

IV.A. Decision-Making Roles and Processes

The institution recognizes that ethical and effective leadership throughout the organization enables the institution to identify institutional values, set and achieve goals, learn, and improve.

- 1. Institutional leaders create an environment for empowerment, innovation, and institutional excellence. They encourage staff, faculty, administrators, and students, no matter what their official titles, to take initiative in improving the practices, programs and services in which they are involved. When ideas for improvement have policy or significant institution-wide implications, systematic participative processes are used to assure effective discussion, planning, and implementation.**

Descriptive Summary

Dr. Marshall, Crafton Hills College President, has been creating an environment for empowerment, innovation, and institutional evidence since she was Vice President of Instruction, when she became the Interim President of Crafton Hills College in Fall 2012, and now as President of Crafton Hills College. Specifically, during her Fall 2012 In-Service speech, Dr. Marshall sought to inspire the campus by beginning with a quote from Dr. Seuss ([IV.A1](#)).

“You have brains in your heads. You have feet in your shoes. You can steer yourself in any direction you choose.”

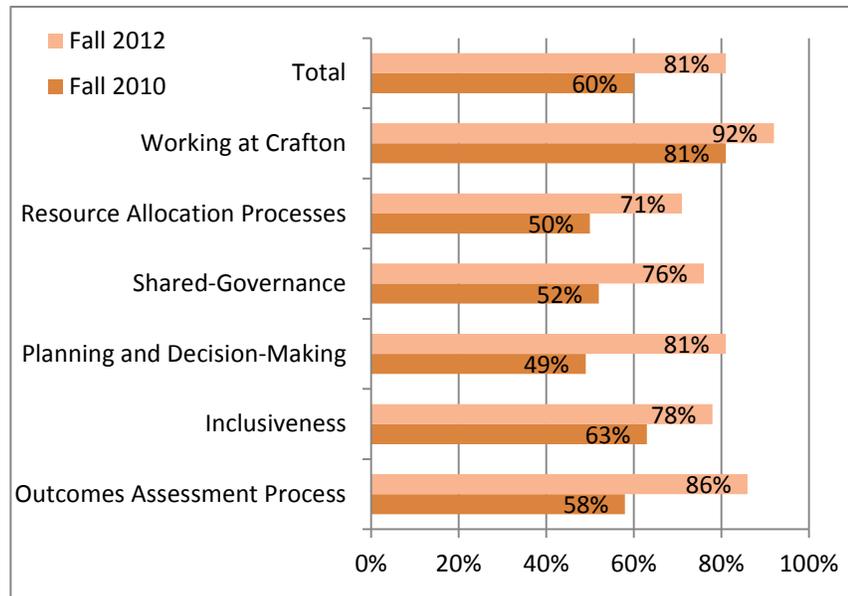
This was followed by Dr. Marshall’s message that “people matter” and to simply “do stuff” and that how we treat each other matters. All of this was combined with her message of transparency, collaboration, and inclusiveness. Moreover, Dr. Marshall was communicating to the Crafton students, staff, faculty, and administrators that to “do stuff” means to try something new, to keep getting better, or to innovate. She also strongly communicated the message that it is all right to make mistakes.

“Anyone who has never made a mistake has never tried anything new.” ~ Albert Einstein

The atmosphere that Dr. Marshall began to facilitate in early fall of 2012 was reflected in the Fall 2012 Crafton Hills College Employee Campus Climate Survey ([IV.A2](#)). Results from the Fall 2012 Crafton Hills College Employee Campus Climate Survey were summarized in a PowerPoint presentation and feedback for improvement was collected in multiple venues ([IV.A3](#)). From the Fall 2010 ([IV.A4](#)) to the Fall 2012 Campus Climate Survey ([IV.A2](#)), Crafton

Hills College employees were statistically significantly ($p < .001$) and substantially ($ES = .62$) more likely to believe that CHC administrators encourage innovation. This change was noted after Dr. Marshall was interim president for five months. In addition, there was also a dramatic increase in the percent of staff, faculty, and administrators who agreed or strongly agreed that they were satisfied with the following at Crafton from Fall 2010 to Fall 2012 ([IV.A3](#)):

- The level of CHC employee satisfaction with the outcomes assessment processes at Crafton was statistically significantly ($p < .001$) and substantially ($ES = .74$) higher in Fall 2012 ($M = 3.05$) than in Fall 2010 ($M = 2.51$)
- The level of CHC employee satisfaction with inclusiveness at Crafton was statistically significantly ($p < .005$) and substantially ($ES = .47$) higher in Fall 2012 ($M = 2.93$) than in Fall 2010 ($M = 2.55$)
- The level of CHC employee satisfaction with planning and decision making at Crafton was statistically significantly ($p < .001$) and substantially ($ES = .69$) higher in Fall 2012 ($M = 2.32$) than in Fall 2010 ($M = 2.84$)
- The level of CHC employee satisfaction with shared governance at Crafton was statistically significantly ($p < .001$) and substantially ($ES = .61$) higher in Fall 2012 ($M = 2.37$) than in Fall 2010 ($M = 2.84$)
- The level of CHC employee satisfaction with resource allocation process at Crafton was statistically significantly ($p < .005$) and substantially ($ES = .55$) higher in Fall 2012 ($M = 2.74$) than in Fall 2010 ($M = 2.32$)
- The level of CHC employee satisfaction with working at Crafton was statistically significantly ($p < .005$) and substantially ($ES = .44$) higher in Fall 2012 ($M = 3.23$) than in Fall 2010 ($M = 2.91$)



Even though Crafton had dramatic increases on many of the employee campus climate areas in Fall 2012, we continue to work on making improvements. Crafton administers the Employee Campus Climate Survey semi-annually and spends the year in which the survey is not

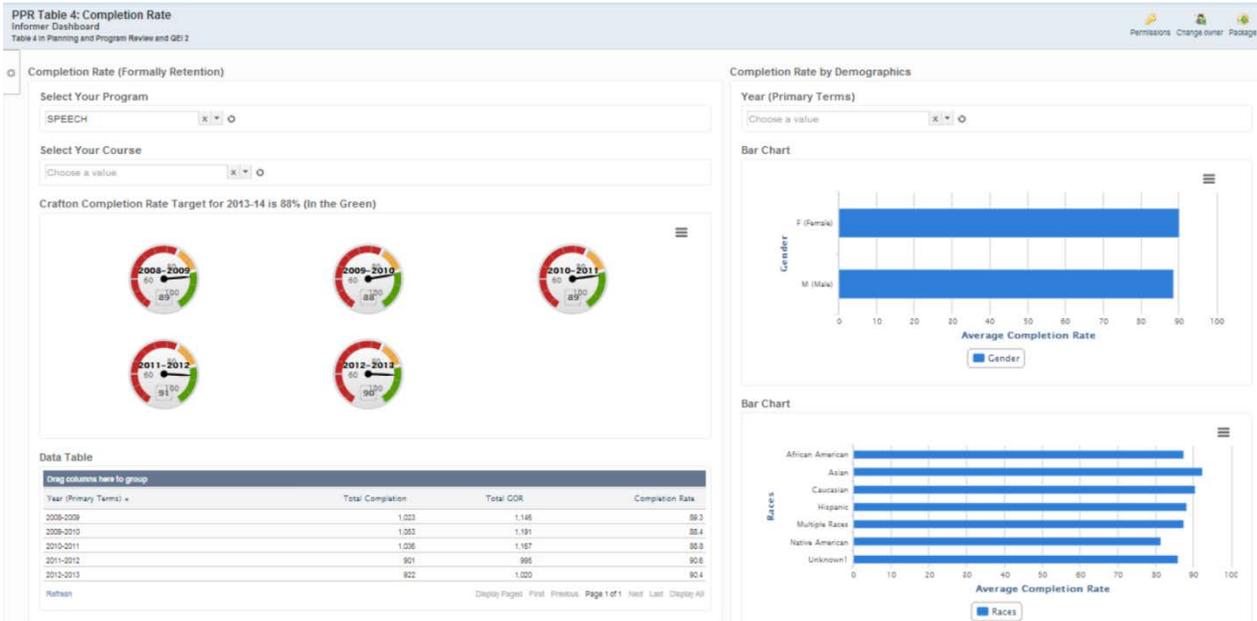
administered collecting feedback on the results and engaging in the process of continuous quality improvement ([IV.A5](#)).

