

Crafton Hills College
Institutional effectiveness Partnership Initiative (IEPI)
Purpose and Background

Background

Recently enacted legislation established a new system of indicators and goals that is intended to encourage improvement in institutional effectiveness at California community colleges. Pursuant to Education Code section 84754.6, the Board of Governors (BOG) adopted a goals framework at its March 16, 2015 meeting to measure the ongoing condition of a community college's operational environment (see attached Consultation Digest and BOG Item). This statute also requires that, as a condition of receipt of Student Success and Support Program funds, each college develop, adopt and post a goals framework that addresses, at a minimum, the following four areas: student performance and outcomes, accreditation status, fiscal viability, and programmatic compliance with state and federal guidelines. In addition, it requires that the Chancellor post by June 30, 2015, and before each fiscal year thereafter, the annually developed system wide goals adopted by the BOG, and locally developed and adopted college/district goals.

Purpose of IEPI

The goal of this initiative is to help advance colleges' institutional effectiveness and in the process, significantly reduce the number of accreditation sanctions and audit issues, and most importantly, enhance the system's ability to effectively serve students. An important focus of the grant is to draw on the exceptional expertise and innovation from within the system in advancing best practices and avoiding potential pitfalls.

Three Major Components of IEPI

1. Develop a **framework of indicators and college/district goals**.
2. Make **Technical Assistance Teams** (called Partnership Resource Teams) available to colleges who express interest in receiving assistance.
3. Enhance **professional development opportunities** for colleges related to institutional effectiveness. (**Grants of up to \$150,000** in seed money will be available to colleges with team visits to accelerate implementation of improvement plans. Grants will be available while funds are available.)

Initiative Partners

- **Chancellor's Office:** Chancellor's Office Oversight: Erik Skinner, Theresa Tena, Jeff Spano, and Ronnie Slimp.
- **Success Center for California Community Colleges:** Paul Steenhausen
- **College of the Canyons:** Overall Coordination: Chancellor Dianne Van Hook, Barry Gribbons, Jerry Buckley, Sharlene Coleal, and Daylene Meuschke.
- **Foothill College:** Logistical Coordination of Activities in the North, especially Professional Development Activities.
- **Academic Senate for CCC:** Julie Bruno
- **M. C. Lee Consulting:** Grant Program coordinator.
- **RP Group:** Evaluation and Professional Development working with **3CSN, Career Ladders**, and others.

What happens if a college does not achieve their goal? Will sanctions be imposed?

Sanctions will not be imposed if the college does not achieve their goal, provided that the college has tried to implement changes and measured the effectiveness. We want to encourage colleges to try new things and recognize that not every effort will have the desired results. In fact, the most important changes arguably are the ones with the greatest risk and will require the colleges to stretch the most.

Each District and College has until June 15, 2015 to set two District Indicator Rate targets and to College Indicator Rate targets. The data for Crafton Hills College, San Bernardino Community College District, and all of the other colleges and districts in the State can be viewed at the following website: <https://misweb.cccco.edu/ie/DistrictSelect.aspx>. In addition, in the future, each College and District will be required to set targets for at least three additional District Goals and ten additional College Goals. All of these can be viewed at the link referenced above. Historical data and recommended/possible targets for each of the required June 15, 2015 District and College indicators are below.

District Indicator Rates – San Bernardino CCD

Fund Balance. Ending unrestricted general fund balance as a percentage of total expenditures.

