

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

**STUDENT SERVICES  
COMPREHENSIVE  
PROGRAM REVIEW  
2004-2005**

**BY  
PROGRAM REVIEW COMMITTEE  
FOR STUDENT HOUSING**

**FINAL (APRIL 29, 2005)**  
**MAUI COMMUNITY COLLEGE**  
**STUDENT SERVICES**  
**HOUSING AND RESIDENTIAL LIFE PROGRAMS**  
**COMPREHENSIVE PROGRAM REVIEW**  
**2004-2005**

**Program Review Validation Team:**

Dennis Tanga, MCC faculty  
Shane Payba, Student Services counselor  
Walette Pellegrino, MCC faculty

**General Comments on the Report:**

The Residential Life Comprehensive Program Review report was prepared by Fred DeAquino, Resident Manager, using the Self-Assessment Guide for CAS Housing and Residential Life Programs adopted by the MCC Student Services unit. All thirteen components of the CAS standards and guidelines were applied in the review.

This report is the result of an in-depth study of the program review document, accompanying evidence, site visits, and interviews with the Resident Manager and students. The Resident Manager cooperated with the program review team, answering our questions and letting us visit the facilities. Students that we interviewed helped to clarify, confirm, and expand information provided in the written report. In addition, the team met seven times to discuss the report. Based on the information provided in the Comprehensive Program Review report (including supporting documents), the review team rated all required components except Part 13, at least at the Minimally Met level. The team commends the Housing and Residential Life Program for its efforts to conduct a complete and honest self-study and for its proactive approach to addressing fiscal, programmatic, and personnel challenges.

Before addressing each of the thirteen components, the team would like to share several general comments.

1. The Housing and Residential Life Program at MCC meets the basic needs of the students it serves.
2. Given its current budget and staffing levels, the Program's staff has made a sincere effort to serve its student constituents. In general, student satisfaction has been positive.
3. The overall program review sets a baseline for future planning.
4. Policies and procedures for all phases of Housing and Residential Life Programs should be developed collaboratively, written clearly, and disseminated broadly to ensure that all institutional and legal requirements are being met.
5. The Program Review Report Preparer should seek assistance from his unit or Advisory Committee (if such a group is established as a result of the review) in writing and editing the report to ensure that it is comprehensive and clear.

The components that we believe warrant immediate attention are as follows:

Part 2: Program

Part 5: Human Resources

Part 6: Financial Resources

Part 13: Assessment & Evaluation

The other nine components are important too. However, addressing the above four will impact the others positively or negatively depending on how effectively they are met. Although it seems like a simple solution (provide more funds and hire more people), program review and improvement requires more than that. Funds and staffing are the bottom line resources. It is how those resources are used to meet the residential life mission that will determine the student learning and service provision outcomes required by CAS guidelines.

- The following commendations and recommendations from the program review team refer to the nine CAS components that, while relevant to the effectiveness of the above four components, have met the overall standards at least minimally. We have made our statements in good faith because we believe that the current staff (manager and student assistants) are operating as efficiently as possible within their budget, staff, and programming levels. The recommendations have been made with the intention of strengthening the services provided to the students residing in the dormitories. The four components which require immediate attention and action are described in detail in Work Form A. **The one recommendation which the program review team would like to emphasize is the need for the College to support housing staff salaries (resident manager, student assistants, security and other related personnel) with G-funds. This will ensure an adequate level of staffing that is not dependent on residents' housing fees which, in turn, are limited by the number of available beds in Hale Haumana.**

#### **Part 1: Mission**

##### **Commendations:**

- Functional statements expand the mission by giving more detailed information about the services provided.
- The mission of the Housing and Residential Life programs is integrated with the MCC mission.

##### **Recommendation:**

- Although it may seem to be a given, the mission statement should include the concepts of affordability and diversity.

#### **Part 3: Leadership**

##### **Commendations:**

- The sincere efforts of the Resident Manager and Resident Assistant to fulfill their roles is acknowledged.
- A basic organizational chart with lines of authority was included.

**Recommendations:**

- There is a need for regular evaluation of staff members.
- An organizational chart with descriptive lines indicating which issues are routed to whom will clarify roles and responsibilities.

**Part 4: Organization & Management****Commendations:**

- Though short staffed and given its level of current resources, the program is structured and managed effectively.
- Based on observations, the Resident manager has established a productive working relationship with leaders of organizational units.

**Recommendations:**

The following functions need to be more clearly defined with process and procedures in place-

- Channels of authority.
- Accountability and evaluation systems.
- Management functions and planning.
- Personnel functions.
- Property management, purchasing, contract administration, financial control, and information systems.

