Celebrating the Past, Leading the Future:
The Story of the TIM School
1966 - 2006
Celebrating the Past,

Leading the Future:

A History of the TIM School

1966 - 2006
Acknowledgement

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Walter Jamieson

Dean
School of Travel Industry Management
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Introduction

Founded in 1966, the School of Travel Industry Management (TIM) at the University of Hawaii boasts a rich history of innovation, growth, and change. Today it is one of the world's most respected programs in the field of hospitality, tourism and transportation management, focusing on the special challenges of Hawaii and the Asia-Pacific region.

Through the leadership and vision of the deans, the TIM School pioneered the integration of many aspects of the travel industry under a single discipline, built on a foundation of management science. TIM faculty are internationally recognized in the field of travel industry management for their academic research and teaching that reaches across national borders. TIM staff members are qualified professionals who support the development of the School and ensure its smooth operation. Together, the deans, faculty, and staff have developed productive and important relationships with students, the university, travel-industry-related organizations, donors, the alumni, and international academic institutions.

The School's Professional Development and Research Consultancy group conducts research for academic, government, and industry use, while offering professional development and continuing education programs to its students. Its vast experience and expertise has allowed this branch of the School to provide resolutions to tourism challenges and opportunities in Hawaii and countries in the Asia-Pacific region.

The unparalleled combination of intense classroom instruction and state-of-the-art research and learning resources means that the TIM School students are some of the best qualified hospitality and tourism education graduates in the world. Students involved in TIM School clubs further enrich their experience with organized
tours and visits to industry locations, attendance at seminars and workshops, and participation in event planning and fundraising events. They can also expand their professional networks thanks to activities planned by industry professionals and TIM alumni.

In the decades since the TIM School's first students received their degrees, TIM alumni have forged ahead in professional careers in Hawaii, on the US Mainland, and in the Asia-Pacific region, fulfilling the School's mission of educating and training students to assume leadership roles in the travel industry and around the world. In addition, TIM alumni remain actively involved with the School through the alumni association and corporation membership, satellite chapter meetings, and networking events.

Since the School's inception, its operations have been supported and enhanced by the travel industry community. Members of the School's Advisory Board and Council, which provide guidance to TIM programs, have been drawn from all branches of the travel industry. Student internships, a vital part of the TIM School experience, have continued to thrive through the support and donations of numerous local and international industry hotels, associations, and organizations. The School's progress would not have been possible without the generous contributions of those individuals and organizations that support the School's vision and goals.

Over the last four decades, people involved in the TIM School have moved the travel industry forward at all levels, and have often been honored for their achievements. This book was written to recognize the invaluable service and guidance that has been received over the years, and to honor and acknowledge those individuals and groups, which have contributed to the success that the TIM School enjoys today.
Messages from the Community
On behalf of the United Nations World Tourism Organization I wish all of the faculty, staff and students and your many graduates sincere congratulations on your 40th anniversary. The School and WTO have had a long and effective relationship starting when the School of Travel Industry Management was named one of the early WTO World Tourism and Education Research Centers. The many consultancies and books that you have assisted us with are much appreciated and we look forward to working with you in the future. The Memorandum of Understanding that we recently signed for cooperation in the Asia-Pacific region has already borne fruit and will help us to meet the important needs of sustainable tourism development in the region.

The UN World Tourism Organization is privileged to be partners with one of the leading tourism programs in the world. Sincere best wishes in your celebrations and as you firmly establish the TIM hallmark in the tourism industry.
On behalf of the Board of PATA, I offer my sincere congratulations to the School of Travel Industry Management at the University of Hawaii at Manoa on your 40th anniversary.

PATA is proud to have been associated with the TIM School since 1955, when William Mullahey, one of the founders of PATA, presented the vision of an academic program to support the growth of the tourism industry in Hawaii. The School is recognized as one of the leading programs in the Asia-Pacific region. The School’s Executive Development Institute for Tourism (EDIT), for which we have proudly provided scholarships, has contributed many graduates to the industry worldwide and is recognized for its excellence in professional development training.

We wish Dean Jamieson, the faculty, staff, and students every success as you celebrate your 40th anniversary, and we look forward to our continued partnership in the future.
State of Hawaii

On behalf of the people of Hawai‘i, we send greetings of aloha and offer our congratulations on the 40th anniversary of the University of Hawai‘i at Manoa’s School of Travel Industry Management (TIM).

With many events planned, this year will certainly be fun and enjoyable for students, alumni, faculty and members of the travel industry.

We extend our congratulations to the TIM staff and faculty, large alumni network, advisory board, and international partners who have made the school what it is today. We are grateful for the partnership between the hospitality industry and the University, which provides a strong learning environment for TIM students in a state where tourism is the number one industry, and continually growing.

Again, congratulations to the School of Travel Industry Management at the University of Hawai‘i at Manoa and best wishes for a memorable celebration.

Aloha!

Linda Lingle
Governor

Lieutenant Governor
The people of the City and County of Honolulu join me in congratulating everyone associated with the University of Hawaii's School of Travel Industry Management on your 40th Anniversary.

Few institutions of higher learning can point to a record as distinguished and influential as yours. TIM alumni have led the travel and hospitality industries for decades, your members filling the ranks of hotels and restaurants, government, transportation and travel firms, and myriad tourism-related enterprises across Hawaii, North America, and the world. And while the years since leaving the Manoa campus may have found you in innumerable professions, working environments, and nations, I know you continue to share the happy memories of your years at the university, the enriching education you enjoyed, and the important role your degree played in your personal and professional success. Let this milestone in your history inspire you to build on your achievements, and those of the School of Travel Industry Management, in the years to come.

We wish you a memorable celebration and many more years of success.
University of Hawai'i

On behalf of the University of Hawai'i System, I congratulate the University of Hawai'i at Manoa School of Travel Industry Management on the celebration of its 40th anniversary.

The TIM School's alumni influence the travel and tourism industry throughout the Asia-Pacific region and the world. Its cutting-edge curriculum, emphasis on internships, and partnership with world-class hotels, restaurants, and hospitality firms in Hawaii have made it the premier education center for all students who wish to enter the industry.

Over the last forty years, the TIM School has achieved a respected reputation in our community and around the globe for its outstanding work. In 1991, the World Tourism Organization designated the TIM School an International Tourism Education and Training Center, and in 2002, the same organization awarded the TedQual (Tourism Education Quality) certification to the TIM School, making it one of the few in the world. It is one of only two US institutions in the World's Leading Tourism Programmes directory.

I congratulate Dean Walter Jamieson and the faculty, staff, students and alumni of the TIM School on their accomplishments in the last forty years. I look forward to the leadership role that the school will sustain as it takes on the future.

David McClain
President
University of Hawai‘i at Manoa

It is with great pride that the University of Hawai‘i at Manoa this year celebrates the 40th anniversary of our world-renowned School of Travel Industry Management.

The most successful professional programs on our campus are those that have cultivated mutually beneficial partnerships with the industries on which they focus. The TIM School stands as a prime example of those successes – on a local, national and international scale. School alumni may be found at all levels of the hospitality industry worldwide; faculty members consult in the field regularly, with special attention to Asia and the Pacific. The World Travel Organization has officially recognized our education and training programs as among the finest.

This book highlights the storied history of the TIM School, and I am certain you will enjoy this opportunity to reminisce. The anniversary celebration is an occasion to renew our commitment to excellence and to look forward to many more accomplishments in the years ahead.

Aloha!
TIM Advisory Council

Congratulations to you and the University of Hawai‘i at Manoa on the 40th anniversary of the School of Travel Industry Management.

TIM can look back with pride for having been able to establish an outstanding reputation not only in Hawai‘i and the United States, but also internationally and primarily throughout the Pacific Rim and Asia.

This excellent reputation is due to the fact that the TIM School's administration and faculty have always been in tune with the needs of the very dynamic, diverse and rapidly changing visitor industry. For instance, TIM has recently adopted curriculum to meet market demands of worldwide resort development and management.

TIM is committed to educating and preparing its students to become the leaders of tomorrow. Graduates of TIM have the ability and keen understanding to guide the industry in its fiscal responsibility and asset management, as well as demonstrate a genuine care for the environment including sustainable growth.

Looking into the future, the University of Hawai‘i School of Travel Industry Management is well positioned to meet the increasing demands of the travel industry for well educated individuals who have the ability to make meaningful contributions for the benefit of our fast expanding and discriminate society of world travelers both for business and leisure.

Again, congratulations to TIM's 40th anniversary and best wishes for continued success.
Congratulations to all of you at the School of Travel Industry Management on your 40th anniversary. You should all be proud of the school’s remarkable evolution, innumerable success stories and its positive impact on the community.

As a graduate, a proud parent of a graduate and a member of Hawaii’s travel industry I have much to thank TIM for. Your personal attention to the needs and nurturing of each student together with the energy and care you dedicate to our professional growth binds us forever to the school. With each successive class of graduates your tradition of excellence grows.

It’s very telling that so many alumni wish to donate their time and talents to help further the growth of the school. So many want to give back. This is because we have received so much from you.

Thank you and best wishes toward your continued success.
TIM School

It is a privilege to provide an introduction to this publication which celebrates the 40th anniversary of the School of Travel Industry Management. We have designed the book to acknowledge the important contribution that the staff, faculty and students of the School have made not only in Hawaii but within the Asia-Pacific region. The School of Travel Industry Management has been a pioneer in many areas and this publication seeks to highlight some of its achievements and milestones. It has been a challenge to note key events and individuals from a very rich history.

The School celebrates its 40 years of achievement and looks forward to the next 40 years where it will continue to provide a world-class education for its graduates, conduct leading edge research, provide innovative responses to the challenges that the travel and tourism industry face and work with our many stakeholders in achieving responsible tourism development.

The book also is a testimony to the many stakeholders who contributed to our success and with whom we look forward to working with in the future.

It is a privilege to be the Dean of one of the leading tourism programs in the world.

Aloha

Walter Jamieson
Dean
TIM School Leadership
TIM School
Leadership

In 1955, the idea of a higher education program to support an envisioned high-growth tourism industry in the Asia-Pacific region began to take shape. William Mullahey, one of the founders of the Pacific Asia Travel Association (PATA), sought to put this idea into motion. The concept and design for such an academic program were discussed at PATA's ninth annual conference in New Zealand. Since this was a new educational field, there were few resources from which to draw, and little academic support existed to legitimize tourism as a worthy field of study. At the time, the only existing model was the traditional "hotel school" program found in Europe and on the US mainland. A program focused on travel and tourism would be a pioneer in many respects, and there seemed no better location than Hawaii, the booming epicenter of Pacific travel and tourism.

The Governor of Hawaii, William F. Quinn, also serving as PATA President, joined Mullahey and others in promoting Hawaii as an ideal program location. He began discussions with the University of Hawaii (UH), its Board of Regents, and the Hawaii Hotel Association. By 1961, Dean Michael Wermel at the College of Business Administration (CBA) at the UH had visited other universities on the US mainland to see how hotel and hospitality related education programs func-
tioned within their respective campuses. Because Michigan State University was a land-grant university similar to Hawaii's, and its Hotel, Restaurant and Institutional School (now renamed the School of Hospitality Business), was housed in its College of Business, Dean Wermel thought that the Michigan State University model would be an appropriate fit for the University of Hawaii. He invited Professor Robert W. McIntosh from the school to develop a curriculum for the newly created department, and by the end of the 1962 the program was approved by the University and formally inducted into the CBA. Under McIntosh, it was a Department of Hotel Management and Tourism.

Edward M. Barnet—Vision

With a new bachelor's degree program in hotel management in place, when Dr. McIntosh returned to Michigan State University, it required new leadership and a permanent faculty. Mullany suggested John Bridges, retired general director of British Travel and Holidays Association, to head the department for the 1963 academic year while a full-time replacement was sought. By 1964, under Dr. Schuyler Hosliett, the new dean of the College of Business Administration, Dr. Edward M. Barnet, was recruited from Michigan State to become the director of the Hotel Management and Tourism Program, as well as to serve as assistant dean of the CBA. Having already spent time at Michigan State University as a marketing professor, Dr. Barnet had a broad vision: to reorganize the curriculum to include hotels, restaurants, transportation, and land development as components of a market distribution and business management system.

With the arrival of jet aircraft in 1958, tourism began to grow at a phenomenal rate—and the need for skilled management talent with local roots gained increased awareness in the community. Starting with an enrollment of just 58 in 1962, the program graduated its first batch of students four years later, 16 in all, with Bachelor of Business Administration degrees with an emphasis in Hotel Management and Tourism. Dr. Barnet lobbied heavily on campus and within the industry to gain support to transform the fledgling program into a school. He coined the term "Travel Industry Management (TIM)" for the school's new name, a name that would describe a curriculum that reflected the integrated functions of the industry. His request for school status within the CBA was approved, and at the beginning of 1967 Dr. Barnet became the first official Dean of the School of Travel Industry Management. His vision and goals were to "strengthen special areas of emphasis; to

▲ Pictured in the lei is John Bridges, retired general director of British Travel and Holidays Association, who headed the newly created hotel management program in 1963.

▲ Dr. Edward M. Barnet served as dean of the School of Travel Industry Management from 1964 until 1974.
reorganize foods courses (in Home Economics); to develop internships in ‘the living laboratory of Honolulu’; to acquire a full-time resident faculty; and to develop a TIM identity."

Travel Industry Management is a new approach to a business curriculum traditionally called hotel, restaurant, and tourism administration. It has evolved from the beliefs that the travel industry now demands personnel with managerial skills beyond mere technical competence, and that leaders in the field must be prepared to function as increasingly knowledgeable individuals with a broad range of experience in the various aspects of travel. (First TIM Program Brochure)

Dean Barnet brought in additional faculty for the School, including Professor Paul Broten from Cornell University and Professor Clare Gunn from Texas A&M University. Meanwhile, the UH College of Tropical Agriculture and Human Resources (CTAHR) invited Chuck Y. Gee, as Visiting Associate Professor from the University of Denver, to assist in the development of food and beverage courses to serve both the needs of the dietitian program in CTAHR and the TIM School. Dean Barnet aimed high: his goal was to build a program that would be competitive with those at Cornell and Michigan State—which would mean that the equity value and prestige of a degree from the new TIM School would be considerable. Quality faculty needed to be attracted and identified in various TIM specializations, and in addition, needed to fit in with the CBA. New courses were developed for the curriculum, including travel agency management and resort area development, subjects for which textbooks did not yet exist.

Barnet worked hard to recreate CTAHR food courses for the TIM School as an integrated part of the Hotel Management curriculum. Because the TIM faculty would be small, he looked for faculty who were versatile enough to cover multiple subjects and create teaching materials for non-traditional subjects.

Dean Barnet sought to gain industry support and to raise public awareness of the TIM School. He formed the TIM Business Advisory Committee in late 1967 to guide
the School's future plans, programs, and policies. Both Dean Barnet and Associate Dean Gee solicited financial support for scholarships, faculty recruiting, trips for students, and special books and periodicals to build a fledgling library collection for the program. Dean Barnet also set the stage for facility improvements, as the School's popularity meant that it was rapidly outgrowing its home in the Lower Campus Road portables. An unfortunate incident—the firebombing of the program's temporary offices and classrooms on Lower Campus by anti-tourism activists—hastened the need for new facilities.

By the early 1970s, what had begun as a small program now enrolled more than 400 students, offered more than 15 courses, and was supported and run by 15 faculty, lecturers, and staff members. Moreover, the School had now relocated to the B Tower of the College of Business Administration to accommodate its administrative, faculty, and library needs. Under Dean Barnet's leadership, the TIM School had laid the foundation to further develop an original travel industry school model to serve the professional needs of the growing travel industry in Hawaii, the nation, and the Asia-Pacific region. A moving send-off for Dean Barnet's retirement was held on May 3, 1974, when the TIM students dedicated their TIM Night, a student-run banquet, as a "Dr. Barnet Appreciation" event. At the banquet, Dean Barnet received plaques from Hawaii Governor George Ariyoshi and Honolulu Mayor Frank Fasi declaring the date "Dr. Edward M. Barnet Day."

Dean Barnet with students reviewing an article about the TIM School in the Waikiki Beach Press.

At Dean Barnet's May 3, 1974 retirement dinner. Governor George Ariyoshi and Mayor Frank Fasi declared the date "Dr. Edward M. Barnet Day."

The future of the TIM School will be assured by you—the students and alumni of TIM. Your successes—of whatever kind—will make its fame. Your achievements will be its triumph. Naturally, I will always want to be aware and will remain vitally concerned with all that you do.

It has been a great privilege to be in on the launching of the School.
of Travel Industry Management. It contains a concept and a philosophy of learning that others are starting to copy.

But, I must call to your attention the untiring efforts of the work of graduate students, faculty, staff and the serious support of legislative and industry leaders. All of these have made your experience in TIM a reality.

Most of all, I do not need to state but must express my appreciation for the endless assistance and inspiration given to you by Associate Dean Chuck Y. Gee. Without his work, days, nights and weekends, you know what might not have been: TIM Nights, Scholarships, trips. He has taught you the joy of giving services as was so vividly expressed at my testimonial dinner which you prepared to perfection.

As I step into another phase of my life, I can only be thankful for the rare privilege of being a part of a meaningful effort, for the opportunity to assist you and the many others who will build careers of greater significance to yourselves and to others. (Farewell letter, published in Ka'aele, 1974)

In 1993, the School of Travel Industry Management's founder, dean, advisor and visionary passed away. As Chuck Gee remarked at his eulogy:

Above all, Dr. Barnet was a man with a vision and the vision was clear. He envisioned a professional school under the banner of 'Travel Industry Management' that would play a central role in education, training and research to serve a new industry.

