit management programs to provide the managerial community with the latest knowledge, techniques, development, and trends in managing organizations. Short courses, workshops, conferences, seminars, institutes, and colloquia are all appropriate to the delivery systems. The development, staffing, promotion, and administration of the programs all fall within the purview of the administration of these management development programs.

SCHOOL OF ACCOUNTANCY – Org Code: MAACC

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

STATE OF HAWAII
 UNIVERSITY OF HAWAII
 UNIVERSITY OF HAWAII AT MĀNOA
 OFFICE OF THE VICE CHANCELLOR FOR
 ACADEMIC AFFAIRS

SHIDLER COLLEGE OF BUSINESS
 INSTRUCTIONAL DEPARTMENTS
 ORGANIZATION CHART
 CHART II



1/ All Department Chair positions appointed from Instructional Faculty.

CHART TOTAL:	PERM	TEMP
General Funds:	47.00	1.00

STATE OF HAWAII
UNIVERSITY OF HAWAII
UNIVERSITY OF HAWAII AT MĀNOA
OFFICE OF THE VICE CHANCELLOR FOR ACADEMIC AFFAIRS
SHIDLER COLLEGE OF BUSINESS
INSTRUCTIONAL DEPARTMENTS

FUNCTIONAL STATEMENT

INSTRUCTIONAL DEPARTMENTS – Org Code: MABUS

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

Department of Financial Economics and Institutions (including Real Estate, Business Law, Business Economics and Quantitative Methods, and Insurance) – Org Code: MAFEI

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

Department of Information Technology Management – Org Code: MAITM

This department is composed of faculty members specializing in issues related to the application of information technology in organizations. The department provides a wide range of teaching, research, and public service in this field.

Department of Management and Industrial Relations – Org Code: MAMGT

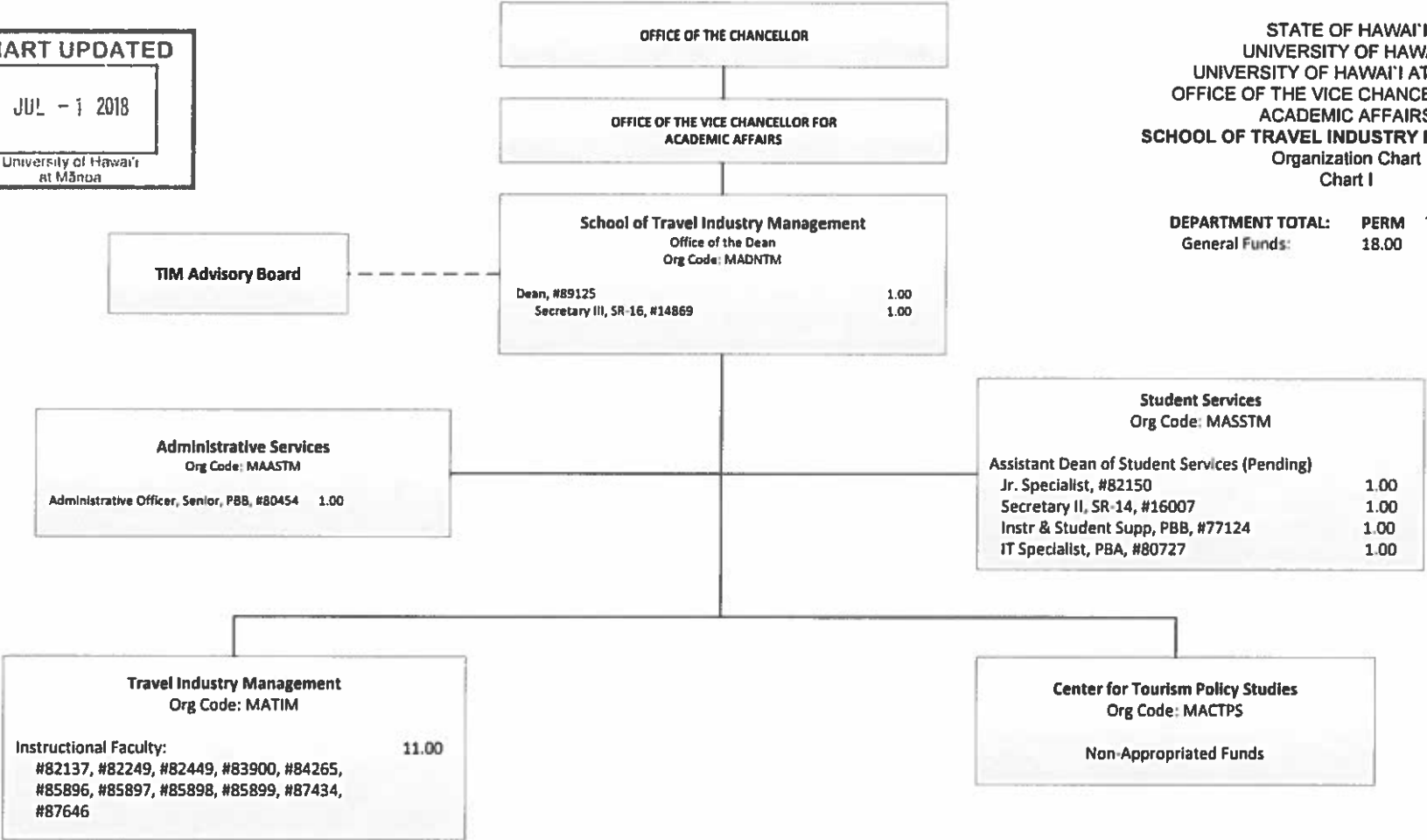
This department is composed of faculty members concerned with the areas of management and personnel and industrial relations. The department is responsible for teaching, research, and public service activities in these fields.

Department of Marketing – Org Code: MAMKT

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

CHART UPDATED
 JUL - 1 2018
 University of Hawai'i
 at Mānoa

STATE OF HAWAII
 UNIVERSITY OF HAWAII
 UNIVERSITY OF HAWAII AT MĀNOA
 OFFICE OF THE VICE CHANCELLOR FOR
 ACADEMIC AFFAIRS
SCHOOL OF TRAVEL INDUSTRY MANAGEMENT
 Organization Chart
 Chart I



DEPARTMENT TOTAL: PERM TEMP
 General Funds: 18.00 --

CHART TOTAL: PERM TEMP
 General Funds: 18.00 --

STATE OF HAWAII
UNIVERSITY OF HAWAII
UNIVERSITY OF HAWAII AT MANOA
OFFICE OF THE VICE CHANCELLOR FOR ACADEMIC AFFAIRS
SCHOOL OF TRAVEL INDUSTRY MANAGEMENT

FUNCTIONAL STATEMENT

OFFICE OF THE DEAN – Org Code: MADNTM

The School of Travel Industry Management prepares students for professional and managerial careers and leadership in Hawaii and the Pacific area in the field of Travel Industry Management. The School is responsible for the instructional, research, and professional and public service activities in the field, which encompasses hospitality, tourism, and transportation management. Responsibilities of the Office of the Dean include the maintenance of the academic quality of all degree programs and courses; the development of the academic content of new courses and programs; enrollment management; recruitment, retention, and improvement of faculty and staff, and the overall academic development of the School, including budgets, course offerings, teaching assignments, and research; and the administration of University policies and regulations as applicable.

The Dean is also responsible for public relationships with other academic institutions; community organizations; schools; alumni, state and federal agencies; and the state, national, and international business communities. The Dean of the School of Travel Industry Management plans, organizes, directs and coordinates the School's programs and activities with the assistance of the administrative staff and various advisory faculty committees. The Dean, in cooperation with the UH Foundation, is also responsible for the fund development activities of the School.

Advisory Group to the Dean:

TIM Advisory Board: Comprised of industry leaders in the private and public sectors, this group provides advice and insight to the Dean on local, national, and international industry trends as well as support for school activities.

STUDENT SERVICES – Org Code: MASSTM

Provides academic advising and counseling to students; provides recruitment, review and processing of applications for undergraduate students; administers the internship and career development activities of the school; course scheduling; supports faculty on curricular matters; and handles the preregistration and registration of students in courses, certifications for graduation, the maintenance of records and provision of advising services.

ADMINISTRATIVE SERVICES – Org Code: MAASTM

Oversees budget and financial controls; purchasing and property management including various auxiliary services; personnel management and transactions; and the administration of extramural research grants.

TRAVEL INDUSTRY MANAGEMENT – Org Code: MATIM

The School of Travel Industry Management's instructional faculty is composed of faculty members teaching in the fields of hospitality, tourism and travel management. Areas of teaching include: hotel and resort

management, services marketing, restaurant and club management, events planning, food service systems management, facilities design and operations, service quality management, information technology and research methods in tourism, destination planning and management, sustainable tourism principles, socio-cultural and geographical aspects of tourism, distribution systems and logistics, air transportation and supply chain management, international tourism and transportation public policy and planning. Faculty positions also support the internship program, professional development, research, knowledge management and distributed learning activities.

