



**ACCREDITING
COMMISSION
for COMMUNITY and
JUNIOR 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

Chairperson
LURELEAN B. GAINES
East Los Angeles College

Vice Chairperson
FLOYD K. TAKEUCHI
Public Member

President
BARBARA A. BENO

Vice President
SUSAN B. CLIFFORD

Vice President
STEVE MARADIAN

Vice President
GARMAN JACK POND

Associate Vice President
LILY OWYANG

July 17, 2009

Revised Letter

Ms. Gloria Harrison
President
Crafton Hills College
11711 Sand Canyon Road
Yucaipa, CA 92399

Dear President Harrison:

The Accrediting Commission for Community and Junior Colleges, Western Association of Schools and Colleges, at its meeting on January 7-9, 2009, reviewed the institutional Self Study Report and the report of the evaluation team which visited Crafton Hills College on Monday, October 6-Thursday, October 9, 2008. The Commission acted to place Crafton Hills College on **Probation** effective immediately and to require that the college submit two Follow-Up Reports. The first Follow-Up Report is due by **October 15, 2009** and will be followed by a visit by Commission Representatives. The second Follow-Up Report is due by **October 15, 2010**.

Probation is issued when an institution deviates significantly from the Commission's Eligibility Requirements, Accreditation Standards, or policies, or fails to respond to actions and conditions imposed by the Commission. The accredited status of the institution continues during the probation period. However, the institution's accreditation will not be reaffirmed until the conditions which warranted the warning are addressed to meet Commission Standards.

I also wish to inform you that under U.S. Department of Education regulations, institutions out of compliance with standards or on sanction are expected to correct deficiencies within a maximum two-year period or the Commission must take action to terminate accreditation. Recommendations 1, 2, 3, 8, and 10 identified as deficiencies were also noted by the year 2002 evaluation team. It is therefore imperative that the college move immediately to completely resolve these deficiencies with the exception of Recommendation 3 as described below.

The Follow-Up Report due by **October 15, 2009** should demonstrate the college's complete resolution of the following recommendations:

Ms. Gloria Harrison
Crafton Hills College
July 17, 2009
Page Two

Recommendation 1: As was noted in recommendations 1 and 2 of the 2002 Accreditation Evaluation Report and in order to meet the standards, the college should integrate all planning processes and documents into a meaningful, comprehensive, long-range institutional plan to accomplish its mission and realize its vision. Additionally, the college plan should be integrated into an overall district strategic plan. (Standards I.A.4, I.B.2, I.B.3, I.B.6, III.A.6, III.B.2.b, III.C.2, III.D.1.a)

The college should move immediately to:

- Complete the implementation of a cycle of systematic integrated planning, evaluation, prioritization, resource allocation, implementation, and re-evaluation.
- Identify quantitative effectiveness measures (key performance indicators), gather baseline data and establish institutional planning goals.
- Revise the Educational Master Plan to include long-term resource allocation.

Recommendation 2: As was noted in recommendations 2 and 7 of the 2002 Accreditation Evaluation Report and in order to meet the standards, the college should develop processes that produce reliable data, provide employees with easy access to data, and provide training on how to access, interpret and utilize data. (Standards I.B.2, I.B.3, I.B.5, II.A.1.a)

With regard to Recommendation 3 below, Crafton Hills College should demonstrate that it is at the Development Level on the Commission's Rubric for Evaluating Institutional Effectiveness and will reach the Proficiency Level by the Commission's 2012 deadline.

Recommendation 3: As was noted in recommendation 4 of the 2002 Accreditation Evaluation Report and in order to meet the standards, the college should complete the development, implementation, assessment and review of course, program and institution wide student learning outcomes and utilize the assessment results to make continuous program improvements. (Standards I.B.1, II.A.1.c, II.A.2.a, II.A.2.b, II.A.2.f, ER 10)

Recommendation 4: In order to meet the standards, the college should develop and implement procedures to evaluate the effectiveness of administrative and governance structures, processes and services; communicate evaluation results to constituencies; and utilize the results to make improvements. The college should also define the roles and responsibilities of each governance structure and establish more widespread participation by classified staff and students. (Standards I.B.1, I.B.5, IV.A.2.a, IV.A.3)