The following year, Dean Gee, with a selected group of Dr. Barnet's friends and TIM alumni, established the Edward M. Barnet Scholarship in Travel Industry Management through an endowed fund in honor of his service and work at the University of Hawaii. It was the group's intent that Dean Barnet's goals and aims would be perpetuated in the School and that the values he personified would always be remembered as the "spirit of TIM." Dr. Barnet sought to create a kind of program that integrated all aspects of the travel industry, with the opportunity for students to choose a specialization with a flexible curriculum. He was the architect behind TIM, and his Associate Dean, Chuck Gee, was the engineer who made the
program a reality. The early TIM model served as the essential foundation for
greater endeavors yet to come.

The search for new leadership in the mid-1970s proved difficult. Professor Paul
Broten stepped into the role of Dean of the School of Travel Industry Management,
only to step aside two years later over a dispute about adequate funding and the
need for the School to be separated from the CBA. During Associate Dean Gee's
sabbatical leave, Dexter Choy served as acting Assistant Dean, and the search
continued. From 1976–1977, David Bess, then Associate Dean of the CBA, served
as acting dean until the dean's search committee, led by Jerrold Michaels (then
Dean of the UH School of Public Health), settled on its permanent choice: Chuck
Y. Gee.

Chuck Y. Gee—Expansion

At the time of his appointment as Dean, Chuck Gee had already taught many courses at TIM, including
hotel management, food and beverage manage-
ment, purchasing, accounting, systems planning,
hotel design, and engineering. As the previous
Associate Dean, he was familiar with every phase
of the School—curriculum development, internship
administration, extracurricular activities for students,
and industry relations. He was optimistic about the
School's prospects; the TIM School already enjoyed
strong community support and provided a broad-
based education with a wide range of applications.
Dean Gee was also the advisor to the TIM Club, and
encouraged student, faculty, and community inter-
action. Dean Gee, the faculty, and students looked
forward to the future.

Dean Gee's vision was to enhance the student
experience, to connect with the state of Hawaii, and in keeping with the University
of Hawaii's mission as an Asia-Pacific Institution, to expand relationships into other
parts of the globe. He believed that travel industry management touched on
many fields:
We (TIM) suggest that the traveler of tomorrow will not be so much a buyer of things and objects, but a buyer of experiences. As a nation matures and there is a redistribution of incomes, occupations, and educational levels, travelers will be seeking and buying educational experiences. Therefore, if we want to stay ahead of trends, we must begin to think about "educational tourism." Schools that emphasize tourism should consider melding their discipline with courses in architecture, engineering, agriculture, and any other discipline that is applicable to or can affect our travel industry planning. We must do a better job of publicizing to others on our university campuses of the existence of our travel management and hospitality courses and how they relate to other programs, especially in the social sciences—psychology, anthropology, sociology, the humanities, etc., so that there will be greater cross-fertilization of minds. (From Dean Gee's report to the Task Group on World-Wide Tourism)

In 1977, in honor of his appointment, Dean Gee received a small unrestricted gift from Bill Lane, publisher and president of Sunset Magazine and Books, and
decided to use this gift as seed funds to begin a reference center. Over the next two years, the Dean traveled extensively to Asia to network with TIM alumni in Hong Kong and the People's Republic of China to explore training needs in tourism. He conducted workshops on numerous tourism subjects with James Makens (then Associate Dean), and was named Hawaii membership chairman for the Council on Hotel, Restaurant and Institutional Education.

The 1980s started strongly for the School, even though the University imposed constant budgetary constraints. Dean Gee oversaw the creation of a new professional development program called the Executive Development Institute for Tourism (EDIT). He traveled to the White House to sit on a tourism panel at the Pacific Basin Development Conference, and was reappointed to the US delegation of the World Tourism Organization (WTO). Named Pacific Area Travel Industry Leader of the Year, Dean Gee was awarded a legislative commendation for his work in the Hawaii tourism industry and was appointed to the US Travel and Tourism Advisory Board along with Kenneth Char of Aloha Airlines and the TIM Advisory Board. In 1983, both Dean Gee and former Dean Baret were honored for their contributions to the tourism industry at the 8th World Tourism Conference in Beijing.

By 1984, the textbook The Travel Industry: Concepts and Practices, co-authored by Professors Choy and Makens and Dean Gee, was almost complete, despite Dean Gee's demanding schedule of international commitments. He lectured in the Pacific Islands, attended the signing of a bilateral tourism agreement between the United States and Yugoslavia, was appointed to the 11-member board of trustees of the PATA Foundation, and found time to continue his work with the People's Republic of China, which included fostering student exchanges with the country and advising on the anticipated tourism boom. Dean Gee worked tirelessly to improve the TIM School, establishing an ad hoc Research Unit and adding the Hawaii International Hotel Institute industry professional program. The entire efforts and successes of the School were acknowledged during the "Tourism Week" Governor Ariyoshi declared for Hawaii.
In 1986, after a presentation he made in Beijing on behalf of the WTO, he traveled to the Soviet Union to address their State Committee for Foreign Tourism. Later that year he was awarded the PATA Presidential Award. The following two years proved even more fruitful for the School, with a move into George Hall and the School’s 20th anniversary celebration, which paid tribute to the early founders of the TIM program: former Governor William Quinn, Dean Barnett, and PATA. Dean Gee was appointed to the US delegation of the 7th General Assembly of the WTO, and in 1988 he was inducted into the Travel Industry Association of America’s Travel Industry Hall of Leaders.

The Center for Tourism Policy Studies was established at the TIM School to address tourism development issues in Hawaii and the Asia-Pacific region. The School’s new relationships with China and the USSR made history—particularly the former, as China sought to open its doors to the West and found in Dean Gee, who is Chinese-American, a comfortable transition point for such an endeavor. Fully funded by Hong Kong interests and the Hyatt International group, the professional relationship between Dean Gee, UH President Matsuda, and several Chinese dignitaries moved the TIM School into the international limelight. The extent to which China has created opportunities for international tourism markets today could not have been imagined at that time: it was Dean Gee who pushed to explore that market’s immense possibilities.

By the 1990s, Dean Gee had assisted a PATA task force in creating a program, modeled on TIM, at the University of East Asia in Macau. Back in Hawaii, he assisted in the development of a master plan to improve Waikiki and add a conven-
tion center to the area. After intense lobbying from Dean Gee, faculty, industry representatives, and staff, the TIM School was granted full autonomy by the UH Board of Regents and formally separated from the College of Business Administration in 1991. Dean Gee saw the specific advantages of autonomy, including an increased number of travel industry management courses, a new Bachelor of Science in Travel Industry Management undergraduate degree, interdisciplinary content that extended beyond business courses, and the opportunity to expand course offerings within the TIM School. The same year, according to a 1990 article for Hawaii Foodservice News, the World Tourism Organization designated the TIM School as an International Tourism Education and Training Center.

Dean Gee received numerous awards over the next two years, including the Grand Award for Individual Education in PATA’s Gold Awards Program and an honorary doctorate in Public Service from the University of Denver. He was honored by the Tourism Administration of the People’s Republic of China for his contribution to the industry, joining past recipients that included Ronald Reagan and Margaret Thatcher. He was also awarded an honorary professorship at China’s Nankai University. Amidst all the celebration, Dean Gee looked ahead to the future of the TIM School: “While awards are always exciting to receive and give recognition to our TIM program, they are based on past accomplishments. One shouldn’t rest on past accolades but focus on the future.” (UH News Release, 1991)

In keeping with his steadfast commitment to the School’s success, Dean Gee continued to contribute to the travel industry management industry in numerous ways. In 1994, he served as chairman of the Hawaii Tourism Training Council and oversaw the training of local tour drivers to improve customer service. In 1995, he was named State Manager of the Year, a much-needed honor in a year plagued by budget cuts and proposals by the UH administration to reintegrate the School with the CBA. With the future uncertain, Dean Gee continued to demonstrate how the TIM School was able to assist in the development of Hawaii’s main industry by holding the Strategic Tourism Forum, bringing together alumni, students, and

Under Dean Gee’s guidance, the TIM School was one of the first in tourism education to explore China’s potential.

In the early 1990s, Dean Gee received the Grand Award for Individual Education from PATA. Pictured here are also former Dean Barnett and William Lane of Sunset Magazine.
Industry professionals to discuss Hawaii’s future. In addition, he also oversaw the establishment of the Bill L.W. Lane Lectureship in Sustainable Tourism and Environment. As Dean Gee forecast,

The steady decline in visitor days and expenditures since 1991, increasing competition from other travel destinations, and the advent of the Asian economic crisis has focused attention on initiatives to seek new market niches, product, and service alternatives. (TIM Alumni Newsletter, 1998)

After more than 30 years of service to the University of Hawaii and the TIM School, Dean Chuck Y. Gee retired in 1999. True to form, Dean Gee took the time to acknowledge the many who had contributed to the growth and prosperity of the School, including Kenneth F. Char, Dr. Edward Barnet, numerous TIM International members, Hawaii government officials, and all faculty and staff. John Brogan, who was then president of Starwood Hotels and Resorts, described Dean Gee as someone who had “a great feel for the needs of the industry” who had “adapted a curriculum and faculty to meet those needs.” In a 1999 article that appeared in the Honolulu Advertiser, Brogan called Dean Gee “the carrier for the flag of the TIM school around the world.”

While reflecting upon his legacy, Dean Gee commented several times on the School’s vision, his time with the School, and his hopes for the future of industry education.
There's always been one compelling vision and that was to create a school that would be very reputable and that local students would find a program of choice. We always have been concerned that the largest industry would be served by a program that would not be second rate. (Honolulu Advertiser, 1999)

During the 70s, the TIM School went through a period of building. The 80s was a time for growth and development, focusing on local priorities. Independence came as the School entered the 90s, which is a time for reflection, consolidation and new directions for both TIM and CBA. (Ku Lama, 1999)

Programs should teach the traditions that define hospitality, but in a changing world we also have to deal with economics and geography. In scientific fields, discovery is a slow and painstaking process, but in our field of study, industry is often the driver and the industry moves quickly. The professional education and training we offer must mirror the rapid changes that are inherent to the industry. I cannot remember any two years in TIM, for instance, when our curriculum was identical and where new or revised courses did not have to be introduced. In the future, education will have to play a stronger role in shaping the industry rather than follow the industry in shaping educational priorities. (Hospitality & Tourism Education, 1999)

In acknowledgment of his outstanding service to the School, contributions of more than $200,000 were received from his retirement celebration, and at his request the funds were applied toward the creation of a technology center in his name that would open in 2003. Since his retirement, Dean Gee has held an office in George Hall, and continues to author new editions of his textbooks, conduct seminars, and travel worldwide.

Pauline Sheldon—Transitions

With Dean Gee's retirement, Pauline Sheldon was appointed Interim Dean while discussions were underway to determine whether the School of Travel Industry Management was to be integrated with the College of Business Administration or remain as a separate unit. Under Pauline's leadership, with the strong support of
the industry and the understanding of the university administration, there was a de-
cision to continue with a model that recognized the independence of the School
of Travel Industry Management.

In 2002, Interim Dean Sheldon oversaw numerous initiatives, including the launch
of the Dean's Circle of Excellence to recognize and encourage private support of
the School. Construction was underway for the Gee Technology Learning Center,
just one of the many technological improvements taking place. For its advance-
ments and progress, the TIM School received yet another accolade, the prestig-
iouso WTO TedQual (Tourism Education Quality) certification. The School, one of
the first to win this award, was honored for establishing a quality model of tourism ed-
ucation and training systems, and for "paving the way towards greater pedagogic
productivity and efficiency in tourism."

Dean Sheldon helped to provide leadership during a very important part of the
School's development. She successfully maintained the School's position within
both the community and the academic world, and she continues to play a lead-
ership role in research and to provide a strong presence in the School's planning
and future directions.

Walter Jamieson—Looking Ahead

In 2003, Walter Jamieson was appointed Dean of the School. Dean Jamieson
brought with him a wealth of international experience and research. Prior to arrivi-
ing in Hawaii, he had spent five years at the Asian Institute of Technology in Bang-
kok, Thailand as Professor and Coordinator of the Urban Environmental Manage-
ment Program. While with the Asian Institute of Technology, he was responsible for
the major outreach program in Southeast Asia funded by the Canadian govern-
ment, which had a strong tourism focus and carried out leading-edge studies in
community-based sustainable tourism, poverty reduction, and environmental
management for the hospitality industry.

Dean Jamieson had decades of travel and work experience in Asia, dating from
the 1980s. As a consultant to the United Nations Economic and Social Commissi-
on for Asia Pacific (ESCAP), he helped to define the relationship between the reduc-
tion of poverty and tourism development, publishing the first book in Asia for the
United Nations on the subject. Also a consultant to the World Tourism Organization and UNESCO, Dean Jamieson lectured and worked in many of the key countries of Asia. He arrived in Hawaii with a strong understanding of the tourism and hospitality development issues in Asia and extensive experience with the industry on many important issues relating to both the public- as well as private-sector dimensions of travel and tourism.

But it was Dean Jamieson's work in North America that led him to his first connection with the TIM School. While at the University of Calgary, he served as Vice Chairman of the World Tourism Education and Research Center. In this capacity, he represented the university at World Tourism Organization meetings, where he first met Chuck Gee during their participation in a sustainable tourism seminar for the World Tourism Organization in the Maldives in 1997.

Dean Jamieson's involvement in international tourism and heritage resource management includes membership on the International Council on Monuments and Sites (ICOMOS) Cultural Tourism Committee, where he helped develop the Charter on Cultural Tourism, and membership on the ICOMOS Historic Towns Committee, where he helped develop the Charter on Historic Towns. In 2003, he was awarded the Queen's Jubilee Medal in Canada in recognition of his work in heritage conservation and preservation.

While in Canada, Professor Jamieson was actively involved in linking tourism with the country's First Nations and was responsible for the first seminar and publication on aboriginal tourism in Canada. This strong interest in linking tourism, an important tool for development, with Indigenous and aboriginal people has continued in Hawaii, where he was named to the Hawaii Tourism Authority Hawaiian Cultural Program Advisory Council. In order to ensure that the TIM School could respond to requests from the host community, he obtained funding to appoint Ramsay Taum as Adviser to the Dean on community and native Hawaiian affairs, and created the Native Hawaiian Advisory Council. Within its limited resources, the School has begun to establish a Hawaiian place of learning and is gradually putting into place both tangible as well as intangible dimensions of this commitment.

Dean Jamieson's interdisciplinary background has allowed him to forge new relationships within the university environment. The School has grown over the last three years. In large part as a response to the workforce development needs articulated by the industry. The School recognizes its responsibility to provide local
students, from both the Native Hawaiian as well as larger communities, with opportunities to become integral to the management of the industry. Given the significant need that environmental protection must play in travel and tourism development, Dean Jamieson appointed Ivo Martinez, a well known expert in environmental management systems, to help position the School as a partner in a wide range of issues related to environmental and social responsibility.

Dean Jamieson also developed a five-year strategic plan for the School, designed to ensure its ongoing leadership in Hawaii and the Asia-Pacific region.

The plan recognizes the significant responsibility that the School has to its immediate community and its commitment to providing leading edge and responsible advice and support to the residents of Hawaii, especially to those of the host community. This support will be delivered by providing high-quality graduates to help manage the travel and tourism industry in Hawaii through courses, conferences, community projects, and applied research designed to help in the positioning and diversification of the tourism product and by creating a place for informed discussions on issues of responsible and sustainable tourism. (TIM Strategic Report, Dean’s Message)

Many of the key objectives of that plan have now been achieved, and there will be a renewal of the plan starting in the fall of 2006.

The strategic plan helped launch a review of the entire curriculum, with a new hotel and resort curriculum being the most notable achievement. This new curricu-
illum, the product of much hard work, has made the School one of the few places in the world where students can study resort management in an internationally recognized quality resort environment.

The TIM School recognizes that its first priority must be to meet the needs of the local community. Dean Jamieson reestablished the School’s professional development consultancy group to continue the School’s excellent record of conducting research for a wide range of stakeholders. The reestablished unit has already conducted a number of successful projects for organizations in Hawaii, and has been awarded a large grant by the Hawaii Tourism Authority to develop the workforce development strategy for the travel industry.

Internationally, Dean Jamieson continues to build on the work of his predecessors. He has maintained the School’s strong presence in the Pacific Asia Travel Association as a member of both the Sustainable Tourism and Education Committees and a member of the Industry Council; he was also recently elected to the Board of Directors. While in Asia, Dean Jamieson was a member of the team that produced a major study on a World Heritage site in Lao PDR, cosponsored by the Pacific Asia Travel Association and UNESCO. The TIM School became an important part of that initiative.

In order to establish a sustainable presence in Asia, the School has been working to develop partnerships with strategic organizations in various parts of Asia. A number of Memoranda of Understanding have been signed, with the intent of providing the School, and in some cases the University, with coverage in key travel and tourism markets. One such agreement has been signed with the World Tourism Organization, with the intent to pursue research and industry-support activities related to tourism development in Asia and the Pacific region. The two organizations will be working on the implementation of technical programs and curriculum development, identifying human resource development gaps within government ministries and developing visitor management policies and practices at World Heritage sites.

Since the School has limited human resources, an important part of the Asia strategy has been to look at mechanisms for managing consultancy, research, and professional development activities. Together with Thammasat University in Thailand, the School has established a Joint Research Center, The Asian Center for...
Tourism Planning and Poverty Reduction. While only recently established, the center is already active and has carried out projects for the World Tourism Organization and various governmental groups, and has worked closely with the Thai Hotel Association. The School is active in important forums in Asia, in part due to the appointment of a full-time employee based in Bangkok. The School has also appointed a part-time employee responsible for South Asia. Discussions are underway to establish further centers in strategic locations within Asia.

