

HOUSING AT THE UNIVERSITY OF HAWAII MANOA
ANALYSIS OF THE INTERACTION BETWEEN HOUSING MANAGEMENT AND
RESIDENTS

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By
Kirk Joseph Bardin

Thesis Committee:

David Bess, Chairperson
Reginald Worthley
Elaine Bailey

Declaration

I certify that this thesis does not incorporate without acknowledgement any material previously submitted for a degree or diploma in any University; and that to the best of my knowledge and belief, it does not contain any material previously published or written by another person except where reference is made within the text.

Kirk Joseph Bardin

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Executive Summary

Fundamental Goals of Housing

- Build trust between Housing Management and Residents.
- Ensure the safety and security of all Residents.
- Empower individuals to act with social consciousness for the community.
- Encourage social education and understanding through Housing Vision Statement.
- Provide exceptional living for Residents.

Thesis Question

What Opinions do Residents (spring 2004) have regarding their Housing experiences at the University of Hawai'i Manoa

Thesis Hypothesis

Residents will disagree with the following statement: "Residents are pleased with their Housing experience."

(Statement 7, Housing Survey)

University Housing

- ***Involved Parties***
 - Residents
 - Graduate Students
 - Undergraduate Students
 - Front Line Housing Management
 - Students
 - Live with Residents
 - Executive Housing Management
 - Policy Makers
 - Full-Time Salary
 - University Management
 - Alumni
- ***Dormitories (Expected Ranking) – 2,745 Students***
 - Hale Aloha (4)
 - 1,044 Students
 - Hale Wainani (3)
 - 650 Students
 - Hale Noelani (5)
 - 524 Students
 - Johnson Hall (6)
 - 191 Students
 - Hale Laulima (2)
 - 160 Students
 - Hale Kahawai (1)
 - 156 Students
 - Gateway (NA)
 - 208 Students

Survey Results/Analysis

Survey Goal:

To attain accurate and meaningful results that highlight critical issues in Housing.

Committee on Human Studies – Approved with “Exempt Status”

Surveying

- **Residents**
 - 615 Surveys
 - 22% of Population
- **Front Line Housing Management**
 - 50 Surveys
 - 91% of Population
- **Executive Housing Management**
 - 14 Surveys
 - 82% of Population

10 Question Format

Measures Residents/Housing Management's opinions on issues I feel are critical to the Long-Term success of the University and Housing.

- 7 Degree Scale
- 30 Second Survey
- High Survey Response Rate
- No Complaints

Potential Error: Favors Housing Management

Questions 1-7

- Residents - Dormitory results ranked as expected.
 - Neutral-Slightly Positive
- Front Line Housing Management
 - Neutral-Slightly Negative
- Neutral opinion for all Residents,

Questions 8-10

- Front Line Housing Management
 - Slightly Negative
- Executive Housing Management
 - Slightly Positive
- Large Differences in Housing Management

Conclusions

- Front Line Managers are not pleased with their living/working circumstances.
- Executive Managers do not fully understand the needs of Residents or Front Line Managers.
- The differences in result for Questions 8-10 explain the neutral opinions for Residents in Questions 1-7.
- Residents are partially satisfied with their Housing experience.
- There is a large discrepancy in the results from different dormitories.
- Housing Management is not achieving high customer satisfaction levels.

Housing Consultant: Problems and Solutions

- **University Vision versus Housing Reality**
 - Develop new policies that empower the Residents instead of restricting their creativity and overall life education.
 - Limit the transient effect of temporary education on the culture of both housing and the campus community.
- **Business of Housing**
 - Choose charismatic leaders with business intelligence over knowledge of the housing system.
 - Unify all levels of management under the strength of a new vision of profit maximization and loss prevention while satisfying the clients.
 - Create instability within the department in order to re-active currently entrenched workers who have become isolated from innovation and idea creation.
- **Security**
 - Begin employing students as Security Monitors in order to disperse authority throughout Residential community and to increase overall safety.
 - Allow the students to become part of a Student Judicial Committee that will hear violation cases and lend their recommendations to the enforcement personnel within housing.
 - Motivate Resident Advisors by increasing the value of communication and providing for meal plan coverage.
 - Allow Residents greater liberties with the knowledge that new policy violations will be punished by much harsher fines.
- **Invisible Hand of Housing**
 - Close the gap between Housing and the Residents in order to achieve a more harmonious Housing System.
 - Explain the firing of Former Director Zehner in clear terms to housing management, Residents, and student community using the Confusion Principle of Employment.
 - Eliminate the administrative distance between executive housing management and the Resident Advisors.
- **Trust**
 - Update the guest policy to a more appropriate and realistic policy that encourage personal and community responsibility.
 - Allow Residents the ability to live on Co-Ed Floors to further the social education within dormitories.
 - Trust the Residents to not vandalize soap and paper towel dispensers; which the Residents had trusted that Housing would supply.
 - Eliminate all future Lokahi Inspections which show the blatant disrespect that Housing has for its Residents.
- **Consistency**
 - Restructure "Wellness Policy" to accurately portray the reality of college life while decreasing alcohol consumption through more lenient restrictions.
 - Allow Residents the ability to speak directly with maintenance on issues of damage and room repair.

- Actively inform and educate all Residents on the matters of Sexual Harassment, Sexual Assault, and Rape throughout the entire semester with students trained to be counselors and facilitators.
- **Apathy**
 - Reduce Resident apathy by making the individual responsible for the community betterment and by increasing communication on all levels of policy making to both Resident and housing management.

Personal Case Study

- **University of California Berkeley**
 - Analysis of the acceptance of city life into a University Housing Plan.
 - Provide an inside look into the functionality and empowerment strategy of a similar school.
 - Define the key areas of necessity in terms of safety and security.
 - Gauge the effectiveness of another school in producing Residents that are prepared for life through social educational experiences.

Cultural Change

- Culture is the basis by which all positive or negative outcomes occur within an organization
- Change must occur at the top of the housing management and which will have a ripple effect down to the Resident level.
- The Residents and student community must be vocal in the need for change; otherwise it will not be accepted.
- Cultural change is a slow process that occurs when individuals feel an unspoken contract with other individuals in an organization which then creates a code of conduct within the community of individuals.
- Housing can expect to see results in the Resident community within two semesters once cultural change has occurred at the housing management level and policies have been changed accordingly.

Thesis Conclusion

Housing Management must not wait until Resident opinions have become strongly negative. Now is the time to take action. Executive Housing Management can make large strides through the empowerment of Resident Advisors. Front Line Managers want two things. They want to have the organizational authority to solve problems immediately. Even more importantly, they want to be compensated based upon their performance on the job.

Change is very difficult, but not impossible. Culture is often perceived as the way things are done. However, a more effective understanding of culture is to communicate why things are done in a particular fashion. Resident Advisors need to understand why they are being asked to perform certain duties.

Housing Management can begin to change through the observation of one rule.

In the absence of strongly defined customer opinion, there must be strong and dynamic Executive Leadership. They must be strong enough to relinquish power when necessary while remaining flexible in the pursuit of organizational success.

Introduction

In the fall of 2003, I submitted a paper to the Executive Leadership of the University of Hawai'i Manoa (UHM). Within the contents of this paper were suggestions for improving University Housing. Consequently, I was invited to participate in a discussion group with the current Housing Director, University Chancellor, and many other high-ranking University Officials.

At this meeting, I had a startling realization: The University is plagued by passive leadership at all levels. About half-way through our discussion, we began joking around about Lokahi Inspections. I told them that Residents thought these inspections were a ridiculous exercise in authority. To my surprise, nearly every person at the table agreed with me. The Housing Director had even said she couldn't believe this was part of the actual Residence Hall Handbook. Everyone agreed it was a terrible waste of resources.

I looked around the table at the nodding heads and asked one simple question, "Why don't you end the program today or at least by the end of this semester?" As I peered around the table, I noticed that people began to look to each other as they would not address my question directly. I finally looked at the Chancellor and Housing Director and their collective response was, "well, we'll have to look into that." Realizing I was facing the pinnacle of bureaucracy, I dropped the subject.

I was not surprised when Lokahi Inspections were announced for the fall of 2003 and spring of 2004. I thought back to when I was sitting at the table with several of the most powerful people on campus; none of whom commanded enough power to act as responsible leaders should. They acknowledged the negative impact of a program, but were too incapacitated by bureaucracy to act. I did not expect them to change the entire Housing System at that meeting. However, I do believe it is a reasonable expectation for Executive Management, University and Housing, to act in the best interest of the organization and the customer.

Stunned by the lack of response to my suggestions, I decided to continue my research on University Housing. I have taken two unique perspectives for my research and analysis of this issue. First, I am approaching Housing as a business organization. Thus, they are not exempt from the same type of scrutiny I would use when analyzing a

billion dollar firm. Second, I want to seek the solutions for the problems that are present in at all levels of the organization.

To the average observer, this project may appear to be isolated to the realm of Student Housing. However, issues of leadership and customer satisfaction are prevalent in every business organization. More importantly, University Housing serves as a microcosm for UHM. I can guarantee that nearly every problem discussed in this case is present in some form or another at the University Management level. In order to better the University experience for all students, I present research based solutions for all business organizations.

Problems and Solutions

This paper focuses on aggressive solution building for both large and small problems that face Residents and University Housing Management. This process consists of three major steps. First, I looked at the important issues that cause conflict. I categorized them and tried to determine the critical components of the issue. Second, I examined the cause for each issue. In doing this, I tried to find a source of accountability for the problem. Once I could trace some form of accountability, I began to outline potential solutions for the problems. This process provided a clear framework by which all problems could be diagnosed. Accompanying many of the problems are solution sets that provide a broad outline by which the problem can be resolved.

Thesis Question

While I did perform a ten question survey on more than 20% of the Resident population, I had specifically chosen one question that would be the predominant subject of my thesis. In studying University Housing, I concluded that each Resident is a client to the business organization known as Housing. Therefore, my thesis question is derived from the question pertaining to Residential satisfaction.

“What opinions do Residents, as of spring 2004, have regarding their Housing experience at the University of Hawai'i at Manoa?”

Thesis Hypothesis

I believe that Residents will disagree with the following statement:

“Residents are pleased with their Housing experience.”

(Question 7, UHM Housing Survey 2004, Kirk Bardin)

I believe this will be true because Housing is not capable of addressing, working, and correcting problems that may arise due to poor organizational management.

Landlord-Tenant Relationship

In the typical Landlord-Tenant relationship, there are certain expectations that each party carries into the arrangement. Often, these expectations translate into responsibilities via signed contract. However, there are many factors that contribute to the assumed responsibility of both the Landlord and the Tenant.

From the Tenant's perspective, the Landlord should carry out any number of functions upon request of the Tenant. Realistically, the Landlord has a short list of mandatory functions. Despite the notion of being socially or contractually obligated, many Landlords fail to execute these essential tasks.

The Landlord must ensure the living unit is clean and structurally safe before being occupied by the Tenant. Similarly, all pertinent information regarding apartment sanitation and/or other critical issues should be discussed with the Tenant before the signing of a contract. Most Landlords will disclose this information freely in order to create a trusting relationship with the new Tenant. In contrast, there are many "Slumlords" who hide structural damage with cosmetic improvements. Even worse, this type of Landlord may allow the building to become run down before or during the occupancy of the Tenant.

Tenants also demand a certain amount of privacy. Assuming Tenants are abiding by Federal and State laws, they are more than entitled to privacy in their living space. It is becoming more common to hear Tenant's complaining that their Landlords have entered the property without permission. This compromises the foundation of the relationship between the two parties.

The Landlord must respect the intrinsic "Rights of the Tenant." These assumed rights vary, but are based heavily on court decisions and socially acceptable practices. The Tenant makes assumptions of quality, privacy, and other factors before engaging in a business relationship with the Landlord. The Landlord has to understand the varying individual and social expectations that accompany property rental.

The Tenant is responsible for abiding by certain explicit and implicit rules. Nearly every Tenant is given a set of written guidelines before accepting rental of property or accommodation. The contract serves as the Landlord's formal obligation to the Tenant

with outlined rules and procedures for eviction upon violation of those rules. This should be written clearly and understood by the Tenant in order to avoid later complications. Above all, the Tenant is obligated to observe the rules within the contract.

Along with these rules, Tenants should respect their neighbors. This includes loud music, parties, and other offenses that would disrupt the functional lives of other Tenants. Usually, Tenants are very accommodating for each other as Tenants should develop relationships with their neighbors. This will reduce the occurrence of large problems that will force the Landlord's intervention. The Tenant maintains rights as long as the Tenant does not violate the rights of others.

The Tenant should recognize the need to act in an appropriate behavior. This concept is not clearly defined. It would not be appropriate for a Tenant to throw furniture from a third floor window. The Landlord may not have thought about this when writing the rules for the contract. Despite the lack of a formal rule, the Tenant should not have acted that way. The Tenant is bound to act in a way that is both civil and in accordance with the way they would treat their own property.

Both the Landlord and Tenant are bound by formal and informal rules. Each party has a unique schema of contractual and social obligations that must be addressed before and during occupancy. The Landlord and the Tenant need each other; yet, they often breed a contemptuous relationship based upon faulty assumptions or unmet expectations. Despite the potential for confusion, there are several major steps each party can take to reduce tension while fostering a symbiotic relationship.

Housing Overview

Resident Expectations

When moving into the University setting, many students have a given set of expectations that need to be met in order to guarantee that Resident's satisfaction. Each Resident assumes they will be given a room that is free from bug infestations, structurally sound, and clean. The quality of the living space can be critical to the success and habits of the Resident.

The Housing department is partly responsible for the safety of each Resident during normal activities while on campus. Residents feel that the University should provide a safe environment. This expectation is primarily the responsibility of the University and Security. However, Residents begin to place the burden of such duties on the closest authoritative agency – Housing.

Residents also have some expectation of community development through activities. They expect to travel to the beach, discount stores, and interesting locations. Thus, Housing must accommodate the Resident's expectations by providing programs performed by knowledgeable guides. At most Universities, these programs are done by Resident Advisors (RAs).

Residents, like any other Tenant, believe heavily in their freedom and privacy. Residents come to college with the understanding they will be able to do things without an immediate authority figure. Housing Administration has a client pool that has the potential to associate the absence of authority with reduced responsibility. Therefore, Residents sometimes feel they can act without consequences due to the increased freedom they have obtained.

Many Residents will view their Housing experience in terms of value. Basically, did they achieve a desired outcome given their monetary loss? This concept is extremely difficult to measure. People tend to maximize their own experience. Residents are no different. They will judge the University based upon the perceived value of their experience while living in University Housing.

Housing Management (HM)

Executive Housing Management

Front Line Housing Management

University Management

Housing Management can be broken down into two tiers: Executive and Front Line. Within Executive branch there exists the Housing Director, and Housing Administrators. Front Line HM consists of Resident Directors, Hall Directors, and Resident Advisors. There appears to be a large rift between the divisions of management. This discrepancy hurts the Residents since there is no true line of communication through the chain of command. Housing Management becomes divided against itself, limiting discourse and open discussion between all members of the Housing network.

Appendix L1 displays the current hierarchical command of Housing communication from the Resident's perspective. Initially, the line of command is very rigid with direct contact occurring on a few levels. Then it spreads out between the Department Managers and the Hall Coordinators. This separation pushes the two sides away from each since they are receiving different information once there is a split. Thus, there must be a commitment to either have a perfect chain of command or move a chart similar to Appendix L2 where there is unlimited communication between all members of Housing management.

Appendix L3 showcases flaws that currently hinder communication between Residents and Executive HM. There are no true paths connecting the Resident to the management leaders without going through lower levels of management. This proves to be a problem since all information is flowing downward from the top. Consequently, subordinates are told what to do rather than given an open forum of exchange. While this system works in many firms, the natural bureaucratic system of Public Universities demands that all actions be a collective movement of the parties involved. There may be theoretical lines of communication between all parties, but from my perspective, there

is a clear discrepancy regarding the transmission of information throughout the network of concerned parties.

Therefore Appendix L4 fosters creativity and innovation on the part of all management personnel. There are open lines of communication running between almost every party. Most importantly, the RA moves to the center of the chart and has all information at all times. This is practical since they must work and live with the Residents in Housing. If they are kept in the dark on certain issues, then there is bound to be lag time in implementation of new policy due to problems with learning curves.

This model exhibits how information can be exchanged freely between the parties without complication. The problem in this model occurs when communication is sent through many different sources and altered in the process. However, this has been resolved with the Chancellor communicating directly with three parties: Housing Director, RAs, and Housing staff (Housing Administrators). It is important to remember that Housing Administrators create the backbone of the entire business operation. For this model to be effective, they must be informed of all discussions and actions immediately to ensure communication flows efficiently throughout all parties. The key factor to the success of Housing will be the method by which they incorporate RAs in the decision making process. This method will affect the culture of Housing.

Distant Leadership

The average Resident has no contact with the decision makers in Housing Management. The Resident will approach the RA who does not have the ability to enact the change desired. Whether purposeful or not, Housing Management has distanced itself from the average Resident.

Communication Gaps

Between different levels of Housing Management, there are large communication gaps. One example, the Housing Director does not actually hold an office in the Housing Department. The office members in the Housing Department do not keep her schedule and are unaware of what day or time she will be in. Furthermore, Executive HM takes

action and then tells the Front Line HM what to do. There is very little input from the Front Line workers who interact most with the Residents.

Systematic

The University, especially the Housing Department is riddled with procedures that must be followed by Management personnel and Residents. It can take hours for a RA to fill out a form for a minor offense. The systematic infrastructure of communication deters the RA from taking action when rules have been violated. It is necessary to cover all legal liability, but excess prevention can hurt the organization and its product.

Management by Fear

Housing Management approaches their business as a liability rather than an opportunity. Assuming that anything that can go wrong will go wrong, they create extensive policies that limit Residents. There is the perception that Residents represent a force that needs to be controlled rather than understand and utilized.

Problem Oriented

All levels of Housing Management are looking around for solutions rather than developing and acting on them immediately. While gathering information on the problem, another problem arises and they have yet to adequately solve the first problem. Consequently, a backlog of problems becomes uncontrollable. Executive HM wants to talk about the problems extensively without the sense of urgency to create meaningful solutions now.

Executive Management

<i>Housing Director</i>	1
<i>Associate Director</i>	2
<i>Secretary</i>	3
<i>Assignments Officer</i>	4
<i>Assignments Clerk</i>	5
<i>Assignments Clerk</i>	6
<i>Assignments Clerk</i>	7
<i>Conference Specialist</i>	8
<i>Educational Development Officer</i>	9
<i>Educational Development Clerk</i>	10
<i>Fiscal Officer</i>	11
<i>Cashier</i>	12
<i>Fiscal Clerk</i>	13
<i>Judicial Affairs Officer</i>	14
<i>Personnel Officer</i>	15
<i>Physical Plant Officer</i>	16
<i>Fire Safety Specialist</i>	17

Housing Director

The process of selecting a permanent Housing Director should be slow and tedious in order to find the most talented and innovative individual available. This might include selecting someone with a very isolated background who can understand the most critical aspects of Housing; while allowing others to help fill in with their specialties. Hiring someone who is not familiar with Housing would be beneficial in that it would bring all employees in Housing Management back under the same umbrella of cooperation in order to achieve the overall goals they lay forth.

The candidates should be chosen based upon their ability to find creative solutions for mundane problems. The Housing Director should constantly look to innovate and collaborate with all parties to determine policy and programming inspired by the leader's creative vision. Lastly, it would be beneficial to look outside the state of Hawai'i to Housing officials at other universities on the mainland. These members may have differing expertise than those already present in Housing Management. This might force the university to pay more to the chosen candidate, but would be worth while in the long-run as a good Housing Director would help drive down costs and increase revenues.

Assistant Housing Director

This person should be the first line of bureaucracy that remains constant despite changing Housing Directors. This person needs to be solid in understanding all the facets of Housing in order to fully direct the Housing Director's creativity. It will be crucial for the two directors of Housing to function together in order to create cohesive action plans for Housing projects.

I liken this person to a member of an Executive Agency in the Federal Government. Despite the administration, they are dedicated more to Housing than to individuals and their ideas. Thus, this type of person would be the perfect mix with someone who likes to think outside the box. Combining this person with an imaginative Housing Director helps to give all subordinates different managerial styles, so that any person can approach one of the two directors with any given idea and know it will be received and acted upon. Ideally, this position could transform into an equivalent Housing Director with a different focus than the other Housing Director, creating a system in which there would be increased specialization within Housing Management.

Department Managers

Department Managers are the first step in the physical implementation of the Housing policy. They are extremely influential in determining the culture of the organization. This is a special area of management where it is tough to determine whether internal promotion or outside recruitment is the best choice for filling positions. To a certain extent, internal promotion maintains the current culture and allows for greater unity between employees and directors. Outside recruitment reduces the problems revolving around expertise and skill, but often may disrupt a business severely. This choice must be determined by the Human Resource fulfillment strategy with regards to Housing. The Hall Directors and Residential Advisors look to these people for their specialized knowledge in particular aspects of Housing. Thus, their hiring or firing should be taken very seriously.

Housing Administrators (Housing Staff)

This management group is the support network for the Housing system. They serve the network more than any one person and deal with the day to day functionality of the Resident/Housing Management relationship. In short, these are the people that get things done when time is critical and the project must be completed. These individuals make up the bureaucracy of Housing which is crucial to its efficient operation.

Furthermore, these individuals are often cross specialized in several different areas allowing them to function on any given project on any given day. Thus, the ideal role for Housing Administrators would be in teams across departments within Housing, where each member brings a specific expertise and objective to the table. This would encourage discussion and learning by all members of the Housing department. Often this group of employees is hard to calculate in numbers and work product; however, one good measure is to see if things are being processed. If orders, data, and other information are being processed regularly and quickly then this division has done its job. The key is to expand their role in the development of policy to empower these individuals to work for promotion which will benefit Housing greatly.

Front Line Management

Housing Coordinators and Hall Directors

These positions serve as facilitators of information between managers above and RAs below. Along those lines, they communicate nearly all of the operational tasks within Housing. For these positions, it is critical to find people with good understanding of personal and group dynamics, since they will be operating groups on a daily basis. The ability to act decisively given a set of parameters is also important in the day to day function of the job.

Resident Advisors (RAs)

This person is a hybrid between student and advisor. They play a crucial role in the development of any Resident living within the Housing. Often, a RA can make the difference in Resident satisfaction when all other factors are held constant. Since they are at the bottom of the communication chain, they may be forced to extrapolate broken information into as they attempt to implement Housing policies. This can be tremendously difficult if done in the chart in Appendix L1, but given the chart in Appendix L2, they can be more assured they are receiving proper instructions regarding their tasks in compliance with the overall mission and vision of Housing. Not enough can be said regarding their personal skills and abilities when dealing with varying situations that move in and out of the grey area of written policy. Housing can only determine so many contingencies for scenarios, this management group is often forced to act when there is no policy present. Strategically, their voice should be the loudest during discussions of policy implementation and potential changes in Housing.

University Management

Board of Regents

The truest example of an anonymous governing body, the Board of Regents serves to act as the last governing board of UH. There must be a unifying theme presented into the University rhetoric. This should be formulated by the Board of Regents in conjunction with the Chancellor, permanent Housing Director and the Residents.

Chancellor

Acting as the CEO of the university, the Chancellor often needs to take quick and decisive action when he deems change to be necessary to the betterment of student life and the overall University community. However, in such a public organization, the pressures of making the perfect choice must be distributed to different levels of University Executive Management. Without this communication, there is bound to be hostility and resentment from nearly every subordinate who does not understand the reasoning for the action that has been undertaken. Therefore, within the restructuring of management, there should be an overall rededication to information allocation to all concerned parties.

Student Interaction with Housing Management

The problems of communication between members and groups within management carry over to the Resident's interaction with Housing Management. When Housing gives orders to its employees, they essentially follow them and place the order upon the shoulders of the RAs to enforce. Consequently, the RAs take much of the Resident's hostility towards Housing Management's policies. RAs then take this information and have trouble passing it up the chain of command; in essence, the RAs are on an island with Residents. This creates resentment from the Residents who live in Housing, but feel they are never heard. This lack of communication can often be unknown to Executive HM.

Executive HM wants to receive the information, but are unable to get the information because of bureaucratic checks and the information becomes distorted as it exchanges from person to person. This is what I believe is happening within Housing. Executive HM has shown the commitment to hearing all sides on most matters, but the communication has become muffled through various institutional and transmission deficiencies. In order to remedy this problem, Executive HM must take the next step and move several pillars down closer to the Residents and RAs so they can better understand the customer.

Likewise, Housing Management has a tough time hearing the wishes of the students that are not living in Housing, but feel they can help with certain areas of operation. This is not say there are blatant problems, but these students may see answers to questions that won't be asked for years. This would be increasingly beneficial for long-term planning.

This current community of students cares about all actions the University takes whether or not they are directly affected. This segment exists, especially at the graduate level and should be requested for business, legal and other types of expertise. Similarly, these students feel they have no outlet to discuss their issues regarding policies of the University. Bringing them into the equation through Housing would be a great way to develop the student community on campus. It often appears that the alumni are never heard, or quite possibly never say anything regarding the Housing. Yet, the truth is that

most students who live in the dormitories will graduate to become alumni. Reality dictates that students are less likely to be associated with the University if they feel their opinions and needs were ignored while in attendance at the University. Thus, each alumnus carries with them a set of established ideas regarding the University. This can be detrimental to the University over time if they are not empowering students during their stay in Housing.

In Appendix L4, I have outlined the new strategy that must be undertaken in order to garner support from Resident and students. The main difference between Appendix L4 and L3 is a line of open communication going through almost every group to University Management. The other very noticeable change is that students have been moved to the center of the chart. This shows the importance of keeping the clients that use Housing informed in all levels of communication.

At the top of the chart, there is a semi-isolated pocket called the “Triangle of Student Society,” this refers to the union of various student groups in the pursuit of a better campus for all students. While isolated, students will be able to develop and discuss ideas without the invasion of Housing Management. Then, through Residents and RAs, the theories and opinions will be passed along to University and Housing Management. This works incredibly well in protecting student creativity while allowing them to participate in the decision making process. The final issue is that the alumni then shift to being apt to give their feedback regarding their alma mater. This is an easy style of management to implement, but it will take commitment to achieve completely open communication. However, through cultural change on every level – the University and Housing will be bettered by creating a more collectivists’ campus in which people are encouraged to voice their opinions.

Residents

Residents are typically from four sources: Mainland, Hawai'i, International, and/or Military. They represent both undergraduate and graduate education levels. Within the Housing system, Residents are just as equally responsible as Housing Management for any shortcomings in the quality of Housing. Just as I recommended change for Housing Management, the Residents must also make a choice on how they would like to live in the halls and apartments. Many are indifferent because they feel they won't be heard. They should speak up and find out if their voice will be heard. If their opinions are rejected and never acknowledged, then they are more than welcome to bemoan Housing for its faults.

Furthermore, within the fabric of change, there must be two sides. Housing Management can change the way they think and do things, but if the Residents don't change – it will have little effect. Therefore, Housing Management must take the first step to encouraging change within the Residential community. This could be done through student groups and other activities. By suggesting to Residents that they change their own living circumstances, Housing Management will be empowering the Resident without him/her knowing it. When this transformation occurs, all areas of Housing will become more efficient and tension between Housing Management and Residents will decrease. Nonetheless, Housing Management can only throw the line to the Residents, if they won't take it, then complete union of ideal and reality can't be possible.

The majority of the Residential population can be defined by five words:

- Energetic, Transient, Rebellious, Apathetic, and Intelligent.

Energetic

Each Resident is passionate about some cause or purpose in their life. While this differs greatly for each student, it is present and should be utilized. In an academic setting, non-academic skills and knowledge are often ignored. However, each Resident has the ability to teach another Resident something new and exciting. This is how Residents

learn positive culture. This teaching culture will help to foster creativity and will translate into a better University experience for all students.

Transient

Most Residents hold a quality present in nearly every human being: transience. Residents may be passionate about a particular cause, but are quick to relinquish that cause upon adversity. This adversity may take any form including University bureaucracy. The transient quality is also exasperated by the demographic of Residents. Traditionally, young adults are not steady in the beliefs or opinions and will change their value structure often.

Rebellious

Educated young adults tend to be rebellious against authoritative figures. This type of Resident is extremely helpful in defining problems in Housing. They are not afraid to speak their opinions. Moreover, they will test the boundaries of Housing Management more often than the average Resident. If utilized properly, they can serve as a barometer of the sentiment of most Residents. Housing Management can react before the majority of the Residential population is motivating to behave in a similar way.

Apathetic

Residents have become apathetic to their own living circumstances. Largely in part to bureaucratic red-tape, Residents are frustrated by the lack of response by Housing Management. This attribute is both a response mechanism and a quality held prior to arrival at UHM.

Intelligent

Residents are at UHM because they have achieved in High School and wish to continue to pursue a Bachelor's Degree. They are highly intelligent and creative. Each Resident holds a unique perspective on issues that comes from a combination of upbringing, culture, education, and many other factors. If Housing Management is committed to improving Housing, they will ask Residents to capture their perspective and share it with freely with the entire Housing community.

