

Maui Community College  
Administration of Justice Program

Annual Program Review  
2007-2008

**MAUI COMMUNITY COLLEGE  
ANNUAL ASSESSMENT REPORT  
ADMINISTRATION OF JUSTICE PROGRAM  
2007-2008  
October 2008**

**The College Mission**

Maui Community College is a learning-centered institution that provides affordable, high quality credit and non-credit educational opportunities to a diverse community of lifelong learners.

**The College Vision**

We envision a world-class college that meets current and emerging Maui County education and training needs through innovative, high quality programs offered in stimulating learning environments. The College mission, goal, and actions will be guided by the Native Hawaiian reverence for the ahupua`a, a practice of sustaining and sharing diverse but finite resources for the benefit of all.

**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.

### **Program Specific 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. They are as follows:

- 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."

### **Industry Validation of Student Learning Outcomes**

On October 16, 2008, the Administration of Justice program convened a meeting of its Community Advisory Committee, which was comprised of representatives from the Maui Police Department, Maui Community Correctional Center, Maui Department of Liquor Control, Maui Community College Counseling Department and Cooperative Education Program. After reviewing the Program SLO's and discussing their relevance and practical application to current industry standards,

the committee chose to unanimously support the Administration of Justice Programs Student Learning Outcomes.

## 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	2006-07 Vacancies State	2006-07 Vacancies Maui
Administration of Justice	2,607	179	645	53	185	16

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, 16 of those positions are replacement of current vacancies and new positions. The remaining 37 or the 53 positions account for new jobs as a result of projected growth. 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 served by the AJ program which include but are not limited to:

#### 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 currently growing especially with the current down turn in our economy. This coupled with the current crystal-methamphetamine epidemic, has created an even greater demand for employees with backgrounds in criminal justice.

## Student Demand

### Number of Majors

<b>Program</b>	<b>F02</b>	<b>F03</b>	<b>F04</b>	<b>F05</b>	<b>F06</b>	<b>F07</b>
Administration of Justice	36	23	17	20	19	22

Between 2004 and 2006, the average number of majors in the AJ program was 18.6. For the 2007-2008 academic year, the number of declared majors has risen to 22. This program is currently experiencing a steady increase in declared majors. The major count at the start of the Fall 2008 semester was 32. Although this is still below the number of declared majors of 2002, it appears that the hiring of a temporary Program Coordinator in 2006 and active promotion of the program helped to increase the number of declared majors.

### Full Time Program Enrollment

<b>Course Alpha</b>	<b>F01</b>	<b>F02</b>	<b>F03</b>	<b>F04</b>	<b>F05</b>	<b>F06</b>	<b>F07</b>
AJ	9	13	6	9	9	10	17.8

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 data, FTE program enrollment was 8.60 for both F04 and F05. In F06 enrollment increased to 10.20 and F07 enrollment increased to 17.8. This data more accurately reflects the student semester hours discussed below.

### Student Semester Hours for all program classes

<b>Course Alpha</b>	<b>F01</b>	<b>F02</b>	<b>F03</b>	<b>F04</b>	<b>F05</b>	<b>F06</b>	<b>F07</b>
AJ	141	198	90	132	129	153	267

### Number of Classes Taught

<b>Course Alpha</b>	<b>F01</b>	<b>F02</b>	<b>F03</b>	<b>F04</b>	<b>F05</b>	<b>F06</b>	<b>F07</b>
AJ	4	3	2	3	2	4*	5*

\* 5 classes taught AY06-07 and 6 classes taught in AY07-08.

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. A discrepancy in the data was found with additional classes offered in both academic years 06-07 and 07-08. This data does not take into account AJ directive study classes which function as way for students to complete their degrees in a

timely manner. AJ 290 Internship classes are also not accounted for, since they are taught by Cooperative Education instructors.

There is a demand for an Administration of Justice program at Maui Community College. This is supported by the continued interest of students who wish 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 have increased, so has the number of student semester hours for program classes. Fall 2007 Student semester hours increased 174% to 267 hours as compared to the 153 hours in Fall 2006.