When he joined the TIM School Dean Jamieson expressed the following sentiments:

*It is truly a privilege to lead the School of Travel Industry Management, which is widely recognized for its long leadership in education.*
research, consultancy and professional development. Previous deans have not only provided leadership in Hawaii but within the Asia-Pacific region, and I feel an important responsibility to ensure that this incredible brand continues to be enhanced not only in Hawaii but also within the Asia-Pacific region. The unique skills and knowledge of the TIM School when combined with the considerable resources of the University of Hawaii will further enhance the School's ability to be a leader in the field.

Dean Jamieson feels strongly about the School's important leadership role and works actively to strengthen its reputation and develop partnerships with departments, units, and colleges within the University of Hawaii system as well as in the international arena. Through these unique partnerships, the School will continue to be an important contributor to responsible and sustainable travel and tourism.

A Legacy of Leaders

The TIM School has evolved from a fledgling department into a dynamic, internationally renowned school of higher education. Members of PATA and the university were instrumental in establishing the School, but it has been the leadership of Deans Barnet, Gee, Sheldon, and Jamieson that have made the goal of delivering a quality education in the tourism industry a reality.

Dean Edward Barnet began a program with a strong student body and a dedicated faculty and staff to develop food and beverage courses, create student clubs, and provide connections with the local industry. The torch was passed to Dean Gee, whose 30-year legacy included the international expansion of the program, intense lobbying for funds to accomplish TIM's many endeavors, the complete autonomy of the School from the CBA, the development of new courses in transportation and hotel management, and national and international recognition for the TIM School as one of the top industry programs in the world.

Interim Dean Sheldon will be remembered for her willingness to move the School forward and for her preservation of the School's independence when its budget was under review.
Dean Jamieson has demonstrated a tireless commitment to creating and sustaining relations within the University of Hawaii system and in many developing programs around the world, promoting the values of Hawaii’s host culture and incorporating specific aspects of tourism, such as sustainability and heritage management. That he has been able to attract the resources to add four new faculty positions in 2006, with another five positions anticipated in the 2007–2009 financial years, is an indication of the important role that the School plays in Hawaii and its promise for the future.

While there are many components that make the TIM School a continuing success, it is the vision of these leaders, together with the contributions of faculty and staff, that have paved the way for the TIM School’s reputation as one of the most innovative and successful programs in its field.
TIM School  
Faculty & Staff
TIM School
Faculty & Staff

The faculty and staff of the TIM School have been instrumental in creating an educational environment and experience in Hawaii that is unique to the tourism industry. While the program began less than forty years ago, the TIM School faculty and lecturers have—through their academic research, classroom skills, leading-edge consultancy activities, international accomplishments, and publications—achieved global reputations in the field of travel industry management. Over the years, TIM staff members have provided their expertise to business, community, federal and state government agencies, and travel-industry-related organizations.

Setting a Curriculum

When the school first began, the program faculty and staff consisted of Dean Edward M. Barnet; Professor Chuck Gee; Professor Donald Bell, (who currently is the Executive Director of the Waikiki Oahu Visitor's Association); Secretary and Stenographer Yuki Nitahara; student helper David McFarland; and graduate assistant Les Enderston. Each oversaw a unique aspect of the program.
curriculum, including food management, real estate, tourism, transportation, and administrative duties.

By the beginning of 1970, faculty and staff also included Professors John Cox, Robert Baird, L.J. Crampon, Arthur D. Little, Charles Meteika, and John Feithman; Visiting Professors Donald Lundberg, and Martin Farris; and instructor Roger Loscelles. Each assisted in specific aspects of the developing program, including hotel management, travel agency management, resort area development, and food service management, which complemented the existing focus on transportation, tourism, and real estate.

At this time, the majority of available faculty tended to be graduates of other hotel and restaurant management schools such as Michigan State, Cornell, the University of Denver, and Washington State, among others. With the rising tourism growth in the Asia-Pacific basin, the hope was that the newly created TIM program, with its central Pacific location, would attract international students from the region and serve as a future model for other nations and their programs. The faculty's growing popularity, combined with the newness of the field, meant that the program's needs were also growing, a fact recognized by Dean Barnet.

The TIM faculty were stretched thin, serving the 400-plus undergraduate students enrolled at the school and overseeing some 16 courses, which included TIM 301 (Hotel Management Principles), TIM 314 (Institutional Purchasing), TIM 321–322 (Tourism Principles I & II), TIM 323 (Travel Agency Management), TIM 331 (Hotel Design, Engineering & Maintenance), TIM 341 (Resort Area Development), TIM 334 (Hospitality Merchandising & Club Management), TIM 351 (Studies In Hotel Management Control), TIM 361 (Law and Regulation for the Travel Industry), and TIM 352 (Passenger Transportation).

The predicted increase in demand for tourism education at home and abroad meant that additional faculty resources and greater program flexibility would be needed. With a solid business background provided by the College of Business Administration, faculty and staff were preparing for management careers in the
travel industry. And while there were advantages to harmonizing certain aspects of both schools, the TIM school and its faculty were distinct in their specialization, precipitating the inevitable question of separation of the two bodies that would be debated over the next two decades.

Within the TIM School faculty, numbers varied depending on general resource allocation, and they enjoyed opportunities to branch out beyond the campus to teach internationally and engage in more academic research and publishing, as required for tenure and promotion. In 1973, new additions to the TIM School family included Professors Jack Foote, Marjorie Penseyres and Jerry Leong, and Visiting Professors Leonard Zehnder and Lendal Kotschevar. Specialized courses taught by this group included food and beverage control, food production systems, and area/destination studies. Professor Zehnder, who focused on destination studies, offered Pan Pacific Education and Communication Experiments by Satellite (PEACESAT) on an experimental basis for TIM students and alumni. Professor Foote, then also Vice President and General Manager of the New Otani Kaimana Beach Hotel, accompanied select students to the annual National Restaurant Association Convention until 2001.
Staff additions in 1975 included alumna Leatrice Bekeart (who left the travel industry to join TIM), Winifred Miura, and Linda Valkenburg. Bekeart served as the internship coordinator for the school, coming on board with firsthand knowledge of the needs of students and numerous connections with the local industry, having worked for Sheraton Hotels, United Airlines, and state government offices. Valkenburg, who taught insurance courses in the CBA, was hired to serve TIM students as an academic advisor. Miura was the secretary to Dean Gee. The new positions proved crucial as student enrollment at this time was close to 700 students, and concerns were raised about capacity levels for the courses. Dexter Choy’s introductory classes, for example—TIM 100, 101, and 200—were filled to capacity, but he allowed students interested in the class to attend on a standing-room-only basis.

At the end of the 1970s, faculty and staff continued their debate about the direction of the TIM curriculum and their workload with the University of Hawaii administration. There was a sense shared by both faculty and administration that the school’s faculty and curriculum had to be strengthened to fulfill research priorities and the introduction of graduate education. Some felt that the student body needed to be smaller, in keeping with the reality of limited resources. Taking everything into account, it was determined that research would be a high priority for faculty members, but a graduate program would need to be further assessed. Steps were to be taken to reduce enrollment size to provide a more intensive and targeted program for student learning. By that time, the school had produced more than 600 graduates, who served in the hospitality and travel industry management sectors in Hawaii and beyond. TIM School degrees were becoming more and more
valuable, and the school gradually raised its GPA requirement to control the numbers of both transfer and new students into the program.

By 1979, the TIM faculty included the dean, Professor James Makens, hired as Associate Dean of TIM, and lecturers Larry Helber, Richard Hoen, and Bill Pawlak along with existing faculty including Jerry Leong, John Cox, Marjorie Penseyers, L.J. Crampon, and Dexter Choy. As mandated by the Manoa administration, research and writing were given high priority. Challenges included retaining faculty, given the high cost of living in Hawaii and the scarcity of terminal degree holders from the tourism, hospitality, and transportation academic specialties available for recruitment and hire.

Internationalism, Research and a New Program

Upon Leatrice Bekeart’s relocation in 1980, Mike Kirk-Kuwaye was hired as the new internship coordinator, and Elena Tom as secretary. Steffi San Buenaventura was hired to coordinate new professional development programs, which included the Executive Development Institute in Tourism and Hawaii International Hotel Institute, the latter funded by a bequest gift from the Bernice Parnert Endowment.

From 1981 through 1983, new faculty and staff additions included Professors Frederick Collison, with a doctorate in Marketing and Transportation from Michigan State University; Kevin Boberg, with a doctorate in transportation and logistics from Penn State University; Morton Fox, in food service management with a background in food engineering; David Bourjoin, a CBA lecturer teaching hotel and tourism law
for TIM; Professor Daniel Emenheiser, who transferred from Oklahoma University to teach similar courses in hotel and restaurant management; and Visiting Professors Turgut Var (teaching tourism planning and forecasting) and John Knight, from Cornell University's School of Hotel Administration (teaching food and beverage). William Milks, with a background as an attorney and executive director of a division of consumer advocacy, was appointed lecturer in transportation, and Roy Vitousek, another attorney, was hired to lecture on tourism law. Debra Kirch, a researcher on the Pacific Islands from the East-West Center, and Rush Clark, Director of Marketing in the Pacific for Pan American World Airways, were hired to lecture on travel and marketing in the Pacific islands. By 1984, Professor Juanita Liu had been hired to teach tourism-related courses, and the following year, Professor Pauline Sheldon joined the faculty to develop and teach information technology and travel distribution in tourism.

By 1979, TIM faculty were involved in more than 20 research projects—five published and eight scheduled for later publication. The school began to redirect its attention to issues of tourism in Hawaii. After enjoying strong growth in the years following Statehood in 1959, Hawaii tourism had declined almost 10%. Professor Juanita Liu, who taught Economic Analysis, Travel Information and Evaluation, and Social Factors in Tourism, commented,

*It's very much a challenge to teach here, especially in terms of the decline in tourism that Hawaii is experiencing at the moment. This decline has resulted in causing more people to evaluate what is happening in Hawaii in terms of planning for future development. People are beginning to realize we can't take tourism for granted. We need to examine the alternatives for developing the type of industry we want and the appropriate strategies that are available.* (Ka'ahale, 1980)

To further heighten public awareness about Hawaii's plight, Professor Choy established a new course, "Tourism Development: A Case Study in Hawaii." Visiting Professor David Vellenga, a transportation expert, worked closely with Professor Choy to assess the impact of airline deregulation on Hawaii's market.

Professor Liu worked on a Hawaii tourism study to assess local attitudes toward tourists. At the request of the Hawaii Visitors Bureau through Dean Gee, Professors Liu and Choy oversaw a service project to provide the state with the first documented evidence of the amount of in-kind contributions made by private industry
to promote tourism in Hawaii. The findings would be important to secure increased allocation from the public sector to support tourism marketing.

The TIM administration, faculty, and staff should be proud of a long list of major accomplishments. Dean Gee and Professors Choy and Makens completed their first textbook, The Travel Industry: Concepts and Practices. Professor Choy also published an important article for the Tourism Management Journal, co-authored with Dean Gee, entitled "Tourism in the People's Republic of China: Five Years after the Opening of the China Gate." Professor Cox, who was often engaged as a tourism and hotel consultant in Australia, represented the School at the inauguration of the Cairns International Airport. Professor Morton Fox assisted the State Department of Health in a project for the US Defense Department pertaining to troop arrangements. Professor Emenheiser conducted the first formal survey of the restaurant industry in Hawaii with the Hawaii Restaurant Association. Professors Liu and Var conducted a new study on local residents' attitudes to tourism, and faculty forums on tourism topics were held often by lecturers Kirch and Kimura. Professors Liu and Choy, and Dean Gee. As the dean commented:

There will be new direction in research, greater visibility and stature for the university and a broader exchange of information between Hawaii's academic community and its policy makers and business leaders. (TIM Alumni Newsletter, 1986)
The TIM faculty's clear successes in research led to the 1986 appointment of Dr. George Ikeda as the Director of Research to further organize the effort. His goals included setting a formalized research program, generating funding, and organizing a committee to advise on research priorities. This research division would continue to work with faculty members and later act as an identifiable entity of the school.

Thanks to relationships initially formed by Dean Gee in 1978, TIM faculty were able to welcome the first class of five professional trainees from the China International Travel Service in the People's Republic of China in 1979 for a one-year intensive tourism program known as Professional Programs in Tourism Studies. This was a momentous occasion for the TIM School, for China, and for all tourism programs: these five individuals were the very first Chinese citizens to study tourism industry management anywhere outside of their home country. The learning they would receive from the TIM School's faculty and lecturers would be applied to developing China's budding tourism industry. Additionally, Dean Gee and Professor Choy developed a China Travel and Tourism Management seminar funded by the American Express Foundation, conducted in Shanghai by Dean Gee and Professors Choy and Liu. Another team, composed of Ken Char (President of the Hawaii Visitor's Bureau), Dean Gee, and Professor Choy, later conducted a short course in Tourism Management at Nankai University in Tianjin. International expansion continued as Dean Gee, Professor Liu, and Instructor Larry Heiber hosted officials from the Korean National Tourism Corporation to present marketing and development strategies for their country. The rising stature of the TIM School reputation was leading to increased demand for faculty members to instruct and educate internationally.
During the mid-1980s, Professor Choy conducted numerous seminars in India, Malaysia, Hong Kong, and the Philippines on strategic management in the tourism industry, and presented workshops in Thailand, Malaysia, and the Philippines on marketing strategies, program implementation and strategic management. Professor Foote and Dean Gee conducted seminars in Hong Kong and China, and Professor Morton Fox conducted seminars in China, Hong Kong, Singapore, Nepal, and Bangladesh, focusing on food and beverage. Assistant Dean Mary Spreen traveled to South Korea to present a paper on Tourism Education in Hawaii. Professor Collison and Dr. Ikeda worked on a study of "Tourism Development in the Pacific Islands: Trends, Impact, Options.‖ and completed the study "A Review of the Worldwide Cruise Industry, Implications for the Pacific Region." Professor Collison, who was appointed to Delta Nu Alpha's International Research Committee, provided information to Pacific Island policy makers on the general characteristics of the cruise line industry and assessed their role in Pacific Island tourism. Supported by the TIM Development Fund, Professor Sheldon attended the International Conference on Hospitality Technology and summer conferences throughout Europe.

Dr. Susan Iwamura, a new Student Services/Internship Coordinator who had an extensive background in linguistics, added to this international success locally by lobbying for language courses. Working with the TIM School, the Asian and European foreign language departments developed tourism-relevant courses in Mandarin, Japanese, French, and Spanish. Each course focused on the kinds of
communication needed in specific situations that might be encountered in the travel industry.

In addition to preparing students to speak with employees and clientele in languages other than English, these courses include the study of cultural practices and values that affect the hospitality industry and the organizations of companies in countries where the target languages are spoken and in Hawaii where the number of visitors continues to grow. (TIM Alumni Newsletter, 1983)

By the mid-1980s, it was clear that the TIM School had achieved prominence internationally as well as domestically. To provide advanced studies and encourage tourism research at a higher level for experienced professionals, in 1987 the TIM School proposed and successfully defended the establishment of a new academic program, the Master of Policy Studies in Travel Industry Management, later to be redeveloped as the Master of Science in Travel Industry Management. With Professor Choy as the chairperson and Mary Spreen as the program coordinator, the program sought to enhance the reputations of the university and the State of Hawaii as leaders in tourism research and graduate education.

New courses for the master's degree program included Strategic Travel Marketing, Travel Information Systems, Managerial Accounting for the Travel Industry, Management of Travel Industry Organizations, Transportation and Travel Distribution Systems, Financial Management for the Travel Industry, a seminar on International Trade and Tourism Services, Field Studies, a research seminar (Public Policy and the Legal Environment of Tourism), and Thesis Research. Lecturer Wali Osman joined the school to assist in teaching some of the program's courses for a short time, while Professor BJ Wie, having received his doctorate from the University of Pennsylvania in Transportation Planning, assisted the undergraduate curriculum by teaching logistics and transportation.
Autonomy and New Directions

As the TIM School moved into its third full decade of operation, the TIM faculty family balanced two curriculums, additional staff and faculty hiring, and streamlining of resources and funds for the school after it was granted autonomy from the CBA on the Manoa campus in 1990. Changes in the tourism industry now focused more on environmental resources and preservation, and a shift in programming focus would eventually be needed to reflect that.

New faculty members were hired to accommodate this dramatic shift, and included Instructor Ellen Klein in Food Services and Food Beverage Management, researchers Russell Uyeno and Pamela Kimura, and Professor Dean Cost in Travel Industry Management law. New faculty members were hired—Professors James Groves in hotel and restaurant management, Lynne Ann Quinn in food science, and Misty Johanson in hotel management. Visiting Professors included Atia Kaplan and Douglas Pearce, who focused on chain operation/franchises, tourism, and geography, respectively. Staff changes included new TIM Administrative Officer Susan Tamura, Clerk Typist and Secretary Val Chinien, Director of Internships and Career Development Marie Kumabe, Computer Lab Manager Gary Romero, Librarian Crystella Kauka, part-time TIM Alumni Affairs Coordinators Natalie Thompson and Susan Myers, and Coordinator of Professional Programs Rachel Soma.

There were also new changes to the food and beverage curriculum. Before retirement, Professor Morton Fox presented data on “Food Safety in Tourism” at the World Tourism Organization and World Health Organization’s Regional Conference for Africa and the Mediterranean, stressing that cooperative efforts were needed between tourism and health officials at all destinations to promote food safety and prevent food-borne and water-borne illnesses. Professor Quinn improved
learning methodology by designing a program that presented instructional materials to TIM students via personal computers.

