The institution demonstrates a conscious effort to produce and support student learning, measures that learning, assesses how well learning is occurring, and makes changes to improve student learning. The institution also organizes its key processes and allocates its resources to effectively support student learning. The institution demonstrates its effectiveness by providing 1) evidence of the achievement of student learning outcomes and 2) evidence of institution and program performance. The institution uses ongoing and systematic evaluation and planning to refine its key processes and improve student learning.

I.B.1   The institution maintains an ongoing, collegial, self-reflective dialogue about the continuous improvement of student learning and institutional processes.

Descriptive Summary
Campus wide dialogue consistently occurs through shared governance committees, management meetings, and planning processes. The College's shared governance committees hold frequent dialogue on student learning outcomes; these committees include the Educational Master Planning Committee (EMPC), the Institutional Effectiveness, Accreditation, and Outcomes Committee (IEAOC), the Planning and Program Review Committee (PPRC), and the Student Success, Engagement, Enrollment and Management Committee (SSEEM) (I.B1).
The College also engages in dialogue concerning student learning during deans' meetings, management meetings, Crafton Council meetings, department meetings, and planning events like the two SSEEM planning retreats (I.B2, I.B3). For instance, during the SSEEM retreats, data provided by the Office of Institutional Effectiveness, Research, and Planning helped to facilitate discussion for the continuous improvement of student learning and institutional processes (I.B4, I.B5). The institutional dialogue that occurs is an integral aspect of departmental planning, program review, and student learning outcomes assessment processes.

Each department annually participates in planning by either developing an annual plan or a four-year plan (I.B6). Whether an annual (I.B7) or a four-year plan (I.B8, I.B9), the unit reviews student achievement and learning data for the prior five years (I.B10). Non-instructional units are also provided data on request, as well as results from the most recent Student Satisfaction Survey and the Community College Survey of Student Engagement. Each department then updates the progress that has been made on their goals and objectives from the prior year and develops an improvement plan consisting of goals, objectives, and actions for the upcoming year that address student learning (I.B11, I.B12, I.B13). The College also identifies the anticipated impact level of each objective, how each objective aligns with Crafton's Strategic Directions, and can then request resources to help facilitate achieving its goals and objectives.
Both the instructional and non-instructional program review processes at the College are conducted on a four-year cycle that focuses on departmental reflection of student learning and success. In addition, departments are also required to annually complete a brief review of their progress when they are not scheduled to complete a four-year review (I.B6). It is a faculty-driven, shared governance self-evaluation processes that facilities improvement of all instructional and non-instructional programs. In conjunction with departmental planning, program review solicits evidence-based documentation from instructional and non-instructional

programs to assess effectiveness, identify areas of institutional and instructional improvement, and provide justification for planning the allocation of resources.

When instructional and/or non-instructional departments begin the program review process, the Planning and Program Review Committee (PPRC) provides the department with a committee contact person to assist the departments throughout the process as well as access to the Office of Institutional Effectiveness, Research, and Planning Staff (I.B14). The PPRC also offers numerous workshops, handbook, and training materials to help facilitate the process of planning (I.B15).

Crafton Hills College consistently engages in dialogue on student learning throughout the campus. in July 2009, a new Educational Master Planning Committee (EMPC) was formed with shared governance representation (I.B16). They began their work with a review of existing campus and district plans and documents, including the existing Educational Master Plan (EMP). Updated environmental scan data was also analyzed and considered in drafting the new plan. Four cycles of review were held with faculty, staff, management, and students with particular attention paid to the development of strategic directions, goals, and quantitative effectiveness indicators. Campus feedback was considered at each stage and incorporated as appropriate to strengthen the plan. The final version was submitted to and approved by the President in May 2010 and distributed to the campus in August 2010 (IB.17; IB.18). The EMPC continued to meet twice a month during the 2010-2011 academic year (IB.19). To ensure consistency in progress reporting, the committee's Fall work began with the review and approval of a template for point persons to use to document movement on action items, objectives, and goals (IB.20). Updates were provided in late November and the committee conducted a formative evaluation of progress on December 14, 2010, noting that the campus had made acceptable progress on the majority of objectives (IB.21; IB.22; IB.23). These results were shared with the campus at In Service Day and posted on the website in January 2011. In Spring 2011, the EMPC focused on revisions. Their work included a review of existing quantitative effectiveness indicators (QEIs) to evaluate their efficacy, consideration of new QEIs taken from a list developed the prior year, consideration of updates to environmental scan data, comparison to the District Strategic Plan, and examination of strategic directions, goals, objectives, and actions to modify as needed (IB.24; IB.25, IB.26, IB.27). The revised plan was distributed via email to the entire campus on April 29, 2011, with feedback due by May 9. In addition, presentations were made to the Academic Senate, to the Crafton Council, and during an Open Forum (IB.28). The Committee then reviewed all comments and feedback at its May 10 meeting and finalized the revised plan (IB.29). Committee members agreed on a three-year EMP period (2011 through 2014) because the newly-approved plan has undergone a formative evaluation along with serious consideration of revisions. Therefore, the focus for the next two years was on implementation and monitoring of goals and objectives (IB.30; IB.31).

In 2012-2013 the EMPC also began to discuss the process for reviewing Crafton's mission, vision, and values statements and to discuss how the EMPC would engage in dialogue around reviewing the mission, vision, and values (IB.31). In 2012-2013 the EMPC discussed the importance of dialogue when reviewing the mission, vision, and values and how the EMPC would approach facilitating dialogue and obtaining feedback (IB.31). Specifically, a survey was distributed to all employees and students in Fall 2013 to collect input on the Mission, Vision, and Values (IB.32), a workshop was conducted during Spring 2013 Flex Day (IB.33), a workshop

was conducted with the Academic Senate in Fall 2013 (IB.34), and another Flex Day Workshop was held in Fall 2013 (IB.35). In Spring 2014 the EMPC compiled all of the feedback from the workshops and survey and generated draft mission, vision, and values statements, including the original statements and went back to the Academic (IB.36), Student, and Classified Senates (IB.37) as well as Crafton Councils (IB.38). Next, the EMPC compiled all of the feedback and revised the different options for the mission, vision, and values statement and sent out a survey so that students, full-time and part-time faculty, staff, managers, and community members could rank each option (IB. 39). At the time of writing the self-evaluation the EMPC was planning to review the results from the survey and make a recommendation to the Crafton Council.

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 (IB.40). 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 (IB.41, IB.42). The dialogue around engagement was continued by the EMPC and led to the campus wide adoption of the Engage, Learn, and Advance framework (IB.43, IB.44). The Engage, Learn, and Advance framework, also known as the Three Peaks (IB.45), 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 (IB.46): Classified Senate (IB.47), Academic Senate (IB.48), and Student Senate.

Evidence, I.B.1.

