

Introduction

Crafton Hills College

Since the opening of Crafton Hills College (CHC) in 1971, more than 100,000 people of all ages, interests, and backgrounds have utilized the outstanding educational opportunities available at the college. Crafton Hills College currently serves approximately 5,500 students.

Located in the beautiful rolling hills of Yucaipa, Crafton Hills offers more than 38 majors in the liberal arts and sciences, vocations and technical studies. With its imaginative architecture, manicured grounds and spectacular surroundings, the atmosphere of the college is one of serenity—right for reflection, growth and learning.

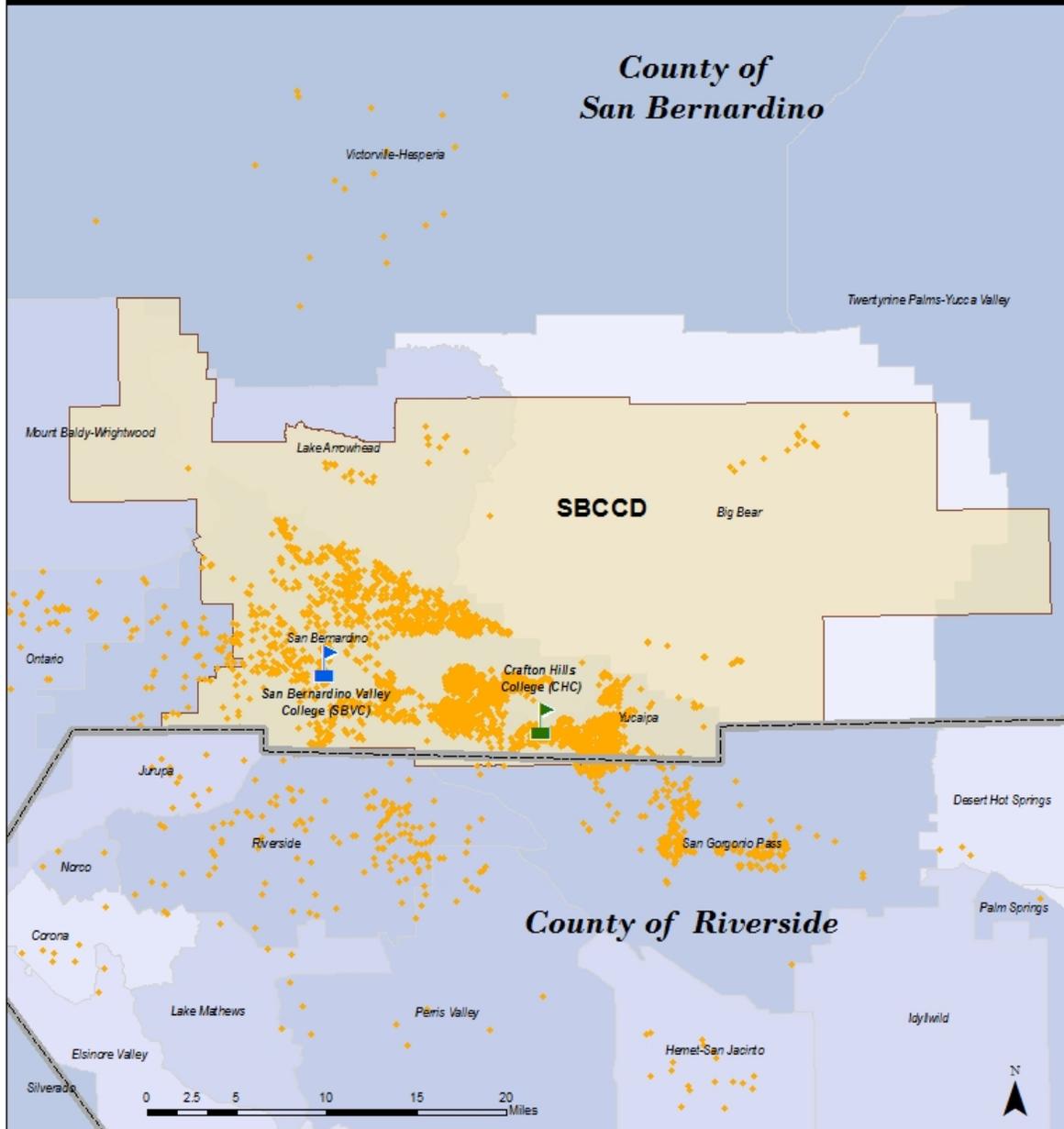
What sets the campus apart from many others is that, in addition to quality instruction, many of the professors are experts in their field outside the classroom. Also, the small size of the college affords students the opportunity for more one-to-one communication with instructors. CHC instructors are noted for being accessible, and caring about the students as individuals. For example, when Crafton students were asked in a recent [student satisfaction survey](#), what they believed were the best things Crafton had to offer, numerous comments referenced the instructors. One student made the following comment: “Great instructors, I don’t know if it is just me, but I always get very nice, great instructors.”

