



Research Brief

Crafton Hills College (CHC) Fall 2012 Campus Climate Survey Results
 Suggestions, Implementation Plan, and Progress

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Purpose: In the fall of 2012, the Crafton Hills College (CHC) Crafton Council in collaboration with the Office of Institutional Effectiveness, Research and Planning (OIERP) developed and administered a campus climate survey. The survey assessed employee perceptions of the college’s work environment and progress toward meeting goals and objectives identified in the Educational Master Plan (EMP). The results of this survey were broadly shared with the campus community through multiple methods of communication in the 2012- 2013 year. To date, the results have been disseminated through the OIERP website, written reports, presentations and facilitated discussions, dialogue at shared-governance committee meetings, and at individual meetings with employees when requested. Staff, faculty, and administrators were encouraged to offer feedback and strategies for improving the practices at CHC in an institution-wide systematic participative process of effective discussion, planning, and implementation for improvement.

Feedback and Plan for Implementing Suggestions: The following list was reviewed by the Crafton Council in Fall 2013 and by the President’s Planning Team consisting of the Vice President’s, Deans, and the Academic and Classified Senate Presidents in Summer 2013. After discussion at a Fall 2013 Crafton Council Meeting, the following members of the Crafton Council were assigned to implement the suggestions. Tables 1 – 4 list the suggestions, the implementation plan, and the current progress on implementing the suggestions.

Progress on Implementing Suggestions: As of March 25, 2014 15 of the 29 suggestions have been completed or are completed and ongoing, and an additional 5 are ongoing.

Table 1: Suggestions for Improving the District Resource Allocation Process, the Implementation Plan, and Progress on Implementing the Suggestion.

| Resource Allocation Suggestions | Implementation Plan | Progress | Completed |
|--|--|--|-----------------------|
| More of what Cheryl is doing. How can we support growth model? How can we support with chancellor? | Communicate President’s and VPI’s growth strategy of expanding access District Wide and that growing is beneficial to all District students. | President and VPI developed growth strategy approach that involves faculty, staff, and managers that has been communicated to Chancellor, District, & to Valley. | Completed and Ongoing |
| Need to communicate data. Address growth in class space in growth plan. Re-define Crafton. Crafton is not the “small college on the hill anymore”. | The growth strategy above includes data on Crafton demographics. | The OIERP has developed reports illustrating how Crafton primarily serves traditionally under-represented students and low-income students . | Completed and Ongoing |
| Growth plan - presentation at chairs | The VPI will continuously work with the Chairs Council to develop and implement the growth plan. | The growth plan has been discussed regularly at the Chairs Council Meetings: September 6, 2013 , December 6, 2013 . | Completed and Ongoing |

Table 2: Suggestions for Improving the Prioritizing of Objectives at Crafton, the Implementation Plan, and Progress on Implementing the Suggestion.

| Prioritizing Objectives Suggestions | Implementation Plan | Progress | Completed |
|---|---|--|-----------------------|
| Need to make clear how decisions are made. | The Dean of OIERP will write a Did you Know each year summarizing all of the feedback received during the year and the decisions made based on that feedback. | The first Did you Know summarizing feedback will be distributed in September 2014. | |
| Automatically populate in web tool how much cost of each item is. Drop down menu. | | | Not Feasible |
| Resource needs to be attached to objective to prioritize it. Clear direction on how to prioritize – money attached vs. things that don't. | The Dean of OIERP will work with the PPR Web Tool Developer to add this feature to the web tool. | When programs download the objective priority report that can view each objective and the resource attached to the objective. They can then sort by whether or not an objective has a resource and prioritize these objectives. | Completed |
| Re-conceptualize how we think about objectives and goals. Agree on what goals and objectives means. Not have so many things to prioritize. Emphasize don't need 10 objectives – consolidate. | The OIERP will work with the PPRC to facilitate consolidating objectives and re-writing objectives as actions. | The PPRC and the OIERP encouraged programs to consolidate objectives and re-write many objectives as actions. For instance, this year the Arts and Sciences Division reduced their objectives from 151 in 2012-2013 to 108 in 2013-2014. | Completed and Ongoing |
| Maybe have division do plan to drive planning in departments. Division plan would need to address what departments do (e.g., WSCH). Mangers discuss prioritization with areas in department meetings. | Communicate to Divisions that goals and objectives can be added during roll-up that are at the division or Area level. | This information was communicated in the 2013-14 year by the OIERP and will be communicated each year. | Completed and Ongoing |
| Pick 3-5 significant projects to focus on to drive funding | | | |
| Have themes at beginning of objective prioritization process. | The Dean of OIERP will facilitate implementing themes as part of the process in writing objectives. | PPR now requires every objective to identify the strategic direction it most aligns with along with the anticipated impact level. | Completed |

Table 3: Suggestions for Improving Outcomes Assessment at Crafton, the Implementation Plan, and Progress on Implementing the Suggestion.

