



Introduction

According to Strategic Direction 6 of the Crafton Hills College (CHC) Educational Master Plan (EMP), the college “uses decision making processes that are effective, efficient, transparent, and evidenced based.”. Given that committee structures are integral to planning and decision-making at Crafton, a crucial step toward achieving this goal involves gathering committee members’ perspectives on how well these principles align with their committee’s activities during the 2022-2023 academic year. This feedback aims to enhance the committee’s effectiveness through professional development and strategic measures.

Methodology

The Crafton Council, in partnership with the Office of Institutional Effectiveness, Research, and Planning, created this survey for distribution to all campus shared-governance committee chairs and members annually at the end of the spring semester. Committee members were asked to share their insights on their committee’s internal processes, external interactions, and outcomes. The survey included 5 demographic questions, 20 questions using Likert scales, 2 questions related to strategic direction and ACCJC standards alignment, and 3 short-response questions. Participation in the survey was entirely voluntary.

Findings

Table 1 summarizes the committees for which the online survey was administered. An important limitation to consider is that there was only a total of 60 responses received, and all questions were voluntary, therefore findings were based on a limited sample. As a result, they should not be taken to be representative of all committee participants’ views.

Table 1: Type of survey format administered by each committee.

Committee	#	%
Budget	5	8.3
Crafton Council	6	10.0
Educational Master Plan	10	16.7
Enrollment Strategies	5	8.3
Institutional Effectiveness, Accreditation, and Outcomes	0	0.0
Planning and Program Review	6	10.0
Professional Development	13	21.7
Safety	5	8.3
Student Equity and Achievement (SEA)	8	13.3
Technology	2	3.3
Total	60	100.0

Table 2 displays the functional demographics of the respondents and total number of other CHC committees on which they serve.

Table 2: Committee member’s function, and number of other committees currently serving on.

What is your primary function now at CHC?	#	%
FT Faculty	22	40.0
PT Faculty	0	0.0
Classified and/or Confidential	9	16.4
Manager	22	40.0
Student	0	0.0
Decline to State	2	3.6
Total	55	100.0

On how many other Crafton committees did you serve on this year?	#	%
1	8	14.5
2	5	9.1
3	10	18.2
4	4	7.3
5 or more	28	50.9
None	0	0.0
Total	55	100.0

Table 3 displays the total number of service years on the current committee, and their plans to serve on the same committee next academic year.

Table 3: Number of service years, plans to serve next year.

How long have you served continuously on this committee?	#	%	Do you expect to serve on this committee again next year?	#	%
New member this year	12	21.8	Yes	52	94.5
2 years	8	14.5	No	0	0.0
3 years	8	14.5	Undecided	3	5.5
4 or more years	27	49.1			
Total	55	100.0	Total	55	100.0

In Table 4 below, it is evident that a significant majority of respondents held the belief that the committee's processes, interactions, and outcomes consistently exhibited characteristics of collaboration (98%), transparency (97%), and evidence-based decision-making (98%). Respondents also consistently rated these aspects as effective (98%) and highly efficient (100%) when using a six-point Likert scale, which included options such as 'Almost Always,' 'Often,' 'Sometimes,' 'Seldom,' 'Almost Never,' and 'No Opinion.'

However, it is worth noting that a limited number of respondents (n=3) expressed the view that attributes such as collaboration, transparency, and effectiveness were only occasionally considered, while a minority respondents (n=2) believed that transparency and evidence-based processes were almost never subjected to review,

Table 4: Committee member responses to characteristics reflected in the processes, interactions, and outcomes of the committee for 2022-2023.

Please indicate how often the committee's processes, interactions, and outcomes this year reflected each of the following characteristics:	Almost Always		About half the time		Occasionally		Almost Never		Total
	#	%	#	%	#	%	#	%	
Collaborative: Sharing, inclusive, open to input, respectful of diverse opinions, characterized by meaningful dialogue.	58	98.3	0	0.0	1	1.7	0	0.0	59
Transparent: Open, easy to understand, clearly defined, characterized by effective and meaningful communication with the College community.	56	94.9	1	1.7	1	1.7	1	1.7	59
Evidence-Based: Reliant upon relevant, accurate, complete, timely qualitative and/or quantitative information; not based solely on assertion, speculation, or anecdote.	54	91.5	4	6.8	0	0.0	1	1.7	59
Effective: Working properly and productively toward the committee's intended results.	53	89.8	5	8.5	1	1.7	0	0.0	59
Efficient: Performing well with the least waste of time and effort; characterized by serving the committee's specified purposes in the best possible manner.	54	93.1	4	6.9	0	0.0	0	0.0	58

In Table 5, respondents were tasked with evaluating their perception of the committee's overall communication practices by employing a four-point Likert scale (Strongly Agree, Agree, Disagree, and Strongly Disagree). The findings indicated unanimous positivity among respondents, with 95% either strongly agreeing or agreeing that they felt comfortable contributing ideas, believed their ideas were treated with respect, and had ample opportunities to provide input. Conversely, a minority of respondents, totaling (n=9), expressed disagreement or strong disagreement.