Crafton's commitment to excellence is also reflected in the College's mission, vision, and values, the College's strategic directions, and the President's goals. The Educational Master Plan calls for ongoing improvement in student access and success; inclusiveness; best practices for teaching and learning; enrollment management; community value; effective, efficient, and transparent processes; organizational development; and effective resource use and development ([IV.A6](#)).

The Strategic Directions are the different ways that the College can influence student success. For this reason, as departments develop annual and four-year plans, they are asked to tie their objectives and resource requests to one of the eight strategic directions ([IV.A7](#)). This has made all persons involved in the planning process mindful of the Crafton Strategic Directions. In addition, the President has also established goals to help facilitate empowerment, innovation, and institutional excellence ([IV.A8](#)).

- Build systems and processes to sustain and enhance student success and a quality learning environment
- Build a culture that is collaborative, innovative, appreciative, fun, and action-oriented
- Enhance participative decision making allowing all voices to be expressed
- Develop people to perform at a level of excellence and to achieve their career goals
- Maintain fiscal responsibility
- Manage construction projects for aesthetics and fiscal efficiency
- Preserve and advance the College's image in the community
- As a campus, embody our values: creativity, inclusiveness, excellence, and learning centeredness

The College continuously makes information about institutional performance widely available and facilitates the use of this information to inform decision-making. For the annual and four-year planning and program review plans, academic units are provided demographic, course completion and success rates, 75/25 ratio, WSCH/FTEF, and fill rate data and are asked to analyze the data and provide plans for improvement ([IV.A9](#)). The Office of Institutional Effectiveness, Research, and Planning is also working on replacing the static Word files with dynamic Dashboards that allow the user to examine the data in more ways to better help with the facilitation of evidence-based decision making. The gauges in the Dashboard will not only indicate how each unit is helping the College to reach its target (i.e. in the green), they will also show how far above the unit is exceeding the institutional set standards for areas where a minimum standard has been set (i.e. how far above the red).



Units are also required to report their student learning outcomes (SLO) results in their plans which includes an analysis and plans for improvement for each outcome assessed ([IV.A10](#), [IV.A11](#), [IV.A12](#)). Faculty and staff from all units may view outcomes assessment, success, and completion data by reading the unit plans.

The College also provides the campus community with a host of college wide data. The Office of Institutional Effectiveness, Research, and Planning (OIERP) website provides academic success data, satisfaction data, enrollment research, institutional effectiveness data, research in instructional areas, and research specific to student services ([IV.A13](#)). One of the most recent examples of the data provided to the campus was the 33rd Did you Know Newsletter illustrating the progress that the campus has made on its Quantitative Effectiveness Indicators (QEIs) ([IV.A14](#)). Student assessment data ([IV.A15](#)), and the College's Accountability Reporting for Community College's (ARCC) data is also included ([IV.A16](#)). In addition, the OIERP also provides research illustrating the relationship of student service and instructional strategies to the ARCC SPAR milestones ([IV.A17](#)). This information is also presented publically to the Board of Trustees ([IV.A18](#)), and to College Shared Governance Committees ([IV.A19](#), [IV.20](#)). In addition, in Fall 2013 the OIERP made BORG (Best Organizational Research Gauge) Cubes available to all Crafton employees to help facilitate decision-making ([IV.A21](#)). The BORG Data Cubes provides real-time access to enrollment data and faculty schedules to help evidence-based decision making. Currently there are 7 reports; however, the number of these will increase along with the Dashboards discussed previously.

Self-Evaluation

The college meets the Standard.

Actionable Improvement Plan

None.

IV.A.2. The institution establishes and implements a written policy providing for faculty, staff, administrator, and student participation in decision making processes. The policy specifies the manner in which individuals bring forward ideas from their constituencies and work together on appropriate policy, planning, and special-purpose bodies.

Crafton Hills College is committed to including all constituencies in decision making; the roles and procedures for those constituencies are clearly outline in the District's and College's governance documents. District Board Policy 2225 ([IV.A22](#)) provides the foundation for participatory institutional planning. BP 2225 states that the Board "...embrace(s) the concept of collegial consultation and ... establish(es) procedures to ensure faculty, management, classified staff, and students the right to participate effectively in collegial consultation...." Administrative Procedure 2225 outlines the procedures and principles of collegial consultation. In addition, Crafton created the CHC Organizational Handbook to provide a formal resource to faculty, staff, students, and managers on all matters related to governance processes of the College ([IV.A23](#)). The document provides information about how decisions are made. Crafton Council reviews and updates the Handbook each year.

Self-Evaluation

The college meets the Standard.

Planning Agenda

None.

IV.A.2.a. Faculty and administrators have a substantive and clearly defined role in institutional governance and exercise a substantial voice in institutional policies, planning, and budget that relate to their areas of responsibility and expertise. Students and staff also have established mechanisms or organizations for providing input into institutional decisions.

Crafton Hills College is committed to including all constituencies in decision making; the roles and procedures for those constituencies are clearly outlined in the College's governance documents. The CHC Organizational Handbook ([IV.A23](#)) describes the responsibilities of all the institutional and Faculty and Senate committees. The Background and Overview sites BP 2225, Collegial Consultation, and clearly states that each constituency, "...faculty, management, classified staff, and students (have) the right to participate...in collegial consultation..." and the

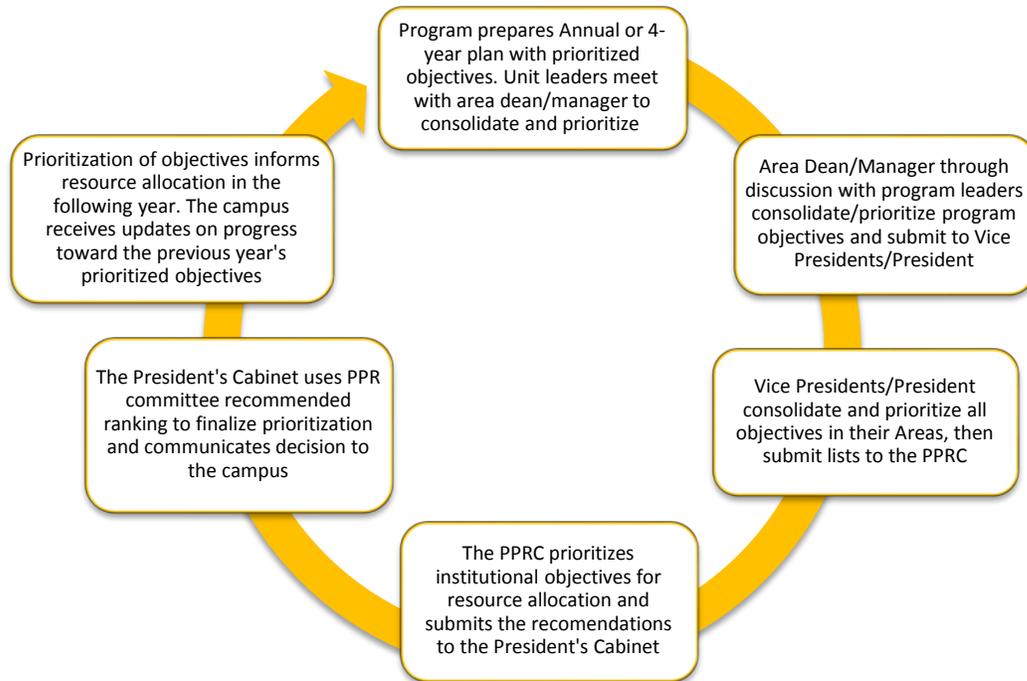
Principles of Collegial Consultation in AP 2225 states that each constituency is responsible for appointing representatives to various shared governance committees on campus ([IV.A24](#)).