Resident Advisors

Living as both Residents and employees of Housing, these individuals are a valuable resource to Housing Management. They can also reconcile any of the differences that Housing Management and Residents have in the understanding of Housing policies. Therefore, the relationships that the RAs develop with both parties are critical to the success of the entire program. They represent the connection between Executive HM and Residents while being a stable force for all of Housing.

University and Housing

SHORT-TERM

Freshman Exposure

When first stepping onto the campus of a large University, the average freshman is quite taken aback. While moving into University Housing, this person immediately searches for their next group of friends. From this point on, Housing serves as the origin for most activities. Since they are not exposed to many facets of the University, they transpose their opinions of Housing onto the University. Therefore, freshmen are incredibly susceptible to passing judgments based upon limited information. This can have a detrimental effect in both the short-term and long-term success of the University.

Individual Performance

Just as the perception of the University can deteriorate with one poor professor, a good professor can be overlooked based upon the same negative perception. Similarly, RAs must deal with the wrath of Residents who are discontent with the system. For this reason, the RA's individual performance is often overlooked by both the Residents and Executive HM. They are just another cog in the University machine. This can have a disenfranchising effect on the RAs, leading them to become apathetic to the possibility of improving Housing.

LONG-TERM

University Success

Occasionally, it appears that the University revolves around researching faculty and their grants; however, students are the lifeblood of long-term achievement and University notoriety. Each student that graduates from this University will carry the title "Graduate of the University of Hawai'i." Housing is one of the many components that will help groom this individual into a real-world success. Housing will help mold the opinion of this individual; which can later translate into donations or special recognition for the University.

Alumni Donations

If a student is disenfranchised early on in their career as a student, they will carry the experience that leads them to feel unattached to the University for a long time after graduating. This cannot be ignored as people often develop their feelings about the University within the first year they attend school. Often these students live in the dormitories and come to know the University via Housing. Thus, Housing becomes a representative for what the Resident suspects is the entire University operation. If things are being run poorly or there are ineffective policies in place, the Resident will assume the entire University is poorly run. When a student begins to feel this way, there is little the University can do to make this person a contributing donor later in life. However, Housing can view this as an opportunity and while taking pro-active steps when new students arrive.

For every alumnus who will never give donations to the school, there is an alumnus who remains on the bubble, this person will default to their impressions of school while they attended. Housing cannot control the entire social interaction this person may have had, nor can it control education, but it can influence the culture that exists in Housing. In order to increase donations in the long-term, Housing and the University should begin courting students as soon as they arrive. This would help bring students into the University of Hawai'i family. This family is the lifeblood of the University, without which the University would lose prestige and notoriety.

Community

Community refers to the portion of the student population that is not directly affected by University Housing. While a portion of the student population does not care about Housing, the majority of students do care about the overall effectiveness of the University in fulfilling its vision and promise to the students. For this same reason, students of all areas of the community have become greatly concerned about the Housing problems, especially the mysterious firing of Housing Director Zehner, fall of 2003. Each student feels a certain responsibility to all other students as the community is fairly responsive to the needs of its members. The problems that exist in Housing are having a profound impact on all students and the University.

Domino Effect

The cascading effect of one decision or action causing multiple and consecutive reactions can easily be seen on this campus. In 2003, the firing of Director Zehner should have been an isolated firing only affected Housing Management and Residents. However, the community found something deeper in that one incident. Since that time, there have been increased demonstrations of resentment from Residents to the Chancellor and the Housing Management. This has culminated with the showing of no confidence in the Chancellor and his path for the University. This is not all related to Housing problems; although, the crux of the debate centers on Housing and its shortcomings over the past years.

This effect is difficult to analyze while it is occurring, but very easy to see once it has happened. There will still be debate over issues of confidence, but they will dwindle in the coming year. However, this is not to say the issue will not stick with current students forever. Students are very fickle and will easily forgive the University, but will often never forget. If something occurs within Housing in the next year, the same students that forgave the Chancellor and Housing Management will once again bring up the events of fall Semester 2003. The most damaging part of community unity is that injustice in one area leads the community to respond and discover injustice in other

areas that are completely unrelated. The progression of events could have been slowed or stopped had the Chancellor given reasons for the firing of the Director.

Now that all the dominoes have falling, the best Housing Management can do is to move on. The students will forgive the University if it begins to make progressive steps towards the improvement of Housing and consequently, the student community. For better or worse, the community is the social network by which students live, operate, and depend upon for survival, both physically and emotionally. The bond is too tight for the University to break; therefore, in almost any situation where the University wrongs a member of this group – the community will react against the University creating a situation of “us (All Students) against them (University)” Neither Housing nor University can win this public relations battle and would be best served to move on and fix the problems instead, rather than dwell on the miscalculations of the past.

National Rankings

All Universities take every action to be ranked highly in National Rankings. As an extension of both student and alumni satisfaction, the University can either gain or lose in the National Rankings. Thus, the University should take action to improve alumni sentiment via freshman exposure. The University of Hawai'i Manoa depends upon location and the ability to attract individuals with high-earnings potential. One of the primary determining factors in National Rankings is alumni donations. By using Housing as a tool rather than a means for accommodation, the University can gain long-term national exposure through its successful graduates.

Residents and Housing Management

Barriers

There are two main barriers to the creation of a successful Housing system. As discussed earlier, Residents can build expectations that Housing cannot achieve. This strains the traditional Landlord-Tenant relationship as Residents feel they are entitled to more than Housing is willing to provide. It is often the case that neither party is completely right in their stance. Yet, this expectation gap nearly eliminates all productive discourse that could resolve the problem. Housing Management will never eliminate this barrier, but it can be reduced with proper analysis of incoming Resident's expectations as it relates to Housing Management's ability to provide for the demands.

Secondly, the negative management culture has hindered the communication between Housing and Residents. Residents become frustrated with the bureaucracy that is so prevalent in many areas of public education. This culture seems to be non-responsive to the needs of Residents. While individuals within the culture are incredibly helpful, the group is crushed by the weight of its own policies and static ideas. In addition, Residents have shown a reluctance to exert their opinions given such red-tape. While it appears that Residents have become apathetic as a result of poor organizational control, Residents are also to blame for the large communication gap.

Opportunities

There exists the possibility that both parties can compromise on large issues that consistently plague the Housing system. This cooperation would reduce the impact of small problems as both Residents and Housing Management would focus on critical components of Residential satisfaction.

If both sides begin to accept a more respectful attitude toward each other, this cooperation might be more plausible. Housing Management feels Residents don't respect the rules, policies, and procedures. Residents feel Housing Management doesn't respect the rights of the tenant. Fundamentally, the two parties want the same thing. It is the means for that end that provide the problem. In the implementation of those means, there is a divide in the amount of respect requested and given to each side. In order to achieve cultural change, there will have to be a large compromise by

one of the sides. Once this has been accomplished, University Housing will run more smoothly than before.

Every year, there is a new class of impressionable minds. Housing Management can utilize this yearly transition to usher in a new culture. By maintaining a class of upperclassmen who will serve as informal cultural liaisons to the new class, Housing Management will free many constrained resources. New students provide the foundation for the changes that are needed and those that will be suggested in this report.

University Housing Structures (Appendix A)

The University of Hawai'i Manoa housed an estimated 2,745 Residents in the spring of 2004. This figure is based upon the maximum occupancy of each operating dormitory. There are seven on-campus Housing structures. From highest to smallest occupancy, the facilities are Hale Aloha, Hale Wainani, Hale Noelani, Johnson Hall, Hale Laulima, Hale Kahawai, and Gateway. Gateway is a medium size dormitory, but has been moved to the back of the list due to its unexpected closing at the beginning of spring 2004. In addition to those seven structures, there are off-campus dormitories. Anuenue was the only off-campus represented in the survey data. For the purpose of this research project, off-campus facilities have been ignored. Also, Faculty Housing was not considered for the survey and analysis.

Hale Aloha

This facility is represented as Housing Unit 1 in the survey. The largest of all the dormitories, Hale Aloha houses 1,044 students while completely occupied. This structure consists of four towers: Mokihana, Ilima, Lokelani, and Lehua. Several of the towers had unique characteristics based upon Residential Demographics. Mokihana housed primarily upperclassmen or those who were over 19. Many Residents who lived in Lehua were part of the University's Rainbow program. This is the freshmen honor's program, also run by the current Housing Director: Dr. Margit Watts. Centered between the four towers is a large courtyard outfitted with planters, benches, and grass. Adjoining two of the towers sits the Hale Aloha Cafeteria. This cafeteria is the main source of food for all dormitory Residents. Lastly, only freshmen will be able to take residence in the Hale Aloha Towers beginning the academic year of 2004. Hale Aloha Residents are expected to score their living experience in the middle of all Housing facilities.

Hale Wainani

This facility is denoted in the survey as Housing Unit 2. Housing 650 students, this is the largest on-campus apartment complex. There are three different structures that comprise Wainani: Tower F, Tower G, and a low-rise building. The two towers stand at 15+ stories while the lower building is 3 stories. The apartment complexes have different rules than other living units on campus. They are primarily upperclassmen and

graduate students. Also, Residents are not obligated to participate in the standard meal plan at the Hale Aloha Cafeteria. This style of living is very realistic to real-world circumstances as an individual will have to share a bathroom, kitchen, and living space with three other roommates. Apartments in Wainani are the most desired on campus. I expect that Residents will score their living experience high.

Hale Noelani

Hale Noelani is Housing Unit 3 in the survey. Housing 524 students, this low-rise apartment complex is riddled with poor infrastructure and loud-abrasive Residents. These apartments operate in a similar fashion to the other apartments on campus. However, the architecture of this complex makes it exceptional for throwing parties. It is not uncommon to have more than a handful of parties at different residences on one night. To further the problem, underage students and Residents can easily access the Noelani apartments.

Housing Management has taken active steps to solving the problems of this apartment complex. However, little change has actually been achieved. In walking through the hallways, there are wooden beams exposed while Residents often complain about the poor quality of their rooms. On the periphery of the courtyard, there is a convenience store called the Noelani Store. This store is run by food services and sells quick service items and small takeout meals. They do not serve or sell any alcohol, but sell many popular mixes for mudslides, cosmopolitans, and other drinks. This facility and its Residents are the biggest problem facing the Housing System. Residents are expected to score their living experience very low.

Johnson Hall

In the survey, Johnson Hall is number 4. Johnson Hall houses 191 students. The hall consists of two four story buildings located close to campus on Dole St. This structure appears to be very aged from the outside and has both physical and cosmetic problems inside the rooms, hallways, and bathrooms. As one Resident described his living experience in Johnson Hall, "It was not comfortable." This seems to encapsulate the overall opinion of Residents who have spent time in the hall. This facility primarily houses undergraduates. The Central Housing Office rests in the basement of Johnson

Hall B. This is the office by which Residents interact with Executive HM personnel. The evaluation by Johnson Hall Residents is expected to be low.

Hale Laulima and Hale Kahawai

In the survey, Laulima is building 5 while Kahawai is 6. Laulima houses 160 and Kahawai houses 156 students. These dormitories are located on the Northeast portion of campus. They are very close to most buildings on campus. Furthermore, these buildings are very quiet at night. There are rarely, if ever, parties. Each Resident has to walk to Hale Aloha Cafeteria due to the mandatory meal plan. Despite this inconvenience, Residents appear very happy with their living circumstances in these dormitories. In fact, these dormitories are highly requested for assignment by RAs. It is expected that Residents from these two structure will score their experience the highest of all responses.

Gateway

When operating, Gateway houses 208 students. This two tower structure located at the intersection of Dole St. and the East-West Road provides a central location for Housing services. Upon arrival in spring 2004, all Gateway Residents were informed they would not be able to remain in their current rooms. They were moved to other dormitories or to hotels in Waikiki for the rest of the semester. From best information, a blown transformer short-circuited the entire electrical system in the complex.

It is not open for summer 2004 Housing and should be open in the fall of 2004. However, recently, there have been rumors that the electrical system may not be ready by the estimated date. The electrical failure is probably the result of poor maintenance and a lack of foresight on the behalf of Housing Management. Regardless, it will take immense resources to re-open this facility given the damage, both physical and cosmetic that the building has suffered over the past year. This facility has begun to resemble Freer Hall, which rests, between Hale Aloha and Gateway, unused due to closure.

University Culture Overview

Many facets of the University's culture are influenced by Hawaiian culture and popular opinion. The University uses many Hawaiian concepts in order to implement a harmonious community. However, the University's location attracts many students who are not committed to higher education. Whether real or perceived, it appears that some students enter the University because of the "easy academics" or to enroll at "surfer U." It can be debated endlessly whether this culture actually exists. It must be noted that this perception of the school is prevalent in Hawai'i and other locations.

Hawai'i has a unique party culture. This culture is heavily influenced by the laidback atmosphere created from tropical weather and beach access. During the school year, it is common for a truck to pull into the park next to the dormitories and drop off coolers of alcohol and stereo equipment. Students feel they can neglect their responsibilities, as though they are on vacation. This translates into an atmosphere where partying is done in a haphazard and dangerous way.

In addition to its unique party culture, Hawai'i faces similar problems to every other University in the nation. Classified as the four "F's," students engage in unsafe behavior. As "freshmen" enter Universities, they take every liberty to experience new things. Most freshmen are immature and are in the "first stage of adulthood." During this stage, they have abandoned their nest in a pursuit to "find themselves." They can accomplish this with the added "freedom" of a college education, both formal and informal. Consequently, the traditional University culture plagues every academic setting as students attempt to reconcile responsibility and freedom. Often they pursue freedom before understanding responsibility in the end.

Most importantly, every factor that affects the average college student in Hawai'i relates directly to University Housing. Housing is not responsible as the cause of this problem, but must deal with the consequences regardless. All the mentioned factors contribute to a schema of acceptable behavior. When facing a critical decision, a Resident will call upon this previously defined set of personal rules. The University and Housing suffer when Residents' personal schemas do not coincide with societal, academic, or

contractual rules. Housing can reduce the impact of negative personal schemas by recreating a positive culture that reinforces positive societal beliefs.

Diversity

The University of Hawai'i is uniquely positioned as a leader in social diversity in an academic setting. This quality has negative and positive attributes associated with it. Diversity is a byproduct and contributing factor to the overall University culture. If fostered, diversity can prevent conflict and reinforce a positive culture. However, diversity can be a barrier to success as individuals refuse to assimilate into the positive culture.

Firstly, diversity naturally leads to differing opinions. People from different backgrounds will often have different opinions on issues that seem very clear. While this can tear communities apart, it often encourages functional discourse by which meaningful solutions are achieved. Moreover, a diverse community allows individuals the opportunity to view other perspectives. Consequently, the community is enriched by the collective experience, opinions, and actions of its members.

Diversity can lead to confrontational behavior between individuals or groups of different value systems. This often occurs between different religious groups or ethnicities. However, it can happen on a different level. As students enter the University setting, they have beliefs about the way they should live and study. If the University "violates" that person's personal beliefs, the University has pushed that person further into the previously established schema. Consequently, this person will not share or adapt their beliefs and culture. If this occurs, diversity is meaningless and hurtful to the University community.

In addition, diversity makes the measurement of customer satisfaction extremely difficult. Students have varied expectations upon entering the University. The University may please a certain percentage of students with a particular action, but that same action will alienate another group of students. The University must walk a tight-rope in order to protect the integrity of its own actions against the diversity of its own student population.

In the long-run, diversity provides the foundation for future success. Students of diverse backgrounds will help in the development of new ideas for the University and Housing. This collection of minds and experience are far more capable than any one individual.

As discussed earlier, every factor that affects the University must be addressed by University Housing. Therefore, the complete understanding of the implications of diversity on culture should be constantly evaluated. Housing cannot change the large issues that face the University on a daily basis; however, it can reduce its own liability by taking progressive actions that will slowly improve the quality of life for Residents. This will increase profits while serving as a model for UHM.

Survey Results/Analysis

Accurate Measurement

In developing the survey, I wanted ensure that it served as an accurate measurement. I realized that some bias and error would naturally distort the results. However, I felt I could take several steps in order to maximize the overall validity of the survey.

While writing the survey statements, I considered how to maintain consistency between the three different groups being surveyed. Also, I wanted each question to look the same and read in a similar fashion. This would ensure that one group's results would be exactly comparable to another group's results. Without this relationship, I wouldn't have been able to draw meaningful conclusions from the data.

For all but 14 of the surveys, I was the sole surveyor. Serving as the principal investigator for this research topic, I was able to maintain uniform surveying techniques. Each respondent was given the same set of information prior, during, and after the survey. By completing all the interviewing personally, I was able to hear the opinions of individuals that had not been expressed within the survey. These extra comments have been incorporated in my Housing Consultant section. Lastly, I was able to maintain complete control over the survey and the resulting data. In accordance with academic research standards, I have stored all physical surveys in another location on the mainland.

Most importantly, the survey had to provide valuable data and results. Ultimately, the survey was a reasonably accurate measurement of Resident sentiment. The survey provided supplemental and supporting data to my analysis of the interaction between Housing Management and Residents.

Committee on Human Studies

In order to conduct my survey research, I needed the approval of the Committee on Human Studies. They approved my research project two weeks before I began surveying Residents. Within the application, I explained my complete research project in depth. To be certain of its passage, I included the consent form (Appendix B) and survey (Appendix C) that were used in surveying Residents and Housing Management. The survey and subsequent analysis was declared exempt from full committee review.

All participants to the survey were given an opportunity to view the consent form. Admittedly, nearly all respondents declined to view the consent form. I believe most respondents chose not to view the form due to time constraints. Nonetheless, the consent form limits both the University's and my personal liability. Since the survey was anonymous, at no point did respondents have to sign the consent form. Within the consent form, I acknowledged extremely minimal risks to the each respondent.

Overall, Respondents appeared pleased with the survey and did not express any complaints regarding the survey itself or the conducting of the survey. My exempt status does not require a second application be filed as long as the survey or research methods are not changed. Both remained unchanged during the entire research process. Had any respondents had complaints, they would have been referred to myself first and then to the Committee on Human Studies.

Fairness

Acknowledging my personal opinions regarding Housing, I tried to eliminate all personal bias that could have entered the survey from the principal investigator. If respondents asked, "How do you want me to answer this?" I answered, "Answer truthfully and to the best of your ability."

In the development of the survey, I realized how easily I could skew the data set to match my personal beliefs. I made several attempts to correct this potential problem. I chose words that would reflect a passive tone. In word selection, I avoided words that carried a negative connotation towards Housing Management. I made each question slightly ambiguous. Thus, the respondent was allowed to conjure up their personal beliefs without my bias. This allowed the respondents greater leeway in understanding and answering the questions.

Lastly, I used multiple word associations in several of the statements. Therefore, the respondent could isolate any one of those words and choose the answer. Given passive adjective selection, I expect a positive bias towards Housing Management. I believe the actions I believe I biased the survey towards a favorable opinion of Housing Management. This was acceptable in order to offset any potential bias that I might have incorporated into the survey.

General Survey Information

- 615 Residents
- 50 Front Line Management
- 14 Executive Management
- Survey Response Rate: 75-85%
- Average Survey Time: 30-40 Seconds
- No Survey Complaints

Survey Format (Appendix C)

In creating the survey instrument, I decided to create a simple survey where respondents check, X, circle, or mark one box per statement. The survey was presented in a landscape format which allowed for a larger scale to be used. With a maximum of ten statements to be answered, I was confident that I would have a high response rate. I had predicted that I would have a response rate above 50%. In fact, the survey proved easier and less demanding than I had predicted, the response rate was about 25% higher than my prediction.

Within the preliminary text of the survey is a short explanation of the reason for the survey. Also, respondents were asked to give their dormitories. The dormitory classification helped to ensure they were Residents of Housing. In addition, I was able to break the data into different dormitory categories to determine overall rankings and averages for each Housing facility.

I chose to use a seven degree scale instead of the five degree scale to encourage a variety of responses. The answers choices ranged from Strongly Disagree, Disagree, Slightly Disagree, Neutral, Slightly Agree, Agree, and Strongly Agree. By allowing respondents a greater range of choices, I received results that expressed the polarized views present in Residents and Housing Management.

Residents were asked to complete statements 1 through 7. I left the three Housing Management statements on the survey given to all Residents for two reasons. First, I wanted each respondent to receive the exact same survey. Secondly, I wanted to see if Residents would answer the three Housing Management statements. If more than one hundred Residents had responded to the Housing Management statements, then I would have statistically analyzed their responses. Since less than one hundred Residents responded, then I informally incorporated their responses in my Housing Consultant analysis.

Front Line HM was asked to answer all ten statements on the survey. Front Line HM results were compared to Residents for statements 1 through 7, while being compared to Executive HM for statements 8 through 10. Front Line HM answered all questions since they serve as the link between Residents and Housing Management. I wanted to see how Residents relate to Front Line Housing Managers and whether there are noticeable differences in Housing Management's responses.

Executive HM was asked to answer statements 8 through 10. This group was only compared to Front Line HM. Through this survey, I analyzed and compared different groups, associated and disconnected, while implicitly integrating any additional responses into later portions of the research analysis.

Survey Questions (Appendix C)

Question 1

"Housing rules, policies and procedures are fair."

Policy Statement - Measures opinions of customer satisfaction based upon specific policies created by the business organization.

Question 1 assesses Resident's approval of the collective policies that are created and implemented by Housing Management. Residents only have to judge Housing Management based upon their perception of what "fair" means to the individual respondent. Residents can judge Housing on "rules, policies, or procedures." Thus, Residents will choose the term they are most familiar with and then score the statement accordingly. This gives the Resident greater flexibility in understanding and completing the question.

Question 2

"Residents trust Housing Management to act appropriately."

Trust Statement – Measures the value of trust that Residents are willing to give towards Housing Management's actions.

Do Residents have trust in the authoritative body that governs their daily lives? Residents must make their judgment based upon whether Housing Management acts "appropriately." This is intentionally vague; which gives Residents the power to personally define this statement. Thus, answers may be diverse based upon word definition.

Question 3

“Housing Management is receptive to the needs of Residents.”

Communication/Response Statement – Measures the degree by which Residents feel Housing Management creates an open communication channel.

Do Residents actually have a forum to voice their opinions? Through this question, Residents can assess Housing Management's reaction to those opinions. Residents have many wants, but their “needs” are the essential items or services they need provided in order to succeed as a student. A classical tenant need is to live in a bug-free living environment. Thus, Residents can impose this want on Housing, but this question will only measure the express “needs” of Residents.

Question 4

“Housing Management respects Resident's privacy.”

Privacy Statement – Measures the perceived privacy given by Housing Management to Residents.

Beyond the signing of a contract, Residents and Housing Management agree to a social contract. This contract pertains directly to the Landlord-Tenant relationship. Landlords must “respect” the privacy of their Residents as long as there is no direct threat to other individuals or property.

I chose this question because twice a year Housing Management performs Lokahi Inspections. Residents have their rooms checked for cleanliness and visible policy violations. These inspections are often perceived by Residents as a violation of privacy. Lokahi Inspections will be discussed in a later section in the paper.

Question 5

“Residents feel safe living in University Housing.”

Safety Statement – Measures how safe Residents feel while living in University Housing.

This question is very ambiguous which allows the respondent to interpret the question in many ways. Both the University and Housing share responsibility for the safety of the Residents. In addition, Residents are also responsible for their own safety while living in University Housing. I expect this question to be scored much higher than any other question in the survey; therefore, I will use it as a measure of survey reliability. I hope to see a score about 1 degree higher than most other scores.

Question 6

"Housing Management trusts Residents to act appropriately."

Trust Statement – Measures the degree of trust that Residents perceive that Housing Management is willing to give to them.

Question 6 judges whether Housing Management operates with a "watchdog mentality." Is there reciprocal trust between Housing Management and Residents (relates to question 2)? This question provides the foundation of trust by Residents for policy creation and all actions taken by Housing Management.

Question 7

"Residents are pleased with their Housing experience."

Customer Satisfaction Statement – Measures overall Resident Satisfaction.

Overall, this will provide some incite to the Housing approval level in the Residential population. Serving as an exit opinion, Residents will calculate their previous experience in conjunction with the previous six questions to make a determination regarding their living experience. I chose to use a passive word, "pleased," as the main adjective. A Resident does not have to be ecstatic, but merely pleased in order to answer with a favorable reply. Moreover, judging the "Housing experience" allows Residents to pick and choose the highlights of their stay over the past semester or year.

Question 8

"RA's are given adequate resources to perform their jobs."

Resource/Performance Statement – Measures the perception of resource allocation and how it relates to RA job performance requirements.

I wanted determine the root of apparent management tension. Based upon this question, I will be able to see if there are unrealistic expectations being placed on Front Line HM. Additionally, are these expectations being met with the proper resources, tool and applications, to fulfill the department's mission?

Question 9

“RA's are given a forum to change Housing procedures.”

Communication Statement – Measures the perceived channel of communication between Executive and Front Line Housing Management.

This question will highlight the access that Front Line HM has with Executive HM. If there is a large communication gap, I would expect to see varied results. Question 9 pertains to the potential discrepancy in communication in the business organization between the creator and the executor.

Question 10

“University Housing Management pays RA's competitive wages.”

Compensation Statement – Measures how well RAs are paid in comparison to other comparable Hawaiian jobs.

The basis of this question is to compare the pay received by the average Front Line worker and how it relates to Hawai'i minimum wage. Psychologically, Resident Advisors measure the relation between job requirements and subsequent compensation. If these two concepts are not aligned properly, Resident Advisors will express negative answers.

Respect Statement – Measures the relative value of RAs to Housing.

I also hope to see whether a negative rift between Executive and Front Line HM exists. The incorporation of the word “competitive” indicates that there might be a difference in the perceived value of the Resident Advisors and the work they provide. This question will be very important to understanding all issues involving Housing.

Conducting the Survey

The main focus of my surveying was to remain objective while obtaining a random sample of the Resident population. I had established my goal of at least 20% of the total Resident population. Also, I wanted to gather at least 80% of the Housing Management population, both Executive and Front Line.

Residents (Appendix D1 and D2)

Resident's surveys were done in 11 different groups. Each group was done at a different time and place by the primary investigator. For most of the groupings, I stood out in the middle of the main courtyard of Hale Aloha. I was able to reach most of my desired demographic. However, there were Residents from certain dormitories that did not walk through the Hale Aloha Courtyard. For other groupings, I targeted specific dormitories in order to reach my quota for each dormitory. Despite the targeted search, I still was able to achieve a random sample of Residents.

Housing Management (Appendix E1 and E2)

Housing Management surveys were done in two different groups. The first group consisted of the Front Line HM. At a mandatory meeting on campus, I was able to reach nearly every Front Line Housing Manager. Front Line HM personnel were all given the same instructions and filled the survey out prior to the beginning of the meeting.

Following that meeting, Executive HM were given a week to answer the surveys. With help from the current Housing Director, Dr. Margit Watts, I received more than 80% of the personnel from the Central Housing Office. I have little knowledge of the exact method of surveying done for Executive HM personnel.

Sources of Error/Bias

All surveys where there was a potential for bias or error were included in the data set.

Perceptions

One source of error could be survey speculation. As Residents progressed through the survey, they seemed to become more aware of the questions and the answers that would properly align with those questions. While there was no right answer to any one question, respondents had the ability to answer the questions in accordance with what they believed to be the “right” answer.

Respondents often expressed their interest as to the source of the survey. I would explain to each Resident that I was the principal investigator for a Master’s Thesis. Despite my attempts, some Residents were certain that Housing Management was behind my survey. Residents even went as far to ask if they would be tracked down via their survey responses. I was not able to convince these respondents that their results were anonymous. Therefore, I believe there was some form of bias that favors HM.

Lastly, respondents would ask me how I wanted them to answer the questions. I insisted they answer truthfully. Nevertheless, it often seemed as though respondents were attempting to please me with their answers. I estimate that 10% of Residents attempted to please the principal investigator with their surveys. I know this occurred since Residents would hand me their survey and then tell me they gave me the results I wanted. I withheld all these surveys and found that they strongly favored Housing Management. I strongly believe that some Residents thought I wanted results that favored Housing Management and then aligned their answers with that perception. Despite the potential ramifications of this error, I included all these surveys since they were completed by Residents in accordance with my establish objective of randomness.

Five Second Survey

Many Resident respondents completed surveys in five seconds. It was apparent that these respondents were unable or unwilling to spend time on the survey. Consequently, they would agree to take the survey and would mark all of one answer straight down the survey. I questioned the validity of such a survey, but realized that I should not throw it out no matter how much it may hurt my data set.

I believe that about 15% of all Resident respondents completed surveys that took less than ten seconds to complete. Most of these surveys were favorable to the Housing Management. As a researcher, I felt it was not my right to determine whether a survey was legitimate or not. In the end, I decided that those particular Residents had voiced their opinions in the form of a five second survey. Therefore, all surveys from this group were included.