Additionally, respondents were also prompted to evaluate how well their committee's charge aligned with the ACCJC standards (93%) and CHC's comprehensive master plan goals and objectives (95%). Notably, the majority of respondents concurred with this alignment. However, a small group of (n=4) respondents disagreed or strongly disagreed with this assessment.

Table 5: Committee communication practices.

Please indicate the extent to which you agree or disagree with the following statements about your service on this committee overall this year:	Strongly Agree		Agree		Disagree		Strongly Disagree	
	#	%	#	%	#	%	#	%
I feel comfortable contributing ideas	50	86.2	5	8.6	0	0.0	3	5.2
My ideas are treated with respect, whether or not others agree with them	50	86.2	5	8.6	0	0.0	3	5.2
I have had sufficient opportunities to provide input into committee recommendations	50	86.2	5	8.6	0	0.0	3	5.2
The ACCJC Standards that align with the charge of this committee helped to inform the committees actions	45	77.6	9	15.5	2	3.4	2	3.4
The CHC Comprehensive Master Plan Goals and Objectives that align with the charge of this committee helped to inform the committees actions	46	79.3	9	15.5	1	1.7	2	3.4

Table 6 illustrates respondent's evaluation of their committee's governance, operations, member relations, communication with constituencies, resources, and conduct using a six-point Likert scale (Very Good, Good, Fair, Poor, Very Poor and No Opinion). Overall, respondents gave positive feedback about the committee's work during the 2022-2023 academic year. However, a minority (6.9%) cited issues with information flow, and 5.3% rated committee member training as "Very Poor."

Table 6: Overall work of the committee.

Please rate the following aspects of the committee's work overall this year:	Very Good		Good		Poor		Very Poor	
	#	%	#	%	#	%	#	%
Clarity of the committee's charge	48	82.8	9	15.5	1	1.7	0	0.0
Quality of communication within the committee	48	82.8	9	15.5	0	0.0	1	1.7
Quality of information flow from the committee to constituency groups	39	67.2	17	29.3	2	3.4	0	0.0
Quality of information flow from constituency groups to the committee	37	63.8	16	27.6	4	6.9	1	1.7
Quality of communication by the committee with the campus community as a whole	41	70.7	14	24.1	2	3.4	1	1.7
Access to data needed for deliberations	45	77.6	12	20.7	0	0.0	1	1.7
Access to other resources needed for the committee to work effectively	45	77.6	12	20.7	0	0.0	1	1.7
Training or mentoring for you as a committee member	36	63.2	17	29.8	1	1.8	3	5.3
Establishment of expectations or norms for committee members and convener(s)	45	77.6	11	19.0	1	1.7	1	1.7
Adherence to expectations or norms for committee members and convener(s)	47	81.0	9	15.5	1	1.7	1	1.7

Table 7 below, committee members share their most notable achievement during the 2022-2023 academic year. The following comments were provided:

Table 7: Open-ended comments on committee accomplishment for 2022-2023. (n=29)

Please enter this committee's most significant accomplishment this year:
ACCJC Annual Fiscal Report.
Although it wasn't the first year, coaching really seems to have finally clicked this year and really helped making things very smooth. Plans really benefited from this. It also helped to streamline the process for reviewing 2 year plans.
Approved EMP, Guided Pathways Plan, and new DE Committee
Approving the Ed Master Plan
Building a document that was created with the entire campus.
Building the in-service calendars, which is no easy task! Job well done!
Completing a new Ed Master plan
Completing the educational master plan with implementation, prioritizing and achieving the outcomes
Completing the new Education Master Plan
Consistent flow of communication to the campus community regarding campus events, workshops and other professional development opportunities. Collaboration with PD at Valley for flex, inservice, ACUE and Great Teachers seminar.
Created and implemented student scheduling survey Established Scheduling Guidelines Develop a two-year College and Dual Enrollment Schedule Implement a two-year schedule Reduce the percentage of cancelled sections – The percent of sections cancelled has decreased from 20% to 14% Design and implement a program course matrix Review curriculum for currency and implement a process for removing curriculum, if needed Created a Processes to Analyze Meta Major (CAPS) MAPS to Schedule (Focus on Meta Major Course Sequence) Implement the drop reasons survey
Decrease amount of plans that needed to resubmit thanks to the continued effort of coaching.
Ed master plan approval Land acknowledgement statement approval
Educational Master Plan Institutional Set Standards
EMP approval
EMP!!
Evacuation drills, CERT training, emergency preparedness training
Finishing educational master plan
Flex and In-Service days
Flex and in-service day activities are varied, relevant and well facilitated.
Helping us interpret the changing landscape regarding enrollment and the new funding formula so that we can take this information back to our constituents.
Input into the EMP goals and key results
Starting a Summer Bridge Program for Black & African American and Latinx students.
The committee finalized the student equity plan.
The work specifically related to the review, revision, and alignment of the CHC EMP with the District's plan. Delivering on a comprehensive and transparent process for the review and alignment. This was a significant "muscle movement", the committee (in collaboration with others) helped set the tone and facilitate the discussions for meaningful input.
There is amazing work that is done in this committee space and one of the highlighted accomplishments is the outreach to the local high schools, particularly sending acceptance letters to high school students.
This committee has prepared a tons of great workshops!
Updated Educational Master Plan!!! Go TEAM!
We continue to make improvements to the overall process which has helped to make the plans more streamlined and more likely to provide the information we need. Having programs resubmit plans with incomplete answers has been extremely effective in establishing a more solid foundation for future plans.