All of the three emphasis areas of hospitality, tourism and transportation are integrated into the TIM School's core curriculum and internship program. This is consistent with the strategic thrust and land grant mission of the University of Hawai'i at Mānoa, as well as these fields as being identified as statewide workforce shortage needs into the future.

Other duties of instructional faculty may include curricular development activities, such as creating curricular materials and innovative instructional methods; conducting research and presenting research findings; solicitation of funded research and other scholarly activities; advising students and student clubs; and service on university committees and other professional local, regional, national and international organizations and communities.

CENTER FOR TOURISM POLICY STUDIES – Org Code: MACTPS

Conducts research for academic, government, and industry use, offers professional development and continuing education programs, and provides technical assistance and other outreach community services in tourism-related areas.

Proposed Organizational Charts and Functional Statements

PROPOSED

APPROVED:

David Lassner

8/29/19
Date

David Lassner
President

STATE OF HAWAII
UNIVERSITY OF HAWAII
UNIVERSITY OF HAWAII AT MĀNOA
OFFICE OF THE VICE CHANCELLOR FOR
ACADEMIC AFFAIRS

**SHIDLER COLLEGE OF BUSINESS
ORGANIZATION CHART
CHART I**

DEPARTMENT TOTAL: PERM TEMP
General Funds: 99.00 1.00

OFFICE OF THE CHANCELLOR

OFFICE OF THE VICE CHANCELLOR FOR ACADEMIC AFFAIRS

SHIDLER COLLEGE OF BUSINESS
OFFICE OF THE DEAN
Org Code: MADNBS

3/

Dean, #89027 1.00
Secretary III, SR-16, #14869 1.00

ACADEMIC AFFAIRS
Org Code: MAADBS

Associate Dean, #89120, E/M 1.00
Director of Graduate Programs (Appointed from Instructional Faculty)

OFFICE OF COMPUTER RESOURCES AND TELECOMMUNICATIONS
Org Code: MAITBS

IT Manager, PBB, #80740 1.00
System Admin, PBB: #80705, 81120 2.00
Inst Policy Analyst, PBB, #80469 1.00
IT Specialist, PBA #80727 1.00

ADMINISTRATIVE/FISCAL SERVICES
Org Code: MAASBS

Administrative Officer, Senior, PBB, #80685 1.00
Administrative Officer, PBB: #78436, #81150 2.00
Admin & Fiscal Support Spec, PBA, #77163 1.00
Administrative Officer, Senior, PBB, #80454 1.00

STUDENT SERVICES
Org Code: MASSBS

Assistant Dean, #89159, E/M 1.00
Secretary II, SR-14, #15266 1.00
Office Assistant IV, SR-10, #15259 1.00
Specialist Type Faculty: #82150, #82593, #82805, #83438, #83509, #84164, #84924, #86468 8.00
Instr & Student Support, PBB, #77124 1.00

INSTRUCTIONAL DEPARTMENTS
Org Code: MABUS
Chart II

SCHOOL OF ACCOUNTANCY
Org Code: MAACC

3/

Chair (Appointed from Instructional Faculty)
Secretary II, SR 14, #11893 1.00
Instructional Faculty: #82106, #82220, #82439, #82443, #82477, #83090, #83351, #83375, #83434, #83681, #85107, #86235, #88087 13.00

SCHOOL OF TRAVEL INDUSTRY MANAGEMENT
Org Code: MATIM

3/

Dean, #89125 1.00
Secretary III, SR-16, #08040 1.00
Chair (Appointed from Instructional Faculty)
Secretary II, SR-14 #16007 1.00
Instructional Faculty: #82137, #82249, #82449, #83900, #84265, #85896, #85897, #85898, #85899, #87434, #87646 11.00

PACIFIC RESEARCH INSTITUTE FOR
INFORMATION SYSTEMS MANAGEMENT
Org Code: MAPRIM

2/

Director (Appointed from Instructional Faculty)

PACIFIC ASIAN MANAGEMENT INSTITUTE
Org Code: MAPAMI

Director (Appointed from Instructional Faculty)

ASIA-PACIFIC CENTER FOR EXECUTIVE
DEVELOPMENT
Org Code: MAACED

Non-Appropriated Funds

CENTER FOR TOURISM POLICY STUDIES
Org Code: MACTPS

Non-Appropriated Funds

CHART TOTAL: PERM TEMP
General Funds: 53.00 --

1/ Dean, Secretary III and Secretary II positions in School of Travel Industry Management to be redescribed, as appropriate
2/ Director in Pacific Research Institution for Information Systems Management pending, to be established
3/ Shidler Advisory Council, SOA Advisory Board and TIM Advisory Board are not included in the Org Chart above

NO CHANGE

STATE OF HAWAII
UNIVERSITY OF HAWAII
UNIVERSITY OF HAWAII AT MĀNOA
OFFICE OF THE VICE CHANCELLOR FOR
ACADEMIC AFFAIRS

SHIDLER COLLEGE OF BUSINESS
INSTRUCTIONAL DEPARTMENTS
ORGANIZATION CHART
CHART II

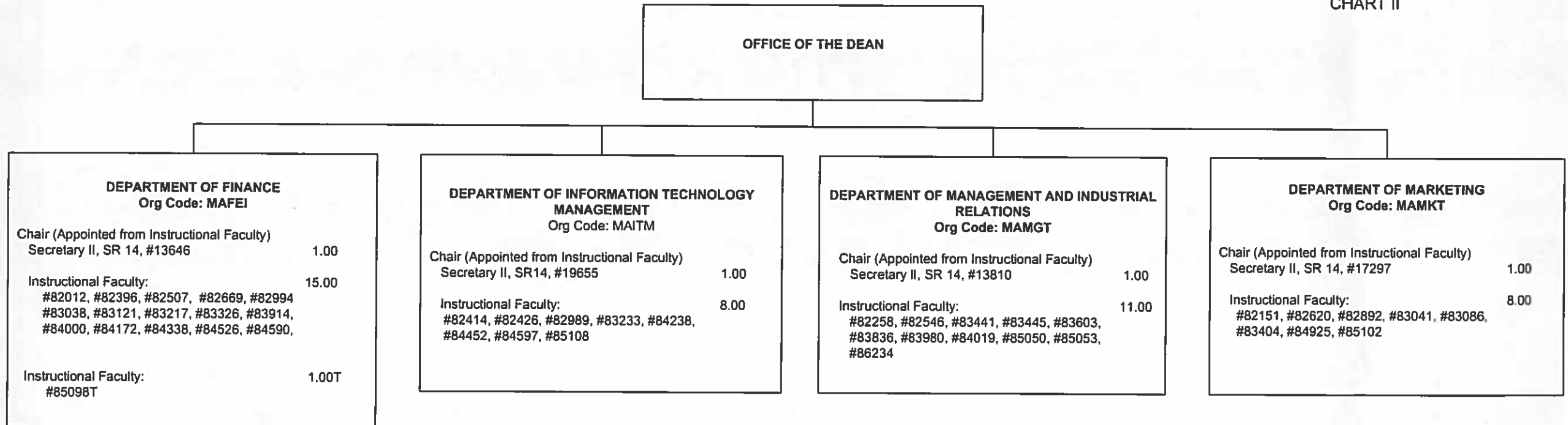


CHART TOTAL: PERM TEMP
General Funds: 46.00 1.00

PROPOSED

STATE OF HAWAII
UNIVERSITY OF HAWAII
UNIVERSITY OF HAWAII AT MĀNOA
OFFICE OF THE VICE CHANCELLOR FOR ACADEMIC AFFAIRS
SHIDLER COLLEGE OF BUSINESS

FUNCTIONAL STATEMENT

OFFICE OF THE DEAN – Org Code: MADNBS

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

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

ACADEMIC AFFAIRS – Org Code: MAADBS

The Academic Affairs unit functions include the development of the academic content of new courses and programs, the maintenance of the academic quality of all degree programs and courses, and the overall academic development of the College. Activities to ensure the retention of the American Assembly of Collegiate Schools of Business (AACSB) accreditation is of prime importance; participation in the allocation of research awards; facilitation of the overall development of faculty research potential; and administrative review of parking, building, and office space assignments.

Office of Computer Resources and Telecommunications – Org Code: MAITBS

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

ADMINISTRATIVE/FISCAL SERVICES – Org Code: MAASBS

The functional responsibilities of the Administrative and Fiscal Services unit are budgeting and expenditure controls; purchasing and property management; personnel management and transactions; and various auxiliary services. Further research and development functions include the administration of extramural research grants.

