

Dr. Dianne Van Hook, Chancellor
College of the Canyons
26455 Rockwell Canyon Road
Santa Clarita, CA 91355

Dear Dr. Van Hook:

The purpose of this correspondence is to request the assistance of the Institutional Effectiveness Partnership Initiative through a Partnership Resource Team visit to Crafton Hills College. We are confident that a team can provide assistance and guidance in areas that we feel are integral to the effectiveness of Crafton Hills College.

Crafton Hills College is the smaller of two campuses in the San Bernardino Community College District (SBCCD). Crafton serves approximately 6,100 students each primary term, and its sister college, San Bernardino Valley College, serves approximately 13,500 students each primary term. In Fall 2017, CHC enrolled 6,097 credit students, of whom 47% (2,854) were Hispanic, 9% (519) were African American, and 1% (81) were Native American. Accordingly, 57% of Crafton students are from historically under-represented groups. In addition to serving a majority of historically under-represented students, Crafton also serves a majority of students (62%) who are low-income students.

Crafton does quite a few things well. In 2012, Crafton won an award from the RP Group for excellence in planning that recognized Crafton's integrated planning model for program review and resource allocation process, and improvements in the planning processes occur each year. Moreover, Crafton received the following commendations from its most recent ACCJC site visit in 2014:

- Creating a rich and welcoming environment for students, faculty, staff, and administrators.
- Innovative and thorough approach to data collection and dissemination

Moreover, Crafton faculty have been very accommodating and responsive to changes in the schedule to address student needs. For example, the Crafton Instructional Office and faculty have used enrollment data to inform scheduling. Faculty are also initiating conversations around improvement in the scheduling practices to create better offerings that would allow students to complete their degrees and programs in a timely matter.

Crafton has also done an excellent job of using a collaborative approach to implement the following enrollment management student support services: Hobson's online educational planning tool, Starfish retention tool, and an online queuing system for Financial Aid, Admissions and Records, and Student Services. Moreover, many of these services have helped to double the number of student educational plans.

Administrative Services' greatest strengths are problem solving and coordinating the logistical needs of the campus. In this, we do all we can to help and support all campus areas by proactively utilizing financial resources, facilities, instructional and information technology, and business services to support students in achieving their educational goals. We strive to effectively communicate budgetary information and seek collegial input and support for broad-impact decisions.

The two primary areas that we are requesting assistance in are in budget management/resource allocation and enrollment management. Historically, Crafton has struggled to maintain a balanced

budget. We believe that we have struggled to maintain a balanced budget because of the SBCCD Resource Allocation Model, Crafton's inefficiencies in enrollment management, and a decline in enrollment growth. In 2014, SBCCD engaged the College Brain Trust (CBT) to do a review of its internal resource allocation model. The purpose of the review was to determine if there were inherent weaknesses in the resource allocation model that had an inverse impact, and to suggest strategies to alleviate Crafton's deficit. While some of the strategies from CBT have been implemented, some have not, and Crafton and SBCCD are still struggling to achieve a balanced budget as well as implement the strategies suggested by CBT. For example, according to the CBT Crafton needs to review its administrative structure, classified positions, and the proportion of full-time faculty. However, the recommendations require difficult discussions and challenging decisions to be made and implemented. The strategies recommended by the CBT and the District's and Crafton's response will be provided in more detail in the Detailed Treatment of the Areas of Focus.

The other significant area of concern is with enrollment management, namely efficiency and growth, and their relationship to the budget deficit. In the last two years, Crafton has been trying to grow as a primary measure to address the budget deficit, but we are struggling as many colleges are in the State. As a result, we have not been able to grow fast enough or at all to address the current structural budget deficit. Equally important, our efficiency rates have declined in recent years as Crafton has tried to grow. Specifically, in the last five years Crafton's FTES/FTEF Ratio has declined from 17.6 in 2012-2013 to 14.1 in 2016-2017. In order to be efficient, Crafton needs to be at 17.5 or higher.

Area of Focus

We are requesting the Partnership Resource team to recommend how to implement the CBT recommendations, provide models for effective resource allocation in multi-campus districts, facilitate the implementation of an effective RAM with SBCCD, and provide strategies for increasing instructional efficiency and growth at Crafton.

The ideal time for the first visit would be in late February 2018 and for the second visit would be in late April 2018.

Sincerely,

Dr. Wei Zhou
President