This program is especially useful in helping a student with no prior experience in food and beverage preparation. It's also the closest a student can get to learning about the business before gaining actual 'hands-on' experience. (TIM Alumni Newsletter, 1994)

Faculty continued to raise the bar in research and publications. Dean Gee and Professors Choy and Makens published the third edition of their Travel Industry textbook in 1994 and conducted three tourism seminars for PATA Vietnam and Malaysia. Professor Liu presented papers at the University of Houston College of Hotel and Restaurant Management, while Joseph Patoskie, a TIM Researcher, presented a paper at the World Conference on Sustainable Tourism. Numerous publications came from Dr. Ikeda and Professors Wie and Sheldon. At the same time, Professor Sheldon won the University of Hawaii Presidential Citation for Meritorious Teaching and completed her book, Tourism Information Systems. One year later, Professor Liu received the Regents Medal for Excellence in Teaching. Many also found time to participate in committee organizations including PATA, the Travel and Tourism Research Association, and the Hawaiian Hotels Association.

A Program Shift and New Heights

Professor Sheldon, who became Interim Dean in 2000, diligently began a new phase of TIM School programming that included greater focus on information technology and its use in the curriculum, the addition of sustainable tourism to the curriculum (supported by the Lane Funds), a continuation of faculty research, and more international institutional agreements.

Dana Tesone was hired to introduce the first online course, and Peter Leong, a PhD candidate in the College of Education, was appointed the distance education specialist to further the school's initiatives in information technology and travel industry. By that time, the Tourism Research Information Network, the international tourism researchers' electronic bulletin board co-founded by Professor Sheldon, boasted more than 600 international subscribers.
The Bill and Jean Lane Lectureship in Sustainable Tourism and the Environment was established after Dean Gee's retirement. In 2000, its first public lecture was delivered by Professor Bernard Lane, Director of Rural Tourism and Senior Lecturer at the Center for the Historic Environment at the University of Bristol in England. The following year, the Lane Lecture "Tourism Strategies for Sustainability and Profit: Is Balance Possible?" was delivered by Pamela Wight, CEO of Pam Wight & Associates, a firm specializing in ecotourism concerns. Furthering the interests of sustainable tourism, Professor Liu attended a conference on sustainable island tourism sponsored by the WTO and the United Nations Environmental Program.

In 2000, a finalized agreement for exchange between faculty and staff with the University of Rikkyo College of Tourism in Japan brought over Visiting Professor Tsutomu Inagaki to work on cultural studies in tourism. New faculty hires included Professors Dan Spears (for hospitality management) and Hyunjoon Kim (for hospitality finance). Outside lecturers included Pat Kramm, former Director of Training at the Kahala Mandarin Oriental Hotel for hospitality management; Ed Wary, one of the first TIM graduates to become an independent restauranteur, lectured in restaurant management; Thom Guthrie, a lecturer in club management; Laurel Leslie, trained in the culinary arts, taught food service; and Kamealoha Smith-Hanohano, who had assisted the Starwood Hotel chain in the design and implementation of a Hawaiian hospitality and language training program, taught Hawaiian Cultural Values in Management at the School. In 2002, the TIM School also welcomed Raina Matsui as the new Public Relations/Alumni Coordinator on a full-time basis. Jennifer Campbell as librarian, Bevra Dang as an administrative secretary, and Erika Lacro as the new Director of Internship and Career Development.
Those with distinguished service to the school were also recognized in 2002. Professor John Cox was awarded the UH Presidential Citation for Meritorious Teaching. Professor Choy marked 20 years of conducting executive seminars in the Asia-Pacific region. Secretary Elena Tom celebrated 30 years of employment with the state, of which more than 22 were with TIM.

In 2003, newly appointed Dean Walter Jamieson continued to promote sustainable tourism and facilitate international agreements. He introduced a new direction, emphasizing Hawaiian cultural values and rechanneling elements of the program into knowledge management development. New curriculum changes included a stronger focus on responsible tourism, tourism destination management, and resort planning and development. Ramsay Taum was brought in to provide a unique Hawaiian insight into hospitality and travel education and research through a new program called ECO-TIM (Educational and Community Outreach).
Dr. George Ikeda and Professors Collison and Spears conducted research on sustainable tourism in Rangelap and Bikini Atolls. Professor Spears also led a joint research project with CBA that tracked the cultural differences and patterns of visitors to Hawaii making purchase decisions.


The TIM School and its faculty and staff have played an important role in the travel and tourism industry and continue to contribute to the overall quality of life in Hawaii and the Asia-Pacific region. They have embraced their responsibility to deliver leading-edge instruction and research, to publish on topics new to the industry, and to support and assist each other in the development of a common vision—the strong educational facility that is the TIM School.
Research & Professional Development
Research & Professional Development

The TIM School enjoys a reputation of providing a strong executive development program to industry professionals, and houses a world-renowned research unit. The following is an historical account of the parallel development of both of these units, demonstrating the strength of the TIM program and its versatility in industry development.

Professional Development

In 1979, twelve tourism industry executives from seven Pacific destinations, Chile, and the US Pacific Islands completed the inaugural round of courses at the newly established Travel Industry Executive Development Institute for Tourism (EDIT) in Hawaii. This program, co-sponsored by the Pacific Asia Travel Association (PATA) and operated by the TIM School, was created to help executives in international tourism keep abreast of current management, marketing, and important trends of the evolving industry. The first courses were offered by University of Hawaii faculty, industry and government leaders from the US and the
Pacific region, covering subjects such as the conceptual understanding of tourism, the basics of tourism administration, and broader issues in tourism policy. The pilot class was an overwhelming success, and it was predicted to fill to capacity for the following program year.

By 1981, the program was being hailed as an invaluable tool for those countries whose economies were bound tightly to the strength of their tourism industries. The prosperity of each depended upon constant observation and evaluation, and the program attracted representatives from Guam, Taiwan, Malaysia, Papua New Guinea, Hong Kong, Korea, Singapore, Australia, Macau, Morocco, Fiji, Japan, and Zambia. The EDIT program was designed to provide practical examples of how to handle changes that occur through market shifts, innovations, new technologies, and rising expectations. At this time, topics included tourism and the international business environment, tourism planning and land resources development, transportation operations, and human resource development; and manpower training. Participants came from high-ranking positions with EDIT breaking new ground by offering an executive-level, short-term education in a tourism living laboratory for a group of global participants.

The EDIT program was growing by the mid-1980s and was able to accommodate twice as many participants as it had when it first began. Representatives were coming from farther away, including the Far East, South America, and Africa. Added to daily classroom instruction were select field trips. The faculty for EDIT was constantly changing, but it included Robert Burns, President of Regent International Hotels; Dr. David Edgell, Director of the Office of Policy and Planning at the US Travel and Tourism Administration; Alwin Zecha, Chief Executive of the Pacific Leisure Group; Assistant Professors Dexter
The EDIT program has given me a vital overview of a very complex industry. It puts me in a far better position to develop my training programs and to motivate people to get the desired effects. This is the reason why we need to develop more management people. (Fijian participant Baj Krishna, TIM Alumni Newsletter, 1983)

Choy, Morton Fox, and Juanita Liu; and Deans Gee and David Bess, of TIM and CBA respectively.

By the sixth annual EDIT program, more than half of the participants were government officials and a fourth were hoteliers, with the rest coming from other tourism industry fields. EDIT offered 15 intensive non-credit courses to cover four areas, including travel industry environment, research and marketing, planning and development, and management of tourism and hospitality operations. In 1984, for the first time, a number of organizations provided scholarships to the institute, including the US Travel and Tourism Administration, the Asia Foundation, and the African Travel Association. Clearly, this endeavor was meeting a demand for new knowledge for industry professionals. Dr. Susan Iwamura, who was director of the program at the time, commented,

_This program may be the only opportunity for somebody from Australia to get to know, on a daily basis, somebody from Egypt. The TIM School is better known in countries that have sent EDIT participants to us. When students complete degrees in TIM and return home to countries where the TIM School is known, they have a better chance of securing good jobs. They may even end up working for an executive who has attended EDIT. The Regent of Fiji, for example, has several managers who are either TIM graduates or EDIT alumni. (TIM Alumni Newsletter, 1985)_

In 1986, EDIT was joined by a new training program, the Institute for Hotel Training, later to be known as the Hawaii International Hotel Institute (HIHI). This hotel management program was made possible by the largest gift donation the TIM School had ever received to date, from the estate of the late Beatrice W. Parent, who played an active part in Hawaii's tourism industry. A portion of the donation was used to establish the institute, which was designed to teach management and functional subjects appropriate to all types of hospitality service organizations. The remaining funds were set aside in an endowment fund to enable the institute to keep tuition affordable.

Like the EDIT program, the institute offered different course subjects to educate industry personnel, including hotel accounting, marketing and finance, food and beverage control, and resort management. The courses were taught by TIM faculty, visiting instructors, and industry experts. Topics covered by the Institute were
determined by the TIM Hotel Institute Advisory Committee, which included local industry professionals from Sheraton Hotels, Hyatt Hotels Hawaii, Hilton Hawaiian Village, Hawaiian Regent Hotel, Outrigger Hotels, Hawaii Restaurant Association, the Hotel Corporation of the Pacific, as well as Dean Chuck Gee.

By the late 1980s, Steffi San Buenaventura and Polly Pool had taken over respective coordination and administrative duties for the expanding EDIT and HIHI programs. At the first Hawaii International Hotel Institute, the courses included developing human relations skills, hotel information systems, housekeeping management, train the trainer, restaurant management and personnel administration, and industrial relations. Total enrollment for that summer reached 137, and the Institute became the second of its kind, with Cornell University. Participant Nancy Daniels, Secretary for Personnel/Training at the Intercontinental Hotels, commented:

The Train the Trainer class course material was interesting, pertinent, and very worthwhile. I especially like the opportunity to develop and present my own training session, and the video taping of the session, although nerve-wracking, was a tremendous help in fine-tuning my presentation skills. (TIM Alumni Newsletter, 1987)

HIHI seminar faculty also included university faculty: Professors John Ninemeier and Michael Kasavana of Michigan State University, Donal Dermody of Cornell University, and John Foote, and John Knight of the TIM School, among others. Faculty drawn from the tourism industry included Pat Kramm, Director of Housekeeping Operations at Ala Moana Hotel, and Sandy Albano of Sheraton Hotels in Waikiki.

A record number of tourism managers and executives worldwide also participated in another successful EDIT program. As Dean Gee commented,
More than 120 industry professionals from nearly 30 countries are EDIT graduates. Almost all are active and associate government members of PATA have EDIT alumni members amongst their executive staff and many of the world’s leading hotel groups also have our graduates in decision-making positions around the globe. (TIM Alumni Newsletter, 1987)

EDIT continued its success, and by the end of the 1980s was turning down participants due to the physical constraints of room size and the concern to provide quality instruction to all participants. David Dickson, ACT Tourist Commissioner for Canberra (Australia) Tourist Bureau, said of EDIT:

The enthusiastic support by faculty, staff and visiting industry management impressed all members of this year’s program. Personally, EDIT gave me a new understanding of the role of Tourist Commissioner and a new perspective of the industry which is rapidly developing into an important international force in the Pacific Basin. (TIM Alumni Newsletter, 1987)

By the beginning of 1990, the TIM School had also initiated a series of seminars on neighbor islands. Similar to HIHI classes, these neighbor-island seminars were designed to provide continuing education opportunities for managers and supervisors working in the travel industry on Hawaii, Kauai, and Maui. They aimed to address current and relevant managerial topics in the industry in an accessible and affordable manner. While these seminars were held on a trial basis, they were planned as a complement to the visitor industry training programs offered at community colleges on all three islands. By 1992 more than 20 seminars had been offered on a range of topics related to tourism management.

HIHI’s program success continued to grow. Enrollment was up by 85 from the previous year, its fifth, and a record 190 individuals took part in 11 courses that had been offered that summer.

Courses continued to change with the trends, and included new subjects like innovative cuisine development, predicting & managing 90s food and beverage trends, conflict management, hotel law, and quality assurance & sensory evaluation in food service.
By the mid 1990s, EDIT had taught more than 289 international tourism executives and professionals from 46 countries. Seminar topics continued to evolve with industry concerns, and included Ecotourism and the Environment, Socio-Cultural Impacts of Tourism, and Technology and Telecommunication in Tourism. HIHI, too, offered current topics in courses such as Anticipating and Managing Food and Beverage Trends, Convention Services Management, Resort Marketing, and Human Resources in the 90s.

HIHI, which marked its tenth year of service in 1995, and the EDIT program were both overseen by Rachel Soma. Drawing on instructors from the industry and university, both programs had grown to be effective components in training individuals from Hawaii, Asia, and the Pacific.

The success of the HIHI program resulted in a demand for more training all year long. In 1995, HIHI launched a fall program, based in Waikiki to make it more convenient for workers to take classes. EDIT maintained its high standards by continuing to limit enrollment to just 24 participants, usually no more than two participants from each country. Intense study in topics like Public Finance Policy, International Tourism Laws and Regulations, and Private Investment and Finance were covered.

The TIM School resurrected its neighbor-island series by taking a condensed version of the HIHI courses to Maui and Hawaii. While not instituted as a full-time program, neighbor-island seminars were coordinated on an as-needed basis.

At the start of 2000, EDIT held its 22nd annual program, with a theme of "Study Tourism 2000." Participants were

HIHI exposes participants to new ideas and approaches to issues in the industry and gives people new skills and abilities they can use on a day-to-day basis in their jobs. You don't have to leave Hawaii to take advantage of a truly international perspective on the industry. (Participant Lisa Morgan, TIM Alumni Newsletter, 1992)

The key to the success of the programs has been innovation and listening to our customers. One of the best things about HIHI is the exchange of ideas among local and international industry professionals. (Rachel Soma, TIM Alumni Newsletter, 1996)
exposed to topics such as Global Tourism Trends, Tourism Attractions and Product Development, Sustainable Tourism and Tourism Heritage Management, Travel Distribution Systems, and Technology and Tourism. It still included a wide range of instructors, among them former TIM School Dean Chuck Gee; Professor Dexter Choy; James Brennan, retired vice-president of Pacific South, United Airlines, Hong Kong; and Carolyn Cain, of the International Finance Corporation. EDIT served the ongoing and evolving educational needs of executives and professionals in both the private and public sectors of international tourism.

EDIT has expanded its current course offerings to include courses in Tourism Management, Ecotourism and Cultural Tourism, and Tourism Security and Safety. HIHI now offers courses in Housekeeping Management, Rooms Management, Timeshare Management, and Financial Analysis for the Hospitality Industry.

Since its inception more than 25 years ago, EDIT has striven to broaden participants' understanding of today's tourism industry business environment. This world-renowned program has established itself as a professional development institute that improves the best and brightest leaders from the public and private sectors of travel and tourism. It will continue to provide professionals with the opportunity to assume leadership roles in the development of sustainable tourism policies and practices and destination management strategies. As an intensive three-week program, EDIT has served the ongoing educational needs of its participants through the use of lectures, class discussions, case studies, group presentations, and field visits. Karla Eggleton, marketing services manager for Cook Islands Tourism Corporation, asked, "Where else can you get over 250 years of experience in three weeks? We have all this information and experience in an industry that is fast-moving and changing."
TIM Research Unit

By the mid 1980s it was clear that the TIM School's faculty members were producing strong academic research, with an excellent resource and reference center to complement their efforts. To expand this base, an organized research unit was initiated under Dr. George Ikeda, who was appointed as the director of research. The goals of the TIM research program were to establish a permanent unit within the School and seek external funding and grants. The program included the Pacific Islands Tourism Hospitality Training Project (an outgrowth of earlier work by the TIM School for Guam, American Samoa, and the Commonwealth of the Northern Mariana Islands); the development of a tourism plan for the Republic of Kiribati; and a major grant of $197,000 from the East-West Center to develop tourism case studies for 10 Pacific island destinations.

In 1991 the School formally separated from the College of Business Administration and the research unit was established with its own research positions and budget. The research unit had received eight grants and contracts in its first five years and was meeting its goal of seeking external funding and supporting the University of Hawaii's efforts to place among the top 50 research universities in the United States. Its research projects had now expanded beyond the Pacific region and moved into Asia. Two new projects included a master plan for human resource management, education, and training for Desaru International Resort (a mega-resort development located at the southeastern tip of the Malay Peninsula in the state of Johor, Malaysia) and a grant to write a comprehensive history of the Pacific Asia Travel Association. In 1992 the TIM School received two research grants to produce an Asia/Pacific Travel and Tourism Human Resources Study for the American Express Foundation and the World Travel and Tourism Council, and an implementation plan and program for the World Tourism Organization International Education and Training Center at the School.

In its strategic plan, the TIM research unit also stated its intention to be more actively involved in research to help the tourism industry in Hawaii. A number of
awards and contracts ensued between 1990 and 1995, including a $130,000 Visitor Impact Management System Workforce Survey for the Office of Tourism, State Department of Business, Economic Development and Tourism. This Hawaii-focused project sought to gather information on the Hawaii visitor industry workforce to mitigate the negative impact of tourism on Hawaii’s residents, develop a database of visitor industry workforce-related impacts, and to provide recommendations to the Office of Tourism to ensure a satisfied and productive workforce. This project was followed in 1994 with two major studies for DBEDT on Ecotourism in Hawaii and Health Tourism in Hawaii.

During this period, the TIM research program also actively promoted research related seminars with international groups. In 1992 it initiated an annual tourism and resort development seminar series with the Bank of the Ryukyus (Okinawa, Japan). Attended by participants representing organizations from both the public and private sectors in Okinawan tourism, the seminar series continued every year through 2001. Other international projects included seminars for delegations from China and seminars sponsored by the World Tourism Organization for participants from Asia and the Pacific region.