In addition to student-centered classes and an able counseling and career guidance staff, CHC provides a variety of cultural, social and recreational opportunities. The Art, Music and Theatre Departments are student intensive, offering two years of experience-based education that allows our students to explore various facets of the fine arts in the friendly environment of a smaller campus. Also, students have extracurricular opportunities to explore their interests in clubs, student government and educational field trips to various locations.

The Fire Science Program and the Emergency Medical Services-Paramedic Program are two of the finest community college emergency services programs in the state. CHC is the primary trainer for paramedics in San Bernardino and Riverside counties.

A 20-year campus facilities master plan is now completed that includes the construction of a Crafton Center, housing Student Services and administration, an Occupational Education building housing Fire Science, Basic Fire Academy, Emergency Technology and Paramedic programs, and a Science building which will accommodate the biological sciences.

Fall 2013 Crafton Hills College Student Population



Map by Lorenna Guadalupe | L.Guadalupe@CraftonHills.edu | March 23, 2014 | Source: 2010 US Census | Projection: NAD_1983_StatePlane_California_V_805_1 feet

-  County Delineation
-  San Bernardino Community College District
-  CHC
-  SBVC
-  CHC Individual Student Locations

Crafton Hills College serves over 7,500 students. Located in the foothills of Yucaipa, the campus has a park-like setting with welcoming open spaces. The College's focus is to help students engage, learn, and advance. With over 40 degrees and 30 certificates, the college offers a diverse catalog of courses and Student Life activities to facilitate learning through career education and academic transfer. The faculty and staff serve students via mentoring relationships, contributing to a rich, balanced college experience.

Continuous Quality Improvement

Crafton Hills College has also created a culture of innovation and continuous quality improvement to continue to facilitate quality instruction. For example, even though Crafton had dramatic increases on many of the employee campus climate areas in Fall 2012, we continue to work on making improvements. Crafton administers the Employee Campus Climate Survey semi-annually and spends the year in which the survey is not administered collecting [feedback](#) on the results and engaging in the process of continuous quality improvement.

Another example of Crafton's continuous effort to improve can be found with our effort to improve communication. As with any large organization, communicating effectively among the institution's constituencies remains one of Crafton's challenges and one that Crafton is continuously striving to improve. In both the [Fall 2010](#) and the [Fall 2012](#) Employee Campus Climate Surveys, Crafton Employees identified communication as a concern ([Fall 2012 presentation](#)). However, Crafton is moving in the right direction. Crafton substantially improved in communicating across campus in a timely and accurate manner (44% to 66%), communicating among the different constituency groups (32% to 52%), and at sharing best practices effectively (49% to 57%). Some of the suggestions that Crafton has received to improve communication are listed below:

- Provide feedback about how suggestions are used
- Examine how email is distributed and develop a more user-friendly approach
- Communicate face-to-face
- Conduct research on how to communicate more effectively (i.e. literature review, focus groups, and survey)
- Communication issues mainly have to do with the District
- When turn on computer a list of events pops up on the screen
- Need to celebrate and have more parties throughout the year
- Information is there, need to motivate people to get it

Crafton Council continuously reviews suggestions and develops improvement plans (see [Fall 2010 example](#)). In addition, some of the suggestions have already been implemented.

- [Increase the amount of time for college hours](#)
- [Hire a Director of Marketing](#)
- Administrative reports in the Senates have been very helpful ([see Academic Senate Minutes](#), [see Classified Senate Minutes](#))

In addition to examining internal data to facilitate continuous quality improvement, Crafton also wanted to examine external data to help inform decision making. Accordingly, in 2013, the District commissioned an environmental scan to provide detailed information on future student enrollment from local feeder schools, occupational and industry trends, socioeconomic data, and the demographic composition of the communities surrounding and serviced by Crafton Hills. The data forecast an overall 35% population increase through 2022. Moreover, in 2012, 49% of