Executive Management Error

I was not able to conduct any of the Executive HM surveys. I cannot be certain of the validity of all these surveys. Housing Administrators may have been persuaded by other Housing Administrators to answer the questions in a certain fashion. Despite this potential error, I believe that these surveys are an accurate reflection of Executive HM personnel. This group may have felt pressured by implicit forces since the survey was given to them by the Housing Director. However, I feel that the Housing Director's administration of the survey would not bias the results. I included all these surveys.

Lack of Understanding

In creating the survey, I tried to make all the questions as simple as possible. I estimate that 10% of the respondents were not familiar with the concepts in the survey. Some of those people would ask questions, I told them to answer the question to the best of their ability. Also, other people would look at the survey very curiously as though they really weren't sure how to answer the questions. Both the survey and question topics appeared to be a source of error. Nonetheless, this apparent lack of understanding signifies a response to the issues presented within this research paper. There was no indication that this bias actually favored any one opinion; in turn, I included all these surveys since the answers given indicated an understanding gap that will be discussed later in the paper.

Survey Results

Before calculating the survey results, I reviewed my initial hypothesis and how that might be affected by potential errors or bias in survey methods or in the survey itself. I concluded that the results would probably come out slightly higher than expected. After doing the initial calculation, I realized that I would have to break the data down by facility, question, and then compare that to the overall Resident statistics.

A similar method was adopted for Housing Management. There were two sets of comparisons made. The first was to compare the results for questions 1 through 7 for Front Line Management and Residents. Then, I compared the results for questions 8 through 10 for Executive and Front Line Management.

Ideally, I would hope to see clear differences in data groups. However, the data will prove irrelevant to better understanding Housing Management's interaction with Residents. In preliminary estimates of the data set, I have noticed trends that explain certain problems with University Housing.

Residents Results (Appendix F, G1, and G2)

The overall trend of the data collected for Residents was neutral to slightly positive. There was a fairly large standard deviation. I do not think this compromises the integrity of the results. As predicted, question 5 was higher than any other question. I had used this question as a measure of survey validity. Even with my revised hypothesis, the results were higher than I expected. There could have been more errors than I had estimated, or my hypothesis might have been inaccurate.

Descriptive Statistics	Q1	Q2	Q3	Q4	Q5	Q6	Q7
Count	615	615	615	615	615	615	615
Sum	2,396	2,482	2,437	2,824	3,011	2,519	2,429
Average	3.90	4.04	3.96	4.59	4.90	4.10	3.95
Median	4	4	4	5	5	4	4
Mode	6	4	6	6	6	6	6
Trimmed Mean (0.2)	3.93	4.10	4.03	4.71	5.04	4.18	4.02
Minimum	0	1	1	1	1	1	1
Maximum	7	7	7	7	7	7	7
Range	7	6	6	6	6	6	6
Standard Deviation	1.719	1.697	1.670	1.751	1.600	1.750	1.749
Variance	2.953	2.878	2.789	3.066	2.559	3.061	3.058
Standard Error	0.069	0.068	0.067	0.071	0.065	0.071	0.071
Skewness	-0.025	-0.161	-0.132	-0.555	-0.751	-0.259	-0.207
Kurtosis	-1.141	-0.980	-0.990	-0.717	-0.301	-1.021	-1.069

I believed the results for all Residents were much higher than the true sentiment of individuals living in University Housing. Consequently, I noticed consistently high results for three of the facilities: Lualaba, Kahawai, and Wainani. By eliminating the corresponding surveys, the results were much lower. As shown in the lower chart, Residents of the three remaining facilities showed lower customer satisfaction levels. While these results were still higher than I had initially predicted in my hypothesis, I believe they are a more accurate representation of the true opinions held by Residents.

Residents	Q1	Q2	Q3	Q4	Q5	Q6	Q7
Average	3.90	4.04	3.96	4.59	4.90	4.10	3.95
SD	1.719	1.697	1.670	1.751	1.600	1.750	1.749
Average*	3.59	3.80	3.72	4.38	4.74	3.82	3.63
SD	1.661	1.674	1.673	1.768	1.633	1.740	1.731

*Excluding Wainani/Lualaba/Kahawai

For all subsequent comparisons, I will use the results that include all six facilities.

Hale Aloha

Hypothesis: Average

Actual Results: Below Average

Ranking: 4

Statements 1 and 6 were not consistent with other results for Hale Aloha. Residents did not approve of the policy statement. This is partly due to the more stringent policy placement and enforcement that occurs within this dormitory. Hale Aloha is perceived by all Residents to be the most rules oriented facility on campus. Hale Aloha Residents are also reluctant to trust management to act appropriately. The lack of trust is both a cause and a response to the systematic management style that has been adopted for Hale Aloha.

Results	Q1	Q2	Q3	Q4	Q5	Q6	Q7
Average	3.51	3.88	3.82	4.42	4.90	3.80	3.69

Hale Wainani

Hypothesis: Above Average

Actual Results: Above Average

Ranking: 3

Question 5 scored lower than the average for all Residents. I did not expect to see this type of result. One explanation could be the increased freedom in the apartment complexes does raise safety concerns for Residents. This is evident as Hale Noelani scored very low regarding safety. Also, underage drinking and partying escalates the potential for security risks that may reduce the relative safety of Residents.

Results	Q1	Q2	Q3	Q4	Q5	Q6	Q7
Average	3.98	3.94	3.98	4.50	4.76	4.17	4.02

Hale Noelani

Hypothesis: Below Average

Actual Results: Below Average

Ranking: 5

Residents living in Hale Noelani carry distrust for Housing Management's actions. Also, they tend to disagree with the statement pertaining to rules. Ironically, the University allows Residents in Hale Noelani to live without many rules. Nonetheless, Housing Management often sweeps through this apartment complex every weekend to eliminate parties; for which the rules aren't well defined. Noelani Residents seem to be upset that they have extended privileges beyond other Residents, but these privileges are not observed to the extent Noelani Resident's feel is appropriate.

Results	Q1	Q2	Q3	Q4	Q5	Q6	Q7
Average	3.58	3.74	3.57	4.47	4.48	3.86	3.60

Johnson Hall

Hypothesis: Below Average

Actual Results: Below Average

Ranking: 6

Johnson Hall Residents show low scores in every category except question 1. Apparently, they are not pleased with many issues involving Housing Management. However, they are much more accepting of the rules that have been established. This is a puzzling result. I do theorize that Residents of this dormitory have so many other issues regarding Housing Management they consider more pertinent, that they scored question 1 higher based upon a personal compromise.

Results	Q1	Q2	Q3	Q4	Q5	Q6	Q7
Average	3.92	3.55	3.64	4.04	4.60	3.85	3.38

Hale Laulima

Hypothesis: Above Average

Actual Results: Above Average

Ranking: 1

The most notable observation that can be made regarding Hale Laulima is the consistency of the data set. Most Residents answered in the exact same way, but at different dates and times. There was no collaboration of opinions or encouragement to answer this way by Housing Management. This confirms what I had been told by Front Line Managers in interviews. One Front Line Manager even called working at Hale Laulima “a dream job.” It is not clear whether the Residents, Housing Management, location, or another factor are primarily responsible for the high results.

Results	Q1	Q2	Q3	Q4	Q5	Q6	Q7
Average	5.30	5.55	5.17	5.91	5.85	5.40	5.21

Hale Kahawai

Hypothesis: Above Average

Actual Results: Above Average

Ranking: 2

Similar to its neighbor, Hale Kahawai scored incredibly well on all questions. These two dormitories seem to have the correct balance between policy enforcement, location, Resident freedom, Front Line HM empowerment, and Resident support to create a culture that does not exist elsewhere on campus. These two dormitories should become the model for the other dormitories and apartments. Housing Management cannot implant the exact same culture from Hale Laulima or Kahawai to other facilities, but the culture can be adapted to maximize Residential Satisfaction.

Results	Q1	Q2	Q3	Q4	Q5	Q6	Q7
Average	4.89	4.91	4.77	5.30	5.55	4.93	5.16

Comparison (Appendix G1, G2, and G3)

Below is the table with the listed average score for each facility for each question.

	Results	Q1	Q2	Q3	Q4	Q5	Q6	Q7
HA	Average	3.51	3.88	3.82	4.42	4.90	3.80	3.69
WA	Average	3.98	3.94	3.98	4.50	4.76	4.17	4.02
NO	Average	3.58	3.74	3.57	4.47	4.48	3.86	3.60
JO	Average	3.92	3.55	3.64	4.04	4.60	3.85	3.38
LA	Average	5.30	5.55	5.17	5.91	5.85	5.40	5.21
KA	Average	4.89	4.91	4.77	5.30	5.55	4.93	5.16

Below is the table with the ranking for each facility for each question with the average score calculated from those rankings.

Rankings	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Average
HA	6	4	4	4	3	6	4	4.43
WA	3	3	3	3	4	3	3	3.14
NO	5	5	6	5	6	4	5	5.14
JO	4	6	5	6	5	5	6	5.29
LA	1	1	1	1	1	1	1	1
KA	2	2	2	2	2	2	2	2

Conclusion

My hypothesis for all Residents was not very accurate. My hypothesis for each facility proved very reliable. At a meeting with Dr. Margit Watts several months ago, we discussed the potential outcome of my survey. Upon viewing my survey, she told me what my results would be. Her estimates were relatively close to my own. The results were salient well before the survey was even complete. It seems that everyone knows the flaws facing the Housing system, but there exists a static infrastructure in Housing Management that refuses to act on the known sentiment of Residents. My results are meant to document the current sentiment of Residents living in Housing so that Housing Management can be made more aware of the trends facing their organization.

The abundance of neutral opinions for all Residents indicates two points for Housing Management to focus on. Firstly, there is a reasonable amount of approval from the average Resident within their system. This result can be used to encourage Front Line Managers to work hard to at least maintain this approval. Secondly, Housing Management has a large area to improve. If the result were only slightly positive, that means roughly 40% of all Residents were not pleased with their Housing experience. Therefore, Housing Management should take these results as a measure of previous accomplishment and attempt to build on them each year.

Most importantly, the results varied dramatically for all Residents as well as for each facility. The Residents comprise a very diverse customer base which Housing Management will be hard-pressed to always please. They have the opportunity to use this customer diversity to their advantage in creating a new culture. Also, there are substantial differences in satisfaction levels per Housing facility. This gap in approval will eventually hurt the Housing system. If they do not address this discrepancy, the best dormitories will continue to get better while the others continue to get worse.

Housing Management Results (Appendix H1 and H2)

I am looking for a meaningful difference in responses in Housing Management questions that might explain reasons for the neutral Resident results.

Front line Management (Appendix H1)

Residents actually had higher responses for all but two of the questions. Residents rated questions 2, 3, 5, 6, and 7 higher than Front Line HM. Front Line HMM had higher averages for questions 1 and 4.

There are three possible reasons for this outcome. First, Front Line HM may perceive that Residents are not pleased with their experiences while living in Housing. Consequently, these respondents may have adjusted their answers to accommodate for this perception. Second, Front Line Housing Management's responses may actually be more accurate than the Resident's responses due to issues of error. Third, Front Line HM may actually be less pleased with their Housing experience than the average Resident. Any one or all of these factors may be responsible for the differences in responses. Nonetheless, the results indicate that Front Line HM and/or Residents are not pleased with the Housing experience.

Front Line Mgt	Q1	Q2	Q3	Q4	Q5	Q6	Q7
Average	4.46	3.72	3.94	4.94	4.58	3.70	3.68

Statement 8: Neutral – Slightly Disagree

Statement 9: Slightly Disagree

Statement 10: Slightly Disagree

Front Line Mgt	Q8	Q9	Q10
Average	3.64	2.88	2.72

Executive Housing Management (Appendix H2)

Statement 8: Slightly Agree

Statement 9: Neutral

Statement 10: Slightly Agree

Executive Mgt	Q8	Q9	Q10
Average	4.79	4.00	5.14

Comparison (Appendix H2)

Statement 8 Range: 1.15

Statement 9 Range: 1.12

Statement 10 Range: 2.42

Average Range: 1.56

There is a clear difference in all responses between Front Line and Executive Housing Management. On the 7 point scale, there is more than a 1.5 degree of opinion difference between the two parties. Question 8 and 9 both had similar margins. However, question 10 showed a drastic divide between the two sets of HOUSING MANAGEMENT. This question directly pertains to the compensation of Resident Advisors. As shown by the data, RAs feel they are underpaid while Executive HM feels they are paid well or even overpaid.

There are clearly issues involving Housing Management communication and the expectations placed upon RAs given their current pay. Executive HM may have unrealistic expectations of the RAs, which complicates management efficiency as Residents may also be placing unrealistic expectations on the entire Housing Management group. Thus, the response to Resident expectations may be ineffective as Housing Management is not thinking and operating as a cohesive unit.

Average	Q8	Q9	Q10
Executive	4.79	4.00	5.14
Front Line	3.64	2.88	2.72

Conclusion

The drastic differences in opinions between Front Line and Executive HM may have many organizational consequences. Within Housing Management, there is no unifying theme for all management personnel to grasp onto. Therefore, each person becomes more individualistic in their pursuits and the organization suffers. This creates divisive management by which the team becomes dysfunctional and counterproductive. When this occurs, Resident Advisors become angry and begin to bemoan their low pay.

Without a united organization, it is difficult to provide a valued product at a low cost. Housing must provide a physical product that is constantly reinforced with service value. Therefore, various groups within Housing Management cannot afford to act independently since Residents carry so many varied expectations at different times. In the long-run, a poorly managed organization will become inundated by routine tasks. Thus, the product becomes tarnished as customer service suffers.

Late in the fall of 2003, there was a shift in Executive HM as the Chancellor appointed a new Housing Director. Therefore, many of the results achieved in this survey don't depict the current tenure of the Dr. Margit Watts. It will take several more years of similar surveying and research to fully determine what effect, if any, Dr. Margit Watts has had on the Housing Management culture.

There are five questions that Housing Management must address.

Are Front Line Managers becoming resentful of University Housing?

Are Resident Advisors being resourced adequately to obtain required performance?

Is there a communication gap between Resident Advisors and Housing Administrators?

Are Resident Advisors being compensated in accordance with job requirements?

Is Housing Management culture indirectly creating a hostile working/living environment?

Housing Consultant: Problems and Solutions

University Vision vs. Housing Reality

Is the Department of Housing fulfilling the University's commitment to the students? It is very tough to gauge this issue. In short, it comes down to a social contract that three parties are involved in: UHM, University Housing, and the Residents. While each party can write anything they want in a booklet or on a website; fundamentally, who is willing to follow through with their rhetoric? In this sense, Housing has failed both the University and the Resident population.

The question often arises, are the Residents in Housing better off today than they were five years ago? This question would often elicit a quick reply by any official who would begin to boast all the physical accomplishments made to infrastructure. This is the completely wrong answer to the question. The question isn't based only upon the physical Housing environment. This question is deeply rooted in the mental, spiritual, personal, and intellectual betterment of the individual while living in University Housing. Thus, leaders of Housing should not be so quick to answer this question.

The Residents have clearly shown a lack of approval with their current living conditions. Furthermore, the disapproval by many Residents reflects the inability of Housing to fulfill their own vision. The department can continue to build and boast about new internet lines that were installed in the past several years (which should have been installed almost a decade ago), but they will never understand the Resident's perspective unless they are willing get in the trenches of everyday life with the Residents. Over time, the apathy of the students will increase as their personal needs are not met – this will devastate all three parties of the social contract.

Solution:

- Determine whether the Vision of the University applies to the reality that exists within Housing Management. Does Executive HM follow this vision in their interaction with

Front Line HM? If not, then it is clear that Housing Management as a whole will not be meeting the intended vision for the Residents.

- Begin to open the channels of discourse between the lowest levels of management and the highest ranking member. It could be something as simple as office hours, like a professor, the Chancellor could have an open door policy for all Housing employees one day a week for an hour.
- Relate the Vision and Mission Statements to Residents.

Empowerment Model

In searching for answers to Resident empowerment and University intention, I came across the University Vision Statement. This one statement is the one collective objective of every department under the totality of the University. In essence, there should be no deviation from this statement by any single group or individual within the system – otherwise, the vision is null and void and the University must re-write their contract with the students.

This single message stands as the main communication that students have with an anonymous University Administration; thus, students and Residents place a great deal of trust in the vision as it should be the guiding force that determines all procedures that students must follow. Lastly, the University vision remains as the Bill of Rights to students, guaranteeing rights and access to personal freedoms and liberties. If the vision is not fulfilled by any department in the University, the students have the right to ask for a complete revision of the University mission or the restructuring of all policies and procedures that contradict the University's overall mission.

The vision reads as follows:

The mission of the University of Hawai'i system is to provide quality college and university education and training; create knowledge through research and scholarship; provide service through extension, technical assistance, and training; contribute to the cultural heritage of the community; and respond to state needs. The campuses, organized under one board, differentially emphasize instruction, research, and service. The system's special distinction is found in its Hawai'i an, Asian, and Pacific orientation and international leadership role. Core values bind the system together: Hawai'i's gracious spirit of aloha; collaboration and respect; academic freedom and intellectual vigor; institutional integrity and service; access, affordability, and excellence;

active learning and discovery; diversity, fairness, and equity; leveraged technology; Hawaiian and Asian-Pacific advantage; innovation and empowerment; accountability and fiscal integrity; and malama'aina sustainability.¹

I would like to focus on several words that have been used in this statement. This Statement is philosophical and high-valued, but does it mean anything? The first word is training. What are we training for? Many would say that college is a step forward in both life and awareness of self so that one can step into the world with greater self-confidence and personal integrity. While others believe it is only the training that one receives in the classroom that matters, I argue that the training a person receives in the classroom is the most insignificant part of college education. That is what the University is here to do: educate on all fronts, not just in the classroom.

Fairness is often a sensitive word without any context, but what happens when one group of Residents is treated in a different way just because they live in a different building. To the outside observer that would appear to be an interesting discrimination case unless there is just cause for all the discrepancies in fairness. This leads into equity, to what extent do all individuals feel they are being given the same access to all the life training that should exist in the college environment?

The next token word is innovation; I believe that once a person loses the will to fight for just causes – they lose the will to fight for any type of innovation; whether external or internal. Thus, the University is trying to create innovation, but the culture of the University fosters indifference. This is not a small occurrence, within the dormitories there are countless Residents who have come to me to express their resentment over numerous policies, and I asked them why they have not spoken up, they replied, “What is the point?” This should be absolutely crippling to hear as an administrator, because the students who have only lived here several months have already given up on Housing. The next step in the process is complete apathy towards the entire University. Lastly, the word empowerment conjures up an image of an independent and free-thinking individual that is given control over their own life.

This is far from the reality of Housing; in almost every situation there is a blatant attempt to kill all empowerment that the individual can have. Even worse, the University and

¹ http://www.catalog.hawaii.edu/general_information/university.htm

Housing continue this charade as though they are empowering the Residents. The Housing system as it stands today is only a negative factor to the total collective empowerment of the Residents. It is offensive to hear words like empowerment written down in order to keep everyone happy, when the reality shows that they are not being empowered by administration. In fact, the only empowerment given to Residents is resentment and frustration towards the University and Housing. The University does not want this type of empowerment. In the end, it comes down to whether the University can walk the talk. As of now, I seriously doubt the ability of Housing Management to relinquish control to the Residents so that the process of empowerment can truly occur.

It is our vision that individuals accept ownership of and take responsibility for the community.²

It seems empowerment, individual and group, is the main themes of the overall vision for all students. How far is the University willing to go to ensure that students are empowered? It is ironic that in the current system, those students who are empowered are operating against the University. This negative atmosphere breeds contempt rather than the free exchange of ideas. While the Residents must take responsibility for their actions, University and Housing Management must let go of the Residents or find a new vision for the University...

Solution:

- Remove phrases from Handbooks, Mission Statements, and Vision Statements unless they can be directly applied to Housing.
- Change the policies so that Residents in Housing are being empowered to the extent that the University emphasizes.
- Conduct a survey to determine whether Residents feel the University is living up to its end of the agreement that it states in the Vision Statements. The survey should have the vision statement listed, and the one question, "Do you feel that Housing complies with this statement?"

² Residential Handbook 2003-2004, Chapter 2: Residential Conduct Code

- Take survey data and change the system accordingly so that at least 75% of all Residents interviewed feel that Housing complies with both University and Housing Vision Statements.

Temporary Education

It often seems as though many of the Residents living in Housing are only here on exchange or are attending UHM with the intent to transfer to another institution on the mainland. This is not a direct problem that Housing can fix, rather this is a University wide problem that needs to be addressed. Nonetheless, Housing still needs to realize the increased strain this type of Resident places on the resources of Housing.

Ideally, Housing wants Residents to sign one-year contracts and to pay the sum of the money all at once. However, this is rare for any type of Resident. The issue is aggravated when Residents are constantly transferring in and out of the Housing. It makes the culture within Housing seem more transient as the core Residents represent a smaller group than the transferring Residents. To combat this problem, both the University and Housing need to make large strides to keeping students at the school once they have been admitted. With effort, it would be reasonable to expect that the University would be able to retain at least a portion of the students who would have otherwise left the school after one or two semesters.

This also has a damaging effect on the class sizes and student's inability to attain the classes they need to graduate. Thus, long-term students of the University suffer as they expend more time and energy to graduate. At some point, the University is going to have to analyze the incoming class of students to the University, and discover how many intend to stay until they graduate. By creating an interwoven system in which students stay longer and remain in the dormitories after they have become upperclassmen, the tension between Housing and Residents will decrease. This will occur when upperclassmen are able to act as secondary Resident Advisors, basically providing counsel and information regarding all aspects of college life to the new class of Residents.

Being a graduate student, I have seen this effect in dorms where upperclassmen/graduate students help to inform and maintain order through their consistent behavior. The solution to many problems can be found in increasing the upperclassmen within the typically freshman dorms. By decreasing the total dormitory population that is here solely for a temporary education, stability will be achieved at a rapid pace through social interaction rather than authoritative governance.

Solution:

- Develop a committee of Residents and faculty in order to do statistical analysis of the student population and its effect on the campus and Housing.
- Take the results and choose another committee that will work in conjunction with the former committee to determine a course of action.
- This plan will be submitted to the Chancellor and then implemented once reviewed and amended by various departments within the University.
- Through this plan, the University should attempt to limit students and Residents hoping to attend UHM temporarily.

The Business of Housing

There is an issue which no one has brought up in the past year: what type of firm is Housing? Is it a non-profit firm or is it attempting to make profit? Furthermore, is management realistic in the portrayal that regardless of profit structure, this is a business? I see a business that is hemorrhaging through many different pores. This has been caused by poor management and nothing else. The Housing system should be able to sustain itself without any extra money from the state or the University. After all, this is one of the few areas of campus that actually accrues revenue throughout the year. Now, I don't claim to know the exact figures of whether Housing is making profit or whatever the economic condition of the network may be. Nonetheless, I have devised several scenarios that could exist and the potential downfalls and solutions to accompany the situation.

The first situation is that Housing is in dire need of revenue and is currently making no profit, in fact each year, the cash flow is decreasing. A typical firm would look at whether this lack of profit is a function of quantity or price; however, since the University has no more Housing available – this is not the result of quantity. Thus, the price of Housing must rise and the contract with Sodexo must be re-negotiated so they pay a higher percentage rate. This will be the only way to get revenues up since it is clear that demand will not decrease over the coming years. This might also indirectly help the problem previously discussed regarding temporary education. While raising the cost to live in the dormitories may alienate some Residents, plenty of Residents will be able to pay the fees and fill the Housing vacancies. This would be strictly a business decision and would have to be done in order to limit the strain Housing places on the University. Housing is not a service, it is a stand-alone business.

The second situation would be that Housing is right on the edge between profit and loss in any given year. This is a very difficult situation that Housing and the University must decide what the intent of Housing is. Realistically, Housing should be looking to make profit each year. This is counter-intuitive to many ideas that higher education should be less expensive for students. The harsh truth is that students are increasing and funds are decreasing; this will not change in the near future. Consequently, it is my position that Housing should raise room rates and continue to look for outside sources in the

business community to raise revenues to a point where profit can be carried over each year and used to finance large projects, i.e. new Housing structures.

The third situation would be that the Housing system makes large economic profits. Frankly, if this is happening right now, I would be both surprised and upset. I would be surprised considering the lack of focus within the Housing Management. I honestly can't feel confident that the current system could make substantial economic profits considering they can't even handle director transition. In fact, the former director was not loved by all and was constantly at the center of the Housing debate. I would also be rather disgusted if profits were being realized and the Housing system remained as it is today. I have not seen attempts for improvement nor actual substantial improvement since I have come here.

Housing Management needs to decide one simple thing: are they social workers or are they businesspeople?

Solution:

- Define the parameters of Housing Management and determine a course of action.
- Have employees fill out questionnaires pertaining to the importance of critical issues relevant to specific and general areas of Housing management.
- Come to a consensus within the Department of Housing upon how the business will conduct itself.
- Tell all Residents that Housing will be operated in such a fashion.

Director Qualification

The Director of Housing is entrusted to carry out the overall vision of the Housing system. Therefore, the new permanent Director should be chosen with the intention to run this system as a business. We don't need people who understand people, we need someone who understands business fundamentals and can carry this firm into profit while increasing customer approval.

The social aspects of the operation are handled by all the people under the Director. They are specialized in their knowledge areas and can provide expertise that the Director does not have. This is business at its best – choose a charismatic leader who can rally all those in the firm to work tirelessly in pursuit of a social contract that has been signed between University, Housing, and Residents.

In any given firm, the CEO need not know how to do precise accounting or know all the aspects of human resource management; nonetheless, this person delegates authority downward while empowering employees. Once the school realizes that Housing is a business, then it can begin to make changes for the betterment of both Housing and Residents. The question that should be asked to every candidate is: do you see the Residents as clients or people? In my opinion, a good business candidate should answer with “clients.” Since people tend to have wants and needs that are so diverse, a candidate that answers people will try and please every person in every scenario and will over-manage the system. The person that sees the Residents as clients can appease certain needs in a particular time period, as long as those needs are fulfilled, then the client will be happy. The Resident-client model gives the student freedom to make life decisions and to take responsibility without fear of the impending micro-management of the people manager.

The current interim Housing Director appears to be the new permanent Housing Director. However, this cannot be confirmed.

Solution:

- Search for candidates from other Universities.
- Offer many invitations to interview rising businesspeople in the Hawaiian community.
- Create a faculty panel comprised of professors from varying areas of expertise.
- Use this panel to make preliminary recommendations and evaluations.
- Wait for the perfect candidate.
- Once a person is chosen, offer a best shot proposal without cutting financial corners.
- This will show the dedication that the University has to making Housing successful.
- Allow this person to make dramatic changes within the structure of Housing Management.

Discrepancies in Management

Housing Management often exhibits qualities of a dysfunctional firm. It appears that there is no unity towards a common goal. Each day the Residents read about the petty squabbles of Housing and the employees that work in that department. This leads to animosity in the Resident community. People are left with the feeling that the University would much rather argue with itself than fix problems. The Ka Leo has highlighted the ludicrous nature of the Housing divide.

"Tears dripped from the eyes of members of the University of Hawai'i at Manoa Housing staff at a meeting yesterday signaling their loss of trust with Chancellor Peter Englert."³

This article highlights the lack of professional etiquette in this organization. Since when do employees at a firm get the opportunity to voice their lack of trust in the CEO of the firm? Moreover, all Housing Management should be willing to move on and adapt with the changing times. The longer these groups of subordinate management take to realize that leadership has changed, the harder it will be to implement any substantial improvements. For each day of strife over this issue, Housing suffered setbacks. Now more than ever, Housing Management must unite under the common goals laid forth in the University and Housing Mission Statements.

Solution:

- Define this time as the "new era in Housing Management." Immediately people will wonder what new changes will occur.
- Inform employees that dwelling over the past will not be tolerated; this is going to be a change for progressive improvement across all areas of Housing.
- Begin to divert power and control, if only temporarily away from Executive HM. This will ease fears that power is being stripped from the department.
- Proceed with changes very slowly, making sure to map out the current and future impacts of any new hiring or policy changes.

³ Ka Leo O Hawaii. Interim Housing Director Chosen. 10/9/2003. Alexandra Da Silva

Entrenched Management

The people in critical positions in Housing Management need to be facilitators that carry the sole purpose of solving Housing problems in the present and for the future regardless of whom is in charge at the top. This group of individuals in positions spread throughout Housing can provide incredible stability in times of transition. They can also speed the learning curve of new employees and Executive HM.

However, this is not possible if they allow themselves to become too closely attached to their current leaders while on the job. This has clearly happened in the previous administration. The opinion I heard most frequently in my discussions with students of all levels, they wish they could have told everyone in Housing to quit complaining and do their jobs. I was startled to hear such a brash position taken regarding the people who once hung black ribbons signaling a lack of faith in Chancellor Englert. Thus, Housing Management must be told that they are here to do a job and if they find that job too difficult in the absence of one person, then they can look for another job.

Employees are defined by work product quality and quantity, if they are too busy complaining to produce to the set standards in either category – then wide-scale change is needed within all levels of Housing Management. While all the petty bickering went on, Residents were the ones that suffered.

