

**University of Hawaii at Hilo
 College of Business and Economics
 Annual Maintenance Report
 2007-2008**

AACSB Progress Items (2005 Report of the AACSB review team)

Progress Item	Status
1. Hire a permanent Dean	Completed Fall 2005
2. Improve breadth of research/publications across the faculty	Sustained; growth in average publication productivity
3a. Improve the existing facility	Completed classroom furniture, multimedia equipment, and lab computer upgrades 05/06
3b. Make progress toward a new facility for the College of Business and Economics	Proposed bond-financed modular facilities, investigated partnership with proposed US-China Center real estate development, proposed use of current student services building
4a. Expand opportunities for student growth outside of the classroom	Internship program enrollment growth, rapid expansion of class projects
4b. Enhance student awareness of career placement services on campus	Sustained, at low level
5. Negotiate a percentage of salary rate instead of a flat rate for summer teaching	Apprised new VC Academic Affairs of this faculty contract limitation

Progress Update

Mission

The College convened its first major review of the 2002 Mission, Vision and Strategy, with a multi-stakeholder retreat involving faculty, staff, business leaders and students. A day-long retreat affirmed the value set and mission of the College, but was not sufficiently long to provide strategic direction. Work will extend into 2008-2009.

Intellectual Contributions

Support for individual faculty professional development was increased from \$1000 to \$1500 per full-time faculty member . (Goal 1b, Goal 6a, Goal 6d)

Exploratory activities, intended to support faculty participation in intellectual contribution activities, included discussions with the UHH Interim VC Research and with Dr. Seiji Naya on Native Hawaiian income distribution. We invited a distinguished professor in accounting to deliver a workshop on research and publication (Goal 1b, Goal 6a)

We initiated work to develop a College workload and course release policy, in order to balance faculty deployment to accomplish the teaching, research, service functions of the faculty. (Goal 1b, Goal 6a, Goal 6d)

Continuous Improvement

The Business Advisory Board launched an entrepreneurship and innovation speaker series, featuring Henk Rogers, CEO, Blue Planet Software, and holder of the Tetris video game international licensing rights. Other speakers included Dr. Robert Baldwin on the Doha trade talks (U. Wisconsin) and Dr. Seiji Naya on the income distribution among Native Hawaiians (U. Hawaii, East West Center. (Goal 1e, Goal 3a)

Additional laptops to support instruction with specialized software were purchased. (Goal 1d)

We gained recognition of the College's space needs with the new Vice Chancellor for Academic Affairs. Modular facilities to accommodate overflow space needs are under consideration for University of Hawaii bond financing. A parallel initiative is underway to site a College facility on the grounds of the privately funded US-China Center. Another alternative is assignment of the College to the current Student Services Building, when construction of a new student services building is completed. Funds for this new building have not yet been released. (Goal 1d)

Dean David Billings, University of Alabama, Huntsville, conducted a pre-maintenance visit and provided a set of recommendations. More faculty members participated in the maintenance process to build institutional capital and to plan for succession. Faculty travel to the AACSB Annual Conference in Honolulu was supports to develop this institutional capital. (Goal 1b, Goal 1c, Goal 6b, Goal 6c)

Financial Strategies

CoBE received an endowment gift of \$55,000 to support faculty development, as part of the University of Hawaii's Centennial Campaign. The initial gift of \$10,000 was seeded by the UH President's Hawaii Island chair, followed quickly by two other gifts of \$10,000 and one of \$25,000 from a local CPA. The annual gift from the Robert and Alice Fujimoto Foundation continued. (Goal 1h)

We continued our media presence, including the Chancellor's Focus on UHH television show, to enhance and build strong community support for the College. The Dean is an incoming board member for the Hawaii Island Chamber of Commerce. (Goal 1h)

The Dean served as chair in a successful search for the Hawaii Small Business Development Center Network (SBDC) Director. The SBDC is a College stakeholder, with the state office located in Hilo and the Director reporting to the VC for Academic Affairs. (Goal 1h, Goal 1j)

The Dean is one of two deans (there are six on campus) to sit on a newly created UHH Long Range Budget Planning Committee. A faculty-driven process to identify needed instructional resources for the first time informed the College's 2009-2011 budget planning process, reflecting greater budget transparency promoted by a new Vice Chancellor for Administrative Affairs. (Goal 1j)

