

IV.A.6. The processes for decision-making and the resulting decisions are documented and widely communicated across the institution.

Description

Crafton Hills College documents and communicates across the institution discussions in committees and other work groups that relate to recommendations and decisions. BP and AP 2510 make clear the District's intention to communicate its processes for decision-making and the outcomes of those processes ([Ev. #](#), [Ev. #](#)). A number of different groups function as forums for discussion and means to bring recommendations to the District Chancellor and Board of Trustees.

The District Assembly is a representative group that advises and makes recommendations to the District Chancellor regarding district-wide governance, institutional planning, budgeting, and policies and procedures that promote the educational mission and goals of the San Bernardino Community College District ([Ev. #](#)). The District Assembly ensures that each appropriate constituent group participates in the decision-making process ([Ev. #](#)). It provides a forum for effective communication among representatives of the District's major constituent groups: Academic Senates, Faculty Association, California School Employees Association (CSEA), Associated Students, classified staff, and Management. This body is charged with discussing issues of policy. It also assigns issues to appropriate committees for development of recommendations to the Chancellor. Its minutes are published and available on the College website.

The Crafton Hills College *Organizational Handbook* includes a description of the decision-making process and the committees involved in this process at the College ([Ev. #](#)). The Organizational Handbook defines the governance process of the College. Specifically, participatory governance at Crafton is characterized by inclusiveness, rigorous dialogue, and shared decision-making involving all constituents: Classified Staff, Faculty, Management, and Students. The participatory governance committees at Crafton may choose their own decision model between majority vote, consensus, or mixture of both. There are four different types of committees at Crafton: Crafton Council Committees, Functional Committees, Constituency Committees, and Ad Hoc Committees or Task Forces. Crafton Council Committees have representation from staff, student, faculty, and administrative groups, and report to the Crafton Council. Functional Committees may or may not have broad representation, depending on the charge. The charge of a functional committee may be information sharing or have an advisory function. Constituency committees report to the Student Senate, Academic Senate, or Classified Senate as appropriate. Ad Hoc Committees or Task Forces are typically convened for a time-limited period. Depending on their purpose, they may or may not have broad representation for all constituencies. The college website includes a list of the committees and resources for the committee chairs ([Ev. #](#)).

Decisions made in Crafton Council, committees, and constituency committees are communicated to the campus community through minutes, agendas, and supporting documents. These items are published on each committee's web page which is accessible through the main committee's web site ([Ev. #](#)). For Example, the Crafton Council web page includes the charge, membership, a link to the CHC Organizational Handbook, funding status of prioritized objectives, and the

minutes and agendas ([Ev. #](#)). The Crafton Council is the central deliberative collegial body at Crafton Hills College. The primary shared governance committees report to Crafton Council. The fundamental purpose is to provide information and facilitate communication and governance. The Crafton Council...

1. Functions as a clearing house for potential or actual shared governance issues.
2. Provides information to and models best practices for shared governance committees.
3. Assumes oversight and maintenance of the CHC Organizational Handbook.
4. Monitors Policies and Administrative Regulations related to shared governance, and recommends modifications thereof, or new Policies or Administrative Regulations, as needed.
5. Coordinates the systematic evaluation of governance and administrative structures, processes, and services.
6. Recommends resolutions of or guidelines on larger shared governance questions at CHC.
7. Coordinates campus training in shared governance principles and practice.
8. Promotes plan integration and alignment and recommends corrective action as necessary.
9. Relies on research, evidence and learning assessment results to inform planning and decision-making.
10. Forwards revisions of the college Mission, Vision and Values to the Board of Trustees for review and approval, and determines an appropriate implementation date.

Decisions made in Crafton Council, and the College's other committees, are communicated through members of the committees representing the College's constituent groups, through the minutes and other documentation available on the College's website, and for Planning and Program Review through an annual letter from the President emailed to the entire campus ([Ev. #](#)). The letter describes the process for prioritizing objectives, explains any changes made by the President's Cabinet, and provides a link so that programs can monitor the funding status of their prioritized objectives.