Moreover, the Handbook makes clear that, for the College, consensus is the preferred decision-making process, and that the shared governance process is overseen by the Crafton Council, which consists of the CHC President, Academic Senate President and Vice President, Classified Senate President, CSEA representative, Student Senate President, VP of Student Services, VP of Instruction, and the VP of Administrative Services ([IV.A23](#)). AP 2225 defines the process of Collegial Consultation at the College as follows:

Collegial Consultation is a process involving faculty, administrators, classified staff and students in deliberations regarding day-to-day and long-range planning and policies for the college. These deliberations lead to recommendations that the Chancellor carries forward to the Board of Trustees for final approval. In issues related to academic and professional matters the Board will rely primarily on the Academic Senate. Other areas of decision-making in regard to Board Policy will be mutually agreed upon between the Governing Board, the Academic Senate, administration, staff and students.

The policy also delineates the responsibilities of the Academic Senate with regard to the “10 + 1” academic and professional matters listed in Title 5, which areas the board will “rely primarily on” the judgment of the Academic Senate, and which areas require mutual agreement.

The Planning and Program Review Handbook, 5th Edition ([IV.A25](#)) and the Integrated Planning and Program Review Process for Prioritizing Objectives ([IV.A26](#)) describe the process by which all units on campus participate in institutional planning and the prioritization of resources. This process is also described in the 2012 Research and Planning Group Conference Presentation where Crafton received the Excellence in Planning Award for its integrated planning and program review process ([IV.A27](#)). The unit plan is the foundation for planning on campus, and all employees are given opportunities to participate.



The process of prioritizing objectives and resource allocation is continuously being reviewed. For instance, based on feedback from the presentations on the results from the Fall 2012 Campus Climate Survey the process for prioritizing objectives now includes the CHC strategic directions that are attached to each objective as well as the anticipated impact level of each objective ([IV.A28](#)).

Self-Evaluation

The college meets the Standard.

Planning Agenda

None.

IV.A.2.b. The institution relies on faculty, its academic senate or other appropriate faculty structures, the curriculum committee, and academic administrators for recommendations about student learning programs and services.

The College gives faculty the primary responsibility for decisions regarding curriculum and other educational matters in the College's policies and procedures. BP 4020 state that the faculty and Academic Senate are involved in all program and curriculum processes ([IV.A29](#)). AP 4020 states that each College will document procedures in their respective curriculum handbooks ([IV.A30](#)). Moreover, AP 2225 ([IV.A24](#)) also states that with "...issues related to academic and professional matters the Board will rely primarily on the Academic Senate."

The Crafton Hills College Curriculum Handbook outlines the process for authoring and approval of curriculum ([IV.A31](#)). The Curriculum Committee Charge ([IV.A32](#)) states that the Curriculum Committees is authorized by the Crafton Academic Senate to make recommendations to the Board of Trustees about the curriculum of the College, including

- approval of new courses;
- deletion of existing courses;
- proposed changes in courses;
- periodic review of course outlines;
- approval of proposed programs;
- deletion of programs;
- changes in programs;
- review of degree and certificate requirements;
- approval of changes in degree and certificate requirements;
- approval of prerequisites and co-requisites;

In addition to the Academic Senate and the Curriculum Committee, there are a number of committees that address education issues on campus. These include the following additional Academic Senate Committees:

- Educational Policies Committee
- Educational Technology Committee
- Honors Committee

The Crafton Council Committees that address educational issues on campus include the

- Educational Master Plan Committee
- Institutional Effectiveness, Accreditation and Outcomes Committee
- Planning and Program Review Committee
- Professional Development
- Student Success, Engagement, and Enrollment Management (SSEEM) Committee
- Technology Planning Committee

The responsibilities and membership of each committee are outlined in the CHC Organizational Handbook ([IV.A23](#)). The responsibilities and membership of the various committees are reviewed annually in Crafton Council ([IV.A33](#), [IV.A34](#)).

Self-Evaluation

The college meets the Standard.

Planning Agenda

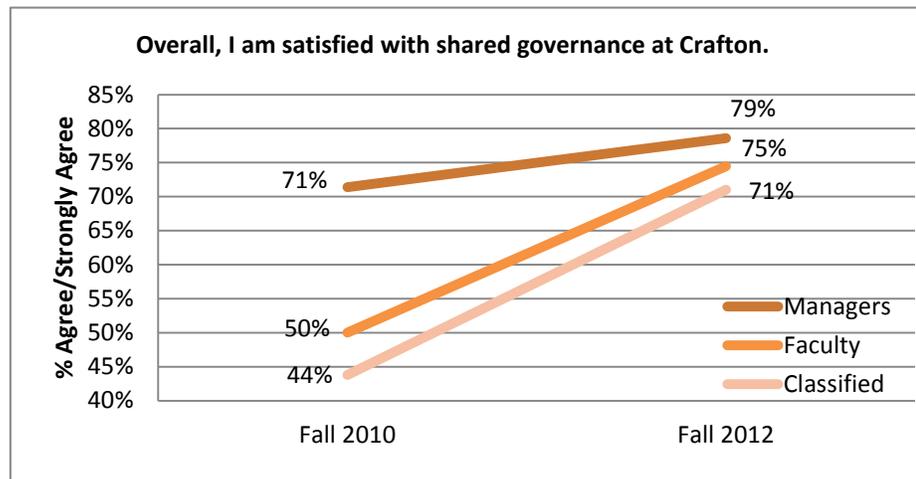
None.

IV.A.3. Through established governance structures, processes, and practices, the governing board, administrators, faculty, staff, and students work together for the good of the institution. These processes facilitate discussion of ideas and effective communication among the institution’s constituencies.

The written policies on governance procedures specify appropriate roles for all administrators, faculty, staff, and students. These policies and processes are established by various groups across campus. For example, they are established in Board Policy 2225 (IV.A24), the CHC Organizational Handbook (IV.A23), by the President of Crafton (IV.A1, IV.A8.), and on the Academic Senate (IV.A35), Classified Senate (IV.A36), and Student Senate (IV.A37) websites.

The shared governance process at Crafton Hills College occurs through the campus committee structure. The structure affords broad-based participation in the shared governance process by all campus constituencies to ensure collegial decision-making processes that encourage constituencies to work together for the good of the institution, or rather for student success (IV.A23). For instance, the overall satisfaction with the shared governance process at Crafton increased from 52% in Fall 2010 to 76% in Fall 2012, a statistically significant ($p < .001$) and substantial ($ES = .61$) increase (IV.A3).