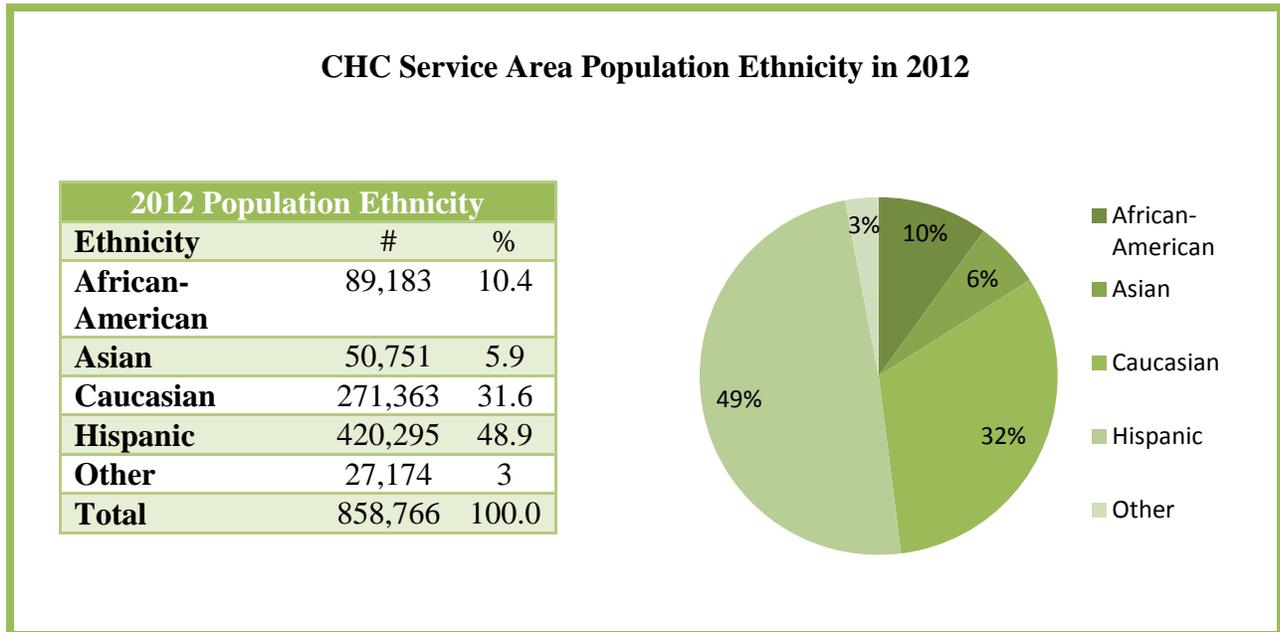
residents in the Crafton Hills service area identified as Hispanic while an additional 10% were African-Americans. The Crafton Hills service area median household income in 2012 was \$54,853 which was lower than both San Bernardino and Riverside county medians, \$56,703 and \$59,109, respectively. Additionally, 22% of adults 25 years or older in the Crafton Hills service area have less than a high school diploma, and another 27% have a high school diploma or GED. Lastly, the economic prospects appear to be improving for residents of the Crafton Hills service area as the data project job growth and decreases in unemployment.

In reviewing the environmental scan data, the Office of Institutional Effectiveness, Research and Planning identified CHC's core service area as zip codes immediately surrounding the college with the highest student density proportions. Crafton Hills serves 49% of community college students in its core service area, which is lower than the Inland Empire community college average core service area student density of 71%. The [185-page environmental scan](#) report and its 86 exhibits were developed into a [comprehensive presentation](#) for the campus community. The President, Dean of Institutional Effectiveness, Research and Planning, and Research Analyst presented the data to various collegial consultative bodies and committees, including the Academic Senate, in order to stimulate a community dialogue using the environmental scan data to inform strategic planning.

Crafton Hills College Growth

Crafton is in a growth mode, planning to move from about 3,900 FTES in 2012-2013 to 5,400 FTES by 2016-2017. The 5,400 FTES target has been set as a minimum goal because it will generate enough apportionment to hold the college at sustainability, given current personnel and infrastructure projections. To achieve this growth, we have been developing our schedules with heavy consideration to student course taking demand. This has led to a small increase in CTE offerings (~9% growth), a modest increase in basic skills courses (~24%) and a large increase in traditional transfer courses (~67%). In conjunction with our scheduled offerings, we have a marketing plan for the region that looks to target community college going students. This is our primary target because of our low market penetration with regard to community college students in the region. In our immediate service area, less than half of the community college bound students choose Crafton Hills College. This is significantly below the averages found in the Inland Empire.

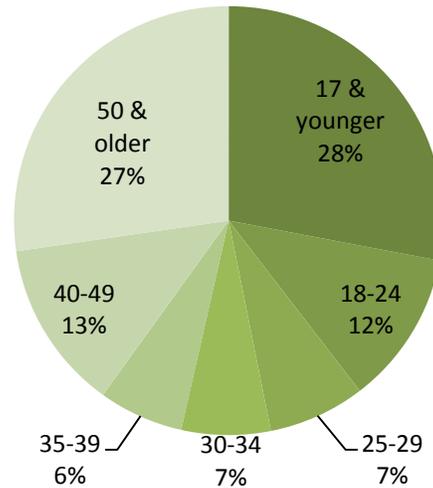
Environmental Scan Data



In 2013, Crafton Hills College and San Bernardino Community College District commissioned an [environmental scan](#) of the Crafton Hills College service area. In the report, a core study area was identified by zip codes from which 90% of the 2011-2012 student body derives. Within this service area, a near majority (49%) of the population identified as Hispanic. Crafton Hills College serves a majority-minority population, and at least 59% of the population identifies in a group that has been traditionally underserved. It is notable that Caucasians constituted the second largest ethnic group at 32%. This information was shared with the Campus through multiple [presentations](#) of the environmental scan data conducted by the President, the Dean of Institutional Effectiveness, Research and Planning, and the Research Analyst in early Spring 2014 and is being used to inform planning.

