A SELF-STUDY OF THE MASTER’S DEGREE PROGRAM
OF THE SCHOOL OF TRAVEL INDUSTRY MANAGEMENT
AT THE UNIVERSITY OF HAWAI‘I AT MĀNOA

Prepared for the Office of the Vice Chancellor for Academic Affairs, the Office of Graduate Education, and the External Review Team

by

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INTRODUCTION

The University of Hawai‘i at Mānoa (UHM) is part of the statewide University of Hawai‘i (UH) system, which consists of two other universities and seven community colleges. The School of Travel Industry Management (TIM) at UHM is an autonomous unit comprised of a dean, eight tenure-track professors, 14 lecturers, eight staff members, about 350 undergraduate students, and 14 graduate students.

The TIM School’s faculty and students specialize in one of three distinct yet interrelated disciplines: hospitality, tourism, and transportation. Hospitality deals primarily with the management of accommodations, resorts, spas, and foodservice facilities; tourism deals primarily with the management of travel arrangement and distribution systems and the natural and cultural resources that attract tourists to destinations; transportation deals primarily with the planning and management of transportation services and facilities.

The School’s Master of Science (MS) in Travel Industry Management degree program initially was approved as a Master of Professional Studies in 1988. It was the first, and continues to be the only, graduate degree in travel industry management in Hawai‘i. The UH Board of Regents approved permanent status for the degree in 1994. The degree was renamed in 1999 to be consistent with the BS degree, national trends, and academic practices in the field. The School does not have a doctoral program.

Applicants to the program are required to take the GMAT exam and to submit a resume, a letter of intent, and three letters of recommendation. The program is currently configured as a two-year program that requires 36 credit hours of course and research work. Enrollees must complete seven TIM core courses and either a thesis plus three electives (Plan A) or a professional paper plus four electives (Plan B).

The graduate faculty is comprised of one tenured full professor, two tenured associate professors, and five assistant professors who teach all graduate courses in the curriculum. No graduate courses are taught by Instructors or Lecturers.

Although assessments of the program have been submitted to the University administration annually, a comprehensive review of the program is in order since Objective 6 of the School’s Strategic Plan calls for a review of “. . . the graduate program to ensure it is relevant to industry needs.” In addition, such review has been requested by the University’s senior administration. Accordingly, the School’s graduate faculty has prepared this self-study document to provide a starting point for the review. Per the “Self-Study Outline for University Reviewed Graduate Programs” provided by the Office of the Vice Chancellor for Academic Affairs, the document includes major sections on “Overview of the Program”, “Research and Faculty”, “Academic Programs”, “Students”, “Staff Support and Facilities”, “Extension and Outreach Activities”, and a “Concluding Statement”. Within each of these major sections the questions posed in the self-study outline are reproduced and then answered.
I. OVERVIEW OF THE PROGRAM

Guiding WASC Standard: The institution defines its purposes and establishes educational objectives aligned with those purposes. The institution has a clear and explicit sense of its essential values and character, its distinctive elements, its place in both the higher education community and society, and contribution to the public good. It functions with integrity, transparency, and autonomy. (Standard I)

What is the mission of the program? How do the mission and objectives align with the School/College, UH Mānoa and UH System strategic plans?

The program seeks to provide students with the managerial, analytical, and decision-making skills necessary for them to succeed in higher level managerial and executive positions in, or directly affecting, the travel industry. This purpose is aligned with the School’s mission statement, which is “To develop and disseminate hospitality, tourism, and transportation concepts, knowledge, and skills through global leadership in teaching, research, training, and outreach. These activities contribute to economic, sociocultural, and environmental sustainability, including supporting and enriching host cultures.” This mission statement is part of the School’s strategic plan, which aligns with the UH System and UHM strategic plans by calling for improved recruitment, retention, and graduation of students, including those enrolled in the MS program.

In addition, the MS program directly contributes to the research objectives of the School, UHM, and the UH System. At the School level, graduate students employed by faculty as research assistants and aides will help the School achieve Objective 11 of its Strategic Plan, to “Increase applied research relevant to Hawai‘i.” This, in turn, will help UHM achieve its “Advancing the Research Enterprise Initiative”, which is designed to help achieve the “Hawai‘i Innovation Initiative” at the System level.

Considering strengths, weaknesses, opportunities and threats, please explain how the program is poised to meet challenges and leverage opportunities in the foreseeable future.

The following is a “Strengths, Weaknesses, Opportunities, Threats” analysis of the program.

Strengths:

- Graduate faculty members are competent and dedicated scholars and researchers in their respective fields.
- Graduate faculty members’ origins include Taiwan, South Korea, India, the U.S. mainland, and (beginning Fall 2017) Russia. This diversity generates greater and richer ideas, insights, and perspectives than would otherwise be the case.
- To our knowledge, only two other comparable academic units in the field of travel industry management offer, in the same undergraduate or graduate curriculum, courses in hospitality, tourism, and transportation, namely the College of Tourism, Hospitality and
Transportation Management at the Polytechnic University of the Philippines and the School of Hospitality and Tourism Management at the University of Surrey. All other comparable academic units offer courses in only hospitality or hospitality and tourism. The integration of all three of these disciplines in the curriculum facilitates a comprehensive understanding of the travel industry.

- Many professional papers and theses have been accepted for presentation at national and international conferences. A list of theses and professional papers completed over the past five years in provided in Appendix A.
- Graduates consistently find employment in the travel industry.
- The School is situated in one of the premier destinations of the world, providing outstanding teaching and research opportunities.
- The School has an excellent reputation in Asia, where large numbers of prospective graduate students reside.
- The School currently has 3+2 programs with Zhejiang University and South China Normal University in China. Students enrolled in these programs can complete three years of undergraduate education in China, two years of graduate education with the TIM School, and then obtain Master’s degrees. The program received its first two such enrollees in Fall 2016; enrollment is expected to grow in coming years.

Weaknesses:

- Currently only 14 graduate students are enrolled in the program. All enrollees are international students, mostly from China. This seems to suggest that the program lacks visibility and/or is not competing effectively on the U.S. mainland. In addition, the high proportion of international students places greater burdens on the faculty than would otherwise be the case.
- The School has not made systematic efforts to recruit graduate students from the ranks of its more than 350 undergraduate majors, such as an internal BS/MS pathway.
- The high cost of tuition, currently $14,228 per semester for nonresidents carrying a nine credit-hour load, and the availability of funds to support only three graduate assistantships, with associated tuition waivers, inhibits recruitment of graduate students.
- Many MS students are changing their career direction rather than building on prior education and/or experience in travel industry management. They therefore begin the program with little or no knowledge of the basic concepts, principles, and methods in the field. Then they are suddenly thrust into an environment in which they are expected to learn about the field at an advanced level. In the absence of requiring such students to take a directed readings course or an introductory survey course they have no choice but to learn the basics on their own, and such learning is often not very effective.
- The graduate curriculum has not changed in at least the last seven years and might be in need of revision.
- An absence of graduate courses offered online or at night severely inhibits the recruitment of graduate students currently employed in the visitor industry as managers and executives.
• The School has had a permanent dean for only five of the last 17 years, has not had a permanent dean for over eight years, and had no leadership at all during the first half of 2014.

Opportunities:

• Hawai‘i’s proximity to Asia compared to states on the U.S. mainland, as well as its pleasant year-round climate and relatively clean air, make it an attractive place to study for prospective graduate students in Asia, especially China.

• Additional 3+2 programs with universities in China can be established. Chinese universities are especially promising for such programs because the fourth year of Chinese undergraduate programs typically involves writing an extensive paper as opposed to taking courses, thereby permitting seniors to study overseas.

• As more graduate faculty become tenured and under less pressure to publish they might be able to devote more time and energy to pursuing grant opportunities, thereby generating funds that can be used to support graduate assistantships.

• Potential exists to develop an executive Master’s program. A feasibility study is underway that should be completed soon.

• Potential exists to create a graduate certificate program in travel industry management by modifying the School’s existing annual “Executive Development Institute for Tourism” (EDIT) to include a “culminating experience”. Now in its 39th year, EDIT is an 11-day, rigorous and interactive program that instructs government officials, hotel executives, tour operators, airline executives, and other travel industry professionals in tourism marketing and research, data analytics, tourism development, strategic planning, human resource management, sociocultural impacts, and stakeholder relations.

Threats:

• Competition from both domestic and international universities with larger faculties and budgets and lower tuition rates hampers recruitment of new students.

• The high cost of living in Hawai‘i, especially exorbitant rents and home prices; a severe shortage of subsidized University Housing; and a lack of tuition waivers for the children of faculty members have demonstrably inhibited recruitment of top scholars.

• Fiscal constraints at UHM may lead to cuts in the School’s budget that could limit its ability to grant assistantships to graduate students.

• Repeatedly over many years, proposals have been advanced to merge the School into the Shidler College of Business, either as it exists today or as a reorganized and possibly renamed unit. Such proposals incorrectly assume that travel industry management is a business discipline. But as stated at the outset, travel industry management encompasses not only the discipline of hospitality but also the disciplines of tourism and transportation, both of which deal to a significant degree with public policy issues unrelated to business. Tourism, for example, deals to a significant degree with management of the natural and cultural resources that attract visitors to destinations, and transportation deals to a significant degree with safety, consumer protection, and infrastructure planning issues. Furthermore, a merger into the Shidler College of Business, or any other College, would
destroy the School’s hard-won brand identity, thereby hindering its ability to recruit graduate students, and may even precipitate the elimination of the MS program. A State in which tourism is the most important industry needs and should have a well-funded and autonomous School that has control over its own budget and is free to develop in ways that its faculty deem most beneficial to the industry it serves, as opposed to a small department within a large college.

Meeting these challenges and leveraging these opportunities will require more effective marketing of the program, initiative on the faculty’s part, and an explicit commitment to the autonomy of the School by, and greater financial support from, the senior administration of the University. Highlights of the School’s existing marketing plan are provided in Appendix B.

Dealing with the “weakness” of a curriculum that has not changed in at least the last seven years will require comparisons of the School’s curriculum to those of competing institutions to help identify new approaches to curriculum design and new courses that might need to be developed (within the limits of available human and financial resources). In so doing, the faculty will need to grapple with the issue of how to best give students not only a holistic understanding of the travel industry and the interrelations of hospitality, tourism, and transportation, but also an in-depth of knowledge of one of these disciplines sufficient for them to be competitive in the job market upon graduation.

*Please describe how the program fits within the School/College. Provide examples of interdisciplinary collaboration and communication practices.*

The program directly contributes to the School’s mission “to develop and disseminate hospitality, tourism, and transportation concepts, knowledge, and skills through global leadership in teaching, research, training, and outreach”. The faculty “develop and disseminate” this “knowledge” through their research programs, which are aided by graduate students employed as research assistants and aides. The program also aids recruitment of top scholars, since most such persons want to teach at the graduate level. The program is not an onerous drain on School resources.

Interdisciplinary collaboration and communication within the program and School is good. An indication of this is the fact that in the past four years interdisciplinary teams have pursued four grant opportunities. Although graduate faculty members represent three distinct fields of study, no disciplinary factions hinder the progress of the program or School.

Interdisciplinary collaboration with other units on campus is also good. Although there are currently no programmatic collaborations with other units at the graduate level, graduate faculty members guest lecture for courses taught by other units, serve on Ph.D. committees in other units, and collaborate with colleagues in other fields through service on University-level committees and the Mānoa Faculty Senate.
What is the vision for the program over the next five years? Discuss how planned or pending academic program actions fit within that vision and how those decisions are made.

The School’s vision for the program over the next five years is to continuously improve the quality of instruction and to increase enrollment by surmounting the aforementioned weaknesses and pursuing the aforementioned opportunities. If the program grows as hoped, the graduate faculty will consider the possibility of seeking permission to plan a Ph.D. program. No “academic program actions” that will facilitate or inhibit the achievement of this vision are “planned or pending”. Academic program decisions are made by votes of the graduate faculty.

In what ways does the program foster a climate of respect for diversity of backgrounds, ideas, and perspectives among the faculty, staff and students?

Graduate students take classes from, and are sometimes employed by, professors from Taiwan, South Korea, India, the U.S. mainland, and (beginning Fall 2017) Russia. In addition, within the past three years students’ classmates have included learners from the United Kingdom, Chile, the U.S. mainland, South Korea, Taiwan, China, and Russia. This exposure to faculty and students from around the globe informs or reminds students of both their common humanity and the great diversity of ideas, insights, and perspectives that exist in the world today.

What are your areas of program distinction? Please include any program rankings, and the source of ranking (e.g., National Research Council)

The program is distinguished by the graduate faculty’s expertise and publication records in their respective fields, including the areas of revenue management, transportation economics and planning, destination management and marketing, information technology applications, and service management and marketing. Another area of distinction is the faculty’s close connections with Hawai’i’s visitor industry. Finally, the program is distinguished by the fact that it offers courses in not only hospitality and tourism but also transportation. To our knowledge, only two other comparable academic units in the field offer, in the same curriculum, courses in all three disciplines (College of Tourism, Hospitality and Transportation Management at the Polytechnic University of the Philippines and the School of Hospitality and Tourism Management at the University of Surrey), yet knowledge of all three of these disciplines is indispensable to a comprehensive understanding of the travel industry.

We are not aware of current and reliable rankings of Master’s programs in the field. Therefore, information on where the program stands vis-à-vis competitors is at present limited to a dated study that ranked U.S. hospitality graduate programs for 2002-2003 based on the programs’ graduate faculty, curricula, student bodies, and institutional resources (Brizek & Khan, 2006). Based on the results of this study, the School’s program ranked eighth among 48 Master’s programs nationally, below programs at the University of Nevada at Las Vegas, Pennsylvania State University, Virginia Polytechnic Institute and State University, the University of Massachusetts-Amherst, Purdue University, Florida International University, and The Ohio State University, but above programs at Auburn University, the University of South Carolina,
Rochester Institute of Technology, Michigan State University, and Florida State University, among others, many of which have substantially more faculty and resources.

Please identify peer programs at other U.S. institutions. How does the general quality of your program compare with those of other institutions? What data support these comparisons?

Peer hospitality-oriented programs at other U.S. institutions (in terms of perceived quality, not scale) exist at the University of Nevada at Las Vegas, the University of Houston, Pennsylvania State University, Virginia Polytechnic Institute and State University, the University of Massachusetts-Amherst, Purdue University, Florida International University, and The Ohio State University. Peer tourism-oriented programs at other U.S. institutions (in terms of perceived quality, not scale) exist at Arizona State University, the University of Florida, Indiana University Bloomington, Colorado State University, Texas A&M University, North Carolina State University, and the University of Illinois. Peer transportation-oriented programs at other U.S. institutions are problematic to identify because the comparable courses are usually offered by academic departments in the fields of civil engineering, economics, and/or planning.

Information on where the program stands vis-à-vis the programs at these other institutions is at present limited to the aforementioned study, which, as stated above, is dated. In the absence of current information, comparisons of the “general quality” of our program to those of other institutions would be purely subjective and possibly misleading.

II. RESEARCH AND FACULTY

Guiding WASC Standard: The institution achieves its purposes and attains its educational outcomes at the institutional and program level through the core functions of teaching and learning, scholarship and creative activity, and support for student learning and success. The institution demonstrates that these core functions are performed effectively by evaluating valid and reliable evidence of learning and by supporting success of every student. (Standard II)

What are the current research interests of faculty and publications per faculty over the last five years? Is the department’s research productivity relative to number of faculty and identified peer programs satisfactory?

The current research interests of the faculty include: risk and crisis management in tourism, web-based travel monitoring systems, language barriers in destination management, servicescapes, the influence of information technology on consumer behavior in hospitality and tourism, healthy eating behaviors at restaurants, social media management in the foodservice industry, transportation demand modeling and forecasting, economics of franchising and debt in the restaurant industry, public transportation systems, film tourism, and many others.
Graduate faculty members have authored or co-authored 72 peer-reviewed publications over the past five years, an average of nine such publications per faculty member. This productivity relative to number of faculty and identified peer programs is considered satisfactory.

Discuss efforts to generate research support, including grants, fellowships, awards, contracts and commissions. Please explain the increase/decrease in the number of extramural grants over the last 5-7 years.

Greater weight is placed on publishing than on grantsmanship in the School’s criteria for tenure and promotion. Nevertheless, in the past seven years, one faculty member has generated three grants from the Hawai‘i Tourism Authority (HTA) and Hawai‘i Sea Grant totaling $93,999; another has generated a $49,000 grant from Hong Kong Polytechnic University. This grant activity is significantly less than it was in the late 1980s and early 1990s, when the School conducted many federally funded research projects on tourism development in Pacific island countries and territories under the auspices of the East-West Center’s Pacific Islands Development Program. The federal funding that supported this work no longer exists.

Please list % of faculty who fund part or all of their own salaries, % of faculty with publications, % of faculty with awards, % of faculty who have graduate PhDs within the past 5-7 years.

% of faculty who fund part or all of their own salaries: 0
% of faculty with publications: 100
% of faculty with awards: 87.5
% of faculty who have graduate PhDs within the past 5-7 years: 50

Provide the research workload to instruction to advising/mentoring ratio of the current faculty. How does the department balance appropriate expectations for faculty research and scholarship with teaching and mentoring of students?

Both the University and the School seek to strike a healthy balance between teaching and research. To this end various policies have been established that determine the amount of time the faculty devote to each function.

The standard teaching load for graduate faculty is 3/2. However, they can reduce such loads to 2/2 if they demonstrate that they have in the past year been active in research, evinced by publishing in refereed journals and/or securing grants. Since most of the graduate faculty publish regularly, most consistently have 2/2 teaching loads. Such faculty typically devote about 50% of their time to teaching (including “advising/mentoring”), 35% of their time to research and scholarship, and 15% of their time to service. However, more time is devoted to teaching when faculty members are assigned graduate courses and “writing intensive” undergraduate courses, both of which involve much reading and grading of student papers.
To what extent are scholarship, research and creative activity linked to the improvement of teaching and learning and to the curricula? Are library resources sufficient to support research and instruction?

The graduate faculty’s research and scholarship facilitate quality instruction in the School. For example, in the graduate course entitled, *Research Applications in Travel Industry Management* (TIM 601), instructors illuminate the pros and cons of various research methods by recounting their own experiences with such methods. Similarly, in the graduate course entitled, *Strategic Travel Marketing* (TIM 602), instructors illuminate concepts and principles on this subject with research results that have emerged from their own inquiries. Finally, by staying current with their respective specializations through conference participation, reviewing manuscripts for scholarly journals, and conducting literature reviews for their own manuscripts, the faculty keep abreast of trends in the field that necessitate changes in the design and content of individual courses.

Library resources are sufficient to support research and instruction.

Please discuss faculty recruitment and retention efforts over the last 5-7 years. How are recruitment efforts connected to changing needs of the discipline and academic program?

Over the past seven years, three full professors have retired and five assistant professors have left the School for various reasons, including the high cost of living in Hawai‘i. While a certain amount of faculty turnover is normal and perhaps even healthy, this level is excessive, has diminished the stability of the School, and has compelled an inordinate number of time-consuming and expensive searches. At present, only one tenured full professor and two tenured associate professors shoulder the administration of the School’s graduate program, Faculty Senate, and Faculty Personnel Committee.