**Part 7: Facilities, Technology, & Equipment****Commendations:**

- Facilities are adequate for current use.
- Repair and maintenance is a priority of the resident staff.

**Recommendations:**

- The program lacks adequate technology and equipment to support its mission statement. It is recommended that a reasonable effort be made by the institution to obtain the technology and equipment for the residents.
- Set up computer labs on premises (wireless connectivity helpful also). Distance from dorms to central campus is an obstacle for students who work and do homework during odd hours. Having to walk across campus at night is a safety and security issue
- Student lounge needs quiet hours.

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

- A reasonable effort has been made to comply with ADA.
- Additional security and strategically placed landscaping have contributed to the safety and security needs of the students.

**Recommendations:**

- Have a legal representative either be on retainer or volunteer time to provide legal advice to the dorm staff and possibly to the dorm residents
- All staff must be well versed in legal responsibilities.
- Hard copy of Resident Manager's and Resident Assistant's responsibilities should be posted.
- Conduct mandatory orientation for dormers and staff.
- Need current information from both system and campus.

## **Part 9: Equity and Access**

### **Commendation:**

- Resident Manager organizes programs to accommodate the diverse interests and needs of the residents (social events, roommate selection, room accommodation) within the limits of available resources.

### **Recommendations:**

- Distant ed access is not currently available for students enrolled in WebCT or cable courses.
- Set up tech lab on premises or closed circuit access for cable classes.

## **Part 10: Campus and External Relations**

### **Commendation:**

- Resident Manager uses available resources and collaborates with campus and community entities such as financial aid, food service, student governance, and businesses.

### **Recommendations:**

- Develop Housing website for recruitment purposes.
- Collaborate regularly with campus and community resources for events and training.

## **Part 11: Diversity**

### **Commendation:**

- Current practices encourage diversity in participation, staffing, and services.

### **Recommendation:**

- Continue to establish policies and procedures which address diversity in general and also an appreciation for the uniqueness of the community that MCC is a part of.

## **Part 12: Ethics**

### **Commendations:**

- Resident Manager is the key to setting ethical standards and practices for his staff and residents; he provides a basic level of training for his staff.
- No evidence of regular review of practices is available.

### **Recommendations:**

- Develop and disseminate statements of appropriate ethical practices.
- Provide regular training and review of current practices.
- Conduct special training for staff (FERPA regulations, sexual harassment, mental health).

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**CAS**  
**SELF-ASSESSMENT GUIDE**  
**HOUSING AND RESIDENTIAL LIFE PROGRAMS**  
**WORK FORM A**  
**ASSESSMENT, RATINGS, AND SIGNIFICANT ITEMS**

Step Three: List item number(s) for each Part determined to merit follow-up and describe the practice weaknesses that require attention.

**Part 2: Program**

2.2-2.4.9; 2.4.13; 2.5-2.7a; 1.7c

**Part 2: Program**

**Commendations:**

- Social events (pictures, flyers) gave students an opportunity to know each other; this contributes to a safe supportive environment.
- Resident Manager provided exceptional service to special programs such as Upward Bound.

**Weaknesses – Action Needed :**

- The current program minimally promotes student learning and development that is purposeful and holistic.
- Student learning and development outcomes are not identified.
- Opportunities may be in place although there are no identifiable learning outcomes.
- We were unable to determine which learning theories were being addressed nor the student learning and development outcomes. The primary focus of most programs was social with an earlier safety training provided by the Administration of Justice instructor.

**Part 5: Human Resources**

5.1-5.11; 5.13-5.16

**Part 5: Human Resources**

**Commendations:**

- The Resident Manager is proactive and devoted to his job and the students.
- The Resident Manager is as resourceful as he can be within the parameters of a limited budget and support staff.
- The Resident Manager collaborates effectively with campus and community resources.

**Weaknesses-Action Needed:**

- The program is not staffed adequately with qualified personnel. Having a qualified staff will definitely assist with the overall improvement of the program and its mission. Additional staff will also alleviate many of the social responsibilities currently assumed by the Resident Manager. Having additional staff will allow the Resident Manager to focus on more administrative and management duties.
- Procedures are not in place for staff selection, training, evaluation, supervision and professional development.

- The current process for staff selection is inadequate. Qualified staff members (Resident Assistants) need to be identified and properly trained well in advance of the opening of the semester/academic year.
- Student employee job descriptions were not provided in the report. A Resident Manager job description was not provided either.
- Staffing and workload levels are inadequate. Not only is the Student Housing program short staffed, but the number of hours allocated to staff members (RAs) is at a minimum. 20 hours per week is insufficient to meet the demands placed on the program.