Solution:

- Executive HM should analyze what type of employees they have.
- The Chancellor should speak with each employee within Housing directly in an attempt to discover their feelings regarding the future course of the department.
- Inform all employees of the importance of their work – thousands of Residents count on Housing everyday.
- Re-confirm the support from all sectors of the University for the Department of Housing employees and the work they perform.

Profit Potential

The Housing Department has forgotten to run itself like a business. I know this for fact, because they would have seen various business opportunities by now. There is the chance that these opportunities have been seen and not implemented for various reasons that the University understands more thoroughly than I do. If this is the case, then the current Housing Management team must be maximizing total revenue. I stress the importance of maximizing revenue since fundamentally this firm cannot survive without a steady flow of cash to support day to day functions. There are endless ways to increase profits – Housing Management must have the vision to look beyond the physical space in order to see the potential for additional revenue.

Solution:

- Analyze where the Housing Department is losing money.
- Begin to look at ways to increase revenue through services to the student.
- Check into advertising possibilities in all areas of Housing.
- Forever look at Housing as the struggle to obtain profits while providing a great service to the client. The better the service, the more profits Housing will generate.

Security

This is a serious threat to all program and policy changes within the dormitories and apartments. Every change must be weighed against the potential loss of security which could lead to a crack in the safety mechanisms that have been installed. Security is not just the visual framework Housing installs, but also consists of the cultural beliefs by which the students govern their activities. This culture can often play a larger role than any physical security force can. That said, I think it is essential to create an actual physical force of people inside the halls called Security Monitors. These people would not replace the RAs, but would assist them on rounds and during on call emergencies. This would improve the overall security of each hall as there would be ten SMs per tower.

This would increase the overall safety within the halls, which would allow for the changing of certain policies that Residents feel are too restricting. However, these policy changes might alter the chemistry of the current security network. Thus, the implementation of this new security force would go well beyond the current level of security and each hall would be able to handle the needs of any security risk with greater speed. The total internal security force would be comprised of Hall Director, Resident Advisors, and Security Monitors. This is another example of Residents being able to change the hall culture from within the hall rather than seeking outside forces to make the changes.

College campuses are notorious for breeding security problems and creating situations where individuals are left without security. It would never be my intent to lessen the amount of security, but I do propose shifting the way certain people are used and in which fashion. I do not perceive it to be safe for a single person to do rounds. Too many inconsistent variables can come into play for one person to be able to deal with all the factors they might come upon. By changing the policies and making two person teams for rounds, security will increase greatly.

What are the risks of sending a female RA to a room to break up a party where eight underage males are drinking heavily? One would assume the male drinkers would be embarrassed to be caught drinking by the RA, but this assumes they are thinking in a

reasonable and logical capacity. This is not always the case when people are consuming alcohol. In turn, this situation could lead to a serious security problem for the Residential Advisor as she is turned into the victim if the male Residents were to turn on her. This may seem very outrageous and completely unrealistic, but instances of Rape and Sexual Assault increase drastically with the consumption of alcohol. When an RA is asked to break up a party where alcohol is consumed, there should always be at least two people performing the task. This has little to do with whether the person on rounds is male or female, but it does highlight the need for a more stable and consistent patrol network that would facilitate their rounds through the on-call RA. Security will always be one of the biggest problems on a college campus, but through several measures, the students within the hall can take proactive steps with Housing management to increase their personal and group security.

Security Monitors

This is the most important aspect to the improvement of security within the halls and apartments. The Security Monitor has been in place in countless University Housing Models for years. The SM serves to supplement the RA in the overall process of policy enforcement. The SM is the physical presence of the Housing Department and in turn, there are fewer complications when SMs confront situation as opposed to RAs confronting the same situation. The difference is the gap between duty and community. The RA has to constantly straddle the fence between friendship and authority. The SM does not have this option; while on duty they are required to report and account for all actions they witness in the hall or apartment complex.

This security force consists of Residents who live in the halls and apartments. They are trained in the policies and standard procedures of Housing and the University. They constitute the physical force and presence that is often needed in the enforcement of rules and policies. As Residents, we want certain policies modified in order to mimic the real world with more accuracy. However, we must also be willing to pay for the price of these policy changes, both financially and socially. The new SM force will be paid through the increase in the cost of Housing; which will offset other costs I have proposed

in this plan. Overall, the SM represents the essence of Resident empowerment as well as employment for a large group of individuals living in the halls and apartments.

While on duty, the SM is not a separate entity, they report to the on-call RA and must facilitate all major incidents through the RA. However, smaller incidents can be handled by the SM – the discretion on large and small should be differentiated by Housing Management. The SM will do constant rounds from the time they clock in, until the time they clock out. This constitutes movement throughout the hall or apartment at all times; thus, it will be harder to predict the movements of this security force as opposed to the current RA round schedule which can be predicted nearly to the minute.

The answer isn't to change the RA schedule, but to create a completely new set of security parameters that will increase security despite the increase in Resident liberties. In conjunction with HDs and RAs, the SMs will help to tie up loose ends and leave RAs more time to do programming and effective student/community development. I want to move the RAs from security to a facilitator of the new security force. This would empower the RAs to be more responsible for the actions of the community, since they are not always directly involved in the enforcement and punishment of the individuals that break the policy. Therefore, the introduction will have many of the aforementioned long-term effects, but most importantly – it is another step for the community to take responsibility of the actions of those inside the community.

The Security Monitor plan can be so detailed that it would equal this entire paper, but the essence of the plan can be broken down into a handful of steps and reasons for these actions.

Solution:

- Increase Housing Costs in order to create Security Monitors (about 64 of them for the entire Housing system.) Then take these SMs and train them in the policies and procedures of Housing.
- Deploy the SMs late at night to supplement and assist RAs in the enforcement of policy, but most importantly – to maintain the overall safety and security of the hall or apartment.

- Relinquish or change many of the controversial policies to allow greater liberties to the current Residents. The temporary shift in security and safety while in policy transition will be augmented by the SM force.
- Use the SM network as a test case for the entire University and the potential to have student teams help to keep incidents of violence and conflict down on campus.
- Use the SM network for security for hire on nights where there are increased risks to a specific part of the Housing system.
- Understand that the SM is not the only force present – through culture change, the community of Residents will also shift towards greater responsibility. This creates a two tailed effect where average actions become more centralized rather than the polarizing effect which occurs with little security and sparse cultural attachment. Look at the SM force in the context of an entire solution which consists of changes across the board. Making one change will make a little difference, but hiring SMs will make an immediate impact on the security of Residents.

Student Judicial Committee

Currently, the Resident perceives the administration of punishments and fines to be very authoritarian as Housing decries their conclusion to the student. This definitely has several negative impacts upon the Residents living in Housing. The first would be the feeling of helplessness when they are held accused of something they are not guilty of. While Housing does a great job of trying to clear up any misunderstandings and get to the bottom of all issues, there is a limit to their discovery process.

Secondly, the Residents feel as though they are held at the whim of a few bad Residents. Thus, the group begins to feel frustration that they can't exact justice against their own peer group. The group will actually tend to shift towards the behavior of those individuals since the group has no outlet for its grievances with the individuals. Thirdly, the students don't feel guilty even if they are punished, because Housing (the perceived omnipotent force) is a distant force in our lives, many students don't associate guilt with any wrongdoing. This leads to more disruptive and negative behavior that only further tarnishes the hall culture and outside reputation of the University.

One aspect of an overall solution to this problem would be to create a Student Judicial Committee (SJC) at the beginning of the academic year. This committee of five or seven people would be in charge of hearing all cases for a two week period and would give their summary judgments to the HD. This does not take any power away from the HD or Housing management, but allows the students to perform their own judgment process while discovering extra information regarding the case. All cases would be confidential and only the accused and the accusers could speak in front of the committee. This would be similar to a Grand Jury in the American Legal System; however, the SJC would not have any formal power, but would work with Housing management over the year to help assist in any matters of accusations and punishments.

This would increase the Resident empowerment since Residents would be judging their peers. While there could be some tampering of the case, the ultimate responsibility of judgment would still be in the hands of the HDs and Housing management. Therefore, the school loses nothing in the process. This is a net gain from every angle and would greatly increase the intellectual discourse within the dorms. The committee would also encourage pre-law students to begin learning the process of discovery in relation to overall judgment in a case. The Residents on the SJC would be required to fill out confidentiality forms so that all cases and information remained private. This would give power to the students without actually given away all the power that Housing wants to maintain.

Solution:

- Select a hall to use for the first semester experiment. Within that hall, inform students that elections for the SJC will take place and that all students are able to run for the committee.
- Work the system as an informal mechanism to incorporate the students into the discovery and judgment portion of the student Housing process.
- Set up a specific time and dates for all hearing to be held. The members of the SJC will not know the cases they are going to see until the day of the hearing.

- The SJC will serve to deliver recommendations to the Hall Director and Housing management as well as serving as support for any other necessary purpose that Housing deems is in the best interest of Residents.
- The SJC will be critical in the further implementation of policy changes throughout the halls. In changing these policies, infractions may rise or decrease; regardless, the committee will serve as a student arm of Housing.
- Begin to try to develop a culture where students take responsibility for the actions of their peer group. This committee would be a first step in the fulfillment of group accountability.

Resident Advisors

Resident Advisors are unfairly expected to perform security functions for the University. While Resident Advisors can be trained to perform security functions, it is not clear if they should be performing these functions. Given all that Resident Advisors are responsible, I don't think they should have to maintain security or act as an agent of security for the University Housing. Moreover, many of the Resident Advisor's tasks as a pseudo security guard are not met with the same intensity on the backend of enforcement and punishment.

One such instance is marijuana detection and reporting. If any Resident Advisor smells marijuana, they must report it to security upon confirmation by another Resident Advisor. This is a time consuming process by which security often does not respond for several minutes allowing the guilty party to flee the scene. Nonetheless, Resident Advisors are supposed to continue reporting marijuana even though campus security is already stretched thin by other more pressing problems.

Also, Resident Advisors must deal with Residents who are punished by Housing Administrators but allowed to stay in the dormitory. Residents can commit several similar offenses without being substantially punished. If that punishment does occur, it is often delayed for several weeks. The Resident Advisor must deal with this tenant and the subsequent problems while Housing Administrators do not support their fellow employee with meaningful consequences for policy violations.

Often Resident Advisors are called to perform crowd control duties for parties, especially in Noelani. This is a complete abuse of authority by Housing Administrators. There is no reason that Resident Advisors should be asked to actually physically break up parties. If the problem is large enough where a small security force and local police agency cannot resolve the issue, then Housing must rethink its entire Management process. Resident Advisors are meant to support Residents while helping to maintain a safe and healthy living environment. They are not trained sufficiently to perform serious security or police functions.

It appears that University Housing is primarily concerned with minimizing costs. I wonder what type of liability coverage they carry for Resident Advisors as they conduct their rounds. Most Resident Advisors perform their rounds of dormitories and apartments late at night alone. The Resident Advisor does not actually carry any authority within the Housing System. Residents understand this concept and take every inch they can. When a Resident Advisor is on rounds, they are vulnerable to being attacked, assaulted, or raped. University Housing is ignorant to ask a 140lb girl to break up a party of eight large men.

The Resident Advisor is being used by Housing in order to reduce costs. Yet, the real cost of this treatment is the demoralization of Resident Advisors as they are not fully equipped to handle the "requirements" of the job. If the University does not understand this concept, they may find themselves facing a multi-million dollar lawsuit because a Resident Advisor was severely hurt while performing one of these superfluous security tasks.

Solution:

- Insert teams of Security Monitors to conduct random sweeps of the buildings.
- Continue to use Resident Advisors for security support only.
- Increase reaction time of campus security.
- Change policies in buildings to accommodate normal college behavior.
- Never allow a Resident Advisor to conduct a round alone.
- Change the culture of Housing to lessen burden on Resident Advisors.

- Create innovative solutions for primary problems rather than dealing with secondary consequences.

Fines

I believe that Housing Management has not created an effective deterrent for breaking the rules. Fines should be raised in order to further discourage deviant behavior. While this goes against all that I have talked about regarding trust, there will always be those few individuals who will break rules and damage property. Thus, they should be punished very harshly. I recommend a tripling of all fines in order to send a message to Residents that the rules are not a joke. This might also generate more revenue since the actual cost of fixing the problem will still be the same. I feel it is important to deliver a clear message that this type of behavior will not be tolerated, when someone receives a fine for several hundred dollars – they will understand the way by which Residents and Housing are working together to create a safe living environment.

My Solution:

- At the beginning of a new semester, triple the cost of all fines in order to convey strength while changing other policies. This would be a good chance for concessions by both sides. Housing will give Residents greater liberties while in the halls, but the students will be subjected to heavy fines if they break the other rules that are in place. This will make Residents aware that the new policies are privileges and that Housing will not tolerate the Resident stretching the new policies.

Trust

This is the basis for the relationship between Housing Management and Residents. As students we have to trust the in many factors and people while attending the University. Yet, it often feels as though the trust is not reciprocated. Now Housing would most likely say that Residents need to trust Housing management that the policies are for the Resident's benefit. However, most policies are just official mechanisms to deal with Residents that are not acting in the way the University would like. Consequently, the University writes more policies to limit and restrict the students because there is a serious lack of trust. Nonetheless, every University official will say that trust is a key element to developing a strong community of faculty, employees and/or students. Now, the students feel betrayed since they are being asked give trust, but receiving very little back in return. Housing appears to want to trust the Residents, but only to the extent that the Residents are controlled by Housing management.

In discussing this topic with other Residents, there was a resounding consensus that Housing policies are similar to those of probationary sentences. They have not done anything wrong, but they are still being treated as though they are going to do something malicious during their stay University Housing. Inherently, this goes against every American impulse that has become engrained in the Resident's psyche: presumption of innocence until guilt has been proven. The Residents enter their rooms with policies to restrict activity; naturally, the Resident will rebel against the authority that has placed undue restrictions upon the individual. If Housing Management treats Residents like animals, they will act like animals.

The Residents are not animals. They will not tolerate this breach of trust that Housing has committed. Many problems in Housing would be solved if the trust between Housing Management and Residents could be reconciled via open communication and responsive management.

Solution:

- Begin to rebuild the trust with Residents by admitting the faults of prior Housing Administrations and stress the importance of trust in by both parties.

- Listen to Resident's input regarding ways to foster a trusting relationship between both parties.
- Look at policies and whether they have the intent to imprison or empower the Resident. Change the policies that have a negative impact on Resident development and psyche.

Guest Policy

I open with one question: why do Residents need a guest policy? I will take this opportunity to answer the question in several different ways. First off, the guest policy exists for the safety of the Residents who reside inside the halls. This is a very big concern for Housing Management as incidents of Sexual Assault are on the rise within the halls and apartments.⁴

Secondly, the Guest Policy serves to further buffer the possibility of damage to the physical property. The theory is that guests will be deviant in their stay in the halls and will rile the Residents of the hall to commit violations of policy and ethics that they would not have committed without the influence of the guest. There are certainly times where this holds true, we have all seen the power of mob mentality in the student uproar over Housing and the relative lack of control that it brings to any situation.

Thirdly, the guest policy represents a commitment to safety that is physical to both Resident and parent. It acts to somewhat ensure the protection of an individual against the community itself. Lastly, guests may not be from the same background as the Residents and may not have the same commitment to the community as the Resident. This can be especially true when dealing with guests that the University has no jurisdiction or control over. These factors certainly lend support to the guest policy and its ability to protect the students.

Despite the relative truths of these four ideas, they are all fallacious concepts in one way or another. Firstly, there is an assumption that guests are more likely to act in ways that will lead to the safety of others being compromised. I cannot stress enough that this

⁴ Anonymous Resident Advisor.

connection has not been proven beyond a reasonable doubt. It still makes certain fatal errors in judging the character of individuals within a community and those who enter the community as a guest.

The second principle focuses the attention of blame to the guest and not on the Resident – Residents are just as likely to cause damage as guests. Also, the guest policy makes the assumption that the guests are solely responsible for all wrong-doing that occurs within the hall. We all know this to be incorrect.

Thirdly, I have presented safety solutions that are far more transparent to the average Resident and parent. The guest policy is a weak piece of policy that does not stand to truly represent safety, but rather extols the view of virtual safety. Safety is obviously a huge concern of the University and Housing,

I ask Housing to do something to physically make security a priority. I don't see any reasons why video logs could not be kept of all Residents who enter through the main doors of the halls. Then when something happens, both Residents and guests inside the tower could be accounted for based on whether they had passed the camera during the incident.

Lastly, in-group dynamics have been studied relentlessly and have proven that people take better care of their own communities than they do of other communities. This has a great deal to do with the obligation of responsibility and accountability. However, this whole theory revolves around culture, when an individual feels very little positive culture in the community – they will act similar to an out-group member. Therefore, culture plays the main determining role in understanding how people will react given a certain set of parameters and all other factors are held constant. There is no proof that guests will create anarchy in the halls or apartments.

Residents often sneak guests by the Desk Receptionists and others just wait for the desk to close before bringing people into the halls. Also, it is very clear that there is a large gap in the enforcement of this policy. I do not understand why the University would arbitrarily enforce the policy in some halls and not in others. In fact, I don't see any way of enforcing this rule in the low-rise apartments. It seems as though Housing has set up

different physical environments and then created a policy that would only cover a certain percentage of the environments that had been created. This results in disparate living circumstances between those in one hall as opposed to those in another hall.

I would like to know what the difference between Residents in Hale Aloha and Johnson Hall. I don't really think Housing has an answer for this question. To really answer the question unequivocally would force Housing to know each Resident's unique situation. While they could do this, it would be a complete waste of time and in the end, they would most likely return to the standard University rhetoric of the policies being in place to protect us. I ask – from what, from where, why, from whom, and when?

Let us take for example the guest policy in the Hale Aloha Towers. It allows for guests to be in the tower until midnight, at which point the guests are forced to leave and the nighttime guest policy becomes active. However, the desk also closes around midnight on weekdays, so what keeps a person from waiting for the desk to close and returning back upstairs with the Resident? This is absolutely absurd, how has personal protection increased by a policy that merely makes a guest wait outside for ten minutes while the desk closes? Residents feel no safer because of this policy. It merely changes the dynamic by which people are allowed to act. All long-term guests have to be approved by the HD in advanced which can be a burden when people are dependent upon early flight reservations.

Ideally, the tower would be a refuge of safety in an otherwise chaotic world, but it cannot – it will never be perfect. The hall is merely a microcosm of the outside world and the people that live in that world. This is what diversity really means, accepting the negative along with the positive aspects of cultural differences and societal views. The Housing Department has taken a strong position for safety and security, but has missed the mark in how they want to accomplish this gigantic task. I contend that culture and physical force are the only mechanisms that people will understand and respect.

An example I heard many times this past year was: a girl was studying with another student from her class for an exam in the coming day. The guest was well aware that he had to leave by midnight and was unable to finish studying for the exam. The whole

process is severely flawed. For a long time, I thought about how it could have been changed and for what reason it should be changed.

I don't see any reason why this guest could not have been allowed to stay longer. He wasn't doing anything malicious and the Resident is always on her best behavior in the hall. In short, his presence did not constitute an immediate threat to the dormitory. However, the policy makes it seem as though he is determined to commit a heinous act upon the community of Residents or property. Yet, he just wanted to get a good grade on an exam. I think it peculiar that the Housing Management has chosen to punish those who would like to have guests for legitimate reasons.

Moreover, he was studying for an exam that is part of the overall learning process of higher education. I don't see the University or Housing Vision meeting the reality of the current situation within the halls. For some reason, Housing has determined that every guest is a liability and that only negative outcomes will occur from guests being allowed into the buildings at various hours of the night. This stance may be appropriate in certain circumstances, but do the people in charge of policy creation really think that some guest policy will stop someone who really wants to do something malicious? You cannot stop negative actions with passive presence – it must be met with aggressive force.

I would like to begin by calling attention to potential solutions to the guest policy. The first option would be the complete abolishment of any guest policy. This would include the elimination of any ID check at the front desks as well as unlimited stay for any guest at any time. This policy change would be absurd in my opinion. However, there are many Residents that would like to see no policy at all. This indicates the true resentment that many have over the guest policy and the restriction it has on social and educational learning. Notwithstanding the current anger level of these Residents, this is too extreme of an option for Housing to take.

There is the possibility Housing could become stricter with the guest policy – ultimately denying all guests to all Residents at all times. This would certainly give the current policy more strength, but would definitely have a negative impact on the student culture within the halls. It would lead to greater resentment of the total Residential population

until Housing would be forced to compromise the policy down. Thus, there exists a point at which the policy is either weak and appealing to Residents or strong and hated by the Residents. Housing must find the middle ground between the two. Or they can segment the strength of the policy with another facet of security. This is my proposal to Housing.

I would eliminate the current policy and create a new one that looked nothing like the former guest policy. This is a very radical move, but would be greeted with more enthusiasm from Residents than a mere policy change. My change would be a shift in perspective and approach to dealing with the overall issue of security and trust. The policy would be reborn with guests being allowed to enter the building at any time day or night if escorted by a Resident whether the desk is open or closed. If the Desk is opened, each guest would be forced to sign in and would need to be signed in by both the DR and Resident. The guest would be permitted to enter the building and stay for up to 5 days without needing further explicit approval from the HD. Each Resident would be allowed to have guests stay 5 nights per month without needing approval from the HD.

The guest would not be permitted to enter the building based upon four conditions: there is just cause to restrict the guest, prior incident where the guest has acted out of line, just cause to restrict the Resident from having any guest, and/or prior incident regarding the Resident. Thus, the Resident would have greater responsibility for the guest and vice versa, as the Resident could lose all guest privileges for certain time spans based upon the infractions. These time spans would be determined by HDs in accordance with the severity of incident and the relative danger it posed to the Residential community. It is critical that Housing not forget that the main objective is safety of the entire community. The DR would have a list of Residents that are not allowed guests, and then a list of guests that are not allowed in the building. This would be the first step in the solution.

Next, the Desk would continue to operate on the same hours as it had during the current policy. I would divide the week into two segments: Sunday through Wednesday and Thursday through Saturday. On Sunday through Wednesday, the Desk would remain open until midnight. The SMs would begin their constant rounds at 10 PM and would go until 2 AM. The on-call RA would continue to do their rounds at the same times as usual and would be the main contact for the SMs during their rounds. For Thursday through

Saturday, the Desk would close at 4 AM and the SMs would perform their rounds from 10 PM until 4 AM when the desk closes. The presence of the SMs would be the physical force that would give the guest policy greater strength. Since people would be able to enter the halls if accompanied by a Resident, the SMs would never stop moving during their rounds. This would provide a more randomized sweep of all areas in the hall and would help in the elimination of certain security threats.

Overall, the guest policy would become very lenient and allow Residents to have guests at all times of the day and night. In order for this concession to be made, the Residents would have to accept the creation of the SMs. As stated they would have similar authority to an RA while on rounds and would assist RAs in any security or safety matter.

The last facet of this program is the active promotion of a new culture of social responsibility in the halls. When Residents realize they are being given an incredible opportunity to prove to Housing they are responsible enough to have guests at any time, they will most likely react in a positive way. There will almost certainly be several large violations if the guest policy is changed, but the University must make a choice on whether they want short-term security or long-term culture. The choice falls upon the shoulders of Housing, but it is clear what the students want. Even with the choice being long-term culture, the short-term security would not be hindered – it probably will be improved greatly.

The rounds will now be conducted by teams of two instead of one. In conjunction with the RA, there will be three people able to react to any situation during rounds. This increases the safety of the RA and SMs. Students will be given the freedom to have complete interaction with guests. They will also know that they are only one violation away from having all guest privileges removed for any amount of time. The punishments for security and safety violations would increase while leaving all other violations constant. Ultimately, the SJC would also play a large role in student community development as accountability would become an issue with Residents and the overall community.

There are the incidents of Sexual Assaults in the halls over the past year. This cannot and will not be overlooked in the overall analysis of security issues. The general feeling is that there will be more incidents of Sexual Assault if they open the hall to all guests at any time. I was asked a very poignant question many months ago, "You want to get rid of the guest policy! How many more girls have to be raped before you see we need the protection?" I was taken back by this question. I thought about the answer and realized: there is no answer. I see only two ways to stop any person from doing something they want to do: change behavior before action is committed or physically stop action while or right before it takes place. The latter can be accomplished with security measures, but the issue of changing a person is very difficult to grasp.

Segments of society break down into three groups: those who would never do something, those who might but don't think they would do something, and those who would almost always do something. The two extremes are not the target audience of the cultural change. The change most affects the middle group of people which also is the largest percentage of people. Therefore, the posters that are on the walls that highlight reasons against Domestic Abuse have an effect on how people in the middle group view Domestic Violence Issues. The effect is hard to measure, because most people will not realize they have learned something until they are forced to apply it in life.

Hopefully through re-enforcement of good principles, the middle group will realize their cultural change well before ever committing any type of policy violation or even worse; a severe crime against an individual. We can begin to look at the problems of Housing from the standpoint of change; if you change the world (Housing System) and the dynamics by which people interact (Policies), then people (Residents) can and will change. What I do know for certain, we will not get any safer and Sexual Assault will not go down without change in some direction. It is Housing's responsibility to salvage the trust that has vanished from the Resident psyche.

Housing has the opportunity to take facets of my plan and mesh them into a cohesive policy that empowers the Residents while allowing for realistic real-world interaction. The Fee Increase in semester Housing rates will cover the SM cost and the extra cost of any additional security measures such as cameras for the front door. We the students have read the Housing Vision and have come to ask for our social education. I want to

be trusted the same way I trust Housing. The characteristics of the deviant individual should not be imposed on the community as a whole. It is ridiculous to believe that any policy will permanently end this type of behavior. It can be lessened to a great extent, but the culture of the community has to be the driving force – not restrictive policy. This is one policy that has widespread student opposition. Implementing new policy would be a great way to build back the relationship between Housing and the Residents.

Housing Management can either embrace who Residents want to become or continue to live in fear of who Residents currently are.

Co-Ed Floors (Appendix I)

This is a fairly controversial topic in student Housing across the country. Many Universities have chosen to keep floors a single sex environment for many reasons. The first of which is the liability in having men and women live in such close proximity. This can lead to problems in the bathrooms and other common areas of the floor. It also places added liability on the University as the gender dynamics of the hall radically change. The second problem revolves around focus of the institution; many theorize that co-ed floors take away from the intellectual experience of college. The main reason to keep floors a single sex environment is liability. Schools must look at the issue of gender management and how they feel gender diversity plays a role in the overall education of the Resident.

With this premise in mind, many schools have moved to co-ed floors in student Housing. This promotes diversity of both opinion and perspective as men and women typically can learn from each other when placed in close proximity. These schools have also found that the minor incidents in the bathrooms are far outweighed by the overall increase in education and social value that Co-Ed Floors provide. Basically, neither opinion is completely correct, but it is crucial to keep all the arguments for and against Co-Ed Floors in mind when developing Housing policy.

I personally would recommend Co-Ed Floors for all of the halls; while leaving the apartments as a single sex environment within each apartment. By opening up the

floors to both men and women, men would gain a better understanding of women and vice versa. On each floor, there would be a RA as well as a SM that would help to ensure the safety of all guests (Appendix I). In addition, men and women would have separate bathrooms with punishments set in place if either gender was caught in the wrong bathroom. Overall this system appears to be the best system for the integration of men and women. Co-Ed Floors would also prepare Residents for life after college where they will be forced to interact and live in close proximity to people of the opposite sex. Thus, in the interest of social development – I suggest moving to Co-Ed Floors.

Solution:

- Review model research done by other Universities in the country.
- Implement a SM in Single Rooms on each floor. This room will separate Male and Female Rooms and will further assist the RA.
- Split the floor equally between male and female rooms. Split the bathrooms so Men and Women do not use the same bathroom.
- Increase gender response training in the halls. Re-enforce gender equality and gender responsible issues to men and women.
- Try the program in the one tower (preferably the one with the highest average age), and then observe the interactions very carefully in order to discover whether this is a viable possibility for the entire Housing system in Hawai'i.
- If it succeeds, begin to implement the program in one hall a semester at a time. This way Housing Management will be able to keep close watch of the new program and the policy's interaction with the Residents.
- Be prepared for small conflicts to occur and remember to remain focused upon the long-term objective of developing a socially responsible individual.
- Give Residents the opportunity to prove they can be trusted.

Bathrooms

The bathrooms have become quite the controversial subject within the halls. These facilities are crucial to the Residents. Despite this fact, Housing has turned a blind eye to the needs of the Residents in terms of bathroom maintenance and amenities.

Consider the bathroom facilities to be an extension of the student's immediate periphery of essential goods. When Housing realizes that they have to live using these bathrooms and these bathrooms alone, then they will begin to see the improvements that have to be made. However, Housing often appears to be working on problems that don't directly affect the Resident; yet another case of Housing's inability to connect with the Resident. Thus, improving bathrooms would be a drastic step to rebuilding Resident trust as well as a major liability reduction.