Recommendation 8: As was noted in recommendation 6 of the 2002 Accreditation Evaluation Report and to meet the standards, the college should complete the integration of program review

Ms. Gloria Harrison
Crafton Hills College
July 17, 2009
Page Three

for all academic, student services and administrative services units into institutional evaluation and planning. In particular, the college should develop processes and procedures to ensure program effectiveness of distributed education courses. (Standards II.A.2.e, II.B.4, II.C.2, III.D.2.g, IV.A.5, ER 19, 21)

Recommendation 10: As was noted in recommendation 9 of the 2002 Accreditation Evaluation Report and in order to meet the standards, the college should develop long-term fiscal plans. Employees should be provided with adequate financial information and training in the use of such data. (Standards III.D.1.c, III.D.3)

The second Follow-Up of **October 15, 2010** should demonstrate the institution's resolution of the following concerns expressed in team recommendations:

Recommendation 6: In order to improve the quality of the institution, the college president should ensure that all areas, including academic, student, and administrative services, are actively participating in the decision making and planning processes. (Standards I.B.4, IV.A.3, IV.B.2.a, IV.B.2.b)

Recommendation 7: In order to meet the 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 some significant issues raised by each college and verified in interviews with staff in the following areas; namely:

- The development of an appropriate and clearly communicated process for reviewing all district functions and processes using a Program Review model. (Standards IV.B.3.a.b)
- The development of a formal and regularly evaluated district strategic plan that both acknowledges input and aligns with the college's educational plan and serves as a guide for planning at the college level. (Standards I.B.3, IV.B.3.g)
- The development of a coordinated strategic plan for technology that is responsive to the colleges and assists them in the daily management of the college functions, including the monitoring, assessing and use of financial information. (Standards I.B.2, 5, 6, IV.B.3.b, III.C.1.a, c, III.C.2, III.D.2.a)
- The development of a long range Human Resources Plan to assist the colleges in planning and prioritizing the need for full-time faculty and staff. (Standards I.A.4, III.A.6, III.B.2.b)

Gloria Harrison
Crafton Hills College
July 17, 2009
Page Four

Commission Recommendation 1: The district's resource allocation process needs to be clarified and communicated to both colleges within the district. (Standard III.A.6, III.B.2.a, b, III.C.2, III.D.1.d, III.D.3, IV.3.a, c, d, f, g).

A **final copy** of the team report is attached. Please discard any earlier versions you may have. The Commission requires you to give the team report and this letter dissemination to your college staff and to those who were signatories of your college Self Study Report. This group should include the Chancellor, campus leadership and the Board of Trustees. The Commission also requires that the team report and the self study report be made available to students and the public. Placing copies in the college library can accomplish this. Should you want the report electronically to place on your web site or for some other purpose, please contact Commission staff.

The recommendations contained in the evaluation team report represent the observations of the evaluation team at the time of the visit. The Commission reminds you that while an institution may concur or disagree with any part of the team report, the college is expected to use the report to improve the educational programs and services of the institution.

All colleges are required to file a Midterm Report in the third year after each comprehensive evaluation. Crafton Hills College should submit the Midterm Report by **October 15, 2011**. The Commission will send a reminder to the college about the Midterm Report; a description of reporting requirements can be found on the Commission's website.

The college conducted a comprehensive self study as part of its evaluation. The Commission suggests that the plans for improvement of the institution included in that document be taken into account in the continuing development of Crafton Hills College. The next comprehensive evaluation of the college will occur during **Fall 2014**.

Finally, let me take this opportunity to remind you that federal legislation affecting accrediting agencies requires that accredited colleges conduct systematic assessment of educational outcomes (see especially Standards One and Two). A further requirement is that accrediting agencies pay close attention to student loan default rates.

Gloria Harrison
Crafton Hills College
July 17, 2009
Page Five

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 quality.

Sincerely,

A handwritten signature in cursive script that reads "Barbara A. Beno".

Barbara A. Beno, Ph.D.
President

BAB/tl

cc: Dr. Noelia Vela, Chancellor, San Bernardino CCD
Ms. Donna Ferracone, Accreditation Liaison Officer
Board President, San Bernardino CCD
Ms. Kathryn G. Lehner, Team Chair
Evaluation Team Members
Ms. Linda Henderson, U.S. DOE