Research Brief: Crafton Hills College Committee Self-Evaluations Spring 2011

Background: According to Goal 6.1 of the Crafton Hills College (CHC) Educational Master Plan (EMP), the college will "implement and integrate planning processes and decision-making that are collaborative, transparent, evidence-based, effective and efficient." At Crafton, committee structures comprise a major component of both planning and decision-making, so an important step in pursuing this goal is to ask committee members for their own observations about how well their committee's processes, interactions, and outcomes during the 2010-11 academic year reflect these characteristics. In addition, the purpose of collecting this information is to improve the functioning of committees through professional development and other strategies.

Methodology: The Crafton Council in collaboration with the Office of Research and Planning developed a scannable paper survey for committee self-evaluation. The surveys were distributed to the chairs and conveners of every campus committee and completed by the committee members during committee meetings. Evaluation results for each committee will be sent to the committee; to the body to which the committee reports, as outlined in the Organizational Handbook; and to the Crafton Council. An analysis of results aggregated across all committees will provide a baseline measure of institutional committee effectiveness.

Overview: In spring 2011, committee members were asked to objectively provide their opinions of the internal processes, external interactions, and outcomes of each committee on which they served. This self-evaluation process will be an annual reflection of committee member's perspectives used to evaluate the performance and effectiveness of CHC committees. The results of these evaluations will be used to identify strengths, areas that need improvement, and to plan further action as appropriate to enhance the effectiveness of campus committees. Table 1 illustrates the list of the fifteen committees from which ninety-nine evaluations were received. For the purposes of this brief, the results are aggregated to illustrate the committee participant experiences as a whole.

Table 1: Crafton Hills College committee self-evaluations received

Name of committee	N	%
Accreditation Committee	7	7.1
Chairs Council	14	14.1
Curriculum Committee	12	12.1
Educational Master Planning Committee	10	10.1
Enrollment Management Committee	7	7.1
Environmental Health and Safety	6	6.1
Educational Technology Committee	3	3
Honors Steering Committee	2	2
Matriculation Committee	1	1
Outcomes Committee	1	1
Planning and Program Review Committee	11	11.1
Professional Development/Flex Advisory Committee	8	8.1
Student Success and Engagement (formerly Basic Skills Initiative Task Force)	9	9.1
Technology Planning Committee	5	5.1
Title V Committee	3	3
Total	**99**	**100**
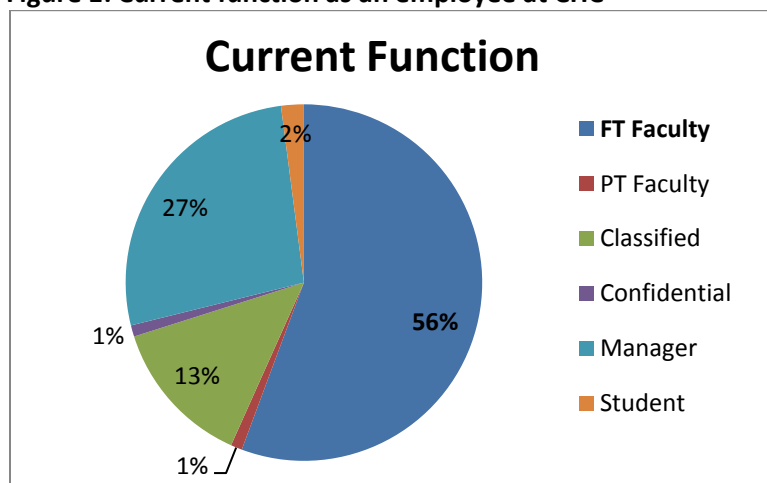
Findings: Table 2 and Figure 1 illustrate the position and role of committee members who completed the evaluation, the number of years they have served on the committee they are evaluating, if they plan to serve on the committee again next year, and how many other CHC committees they serve on. The majority of respondents were full time (FT) faculty members (55%) and were not responsible for chairing or convening (83%) the committee. Respondents were more likely to be serving for the first time this year (42%), plan to serve again on the same committee next year (88%), and serve on five or more CHC committees (33%).