## **Part 6: Financial Resources**

### **6.1-6.6**

## **Part 6: Financial Resources**

### **Commendations:**

- Security staff has been increased.
- The majority of the fees generated by the program from dorm fees have been used in the improvement of student housing and security. A significant portion of the program fees were depleted by increasing security. In doing so, the program has exhibited its priority to student safety but it now has an insufficient reserve for other services.

### **Weaknesses-Action Needed:**

- The program needs funding not only from its own revolving monies but from a general fund allocation. Currently, the housing budget is limited to funds generated by collecting fees for the 40 beds. These funds cover salaries, electric, water, repairs, maintenance, security and other essential services. Funds to provide staff training and to promote residential life activities are very limited.
- An increase in fees may be long overdue.
- A comprehensive planning process for the development of an adequate annual budget with reasonable revenue streams from more than dorm fees must be discussed.
- **The College should support housing staff salaries (e.g., Resident Manager, Resident Assistants, Security and other related personnel) with General funds. This will ensure an adequate level of staffing that is not dependent on residents' housing fees, which, in turn, are limited by the number of currently available beds in Hale Haumana.**
- **Monies from residents' fees will be used to support an expanded co-curricular programming and housing governance structure (including staff training) to address the CAS standards.**

## **Part 13: Assessment & Evaluation**

### **13.1-13.4**

## **Part 13: Assessment & Evaluation**

### **Commendations:**

- The Resident Manager is willing to develop methods to assess and evaluate the effectiveness of the Residential Life program.
- He provided documentation (photos, forms, collateral material) to support and verify many of the CAS requirements for this first program review.



**Weaknesses-Action Needed:**

- Structured evaluation and assessment of program, staff, policies, procedures, and performance should be conducted on a regularly scheduled time frame.

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**WORK FORM B**  
**FOLLOW-UP ACTIONS**  
**YEAR 1**

Step Four: Describe the current practice that requires change and actions to initiate the change.

<b>PRACTICE DESCRIPTION</b>	<b>CORRECTIVE ACTION SOUGHT</b>	<b>TASK ASSIGNED TO</b>	<b>TIMELINE DUE DATES</b>
<b>PART 2 – Program</b>			
Mission statement.	Review and assess how service program relates to the overall mission of residential life programs.	Student Services unit heads	At same time that other mission statements are being developed for Student Services unit.
Student learning outcomes	Use CAS to identify appropriate and reasonable SLOs for MCC HRLP.	Resident Manager takes lead. Discuss with SS unit heads	Same time as mission is being written.
Programming to meet CAS standards	Use <b>General funds to support staffing/personnel needs. Then use monies from residents' fees to support an expanded co-curricular programming and housing governance structure (including staff training) to address the CAS standards.</b>	Exec Comm. Admin	ASAP.

<b>PART 5 – Human Resources</b>			
Staffing-Resident Manager	On-going professional development. Apply for staff development funds.	RM - Prioritize needs with SS unit heads.	Every quarter. Document participation.
Staffing-Multi Tier Student Staffing	Assess needs about how to provide basic coverage in each dorm with RA's and SA's.	RM – Discuss with SS unit heads.	Summer 2005
Staffing-Resident Assistants	Hire at least 2 to provide full-time coverage. Offer incentives. Add section on dorm application if student is interested in RA position.	RM. Discuss possible incentives with Dean of SS.	Summer 2005
Staffing-Resident Assistants	Hire, train, and on-duty prior to opening of semester.	RM in collaboration with other key campus resources (e.g., Student Life; EEO/AA; O&M)	Late Summer 2005
Staffing-Student Assistant(s)	Hire, train, and on-duty prior to opening of semester.	Resident Assistant with support from RM and other campus resources.	Late Summer 2005
Staffing	Job Descriptions needed.	RM	Spring 2005
Staffing	Org chart needed w/ functional statements	RM with SS unit heads.	Spring 2005
Staffing	Develop staff evaluation process (by semester, annual) with incentives built in.	RM with SS unit heads.	Summer 2005
Staffing	Collaborate w/ campus services for training (sexual harassment, FERPA, safety)	RM in collaboration with campus or community resources.	Late Summer 2005 and on-going.
	Residential Student	RM with Student	Late Summer 2005.

Staffing	Handbook updated and accurate w/ more details	Life, campus resources.	