IB.1	CHC Organizational Handbook: 2013-2014 http://www.craftonhills.edu/~/media/Files/SBCCD/CHC/About%20CHC/Research%20and%20Planning/CHC_Org_Handbook_13-14.pdf
IB.2	SSEEM Retreat Agenda, January 24, 2013 http://www.craftonhills.edu/~/media/Files/SBCCD/CHC/About%20CHC/Research%20and%20Planning/Planning%20Documents/2013_January_SSEEM_Retreat_Agenda.pdf
IB.3	SSEEM Retreat Agenda, November 1, 2013 http://www.craftonhills.edu/~/media/Files/SBCCD/CHC/About%20CHC/Research%20and%20Planning/Planning%20Documents/Agenda_SSEEMM_Retreat_20131101.pdf
IB.4	http://www.craftonhills.edu/~/media/Files/SBCCD/CHC/About%20CHC/Research%20and%20Planning/Presentations/CHC_StuChar_Suc_FA12.pdf
IB.5	Foundations of Successful Programs http://www.craftonhills.edu/~/media/Files/SBCCD/CHC/About%20CHC/Research%20and%20Planning/Presentations/Characteristics_Successful_Programs.pdf
IB.6	Program Review/Annual Plan Planning Schedule: Start Year 2013-2014 http://www.craftonhills.edu/~/media/Files/SBCCD/CHC/About%20CHC/Research%20and%20Planning/Planning%20Documents/1314_PPR_4YearCycle_Schedule_1314to1617.pdf
IB.7	Annual Plan Questions, 2013-2014

	http://www.craftonhills.edu/~/media/Files/SBCCD/CHC/About%20CHC/Research%20and%20Planning/Planning%20Documents/1314_AnnualPlan_Questions2.docx
IB.8	2013-2014 PPR Instructional Questions http://www.craftonhills.edu/~/media/Files/SBCCD/CHC/About%20CHC/Research%20and%20Planning/Planning%20Documents/1314_PPR_Questions_Instructional.docx
IB.9	2013-2014 PPR Non-Instructional Questions http://www.craftonhills.edu/~/media/Files/SBCCD/CHC/About%20CHC/Research%20and%20Planning/Planning%20Documents/1314_PPR_Questions_Non-Instructional.docx
IB.10	2013-2014 Communication Studies Data Example http://www.craftonhills.edu/~/media/Files/SBCCD/CHC/About%20CHC/Research%20and%20Planning/Planning%20Documents/PPR_SPEECH_Data_20132014.pdf
IB.11	Planning and Program Review Web Tool https://www.craftonhills.edu/ProgramReview/Account.aspx/LogOn
IB.12	American Sign Language 2013-2014 Annual Plan http://www.craftonhills.edu/~/media/Files/SBCCD/CHC/About%20CHC/Research%20and%20Planning/Planning%20Documents/20132014_AP_ASL.pdf
IB.13	Communication Studies (Speech) 2013-2014 Four-Year Plan http://www.craftonhills.edu/~/media/Files/SBCCD/CHC/About%20CHC/Research%20and%20Planning/Planning%20Documents/20132014_PPR_COMSTD2.pdf
IB.14	PPR Timeline for Program Review, 2013-2014 http://www.craftonhills.edu/~/media/Files/SBCCD/CHC/About%20CHC/Research%20and%20Planning/Planning%20Documents/2013-14_PPR_Timeline2.pdf
IB.15	Planning and Program Review Resources Web Site http://www.craftonhills.edu/About_CHC/Research_and_Planning/Planning_and_Program_Review
IB.16	EMPC Roster http://www.craftonhills.edu/~/media/Files/SBCCD/CHC/Faculty%20and%20Staff/Accreditation/2010/Materials%20Submitted%20by%20CHC/2010%20Accreditation%20Evidence/Recommendation%201/EMPC%20Roster%202009-10.pdf
IB.17	EMPC Minutes, 2009-2010 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%2F2009-2010
IB.18	Educational Master Plan 2010, Revised Spring 2011 http://www.craftonhills.edu/~/media/Files/SBCCD/CHC/About%20CHC/Educational%20Master%20Plan/Educational%20Master%20Plan%202010-2011%20MASTER%20COPY.pdf

IB.19	EMPC Minutes, 2010-2011 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%2F2010-2011
IB.20	EMPC Minutes, August 24, 2010 http://www.craftonhills.edu/~/media/Files/SBCCD/CHC/Faculty%20and%20Staff/Accreditation/2011/October%202011/Materials%20Submitted%20by%20CHC/Evidence/Recommendation%201/1.7%20EMPC%20Minutes%208-24-10.pdf
IB.21	EMPC Minutes, November 9, 2010 http://www.craftonhills.edu/~/media/Files/SBCCD/CHC/Faculty%20and%20Staff/Accreditation/2011/October%202011/Materials%20Submitted%20by%20CHC/Evidence/Recommendation%201/1.8%20EMPC%20Minutes%2011-9-10.pdf
IB.22	EMPC Minutes, December 14, 2010 http://www.craftonhills.edu/~/media/Files/SBCCD/CHC/Faculty%20and%20Staff/Committees/Educational%20Master%20Planning%20Committee/EMPC%20Minutes%2012-14-10.pdf
IB.23	EMPC Formative Evaluation http://www.craftonhills.edu/~/media/Files/SBCCD/CHC/Faculty%20and%20Staff/Committees/Educational%20Master%20Planning%20Committee/Rec%201%20item%201%20%20EMP%20Update%20and%20Form%20Eval%20Dec%202010.pdf
IB.24	EMPC Minutes, February 22, 2011 http://www.craftonhills.edu/~/media/Files/SBCCD/CHC/Faculty%20and%20Staff/Committees/Educational%20Master%20Planning%20Committee/EMPC%20Minutes%20-%20Feb%2022%202011.pdf
IB.25	EMPC Minutes, March 8, 2011 http://www.craftonhills.edu/~/media/Files/SBCCD/CHC/Faculty%20and%20Staff/Committees/Educational%20Master%20Planning%20Committee/EMPC%20Minutes%20-%20March%208%202011.pdf
IB.26	EMPC Minutes, March 29, 2011 http://www.craftonhills.edu/~/media/Files/SBCCD/CHC/Faculty%20and%20Staff/Committees/Educational%20Master%20Planning%20Committee/EMPC%20Minutes%20-%20March%2029%202011.pdf
IB.27	EMPC Minutes, April 12, 2011 http://www.craftonhills.edu/~/media/Files/SBCCD/CHC/Faculty%20and%20Staff/Committees/Educational%20Master%20Planning%20Committee/EMPC%20Minutes%20-%20April%2012%202011.pdf
IB.28	EMP Presentation http://www.craftonhills.edu/~/media/Files/SBCCD/CHC/Faculty%20and%20Staff/Accreditation/2011/October%202011/Materials%20Submitted%20by%20CHC/Evidence/Recommendation%201/1.17%20EMP%20Presentation%20May%202011.pdf

IB.29	EMPC Minutes, May 2010, 2011 http://www.craftonhills.edu/~/media/Files/SBCCD/CHC/Faculty%20and%20Staff/Accreditation/2011/October%202011/Materials%20Submitted%20by%20CHC/Evidence/Recommendation%201/1.18%20EMPC%20Minutes%205-10%20-11.pdf
IB.30	EMPC Minutes, 2011-2012 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%2F2011-2012
IB.31	EMPC Minutes, 2012-2013 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%2FAgendas%2F2012-2013
IB.32	CHC EMPC Review of the Mission, Vision, and Values: Results from the Fall 2013 Survey and Multiple Workshops http://www.craftonhills.edu/~/media/Files/SBCCD/CHC/About%20CHC/Research%20and%20Planning/Planning%20Documents/1314_EMP_MVV3_Survey_InService_AcadSen_Flex_Results.pdf
IB.33	Spring 2013 Flex Day Calendar http://www.craftonhills.edu/~/media/Files/SBCCD/CHC/About%20CHC/Research%20and%20Planning/Planning%20Documents/2013SP_FlexDayCalendar.pdf
IB.34	Minutes, Academic Senate, September 4, 2013 http://www.craftonhills.edu/~/media/Files/SBCCD/CHC/Faculty%20and%20Staff/Academic%20Senate/Minutes/Approved%20Minutes%202013-2014/AS%20Minutes%2009-04-2013.pdf
IB.35	Fall 2013 Flex Day Calendar http://www.craftonhills.edu/~/media/Files/SBCCD/CHC/About%20CHC/Research%20and%20Planning/Planning%20Documents/2013FA_FlexDayCalendar.pdf
IB.36	Academic Senate Minutes, February 5, 2014 http://www.craftonhills.edu/~/media/Files/SBCCD/CHC/Faculty%20and%20Staff/Academic%20Senate/Minutes/Approved%20Minutes%202013-2014/AS%20Minutes%202.5.14.pdf
IB.37	Classified Senate Minutes, February 7, 2014 http://www.craftonhills.edu/~/media/Files/SBCCD/CHC/Faculty%20and%20Staff/Classified%20Senate/CS%20minutes%202014%2002%2007.pdf
IB.38	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
IB.39	EMPC Minutes, February 25, 2014