Table 2*: Committee member's position, role, and years on committee, plans for next year, and number of other committees

Chair or convener	N	%	# of committees		N	%
Yes	17	17.2	0		13	13.3
No	82	82.8	1		7	7.1
Total	**99**	**100**	2		19	19.4
			3		18	18.4
Number of years served	**N**	**%**	4		8	8.2
New member this year	42	42.6		5 or more	33	33.7
2 years	22	22.1	**Total**		**98**	**100**
3 years	11	11.1				
4 or more years	24	24.1	**Position**		**N**	**%**
Total	**99**	**100**	FT Faculty		54	56.3
			PT Faculty		1	1.0
On committee next year	**N**	**%**	Classified		13	13.5
Yes	87	88.8	Confidential		1	1.0
No	5	5.1	Manager		26	27.1
I don't know	6	6.1	Student		2	2.0
Total	**98**	**100**	**Total**		**96**	**100**

* Table 2 is not unduplicated. Committee members who serve on more than one committee are counted in the "N" (number of responses) as a unique respondent for each survey submitted

Figure 1: Current function as an employee at CHC

As shown in Table 3, respondents were more likely to agree that the processes, interactions, and outcomes of the committee were often or almost always collaborative (94%), transparent (88%), evidence-based (85%), effective (87%), and efficient (82%).

Table 3: Committee processes, interactions, and outcomes

How often were the processes, interactions, and outcomes of this committee:	Almost Always		Often		Some-times		Seldom		Almost Never		No Opinion	
	N	%	N	%	N	%	N	%	N	%	N	%
Collaborative	69	69.7	24	24.2	4	4.0	1	1.0	0	0.0	1	1.0
Transparent	60	60.6	27	27.3	9	9.1	1	1.0	0	0.0	2	2.0
Evidence-Based	53	53.5	31	31.3	9	9.1	2	2.0	1	1.0	3	3.0
Effective	53	53.5	33	33.3	7	7.1	5	5.1	0	0.0	1	1.0
Efficient	48	48.5	33	33.3	12	12.1	3	3.0	2	2.0	1	1.0

Using a four-point Likert scale (1 = Strongly Agree, 2 = Agree, 3 = Disagree, 4 = Strongly Disagree), respondents were asked to rate their perception of the committee's communication practices. As illustrated in Table 4, the majority of respondents strongly agreed that they were comfortable contributing ideas (97%), their ideas were treated with respect (97%), and that there were sufficient opportunities to provide input on the committee (96%). **None of the respondents strongly disagreed with any of these statements.**

Table 4: Committee communication practices

Level of agreement with statements about your service on this committee:	Strongly Agree		Agree		Disagree		Strongly Disagree	
	N	%	N	%	N	%	N	%
I feel comfortable contributing ideas	69	69.7	27	27.3	1	1.0	0	0.0
My ideas are treated with respect	68	68.7	28	28.3	0	0.0	0	0.0
I have opportunities to provide input	71	71.7	24	24.2	2	2.0	0	0.0

Each committee member was then asked to evaluate their committee's governance, operations, member relations, communication with constituencies, resources, and conduct. Overall, committee members responded positively to all statements related to the work the committee completed during the 2010-2011 academic year. Specifically, access to meeting space, data, and other resources, as well as clarity of committee's charge and internal communication were perceived particularly favorable by respondents. Areas identified as in need of improvement include training and mentoring for new members, sharing information with the campus as a whole, and developing a plan for better information flow from constituencies to the committees and from the committees to the constituency groups.

Table 5; Committee work overall

Rate committee's work overall this year:	Very Good		Good		Fair		Poor		Very Poor		No Opinion	
	N	%	N	%	N	%	N	%	N	%	N	%
Clarity of charge	55	55.6	31	31.3	6	6.1	3	3.0	1	1.0	1	1.0
Communication within committee	59	59.6	24	24.2	10	10.1	2	2.0	1	1.0	1	1.0
Information from committee to constituency groups	30	30.0	42	42.4	12	12.1	3	3.0	1	1.0	8	8.0
Information from constituency groups to committee	27	27.3	29	29.3	23	23.2	8	8.1	1	1.1	6	6.1
Communication from committee to campus	31	31.3	31	31.3	17	17.2	6	6.1	2	2.0	9	9.1
Access to data	56	56.6	21	21.2	12	12.1	4	4.0	0	0.0	4	4.0
Access to meeting space	72	72.7	19	19.2	6	6.1	0	0.0	0	0.0	0	0.0
Access to other resources	41	41.4	37	37.4	8	8.1	3	3.0	1	1.0	7	7.1
Training/mentoring committee members	23	23.2	25	25.3	24	24.2	3	3.0	1	1.0	19	19.2
Establishment of expectations for committee	38	38.4	36	36.4	14	14.1	2	2.0	3	3.0	4	4.0
Adherence to established expectations	38	38.4	38	38.4	12	12.1	2	2.0	3	3.0	4	4.0

Finally, committee members had the opportunity to share their thoughts on what they consider to be their committee's most significant accomplishment for the year, the improvements most needed, and any additional comments they wanted to share. Some common themes emerging from the collection of comments were that committees successfully completed tasks and requirements for the year that were necessary to achieve their charge and purpose. In addition, writing, aligning, and revising planning documents, goals, and objectives were commonly referenced as major accomplishments for the committees this year. Respondents identified more commitment and better attendance of members, the need for classified representation, and training for members as areas that should be addressed for improvement. In addition, there were comments specific to the chairs of the committees for thanks and recognition to them. The following is a complete list of all comments for each of these areas.