## B. Efficiency

Average Class Size

Course Alpha	F01	F02	F03	F04	F05	F06	F07
AJ	12	22	15	15	22	13	17.8

Fill Rate

Program	06-07	07-08
Administration of Justice	54.4	65.93

*Data Source:: MAPS(06-07) EMSI(07-08)*

Class size and Fill Rate have both increased from 2006. Average class size grew from 13 to almost 18 while fill rate climbed from 54 to almost 66. This growth can be directly attributed to program promotion and recruitment as well as campus wide increased in enrollment. Potential students continue to show great interest in this program and active marketing and recruitment in ongoing.

The FTE of BOR appointed program faculty

Program	Full-Time	Lecturers
Administration of Justice	1	0

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

<b>Program</b>	<b>F01</b>	<b>F02</b>	<b>F03</b>	<b>F04</b>	<b>F05</b>	<b>F06</b>	<b>F07</b>
Administration of Justice	33	36	23	17	20	19	22

According to current data, as of Fall 2007, there were a total of 22 AJ majors currently enrolled at Maui Community College. As stated earlier, the major count at the start of the Fall 2008 semester was 32. This is a clear indication that program is continuing to grow. There is little doubt that as a result of current economic conditions, as Maui Community College enrollment increases, so will declared majors for the AJ program.

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

<b>Program</b>	<b>F04</b>	<b>F05</b>	<b>F06</b>	<b>F07</b>
AJ	N/A	N/A	1	1

Although current EMSI data, indicates that one AJ class was enrolled under 10 during AY 07-08, a check of current records indicates that all classes offered during that academic year either met minimum enrollment or were over enrolled.

**C. Effectiveness:**

Persistence of Majors from Fall to Spring

<b>Program</b>	<b>F04</b>	<b>F05</b>	<b>F06</b>	<b>F07</b>
Administration of Justice	82.35	60.00	68.42	50

Persistence numbers fell from 2006 to 2007 by 18% however this can be attributed to the start of new police recruit class during that period. It is not uncommon for active students to delay the completion of their education in order to pursue work and career opportunities. This trend is consistent with other programs at the community college level.



### Degrees and Certificates Awarded

<b>Program</b>	<b>2001-02</b>	<b>2002-03</b>	<b>2003-04</b>	<b>2004-05</b>	<b>2005-06</b>	<b>2006-07</b>	<b>2007-08</b>
Administration of Justice	6	7	4	3	5	9	0

No degrees were awarded at the end of the 2008 academic year. This was expected after 9 awards were conferred in the spring of 2007, the highest number in the past seven years. Due to the nature of course offerings, in this small program, it is not uncommon for student cohorts to develop which result in drastically different graduation rates from year to year. Data that supports this trend can be seen in the projected graduation rates for 2008-2009 with at least five graduates in the A.A.S. and as many as fifteen certificates being completed.

### 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>	<b>2008</b>
Administration of Justice	AAS	AJ	2	3	3	5	0

### 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>	<b>2008</b>
Administration of Justice	CA	AJ	1	2	2	4	0

The EMPI data indicates that 2 students transferred or enrolled at a four-year institution.

### 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							
Standard %	81.87%	90.42%	38.17%	71.07%	92.00%	14.60%	12.19%
2006-2007	40.0%	100.0%	40.0%	100.0%	100.0%	50.0%	50.0%
2007-2008	77.78%	100.0%	55.56%	100.0%	100.0%	27.27%	0

Perkins core indicators show that the Administration of Justice Program has been able to maintain or improve performance in almost all areas. 1P1-Academic Achievement, which is currently at 77.78% over the 40% from 2007. Standards 1P2-Vocational Skills, 3P1-Placement/Employment, and 3P2-Retention have all maintained 100%. Increases in performance were also observed in standard 2P1-Completion, from 40% to 55.56%, which has risen with the baseline from 35.70% to 38.17% .

Although standard 4P1-Non-traditional Participation, fell from 50.0% to 27.27% this is still almost twice as high as expected in the baseline of 14.60%. While 4P2 Non-

traditional Completion rate is at 0% due to no degrees being conferred during the last academic year.

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**

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. As the job market becomes more competitive, employers are going to become increasingly selective in the quality of potential employees. Students who receive a quality education will stand out as quality employees. Although the current job market in Maui County is not as aggressive as it has been in the past, a greater demand for security and enforcement related jobs are expected in light of the nation's current economic condition.