STUDENT SERVICES – Org Code: MASSBS

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

PACIFIC RESEARCH INSTITUTE FOR INFORMATION SYSTEMS MANAGEMENT (PRIISM) – Org Code: MAPRIM

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

PRIISM pursues its objective through four primary programs:

- c. International Affiliates Program: A partnership with industrial corporations in the U.S. and Pacific Basin countries.
- b. Research Consortium: A select group of information systems research institutes from the U.S. and the Pacific Basin.
- c. Hawai'i International Conference on System Sciences (HICSS): Annually brings together over 800 internationally-recognized faculty and researchers in many facets of information systems.

PACIFIC ASIAN MANAGEMENT INSTITUTE (PAMI) – Org Code: MAPAMI

The basic objectives of PAMI are:

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

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

To facilitate exchange of ideas between scholars, executives, and policy makers.

To promote competency in international management.

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

ASIA-PACIFIC CENTER FOR EXECUTIVE DEVELOPMENT (APCED)—Research Corporation of the University of Hawai'i (RCUH) Funding – Org Code: MAACED

The major function is the provision of non-credit management programs to provide the managerial community with the latest knowledge, techniques, development, and trends in managing organizations. Short courses, workshops, conferences, seminars, institutes, and colloquia are all appropriate to the delivery systems. The development, staffing, promotion, and administration of the programs all fall within the purview of the administration of these management development programs.

SCHOOL OF ACCOUNTANCY – Org Code: MAACC

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

SCHOOL OF TRAVEL INDUSTRY MANAGEMENT – Org Code: MATIM

The School of Travel Industry Management prepares students for professional and managerial careers and leadership in Hawaii and the Pacific area in the field of Travel Industry Management. The School is responsible for the instructional, research, and professional and public service activities in the field, which encompasses hospitality, tourism, and transportation management.

TIM School instructional faculty is composed of faculty members teaching in the fields of hospitality, tourism and travel management. Areas of teaching include: hotel and resort management, services marketing, restaurant and club management, events planning, food service systems management, facilities design and operations, service quality management, information technology and research methods in tourism, destination planning and management, sustainable tourism principles, socio-cultural and geographical aspects of tourism, distribution systems and logistics, air transportation and supply chain management, international tourism and transportation public policy and planning. Faculty positions also support the internship program, professional development, research, knowledge management and distributed learning activities.

CENTER FOR TOURISM POLICY STUDIES – Org Code: MACTPS

Conducts research for academic, government, and industry use, offers professional development and continuing education programs, and provides technical assistance and other outreach community services in tourism-related areas.

STATE OF HAWAII
UNIVERSITY OF HAWAII
UNIVERSITY OF HAWAII AT MĀNOA
OFFICE OF THE VICE CHANCELLOR FOR ACADEMIC AFFAIRS
SHIDLER COLLEGE OF BUSINESS
INSTRUCTIONAL DEPARTMENTS

FUNCTIONAL STATEMENT

INSTRUCTIONAL DEPARTMENTS – Org Code: MABUS

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

Department of Finance (including Real Estate, Business Law, Business Economics and Quantitative Methods, and Insurance) – Org Code: MAFEI

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

Department of Information Technology Management – Org Code: MAITM

This department is composed of faculty members specializing in issues related to the application of information technology in organizations. The department provides a wide range of teaching, research, and public service in this field.

Department of Management and Industrial Relations – Org Code: MAMGT

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

Department of Marketing – Org Code: MAMKT

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

Approved:



David Lassner Date
President

Letters and Responses

V. Vance Roley
Dean
First Hawaiian Bank Chair
of Leadership and Management

March 29, 2019

Kristeen Hanselman
Executive Director
University of Hawai'i Professional Assembly
1017 Palm Drive
Honolulu, Hawai'i 96814

Dear Ms. Hanselman:

The University of Hawai'i is proposing a reorganization of the Shidler College of Business and the School of Travel Industry Management at the University of Hawai'i at Mānoa (UHM) and is requesting your input and comments relative to the proposal as part of the formal consultation process.

As part of the University's sustainability efforts, we have loaded the proposal and documents onto the UHM website at:

http://www.manoa.hawaii.edu/ovcafo/neworg_charts/index.html

Your comments on the proposal would be appreciated by May 13, 2019. If additional time is needed, please contact me prior to the above deadline. If we do not hear from you by the above date, we will assume there are no comments on the reorganization proposal.

Should there be any questions, I can be reached at 956-8377 or via email at vroley@hawaii.edu. Mahalo for your support and assistance with this reorganization proposal.

Sincerely,



V. Vance Roley
Dean and First Hawaiian Bank Chair
of Leadership and Management

c: Thomas Bingham, Interim Dean of TIM
Michael Bruno, Interim VCAA and Vice Chancellor for Research
Kimberly Hashiro, Associate Director of System OHR
Sheila Kanemaru, Executive Assistant, OVCAFO



May 17, 2019

V. Vance Roley, Dean and First Hawaiian Bank
Chair of Leadership and Management
Shidler College of Business
University of Hawaii at Mānoa
2404 Maile Way
Honolulu, HI 96822

Subject: Proposed Reorganization of the Shidler College of Business and the
School of Travel Industry Management

Aloha Dean Roley:

The University of Hawaii Professional Assembly (UHPA) appreciates the opportunity to provide feedback on the proposed reorganization of the Shidler College of Business and the School of Travel Industry Management. UHPA has reviewed the proposal, and has received some faculty feedback, and have outlined our observations and concerns below.

The Executive Summary provides the purpose and key changes of the proposal as follows:

Purpose

- Advance the reputation and international presence of the University of Hawai'i at Mānoa (UH Mānoa) School of Travel Industry Management (TIM) to be one of the best in the nation and around the world
- Leverage UH Mānoa Shidler College of Business (Shidler) strong capacity to:
 - Support research excellence
 - Build strong graduate programs
 - Leverage capabilities in alumni relations and philanthropy
- Broaden TIM curricular and degree offerings to students including exploration of executive education
- Strengthen engagement with the local hospitality and tourism industry

Major Elements of the Proposal

- Combine TIM School with Shidler College of Business
- Re-describe TIM School Dean to be the full-time leader for TIM School who will function as an Associate Dean within Shidler

UNIVERSITY OF HAWAII
PROFESSIONAL ASSEMBLY

1017 Palm Drive • Honolulu, Hawaii 96814-1928
Telephone: (808) 593-2157 • Facsimile: (808) 593-2160
Website: www.uhpa.org



- Create a Department Chair dedicated to support UHPA-BOR contract requirements
- Department Chair will assist in promoting consistency across departments regarding administrative oversight for instruction and academic support
- Consolidate professional support staff by functional area, including student and career services, IT management, human resources, budget, fiscal and other administrative services

The proposed reorganization also states that it is designed to be cost neutral, with no additional costs, nor savings anticipated. From an operational standpoint, the proposed reorganization indicates that position functions will remain the same. This confirmation is important since workload is outlined in the UHPA-BOR Agreement, and impacts to workload could result in an individual or class grievance.

Faculty Feedback

UHPA had a meeting with TIM School Faculty on May 8, 2019 to discuss concerns regarding the proposed reorganization. Some of the feedback received by UHPA at this meeting can be found below:

- The TIM School Faculty were not provided with alternatives to the merger
 - Rumors and discussions have been taking place since the TIM School separated from the College of Business
 - There was supposed to be a vote of the faculty to determine to proceed with the merger, proceed with the merger with certain conditions, or not to proceed with the merger - the vote did not take place
 - TIM School faculty voices aren't being heard
- The TIM School has been starved for leadership for over a decade
 - No resources since Chuck Gee was leading the TIM School
- The reorganization is not a merger, it is a takeover of the TIM School by Shidler
- How does the TIM School maintain the culture and history when it becomes another program under Shidler?
- The TIM School will operate more like a Department as opposed to a School in Shidler, similar to what happened to Accounting
- Operationally, the TIM School faculty will be negatively impacted by the consolidation of support services
 - Currently there are no issues since the TIM School faculty have their own support services staff
- Consider merging back into Shidler the same way it was previously structured
 - The consolidation of support services helps ensure that the TIM School will be unable to separate in the future



- Tenure, promotion and contract renewal could be impacted by the structure of the Associate Dean and Dean at Shidler - who has final review at the "Dean's" level?
 - The process should be finalized before any implementation of the proposed reorganization
- This merger was rushed as a result of the UH-Mānoa reorganization without proper faculty input

UHPA Observations and Concerns

The underlying issue that seemed to be consistent with all of the TIM School faculty that attended the meeting was that their voices and input were not heard nor considered. In addition, for over a decade, there has been no permanent leader in the TIM School to help set a strategic direction for success, which set up this proposed reorganization and merger.

Once the UH-Mānoa reorganization was approved and began moving forward, the merger of the TIM School with the Shidler College of Business was inevitable, and appears to be moving forward without the proper faculty consultation, feedback, or input on impact.