First and foremost – the lack of hand soap and paper towels in the bathrooms is appalling. I have been to many halls around the country, and this is the first that has been without soap or drying mechanism in the bathroom. Prior to arriving to UH, most Residents are under the impression it is common sense for Housing to provide soap and paper towels for the Residents in the bathrooms. However, they quickly realize after a week of living in the halls that these amenities are not coming any time soon. I feel it is in the best interest of the University and Housing to provide these amenities. Many studies have been done on the spread of infectious disease and the correlation associated with not washing hands after bathroom use in public facilities.

Regardless of your health status, you can greatly minimize your risk for food-borne illness and many other contagious diseases by washing your hands frequently with soap and water, particularly, before eating and after touching an animal. After washing your hands, dry them thoroughly with a paper towel, if available. On your way out of a public restroom, avoid touching the bathroom door with your hand (push it open with your foot or hip, or use a paper towel, a piece of toilet paper or a shirtsleeve to turn the knob). You may even wish to carry a small bottle of waterless hand sanitizer to use immediately before digging into your meal.⁵

This excerpt from an online health guide depicts the necessity of using washing devices on your hands after each bathroom use. This would not be an issue except that most individuals will not take the active step to take soap into the bathroom in order to wash their hands after each use of the facilities. Thus, the dilemma for giving the soap and paper towels to the Residents can be seen. On one hand, Housing wants to reduce costs and keep them low over time, but they also want the Residents to wash their hands. The University must decide what an acceptable rate of infectious disease transmission between Residents. The Residents have been living without these two

⁵ www.healthatoz.com/healthatoz/Atoz/hl/sp/info/hfoodsafes.html

necessities for all year. It is time for the University to take responsibility of the Residents and supply them with basic supplies to lead a healthy life in the halls.

There were many have requests made for soap and paper towels to be brought in by Housing, but every time they gave the same response – the Residents will vandalize the soap dispensers. If Housing truly believes it is the intent of its Residents to vandalize machines that are part of the essential daily function of the Resident, then Housing is doomed to fail as those who make the policies and determine the course of Housing are blinded by their own authority of Residents.

Moreover, many Residents have become increasingly apathetic to the whole cause, simply – Housing has not met their needs, nor have they acknowledged their requests with a timely response, this is how the cycle of resentment and frustration begins. The Residents are losing trust for all components of Housing because of small problems like soap and paper towels.

I am left to wonder: Housing seems geared towards the reduction of liability, but what happens when one flu virus spreads through an entire tower causing 250 plus people to become violently ill? Will the University be held responsible for something they could have stopped and that would not have placed undue burden upon Housing?

Furthermore, what type of lawsuits would come out of a massive outbreak of disease that the Residents had already warned Housing Management about? If the University and Housing are too oblivious to heed the request, then one day they may ultimately pay the price.

Solution:

- Increase Metro's responsibilities in the bathroom to include regular cleaning of the whole facility.
- Add soap and paper towel dispensers to every bathroom in each hall. This is very important to Resident happiness in their current situation.
- Work into the Metro contract a new clause saying they will refill the soap and paper towel dispensers twice a week, on Tuesdays and Fridays. This will ensure that bathrooms never run out of these essential goods.

- Inform Residents of new fines in place that will punish the entire floor if either of the two new dispensers is vandalized and there is not a single person that can be found guilty. This would spread the costs through almost 30 people which would bring it down to nearly a dollar a person for any damage.
- Begin to take responsibility for the Resident's health issues while living in the halls. If Housing truly wants to limit liability, they need to begin to assess all the potential health hazards – starting with the bathrooms.
- Keep a close watch on possible epidemics that may sprout up in particular dormitories.
- Choose one path: Housing can either be proactive or reactive in regards to Resident health.

Lokahi Inspections (Appendix J)

When I first heard the idea of Lokahi (Appendix J), I thought it was an innovative idea for community improvement. I thoroughly believe in the development of the community with the assistance of Housing Management. I was under the impression; Lokahi would be a series of activities or discussion groups regarding how Residents can better the community. I was appalled to learn that Lokahi is merely an inspection conducted by Housing Management. When I discovered this information, I quickly sought the Residence Hall Handbook for answers regarding this pseudo military inspection.

First I looked at the overall presentation of Lokahi and determined that all the periphery items that are within Lokahi are merely a ruse to distract the Resident from the reality that this is an inspection. Knowing that, I wanted to know exactly what they were inspecting for. They are keying into the rooms and apartments of the Residents searching for only "cleanliness and damages," as stated in the Handbook. Furthermore, this should be considered an illegal search for policy violations under the pretense of an inspection for cleanliness and room damages.

Where is the just cause for this massive inspection? I don't feel the Residents are being any more neglectful of their rooms than a normal college student would be. Many Residents are extremely offended by this gesture. Housing Management has no right to violate a Resident's private space without just cause. The truth of the matter is that this

is a subjective issue and in the midst of writing term papers for nearly every class, no student should be asked to clean their room for some ridiculous inspection that means nothing to the betterment of the community.

Thus, the reasons for having the inspection become very clear once a person has analyzed the truth behind the rhetoric of the University. Moreover, they are searching for damages; well they will probably just find the damages that they never fixed from the years before. Broken doors, cracked paint, broken screens are just a few of the problems (damages) that exist because Housing has already neglected the Residents. In my opinion, Housing should look internally with Lokahi before turning it against the Residents. Maybe once Housing has done some housecleaning and proven to the Residents that their internal functions are clean and without damages, then they can begin to check the Residents for such flaws.

I don't care if Housing wants to inspect Resident's rooms for any number of policy violations. However, simply state that this is a room inspection for policy violations. It is frightening what the University and Housing feel they can get away with. I understand that Residents give up certain rights when they enter the halls or apartments, but they are not ignorant and know what Housing's intent is. Thus, it is blatantly disrespectful to try to fool the Residents into a search that looks for cleanliness while the real intent is to uncover policy violation.

Who says the Residents even need to be supervised in the way they clean their rooms? As long as there is no damage and the room is clean upon checkout, what should it matter to Housing what any Resident's room looks like in between check in and checkout? Also, who can truly judge what cleanliness is? I recommended to the Chancellor to immediately cancel this year's Lokahi Inspections and develop a new program that isn't based upon fallacious rhetoric. He did not. Housing must remember we are paying clients that have rights. I really have to wonder if the resources, which I have been told are so scarce, are being allocated properly. It is clear – resources allocation in Housing is a way to maintain certain strict standards without any just cause.

The solutions are easily found, but it seems as though no one is looking for solutions, just more rules and policies to cover up the problems. When the real problem is

Housing Management and its inability to gauge and react to the situation of the Residents. The University has an ethical duty to follow through with the complete rhetoric that it states in its Handbook and Policy Manuals. I do not feel this program promotes unity and harmony within the halls and apartments; in fact, it further divides Residents from Front Line HM. Yet, Executive HM does not care about this since they are not connected to the situation. This is another example where Housing using its employees to accomplish a random assortment of tasks without giving them the full understanding of why these tasks are essential. The only harmony created is that of student resentment towards all actions that Housing may undertake in the future.

Once again, Housing takes every opportunity to exploit the trust that the Residents have given to Housing Management. Nonetheless, Housing never seems to give that same trust back. One of the R's of being an RA is Respect. Residents have shown they are not pleased, but merely satisfied with their living experience. Housing Management may be content to rest upon this customer satisfaction level; yet, any good executive can see the flaw in this logic. Housing Management should strive for the highest possible customer satisfaction. They will never obtain this level with ill-defined policies that desecrate traditional Hawaiian language.

Solution:

- Eliminate or rename Inspections for fall 2004.
- Look at entirety of rhetoric listed in Residence Hall Handbook and determine how much of it the Housing Department is in compliance with.
- Stop looking at students with fearful eyes. We are creative and thoughtful people who can accomplish amazing things if allowed some freedom.
- Either break all trust between Housing and students or start to rebuild it immediately.
- Find discussion minutes for "Live Lokahi" and present them to the students. We would like to know where this program came from and how much student input actually went into its creation.
- Stop looking at the halls as a liability – no firm will ever succeed when they don't focus on the assets (Infrastructure) and revenue sources (Residents) as well.

Invisible Hand of Housing

Administration Distance

The average Resident does not come into contact with Executive HM. While one would think this just means that management is doing a good job, I would tend to believe otherwise. I think that the distance management places between itself and the Residents is a precautionary measure so that Residents can't get too close and too knowledgeable of the process of policy creation and enforcement. At any level, the best managers in the world spend more time in the field than in their office. Executive HM has forgotten this principle.

Management should look around itself and view upon the most successful industry in Hawai'i: tourism. In studying the Royal Hawaiian Hotel in Waikiki, I discovered that previous Hotel Managers in the Pink Palace would walk the grounds all day. The manager was not merely some person that directed orders to the employees; he was a close personal friend to many of the clients. Furthermore, he would ask them what changes they would like to see. If the guest said, "more towels for the pool deck," the manager would excuse himself and bring a new stack of fresh towels within five minutes.

This type of dedication is customer service, and it can't be done at arm's length. In order to truly understand the customer, all components of management including the CEO must be willing to engage the client in close proximity. The choice of engagement is always left to the manager, but the poignant fact about the Royal Hawaiian is that 50% of their guests are multiple return clients. Charging more than 600 dollars a night for a room that is no different from the neighboring hotels, the Royal Hawaiian showcases the difference close management can make upon business profitability and customer satisfaction.

Solution:

- Bring Executive HM down to the Residents.
- Start a suggestion box in each hall that is opened twice weekly by a member of executive Housing Management.

- Begin a program of open conference hours. Twice a week, an Executive from Housing Management will come down to Hale Aloha Cafeteria at a certain time and will hear all ideas and complaints.
- Incorporate suggestions and weekly meetings into the policy planning process.

Confusion Principle of Employment

In recent years, I have been developing a theory regarding employee retention and the implication of retaining versus firing any given employee. The Confusion Principle of Employment states that any employee is one step away from being fired or promoted. It is the superior that makes the ultimate decision with the input of the subordinates whether this person should be promoted or fired. If an employee exhibits great skills and work product then he/she should be promoted. If the employee has not met the standards of promotion, then this employee's contract should not be renewed. The main reason for not renewing the contract is that when an employee's actions are adequate but not exceptional, there is a large area of doubt regarding the total effect; whether it is has been positive or negative in relation to time and resources. This should be the reason why Director Zehner was fired. It wasn't that he didn't do his job; it was that he didn't perform up to the standards set by the Residents and his superiors.

Around student Housing, there were two equal camps, one wanted Zehner fired, the other wanted Zehner retained. Therefore, this discrepancy clearly shows that he didn't performed his duties to a satisfactory level as indicated by client discontentment. To retain Zehner would continue to pull Housing into mediocrity considering there is already resentment from Residents towards Housing. There are certainly no grounds to promote him to a higher position. In essence, the Chancellor had his hands tied with two situations both of which would produce negative outcomes.

The retention of Zehner is a long-term negative outcome; Resident animosity towards Housing would have grown until it reached an uncontrollable level. This would only set the University further back. The second scenario is the firing of Zehner in which people were upset, but they will be happier in the long-run if better leadership is hired. The

simple fact that so many Residents were discontent with Housing warrants the firing of Zehner.

Despite this reality, the Chancellor still refused to release details regarding the events that lead up to the incident. It would have pleased every party involved if the Chancellor and the Board of Regents came together and said in one united voice:

Former Director Zehner was not heading in a direction we feel was most beneficial to the student Housing community. Residents were clearly not pleased with the current state of Housing and we saw this as a pivotal time to take a step back and make a dramatic change to ensure that we don't lose sight of the University's Vision for student Housing.

This would clearly summarize most points and relieve much of the tension that has been caused by Chancellor Englert's inability to communicate with his own management team and the students. Overall, based upon the Confusion Principle of Employment, the Chancellor had the grounds to fire Zehner. Nonetheless, an explanation to the entire situation would have been a large step in healing the relationship between Housing Management, University Management, Residents and students.

Solution:

- Reconcile the rift within Housing Management by any means necessary.
- The Chancellor should have made a public statement to the Residents as to why the Housing Director was fired.
- Begin open forums of both Residents and Housing employees as to what they deem good qualities in a Housing Director.
- Stress the importance of remaining focused upon the matters of Housing and not the change that took place.

Resident Advisors as Pawns

Since Executive HM is so distant from the Residents, I often see the RAs being sent out at pawns to control the masses of Residents while Executive HM waits on the back-line. This is unacceptable, Residents don't want to hear policy enforcement from a HD or RA

– I think the person that wrote the policy should inform the Residents of its existence. At the very least, Residents should know why certain policies are in place. Everything is deferred up the communication chain only to be sent back down to the RAs who are forced to extrapolate broken information.

If management is truly concerned with student welfare, it will reduce the length of transmission between Executive HM and the RA. Granted most in Executive HM don't think the Residents watch very carefully how things work, but most Residents are very perceptive of the interaction between RAs and Executive HM. When forced to choose, the Residents will side with the RAs since these are the people that are students and that live in the dorms. Management is right to place RAs with groups of Residents in order to facilitate an effective, stable, and productive living environment. However, they have been misguided by placing them so far away from Executive HM. This distance aggravates the Residents as they feel alienated from those who make the policies by which they have to live. It also begs the question, why aren't the RAs key players in the policy process? After all, they have to implement the policies of the often invisible Housing administration.

Solution:

- Increase the communication between RAs and Executive HM.
- Begin policy development at the Resident/RA level.
- Top management needs to show support for the RAs in front of Residents to increase RA authority and to show management's initiative to incorporate all involved parties in critical matters of Housing.

Consistency

Housing Management can be judged on several measures, especially on the consistency by which they operate each hall in relation to other halls on campus. Furthermore, consistency also relates to the way they treat individuals that live in student Housing. This greatly affects how Residents score their Housing experience. Since almost all individuals view themselves in relation to other individuals, this can be a source of resentment on both the individual and group level. Basically, it would be beneficial to implement a system wide policy that doesn't differentiate between particular facilities or groups.

Wellness Policy

I believe the wellness policy to be the most ridiculous and harmful policy that the University of Hawai'i Housing Department has come up with. The problem lies in the intent versus reality of the policy. I agree the theory of getting all Residents to drink less, especially those who are underage, is a noble pursuit. However, it must be attacked from the viewpoint of the Resident, not Housing Management.

Studies have shown that underage drinkers consume more alcohol in relation to the strictness of rules and penalties.⁶ The reason for this is deeply rooted in the psychology of human beings – we naturally want what we can't have. Therefore, underage Residents perceive that a right has been taken away from them and begin to pursue their justice by whatever means possible. In the midst of trying to limit alcohol, legal drug, and illegal drug use, Housing has most likely increased alcohol and drug use since both items have become more glamorous due to the current policies.

During my research, I have been seen freshmen snickering because they had just fooled someone into thinking they weren't drunk. Furthermore, the parties at Noelani and Wainani are endless and there are parties nearly every three weeks in a park that is not more than 150 feet from the freshman only dorm: Lokelani. The University's policy is not significant since there are so many outlets by which a minor can gain access to alcohol,

⁶ Resistance Theory: A test with Collegiate Drinking. Ruth C. Engs and David J. Hanson. Indiana University. <http://www.indiana.edu/~engs/articles/react.html>

including other University Housing. This should create a dilemma for the University policy makers. What would happen if Housing took, for the most part, some of that thrill away? Many pessimists would say chaos, but I think it would empower students to drink less since alcohol would lose the quality of “forbidden fruit.”

Also, the “Wellness Facility” is a term created so that parents can feel safe about sending their kids to this University. To what extent is it false advertising? I have witnessed alcohol consumption and other activities in wellness halls. In my opinion; I don't think it can be called a wellness facility. Its intent is to be a wellness facility, but the reality is that it is bastion for alcohol abuse and legal/illegal drug use. If I were a parent, I would feel severely misled if that was a main selling point for sending my child to this school. I feel the Housing Department is once again trying to use words to convey something that does not actually exist anywhere but on paper.

Lastly, I have come to be somewhat confused about the definition of drug paraphernalia and the relation is has to empty or full alcohol bottles. The policy clearly states:

I understand that the possession and use of alcohol & tobacco products and illegal drugs by Residents or guests in the Substance-Free/Wellness residence hall is strictly prohibited. This includes Resident rooms and any public areas within the hall. Any evidence of alcohol, which includes but is not limited to, empty alcohol containers and any alcohol paraphernalia (shot glasses, alcohol bongs, etc), may result in a violation of this policy. Any violation of this guideline may result in a disciplinary transfer and/or immediate disciplinary action.⁷

This clearly reads that no alcohol bottles will be allowed in the dorm whether they have alcohol or not. The alcohol bottle serves as the device by which alcohol is distributed and carried. Alcohol is a legal substance as long as the person is 21 years of age. Nonetheless, the policy for smokers is that they are not allowed to smoke inside or within a certain distance of the building. However, the Food and Drug Administration in the Food, Drug, and Cosmetics Act has determined cigarettes to be the device by which tobacco is carried. Although this issue has been back and forth in litigation for years, it is at the crux of a consistency problem. Since each cigarette is in effect an alcoholic bottle, then all cigarettes should be banned from the wellness facilities. Otherwise, cigarettes are nothing more than unconsumed alcohol that remains in the bottle. This

⁷ Resident Hall Handbook. 2-26.2

policy is riddled with gaps that create huge discrepancies in treatment of different members of student Housing. If a student is allowed to have a cigarette in his possession in his room, then that student should also be allowed to have a bottle of alcohol. Fundamentally, this is a problem of Housing being afraid to implement a policy that mirrors the outside world; rather, Housing would like to govern the Residents with fear and bias.

Solution:

- Remove the title “Wellness Facility” from all halls that are currently Wellness Facilities.
- Revert back to the University policy regarding alcohol consumption (Residence Hall Handbook, 2-1.0 through 2-14.6, 2-8.2, and 2-10.0).
- Create alcohol awareness teams to discuss issues with students.
- Create harsher penalties for any minor that is caught drinking.
- Discuss issue with upperclassmen and ask for their cooperation in helping with the problem.
- Be realistic about the problem and develop practical approaches for the entire Housing community – not just those in “Wellness facilities.”

Room Quality

There is a large difference in the quality of various aspects of all the rooms in the dormitories. Not just between the different towers, there are noticeable differences between individual rooms. In many rooms, paint is chipping off the walls while some don't have a way to close their windows. Overall, there appears to be a lack of uniformity within all the rooms. I will not belabor this point, since the rooms in my opinion are a step above most that I have seen in other schools. This is largely in part to the efforts that are made by maintenance to discover these discrepancies and then repair them to the best of their abilities. I want to call attention to the small issue of individual room differences that are often just a lingering nuisance rather than a serious problem for the Resident.

Solution:

- Continue to give adequate resources to maintenance and personnel in charge of purchasing for Housing.
- With each year, begin to repair all rooms so that they meet a set standard for the average room.

Sexual Harassment

Notwithstanding budgetary issues, this might be the single most important issue facing Universities across the world. Incidents of Rape, Sexual Assault, and Sexual Harassment are steadily rising with no decrease expected any time soon. Having worked as an Anti - Sexual Harassment Advisor at the University of California Berkeley, I can attest to the growing epidemic that affects women and men directly.

I can feel pretty confident in saying the reported figures of Rape and Sexual Harassment are remarkably lower than the real totals. During my time working as a Counselor and Advisor, I was told by several people that they had been victims of crimes that fell under these categories. Sadly enough, they were unable to report them and even reluctant to receive any counseling on the matter. The head of the Sexual Harassment Awareness Program informed me that despite their best efforts, the campus was still a place of many incidents of Rape and Sexual Assault. I learned that no matter what the exterior of any situation looks like, there is bound to be an internal environment that is much uglier and riddled with problems.

This is always the case regarding these issues. I cannot stress the importance of education on all fronts, at all times. When I gave lectures to fraternities on rape, I would tell each member to close his eyes. They would sit in silence and wait for the instructions. I then asked them to think about five women in their lives; mothers, grandmothers, sisters, girlfriends, and friends. I waited for several moments. Then I declared, "One of them was just raped."⁸ This figure often varies depending upon the

⁸New National Violence Against Women Survey
<http://www.campusoutreachservices.com/resources/nvaws.htm>

source; I have found statistics that state one in three women are raped during their lifetime. I would get the most shocked reaction from each person, but this is the truth of the national statistics for Rape. While this demonstration is brutally honest, these tasks are needed to bring people into recognition of a serious problem that has probably touched their lives without them knowing it. This way, next time they are in a situation that might be in the grey area, they might hesitate to think about their possible actions. The fact is that Rape is much higher proportionally on campuses than the national average.

In this spirit, I would like to look at Sexual Harassment in the halls. I applaud the efforts that have already been taken to inform students about the issue. I think more can be done, I have heard RAs talking about having programs on sexual harassment. Why should they have to develop programs for this? I think the University should train one individual in each hall to be the Sexual Harassment Liaison between the hall and the overall network that deals with Sexual Harassment in the University. This person would perform lectures and discussion groups within the hall as well as keep contact with people regarding the issues. This person could also serve as emergency counsel if needed. Basically, they would serve as an educator and prevention advisor to the hall.

Students and Residents would know they could go to this person at any time and speak confidentially. This Sexual Harassment Advisor (SHA) could easily be implemented with training and would be greatly beneficial to the Resident community. Often Residents want to follow the right thing to do, but are unsure of what to do in the grey areas. The SHA could work with superiors in the Gender Equity Offices while helping students remain cautious. This would be a proactive step to stopping Sexual Harassment where it can occur. There are many Residents that would be willing to be trained in all the Sexual Harassment and Rape procedures in order to help all their fellow Residents. I understand that Rape and Sexual Harassment can't be stopped, but it can be reduced with constant education so Residents can begin to take responsibility for an issue that touches every one of us at one point in our lives.

Solution:

- Coordinate the Gender Equity Office with the Housing Department.

- Inform Residents that positions are now available for the Sexual Harassment Advisors in each tower. This could be a paying or non-paying job.
- Begin training Residents as SHAs.
- Create a network by which SHAs can communicate with each other and the Gender Equity Office.
- Remain constantly focused to the problem of Sexual Harassment. Legally, Sexual Harassment, Sexual Assault, and Rape might be the worst liability cases that the Housing Department would have to face.
- Immediately begin workshops and training sessions for all Residents as a proactive step against these terrible acts.

Final Analysis

Apathetic Culture

Resident apathy is hard to measure and even harder to quantify so that it can be studied and acting upon. However, it might be the most pivotal aspect of the Housing problem. Inherently, an apathetic person will work less on the development of the community and more on individualistic pursuits that often have a negative relationship with community betterment. The individual has come to perceive that the authority figure is an invisible institution and will rebel against the hidden authority. Thus, the authority must become even stronger, and the rebellious nature of the individual grows to the point where conflict cannot be averted. In this regards, apathy is the result of authority and neglect from an administrative unit.

Initially, the individual will bind together with the group. However, the individual will break from the group and act in a selfish manner in order to remedy the “wrong-doings” of the authority figure with his/her so called justified actions. This can be seen when the individual does something only because the authority has acted something first. Therefore, a cycle of apathetic action is started. The authority figure will then return with more punishments and restrictions in order to combat the rebellion of the individual. The individual will react with larger and more noticeable actions. All the while, the entire community of individuals suffers as authority and individuals clash. The group and the authority then have a problem. How do they reconcile their differences despite the apathetic actions of individuals?

John Nash refers to this dilemma in his Nash Equilibrium by which the group can only be bettered by the collective and individualist efforts of the group. The group can only be helped by a series of actions both by the group and the individual. This past year, the individual Residents strained the relationship between the Residents and Housing Management. In response, many had taken to bombarding Housing Management in the media, instead of approaching Housing with solutions to the problems they see. This mob mentality only creates more distance between the two sides. Attempting to provide a positive force, many Residents began to develop solution sets for the problems that we

see in Housing. This is the only way to repair the damage in the relationship between students and Housing.

Apathy is a plague that can spread quickly through any culture. It only needs one charismatic person to become infected and within weeks, the group will be consumed by apathy. Apathy in itself isn't such a negative factor, but apathetic people typically exhibit certain qualities. Often, they display passive-aggressive behavior premised on irrational thought. This trend must be stopped before there Residents begin to act dangerously. As apathy begins to grow around the halls on campus, Residents can be heard saying, "Well Housing doesn't care, so why should I?"

While most Residents are typically satisfied with Housing, if asked to elaborate on any problems, nearly every Resident can list at least fifteen transparent problems. The more Residents learn about Housing, the more enraged they become. Eventually, this rage turns into apathy as the Residents feel they have no outlet for their grievances. This can be solved through implementation of a new culture that promotes the discourse between Residents and Housing Management for even the most miniscule of problems.

Housing must allow all Residents and Front Line Managers to bring their complaints to Housing at any time. This may inconvenience Housing, but this step will be greatly appreciated by all parties. No matter what the timing may be, Housing must make it clear to all students that "the door is always open." Moreover, the Residents need to be reassured that Housing will act upon the new dialogue in a timely manner. Each year, the Resident group suffers as apathy continues to become part of the Resident culture. The new Executive Management team is in a unique position to reorganize to stop this disease that will spread quickly if left unattended. They must act quickly and with conviction.

Solution:

- Realize that Resident apathy towards Housing is a combination of anger, resentment and frustration on the Resident's behalf.
- Understand that Residents want outlets for their grievances.
- Give Residents the opportunity to express their concerns often during the semester.

- Create a system of management that allows for the changing of policy and rules in a timely manner.
- Ask Residents to present solutions sets to any of the problems they see in Housing.
- Constantly reinforce the idea of group and individual working for the betterment of the community. It is not enough to say this in the Residential Hall Handbook; Housing management must present this idea to the students directly.
- Many within Housing will think, “what is the point of trying to open the channels of communication to the Residents, they will still rebel no matter what they policy.” This thinking is what got Housing to this point. It is time for progressive change. If Housing is unwilling to change, what makes anyone think the Residents are willing to change?
- Express Good Faith through action rather than speech or written word.
- Emphasize solutions over problems in both the student community and Housing Management Hierarchy.

Internal Housing Management Issues

In order to consistently provide a valued product, Housing Management will have to reconcile the internal differences in opinion and focus that exist. As shown by the survey, both levels of Management have dissimilar opinions regarding critical areas pertinent to organizational success. Over time, large differences in opinion can hurt the organization as individuals begin to focus on different goals other than the primary goals of the business. These differences may be the byproduct of other problems within Housing. Nonetheless, Executive Housing Management is responsible for creating and maintaining a positive unified culture within the organization.

Solution:

- Recognize the need for cohesive management in Housing.
- Create a consistent forum for Front Line and Executive Housing Management to voice their opinions on any issue.
- Emphasize “we” over “I.”
- Resolve Internal Housing Management Issues before they severely cripple product value and customer satisfaction.

Resident Advisor Compensation (Appendix K)

This hybrid of authority, student, and Resident is often placed in the most precarious of all situations within the halls and apartments. They are asked to become the friends of all the Residents, but must act with authority in the case of policy violations. For this reason, they have one of the most difficult jobs in the University system. In fact, the RA position is entrenched with innate conflict of interests and ideals; nonetheless, these individuals have to often interpret a grey area without proper compensation.

They are highly underpaid in relation to Hawai'i Minimum Wage (Appendix K.) I calculated the total income an RA receives from Housing. This figure is the product of Housing, Monthly Stipend, Miscellaneous Pay and Meal Plan Costs. After graphing out the data in accordance with number of hours worked per week, I concluded that the RAs only beat Hawaiian Minimum Wage if they work 30 hours or less a week. Otherwise, the pay per hour begins to drop until the point that an RA would make 3.50 an hour if they were to work 55 hours a week on average. While this is not very likely, it is possible – the RAs are being underpaid for the roles they must play in the Housing system.

Without RAs, Housing would have no mechanism to govern and watch over the Residents. In this case, Executive HM needs the RAs more than the RAs need Executive HM. They could go out and get a terrible job working for minimum wage and still beat their current situation. It is obvious that RAs are not solely driven by monetary motives. The Table shows that RAs would be greatly benefited by the University or Housing covering the Meal Plan Costs for the estimated 55 RAs. This would not cost the Housing Department much in the long-run as they would recover some of the costs back in fees charged to Sodexo.

The RAs are here to support and assist both Housing and Residents. These two groups often have polar opposite views. In order to retain quality RAs and to increase their satisfaction level, Housing should consider raising the pay that RAs earn. This could be done by several different means. Also, the cost of the pay increase could be passed on to the Residents as part of a larger Housing cost increase that would be a total of 200 dollars per Resident per year (100 dollars more per person per semester) to cover extra programs, RAs pay increases, and extra security measures that would need to be taken

with the abolishment of certain policies. The RAs should be commended for their job performance and the role they play in the development of both the student and Resident communities. I feel that the money spent on RAs is a much better use of resources than allocating those same resources to policy enforcement or Lokahi Inspections. If the University really cares about the long-term commitment to changing culture – it will start by matching the job requirements and compensation for the Resident Advisors.

