

**University of Hawaii at Hilo  
 College of Business and Economics  
 Annual Maintenance Report  
 2008-2009**

*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	Established Student Services Building to serve as expanded facility for College, by approval of the Chancellor upon completion of new student services building 08/09
4a. Expand opportunities for student growth outside of the classroom	Established CoBE Student Mentors group, established New Student welcome event, strengthened business fraternity, continued expansion of class projects, sustained internship program enrollment 08/09
4b. Enhance student awareness of career placement services on campus	Established CoBE Job Fair, focusing on career development and placement skills 08/09
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**

The College is looking forward to its AACSB Maintenance of Accreditation (MAC) visit in November, 2009. We present to the team strengths we demonstrated at initial accreditation and improvements in the key area of assurance of learning and progress items identified by the 2005 AACSB initial accreditation review (see table above). We maintain our strong financial reporting system, good internal organization with the committee structure and faculty senate to carry on the work of the College, collegiality among the faculty, and ease of internal communication.

### Mission

The College completed revision of its strategic plan for 2009-2014, following a one and a half year-long review process. The revised plan represents an incremental change from the previous one, removing a specialized focus on smaller organizations, and expanding the importance of personal attention and out-of-classroom learning experiences as differentiating elements. We will continue to look for selective management education opportunities, such as the new accounting major. Support for entrepreneurship, sustainability and tourism as potential areas of program development is retained in the vision.

### Intellectual Contributions

The College sustained faculty professional development support at \$1500 per full time faculty member, in a year of budget cut-back. (Goal 1b , Goal 6a, Goal 6d)

We continued the collection of relevant policies to initiate development of a College workload and course release policy, in order to balance faculty deployment to accomplish the teaching, research, service functions of the faculty. These policies were shared with the VC Academic Affairs Deans & Directors Council. (Goal 1b, Goal 6a, Goal 6d)

### Continuous Improvement

An agreement to assign the College to the current student services building was established, by approval of the Chancellor and with the joint support of the Vice Chancellors for Academic Affairs and Administrative Affairs. A new student services building is in the construction pipeline and completion is anticipated in 2011. This agreement significantly addresses the 2005 AACSB review Progress Item that planning for a new College facility begin. (Goal 1d)

Compustat data services were acquired and specialized software licenses for the business lab and the Wall Street Journal Online subscription were continued. (Goal 1b, Goal 1d, Goal 6a, Goal 6d)

The College continued to fund faculty travel for the development of an entrepreneurship focus. Business student Kiersten Akahoshi was awarded business plan development funds through participation in our business planning course (Mgt 425) and the competition managed by the Shidler College Pacific Asia Center for Entrepreneurship. (Goal 1e, Goal 3a, Goal 4b)

A new website was designed for improved functionality, maintenance, and appearance, to be attractive to student users and to facilitate faculty access to faculty resource management documents. (Goal 6b, Goal 6c, Goal 6d)

### Financial Strategies

The Business Advisory Board actively supported the College goal of providing outside-the-classroom learning experiences, providing access to speakers for the College's leadership speaker series and participating in the New Student Welcome event and the new CoBE Job Fair. Groundwork laid by consultant David Hyslop in June, 2008, yielded strengthened relationships with current and new partners. The Board participated in the College's just completed strategic plan review and is engaging in the creation of its own mission statement. The number of Board members increased this year from 14 to 15. (Goal 1e, Goal 1h)

A major accounting scholarship was established by the Hilo CPA firm of Taketa, Iwata, and Hara. This adds to current business community scholarship support for CoBE students, including the Hawaii Island Chamber of Commerce scholarships (\$2000 per year), the Rotary Club of Hilo scholarship (\$1500 per year), and the Hawaii Society of Certified Public Accountants award (\$750 per year). (Goal 1h)

The Dean is a member of the UHH Long Range Budget Planning Committee, the Enrollment Management Implementation Task Force, and the New Student Programs Committee. The Dean also continues with as a second year board member for the Hawaii Island Chamber of Commerce in 2009-10, member of the K-12 Business Education Partnership (K-12) and the Rotary Club of Hilo. (Goal 1h)

### Student Selection, Retention and Support

Enrollment and major count in the business program increased 6 percent in 2008-09, reversing a two year decline. There were 50 majors in the newly established major in Accounting. The College increased its recruiting and promotional efforts through high school business academy teachers and hosted high school students on campus. We maintained our presence at college fairs on the island and College advertising presence aimed at Hawaii students. (Goal 2b)