UHPA shares concerns raised by the TIM School faculty regarding the proposed reorganization and merger and the impact it may have on Article X, Tenure, Promotion and Contract Renewal; Article XII, Tenure and Service; and Article XIV, Promotion of the 2017-2021 UHPA-BOR Agreement. These concerns may be premature, but need to be carefully reviewed and considered because of the potential impact it could have on these areas of the UHPA-BOR Agreement. These issues should be resolved and clearly articulated prior to any implementation of the proposed reorganization.

The consolidation of support services is also a big concern for the TIM School faculty. With the loss of dedicated resources for IT and fiscal support, the TIM School faculty need assurances that the consolidated support services within the Shidler School of Business will continue to provide the same service levels that are currently offered. Without that assurance, the TIM School faculty believe that, contrary to what is being stated in the reorganization proposal, there are potential workload impacts.

There are faculty within the TIM School that appear to be prepared for the proposed reorganization and merger as presented by you and the administration. However, it appears to be more the result of accepting the inevitable, as opposed to being a part of the process. Based upon the overall feedback from the TIM School faculty members, UHPA believes that there are areas of faculty concern, which we have been outlined here, that need to be addressed prior to the implementation of the proposed reorganization and merger.



We greatly appreciate the opportunity to provide our review and input. As always, please do not hesitate to contact me at (808) 593-2157 should you have any questions or concerns.

Me ke aloha,

A handwritten signature in black ink, appearing to read 'Christian L. Fern', located below the 'Me ke aloha,' text.

Christian L. Fern
Associate Executive Director

cc: Thomas Bingham, Interim Dean of TIM
Michael Bruno, Interim VCAA and Vice Chancellor for Research
Kimberly Hashiro, Associate Director of System OHR
Sheila Kanemaru, Executive Assistant, OVCAFO

V. Vance Roley
Dean
First Hawaiian Bank Chair
of Leadership and Management

May 28, 2019

Christian L. Fern
Associate Executive Director
University of Hawai'i Professional Assembly
1017 Palm Drive
Honolulu, HI 96814

Dear Mr. Fern:

Thank you for your feedback concerning the proposed reorganization of the Shidler College of Business and the School of Travel Industry Management. We remain confident that the reorganization will advance the international presence of the TIM School to be one of the best in the nation and around the world. We also feel that the TIM School faculty will benefit significantly from the Shidler College's capacity to support research activities, build professional graduate programs, and engage alumni and friends in philanthropy.

In your letter of May 17, 2019, you raised some observations and concerns by UHPA. I would like to respond to these concerns. First, in UHPA's meeting with TIM School faculty, you reported that the faculty who attended the meeting indicated that "their voices and input were not heard or considered." During the 2018-19 academic year, we met with the TIM School Task Force, appointed by the TIM School, multiple times to discuss the potential reorganization. We also met with the full TIM School Faculty Senate. Please see the attached document labeled "Shidler TIM Reorganization Communication and Consultation," which details the extent of our efforts. During these meetings, we discussed the full range of issues surrounding the reorganization. Subsequent to these discussions we incorporated some of the feedback from the TIM School faculty. One noteworthy change is that they lobbied for the TIM School leader to be an E/M position to further the interactions with the travel industry, while the original proposal was for the leader to be a faculty director (or department chair). We listened to their desire to have an Associate Dean as the TIM School leader, and we revised the proposal as a consequence. We will do our best to listen and consider any future concerns raised by the TIM School faculty.

Another concern relates to tenure, promotion, and contract renewal. As noted in the reorganization proposal, current TIM School policies and processes are consistent with Shidler College policies and procedures. We provided TIM School faculty with the Shidler College Criteria formulated and adopted by the Shidler Faculty Senate, and we also provided two

examples of Departmental Tenure, Promotion, and Contract Renewal policies and procedures formulated within the Shidler Departments. In reviewing the documents developed by the Shidler faculty and the current TIM documents we found that the current TIM documents were consistent with those from Shidler, and they will continue to be in effect. Therefore, the process for review will be familiar to the current process utilized by the TIM faculty for contract renewal, tenure and promotion. The Dean's level review will be carried out by the Shidler College Dean, in consultation with the TIM School Associate Dean. We understand the concern of TIM School faculty and UPHA about these very important policies and procedures, and we will be responsive to TIM School faculty about any future concerns and work with them to provide timely review of any revisions to the Article X documents.

The final concern relates to the consolidation of TIM School support services with those of Shidler. We anticipate that the consolidation will result in synergies to improve the services provided to both TIM School and Shidler faculties. The synergies will be realized through increased collaboration, communication, and resource sharing. Assuming the reorganization moves forward, we will monitor the level of faculty support to ensure that they are provided no less support, with the goal of increasing the level of support as a result of realized synergies.

Thank you again for your observations and concerns related to this reorganization.

Sincerely,



V. Vance Roley
Dean and First Hawaiian Bank Chair
of Leadership and Management

c: Thomas Bingham, Interim Dean of TIM
Michael Bruno, Provost
Kimberly Hashiro, Associate Director of System OHR
Sheila Kanemaru, Executive Assistant, OVCAFO

Shidler TIM Reorganization Communication and Consultation

❖ TIMELINE

Provided below is a timeline of discussion and consultation with various stakeholders.

Discussion of potential merger

- August 28, 2017 – Interim Chancellor Lassner with TIMI Board representatives
- September 25, 2017 – Dean Roley with TIMI Board representatives
- December 6, 2017 – Dean Roley with J. Shidler
- December 19, 2017 – Dean Roley with C. Gee
- March 19, 2018 – Interim Chancellor Lassner with Interim Dean Bingham, TIM faculty and staff

Consultation timeline with Shidler and TIM - Fall 2018 and Spring 2019

- September 24, 2018; October 1, 2018; October 15, 2018; November 5, 2018; November 20, 2018; January 25, 2019 - Shidler Executive Team (Dean Roley, Q. Chen, R. Hadwick) with TIM Task Force (D. Fitzgerald, I. Wen; I. Lin, J. Chi, S. Kikuchi):
 - Accreditation
 - Budget Model, Fundraising, Advancement Fund
 - Roles/Responsibilities of TIM Leader, Shidler Dean
 - TIM Secretary III
 - HR, Budget, Finance, IT
 - Advising, Career services, internships
- October 29, 2018 – Dean Roley with Shidler Faculty Senate
- November 5, 2018 – Dean Roley with Interim Dean Bingham and TIM Faculty Senate
- December 13, 2018 – Shidler Executive Team with Interim Dean Bingham, TIM/Shidler professional and support staff
 - Reorganization discussion to outline reorganization proposal, what will remain the same, anticipated changes, anticipated benefits, timeline, next steps.
 - Distributed draft copy of reorganization narrative for review.
- February 7, 2019 – Shidler Executives with TIM/Shidler professional and support staff
 - Fiscal and IT Working Group Meetings
- February 8, 2019 – Shidler Executives with TIM/Shidler professional and support staff
 - Career Services and Student Advising Working Group Meetings
- February 15, 2019 – Dean Roley, I. Wen (TIM Faculty), I. Lin (TIM Faculty)
 - TIM Associate Dean, TIM Department Chair
- February 19, 2019 – Email (from I. Wen) to TIM requesting input on reorganization proposal (narrative, org charts)
- February 28, 2019 – Q. Chen (Shidler), Shidler/TIM Fiscal and IT staff
 - Fiscal and IT Working Group Meetings
- March 11, 2019 – Q. Chen (Shidler), S. Kikuchi (TIM HR), T. Koki (TIM Secretary), T. Sonomura (TIM Secretary)
 - Secretary Working Group Meeting
- March 12, 2019 - Email from J. Meilgaard to Shidler requesting input on reorganization proposal (narrative, org charts)

- March 13, 2019 – Email from I. Wen to TIM requesting input on reorganization proposal (narrative, org charts, TIM Associate Dean position description)
- March 28, 2019 - Interim Dean Bingham, TIM Secretary T. Sonomura, Q. Chen (Shidler), S. Kikuchi (TIM HR), T. Kuniyoshi (OHR)
 - TIM Secretary III position
- March 28, 2019 – Shidler / TIM faculty, staff, students invited to attend
 - Reorg Informational Briefing
- April 29, 2019 – Shidler Executive Team with TIM Faculty Senate President I. Wen + Faculty I. Lin
 - MOA
- May 8, 2019 – President Lassner, Provost Bruno, Shidler Exec Team, Interim Dean Bingham, TIM faculty and staff

❖ GOOGLE FORM

<http://tinyurl.com/y44pr4yx>

Created in February 2019 and made available to all Shidler and TIM faculty and staff to submit questions or comments related to the proposed reorganization. The Google form gave individuals the option to submit questions or comments anonymously or include name, school and/or primary area of work. Twelve comments were received to date. Responses to inquiries have been shared with Shidler and TIM faculty and staff via a shared site in Lualima.