	http://www.craftonhills.edu/~/media/Files/SBCCD/CHC/Faculty%20and%20Staff/Committees/Educational%20Master%20Planning%20Committee/Minutes/2013-2014/EMP%20Committee%20Minutes%20(022514).pdf
	http://www.craftonhills.edu/~/media/Files/SBCCD/CHC/Faculty and Staff/Committees/Crafton Council/Minutes/2013-2014/Crafton Council Minutes 01-28-14.pdf
IB.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
IB.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
IB.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
IB.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
IB.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
IB.45	Three Peaks Challenge http://www.craftonhills.edu/CHC_Three_Peaks_Challenge
IB.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
IB.47	Classified Senate Minutes, December 7, 2013 http://www.craftonhills.edu/~/media/Files/SBCCD/CHC/Faculty%20and%20Staff/Classified%20Senate/20131207_ClassifiedSenateMinutes.pdf
IB.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

B.2. **The institution sets goals to improve its effectiveness consistent with its stated purposes. The institution articulates its goals and states the objectives derived from them in measurable terms so that the degree to which they are achieved can be determined and widely discussed. The institutional members understand these goals and work collaboratively toward their achievement.**

Descriptive Summary
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Crafton Hills College utilizes the Educational Master Plan to articulate and implement its goals (I.B2.1). The plan focuses on increasing student success and access, inclusiveness, implementing best practices for teaching and learning, organizational development, effective and efficient processes, effective resource use, and enhancing institutional effectiveness. For each of the goals and objectives, the College has identified a point person to implement the goals and objectives and regularly reviews the progress that the College has made on achieving its objectives in the Education (I.B2.2, I.B2.3). The Educational Master Planning Committee (EMPC) is responsible for ensuring that the objectives are implemented and for monitoring the progress on the objectives (I.B2.4).

By aligning its goals to other aspects of planning, the College demonstrates its commitment to achieving the identified goals. Through program review and the annual and four-year planning process, departments analyze learning and achievement data and establish new goals and objectives that tie to the College's strategic directions (I.B.2.5). Each department must base its objectives and activities on learning and achievement that connect to one of the College's strategic directions in order for its resource request to be included in the prioritization process. In addition, when programs and/or departments request funding from grants like the Title V Transfer Prep Grant (I.B.2.6), the unit must have completed their most recent program review and attach tie a department objective to the request.

In addition, the annual planning and program review process requires that all programs participate in the College's strategic planning process by reviewing their goals and objectives from the prior years and assessing whether the department has accomplished each objective and action and there are improvements that still need to be made in that particular area (I.B.2.7). It also gives each department an additional opportunity to integrate department goals into the College's broader strategic goals.

According to the most recent formative review, the College has completed a majority of its actions and objectives and is currently in the process of reviewing and revising the Educational Master Plan (I.B2.8). In addition, the College regularly reviews its progress on its Quantitative Effectiveness Indicators and how well it is meeting the targets for each (I.B2.9). The results indicated that Crafton exceeds the targets for 2013-2014 in the following areas:
- Course Success Rate
  - Overall Course Success Rate
  - Transfer Course Success Rate
- Course (i.e. Formally Retention) Completion Rate
  - Overall Course Completion Rate
  - CTE Completion Rate

- o Transfer Completion Rate
  - o Developmental Completion Rate
- Fall to Fall Retention Rate (i.e. Formally Persistence)
- Transfer Rate
- Performance after Transfer (CSU GPA)
- WSCH/FTEF Ratio
- Employee Satisfaction

The College is also working on the following QEIs:
- Course Success Rate
  - o CTE Course Success Rate
  - o Developmental Course Success Rate
- Number of Degrees and Certificates Earned
- Transfer Readiness Rate
- Job Placement Rate
- Outcomes Assessment Completion Rate

I.B.2.1.	CHC Educational Master Plan http://www.craftonhills.edu/~/media/Files/SBCCD/CHC/About%20CHC/Research%20and%20Planning/Planning%20Documents/1112_EMP_MasterCopy.pdf
I.B.2.2.	Educational Master Planning Committee Minutes, September 11, 2012 http://www.craftonhills.edu/~/media/Files/SBCCD/CHC/Faculty%20and%20Staff/Committees/Educational%20Master%20Planning%20Committee/Minutes/2012-2013/Minutes_20120911.pdf
I.B.2.3.	EMP Formative Evaluations http://www.craftonhills.edu/Faculty_and_Staff/Committees/Educational_Master_Plan_Committee/Formative_Evaluations
I.B.2.4.	Educational Master Planning Committee Website and Charge http://www.craftonhills.edu/Faculty_and_Staff/Committees/Educational_Master_Plan_Committee
I.B.2.5.	Planning and Program Review Screen Shots Illustrating Connection to Strategic Directions http://www.craftonhills.edu/~/media/Files/SBCCD/CHC/About%20CHC/Research%20and%20Planning/Planning%20Documents/PPR_StrategicDiretions_ScreenShots.pdf
I.B.2.6.	Title V/HIS Grant Funding Request http://www.craftonhills.edu/About_CHC/Title_V_Transfer_Prep_Grant/Title_V_Grant_Funding_Request

I.B.2.7.	Planning and Program Review Handbook, 5th Edition http://www.craftonhills.edu/~/media/Files/SBCCD/CHC/About%20CHC/Research%20and%20Planning/Planning%20Documents/PPR%20Handbook%205th%20Edition%2020130425.pdf
I.B.2.8.	Educational Master Planning Committee Minutes, February 25, 2014 http://www.craftonhills.edu/~/media/Files/SBCCD/CHC/Faculty%20and%20Staff/Committees/Educational%20Master%20Planning%20Committee/Minutes/2013-2014/EMP%20Committee%20Minutes%20(022514).pdf
I.B.2.9.	Did you Know? Crafton Progress on its 11 QEIs and the ACCJC Institutional Set Standards http://www.craftonhills.edu/~/media/Files/SBCCD/CHC/About%20CHC/Research%20and%20Planning/Did%20You%20Know/1314DYK33_QEI_MinStandards.pdf

I.B.3   The institution assesses progress toward achieving its stated goals and makes decisions regarding the improvement of institutional effectiveness in an ongoing and systematic cycle of evaluation, integrated planning, resource allocation, implementation, and re-evaluation. Evaluation is based on analyses of both quantitative and qualitative data.

Descriptive Summary

In response to Recommendation 1 made in the 2002 and 2008 Accreditation Evaluation Reports, the College revised its Educational Master Plan (EMP), sustained an annual cyclical unit planning process, and deeply integrated unit and institutional planning so that they effectively inform each other. Institutional and unit planning have become an integral aspect of the College's culture and have consistent collegial participation (I.B.3.1.) from administrators, faculty, staff and student representatives on multiple shared governance committees.

Crafton Hills College was awarded the 2012 RP Group Excellence in Planning Award by the Research and Planning Group for California Community Colleges for developing a collaborative, meaningful, and transparent process for program review (I.B.3.2.) that includes prioritization of objectives, (I.B.3.3.) a planning a program review web tool (I.B.3.4.) and continuous quality improvement (I.B.3.5.) Additionally, it has collegially developed (I.B.3.6.) an EMP (I.B.3.7.) which integrated planning, evaluation, and improvement; aligned institutional goals and measures with district strategic goals; and included long-term budgeting integrated with institutional planning and prioritization.

