MEMORANDUM

TO: Vance Roley, Dean, Shidler College of Business
FROM: Michael Bruno, Provost
Laura Lyons, Interim Associate Vice Chancellor for Academic Affairs
Krystyna Aune, Dean, Graduate Division

SUBJECT: Response to the TIM MS Program Review Progress Report

Thank you for submitting the mid-cycle progress report for the MS in Travel Industry Management. We are pleased that the merger of TIM with the Shidler College of Business has been successfully completed, and that you have promising plans for integrated degree development in the near future.

While undergraduate enrollment has been steadily declining in TIM (as of Spring 2020 at 288), graduate enrollment remains steady but relatively small at about 12. We agree that a key issue is the need for curricular evolution that was recommended by the program review team, as noted in our original response. However, it sounds as though the faculty remain committed to a research-focused degree which may better-serve students pursuing a PhD as opposed to the MS. Although the MS program has now transitioned outside the jurisdiction of the Graduate Division, the creation of a TIM track within the PhD program in Business Administration will involve continued collaboration with the office to ensure successful development and approval. We are also optimistic that the BAM pathway will attract our own undergraduate students into the MS program, and that once the industry rebounds from this current crisis, a TIM track in the Distance Learning EMBA will also be a popular option for prospective students.

As a result of the organizational change that brought the MS in TIM under the Shidler College of business, there are some outstanding issues that still remain to be negotiated between the College and Graduate Division, including transitioning the planning and support for existing 3+2 programs. Despite the very real constraints and concerns facing the state, the country, and the world given the pandemic and significant financial impacts, we know you will continue to work together so that graduate programs continue to evolve and thrive and meet the needs of our students and community. We look forward to learning more about how the MS in TIM and related programs continue to evolve at the next program review which is scheduled for the 2022-2023 academic year.
June 30, 2020

MEMORANDUM

TO: Michael Bruno
Provost

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

SUBJECT: Graduate Program Review, Mid-Cycle Report

This report continues to address the issues identified in the last one-year report, as well as the issues raised in the Provost’s response to that report. Similar to last year, most of the efforts at the TIM School were directed to successfully merging with the Shidler College of Business. This merger was effect in September 2019, after the current academic year started. Nevertheless, I have had numerous discussions with the TIM School faculty about the MS TIM.

Size of the Program and Recruitment

The size of the program remains too small to be viable. None of the potential 3-2 partnerships were implemented, and it is not clear that they would have been successful in any event because of COVID-19 and visa issues. We will see this Fall semester if the BAM pathway is successful. Also, we may see an uptick in demand if recent TIM BS degree graduates choose to go back to school because of a lack of employment opportunities.

Curriculum

The TIM School faculty members want a research-based graduate degree. Consequently, the MS TIM is research based. It is not clear that there is a market for this type of degree. In talking with students enrolled in this program, they thought they were enrolling in a professional graduate degree program preparing them for careers in the industry. The TIM School faculty members also depend on this program to provide research assistantships.

To address the potential need for a professional TIM graduate degree, we launched a TIM track in our Distant Learning EMBA program for the cohort starting Fall 2020. The Distant Learning EMBA is a good fit for this track since it is heavily marketed on the Neighbor Islands.
Unfortunately, with the shutdown of the tourism industry in Hawaii, it appears that we will not have a critical mass of students to launch the program this Fall. However, we will continue to market this program when tourism rebounds in the future, hopefully by the time the next cohort begins in Fall 2022. Our Health Care Management track in the Distance Learning EMBA has been highly successful.

All of the top hospitality and tourism programs in the U.S. have a doctoral program. We feel that one possibility is that the research-based MS TIM evolves into a track in the Shidler Ph.D. in Business Administration. In the steady-state, this would provide eight to ten TIM graduate students. This would be a good size to provide research assistance to the TIM School faculty.

In sum, there may be some enrollment gains in Fall 2020 because of the BAM pathway and the lack of employment opportunities for recent BS graduates. However, a research-based graduate degree may be best offered through a track in the Shidler Ph.D. in Business Administration. Also, to satisfy the potential future demand for a professional graduate degree, we have already launched the TIM track in the Shidler Distant Learning EMBA program.