In addition, the satisfaction with the planning and decision making processes at Crafton increased from 21% in Fall 2010 to 78% in Fall 2012 for Faculty and from 58% in Fall 2010 to 78% in Fall 2012 for classified staff. Similar increases were also apparent with the satisfaction of shared governance: 50% to 70% for Faculty and 44% to 71% for classified staff. At the same time, the priority of faculty in areas of the planning of educational program and service is maintained, in compliance with the California Code of Regulations, and in particular the “10+1” academic professional matters (IV.A24).



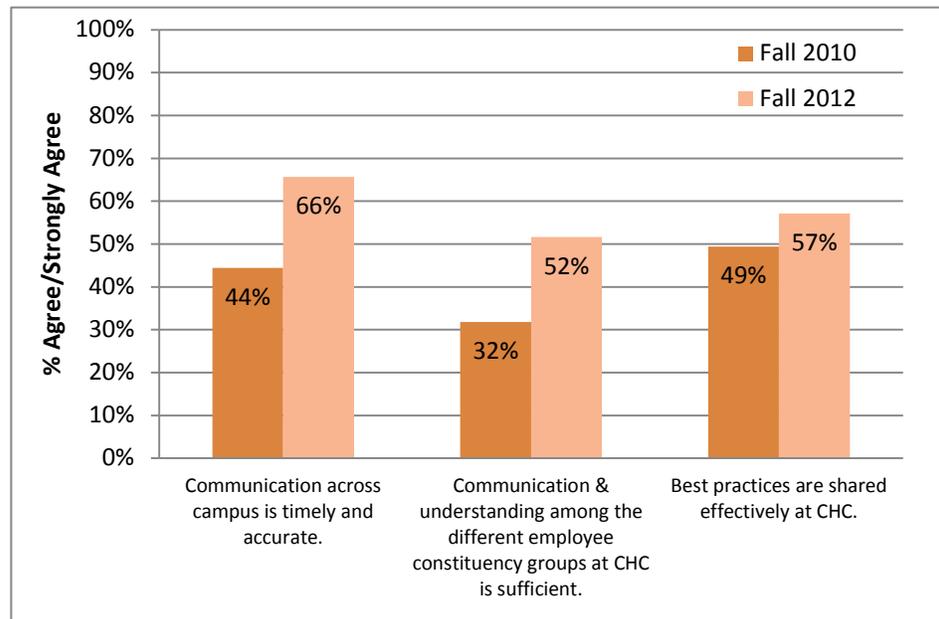
At the same time, the priority of faculty in areas of the planning of educational program and service is maintained, in compliance with the California Code of Regulations, and in particular the “10+1” academic professional matters (IV.A24).

The staff and students are informed of their respective roles through information and documents made available across campus, primarily through the CHC Organizational Handbook (IV.A23). The College relies on constituency groups to provide membership to the various committees: the Academic Senate, Classified Senate, and CSEA. This process is also facilitated through the Crafton Council (IV.A38, IV.A39). One example of how the constituencies have worked together for student success and the good of the institution is with the development of the

Engage-Learn-Advance framework. In 2013-2014 Crafton began the campus-wide dialogue around the framework of Engage, Learn, and Advance at the Fall 2013 In-Service. The Fall 2013 In-Service presentation by the President set the stage for Crafton to discuss how students engage, learn, and advance (IV.A40). The Vice President of Instruction developed an activity for each area to engage in to help Crafton identify the strategies that it used to help students engage. The President’s Area, Instruction, Student Services, and Administrative Services all examined how Crafton is helping to engage students and what it could do better to engage students within each of Crafton’s Strategic Directions (IV.A41, IV.A42). The dialogue around engagement was continued by the EMPC and led to the campus wide adoption of the Engage, Learn, and Advance framework (IV.A43, IV.A44). The Engage, Learn, and Advance framework, also known as the Three Peaks (IV.A45), was developed based on the engagement information collected during Fall 2013 In-Service activity by the EMPC and the adoption of the framework by all three senates (IV.A46): Classified Senate (IV.A47), Academic Senate (IV.A48), and the Student Senate.

The college’s employees and students collaboratively work together, and recently Crafton has seen improvements in this area. Specifically, CHC employees agree or strongly agree that planning and decision-making process at Crafton are collaborative (i.e. People across departments, divisions, and job classifications are working together to share knowledge and build consensus toward a common purpose). The Campus Climate Survey (IV.A2) indicated that in Fall 2012 (73%) Crafton employees were almost statistically significantly ($p = .06$) and were substantially ($ES = .29$) more likely to agree or strongly agree that employees collaboratively work together than in Fall 2010 (59%).

As with any large organization, communicating effectively among the institution’s constituencies remains one of Crafton’s challenges and one that Crafton is continuously striving to improve. In both the Fall 2010 and the Fall 2012 Employee Campus Climate Surveys, Crafton Employees identified communication as a concern



([IV.A2](#), [IV.A3](#), [IV.A4](#)). However, Crafton is moving in the right direction. Crafton substantially improved in communicating across campus in a timely and accurate manner (44% to 66%), communicating among the different constituency groups (32% to 52%), and at sharing best practices effectively (49% to 57%). The following are some examples of suggestions for improving communication at Crafton.

- Provide feedback about how suggestions are used
- Examine how email is distributed and develop a more user-friendly approach
- Communicate face-to-face
- Conduct research on how to communicate more effectively (i.e. literature review, focus groups, and survey)
- Communication issues mainly have to do with the District
- When turn on computer a list of events pops up on the screen
- Need to celebrate and have more parties throughout the year
- Information is there, need to motivate people to get it

Crafton Council is currently reviewing all of the suggestions and developing an improvement plan, similar to what was done with the results from the Fall 2010 Campus Climate Survey ([IV.A49](#)). In addition, some of the suggestions have already been implemented.

- Increase the amount of time for college hours ([IV.A50](#))
- Hire a Director of Marketing ([IV.A51](#))
- Administrative reports in the Senates have been very helpful ([IV.A52](#), [IV.A53](#))

Self-Evaluation

The college meets the Standard.

Planning Agenda

None.

IV.A.4. The institution advocates and demonstrates honesty and integrity in its relationships with external agencies. It agrees to comply with Accrediting Commission standards, policies, and guidelines, and Commission requirements for public disclosure, self-evaluation, and other reports, team visits, and prior approval of substantive changes. The institution moves expeditiously to respond to recommendations made by the Commission.

The ACCJC placed Crafton Hills College on probation after the self-evaluation visit in 2008 and required that the college submit two follow-up reports, one in October 2009 and one in October 2010 ([IV.A54](#)). In the letter dated July 17, 2009, the ACCJC listed nine recommendations and required that six of them (numbers 1, 2, 3, 4, 8, and 10) be remedied by October 15, 2009 and that three of them (numbered 6, 7, and Commission Recommendation 1) be remedied by October

15, 2010. The Commission stated that five of the deficiencies were previously noted in 2002 (1, 2, 3, 8, and 10) and that it was imperative that the college move immediately to completely resolve the deficiencies with the exception of Recommendation 3.

A year later, in a letter dated January 29, 2010 ([IV.A55](#)), the Commission accepted the Follow-Up Report submitted in October 2009 and stated that “the Commission has extended the time to resolve these recommendations in light of the enormous energy and significant work done at the college.” However, the Commission also stated that the College needed to completely resolve the recommendations by October 15, 2010. In a letter dated January 31, 2011, the Commission accepted the 2010 Follow-Up Report and noted that the College resolved Recommendations 1, 2, 6, 7, 8, 10 and Commission Recommendation 1 ([IV.A56](#)). The Commission removed Probation and reaffirmed accreditation. The College was also required to submit a Substantive Change Proposal to establish an additional location geographically apart from the main campus to temporarily house the Fire Academy Program during construction of the new building ([IV.A57](#)). The Substantive Change Proposal was approved on March 6, 2014 ([IV.A74](#)). At this time, therefore, Crafton Hills College is in good standing with the ACCJC and advocates and demonstrates honesty and integrity in its relationships with external agencies.