Faculty retention has been facilitated to a certain extent by substantive salary adjustments granted to two faculty members. Retention of qualified graduate faculty members would be greatly facilitated if the University and School administrations could manage to expand subsidized faculty housing, create a tuition waiver program for the children of faculty members, increase the number of graduate assistantships supported, and continue $4,500 annual research allocations to faculty members. These research allocations significantly contribute to the graduate faculty’s research programs by enabling them to attend conferences, purchase software, hire graduate student research aides paid on an hourly basis, etc.

Recruitment efforts are adapted to the changing needs of the field and academic program. All three disciplines in the School have become increasingly theoretical and sophisticated in terms of both quantitative and qualitative research methods. Therefore, to ensure that new faculty members will be able to publish in their fields and obtain tenure, only candidates with strong and up-to-date research capabilities are hired. In addition, to meet the needs of the visitor industry and the School’s academic program, emphasis is placed on hiring professors with backgrounds and skill sets that will enable them to help solve difficult problems in the field.
Attach a curriculum vitae (CV) for all regular graduate faculty members at the full and associate levels in accordance with the guidelines below.

CVs for all regular graduate faculty members at the full and associate levels, in accordance with the specified guidelines, are provided in Appendix C.

III. ACADEMIC PROGRAMS

Guiding WASC Standard: The institution achieves its purposes and attains its educational outcomes at the institutional and program level through the core functions of teaching and learning, scholarship and creative activity, and support for student learning and success. The institution demonstrates that these core functions are performed effectively by evaluating valid and reliable evidence of learning and by supporting the success of every student. (Standard II)

Curricula

Describe or attach degree and certificate requirements.

To advance to candidacy, students must document their completion of at least one course in introductory microeconomics, introductory statistics, and introductory financial accounting. As shown in Appendix D, candidates must take 36 credit hours of course and research work. They must complete seven TIM core courses and either a thesis plus three electives (Plan A) or a professional paper plus four electives (Plan B). Of the 19 students who graduated in Fall 2011 through Fall 2016, only two (10.5%) chose Plan A (Appendix A). Graduate course descriptions are provided in Appendix E. Copies of the latest course syllabi are available upon request. The School does not have any graduate certificate programs.

Are current program requirements accurate in program brochures, the Mānoa catalog, and student handbook?

Yes.

In what ways have courses and programs been modified to reflect new knowledge and/or changes in recognized disciplinary or professional standards?

As mentioned earlier, the graduate curriculum has not changed in at least the past seven years. However, individual graduate courses have been continuously updated to reflect new thinking and trends in the faculty’s respective fields. For example, various courses have been modified to account for the increasing influence of social media marketing, the sharing economy, and qualitative research.
Describe measures taken to ensure the program can be completed in a timely fashion. What is the rotation for required courses in the degree program(s)?

- Required TIM graduate courses are regularly offered once each academic year.
- To help graduate students complete their required electives, a variety of 400-level TIM courses (e.g., TIM 401, 403, 420, 425, 442, 469J) are offered during both the academic year and summer sessions.
- To minimize attrition due to financial hardship, the School annually offers two or three research aide positions and three graduate assistantships. The latter are salaried positions that entitle recipients to tuition waivers and fringe benefits. Both types of positions typically involve helping professors with both research- and teaching-related tasks (other than teaching classes).
- Graduate students are extensively coached and mentored.

Assessment

Provide the student learning outcomes (SLOs) for the program. Are program SLOs reflected in course syllabi?

The Student Learning Objectives for the program are as follows:

1. Demonstrate an in-depth, working knowledge of fundamental and advanced concepts, theories, practices, methodologies, and techniques specific to travel industry management and research.

2. Demonstrate proficiency in critical thinking and analytical skills in the field of travel industry management.

3. Demonstrate effective oral and written communication in the field of travel industry management.

4. Demonstrate knowledge of, and adherence to, ethical and professional standards in academe and the travel industry.

Program SLOs are reflected, but not always reproduced in, course syllabi.

Summarize assessment findings, including any trends in student achievement/areas of struggle on specific program SLOs.

Annual assessment reports document a need to more systematically include SLOs in graduate course syllabi and to standardize the formatting of professional papers. Such shortcomings are currently being addressed. The reports do not identify “areas of struggle on
specific program SLOs”, possibly because the list of questions in the assessment form do not specifically request such information. “Areas of struggle on specific program SLOs” are therefore articulated here:

- **SLO #1**: As indicated earlier, many students are changing their career direction rather than building on prior education and/or experience in travel industry management. They therefore begin the program with little or no knowledge of the basic concepts, principles, and methods in the field. Then they are suddenly thrust into an environment in which they are expected to learn about the field at an advanced level. In the absence of introductory survey or directed readings courses they have no choice but to learn the basics on their own, and such learning is often not very effective.
- **SLO #2**: Some students lack critical thinking skills and seem incapable of discerning gaps in the literature and/or identifying problems and issues in the field worthy of investigation, causing them to have difficulty producing their professional papers. As a result, such students sometimes must delay their graduation by a semester or more to clear this hurdle.
- **SLO #3**: In recent years the vast majority of students have been foreign-born. Sometimes their oral communication skills, and often their written communication skills, in English, inhibit their scholastic achievement, despite their receiving acceptable TOEFL scores prior to beginning their programs.

**Explain specific ways the program uses assessment findings to guide decision-making, particularly when student achievement falls short of expectations.**

As indicated above, assessments of the program have not served to identify “areas of struggle on specific program SLOs”, possibly because the list of questions in the assessment form do not specifically request such information. Therefore, assessment findings have not been extensively used to guide decision-making in significant ways. This, of course, does not mean that faculty members are unconscious of, or unconcerned about, “areas of struggle on specific program SLOs”. They are, in fact, striving to make progress in these areas.

**Board of Regents Criteria**

**How does the program contribute to the educational, professional, economic, social, occupational, and general needs of the state?**

The program gives students the managerial, analytical, and decision-making skills they need to succeed in high-level managerial positions in tourism-related businesses and government operations in tourism and destination development, including strategic management, financial management, marketing, planning, policy formulation, research methods, statistical analysis, and advanced oral and written communication. Such skills are indispensable to Hawai‘i retaining its status as one of the world’s premier tourist destinations and to Hawai‘i’s visitor industry.
continuing to be the State’s principal economic engine. In addition, the program is vital to UHM maintaining its reputation as a leading research-oriented institution in the field of travel industry management.

**Describe the national and international need for this program and its unique or outstanding capacity to fulfill this need.**

Over the last 20 years, the Asia-Pacific region has been one of the fastest growing regions in terms of tourism. Despite the rapid growth of tourism therein and burgeoning demand for research findings and graduate education to meet the increased complexity and sophistication of the travel industry, few programs offering policy oriented education and facilitating applied research in travel industry management exist in the region due to a lack of qualified faculty. As one of the premier destinations of the world, the State of Hawai‘i provides outstanding teaching and research opportunities, enabling the School to help meet this need for education and research in the region. In addition, since only two other comparable academic units offer, in the same curriculum, courses in hospitality, tourism, and transportation, the School is better positioned than nearly all competing programs to provide students with a truly comprehensive understanding of the travel industry.

**IV. STUDENTS**

Guiding WASC Standard: The institution achieves its purposes and attains its educational outcomes at the institutional and program level through the core functions of teaching and learning, scholarship and creative activity, and support for student learning and success. The institution demonstrates that these core functions are performed effectively by evaluating valid and reliable evidence of learning and by supporting the success of every student. (Standard II)

Discuss program enrollment trends, retention, time-to-degree and the number of degrees earned over the past 5-7 years. Are there areas of exception or in need of improvement?

In Fall 2011, 40% of graduate students were foreign-born; in Fall 2016, 100% of them were. Seventy-one percent of the Fall 2016 graduate students were from China.

Trends in quantitative indicators for the program over academic years (AYs) 2010-11 through 2015-16, normalized as percentages of base year values, are shown in Figure 1. For purposes of this analysis, AYs are defined as the Fall through the Summer semesters.
Figure 1. Quantitative Indicators of the TIM MS Program, AY2010-11 - AY2015-16
Normalized as Percentages of Base Year Values

NOTE: "AY" means Academic Year, defined for purposes of this analysis as Fall through Summer semesters. "Average Actual Enrollment" means total enrollment minus dropouts in a given semester averaged over the Fall through Summer semesters. "AAC" means Average Annual Change.
The underlying data indicate that:

- Average actual enrollment (i.e., total enrollment minus dropouts in a given semester, averaged over the Fall through Summer semesters) during the period was 12.2. Average actual enrollment declined from 14 in AY2011-12 to 10.5 in AY2012-13 and AY2013-14 and then climbed to 13 in AY2015-16.
- Average retention rates fluctuated little during the period, ranging from 85.2% to 100.0% and averaging 91.6%.
- The number of degrees awarded per AY during the period ranged from two to five and averaged 3.5. To a certain extent, the wide fluctuations in this trend may be due to the small values comprising the underlying raw data.
- The expected time-to-degree for the program is two years. The average number of years in the program during the period ranged from 2.0 to 2.6 and averaged 2.3.

Spreadsheets used to derive the above statistics are available upon request. Other quantitative indicators of the program, provided by the UHM Institutional Research Office, are provided in Appendix F.

The faculty’s concerns about low enrollments have already been articulated. Retention rates and time-to-degree do not seem to be major issues. Some students needing an extra semester to complete their professional papers is a source of concern. This might require devoting more time in the research methods course (TIM 601) to developing problem identification, literature review, and writing skills.

It should be added that extra time to complete professional papers is only one reason for delayed graduations. As mentioned earlier, the proportion of international students has dramatically increased in recent years. Many such students have had to take English Language Institute courses before commencing their graduate program coursework, thereby delaying their graduations. Simultaneously, in recent years the School has responded to escalating tuition by offering assistantships to graduate students. To ensure continued high levels of academic performance, assistantship recipients are permitted to take no more than six credit-hours of coursework instead of the usual nine credit-hours, thereby delaying their graduations. Yet the experience of working as graduate assistants greatly enriches students’ educations and in many cases the earnings and tuition waivers they receive leave them with less debt after graduation. These benefits should be weighed against the “costs” of delayed graduation.

**Describe the program’s marketing and recruitment efforts.**

Efforts are made to recruit students through networking at conferences and advertising graduate assistantships via e-mail blasts to hospitality and tourism academic units and to members of the Tourism Research Information Network, an electronic bulletin board to which about 2,500 academics subscribe. Additional information on efforts to recruit students, including
graduate students, is contained in the School’s Marketing Plan, available upon request. Highlights of the Plan are provided in Appendix B.

**What types of financial support does the program provide for graduate students?**

The program provides three types of financial support to graduate students: (1) salaried half-time graduate assistantships that provide a monthly stipend, tuition waiver, and benefits; (2) hourly-wage, part-time research aide positions; and (3) small scholarships ranging from $1,000 to $6,800 provided to continuing students. All forms of support are provided based on academic performance and financial need.

Many donations to the School, including funds raised by the School’s annual “Legacy in Tourism” awards banquet, flow into “general student aid” accounts. To help support the graduate program, last year the Dean started repurposing some of these funds from undergraduate to graduate students.

**Describe how program advising and mentoring supports students in taking advantage of educational opportunities and resources within the program and across campus.**

Students are informed of the opportunities afforded by the East-West Center, the Sunset Reference Center (described below), the Graduate Student Organization, and the University Library in an orientation session at the beginning of their programs. Thereafter, the Graduate Chair meets with each student during each semester to monitor the student’s progress, select remaining required and elective courses, and address any concerns that may exist. In addition, the Graduate Chair annually selects one or two graduate students to participate in the annual EDIT program.

**Describe the role of students in departmental decision-making.**

The Charter of the School’s Faculty Senate states that “One graduate student in good standing shall be appointed by the graduate committee chairperson to serve as a non-voting member” of the graduate committee “for a one semester term, renewable”. This “graduate student in good standing” is considered the representative of the graduate student body and is invited to attend all meetings of the graduate committee and the Faculty Senate as a whole. The graduate student representative is welcome to comment on issues under discussion and make observations on behalf of his/her fellow graduate students.
**What are the grievance procedures for students, and how are these communicated? How does the program ensure that grievances and complaints are addressed promptly, appropriately and equitably?**

Grievance procedures are governed by University policies set forth at [https://manoa.Hawai‘i.edu/graduate/content/academic-grievance](https://manoa.Hawai‘i.edu/graduate/content/academic-grievance). The Graduate Chair informs incoming graduate students of this and is responsible for ensuring that “grievances and complaints are addressed promptly, appropriately and equitably”.

**Please provide any student recognitions over the last five years.**

Program graduates have not received “recognitions over the last five years” but all of them are employed and many are excelling in their careers. To cite a few examples:

- Allison Adams (MS 2013) is Assistant Manager of Recreation at Four Seasons Resort Hualalai in Kailua-Kona, Hawai‘i, a position to which she was promoted only three months after being originally hired as a Manager in Training.
- Jocelyn Chui (MS 2015) is Group Sales Manager at Residence Inn by Marriott Downtown Seattle/Lake Union, Washington.
- Laura Lesar (MS 2013) is finishing a doctoral program at Griffith University in Australia on a full scholarship, conducting seminal research on quality control tools in sustainable tourism.
- Raquel Ortiz (MS 2014) is Senior Analytics Manager at Smith Travel Research in Denver, Colorado.
- Jessica Haywood (MS 2013) Senior Research Analyst at Smith Travel Research in Nashville, Tennessee.
- Galina Solovyeva (MS 2013) is Market Research Analyst at Mandarin Oriental Hotel Group in Washington, D.C.

**V. STAFF SUPPORT AND FACILITIES**

Guiding WASC Standard: The institution sustains its operations and supports the achievement of its educational objectives through investments in human, physical, fiscal, and technological, and information resources and through an appropriate and effective set of organizational and decision-making structures. These key resources and organizational structures promote the achievement of institutional purposes and educational objectives and create a high quality environment for learning. (Standard III)

Assess the adequacy of physical and staff resources. Identify space and equipment managed by the program that supports research and instruction.

Both physical and staff resources are adequate for the needs of the program. A description of such resources follows.
Physical Resources

Traditional Classrooms

The University policy regarding “generally assignable” classrooms provides building tenants with first priority for classrooms within their respective structures. Class times not used by tenants of that building are assigned to classes offered by other UHM departments.

The School is housed in George Hall (GH), has four generally assignable classrooms, three which seat 35 persons each (GH 213-215), and one auditorium that accommodates 113 persons (GH 227). The School also has an exclusive seminar room that accommodates 25 persons (GH 211), as well as two conference rooms that accommodate 16 persons (GH 344) and 30 persons (GH 226), respectively. Each classroom, seminar room, and conference room is equipped with a desktop computer, projector, laptop hookup, projector screen, high speed Internet connection, and audio equipment.

Administrative and Faculty Offices

The Dean’s office and administrative offices are located on the third floor of GH. Common areas exist for faculty and staff mailboxes, a break room area with refrigerator and microwave, and a common printer/copy machine for faculty and staff use. Faculty offices are located on the second floor of GH. Each graduate faculty member has his/her own individual office equipped with book shelves, lockable filing cabinets, a desk, a desktop computer, and a printer.

Internet Access and Web Presence

Each of the classrooms, seminar rooms, auditorium, conference rooms, administrative offices, and faculty offices has hard-wired Ethernet access as well as University-provided high speed WiFi. Each faculty and staff member is provided with access to a private, personal UH email account that is provided through Gmail. Faculty are able to provide online reading, grading, feedback, discussion forums, and many other resources to students through Laulima, a learning and collaboration server for the UH community. In addition, TIM faculty and staff have access to the TIM Intranet, which provides a calendar of activities and events, teaching resources, schedule of courses, forms, procedures, and internal communication within the School.

Sunset Reference Center

The Sunset Reference Center (SRC) includes a large reading and study area that seats about 50 people and a reference collection in an adjoining room. During regular semesters, it is typically open from 8:00 a.m. until 6:00 p.m.
The Center contains a specialized collection of more than 10,000 travel industry books, journals, videos, reports, and other research information and manages subscriptions to more than 200 periodicals. It is one of the largest collections of specialized resource material on travel industry management in Hawai‘i. The holdings focus on Hawai‘i and the Asia-Pacific region and include important materials valuable to faculty and students conducting research in the field and that cannot be found in University libraries.

**Gee Technology Learning Center**

Named in honor of Dean Emeritus Chuck Yim Gee, the Gee Technology Learning Center (GTLC) consists of a technology classroom that seats 24 students and an adjacent video conference room. The classroom is equipped with a desktop computer for each student and a smartboard/projector that allows the instructor to physically interact with information presented through the projector on which he/she can annotate, draw models, etc.

**Leong Hop and Bernice C. Loui Computer Laboratory**

The Leong Hop and Bernice C. Loui Computer Laboratory is a student computer lab containing personal computers, video editing equipment, and printers.

**Student Space**

Office space for graduate assistants is provided in GH 202. This space is equipped with conference tables and chairs, storage space, and three computer work stations. In addition, a large study area is available in the SRC that contains seating for about 50 students in an area with couches and an area with tables and chairs.

**Staff Resources**

**Administrative, Professional and Technical**

The School employs four Administrative, Professional and Technical (APT) employees: an Administrative Officer, an IT Specialist, a Special Projects Coordinator, and a professional who recruits and advises students and coordinates exchange programs. The Administrative Officer directs the functional control and technical review of all fiscal, project, and personnel management affairs of the School. The IT Specialist provides technical support and consultation in the installation and maintenance of computer hardware, software, licenses, and network connectivity. This professional oversees the daily operation of the GTLC and provides technical assistance in the areas of distance learning and the development of online access of reference materials. The Special Projects Coordinator coordinates activities of the alumni and alumni association, manages the School’s alumni records and database, coordinates the School’s public...
relations efforts by overseeing all promotional materials, helps to coordinate various School functions and events, and assists with student advising during peak periods.

**Other Staff**

The School employs two full-time clerical staff. The Dean’s Secretary handles and coordinates on behalf of the Dean day-to-day administrative actions involving students, faculty, administrators, and members of the local, national, and international communities. She also serves as Graduate Secretary, assisting the Graduate Chair in the administration of the graduate program. Additional secretaries provide general assistance to faculty, students, and visitors.

A half-time graduate research assistant serves as Reference Coordinator and oversees the daily operations of the SRC. The Reference Coordinator employs three to four student assistants during the academic year to help manage the Center by assisting students, faculty, and visitors with reference searches, cataloging of materials, and upkeep of the facility. Two to three part-time students are hired to assist all other staff in general duties such as errands, duplicating, answering phones, front desk reception, typing forms, and data entry.

A full-time Director of TIM Professional Programs is employed through the Research Corporation of the University of Hawai‘i and is responsible for operating non-credit professional programs, such as EDIT, and custom programs for international universities and corporations.

*Describe ways the program supports and fosters the ongoing professional development of non-academic staff (APT and civil service personnel).*

At the discretion of the Dean, APT and civil service personnel are encouraged to attend training workshops designed to keep them up-to-date about changes in University policies and procedures.

*Is the ratio of APT and civil service staff to faculty sufficient for the program to achieve its mission and goals?*

Yes.

*Please provide a list of staff awards and recognitions.*

Members of the School staff have not received any awards and recognitions but are competent and much-appreciated professionals.
VI. EXTENSION AND OUTREACH ACTIVITIES

Guiding WASC Standard: The institution defines its purposes and establishes educational objectives aligned with those purposes. The institution has a clear and explicit sense of its essential values and character, its distinctive elements, its place in both the higher education community and society, and contribution to the public good. It functions with integrity, transparency, and autonomy. (Standard I)

Describe relationships with organizations/individuals in the community. In what ways do these relationships contribute to the curriculum, student experience, development, faculty research, or budgetary resources in the department?