Committee's most significant accomplishment this year:
- 100% participation for faculty flex forms
- Annual schedule & self inspections of M&O & exterior walkways
- Approval of CSU transfer degrees
- Approval of new/revised courses and programs
- Approval of transfer degrees
- Approval of transfer majors
- Checking Flex
- Clarifying pre-reqs for enrolling in honors classes
- Collaborating
- Communication and ideas for improvement
- Completing & Revising a plan that tightly coheres with the Ed Master Plan
- Completing Enrollment Management Plan

- Completing the Distributed Education Plan
- Completion of a revised enrollment management plan that aligns with the EMP.
- Completion of Planning Doc questions
- Conducted Inspections on time
- Connecting with the HTTC (again) to form informative partnership as we grow the Honors program. Also- creation of a total of 5 more "H" courses & receiving approval for the courses to be part of the IGETC/CSUGE. Total 17 "H" courses approved!
- Course outlines/catalog changes
- Dealing with changes(budget/other), evolving, and adapting as needed
- Department safety inspections
- Determination of scope and function regarding use of BSI resources
- Developing an approach for accreditation in general and for the mid-term report
- Developing the Enrollment Management Plan
- Draft of DE Strategic Plan
- Efficient scheduling of courses. Information on budgets more open
- Enrollment Management Plan
- Establishing a transfer center
- Establishment of goals and objectives
- Evaluation of Program Review documents & feedback to each unit
- Finalized plan review
- Finally getting some level of commitment from the Senate that assessing SLOs are a priority at Crafton
- Finally talking about establishing goals and objectives for the committee and then measuring request for funds against these goals
- Flex Review, funding of Professional Development
- Followed mission, vision, and institutional values of Crafton Hills while following objectives of the program
- Functioning w/out sufficient funding
- Getting honors courses reviewed and passed. Approval of AA-T and AS-T degrees to comply with SB1440. Deletion of obsolete courses, changes to programs to better serve students
- Getting the transfer curriculum through
- Getting through all Program Review documents and providing feedback in a timely manner
- Scheduled and met on consecutive occasions successfully
- I'm a brand new member
- Keeping communication between the chairs and admin
- Launching the online version of the PPR online planning tool
- Aligning transfer degrees with CSUSB
- Managing the BSI grants funding to ensure implementation of BSI programs/projects (online orientation, tutoring, CHC-099 counselors, etc.)
- Matriculation Program work
- (Name) did a great job! Drafted the strategic plan. Hosted 2 brown bag lunch discussions for online instructors. Approved 4 online instructors. Approved several DE courses with online instructors. Launched the online Portal. Approved district Bb guidelines. Addressed Accreditation recommendations. Had (Name) from District as a guest speaker
- Mid- term report
- Organization of committee & assisting in achieving re-affirmation

- Prioritized Objectives
- Prioritizing how funds will be spent
- Program health and document feedback. Prioritizing objectives campus-wide.
- Provided ample time to discuss our projects to an acceptable outcome
- Providing Professional Development Activities
- Re-affirmation and revision of the EMP
- Really working to streamline the PPR process based on feedback & experience
- Report
- Reviewing all Program Reviews done this year & feedback to units
- Revise and update the EMP. Decide on protocol to develop new programs
- Revise sticky Friday
- Revised Ed Master Plan
- Revising and updating whole plan
- Revising, editing the CHC EMP
- Revision of enrollment management plan; student equity
- Revision of the Educational Master Plan
- SB1440 implementation
- Schedule time to meet on a consistent basis
- Scheduling and Budget
- Scheduling of classes - fall & spring
- Scheduling of classes & decision- making due to budget cuts
- Soupfest, Flex, Changing the time to 11-12 instead of 12-1
- Starting new Title V project: new PD. hiring/designating staff
- Student rep on committee also visible on campus w/information
- Supporting LC
- The committee established a rigorous list of tasks to complete for each meeting (The PPR Timeline), kept the schedule, and completed all the tasks identified
- The enrollment management plan
- Timeline and process for mid-term report
- Training and communication with PPR participants
- Transfer Degrees
- Update of Ed Master Plan
- Updating Educational Master Plan
- We now have a committee! Focus on mid-term report
- Work on Scheduling
- Working efficiently & providing timely feedback. Improving the process and improving dialogue with units
- Working efficiently through the 1440 transfer degree process