Accreditation reports and information are available to the public and staff through the college’s Accreditation website ([IV.A58](#)). It provides hyperlinks to the 2008 Self-Evaluation, 2009 Follow-Up Report, 2010 Follow-Up Report, 2011 Midterm Report, 2012 Status Report on SLO Implementation, the 2014 Substantive Change Proposal, and the 2014 Self-Evaluation.

Individual units and programs are in good standing with various licensing or accrediting agencies, as follows:

- The Child Development Center is licensed by the California Department of Social Services, Community Care Licensing Division and is evaluated by the California Department of Education and the San Bernardino County Supervisor
- The Radiological Technology Program is accredited by the Joint Review Committee on Education in Radiologic Technology (JRCERT) ([IV.A59](#))
- The Respiratory Care Program is accredited by the Commission on Accreditation for Respiratory Care (CoARC), Program Number: 200132 ([IV.A60](#))
- The San Bernardino Regional Emergency Training Center follows the Federal Aviation Administration and National Fire Protection Association requirements, procedures, and guidelines.
- The Emergency Medical Technician course is accredited through the Inland Counties Medical Authorities and licensed by the State of California.
- The EMT Paramedic Program is nationally accredited by the Commission on Accreditation of Allied Health Education Programs (CAAHEP) as recommended by the Committee on Accreditation of Educational Programs for the Emergency Medical

Services Profession (CoAEMSP). The State of California authorizes the program through the Inland Counties EMS Agency (ICEMA).

- The Firefighter Academy is accredited by the Office of the State Fire Marshall State Fire Training.

Self-Evaluation

The college meets the Standard.

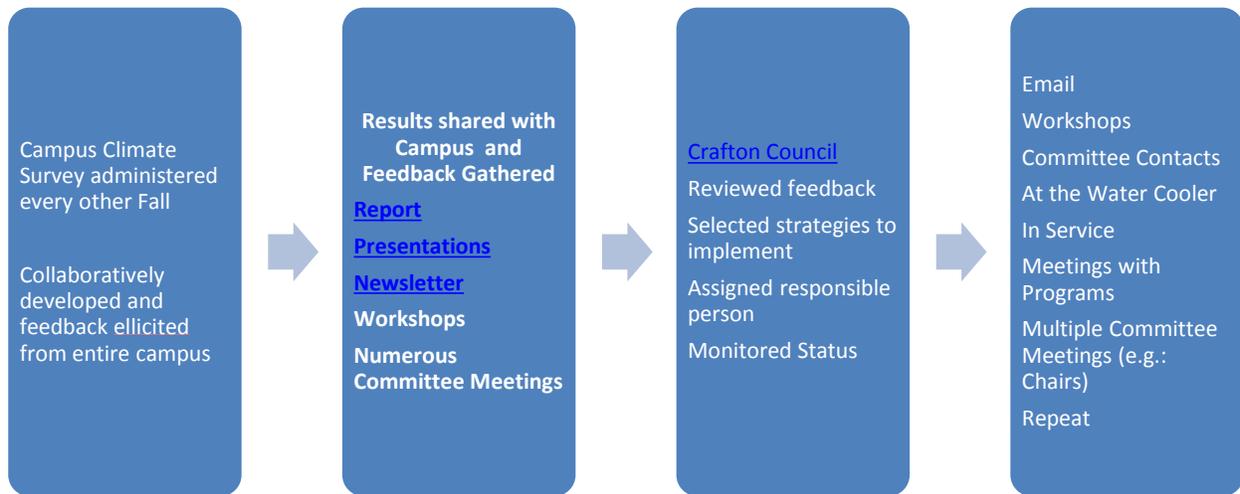
Planning Agenda

None.

IV.A.5. The role of leadership and the institution’s governance and decision-making structures 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.

The College has many mechanisms to evaluate the institution’s governance and decision-making structures and processes. The Employee Campus Climate Survey is administered biennially to allow time to collect and implement feedback and it is used to evaluate Crafton’s governance and decision-making structures ([IV.A61](#)). The results of the survey are shared with the Campus in a report ([IV.A2](#), [IV.A4](#)), a newsletter ([IV.A62](#)), and through numerous presentations ([IV.A3](#)). 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. Feedback from the presentations is compiled in a report and shared with the Crafton Council ([IV.A33](#), [IV.A34](#)). Crafton Council processes the feedback and develops a plan for improvement ([IV.A5](#)). This process of continuous quality improvement is also described in Standard IA. An example of how the process works is illustrated below in the figure ([IV.A68](#)).





Examples of some of the implemented suggestions based on feedback from the Campus Climate Survey are shown below in the table ([IV.A68](#)).

Suggestion	Progress
Make applause cards readily available for use.	A link to the Applause Cards is available on the Navigator Online Resource Web Site.
Training for managers on recognition	Training occurred on Friday, November 9 th , 2012.
Committee chairs should be trained how to run a committee.	Training occurred on August 22 nd , 2012. Future trainings will occur once every primary term.
The ability to search the email database by first name, department, or office.	Contacted DCS in Fall 2012. When click on “To”, check “More columns” and enter first name.
“Bring a friend” to committee meetings. Where the friend can sit in on committee as a guest.	Piloted in Spring 2012, and did not work well.

Every spring the Crafton Council also administers the Committee Self-Evaluation Survey to evaluate the shared governance and decision-making committees ([IV.A61](#)). The aggregated results of the Committee Self-Evaluation ([IV.A63](#), [IV.A64](#), [IV.A65](#)) are shared with Crafton Council and the Council uses the results to inform changes to CHC Organizational Handbook ([IV.A34](#), [IV.A66](#), [IV.A67](#)). The disaggregated results for each committee are distributed to the

Committee Chairs and the results are discussed at one of the first meetings of the year by each committee and used to inform the decision-making processes within each committee ([IV.A69](#), [IV.A70](#), [IV.A71](#), [IV.A72](#), [IV.A73](#)).

The Planning and Program Review Committee (PPRC) also uses the same continuous quality improvement process described in Standard IA to annually reviews its structures and processes to assure their integrity and effectiveness ([IV.A75](#), [IV.A76](#), [IV.A77](#)). In Spring 2011 the feedback received suggested that the process was more clear and the feedback more useful; however, the participants felt that the PPRC could streamline the questions and provide mentoring and feedback. As a result of the feedback, the questions were revised and the number of questions was reduced, the PPRC created committee contacts to provide support and feedback, and added open meetings and workshops ([IV.A68](#)). In Spring 2012 ([IV.A78](#)) and 2013 ([IV.A79](#)) the PPRC received quantitative feedback indicating that the timelines were more clear and that the web tool was more difficult to use. In addition, the qualitative feedback recommended that the outcomes needed to be streamlined and collected in one place, and that a quick link be provided to the web tool. As a result of the feedback the questions were revised, the web tool is now the only place where the campus is required to report outcomes, a quick link was added to the Crafton home page under “Logins,” and the prioritization of objectives in the web tool was made more user friendly ([IV.A80](#)).