<b>PART 6 - Financial Resources</b>			
Adequate Funding	Confirm funding sources (revolving account) and examine other possibilities (general funds) for next academic year.	SS and Administration	ASAP
Adequate Funding	<b>Support housing staff salaries (resident manager, student assistants, security and other related personnel) with G-funds. This will release funds generated by residents' fees to support programming that meets CAS standards.</b>	SS and Administration	ASAP
Funding Priorities	Using program review evidence, determine and project needs. Prepare and propose realistic budgets.	RM and SS	On-going
Funding Priorities	Participate in Executive Comm meetings to advocate for priorities.	RM	On-going
Financial Reports	Prepare and disseminate to relevant parties.	RM with assistance from Business office, SS unit heads.	On-going

<b>PART 13 – Assessment and Evaluation</b>			
Assessment and evaluation process	Develop plan and timeline.	RM with SS unit heads.	Summer 2005
Participants	Assign responsibility for A&E components.	RM w/ SS unit heads.	Summer 2005
Participants	Set up Residential Life Advisory Committee.	RM with SS unit heads.	Spring 2005
Data collection	Design collection and tracking mechanisms.	RM with assistance from Institutional Researcher.	Summer 2005
Report Results	Set calendar for completion / submission.	RM with SS unit heads.	Summer 2005

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WORK FORM C  
SUMMARY ACTION PLAN  
(not in priority order)

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

PART 1: MISSION (see narrative)
<b>PART 2: PROGRAM</b> <ul style="list-style-type: none"> <li>• Key need is adequately trained staff.</li> <li>• Developing appropriate student learning and development outcomes and strategies to achieve them will set the tone for overall program planning which includes staffing, budgeting, assessment and evaluation.</li> <li>• The program should provide formal educational and developmental opportunities for its residents on a regular basis. As this is an important component of student life, it is recommended that this be built into the student learning and developmental outcomes.</li> <li>• Collaboration with campus and community resources in the implementation of programs will help to make dorm residents a more inclusive part of the institution and community.</li> <li>• Provide a core set of workshops every semester for all residents (e.g., study skills, safety, Maui).</li> <li>• Supplement with additional workshops as needs arise or interest is expressed, using campus and community resources.</li> <li>• Assess the need for additional food services such as limited after-hours service, supplemental meal plans.</li> <li>• Provide Student Services support in the early evening for dorm students.</li> <li>• Develop a Housing and Residential Life website.</li> <li>• Residential Student Handbook must be kept current and reflect actual policies and procedures. Organize it differently; include community services and resources. Describe more specific disciplinary steps tied to rules violations.</li> <li>• On dorm application, have section for applicants to state that they would be interested to serve as RAs and would be available to report early to assist the RM with dorm affairs.</li> <li>• Set up Welcome teams for incoming dorm residents.</li> <li>• Set a common arrival day. Make orientation to Student Life mandatory for dorm residents.</li> <li>• A reporting system with accountability indices and documented benchmarks for residential life programs should be developed.</li> <li>• <b>Fund staff salaries with General funds. Use monies from residents' fees to support an expanded co-curricular programming and housing governance structure to address the CAS standards.</b></li> </ul>
PART 3: LEADERSHIP (see narrative)
PART 4: ORGANIZATION AND MANAGEMENT (see narrative)

## **PART 5: HUMAN RESOURCES**

- More positive support and oversight from administration in regards to timely reviewing of personnel, policies, and procedures is necessary.
- Make R-funds to cover initial start up and hiring costs for RAs available earlier in the year so the RAs can assist the RM. Budget monies to be sure to have enough R-funds from previous semester to cover RAs for next semester.
- A reasonable level of General funding will ensure that a core level of services with appropriate staffing will be provided regardless of actual resident numbers.
- Use multi-tier staffing: RM, RA, Student Assistants.
- Each building should have an RA; shifts should be staggered to provide adequate coverage.
- On dorm application, have section for applicants to state that they would be interested in serving as RAs and would be available to report early to assist the RM with dorm affairs.
- Selection process for RA should not recruit exclusively from eligible Federal Work-Study students. Student help needs must be built into the annual budget. Identify which qualifications are needed; have written job descriptions; include a training period before semester opens; offer continuing professional development; evaluation; promotion; incentives.
- Review eligibility policy for Resident Assistants and Student Assistants re satisfactory academic progress policy, FT status, classified status.
- An incentive program for staff members should be in place. This would enhance the recruitment of qualified staff members. Incentives could include housing fee reduction; tuition reduction; early arrival; and better hourly pay rates.
- Program should coordinate with other system campuses for training.
- Training of the staff should be intensive and cover all aspects of the student life program.
- Professional development opportunities for student staff should be offered by the institution and mandated by the Resident Manager. (Sexual harassment training, drug awareness, etc.).
- A reporting system with accountability indices and documented benchmarks for human resources should be developed.