The EMP includes quantitative effective indicators (QEIs) (e.g. course success rate, transfer rates, and overall student satisfaction) which are continuously reviewed, assessed, and propagated into unit planning and program review processes. For continuous improvement

(I.B.3.8.), the EMP processes are annually evaluated and adjusted by the Educational Master Plan Committee. Plans have been collegially developed and implemented for enrollment management (I.B.3.9.), facilities (I.B.3.10.), and technology (I.B.3.11.).

The College has consistently sustained a cyclical comprehensive unit planning process, which is collegially reviewed and integrated into institutional planning processes. Units establish plans (I.B.3.12.) that correspond with the institutional mission, vision, values, and learning outcomes. The annual unit planning and program review process focuses on data-driven decision making utilizing QEI target setting, survey responses, and scan data. Continuous improvement is emphasized in unit planning with goals, objectives, actions, and outcomes annually adopted, assessed, and improved. The annual unit planning and program review process establishes objectives and resource allocation requests which are collegially reviewed and prioritized. Prioritized objectives and resource allocation requests are included in annual budget allocations reviewed and recommended by the Budget Committee.

For continuous improvement, the annual planning and program review processes are annually evaluated and adjusted by the Planning & Program Review Committee (PPRC). The College has continued to prioritize access to data for administrators, faculty, staff and students by expanding the role and resources of the research and planning office to include a dean, an analyst, and a research assistant position.

The Office of Institutional Effectiveness, Research and Planning (OIERP) produces and publishes (I.B.3.13.) research briefs and reports for data analysis requests to ensure data are interpreted accurately and easily understood. Units are provided updated QEI data for use in their annual unit planning and program review process to provide measurements consistent with EMP objectives.

OIERP functions include the publishing of its research calendar (I.B.3.14.) in order to effectively prioritize mandated reporting, database management, and ad hoc requests. As well as its monthly "Did You Know?" bulletins (I.B.3.15.) in order to circulate timely and innovative community college programs and research.

The College provides ongoing professional development and presentations regarding qualitative (I.B.3.16.) and quantitative data (I.B.3.17.) and best practices in planning (I.B.3.18.). The district publishes the district and college budget document (I.B.3.19.) which received the 2012-2013 Distinguished Budget Presentation Award from the Government Finance Officers Association for being a policy document, an operations guide, a financial plan, and a communications device integrated with the college and district planning and resource allocation processes.

CHC is procuring licenses for Informer Dashboard, which will expand on-demand analysis and graphical representation of data and student profiles for faculty, staff and administrators facilitating additional evidence-based decision making.

Self-Evaluation

The College meets this standard.

Actionable Improvement Plans

None

I.B.3.1	Planning & Program Review Committee http://www.craftonhills.edu/Faculty_and_Staff/Committees/Planning_and_Program_Review.aspx
I.B.3.2.	Planning & Program Review Website http://www.craftonhills.edu/About_CHC/Research_and_Planning/Planning_and_Program_Review
I.B.3.3.	2013-2014 Objective Prioritization http://www.craftonhills.edu/~/media/Files/SBCCD/CHC/About CHC/Research and Planning/Planning Documents/1314_PrioritizationDiagram2.pdf
I.B.3.4.	Planning & Program Review Web Tool https://www.craftonhills.edu/ProgramReview/Account.aspx/LogOn
I.B.3.5.	Continuous Quality Improvement Presentation http://www.craftonhills.edu/~/media/Files/SBCCD/CHC/About CHC/Research and Planning/Presentations/2013SSC_LearningContinuousImprovementPollResults.pdf
I.B.3.6.	Educational Master Plan Committee http://www.craftonhills.edu/Faculty_and_Staff/Committees/Educational_Master_Plan_Committee
I.B.3.7.	Educational Master Plan http://www.craftonhills.edu/~/media/Files/SBCCD/CHC/About CHC/Educational Master Plan/Educational Master Plan 2010-2011 MASTER COPY.pdf
I.B.3.8.	Continuous Quality Improvement Presentation http://www.craftonhills.edu/~/media/Files/SBCCD/CHC/About CHC/Research and Planning/Presentations/2013SSC_LearningContinuousImprovementPollResults.pdf
I.B.3.9.	Enrollment Management Plan http://www.craftonhills.edu/~/media/Files/SBCCD/CHC/Faculty and Staff/Committees/Enrollment Management Committee/Enrollment Management Plan May 5 2011.pdf
I.B.3.10.	Facilities Master Plan http://www.craftonhills.edu/~/media/Files/SBCCD/District/Bond Oversight-Construction/College Master Plans/CHC/2011 CHC Master Plan Update.pdf
I.B.3.11.	Technology Strategic Plan http://www.craftonhills.edu/~/media/Files/SBCCD/CHC/Faculty and Staff/Committees/Technology Planning Committees/Crafton Hills college Technology Strategic Plan 2012.pdf
I.B.3.12.	Planning & Program Review Handbook http://www.craftonhills.edu/~/media/Files/SBCCD/CHC/About CHC/Research and Planning/Planning Documents/PPR Handbook 5th Edition 20130425.pdf
I.B.3.13.	OIERP Research Reports & Briefs Website

	http://www.craftonhills.edu/About_CHC/Research_and_Planning/Research_Briefs_and_Reports
I.B.3.14.	OIERP Research Calendar http://www.craftonhills.edu/~/media/Files/SBCCD/CHC/About CHC/Research and Planning/CHC_Research_Calendar7.pdf
I.B.3.15.	OIERP "Did You Know?" Website http://www.craftonhills.edu/About_CHC/Research_and_Planning/Did_You_Know
I.B.3.16	Professional Development at Community Colleges Presentation http://www.craftonhills.edu/~/media/Files/SBCCD/CHC/About CHC/Research and Planning/Planning Documents/2012_Prof_Dev_EAB_Presentation2.pdf
I.B.3.17.	Working with Executive Information System (EIS) Presentation http://www.craftonhills.edu/~/media/Files/SBCCD/CHC/About CHC/Research and Planning/Presentations/Working_With_EIS.pdf
I.B.3.18.	Best Practices in Planning Presentation http://www.craftonhills.edu/~/media/Files/SBCCD/CHC/About CHC/Research and Planning/Planning Documents/201309_LFMA_RobustEvalProcess2.pdf
I.B.3.19.	2013-2014 Budget Book http://www.sbccd.org/~/media/Files/SBCCD/District/Fiscal Services Documents/2013-14 Final Budget Book - Enhanced 2.pdf

I.B.4   The institution provides evidence that the planning process is broad-based, offers opportunities for input by appropriate constituencies, allocates necessary resources, and leads to improvement of institutional effectiveness.

Descriptive Summary

To ensure broad and inclusive participation from all appropriate constituencies, the planning process has been distributed to and integrated among various participatory governance committees: Educational Master Plan Committee; Planning & Program Review Committee; Budget Committee; Institutional Effectiveness, Accreditation, and Outcomes Committee; Student Success, Engagement, Enrollment Management and Matriculation Committee; and Technology Planning Committee. Each committee has active representatives from all constituencies including students. Agendas and minutes from committee meetings are posted and archived on the CHC website along with draft and final plans (I.B.4.1.).

Committees and the OIERP continuously host campus-wide workshops and activities for faculty, staff, students and administrators to learn about and participate in planning. For example, presentations have been made to campus and district entities concerning such topics as the enrollment management data, the Student Success Initiative, and the results of a local environmental scan (I.B.4.2.; I.B.4.3.; I.B.4.4.).

In Spring 2013, the EMPC in conjunction with the OIERP conducted student and employee surveys to elicit input on the proposed revised mission, vision, and values; the results were

communicated through campus-wide emails and workshops where additional input was gathered, aggregated, and used to inform the final recommendation (I.B.4.5.; I.B.4.6.).