Student majors have increased from 2004 to today and this trend is likely to continue. Economic instability traditionally generates higher enrollment in community college courses and there is little doubt that the AJ program will benefit from this increase. A second factor that has contributed to this programs growth is the presence of a Program Coordinator who has been able to market the program to future students as well as the community and industry partners.

In addition to effective marketing, greater consistency and stability can be seen in the program. These positive changes have resulted in greater retention among AJ students. Students who are currently in the program continue to be advised and mentored to completion while potential students are able inquire and receive consistent answers to program and career related questions.

The AJ program continues to be effective and efficient as indicated by the Program Health Indicators. Other than instructor positions, this program has been able to function without incurring substantial costs for facilities or equipment. This combined with student persistence, community demand and job opportunities demonstrate a clear need for the AJ program to continue and be allowed to reach its potential. Student advising has become an integral component of this program. Through student advising, problems in a students academic career can be addressed early or avoided altogether.

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's Plans and Training Division. 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 additional liberal arts areas such as communication skills, effective note taking and report writing, keyboarding, cultural sensitivity, counseling and Hawaiian Language. These changes will better prepare graduates of this program for the working environment they will enter.

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 and has met regularly since then.

As a result of the latest Program Advisory Committee meeting, Maui Community Correctional Center has expressed an interest in establishing a Memorandum of Understanding similar to MPD's. MCCC has begun to collect data to determine how many Corrections Officers are interested in pursuing either a Certificate or Degree in Administration of Justice.

The primary focus of the latest advisory meeting was an active discussion of the AJ program's Student Learning Outcomes. After reviewing the SLO's and examining their relevance to current industry standards and practices, it was determined that all of the program SLO's had merit and were validated by the Committee.

The Advisory Committee continues to emphasize that job opportunities, other than MPD also exist for our students, especially in the areas of homeland and private security, civil defense, public safety and private investigation.

### **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 2008-2009**

- To actively promote the program to increase the number of declared majors by 50%.
- 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

In order to increase the number of declared majors, aggressive program marketing has begun. The Program Coordinator is working to market the AJ program along with other Career in Technical Education (CTE) programs. Through the use of grant funding, a campaign has begun to recruit current and potential students and actively promote this program. It is through this and other active promotion efforts that this program expects to reach its goal of increasing the number of declared majors by 50%.

Without mentoring and active advising, students become distracted from their goals or disinterested in the academic process. To address specific concerns relating to retention and persistence, student advising with the Program Coordinator has become a critical component of both program and student development. This useful tool assists in identifying the needs of each student and their ultimate post-graduation goals. With this information and the assistance of the Program Counselor, students are guided through the educational process and onto promising careers. Student advising is continuing and an increase in persistence as well as the total number of degrees and certificates granted by the program should result.

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. Through their input this program will strive to meet various in-service educational and training needs of professionals in the administration of justice field. In addition, we continue to work on updating program and course curriculum to keep current with community needs and anticipate future trends.

Diversity in course offerings and teaching styles are important ingredients that keep students excited and interested in their field of study. Currently, one full-time faculty member teaches all Administration of Justice classes. To avoid program stagnation and increase retention and persistence, the program hopes to expand the number of course offerings per semester by actively utilizing part-time lecturers in addition to working with other campus programs to meet student needs. 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.

To foster a sensitivity and awareness of the multi-cultural community, the AJ program is working in partnership with MCC's Hawaiian Studies and Agriculture programs to develop curriculum that fosters the practice of Native Hawaiian reverence for the *ahupua'a*. Sustainability of diverse and finite resources aligns directly with the goals of Administration of Justice and supports the ultimate goal of benefit of all.

Curriculum evaluation, program streamlining and development are an on going process. In light of recent global and economic 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. This program will continue to strive to provide the best education it can with the resources provided.

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

As with other one-faculty programs, Administration of Justice only draws on 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 program coordinator/instructor 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 a sufficient commitment to the program or the Social Sciences Department. Since the Program Coordinator's position draws directly from the Social Sciences Department lecturer funds, it limits the availability of other lecturer taught courses within the department. As a result, students are directly impacted by a lack of classes offered per semester.

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 with AJ degrees. 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.