

**STUDENT SERVICES  
COMPREHENSIVE  
PROGRAM REVIEW  
2004-2005  
BY  
PROGRAM REVIEW COMMITTEE  
AND  
DEAN OF STUDENT SERVICES  
FOR STUDENT LIFE**

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# MAUI COMMUNITY COLLEGE

## STUDENT LIFE COMPREHENSIVE PROGRAM REVIEW

Program Review Team: Devin Crowe, Bud Clark, Robyn Klein

### GENERAL COMMENTS

We performed a thorough evaluation of the Student Life program and through systematic meetings, discussions, and evaluations were able to come up with some very significant positives as well as some significant suggestions in terms of areas of improvement.

We found that the Student Life program has done an excellent job in terms of budget management and addressing a variety of issues relating to ethics on campus. We also agree that Elena Alexander has done an outstanding job in relation to the fact that Student Life has been consistently understaffed and she has been a leader in terms of legal issues involving the Board of Student Publications.

We think there can be significant improvement – **proactive** is the term that we think needs to be addressed. We see a pattern of reactivity as opposed to proactivity in terms of campus activities. We think that the Director of Student Life needs to be much more active in approaching faculty and staff to engage them in creative activities on campus. Creativity is the key here. We need more energy put into creative approaches to engage students in on-campus activities. This issue will be even more significant when we have actual dorm facilities on campus in the near future. For example, events on campus are not very well publicized; therefore, students sometimes don't attend. Moreover, campus activities are not very well publicized in the community. This tends to limit the bridges we are all trying to build between the campus and community. We do acknowledge that the film program has seen some success.

We understand the limitations that the Student Life organization works within. We also believe that the Student Life staff has made a sincere effort to serve MCC students and the campus community at large. But, there can be more energy put into creative innovations that will enhance Student Life on campus. We believe that this can and will be done to the satisfaction of students, faculty, and staff.

We want to reiterate that this overall program review is intended to establish a baseline for future planning and goal implementation. As MCC continues to expand, with a new student housing complex for example, this realistic self-assessment and planning is essential to the continued success of the Student Life program.

## **Components that warrant attention:**

### **Part 1 Mission**

#### **Commendations :**

- The program enhances student educational experiences through the development of social, cultural, and multicultural programs.

#### **Recommendations:**

- The Student Life Mission Statement minimally addresses the overall college Mission Statement.
- Program goals should be disseminated to faculty, staff, and students on a more regular basis.
- More emphasis should be placed on the development of intellectual, community service, and campus governance programs and activities.

### **Part 2 Program**

#### **Commendations:**

- CAS student learning and development outcomes are listed in self study.
- List of activities and events listed in self study.

#### **Recommendations:**

- The CAS learning and development outcomes can be more specifically addressed in terms of assessment by the Student Life program. A thorough assessment of the outcomes of student activities and events, as opposed to a simple list, should be addressed and articulated.
- A much larger and more comprehensive selection of student evaluations should be made available for review.

### **Part 3 Leadership**

#### **Commendations:**

- Program leader is qualified on the basis of education, experience, competence, and professional credentials.
- Leader performance is assessed on a regular basis.
- Program leader practices ethical behavior and recruits, supervises, instructs, and coordinates staff members effectively.

#### **Recommendations:**

- The organizational vision and goals of Student Life should be articulated more effectively.
- There should be more active collaboration between Student Life and individuals and other campus agencies and programs.

- Rapidly evolving student needs and institutional priorities need to be more directly addresses by the program, and a more proactive approach should be embraced by Student Life leadership.

## **Part 4 Organization and Management**

### **Commendations:**

- Much of the program is managed effectively.
- Written policies and procedures are stated.

### **Recommendations:**

- Program can more effectively manage and promote communication, accountability, and organizational evaluation

## **Part 5 Human Resources**

### **Commendations:**

- Staff members are regularly evaluated and relevant job descriptions are available.
- Program provides staff members with educational and professional development opportunities.

### **Recommendations:**

- Program needs more qualified staff members to accomplish its mission.
- More institutional support should be provided to the program for continued staff selection, training, supervision, and professional development opportunities.

## **Part 6 Financial Resources**

### **Commendations:**

- Program provides detailed list of budget spending.

### **Recommendations:**

- Program needs increased funding to accomplish its mission.
- Although listed in the program self study, funding priorities, within the context of program mission, student needs and available fiscal resources, should be articulated and disseminated to faculty, staff, and students in a more efficient fashion.