Crafton Hills College publishes and annually updates an Organizational Handbook which thoroughly describes the value in participatory governance and how to maintain effective participation (p. 8). The Organizational Handbook identifies all constituencies and appointment responsibilities (p. 7); the college governance structure (p. 14-18); and committee processes, charges and memberships (p. 10-13 & 19-29) (I.B.4.7.). Participative governance committees typically assign a mentor to student representatives to to ensure continuous active student representation (I.B.4.8).

The Planning and Program Review Committee is responsible for evaluating programs and for prioritizing the objectives that emerge from the planning process (I.B.4.10). The list of prioritized objectives and the resources needed to meet them are forwarded to the President's Cabinet for review (I.B.4.9.). The finalized priorities are presented to the Budget Committee. The Budget Committee monitors expenditures throughout the year to ensure their alignment with the institutional priorities identified by PPR and the President's Cabinet and with the Educational Master Plan (I.B.4.11).

The college continuously seeks alternate sources of revenue to ensure that institutional priorities are adequately funded. The College has a Resource Development and Grants office with a director, assistant director, one full-time resource development administrative secretary, a part-time grants administrative secretary, and an account clerk I.B.4.12). CHC sought and was awarded two federal grants to expand transfer preparation, resource development, and STEM programs (I.B.4.13.; I.B.4.14.). CHC is also developing an Alumni Association program to develop and expand philanthropic support from its alumni network (I.B.4.15.; I.B.4.16.).

The CHC Educational Foundation continues to develop and expand relationships with philanthropic and community organizations, such as the San Manuel Band of Mission Indians, to increase resources available to students, including programmatic support, textbook assistance, and scholarships (I.B.4.17).

Crafton Hills College has incorporated participative decision-making into the campus culture using several strategies. First, the Crafton Council was established to help ensure that all areas and constituencies have the opportunity to participate in the decision making and planning processes for the College. The integrated planning processes have also paid particular attention to governance issues. Participation and inclusion in governance are central ideas in both the Planning and Program Review process and the Educational Master Plan (I.B.4.18; I.B.4.19). As a result, the College has sustained improvement in assuring all constituencies have a voice in these processes.

Role of the Crafton Council

In Fall 2009, the Crafton Council was created as the central deliberative collegial consultation body at Crafton Hills College. The charge of the Council is to provide information, facilitate communication, and solve problems related to shared governance (I.B.4.18). The Council:

- Acts as a clearinghouse for shared-governance issues
- Provides information and support to shared-governance committees regarding best practices
- Has oversight of the *CHC Organizational Handbook*
- Monitors policies and laws related to shared governance and makes appropriate recommendations as needed
- Coordinates campus training in shared governance
- Promotes the integration of plans by examining their alignment annually, and making corrective recommendations when necessary

The Council meets bi-monthly. Membership consists of representatives of the Student, Academic, and Classified Senates, CSEA, the President, the Co-chair of Program Review, and the three Vice Presidents. Currently, eight standing shared governance committees report to the Council:

- Educational Master Plan
- Institutional Effectiveness, Accreditation, and Outcomes (IEAOC)
- Planning & Program Review
- Professional Development
- Safety
- Student Success and Engagement, Enrollment Management, and Matriculation (SSEEMM)
- Technology
- Title V Steering

Evidence, I.B.4.

I.B.4.1.	Committees Homepage http://www.craftonhills.edu/Faculty_and_Staff/Committees
I.B.4.2.	PowerPoint, Enrollment Management Data http://www.craftonhills.edu/~/media/Files/SBCCD/CHC/About%20CHC/Research%20and%20Planning/Presentations/EnrollmentMgmt_Training_KW2.pdf
I.B.4.3.	Student Success Initiatives PowerPoint http://www.craftonhills.edu/~/media/Files/SBCCD/CHC/About%20CHC/Research%20and%20Planning/Presentations/StudentSuccessInitiatives_ImplementationPlan_Brief.pdf

I.B.4.4.	Overview of Crafton Hills College, October 2012 http://www.craftonhills.edu/~/media/Files/SBCCD/CHC/About%20CHC/Research%20and%20Planning/Presentations/CHC_2012_Planning_DSP.pdf
I.B.4.5.	Educational Master Plan Committee CHC Mission Statement, Vision Statement and Values Survey Results http://www.craftonhills.edu/~/media/Files/SBCCD/CHC/About%20CHC/Research%20and%20Planning/Research%20Briefs/1213_EMP_MVV_Survey_Results.pdf
I.B.4.6.	Spring 2013 Mission Survey Results and Activity http://www.craftonhills.edu/~/media/Files/SBCCD/CHC/About%20CHC/Research%20and%20Planning/Presentations/1213_EMPC_MVV.pdf
I.B.4.7.	Organizational Handbook http://www.craftonhills.edu/~/media/Files/SBCCD/CHC/About%20CHC/Research%20and%20Planning/CHC_Org_Handbook_13-14.pdf
I.B.4.8.	August 28, 2013 Crafton Hills College Minutes, Institutional Effectiveness, Accreditation, and Outcomes Committee http://www.craftonhills.edu/~/media/Files/SBCCD/CHC/Faculty%20and%20Staff/Committees/IEAO%20Committee/Minutes/IEAO%20Minutes%208%2028%2012.pdf
I.B.4.9.	Prioritized Objectives Excel Spreadsheet No link
I.B.4.10.	Planning, Program and Review Committee Homepage http://www.craftonhills.edu/Faculty_and_Staff/Committees/Planning_and_Program_Review.aspx
I.B.4.11.	Budget Committee Homepage http://www.craftonhills.edu/Faculty_and_Staff/Committees/Budget_Committee
I.B.4.12.	Grants Office Homepage http://www.craftonhills.edu/Faculty_and_Staff/Grants_Office
I.B.4.13.	Title V Transfer Prep Grant http://www.craftonhills.edu/About_CHC/Title_V_Transfer_Prep_Grant
I.B.4.14.	STEM Grant http://www.craftonhills.edu/About_CHC/STEM_Grant

I.B.4.15.	Alumni and Friends Homepage http://www.craftonhills.edu/Visitors_and_Friends/Alumni_and_Friends
I.B.4.16.	Giving to CHC Homepage http://www.craftonhills.edu/Visitors_and_Friends/Giving_to_CHC
I.B.4.17.	San Manuel Band of Mission Indian Events http://www.craftonhills.edu/Visitors_and_Friends/Giving_to_CHC/San_Manuel_Band_of_Mission_Indians_Events
I.B.4.18.	CHC Webpage, Crafton Council http://www.craftonhills.edu/Faculty_and_Staff/Committees/Crafton_Council
I.B.4.19	Educational Master Plan http://www.craftonhills.edu/~/media/Files/SBCCD/CHC/About%20CHC/Educational%20Master%20Plan/Educational%20Master%20Plan%202010-2011%20MASTER%20COPY.pdf
I.B.4.20.	Planning and Program Review Handbook http://www.craftonhills.edu/~/media/Files/SBCCD/CHC/About%20CHC/Research%20and%20Planning/Planning%20Documents/PPR%20Handbook%205th%20Edition%2020130425.pdf

I.B.5 The institution uses documented assessment results to communicate matters of quality assurance to appropriate constituencies.