Graduate faculty members strive to maintain close relationships with Hawai‘i’s visitor industry while also preserving their objectivity and independence of thought and action. To establish and maintain close ties to the industry, some faculty members serve on boards of industry groups and actively network with industry leaders at social and service events. For example, Dr. Seo serves on the Board of the Hawai‘i Chapter of the Hospitality Sales and Marketing Association International and Dr. Spencer serves on the Executive Committee of the Hawai‘i Chapter of the Pacific Asia Travel Association. These relationships help faculty members stay abreast of industry trends and issues, secure guest lectures by industry professionals, raise money for scholarships, encourage the employment of graduates, and secure volunteers to serve on the School’s Advisory Board.

Attach copies of newsletters and relevant brochures.

The program does not produce newsletters. Communication with the graduate student body is handled through e-mail blasts. Relevant brochures are reproduced in Appendix G.

VII. CONCLUDING STATEMENT

Share any additional comments or questions related to the program that would be valuable for the review team to consider.

In view of the high cost of graduate tuition and increasing competition from other universities for graduate students, having more funds available for graduate assistantships would significantly contribute to the perpetuation and improvement of the program. The graduate faculty are certainly conscious of the severe fiscal constraints now facing the University but are also conscious that the need has never been greater for Master’s graduates with higher order thinking skills to work in Hawai‘i’s most important, and most complex, industry.
Consider individuals, both internal and external to UH, that the review team should meet with during their visit.

Dean Thomas Bingham; Professor and Graduate Chair Dan Spencer; some other members of the graduate faculty, either individually or collectively; some graduate students, either individually or collectively.

Consider facilities the review team should tour during their visit.

The School’s administrative offices, one or two faculty offices, the SRC, the GTLC, Room 202 GH, Room 211 GH, and Room 226 GH.

LITERATURE CITED

APPENDIX A

Titles of TIM School Theses and Professional Papers, Fall 2011 Through Fall 2016
<table>
<thead>
<tr>
<th>Semester</th>
<th>Year</th>
<th>Name</th>
<th>Plan</th>
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<tr>
<td>Fall</td>
<td>2011</td>
<td>Grossmann, Timothy G.</td>
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<td>Film-Induced Tourism: A Synthesis</td>
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<td>Factors Influencing Usage of Destination Website and Visiting Intention</td>
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<td>Spring</td>
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<td>Aviles III, Jose Antonio</td>
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<td>Tourism Recovery from Terrorist Attacks Versus Natural Disasters: A Review</td>
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<td>Spring</td>
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<td>Lesar, Laura Nicole</td>
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<td>A Comparative Analysis of Green Globe 21 and the Sustainable Tourism Eco-Certification Program</td>
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<td>Summer</td>
<td>2012</td>
<td>Swesey, Lorenn B.</td>
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<td>Stitching Together the Body of Medical Tourism Knowledge: A Literature Review</td>
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<td>Fall</td>
<td>2012</td>
<td>Adams, Allison Pyne</td>
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<td>Motives and Levels of Flow Experience Found in Resident Versus Non-Resident Participants in the 2011 Waikiki Roughwater Swim</td>
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<td>Spring</td>
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<td>Wahl, Elissia Themetra</td>
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<td>Tourism Planning: The State of the Art: A Comparative Analysis</td>
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<td>Haywood, Jessica Lynn</td>
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<td>Solovyeva, Galina M.</td>
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<td>Fall</td>
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<td>Ortiz, Raquel</td>
<td>B</td>
<td>Business Model and Market Entry of a Low-Cost Carrier in Tourism Markets: The Southwest Airlines Case Study</td>
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<td>Wang, Hua</td>
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<td>Spring</td>
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<td>Bratton, Erin Lee</td>
<td>B</td>
<td>Sustainability and Awareness Practices in Hotels: A Look at Waikiki Hawai‘i</td>
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<td>Spring</td>
<td>2015</td>
<td>Hsieh, Hao-wei</td>
<td>B</td>
<td>A Medical Tourism Strategy for Taiwan</td>
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<tr>
<td>Spring</td>
<td>2015</td>
<td>Moore, Ting Yan Jocelyn</td>
<td>B</td>
<td>Factors Affecting Guest’s Perceived Usefulness of Online Reviews and Their Impact on Guest’s Impression on Hotel Brand and Booking Intention: A Literature Review</td>
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<td>Fall</td>
<td>2015</td>
<td>Huang, Peiqiu</td>
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<td>Strategic Analyses for Macau as a Gaming Tourism Destination</td>
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<tr>
<td>Fall</td>
<td>2015</td>
<td>Liu, Donghao</td>
<td>B</td>
<td>A Strategic Assessment of Singapore as a Tourist Destination</td>
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<tr>
<td>Spring</td>
<td>2016</td>
<td>Brown, Samantha Marie</td>
<td>B</td>
<td>Circle Bar B Guest Ranch Strategic Business Plan</td>
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<td>Spring</td>
<td>2016</td>
<td>Cao, Wenyi</td>
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<td>The Impact of Brand Equity and Brand Identity on Consumer Perceptions sin Luxury Co-Branding Hotels: Cultural Factors as Mediators</td>
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<td>Shin, Sooyeon</td>
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<td>An Analysis of the Korean Outbound Market to Hawai‘i</td>
</tr>
</tbody>
</table>
APPENDIX B

Highlights of the TIM School’s Marketing Plan
HIGHLIGHTS OF THE TIM SCHOOL’S MARKETING PLAN

DIRECT RECRUITING
- Host Academies of Hospitality and Tourism in TIM
- Attend career fairs
- Initiate direct interaction with HS guidance counselors
- Add guidance counselors to newsletter mailing list
- Find ways to educate high school students of opportunities in tourism industry
- Develop more 3+2 relationships with China
- Redirect scholarships to graduate students
- Restructure graduate student support to facilitate recruiting

INTERNATIONAL VISIBILITY
- Host an international graduate conference in 2019
- Host a PATA or ICHRIE Board meeting
- Increase the number of faculty papers presented at international conferences
- Encourage TIM’s top students to study abroad
- Explore research opportunities with Guondong Academy of Social Science

NATIONAL VISIBILITY
- Rent a booth at national graduate student conferences

HAWAI’I VISIBILITY
- Include Hawai‘i Lodging and Tourism Association members and other organizations in TIM newsletter distribution
- Engage in applied research related to Hawai‘i
- Develop training programs relevant to Hawai‘i industry needs
  - revenue management
  - social media
  - digital marketing
- Engage TIM’s top students with top industry executives
- Find stories for UH Communications to distribute

ENGAGE ALUMNI
- Increase frequency of the newsletter and highlight an alum in every issue
- Invite alums to be speakers in classes and at special events

GENERAL
- Redo the TIM website
- Engage social media channels
- Track graduate career placement & alumni careers
- Upgrade public relations materials, including newsletter
APPENDIX C

CVs for Regular Graduate Faculty Members at the Full and Associate Levels
Name: Torsha Bhattacharya, Ph. D

UH Contact Information:
Address: 2560 Campus Road, George Hall 219
University of Hawaii at Manoa, Honolulu, HI-96822
Phone: (808) 956-6611
Email Address: torshab@hawaii.edu

Education:

PhD in Urban and Regional Planning, Florida State University, Aug 2009 – Aug 2013
Interests: Transportation and infrastructure planning and policy, accessibility, perceptions in public transit, quantitative research, sustainability. Dissertation: Impact of transit system design on job accessibility of choice and transit dependant riders: A study of Atlanta Metropolitan Region’s transit systems.
Dissertation Committee Chair: Dr. Gregory L. Thompson and Dr. Jeffrey Brown.

Master of Science in Urban and Regional Planning, Florida State University, Aug 2005- Aug 2007
Specialization: Transportation Planning. Final Year Project: Corridor plan for City of Thomasville, GA.

Bachelor of Architecture, Bengal Engineering College, Howrah, India Aug 1999- June 2004
Major: Architecture. Final Year Thesis: ‘Shilpagram’ at Shantiniketan; an arts and crafts village for the Eastern Zonal Cultural Center of India.

Work Experience:

Assistant Professor, School of Travel Industry Management, University of Hawaii Aug 2013-Present
Major Responsibilities: Teach undergraduate and graduate level courses in air, surface and port management and marketing, sustainability, logistics and supply chain management, international transportation policy and planning. Conduct research, engage in scholarly activities like conference presentations and publish research in reputed journals. Participate extensively in professional, university and departmental service. Advise undergraduate and graduate students and supervise graduate student research.

Graduate Research Assistant, Dept. of Urban and Regional Planning, Florida State University Aug 2009-Aug 2013
Major Responsibilities: Conduct travel demand modeling, forecasting, statistical and spatial analysis, grant writing, conference presentations, and transit policy oriented research.

Undergraduate Instructor, Dept. of Urban and Regional Planning, Florida State University Aug 2011-Aug 2012
Major Responsibilities: Teach URP 4710: Introduction to Transportation Planning and URP 3000: Introduction to Planning. Design the syllabus; assign course readings, grade assignments and exams.
Transportation Planner, North Carolina State University                                             July 2007-Aug 2009
Major Responsibilities: Administering the Transportation Demand Management program; Preparing grant proposal for NCDOT’s TDM program funding; Supporting the Wolfline (NCSU transit) service and route planning, analyzing data, reporting ridership to the National Transit Database; Developing the Transit Development Plan.

Planning Intern, Orange County Planning Department, Orange County, Florida       May 2006-Aug 2006
Major responsibilities: Worked with the county’s GIS data, attended community meetings and prepared meeting minutes, sat on Architectural and lighting review boards, conducted development plan review, studied requests for annexation, reviewed cases for future land use changes.

Research Assistant, Dept. of Urban and Regional Planning, Florida State University Aug 2005- July 2007
Major responsibilities: AutoCAD drawings and renderings of bus passenger facilities for updating Accessing transit-A design handbook for Florida Bus Passenger Facilities.

Architect, Srinivas & Khan, Bangalore, India                      Jul 2004-Jun 2005
Major responsibilities: Intermediate level of design using AutoCAD and final presentation using Adobe Photoshop. Also included client dealing and pre and post construction site visits.

Refereed/Juried Scholarship:
Journal articles


Torsha Bhattacharya. “How does perceptions and expectations impact transit use by tourists: A case study of Honolulu, Hawaii.” (Submitted)

Torsha Bhattacharya. “Impact of Transit System Design on Job Accessibility of Choice and Transit Dependent Riders: A Study of Atlanta Metropolitan Region’s Transit System” (Submitted)

Torsha Bhattacharya. “Collective decision making: Is it a case of too many cooks in Atlanta, Georgia?” (Submitted).

Torsha Bhattacharya. “Effect of planned TODs on property values in Honolulu, Hawaii.” (In progress).

Book Chapter:
Torsha Bhattacharya. “Impact of Indian films on travel decisions of non-resident Indians and non-Indians”. (In progress).

Book Review:

Refereed Publications:
Jeffrey Brown, Tuna Batuhan, Torsha Bhattacharya, and Michal Jaroszynski. “Analyzing the Effects of Transit Network Change in a Decentralized, Small-to-Mid-sized US Metropolitan Area on Agency Performance and Riders: A Case Study of Tallahassee, Florida.” Funded by Mineta Transportation Institute at San Jose State University.

Gregory L. Thompson, Jeffrey Brown, Torsha Bhattacharya, and Michal Jaroszynski. “Understanding Transit Ridership Demand for a Multi-Destination, Multi-Modal Transit Network in a Mid-Sized American Metropolitan Area: Lessons for Increasing Choice Ridership While Maintaining Transit Dependent Ridership.” Funded by Mineta Transportation Institute at San Jose State University.

Contracts and Grants Funded:
Torsha Bhattacharya. “Impact of transit system design on job accessibility of choice and transit dependant riders: A study of Atlanta Metropolitan Region’s transit systems.” Funded by the Devoe Moore Center, Florida State University. (September 2012-July 2013) $20,000.

Brown, Jeffrey, Tuna Batuhan, Torsha Bhattacharya, and Michal Jaroszynski. “Analyzing the Effects of Transit Network Change in a Decentralized, Mid-sized US Metropolitan Area on Transit Agency Performance and Transit Riders: a Case Study of Tallahassee, Florida.” Funded by Mineta Transportation Institute at San Jose State University. (September 2011-August 2012). $60,533.

UHM Graduate Courses Taught:
TIM 606 - F 16
Professional Experience:
Service to the School:
Chair of the Research Committee 2016-2017
Member of the TIM School faculty senate 2013 to present
Member of the Undergraduate Curriculum Committee 2013 to present

Service to the University
Member of the UH Faculty senate 2015-2017
Member of Committee on Academic Policy and Planning 2015-2016
Member of Athletics Committee 2016-2017

Conference Presentations:


**Reviewer**
Serving as a reviewer for the Transportation Review Board
Serving as a reviewer for Journal of Planning, Education and Research
Serving as a reviewer for Mineta Transportation Institute

**Invited Speaker**
Invited lecture at the Department of Urban and Regional Planning, UH Manoa
Invited lecture at Hawaii Pacific University

**Advisor for Student Organization**
Faculty advisor for Eta Sigma Delta – the International Honor Society for Hospitality and Tourism UH Manoa chapter

**Other Information:**
Serving as a level 2 cooperating graduate faculty for the Department of Urban and Regional Planning, UH Manoa
NAME & UH CONTACT INFORMATION
Jun Wook Chi
Assistant Professor
University of Hawai‘i at Mānoa
School of Travel Industry Management
2560 Campus Road | George Hall 205 | Honolulu, HI 96822
T (808) 956-2229 | F (808) 956-5378

EDUCATION
05/2008 Ph.D. in Transportation and Logistics (Area of Concentration: Transportation Economics), North Dakota State University, Fargo, ND
12/2001 M.Sc. in Agricultural Economics & Business, University of Guelph, Guelph, ON Canada
02/1998 B.Sc. in Forest Resources, Konkuk University, Seoul, South Korea

WORK EXPERIENCE
08/2012 – Present Assistant Professor
School of Travel Industry Management, University of Hawai‘i Mānoa
07/2008 – 06/2012 Director of Transportation Economics and Transportation Economist
Nick J. Rahall II Appalachian Transportation Institute and Center for Business and Economic Research, Marshall University, Huntington, WV
03/2002 – 08/2005 Research Associate
Upper Great Plains Transportation Institute, North Dakota State University, Fargo, ND

REFEREED/JURIED SCHOLARSHIP
Blind referred journal articles:

Manuscripts under review:

Manuscripts in the developing process:

**GRANTS & CONTRACTS**

Research proposal as a co-PI:
1. Report proposal entitled “A proposal to conduct a study of vacation rentals’ impact to Hawaii,” *School of Travel Industry Management, University of Hawai‘i at Manoa*. The proposal was submitted to *Hawai‘i Tourism Authority* (March, 2016).

Completed research projects as a principal investigator (PI):
1. Report entitled “Potential economic benefits of public private partnerships on reclaimed mine sites in the construction of the I-73/74 NHS corridor (King Coal Highway),” *Nick J. Rahall, II Appalachian Transportation Institute*. The project was funded by *West Virginia Department of Transportation* ($150,000) (February, 2012).
2. Report entitled “Comprehensive transportation rate data for Huntington district corps of engineers,” Nick J. Rahall, II Appalachian Transportation Institute. The project was funded by United States Army Corps of Engineers ($50,000) (February, 2012).

**UHM COURSES TAUGHT**

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Graduate course taught:

**TIM 606: Transportation Economics and Management**

*TIM 606 - F 12, 13, 14, and 15*

The graduate course in transportation economics and management focuses on advanced study of the economics and management of passenger transportation systems serving the travel industry. TIM 606 topics include supply and demand analysis, pricing and revenue management, transportation investment, and strategic management of transportation companies. Significant course learning outcomes are to 1) develop and apply critical thinking skills to research projects, 2) conduct a forecasting analysis using econometrics, and 3) demonstrate effective written and oral communication skills through individual research papers and presentations.

**NUMBER OF MASTER’S PLAN A & DOCTORAL COMMITTEES**

None

**PROFESSIONAL EXPERIENCE**

Master student advising:

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<td>School of Travel Industry Management, University of Hawai‘i Mānoa</td>
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Academic conference presentations:


**Reviewing academic journal manuscripts:**
1. Reviewer for the manuscript entitled “A global air transportation demand forecast model,” for *Transportation Research Record* (August 28, 2016).
2. Reviewer for the manuscript entitled “The dynamics of dry bulk shipping market under the shipping cycle perspective: Market relations and volatility,” for *Transportation Research Record* (August 28, 2016).
4. Reviewer for the manuscript entitled “Managing airport business for growth: evidences from Chile,” for *Transport Policy* (February 1, 2016).
7. Reviewer for the manuscript entitled “The relationship between urban transportation and industry structures: A case study of Nanjing in China,” for *Transportation Research Record* (September 6, 2015).
8. Reviewer for the manuscript entitled “Ultra large containerships (ULCS) - Analysis of economies of scale,” for *Transportation Research Record* (September 6, 2015).
9. Reviewer for the manuscript entitled “Impacts of using the northern sea route on the macroeconomy and on liquefied natural gas import diversification in Japan,” for *Transportation Research Record* (September 3, 2015).
10. Reviewer for the manuscript entitled “Study on air transportation demand reflecting environmental changes in tourism through an effect-based system dynamics model,” for *Transportation Research Record* (August 26, 2015).
11. Reviewer for the manuscript entitled “How much has high-speed rail contributed to economic productivity in Japan?,” for *Transportation Research Record* (August 25, 2015).
12. Reviewer for the manuscript entitled “Chaos, nonlinear dynamics and maritime transport,” for *Transportation Research Record* (August 23, 2015).


22. Reviewer for the manuscript entitled “Comparing behavioural and rational expectations for the US post-war economy.” for *Economic Modelling* (February 18, 2014).

23. Reviewer for the manuscript entitled “Transportation delay and job growth in industry clusters,” for *Transportation Research Record* (August 31, 2013).


27. Reviewer for the manuscript entitled “Rural highway expansion and economic development: Impacts on private earnings and employment,” for *Transportation Research Record* (October, 2012).

28. Reviewer for the manuscript entitled “Radiated region studies of the Beijing-Shanghai high-speed rail node cities based on the gravity model,” for *Transportation Research Record* (October, 2012).


30. Reviewer for the manuscript entitled “The relationship of transportation access and connectivity to local economic outcomes: A statistical analysis,” for *Transportation Research Record* (October, 2011).