Academic Year	Fund Balance %
2009-2010	25.6
2010-2011	36.9
2011-2012	28.8
2012-2013	35.5
2013-2014	19.8

Short-term (1 Year) Goal (Goal for 2015-2016):

15%

Long-term (6 Years) Goal (optional for this reporting year):

15%

Audit Findings. Options are None or Other

None: Unmodified auditor’s report without internal control issues

Other: Modified auditor’s report and/or internal control issues

Academic Year	Fund Balance %
2013-2014	19.8

Short-term (1 Year) Goal (Goal for 2015-2016):

None

Long-term (6 Years) Goal (optional for this reporting year):

None

College Indicator Rates – Crafton Hills College

Required Response: Has your college developed, adopted, and publicly posted the goals framework pursuant to the requirements of Education Code section 84754.6? **Yes** or No

Successful Course Completion (Datamart). Success rate is defined as earning a grade of A, B, C, or CR/P divided by the number of grades on record (A, B, C, D, F, CR/P, NC/NP, W or I) in any course where students earn a grade on record (GOR). The GOR represents the number of students enrolled at census.

Table 1: QEI 1 – Course Success Rate by Academic Year from 2009 – 2010 to 2013 – 2014.

Academic Year	Course Success Rate		
	#	N	%
2009-2010	23,358	33,410	69.9
2010-2011	25,336	35,934	70.5
2011-2012	23,018	31,430	73.2
2012-2013	22,344	30,432	73.4
2013-2014	23,413	32,078	73.0

Note: Source is the IEPI and the CCCC Datamart.

Table 1A: Draft Course Success Rate Targets using the Three-Year Total, Five-Year Total, and the Most Recent Complete Year as Possible Baselines.

Possible Baselines	Course Success			.10 Effect Size* (Long-Term Goal – 6 Years)	Statewide Course Success Rate	Annual Target to Reach .10 ES Increase in 6 Years (Short-Term Goal)
	#	N	%			
Three-Year Total: 2011-12 to 2013-14	68,775	93,940	73.2	77.7%	70.2%	74.0%
Five-Year Total: 2009-10 to 2013-14	117,469	163,284	71.9	76.2%	69.7%	72.6%
<u>Most Recent Year: 2013-2014**</u>	<u>23,413</u>	<u>32,078</u>	<u>73.0</u>	<u>77.3%***</u>	<u>70.5%</u>	<u>73.7%</u>

Note: “#” refers to the number of students who earned an A, B, C, or P grade, “N” refers to the number of grades on record (A, B, C, D, F, I, P, NP, or W), and % is the course success rate: #/N * 100.

*The Effect Size (ES) goal was set by identifying a .10 effect size increase in each success rate. A .10 effect size corresponds to a Pearson r of .05. The effect size is a standardized measure that indicates a meaningful or substantial effect or difference.

**Recommended Baseline

***The 77.3% target may be not be achievable. For example, Crafton has the highest course success rate when compared to Crafton’s contiguous community colleges. Comparing Crafton to all Community Colleges in the State, Crafton has the 20th highest course success rate for 2013-2014. The Statewide course success rate range is from 61.4% to 81.3%. **A target of 75% may be more reasonable.**

Accreditation Status: Latest Accrediting Commission for Community and Junior Colleges (ACCJC) action (See key below)

July 2009	Feb 2010	July 2010	Feb 2011	July 2011	Feb 2012	July 2012	Feb 2013	July 2013	Feb 2014	Short-Term Goal (15-16)	Long-Term Goal
FA-P	FA-P	FA-SR	FA-P	FA-N	FA-N	FA-N	FA-N	FA-N	FA-N	FA-SR	FA-N

FA-N – Fully Accredited – No Action, **FA-RA** – Fully Accredited – Reaffirmed – ACCJC Comprehensive Visit, **FA-SR** – Fully Accredited – Sanction Removed – Special Visit or Report, **FA-SR/RA** – Fully Accredited Sanction Removed/Reaffirmed on ACCJC Visit, **FA-W** – Fully Accredited – Warning, **FA-P** – Fully Accredited – Probation, **FA-SC** – Fully Accredited – Show Cause, **FA-PT** – Fully Accredited – Pending Termination, **T** – Termination, **FA-RT** – Fully Accredited – Restoration, **IA** – Initial Accreditation

Date of Next Visit. Date of next accreditation visit – information item, no target collected.

April 2016 based on follow-up report due on March 15, 2016.