Table 8-9 directed respondents to select their committee accomplishments that align with CHC Strategic Directions and which ACCJC standard it meets.

Table 8: Committee accomplishments that align with CHC Strategic Directions.

	#	%
Strategic Direction 1 - Promote Student Success	38	61.7
Strategic Direction 2 - Build Campus Community	37	50.0
Strategic Direction 3 - Develop Teaching + Learning Practices	30	50.0
Strategic Direction 4 - Expand Access	30	36.7
Strategic Direction 5 - Enhance Value to the Surrounding Community	22	56.7
Strategic Direction 6 - Promote Effective Decision Making	34	55.0
Strategic Direction 7 - Develop Programs and Services	33	55.0
Strategic Direction 8 - Support Employee Growth	33	53.3
Strategic Direction 9 - Optimize Resources	32	61.7

Table 9: Committee accomplishments that align ACCJC standards.

The committee's accomplishments align with which ACCJC Standards: (select all that apply)					
	#			#	
Standard 1 - Institutional Mission & Effectiveness: The institution demonstrates strong commitment to a mission that emphasizes achievement of student learning and to communicating the mission internally and externally.	40	27.2	Standard 3 - Resources: The institution effectively uses its human, physical, technology, and financial resources to achieve its broad educational purposes, including stated student learning outcomes, and to improve institutional effectiveness.	42	28.6
Standard 2 - Student Learning Programs & Services: The institution offers high-quality instructional programs, student support services, and library and learning support services that facilitate and demonstrate the achievement of stated student learning outcomes.	33	22.4	Standard 4 - Leadership & Governance: The institution recognizes and utilizes the contributions of leadership throughout the organization for continuous improvement of the institution.	32	21.8

Table 10, an open-ended question that directed respondents to provide the improvement most needed by the committee in its processes, interactions, outcomes, or other aspect of its work. The following comment was provided:

Table 10: Open-ended responses on improvement most needed by committee. (n=13)

Please enter the improvement most needed by this committee in its processes, interactions, outcomes, or other aspect of its work:
Better attendance by classified, csea, cta and academic senate representatives
Communication from the senates back to the committee in a timely fashion
Funding increases.
I don't see any improvements needed.
I don't see any needed improvements. The communication is amazing and I like seeing software introduced at the beta testing phase such as Elucian demonstrated what it looks like from the student and faculty side. I also like the collaborative nature of this committee and the fact that feedback is welcomed.
I'd like to see more workshops on teaching methodology.
[name] is a rockstar and deserves to be "full time." The coordinator position is full time work and we should have offered as a full release. It would be nice PD could be completely in control of In Service Days since some of the struggles faced are due to outside entities who don't attend the meetings having input or control.

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More availability of disaggregated DI data to inform plans.
More opportunities for campus employees to connect in social environments.
More participation by representative groups
No substantive comments for improvement.
The committee needs to be mindful about how workshop suggestions are prioritized when it comes to planning. For example, we gather workshop topic suggestions through the attendee workshop survey, Academic Senate, occasionally Classified Senate, and suggestions offered by committee members. It seems like the workshops that make it onto the schedule the fastest are the ones for which we have facilitators in mind and those usually come from committee member suggestions. I can understand from a planning perspective why this would happen since it's easier. But, I believe we should be prioritizing workshop suggestions that we're gathering from our survey and communicating to our campus community that we're listening to their feedback.
The committee needs to work on providing its members professional development around DEI work.

Lastly, table II an open-ended question provided respondents the opportunity to express any additional comments. The following comment was provided:

Table II: Additional Comments. (n=8)

If you would like to make any additional comments, please do so in the space below.
Glad to be in this team!
I hope there is some accountability for the required members who never show to these very infrequent meetings, especially members of admin.
Keep up the good work
[name] does an amazing job of explaining the budget line for line and answering questions from the meeting attendees.
PPR ROCKS
The committee chair always does a great job of breaking down convoluted budget issues and presenting that information clearly. [name] is always open to questions and does a lot of teaching to help us understand some of these complicated budget-related issues.
The ORP did a great job getting feedback and drafting the EMP.
This committee is efficient, effective and productive. It should be a model for all other committees.