Descriptive Summary

Data that is used for decision-making is accessible to all constituents on the Office of Institutional Effectiveness, Research, and Planning (OIERP) web site (I.B5.1). Regularly collected data includes data on academic success data, enrollment data, institutional effectiveness data, instructional and student services data, and satisfaction data (I.B5.2). In addition, engaging in the continuous quality improvement process, in Spring 2014 the campus agreed to adopt a four-level assessment rubric and that the OIERP would begin to manage, collect, and organize all of the Student Learning Outcomes (SLOs), Service Area Outcomes (SAOs), and Institutional Learning Outcomes (ILOs) data. The OIERP is currently compiling all of this data and developing processes for how to manage and distribute the data to help facilitate evidence-based decision making. The College also collects data on assessment placement results (I.B5.3), identifying the best predictors of the ARCC data (I.B5.4), student demographics (I.B5.5), student engagement data (I.B5.6), and student satisfaction data (I.B5.7). Distance education data is also collected, examined, and shared with the CHC Academic Senate Educational Technology Committee (I.B5.8).

The OIERP Web Site also includes a data mart page ([I.B5.9](#)) that provides links to the San Bernardino Community College District (SBCCD) Executive Information System (EIS) that allows anyone on campus to access section detail data for enrollment planning that is updated on a daily basis. The OIERP Web Site also provides links to the California Community College Chancellor's Office (CCCCO) Data Marts. Moreover, the OIERP is currently in the process of developing BORG (Best Organizational Research Gauge) Data Cubes to help facilitate evidence-based decision making and provide assessment results that communicate matters of quality assurance to appropriate constituencies ([I.B5.10](#)). Currently, Crafton employees can access live reports on enrollment, open sections, and to help view faculty schedules. In addition, the OIERP has been able to develop reports that automatically update daily for students to be able to view open sections, open online sections, and open short-term sections ([I.B5.11](#)). The development of these reports was based on feedback received from students, faculty, managers, and staff. The OIERP is also working on creating dashboards that will provide programs with dynamic data cubes to help them assess student learning ([I.B5.12](#)), as well as a dashboard that all CHC employees can have access to where they enter a student ID and information about the student will help CHC employees help the student.

The public, can access the website to obtain data about the college ([I.B5.13](#)). Other ways in which the campus presents data to the public is through presentations to the board ([I.B5.14](#)), through the Office of Public Relations ([I.B5.15](#)), at meetings attended by the CHC President's Cabinet, and at the K-12 Superintendent/Principal breakfast meetings ([I.B5.16](#)). Data is frequently discussed and evaluated within committees throughout the campus, management meetings, Academic Senate meetings, and at Crafton Council, to name a few. In Standard IVA a description of continuous quality improvement and how data is distributed to the campus is described in more detail. In brief, the Office of Institutional Effectiveness, Research, and Planning (OIERP) shares the results of the CCSSE, Student Satisfaction Survey, and Employee Campus Climate survey with numerous committees on campus to help inform decision-making and illicit feedback. Moreover, the OIERP also distributes data through the "Did you Know" newsletter on a monthly basis ([I.B5.17](#)) as well as asks to be put on the agenda for numerous committees when the OIERP learns of interesting information that may help to inform planning ([I.B5.18](#)).

Evidence, I.B.5.

I.B.5.1.	Office of Institutional Effectiveness, Research, and Planning Web Site http://www.craftonhills.edu/About_CHC/Research_and_Planning
I.B.5.2.	Office of Institutional Effectiveness, Research, and Planning Research Brief and Report Web Site http://www.craftonhills.edu/About_CHC/Research_and_Planning/Research_Briefs_and_Reports

I.B.5.3.	CHC Student Placement Results: 2012-2013 http://www.craftonhills.edu/~/media/Files/SBCCD/CHC/About%20CHC/Research%20and%20Planning/Research%20Briefs/Student%20Services%20Research/1112_SU2010_Orientation/2013-All-Placements2.pdf
I.B.5.4.	The Relationship of Momentum Points, Placement Results, and Student Service and Instructional Strategies to the ARCC SPAR Milestones http://www.craftonhills.edu/~/media/Files/SBCCD/CHC/About%20CHC/Research%20and%20Planning/Research%20Reports/ARCC_Research_June2012_EnrollMgmtPlan.pdf
I.B.5.5.	CHC Hispanic Student Enrollments: Fall 2003 to Fall 2012 http://www.craftonhills.edu/~/media/Files/SBCCD/CHC/About%20CHC/Research%20and%20Planning/Presentations/Increase_HispanicStudents.pdf
I.B.5.6.	CCSSE Comparison of CHC Students to Students at Other Hispanic Serving Institutions http://www.craftonhills.edu/~/media/Files/SBCCD/CHC/About%20CHC/Research%20and%20Planning/Did%20You%20Know/1213_DYK24.pdf
I.B.5.7.	OIERP Web Site: Recent Satisfaction Survey Results http://www.craftonhills.edu/About_CHC/Research_and_Planning/Research_Briefs_and_Reports/Satisfaction_Surveys
I.B.5.8.	CHC DE Success and Completion Rates: 2007-2008 to 2011-2012 http://www.craftonhills.edu/~/media/Files/SBCCD/CHC/About%20CHC/Research%20and%20Planning/Research%20Briefs/Academic%20Success%20Studies/1213_CHC_DE_SucRet_0708to1112.pdf
I.B.5.9.	OIERP Data Marts http://www.craftonhills.edu/About_CHC/Research_and_Planning/Institutional_Effectiveness_Resources/Data_Marts
I.B.5.10.	BORG Data Cubes http://www.craftonhills.edu/About_CHC/Research_and_Planning/BORG_Data_Cubes
I.B.5.11.	Find Open Classes Here, Updated Daily! http://www.craftonhills.edu/News/December_2013/Find_Spring_Open_Classes_Here_Updated_Daily
I.B.5.12.	PPR Table 4: Completion Rate (Informer Login Required) https://informer.sbccd.cc.ca.us:1443/?locale=en_US#action=DashboardView&id=65
I.B.5.13.	Office of Institutional Effectiveness, Research, and Planning Web Site http://www.craftonhills.edu/About_CHC/Research_and_Planning

I.B.5.14.	ARCC Report to the SBCCD Board of Trustees http://www.craftonhills.edu/~/media/Files/SBCCD/CHC/About%20CHC/Research%20and%20Planning/Presentations/1112_ARCC2011_for_0910.pdf
I.B.5.15.	CHC Office of Public Relations http://www.craftonhills.edu/About_CHC/Public_Relations
I.B.5.16.	CHC Principal's Breakfast, Spring 2012 http://www.craftonhills.edu/~/media/Files/SBCCD/CHC/About%20CHC/Research%20and%20Planning/Presentations/1112_SP12_PrincipalBreakfast.pdf
I.B.5.17.	OIERP Did you Know Website http://www.craftonhills.edu/About_CHC/Research_and_Planning/Did_You_Know
I.B.5.18.	OIERP Presentations Website http://www.craftonhills.edu/About_CHC/Research_and_Planning/Presentations

B.6 **The institution assures the effectiveness of its ongoing planning and resource allocation processes by systematically reviewing and modifying, as appropriate, all parts of the cycle, including institutional and other research efforts.**

Descriptive Summary

To assess the effectiveness of planning processes, the College biennially administers the Employee Campus Climate Survey, annually administers the Committee Self-Evaluation survey, and annually administers the Planning and Program Review Feedback Survey and qualitatively evaluates the planning and program review process (I.B6.1). In reviewing the results from the most recent Employee Campus Climate Survey, the College saw dramatic increases in the satisfaction with the planning processes.

- 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 feedback from presenting the results from the evaluation of Crafton's planning processes continuously helps to foster improvement ([I.B6.2](#)).

Improvements to the Planning and Program Review Processes Based on Feedback

- Created PPR Committee Contacts to provide support and feedback
- Added workshops and open meetings
- Revision and streamlining of questions
- Web Tool is now only place where campus is required to report outcomes
- Quick Link added to Crafton home page
- Improved Objective Prioritization aspect of Web Tool to make more user friendly

Improvements Based on Feedback from the Campus Climate Survey

- Make applause cards readily available for use.
- Training for managers on recognition
- Committee chairs should be trained how to run a committee.
- The ability to search the email database by first name, department, or office.
- "Bring a friend" to committee meetings. Where the friend can sit in on committee as a guest.