CHC Service Area Population Age in 2012

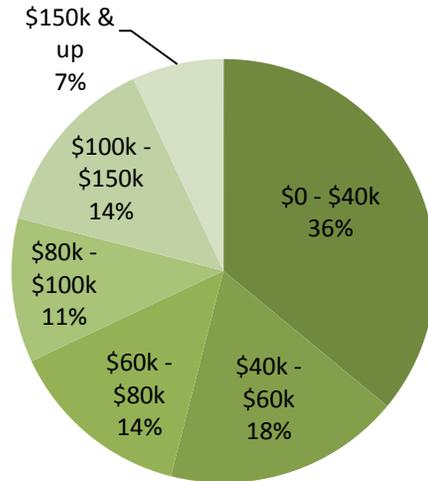
2012 Population Age		
Age Range	#	%
17 and younger	240,525	28.0
18 – 24	99,509	11.6
25 – 29	62,352	7.3
30 – 34	57,460	6.7
35 – 39	54,756	6.4
40 – 49	110,013	12.8
50 and older	234,151	27.3
Total	858,766	100.0
Average Age	36.1	



In the same [environmental scan](#) data, age distribution data for the Crafton service area was presented. Forty-seven percent of the population in Crafton’s service area was under the age of 30 demonstrating a significant opportunity for the College to continue serving more students now and in future years. With 30 to 50 year olds constituting another quarter of the population, Crafton will continue to be vital in ongoing workforce development for the surrounding communities. This information was shared with the Campus through multiple [presentations](#) of the environmental scan data conducted by the President, the Dean of Institutional Effectiveness, Research and Planning, and the Research Analyst in early Spring 2014 and is being used to inform planning.

CHC Service Area Annual Household Income in 2012

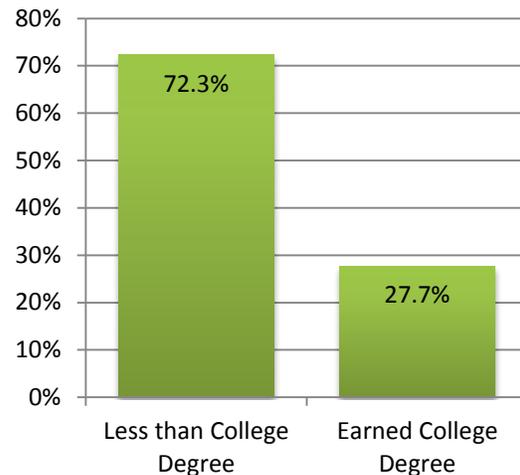
2012 Household Income		
Income Range	#	%
\$0 – \$40,000	94,481	36.4
\$40,000 – \$60,000	46,803	18.0
\$60,000 – \$80,000	36,702	14.1
\$80,000 – \$100,000	27,203	10.5
\$100,000 – \$150,000	35,521	13.7
\$150,000 and up	19,152	7.4
Total	259,862	100.0
Median Income	\$54,853	



In the same [environmental scan](#) data, 2012 annual household income data for the Crafton service area was presented. The median household income in Crafton’s service area was \$54,853 in 2012. Moreover, 36% of households in Crafton’s service area earned less than \$40,000 while 21% of households had household incomes greater than \$100,000. This information was shared with the Campus through multiple [presentations](#) of the environmental scan data conducted by the President, the Dean of Institutional Effectiveness, Research and Planning, and the Research Analyst in early Spring 2014 and is being used to inform planning.

CHC Service Area Education Level Attainment as of 2012

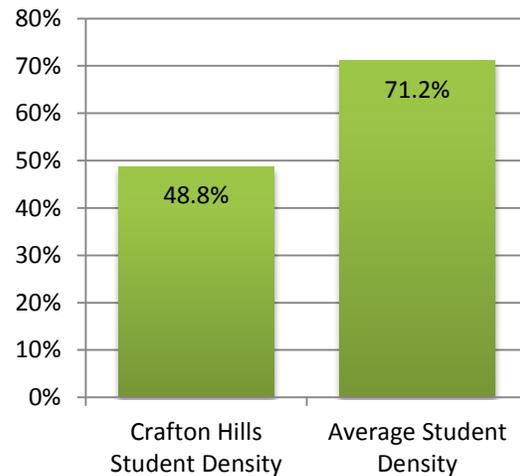
2012 Education Level Attained		
Education Level Attained	#	%
Less than High School Diploma	114,031	22.0
High School Diploma/GED	137,999	26.6
Some College	123,136	23.7
Associate's Degree	42,844	8.3
Bachelor's Degree	63,321	12.2
Graduate Degree	37,408	7.2
Total	518,739	100.0



In the same [environmental scan](#) data, educational level attainment data for Crafton's service area was presented. Approximately 72% of individuals over the age of 25 had less than a college degree. With 22% of individuals over the age of 25 without a high school diploma, the Crafton service area has a high need for GED and basic skills education programs. This information was shared with the Campus through multiple [presentations](#) of the environmental scan data conducted by the President, the Dean of Institutional Effectiveness, Research and Planning, and the Research Analyst in early Spring 2014 and is being used to inform planning.