The College provided executive training leadership workshops for business community members and coordinated local area arrangements for delivery of UHM Shidler College's Neighbor Island MBA and Master of Human Resource Management. This partnership provided community access to AACSB accredited graduate business programs. (Goal 5b)

Student Selection, Retention and Support

CoBE increased its recruiting and promotional efforts, through direct participation in a number of college fairs on the island, visitations to area high schools, and relationship building with high school faculty. We increased the level of advertising investment in a range of College-specific marketing activities, including the creation of an ad hoc College Marketing committee and advertising aimed at Hawaii students. We also completed a '2+2' articulation with Hawaii Community College. (Goal 2b)

The College's Native Hawaiian advisory group recommended the creation of student and faculty internships with the Office of Hawaiian Affairs and Kamehameha Schools. Dr. Seiji Naya's presentation on "Income Distribution and Alleviation of Poverty among the Native Hawaiian Community," cosponsored by UHH Kipuka Native Hawaiian Student Center, produced campus wide interest in collaborating on this research. (Goal 2b)

The Dean visited the Huazhong University of Science and Technology (HUST), the Wenhua College of HUST, and the Beijing Institute of Graphic Communication, to investigate the establishment of formal relationships. Further discussion will wait on the University's action to establish scholarships for high performing applicants. The College's participation in the AACSC-CCIEE '1+2+1' program was discussed with program representatives, who expressed special interest in tourism management education opportunities. (Goal 2b)

The College support student travel to the San Francisco Federal Reserve District student symposium in Honolulu. (Goal 1e)

Faculty and Staff Sufficiency, Faculty Qualifications and Management

Support for individual faculty professional development was increased from \$1000 to \$1500 per full-time faculty member. (Goal 1b, Goal 6a, Goal 6d)

The College supported faculty travel to the AACSB Continuous Improvement Symposium and Assessment Seminar and to a national First Year Experience conference, the latter also supported by the VC Academic Affairs. One of the three College participants served on the University committee charged with developing learning outcomes for program. (Goal 6a, Goal 6d)

The faculty are still in the process of clarifying College promotion and tenure scholarship guidelines. The Personnel Committee recommendations were remanded back to committee for further modification. (Goal 6b)

Faculty adoption of new instructional technologies is now supported by the Office of Technology and Distance Learning, which routinely offers workshops to support web-based instruction to all UH Hilo faculty. The College supported equipment purchase for faculty interested in experimenting with the I-Clicker. Five out of twelve, or 42 percent, of the full time faculty participated in this experiment. (Goal 6d)

A website redesign has been commissioned, in parallel with the objective of providing faster access to faculty development and reporting policies. (Goal 6b, Goal 6c)

The Dean is working on special salary adjustments for faculty in the economics department, whose salaries fall below AACSB business school benchmarks. The Dean worked to establish equitable treatment in the program review process and personnel management for the China-U.S. Relations masters program. A monthly stipend and one-course release per year was secured for the program director, with funding support from the office of the VC Academic Affairs.

Assurance of Learning

As a result of a February workshop with Mary Allen, sponsored by the VC for Academic Affairs, both the business and economics programs significantly refined learning outcomes, reduced the number of outcomes, and addressed the measurability of outcomes. The business program completed a curriculum matrix. (Goal 1c)

The College continued its pilot testing of the STEPS online portfolio to support the business program emphasis on writing skill development. Members of the business department met with faculty members in the communications and English departments to develop rubrics. (Goal 1c)

The College hosted a summer faculty workshop, led by a writing specialist from the University of Hawaii Manoa, to discuss approaches we could take to improve student writing. Business faculty also met with a UH Hilo technical writing specialist to investigate the development of a writing program for business. The writing specialist proposed development of a business writing handbook, focused on the types and styles of writing for business. Although a concern for the business faculty, the improvement of sentence structure, paragraph structure, and concept development were not a necessary component of this proposed handbook, so the business program will investigate other approaches. We plan to pilot a Writing Intensive entry level upper division course, Mgt 300, Management, Organizations and Human Behavior in Fall 2008, supported by a student reader. (Goal 1c)

Priority Update

Action items carried over to 2008-2009 are shaded in the table below.