## **Part 7 Facilities, Technology, and Equipment**

### **Commendations:**

- Program has attempted to provide adequate services without facility, technology, and equipment support

**Recommendations:**

- Program needs adequate facilities, technology, and equipment to accomplish its mission.
- Technology and equipment are not regularly evaluated and inventoried. A more efficient strategy for the organization of equipment should be created.

**Part 8 Legal Responsibilities****Commendations:**

- Program leader is responsible and knowledgeable in terms of legal policies and responsibilities as they are related to limiting the liability of the institution.

**Recommendations:**

- Staff and students are not always systematically informed as to legal obligations and potential liabilities.

**Part 9 Equity and Access****Commendation:**

- Program policies and practices do not actively discriminate against potential users.

**Recommendations:**

- Program could more actively promote diversity in participation and staffing.
- Program services are not conveniently available and accessible to distance students. Distance students should have access to Student Life services in their geographical areas.

**Part 10 Campus and External Relations**

All criteria minimally met

**Part 11 Diversity**

All criteria minimally met

**Part 12 Ethics****Commendations:**

- Program ensures that funds are managed in accordance with institutional fiscal accounting procedures, policies, and processes.
- Program has a written statement of ethical practice.

**Recommendations:**

- None at this time.

## **Part 13 Assessment and Evaluation**

### **Recommendations:**

- Program should conduct more regular assessment and evaluation to determine how effectively student development and learning outcomes are being met.
- Program should more actively evaluate how well it complements and enhances the institution's stated mission and vision.

**CAS  
SELF-ASSESSMENT GUIDE  
STUDENT LIFE PROGRAM  
WORK FORM B  
FOLLOW-UP ACTIONS**

Step Four: Describe the current practice that requires change and actions to initiate the change.  
The list is prioritized based on what needs to be addressed first, second, and so on.

<b>PRACTICE DESCRIPTION</b>	<b>CORRECTIVE ACTION SOUGHT</b>	<b>TASK ASSIGNED TO</b>	<b>TIMELINE DUE DATES</b>
<b>1. Leadership (Part 3)</b>			
3.7a, 3.8, 3.9, 3.10, 3.11	Student Life Coordinator must be pro-active in these areas	Student Life Coordinator and Dean of Student Services	Immediately
<b>2. Organization and Management (Part 4)</b>	Ensure that effective practices are in place, implemented, and regularly assessed	Dean of Student Services	Immediately and ongoing
<b>3. Program (Part 2) and Assessment and Evaluation (Part 13)</b>			
2.2, 2.3, 2.4.1, 2.4.2, 2.4.4, 2.4.5, 2.4.6, 2.4.8, 2.4.9, 2.4.10, 2.4.12, 2.4.13, 2.4.14, 2.4.15	Create and publish Student Learning Outcomes (SLOs) Determine and publish assessment process	Student Life Coordinator and Dean of Student Services	December 2005
2.6	Determine and meet the developmental needs of student populations and communities	Student Life Coordinator and Dean of Student Services	December 2005
2.8a-g	Campus Activity Programs need to be designed, published, and implemented in these areas	Student Life Coordinator	March 2006
13.1, 13.3, 13.4	Assessment and Evaluation	Student Life Coordinator and Dean of Student	March 2006



		Services	
<b>4. Equity and Access (Part 9), Campus and External Relations (Part 10), and Diversity (Part 11)</b>	Student Life Coordinator must be pro-active in these areas	Student Life Coordinator, EEO/AA Coordinator, and Dean of Student Services	March 2006
<b>5. Financial Resources (Part 6), Legal Responsibilities (Part 8) and Ethics (Part 12)</b>			
6.1, 6.2, 6.3, 6.6, 6.7	Prepare and publish financial reports once per semester. Train students in this area.	Student Life Coordinator and Director of Administrative Services	May 2006
8.1-8.6	See commentary	Student Life Coordinator, Director of Administrative Services, and Dean of Student Services	Ongoing
12.7, 12.10,	See commentary	Student Life Coordinator, Director of Administrative Services, and Dean of Instruction	May 2006
<b>6. Legal Responsibilities (Part 8)</b>	Make sure all parties are informed and acting legally		
<b>7. Human Resources (Part 5)</b>	Additional Staffing after analysis	Student Life Coordinator and Dean of Student Services	As needed due to growth and expansion
<b>8. Facilities, Technology, and Equipment</b>	Improvements needed	Student Life Coordinator, Director of Administrative Services, and Dean of Student Services	As time and money permit
<b>9. Mission (Part 1)</b>	See commentary	Student Life Coordinator	As time permits

**CAS**  
**SELF-ASSESSMENT GUIDE**  
**STUDENT LIFE**  
**WORK FORM C**  
**SUMMARY ACTION PLAN**

Step Five: Write a brief action plan statement in the spaces below for each Part in which action is required.