Solution:

- Housing Cost Increase of 100 a semester. 10 of which will go to give meal plans to all the Residential Advisors. 50 of which will go to the Housing Department Fund for future projects/Miscellaneous Costs and the other 40 will be used for new Security Monitors.
- Encourage communication within all levels of Housing Management.
- Attempt to retain all quality RAs through compensation and through changing the culture of Housing and of the RA/Resident/Executive HM relationship.
- Use the RA expertise in conjunction with other security personnel to create a safe community that does not revolve around fear, but focuses upon active participation of the individuals in the community.
- Show the RAs respect in every step of the Housing process. They should be included in all aspects from policy creation to implementation. Do not ask them to perform tasks that others in Housing Management would not perform.
- Eliminate any confusion about the grey area they must occupy. They are here to build a community and enforce policy, but one has to take precedence. Housing has not made that clear.

Future Projects

In several discussions with Resident Advisors, there were several dominant themes. One of which was the need to build new buildings. Front Line Managers look around and see a crumbling Housing system in which they are supposed to create harmony in broken facilities. They also are aware of the facilities that have been closed for various reasons: Gateway and Freer Hall.

This has a demoralizing effect on the Residents and Front Line Management. As Residents walk by Freer Hall everyday, they are left to wonder how and why a Housing Structure is not being used. Residents would like to see the University build something or at least begin to make dramatic improvements to current structures. Residents of Noelani walk under suspended wooden beams that are in place to reinforce the structure. Given its current condition, I wonder if Noelani will be considered obsolete in the following years and left to rot away. If there is such a large demand for Housing, then they should begin to accommodate that demand by increasing the total capacity for the Housing System.

Solution:

- Begin project development on a new dormitory.
- Make this announcement public so Residents can help in the creation of a new facility.
- Begin to make substantial improvements to current Housing structures.
- Most importantly, show the Residents and community that Housing has made a deliberate attempt to take a proactive step forward by constructing new buildings.

University Commitment

University Management must prove itself to the Residents of University Housing. As the CEO of the University, the Chancellor is responsible for all actions that are undertaken by one of the departments of the organization. Moreover, University Management must be responsive to the needs of the customers from any of the subunits within the organization.

As an extension of the Executive Housing Management's distance from Residents, University Management appears even further and less receptive to the needs of Residents. Unfortunately, this hurts the University as Residents do not associate their living experience as a product provided and serviced adequately by the University. Ultimately, Residents are important customers of the University. The University should support Housing Management and show this customer group the necessary attention they deserve.

Solution:

- Embrace student and Resident opinions.
- Display the cooperation between Housing Management and University Management.
- Overtly act in a manner indicating the University's commitment to Residents and their living experience.
- The University, at all levels, must be committed to bettering the Housing system.

Cultural Change (Appendix L)

This might be the most difficult topic to grasp, but is also the most valuable in understanding the organization and the implicit culture it functions under. To change culture is naturally a very long and tedious process that requires long-term dedication from all management personnel. This process may cause turmoil to what may be perceived as a fluid machine, but will almost always lead to greater productivity and client satisfaction. In order to be productive in the long-run, management must choose to make changes that benefit goals of five to ten years rather than focusing purely on the problems of today.

If management can begin to map the future while looking at the internal strengths and weaknesses, then it will be able to set a course for a physical goal in the future. However, management may not do future planning and may be heading towards a goal that can't be defined, intended for, or that management and firm are not prepared to accept as a destination point in the firm's life. While they can plan for the future to determine where they want to be in ten year's time, there still is the question: How is a firm supposed to reach a goal that it can't currently see from the position it is in?

The answer is cultural change. This concept revolves around the changing of the entire organizational behavior within the firm. Culture is something that can't be defined nor quantified, so it naturally frightens those who feel secure behind the strength of numbers and calculated ratios. When a firm relies solely on the statistical data and accounting figures, they are destined to fail. At the head of every firm, there must be a charismatic leader who embraces cultural change at all times. This keeps the firm fluid and dynamic, allowing the firm and its employees to remain competitive in times of instability.

Another facet of culture is the attention to people within the organization. Each person within the firm must feel they are empowered to make changes both internally and externally that can better the firm. When employees feel they are left in the dark or that discourse has failed – they will become disenfranchised and they will produce at a lower quantity and quality. This can be crippling to any firm. Thus, management must find a way to be effective leaders while allowing for a shift in control back to the employees.

This will diffuse power in the firm and create a culture of communication rather than a culture of authority.

This all applies to the University of Hawai'i Housing system because the culture of the Residents is in terrible shape. This can be attributed to the lack of communication with Housing Management as well as the neglect that Executive HM has shown in its interaction with Front Line HM. The Residents want to change for the betterment of the community of Residents and for themselves as individuals, but have already become disenfranchised to the proposition of approaching the authoritarian giant that is Housing.

Thus, the Residents are waiting for the Housing Management to change before the Residents will change their culture. While this may appear to be a weak stance by the Residents, it is completely warranted in light of the breach of trust by Housing Management. The Residents are unwilling to change unless Housing is willing to show good-faith in the exchange of trust and information. Until that point, the current culture will remain. In fact, over time, what culture is present will deteriorate to the point that Residents will have very little social obligation and will only do things based upon rules, policies and procedures. This is the complete failure of culture. Culture is the social obligation that one person has to himself, his fellow person, and the community as a whole. When students begin acting with the primary goal of self-satisfaction – then it is clearly a sign that cultural change is needed.

Housing must also look inward, starting with the Chancellor and his actions in breaching the trust of Housing management, both Executive and Front Line. The culture change must first begin inside Housing Management before it can affect the Residential community. Furthermore, there must be a decision made for the cultural change and the direction with which to change. This is done by a combination of future mapping and current culture analysis. After both have been factored against each other, Housing can proceed with the appropriate actions to change culture that will eventually deliver Housing to its goal. The Residents will only react to actual change from Housing Management since communication is not strong enough to repair the current rift between both sides. Overall, Housing Management must look at its internal procedures and communication chart to discover the culture that it wants and then compare it with the culture that currently exists.

There is an eight step process to cultural change for the Housing system (Appendix L8). The first step is the actual choice to make a decision. Once the choice has been made, Executive HM must then change internally before it can proceed with any external changes. After the high levels of management have changed, they must create a new vision and mission that adheres directly to their new goals and desired culture. The vision must be clear and present a general view by which the entire Housing system can operate and look towards for guidance in policy making. Once the vision has been established and tested against hypothetical situations, the next step is the change within Front Line HM. This component includes the renovation of the culture at the lower levels of management where the interaction between Residents and management is high. Thus, this will take commitment from top management, since the process will slow down at this point. This change also includes the reconciliation of culture between Executive and Front Line HM as the two bodies must come together on a collective vision based upon the transitioning culture.

Even though mechanisms for culture change may be in place, the actual culture may not change over night. It will be critical of all parties to be patient in order for the cultural change to be made properly in accordance with the needs of each party. Most inter-management issues must be resolved, and then management can look to changing rules, policy and procedures. These policies will serve both be the students as well as internal management and re-enforce the new culture during the transitional period.

After policy change, then Housing Management and Resident interaction can occur. This step is critical since it is the first time management and Residents interact with the intent on creating the new culture for the Residents. This may be an awkward time for both parties, but as long as each side is willing to be open to new possibilities then the cultural change will occur. In fact, in this stage, the new culture may become even stronger as Residents embrace the new policies and vision statements. This process normally takes three to five years in businesses, but will most likely only take one through four semesters since the Housing system cycles Residents almost each year. Lastly, once all the steps have been taken and time has been allowed to work its course – the Residents will change their Residential community culture. The culture will become very strong and the Residents will cultivate the culture. This will also occur

within Housing Management. It is very important to make sure the decision to make cultural change is made properly.

The communication/response process is very important to Housing success (Appendix L5). Everything must originate from the Resident and community level. If this does not happen, then Residents will not embrace the cultural change no matter how hard Housing Management pushes for it. The communication channel focuses on the RAs who help facilitate the information to the Director of Housing and Housing Administrators. The information is then passed to the Chancellor and the Board of Regents.

In this process, they hold relatively little power as the momentum has increased since the overall development starts at the bottom and works its way up. Nonetheless, the Chancellor and the Board of Regents confer with each other to the necessity for a change. They can then go back to the Residents and community for more feedback, but they must allow for open communication from all lower levels. Once all the information has been received, they can then approve the necessary change to culture be made. The reason I call this a necessary change is that the Residents and community would not be vocal in unison unless the change were perceived to be essential to the overall function of the University. Therefore, the Chancellor and the Board of Regents allow for complete discourse unlike the partial discourse that is present now. This would foster the full development of all theories and ideas as they move up the chain of command. This is the only way to solve the culture problem in Housing. The Residents will not accept culture change that does not have roots in the movements and speech of the Residents and Community.

First, internal changes must occur within Housing Management (Appendix L6 and L7). These are fairly self-explanatory, basically outlining the chain of command as it runs through both tiers of management. The critical point is that each member must be willing to change the internal culture before the subordinates can or will change. This is seen constantly in firms that want the employees to change, but management exhibits the old culture. Thus, the employees witness the old culture and question why they are being asked to follow new implicit governance that would create this new culture. Ultimately, the new culture fails because management was not solely dedicated to the

proposition of cultural change. This process is difficult and time consuming both in planning and implementation. However, the rewards of an effective culture change can both increase profits and reduce liabilities as the Residents will be more proactive in the development of a satisfied community.

Customer Satisfaction

The overall goal of University Housing should be to make profit. In the long-run, they can make more profit if they increase customer satisfaction. By creating a more pleasant living environment, most substantial problems will be eliminated. Reducing or eliminating problems will reduce the cost to Housing Management for each Resident.

Housing Management needs to reprioritize their values to reflect a “customer first” attitude. Presently, the authority of Housing dominates the needs of the customers. This degrades the living experience for Residents while creating a negative culture that fosters rebellious actions. To survive as a business entity, University Housing must continue to research and develop its product. Currently, there is a long waiting list to live in University Housing. This fact does not mean that Housing Management has the right to ignore customer demands. In order to succeed, they should pay more attention to their current and potential customers.

Solution:

- Reorganize University Housing so that each member views the Housing system as a business organization.
- Empower Front Line HM to take the necessary actions in order to raise customer satisfaction.
- Adapt Housing Management’s philosophy to incorporate customer satisfaction into Strategic Planning.
- Adopt the policy that the customer always comes first.

University Housing

From my research, I have concluded there are six identifying characteristics of University Housing.

- Leadership Issues
- Poor Communication (all levels)
- Centralized Authority
- Resistance to Change
- Disenfranchised Employees
- Apathetic Residents

MTown

Executive Housing Management has created a new proposal titled MTown. This concept attempts to recreate the Berkeley Cooperative in the dormitories at UH. This model was taken from the 1960's Berkeley Housing Facilities. Included in this proposal is mandatory community contribution. Also, Housing Management plans to build and operate "Hot Spots" where Residents can congregate together.

I feel this proposal will not succeed to the extent that its creators believe. Having lived in Berkeley for many years, I consider it unrealistic to place similar living circumstances on the dormitories at UH. Also, the circumstances are different in each scenario. The way Residents live and interact with each other cannot be directly transposed on the University of Hawai'i Manoa campus. The Berkeley model provides many beneficial characteristics that must be selected carefully in accordance with the culture of this University, City and Residents.

This proposal is an aggressive approach to solve problems in Housing. Dr. Margit Watts is making a valid attempt to better Housing. However, I am not sure if all, or many, of the proposed ideas will be implemented. Ultimately, this proposal may be limited to a cosmetic fix to the larger problems that are deeply rooted in the Resident and Housing Management culture.

It is too early to determine whether the strategy outlined in MTown will succeed. I feel that it does not accurately or effectively analyze and solve the critical areas of need. The completion of this concept will be in the hands of Front Line Management. They will hold the power to the realization of MTown. For this reason alone, it is likely to fail.

PERSONAL CASE STUDY

University of California Berkeley

Since Berkeley is the proposed model in the MTown platform, I wanted to include a portion of my paper that the Chancellor received in the fall of 2003. It recommends looking at Berkeley for the fusion of City, University and Residents. Many will say these changes are too drastic for the University of Hawai'i to implement. However, it is time for the University to make a dramatic transition in order to save the good characteristics of culture while phasing out the negative aspects of both Housing policy and Resident culture. One University in particular realized this fact more than a decade ago, the University of California Berkeley began implementing radical theories into their Housing policies and came up with many long-term solutions to the same problems that plague Housing at UHM.

The Berkeley campus is the flagship campus of the University of California System which houses many large campuses. Each campus has a unique culture, but one that is primarily dominated by California Residents. UHM maintains a similar position with most students coming from Oahu and neighboring islands. Therefore, in terms of local culture and overall expectation of culture within the dormitories, UCB and UHM are not far apart.

UCB is one of the largest campuses based on student population in the country; there are more than 30,000 undergraduates and 7,000 graduate students in attendance this year. Much like the UHM campus, the UCB campus has been heralded for its unique diversity. This is the most fundamental fact tying the two campuses together. Both schools are located in very diverse regions and heavily recruit students from diverse backgrounds and international locations. Beyond that, the schools both have a primary goal of encouraging diversity in the formal and informal education of the students and Residents.

The UCB Housing structure is not without its fair share of problems, but there is a dramatic difference in quality of response to these problems in comparison to UHM. UCB has established a network of trust with its Residents by reinforcing the social education principles of the University. In terms of defining the external environment and

its impact on the social climate of Housing, few cities and colleges can compare with Berkeley. Immediately when Residents step out of their halls, they are in the middle of a busy city. There are city problems such as homelessness, traffic, vandalism, and urban sprawl. Thus, the University had to make choice decades ago to either embrace the culture of the city or to deny it. They knew that denying the entrance of the city culture into the Housing system would hinder a Resident's progress in transitioning from high school to the world that exists after college. Therefore, they have accepted city life into the culture of the Housing system. In order to succeed, a business should embrace the physical environment in which it operates.

The first step taken is to, with the exception of two halls, eliminate single sex floors and adopt the Co-Ed flooring plan. The arrangement places both genders on the same floor with a common bathroom. While many think this would lead to an increase in gender conflict, it actually works quite well every year. Similar to UHM, there is an RA on every other floor. The RAs are not forced to do rounds, but are asked to be part of the Resident community. The RAs still rotate nights that they are on call, but the Security Monitors handle all the interaction with Residents at night. These SMs are constantly moving through the halls and make sure that Residents are safe. They do not actively search for alcohol or other substances, but let matters of greater importance dominate their focus on rounds. They also are Residents, so they understand the dynamics of social situations within the dormitories very well. Thus, they can diffuse the situation much more easily than an RA who is already placed at a disadvantage in situations where authority is a source of tension.

Another issue for UHM that UCB has solved to a certain degree is the guest policy. UCB moved to a policy that was quite similar to UHM in the overnight stay of guests, but was different in that it allowed for any guest to enter the building if supervised and escorted by a Resident from the hall. The guests were not ordered out of the hall at anytime and the only reasons a guests would be denied is if there were just cause to restrict the guest, prior incident with the guest or Resident, and/or hall lockdown (which happened very seldom).

There were very few problems between roommates as friends and guests would stay over in the rooms and floor lounges with no hassle from the RAs or Security. This

helped Residents develop the sense of community, because it proved to the Residents that Housing Management had trust in Residents. Coming to UHM, I know what can be accomplished when Housing will trust the Residents to make adult decisions regarding their living environment. UHM has a remarkable opportunity in the coming months to take bits and pieces of Resident opinions, modeling done by other Universities, and Housing management's thoughts to develop a long-term strategy that builds a community through culture rather than rules and restrictions.

Inside UCB Housing, there is a very relaxed atmosphere. There are not many examples of authority or really the necessity for any strict authority. The rules were known well and they were typically followed by most Residents. Any Residents that acted out of line were most often punished internally by the culture the Residents had developed. The UCB model may not work in Manoa since the City of Berkeley provided Residents with many outlets for their nervous energy at night. There were often times when the halls would be vacant nearly every night of the week. This could be something for UH to look out. How can they create a similar culture through an artificial nightlife that is centered on positive events rather than the negative aspects of Noelani parties? As of now, the problems that occur in Noelani are primarily caused by the lack of constructive activity options at night. UCB was not perfect, but they made large strides in proving Residents can be trusted to drink responsibly, live on co-gender floors and participate in a community that performs many of its own security functions.

Overall, after living in two different dormitories on the UCB campus, I can say that the system works smoothly. To a certain degree, it can be implemented anywhere if Housing Management is committed to having a positive culture where social education takes precedence over liability reduction. I am not saying this is the only way to solve many of the problems that UHM Housing may face, but it highlights some of the creative tools Housing can use to look at physical problems with an abstract perspective. There is bound to be experimentation and subsequent failure of new policies. However, over time and experience, the UHM Housing Management will come across many new innovative ideas to improve organizational culture, effectiveness, and the lives of Residents.

Conclusion

While the survey did not achieve my desired hypothesis, it served as the backbone for my consulting work. During my observation period, I had wondered who really was to blame for the problems that face Housing. I feel that every person associated with Housing should hold some responsibility. This includes; University Management, Executive Housing Management, Front Line Housing Management, and Residents. However, the onus for Housing success falls squarely on the shoulders of Executive Management. Executive Leadership sets the tone for the entire business organization.

Housing Management must not wait until Resident opinions have become strongly negative. Now is the time to take action. Executive Housing Management can make large strides through the empowerment of Resident Advisors. Front Line Managers want two things. They want to have the organizational authority to solve problems immediately. Even more importantly, they want to be compensated based upon their performance on the job.

Change is very difficult, but not impossible. Culture is often perceived as the way things are done. However, a more effective understanding of culture is to communicate why things are done in a particular fashion. Resident Advisors need to understand why they are being asked to perform certain duties.

Housing Management can begin to change through the observation of one rule.

In the absence of strongly defined customer opinion, there must be strong and dynamic Executive Leadership. They must be strong enough to relinquish power when necessary while remaining flexible in the pursuit of organizational success.

References:

University of Hawai'i Manoa Housing

Residence Hall Handbook (2003-2004)

Contains all applicable Housing policies

Mtown Proposal (2004)/Housing Management Meeting (2004)

Received via forwarded email

Attended follow up meeting with Housing Management

Outside Resources

College Issues: Drinking, Sexual Assault, Rape, Sexual Harassment, etc.

College Statistics

http://www.dontskirttheissue.com/college_statistics.htm

New National Violence Against Women Survey

<http://www.campusoutreachservices.com/resources/nvaws.htm>

Rape on College Campuses

<http://webpages.marshall.edu/~pressman1/rape.html>

Resistance Theory: A test with Collegiate Drinking. Ruth C. Engs and David J. Hanson. Indiana University. <http://www.indiana.edu/~engs/articles/react.html>

The Student Perspective on College Drinking. Peggy Eastman. April 2002. National Institute of Alcohol Abuse and Alcoholism. <http://www.collegedrinkingprevention.gov/Reports/student1.aspx>

Informal Discussions

Residents (2003-2004)

Anonymous, No specific dates

Resident Advisors (2003-2004)

Anonymous, No specific dates

Students (2003-2004)

Anonymous, No specific dates

Housing Director (2003-2004)

Dr. Margit Watts

Two Discussions pertaining to a previous paper and this thesis

Formal Discussions

Housing Director (fall 2003)

Dr. Margit Watts

University of Hawai'i Manoa Chancellor (fall 2003)

Chancellor Englert

University of Hawai'i Manoa Management (fall 2003)

Personal Experience

University of California Berkeley (2000-2002)
University of Hawai'i Manoa (2003-2004)

University of Hawai'i Manoa Professors

Dr. David Bess (2003-2004)
Thesis Committee Chairperson
Organizational Behavior/External Analysis
Dr. Elaine Bailey (2003-2004)
Thesis Committee Member
Organizational Behavior/Human Resource Management
Dr. Reginald Worthley (2003-2004)
Thesis Committee Member
Statistical Analysis/Surveying Techniques
Dr. Dharm Bhawuk (2003)
Business Professor
Organizational Behavior/Implications of Culture in Business

Non-Published/Non-Submitted Academic Works

Work:
Housing Problems and Solutions from a Student's Perspective:
(Analysis of the Interaction between Housing Management and Residents)
Author:
Kirk Bardin
Date:
October 15, 2003

Newspaper

Ka Leo O Hawai'i

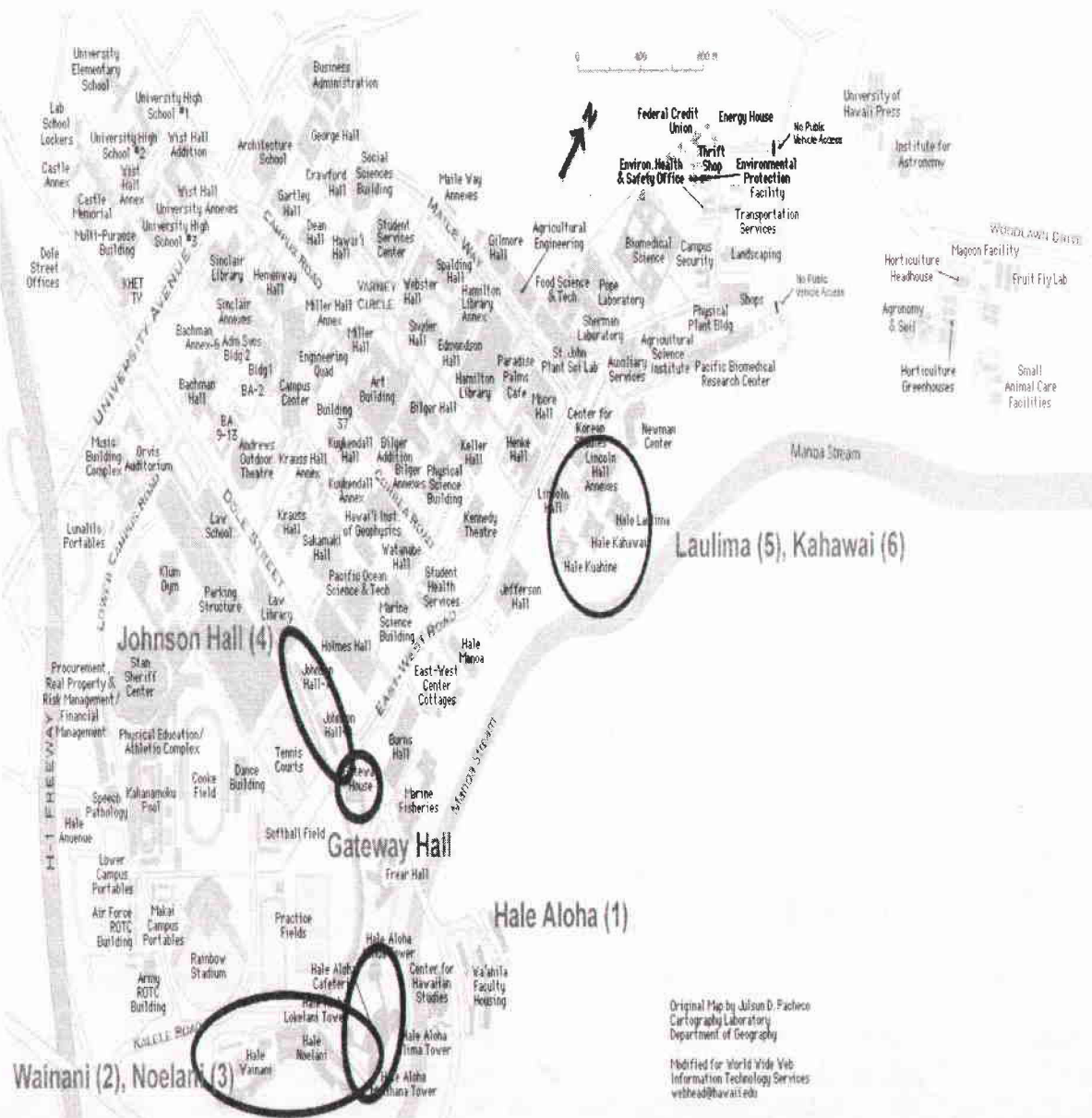
Articles:
Housing chases smoke not crimes (Feb 23, 2004 Jay Walkinshaw)
Gateway students petition UHM (Feb 06, 2004 By Kimo Jarrett)
UH seeks housing fund solution (Feb 02, 2004 By Alexandre Da Silva)
Letter to the Editor: I am entitled to my heterosexuality (Feb 02, 2004 Jessica Floyd)
Interim Housing Director chosen (Oct 09, 2003 By Alexandre Da Silva)
Student Housing policy troubled (Oct 08, 2003 By Pablo Wegesend)
Ka Leo's 'bias' leads to imbalance (Oct 06, 2003 Derrick De Soto)
OSA to display loss of confidence in Englert (Oct 01, 2003 Myrtle Ching-Rappa)
Former dormer asserts views (Sep 30, 2003 Pablo Wegesend)
Letters to the Editor (Sep 30, 2003 David Anderson)

Statistical Analysis

Microsoft Excel (2002)

Appendices

A. University Map



B. Consent Form

Agreement to Participate in University Housing Survey

Kirk Bardin
Primary Investigator
kjbardin@hotmail.com

This research project is being conducted as a component of a thesis for a master's degree. The purpose of the project is to further understand the satisfaction level of Resident living in University Housing compared to Housing Management's assessment of the same questions. You are being asked to participate, because you are a Resident of a University Housing Unit.

Participation in the project will consist of reading this form on and filling out a short survey. No personal identifying information will be included with the research results. Completion of the survey should take no more than 2 minutes. Approximately 550 people will participate in the study. All surveys will be collected and analyzed based upon general categories and the subsequent rankings given to the statements.

The investigator believes there is little or no risk to participating in this research project. However, there may be a very small risk that you will experience psychological pain when closely assessing your current living circumstances.

Participating in this research may be of no direct benefit to you. It is believed, however, the results from this project will help future University Housing to better identify and address the Resident's needs. No compensation will be provided for participating in this survey group.

Research data will be confidential to the extent allowed by law. Agencies with research oversight, such as the UH Committee on Human Studies, have the authority to review research data. All research records will be stored in a locked file in the primary investigators office for the duration of the research project. All other research records will be destroyed upon completion of the project.

Participation in this research project is completely voluntary. You are free to withdraw from participation at any time during the duration of the project without consequence.

If you have any questions regarding this research project, please contact the researcher, Kirk Bardin: kjbardin@hotmail.com.

If you have any questions regarding your rights as a research participant, please contact the UH Committee on Human Studies at (808)956-5007.

C. SURVEY

University Housing Survey

This Survey is being conducted for a student's Master's Thesis analyzing University Housing Management and Residential Satisfaction. Thank you for taking the time to answer the following questions.

What type of University Housing do you live in? Please circle only one.

Hale Aloha Wainani Noelani Johnson Hall Lanikua Kahawai

Please answer these questions. Place an X in the one box that best fits your answer.

	Strongly Disagree 1	Disagree 2	Slightly Disagree 3	Neutral 4	Slightly Agree 5	Agree 6	Strongly Agree 7
Housing rules, policies, and procedures are fair.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Residents trust Housing Management to act appropriately.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Housing Management is receptive to the needs of Residents.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Housing Management respects Resident's privacy.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Residents feel safe living in University Housing.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Housing Management trusts Residents to act appropriately.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Residents are pleased with their Housing experience.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

For Housing Management Only.

Please Circle your position.

RA RD/HD

Housing Administrator

RA's are given adequate resources to perform their jobs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
RA's are given a forum to change Housing procedures.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
University Housing Management pays RA's competitive wages.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

D1. Survey Gathering - Residents

Survey Group	HA	WA	NO	JO	LA	KA	AN
1	34	4	4	3	2	1	0
2	37	2	4	10	2	4	4
3	25	5	4	13	5	3	1
4	10	1	1	1	1	1	0
5	4	1	3	3	0	2	0
6	38	9	6	10	6	5	2
7	42	27	24	4	3	1	0
8	28	20	17	3	4	0	0
9	4	0	1	6	24	27	0
10	4	37	42	0	0	0	0
11	0	26	0	0	0	0	0
Total Population	1104	650	524	196	160	156	NA
Total Surveyed	226	132	106	53	47	44	7
Population %	20.47%	20.31%	20.23%	27.04%	29.38%	28.21%	NA

D2.

Group #	Date	Time (pm)	Location
1	4/23/2004	5:40-6:00	HA Cafeteria
2	4/23/2004	6:40-7:00	HA Cafeteria
3	4/23/2004	7:40-8:00	HA Cafeteria
4	4/24/2004	5:15-5:25	HA Cafeteria
5	4/24/2004	6:45-6:55	HA Cafeteria
6	4/25/2004	6:00-6:20	HA Cafeteria
7	4/27/2004	2:30-3:30	HA Courtyard
8	4/28/2004	12:05-12:55	HA Courtyard
9	5/5/2004	3:00-4:45	Upper Campus
10	5/7/2004	12:00-1:30	Noelani Apartments
11	5/8/2004	4:50-5:30	Wainani Apartments

E1. Survey Gathering - Housing Management

	HA	WA	NO	JO	LA	KA	AN	Unknown	Total
<i>RA/RD/HD</i>	16	8	9	4	3	4	3	3	50
Population Total									55
Population %									<u>90.91%</u>
<i>Housing Administrators</i>									14
Population Total									17
Population %									<u>82.35%</u>

E2.