College of Business and Economics
 2007-2008 Action Items

	Objective	Action	Assignment	Funding	Status
Mission	Review mission and strategic vision of the College	Held day long retreat of faculty, business board, students, administrators, with external facilitators	Dean Faculty Board Students	Foundation funds for hospitality	Values, mission reaffirmed; strategic direction continued
	Review inclusion of 'attitudes' in mission statement (04/05 retreat)	No action			Continued over
Intellectual Contributions	Increase faculty participation in IC activities	Invite visiting researchers	Dean	Funds for travel	Sustained
	Improve breadth of research across faculty (2005 AACSB Review)	Conduct accounting and economics search	Faculty committee	Existing lines	Searches completed; Sustained
	Respond to AACSB change in IC classification	Update database to reflect IC classification change	Faculty	No funds needed	Continued over
Continuous Improvement	Maintain currency in AACSB thought leadership	Attend AACSB conferences: Dean, International	Dean Faculty	Dean's travel funds	Sustained
		Invite UH Hilo Chancellor to present at AASCU affinity group meeting ICAM	Dean Chancellor	Chancellor's office funds	Completed
		Invite Dean David Billings, College of Administrative Sciences, University of Alabama Huntsville, for a pre-maintenance review	Dean	Dean's travel funds	Completed
	Develop focus on entrepreneurship and	'Threaded' curriculum development deferred in favor of effort in assurance of	Faculty	No funds needed	Continued over

	small business (06/07 retreat)	learning			
	Plan for a new facility for College (2005 AACSB Review)	Propose new facility	Dean	Bond funded modulars, private partnership, current student services building	Continued over
Financial Strategies	Increase community awareness and support for CoBE (05/06 retreat)	Send out press releases Host student/faculty/ community events Offered training workshops	Dean Advisory board Faculty	Foundation funds support events	Sustained
	Cultivate relationships for gifts to CoBE (05/06 retreat)	Participate in organizations that support College scholarships (Hawaii Island Chamber, Rotary Club of Hilo) Received gifts to fund newly created Faculty Development Endowment Fund (\$55 thousand) Continued annual gift from Robert and Alice Fujimoto Foundation	Dean	Foundation funds for hospitality	Sustained
Student Selection, Retention and Support	Expand opportunities for student growth outside the classroom (2005 AACSB Review)	Expand internships Encourage group projects with business Invite speakers to campus	Dean Board	External funds Foundation funds to support hospitality	Sustained
		Identify alternative to Chamber of Commerce student networking event	Dean		Continued over
	Enhance student retention	Provide tutoring support in gateway courses	Dean VCAA	VCAA academic support funds	Sustained
	Enhance student diversity	Improve incoming transfer rate from UH	Dean	No additional	Continued over

		system Investigate ways to recruit Native Hawaiian students Participate in Business Education partnership	Faculty	resources	
	Form clubs for majors (05/06 retreat)	Support business fraternity recruitment; Accounting club activities continued	Faculty	No funds needed	Continued over
	Establish out-of-classroom graduation requirement (06/07 retreat)	Assign task force assigned to study this requirement	Faculty	No funds needed	Continued over
	Enhance student awareness of career placement services on campus (2005 AACSB Review)	Remind students of resource availability	Faculty	No funds needed	Continued over
	Develop career development modules/ add new professional development class	Course proposed	Faculty	College lecturer funds	Continued over
	Increase student interaction with Small Business Development Center (04/05 retreat)	No action			Continued over
Faculty Sufficiency, Qualifications & Management	Improve breadth of research across faculty (2005 AACSB Review)	Conduct accounting and economics searches	Faculty committee	Existing lines	Searches completed; Sustained
	Negotiate percentage of salary for summer teaching (2005 AACSB Review)	Informed new VC Administrative Affairs of need to investigate			Continued over
	Support junior faculty development	Developed guidelines for P/T research standard; returned to committee	Faculty committee	No additional resources	Continued over

Assurance of Learning	Support development of writing skills and assessment (04/05 retreat)	Continue focus on improvement of writing skills; practice use of STEPS electronic portfolio	Business chair	Funds for portfolio database service	Continued over
	Develop assessment plan for all program learning outcomes	Refine learning outcomes Document curriculum matrix Establish writing rubric Review Business law syllabus	Business chair Faculty	No funds needed	Continued over