CHC Core Service Area Student Density, 2012

2012 Core Service Area Density	
Occupation Area	%
Crafton Hills College	48.8
San Bernardino Valley College	61.5
Mt. San Jacinto College	83.5
Moreno Valley College	51.1
Riverside City College	66.1
Norco College	53.7
Chaffey College	76.4
Victor Valley College	86.5
Barstow College	89.4
College of the Desert	94.8
Average Density	71.2

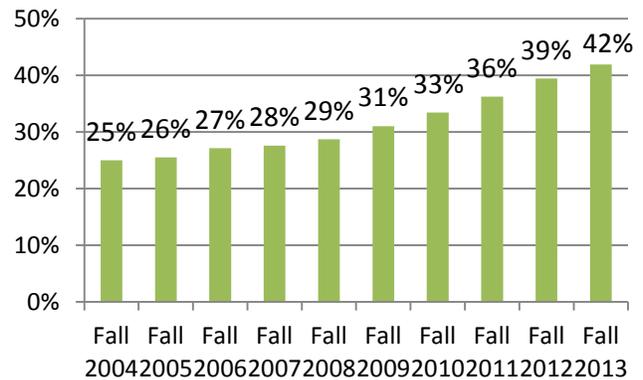


In the same [environmental scan](#) data, enrollment data by zip code for Crafton Hills and the other community colleges in the Inland Empire was presented. An apparent relationship exists between student density, which is the proportion of community college students within a specified zip code who enroll at a given community college, and the community college a student selects. Community colleges tend to maintain a higher student density in the zip codes immediately surrounding the college. This can be identified as the college's core service area. For Crafton Hills College, the core service area includes the zip codes covering Yucaipa, Calimesa, Mentone, Redlands, Highland, and Beaumont. The average core service area student density for community colleges in the Inland Empire is approximately 71%, while Crafton has a core service area student density of approximately 48%. This information was shared with the Campus through multiple [presentations](#) of the environmental scan data conducted by the President, the Dean of Institutional Effectiveness, Research and Planning, and the Research Analyst in early Spring 2014 and is being used to inform planning.

Crafton Hills College Student Demographics

The Ethnic Composition of the CHC Student Body in Fall 2013

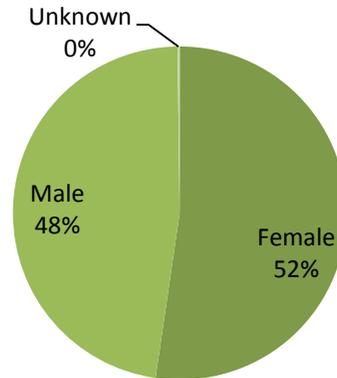
Fall 2013 Student Ethnicity		
Student Ethnicity	#	%
Asian	309	5.5
African American	438	7.7
Hispanic	2,373	41.9
Native American	67	1.2
Caucasian	2,458	43.4
Unknown	21	0.4
Total	5,666	100.0



In Fall 2013 for the first time in Crafton's history, a majority (51%) of Crafton students were from traditionally under-represented groups (i.e. African American, Hispanic, and Native American). In the last ten years the proportion of Hispanic students has increased every year from 25% in Fall 2004 to 42% in Fall 2013. This information has been shared with numerous committees on campus on numerous occasions and is being used to inform planning (see the following presentations on the [OIERP Web Site: *Environmental Scan*](#), and [Increase in Hispanic Students at CHC](#)).

The Gender Composition of the CHC Student Body in Fall 2013

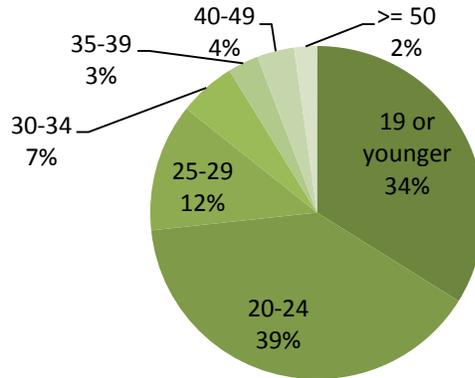
Fall 2013 Student Gender		
Student Gender	#	%
Female	2,962	52.3
Male	2,691	47.5
Unknown	13	0.2
Total	5,666	100.0



In the last four year the proportion of females at Crafton has remained relatively the same. In Fall 2013 52% of the Crafton students were female and 48% were male. Each fall semester this information is shared with the campus under Quick Links on the Office of Institutional Effectiveness, Research, and Planning [Web Site](#) (see [College Snapshot](#)).

The Age Composition of the CHC Student Body in Fall 2013

Fall 2013 Student Age		
Student Gender	#	%
19 or younger	1,921	33.9
20 – 24	2,232	39.4
25 – 29	702	12.4
30 – 34	310	5.5
35 – 39	172	3.0
40 – 49	205	3.6
50 or older	123	2.2
Unknown	1	0.0
Total	5,666	100.0
Average Age		24.0