Shidler / TIM Proposed Merger

* Required

What questions or comments do you have regarding the proposed merger for Shidler / TIM? *

Your answer:

Select your school or college (optional)

- School of Travel Industry Management
- Shidler College of Business

Select your primary area of work (optional)

- Administrative Support
- Advising
- Fiscal / Budget
- Information Technology
- Faculty
- Other

Name (optional)

Your answer:

Email (optional)

Your answer:

SUBMIT

We'll email you a link to your responses through Google Forms.

❖ LAULIMA SHARED SITE

Developed in March 2019 to serve as central repository for general announcements and documents related to the Shidler TIM reorganization and made available to all Shidler and TIM faculty and staff.

Announcements

Subject	Saved By	Modified Date	For	Beginning Date	Ending Date	Remove?
Submission of Shidler-TIM Reorg Proposal Edit	Sheila Izuka	Apr 2, 2019 2:50 pm	site			
Invitation: Update on Shidler College of Business and School of Travel Industry Management Proposed Reorganization Edit	Sheila Izuka	Mar 25, 2019 4:11 pm	site			

Resources (Documents)

Title	Access	Created By	Modified	Size	
Shidler-TIM Reorganization Resources	Actions				
Guidelines	Actions	Entire site	Sheila Izuka	Mar 26, 2019 11:21 am	5.4ems
Guidelines	Actions	Entire site	Lailima Support	Nov 6, 2015 7:18 am	0.1ems
1 - FINAL Executive Summary.docx	Actions	Entire site	Sheila Izuka	Mar 23, 2019 11:29 am	27.6 KB
2 - INITIAL Narrative.docx	Actions	Entire site	Sheila Izuka	Mar 23, 2019 11:29 am	40.9 KB
3 - INITIAL W&A Position Worksheet.docx	Actions	Entire site	Sheila Izuka	Mar 23, 2019 5:07 pm	23.6 KB
4 - Current Org Charts and Financial Statements - Shidler.pdf	Actions	Entire site	Sheila Izuka	Mar 15, 2019 3:13 pm	170.1 KB
4 - Current Org Charts and Financial Statements - TIM.pdf	Actions	Entire site	Sheila Izuka	Mar 15, 2019 3:13 pm	239.7 KB
5 - FINAL Proposed Org Charts and Financial Statements.pdf	Actions	Entire site	Sheila Izuka	Mar 29, 2019 4:30 pm	433.4 KB
Google Form: Questions and Responses.doc	Actions	Entire site	Sheila Izuka	Mar 29, 2019 5:38 pm	14.5 KB
Survey: Proposal - 2/19/2019 - Shidler-TIM.pdf	Actions	Entire site	Sheila Izuka	Apr 16, 2019 9:08 am	2.4 KB

V. Vance Roley
Dean
First Hawaiian Bank Chair
of Leadership and Management

March 29, 2019

Randy Perreira
Executive Director
Hawai'i Government Employees Association
888 Mililani Street, Suite 601
Honolulu, Hawai'i 96813-2991

Dear Mr. Perreira:

The University of Hawai'i is proposing a reorganization of the Shidler College of Business and the School of Travel Industry Management at the University of Hawai'i at Mānoa (UHM) and is requesting your input and comments relative to the proposal as part of the formal consultation process.

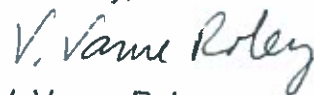
As part of the University's sustainability efforts, we have loaded the proposal and documents onto the UHM website at:

http://www.manoa.hawaii.edu/ovcafo/neworg_charts/index.html

Your comments on the proposal would be appreciated by May 13, 2019. If additional time is needed, please contact me prior to the above deadline. If we do not hear from you by the above date, we will assume there are no comments on the reorganization proposal.

Should there be any questions, I can be reached at 956-8377 or via email at vroley@hawaii.edu. Mahalo for your support and assistance with this reorganization proposal.

Sincerely,



V. Vance Roley
Dean and First Hawaiian Bank Chair
of Leadership and Management

c: Thomas Bingham, Interim Dean of TIM
Michael Bruno, Interim VCAA and Vice Chancellor for Research
Kimberly Hashiro, Associate Director of System OHR
Sheila Kanemaru, Executive Assistant, OVCAFO



888 Mililani Street, Suite 401
Honolulu, Hawaii 96813-2991

Telephone 808 543 0000

www.hgea.org

May 24, 2019

Mr. V. Vance Roley
Dean and First Hawaiian Bank Chair
of Leadership Management
Shidler College of Business
University of Hawaii at Manoa
2404 Maile Way
Honolulu, Hawaii 96822

Dear Dean Roley:

RE: Consultation Regarding Proposed Reorganization of the Shidler College of Business and the School of Travel Industry Management at the University of Hawaii at Manoa (UHM)

This is in response to your letter dated March 29, 2019 requesting consultation regarding the above mentioned proposed reorganization to combine the Shidler College of Business (Shidler) and the School of Travel Industry Management (TIM). Thank you for allowing us additional time to respond.

We have reviewed the information provided, solicited feedback from the affected employees, and have the following questions and comments.

1. There have been concerns raised that notification and consultation of staff has occurred only recently rather than *'over the past academic year'*, as noted in the information provided in the executive summary and narrative. This has resulted in a feeling for some to question the information provided about the anticipated impact of the proposal to the jobs of existing staff. Moving forward, we suggest management improve its efforts to communicate and gather feedback from staff as this reorganization is implemented.
2. It is our understanding that Shidler is currently operating under a budget deficit while TIM is operating with a budget surplus. What is the anticipated impact of this reorganization on the budgets of TIM and Shidler?
3. According to the proposal, this reorganization proposal is *'designed to be cost neutral'*. What is this determination based on?

UHM Shidler-TIM Reorganization
HGEA Response
May 24, 2019

4. According to the proposal, UH leadership has met with *'TIM stakeholders'* that included *'alumni and local industry leaders'*. Please share who these industry leaders and alumni were and how their input was evaluated and assessed.
5. How will the AACSB accreditation impact TIM and its staff?
6. According to the proposal, *'Position functions will remain the same'* and *'There are no plans to reduce position counts as a result of this reorganization'*. We take this to mean that there are no intentions of reducing the number of positions or employees of Shidler or TIM. Are these statements based on an assessment of the functions and duties that will be required after the reorganization is implemented? If not, please share what the basis for the statements is.
7. While position functions will remain the same under the proposed reorganization, *'Position descriptions may be revised to reflect any changes in reporting lines, duties and responsibilities to align with the reorganization'*. When can the affected employees expect this process to take place?
8. According to the information provided, *'This reorganization consolidates professional support staff by functional area'*. Please clarify if this means that support staff with Shidler will be assigned duties outside of their current area of responsibility and/or relating to TIM or if support staff with TIM will be assigned duties outside their current area of responsibility and/or relating to Shidler.

Based on the questions and comments above, we are not able to offer our concurrence with this proposed reorganization at this time.

Thank you for the opportunity to provide input and we look forward to your written response.

Please contact me at 543-0070 or schun@hgea.org if there are any questions.

Sincerely,



Sanford Chun
Executive Assistant

V. Vance Roley
Dean

First Hawaiian Bank Chair
of Leadership and Management

May 30, 2019

Mr. Sanford Chun
Executive Assistant
Hawaii Government Employees Association
888 Mililani Street, Suite 401
Honolulu, Hawaii 96813-2991

Dear Mr. Chun:

Thank you for your feedback concerning the proposed reorganization of the Shidler College of Business and the School of Travel Industry Management. We remain confident that the reorganization will advance the international presence of the TIM School to be one of the best in the nation and around the world. We also feel that both the TIM School and Shidler College staff will not be adversely affected by the re-combination of TIMS with Shidler, and they will hopefully benefit from synergies realized from increased communication, collaboration, and resource sharing.

In your letter of May 24, 2019, you raised some questions and comments by the HGEA. I would like to respond to these questions and comments.

1. You noted that there were some concerns that notification and consultation of staff occurred only recently. During the 2018-19 academic year, we met with the TIM School Task Force, appointed by the TIM School, multiple times to discuss the potential reorganization. The TIM School Task Force was comprised of both faculty members and staff. We also met with the entire group of TIM School faculty and staff, as well as various subgroups of staff. Please see the attached document labeled "Shidler TIM Reorganization Communication and Consultation," which details the extent of our efforts. During these meetings, we discussed the full range of issues surrounding the reorganization. We will do our best to listen and consider any future concerns raised by the TIM School and Shidler College staff.
2. Under the reorganization, we intend to consolidate the Tuition and General Funds budget of the TIM School with that of the Shidler College. We do not anticipate any adverse effects on the TIM School as a result of this consolidation. That is, it will not have an effect on the staff recruitment to fill vacant positions. There will be positive effects on the TIM School from this consolidation as well. In particular, the Shidler College generates funds from Executive Education programs that help to support the College,

and these funds will be available to the TIM School. Also, the Shidler College raises substantial funds each year through the UH Foundation, and we intend to substantially increase philanthropic support for the TIM School. One focus in particular will be to increase the amount of funds in the TIM School Advancement Fund.