31. Reviewer for the manuscript entitled “Do TODs make a difference to industry and employment resiliency?” for *Transportation Research Record* (October, 2011).
Reviewing manuscripts for an academic conference:
1. Reviewer for the manuscript entitled “The information search behavior of international students when travelling within the countries of study in relation to the effectiveness of DMO websites,” for Annual Graduate Education & Graduate Student Research Conference in Hospitality and Tourism (September 17, 2016).
5. Reviewer for the manuscript entitled “Utilizing the self-congruity theory to identify the local food consumer,” for Annual Graduate Education & Graduate Student Research Conference in Hospitality and Tourism (October 6, 2015).
6. Reviewer for the manuscript entitled “The effect of exhibitor characteristics on trade show selection,” for Annual Graduate Education & Graduate Student Research Conference in Hospitality and Tourism (October 6, 2015).
7. Reviewer for the manuscript entitled “The impact of relationship benefits on commitment, emotion, and behavioral intention in the context of kids café in South Korea,” for Annual Graduate Education & Graduate Student Research Conference in Hospitality and Tourism (October 6, 2015).
8. Reviewer for the manuscript entitled “Wine choosing criteria based on involvement of Michigan residents,” for Annual Graduate Education & Graduate Student Research Conference in Hospitality and Tourism (October 2, 2015).
9. Reviewer for the manuscript entitled “The customer is not always right: Categories of customer service sabotage,” for Annual Graduate Education & Graduate Student Research Conference in Hospitality and Tourism (October 2, 2015).
10. Reviewer for the manuscript entitled “Exploring California residents’ gambling motivations: Indian reservations VS. Las Vegas casinos,” for Annual Graduate Education & Graduate Student Research Conference in Hospitality and Tourism (September 29, 2015).
11. Reviewer for the manuscript entitled “Regulating emotions during a vacation: From sad to happy to happier,” for Annual Graduate Education & Graduate Student Research Conference in Hospitality and Tourism (September 23, 2015).
14. Reviewer for the manuscript entitled “Transformative tourism experience in the experience economy 3.0: The essence and mechanism,” for Annual Graduate Education & Graduate Student Research Conference in Hospitality and Tourism (October 2, 2014).
18. Reviewer for the manuscript entitled “Analyzing the impact of larger ships through Panama canal on the U.S. container import market using Shapley value,” for International Transportation Economic Development Conference (February 20, 2014).
20. Reviewer for the manuscript entitled “Effects of Dubai metro on residential property values,” for Transportation Research Board Annual Meeting (October 15, 2012).

Internal service:

**UNIVERSITY:**

11/2015 Invited Reviewer of a Research Proposal for the Undergraduate Research Opportunity Council, University of Hawai‘i Mānoa
08/2015 – 11/2015 International Education Week Planning Committee, Sub-committee of Mānoa International Education Committee, University of Hawai‘i Mānoa
10/2014 – Present Member of Mānoa International Education Committee, University of Hawai‘i Mānoa

**TIM SCHOOL:**

09/2016 – Present Member of TIM School Faculty Search Committee (Position: Instructor Position)
08/2016 – Present Vice Chair of TIM School Faculty Senate
08/2016 – Present Member of TIM School Research Committee
08/2016 – Present Member of TIM School Ad Hoc Assessment Committee
03/2016 Chair of TIM School Award and Scholarship Committee
03/2016 – 05/2016 Member of TIM School Faculty Search Committee (Position: Hospitality Faculty Position)
03/2016 – 05/2016 Member of TIM School Faculty Search Committee (Position: Instructor Position)
09/2015 – Present Member of TIM School Faculty Search Committee (Position: Hospitality Faculty Position)
09/2015 – 12/2015 Member of TIM School Faculty Search Committee (Position: Hospitality Faculty Position)
04/2015 – 04/2015 Member of TIM School Staff Search Committee (Position: Secretary II
Chi, Jun Wook

Position)
08/2015 – 07/2016 Vice Chair of TIM School Faculty Senator Council
08/2015 – 07/2016 Member of TIM School Research Committee
03/2015 Chair of TIM School Award and Scholarship Committee
01/2015 – Present Faculty Advisor, Young Skål International, Hawaii Student Chapter
08/2014 – 07/2015 Vice Chair of TIM School Faculty Senator Council
08/2014 – 07/2015 Chair of TIM School Personnel Committee
08/2013 – 07/2014 Chair of TIM School Research Committee
01/2013 – 05/2013 Chair of TIM School Faculty Search Committee (Position: Transportation Faculty Position)
11/2012 – 02/2013 Member of TIM School Ad Hoc Committee (MS Program Assessment)
08/2012 – Present Member of TIM School Graduate Committee
08/2012 – 07/2013 Member of TIM School Award and Scholarship Committee
08/2012 – 07/2013 Member of TIM School Undergraduate Curriculum and Student Affair Committee
08/2012 – 07/2013 Member of TIM School Research Committee

TIM SCHOOL PROFESSIONAL PROGRAM:
09/2016 Instructor, TIM Hawai‘i Study Program, Rikkyo University, topic: Transportation.
09/2015 Instructor, TIM Hawai‘i Study Program, Rikkyo University, topic: Tourism Transportation Management.
01/2015 Instructor, TIM Hawai‘i Study Program, Hainan University, topic: Tourism Transportation Management.
09/2014 Instructor, TIM Hawai‘i Study Program, Rikkyo University, topic: Tourism Transportation Management.
08/2014 Instructor, TIM Hawai‘i Study Program, Ryukyus University, topic: Tourism Transportation Management.
09/2013 Instructor, TIM Hawai‘i Study Program, Rikkyo University, topic: Principles of Transportation.
08/2013 Instructor, TIM Hawai‘i Study Program, Ryukyus University, topic: Introduction to Tourism Transportation.
08/2012 Instructor, TIM Hawai‘i Study Program, Ryukyus University, topic: Introduction to Tourism Transportation.

PROFESSIONAL ASSOCIATION:
05/2015 – Present Member of Skål International and Skål International Hawaii
01/2015 – Present Friend Member of Committees of Freight Transportation Data, Freight Transportation Economics and Regulation, Freight Transportation Planning and Logistics, Social and Economic Factors of Transportation, and Transportation Economics, Transportation Research Board (TRB)
01/2014 – Present Friend Member of Committees of Aviation Economics and Forecasting, International Trade and Transportation, and Transportation Demand Forecasting, Transportation Research Board (TRB)
11/2012 – Present Member of National Defense Transportation Association (NDTA)
01/2012 – Present  Member of Western Economic Association International
10/2010 – Present  Member of American Economic Association
07/2009 – 03/2015  Member of Transportation and Economic Development (TED) Committee, Transportation Research Board (TRB)
01/2009 – Present  Member of Transportation Research Forum (Guest member of Aviation Transportation and International Transportation Chapters since September 2013)
CURRICULUM VITAE
JINHYUN JUN, PhD
University of Hawaii at Manoa
School of Travel Industry Management
George Hall 204
Honolulu, HI 96822
Phone number: 808-956-5381
Email: jjun@hawaii.edu

EDUCATION
2014 Iowa State University, Ames IA
PhD, Hospitality Management
Minor: Statistics
2009 Johnson & Wales University, Providence RI
BS, Baking & Pastry Arts (summa cum laude)
2004 Sejong University, Seoul, South Korea
MBA, Hospitality Management
2000 Kyunghee University, Seoul, South Korea
BBA, Accounting

WORK EXPERIENCE
2015 – Present Assistant Professor
University of Hawaii at Manoa, Honolulu, HI
School of Travel Industry Management
2010-2014 Research Assistant
Iowa State University, Ames IA
Department of Apparel, Events, and Hospitality Management
2010-2013 Teaching Assistant
Iowa State University, Ames IA
Department of Apparel, Events, and Hospitality Management

REFEREED/JURIED SCHOLARSHIP


Jun, J., Kim, J. W., & Tang, L. (Accepted subject to minor revisions). Connection strategies: The implications of social capital on social media, *Journal of Hospitality Marketing & Management*

Jun, J., Hyun, S. S., & Kang, J. H. (Accepted subject to minor revisions). Effects of third-party certification on patrons’ service quality evaluation in the luxury-restaurant industry, *British Food Journal*


Kim, J., & Jun, J. (In preparation for submission). Is advertising value-added?


Jun, J. (In preparation for submission). The impact of brand image on healthy menu item evaluations and purchasing intentions at fast food restaurants: Considering the role of nutrition knowledge and the need for cognition

GRANTS & CONTRACTS

2014  Graduate and Professional Student Senate Professional Advancement Grant (funded by Iowa State University Graduate College, $200)

2012-2014  Mitigating risks of foodborne illness associated with handling leafy greens in retail foodservice establishments serving aging populations (funded by USDA, $424,846) (2012-2014)
   Principal Investigator: Susan W. Arendt
   Role: Research Assistant

2013  Graduate and Professional Student Senate Professional Advancement Grant (funded by Iowa State University Graduate College, $200)

2010-2013  Project: Customization of Food Safety Messaging for Retail Foodservice (funded by USDA, $598,607) (2010-2013)
   Principal Investigator: Susan W. Arendt
   Role: Research Assistant

UHM COURSE TAUGHT

Fall 2015 – Present  TIM 304 Principles of Travel Industry Marketing
   University of Hawaii at Manoa, Honolulu, HI
   Average Student Evaluation Score in Spring 2016: 4.46/5
   Average Student Evaluation Score in Fall 2015: 4.29/5

Present  TIM 431 Strategic Management for Travel/Hospitality Industry
   TIM 694 Professional Paper
   University of Hawaii at Manoa, Honolulu, HI

Fall 2015 – Spring 2016  TIM 313 Foodservice Management
   University of Hawaii at Manoa, Honolulu, HI
   Average Student Evaluation Score in Spring 2016: 4.47/5
   Average Student Evaluation Score in Fall 2015: 4.03/5

Spring 2016  TIM 399 Directed Reading and research
   University of Hawaii at Manoa

PROFESSIONAL EXPERIENCES

Conference Presentation

Jun, J., & Lacniak, R. The impact of brand image on healthy menu item evaluations and purchasing intentions at fast food restaurants: Considering the role of nutrition knowledge and the need for cognition. Annual ICHRIE Summer Conference, San Diego, CA, July, 2014


Jun, J., & Tang, L. Understanding of customer healthy eating behavior at fast food restaurants from the perspective of brand-product congruity. Annual ICHRIE Summer Conference, St. Louis, MO, July, 2013


Jun, J., Kang, J. H., & Arendt, S. The effects of health value on healthful menu item selection and mediating role of attitudes. Annual ICHRIE Summer Conference, Providence, RI, August, 2012


Reviewer for Journals

International Journal of Hospitality Management
International Journal of Contemporary Hospitality Management
Journal of Hospitality Marketing & Management

Service Activities

Fall 2015 – Present Faculty Advisor, Travel Industry Management Student Association, School of Travel Industry Management, University of Hawaii at Manoa

Spring 2016 – Present Member, Instructor Search Committee, School of Travel Industry Management, University of Hawaii at Manoa

Present Chair, Personnel Committee, School of Travel Industry Management, University of Hawaii at Manoa
Jinhyun Jun CV

Fall 2015 Member, Personnel Committee, School of Travel Industry Management, University of Hawaii at Manoa

2013 Reviewer, 19th Graduate Education & Graduate Student Research Conference in Hospitality & Tourism

Fall 2013 – Spring 2014 Graduate Student Representative, CHS Curriculum Committee, Iowa State University, Ames, IA


Jan. 2008 – May 2010 Sunday School Teacher, Rhode Island Central Korean Church, Providence, IA

Professional Affiliations
International Council on Hotel, Restaurant, and Institutional Education, Member
Foodservice System Management Education Council, Member

OTHER INFORMATION

Certification
Fall 2013 PFF (Preparing Future Faculty) Scholars
Fall 2013 PFF (Preparing Future Faculty) Fellows
Spring 2013 PFF (Preparing Future Faculty) Associates
2013 ServSafe Certification (Cert. No. 10577498)
2008 Certification of Excellence about Gold Medal in Baking Display of New York
2006 Certification of Intensive Course for Mousse, Tarts, Cake Decoration, & Chocolate from Korean French Institute of Baking
2006 Certification of Regular Course for Baking & Pastry from Korean French Institute of Baking
2006 National Technical Qualification Certificate (baking) authorized by Korean Government

Work Experience
Mar. 2009 – May 2010 Cake Decorator, Konditor Meister, Braintree, MA
Nov. 2007 – Feb. 2008 Pastry Cook, Langham Hotel, Boston, MA
May 2000 – Dec. 2001 Dain Private Educational Institute, English Instructor

Honors & Awards
2014 Iowa State University Research Excellence Award
2014 2013 – 14 Stanley Herren Graduate Fellowship
2013 Mario Gutierrez Fund for International Graduate Students
2013 2012 – 13 Stanley Herren Graduate Fellowship
2010 2010 – 11 Helen Easter FCS Graduate Scholarship
2009 Team Award in Recognition of Outstanding Commitment and Participation in the Intra Collegiate Pastry Competition in the College of Culinary Arts
2009 Alpha Beta Kappa Honor
2009 Academic Fair Award of Intra-Campus Pastry Competition
2009 Bronze medal at the Intra-Collegiate Pastry Competition
2007 The Silver Key Honor
EDUCATION

09/00 – 12/03 The Pennsylvania State University
*Doctorate of Philosophy* in Hotel, Restaurant, and Institutional Management

09/95 – 09/96 New York University
*Master of Science* in Hospitality Industry Studies

09/91 – 01/95 Boston University
*Bachelor of Science* in Hospitality Administration

ACADEMIC WORK EXPERIENCE

A. Teaching Positions

08/12-present  
*Associate Professor (Full-time tenured)*  
University of Hawaii at Manoa (Honolulu, HI, U.S.A.)  
School of Travel Industry Management

08/07-05/12  
*Assistant Professor (Full-time tenure track)*  
University of Hawaii at Manoa (Honolulu, HI, U.S.A.)  
School of Travel Industry Management

08/06-07/07  
*Assistant Professor (Full-time tenure track)*  
Saint Xavier University (Chicago, IL, U.S.A.)  
Graham School of Management

08/04-07/06  
*Assistant Professor (Full-time tenure track)*  
Tunghai University (Taichung, Taiwan)  
Hospitality Management Department  
Foreign Language Department

02/06-07/06  
*Assistant Professor (Adjunct, Part-time)*

02/05-07/05  
Providence University (Taichung, Taiwan)

02/04-07/04  
Hospitality and Tourism Management Department
08/02-06/03  Instructor
The Pennsylvania State University (State College, PA, U.S.A.)
Hotel, Restaurant, and Institutional Management Department

09/97 – 08/00  Lecturer (Full-time)
Ling Tung University (Taichung, Taiwan)
Tourism Management Department
International Trade Department
The Continuing Education Center
Division of International Studies

B. Research Position

01/01-05/03  Graduate Research Assistant
The Pennsylvania State University (State College, PA, U.S.A.)
Hotel, Restaurant, and Institutional Management
Graduate Assistant [ten hours per week] to each of the following professors:
(08/02-05/03)  Dr. Anna Mattila
(08/01-05/02)  Dr. Karthik Namasivayam & Dr. Elwood Shafer
(01/01-05/01)  Dr. Dave Cranage & Dr. Elwood Shafer

HOTEL INDUSTRY EXPERIENCE

The St. Regis Hotel ITT Sheraton Luxury Collection Co. (New York, New York, U.S.A)
Department: Human Resources Department
09/96 – 09/97 Human Resources Assistant

The Taipei Hilton Hotel Hilton International Co. (Taipei, Taiwan)
Department: Sales and Marketing Department
07/94 – 09/94 Trainee

The Taipei Hilton Hotel Hilton International Co. (Taipei, Taiwan)
Department: Human Resources and Training Department
05/94 – 07/94 Training Manager’s Assistant

REFEREED SCHOLARSHIP/PUBLICATIONS
Blind Refereed Journal Articles


**Blind Refereed Book Chapter**


**UNIVERSITY OF HAWAII AT MANOA COURSES TAUGHT**

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* Writing-intensive class; ** Graduate level class

**DOCTORAL AND MASTER'S COMMITTEES**

Ph.D. Dissertation Committee Member

Ryes, Alena (2012-2013). Architecture and culture at Borocay. School of Architecture, University of Hawaii at Manoa, Hawaii, U.S.A.

Hui, Yu-Fung (2009-2010). Building a green hotel in Waikiki. School of Architecture, University of Hawaii at Manoa, Hawaii, U.S.A.

Master's Monograph/Professional Paper Chair

Pao, Ling-Shu (Present). Barriers impact female hospitality managers' promotion and their career development in China. School of Travel Industry Management. University of Hawaii at Manoa, Hawaii, U.S.A.


Yeh, C.H. (Fall 2008). Six Sigma critical success factors analysis. School of Travel Industry Management, University of Hawaii at Manoa, Hawaii, U.S.A.

Master’s Thesis Committee Member

Song, Joo-Yeong (Spring 2010). The factors influencing and increasing destination website traffic and visiting intention. School of Travel Industry Management, University of Hawaii at Manoa, Honolulu, HI, U.S.A.

Hung, J.C. (Spring 2006). The influence of hotel brand on customer’s accommodation choice intention: An exploratory study of business hotels. Department of Tourism, Providence University, Taichung, Taiwan.

PROFESSIONAL EXPERIENCE

Editorial Activities

Editorial Board Member for the following journals:

2012 – present International Journal of Hospitality Management (invited by the editor: Dr. Abraham Pizam)

2012 – present Journal of Hospitality and Tourism Management (invited by the editor: Dr. Anna Mattila)

2012 – present International Journal of Hospitality Education

Ad Hoc Reviewer for the following journals:

2009 – present  Journal of Hospitality and Tourism Research
2010 – present  Journal of Hospitality Marketing and Management
2012 -- present  International Journal of Contemporary Hospitality Management
2012 – present  International Journal of Hospitality Education
2013 – present  Journal of Travel and Tourism Marketing

**Member of Award Committee**

2012 – 2013  Member of the I-CHRIE Awards Committee

**Advisor for Student Organizations**

2010 – Present  Eta Sigma Delta
University of Hawaii at Manoa

University of Hawaii at Manoa.

**Invited International Seminars/Presentations**

06/23/10  Fleur de Chine Resort, Taichung, Taiwan, R.O.C.
Topic: Current trends in hotel and resort management
3 hrs seminar-presentation

07/05/10  Chateau de Chine Hotel, Hua-Lien, Taiwan, R.O.C.
Topic: Marketing strategies for hotel transformation
3 hrs seminar-presentation

**Professional Refereed Conference Presentations**


Lin, I.Y. (2014). An exploratory study of hotel design style and green hotel
practices cues on emotions. Presented at the 7th World Conference for Graduate Research in Tourism, Hospitality, and Leisure. (June 3rd-6th). Istanbul, Turkey.


Graduate Education and Graduate Student Research Conference in Hospitality and Tourism: Las Vegas, NV, U.S.A.


Lin, I.Y. (2002). The advertising information of guest room’s servicescape and customers' attitude: cognitive styles and cultural specificity play as moderators in the Elaboration Likelihood Model. The Second Annual Hospitality and Tourism Conference at National Kao-Shung University: Kaoshung, Taiwan, R.O.C.

Lin, I.Y. (2002). The impact of attractive and unattractive common features canceled on consumer preferences: The generalization and validation of confirmation reasoning. The Second Annual Hospitality and Tourism Conference at National Kaoshung University: Kaoshung, Taiwan, R.O.C.


OTHER INFORMATION

UH Manoa Committees Pertaining to the Graduate Education

F2012- S2013 Member of the Committee of Research and Graduate Education

F2011- S2012 Member of the Academic Policy and Planning Committee

TIM School/Departmental Committees Pertaining to the Graduate Program

2007 – Present Member of the Graduate Committee
ASHLEY SCHROEDER, PH.D.