<b>PART 1: MISSION</b> (see narrative)
<b>PART 2: PROGRAM</b> (see narrative) Create and publish Student Learning Outcomes (SLOs) Determine and publish assessment process
<b>PART 3: LEADERSHIP</b> (see narrative) Student Life Coordinator must be pro-active in these areas
<b>Part 4: ORGANIZATION AND MANAGEMENT</b> (see narrative) Ensure that effective practices are in place, implemented, and regularly assessed
<b>Part 5 HUMAN RESOURCES</b> (see narrative) Additional Staffing after analysis
<b>PART 6: FINANCIAL RESOURCES</b> (see narrative) Prepare and publish financial reports once per semester. Train students in this area.
<b>PART 7: FACILITIES, TECHNOLOGY, AND EQUIPMENT</b> (see narrative)
<b>PART 8: LEGAL RESPONSIBILITIES</b> (see narrative) Make sure all parties are informed and acting legally
<b>PART 9: EQUITY AND ACCESS</b> (see narrative) Student Life Coordinator must be pro-active in these areas
<b>PART 10: CAMPUS AND EXTERNAL RELATIONSHIPS</b> (see narrative) Student Life Coordinator must be pro-active in these areas
<b>PART 11: DIVERSITY</b> (see narrative) Student Life Coordinator must be pro-active in these areas
<b>PART 12: ETHICS</b> (see narrative) Student Life Coordinator must be pro-active in these areas
<b>PART 13: ASSESSMENT AND EVALUATION</b> (see narrative) Determine and meet the developmental needs of student populations and communities

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## MEMORANDUM

TO: Clyde Sakamoto  
Chancellor

FROM: Alvin Tagomori  
Dean of Student Services

DATE: September 22, 2005

SUBJECT: Student Life Comprehensive Program Review

The first comprehensive review of the Student Life program at Maui Community College was scheduled for AY 2004-2005. The comprehensive program review was conducted in accordance with the Council for the Advancement of Standards in Higher Education (CAS) Book of Professional Standards in Higher Education and Self-Assessment Guide.

The self-study was completed and submitted by the Student Life Coordinator Elena Alexander by December 2004 deadline. An external review team comprised of Robyn Klein, Bud Clark, and Devin Crowe was convened to review the self-study February 2005.

Though Student Life Coordinator Elena Alexander turned in her self-study on a timely basis, the external review team did not submit their review until mid-September 2005. As such the results of their review has only recently been discussed with Elena.

Elena Alexander is to be commended for being among the first of Student Services leaders to commit to the program review process. More than any other Student Services staff, Elena embraced the concept of student learning outcomes and implemented initial steps to link outcomes and assessment with co-curricular activities involving her students.

Though submittal of their report was due to personal reasons related to one of the team members, the external review team did a good job in assessing the Student Life program. Utilizing the CAS standards, process, and format, the team noted commendations, weaknesses, and recommendations that will be helpful in guiding future annual and comprehensive reviews.

In consideration of the self-study and external committee review, the following are submitted for the College's information and consideration:

1. Now that the comprehensive review has established a starting point for continue improvement, the Dean of Student Services and Student Life Coordinator will focus on selected CAS standards and student learning outcomes for upcoming annual and comprehensive program reviews.
2. The Dean of Student Services concurs with the external team's assessment that the program is understaffed and has submitted a request for an additional position for the College's consideration for future budget strategies and decisions.
3. To address the issue of being "proactive" as noted in the external review, the Dean of Student Services and Student Life Coordinator will:
  - a. Examine and implement ways to involve more faculty in co-curricular activity development and increase student enrollment.
  - b. Refine and expand the role of the Student Life Coordinator to instructional faculty.
  - c. Develop and implement strategies to better publicize activities and events on a timelier basis.

The Student Life program review provides an excellent starting point for future continual improvement initiatives. The potential and future of Student Life at Maui Community College is very promising and is expected to flourish given the present leadership and programmatic direction.