The TIM research program also continued to support the tourism development efforts of Pacific-island destinations, undertaking the Pohnpei State Tourism Development Plan 1994-2001. A key aspect of this plan was its use of a sustainable tourism model as the basis for planning and projecting growth, offering a way for Pohnpei, an area within the Federated States of Micronesia, to integrate a visitor industry into its society without major social or economic disruption. Funded by the Pohnpei State Government, the project forecast a growth in tourism arrivals over the next decade.

Between 1995 and 2000, project funding continued to flow, including grants from the Education and Training Division of the WTO that funded the development of an introductory textbook suitable for international use: International Tourism: A Global Perspective. The textbook explored topics like tourism, public policy, the role of government, the impacts of tourism, and the distribution and marketing of tourism products and services. The textbook was prepared in cooperation with other English-speaking universities designated as WTO Tourism Education and Training Centers. The TIM research program continued to provide research assistance to the state government, including the development of support materials for the State Tourism Training Council project, “Airport Services for International Visitor-Training
Program. In 2000 the research unit, in cooperation with the University of Denver, completed development of an instructional program and training manual for the Federal Emergency Management Agency (FEMA) to help tourism industry businesses and organizations develop disaster response plans. The manual, entitled Emergency Management Principles and Application for Tourism, was endorsed by FEMA to encourage the spread of emergency-management-related education in colleges and universities across the United States.

In its first 15 years (1985-2000), the research program brought in over $2 million in research and grants from both the public and private sectors, including international organizations, helping faculty to secure their own research grants as well. Faculty members Dr. Robert Allen, Dr. Joseph Patoskie, Russell Uyeno, and research librarians Mary Bailey and Brian Leu made significant contributions to the work of the program during this period.

With Dr. Ikeda’s retirement in 2000 and increasing pressures on the budget, the research program reduced operations between 2001 and 2003 but remained actively involved in a tourism development plan for Bikini Atoll, a project requested by the Kili/Bikini/Ejit local government in the Republic of the Marshall Islands and in joint collaboration with the College of Business Administration (CBA) Pacific Business Center program. In addition, the research program began establishing relationships with Vietnam through participation and sponsorship of seminars in Hue and Hanoi.

The appointment of Dr. Walter Jamieson as dean of the TIM School provided new impetus for the research program to regain a strong position in tourism research. Under Dr. Jamieson’s lead, the TIM School announced the creation of the Professional Development and Consultancy Group, which would continue the tradition of conducting research for academic, government and industry use, offering professional development programs and providing technical assistance and other community services in tourism-related areas. Dr. Russell Uyeno was appointed head of the program.

The group now includes the HIHI and EDIT programs and continues to build on its experience and expertise in providing ways to address tourism challenges and
opportunities in Hawaii and countries in the Asia-Pacific region. Its goals, in addition to conducting cutting-edge research, include maintaining a comprehensive tourism resource center, maintaining linkages with other research and training units, and facilitating the research activities of faculty through grant support and other assistance.

In 2006 the Research and Consultancy unit of the TIM School embarked on three major Hawaii-based projects. The unit worked on a statewide tourism workforce development project for the Hawaii Tourism Authority, that included training for existing needs in the industry, capacity building among industry and education organizations, and preparation of a strategic plan that anticipates the changes and requirements of the industry over the next 10-15 years. The Consultancy Group studied the socioeconomic impacts of the timeshare industry on Maui for Hospitality Advisors (a Hawaii-based consulting firm), with particular focus on the different ways that traditional hotels, timeshares, and condominiums impact island life. Finally, for the Hawaii Hotel and Lodging Association, the TIM Research and Consultancy Group developed a Web-based "dashboard" of indicators that provides information on the health and status of the tourism industry in Hawaii.
This dashboard is intended to complement the traditional arrival and expenditure statistics and provide a fuller picture of the health of the industry in Hawaii.

With the increase in overseas projects and in order to strengthen its Asia research and professional development capacities the School appointed Pawinee Sunalai as the TIM Training and Project Coordinator for Southeast Asia. Ms. Sunalai has extensive experience in Southeast Asia and has worked with many of the major tourism and development organizations in Asia. In collaboration with Thammasat University in Bangkok, Thailand, the School established the Asian Center for Tourism Planning and Poverty Reduction. The center is managed by Ms. Sunalai and a secretary and has office space generously supplied by Thammasat University.

The Southeast Asia office is active in providing assistance to the Thai Ministry of Tourism and Sports on a range of national and international research, development, and coordination efforts. Consultancy and research activities have been provided to the Transport and Tourism Division of the United Nations Economic and Social Commission for Asia and the Pacific (ESCAP), using a team approach. Dr. Christopher Edmonds of the East-West Center; Pallavi Mandke, a research affiliate of the School; Ms. Sunalai; and Dean Jamieson have been working to develop the link between sustainable tourism development and poverty reduction with staff from the division. The team has conducted meetings for experts from a number of international and national organizations and has produced background papers for ESCAP. The group with the addition of Dr. Haiyan Song, Chair Professor and Associate Head of the School of Hotel and Tourism Administration of Hong Kong Polytechnic University, is involved in the production of a book on poverty and tourism for Haworth Press, forthcoming in 2007.

Under contract to UNESCO, a team of experts headed by Pawinee Sunalai developed a visitor management and interpretive plan for Wat Phou, a World Heritage Site in southern Lao PDR. Based on the success of that initiative, UNESCO has provided another contract to carry out a visitor interpretive strategy for the Sukhothai World Heritage Site in Thailand.

In 2005, professional development activities included the organization and participation in a joint course on “Disaster Risk Management Approaches for Hospitality Facilities: Planning and Responses” with the Thai Hotels Association and the Asian Disaster Preparedness Center in Bangkok, Thailand.
The Southeast Asia office also organized a course in Bangkok for regional experts on "Cultural Heritage Tourism: Managing Historic Resources within a Tourism Context," sponsored by the Office of Tourism Development in the Ministry of Tourism and Sports.

Under contract to the Netherlands Development Organization, a TIM team was responsible for the production of a "Community-Based Tourism Monitoring and Evaluation Tool-Kit for Poverty Reduction Planning, Assessment and Management."

As part of the tsunami recovery effort, the World Tourism Organization (WTO) also funded the planning of an eight-day workshop in southern Thailand. The workshop, organized by the Asian Center for Tourism Planning and Poverty Reduction, focused on capacity building for 50 young people from tsunami-affected areas and yielded important tangible results for the participants and their communities. In addition, Dean Jamieson acted as the anchor consultant for the 2006 WTO International Conference on Managing Cultural Tourism for Local Communities in Yogyakarta, Indonesia.

In February 2006, the School signed an agreement with the WTO to work collaboratively on a range of topics in Asia and the Pacific. Presently, initial preparations have begun on an initiative in Fiji as well as a series of joint publications.

Recognizing the significant opportunities to collaborate with colleagues in other parts of Asia, the School is exploring other cooperative ventures and has just completed a feasibility analysis of establishing a presence in India. The School enters its 41st year with full recognition of the important role it has to play in providing innovative consultancy and professional development in the Asia-Pacific region.

The TIM School's research unit has more than 20 years of experience in conducting research for the travel and tourism industry, private-sector companies, governments, and development agencies, as well as education programs. The strong faculty base of experience and expertise has allowed the unit to work closely with both domestic and international clients to address the challenges and opportunities of the industry. Now combined with the professional development and continuing education programs, the Professional Development and Research Consultancy Group has become a cornerstone of the TIM School.
The Student Experience
The Student Experience

In 1966, the first class of TIM School students graduated with Bachelor of Business Administration degrees in Hotel Management and Tourism. Over the years, the School has supported a wide range of student activities that would complement the student academic experience. Many of these activities continue to this day.

To develop a clear student identity, the TIM Club was founded in 1966, with a dual goal of fostering student leadership through voluntary activities relevant to the travel industry and bringing industry leaders into closer contact with students who needed internship openings as well as subsequent career opportunities. The club was created to advance a greater understanding of the changes occurring in the travel industry, to serve as a communication link between students, administration, and faculty, and to expand social relationships with hotel, restaurant, and travel leaders. The list of student-led initiatives has grown over the years.
serving as the foundation for students' involvement in their own undergraduate development.

At the same time, a Junior Wine and Food Society was formed to provide extracurricular opportunities for students with an interest in fine cuisine. The society later became the catalyst for the first student-produced banquet, "TIM Goes International," held at what was then the Kahala Hilton Hotel. This event became a tradition known as TIM Night, held each year at a local hotel. Students planned the annual event through a two-semester training course, where they received experience in special events management concepts including planning, marketing, staffing, and fiscal and quality control. The planning of the annual gala, designed around a chosen theme, was a valuable way for students to gain practical experience in the field of management and to apply concepts and theories learned through their academic courses. Students researched theme elements, designed costumes, planned and assembled decorations, choreographed and participated in entertainment, prepared the food and beverages, and serviced all guest tables. Each TIM Night was a unique celebration of that year's creative spirit and became a beloved tradition at the school; the culmination of student learning and the implementation of a complete student-run project. For a unique pictorial of past TIM Nights, please look to page 80-82.

Junior Food and Wine Society members were also invited to visit hotels, airlines, magazines, and restaurant conventions to get a behind-the-scenes view of the industry both locally and on the US mainland. The first members of the society became the nucleus of the first student group to exhibit at the National Restaurant Association and American Hotel-Motel Association (NRA-AHMA) Convention in Chicago. Attendance at this convention also became an annual TIM event for selected students, whose booth showcased slideshows, posters, and photographs to attract and inform industry professionals and interested students about the TIM School's many programs. Through participation in the NRA-AHMA Convention, students saw classroom theory put into actual use, met and interacted with many prominent travel industry leaders, visited hotels, airlines, and magazines, and were able to compare their
program with other mainland schools. This student trip was made possible each year by generous contributions given to the TIM School by local businesses including hotels, airlines, restaurants, travel agencies, and retailers, and donations from industry supporters on the mainland. Students were also given the opportunity to view and tour operations of various food manufacturing plants, publishing houses, visitor attractions, famous hotels, and outstanding restaurants throughout Chicago, Los Angeles, San Francisco, and Las Vegas.

Expanding Student Opportunities

While TIM Night and the NRA-AHMA events were staples in the TIM student experience, many other events and activities were added over the next decade. In 1970, a Business Advisory Council for the TIM School was formed, as Dean Bannet recognized the "rapidly developing student and community interest made the School an integral part of the total development of Hawaii's future." A few of the council's many goals were to offer themselves as speakers for the TIM Club, suggest means for financing endeavors, and facilitate job and internship placement.

An internship component was included in the TIM curriculum to expose students to hands-on front-line and possibly management experiences to complement classroom studies. These internships provided excellent opportunities to evaluate and analyze classroom education in the laboratory of the real world. Local industry groups (hotels, tour companies, and restaurants) were the first to offer internships; the current list of internship providers includes cruise lines, airlines, government agencies, and international tourism boards. Today, internships continue to serve as an integral part of the TIM School education. For a listing of internship providers who have generously and graciously supported TIM students and the School, please turn to page 83-84.

As education initiatives were evolving, so were the activities of the TIM Club. Membership flourished, and students participated in campus cleanup initiatives, car rallies, intramural sports teams, and monthly dinner meetings to expand social relationships with hotel, restaurant, and travel leaders. A TIM Club newsletter, Ka'aohele, began circulation to highlight many of the club's growing activities. One of the TIM Club's major events was the annual fundraiser, the Makuleia Polo Match and Barbeque, which unified club students and industry professionals in generating funds for the School. For this event, students prepared a barbeque dinner for
hundreds of people, oversaw the coordination of the polo match, equipment delivery, and setup, and executed the event from start to finish. Held at the Mokuleia Polo Club, the annual barbeque grew in popularity during the 1970s. One student wrote in the Ka‘ahele, “It is this type of involvement and participation which enables the TIM Club, and the many great goals it strives to achieve, to become real.” (Ka‘ahele, December 1973)

In conjunction with the alumni association, club members hosted receptions for new students, participated in alumni networking events, and were recognized for their service in the TIM field at the annual Business Night for the College of Business Administration (CBA). This annual CBA event paired students with a sponsoring business professional in their particular field of interest. Students received insight and practical career advice, and the one-on-one interaction gave students a professional insider’s perspective. This event also served as a formal way to recognize the outstanding achievements TIM students had made in the community in a specific industry. Business Night was held to honor and award TIM and CBA students for academic excellence, leadership, and service, and to recognize the outstanding alumni and organizations that provided support for the TIM School and the CBA. Outstanding students were recognized each year for their achievements as well as for their contribution to the TIM School, to UH, and to Hawaii’s community. Awards have included the prestigious Industry Service Award, the Robert H. Burns Award, and Meritorious Service Awards.

During the 1970s, interest groups began to form at the school, and in 1975 the Delta Nu Alpha National Transportation Fraternity local chapter was formed. Its objective was “to foster and promote the exchange of information, experience, ideas and cooperation among its members.” Just three years later, Eta Sigma Delta (ESD), the international hospitality management honor society, was established. At a time when honor societies existed for other disciplines but not for the field of study that served one of the world’s largest industries, ESD was created to recognize hospitality and tourism students for outstanding academic achievement, meritorious service, and demonstrated professionalism. It was only natural that TIM’s cutting-edge students would participate in this groundbreaking society, which today is one of sixty ESD chapters across the nation.
While the primary purpose of Eta Sigma Delta is to promote and foster outstanding scholastic achievement in the hospitality/tourism discipline, an important secondary objective is to encourage service to the community—community as defined within the University campus, the local and statewide area, and in the case of TIM, also the Pacific Region. Each year, Eta Sigma Delta will strive to identify and accomplish one major service project to benefit the travel industry community. (Ka'akehe, 1979)

That same year, “Women in TIM” was founded in order to facilitate the “transition from academic to professional life; to make the students aware of women in the travel industry…and to stimulate an attitude of confidence and assertiveness by providing training and awareness in the areas of personal grooming, professionalism, and self-actualization” (Ka'akehe, 1979). TIM Students were taking responsibility for their undergraduate experience, fearlessly translating their interests into formalized groups.

By the end of the 1979 school year, TIM Club members were involved in numerous new activities and groups, which included the Hawaii Hotel Sales Management Association (HHSMA), the Food Service Executives Association, the Club Managers of America Association (CMAA), Women in TIM, the Transportation Interest Group, the Epicurean Club, and the TIM Club Honor Society. Under the advice of Dean Chuck Gee, an association of students was formed as an umbrella organization for all student activities. It changed its name to Travel Industry Management Student Association (TIMSA), replacing the TIM Club name. Former President of TIM Club Dean Nakasone remarked,

Congratulations and good luck to the new leaders! And to the rest of the membership—remain active or get involved! Your education at the TIM School is not complete until you take advantage of the fantastic opportunities offered by the best student organization in the College of Business—the TIM Student Association. (Ka'akehe, 1979)

The Transportation Interest Group (TIG) was founded to explore career opportunities and to identify entry-level positions in transportation that might be available to undergraduates. Field trips to transportation companies such as Aloha Airlines were planned every semester, and seminars were conducted to inform students about new developments in the transportation industry.
TIM students of HHSMA sought to develop sound business practices and fostered a high standard of professional conduct among the men and women engaged in travel, hospitality, and tourism related services. To achieve this goal, club members networked by volunteering, participating in fund-raising events and attending guest speaker and educational programs.

![Students involved in HHSMA, the Hawaii Hotel Sales Management Association student organization.](image)

![Club Managers Association of America (CMAA) students, local industry executives and advisor Thom Guthrie.](image)

Students involved in CMAA held regular meetings under the guidance of a TIM faculty advisor and a CMAA liaison manager in the local area. As a professional association for managers of membership clubs, athletic, faculty, yacht, military, etc., student chapter meetings of CMAA included site visits to local clubs, leadership opportunities for chapter officers, and visits by club management professionals. Club goals included the advancement of relations among people connected with the management of clubs, encouragement of the education and advancement of its members, and the provision of assistance to club officers and members, through their managers, to secure the utmost in efficient and successful operations.
Refining the Experience in Hawaii and Abroad

By the 1980s, a TIM student could choose from more than 16 extracurricular committees, a list that included TIM Night, Publicity, Intramurals, Mokuleia/Fund-raising, Dinner Meetings, Historians, Inter-Business Council, and the numerous educational clubs highlighted above. A short-lived newsletter, TIM Talk, reported on the various activities of TIMSA members, supplementing the Ka'ahele and the TIM Alumni Newsletter.

The student body represented many nations and most mainland states. In particular, students came to study in Hawaii from the nations of the Pacific and Asia, as tourism in their countries was in the early stages of rapid expansion. In addition to receiving their academic education, International students were exposed to American business methods through practical training during the internship phase of the TIM program. By joining TIMSA, international students discovered opportunities through local industry and student activities.

In 1985, a Pacific Asia Travel Association (PATA) satellite chapter for students was formed under the PATA Hawaii Chapter—the first student satellite chapter in PATA's history. Through the organization, students were able to encounter some of Hawaii's top travel professionals from hotels, travel agencies, tour wholesalers and operators, air carriers, attractions and activities, government, advertising, education, publishing, and consulting. Today, TIM students participate in conferences and programs organized by PATA International and the PATA Hawaii Chapter; these include the PATA International Annual Conference, the PATA World Chapter Congress, and the PATA International Travel Mart. Students have also joined PATA's Young Tourism Professionals.

At the same time, internship placement was expanding into other countries. French student Patrice Wolff was the first international participant in the internship exchange program, coming from France to work at the...
Fisherman’s Wharf restaurant in downtown Honolulu. TIM student Wendy Sachsel was the first TIM recipient of this knowledge exchange, working at the Hotel du Golf in the French Alps. This program served as an extension of the developing language program in the undergraduate curriculum and gave many TIM students international experience.