3. The reorganization should be cost neutral since there are no changes in the number of faculty and staff positions.
4. President Lassner and I each met with representatives from the TIM School alumni association, TIM International. I met with representatives from this group on two occasions. The Shidler College Advisory Board was also asked for input and advice about the reorganization on three separate occasions during the 2018-19 academic year. Since tourism is the largest industry in Hawaii, all of the members on the Shidler Advisory Board felt that this topic was important and they offered advice. Moreover, two members of the Shidler Advisory Board are in the hospitality industry. We also met with prominent TIM alumni in Tokyo, Hong Kong, and Singapore. The main desire of these groups was that the TIM School re-establishes itself as a top international tourism program. Some of the alumni were concerned that the reorganization was not for the purpose of strengthening the TIM School, but they were reassured that this was in fact the primary reason for the reorganization. We also received advice on who we should contact to further engage the tourism industry with the TIM School.
5. AACSB accreditation will not affect the TIM School and its staff, other than the possibility that the TIM School may need some additional faculty members to satisfy faculty sufficiency ratios. Some examples of tourism programs within business schools are those at Michigan State, Washington State, and Virginia Tech. These schools are all AACSB accredited with the accreditation scope including their hospitality programs. I recently chaired an AACSB peer review team at a business school where the tourism program was just merged into the business school. This business school had no trouble with AACSB reaccreditation, and we intend to follow a similar strategy as that school. In particular, the TIM School will retain its own undergraduate BS degree as well as its own admission standards. TIM School students will not be allowed to transfer into the Shidler BBA degree program unless they meet the BBA program requirements. The AACSB had no issues with this approach at the other business school.
6. There are no intentions to reduce any of the faculty and staff at Shidler and the TIM School. Both units are very efficient, and all faculty and staff will be asked to perform their same duties as before the reorganization.
7. We expect some reporting lines to change at the time of the reorganization. The purpose is twofold. First, we hope to benefit from synergies realized from increased communication, collaboration, and resource sharing with TIM and Shidler staff with similar responsibilities reporting to the same person. Second, there is a desire to have the TIM School leader engaged significantly with the tourism industry. So, the TIM leader should be more externally focused with less time devoted to the direct oversight of TIM School staff.

8. While the staff will be consolidated by functional area, we are planning that staff will not be assigned duties outside of their current area of responsibility. We are also planning that current TIM and Shidler staff will keep their current focus on TIM or Shidler, respectively.

Thank you again for your questions and comments concerning the reorganization.

Sincerely,



V. Vance Roley
Dean and First Hawaiian Bank Chair
of Leadership and Management

c: Thomas Bingham, Interim Dean of TIM
Michael Bruno, Provost
Kimberly Hashiro, Associate Director of System OHR
Sheila Kanemaru, Executive Assistant, OVCAFO

Shidler TIM Reorganization Communication and Consultation

❖ TIMELINE

Provided below is a timeline of discussion and consultation with various stakeholders.

Discussion of potential merger

- August 28, 2017 – Interim Chancellor Lassner with TIMI Board representatives
- September 25, 2017 – Dean Roley with TIMI Board representatives
- December 6, 2017 – Dean Roley with J. Shidler
- December 19, 2017 – Dean Roley with C. Gee
- March 19, 2018 – Interim Chancellor Lassner with Interim Dean Bingham, TIM faculty and staff

Consultation timeline with Shidler and TIM - Fall 2018 and Spring 2019

- September 24, 2018; October 1, 2018; October 15, 2018; November 5, 2018; November 20, 2018; January 25, 2019 - Shidler Executive Team (Dean Roley, Q. Chen, R. Hadwick) with TIM Task Force (D. Fitzgerald, I. Wen; I. Lin, J. Chi, S. Kikuchi):
 - Accreditation
 - Budget Model, Fundraising, Advancement Fund
 - Roles/Responsibilities of TIM Leader, Shidler Dean
 - TIM Secretary III
 - HR, Budget, Finance, IT
 - Advising, Career services, internships
- October 29, 2018 – Dean Roley with Shidler Faculty Senate
- November 5, 2018 – Dean Roley with Interim Dean Bingham and TIM Faculty Senate
- December 13, 2018 – Shidler Executive Team with Interim Dean Bingham, TIM/Shidler professional and support staff
 - Reorganization discussion to outline reorganization proposal, what will remain the same, anticipated changes, anticipated benefits, timeline, next steps.
 - Distributed draft copy of reorganization narrative for review.
- February 7, 2019 – Shidler Executives with TIM/Shidler professional and support staff
 - Fiscal and IT Working Group Meetings
- February 8, 2019 – Shidler Executives with TIM/Shidler professional and support staff
 - Career Services and Student Advising Working Group Meetings
- February 15, 2019 – Dean Roley, I. Wen (TIM Faculty), I. Lin (TIM Faculty)
 - TIM Associate Dean, TIM Department Chair
- February 19, 2019 – Email (from I. Wen) to TIM requesting input on reorganization proposal (narrative, org charts)
- February 28, 2019 – Q. Chen (Shidler), Shidler/TIM Fiscal and IT staff
 - Fiscal and IT Working Group Meetings
- March 11, 2019 – Q. Chen (Shidler), S. Kikuchi (TIM HR), T. Koki (TIM Secretary), T. Sonomura (TIM Secretary)
 - Secretary Working Group Meeting
- March 12, 2019 - Email from J. Meilgaard to Shidler requesting input on reorganization proposal (narrative, org charts)

- March 13, 2019 – Email from I. Wen to TIM requesting input on reorganization proposal (narrative, org charts, TIM Associate Dean position description)
- March 28, 2019 - Interim Dean Bingham, TIM Secretary T. Sonomura, Q. Chen (Shidler), S. Kikuchi (TIM HR), T. Kuniyoshi (OHR)
 - TIM Secretary III position
- March 28, 2019 – Shidler / TIM faculty, staff, students invited to attend
 - Reorg Informational Briefing
- April 29, 2019 – Shidler Executive Team with TIM Faculty Senate President I. Wen + Faculty I. Lin
 - MOA
- May 8, 2019 – President Lassner, Provost Bruno, Shidler Exec Team, Interim Dean Bingham, TIM faculty and staff

❖ GOOGLE FORM

<http://tinyurl.com/y44pr4yx>

Created in February 2019 and made available to all Shidler and TIM faculty and staff to submit questions or comments related to the proposed reorganization. The Google form gave individuals the option to submit questions or comments anonymously or include name, school and/or primary area of work. Twelve comments were received to date. Responses to inquiries have been shared with Shidler and TIM faculty and staff via a shared site in Lulima.

Shidler / TIM Proposed Merger

* Required

What questions or comments do you have regarding the proposed merger for Shidler / TIM?

Text area for comments

Select your school or college (optional)

- School of Travel Industry Management
- Shidler College of Business

Select your primary area of work (optional)

- Administrative Support
- Advising
- Fiscal / Budget
- Information Technology
- Faculty
- Other

Name (optional)

Text input field

Email (optional)

Text input field

SUBMIT

View all comments and responses through Google Forms.

❖ LAULIMA SHARED SITE

Developed in March 2019 to serve as central repository for general announcements and documents related to the Shidler TIM reorganization and made available to all Shidler and TIM faculty and staff.

Announcements

Laulima Enter access View Sites Sheila

Home Shidler TIM Reorganization

ANNOUNCEMENTS View Add Merge Reorder Options Permissions Link Help

Overview

Announcements

Resources

Announcements (displaying announcements from the last 365 days)

Subject	Saved By	Modified Date	For	Beginning Date	Ending Date	Remove?
Submission of Shidler-TIM Reorg Proposal Edit	Sheila	Apr 2, 2019 2:50 pm	site			
Invitation: Update on Shidler College of Business and School of Travel Industry Management Proposed Reorganization Edit	Sheila	Mar 25, 2019 4:11 pm	site			

Resources (Documents)

Laulima Enter access View Sites Sheila

Home Shidler TIM Reorganization

RESOURCES See Resources Trash Transfer Files Permissions Options Share/Share with Me Link Help

Overview

Announcements

Resources

Resources (displaying resources from the last 365 days)