| Outcomes Assessment Suggestions | Implementation Plan | Progress | Completed |
|--|---|--|------------------------------|
| <p>Don't use eLumen. Focus on to how to improve the program through outcomes assessment rather than on the reporting.</p> | <p>The VPI and Dean of OIERP will develop a process for outcomes reporting and outcomes data collection where users do not have to use eLumen or another database if they do not want to.</p> | <p>The IEAOC proposed to the campus that Crafton adopt a common 4-level rubric to facilitate direct assessment and streamline reporting, which was adopted in Fall 2013. The OIERP is currently developing an outcomes process where the OIERP is primarily responsible for collecting and reporting data and where faculty and staff only need to focus on developing improvement plans based on the results of the data.</p> | <p>Completed and Ongoing</p> |
| <p>Document informal discussions. Informal discussions with self to move things forward: Need to be able document one Full-Time Faculty.</p> | <p>The OIERP will communicated to campus that when completing outcomes reporting in the PPR Web Tool that programs need to include a brief description of the informal discussions that take place.</p> | <p>The OIERP will continue to communicate this on a regular basis to programs engaged in outcomes assessment reporting.</p> | <p>Completed and Ongoing</p> |

Table 4: Suggestions for Improving Communication at Crafton, the Implementation Plan, and Progress on Implementing the Suggestion.

| Communication Suggestions | Implementation Plan | Progress | Completed |
|---|--|--|-----------------------|
| Need to give feedback about how suggestions are used. Communicate how decisions are made. | The Dean of OIERP will write a Did you Know each year summarizing all of the feedback received during the year and the decisions made based on that feedback. | The first Did you Know summarizing feedback will be distributed in September 2014. | |
| Part of this is communication from the district. Changes all the time but haven't been communicated until doing them then we get blamed for it. Communication issues mainly having to deal with district. May need to distinguish with district on survey. | The Campus Climate Survey specifically asks about communication at Crafton: Communication across campus is timely and accurate, Communication and understanding among the different employee constituency groups at Crafton (faculty, classified staff, and managers) is sufficient. | | Not Feasible |
| Managers filter emails and share them with area employees. Allocate 10-15 minutes daily to pass on any information for the day. Each area needs to have a regular time to discuss information and managers share information. Determine information that needs to go to department meetings in management meetings. | The President will communicate information in management meetings that needs to be communicated to departments. College hour will also be used for dialogue. | The Campus agreed to expand College Hour. | Completed and Ongoing |
| Look at how we distribute email. Email important things only. Push for all of us to look at email. Overloaded with emails. Subject line in email is important. Make a culture of reading emails like trying to do with students. Too reliant on email- need to look at way we are using email. | | | |
| Train students to look at email and stop forwarding emails for students | VPSS and Student Senate will explore. | | |
| Managers need to make sure that staff attends the open forums. | The President and President's Cabinet continuously communicates this message to managers. | | Ongoing |
| Consolidate announcements to a weekly one (e.g., AGS bake sales, etc.). Have hundreds of emails when come back from summer. Identify if high priority. Identify who is responsible for communicating what. | Will work on consolidating some of the information. | The Director of Marketing has created a calendar. | Ongoing |
| Person to person/ face to face contact. Regular face-to-face meetings in departments. Face-to-face is better than email. | College hour will be used to increase opportunities for face-to-face contact. | College Hour was expanded. | Completed and Ongoing |
| Conduct focus groups on issue of communication and ask about what people missed to see if we can identify a pattern. Survey/research on campus about communication. Research options of what works best outside of email. | The OIERP will develop a survey to ask the institution what is the best method for communicating information on campus. | | |

Table 4 (Continued): Suggestions for Improving Communication at Crafton, the Implementation Plan, and Progress on Implementing the Suggestion.

| Communication Suggestions | Implementation Plan | Progress | Completed |
|--|---|--|-----------------------|
| Hire Marketing Director | The President will hire a Marketing Director. | A Marketing Director has been hired. | Completed |
| When turn computer on a list of events for the day pops up on the screen. | The President will explore this possibility with the District. | | |
| We have a functional calendar and people need to use it. Information is there; need to motivate people to get it. | The Marketing Director is working on encouraging people to access calendar. | | Ongoing |
| Have Chairs filter information for part-time faculty. Communicate with part-timers regularly. Part time faculty luncheon/ recognition with chairs-information. | The Academic Senate will add discussion item on Chairs agenda on best practices for communicating with adjunct faculty. | | |
| Need to celebrate and have more parties regularly throughout the year. | The College has increased the number of college hours. | | Ongoing |
| More college hour time | The VPI and Office of Instruction will explore increasing the amount of college hour. | The amount of time for College Hour was increased and will start in Fall 2014. | Completed |
| Geographic location is structured for silos. One hub where everyone gets together. | The building of the Crafton Center will help with this. | | Ongoing |
| Administrative updates in the Senates have been very helpful. | The Academic Senate President will continue to facilitate Administrative Updates in the Academic Senate. | | Completed and Ongoing |
| Academic Senate needs to report to Classified Senate in the same way that the Classified Senate reports to the Academic Senate | | | Completed |
| Encourage staff to attend Classified Senate meetings. Management needs to communicate expectation and cover staff when they attend meeting. | The President will continue to encourage managers to provide the time for staff to attend Classified Senate meetings. | | Completed and Ongoing |