CONTACT INFORMATION

Assistant Professor                              Managing Director
School of Travel Industry Management            Tourism Crisis Management Initiative
University of Hawai‘i at Manoa                University of Florida
2560 Campus Road, George Hall 221             P.O. Box 118208, FLG 325
Honolulu, HI 96822                            Gainesville, FL 32611-8208
aschroe@hawaii.edu                            alouise@hhp.ufl.edu
Office: +1 (808) 956-4896                     Cell: +1 (518) 229-6636

EDUCATION

Doctor of Philosophy in Health & Human Performance          December 2015
Concentration in Recreation, Parks and Tourism
University of Florida, Department of Tourism, Recreation and Sport
Management
Dissertation: Revisiting travel risk after three decades of study: The role of
perceived risk, perceived efficacy, and risk reduction behaviors

Master of Science in Recreation, Parks and Tourism              May 2012
Concentration in Tourism and Commercial Recreation
University of Florida, Department of Tourism, Recreation and Sport
Management
Thesis: Caught in a crisis: International travelers’ likelihood of social media use

Bachelor of Arts in Business Administration                     May 2007
Specialization in Mass Communication Studies
University of Florida, Warrington College of Business Administration

WORK EXPERIENCE

ACADEMIC WORK EXPERIENCE

Assistant Professor                              August 2016–present
University of Hawai‘i at Manoa, School of Travel Industry Management
• Teach undergraduate and graduate courses in tourism management and
  additional subjects based on programmatic need and individual expertise
• Engage in research and scholarly activities leading to publications
• Provide professional, university, and departmental service
• Advise undergraduate and graduate students
• Supervise graduate student research
Managing Director  January 2016-present
University of Florida, Tourism Crisis Management Initiative (TCMI)
- Develop, coordinate, manage, and supervise innovative applied research initiatives in the area of tourism crisis management
- Assist in the administration of TCMI
- Managing Director of an established partnership with Multidimensional Tourism Institute (a consortium between the Lapland University of Applied Sciences and the University of Lapland, Finland)
- Assist in planning and executing international and regional tourism crisis management workshops, as well as other training and education initiatives
- Develop, coordinate, manage, and supervise consulting projects
- Oversee website design, content management, and graphic design
- Develop promotional print and web marketing initiatives (e.g. annual report, brochures)
- Edit written materials for accuracy, thoroughness, flow, formatting, and grammar
- Mentor graduate students studying tourism crisis management

Doctoral/Masters Research Associate  May 2010-December 2015
University of Florida, Tourism Crisis Management Initiative (TCMI)
- Developed, coordinated, managed, and supervised innovative applied research initiatives in the area of tourism crisis management
- Assisted in the administration of TCMI
- Assisted in planning and executing international and regional tourism crisis management workshops, as well as other training and education initiatives
- Assisted the Director with consulting projects, as assigned
- Managed TCMI’s social media accounts (Twitter, Facebook page, LinkedIn group) by actively updating and responding to global tourism crises, while relating updates and suggestions to the theories that TCMI subscribes to
- Oversaw website design, content management, and graphic design
- Developed promotional print and web marketing initiatives (e.g. annual report, brochures)
- Edited written materials for accuracy, thoroughness, flow, formatting, and grammar
- Mentored fellow graduate students studying tourism crisis management

Doctoral/Masters Research Associate  May 2010-December 2015
University of Florida, Eric Friedheim Tourism Institute (EFTI)
- Developed and assisted with tourism-related research initiatives
- Assisted with public relations and marketing related to tourism crisis management
UF TRSM Senior Internship Faculty Supervisor  
Spring 2015  
University of Florida, Department of Tourism, Recreation and Sport  
Management  
- Course: LEI 4940 Senior Internship Tourism, Recreation and Event  
Management  
- Syllabus available at: http://trsm.hhp.ufl.edu/wp-content/uploads/revised-  
Spring-2015-LEI4940-Syllabus.pdf  
- Supervised senior internship experiences of 5 undergraduate students in the  
tourism, recreation and event management program  
- Maintained on-going, weekly communication with interns  
- Graded 13 pass/fail capstone assessments

Program Manager  
August 2013-December 2013  
University of Florida, Tick-Borne Disease Symposium  
- Oversaw the marketing of the 200 attendee event, including the call for  
abstracts, email invitations, and development of a section of the Emerging  
Pathogens Institute website [EPI news coverage of event]  
- Developed the registration system using Qualtrics  
- Assisted with onsite execution of the event, including management of  
registration and research poster session set up

Program Manager  
August 2013-December 2013  
University of Florida, Tick-Borne Disease Think Tank  
- Oversaw the marketing of the 31 attendee event which was designed to  
bring together professionals from diverse backgrounds and experiences to  
create a holistic approach to addressing important contemporary topics  
related to tick-borne diseases  
- Developed the registration system using Qualtrics  
- Assisted with onsite execution of the event

PROFESSIONAL WORK EXPERIENCE

Junior Account Executive/Sales Assistant  
June 2007-April 2010  
Jones Apparel Group, Anne Klein New York  
- Partnered with the Vice President of Sales and Marketing and Senior Account  
Executive to manage major department store businesses  
- Account executive for Anne Klein Web, Dillard’s Direct, and specialty stores  
- Kept open communication and fostered close relationships with accounts to  
provide daily information and support with account maintenance  
- Served as a liaison between sales and design, customer service, allocations,  
marketing, merchandising, and production in resolving day-to-day issues
REFERENCES

ASHLEY SCHROEDER, PH.D.

REFEREED SCHOLARSHIP

REFEREED BOOK CHAPTERS (ACCEPTED OR IN PRINT)
* asterisks indicate a student author


REFEREED JOURNAL ARTICLES (ACCEPTED OR IN PRINT)
* asterisks indicate a student author


**GRANTS AND CONTRACTS**

**FUNDED RESEARCH (SCIENTIFIC EXTRAMURAL)**

Schroeder, A. (PI) (2016). *Florida State Park 2010 visitor survey analysis*. Funded by Florida Department of Environmental Protection. Total funding: $9,800. [Sub-contract from Pennington-Gray, L. (PI); Total funding: $16,500].
- Responsible for the overall project management, including serving as the primary departmental contact for FDEP, data analysis, and writing the final report

- Developed the grant proposal and was responsible for the overall project management, including survey development, coordinating data collection logistics with the Florida Survey Research Center, data analysis, and writing the final report
- Developed the grant proposal and was responsible for the overall project management
- Funding distributed through Dr. L. Pennington-Gray at the University of Florida

- Developed the grant proposal and was responsible for the overall project management

- Served as a Research Assistant
- Assisted with survey development, IRB approval process, and editing of the final report for the consumer survey
- Assisted with survey development, IRB approval process, survey administration via Qualtrics, and editing of the final report for the tourism industry professionals survey

- Developed the grant proposal and was responsible for the overall project management, including survey development, supervision of the Project Coordinator, data analysis, and writing the final report

Schroeder, A. (PI) (Spring 2011). *Exploring the relationship between perception of risk, use of social media, and propensity for international travel*. Funded by the Eric Friedheim Tourism Institute at the University of Florida (the Bill Sims Endowment Master’s Student Research Award), Gainesville, FL. Total funding: $250.
- Developed the grant proposal and was responsible for the overall project management
Schroeder, A. (WEBSITE DEVELOPER) (Fall 2010–Summer 2013). Hired by the PI (Stepchenkova, S.) to develop and maintain the grant website. Grant funded by the United States Department of Education: Capacity building partnership to improve tourism education, research, and industry outreach in Russia: University of Florida, USA and the State University of Nizhni Novgorod, Russian Federation. Total funding: $2,600.
- Developed and maintained the grant website

SUBMITTED, NOT FUNDED RESEARCH (SCIENTIFIC EXTRAMURAL)

Schroeder, A. (PI), & Pennington-Gray, L. (CO-PI) (2012). Will Latin Americans turn to social media if a crisis were to occur while traveling in the Southeast? Submitted to Southeast Travel and Tourism Research (SETTRA), Atlanta, GA. Total funding requested: $1,000.

Schroeder, A. (PI), & Pennington-Gray, L. (CO-PI) (2011). Exploring tourists’ social media behaviors during a crisis. Submitted to Southeast Travel and Tourism Research (SETTRA), Atlanta, GA. Total funding requested: $1,000.


COURSES TAUGHT

UNIVERSITY OF HAWAI‘I AT MANOA COURSES

Instructor (60 undergraduate students) Fall 2016
University of Hawai‘i at Manoa, School or Travel Industry Management
- Course: TIM 101 Introduction to Travel Industry Management
- Responsible for the entire teaching and learning services

Instructor (23 undergraduate students) Fall 2016
University of Hawai‘i at Manoa, School or Travel Industry Management
- Course: TIM 321 Sociocultural Issues in Tourism
- Responsible for the entire teaching and learning services
JAMK UNIVERSITY OF APPLIED SCIENCES COURSES

Instructor (22 undergraduate and graduate students)       June 2016
JAMK University of Applied Sciences (Finland), School of Business
International Summer School- Creativity and Communication in Business
- Course: HBMS 2055 Sport and Tourism Management
- Responsible for the entire teaching and learning services for a 2.5 week intensive study track, including an applied sport tourism development project for Jyväskylä, Finland
- Students originated from colleges/universities in Argentina, Canada, Cyprus, Finland, Mexico, Singapore, and the U.S.

UNIVERSITY OF FLORIDA COURSES

Instructor (25 undergraduate students)       Spring 2016
University of Florida, Department of Tourism, Recreation and Sport Management
- Course: HFT 4743 Tourism and Hospitality Marketing
- Responsible for the entire teaching and learning services, including an applied marketing plan project for the Residence Inn by Marriott Gainesville I-75

Instructor (37 undergraduate students)       Spring 2016
University of Florida, Department of Tourism, Recreation and Sport Management
- Course: LEI 3303 Fundamentals of Tourism Planning
- Responsible for the entire teaching and learning services, including an applied tourism development plan project for Visit Gainesville and local communities

Instructor (59 undergraduate students)       Fall 2015
University of Florida, Department of Tourism, Recreation and Sport Management
- Course: LEI 4880 Research Methods in TRSM
- Responsible for the entire teaching and learning services, including the development of an applied research proposal
Instructor (37 undergraduate students) Spring 2015  
University of Florida, Department of Tourism, Recreation and Sport Management  
- Course: LEI 3301 Principles of Travel and Tourism  
- Responsible for the entire teaching and learning services

Instructor (8 undergraduate students) Fall 2014  
University of Florida, Department of Tourism, Recreation and Sport Management  
- Course: HFT 4743 Tourism and Hospitality Marketing  
- Responsible for the entire teaching and learning services, including an applied marketing plan project for Visit Gainesville

Instructor (19 undergraduate students) Spring 2014  
University of Florida, Department of Tourism, Recreation and Sport Management  
- Course: LEI 3301 Principles of Travel and Tourism  
- Responsible for the entire teaching and learning services

Instructor (1 student) Summer 2013  
University of Florida, Tourism Crisis Management Institute  
- Course: Online Continuing Education Program in Tourism Crisis Management  
- Program overview available at: http://tcmi.hhp.ufl.edu/index.php/continuing-education/about-the-online-program/

Instructor (40 undergraduate students) Spring 2013  
University of Florida, Department of Tourism, Recreation and Sport Management  
- Course: LEI 3301 Principles of Travel and Tourism  
- Responsible for the entire teaching and learning services

Instructor (47 undergraduate students) Fall 2012  
University of Florida, Department of Tourism, Recreation and Sport Management  
- Course: LEI 4880 Evaluation of Leisure Services  
- Responsible for the entire teaching and learning services, including an applied research project for Visit Gainesville
GRADUATE STUDENT ADVISING

UNIVERSITY OF HAWAI‘I AT MANOA

<table>
<thead>
<tr>
<th>Student Name</th>
<th>Plan</th>
<th>Role</th>
<th>Completion Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jingjing Niu</td>
<td>B- Professional paper</td>
<td>Chair</td>
<td>Spring 2017 (expected)</td>
</tr>
<tr>
<td>Di (Sandy) Sun</td>
<td>B- Professional paper</td>
<td>Chair</td>
<td>Summer 2017 (expected)</td>
</tr>
</tbody>
</table>

PROFESSIONAL EXPERIENCE

INVITED PRESENTATIONS (INTERNATIONAL)

Schroeder, A. (2012). Web strategies to promote cross-border tourism. Invited presentation to Dokuz Eylul (Turkey), Armenian State University of Economics (Armenia), and the University of Florida Department of Tourism, Recreation and Sport Management. Kars, Turkey, July 6.


INVITED PRESENTATIONS (REGIONAL)

REFEREED PRESENTATIONS (INTERNATIONAL)


**REFEREED PRESENTATIONS (REGIONAL)**


NON-REFEREED PRESENTATIONS (LOCAL)


REVIEWER ACTIVITIES (EDITORIAL BOARDS)

- e-Review of Tourism Research (eRTR)
  Editorial Review Board Member 2015-present

- Ottoman: Journal of Tourism and Management Research
  United States Regional Editor 2016-present

REVIEWER ACTIVITIES (AD HOC REVIEWS)

- Tourism Management 2015-present
- International Journal of Tourism Policy 2015-present
- Journal of the American Planning Association 2016
- The Open Cybernetics and Systemics Journal 2016
- Social Science Journal 2016
- Sage Open 2015
- International Journal of Hospitality Management 2015
- Leisure/Loisir 2013
- Illuminare 2013-2014

UNIVERSITY OF HAWAI‘I AT MANOA SERVICE

- Member Graduate Faculty Committee Fall 2016-present
- Member Undergraduate Curriculum/Student Affairs Committee Fall 2016-present
- Faculty Advisor Pacific Asia Travel Association Hawai‘i STIM Satellite Chapter Fall 2016-present
  - Aided the only PATA student chapter in the United States in learning outside of the four corners of the classroom through industry site visits, excursions, workshops, and networking events
UNIVERSITY OF FLORIDA SERVICE

Poster Judge  
Stanley Lecture and Research Symposium, College of Health and Human Performance  
- Evaluated 14 visual presentations of graduate students in the Department of Tourism, Recreation and Sport Management based on the research quality  

Poster Judge  
Stanley Lecture and Research Symposium, College of Health and Human Performance  
- Evaluated 16 visual presentations of graduate students in the Department of Tourism, Recreation and Sport Management based on the quality of the oral presentation, poster, and research  

Committee Member  
Search Committee, Department of Tourism, Recreation and Sport Management  
- Involved in reviewing applications for three new faculty candidates (Tourism line)  
- Provided feedback for top faculty candidates to be hired by the department  

Committee Member  
Masters Certificate in Destination Crisis Management Curriculum Committee, Department of Tourism, Recreation and Sport Management  
- Assisted in the development of a certificate in Destination Crisis Management for the revised Master’s degree  

Graduate Student Assistant  
Masters in Recreation, Parks and Tourism Revision Committee, Department of Tourism, Recreation and Sport Management  
- Assisted in assessing and making recommendations to revise the Master’s in Recreation, Parks and Tourism degree program and curriculum  
- Conducted interviews with the graduate coordinators of peer institutions, as well as current and past Masters in Recreation, Parks and Tourism students to help guide recommended revisions  

Mentor  
TRSM Graduate Club Mentor Program, Department of Tourism, Recreation and Sport Management  
- Mentored incoming masters and doctoral students to the Department of Tourism, Recreation and Sport Management to assist in acclimating to graduate school, the University of Florida, and the Department of Tourism, Recreation and Sport Management
Member  2011-2015
TRSM Graduate Club, Department of Tourism, Recreation and Sport Management

PROFESSIONAL MEMBERSHIPS

Student Organizational Member  2012-2016
Travel and Tourism Research Association (TTRA)

Institutional Member  2012-2013
Alachua County Hospitality Council

PROFESSIONAL SERVICE POSITIONS

Scientific Review Committee  2015-present
Travel and Tourism Research Association (TTRA) International Conference

Awards Committee  2015
Travel and Tourism Research Association (TTRA) International Conference

Member  2012
Travel and Tourism Research Association (TTRA) Webinar Committee

Service Grant Reviewer  2010
Visit Gainesville/Alachua County Visitors & Convention Bureau
  • Reviewed 10 proposals for website re-design/hosting services (October 28-December 8)

OTHER INFORMATION

REFEREED PROCEEDINGS
* asterisks indicate a student author


**TECHNICAL REPORTS AND NON-REFEREED PUBLICATIONS**

* asterisks indicate a student author


AUTHORED PRESS RELEASES
* asterisks indicate a student author


**INVITED GUEST LECTURER**

Invited Guest Lecturer (12 graduate students) November 2015  
University of Florida, Department of Tourism, Recreation and Sport Management  
- Course: LEI 6108 Contemporary Theories in TRSM  
- Topic: Risk/uncertainty theory

Invited Guest Lecturer (14 graduate students) March 2015  
University of Florida, Department of Tourism, Recreation and Sport Management  
- Course: LEI 6336 Tourism Planning and Development  
- Topic: The integral role of risk management in proactive destination crisis management

Invited Guest Lecturer (6 Russian exchange students) September 2014  
University of Florida, Department of Tourism, Recreation and Sport Management  
- Course: Destination Management within the Framework of Capacity Building Partnership: Mobility Programs in University Administration and Tourism Education- 2014: University of Florida, USA and N. I. Lobachevsky State University of Nizhni Novgorod, Russian Federation  
- Topic: Managing destinations in crisis

Invited Guest Lecturer (61 undergraduate students) October 2013  
University of Florida, Department of Tourism, Recreation and Sport Management  
- Course: LEI 3843 Entrepreneurship and Commercial Recreation  
- Topic: Financial management: Cash flow budgets, income statements, and sales of goods worksheets
Invited Guest Lecturer (5 Russian exchange students) February 2013
University of Florida, Department of Tourism, Recreation and Sport Management
- Course: Destination Management within the Framework of Capacity Building Partnership to Improve Tourism Education, Research, and Industry Outreach in Russia: University of Florida, USA and the State University of Nizhni Novgorod, Russian Federation
- Topic: Social media & crisis: What’s the connection?

Invited Guest Lecturer (70 undergraduate students) October 2012
University of Florida, Department of Tourism, Recreation and Sport Management
- Course: LEI 3301 Principles of Travel and Tourism
- Topic: Host and guest: The positive and negative impacts of tourism on host communities

Invited Guest Lecturer (5 Russian exchange students) May 2012
University of Florida, Department of Tourism, Recreation and Sport Management
- Course: Destination Management within the Framework of Capacity Building Partnership to Improve Tourism Education, Research, and Industry Outreach in Russia: University of Florida, USA and the State University of Nizhni Novgorod, Russian Federation
- Topic: In the event of a crisis, will tourists turn to social media?

Invited Guest Lecturer (20 graduate students) March 2012
University of Florida, Department of Tourism, Recreation and Sport Management
- Course: HLP 6535 Research Methods
- Topic: Caught in a crisis: Do cultural differences influence tourists’ likelihood to seek information via social media?