Title	Access	Created By	Modified	Size
Shidler-TIM Reorganization Resources	Actions			
602.docx	Actions	Entire site Sheila	Mar 28, 2019 11:21 am	5 items
shared Dropbox	Actions	Entire site Laulima Support	Nov 6, 2015 7:18 am	0 items
1 - Final Executive Summary.docx	Actions	Entire site Sheila	Mar 28, 2019 11:29 am	27.6 KB
2 - Final Recommendations	Actions	Entire site Sheila	Mar 28, 2019 11:29 am	40.9 KB
3 - Final Joint Position Worksheet.docx	Actions	Entire site Sheila	Mar 28, 2019 5:07 pm	23.6 KB
4 - Current Org Charts and Financial Statements - Shidler.pdf	Actions	Entire site Sheila	Mar 15, 2019 3:13 pm	270.1 KB
4 - Current Org Charts and Financial Statements - Travel.pdf	Actions	Entire site Sheila	Mar 15, 2019 3:13 pm	299.7 KB
5 - Final Proposed Org Charts and Financial Statements.pdf	Actions	Entire site Sheila	Mar 29, 2019 4:30 pm	408.4 KB
6 Q&A Form - Questions and Responses.pdf	Actions	Entire site Sheila	Mar 28, 2019 5:38 pm	14.5 KB
Reorganization_20190329_ShidlerTIM.pdf	Actions	Entire site Sheila	Apr 16, 2019 8:08 am	2.4 MB



888 Mililani Street, Suite 401
Honolulu, Hawaii 96813-2991

Telephone 808 543 0000

www.hgea.org

July 03, 2019

Mr. V. Vance Roley
Dean and First Hawaiian Bank Chair
of Leadership Management
Shidler College of Business
University of Hawaii at Manoa
2404 Maile Way
Honolulu, Hawaii 96822

Dear Dean Roley:

RE: **Consultation Regarding Proposed Reorganization of the Shidler College of Business and the School of Travel Industry Management at the University of Hawaii at Manoa (UHM)**

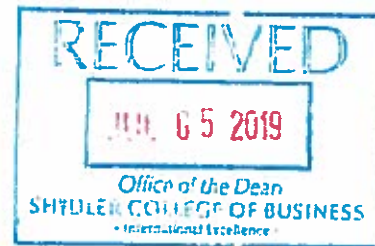
Thank you for your letter dated June 05, 2019 responding to our inquiry regarding the above-mentioned reorganization proposal.

Based on the response provided, we have no further comments or questions. However, we do reserve the right to revisit this matter and raise any unforeseen concerns that may arise as the reorganization is implemented.

Thank you for the opportunity to provide feedback. Please contact me at 543-0070 or schun@hgea.org if there are any questions.

Sincerely,

Sanford Chun
Executive Assistant





Presented to the Mānoa Faculty Senate by the Committee on Administration and Budget (CAB) for a vote of the full Senate on May 8, 2019, a resolution to endorse with reservations the proposed reorganization for Shidler College of Business and the School of Travel Industry Management. Resolution tabled to the Fall 2019 by the Mānoa Faculty Senate on May 8, 2019 with 35 votes in favor of support; 15 votes against; and 1 abstention.

Resolution to Endorse with Reservations the Proposed Reorganization for Shidler College of Business and the School of Travel Industry Management

WHEREAS, Executive Policy A3.101 calls for the Mānoa Faculty Senate (MFS) to review any proposed reorganization; and

WHEREAS, the MFS has delegated to the MFS Committee on Administration and Budget (CAB) the duty to review reorganization proposals and, based on a Reorganization Proposal Consultation Review Checklist, to present their recommendations to the MFS Executive Committee; and

WHEREAS, the Dean of Shidler College of Business (Shidler) and the Interim Dean of Travel Industry Management (TIM) have proposed a reorganization of their units to result in a merger of TIM with Shidler; and

WHEREAS, the purpose of this merger is to advance the reputation and international presence of TIM within the larger structure and resources of Shidler; and,

WHEREAS, TIM would remain as a semi-independent school within Shidler College with its own associate dean, reporting to the Shidler dean, and newly-appointed department chair with TIM faculty authority over TIM programs and curricula; and,

WHEREAS, the proposed reorganization within Shidler College will have a School of Accountancy led by a Chair and a School of Travel Industry Management led by an Associate Dean, misidentified as a Dean in the proposal; and,

WHEREAS, the Shidler dean and TIM interim dean appear to have consulted with TIM faculty (11 FTE) and staff about the overall advantages to TIM of such a merger at this time, including access to Shidler faculty expertise and potential resource enhancement; and

WHEREAS, the central UH-Mānoa administration appears to be unwilling to invest significant new resources into TIM that might allow the school to remain independent; and,



WHEREAS, the TIM faculty seem largely resigned to the fact that the merger with Shidler is the only available path forward for the school; and,

WHEREAS, there would be no reduction in faculty or staff for TIM in this proclaimed revenue-neutral proposal, but some loss of TIM autonomy and most budgetary authority as well as loss of an independent dean; and,

WHEREAS, TIM has a considerable current budget surplus, while Shidler has a large budget deficit resulting in a fiscal windfall to Shidler, since there is no planned separate budget line item for TIM in the combined TIM/Shidler budget; and

WHEREAS, the advantages to the future of TIM's degree programs, resources, and development appear to outweigh the disadvantages, if the unknown likelihood of overcoming the current stagnation of an independent TIM is considered an advantage; therefore,

BE IT RESOLVED, that the Mānoa Faculty Senate endorses with reservations the proposed merger of the School of Travel industry Management with the Shidler College of Business.

Supporting Documents:

- *Reorganization Proposal for Shidler College of Business (SCB) and the School of Travel Industry Management (TIM) [DOC]*
- *CAB Checklist for SCB and TIM Reorganization [DOC]*



August 26, 2019

MEMORANDUM VIA E-MAIL

TO: Benjamin Kudo, Chair
Board of Regents

David Lassner, President & UHM CEO
University of Hawai'i

Sandy French, Interim Vice Chancellor for Administration, Finance & Operations
University of Hawai'i at Mānoa

Michael Bruno, Provost
University of Hawai'i at Mānoa

V. Vance Roley, Dean Shidler College of Business
University of Hawai'i at Mānoa

V. Vance Roley, Interim School of Travel Industry Management
University of Hawai'i at Mānoa

FROM: Thomas Conway, Chair
Mānoa Faculty Senate

RE: **Resolution to Endorse with Reservations the Proposed Reorganization for Shidler College of Business and the School of Travel Industry Management**

The Mānoa Faculty Senate approved the **Resolution to Endorse with Reservations the Proposed Reorganization for Shidler College of Business and the School of Travel Industry Management** [DOC] at the August 21, 2019 special Senate meeting with 42 votes in favor of support; 8 votes against; and 2 abstentions.

Supporting documents:


- *Reorganization Proposal for Shidler College of Business (SCB) and the School of Travel Industry Management (TIM) [DOC]*
- *CAB Checklist for SCB and TIM Reorganization [DOC]*




UNIVERSITY
of HAWAII
MĀNOA

MĀNOA FACULTY SENATE

Please feel free to contact me at (808) 375-7092 if you have any questions or need additional information.


Thomas Conway, Ph.D.
Mānoa Faculty Senate Chair


Ann Sakaguchi, Ph.D.
Mānoa Faculty Senate Secretary

UNIVERSITY OF HAWAII AT MĀNOA FACULTY SENATE
2500 Campus Road • Hawai'i Hall 208 • Honolulu, Hawai'i 96822
Phone: (808) 956-7725 • Fax/Polycom: (808) 956-9813
E-Mail: uhmfs@hawaii.edu • Website: <http://www.hawaii.edu/uhmfs/>
An Equal Opportunity/Affirmative Action Institution



Presented to the Mānoa Faculty Senate by the Committee on Administration and Budget (CAB) for a vote of the full Senate on May 8, 2019, a resolution to endorse with reservations the proposed reorganization for Shidler College of Business and the School of Travel Industry Management. Resolution tabled to the Fall 2019 by the Mānoa Faculty Senate on May 8, 2019 with 35 votes in favor of support; 15 votes against; and 1 abstention. Approved by the Mānoa Faculty Senate on August 21, 2019 with 42 votes in favor of support; 8 votes against; and 2 abstentions.

