

Maui Community College  
Administration of Justice Program

Annual Program Review  
2006-2007

**MAUI COMMUNITY COLLEGE  
ANNUAL ASSESSMENT REPORT  
ADMINISTRATION OF JUSTICE PROGRAM  
2006-2007  
October 2007**

**The Mission of the Administration of Justice Program**

The Administration of Justice (AJ) Program is a learner centered program that prepares students to work in the criminal justice system; to meet the pre-service needs of those preparing for careers in law enforcement, private security, or other fields related to administration of justice; and to meet various in-service educational and training needs of professionals in the administration of justice field. This program strives to create a student focused educational environment that emphasizes high quality teaching and learning. As with Maui Community College, the AJ Program serves a diverse student population, many of whom are first generation college students, and we are responsive to the needs of both traditional and non-traditional students whose life experiences and commitment to learning enrich the overall educational environment.

**Program Description**

The Administration of Justice program is one of three Public Service programs at the College. The AJ program staff currently includes one full-time faculty member on an annual contract renewal basis, and several part-time lecturers.

The AJ program is competency-based and stresses both theoretical and hands-on practical application of classroom information. Upon completion of requisite coursework in AJ and Liberal Arts, students receive a Certificate of Achievement (CA) and/or an Associate in Applied Science (AAS) degree. AJ majors are eligible also to receive any one of six Certificates of Competence in Law Enforcement, Corrections, and Private Security. Police Officers may receive up to 21 AJ credits for completing basic police training as required by government law enforcement agencies, after successfully earning 12 credits at the College.

## Student Learning Outcomes

The Administration of Justice program's student learning outcomes reflect its mission to be recognized by the community for preparing self-confident, competent graduates who are able to perform effectively in a changing environment.

- Define and describe how to keep self and others safe in the specific context of a professional work assignment.
- Write clear and accurate reports.
- Assess and respond appropriately to potential conflict situations.
- Demonstrate the maintenance of physical and mental fitness, utilize stress management techniques and maintain a drug-free lifestyle.
- Use critical observation skills and preserve a chain of evidence.
- Communicate with a diverse population in a culturally sensitive manner, both verbal and non-verbal.
- Perform independently and inter-dependently to accomplish shared professional outcomes.
- Design career plans/options in the Administration of Justice profession and develop strategies (pathways) to progress in professional development.
- Apply within the legal/ethical parameters of the justice profession knowledge of laws, rules of evidence, confidentiality.
- Demonstrate ability to interact with the public and co-workers in ways that effectively support "justice for all."

## I. Quantitative Indicators

### A. Demand:

#### Occupational Demand

##### EMSI Employment Data

Program	Current Positions State	Current Positions Maui	2005-11 Add'l State Jobs	2005-11 Add'l Maui Jobs
Administration of Justice	2,607	179	645	53

The EMSI data indicates that between 2005 and 2011 there will be a total of 53 positions to be filled in Maui County and 179 positions statewide. Of the Maui positions, 28 of those positions are replacement of current and future vacancies and the remaining 25 positions account for new jobs. This data only indicates specific public sector vacancies for Police and Sheriff's patrol officers. The data does not indicate current vacancies and new jobs in other public and private sector areas to include:

#### Public Sector:

##### Department of Public Safety

- Adult and Juvenile Corrections Officers
- Narcotics Enforcement Officers
- Federal Probations Officer

##### Department of Land and Natural Resources

- Enforcement Officers

##### Department of Homeland Security

- Customs Enforcement Bureau
- Immigration and Naturalization Service
- Transportation Security Administration
- US Coast Guard

##### United States Forestry Division

- Federal Park Enforcement (Rangers)

##### State of Hawaii Executive Branch

- Plant Quarantine Inspector
- Natural Areas Reserve Specialist
- Parole/Probations Officer
- Support Payments Officer
- Legal/Court Clerk

##### Child Support Enforcement Specialist

##### Disability Compensation Enforcement Specialist

##### Forestry and Wildlife Technician

##### Hawaii Civil Rights Division Investigator

##### Hawaii State Department of Transportation

- Harbors Division Enforcement Officer

**Private Sector:**

Contract Services:

- Private Security Guards
- Armored Carrier and Transportation Operators
- Security and Alarm Systems Installers and Technicians
- Alarm System Monitoring Personnel