Evaluation

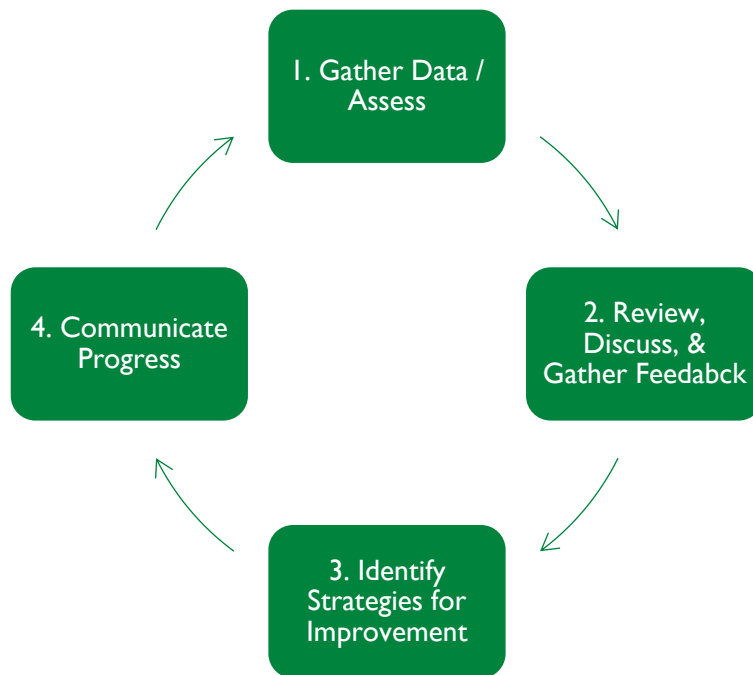
The College meets this standard.

IV.A.7. Leadership roles and the institution's governance and decision-making policies, procedures, and processes are regularly evaluated to assure their integrity and effectiveness. The institution widely communicates the results of these evaluations and uses them as the basis for improvement.

Description

The College has many mechanisms for evaluating the institution's governance and decision-making structures and processes. Most important is the Employee Campus Climate Survey, administered biennially and used to evaluate CHC's governance and decision-making structures, among many other matters. The results of the survey are shared with the Campus in a report ([Ev. #](#)), a dashboard ([Ev. #](#)), in a newsletter ([Ev. #](#)), in the Crafton Hills College Scorecard ([Ev. #](#)), and through various presentations at committee meetings. The survey evaluates the following governance and decision-making structures and processes: outcomes assessment, inclusiveness, planning and program review, shared governance, and the resource allocation processes.

The results of the Campus Climate Survey are reviewed every year in the Educational Master Plan Committee (EMPC) and in Crafton Council, which help to inform improvements to processes. In Fall 2019 the EMPC discussed a decrease in employee satisfaction with planning and decision-making, shared governance, and resource allocation ([Ev. #](#)). The EMPC noted a small response rate as well as interim executive leadership during the last administration of the survey and suggested strategies for addressing each concern. The results are also presented to the Crafton Council, charged with overseeing issues related to accreditation, integrating plans, and serving as the advisory body to the President on issues of planning, program review, and relationship resource allocation ([Ev. #](#), [Ev. #](#), [Ev. #](#)). In Fall 2019 the Crafton Council developed strategies to help address concerns identified on the Campus Climate Survey that had specifically to do with planning and program review. This process of continuous institutional improvement is also described in Standard IA ([Ev. #](#)). A diagram of how the process works appears in Fig. X below.



Every spring the Crafton Council also administers the Committee Self-Evaluation Survey to evaluate the participatory governance and decision-making committees ([Ev. #](#)). The Crafton Council uses the results of the Committee Self-Evaluation ([Ev. #](#)) to inform training of the committee chairs ([Ev. #](#)), and to inform improvements to the participatory governance process at Crafton ([Ev. #](#)). The disaggregated results for each committee are distributed to the committee chairs, who discuss them with the rest of their committee at one of the first meetings of the school year to determine what if any changes that committee should consider regarding its charge, processes, and means of communication ([Ev. #](#), [Ev. #](#)).

The Planning and Program Review Committee (PPRC) also uses the same continuous institutional improvement process described in the above figure to review its structures and processes annually to assure their integrity and effectiveness ([Ev. #](#)). Specifically, in Spring 2018

the committee reviewed the program review survey results and found that they needed to continue to work on the objective prioritization process ([Ev. #](#)). In addition, the committee also discussed revising the rubric item on requiring programs to have program learning outcomes in the catalog. In Spring 2019 the program review committee reviewed the budget categories and the instructional questions and agreed to only minor improvements ([Ev. #](#)).

Evaluation:

The College meets this standard.