Resolution to Endorse with Reservations the Proposed Reorganization for Shidler College of Business and the School of Travel Industry Management

WHEREAS, Executive Policy A3.101 calls for the Mānoa Faculty Senate (MFS) to review any proposed reorganization; and

WHEREAS, the MFS has delegated to the MFS Committee on Administration and Budget (CAB) the duty to review reorganization proposals and, based on a Reorganization Proposal Consultation Review Checklist, to present their recommendations to the MFS Executive Committee; and

WHEREAS, the Dean of Shidler College of Business (Shidler) and the Interim Dean of Travel Industry Management (TIM) have proposed a reorganization of their units to result in a merger of TIM with Shidler; and

WHEREAS, the purpose of this merger is to advance the reputation and international presence of TIM within the larger structure and resources of Shidler; and,

WHEREAS, TIM would remain as a semi-independent school within Shidler College with its own associate dean, reporting to the Shidler dean, and newly-appointed department chair with TIM faculty authority over TIM programs and curricula; and,

WHEREAS, the proposed reorganization within Shidler College will have a School of Accountancy led by a Chair and a School of Travel Industry Management led by an Associate Dean, misidentified as a Dean in the proposal; and,

WHEREAS, the Shidler dean and TIM interim dean appear to have consulted with TIM faculty (11 FTE) and staff about the overall advantages to TIM of such a merger at this time, including access to Shidler faculty expertise and potential resource enhancement; and

WHEREAS, the central UH-Mānoa administration appears to be unwilling to invest significant new resources into TIM that might allow the school to remain independent; and,

WHEREAS, the TIM faculty seem largely resigned to the fact that the merger with Shidler is the only available path forward for the school; and,



WHEREAS, there would be no reduction in faculty or staff for TIM in this proclaimed revenue-neutral proposal, but some loss of TIM autonomy and most budgetary authority as well as loss of an independent dean; and,

WHEREAS, TIM has a considerable current budget surplus, while Shidler has a large budget deficit resulting in a fiscal windfall to Shidler, since there is no planned separate budget line item for TIM in the combined TIM/Shidler budget; and

WHEREAS, the advantages to the future of TIM's degree programs, resources, and development appear to outweigh the disadvantages, if the unknown likelihood of overcoming the current stagnation of an independent TIM is considered an advantage; therefore,

BE IT RESOLVED, that the Mānoa Faculty Senate endorses with reservations the proposed merger of the School of Travel Industry Management with the Shidler College of Business.

Supporting Documents:

- *Reorganization Proposal for Shidler College of Business (SCB) and the School of Travel Industry Management (TIM) [DOC]*
- *CAB Checklist for SCB and TIM Reorganization [DOC]*



UH Mānoa Faculty Senate Committee on Administration and Budget Reorganization Proposal Consultation and Review Checklist

Senate Committee name: Committee on Administration and Budget (CAB)
Reorganization proposal: Reorganization and Merge Proposal for the School of Travel industry Management with the Shidler College of Business.
Date review completed: Friday, April 26, 2019

Summary of faculty senate committee review:

The purpose of this reorganization is to merge the School of Travel Industry Management (TIM) with the Shidler College of Business (Shidler) so that TIM becomes a semi-independent school within the larger structure of Shidler. The proposal eliminates a separate dean for TIM, but proposes that a newly created associate dean of Shidler would oversee TIM and it would create a new department chair for TIM with continued TIM faculty control over degree programs, curricula, courses, and admissions. It claims that TIM would be strengthened and enhanced by access to Shidler faculty expertise and Shidler resources. The proposal does not indicate how this would work in practice. Moreover, the proposal proclaims that it is revenue neutral, but neglects to note that while TIM has a considerable budget surplus, Shidler has a large budget deficit. Since there is no proposed independent budget line item for TIM in the proposed merger, and since the new TIM associate dean will report to the Shidler dean, we anticipate that TIM's budget surplus will be swallowed by Shidler's budget deficit. It is difficult to forecast whether this merger will in fact improve TIM's standing in the long run. Still, since the UH Manoa administration seems to be unwilling to invest further in an independent and stagnant TIM, merging appears to be the only path forward.

Committee consultation with Administration (names and meeting dates):

CAB has not called for any further consultation.

Committee consultation with affected units (names and meeting dates):

CAB has not consulted with the affected units. CAB vice chair sent out brief questionnaire to TIM faculty (11 FTE), but only one faculty member addressed the issues. That faculty member indicated that TIM faculty are currently resigned to the merger (without enthusiasm).

Other committee consultations (names and meeting dates): None

Action recommended by the CAB committee (check one):

- Endorse
Endorse with Reservations (checked)
Oppose
Returned without recommendation

Comments (summary rationale for recommendations):

With a lack of leadership for TIM over a long period of time, and the apparent unwillingness of the UH Manoa administration's equally long unwillingness to invest in TIM leadership or resources that might allow TIM to



thrive as an independent unit, the only apparent path forward appears to be a merger with Shidler. Though Shidler is arguably the closest unit on campus to TIM (and the unit out of which TIM emerged), the hospitality industry is a rather different critter than that represented by Shidler. And since the hospitality industry is the largest in Hawaii, it makes sense that the University have a campus unit designed to address it. But the current unit is small, weakly led with yet another interim dean, and has few prospects for reversing its stagnant condition. Perhaps merging with Shidler offers some hope for the future. However, allowing Shidler to use TIM's current budget surplus to address Shidler's own deficit (a dowry for the merger?) would be an unpromising start.

Documentation of due diligence in faculty senate review of proposal:

I. Adequacy of reorganization proposal documentation

(Score 1 to 5: 1 inadequate, 5 excellent, or NA – Not applicable)

#	Question	Comments	Score
1	Is the background and rationale for reorganization explained in sufficient detail to justify the organizational changes proposed?	Yes.	4
2	Are the groups affected by the reorganization (students, faculty, staff) identified and the impact of the reorganization on these groups explained?	TIM's faculty have impacted some terms in the Proposal. It's unclear whether Shidler faculty have been so engaged.	3
3	Are the supervisor/subordinate reporting relationships properly identified?	A functional statement creating a new associate dean for TIM within Shidler exists. It appears that the new associate dean will have the same duties as the old TIM dean, but also be subordinate to the Shidler dean. The associate dean will also appoint a TIM school chair.	4
4	Are the position numbers and position classifications accurate and properly listed in the proposal narrative and organizational charts?	Yes.	4
5	Is specific qualitative and quantitative information provided to explain the problem being addressed and the benefits of the reorganization?	Little quantitative data is provided. TIM's problems as an independent unit are vaguely mentioned. It's not clear how merging TIM into Shidler will help greatly.	2
6	Are all resource requirements or savings fully explained?	The proposal claims to be revenue neutral. The disposition of TIM's surplus is not addressed.	3
7	Do the estimated resource requirements or savings appear to be accurate?	Unclear	3
8	Are the estimated annual costs and/or benefits of the reorganization provided with an explanation of how these costs	The proposal claims to be revenue neutral. No new positions or loss of positions are anticipated.	4



	will be funded? (additional costs may include new positions, position reclassifications, office furniture or other expenses.)		
9	Will additional or alternative space be required due to the reorganization?	No	4
9 a	If so, how are the space issues addressed?		
1 0	Have all documents and correspondence been posted on the OVCAFO website?	Yes	4

II. Appropriateness of Administration's process and consultation

(Score 1 to 5: 1 = process not followed, 5 process followed in the best of faith, or NA - Not applicable)

#	Question	Comments	Score
1	Is the reorganization being proposed by the appropriate administrative leader, and vetted with the appropriate superior?	Yes	4
2	Have the members of the affected unit been consulted?	Yes for TIM. Unclear whether Shidler faculty were consulted.	3
3	Has the administration responded to the unit's concerns about the reorganization?	Proposal was modified by consultation with TIM faculty.	4
4	Has all relevant information been posted on the appropriate website?	Apparently	3
5	Has the faculty Union been consulted?	Apparently. Haven't seen a letter.	3
6	Has the administration demonstrated appropriate respect for the consultative process?	Undertaken by the deans.	3

III. Merits of the proposal

(Score 1 to 5: 1 = proposal lacks merit, 5 = proposal achieves worthy goals, or NA - Not applicable)

#	Question	Comments	Score
1	Does the reorganization address or resolve a problem that has been identified/experienced?	There is a virtue in merging small, rudderless units into related larger units. But being rudderless is sometimes the result of administrative starvation. That's a question here.	3
2	Have other alternatives been explored before proposing reorganization, such as changing work processes?	Only one alternative pursued here.	3



3	Is the reorganization consistent with the University strategic, program and financial plans?	Yes. But loss of identity for Hawaii's largest industry.	2
4	Is the current organization inadequate to address the problems experienced?	Yes, definitely.	3
5	What are the specific anticipated benefits of reorganization?	Unclear from proposal.	2
6	Are the anticipated benefits significant enough to merit the effort of the reorganization?	Maybe.	3
7	Does the reorganization minimize confusion over authority, roles and responsibilities?	May create more confusion. School of Accountancy led by a department chair, while TIM led by an associate dean.	2
8	Are functional responsibilities homogeneously grouped under one organizational unit or are functions duplicated among or between various organizational segments?	A semi-independent TIM is appropriate.	4
9	Are there unnecessary levels of supervision for the work that must be performed?	No.	4
10	Are there cost savings?	No.	4
11	How significant are the cost benefits?	Not addressed.	4
12	Are additional resources required?	No.	4
13	How significant are the costs required?	The same.	4
14	Is there an impact on the instructional mission?	None apparent.	4
15	Is there an impact on the research mission?	Hopefully enhanced.	4
16	Is there an impact on the service or outreach mission?	None apparent.	4
17	Do the benefits outweigh the negative impacts?	Hopefully, but evidence cannot be ascertained at present.	3
18	Are any negative impacts of the reorganization justified?	Questionable.	3