April 16, 2019

MEMORANDUM

TO: Thomas Bingham, Interim Dean of the School of Travel Industry Management

FROM: Michael Bruno, Provost
        Krystyna Aune, Dean of Graduate Division

RE: TIM Graduate Program Review - Progress Report Response

Thank you for your progress report on the 2017 graduate program review. The main issues originally identified in the program review report were the lack of a permanent dean, the curriculum itself (not changed in at least seven years), capstone requirements out of synch, credit requirements – “too light”, and the applicant pool/standards for admission. A “curricular evolution” was recommended by the team along with market/demand analysis and “a robust marketing campaign combined with novel curricula (e.g. 3+2, 4+1)”.

We acknowledge that much attention and effort was directed toward the reorganization of the School of Travel Industry Management with the Shidler College of Business. With the submission of the reorganization proposal, we hope that the efforts to survey alumni, students, and industry members will commence. Per your report, a graduate curriculum review took place in 2017 and the committee agreed to keep the three existing disciplines: hospitality, tourism, and transportation (and offer multiple tracks within them?). As these conversations unfold, we strongly encourage the “curricular evolution” in response to the feedback. We pointed out in the program review response that the credit requirement (36) is on the high end and while not an outlier among other programs as you indicated, we concur with your plan to still consider it as you evaluate the content of the curriculum.

The 3+2 partnerships are an excellent way to increase graduate enrollment. It is not clear to us how much undergraduate curriculum review is essential in developing these agreements as credits are not transferred to UHM from the partner institution. Of course, it is helpful to have some alignment in the programs, but 3+2 programs are not about articulation, per se.

We are pleased that the BAM pathway was approved last year. We hope that our own UHM undergraduate students will be attracted to the TIM program through the pathway opportunity. This can also be a way to recruit freshman and transfer students.
It is also commendable that you have restructured funding procedures and have repackaged resources to better recruit and retain top graduate applicants. We hope additional marketing efforts and academic and community network engagement are underway to continue to recruit qualified graduate students to the program. According to IRAO data, graduate enrollment is 12 for Spring 2019 whereas the B.S. enrollment is 295 (which is a decrease from the prior 5 years). As pointed out before, there may be missed opportunities in the small ratio of undergraduate to graduate students in TIM. Have you also considered other credential options for graduate students and working professionals such as a certificate program, or online offerings? Graduate Division can work with the graduate chair on any such program actions.

We look forward to continued collaborations as you evolve and improve this important graduate program. The interim report should describe the progress and outcomes of the curricular review and modification efforts as well as the recruitment progress. The mid-cycle report will be due May 1, 2020.