In addition to the annual review of the planning and program review processes, in Spring 2013 the PPRC also explored moving from a three-year to a four-year planning cycle. The PPRC began by gathering information about the planning cycle lengths at 18 community colleges ([IV.A81](#)), asked the Academic Senate for their feedback about changing from a three to a four-year planning cycle ([IV.A82](#)), and sent out a survey to the Crafton Campus to collect the input from the campus ([IV.A83](#)). Based on input received from the evidence the PPRC recommended changing from a three to a four-year planning cycle to the Crafton Council, which was approved on May 14, 2013 ([IV.A84](#)).

Self-Evaluation

The college meets the Standard.

Planning Agenda

None.

Standard IV.A., List of Evidence

IV.A1	<p>President Marshall's Fall 2012 In-Service Presentation</p> <p>http://www.craftonhills.edu/~media/Files/SBCCD/CHC/Faculty%20and%20Staff/In-Service%20Day/President's%20Remarks%20Aug%202012.pptx</p>
IV.A2	<p>CHC Employee Campus Climate Survey: Fall 2012</p> <p>http://www.craftonhills.edu/~media/Files/SBCCD/CHC/About%20CHC/Research%20and%20Planning/Research%20Reports/FA2012_CampusClimate.pdf</p>
IV.A3	<p>CHC Fall 2012 Campus Climate Survey Presentation</p> <p>http://www.craftonhills.edu/~media/Files/SBCCD/CHC/About%20CHC/Research%20and%20Planning/Presentations/2012FA_CampusClimateSurvey_Final.pdf</p>
IV.A4	<p>CHC Employee Campus Climate Survey: Fall 2010</p> <p>http://www.craftonhills.edu/~media/Files/SBCCD/CHC/About%20CHC/Research%20and%20Planning/Research%20Reports/Other%20Research%20Studies/CampusClimateFall2010.pdf</p>
IV.A5	<p>Feedback for the CHC 2010 Campus Climate Survey Results</p> <p>http://www.craftonhills.edu/~media/Files/SBCCD/CHC/About%20CHC/Research%20and%20Planning/Research%20Reports/Other%20Research%20Studies/1112_Brief3_SuggestedImprovements.pdf</p>
IV.A6	<p>CHC Educational Master Plan</p> <p>http://www.craftonhills.edu/~media/Files/SBCCD/CHC/About%20CHC/Research%20and%20Planning/Planning%20Documents/1112_EMP_MasterCopy.pdf</p>
IV.A7	<p>Planning and Program Review Strategic Direction Screen Shots</p> <p>http://www.craftonhills.edu/~media/Files/SBCCD/CHC/About%20CHC/Research%20and%20Planning/Planning%20Documents/PPR_StrategicDiretions_ScreenShots.pdf</p>
IV.A8	<p>President's Updates, In-Service, August 10, 2012</p> <p>http://www.craftonhills.edu/~media/Files/SBCCD/CHC/Faculty%20and%20Staff/In-Service%20Day/President's%20Remarks%20Aug%202012.pptx</p>
IV.A9	<p>Planning and Program Review 2013-2014 Communication Studies (Speech) Data Example</p> <p>http://www.craftonhills.edu/~media/Files/SBCCD/CHC/About%20CHC/Research%20and%20Planning/Planning%20Documents/PPR_SPEECH_Data_20132014.pdf</p>
IV.A10	<p>Planning and Program Review Annual Plan Questions</p> <p>http://www.craftonhills.edu/~media/Files/SBCCD/CHC/About%20CHC/Research%20and%20Planning/Planning%20Documents/1314_AnnualPlan_Questions2.docx</p>

IV.A11	<p>Planning and Program Review Four Plan Instructional Questions</p> <p>http://www.craftonhills.edu/~media/Files/SBCCD/CHC/About%20CHC/Research%20and%20Planning/Planning%20Documents/1314_PPR_Questions_Instructional.docx</p>
IV.A.12	<p>Planning and Program Review Four Plan Non-Instructional Questions</p> <p>http://www.craftonhills.edu/~media/Files/SBCCD/CHC/About%20CHC/Research%20and%20Planning/Planning%20Documents/1314_PPR_Questions_Non-Instructional.docx</p>
IV.A.13	<p>Office of Institutional Effectiveness Research, and Planning Research Briefs and Reports Website</p> <p>http://www.craftonhills.edu/About_CHC/Research_and_Planning/Research_Briefs_and_Reports</p>
IV.A.14	<p>Crafton Progress on its 11 QEIs and the ACCJC Institutional Set Standards</p> <p>http://www.craftonhills.edu/~media/Files/SBCCD/CHC/About%20CHC/Research%20and%20Planning/Did%20You%20Know/1314DYK33_QEI_MinStandards.pdf</p>
IV.A.15.	<p>CHC Student Placement Results: 2012-2013</p> <p>http://www.craftonhills.edu/~media/Files/SBCCD/CHC/About%20CHC/Research%20and%20Planning/Research%20Briefs/Student%20Services%20Research/1112_SU_2010_Orientation/2013-All-Placements2.pdf</p>
IV.A.16.	<p>OIERP Data Marts Web Site</p> <p>http://www.craftonhills.edu/About_CHC/Research_and_Planning/Institutional_Effectiveness_Resources/Data_Marts</p>
IV.A.17.	<p>The Relationship of Momentum Points, Placement Results, and Student Service and Instructional Strategies to the ARCC SPAR Milestones</p> <p>http://www.craftonhills.edu/~media/Files/SBCCD/CHC/About%20CHC/Research%20and%20Planning/Research%20Reports/ARCC_Research_June2012_EnrollMgmtPlan.pdf</p>
IV.A.18.	<p>SBCCD Minutes, September 26, 2013</p> <p>http://www.sbccd.org/~media/Files/SBCCD/District/Board/Minutes/2013_Minutes/9-26-13.pdf</p>
IV.A.19.	<p>CHC Academic Senate Minutes, April 3, 2013</p> <p>http://www.craftonhills.edu/~media/Files/SBCCD/CHC/Faculty%20and%20Staff/Academic%20Senate/Minutes/Approved%20Minutes%202012-2013/AS%20Minutes%204-3-13.pdf</p>
Iv.A.20.	<p>Chairs Council Minutes, April 5, 2013</p> <p>http://www.craftonhills.edu/~media/Files/SBCCD/CHC/Faculty%20and%20Staff/A</p>

	ademic%20Senate/Additional%20Documents/Committee%20Documents/Chairs%20Council%20Documents/2012-2013/Chairs%20Council%20Minutes/Chairs%20Council%20Minutes%204-5-13.docx
IV.A.21.	BORG Data Cubes http://www.craftonhills.edu/About CHC/Research and Planning/BORG Data Cubes
IV.A.22.	Board Policy 2225, Collegial Consultation http://www.sbccd.org/~media/Files/SBCCD/District/Board/Board%20Policies/2000/2225 Collegial Consultation.pdf
IV.A.23.	CHC Organizational Handbook, 2013-2014 http://www.craftonhills.edu/~media/Files/SBCCD/CHC/About%20CHC/Research%20and%20Planning/CHC Org Handbook 13-14.pdf
IV.A.24.	Administrative Procedure 2225, Collegial Consultation http://www.sbccd.org/~media/Files/SBCCD/District/Board/Board%20Procedures/2000/2225 AP.pdf
IV.A.25.	CHC Integrated Planning and Program Review Handbook: 5 th Edition http://www.craftonhills.edu/~media/Files/SBCCD/CHC/About%20CHC/Research%20and%20Planning/Planning%20Documents/PPR%20Handbook%205th%20Edition%2020130425.pdf
IV.A.26.	CHC Integrated Planning and Program Review Process for Prioritizing Objectives http://www.craftonhills.edu/~media/Files/SBCCD/CHC/About%20CHC/Research%20and%20Planning/Planning%20Documents/1314 PrioritizationDiagram2.pdf
IV.A.27.	RP Group Excellence in Planning Award Presentation: CHC Integrated Planning and Program Review http://www.craftonhills.edu/~media/Files/SBCCD/CHC/About%20CHC/Research%20and%20Planning/Planning%20Documents/1112 RP AwardPresentation.pdf
IV.A.28.	PPR Strategic Direction and Anticipated Impact Level Screen Shots http://www.craftonhills.edu/~media/Files/SBCCD/CHC/About%20CHC/Research%20and%20Planning/Planning%20Documents/PPR StrategicDirections ScreenShots.pdf
IV.A.29.	Board Policy 4020, Program, Curriculum, and Course Development http://www.sbccd.org/~media/Files/SBCCD/District/Board/Board%20Policies/4000/4020 Program%20Development.pdf
IV.A.30.	Administrative Procedure 4020, Program, Curriculum, and Course Development http://www.sbccd.org/~media/Files/SBCCD/District/Board/Board%20Procedures/40