Proprietary Services:

- Corrections Officer
- Security Associate
- Loss-Prevention Officers
- Security Assessment Specialists

Specialty Services:

- Private Investigators
- Process Server
- Bail Recovery Agent
- Legal Secretary/Paralegal

Contrary to the data presented, the current and future job market for Administrations of Justice related careers is extremely promising. A common misconception is that careers in public safety, law enforcement and corrections are the only occupations in the criminal justice field, when in fact private security is one of the fastest growing industries in the United States today. State and local vacancies are numerous and as a result of September 11<sup>th</sup> and the current crystal-methamphetamine epidemic, demand for employees with backgrounds in criminal justice will continue to increase.

## Student Demand

### Number of Majors

Program	F01	F02	F03	F04	F05	F06
Administration of Justice	33	36	23	17	20	19

Between 2004 and 2006, the average number of majors in the AJ program was 18.6. Although this is only half of the declared majors of 2002, the decline in majors can be attributed to the absence of a Program Coordinator during that period. Although the position was vacant for almost six years the number of majors did not fall below 17 and actually show a slight increase from it's lowest point. This indicates a continued interest in the program and with the hiring of a temporary Program Coordinator in 2006; active promotion of the program should increase the number of declared majors.

### Full Time Program Enrollment

Course Alpha	F01	F02	F03	F04	F05	F06
AJ	9	13	6	9	9	10

Full time program enrollment is determined by the total number of student semester hours divided by 15. Once again, between 2004 and 2006, full time enrollment was maintained at an average of 9.33. The FTE arithmetic mean for years F01 thru F06 is also 9.33. This continues to demonstrate student interest in the program in spite of the Program Coordinators absence. According to the latest UHCC data, FTE program enrollment was 8.60 for both F04 and F05. In F06 enrollment increased to 10.20. This data more accurately reflects the student semester hours discussed below.

### Student Semester Hours for all program classes

Course Alpha	F01	F02	F03	F04	F05	F06
AJ	141	198	90	132	129	153

### Number of Classes Taught

Course Alpha	F01	F02	F03	F04	F05	F06
AJ	4	3	2	3	2	4

Between 2004 and 2006 the average student semester hours for all program classes was 138. During the Program Coordinator vacancy, all AJ classes were

taught by lecturers, which limited the number of classes being offered during those semesters. In 2006, only four AJ classes were offered and when student semester hours are factored into this, the total number of students for that period is 51, which is an average of 12.75 students per class.

There appears to be a demand for an Administration of Justice program at Maui Community College. This is indicated by the continued interest of students to enroll in a challenging program in spite of the lack of a full time faculty member to mentor them and administer the program. As the number of classes being offered increases, so should program enrollment and student semester hours.

## B. Efficiency

Average Class Size

Course Alpha	F01	F02	F03	F04	F05	F06
AJ	12	22	15	15	22	13

Fill Rate

Program	Enrollment	Seats	Fill Rate
Administration of Justice	49	90	54.4

*Data Source:: MAPS*

For the past three years, the average AJ class had 16.6 students with an average fill rate of 54.4%. Considering that little if any program promotion and recruitment had occurred during that time, this data still shows student interest and enrollment. With active marketing and recruitment, enrollment will increase.

The FTE of BOR appointed program faculty

Program	Full-Time	Lecturers
Administration of Justice	1	1

One full-time faculty member administers the Administration of Justice program. Classes are taught by the program coordinator and supplemented by part time lecturers and MCC Co-operative Education Program, which administers the AJ internship. Unfortunately, because the AJ Program Coordinator position is funded completely through the use of lecturer funds, this hinders the program in the number of classes offered per semester and limits the opportunity to provide instructor diversity to the students.

Number of Majors						
Program	F01	F02	F03	F04	F05	F06
Administration of Justice	33	36	23	17	20	19

According to current *maps* data, as of Fall 2006, there were a total of 19 AJ majors currently enrolled at Maui Community College. Although this is a decrease from F02, it appears that the number of majors for the past three years has been relatively consistent.

The only expenses incurred by the AJ program for the past three years were personnel related costs for lecturers and the program coordinator. Additional equipment, teaching materials, visual aids, supplies and services have not been purchased in several years.