GROUP	DATE	TIME	LOCATION
RA/RD/HD	4/15/2004	5:00-6:15	Watanabe 112
Housing Administrator	4/15/2004-4/23/2004	NA	Central Housing Office

F. Results – Residents

	Univariate Statistics						
	Q1	Q2	Q3	Q4	Q5	Q6	Q7
Count	615	615	615	615	615	615	615
Sum	2.396	2.482	2.437	2.824	3.011	2.519	2.429
Average	3.90	4.04	3.96	4.59	4.90	4.10	3.95
Median	4	4	4	5	5	4	4
Mode	6	4	6	6	6	6	6
Trimmed Mean (0.2)	3.93	4.10	4.03	4.71	5.04	4.18	4.02
Minimum	0	1	1	1	1	1	1
Maximum	7	7	7	7	7	7	7
Range	7	6	6	6	6	6	6
Standard Deviation	1.719	1.697	1.670	1.751	1.600	1.750	1.749
Variance	2.953	2.878	2.789	3.066	2.559	3.061	3.058
Standard Error	0.069	0.068	0.067	0.071	0.065	0.071	0.071
Skewness	-0.025	-0.161	-0.132	-0.555	-0.751	-0.259	-0.207
Kurtosis	-1.141	-0.980	-0.990	-0.717	-0.301	-1.021	-1.069

**DOCUMENTS
CAPTURED AS
RECEIVED**

G1. Resident Comparison

HALE ALOHA		Univariate Statistics						
HM		Q1	Q2	Q3	Q4	Q5	Q6	Q7
Count	16	16	16	16	16	16	16	16
Sum	79	88	83	82	79	68	87	87
Average	4.75	4.13	3.81	5.19	4.75	4.25	3.56	
Median	5	4	4	5	5	4	4	
Mode	6	5	5	5	5	5	5	
Trimmed Mean (0.2)	4.79	4.21	3.86	5.28	4.79	4.29	3.57	
RES		Q1	Q2	Q3	Q4	Q5	Q6	Q7
Count	228	228	228	228	228	228	228	228
Sum	753	878	863	989	1,107	868	836	
Average	3.51	3.88	3.82	4.42	4.90	3.80	3.69	
Median	3	4	4	5	5	4	4	
Mode	2	4	4	5	5	4	4	
Trimmed Mean (0.2)	3.48	3.93	3.87	4.52	5.03	3.84	3.71	
VAINANI		Univariate Statistics						
HM		Q1	Q2	Q3	Q4	Q5	Q6	Q7
Count	8	8	8	8	8	8	8	8
Sum	31	27	38	29	21	32	32	
Average	3.88	3.38	4.50	5.25	5.13	3.88	4.00	
Median	4	3	5	5	5	3	4	
Mode	(5; 4)	3	5	5	5	(5; 3)	(5; 4; 2)	
Trimmed Mean (0.2)	3.88	3.38	4.50	5.25	5.13	3.88	4.00	
RES		Q1	Q2	Q3	Q4	Q5	Q6	Q7
Count	132	132	132	132	132	132	132	132
Sum	525	520	528	584	628	521	531	
Average	3.98	3.94	3.98	4.50	4.76	4.17	4.02	
Median	4	4	4	5	5	4	4	
Mode	5	5	(4; 3)	5	5	(5; 4)	4	
Trimmed Mean (0.2)	4.01	3.97	4.01	4.58	4.90	4.27	4.08	
HOELANI		Univariate Statistics						
HM		Q1	Q2	Q3	Q4	Q5	Q6	Q7
Count	9	9	9	9	9	9	9	9
Sum	42	31	30	45	35	28	32	
Average	4.67	3.44	3.33	5.00	3.89	2.78	3.56	
Median	4	3	3	4	4	2	3	
Mode	(5; 4)	3	3	5	(4; 3)	2	(5; 3; 2)	
Trimmed Mean (0.2)	4.67	3.44	3.33	5.00	3.89	2.78	3.56	
RES		Q1	Q2	Q3	Q4	Q5	Q6	Q7
Count	108	108	108	108	108	108	108	108
Sum	380	358	378	474	475	409	382	
Average	3.58	3.74	3.57	4.47	4.48	3.86	3.60	
Median	3	4	4	5	5	4	4	
Mode	3	4	4	5	5	4	4	
Trimmed Mean (0.2)	3.57	3.76	3.55	4.62	4.60	3.81	3.62	
JOHNSON		Univariate Statistics						
HM		Q1	Q2	Q3	Q4	Q5	Q6	Q7
Count	4	4	4	4	4	4	4	4
Sum	21	18	17	18	14	13	13	
Average	5.25	4.00	4.25	4.50	3.50	3.25	3.25	
Median	5	4	4	4	4	4	4	
Mode	5	4	4	4	#N/A	4	4	
Trimmed Mean (0.2)	5.25	4.00	4.25	4.50	3.50	3.25	3.25	
RES		Q1	Q2	Q3	Q4	Q5	Q6	Q7
Count	53	53	53	53	53	53	53	53
Sum	202	199	193	214	244	204	179	
Average	3.92	3.65	3.64	4.04	4.60	3.85	3.38	
Median	4	4	3	5	5	4	4	
Mode	8	4	3	5	5	4	4	
Trimmed Mean (0.2)	4.00	3.61	3.63	4.09	4.77	3.61	3.30	
LAULIMA		Univariate Statistics						
HM		Q1	Q2	Q3	Q4	Q5	Q6	Q7
Count	3	3	3	3	3	3	3	3
Sum	14	13	14	15	15	6	10	
Average	4.67	4.33	4.67	5.00	6.00	2.67	4.00	
Median	5	4	5	5	5	3	4	
Mode	#N/A	4	5	5	#N/A	3	#N/A	
Trimmed Mean (0.2)	4.67	4.33	4.67	5.00	6.00	2.67	4.00	
RES		Q1	Q2	Q3	Q4	Q5	Q6	Q7
Count	47	47	47	47	47	47	47	47
Sum	249	281	243	278	275	254	248	
Average	5.30	5.55	5.17	5.91	5.85	5.40	5.21	
Median	6	6	6	6	6	6	6	
Mode	6	6	6	6	6	6	6	
Trimmed Mean (0.2)	5.51	5.67	5.28	6.10	6.00	5.54	5.38	
KARAVAI		Univariate Statistics						
HM		Q1	Q2	Q3	Q4	Q5	Q6	Q7
Count	4	4	4	4	4	4	4	4
Sum	19	17	19	24	21	16	19	
Average	4.75	4.25	4.75	6.00	5.25	4.50	4.75	
Median	5	5	5	6	5	4	5	
Mode	5	5	5	6	5	4	5	
Trimmed Mean (0.2)	4.75	4.25	4.75	6.00	5.25	4.50	4.75	
RES		Q1	Q2	Q3	Q4	Q5	Q6	Q7
Count	44	44	44	44	44	44	44	44
Sum	215	216	210	233	244	217	227	
Average	4.89	4.91	4.77	5.30	5.55	4.93	5.16	
Median	6	6	6	6	6	6	6	
Mode	6	6	6	6	6	6	6	
Trimmed Mean (0.2)	5.03	5.08	4.89	5.42	5.63	5.08	5.30	

G2. Resident Comparison

	Results	Q1	Q2	Q3	Q4	Q5	Q6	Q7
HA	Average	3.51	3.88	3.82	4.42	4.90	3.80	3.69
WA	Average	3.98	3.94	3.98	4.50	4.76	4.17	4.02
NO	Average	3.58	3.74	3.57	4.47	4.48	3.86	3.60
JO	Average	3.92	3.55	3.64	4.04	4.60	3.85	3.38
LA	Average	5.30	5.55	5.17	5.91	5.85	5.40	5.21
KA	Average	4.89	4.91	4.77	5.30	5.55	4.93	5.16

G3. Resident Ranking

Rankings	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Average
HA	6	4	4	4	3	6	4	4.43
WA	3	3	3	3	4	3	3	3.14
NO	5	5	6	5	6	4	5	5.14
JO	4	6	5	6	5	5	6	5.29
LA	1	1	1	1	1	1	1	1
KA	2	2	2	2	2	2	2	2

H1. Results - Housing Management

Front Line Mgt	Q1	Q2	Q3	Q4	Q5	Q6	Q7
Average	4.46	3.72	3.94	4.94	4.58	3.70	3.68

Front Line Mgt	Q8	Q9	Q10	Executive Mgt	Q8	Q9	Q10
Average	3.64	2.88	2.72	Average	4.79	4.00	5.14

H2. Results – Housing Management Question 8

HM 1	RA/RD/HD Univariate Statistics Q8	HM0	Housing Administrators Univariate Statistics Q8
Count	50	Count	14
Sum	182	Sum	67
Average	3.64	Average	4.79
Median	4	Median	4
Mode	4	Mode	4
Trimmed Mean (0.2)	3.65	Trimmed Mean (0.2)	4.75
Minimum	1	Minimum	3
Maximum	7	Maximum	7
Range	6	Range	4
Standard Deviation	1.626	Standard Deviation	1.311
Variance	2.643	Variance	1.720
Standard Error	0.230	Standard Error	0.350
Skewness	-0.098	Skewness	0.219
Kurtosis	-0.954	Kurtosis	-1.460

Question 9

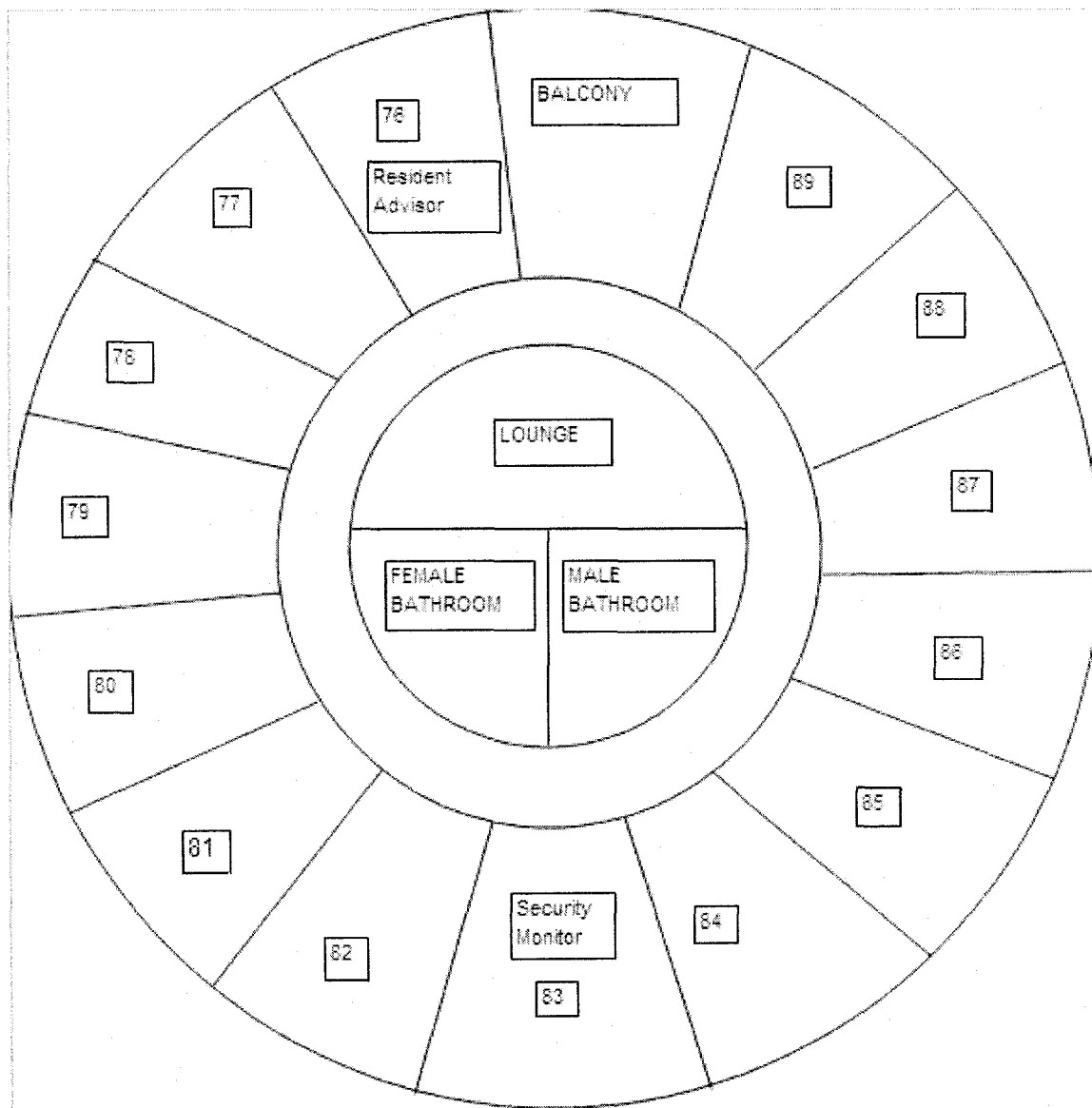
HM1	RA/RD/HD Univariate Statistics Q9	HM0	Housing Administrators Univariate Statistics Q9
Count	50	Count	14
Sum	144	Sum	56
Average	2.88	Average	4.00
Median	2	Median	4
Mode	2	Mode	4
Trimmed Mean (0.2)	2.75	Trimmed Mean (0.2)	4.00
Minimum	1	Minimum	2
Maximum	7	Maximum	6
Range	6	Range	4
Standard Deviation	1.573	Standard Deviation	1.414
Variance	2.475	Variance	2.000
Standard Error	0.222	Standard Error	0.378
Skewness	0.665	Skewness	0.000
Kurtosis	-0.384	Kurtosis	-0.843

Question 10

HM1	RA/RD/HD Univariate Statistics Q10	HM0	Housing Administrators Univariate Statistics Q10
Count	50	Count	14
Sum	136	Sum	72
Average	2.72	Average	5.14
Median	2	Median	6
Mode	1	Mode	4
Trimmed Mean (0.2)	2.45	Trimmed Mean (0.2)	5.33
Minimum	1	Minimum	1
Maximum	7	Maximum	7
Range	6	Range	6
Standard Deviation	1.807	Standard Deviation	1.748
Variance	3.267	Variance	3.055
Standard Error	0.256	Standard Error	0.467
Skewness	0.999	Skewness	-0.858
Kurtosis	0.160	Kurtosis	0.779

**DOCUMENTS
CAPTURED AS
RECEIVED**

I. Co-Ed Floor Proposal



Rooms 82-77 = FEMALE ROOMS

Rooms 84 -89 = MALE ROOMS

Room 83 = Security Monitor (MALE or FEMALE)

Room 76 = Resident Advisor (MALE or FEMALE)

J. Lokahi Text

4-30.0 Live Lokahi⁹

"Live Lokahi" is a program that was initiated within Student Housing Services in response to several discussions with students residing in our facilities. Lokahi is the Hawaiian word for harmony with one another and with one's environment. Through "Live Lokahi", Student Housing Services is committed to educating and working with Residents to accept responsibility for their communities beginning at the room or apartment and extending outward to the greater hall or complex community.

The components of the program consist of the following:

4-30.1

Room Inspections, which will be completed twice during the academic year, one October 20-31 for the Fall Semester 03 and again between March 15-April 2 in the Spring Semester 04. During these inspections, students rooms or apartments and common areas will be evaluated for cleanliness and damages.

4-30.2

Because Student Housing Services has the expectation that Residents will clean their rooms or apartments on a regular basis, cleaning supplies will be available to the Residents to accomplish this task. Among the supplies for check-out will be vacuum cleaners, brooms, rags, dustpans, mops, mildew cleaner, toilet bowl cleaner, glass cleaner and all-purpose cleaner

4-30.3

A trash bag distribution program has also been instituted. Students will be able to receive trash bags from their individual front desks for use in their room or apartment.

4-30.4

Finally, each hall or complex will be implementing a recycling program in which Residents will be able to bring their recyclable items to a common area in the complex.

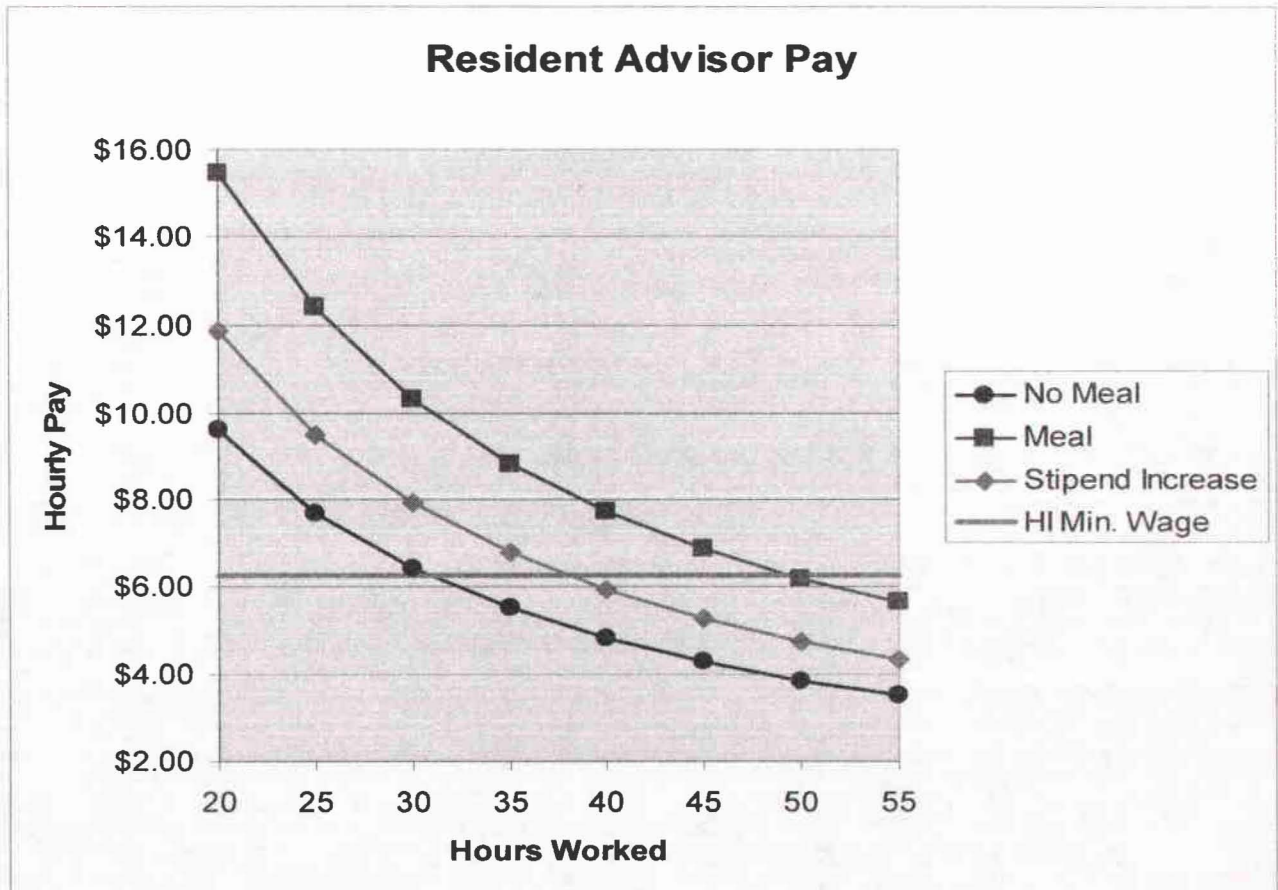
⁹ Residence Hall Handbook 2003-2004. Chapter 4: Resident Information & Services

K. Resident Advisors Compensation

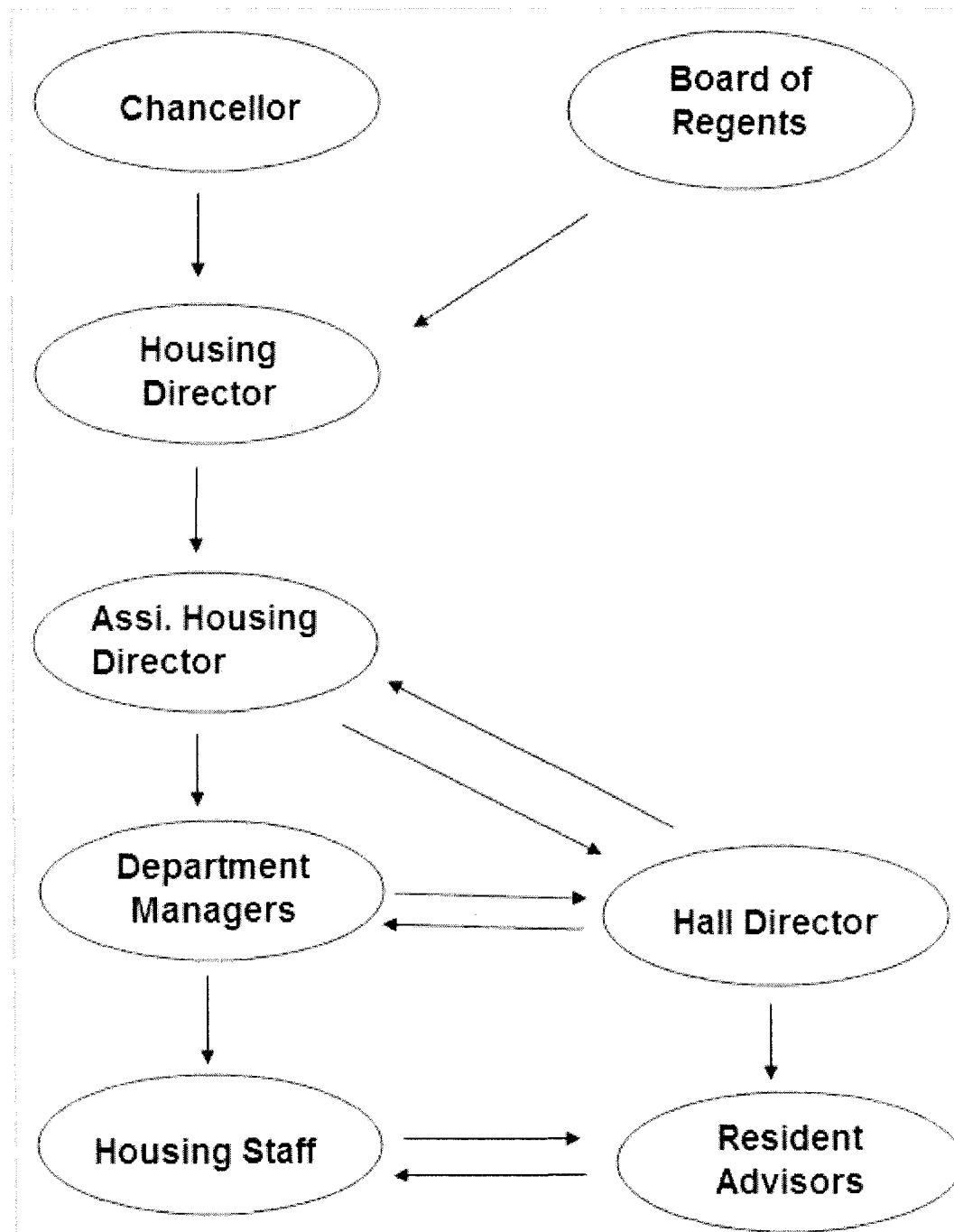
	No Meal	Meal	Stipend Increase
Housing	5,524.00	5,524.00	5,524.00
Stipend	4,500.00	4,500.00	6,300.00
Misc. Pay	200.00	200.00	200.00
Meal Plan	-2,518.00	2,158.00	-2,518.00

Yearly Pay	7,706.00	12,382.00	9,506.00
Weeks Worked	40.00	40.00	40.00
Weekly Pay	192.65	309.55	237.65

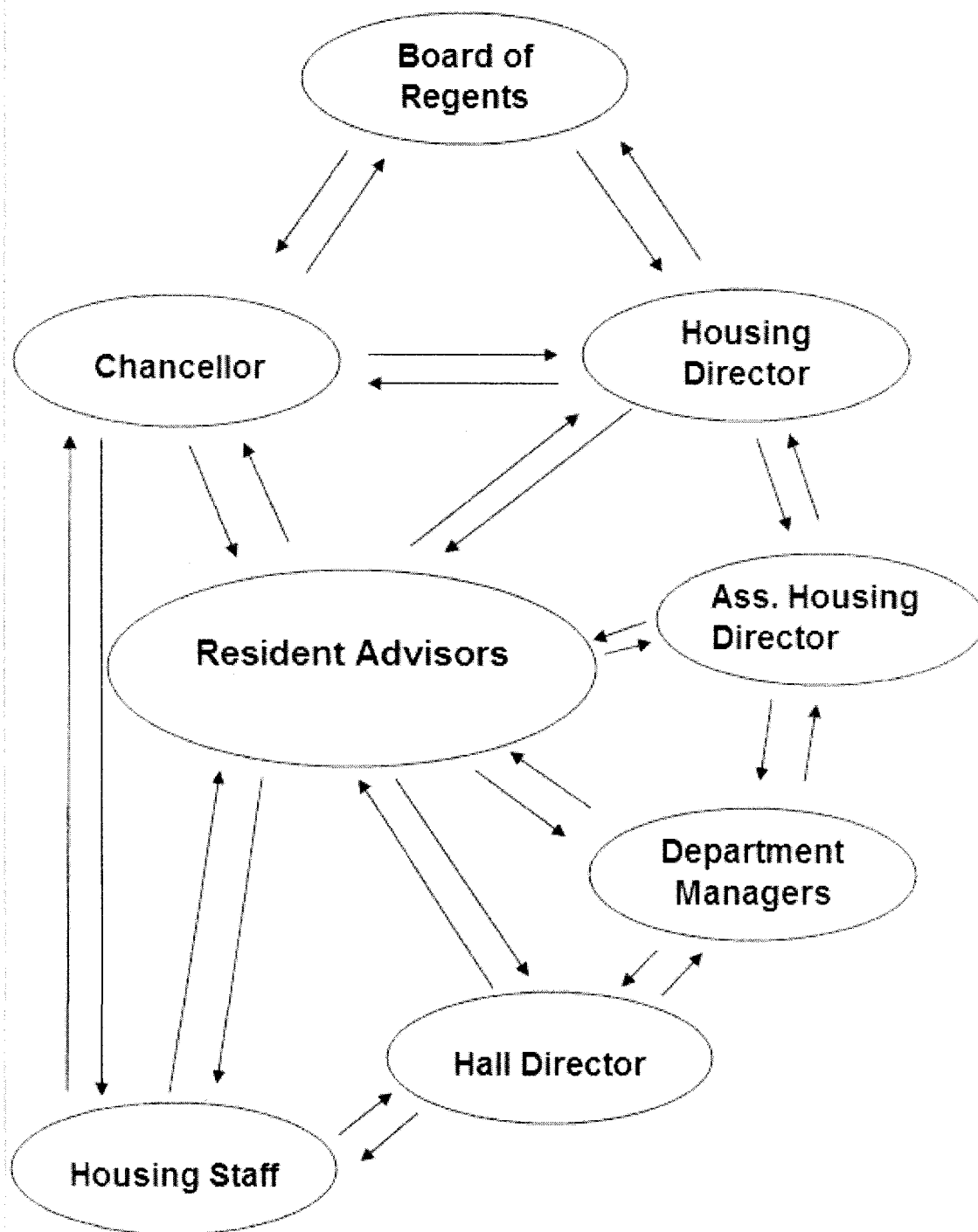
Hours	No Meal	Meal	Stipend Increase	HI Min. Wage
20	\$9.63	\$15.48	\$11.88	6.25
25	\$7.71	\$12.38	\$9.51	6.25
30	\$6.42	\$10.32	\$7.92	6.25
35	\$5.50	\$8.84	\$6.79	6.25
40	\$4.82	\$7.74	\$5.94	6.25
45	\$4.28	\$6.88	\$5.28	6.25
50	\$3.85	\$6.19	\$4.75	6.25
55	\$3.50	\$5.63	\$4.32	6.25