TEACHING ASSISTANT

Teaching Assistant Fall 2013-Spring 2014
University of Florida, Tourism Crisis Management Institute
- Course: LEI 4955/6955 UF in Peru: Tourism Crisis Management in Machu Picchu
- Responsible for assisting in the marketing and recruitment of students to the study abroad program at the Study Abroad Fair, as well as in undergraduate Tourism and Hospitality courses

Teaching Assistant Fall 2013
University of Florida, Department of Tourism, Recreation and Sport Management
- Courses: LEI 2181 Leisure in Contemporary Society (online); LEI 3843 Entrepreneurship and Commercial Recreation
RESEARCH AWARDS

TTRA Masters Student Research Award, Merit Award  
Travel and Tourism Research Association (TTRA)  
June 2013

- The TTRA Masters Student Research Award, sponsored by Boeing Commercial Airplane Group, is presented annually to the top two original Masters research studies completed between April 1, 2012 and March 31, 2013
- The selection was made by the review committee based on the quality of research, creativity of approach, relationship to travel and tourism, usefulness/applicability, and quality of presentation
- The Merit Award (Second Place) and complimentary conference registration were presented at the 44th Travel and Tourism Research Association (TTRA) Annual International Conference in Kansas City, MO

IFITT Thesis Excellence Award, Third Place  
International Federation for IT and Travel & Tourism (IFITT)  
January 2013

- The IFITT Thesis Excellence Award is presented annually to the three most innovative and rigorous Master or Ph.D. theses internationally in the field of tourism and technology successfully defended between October 1, 2011 and September 30, 2012
- The selection was made by the ENTER Ph.D. Workshop committee
- The award was presented at the ENTER 2013 Conference in Innsbruck, Austria

TEACHING AWARDS

Graduate Student Teaching Award  
University of Florida  
Fall 2014-Spring 2015

- Nominated by the Chair of the Department of Tourism, Recreation and Sport Management as an outstanding graduate teaching assistant
- Nominees were evaluated twice by faculty reviewers on organization/content, instructional technique, instructor involvement, and student involvement
- Semi-finalists were chosen in the Fall and Spring semesters, with finalists being selected at the end of the Spring semester
- Eleven semi-finalists were chosen from across the university during the Fall 2014 semester and eighteen received awards for exceptional achievement in teaching as a Graduate Teaching Assistant at the University of Florida during the 2014-2015 academic year
SCHOLARSHIPS

Grinter Fellowship ($4,000)                                          Fall 2012–Spring 2014
University of Florida, Department of Tourism, Recreation and Sport Management
- Named in honor of Dr. Linton E. Grinter, Dean of the Graduate School from 1952 to 1969, the Grinter Fellowship is awarded to exceptional graduate students entering a Ph.D. program at the University of Florida.
- The top two incoming Ph.D. students from the Department of Tourism, Recreation and Sport Management are chosen annually.
- One exceptional Ph.D. student entering the Tourism program is selected annually by the Department Chair.

C.A. Boyd Endowment Scholarship ($1,000)                         September 2012
University of Florida, College of Health and Human Performance
- Named in honor of Dr. C.A. Boyd, Dean Emeritus of the College of Health and Human Performance, the C.A. Boyd Endowment Scholarship is awarded annually to two full-time graduate students of any college major within the College of Health and Human Performance with a minimum 3.50 UF GPA who demonstrate outstanding character and a strong commitment to serving the profession.

SETTRA 2011 Symposium Student Scholarship                             March 2011
Southeast Chapter of Travel and Tourism Research Association (SETTRA)
- Received complimentary conference registration and one’s night lodging to attend and present at the 2011 Southeast Chapter of Travel and Tourism Research Association (SETTRA) Annual Conference and Tourism Research Symposium in Sandestin, FL.
- Scholarships are awarded to undergraduate and graduate students in the southeast U.S. with an interest in travel and tourism.

CONTINUING EDUCATION

Participated in the Tourism Cares Mentoring Program                            2015
- Tourism Cares arranges the Tourism Cares Mentoring Program for Tourism Cares scholarship recipients during the annual NTA/UMA Travel Exchange.
- The purpose of the program is for students to explore the career opportunities available to them, to educate themselves on the industry, and to establish their individual professional networks.
- This is accomplished through shadowing industry mentors during their business appointments.
- Mentors make introductions and provide insight into the industry.
- Students participate in informational sessions and panel discussions with travel and tourism industry professionals to further their education.
Participated in the International Forum of Safeguarding Tourism 2014
  • The goal was to organize a scientific forum of researchers interested in
tourism safety manners and to develop a research grant proposal to be
submitted to the European Union
  • Participants were invited by faculty from the Multidimensional Tourism
Institute (MTI) at the Lapland University of Applied Sciences

Participated in the Game-On Nation Training Intensive 2014
University of Florida Department of Tourism, Recreation and Sport

Participated in the Tick-Borne Disease Symposium 2013
University of Florida Emerging Pathogens Institute and Tourism Crisis

Participated in the Tick-Borne Disease Think Tank 2013
University of Florida Emerging Pathogens Institute and Tourism Crisis

Participated in the “5 Steps to Social Media Success” Webinar 2013
Social Media Marketing University. August 6.

Participated in the “5 Things You Should Know About Social Media and
Your Business” Workshop 2013

Participated in the SGMP 2013 Education Day 2013
Central Florida Society of Government Meeting Professionals. Gainesville,
FL, January 17.

Participated in the 1st Annual International Tourism Crisis Management
Leadership Workshop 2010
University of Florida Tourism Crisis Management Institute. Gainesville, FL,
October 19-20.
PRESS RELEASES AND NEWS ARTICLES

The following press releases and news articles mention Ashley Schroeder, Ph.D. or her research:

- Article republished by Science Daily. August 11. Available at: https://www.sciencedaily.com/releases/2016/08/160811160059.htm  
- Study featured in Meetings & Conventions. August 19. Available at: http://www.meetings-conventions.com/News/Other-News/Tourists-Zika-Virus-Florida/  


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**TECHNICAL REPORTS**

The following technical reports mention Ashley Schroeder, Ph.D. or her research:

- Profile featured on page 5

- Profile featured on page 35

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**TECHNOLOGY**

**Online continuing education course in Tourism Crisis Management for Destination Management Organizations in Japanese** 2013
- 14 day consecutive course related to Tourism Crisis Management offered in Japanese and launched on August 1, 2013
- Produced by Dr. Lori Pennington-Gray, Masato Takamatsu, and Shintaro Sato
- Distributed by University of Florida Division of Continuing Education
- Served as a Research Assistant
- Assisted with content development and preparation for training

**Online continuing education course developed and redesigned in Tourism Crisis Management for Destination Management Organizations** 2010
- 14 day consecutive course related to Tourism Crisis Management launched on August 1, 2010
- Produced by Dr. Lori Pennington-Gray, Elaine McLaughlin and Amy Elliott
- Distributed by University of Florida Division of Continuing Education
- Served as a Research Assistant
- Updated and managed the course website
OTHER


- Traveled to Nizhni Novgorod, Russia with students and faculty from the USA to learn about and make recommendations for tourism development in Nizhni Novgorod

Nominated to represent the Department of Tourism, Recreation and Sport Management at the 2013 College of Health and Human Performance Graduate Student Orientation (2013). Gainesville, FL, August 19.

- Nominated as the sole TRSM doctoral student to share my departmental research experience to incoming and existing students at the college level orientation

Paper nominated for the IFITT Journal Paper of the Year Award (2013).


Participated in the Peace through Tourism 2012 Student Trip to Kars, Turkey (2012). Within the Framework of A Multilateral University Consortium to Strengthen Tourism Education, Research & Industry Outreach: University of Florida, USA; Dokuz Eylul University, Turkey; Armenian State University of Economics, Armenia. Kars, Turkey, June 30-July 11.

- Traveled to the Kars region of Turkey with students and faculty from the USA, Turkey, and Armenia to promote peace through tourism in the Turkey/Armenia border region
CURRICULUM VITAE

Name & UH Contact Information

Kwanglim Seo, Ph.D.
School of Travel Industry Management
University of Hawaii, Manoa
217 George Hall
Honolulu, HI 96822
Tel: (808) 956-4884
Fax: (808) 956-5378
Email: kwanglim@hawaii.edu

Education

2012  The Pennsylvania State University
School of Hospitality Management, University Park, Pennsylvania
Ph.D. in Hospitality Management,
Specialized in Hospitality Financial Management

2005  University of Strathclyde
Strathclyde Business School, Glasgow, U.K.
M.S. in International Hospitality Management

2000  Sejong University
Department of Economics and Trade, Seoul, Korea
B.S. in Economics

Work Experience

2012 – Present  Assistant Professor
University of Hawaii, Manoa, School of Travel Industry Management

2007 – 2012  Graduate Assistant and Instructor
Pennsylvania State University, School of Hospitality Management

2006 – 2007  Lecturer
Kyonggi University, College of Tourism Sciences, Seoul, Korea

2006 – 2007  Night Manager
Reviera Hotel, Daejeon, Korea.

2005  Assistant Banquet Manager
Holiday Inn Hotel, Glasgow, U.K.

2004  Restaurant Supervisor
OKO Restaurant, Glasgow, U.K.

2000 – 2003  Stock Broker/Futures and Options Trader
Seoul Securities, Co. Ltd., Seoul, Korea
Refereed/Juried Scholarship


Grants & Contracts


**UHM Courses Taught**

TIM 305: Financial Management in the Travel Industry - F & Sp 12, 13, 14, Sp 15, 16
TIM 403: Revenue Management in the Travel Industry - F & Sp 12, 13, 14, 15, 16
TIM 601: Research Applications in Travel Industry Management - F 15, 16

**Number of Master’s Plan A & Doctoral Committees**

- **Plan A Chair**
  - F 13: 1
  - F 14: 1

**Professional Experience**

- **Conference Presentations**


  **Seo, K., & Soh, J.** “Franchising and investment-cash flow sensitivities during the recent financial crisis.” Presented at The 14th Annual Asia Pacific Council on Hotel, Restaurant, and Institutional Education Conference, Bangkok, Thailand. May 2016.


  **Ordonez, S., & Seo, K.** “An examination of deep discounting based on online reviews: Does last-minute discounting affect reviewers’ evaluation of the hotel?” Presented at The 5th Korea America Hospitality & Tourism Educators Conference, Las Vegas, NV. April 2015.

  **Seo, K., Kim, E., & Sharma, A.** “Examining corporate debt maturity structure in the U.S. restaurant industry: Do CEO behaviors matter in debt maturity decisions?” Presented at The 5th Korea America Hospitality & Tourism Educators Conference, Las Vegas, NV. April 2015.


  **Chui, T.Y., & Seo, K.** “Cultural influence on perceived web reviews, impression and booking intention of hotel potential customers: A cross-cultural conceptual framework.” Presented at The 20th Annual Hospitality and Tourism Graduate Student Education and Research Conference in Hospitality and Tourism, Tampa, FL. January 2015.


**Reviewer for Journals**

International Journal of Contemporary Hospitality Management
International Journal of Hospitality Management
International Journal of Hospitality and Tourism Administration
Journal of Hospitality & Tourism Research
Journal of Travel & Tourism Marketing
Tourism Economics
Tourism Management

- **Officer in Professional Organizations**

  Board member, Hospitality Sales and Marketing Association International (HSMAI), Hawaii Chapter. *F 13 – Present.*

- **Advisor for student organizations**

  Faculty Advisor, HSMAI, Hawaii Student Chapter, *F 13 - Present.*
  Faculty Advisor, Young Skal International, Hawaii Student Chapter, *F 13 – F 14.*
DANIEL M. SPENCER, Ph.D.

School of Travel Industry Management
University of Hawaii at Manoa
2560 Campus Road, George Hall 346
Honolulu, HI 96822
Phone: (808) 956-8124
E-mail: dan.spencer@hawaii.edu

EDUCATION


M.S. Park and Recreation Resources, Michigan State University, 1979. Emphasis on recreation and tourism policy, planning, and management. Minor in Geography. Supported in part by a Graduate Office Scholarship. Curriculum included courses in leisure concepts and theories, research methods, recreation resource law, computer mapping, management, public administration, statistics, urban planning, and recreation and tourism policy, planning, and management.

B.S. “With High Honor,” Park and Recreation Resources, Michigan State University, 1977. Emphasis on the planning and design of recreation and tourism facilities. Honors College curriculum included courses in leisure concepts and theories, conservation, ecology, natural resource law, recreation resource policy, political science, sociology, economics, recreation economics, urban planning, landscape architecture, accounting, and computer programming.

UHM WORK EXPERIENCE

Professor, School of Travel Industry Management, University of Hawaii at Manoa, Honolulu, HI, August 2013 – present. Conduct research on, and teach undergraduate and graduate courses related to, tourism. Fellow, Center for Sustainable Coastal Tourism, February 2011 – present. Graduate Chair, August 2015 – present.

Associate Professor, School of Travel Industry Management, University of Hawaii at Manoa, Honolulu, HI, August 2010 – July 2013. Same responsibilities as above. Tenured, July 2013.
RECENT REFEREED/JURIED SCHOLARSHIP

Peer-Reviewed Journal Articles


Papers Published in Conference Proceedings


Reports to Project Sponsors and Cooperators


**Manuscripts Under Preparation**


Spencer, D. *A Systems View of Tourism*. Book targeted for CABI.


**RECENT GRANTS AND CONTRACTS**

<table>
<thead>
<tr>
<th>Project</th>
<th>Year</th>
<th>Grantor</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Survey of Visitors to Hanauma Bay Nature Preserve</td>
<td>2012</td>
<td>Hawaii Sea Grant</td>
<td>$30,000</td>
</tr>
<tr>
<td>Develop a System to Monitor Indicators of the Sustainability of Tourism in Hawaii (Kyo-ya Fellowship)</td>
<td>2012</td>
<td>Hawaii Sea Grant</td>
<td>$14,999</td>
</tr>
<tr>
<td>Aid Design and Development of the Hawaii Tourism Authority’s On-Line Analytical Processing Module</td>
<td>2011</td>
<td>Hawaii Tourism Authority</td>
<td>$49,000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td></td>
<td><strong>$93,999</strong></td>
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</table>

Funds from all three grants helped to support graduate students through graduate assistantships and research aide positions.
## RECENT UHM COURSES TAUGHT

<table>
<thead>
<tr>
<th>Semester</th>
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<th>Course Title</th>
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<tr>
<td><strong>Graduate Courses</strong></td>
<td></td>
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</tr>
<tr>
<td>Spring</td>
<td>2016</td>
<td>TIM 695</td>
<td>Seminar in Travel Industry Management Policy</td>
</tr>
<tr>
<td>Fall</td>
<td>2016</td>
<td>TIM 602</td>
<td>Strategic Travel Marketing</td>
</tr>
<tr>
<td>Fall</td>
<td>2015</td>
<td>TIM 602</td>
<td>Strategic Travel Marketing</td>
</tr>
<tr>
<td>Spring</td>
<td>2014</td>
<td>TIM 607</td>
<td>Global Tourism Analysis</td>
</tr>
<tr>
<td>Spring</td>
<td>2013</td>
<td>TIM 607</td>
<td>Global Tourism Analysis</td>
</tr>
<tr>
<td>Spring</td>
<td>2012</td>
<td>TIM 607</td>
<td>Global Tourism Analysis</td>
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</tbody>
</table>

| **Undergraduate Courses Open to TIM Graduate Students** |      |               |                                            |
| Summer    | 2016 | TIM 425       | Destination Development and Marketing      |
| Summer    | 2015 | TIM 425       | Destination Development and Marketing      |
| Fall      | 2014 | TIM 425       | Destination Development and Marketing      |
| Fall      | 2013 | TIM 420       | Sustainable Tourism Policies and Practices  |
| Fall      | 2012 | TIM 420       | Sustainable Tourism Policies and Practices  |
| Fall      | 2011 | TIM 420       | Sustainable Tourism Policies and Practices  |

## RECENT GRADUATE STUDENT ADVISING

<table>
<thead>
<tr>
<th>Master's Plan A</th>
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</tr>
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<tbody>
<tr>
<td><strong>Semester/Session</strong></td>
<td>Year</td>
<td>Chair</td>
<td>Member</td>
</tr>
<tr>
<td>Spring 2012</td>
<td>1</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>Summer 2012</td>
<td>1</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>Fall 2012</td>
<td>1</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>Spring 2016</td>
<td>1</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>Summer 2016</td>
<td>1</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>Fall 2016</td>
<td>1</td>
<td>0</td>
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<tr>
<th>Doctoral</th>
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<tr>
<td><strong>Semester/Session</strong></td>
<td>Year</td>
<td>Chair</td>
<td>Member</td>
</tr>
<tr>
<td>Spring 2016</td>
<td>0</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Summer 2016</td>
<td>0</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Fall 2016</td>
<td>0</td>
<td>2</td>
<td></td>
</tr>
</tbody>
</table>

Also supervised or currently supervising nine M.S. Plan B (professional paper) students, 2012 – present.
TEACHING AWARDS

- Excellence in Teaching Award, School of Travel Industry Management, University of Hawaii at Manoa, 2015.
- Excellence in Teaching Award, School of Travel Industry Management, University of Hawaii at Manoa, 2012.

RECENT UNIVERSITY SERVICE

Service to the School of Travel Industry Management, University of Hawaii at Manoa:

- Chair, Faculty Personnel Committee, Fall 2015 and Fall 2016
- Chair, Graduate Faculty Committee, Aug. 2015 – present
- Chair, Faculty Senate, July 2015 – present
- Chair, Faculty Senate, July 2012 – June 2014
- Chair, Search Committee that led to the hiring of Dr. Ashley Schroeder, Spring 2016
- Chair, Search Committee that led to the hiring of Dr. Evan Jordan, Spring and Fall 2013
- Chair, Search Committee that led to the hiring of Dr. Junwook Chi, Spring 2012
- Chair, Teaching Award Committee, Spring 2013
- Secretary, Faculty Senate, July 2011 – June 2012
- Faculty representative in course scheduling, Dec. 2015 – present
- Member, Search Committee that led to the hiring of Dr. Lenna Shulga, Fall 2016
- Member, Search Committee that led to the hiring of Dr. Jinhyun Jun, Fall 2014 and Spring 2015
- Member, Faculty Personnel Committee, Aug. 2013 – present
- Member, Scholarship and Awards Committee, Aug. 2010 – present
- Member, Graduate Faculty Committee, Aug. 2010 – present
- Representative to the University of Hawaii Professional Assembly, June 2012 – June 2014

University-level service to the University of Hawaii at Manoa:

- Chair, Tenure and Promotion Review Committee, Nov. 2016 – Mar. 2017
- Member, Tenure and Promotion Review Committee, Nov. 2013 – Mar. 2014
- Member, School of Travel Industry Management Dean Search Advisory Committee, Aug. 2013 – Mar. 2014
- Member, Strategic Planning Committee, Sept. 2011 – April 2013

RECENT SERVICE TO THE PROFESSION

Invited professional service:

- Invited panelist, “Information Technology and Sustainable Tourism”, 2013 Ambassador and Mrs. “Bill” Lane Jr. Lectureship on Sustainable Tourism and the Environment, School of Travel Industry Management, University of Hawaii at Manoa, Nov. 25, 2013
- Invited panelist, “Careers in Tourism Research”, Student Research Colloquium, 44th Annual Conference of the Travel and Tourism Research Association, June 20, 2013
- Chairied session on “Tourist Motivations and Constraints” at the 8th International Congress on Coastal and Marine Tourism, Kailua-Kona, Hawaii, Nov. 10, 2015.
• Ad hoc manuscript reviewer for:
  o Scholarly journals
    ▪ *Tourism Management* (6 article manuscripts reviewed)
    ▪ *Human Dimensions of Wildlife* (three article manuscripts reviewed)
    ▪ *Tourism Planning and Development* (one article manuscript reviewed)
    ▪ *Journal of Sustainable Tourism* (one article manuscript reviewed)
    ▪ *Journal of Travel and Tourism Marketing* (one article manuscript reviewed)
    ▪ *International Journal of Tourism Research* (one article manuscript reviewed)
    ▪ *International Journal of Tourism Anthropology* (two article manuscripts reviewed)
    ▪ *Journal of Policy Research in Tourism, Leisure, and Events* (one article manuscript reviewed)
  o Research conferences
    ▪ 44th Annual Travel and Tourism Research Association Conference (three extended abstracts reviewed), 2013
    ▪ 51st Annual Meeting of the Western Regional Science Association (one paper reviewed), 2012

Other service to the profession:
• Member, Executive Committee, Hawaii Chapter of Pacific Asia Travel Association, 2016–present
• Administrator, Tourism Research Information Network (TRINET), May 2013 – present
• Member, Travel and Tourism Research Association
• Member, Hawaii Chapter of Pacific Asia Travel Association

**EXECUTIVE TRAINING SESSIONS CONDUCTED**

<table>
<thead>
<tr>
<th>Taught in Abu Dhabi to Abu Dhabi Tourism and Culture Authority officials, 2011 – 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Session Title</strong></td>
</tr>
<tr>
<td>Sustainable Tourism Management</td>
</tr>
<tr>
<td>Developing, Marketing, and Managing Cultural Tourism</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Taught in Honolulu for the School of Travel Industry Management’s Executive Development Institute for Tourism (attended mostly by national tourism administration executives), 2011 – 2014</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Session Title</strong></td>
</tr>
<tr>
<td>Tourism Promotion</td>
</tr>
<tr>
<td>Sustainable Tourism Management</td>
</tr>
<tr>
<td>Tourism Data Analytics: Management Tools for Travel and Tourism</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Taught in Honolulu to other overseas executives (e.g., Chinese city administrators, travel agents, Executive MBA students), 2011 – 2012</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Session Title</strong></td>
</tr>
<tr>
<td>Tourism Destination Marketing</td>
</tr>
<tr>
<td>Destination Marketing: Integrated Branding and Communications</td>
</tr>
<tr>
<td>Strategic Management of Tourism</td>
</tr>
<tr>
<td>Introduction to Travel Industry Management and Hawaii Tourism</td>
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</tbody>
</table>
RECENT CONFERENCE PRESENTATIONS


RECENT TRAINING CONFERENCES AND SEMINARS ATTENDED

Smith Travel Research Certification in Hotel Industry Analytics for Tourism Workshop, Portland, OR, June 13 and 14, 2015.