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IV.A.31.	Guide to Course Outlines: Authoring and Approval (Curriculum Handbook) http://www.craftonhills.edu/~media/Files/SBCCD/CHC/Faculty%20and%20Staff/Curriculum/guide2013.pdf
IV.A.32.	Curriculum Committee Web Site http://www.craftonhills.edu/Faculty_and_Staff/Curriculum
IV.A.33.	CHC Crafton Council Committee Minutes, May 22, 2012 http://www.craftonhills.edu/~media/Files/SBCCD/CHC/Faculty%20and%20Staff/Committees/Crafton%20Council/Minutes/2011-2012/Crafton%20Council%20Minutes%20052212.pdf
IV.A.34.	CHC Crafton Council Committee Minutes, August 27, 2013 http://www.craftonhills.edu/~media/Files/SBCCD/CHC/Faculty%20and%20Staff/Committees/Crafton%20Council/Minutes/2013-2014/Crafton%20Council%20Minutes%2008-27-13.pdf
IV.A.35.	Academic Senate Web Site http://www.craftonhills.edu/Faculty_and_Staff/Academic_Senate
IV.A.36.	Classified Senate Web Site http://www.craftonhills.edu/Faculty_and_Staff/Classified_Senate
IV.A.37.	Student Senate Web Site http://www.craftonhills.edu/Current_Students/Student_Life/Student_Senate
IV.A.38.	CHC Crafton Council Minutes, August 27, 2013 http://www.craftonhills.edu/~media/Files/SBCCD/CHC/Faculty%20and%20Staff/Committees/Crafton%20Council/Minutes/2013-2014/Crafton%20Council%20Minutes%2008-27-13.pdf
IV.A.39.	CHC Crafton Council Minutes, September 10, 2013 http://www.craftonhills.edu/~media/Files/SBCCD/CHC/Faculty%20and%20Staff/Committees/Crafton%20Council/Minutes/2013-2014/Crafton_Council_Minutes_9-10-13%20(3).pdf
IV.A.40.	President's Remarks, Fall 2013 In-Service http://www.craftonhills.edu/~media/Files/SBCCD/CHC/Faculty%20and%20Staff/In-Service%20Day/President's%20Remarks%20Aug%2016%202013.pptx
IV.A.41.	Fall 2013 In-Service Engagement Activity – Effective Strategies http://www.craftonhills.edu/~media/Files/SBCCD/CHC/About%20CHC/Research%20and%20Planning/Planning%20Documents/2013FA_InService_Effective_Engage.pdf

IV.A.42.	Fall 2013 In-Service Engagement Activity – Improvement Strategies http://www.craftonhills.edu/~media/Files/SBCCD/CHC/About%20CHC/Research%20and%20Planning/Planning%20Documents/2013FA_InService_ImproveEngage.pdf
IV.A.43.	EMPC Minutes, 2013-2014 http://www.craftonhills.edu/Faculty_and_Staff/Committees/Educational_Master_Plan_Committee/Agendas_and_Minutes?folder=%2FFaculty%20and%20Staff%2FCommittees%2FEducational%20Master%20Plan%20Committee%2FAgendas%20and%20Minutes%2FFile%20Listing%2FMinutes%2F2013-2014
IV.A.44.	EMPC Minutes, October 8, 2013 http://www.craftonhills.edu/~media/Files/SBCCD/CHC/Faculty%20and%20Staff/Committees/Educational%20Master%20Planning%20Committee/Minutes/2013-2014/EMP%20Committee%20Minutes%20(100813).pdf
IV.A.45.	Three Peaks Challenge http://www.craftonhills.edu/CHC_Three_Peaks_Challenge
IV.A.46.	Request for Recommendation on “Engage-Learn-Advance” http://www.craftonhills.edu/~media/Files/SBCCD/CHC/About%20CHC/Research%20and%20Planning/Planning%20Documents/ELASenateProposal101413.pdf
IV.A.47.	Classified Senate Minutes, December 7, 2013 http://www.craftonhills.edu/~media/Files/SBCCD/CHC/Faculty%20and%20Staff/Classified%20Senate/20131207_ClassifiedSenateMinutes.pdf
IV.A.48.	Academic Senate Minutes, November 6, 2013 http://www.craftonhills.edu/~media/Files/SBCCD/CHC/Faculty%20and%20Staff/Academic%20Senate/Minutes/Approved%20Minutes%202013-2014/AS%20Minutes%2011-6-13.pdf
IV.A.49.	Feedback for the CHC 2010 Campus Climate Survey Results http://www.craftonhills.edu/~media/Files/SBCCD/CHC/About%20CHC/Research%20and%20Planning/Research%20Reports/Other%20Research%20Studies/1112_Brief_3_SuggestedImprovements.pdf
IV.A.50.	CHC Crafton Council Minutes, January 28, 2014 http://www.craftonhills.edu/~media/Files/SBCCD/CHC/Faculty%20and%20Staff/Committees/Crafton%20Council/Minutes/2013-2014/Crafton%20Council%20Minutes%2001-28-14.pdf
IV.A.51.	CHC College Administration and Organizational Charts Web Site http://www.craftonhills.edu/About_CHC/College_Administration
IV.A.52.	CHC Academic Senate Minutes, September 18, 2013 http://www.craftonhills.edu/~media/Files/SBCCD/CHC/Faculty%20and%20Staff/A

	ademic%20Senate/Minutes/Approved%20Minutes%202013-2014/AS%20Minutes%2009-18-2013.pdf
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IV.A.54.	ACCJC July 17, 2009 Letter http://www.craftonhills.edu/~media/Files/SBCCD/CHC/Faculty%20and%20Staff/Accreditation/2009/Commission%20Communications%20and%20Decisions/Accrediting%20Commission%20Revised%20Letter.pdf
IV.A.55.	ACCJC January 11, 2010 Letter http://www.craftonhills.edu/~media/Files/SBCCD/CHC/Faculty%20and%20Staff/Accreditation/2010/Commission%20Communications%20and%20Decisions/Accreditation%20Letter%20022910.pdf
IV.A.56.	ACCJC January 31, 2011 Letter http://www.craftonhills.edu/~media/Files/SBCCD/CHC/Faculty%20and%20Staff/Accreditation/2011/January%202011/Commission%20Communications%20and%20Decisions/Crafton%20Hills%20College%20January%2031%202011.pdf
IV.A57	2014 Substantive Change Proposal http://www.craftonhills.edu/~media/Files/SBCCD/CHC/Faculty%20and%20Staff/Accreditation/2014/Crafton%20Hills%20College%20Substantive%20Change%20Proposal%20Jan%202014.pdf
IV.A58	Accreditation Web Site http://www.craftonhills.edu/Faculty_and_Staff/Accreditation
IV.A59	Radiologic Technology Degree Web Site http://www.craftonhills.edu/Degrees_and_Certs/Divs_and_Depts/Career_Education_and_Human_Development/Allied_Health_Services/Radiologic_Technology/Radiologic_Technology_Degree_and_Certificate
IV.A60	Respiratory Care Program Web Site http://www.craftonhills.edu/Degrees_and_Certs/Divs_and_Depts/Career_Education_and_Human_Development/Allied_Health_Services/Respiratory_Care/Respiratory_Care_Degree
IV.A61	Office of Institutional Effectiveness, Research, and Planning Research Calendar http://www.craftonhills.edu/~media/Files/SBCCD/CHC/About%20CHC/Research%20and%20Planning/CHC_Research_Calendar8.pdf
IV.A62	Did you Know #25, Comparison of 2020 and 2012 CHC Campus Climate Survey Results