The College held the first CoBE Job Fair, through which students attended resume writing and interview skill workshops of the UH Hilo Career Center. This significantly addressed a 2005 AACSB progress item that noted the unfamiliarity of many first generation college goers with the professional job search process. The Career Center director remarked that the 60 student attendance at workshops was a record, and we were commended by many of the business participants at the fair for being proactive in a slumping economy. A resume book representing approximately 35 students was distributed to 20 participating organization; a small number of students were called for follow up interviews. This Job Fair replaces a prior curriculum approach to the progress item. (Goal 1f)

Student opportunities for learning outside of the classroom were significantly expanded, spurred by student engagement in College centered student organizations. A new CoBE Student Mentors group planned and coordinated activities for CoBE's first New Student Welcome event, partnered with the Business Advisory Board to continue the Board's Leadership Speaker Series, and staged the first CoBE dances in each semester, the Red Carpet Ball and the Masquerade Ball. The Accounting

Club sponsored two events with accounting professionals and conducted fund raising to pay for speaker travel. The business fraternity, Delta Sigma Pi, virtually tripled its membership. Integrated marketing communication plans, developed by students in the marketing principles class, were entered in a marketing competition judged by external stakeholders. An internship partnership with the County of Hawaii Human Resource Department was established, through the efforts of an Advisory Board member. These activities supplemented the College's standing internship program and class opportunities for project-based learning, including the USDA funded sustainable tourism class. CoBE students were again invited to participate in the Asia University Elite American Youth Program. (Goal 1e, Goal 2a, Goal 3a, Goal 4a)

To explore how to make management education more relevant to Native Hawaiian students, faculty attended a retreat sponsored by the Kamehameha Schools at Keauhou in June, 2007, to learn about the role of culture in that resort property's business plan. (Goal 2b)

Student diversity efforts advanced with the AASCU-CIEE '1+2+1' program but slowed with UH system community college articulation. Two Chinese students will enter the business program in Fall 2009 and we have a working proposal for Kauai CC's AA program. We initiated discussion with Honolulu CC on potential articulation of its music business program. (Goal 2b)

The Business Advisory Board continued the major leadership speaker series, with the Vice President and Chief Economist of the Bank of Hawaii, the Mayor of Hawaii County and CEO's of a large local real estate business and a sustainable recyclable wholesaler. An international panel of women university presidents, invited by the UH Hilo Chancellor and the Governor of the State of Hawaii, shared their leadership experiences with students and a larger community audience. The Dean served on the local steering committee. (Goal 1e)

#### Faculty and Staff Sufficiency, Faculty Qualifications and Management

The College co-sponsored the 2008 International Conference on Electronic Business with California State University Sacramento in Waikoloa, at which a CoBE management information systems professor negotiated for CoBE students to work with distributed student teams abroad on a common project. This is anticipated to lead to published work. (Goal 1b, Goal 1e, Goal 2a, Goal 3a, Goal 6d)

Faculty led an initiative to establish a teaching forum, meeting approximately every two weeks on a range of topics, including a student honor code, the cost of textbooks, the impact of cultural diversity on learning, assessment, among others. (Goal 2d, Goal 6e)

The College completed a website redesign, for which one objective was to provide greater accessibility to faculty development and reporting policies. (Goal 6b, Goal 6c)

An annual College call for copies of research publications to document AACSB scholarship was established. (Goal 6a)

The faculty reached strong convergence on principles underlying the current promotion and tenure scholarship guidelines. Consensus language to clarify the guidelines, developed at the year-end meeting called by the Dean, will be introduced at the faculty senate next year. (Goal 6b)

The faculty modified the senate charter so that the faculty body's role in policy making is consistent with Board of Regents Policy Chapter 1, Section 1-10. (Goal 1j)

Administrative oversight of the China US Relations master's program was continued by College. The Dean led a multidisciplinary and multi-stakeholder search committee for the permanent China US Relations program director. Disparity between salaries of faculty in the Department of Economics and faculty in the Department of Business Administration was addressed.

#### Assurance of Learning

College faculty participated in a January WASC assessment workshop held in Honolulu. With the additional informal feedback from our MAC chair, the Business program reduced the number of its student learning outcomes to five, revised the master syllabi for all core courses to reflect the new learning outcomes, developed rubrics for each, and newly collected data for two outcomes this year, in addition to our long standing ETS major field test assessment of knowledge in business functions. Tests for inter-rater reliability were conducted. The writing pilot project in Mgt 300 is extended into 2009-2010. (Goal 1c)

### **Priority Update**

Action items to carry over into 2009-10 are shaded in the table below.