Tourism 2.0: New Wave of Timeshare Customers, Honolulu, May 11, 2015.

China Outbound Tourism Seminar, Honolulu, HI, Aug. 26, 2011.
Academic Curriculum Vita

Hsing Ivan Wen, Ph.D.
Associate Professor of Hospitality Management

ADDRESS:

Office
George Hall 203
School of Travel Industry Management
University of Hawai‘i at Mānoa
Honolulu, HI 96822
Phone: (808) 956-8934, Fax: (808) 956-5378
Email: hsingwen@hawaii.edu

EDUCATION:

05/2006 Ph.D. of Hospitality Administration with emphasis on information technology and Lodging management, University of Nevada, Las Vegas, NV. (Ph.D. dissertation title: A comprehensive structural model of factors affecting online consumer travel purchasing)
05/2002 Master of Business Administration, University of San Diego, San Diego, CA.
12/1999 Bachelor of Art with minor in Hotel Management, Fairleigh Dickinson University, Teaneck, NJ.
05/1993 College Diploma, Tamsui Oxford College, Taipei, Taiwan

SPECIAL AWARDS, FELLOWSHIPS, AND HONORS:

06/2016 Travel grant in the amount of $1,000 award from University Research Council, University of Hawai‘i at Mānoa, Fiscal year 2015-2016
12/2015 One-off Special Fund Research Grant of $49,000 award from School of Hospitality and Tourism Management, Hong Kong Polytechnic University, Fiscal year 2016-2017
05/2015 Travel grant in the amount of $1,000 award from University Research Council, University of Hawai‘i at Mānoa, Fiscal year 2014-2015
05/2014 Travel grant in the amount of $1,200 award from University Research Council, University of Hawai‘i at Mānoa, Fiscal year 2013-2014
05/2013 Travel grant in the amount of $1,500 award from University Research Council, University of Hawai‘i at Mānoa, Fiscal year 2012-2013
05/2012 Travel grant in the amount of $1,300 award from University Research Council, University of Hawai‘i at Mānoa, Fiscal year 2011-2012
04/2011  Travel grant in the amount of $1,200 award from University Research Council, University of Hawai‘i at Mānoa, Fiscal year 2010-2011
03/2010  Teaching excellence award, School of Travel Industry Management, University of Hawai‘i at Mānoa
03/2009  Travel grant in the amount of $2,000 award from University Research Council, University of Hawai‘i at Mānoa, Fiscal year 2008-2009
03/2008  Travel grant in the amount of $1,400 award from University Research Council, University of Hawai‘i at Mānoa, Fiscal year 2007-2008
03/2008  Member of Honorary Society (Alpha Iota Delta), international honorary for the decision sciences and information system.
03/2008  Best Application Paper awarded by Western Decision Science Institution.
05/2007  Travel grant in the amount of $2,000 from University Research Council, University of Hawai‘i at Mānoa, Fiscal year 2006-2007
2003 ~  Nominee of the National Dean’s List.
2001 ~  Dean’s List, University of San Diego, San Diego, CA.
1999 ~  Dean’s List, Fairleigh Dickinson University, Teaneck, NJ.
1998 ~  Dean’s List, Fairleigh Dickinson University, Teaneck, NJ.
1993 ~  The Employee of the Year, Four Season Hotel, Taipei, Taiwan.

PROFESSIONAL ASSOCIATIONS:

- Asia Council on Hotel, Restaurant, and Institutional Education (Asia CHRIE). Member since August 2006.
- International Council on Hotel, Restaurant, and Institutional Education (ICHRIE). Member since August 2006
- American Hotel and Lodging Association (AH&LA). Member since August 2006
- International Federation of IT in Travel & Tourism (IFITT). Member since May 2007

INDUSTRY POSITIONS:

08/1991 ~ 07/1994  Assistant Manager, Banquet Department, Four Season Hotel, Taipei, Taiwan.
07/1990 ~ 07/1991  Supervisor, Banquet Department, Four Season Hotel, Taipei, Taiwan.

ACADEMIC POSITIONS:

08/2012~  Associate Professor of Hospitality Administration, University of Hawai‘i at Mānoa
08/2006–07/2012  Assistant Professor of Hospitality Administration, University of Hawai‘i at Mānoa

TIM MS Self-Study, Page 100 of 130
07/2004 ~ 07/2006 Adjunct Professor, Department of Hotel Management, University of Nevada, Las Vegas, NV.
08/2003 ~ 05/2004 Instructor, Department of Hotel Management, University of Nevada, Las Vegas, NV.
08/2002 ~ 06/2003 Research Assistant, Department of Hotel Management, University of Nevada, Las Vegas, NV.
08/2001 ~ 05/2002 Teaching Assistant (Accounting and Finance), Business School, University of San Diego, San Diego, CA.
01/2000 ~ 05/2001 IT Specialist, University of San Diego, San Diego, CA.

PUBLICATIONS

Blind referred journal articles:


Blind referred journal articles under review process:
Manuscripts in the developing processes:

2. Lin, I. & Wen, H. I. (In progress). Modeling the antecedents of job involvements of job involvement with equal sharing restaurant tipping systems.
5. Wen, H. I., Bai, B, & Rob Law. The development of consumer relationship model. (Waiting to finalize the model with co-authors)
6. Wen, H. I. Information system success model in the restaurant industry.
7. Wen, H. I. The effectiveness of different knowledge management system in the travel industry: A case study on employees of generation Y.
10. Wen, H. I. & Song, J. Y. An online travel motivation model: Strategic management of destination website.

Conference proceedings:


INSTRUCTIONAL DEVELOPMENT:

BOOKS:


ACADEMIC CONFERENCE PRESENTATIONS:


**PRESENTATIONS:**

1. **Keynote speaker**: E-Commerce X.0 in Tourism and Hospitality industry: current trends, opportunities, challenges, and future prospects in 2016 Taiwan Tourism Forum on October 26 in Taipei, Taiwan (Forthcoming)

2. **Keynote speaker**: Tourism Development Trends and Issues in Taiwan Tourism Master Talk October 28 in Taipei, Taiwan (Forthcoming)


4. Rikkyo University Study Group: Strategic Tourism Management, (September 8, 2015), School of Travel Industry Management Professional Programs, University of Hawai‘i at Mānoa.
5. Meikai University Study Group: Strategic Tourism Management, (August 28, 2015), School of Travel Industry Management Professional Programs, University of Hawai‘i at Mānoa
6. Rikkyo University Study Group: Resort and Hotel Management, (September 5, 2014), School of Travel Industry Management Professional Programs, University of Hawai‘i at Mānoa.
7. Meikai University Study Group: Hotel and Resort Management, (August 29, 2014), School of Travel Industry Management Professional Programs, University of Hawai‘i at Mānoa.
8. Ryukyus University Study Group: Hotel and Resort Management, (August 27, 2014), School of Travel Industry Management Professional Programs, University of Hawai‘i at Mānoa.
9. EDIT group: Strategic Tourism Management (May 20-21, 2014), School of Travel Industry Management Professional Programs, University of Hawai‘i at Mānoa.
10. Bunkyo University Study Group: Resort and Hotel Management, (February 26, 2014), School of Travel Industry Management Professional Programs, University of Hawai‘i at Mānoa.
11. Meikai University Study Group: Hotel and Resort Management, (August 30th, 2013), School of Travel Industry Management Professional Programs, University of Hawai‘i at Mānoa.
12. Ryukyus University Study Group: Hotel and Resort Management, (August 28, 2013), School of Travel Industry Management Professional Programs, University of Hawai‘i at Mānoa.
13. EDIT group: Strategic Tourism Management (July 16-18, 2013), School of Travel Industry Management Professional Programs, University of Hawai‘i at Mānoa.
14. Bunkyo University Study Group: Resort and Hotel Management, (February 27, 2013), School of Travel Industry Management Professional Programs, University of Hawai‘i at Mānoa.
15. Meikai University and Rikkyo University Study Group: Hotel and Resort Management, (September 7, 2012), School of Travel Industry Management Professional Programs, University of Hawai‘i at Mānoa.
18. Guest Speaker: Strategic analysis of gaming industry in Asia for Tam Kang University in Taiwan in June 5, 2012.
19. **Keynote Speaker**: Gaining competitive advantage in E-Commerce Era in 4th Asia Pacific Alliance on Tourism & Hospitality Education & the 12th Annual Conference in Hospitality & Tourism on May 17th to 18th, 2012 at National Kaohsiung University of Hospitality and Tourism in Taiwan.
20. Bunkyo University Study Group: Resort and Hotel Management, (February 29, 2012), School of Travel Industry Management Professional Programs, University of Hawai‘i at Mānoa.

21. Taiwan Commerce Development Institute: Tourism Product Development, (September 27, 2011), School of Travel Industry Management Professional Programs, University of Hawai‘i at Mānoa.

22. Rikkyo University Study Group: Resort and Hotel Management, (September 4 – September 15, 2011), School of Travel Industry Management Professional Programs, University of Hawai‘i at Mānoa.

23. Meikai University Study Group: Resort and Hotel Management, (August 22 – September 12, 2011), School of Travel Industry Management Professional Programs, University of Hawai‘i at Mānoa.

24. Executive Development Institute for Tourism: Strategic management in a Tourism Destination, (July 11 - July 22, 2011), School of Travel Industry Management Professional Programs, University of Hawai‘i at Mānoa.

25. Executive Development Institute for Tourism: Strategic management in a Tourism Destination, (July 10 - July 12, 2010), School of Travel Industry Management Professional Programs, University of Hawai‘i at Mānoa.

26. Speaker: Strategic analysis of gaming industry in Taiwan for Tam Kang University in Taiwan in May 2010.

27. Shanghai tourism administration seminar: Strategic tourism management (Cruise ship industry case study). (Dec 7 - Dec 11, 2009), School of Travel Industry Management Professional Programs, University of Hawai‘i at Mānoa.

28. Executive Development Institute for Tourism: Strategic management in a Tourism Destination, (July 10 - July 14, 2009), School of Travel Industry Management Professional Programs, University of Hawai‘i at Mānoa.

29. Executive Development Institute for Tourism: Strategic management in a Tourism Destination, (July 10 - July 25, 2008), School of Travel Industry Management Professional Programs, University of Hawai‘i at Mānoa.

30. The Hailongjiang Tourism Center Seminar: The Application of Information Technology on the Development of Tourism in China. School of Travel Industry Management Professional Programs, (September, 2006) University of Hawai‘i at Mānoa

CONSULTING PROJECTS:

1. Consulting project with SMI (Operation process innovation project), San Diego, CA, July 2001.

PROFESSIONAL SERVICES:
1. Invited reviewer for conference papers for 20th Annual Graduate Education and Graduate Student Research Conference in Hospitality and Tourism (Jan 8-10, 2015).

2. Ad Hoc Reviewer for manuscript evaluation (Expertise: Information Technology, E-Commerce, Marketing, E-Consumer behavior, and Hospitality Education) for Journal of Tourism Management (Since 2014).

3. Ad Hoc Reviewer for manuscript evaluation (Expertise: Information Technology, E-Commerce, Marketing, E-Consumer behavior, and Hospitality Education) for Asia Pacific Journal of Tourism Research (Since 2014).

4. Invite external assessor for application of Dr. Au Norman’s tenure and promotion in the School of Hotel and Tourism Management of Hong Kong Polytechnic University (January 2014).

5. Reviewer for manuscript evaluation (Expertise: Information Technology, E-Commerce, Marketing, E-Consumer behavior, and Hospitality Education) for International Journal of Tourism Research (Since 2013).


7. Ad Hoc Reviewer for manuscript evaluation (Expertise: Information Technology, E-Commerce, Marketing, E-Consumer behavior, and Hospitality Education) for International Journal of Hospitality Management (Since 2012).


10. Ad Hoc Reviewer for manuscript evaluation (Expertise: Information Technology, E-Commerce, Marketing, E-Consumer behavior, and Hospitality Education) for Journal of Hospitality and Tourism Research (Since 2011).

11. Ad Hoc Reviewer for manuscript evaluation (Expertise: Information Technology, E-Commerce, Marketing, E-Consumer behavior, and Hospitality Education) for Journal of Hospitality and Tourism Technology (Since 2010).

12. Ad Hoc Reviewer for manuscript evaluation (Expertise: Information Technology, E-Commerce, Marketing, E-Consumer behavior, and Hospitality Education) for Journal of Hospitality Marketing and Management (Since 2010).

13. Ad Hoc Reviewer for manuscript evaluation (Hospitality education) for Journal of Teaching in Travel and Tourism (Since 2010).
14. Invited reviewer for manuscript evaluations (Expertise: Information Technology) for 2011 Annual Graduate Conference being held in Houston, TX in January 2011.

15. Invited reviewer for manuscript evaluations (Expertise: Information Technology) for 2010 Annual Graduate Conference being held in Washington D.C. in January 2010.

16. Invited reviewer for manuscript evaluations (Expertise: Marketing) for the 2010 Annual Graduate Conference being held in Washington D.C. In January 2010.

17. Ad Hoc Reviewer for manuscript evaluation (Expertise: Information Technology, E-Commerce, Marketing, E-Consumer behavior, and Hospitality Education) for International Journal of Contemporary Hospitality Management (Since 2008).

18. Invited reviewer for manuscript evaluations (Expertise: Travel/tourism) for the 2009 Annual Graduate Conference being held in Las Vegas, NV. In January 2009.

19. Invited reviewer for manuscript evaluations (Expertise: Hospitality/tourism marketing) for the 2009 Annual Graduate Conference being held in Las Vegas, NV. In January, 2009.

20. Invited reviewer for manuscript evaluations (Expertise: Hospitality/tourism information technology) for the 2009 Annual Graduate Conference being held in Las Vegas, NV. In January, 2009.

21. Ad Hoc Reviewer for manuscript evaluation (Expertise: Information Technology) for Journal of Travel Research.

22. Invited reviewer for manuscript evaluations (Expertise: Travel/tourism) for the 2008 Annual Graduate Conference being held in Orlando, FL. In January 2008.

23. Invited reviewer for manuscript evaluations (Expertise: Hospitality/tourism marketing) for the 2008 Annual Graduate Conference being held in Orlando, FL. In January, 2008.

24. Invited reviewer for manuscript evaluations (Expertise: Hospitality/tourism information technology) for the 2008 Annual Graduate Conference being held in Orlando, FL. In January, 2008.

25. Invited reviewer for manuscript evaluations (Expertise: Hospitality/tourism information technology) for International Society of Travel and Tourism Educator (ISTTE) Conference being held in Charleston, SC. In October, 2007.

26. Invited reviewer for manuscript evaluations (Track: hospitality/tourism information technology) for International Council on Hotel, Restaurant and Institutional Education Conference being held in Dallas, TX. In July, 2007.

27. Invited section facilitator (Track: Hospitality/tourism technology) for the 2007 Annual Graduate Conference being held in Houston, TX. In January, 2007.

28. Invited reviewer for manuscript evaluations (expertise: hospitality/tourism marketing) for the 2007 Annual Graduate Conference being held in Houston, TX. In January, 2007.
29. Invited reviewer for manuscript evaluations (expertise: hospitality/tourism technology) for the 2007 Annual Graduate Conference being held in Houston, TX. In January, 2007.

30. Invited reviewer for manuscript evaluations (expertise: hospitality/tourism technology) for the 2006 Annual Graduate Conference being held in Seattle, WA. In January, 2006.


32. Invite panel speaker of Distant Seminars with the students of University of Hawai‘i, March, 2005.


TEACHING AND INSTRUCTIONAL ACTIVITIES

COURSES TAUGHT:

<table>
<thead>
<tr>
<th>Term</th>
<th>Course Number</th>
<th>Course Title</th>
<th>Section</th>
<th>Number Enrolled</th>
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<tbody>
<tr>
<td>Spring 2004</td>
<td>HMD 101</td>
<td>Introduction of Hospitality Industry (Teaching assistant in UNLV)</td>
<td>1</td>
<td>65</td>
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<tr>
<td>Summer 2004</td>
<td>HMD 101</td>
<td>Introduction of Hospitality Industry (Instructor in UNLV)</td>
<td>1</td>
<td>60</td>
</tr>
<tr>
<td>Fall 2004</td>
<td>HMD 225</td>
<td>Basic computer applications for Hospitality Managers (Instructor in UNLV)</td>
<td>2</td>
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</tr>
<tr>
<td>Fall 2004</td>
<td>HMD 725</td>
<td>Information technology in the Hospitality industry, graduate course (Teaching assistant in UNLV)</td>
<td>1</td>
<td>15</td>
</tr>
<tr>
<td>Spring 2005</td>
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**Ph.D. DISSERTATIONS/MASTER THESIS COMMITTEE/PROFESSIONAL PAPER ADVISOR ACTIVITIES:**

1. Ophelia Wong, 2016 “Analyzing Travel Advisory System within a Risk Assessment Framework: A Case of Hong Kong’s Outbound Travel Alert”, Master student in School of Hotel & Tourism Management of Hong Kong Polytechnic University
2. Jocelyn Moore, 2014 to 2015 “Factors affecting guest’s perceived usefulness of online reviews and their impact on guest’s impression on hotel brand and booking intention: A literature review”, Master student in the School of Travel Industry Management of University of Hawai‘i at Mānoa.

4. Tong Kobkitpanichpol, Since 2013, Doctoral student in the School of Hotel and Tourism Management of Hong Kong Polytechnic University.

