



**ACCREDITING
COMMISSION
for COMMUNITY and
JUNIOR COLLEGES**

*Western Association
of Schools and Colleges*

10 COMMERCIAL BOULEVARD
SUITE 204
NOVATO, CA 94949
TELEPHONE: (415) 506-0234
FAX: (415) 506-0238
E-MAIL: accjc@accjc.org
www.accjc.org

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February 6, 2015

Dr. Cheryl Marshall
President
Crafton Hills College
11711 San Canyon Road
Yucaipa CA 92399

Dear President Marshall:

The Accrediting Commission for Community and Junior Colleges, Western Association of Schools and Colleges, at its meeting on January 7-9, 2015, reviewed the Institutional Self Evaluation Report, the Report of the External Evaluation Team that visited Crafton Hills College September 29-October, 2014, supplemental information provided by the College in advance of the Commission meeting, and the presentation by a College representative at the Commission meeting.

The Commission took action to **Issue Warning** and to require the College to submit a Follow-Up Report in March, 2016.

Warning is issued when the Commission finds that an institution has deficiencies which lead to noncompliance with the Commission's Eligibility Requirements, Accreditation Standards, or Commission policies to an extent that gives concern to the Commission. When Warning is issued as a result of the institution's comprehensive external review of educational quality and instructional effectiveness, reaffirmation is delayed, but the accredited status of the institution continues during the period of warning.

Crafton Hills College should submit its **Follow-Up Report** by **March 15, 2016**.¹ The Report will be followed by a visit of Commission representatives. The Report should demonstrate that the College and District have resolved the deficiencies which led to noncompliance and that it meets the Standards. The Report should address the recommendations noted below.

¹ Institutions preparing and submitting Follow-Up Reports to the Commission should review *Guidelines for the Preparation of Reports to the Commission*. It contains the background, requirements, and format for each type of report and presents sample cover pages and certification pages. It is available on the ACCJC website under College Reports to ACCJC at: (<http://www.accjc.org/college-reports-accjc>).

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Need to Resolve Deficiencies:

The Accreditation Standards, as an integrated whole, represent indicators of academic quality and institutional effectiveness. Deficiencies in institutional policies, procedures, practices and outcomes which lead to noncompliance with any Standards will impact quality at an institution, and ultimately the educational environment and experiences of students.

In its review, the Commission determined that the remaining previous College and District recommendations from 2002, 2008, and 2009 had been fully addressed and the previous deficiencies which led to noncompliance had been resolved. The Commission found Crafton Hills College out of compliance with the following Eligibility Requirements and Accreditation Standards from 2014 College Recommendations 1, 2, 3, and 4 and 2014 District Recommendations 1, 2, and 3: II.A.1.b, II.A.1.c, II.A.2.e, II.A.2.f, II.A.2.h, II.A.6, II.A.6.b, II.B.1, II.B.2, II.B.3, II.B.3.a, II.B.3.c, II.B.4, II.C.1, II.C.1.c, II.C.2, III.A, III.A.1, III.A.1.b, III.A.1.c, III.A.3, III.A.3.a, III.A.5, III.A.6, III.D, III.D.1.a, III.D.1.b, III.D.1.d, III.D.3, III.D.4, IV.A.2, IV.B.1.e, IV.B.1.j, IV.B.3.b, IV.B.3.c, and Eligibility Requirement 10.

College Recommendation 1

In order to meet the standards, the team recommends that the college systematically complete the implementation and regularly assess and review student learning outcomes (and services area outcomes, where applicable) for all courses, programs, certificates, and degrees and

1. Demonstrate the use of the assessment results to make improvements to courses and programs;
2. Demonstrate the use of student learning assessment results in college-wide planning;
3. Demonstrate that resource decisions are based on student learning assessment results; and
4. Develop and implement a process to ensure that SLOs are included on all course syllabi.

(II.A.1.c, II.A.2.e, II.A.2.f, II.A.2.h, II.A.6, II.B.1, II.B.4, II.C.2, ER 10)

College Recommendation 2

In order to meet the standards, the team recommends that the college update its Distance Education plan to provide guidance in determining the long-term vision for distance education to support the current and future needs of its students including student support and library and learning support services (II.A.1.b, II.B.1, II.B.3, II.B.3.a, II.B.3.c, II.C.1, II.C.1.c).

College Recommendation 3

In order to meet the standards, the team recommends that the College establish a policy to address when programs are eliminated or significantly changed and ensure that this process does not negatively impact students (II.A.6.b).

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College Recommendation 4

In order to meet the standards, the team recommends that the College demonstrate a practice of preparation, review, and publishing the College Catalog at an appropriate time and with a level of accuracy to assure student success (II.B.2).

District Recommendation 1

In order to meet standards, the team recommends that the Board of Trustees examine its role in the development of policies and ensure that it acts in a manner consistent with its approved policies and bylaws. The team further recommends that the Board of Trustees take steps to ensure that all policies are developed or revised within the framework of the established input and participation process (III.A.3, III.A.3.a, III.D.3, IV.A.2, IV.B.1.e, IV.B.1.j).

