

## Shidler College of Business

Context: Shidler runs several graduate programs in a fashion that differs from the other Manoa programs, including executive programs via RCUH instead of Outreach College. In addition, none of the Shidler graduate programs fall under the jurisdiction of Graduate Division. Need to address the challenges of integrating TIM into the business school, in order to seize the opportunities related to future sustainable tourism in Hawaii. Growth in the faculty numbers is an imperative, but the college has a structural budget deficit that needs to be addressed.

### *Summary of High Level Recommendations*

- Revisit decision to remove graduate programs from the Graduate Division.
- Revisit decision to run graduate programs through RCUH.
- Develop a hiring plan to address the recommended 60 FTE, per AACSB.
- Work with HR to develop salary thresholds for Business faculty.

### *Details*

- Except for the PhD in Business, graduate programs in Shidler are not under the jurisdiction of the Graduate Division. Recommend that this arrangement be revisited to bring consistency across campus in the application of policies and procedures.
- Previous AACSB review teams (2010, 2015) recommended that faculty FTE in the College be increased to 60, if not 63 (it's not clear what the desired distribution is across the programs/departments, however). The next review is scheduled for fall 2020. The dean is still trying to address this recommendation, per his fall 2019 hiring request. Recommend demonstrating a commitment to achieving this goal in preparation for the next review.
- Recommend a salary study to assess UHM Business salaries against peer and benchmark institutions. If these are in alignment, recommend that Shidler/HR establish Business salary thresholds similar to the salary thresholds established for the other professional units (Law, Medicine (Clinical faculty)).

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### School of Accountancy

#### *Summary Recommendations*

- Consider developing combined degree pathways with other BBA degrees to increase enrollment, if there is capacity.

#### *Details*

- The Department offers the BBA in Accounting and the Master of Accounting. The Department also supports the College-wide PhD in Business Administration.
- The programs are accredited by the Association to Advance Collegiate Schools of Business International (AACSB). The programs were last reviewed in 2015. The next review is scheduled for the Fall 2020.
- There are 188 students enrolled in BBA (down from 285 in 2012), and 48 enrolled in the Master of Accounting.
- The Department could consider establishing a combined degree pathway with other BBA degrees to increase enrollment in the MAcc, if there is capacity.
- Tenure-track FTE is 8.54 (down from 11 in 2014).

### Department of Finance

#### *Summary Recommendations*

- Monitor enrollment in the MS in Finance program.
- Consider developing a combined degree pathway with the BA in Economics.

#### *Details*

- The Department offers the BBA in Finance, the recently approved MS in Finance, and collaborates with the Department of Management & Industrial Relations on the BBA in Entrepreneurship. Faculty also support the College-wide Executive MBA program and the PhD in Business Administration.
- The programs are accredited by the Association to Advance Collegiate Schools of Business International (AACSB). The programs were last reviewed in 2011. The next review is scheduled for the fall of 2020.
- There are 185 students enrolled in the BBA in Finance, and 60 in Entrepreneurship. The MS program is effective Fall 2020. Preliminary enrollment is not yet available.
- Tenure-track FTE is 11.92.

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- The MS program was designed to support a combined degree pathway for students matriculating from the BBA in Finance. The program can be completed within one academic year. Recommend that the Department explore the possibility of a combined degree pathway with the BA in Economics.

### Department of Information Technology Management

#### *Summary Recommendations*

- Monitor enrollment in the MS in Information Systems.
- Recommend that the Department consider developing a combined degree pathway with Computer Science.