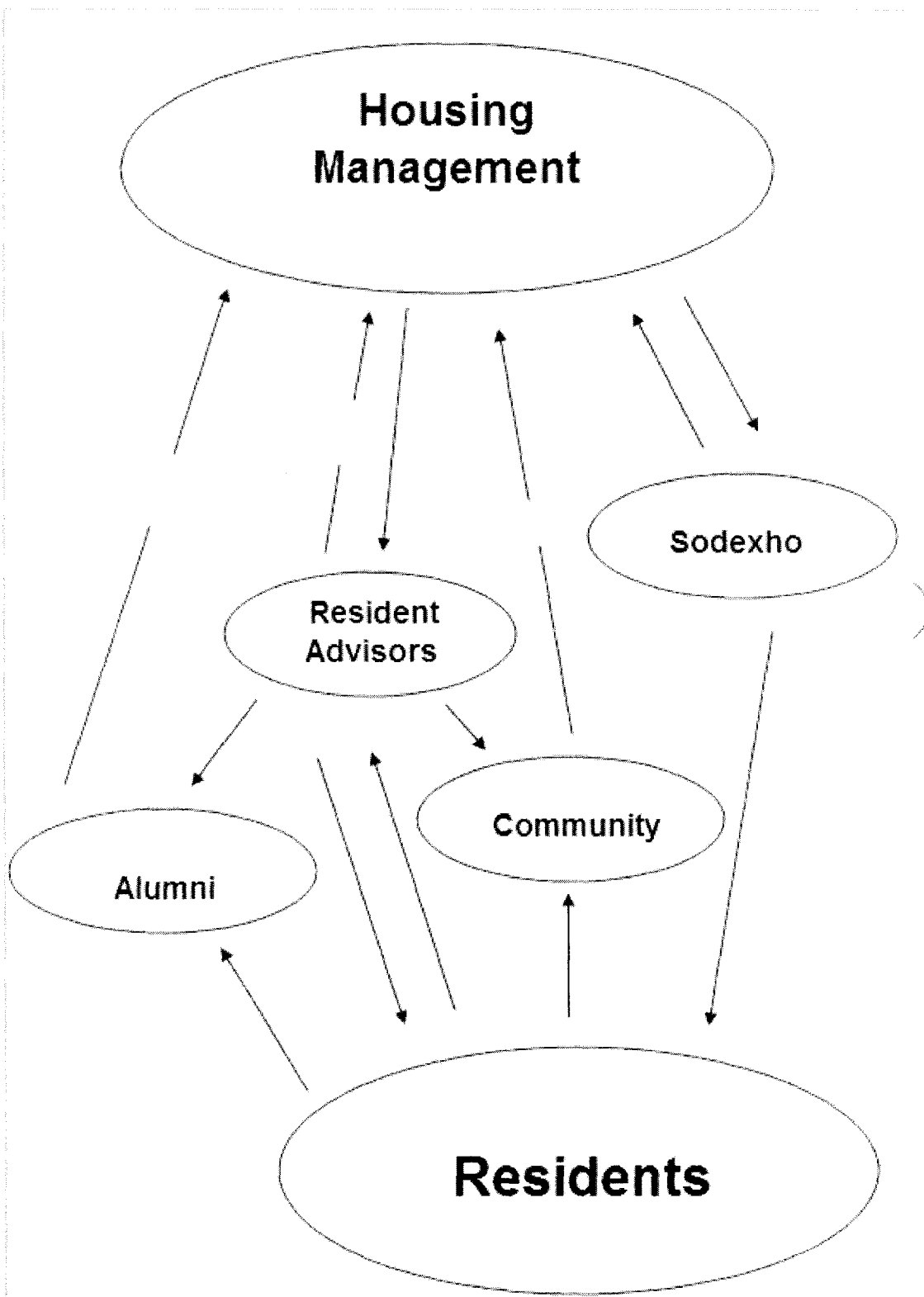
L1. Culture Charts – Housing Management Hierarchy



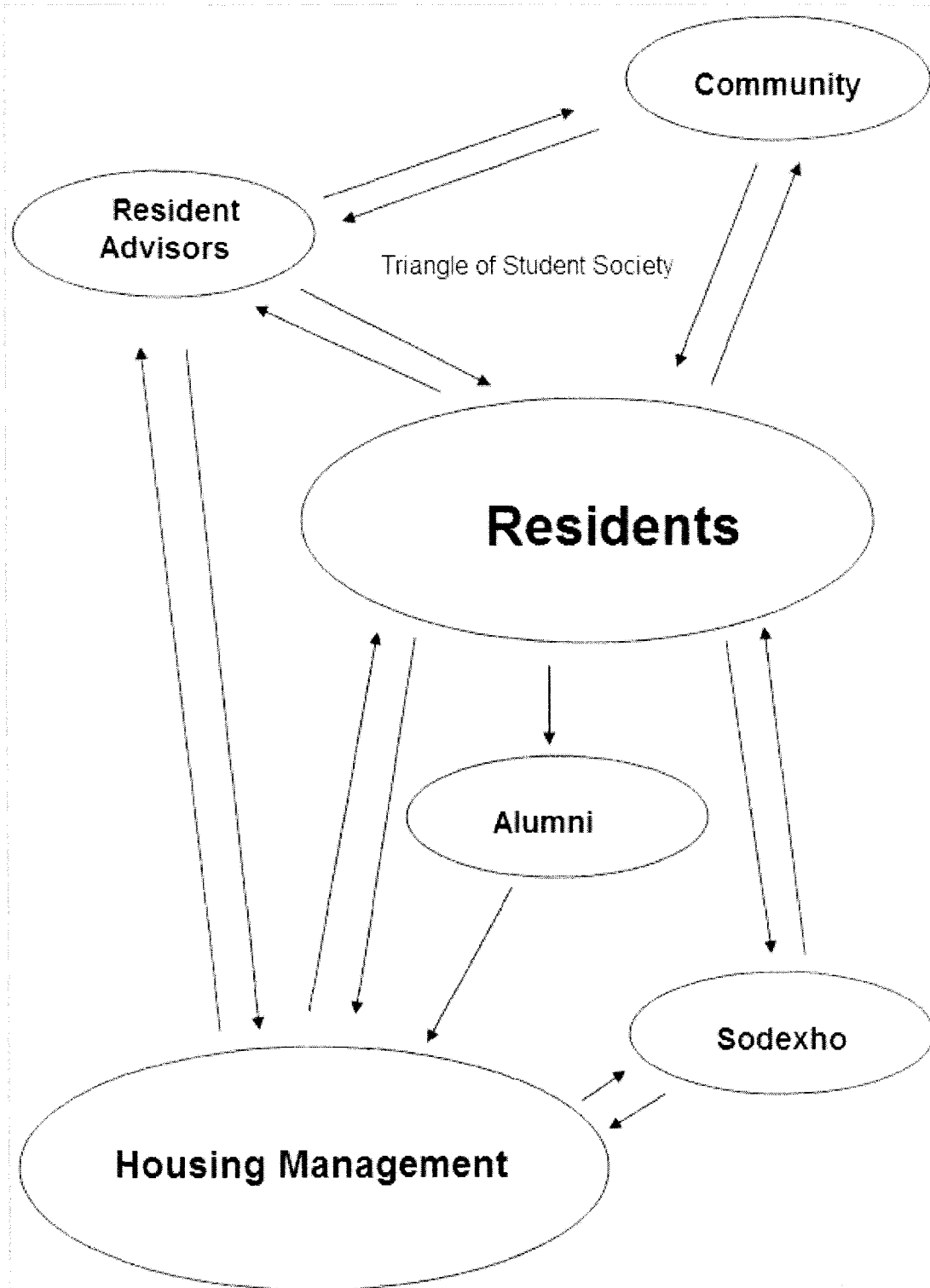
L2. Culture Charts – New Housing Management



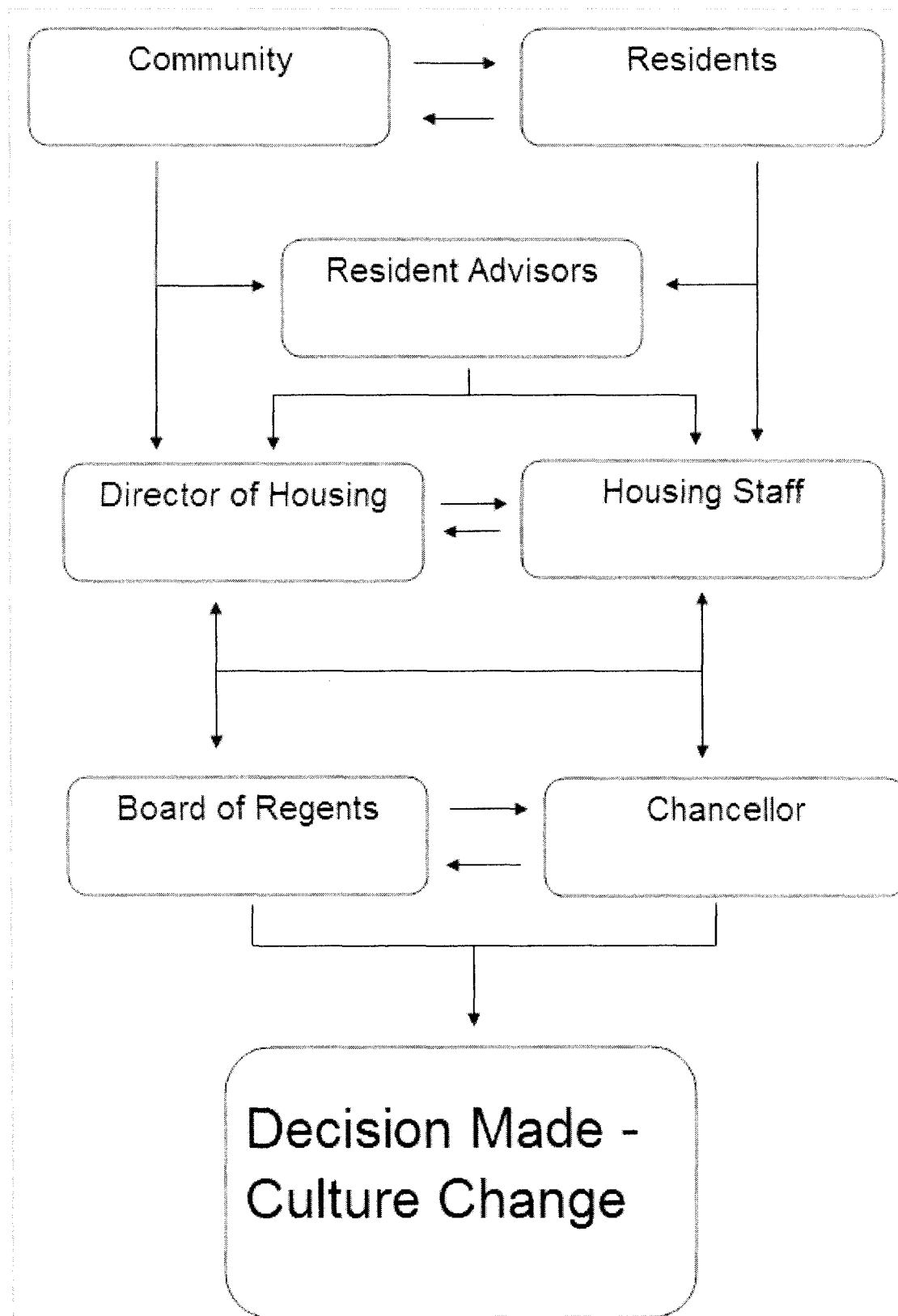
L3. Culture Charts – Student Interaction



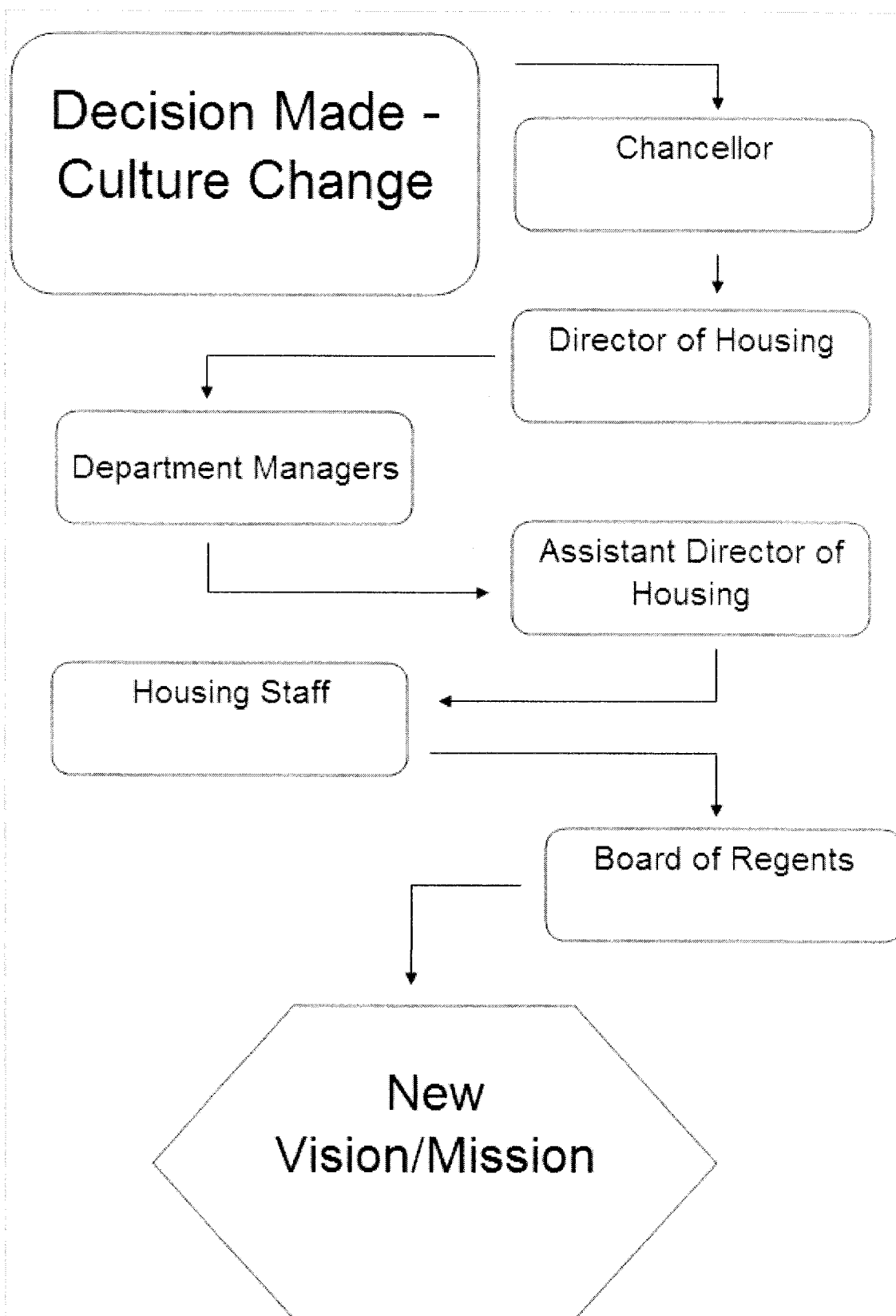
L4. Culture Charts – New Student Interaction



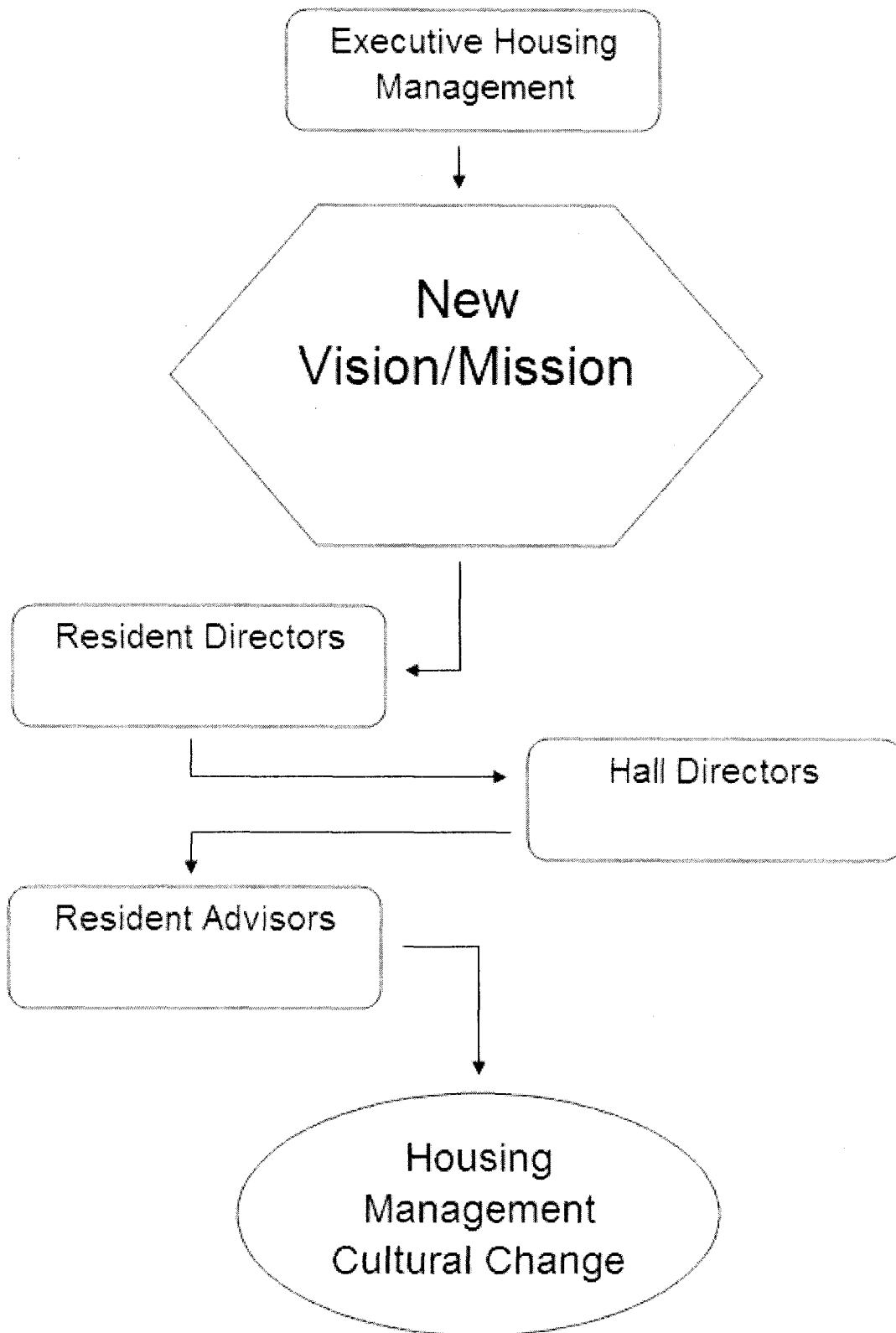
L5. Culture Charts – Initiation of Change



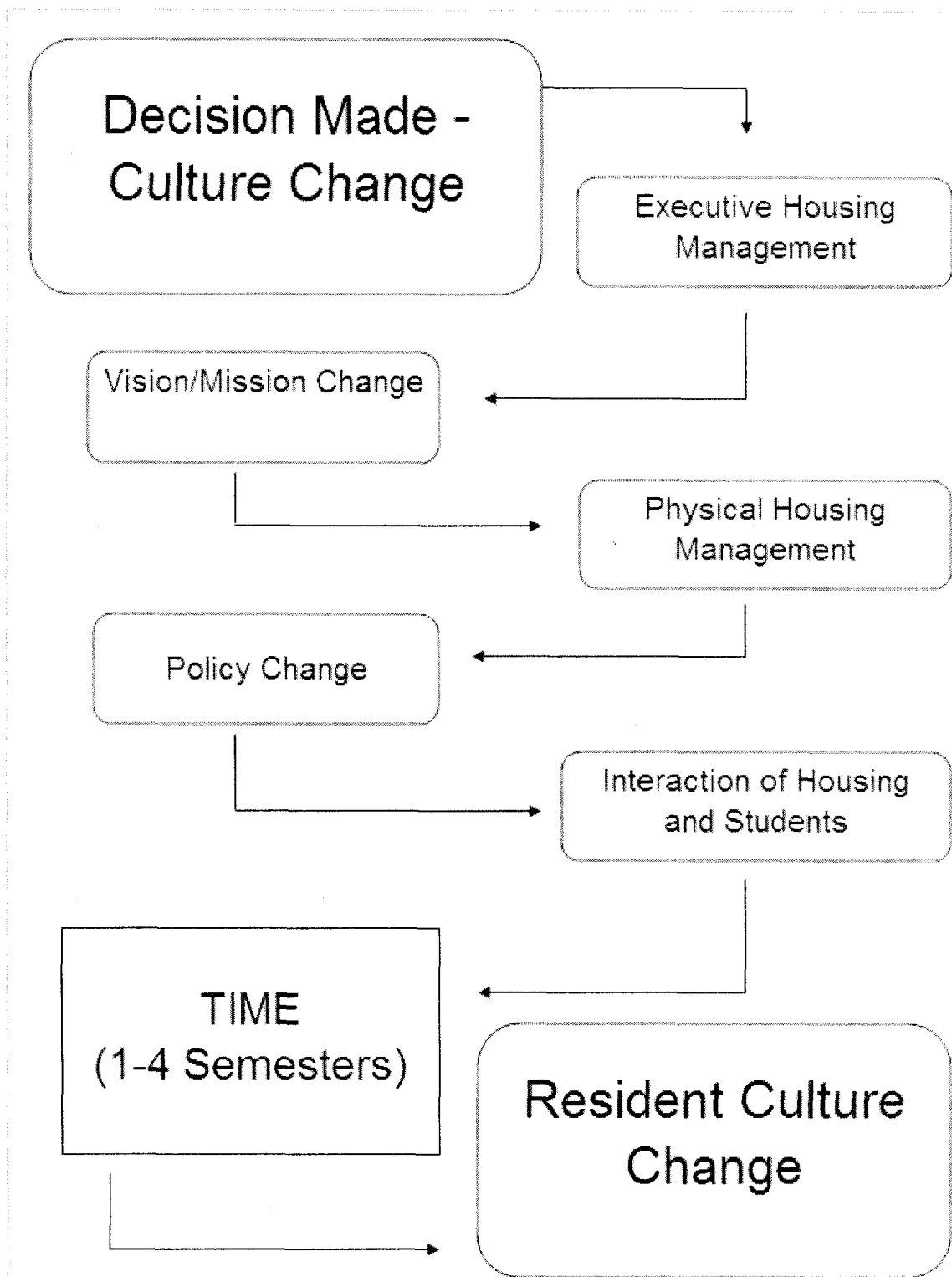
L6. Culture Charts – Executive Management Change



L7. Culture Charts – Front Line Management Change



L8. Culture Charts – Total Cultural Change



M.

Proposal for the Development of **MTown**

March 15, 2004 margit misangyi watts

Introduction

After almost five months of working as Interim Housing Director, participating in numerous conversations about Residential life, doing research in the area of community living, and wanting to address the myriad of challenges facing Residential life at Manoa, I have concluded that we need a completely new model to create a living/learning environment for our students. There is much to be said about rethinking the concept of Residential life in terms of “intentional communities” – those places where people congregate/live who have the same intent (or reason) for being there. In this case, all people who live in Residential halls are there because they are full time students seeking an education/degree. At present we do not operate our Residential living spaces as though this were the case. Therefore, I would like to propose a complete overhaul in the way we do things – from marketing the spaces, asking students to take ownership, and requiring them to contribute to these spaces. The new hybrid cooperative model that I am proposing will bridge theory and practice, living and learning, academics and real life.

In five years I would like to see Manoa set the standard for Residential living nationally. Introducing this new hybrid model will offer new alternatives to building communities on college campuses. The bottom line for the concept of **MTown** is the engagement of students in a broader view of academic life as well as the empowerment to be in charge of their own community.

Concept

Begin with the premise that students join Manoa’s Residential community because they *intend* to be in school and pursue a degree. **MTown** focuses on this intent and views the academic (living/learning) components as primary, leaving the social and community components important, yet secondary. By designing **MTown** with this in mind, Residential living becomes yet another academic component of a student’s educational experience

MTown is what I call a *hybrid cooperative* concept. In the 1960’s, beginning with Berkeley, cooperative living opportunities were standard across the country. Students joined Residential halls equipped with kitchens and were responsible for the cooking and cleaning chores. The concept was to get students to take some ownership of the living as well as have them learn about being members of new communities. Many universities still have some sort of coop as a choice for their students. I am not advocating that we do

any renovation to our buildings to become that variety of cooperative. However, the idea lends itself quite well to the development of a hybrid.

MTown is designed to be a new form of cooperative living. Therefore, to reside in **MTown** students will be asked to contribute time to their community each semester. This should hopefully lead to a model giving students responsibility for their own community as well as holding them accountable for the activities therein.

- Students who apply to become a member of this community will have more choices about where they reside. However, first year students will be placed in the Hale Aloha Towers and graduate students will have designated Housing. Additionally, with the purchase of a new software program, students will have some control over the specifics of their living arrangements -- which floor to live on, which side of the building they might prefer, and other options.
- Students who are given an assignment in a residence hall will also have to sign a contract agreeing to contribute ten hours (*amount of time is open for discussion*) of their time to **MTown** during each semester they live in the community.
- By agreeing to contribute ten hours of time to **their** town, students will be given the opportunity to take charge of their own community. It will belong to them. Students will take responsibility for programs, judicial affairs within the scope of Residential living, keeping the “hot spots” alive and vibrant, and finally, and maybe most importantly, students will bring their own skills and expertise to share with others.
- Hopefully rents for present residence halls can be kept the same for some time period. (*At some point in the future it may be necessary to raise the prices.*)
- Students who need additional financial assistance may be able to sign up to contribute even more than ten hours to **MTown**. This would lower their rent payments accordingly. (*Details to be worked out.*)
- The first stage (*activating the “hot spots”*) of **MTown** should be in place on August 18th for the Fall 2004 semester. The **MTown** areas designated as “hot spots” (Sustainable Garden and Tea House, Library, Computer Lab/Study Center, Square, Store, and Café) a few plants, benches and light posts will mark the beginning of marketing the entire hybrid cooperative concept, which I hope to have in place for Fall 2005.
- A contest will be held in April, complete with monetary prize, to come up with a “concept” (*a design that ties all ten Residential halls together and gives all of the halls and hot spots a signature “look”*) for **MTown** that can be implemented cheaply and quickly. The details of this are being worked out now.

- All students will be responsible for contributing some portion of their hours to town clean up.
- Examples of other kinds of activities that students can choose to do for their hours are as follows:
 1. Student liaisons (help other students with appeal processes and the like)
 2. Offer hula or ukulele lessons (or any other skill)
 3. Tutor students in math, languages or writing
 4. Put in time at the town library, store, café, computer lab,
 5. Become a member of the social committee
 6. Serve on the neighborhood board
 7. Be a member of the towns judicial committee
 8. Work with faculty on developing educational programming
 9. Be a front desk clerk in a residence hall
 10. Help students in the computer lab
 11. Play an instrument in the town café on Friday nights
 12. Help develop a recycling program for **MTown**
 13. Help with security
 14. Work on a mediation board
 15. Work on minor maintenance projects
 16. Help the groundskeepers with gardening projects
 17. Be responsible for the sustainable garden
 18. Coordinate a residence hall sports program
- Faculty advisors will be integral to the success of the various **MTown** activities. They will be invited to work with the various groups to help them succeed with their tasks.
- Students will be able to get letters of recommendation for their work and to put with their future resumes. All students will be urged to contribute in a way that connects in some fashion with their academic or personal goals.

***MTown* Hot Spots – Places to Gather**

***MTown* Garden and Tea House**

Hale Kahawai and Hale Laulima

- Sustainable garden, growing fruits and vegetables, teas
- A tea cart, benches

***MTown* Library**

Gateway

- Resident Information Center – student travel needs, campus programs,
- Satellite Book Store for supplies (late night projects)
- Coffee shop and “grab and go” food items (maybe deli later)
- Open 24 hours
- Laptop computers to use/wireless connectivity
- Tutoring available
- Librarians on site to help with information literacy skills
- Connection to Hamilton as students can do searches and have their sources delivered to the ***MTown*** library within 24 hours
- Concierge (on and off campus activities)
- Advisors from First Year Center
- Honor books available for reading pleasure
- Fiction Club (friends of the library)
- Media Production Studio (color copier, drafting boards, tools, equipment)
- Magazine/newspaper subscriptions
- Storytelling, poetry readings, music performances
- Student art exhibits
- Video/TV Programming on request (on weekends)
- Presentations by faculty/students

***MTown* Post Office**

Gateway

- Centralized mailroom for all students – this way they have one address throughout their tenure as Residents of the town – sample address would be:

Student Name
MTown P. O. Box 111
University of Hawaii
Honolulu, Hawaii 96822

- Secure drop for packages
- Place for Fed Ex and UPS to drop off mail

MTown Square**Hale Aloha Towers**

- Theater on the square
- Musical performances on weekends
- Town meetings
- Farmer's market
- Craft fair
- Ice cream cart and coffee cart
- A few permanent small tents
- More benches, tables, etc.

MTown Computer Lab and Study Center**Hale Aloha Towers**

- Computer lab that was moved from Gateway
- Study center to be designed as adjoining the computer lab
- Open 24 hours

MTown General Store**Hale Noelani**

- Snacks, drinks, pizza, plate lunches, sandwiches
- More "fresh food" such as milk, bread, vegetables, fruit, meats for those living in apartments or those wanting to barbeque in the town park
- More benches, tables for a gathering place by store

MTown Café**Hale Wainani**

- Designer coffee vendor
- Outdoor café
- Thursday night "Open Mike"
- Friday night poetry readings
- Weekend music events
- Comedy night

MTown Park**Hale Wainani**

- Barbeque grills
- Picnic tables
- Add lighting and an accessible walkway
- Concert in the park
- Movies in the park

N. RESIDENTS DATA

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O. MANAGEMENT DATA

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0	0								6	6	6
0	0								3	4	4