- Crafton Hills College utilizes a four-year cycle in regards to the program and planning process that encompasses both the setting of new goals and objectives as well as documenting the status and progress made on previous goals and objectives.
- Crafton Hills College utilizes an annual planning cycle that included reported updates on the status and progress made on previous goals and objectives which all departments and areas participate in annually during the years that fall between the scheduled completion of four-year plans.
- Crafton Hills College has a shared governance committee who is charged with reviewing every area/ department's four-year plans but also the Program and Planning Process itself on an annual basis.
- The Program and Planning Committee at Crafton Hills College solicits campus-wide feedback regarding the planning process as a whole as well as resource allocation via an annual survey.

The Program and Planning Committee at Crafton Hills College recognizes that the part of the planning process that involves instruction is a 10+1 matter and regularly consults with the Academic Senate for feedback and input.

Evidence, I.B.6.

I.B.6.1.	OIERP Research Calendar http://www.craftonhills.edu/~/media/Files/SBCCD/CHC/About%20CHC/Research%20and%20Planning/CHC_Research_Calendar8.pdf
I.B.6.2.	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

I.B.7. **The institution assesses its evaluation mechanisms through a systematic review of their effectiveness in improving instructional programs, student support services, and library and other learning support services.**

Descriptive Summary

Crafton Hills College utilizes various evaluation tools and mechanisms to collect evidence about the effectiveness of its programs and services. One of its primary methods of doing so is the College's award-winning Planning and Program Review (PPR) process (B.7.1.; B.7.2.). The College units perform cyclical and systematic program review process: Program Review (PR), a 4-year cycle, or an Annual Planning (AP), an annual update to evaluate the effectiveness of programs. The PPR timeline is incorporated into the OIERP's annual research calendar (B.7.3.), and an annual timeline is distributed to the campus and the committee's purpose and activities are published on a webpage (B.7.5.; B.7.6.). The PPR committee reviews and evaluates unit level plans, and prioritizes the objectives that emerge from the planning process into a single college-wide document (I.B.7.7.; I.B.7.8).

Assessment of Institutional Learning Outcomes. Crafton Hills College evaluates student learning and development upon by assessing outcomes at the course, program, and institution levels. Institutional Learning Outcomes (ILOs) measure the knowledge, skills, attitudes, and values that college students will need to be successful (B.7.9.) They provide a broad cultural and intellectual background to complement mastery of specific fields of knowledge and contribute to an individual's self-awareness. The college also evaluates student learning in courses, services, and educational programs (B.7.10.; B.7.11.). The College has adopted the five-step uses the Nichol's Model to connect institutional effectiveness with the assessment of learning outcomes:

> 1. Learning Outcome Statement
> 2. Means of Assessment (Measurement Tool)
> 3. Criteria for Success (Benchmarking)
> 4. Summary of Evidence

5. Use of Results (Implications for Program Improvement & Planning)

<u>Assessment of Research Questions of Institutional Importance</u>. Crafton Hills College also generates and provides numerous pieces of research to evaluate instructional programs, student services, and library and other learning support services. These research pieces include:

- Studies that measure academic success (I.B.7.12; I.B.7.13; I.B.7.14; I.B.7.15)
- Studies requested from and specifically to instruction (I.B.7,.16; I.B.7.17; I.B.7.18)
- Summaries of research such as dashboards and snapshots (I.B.7.19; I.B.7.20)
- Enrollment reports (I.B.7.21)
- Studies that examine institutional effectiveness (I.B.7.22; I.B.7.23.)
- Studies solicited from and specifically to student services (IB.7.24)
- Satisfaction surveys (IB.7.25.)

<u>ARCC Reporting</u>. Crafton Hills College closely tracks The Accountability Report for Community Colleges (ARCC) which provides a snapshot of CHC students' progress on several measures of success: 1) student progress and attainment rate, 2) number of students who completed 30 or more units, 3) persistence rate, 4) career technical education progress and attainment rate, 5) career development and college preparation rate, and 6) basic skills course completion (B.7.12)..

<u>Student Engagement</u>. The College administers the Community College Survey of Student Engagement (CCSSE) every other year (B.7.15) to assess institutional practices and student behaviors that are highly correlated with student learning and retention. In addition, the quality of library services is assessed by administering the Association of Research Libraries survey tool LibQUAL to students (B.7.10).

<u>Planning and Program Review Process Evaluation</u>. The College assesses its evaluation processes in several ways. First, participants in the program review process are surveyed by the committee. The results of the survey inform the committee's dialogue about training needs, internal procedures, forms, rubrics, website contents, and the content and clarity of the Integrated Planning and Program Review Handbook.

<u>Employee Perceptions</u>. Second, the College assesses employee perceptions of the college environment and progress towards meeting goals and objectives identified in the Educational Master Plan (EMP) using the Campus Climate Survey (I. B.7.26.). The results are shared with the campus community through the campus website, written reports, presentations and discussions and dialogue in shared-governance committee meetings (B.7.27, for example). The results are also presented to the Crafton Council, charged to oversee issues related to accreditation, integrate college plans and to serve as the advisory body to the President on issues of planning and program review and relationship resource allocation.

Discussions with the Crafton Council about the results of the survey have led to plans for implementation. Examples include the implementation of annual Committee ChairsTraining and development of an employee recognition program (I.B.27., pp. 18-19).

Alignment of ILOs with Course and Program Outcomes. Third, the College assesses ILOs, which are integrated to the institution's general education curriculum. One example is found in the Spring 2012 Critical Thinking Assessment ILO Report, which showed 82 percent of students enrolled in English and math demonstrated critical thinking skills at the course level, providing evidence for mastery of the college's critical thinking ILO (B.7.28.). The College has ensured the alignment of ILOs with program and course-level outcomes

The continuous assessments of learning outcomes make it possible for units to regularly question and gather information about how they are being effective. For instance, an SLO in Communication Studies 111 measured students' understanding of group membership on interpersonal communication (B.7.30.). While the results suggested students were learning the core concepts, improvement was indicated in the areas nonverbal and listening skills. Therefore, instruction was modified to better emphasize these concepts.

The Spring 2012 Student Life service area outcome measured student participation in shared-governance committees (B.7.31.). The results of assessment resulted in the creation a new plan to address the selection and retention of student representatives serving on committees.

The ready availability of research and data has helped the College to determine where improvement is needed. OIERP data shows that the most 87 percent of the 2012-2013 research requests cited evidence-based decision-making as the reason for the request, compared to 75 percent of the requests during the prior year (B.7.32.).

Among the various types of research requests a unit can make includes satisfaction surveys that are developed in collaboration with the OIERP and are paper and/or web-based. Results of the surveys are submitted to the OIERP for analysis and a brief or report is returned to the requestor to be utilized to inform-decisions and changes in their units. The OIERP also generates dashboards and snapshots which provide a partial summary of research and present a graphic visual of findings. Another example is academic success studies that examine the relationship between student service and/or instructional strategies with student success.

ARCC Data and Planning. Crafton Hills College has utilized the Accountability Reporting for Community Colleges (ARCC) for research such as studies on enrollment management. In this particular study, the Student Progress and Achievement Rate (SPAR) data from ARCC aided the Enrollment Management Committee (EMC) at Crafton with the identification of student dropout points and strategies related to success (B.7.33). The study revealed noteworthy momentum points such as completion of transfer level English and math and adherence to an educational plan. The results of this ARCC study informed the College's enrollment management and

enrollment priorities decisions (B.7.34). The College will examine subsequent ARCC reports, as well.

Self Evaluation

The College meets Standard I.