#### *Details*

- The Department offers the BBA in Management & Information Systems, the recently approved MS in Information Systems, and collaborates with the School of Communications (Social Sciences), and the Department of Information & Computer Sciences (Natural Sciences) on the PhD in Communication and Information Sciences. Faculty also support the College-wide Executive MBA program and the PhD in Business Administration.
- The programs are accredited by the Association to Advance Collegiate Schools of Business International (AACSB). The programs were last reviewed in 2015. The next review is scheduled for the Fall 2020.
- There are 85 students enrolled in BBA in Finance, and 29 enrolled in the PhD in CIS. The MS program is effective Fall 2020. Preliminary enrollment is not yet available.
- Tenure-track FTE is 7.
- The MS program was designed to support a combined degree pathway for students matriculating from the BBA in MIS. The program can be completed within one academic year. Recommend that the Department consider developing a combined degree pathway with Computer Science.

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### Department of Management & Industrial Relations

#### *Summary Recommendations*

- Consider allocating more faculty to support enrollment and the number of programs offered.

#### *Details*

- The Department offers the BBA in Human Resource Management, the BBA in International Business, BBA in Management, and the Master of Human Resource Management. The Department collaborates with the Department of Finance on the BBA in Entrepreneurship, and supports the College-wide Executive MBA program and the PhD in Business Administration.
- The programs are accredited by the Association to Advance Collegiate Schools of Business International (AACSB). The programs were last reviewed in 2015. The next review is scheduled for the Fall 2020.
- There are 50 students enrolled in the BBA in Human Resource Management, 21 in the BBA in International Business (offered as a second major only), 60 in the BBA in Entrepreneurship, 146 in the BBA in Management, and 49 in the Master of Human Resource Management.
- Tenure-track FTE is 9.83 (down from 11 in 2014), which seems low given the number of majors and programs in the Department.

### Department of Marketing

#### *Summary Recommendations*

- Monitor enrollment in the MS in Marketing Management.
- Consider collaborating with faculty in Fashion Design and Merchandising on courses that would meet the learning outcomes in merchandising.

#### *Details*

- The Department offers the BBA in Marketing and the recently approved MS in Marketing Management. Faculty also support the College-wide Executive MBA program and the PhD in Business Administration.
- The programs are accredited by the Association to Advance Collegiate Schools of Business International (AACSB). The programs were last reviewed in 2015. The next review is scheduled for the Fall 2020.

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- There are 146 students enrolled in BBA in Marketing. The MS program is effective Fall 2020. Preliminary enrollment is not yet available.
- Tenure-track FTE is 5.83, down from 8 in 2014.
- The MS program was designed to support a combined degree pathway for students matriculating from the BBA in Marketing. The program can be completed within one academic year.
- The external review team for the BS in Fashion Design and Merchandising recommended that faculty collaborate with Marketing faculty to better support and update the Merchandising courses.

### School of Travel Industry Management

#### *Summary Recommendations*

- Recommend a stop-out of the MS in Travel Industry Management, or modify into a professional master's program (with Outreach College).
- Consider whether a BBA in TIM would be more attractive to students in facilitating double majors.
- Consider revising the undergraduate TIM program to facilitate 2+2 articulation agreements with the UH community colleges.

#### *Details*

- The Department offers the BS and MS in Travel Industry Management, and a stopped-out Undergraduate Certificate in Sustainable Tourism. There are 312 enrolled in the BS program, and 13 enrolled in the MS program. Tenure-track FTE is 7.83 (down from 8.58 in 2014).
- The undergraduate program is accredited by the Accrediting Commission for Programs in Hospitality Administration (next review scheduled for 2021). Per the OVCAA, there are plans to include the BS in Travel Industry Management under AACSB accreditation (review in Fall 2020). Consider whether a BBA in TIM would be more attractive to students in facilitating double majors.
- In the past, faculty strongly resisted developing a 2+2 articulation agreement with the community colleges. Recommend that faculty revisit this decision.
- The MS is designed to prepare students for doctoral programs. Recommend that the faculty consider whether a professional master's degree would better meet the needs of the state. Shidler recently launched a hospitality track in the Executive MBA program, however enrollment did not meet projections. Recommend that the faculty work with Business faculty, industry colleagues, and Outreach College to design a professional master's (or possibly modify the MS) to serve working professionals.