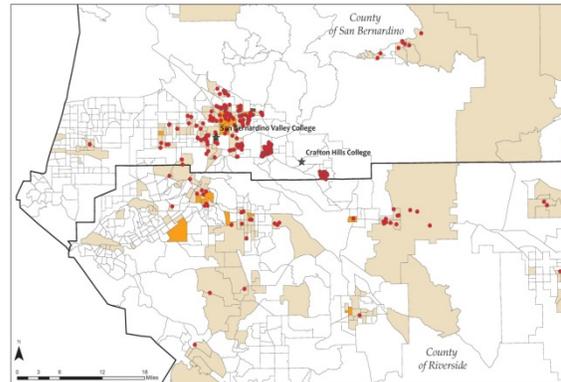
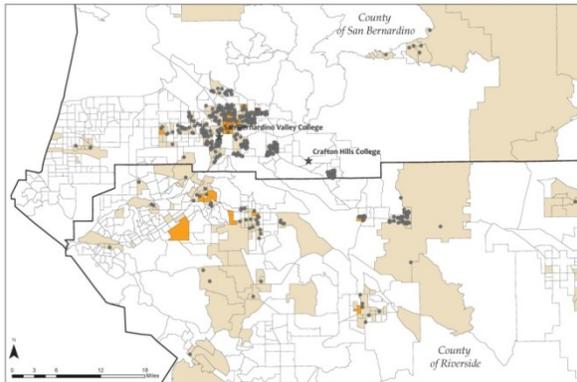


In the last four year the average at Crafton has remained relatively the same. It has declined slightly from 24.5 to 24. In Fall 2013 34% of the students were 19 years old or younger and 39% were 20 – 24 years old. Each fall semester this information is shared with the campus under Quick Links on the Office of Institutional Effectiveness, Research, and Planning [Web Site](#) (see [College Snapshot](#)).

CHC Students Receiving Financial Aid in Fall 2013

Students Receiving Financial Aid
(n = 3,211, 57%)

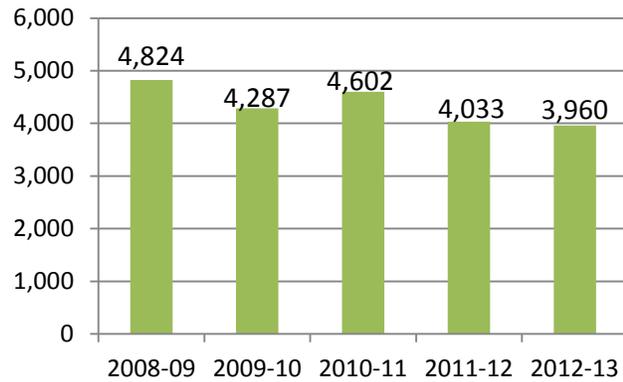
Students that Might Benefit from Financial Aid
(n = 263, 5%)



In Fall 2013 57% of Crafton students received financial aid. Moreover, using GIS mapping software and US Census data the number of Fall 2013 Crafton students who reside in poverty areas was also identified; indicating the possibility that an additional 5% or 263 Crafton students might benefit from receiving financial aid. This information was shared with the Campus in the Office of Institutional Effectiveness, Research, and Planning's "[Did you Know?](#)" newsletter and is available in a more detailed [research brief](#).

CHC Students Full-Time Equivalent Student (FTES)

Total Credit FTES	#	%
2008-2009	4,824.24	22%
2009-2010	4,286.87	20%
2010-2011	4,601.62	21%
2011-2012	4,032.97	19%
2012-2013	3,918.76	18%
Total	21,664.46	100%

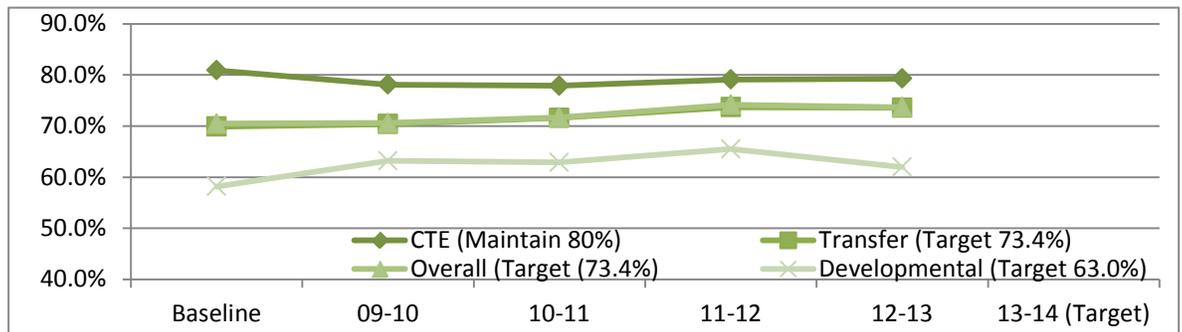


In 2012-2013 Crafton served the lowest number of students in the last five years, only generating 3,960 Total FTES. The highest amount of FTES was generated in 2008-2009, 4,824 Total FTES. In the 2013-2014 academic year, Crafton is on target to generate approximately 4,362 Total FTES, an increase of 11%.