Number of Classes Enrolled under 10			
Program	F04	F05	F06
AJ			1

According to current UHCC data, one AJ class was enrolled under 10 between F04 and F06.

### C. Effectiveness:

Persistence of Majors from Fall to Spring			
Program	F04	F05	F06
Administration of Justice	82.35	60.00	68.42

Certificates and Degrees Earned								
Program	2000-01	2001-02	2002-03	2003-04	2004-05	2005-06	CA 05-06	Deg 05-06
Administration of Justice	6	7	4	3	5	5	2	3

Data Source:: MAPS

MAPS data show a total of 3 A.A.S. degrees and 2 Certificates of Achievement were awarded from the Administration of Justice program in spring 2006. Below is the current UHCC data, which shows the breakdown for certificate and degree awards including 2007. The data is consistent for '05 and '06 with five total awards for each year. In 2007 the total number of awards increased to nine, the highest number in the past seven years.



#### Degrees Earned

<b>No. Degrees Earned</b>	<b>Deg</b>	<b>Major</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>
Administration of Justice	AAS	AJ	2	3	3	5

*Data Source:: UHCC*

#### Certificates Earned

<b>No. Certificates Earned</b>	<b>Cert.</b>	<b>Major</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>
Administration of Justice	CA	AJ	1	2	2	4

*Data Source:: UHCC*

No data was provided to indicate how many students transferred or enrolled to four-year institutions.

#### Perkins Standards

<b>Program</b>	<b>1P1 Acad Achieve</b>	<b>1P2 Voc Achieve</b>	<b>2P1 Comple- tion</b>	<b>3P1 Place Emp/Ed</b>	<b>3P2 Retn Employ</b>	<b>4P1 Non- Tradl Parti</b>	<b>4P2 Non- Tradl Cmpltn</b>
Administration of Justice	40.0%	100.0%	40.0%	100.0%	100.0%	50.0%	50.0%

Perkins core indicators show that the Administration of Justice Program has been able to maintain or improve performance in all areas with one exception, 1P1-Academic Achievement, which is currently at 40.0%. According to the 2005-2006 AJ program review, the baseline for standard 1P1 was 81.56%.

Standards 1P2-Vocational Skills, 3P1-Placement/Employment, and 3P2-Rentention have been maintained at 100%. Increases in performance were observed in standard 2P1-Completion, from 33% to 40%, 12% higher than the baseline of 35.70% and standard 4P1-Nontraditional Participation, from 45.0% to 50.0% compared to a baseline of 15.94%.

This data is promising especially in 3P1 and 3P2. These indicators measure job placement and retention of graduates of the program. According to this data, 100% of graduates from this program are being employed and retained. This further demonstrates the strong demand by employers in our community for qualified personnel and the ability of our students to perform at satisfactory a level.

## II. Program Analysis

At this point in time, the major shortcomings of this program are the lack of declared majors, the over-dependence on lecturers, the need to streamline the program cycle, and the need to re-establish this program on the Maui Community College campus and within Maui County.

The Administration of Justice Program seeks to provide educational opportunities to a diverse community of learners and prepare them for employment in a sensitive area of our community where high-quality education will make a significant difference. The availability of jobs is easily demonstrated by the aggressive job market in Maui County.

The number of student majors has increased to 19, two more than last year. These numbers should continue to grow, as the Program Coordinator is now able to market the program as well as advise and mentor those currently in the program. The AJ program continues to be effective and efficient as indicated by the Program Health Indicators. Student persistence, community demand and job opportunities demonstrate a clear need for the AJ program to continue and allowed to reach its potential.

The AJ Program is continuing to fulfill its Memorandum of Understanding with the Maui Police Department, enabling police recruits to receive 21 credits for successful completion of the MPD Police Recruit School after earning 12 credits at the College. The memorandum is currently under evaluation by the AJ program coordinator and MPD. This is to ensure that it continues to fulfill the high academic and professional standards of MCC.

The Maui Police Department has expressed an interest in having cadets finish the AJ program and move directly into MPD without taking the civil service test. Holders of our AAS degree can also take the civil service test for promotion to sergeant two years earlier than those without a degree.