District Recommendation 2

In order to meet standards, the team recommends that the Board of Trustees, and the chancellor, in consultation with the leadership of the college campuses, develop a strategy for addressing significant issues to improve the effectiveness of district human resources services that support the colleges in their missions and functions. These issues include:

- Reliable data from the Human Resources Department to support position control and other human resources functions;
- Timeliness of employee evaluations;
- Responsiveness and improved timelines for employee hiring;
- Consistent policy interpretation and guidance; and
- Completion of the faculty evaluation instrument to include work on Student Learning Outcomes.

(III.A, III.A.1, III.A.1.b, III.A.1.c, III.A.5, IV.B.3.b)

District Recommendation 3

In order to meet standards, the team recommends that the District follow their Resource Allocation Model focusing on transparency and inclusiveness, supported by a comprehensive district-wide Enrollment Management Plan and a Human Resource/Staffing Plan integrated with other district-wide programs and financial plans, broadly communicated to the colleges (III.A.6, III.D, III.D.1.a, III.D.1.b, III.D.1.d, III.D.4, IV.B.3.c).

Improvement of Institutional Effectiveness:

In its report, the team noted College and District recommendations for increasing institutional effectiveness. These recommendations do not identify current areas of deficiency in institutional practice, but do highlight areas of practice for which College and District attention are needed. The Commission expects that institutions address recommendations for increasing institutional effectiveness as an aspect of maintaining compliance with standards and continuous quality improvement.

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The Commission requires Crafton Hills College to include College Recommendations 5 and 6 and District Recommendation 4, all to improve institutional effectiveness, in its **March 15, 2016 Follow-Up Report**.

College Recommendation 5

In order to improve, the college should ensure that it does not begin to use or publish its mission statement in college materials such as the college website and college catalog prior to approval or adoption by the District Board of Trustees (I.A.2, I.A.4, II.A.6.c, IVB.3.a.).

College Recommendation 6

In order to improve, the team recommends that the college fully adhere to its systematic and regularly scheduled process of performance evaluation across all employee groups (III.A.1.b).

District Recommendation 4

In order to improve effectiveness, the team recommends that the District develop a local Board orientation program to ensure that all members of the Board are adequately prepared to provide leadership appropriate to their role as board members (IV.B.1.f).

Crafton Hills College conducted an educational quality and institutional effectiveness review as part of its self evaluation. College-identified improvement plans are another important outcome of the comprehensive self-evaluation process. These plans provide a way for the institution to link its self-evaluation to the regular ongoing evaluation of institutional plans and processes, and to integrate accreditation self-evaluation into the ongoing planning and improvement efforts at the institution. The college will want to track and document changes coming out of its self-identified improvement plans for reporting during the accreditation cycle.

Additional Information

Under U.S. Department of Education enforcement regulations, the Commission is required to take immediate action to terminate the accreditation of an institution which is out of compliance with any standard. In the alternative, the Commission can provide the institution with additional notice and a deadline for coming into compliance that is no later than two years from when the institution was first informed of the noncompliance. With this letter, Crafton Hills College is being given notice of the standards for which it is out of compliance and is being provided time to meet the standards.

Commission changes to the External Evaluation Report have been noted on a separate page for inclusion with the team report,² which is enclosed. Copies of the enclosed team report, with this added page, may now be duplicated and posted.

² The External Evaluation Team chair has concurred with the Commission revisions to the Team Report.

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The Commission requires that the College give the Institutional Self Evaluation Report, the External Evaluation Team Report, and this letter appropriate dissemination to College staff and to those who were signatories of the College Self Evaluation Report. This group should include the campus leadership, the Chancellor, and the Board of Trustees.

The Commission also requires that the College's Institutional Self Evaluation Report, the External Evaluation Team Report, and this Commission action letter be made available to students and the public by placing a copy on the College website. *Please note that in response to public interest in disclosure, the Commission now requires institutions to post accreditation information on a page no more than one click from the institution's home page.*

The guidance and recommendations contained in the External Evaluation Report represent the best advice of the peer evaluation team at the time of the visit, but may not describe all that is necessary for the College to come into compliance. The College's own self evaluation and responsive action is a vital part of a successful voluntary peer evaluation process. Institutions are expected to take all action necessary to continuously comply with Eligibility Requirements, Accreditation Standards, and Commission policies. The Commission wishes to remind you that while an institution may concur or disagree with any part of the Report, Crafton Hills College is expected to use the External Evaluation Report to improve its programs and services and to resolve issues identified by the Commission.

On behalf of the Commission, I wish to express continuing interest in the institution's educational programs and services. Professional self-regulation is the most effective means of assuring integrity, effectiveness, and educational quality.

Sincerely,



Barbara A. Beno, Ph.D.
President

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