Crafton Hills College Student Outcomes

CHC Course Success Rate

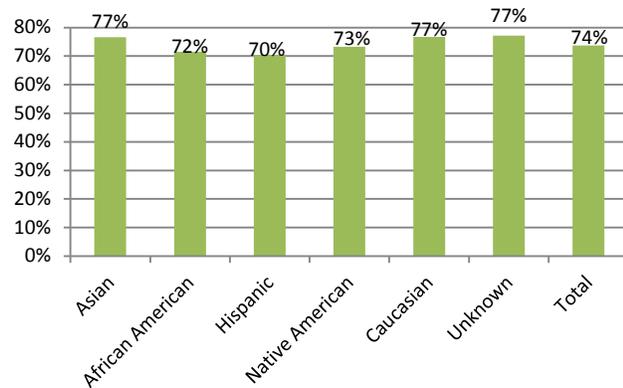
Course Success	2010-11			2011-12			2012-13			Minimum Standard	13-14 Target
	#	N	%	#	N	%	#	N	%		
CTE	4,365	5,606	77.9	3,798	4,803	79.1	3,614	4,557	79.3	NA	80.0%
Transfer	20,063	28,008	71.6	17,953	24,330	73.7	16,937	22,998	73.6	NA	73.4%
Dev./Basic	3,619	5,753	62.9	3,080	4,699	65.5	2,804	4,525	62.0	NA	63.0%
Overall	26,837	37,439	71.7	24,330	32,795	74.2	23,839	32,356	73.7	63.6%	73.4%



In the last three years the overall and transfer course success rates have consistently increased. In 2011 – 2012 the 2013-2014 overall transfer course success rates were reached and sustained in 2012-2013. The CTE course success rate has increased over the last three years and the developmental course success rate needs to increase by one percentage point to reach the 2013-2014 target. Progress on Crafton’s Quantitative Effectiveness Indicators (QEIs) is examined regularly (see Did you Know newsletters [#33](#) for example).

CHC 2012 – 2013 Overall Course Success Rate by Ethnicity

2012-13 Overall Course Success			
Ethnicity	#	N	%
Asian	1,421	1,856	76.6
African American	1,636	2,289	71.5
Hispanic	9,246	13,139	70.4
Native American	484	660	73.3
Caucasian	10,906	14,223	76.7
Unknown	146	189	77.2
Total	23,839	32,356	73.7

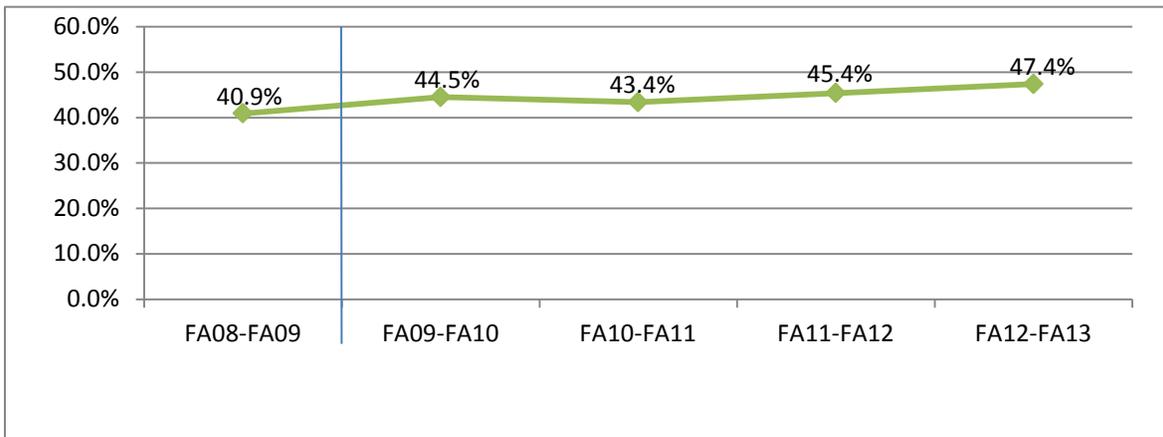


In 2012 – 2013 there were differences in course success rates by ethnicity. Specifically, African American (71.5%) and Hispanic (70.4%) students had the lowest course success rates.

Information on the relationship between demographics and performance is discussed regularly (see Did you Know newsletters [#33](#) and [#34](#) for examples).

CHC Fall to Fall Retention (i.e. Persistence) Rate

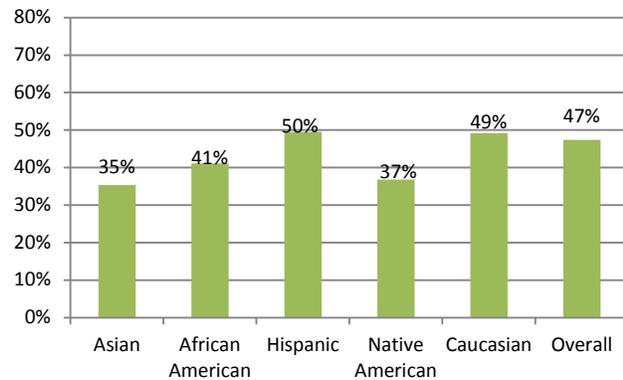
Fall to Fall Retention	#	N	%	Minimum Standard		13-14 Target	
				Standard	Met	Target	Met
Fall 2008 to Fall 2009 (Baseline)	771	1,883	40.9	NA	NA	45.9%	No
Fall 2009 to Fall 2010	829	1,865	44.5	NA	NA	45.9%	No
Fall 2010 to Fall 2011	683	1,574	43.4	NA	NA	45.9%	No
Fall 2011 to Fall 2012	682	1,502	45.4	37.8%	Yes	45.9%	No
Fall 2012 to Fall 2013	626	1,320	47.4	37.8%	Yes	45.9%	Yes



The fall to fall retention rate has increased every year for the last five cohort years. In the most recent year, the retention rate increased from 45% in Fall 2011 to Fall 2012 to 47% in Fall 2012 to Fall 2013. The 2013 – 2014 fall to fall retention rate target was met in the Fall 2012 to Fall 2013 cohort. (see Did you Know newsletter [#33](#)).