The following summer, ten TIM students interned at the Mandarin Oriental Hotel in Macau, working as performers for an “Aloha Hawaii” themed promotion. Another student worked as a food and beverage trainee at the Regent Hotel in Fiji, and two others oversaw tourism packages for the Regent Hotel in Bangkok, Thailand. Other international internship destinations included the Inter-Continental Hotels in Venezuela, Hong Kong, Australia, and the Philippines, where duties ranged from front desk operations to housekeeping to food and beverage training. TIM students were reaping the benefits of their education, applying that knowledge, and spreading the TIM name worldwide.

During the academic year, TIMSA remained the primary student organization, conducting tourism forums and seminars that hosted international speakers such as Licenciado Armando Herreras, former Under-Secretary of Tourism for Mexico; Peter McCoy, former Under-Secretary of Commerce for the US Travel and Tourism Administration; and Leonard Hoyle, then President of HSMA International.

Students maintained their involvement in TIM Nights and the AHMA-NRA Conventions, winning numerous scholarships and awards for their dedicated service and academic achievement. By the end of the 1980s, students had received 20 different scholarships from different organizations, including the American Hotel Foundation; Hilton International; the National Tour Foundation; Sunset Magazine; Books and Film; Westin Corps; and numerous others. The TIM internship program continued to provide students with a variety of work experiences in the industry. In fact, demand for TIM interns was actually exceeding the supply.

A new club emerged, called the Pacific Transportation Student Association, as part of the National Defense Transportation Association and Delta Nu Alpha. Students aimed to provide a common forum to discuss and endorse programs designed to promote transportation preparedness for peacetime needs and to communicate the critical importance of safe and effective transportation to the individual, the industry, and national leaders.
As the school and its students moved into the 1990s, there were no signs of slowing down. TIM student Pauline Goh won the national Louis D’Amore Tourism and Peace Scholarship, which recognized excellence in the study of tourism and peace. John “Kris” Chatterjee received the prestigious Presidential Scholarship—a first for a TIM School student. New internship programs were established with the Japan Travel Bureau International, the Bill Lane/Sunset Magazine Executive Internship in Tourism, and Walt Disney World Summer and Fall Colloge Programs.

In 1995, the first TIM NetLinks Career Fair was held. Sponsored by the TIM Alumni Association, the event allowed students to meet with more than 50 travel industry representatives in an informal setting. Students were paired with mentors who had extensive knowledge of their respective fields within the Hawaii travel industry and could provide students with information and advice on career paths and academic endeavors. New scholarships and awards were established, including the William J. Mullaney Memorial—Outstanding Master of Professional Studies, the Hichiro and Lily Kobayashi Travel Industry Scholarship, the Martin Pray Scholarships, and the TIM Graduate Service Scholarship.

TIMSA continued to thrive as the general club of the School of Travel Industry.

Throughout their education, TIM students have participated in numerous events, including golf tournaments to raise funds, career fairs to explore future options, and alumni events to network and learn about the travel industry.
Management, whose mission was to combine professionalism, education, and fun through a network of students, alumni, faculty, staff, and industry professionals. Student membership included access to numerous club activities, such as networking activities with industry professionals, seminar picnics, student day, fundraising activities, travel industry site inspections, familiarization trips (where members became better acquainted with a particular destination), newsletters, volunteer events, and socials.

The Big Picture

As the TIM School entered the 21st century, students' academic experience was enhanced by new access to improved technology in the computer lab and learning center at the school. The TIM Alumni Newsletter, the main source of news for faculty, students, and alumni, was converted to an electronic format that made its dissemination easier and faster. Internships, club pursuits, and school events continued to be highlights of the student experience.

Greater networking opportunities arose, thanks to events like the Marriott Mentorship mixer and the Asia Pacific Forum for Graduate Student Research in Tourism. In addition, organizations like the Graduate Student Club, which gave graduate students the opportunity for activities and further research, helped hone student skills in particular areas of interest.

TIM students are fortunate to have experienced a strong academic program coupled with closely linked industry events and opportunities. The combination of classroom learning and practical application of that knowledge through internship opportunities and club participation has made the TIM graduate a valuable professional in today's tourism industry market. Thanks to the insight and determination of previous generations of students, clubs like PATA, HHSMA, CMAA, and TIMSA have provided students a strong stepping-stone to their industry career. Internships from international and local businesses have helped create top-notch TIM graduates. TIM student progress has been recognized throughout the years through scholarships and awards, and the opportunities continue to grow. Students in the TIM programs thrive through an unparalleled blend of traditional instruction with practical application in a supported environment.
Behind the Scenes

Months of planning and preparation always went into every TIM Night event, from costume design, to kitchen preparation, to event layout. These Photos come from the following TIM Nights: 1.) and 2.) 1971 Roaring Twenties, 3.) 2001 TIMASIA - The Emperor’s Palace, 4.) 2004 Une Nuit en France...The Evening Never Ends, 5.) 1985 Mystical Visions of Shangri-La, 6.) 1999 Swingin’ With the Mob Til’ Don, 7.) 1996 Kaleidescope: A Window to All Seasons.
Guests and Groups

TIM Students worked hard to produce a memorable event each year. Everyone was encouraged to participate and get involved in the theme of the event. These Photos come from the following TIM Nights: 1.) 1997 It's Been 30 Years, Now the Ultimate Games, 2.) 1980 Midnight at the Oasis, 3.) 2001 TIMTASIA - The Emperor’s Palace, 4.) 1994 Mystical Reflections...of Pharaohs, Phantoms & Phantasies, 5.) 1972 2001, 6.) 1985 Mystical Visions of Shangrila, 7.) 2000 Now Featuring...TIMaetown.
Performances

No TIM Night would be complete without student performance per the event’s theme. Students showcased their dancing and singing skills for all to enjoy. These Photos come from the following TIM Nights: 1) 2003 The TIMperature is Rising...Experience the Heat of the Caribbean, 2) 1986 All the Glitter, All the Style...Manhattan, 3) 1984 Floges Tis Olympias, 4) 1995 The Night They Opened the Royal...An Evening of Nostalgia, 5) 1993 Bourbon St. Bash, A Night of Mardi Gras Madness, 6) 1982 Fiesta de Río, 7) 1987 An Oceanic Extravaganza, 8) 1988 1920s Era of Wonderful Nonsense.
Internship Providers

TIM students and graduates have gained invaluable work experience with the following organizations in Hawai‘i and abroad:

AKAL Security
Aloha Airlines
Aloha Tower Marketplace
American Pacific Transport
ANA Hallo Tours
Aqua Bamboo Hotel
Atlantic Adventures
Atlantic Cruises
Bishop Museum
Business & Leisure Holidays
Café Monserrat
California Beach Rock N Roll Sushi
Catch of the Day
Cendant/Cheap Tickets
Chuck's Cellar
Coffee Partners Hawaii – Starbucks
Compadres Bar & Grill
Creations in Catering
Delta Tour
Department of Business, Economic Development & Tourism
Diamond Head Travel
Discover Hidden Hawaii Tours
Disney College Program
Disney World
DoubleTree Alana Waikiki Hotel
Duke's Canoe Club
Dynasty Restaurant
Elegant Catering
Elite Travel Agency
Embassy Vacation Resort – Poipu Point
Enterprise Rent-A-Car
Fairfield Inn
FedEx
Fly-A-Way Holidays
Four Seasons Hualalai
Grand Inter-Continental Hotels – Seoul
Greyline of Alaska-Holland American
Halekulani Hotel
Hawaii Food Bank, Inc.
Hawaii State Legislature
Hawaii Vacation Links
Hawaiian Airlines
Hawaii King Condominium Hotel
Hawaiian Watersports
Hawaiiana Resorts & Management Company
Hickam AFC
Hickam Officers Club
Hilton Grand Vacations Company
Hilton Hawaiian Village
HIS Hawaii
HMS Host
Honolulu Club
Horizon Lines
Horse Shoe Casino Hammond
Hospitality Unlimited
Hotel Nikko Tokyo
HulaRez.com
Hyatt Regency Waikiki
I'Ilima Hotel
Indigo Resturant
JTB Hawaii
Kahala Mandarin Oriental Hotel
Keoni by Keo's
Kona Café
Kualoa Ranch
Luana Hills Country Club
Mandara Spa
Marriott World Trade Center
Mary Charles & Associates
Matzki Inc.
Maua Marriott
Mauna Loa Macadamia Nut Corp. Visitor Center
Meeting Professionals International, Aloha Chapter
Mercantile Freight Services
Miramar at Waikiki
Modern Innovations, Inc.
Native Hawaiian Hospitality Association
Norwegian Cruise Lines
NYCS Inc. (dba Café Peninsula)
Oahu Nature Tours
Oahu Visitors Bureau
Orient-Express Bora Bora Lagoon Resort
Orient-Express Inn at Perry Cabin
Outrigger Canoe Club
Outrigger Ohana Reef Towers
Pacific Beach Hotel
Pavilions Restaurant & Wine Bar
Paradise Cove
Paradise Cruise Ltd.
Park Shore Waikiki Hotel
Prince Resort
Princeville Resort
Radisson Waikiki Prince Kuhio
Renaissance Ilikai Waikiki Hotel
Rihga Royal Hotel Osaka
Roberts Hawaii
Sam Choy’s Breakfast, Lunch & Crab
Sanjo Corporation
Sawayaka Hawaii Inc.
Sergio’s Italian Restaurant
Sheraton Maui Resort
Sheraton Moana Surfrider
Sheraton Moorea Lagoon Resort & Spa
Sheraton Royal Hawaiian
Sheraton Waikiki
Singapore Tourism Board
Sodexo Catering & Banquets
Sunterra Resort/Vacations International
Tanaka of Tokyo Restaurant
Tavola Tavola
The Beaufort Singapore
The Ritz Carlton, Kapalua
The Ship’s Tavern
The Willows
United Airlines
US Government
University of Hawaii Foundation
Vanquard Car Rental USA
W Hotel
Waikiki Beach Marriott Resort
Waikiki Beachcomber Hotel
Watabe Wedding Corporation
Westin Maui
Williston Pizza House
Worldwide Flight Services
Zippy’s Restaurant
TIM Alumni

"The school was created in response to the local industry's need for trained managers—managers who could not only help the visitor industry grow, but help it grow in a responsible way, without sacrificing Hawaii's other important interests—social, cultural, environmental. TIM alumni have assumed leadership roles throughout the Pacific Basin, and the School will continue to supply leaders with vision to this important segment of our state, national and world economy." (University of Hawaii President Dr. Kenneth P. Mortimer, quoted in TIM Alumni Newsletter, 1993)

In 1967, Professor Chuck Gee oversaw the formation of an alumni association for the TIM Program and the chartering of TIM Alumni, the precursor of TIM International, Inc. (TIMI), as an independent corporation. While TIM graduates were young and few at this time, he predicted the alumni organization would benefit from its growing numbers, and would soon be an active participant in the School's development.

By the early 1970s, an alumni survey conducted by Dexter Choy found that the majority of TIM graduates were working in hotels, with the remaining graduates spread between food and beverage operations, the airline industry, travel agencies, and travel research. In contrast with UH graduates from other majors, it was clear that TIM graduates were very likely to enter into the field of their college major after graduation—and would be able to help and advise other TIM graduates.
TIMI was quick to organize its officers and develop a board of directors. The group developed bylaws for the association, held elections for its open positions, and made future plans for the organization. Events were held in local venues to encourage alumni to attend and become active in the group. By 1973, TIMI was incorporated as a nonprofit society. Its goals were to provide its members with opportunities for professional growth and development, offer services to the community related to the tourism industry of Hawaii and the Pacific, and to support the educational objectives of the TIM program at the university.

Alumni news, reported in the Ka‘ahele student newsletters, kept previous graduates informed of their classmates’ professional progress. An excerpt from the 1974 Ka‘ahele “Where Are They Now?” section reports an impressive array of alumni activities:

Gary Relyea is doing very well in the food industry. He is now working in Papeete for Pan American Airways as their catering services manager. Just promoted locally and doing very well is Art Kreiger. He was just promoted to the position of Executive Assistant Manager of the Sheraton Waikiki Hotel...Dynnette Yan is surrounded by the sounds of buzzing gears, whirling discs, and swishing tapes. She is now a computer programmer for Charley’s Transportation and Tour Company....Our personable president and former management trainee with the Hawaiian Regent Hotel finally made the big times. At the time of this printing, Clyde Min is now managing the Summery Restaurant...Ronald Tam just caught his breath flying in from the Orient as a Club Management Specialist for Uncle Sam. Gary Hall also will join Ronald as a Club Specialist. They’ve decided to help the Army Clubs become profitable and make life more enjoyable for our servicemen. Peter Kwok is now Food and Beverage Director of the Kuhio Hotel....

After graduation, TIM students moved quickly into jobs that built upon their undergraduate experiences, and they also gave back to the current student TIM community. James Nakagawa, class of 1967 and controller for Amfac at Kaanapali, Maui, hosted a group of TIM students on a Maui tour for two days, giving them first-hand practical knowledge on their field trip.
The alumni were also active in the ongoing activities of the university. Many participated and continue to participate in Business and NetLinks functions, which created opportunities for student mentoring by industry executives (of whom many are TIM alumni). These events allow alumni to network with potential employees and offer current TIM students industry advice. To highlight events of TIM Alumni, a more official newsletter was established; the TIM Alumni Newsletter reported in greater detail on school events, donations, and of course, alumni news.

By 1978, the year that marked the TIM School's first decade of service to Hawaii, the program had produced more than 600 graduates specializing in the field of hospitality and travel industry management. TIM alumni held executive positions in more than 80 major cities around the world. Moreover, TIM graduates in industry positions cooperated with the school, offering internships and future permanent employment for participants. As Larry Nishikawa, class of 1970, who was then Personnel Director at the Hawaiian Regent Hotel, stated:

"The internship program is helpful in easing the gap between work experience and education. It allows the students to better understand the concepts of business operation. In non-managerial
positions TIM grads are well qualified and show possibility for advancement. In managerial positions, I look at a college degree from TIM as a competitive edge when comparing applicants with similar work experience.” (Ka’ahele, 1979)

By the end of the 1970s, groups of TIM alumni could be found all over the world. While visiting Hong Kong, Dean Gee met with a large group of alumni from the classes of 1967 and 1970–1976 to review the progress of the school and emphasize the importance of building and maintaining a strong alumni group. This Hong Kong group gave the faculty and administration great satisfaction and a reason to be proud of their now-famous school. It was here that the development of international alumni chapters came to fruition, as approximately 38% of TIM graduates at this time were living outside of the State of Hawaii. Per the TIMI charter, a group of five or more alumni could establish a chapter, and the TIMI board of directors and executive leadership, now under President Joseph D. Pluta, class of 1974, were anxious to see these chapters develop.

TIM Alumni news and notes—fundraisers, membership dues, alumni promotions, and reunion events—began to consume more pages of the TIM Newsletter. News about the Oahu and Maui chapters was now starting to come in, and an alumni directory took shape.

By the 1980s another alumni survey reported that TIM graduates were mostly working in the food and lodging industry, followed by other tourism-related jobs, including real estate and education. Alumni respondents also commented on the priorities of TIMI and identified it as a good source of job leads and information about the TIM School and its programs, a sponsor of informative seminars for graduates, a sponsor of industry related seminars for students, and the publisher of the newsletter’s vital components.
New presidential leadership fell on 1979 TIM graduate Eugenie Tan, who oversaw quarterly alumni luncheons with distinguished guests like City Prosecutor-elect Charles Marsland, social functions, and the development of an organizational brochure to present essential facts about TIMI, along with its goals and objectives. Below is an excerpt from the 1981 TIMI Alumni Newsletter, highlighting accomplishments of some alumni:

Quincy Kaneshiro ('67) has formed his own real estate, investment and financial consulting firm on Oahu... Ernest Nishizaki ('69) is now General Manager of Sheraton's Maui property... Gary Hall ('70) has been promoted to assistant Director of Catering at the Sheraton Waikiki... Roberta Wong ('71) spent nearly a month in Honolulu overseeing the final days of the old Halekulani to make way for the new Halekulani, scheduled to open in 1982... R. Wayne Martin ('72) accepted the position of Assistant General Manager at the Amfac Hotel, San Francisco International Airport... Sultan Hirji ('76) expanded his Traveling Taj Travel Agency of New York City to Vancouver, Canada... and Ruriko Matsuoka ('79) was promoted to Reservations Manager at the Westin's Ilikai Hotel. (TIMI Alumni Newsletter, 1981)

In 1982, TIM alumna Roberta Ann K.W. Wong, class of 1971, was one of 75 distinguished alumni to receive the University of Hawaii's Rainbow Award at the School's 75th anniversary. Dean Gee commented, "Because Roberta represents the best of what TIM School graduates should stand for in the field of hotel and tourism management, and because she is also a 'giver'—one who pays back her debt to society for her education at UH, she deserves to be recognized as one of the 75 distinguished alumni."