The Maui Police Department has advised strongly that MCC continue and expand the AJ program. The Department has expressed interest in working with the College on curriculum development including updating courses and placing more emphasis on such liberal arts areas as communication skills.

The AJ Program Advisory Committee has traditionally had a large advisory group that gives feedback that directly affects the Program. Since the members are all active in the community, and most are engaged in the Administration of Justice professions, their input is critical to the success of the program. The community advisory committee was re-established in the spring of 2007. Two meetings were held where feedback was given relating to the needs of the community and employers in the AJ field. This information was collected and resulted in several curriculum changes.

These changes will better prepare graduates of this program for the working environment they will enter. The Advisory Committee continues to emphasize that job opportunities, other than MPD, also exist for our students, especially in the area of civil defense, homeland and private security.

### **III. Action Plan**

#### **Overall Program Goals**

The Administration of Justice program serves the following broad purposes:

1. To provide general academic knowledge, concepts, and theory pertaining to the criminal justice system.
2. To meet the pre-service needs of those preparing for careers in law enforcement, private security, or other fields related to administration of justice, particularly in light of the increased need since 9/11 for addressing security issues in our County as well as the nation.
3. To meet various in-service educational and training needs of professionals in the administration of justice field.

Strategies under these goals are an integral part of a healthy AJ Program. Expanding law enforcement training and workforce development programs will directly benefit Maui. Community trust is built on the foundation of an educated and competent workforce especially in the realm of law enforcement and administration of justice. Facilitating dialogue and discussion with business and community partners better serve workforce needs. In light of current and developing security issues on Maui and across the state, it is vitally important to partner with the community to identify education and training needs to better address these issues.

#### **Program Strategies for 2007-2008**

- To actively promote the program to increase the number of declared majors.
- Use full and part-time faculty to increase the number of course offerings per semester.
- Increase the total number of degrees and certificated granted by the program.
- To meet various in-service educational and training needs of professionals in the administration of justice field.
- To foster a sensitivity and awareness of the multi-cultural community the students will be dealing with on a professional basis, and to practice Native Hawaiian reverence for the *ahupua'a*, the practice of sustaining and sharing diverse but finite resources for the benefit of all.
- To pursue the possibility of converting the current program coordinator position to a full-time tenure track position.

## **Plan of Action**

1. The Advisory Committee of the AJ program has been a vital link to the community and their needs. The College will continue to facilitate these meetings and pay heed to the advice and guidance of the Maui community.
2. Increase program marketing. The Program Coordinator is working to market the AJ program, advise and mentor students, and work on updating curriculum with appropriate community input.
3. Curriculum evaluation, program streamlining and development is on going. In light of recent global events and the constant growth of the Administration of Justice field, curriculum that is current and consistent with national trends is imperative to the success of its graduates. Several changes were submitted and passed through the Curriculum Committee in spring 2007 with several additional changes planned for the future.
4. The hiring of the new Program Coordinator has reduced the programs dependence on lecturers. However the use of lecturers is still very important to this program since it allows the students to draw on knowledge from several different sources. This program will continue to seek well-qualified, enthusiastic instructors that can contribute to this program and keep it current with local, national and international issues.

#### **IV. Resource Implications**

As with other one-faculty programs, Administration of Justice draws on only a small amount of college resources to fulfill its goals. With a modest budget, this program has been able to keep abreast with current trends in crime detection, prevention and analysis. Significant technological advances in criminalistics, corrections and private security have been made since this program's initiation in 1971. In order to meet the growing demands of the job market, additional resources may be required in the future.

Currently, Administration of Justice is part of the Social Sciences department, which adequately supports this program by supplying teaching materials, supplies and clerical support. In order to see significant improvement and growth in the program, it should be led by a full-time permanent, tenure track instructor/program coordinator as originally established by the Hawaii state legislature. A permanent general funded position provides greater stability to the program.

Maui Community College's current decision to fill this position on a non-tenure contract renewal basis does not show an adequate commitment to the program. There is community demand as evidenced by job openings: MPD, TSA, MCCC, DLNR and the Private Sector. There are bachelors and masters degree options available within the state of Hawaii for MCC graduates. There is strong community support, validated by the active Program Advisory Committee. There is an ongoing need for an Administration of Justice program at MCC and this program should be led by a permanent tenure-track faculty member.