Improvement most needed by Committee:
- A realistic, consistent, and honest commitment to properly guiding this committee because we live being a learning organization
- Attempt to decrease workload
- Better follow through needed, would have liked to see Classified Professional days
- Better review of the course outlines
- Broader representation

- Communication with campus and input from campus
- Consistent attendance of members
- Continue to evolve and adapt as needed
- Continue to provide training & outreach to the campus, to improve the quality of the plans and documents
- Continued streamlining of process & working to sell the campus on the usefulness of the document as a tool
- Cooperation from other faculty
- Deciding on future scope of committee
- Direction. Support from senior administration
- Effectiveness & continuity
- Evaluator/Data specialist or inputter of student database should be voting members.
- Faculty members need to be more critical of course outlines as they evaluate them
- Flex guidelines
- Help new members understand the charge & objective of the committee
- I genuinely believe the committee functioned at a very high level
- Improve attendance by members
- Individual involvement & consistent attendance/participation
- It works better when faculty submitting courses/changes/programs attend the meeting when their classes come up so we can get a sense of what they are trying to do
- May need to meet less often- can be more efficient and use emails, etc to be effective
- Members to be consistent - in attendance
- More contributions from actively attending committee members
- More engaging ways to encourage faculty participation in Prof Dev activities
- More structure and focus to meetings
- More timely dissemination of information
- More training
- More transparent- remove hidden agendas. Be willing to say no to requests that don't meet committee objectives
- Need more participation from constituency groups
- Need one person in charge of Professional Development. There is no support from Senior Administration
- Need to have agendas and minutes out sooner
- New member. No input
- No improvement needed
- No improvement required- but we do need members to make a commitment and attend meetings regularly
- None
- None, all is GREAT
- None, really. We just need to remain diligent about moving forward with each goal
- Only meet when needed
- Structure and executing planned action items possibly through sub-committees
- Sustain progress
- Taking turns speaking. Waiting to be called on
- The chair needs to come to each meeting. When meetings are cancelled, more than 1-2 hours would be appreciated

- To tie all campus planning together
- We are still figuring out the best way to prioritize objectives & resources
- We need classified representation
- We need committed members! When the meeting only consists of both chairs, and 1 or 2 others, something needs to change
- We need more members- the more the better- wider range of oversight
- We need to make the planning process less onerous

Additional comments:
- (Name) is an amazing leader. She makes this boring committee tolerable.
- Classified is not represented as a voting member. Classified are members but not voting members. Please add a vote for Classified Staff
- Classified representatives should be voting members
- Co-chairs were EXCELLENT. They were great leaders of the entire process
- Evaluator/Data specialist or experienced user of student database should be voting members within the committee
- I don't have much input yet as a new member
- I hope (Name)continues as chair
- I think we have done really good work & come so far. Our time & efforts seem to be really going towards changing the process's culture & that's rewarding
- I would like to express my appreciation to (Name) & (Name) - and to (Name) as well. Let's hope next year we have more support and participation
- (Name) did a great job as chair.
- (Name) did a great job!
- (Name) works like a champ!
- Many cancelled meetings. Not enough communication about cancellation of meetings. No clear focus of this much needed committee. Same old topics offered. Need to generate more interest in Professional Development. Need collaboration with other post-sec institutions
- Prof. Dev. has no clear leadership or support. The PD Committee seemed like a waste of time this year
- Still learning, but enjoyed my experience and hope to share more opinions and ideas next year
- Thank you to our fabulous chair
- The committee has a very large and pivotal task. Members have been diligent in reviewing and commenting on the unit documents and have made recommendations with great care.
- Things change. Not one consistent standard pertains over whole year. Not clear how much influence the committee has on policy
- This has been the most successful year of the 4 years I've served as a member. Excellent leadership- again the best I've seen, Thanks!
- This is a new committee in charge of a growing program. Many excellent, positive outcomes are in progress, but it will take time
- This is a very productive committee
- We have come a long way in 3 years and are a work in progress
- Wireless needs to be available in meeting rooms