As the alumni base grew, class representatives were selected to keep track of contact data and disseminate information by year, instead of as a blanket group of alumni. The newsletter continued to report on the many events of the school as it flourished, and included special alumni events such as tours of the new Halekulani Hotel and Pan Am Airport Operations by Robert Burns and Gary Reiya respectively; the hosting of seminars that featured guest speakers such as Martin Darby, then US Assistant Secretary for Tourism Marketing; sponsoring the TIM International Award of Excellence presented at Business Night; and conducting fundraising drives to upgrade the school library.
Alumni were increasingly able to keep track of each other through their chapters, and fewer individuals began to submit news about their accomplishments via the newsletter. Alumni profiles began to appear in the newsletter instead, highlighting the accomplishments of a graduate of the program and showing how their achievements grew out of their TIM education. During the mid-1980s, those profiled included Alan Ong, class of 1973, who then owned and operated two Chinese restaurants on Maui; Lori Nakaguma, class of 1980, who served as Employment Manager for Sheraton Hotels in Hawaii; Thomas Geary, class of 1981 and Management Information Systems Manager for the Hyatt Regency on Maui; Roberta Ann Wong Leong, class of 1971 and Area Director of Training and Management Development, Pacific/Asia/Latin America, Intercontinental Hotels Corporation; Joe Pluta, class of 1974 and President and majority shareholder of four companies on Maui all under the Resorts Pacific name; Ernest Nishizaki, class of 1969, and General Manager of the Sheraton Coconut Beach Kauai Hotel and also Vice President of the Hawaii-Japan Division of Sheraton Hotels; and Glenn Perry, class of 1970 and General Manager of the four-diamond Waiohai Resort and the two-diamond Poipu Beach Hotel.

In 1986, TIMI was officially chartered by the University of Hawaii, an improved standing that allowed the organization to receive assistance and support from the TIM School as well as from the University of Hawaii through the Office of Alumni Affairs. In addition, official Singapore and Bangkok-Thailand chapters were created and there was interest in developing more chapters in Australia, New Zealand, Fiji, and China. Gary Relyea commented:
I am pleased to report that our organization is viewed by the university as one of the most stable alumni groups due to the incorporation of the association, the existence of an established constitution and the representation of the membership at regular meetings.

Officers of TIMI were assigned to numerous important positions beyond the offices they held, including Bylaws, Careers Unlimited, Chapter Development (International), Events, Membership, Nominations/Elections, Public Relations/Communications and Undergraduate Liaison. In 1987, under the leadership of President Roberta Ann Wong Leong, TIMI oversaw the TIM School's 20th anniversary celebration, which included a special reunion, dedication of George Hall, a symposium of speakers, and an evening barbeque.

TIM alumni continued to flourish in the local industry throughout this period, as alumni Brian Ladeira ('76) and Michael Rabe ('80) opened up their own restaurant—ChubbyQ's at Varsity Center and the Royal Hawaiian Shopping Center. Some of the success stories included Clyde Ogata ('83), who was working as a senior consultant with Pannell Kerr Forster, an international CPA firm known for consulting in the hospitality industry; Bill Shuy ('75), who was Vice President of Reservations and Rooms Control for the Outrigger Hotels Hawaii; and Heidi Farr Fergerstrom ('84), who was Supervisor of Customer Services for the station area of Aloha Airlines on Maui.

In the 1980s, alumni updates were submitted to the newsletter through their chapters, which now included the South Pacific, New Zealand, and Australia, the East and West Coasts of the US, the Midwest, Maui, Kauai, and the Big Island. The first statewide TIM alumni conference was held on Maui, featuring social events and a series of seminars relevant to travel industry managers. Alumni news included:

Kathy Pong ('85) was promoted to catering coordinator for the Westin Kauai; Chris Stafford ('80) the general manager of the Tourist Information Channel (TIC) in Sydney, Australia; Mike Ohashi ('79) sales manager for Sea Land, Hawaii; Randie Matthews ('82) director of marketing for Swiss-Belhotel Management in Hong Kong; Helen Law
('82) director of projects (China) for Regent International Hotels; Lisa Chang ('87) benefits coordinator at the Hyatt Maui; and Belle Chang-Li ('84) a market analyst for Outrigger Hotels Hawaii. (TIM Alumni Newsletter, 1989)

As TIM entered the next decade, its success continued. The Singapore Alumni chapter held its second seminar, conducted by Dean Gee, "Staying Ahead with Tourism in the 1990s: Consolidation and Forward Planning," As always, new board members were appointed and news of career success continued to be reported through the newsletter. TIM alumni continued to donate generously to the TIM School's Development Fund and through their respective chapters, to award scholarships to outstanding TIM undergraduates, and discuss current tourism trends at annual alumni brunches.

Alumni of the TIM School were moving into prestigious positions. Alumni profiles included articles about Mike White ('72), General Manager of the Kaanapali Beach Hotel on Maui; Thomas Trapp ('84), Assistant Manager of Passenger Service for All Nippon Airways Co. Ltd.; Karen Miller ('90), in-flight Supervisor in Honolulu for...
Continental Airlines; Rita Lau (’77), the first female TIM graduate to hold the General Manager position at a prestigious property (Chicago’s Mayfair Regent Hotel); and Ernest Nishizaki (’69), Chairman of the Hawaii Hotel Association for 1992–1993. An Alumni Affairs Coordinator was appointed by the school to help oversee the many events in which alumni were now involved.

TIM alumni could also be found working worldwide. For example, Kyung Soo Chol (’93) was with Samsung Joong Ang Development Company in Korea, involved in resort planning and development; Dave P. Evans (’79) was teaching at Kapiolani Community College’s Hotel Operations department; Pamela L. Ferguson (’87) was a Cruise Specialist for the American Express Travel Service Cruise Center; Grace Lau (’90) was the Executive Assistant Manager at the Royal Century Pattaya Hotel in Thailand; Alan Okimoto (’80) was the Director of Research for the Hawaii Transportation Association; Jerry Pickard (’72) was a key account Service Specialist for Federal Express in Canada; Gaylynn Sakuda (’68) was named Director of Human Resources for the Kahala Mandarin Oriental; Ren Hirose (’85) was General Manager of the W Hotel; and Theodore “Ted” Sakai (’82) was the Executive Assistant at the Hilton Waikaloa in Kailua-Kona, Hawaii.

In 1992, an Alumni Hall of Honor was created. Awarded at Business Night, this special recognition went to an alumnus or alumna for excellent service to the TIM School and for their own success and contributions to the travel industry. The first inductee into the Hall of Honor was Ernest K. Nishizaki, class of 1969.

The alumni association also held auctions in conjunction with some student chapters to raise funds for the TIM School and student scholarships. Many of the items for bid were generously donated by TIM alumni and their respective workplaces. TIM also began hosting a reception locally for students, faculty, alumni, and industry professionals. A further instrument of networking was the joint sponsoring of Nettlinks by the alumni association and the TIM School. The first of its kind, this event offered students the opportunities to meet more
than 50 different travel industry representatives in an informal setting. In addition, a career fair was held, and student receptions hosted, for those graduating. These kinds of events showed long-term staying power, and Nettlinks, the career fair, and the student receptions continue to be annual events.

One of TIM International's hallmark events, held in conjunction with the TIM School, is the "Celebrate a Legacy in Tourism" Fundraiser and Silent Auction. Since 1999, the school and association have paid tribute each year to an individual who has made significant contributions to the industry.

### Alumni Hall of Honor

<table>
<thead>
<tr>
<th>Year</th>
<th>Recipient</th>
<th>Degree and Year of Graduation</th>
</tr>
</thead>
<tbody>
<tr>
<td>1992</td>
<td>Ernest K. Nishizaki</td>
<td>BBA 1969</td>
</tr>
<tr>
<td>1993</td>
<td>Roberta W. Leung</td>
<td>BBA 1971</td>
</tr>
<tr>
<td>1994</td>
<td>Michael B. White</td>
<td>BBA 1971</td>
</tr>
<tr>
<td>1995</td>
<td>Timothy J. Marsden</td>
<td>BBA 1976</td>
</tr>
<tr>
<td>1996</td>
<td>Joseph D. Pluta, Clyde G. Min</td>
<td>BBA 1974</td>
</tr>
<tr>
<td>1997</td>
<td>Richard M. Hartman</td>
<td>BBA 1974</td>
</tr>
<tr>
<td>1998</td>
<td>Kathryn K. Inkinen</td>
<td>BBA 1967</td>
</tr>
<tr>
<td>2000</td>
<td>Paul Tang</td>
<td>BBA 1971</td>
</tr>
<tr>
<td>2001</td>
<td>Paul S. Yokota</td>
<td>BBA 1979</td>
</tr>
<tr>
<td>2002</td>
<td>Tsuyoshi Sakata</td>
<td>BBA 1971</td>
</tr>
<tr>
<td>2003</td>
<td>Ren Hirose</td>
<td>BBA 1985</td>
</tr>
<tr>
<td>2004</td>
<td>Lois Sismar</td>
<td>BBA 1972</td>
</tr>
<tr>
<td>2005</td>
<td>Dean Nakasone</td>
<td>BBA 1979</td>
</tr>
</tbody>
</table>
and long-term contributions to the travel industry. Proceeds from the celebration have gone to develop school programs such as the establishment of the technology learning center at the school, scholarships, teaching awards, Netlinks, and graduation receptions. This popular gala has recognized the following recipients: 1999—Dean Emeritus Chuck Gee; 2000—Mr. John C. Brogan, retired President of Starwood Hotels and Resorts; 2001—Robert H. Burns, founder of Hong Kong–based Regent International Hotels; 2002—Former Governor George R. Ariyoshi, who served Hawaii for twelve years; 2003—Ambassador L.W. "Bill" Lane, Jr. and Jean
Lane, former Chairman and Publisher of Lane Publishing Company and his wife; 2004—Dr. Richard R. Kelley, Chairman of Outrigger Enterprises, Inc.; in 2005—Peter Schall, retired Senior Vice President and Managing Director of Hilton Hawaii.

▲ In 2001, Mr. Robert H. Burns was honored for his outstanding service as the Regent International Hotels founder.

▲ In 2002, former Hawaii Governor George Ariyoshi was honored for his unwavering support of the TIM School and the local travel industry.

▲ In 2003, L.W. Bill Lane and his wife were recognized for their tremendous achievements as publisher of Sunset magazine and their support of the TIM School.

▲ In 2004, Dr. Richard Kelley, Chairman of Outrigger Enterprises, was honored for his travel industry service.

▲ Most recently, in 2005, Peter Schall, retired Senior Vice President and Managing Director of Hilton Hawaii, was also honored for his industry service.

TIM School alumni are a diverse group who project the quality education they received. Whether through networking and social events, or through awards and legacy recognitions—and with the leadership of the many different TIMI presidents and executive boards—TIMI members and the alumni association have contributed to the development of the TIM School through their generosity and aloha spirit.
They are helping to continue the excellence of the education that has clearly done them so well.

The present Dean sees the TIM alumni as partners who will be instrumental, as they have been throughout TIM's history, in making sure that the TIM School remains a standard-bearer of excellence and continues to grow and innovate in the decades to come.
Community Support
Community Support

The TIM School's immediate and ongoing success would not have been possible without the support and guidance of the travel industry community. Nor has involvement been limited to one specific group; the TIM School has been fortunate to receive guidance and generous donations from local and international entities alike who believe in the mission and vision of the school.

In 1967, Dean Edward M. Barnet recognized the need for the formation of a Business Advisory Committee for the Travel Industry Management program at the College of Business Administration (CBA). Student and public interest in the school was increasing, and the school needed business and finan-
cial acumen to guide its rapid academic development. Dean Barnet and Dean Schuyler Hoslett, both of the CBA, felt that a committee made up of representatives of the major income-generating industries of the state of Hawaii could satisfy this need. The committee was intended to make recommendations that would enhance educational programs, to provide speakers for the student body, to conceive and recommend methods of scholarship support and general fundraising, and to facilitate job placement and internships. The first Business Advisory Committee drew its members from sectors such as transportation, tourist attractions, real estate, publishing, hotels, restaurants, and travel agencies. When the first meeting was held that same year, the committee’s 25 members included Kenneth F. C. Char, President of Aloha Airlines, Inc.; Robert H. Burns, Chairman of the education committee for the Hawaii Hotel Association and General Manager of the Kahala Hilton; Mary K. Robinson, President of the Hawaii chapter of the American Society of Travel Agents; William G. Gentry, President of Pan Pacific Tours, Ltd.; Gilbert Moss, who was President of the Hawaii Hotel Association and Manager of the Princess Kalualani Hotel; and Thurston Twigg-Smith, President of the Hawaii Visitors Bureau as well as President and publisher of Advertiser Publishing, Co., Ltd.

The committee initially planned to oversee the appropriation of funds from the TIM School's Development Fund (which typically went to aspects of faculty recruitment), student and faculty trips for academic enrichment, acquisition of materials for the library and classroom instruction, TIM Club activities, and school membership in relevant associations. The Business Advisory Committee met only a few times before it was transformed, in 1977, into the TIM Advisory Board which, unlike its predecessor, was international in scope and also included some alumni. Appointed by the university administration, the Board advised the TIM School through the Dean on matters relating to the development and direction of professional education for the travel industry. An executive committee, nominated by the Dean from the general Advisory Board membership (now 37 strong) would assist the Dean in steering the activities and meetings of the board. Until 1980, this committee included Kenneth Char, Vice Chairman of Aloha Airlines;
G.L. Crothers, Vice President of American Airlines in Hawaii; Claire Engle, Director of committee programs for the Hawaii Chamber of Commerce; Peter Fithian, President of Greeters of Hawaii; and William Hulett, Managing Director for Hawaii of the Ilikai and Wailea Beach Hotels.

By the end of 1978 the Advisory Board launched its first TIM School Industry Support Fund Drive, spearheaded by Senator Daniel K. Inouye (Honorary Chairman of the Board), William Hulett, and Kenneth Char. Contributed funds were earmarked for goals and activities that were not funded by the state, but were important for developing academic excellence and enhancing institutional image. These included tourism research development, library resource development, academic development, continuing education, student development, and faculty development. Contributions were received from numerous TIM School supporters including the Bank of Hawaii, Budget Rent-A-Car International, Continental Airlines, Foodland Supermarkets, Halekulani Hotel, Hawaiian Airlines, Japan Travel Bureau International, Sea Life Inc., and The Willows restaurant, among others.

While over the years the TIM Advisory Board has kept a comparatively low profile in its advising of the TIM School, its accomplishments and individual achievements by members have been impressive. Robert H. Burns was awarded the TIM School Distinguished Service Award in 1983 for his continued support of the school, even offering TIM students the use of the facilities of the Kahala Hilton for the first student-run TIM Night. The following year, Kenneth Char, an ongoing supporter of the TIM School, was selected by the Pacific Asia Travel Association (PATA) to receive their Travel Industry Leader of the Year Award, honoring his promotion of tourism in the State of Hawaii and the Pacific Basin as well as his local community involvement. In 1988, John Brogan, Senior Vice President and Area Manager for Sheraton Hotels in Hawaii and Japan and TIM Advisory Board executive committee member, was also awarded the TIM School Distinguished Service Award for his continued support and service to the TIM School.
Annual meetings were held as the Board continued to oversee the TIM School, addressing relevant issues that included legislative affairs, TIM community relations, external resource development, enrollment trends, and internship and career placement. In 1991, the Board reorganized in response to the TIM School's new autonomy.

In a speech at his 1999 retirement, Dean Chuck Gee paid tribute to the contributions of both Kenneth Char and John Brogan in their service as the "two remarkable chairmen" of the TIM Advisory Board:

*It was Ken Char who led me by the hand in the early years to meet state legislators who could at times countervail campus politics to assist TIM as well as the visitor industry on important survival issues. And it was John Brogan who kept the dean and the school focused on things that really mattered to the industry and community—curricular changes, internships for students, applied research of relevance to the industry, occasional fundraising, testimony before lawmakers, and timely interventions with university administration and the Board of Regents. (TIM Alumni Newsletter, 2000)*

In 2001, Advisory Board Chairman J. Hans Strasser hosted a reception to welcome new UH President Evan Dobelle and Interim Chancellor Deane Neubauer. He urged the new administration to help build the TIM School to become the best travel and tourism academy in the world and increase student body enrollment. The board itself pledged to work toward this goal, and as a personal commitment to the school and its endeavors, J. Hans Strasser and his family donated $25,000 to the school. In an interview, Strasser said of the donation, "The world’s finest destination deserves the world’s finest tourism academy." (TIM Alumni Newsletter, 2001)

When Walter Jamieson was appointed Dean of the TIM School in 2003, he created a smaller Advisory Council from the Advisory Board in order to make the best use of members' time. Members of the Advisory Council serve for a limited term, with
new members being selected from the previous Advisory Board and community to help guide the future direction of the school. The new Council, led by Peter Schall (retired Senior Vice President of Hilton Hotels Corporation and Managing Director of Hilton Hawaiian Village Beach Resort & Spa), has proved invaluable both in providing direction as well as obtaining political and community support for the School. In addition, a new Hawaiian Advisory Council was formed in 2004 to work with the TIM School to develop a curriculum that creates a Hawaiian place of learning within a School that has a strong Hawaiian sense of place, and to help in the recruitment of more students of native Hawaiian ancestry.

Further exploring community involvement, in 2005 the TIM School hosted the first meeting of the system-wide University of Hawaii Hospitality and Tourism Consortium, formed by University of Hawaii President David McClain. This committee, with Dean Jamieson as acting chair, was responsible for examining areas such as overall workforce development coordination and strategy for the State of Hawaii, research and development, delivery of professional programs, distance education, articulation between campuses, and joint recruitment and promotion. The university is presently assessing the viability of establishing another system-wide entity, the University of Hawaii Hospitality and Tourism Institute.

Since its inception, the TIM Advisory Council has worked tirelessly behind the scenes to address the future of the School and its students. Its members, among them prominent industry professionals, will continue, through the Council, to seek local and international employment opportunities for TIM students, and to guide the School.
Physical Resources & Facilities
Physical Resources & Facilities

Students of the School of Travel Industry Management (TIM) have access to many resources and facilities to enrich their studies. Since the School's inception, the facilities have been constantly upgraded to ensure that the diverse student body receives the education it needs to succeed in a variety of managerial capacities. This ongoing evolution has been possible thanks to the generous contributions of donors, as well as the unwavering commitment of the School and University administration and the local community, who strive to provide state-of-the-art improvements to stay ahead of a constantly changing industry.