## **PART 6: FINANCIAL RESOURCES**

- **Staffing needs (e.g., Resident Manager, Resident Assistants, Security, and related positions) should be supported by General funds.**
- **Funds generated from residents' fees should support expanded co-curricular programming and a housing governance structure that addresses the CAS standards.**
- Room rate increase may be needed to provide for additional RAs and to expand programs and activities for dorm residents. Budget process needs to be reviewed.
- Other creative funding sources need to be explored by the Resident Manager or institution.
- A reporting system with accountability indices for financial resources and documented benchmarks should be developed.
- Financial reports should be made available to the campus community.

## **PART 7: FACILITIES, TECHNOLOGY, AND EQUIPMENT (see narrative)**



PART 8: LEGAL RESPONSIBILITIES (see narrative)
PART 9: EQUITY AND ACCESS (see narrative)
PART 10: CAMPUS AND EXTERNAL RELATIONSHIPS (see narrative)
PART 11: DIVERSITY (see narrative)
PART 12: ETHICS (see narrative)
<b>PART 13: ASSESSMENT AND EVALUATION</b> <ul style="list-style-type: none"> <li>• Establish systematic assessment and evaluation process that is conducted on a regular basis.</li> <li>• Using CAS guidelines, design annual plan which includes prioritized Residential Life standards for the year.</li> <li>• Conduct surveys-mid term and end of semester to be used for planning the following semester/year and to determine student satisfaction.</li> <li>• Arrange informal rap sessions (focus groups) facilitated by faculty or non-dorm staff.</li> <li>• Set up suggestion box and form with checklist of specific issues to respond to and other general comments.</li> <li>• Conduct random exit interviews with students leaving the housing.</li> <li>• Create tracking mechanism to determine if students living in dorms complete degrees at the same/better rate than others.</li> <li>• Set up Residential Life advisory committee (include campus and community reps and students) or link with Student Life advisory committee, if one exists.</li> <li>• A reporting system with accountability indices and documented benchmarks should be developed.</li> </ul>

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## MEMORANDUM

TO: Clyde Sakamoto  
Chancellor

FROM: Alvin Tagomori  
Dean of Student Services

DATE: June 10, 2005

SUBJECT: Housing and Residential Life Comprehensive Program Review

The first comprehensive review of the Housing and Residential Life Program at Maui Community College was completed in 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.

Student Housing Manager Fred DeAquino submitted a self-study for the program review by the December 2004 deadline. An external review team comprised of Walette Pellegrino, Dennis Tanga, and Shane Payba was convened to review the self-study.

As this was the first comprehensive review for the housing program, bi-weekly meetings were held with the student-housing manager to discuss and clarify the CAS standards and guidelines as well the process that would be used to conduct the review. An orientation was also held for the external review team regarding the CAS Standards and guidelines as well as the program review processes and procedures.

The external team did an excellent job in assessing the Housing program. Utilizing the CAS standards, process, and format, the team noted commendations and weaknesses that will serve as the basis for future annual and comprehensive reviews.

In developing their review, the external team (with my consultation) focused on selected critical areas of the CAS Standards given that this was the first comprehensive review of this program. It was felt that focusing on certain critical areas would be most helpful to this program, as improvements in these areas should positively affect other standards.

In consideration of the self-study and the external committee review, the Dean of Student Services and MCC Housing Manager commit to the following:

1. Program.
  - A. Develop and provide more co-curricular programming that promotes student learning and development based on an assessment of student needs.
  - B. Develop and implement Student Learning Outcomes and a process for measuring.
2. Human Resources.
  - A. Implement formalized procedures for staff selection, training, evaluation, supervision, and professional development.
3. Financial Resources.
  - A. Submit proposals to support present staff with general funds beginning with the Student Housing Manager position. The limit of a 44-bed self-support housing facility severely limits the resources required for an effective student housing co-curricular programming. Funding of positions should free up resources for co-curricular programming.
4. Assessment & Evaluation.
  - A. Implement methods and processes to evaluate and assess the effectiveness of the program, staff, policies, procedures and performance on a regularly scheduled time frame.

In terms of the self-study and comprehensive program review, this initiative provides a "starting point" by which to base the process of continual improvement. The Office of the Dean of Student Services will work with the Student Housing staff to bring development and implementation of the program review recommendations.