College of Business and Economics  
 2008-2009 Action Items

	Objective	Action	Assignment	Funding	Status
Mission	Review inclusion of 'attitudes' in mission statement (04/05 retreat)	No action	Dean Faculty Advisory board	No funds needed	Continued over
Intellectual Contributions	Respond to AACSB change in IC classification	Update database to reflect IC classification change	Faculty	No funds needed	Completed
	Improve breadth of research across faculty (2005 AACSB Review)	Refine workload expectations to address requests for course release	Dean	Course release funds	Continued over
Continuous Improvement	Maintain currency in AACSB thought leadership	Attend AACSB conferences: Dean, Assessment Seminar	Dean Faculty	Dean's travel funds	Sustained
	Plan for a new facility for College (2005 AACSB Review)	Established clear plan	Dean	Bond funded modulars, private building partnership, current student services building	Student services building assigned 08/09; renovation planning next year
	Develop focus on entrepreneurship and small business (06/07 retreat)	'Threaded' curriculum development deferred in favor of effort in assurance of learning	Faculty	No funds needed	Reduced focus per mission review 08/09
Financial Strategies	Increase community awareness and support for CoBE (05/06 retreat)	Send out press releases Host student/faculty/ community events (New Student Welcome event, new CoBE Job Fair, speaker series)	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	Dean	Foundation funds for	Sustained

		Island Chamber, Rotary Club of Hilo) Continued annual gift from Robert and Alice Fujimoto Foundation Established NEW Taketa, Iwata, Hara scholarship for accounting		hospitality	
Student Selection, Retention and Support	Expand opportunities for student growth outside the classroom (2005 AACSB Review)	Sustain internship levels Encourage group projects with business Host speaker series	Dean Internship coordinator Board	External funds UH Foundation hospitality funds	Sustained
		Identify alternative to Chamber of Commerce student networking event	Dean Faculty	See below	Addressed by student organization activity
	Form clubs for majors (05/06 retreat)	Established CoBE Student Mentors Moved business fraternity chapter out of 'warning' status Expanded accounting club professional night to 2x per year Developed funds for accounting club guest speaker travel	Faculty	No college funds needed Club fundraising	Sustained
	Enhance student awareness of career placement services on campus (2005 AACSB Review)	Requested student support specialist included in UH Hilo 2009-2011 biennium budget request	Dean Faculty	Proposed \$40,000 position	All program enhancement proposals eliminated at UH system
		Initiated CoBE College Fair, focusing on career development and placement skills	Faculty UHH Career Center	No funds needed currently	Need to identify additional resource support
	Develop career development modules/ add professional	Placed proposed course on hold, in favor of CoBE Job Fair	Faculty	College funds	Addressed by CoBE Job Fair

	development class				
	Establish out-of-classroom graduation requirement (06/07 retreat)	Assign task force to study this requirement	Faculty	No funds needed	Continued over
	Increase student interaction with Small Business Development Center (04/05 retreat)	Assign to Internship Coordinator	Dean Faculty	No funds needed	Continued over
Faculty Sufficiency, Qualifications & Management	Improve participating faculty ratio	Convert business law and tourism lecturers to participating status	Dean	College funds, 1 credit overload annually	Completed
	Increase support for instruction	Support faculty initiatives to improve instruction- equipment, professional development, teaching forum	Dean Faculty	Instructional resource funds Funds for professional development	Sustained
	Improve breadth of research across faculty (2005 AACSB Review)	Refine workload expectations to address requests for course release	Dean	Course release funds	Continued over
	Negotiate percentage of salary for summer teaching (2005 AACSB Review)	Requested VCAA investigation at system level, rate is governed by contract	Dean VCAA	No funds needed currently	Continued over
	Support junior faculty development	Develop guidelines for P/T research standard	Faculty committee	No funds needed	Concluded, Senate action 09/10
		Develop guidelines for service expectations; returned to committee	Faculty committee	No funds needed	Continued over
Assurance of Learning	Support development of writing skills and assessment (04/05 retreat)	Writing Intensive pilot in Mgt 300 Continued use of STEPS	Business chair	Funds for reader, portfolio database service \$3.5k	Continued over
	Develop and implement	Revise business law master syllabus	Business	No funds needed	Completed;



	assessment plan for all program learning outcomes		chair Faculty		implementation 09/10
		Complete learning outcome rubrics Test rubrics for inter-rater reliability Schedule responsibility and collection of data Complete data collection or pilot on all 5 program learning goals	Faculty committee	Stipends for testing \$1k	Continued over