The School had humble beginnings. In 1968 the program was located in temporary portable buildings off Lower Campus Road on the University of Hawaii's Manoa campus. Although the administration was still searching for permanent faculty and the field of study was still new, this loca-
tion proved too small to accommodate the plans Dean Barnet envisioned for the department. Four years later, now officially a school, the program moved to the B Tower of the College of Business Administration (CBA). Even then, Dean Barnet recognized the need for a larger space for a school with a big future:

Rapid expansion of enrollment placed heavy burdens on our faculty in every area of responsibility, teaching internship control, advising, student records, TIM Club, industry participation, fund raising, and particularly in developing teaching materials.

The paucity of textbooks in this developing field calls for huge amounts of mimeographed materials. This calls for, among the other things mentioned, much typing and reproducing of new materials: articles, speeches of our faculty, etc.

The entire CBA (College of Business Administration) faculty was growing fast. Hawaii Hall was sawing up classrooms and corridors into offices. Still, someone had to move out in the fall of 1968. As Acting Dean of CBA, it seems best to preserve the traditional CBA disciplines in close proximity. TIM moved to a cabin and a half in the Quarry, its only choice.

Efforts to get back into the basement of Hawaii Hall when it was learned that the College of General Studies was moving out proved fruitless. In 1969, there were rumors that "an angel" might give large funds to erect a TIM building, but tax law complications have delayed any action to date.

Space in the new CBA building has been set up tentatively for TIM, but it appears to be inadequate for even our present scale of operations, and we plan to add more secretarial and faculty help. There is a critical need for more stenographers and student help to support growing faculty requirements. (Dean Barnet written document, 1969)
Sunset Reference Center

The CBA proved a better, more centralized location as enrollment numbers rose and the program began to take shape. It was Dean Chuck Gee, following in the footsteps of Dean Barnett, who recognized the need for a centralized collection of material on Hawaii and Pacific tourism and for a resource center for research that would benefit Hawaii directly. Thus was created the Sunset Reference Center in 1978 in the E Tower of the CBA, which housed tourism-oriented periodicals and research publications as well as a meeting lounge for students and faculty. L.W. “Bill” Lane, the Chairman of Lane Publishing Company and publisher of Sunset Magazine and Books, presented the TIM School with a generous donation of $15,000 to finance the center. Lane’s commitment to the travel industry was clearly evidenced by his past service on the Governor of Hawaii’s Travel Advisory Board as Ambassador, and he developed a strong interest in the University of Hawaii with TIM alumni through his travels. Matching contributions came from Amfac Inc, Castle/West Denver, Hyatt Hotels Corporation, Regent International Hotels, Sears, Roebuck & Company-Hawaii, and United Airlines.

At the dedication and opening ceremony of the center in 1978, Dean Gee outlined the future of the center:

*The Sunset Center will provide a reference center and promote the original research necessary for our TIM School to advance its reputation and strength in the academic and business communities. It will serve as part of the base necessary for the establishment of a viable graduate program in TIM.* (TIM Alumni Newsletter, 1978)

Alumnus Dave Evans ('79) would later remark about the SRC:

*To me it was a great asset to have along with your education at the TIM school. It was convenient to have every annual report right there, all the papers and documents in one place without having to go to battle the other majors at Hamilton (Library). It was a great place to go in and study for any report I had to do. I spent hours on end looking stuff up.* (Pacific Business News, 1997)
A Needed Move

In 1979, the Hawaiian tourism industry was growing faster than predicted (at 7% annually, by Hawaii House Tourism Committee estimates). Local industry demands were rising and there was a need for more and better employees. The TIM School, now equipped with a cutting-edge reference center, a larger student body, and more faculty and staff, needed a larger, better-equipped place than the CBA to call home. The popularity of the TIM program had resulted in overcrowding that had curtailed the planned expansion of the program into specialized areas of student instruction. The School not only needed to keep up with the times, but also to anticipate them. In support of the effort to rehouse the TIM School, Dean Gee testified to the Hawaii House Tourism Committee as to the needs of the School, citing one of the largest and most active student clubs on campus, cramped learning conditions, developing needs for computer technology and software, and no food and beverage facilities to speak of.

Over the next six years, the TIM School fought an uphill battle to win funds necessary for a move into a better building on campus, George Hall, and for the renovations that would also be required. In 1980, the University Board of Regents requested $47.5 million in state funds for all university needs. It received, unfortunately, only $22.7 million, and the money set aside for George Hall renovations, $2.1 million, was completely cut from the budget. Representatives on the Hawaii House Tourism Committee were disturbed by the low priority ranking of the George Hall renovation, and in 1981, a small budget for building improvements was allowed.

Disappointed, the TIM School, its students, faculty, and staff sought to prove that it deserved a renovated new building. The School continued to receive generous donations for its development fund from events like the Waiter/Waitress Appreciation Day Race, as well gifts from American Airlines and Hawaiian Punch for graduate program enrichment and the establishment of new scholarships. It began a new summer internship program, and its former deans were both recognized for their contributions to the travel industry at the 8th World Chinese Tourism Conference in Waikiki. The School’s development and output was known worldwide; Dean Gee was named the Pacific Area Travel Industry Leader of the Year. Finally, in 1983, the Hawaii state legislature approved $5 million in funds to renovate George Hall and create the new home for the School of Travel Industry Management.
At this announcement of funds, Ken Char, then President of the Hawaii Visitors Bureau and member of the TIM School Advisory Board, stated,

_The funding for the TIM School is an acknowledgment by the Legislature and the state's administration that the School is an important part of our state. It's definitely a step in the right direction. (TIM Alumni Newsletter, 1983)_

And as Dean Gee saw it,

_The fact is that we now have a school that enjoys an international reputation for the travel industry. This assures that our local students are going to receive the education and the background they need to succeed in a variety of managerial capacities. (TIM Alumni Newsletter, 1983)
The Renovation of George Hall

George Hall, originally the University of Hawaii's library building, was designed by Arthur Reynolds in 1923 and named in remembrance of William H. George, Dean of the College of Arts and Sciences. Its initial construction was completed in 1925 for $180,000, a small sum compared to the $5 million it cost to renovate the building. In 1935 an L-shaped wing was added to the north side of the building. A major renovation to the building also took place in 1956, including extensive interior renovation, construction of two new floor levels within the original Library Building, two new stairways, and repairs and replacement of windows in both the 1923 and 1935 buildings.

It was not a simple restoration. At the time renovations began for the T1M School, the existing building—interior and exterior—was in bad shape. Renovations through the years had been piecemeal and had made the building unattractive. In addition, the location of existing beams and the low clearance height of the first- and third-floor ceilings meant that severe constraints were imposed on the architect of the new renovations. Major design challenges included providing enough ventilation for the administration offices on the third floor and the specialized laboratories on the first floor; controlling the temperature on both floors; accommodating modern computer equipment and other specialized equipment; and providing appropriate exhaust systems—all while maintaining the building's original character.

George Hall's listing on the State Register of Historic Places meant that additional strict guidelines were imposed to preserve the historic value and interest of the building. It is customary for the amount of space needed to dictate the design,
but in this case, the architect faced the constraints of finite space and had to work from the inside out.

The complexity of the restoration was compounded further when it became clear that the restored building would house not only the TIM School, but also the Speech and Communications Departments. All three had distinct needs that had to be met, and specialized equipment that had to be installed. In one instance, a portion of the roof had to be raised to accommodate video equipment for a production studio for the Communications Department. For the TIM School, low ceilings on the ground floor meant that concrete support beams had to be exposed to create enough space for commercial equipment in the food training laboratories.

TIM Moves

After years of dedicated effort, planning, and patience, in 1986 the TIM School moved from the CBA into its permanent home: George Hall, 2560 Campus Road. Renovated with Capital Improvement Project funds from the State of Hawaii and furnished with the help of travel industry donations, the School finally had the facilities to match its reputation. Five new food laboratories opened on the first floor of George Hall, with state-of-the-art food quality control instruments and food-service equipment available. The School’s Sunset Reference Center, which had become the best comprehensive center on tourism in the western United States, moved to the second floor of the building.

The completed building and new facilities were also the launching point for an expanded curriculum in several technical aspects of the travel industry. With the new space, new programs could be implemented for further internationalization of the TIM discipline. The George Hall renovation—which combined a traditional building with a modern educational facility—was so successful that three other buildings on campus were restored using George Hall as a model. Dean Gee commented,

Our new home is particularly appropriate for the TIM School. George Hall is a marvelous blend of history, beauty and efficiency, a combination reflecting the spirit of the travel industry itself. (TIM Newsletter, 1988)
As a result of such fine workmanship and dedication, George Hall received the prestigious Historic Hawaii Foundation Preservation Award one year later. Hawaii Governor John Waihee remarked then on the appropriateness of this award and how the awardees, including George Hall, were excellent examples of preservation of Hawaiian heritage.

The Leong Hop & Bernice C. Loui Computer Laboratory

In 1987, the School of Travel Industry Management celebrated its 20th anniversary. Celebration events included a dedication and blessing ceremony for George Hall, tributes to former Hawaii State Governor William Quinn, former Dean Barnet, and the Pacific Asia Travel Association (PATA). The TIM school also received generous donations. A gift of $150,000 from the Kitaro Watanabe Fund was allocated to the Sunset Reference Center for continued excellence. Bernice C. Loui, in memory of her late husband, International Travel Service Founder Leong Hop Loui, donated ample funds to create the Leong Hop & Bernice C. Loui Computer Laboratory. This new computer laboratory, which opened on the second floor of George Hall, provided state-of-the-art equipment and timely knowledge on information technology. The laboratory enhanced the TIM School’s ability to prepare its students for management careers in a world that was steadily increasing its reliance on electronic information systems.
The TIM School continued its successful journey through the 1990s with a greater sense of security and permanence. The school was established as a Center for Tourism Policy Studies and by 1992 was an International Education and Training Center of the World Tourism Organization (WTO). The United Airlines and Coving partnership, which included British Airways, US Airways, and KLM, continued their generosity by donating four Apollo reservations terminals to the school, while TIM International, Inc., the alumni organization, donated $3,000 to upgrade the Leong Hop and Bernice C. Lou Computer Laboratory.

The Chuck Y. Gee Technology Center

Numerous improvements to George Hall and its physical resources were made in 1999. The architectural firm of Wimberly Allison Tong & Goo upgraded the existing courtyard outside of George Hall. Technology had also become increasingly important to the TIM education; Galileo International came to the support of TIM endeavors once again by giving more technology for the Apollo systems at the School—of which Karen Hannon, then Vice President of Galileo International Sales and Service, said:

Galileo International is pleased to offer this continuing support of the University of Hawaii TIM school and the travel community. It is vital to support, equip and encourage the next generation in their quest for global literacy in an ever-changing industry. (TIM Alumni Newsletter, 1999)

At Dean Gee’s retirement celebration in 1999, more than $200,000 in funds were received, largely from the alumni of TIM, and Dean Gee requested that the funds be put toward a new technology center in his name.

Over the next two years, under the direction of Interim Dean Pauline Sheldon and staff, design and construction took up the majority of the first floor of George Hall for the creation of the Gee Technology Learning Center (GTLC). The facility set out to enhance and broaden the travel industry education, training, and research impacts of the School of Travel Industry Management, and was the first of its kind in the field of tourism education. It provided specific business and tourism-related software tools and a multimedia classroom, enabling students to build experience with an understanding of the technology used in the travel industry. The executive
videoconference suite created a virtual connection between TIM School faculty, students, and research opportunities across the globe. The center also gave students virtual access to guest speakers and distance learning opportunities.

Designed to share the TIM School’s resources with travel and tourism professionals within Hawaii and across the Asia-Pacific region, the GTLC provided the technology infrastructure upon which an extensive series of professional programs, customized courses, and colloquia were developed.

Technological advancement, particularly the Internet, came to redefine the business model. Paul Lawler of the University of Hawaii’s Information Technology department very generously donated equipment that gave students and faculty wireless network access in George Hall. The TIM School recognized very clearly that success was dependent on knowing how to use the technologies of the travel and tourism industry and achieving a strategic understanding of technology’s scope.

In 2003, the Gee Technology Learning Center officially opened, now connecting with the Leong Hop & Bernice C. Loui Computer Laboratory on the first floor. At the center’s opening, Interim Dean Sheldon acknowledged the role of the alumni association:

Their very significant contribution to the school of the Gee Technology Learning Center will be in full operation this semester with classes, industry use and active videoconferences. It is a unique center that distinguishes the TIM School from other schools. (TIM Alumni Newsletter, 2002)
The School Continues to Advance

Dean Walter Jamieson, while newly appointed in 2003, recognized the continuing importance of technological advancement for the School. His answer to this critical need included projections to increase electronic and physical access to knowledge management, as well as improving the physical environment of George Hall.

In 2004, the resources of the Sunset Reference Center were linked with Voyager, the online public access catalog for the University of Hawaii system, greatly enhancing access to electronic resources. The center also began developing several knowledge portals for the travel industry. The portals contained links to current Web sites, journal and newspaper articles, and books on specialized topic areas. Also begun was the digitizing of TIM School documents, including student papers and faculty works. By 2005, the computer lab upgraded to new computers, and new renovations were completed to refurbish the flooring of George Hall.

At the beginning of 2006, an industry-wide painting bee was held to revamp the interior in anticipation of the School of Travel Industry Management's 40th anniversary. Approximately 300 volunteers from the travel industry, faculty, staff, administration, students, and alumni generously offered their time and talent to improve the appearance of the school. Kyo-ya Hotels & Resorts LP, owners of the four Sheraton Hotels in Waikiki and the Sheraton Maui, served as the major financial sponsor for the event.

"We see this as another way for our industry to come together and to give back to the community," said Ernest Nishizaki, executive Vice President and Chief Operating Officer of Kyo-ya Hotels & Resorts LP and TIM School alumnus. The TIM School has been instrumental in developing the future leaders of our industry and we want to make sure that we are here to support them. (University of Hawaii Press Release, 2006)

Other companies that participated in the event provided either funding and/or volunteer support included: the Hawaii Hotel & Lodging Association, Hawaii Prince Hotel Waikiki and Golf Club, Hilton Hawaiian Village Beach Resort & Spa, Hyatt Regency Waikiki, Marriott International, Inc., New Otani Kaimana Beach Hotel, Outrigger & OHANA Hotels & Resorts, Renaissance Ilikai Waikiki Hotel, ResortQuest Hawaii, Starwood Hotels & Resorts, and the architecture firm Wimberly Allison Tong & Goo.
The Past, Present and Future

The School of Travel Industry Management has made a lasting commitment to providing the best in education and physical resources for students, now and in the future. Research and information management have become more important in the hospitality industry as more countries compete for their share of the international market, and the TIM School’s Sunset Reference Center will continue to play a major role in such research. Today, the center contains more than 10,000 items, including books, reports, statistical publications, article reprints, and subscribes to more than 200 periodicals, providing an extensive collection of materials to its students. It has the world’s largest collection of specialized resource material on tourism in Hawaii and serves as a major resource center for the Pacific and Asian
regions. The center is now also a depository for the WTO, one of few in the United States, and for PATA as well.

The Leong Hop & Bernice C. Loui Computer Laboratory offers students cutting-edge computer and information technology, with access to personal multimedia computers, high-speed laser and color laser printers, color scanners, general business software packages, and special travel industry software packages, in addition to the Internet.

A future-focused reminder that leadership in travel and tourism is tied directly to a lifelong commitment to innovation and learning, the Gee Technology Learning Center is the realization of former Dean Gee’s dream. With the resources available through the center, the TIM School is uniquely positioned to address the undergraduate, graduate, and professional program needs of the travel and tourism industry in Hawaii and throughout the Asia-Pacific region. Reshaping traditional views of students, classrooms, and textbooks, the center connects the school with students, resources, and research worldwide. The center has bridged geographic barriers and is helping to reshape the concept of education, creating a virtual connection among faculty, students, colleagues, and resources.

For more than 20 years, George Hall has been host to these cutting-edge facilities and physical improvements. There is no doubt that the School will witness new innovations and technologies that will maintain the School’s status at the top of an ever-changing industry. Leadership, generosity, and foresight have been key to the TIM School’s developments, which have been—and will continue to be—at the forefront of the travel industry management field.
In Summary

It is with great pride that the TIM School celebrates our 40th anniversary with you—TIM School alumni, friends, and associates, each of whom has played a part in our success. The School has earned the respect and loyalty of local community members and continues to maintain its reputation for educational excellence around the world.

This book is a recognition of the people who have brought us through our first four decades, a period that has been formative not just for the TIM School, but for the islands we live in and for the industry we serve. Having been founded just a few years after Hawaii’s Statehood, we are privileged to have grown along with the State of Hawaii and to have helped guide the exciting recent growth of tourism in the Asia-Pacific region.

Few schools in the US or abroad can match the TIM School’s dedication, innovative spirit, or pioneering efforts. We at the School, our alumni and associates, feel privileged to have helped to shape the worldwide tourism industry for the better, particularly in the Asia-Pacific region. The large and diverse family that makes up the School strives for professional and ethical success. We continually renew our pledge to advance our chosen fields, to enhance the lives we touch, and to protect the environment in which we live. With dedication, innovation, honor, and humility, the TIM School takes pride in 40 years of excellence.

We look forward with confidence to the challenges of the next 40 years and beyond. The TIM School will continue to lead and to produce leaders for the tourism and hospitality industry in the new millennium.