	http://www.craftonhills.edu/~media/Files/SBCCD/CHC/About%20CHC/Research%20and%20Planning/Did%20You%20Know/1213_DYK25.pdf
IV.A63	Spring 2013 CHC Committee Self-Evaluations http://www.craftonhills.edu/~media/Files/SBCCD/CHC/About%20CHC/Research%20and%20Planning/Planning%20Documents/2013SP_CommitteeSelfEvals.pdf
IV.A64	Spring 2012 CHC Committee Self-Evaluations http://www.craftonhills.edu/~media/Files/SBCCD/CHC/About%20CHC/Research%20and%20Planning/Research%20Briefs/CommitteeSelfEvals_20120912.pdf
IV.A65	Spring 2011 CHC Committee Self-Evaluations http://www.craftonhills.edu/~media/Files/SBCCD/CHC/About%20CHC/Research%20and%20Planning/Research%20Briefs/2011SP_CommitteeSelfEvals.pdf
IV.A66	Crafton Council Minutes, September 6, 2011 http://www.craftonhills.edu/~media/Files/SBCCD/CHC/Faculty%20and%20Staff/Committees/Crafton%20Council/Minutes/2011-2012/CraftonCouncilMinutes%20090611.pdf
IV.A6	Crafton Council Minutes, October 9, 2012 http://www.craftonhills.edu/~media/Files/SBCCD/CHC/Faculty%20and%20Staff/Committees/Crafton%20Council/Minutes/2012-2013/Crafton%20Council%20Minutes%202010-09-12%20(2).pdf
IV.A68	What Worked? What Didn't Work? Learning through Continuous Quality Improvement http://www.craftonhills.edu/~media/Files/SBCCD/CHC/About%20CHC/Research%20and%20Planning/Presentations/2013SSC_LearningContinuousImprovementPollResults.pdf
IV.A69	CHC Budget Committee Minutes, September 17, 2013 http://www.craftonhills.edu/~media/Files/SBCCD/CHC/Faculty%20and%20Staff/Committees/Budget/Minutes/2013-2014/Budget%20Committee%20Minutes%2009%2017%202013.pdf
IV.A70	Educational Master Planning Committee Minutes, September 24, 2013 http://www.craftonhills.edu/~media/Files/SBCCD/CHC/Faculty%20and%20Staff/Committees/Educational%20Master%20Planning%20Committee/Minutes/2013-2014/EMP%20Committee%20Minutes%20(092413).pdf
IV.A71	Institutional Effectiveness, Accreditation, and Outcomes Committee Minutes, September 3, 2013 http://www.craftonhills.edu/~media/Files/SBCCD/CHC/Faculty%20and%20Staff/Committees/IEAO%20Committee/Minutes/IEAOC%20Minutes%20%2009%2003%2013docx.pdf

IV.A72	<p>Planning and Program Review Committee Minutes, October 28, 2013</p> <p>http://www.craftonhills.edu/~media/Files/SBCCD/CHC/Faculty%20and%20Staff/Committees/Planning%20and%20Program%20Review/2013%20-%202014/Minutes_20131028.pdf</p>
IV.A73	<p>Safety Committee Minutes, September 9, 2013</p> <p>http://www.sbccd.org/~media/Files/SBCCD/District/EHS/CHC-SCM-9-9-13%20Minutes%20REVISED.pdf</p>
IV.A74	<p>ACCJC Substantive Change Approval Letter, March 7, 2014</p> <p>http://www.craftonhills.edu/~media/Files/SBCCD/CHC/About%20CHC/Research%20and%20Planning/Planning%20Documents/ACCJC_SubChange_20140307.pdf</p>
IV.A75	<p>Planning and Program Review Committee Minutes, May 9, 2011</p> <p>http://www.craftonhills.edu/~media/Files/SBCCD/CHC/Faculty%20and%20Staff/Committees/Planning%20and%20Program%20Review/2010%20-%202011/Minutes/PPR%20Minutes%205-9-11-revised.pdf</p>
IV.A.76.	<p>Planning and Program Review Committee Minutes, April 30, 2012</p> <p>http://www.craftonhills.edu/~media/Files/SBCCD/CHC/Faculty%20and%20Staff/Committees/Planning%20and%20Program%20Review/2011%20-%202012/Minutes/20120430Minutes.pdf</p>
IV.A.77.	<p>Planning and Program Review Committee Minutes, April 29, 2013</p> <p>http://www.craftonhills.edu/~media/Files/SBCCD/CHC/Faculty%20and%20Staff/Committees/Planning%20and%20Program%20Review/2012%20-%202013/Minutes_20130429.pdf</p>
IV.A.78.	<p>Spring 2012 PPRC Feedback Results</p> <p>http://www.craftonhills.edu/~media/Files/SBCCD/CHC/About%20CHC/Research%20and%20Planning/Research%20Briefs/PPR_SP12_Survey_Results.pdf</p>
IV.A.79.	<p>Spring 2013 PPRC Feedback Results</p> <p>http://www.craftonhills.edu/~media/Files/SBCCD/CHC/About%20CHC/Research%20and%20Planning/Research%20Briefs/PPR_SP13_SurveyResults2.pdf</p>
IV.A.80.	<p>PPRC Minutes, May 6, 2013</p> <p>http://www.craftonhills.edu/~media/Files/SBCCD/CHC/Faculty%20and%20Staff/Committees/Planning%20and%20Program%20Review/2012%20-%202013/Minutes_20130506.pdf</p>
IV.A.81.	<p>PPRC Minutes, April 8, 2013</p> <p>http://www.craftonhills.edu/~media/Files/SBCCD/CHC/Faculty%20and%20Staff/Committees/Planning%20and%20Program%20Review/2012%20-%202013/Minutes_20130408.pdf</p>

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IV.A.82.	Academic Senate Minutes, April 17, 2013 http://www.craftonhills.edu/~media/Files/SBCCD/CHC/Faculty%20and%20Staff/Academic%20Senate/Minutes/Approved%20Minutes%202012-2013/AS%20Minutes%204-17-13.pdf
IV.A.82.	PPRC Minutes, April 29, 2013 http://www.craftonhills.edu/~media/Files/SBCCD/CHC/Faculty%20and%20Staff/Committees/Planning%20and%20Program%20Review/2012%20-%202013/Minutes_20130429.pdf
IV.A.84.	Crafton Council Minutes, May 14, 2013 http://www.craftonhills.edu/~media/Files/SBCCD/CHC/Faculty%20and%20Staff/Committees/Crafton%20Council/Minutes/2012-2013/Crafton%20Council%20Minutes%2005-14-13(3).pdf