Actionable Improvement Plan

None

Evidence, I.B.7.

I.B.7.1	**Award-Winning PPR** http://www.craftonhills.edu/~/media/Files/SBCCD/CHC/About%20CHC/Research%20and%20Planning/Did%20You%20Know/1112_DYK19.pdf
I.B.7.2.	**PPR Handbook** http://www.craftonhills.edu/~/media/Files/SBCCD/CHC/About%20CHC/Research%20and%20Planning/Planning%20Documents/PPR%20Handbook%205th%20Edition%2020130425.pdf
I.B.7.3.	**Institutional Effectiveness, Research and Planning Research Calendar** http://www.craftonhills.edu/~/media/Files/SBCCD/CHC/About%20CHC/Research%20and%20Planning/CHC_Research_Calendar7.pdf
I.B.7.4.	**Planning and Program Review Web Tool** https://www.craftonhills.edu/ProgramReview/Home.aspx/Listing
I.B.7.5.	**Planning and Program Review Timeline** http://www.craftonhills.edu/~/media/Files/SBCCD/CHC/About%20CHC/Research%20and%20Planning/Planning%20Documents/2013-14_PPR_Timeline2.pdf
I.B.7.6.	**Planning and Program Review Committee** http://www.craftonhills.edu/Faculty_and_Staff/Committees/Planning_and_Program_Review.aspx
I.B.7.7.	**PPR Prioritized Objectives – Sorted by Department** http://www.craftonhills.edu/~/media/Files/SBCCD/CHC/About%20CHC/Research%20and%20Planning/Planning%20Documents/1213_Object_Sorted_Department.xlsx
I.B.7.8.	**PPR Prioritized Objectives – Sorted by Priority** http://www.craftonhills.edu/~/media/Files/SBCCD/CHC/About%20CHC/Research%20and%20Planning/Planning%20Documents/1213_Object_Sorted_Priority.xlsx
I.B.7.9.	**Institutional Learning Outcomes** http://www.craftonhills.edu/~/media/Files/SBCCD/CHC/About%20CHC/Research%20and%20Planning/CHC_ILOs_2010-2013.pdf
I.B.7.10.	**Presentation: Student Learning Outcomes** http://www.craftonhills.edu/~/media/Files/SBCCD/CHC/Faculty%20and%20Staff/SLOs/Presentations/SLOs%20Made%20Simple.pdf
I.B.7.11.	**Service Area Outcomes, Student Services and Administrative Services**
I.B.7.12.	**ARCC 2.0** http://scorecard.cccco.edu/scorecard.aspx

I.B.7.13.	**Scorecard: An Accountability Framework for the California Community Colleges** http://extranet.cccco.edu/Portals/1/TRIS/Research/Accountability/ARCC2_0/Final%20ARCC%20Scorecard%20Framework.pdf
I.B.7.14.	**Accountability Reporting for the California Community Colleges (Annual Report)** http://extranet.cccco.edu/Portals/1/TRIS/Research/Accountability/ARCC/ARCC%202012%20March%20Final.pdf
I.B.7.15.	**CCSSE** http://www.ccsse.org/aboutccsse/aboutccsse.cfm
I.B.7.16.	**LibQUAL: Quality of Library Services Survey Tool** http://www.libqual.org/home
I.B.7.17.	**Learning Communities** http://www.craftonhills.edu/~/media/Files/SBCCD/CHC/About%20CHC/Research%20and%20Planning/Research%20Briefs/Academic%20Success%20Studies/1213_LC_ENGL015_Brief_FA08andSP09.pdf
I.B.7.18.	**Supplemental Instruction** http://www.craftonhills.edu/~/media/Files/SBCCD/CHC/About%20CHC/Research%20and%20Planning/Research%20Briefs/Academic%20Success%20Studies/SI%20Brief_Transfer%20Prep_Final_3%2026%2013.pdf
I.B.7.19.	**Dashboard** http://www.craftonhills.edu/~/media/Files/SBCCD/CHC/About%20CHC/Research%20and%20Planning/Research%20Briefs/Dashboards/2012_Dashboard_Transfer.pdf
I.B.7.20.	**Snapshot** http://www.craftonhills.edu/~/media/Files/SBCCD/CHC/About%20CHC/Research%20and%20Planning/Snapshot_Fall2013.pdf
I.B.7.21.	**Enrollment Report** http://www.craftonhills.edu/~/media/Files/SBCCD/CHC/About%20CHC/Research%20and%20Planning/Research%20Briefs/Enrollment%20Reports/1314_Ideal_Priority_Results.pdf
I.B.7.22.	**Institutional Effectiveness** http://www.craftonhills.edu/~/media/Files/SBCCD/CHC/About%20CHC/Research%20and%20Planning/Research%20Reports/FA2012_CampusClimate.pdf
I.B.7.23.	**Distance Education** http://www.craftonhills.edu/~/media/Files/SBCCD/CHC/About%20CHC/Research%20and%20Planning/Research%20Briefs/Instruction/FA2012_DECourseEvals_All.pdf

I.B.7.24.	**Transfer Advocates** http://www.craftonhills.edu/~/media/Files/SBCCD/CHC/About%20CHC/Research%20and%20Planning/Research%20Briefs/Student%20Services%20Research/RRN%20632_SP2013_Transfer%20Advocates_FINAL.pdf
I.B.7.25.	**Satisfaction Surveys** http://www.craftonhills.edu/~/media/Files/SBCCD/CHC/About%20CHC/Research%20and%20Planning/Satisfaction%20Survey/Instruction/2013SP_CHCWebSurveyReport_Final.pdf
I.B.7.26.	**Presentation: Results from the Fall 2012 Employee Campus Climate Survey** http://www.craftonhills.edu/~/media/Files/SBCCD/CHC/About%20CHC/Research%20and%20Planning/Presentations/2012FA_CampusClimateSurvey_Final.pdf
I.B.7.27.	**Presentation: 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
I.B.7.28.	**Critical Thinking ILO** http://www.craftonhills.edu/About_CHC/Research_and_Planning/Institutional_Effectiveness_Resources/Student_Learning_Outcomes/~/media/B737631FC4DD414BAAACC63F99023365.ashx
I.B.7.29	**Brief: Results from the Assessment of Course SLOs Map to Crafton's ILOs** http://www.craftonhills.edu/About_CHC/Research_and_Planning/Institutional_Effectiveness_Resources/~/media/C957397B4BFF4449999E6CB008981993.ashx
I.B.7.30.	**SPEECH-111 SLO** http://www.craftonhills.edu/~/media/Files/SBCCD/CHC/About%20CHC/Research%20and%20Planning/Outcomes%20Reports/Courses/SP_12SPEECH111SLO.pdf
I.B.7.31.	**Student Life SAO** http://www.craftonhills.edu/~/media/Files/SBCCD/CHC/About%20CHC/Research%20and%20Planning/Outcomes%20Reports/Programs/1112_SL_SharedGovernance.pdf
I.B.7.32.	**On-line Research Request Form** http://www.craftonhills.edu/About_CHC/Research_and_Planning/Research_Request_Form
I.B.7.33.	**Report: The Relationship of Momentum Points, Placement Results, and Student Service and Instructional Strategies to the ARCC SPAR Milestones** http://www.craftonhills.edu/~/media/Files/SBCCD/CHC/About%20CHC/Research%20and%20Planning/Research%20Reports/ARCC_Research_June2012_EnrollMgmtPlan.pdf

I.B.7.34.	**Report: Possible Impact of Draft Ideal Priority Registration on Math and English Enrollments**
	http://www.craftonhills.edu/~/media/Files/SBCCD/CHC/About%20CHC/Research%20and%20Planning/Research%20Briefs/Enrollment%20Reports/1314_Ideal_Priority_Results.pdf