5. Peiqui (Jill) Huang, Since 2013 “The Timeshare Development in China”, Master student in the School of Travel Industry Management of University of Hawai‘i at Mānoa.


7. Joo Yeon Song, 2009 to 2011 “The effectiveness and marketing functions of destination organizations’ Web sites”, Master student in the School of Travel Industry Management of University of Hawai‘i at Mānoa.

8. Dorothy A. Knudson, 2010 “Tourism stakeholder perceptions of Austria: Strategic implementation of the communication mix in the destination image-creation process”, Master Student in Southern Utah University.


OTHER INSTRUCTIONAL ACTIVITIES:

1. Guest speaker (Topic: Information technology and innovation) for TIM 431, October 2006.


5. Guest speaker (Topic: Information technology and innovation) for TIM 431, April 2008.


8. Guest speaker (Topic: How to write an academic conceptual paper) for TIM 610, September 2010

INTERNAL SERVICE

SCHOOL:

1. Chair of TIM School Faculty Search Committee (Position: Assistant Professor), 9/2016–05/2017
2. Chair of Undergraduate Curriculum and Student Affair Committee, 08/2015–07/2016
3. Chair of TIM School Faculty Search Committee (Position: Instructor), 9/2015–05/2016
4. Chair of TIM School Faculty Search Committee (Position: Assistant Professor), 9/2015–05/2016
6. 3+2 Agreement Coordinator, since 09/2014
7. Member of Tenure and Promotion Review Committee of School of Travel Industry Management, since 09/2014.
8. Member of Departmental Personnel Committee of School of Travel Industry Management, 08/2014–07/2015.
9. Member of TIM School Teaching Excellence Award Review Committee, 03/2014
10. Member of TIM School Award and Scholarship Committee, 03/2014
11. Member of Research Committee, 08/2013–07/2014
12. Faculty advisor of the student chapter of the American Hotel & Lodging Association, 08/2011–
13. Chair of TIM School Award and Scholarship Committee, 03/2013
14. TIM Honors advisor for undergraduate honor students, since 09/2009
15. Member of Departmental Personnel Committee, since 08/2013
16. Member of TIM School Faculty Search Committee (Position: Assistant Professor), since 08/2013
17. Chair of Personnel Committee, 08/2012–07/2013
18. Vice Chair of TIM Faculty Senate, 08/2012–07/2013
19. Chair of Research Committee, 08/2011–07/2012
20. Chair of TIM School Faculty Search Committee (Position: Assistant Professor), 11/2011–05/2012
21. Founding advisor of the student chapter of the American Hotel & Lodging Association, 08/2011–
22. Member of TIM School Award and Scholarship Committee, 02/2012
23. Chair of Undergraduate Curriculum and Student Affair Committee, 08/2010–07/2011
24. Chair of TIM School Award and Scholarship Committee, 03/2011
25. Member of TIM School Faculty Search Committee (Position: Associate/Assistant Professor), 02/2011–05/2011
26. Vice Chair of TIM School Faculty Senator Council, 08/2010~07/2011
27. Member of TIM School Faculty Search Committee (Position: Instructor), 06/2010~07/2010
28. Chair of Thesis Committee, since 09/2009
29. TIM Honors advisor for undergraduate honor students, since 09/2009
30. Chair of Ad Hoc committee (School Web site development), since 08/2009
31. Member of TIM School Award and Scholarship Committee, 03/2010
32. Chair of Personnel Committee, 08/2009~07/2010
33. Member of Ad Hoc committee (Curriculum assessment and development), since 01/2009
34. Chair of Personnel Committee, 01/2009~07/2009
35. Member of Graduate Admission Committee, 08/2008~07/2009
36. Member of Undergraduate Curriculum and Student Affair Committee, 08/2008~07/2009
37. Chair of TIM faculty search committee (Position: Assistant Professor), 10/2007~04/2008
38. Member of Ad Hoc Committee (Hospitality emphasis courses in Graduate Curriculum), 11/2007~07/2008
39. Member of Master of Science Admission Committee, 07/2007~08/2009
40. Chair of Undergraduate Curriculum and Student Affair Committee, 09/2007~07/2008
41. Chair of TIM School Award and Scholarship Committee, 03/2008
42. Vice Chair of TIM School Faculty Senator Council, 07/2007~07/2008
43. Member of TIM School Personnel Committee, 08/2006~02/2007
44. Member of TIM School Faculty Search Committee (Position: Assistant Professor), 01/2007~07/2007
45. Member of Two separate TIM School Faculty Search Committees (Position: Assistant Professors), 08/2006~12/2006
46. Chair of TIM School Personnel Committee, 02/2007~07/2007
47. Member of Thesis Committee, 09/2006~07/2007
48. Member of TIM School Technology Committee, 08/2006~07/2007
49. Member of Ad Hoc Committee of PhD and Master Planning Task Force, 08/2006~12/2006

UNIVERSITY:

1. Member of Tenure and Promotion Review Committee of University of Hawai‘i at Mānoa, Since 11/2013
2. Member of International Education Committee of University of Hawai‘i at Mānoa, 08/2012~09/2013
3. Member of Research Committee of University of Hawai‘i at Mānoa, 09/2009~07/2011
4. Faculty Senator of University of Hawai‘i at Mānoa, 05/2009~07/2011
PROFESSIONAL DEVELOPMENT ACTIVITIES:

1. Mplus Short Course and Latent Variable Symposium, Taiwan, January 9-11, 2011

PROFESSIONAL DEVELOPMENT PLANS:

1. Certificated Hospitality Educator by American Hotel and Lodging Association
2. Statistical training on program of M-plus
APPENDIX D

TIM School MS Program Curriculum
# TIM SCHOOL MS PROGRAM CURRICULUM

## PLAN A (THESIS)

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APPENDIX E

Graduate Course Descriptions
GRADUATE COURSE DESCRIPTIONS

TIM 601 Research Applications in Travel Industry Management (3) Analysis of methodologies appropriate for research in travel industry management. Survey of the literature of applied techniques and approaches including exploratory approaches. Familiarization with research design and implementation of development of research proposals. Pre: graduate standing or consent.

TIM 602 Strategic Travel Marketing (3) In-depth study of marketing principles and problems related to travel industry organizations. Emphasis on strategic marketing. Research applications, international and domestic marketing of travel industry services. Pre: graduate standing or consent.

TIM 603 Information Technology, E-Commerce, and Travel Industry (3) Planning, implementation, management, evaluation, and impact of information and electronic communication technologies, including e-commerce applications in the travel industry. Analysis of new information technology use as an area of research and strategic application. Pre: graduate standing or consent.

TIM 604 Managerial Accounting for Travel Industry (3) Advanced study of management accounting within travel industry: responsibility accounting, pricing decisions, concepts and application of central systems, financial planning, price level impacts, performance evaluation. Pre: graduate standing or consent.

TIM 605 Hospitality Management (3) Advanced human relations and operating issues; use of accounting, behavioral, financial, marketing, and informational systems in managing hospitality organizations. Pre: graduate standing or consent.

TIM 606 Transportation Economics and Management (3) Advanced study analysis of economics and management of passenger transportation systems serving the travel industry. Emphasis on topics such as government policy, transport economics, marketing and management, and the relationships between transportation systems and tourism development. Pre: graduate standing or consent.

TIM 607 Global Tourism Analysis (3) International trade theory and regional analysis methodologies applied to tourism and the service industry, including travel balance account, inter-regional transactions flow, economic impacts, environmental economics, demand theory and forecasting. A-F only. Pre: graduate standing or consent.

TIM 640 Financial Management for the Travel Industry (3) Applications of financial analysis to both the domestic and international travel industry. TIM majors only. A-F only. Pre: graduate standing or consent.

TIM 645 Tourism Field Studies (3) Integration of concepts and application of knowledge and skills from other courses to a selected field study project. Pre: any two 600-level TIM courses completed and a third concurrent; or consent.
**TIM 694 Professional Paper (3)** Independent project or paper under faculty supervision in lieu of Plan A, TIM 700 thesis. Requires proposal approved by supervisor and graduate chair prior to registration. A-F only. Pre: three 600-level TIM courses completed or consent.

**TIM 695 Seminar: Travel Industry Management Policy (3)** Integration of learning through analysis of policy issues, trends, and problems in the travel industry. A-F only. Pre: three 600-level TIM courses completed or consent.

**TIM 699 Directed Reading (V)** Independent study of approved, advanced reading with faculty supervision. Requires proposal prepared by student and approved by supervisor and graduate chair before registration. Repeatable one time.

**TIM 700 Thesis Research (V)** Independent supervised research. Formal and oral written presentation of research findings. Repeatable up to six credits.
APPENDIX F

Quantitative Indicators of the TIM MS Program
Provided by the UHM Institutional Research Office
### Travel Industry Management MS Program

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1/ Course level data.
2/ Excludes classes numbered -99 (Individual Instruction) and 700 (Thesis Research).

NOTE: Data are for Fall semesters, except as noted.

TIM MS STUDENT STATISTICS
Admitted, Enrolled, Degrees Awarded and Graduate Assistantships

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APPENDIX G

Relevant Brochures
The University of Hawai‘i School of Travel Industry Management (TIM) is a leader in the Asia-Pacific region in the study of travel industry management. Established as a program in 1959 and granted school status in 1966, the TIM School is one of the most respected programs worldwide in the study of hospitality, tourism and transportation management. TIM pioneered the concept of integrating all aspects of the travel industry into a single field of study while drawing on other disciplines to create a well-rounded educational experience. Located in one of the finest destinations in the world, the School offers a unique setting to study travel industry management. The Master of Science degree program in travel industry management is designed to provide a specialized education through coursework and research to master a broad and sophisticated set of interdisciplinary skills and knowledge.

The program prepares students for advanced careers and leadership roles across the spectrum of the travel industry including tourism, hospitality and transportation management as well as areas integrating the entire industry including information technology, finance, marketing, policy and planning. Students also can explore specific topics of interest including sustainable tourism, eco-tourism, e-commerce, social and cultural aspects of tourism, among many others. The program and faculty also have a strong emphasis and expertise in the travel industry of the Asia-Pacific region. Students come from many countries with strong representation from Asia and North America.

Candidates for the MS/TIM degree are required to satisfactorily complete 36 credit hours of graduate coursework. Each candidate may select either Plan A (thesis option) or Plan B (non-thesis option). Plan A provides an opportunity to develop a significant contribution to the growing body of travel industry research. This provides the opportunity for students to explore research in their individual area of interest. Candidates selecting Plan B complete a professional paper, which may include but is not limited to an extensive literature review, a case study, an operational analysis, a project, a comparative study, or a interpretation of current knowledge.

**TIM School Mission**

*The mission of the School of Travel Industry Management at the University of Hawai‘i, as a leading professional institution, is to develop, integrate and disseminate knowledge related to all aspects of the travel industry field through a multi-disciplinary approach, incorporating education, research and service.*

Outstanding student award winners and sponsors.
Admission Requirements:

• A bachelor's degree in a travel-related, hospitality management or business field from an accredited institution is recommended for admission. Applicants with degrees in other fields are also encouraged to apply.

• Minimum admission standards include an academic grade point average equivalent to 3.0 or higher on a 4.0 scale in baccalaureate work.

• Applicants are required to take either the Graduate Management Admission Test (GMAT) or the Graduate Record Examination (GRE). The GMAT is preferred and applicants should take the GMAT unless it is not available.

• Applicants whose native language is not English are required to take the Test for English as a Foreign Language (TOEFL). The TOEFL requirement is waived only for applicants who have earned a bachelor’s or advanced degree within the last 5 years from an accredited institution in the United States, Australia, Canada, New Zealand, Singapore or the United Kingdom.

• Two years of full-time experience or the equivalent is preferred.

Financial Assistance

Opportunities for financial assistance include:

• The University of Hawai‘i’s Financial Aid Services Office which assists degree-seeking students to meet their financial obligations by offering grants, scholarships, loans, and employment opportunities.

• The University of Hawai‘i’s Graduate Division which offers a limited number of merit-based Graduate Division Achievement Scholarships for qualified graduate students.

• The School of TIM scholarships and fellowships up to $4,000 for new and continuing TIM graduate students.

• TIM graduate students have been awarded national scholarships on a competitive basis.

• Graduate Assistantships at TIM are available on a competitive basis.
Why Choose TIM’s Master of Science Degree Program?

- The TIM School is the premier school in travel industry management that originated the concept of integrating all aspects of hospitality, tourism and transportation into a single discipline. The School’s B.S. and M.S. degree and certificate programs prepare students for rewarding careers in the largest and most resilient industry in the world.

- It is ranked among the top two in the nation and top eight in the world among Tourism Education Quality (TedQual) Programs certified by the United Nations World Tourism Organization (UNWTO).

- Established in 1966, the TIM School is the oldest tourism education program in the Asia Pacific Region and was awarded the first Pacific Asia Travel Association (PATA) Gold Education Award in 1990 for its outreach into the region.

- In 1991, the TIM School was among the first to be granted full accreditation by the Accreditation Commission for Programs in Hospitality Administration (ACPHA), under the Council for Hotel, Restaurant and Institutional Education.

- The TIM International Alumni Association is a strong supporter for the TIM School and sponsors graduation receptions and industry networking events throughout the year.

- You will be part of a diverse student body with an international faculty, located near the world-famous Waikīkī Resort that offers students the opportunity to experience learning in a living laboratory in the only tropical island in the developed world.

- TIM students are given the opportunities to network with many top travel industry leaders.

- Students are provided with career placement opportunities during their final semester in the program.

- TIM students are given the opportunities to present their research papers at international forums.

"The Masters of Science program at the School of Travel Industry Management (TIM) equipped me with a holistic, technical understanding of the global travel and tourism industry for which to excel academically and professionally. The individualized program structure and real world applicability of course content makes the program highly beneficial for aspiring academics and professionals alike. The TIM faculty and staff provide unparalleled mentorship; my research advisor was phenomenal, and worked with me one on one to refine my writing and research skills. My overall experience at TIM was invaluable, and I feel fortunate to have had the opportunity to pursue my MS at TIM."

Laura Lescar
TIM MS Graduate
Center for Tourism Policy Studies

The TIM School’s Center for Tourism Policy Studies was established in 1989 as an international tourism education and training center by the UNWTO. With seed funds from The Hawai‘i State Legislature, the Center has built its research capability to complete tourism research projects on market research, economic impacts, ecotourism, human resources and workforce development, education and training, and master tourism plans in Hawai‘i and more than a dozen countries.

Professional Development Programs

There are more than 4,000 participants who have completed professional training programs that have been offered since 1979 through the Executive Development Institute for Tourism established with PATA, Hawai‘i International Hotel Institute and custom programs for international groups, now extending beyond the Asia Pacific to the Middle East.

TIM School Facilities

Named facilities include the Sunset Reference Center which houses the largest collection of specialized resource material on tourism in Hawai‘i, the Leong Hop and Bernice C. Loui computer laboratory, and the Gee Technology Learning Center with an IT classroom and a distance learning facility. These facilities are excellent for students to study and work on their papers/presentations.
The Master of Science degree program in travel industry management is designed to provide a specialized education through coursework and research to master a broad and sophisticated set of interdisciplinary skills and knowledge. It is the only major graduate program located in Hawaii specializing in the field serving the State and the Asia-Pacific region. Students develop analytical abilities and the critical thinking skills necessary for careers in the travel and tourism industry. The master’s degree is a broader preparation for graduates to take the first step into leadership roles. Given the program’s focus, students are expected to engage in understanding and execution of rigorous research activities which could also lead to further advanced education.

The program prepares students for advanced careers and leadership roles across the spectrum of the travel industry including tourism, hospitality and transportation management as well as areas integrating the entire industry including information technology, finance, marketing, policy and planning. Students may also explore specific topics of interest including sustainable tourism, eco-tourism, electronic commerce, social and cultural aspects of travel and tourism, among many others. The program and faculty also have a strong emphasis and expertise in travel and tourism in the Asia-Pacific region. Students come from many countries with strong representation from Asia as well as North America and Hawaii.

Candidates for the MS/TIM degree are required to satisfactorily complete 36 credit hours of graduate coursework. Each candidate may select either Plan A (thesis option) or Plan B (non-thesis option).

Admission Requirements:
A bachelor's degree in a travel-related, hospitality management or business field from an accredited institution is recommended for admission. Applicants with degrees in other fields are also encouraged to apply. Minimum admission standards include an academic grade point average equivalent to 3.0 or higher on a 4.0 scale in baccalaureate work.

Applicants are required to take either the Graduate Management Admission Test (GMAT) or the Graduate Record Examination (GRE). The GMAT is preferred and applicants should take the GMAT unless it is not available.

Applicants whose native language is not English are required to take the Test of English as a Foreign Language (TOEFL). The minimum acceptable TOEFL score is 560 paper-based test or 220 computer-based test. However, applicants admitted with TOEFL scores of less than 600 paper-based test or 250 computer-based test are required to take English Language Instruction (ELI) courses. The TOEFL requirement is waived only for applicants who have earned a bachelor's or advanced degree within the last 5 years from an accredited institution in the United States, Australia, Canada, New Zealand, Singapore or the United Kingdom.

TIM MS Program Specific Requirements:
- Three letters of recommendation addressing the ability of the applicant to succeed in graduate study as well as to make future contributions to the travel industry. At least one letter should be from a person familiar with the applicant's academic work.
- Two years of work experience or equivalent is preferred but not required.

The following should be sent directly to our school:
- One copy of your resume including academic and professional background
- Three letters of recommendation in English
- Applicant's statement of goals and objectives

Consideration of admission to the MS/TIM program will start after the receipt of all application materials.
**Academic Preparation**

Our students come from diverse academic backgrounds which contribute to a rich and stimulating classroom environment. There are, however, certain subjects that entering students must be familiar with in order to work from a common knowledge base in our courses. These subjects are: 1) introductory economics, 2) introductory financial and managerial accounting, and 3) introductory statistics. While these subjects are NOT REQUIRED for admission, feel free to contact us if you have questions about your preparation in these areas and your options for meeting this guideline.

The following is the summary of the MS/TIM degree requirements:

**Core Courses:**
- TIM 601 Research Applications in TIM
- TIM 602 Strategic Travel Marketing
- TIM 603 Information Technology, E-Commerce in Travel Industry
- TIM 605 International Hospitality Management
- TIM 606 Transportation Systems Management
- TIM 607 Global Tourism Management
- TIM 695 Seminar: Travel Industry Management Policy

Core Credits: 21

**ELECTIVE COURSES:**
Graduate students can take courses numbered at the 400 level and 600 level or higher as electives. In addition to TIM courses, students may select appropriate courses from other departments on campus. Elective courses also can be used to earn graduate certificates in areas such as historic preservation, Pacific Islands studies, public administration, public policy, and urban & regional planning.

All elective credits must be approved by the graduate chair prior to registration to count toward the 36 total credit requirements for the degree.

**PLAN A: Thesis Option**
- Electives (approved) 9 credits
- TIM 700 - Thesis 6 credits

**OR**

**PLAN B: Non-Thesis Option**
- Electives (approved) 12 credits
- TIM 694–Professional Paper 3 credits

**TOTAL CREDITS 36**

Students can generally complete the program in four semesters. Classes are held in the afternoons or evenings. Students choose an appropriate faculty member to serve as his/her committee chair for the thesis (Plan A) or for their advisor for their professional paper.

For more information, please visit our website at: [www.tim.hawaii.edu](http://www.tim.hawaii.edu).

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