CHC Fall 2012 to Fall 2013 Retention (i.e. Persistence) Rate by Ethnicity

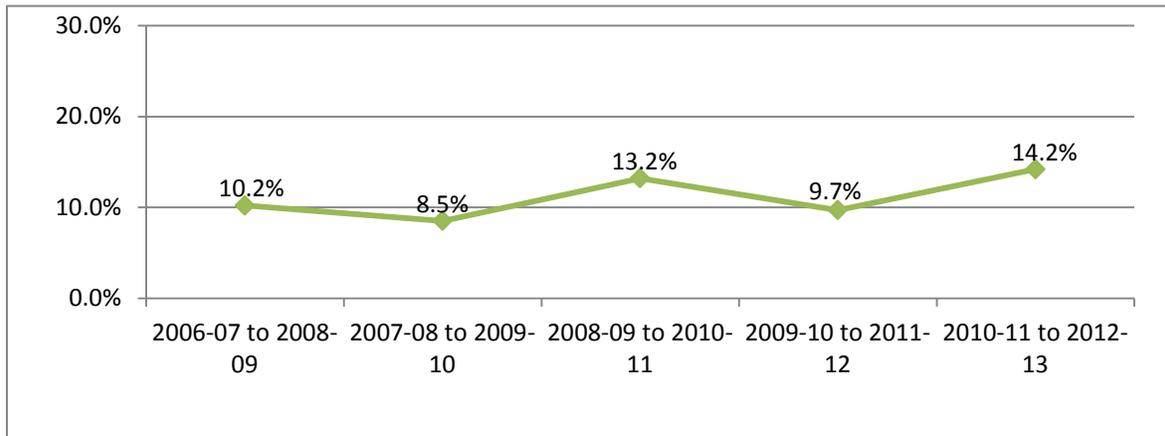
2012-13 Overall Course Success			
Ethnicity	#	N	%
Asian	30	85	35.3
African American	44	107	41.1
Hispanic	286	578	49.5
Native American	7	19	36.8
Caucasian	259	526	49.2
Unknown	0	5	0.0
Total	626	1,320	47.4



Asian students had a lower retention rate (35%) than the overall retention rate (47%), suggesting that Asians are less likely to be retained from fall to fall. Students may be less likely to be retained because they are completing their Crafton educational goals by earning a degree, certificate, transferring, and/or working. (see Did you Know newsletter [#33](#)).

CHC Three Year Transfer Rate

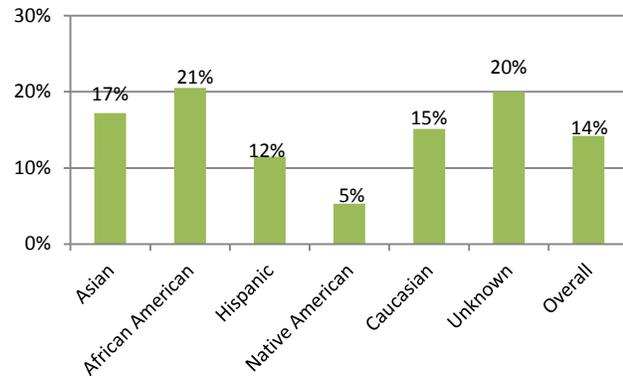
Fall to Fall Retention	#	N	%	13-14 Target	
				Target	Met
2006-2007 to 2008-2009	93	908	10.2	13.3%	No
2007-2008 to 2009-2010	57	672	8.5	13.3%	No
2008-2009 to 2010-2011	52	393	13.2	13.3%	No
2009-2010 to 2011-2012	65	669	9.7	13.3%	No
2010-2011 to 2012-2013	153	1,075	14.2	13.3%	Yes



In the last five years the three-year transfer rate has fluctuate from 9% to 14%. The transfer rate also appears to increase one year, decrease the next, and increase the next, suggesting a pattern of transfer that fluctuates from year to year. In the most recent year, Crafton has met the 2013-2014 transfer rate target (see Did you Know newsletter [#33](#)).

CHC Transfer Rate from 2010 – 2011 to 2012 - 2013 by Ethnicity

2012-13 Overall Course Success			
Ethnicity	#	N	%
Asian	11	64	17.2
African American	16	78	20.5
Hispanic	43	373	11.5
Native American	1	19	5.3
Caucasian	81	536	15.1
Unknown	1	5	20.0
Total	153	1,075	14.2



The three-year transfer rate of Native American Students is less than 14% indicating that these students are less likely to transfer to a four-year institution than other students. On the other hand, African American Students (21%) had the highest transfer rate (see Did you Know newsletter [#33](#)).