

From Zero to Sixty:

Mapping Student Success at Crafton Hills College

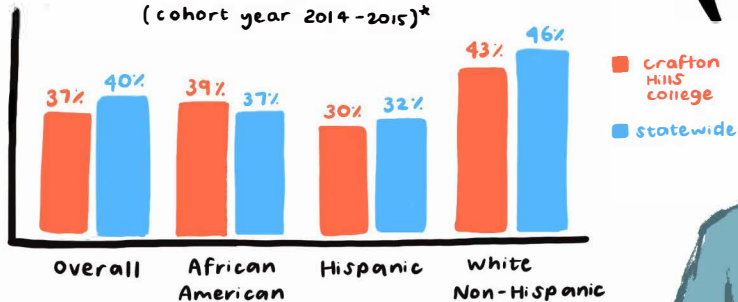
Crafton Hills College: One of two colleges in the San Bernardino Community College District. 6,600 unique students. 55% Hispanic/Latinx. 27% white. 6% Asian. 5% Black or African American. Average age: 23.5 years. 67% attend part-time.

Despite all our initiatives, we still lack a systematic approach to early engagement and face major equity gaps. There are many students with excess units who haven't applied for transfer.
- Transfer Coordinator

Students with
**STUDENT EDUCATION
PLANS (SEP)**
↓
Students know
what classes to take
↓
**EFFICIENT TRANSFER/
COMPLETION**

Research shows Student Education Plans are highly predictive of degree completion and vertical transfer. When a student has an education plan they are more likely to persist and their time at a community college shrinks. However, Only 31% of students have counselor-approved education plans.
- Counseling Department Chair

Six Year Transfer Rates:
Crafton Hills College vs. Statewide
(cohort year 2014-2015)*



* Source: Data is taken from the Transfer Velocity Report (6-year) via the California Community Colleges Chancellor's Office MIS Data Mart.

The old way: Students navigate structural complexities alone until crisis hits

I'm at 22 units, should I have declared a major by now?



I worked so hard and thought I did everything right, but one class I didn't know about might delay my transfer until next year.



Students are expected to "see us when they need us." I usually see most students at orientation or when they're on academic notice. We keep letting students fall through the cracks.
- Counselor



COUNSELOR FACULTY MEETING

I've been counseling for decades. A Unit-Based Student Success Teams approach will limit our flexibility. What if I want to see a student with 30+ units but I'm assigned to 0-29 unit group?

Students in the 15-45 unit range get lost in the middle because they rarely engage with counseling, and over 500 students with 60+ units haven't transferred or completed.

A big part of what I love about being a counselor is being able to support students at every stage of their educational journey. Will I still be able to meet with students that request to see me?

Change is needed—with over 800 students recently flagged as undecided, it's time to rethink our approach.



TRANSFER CENTER FACULTY COORDINATOR, CAREER CENTER COORDINATOR, COUNSELING CO-CHAIRS, & CLASSIFIED ADMINISTRATIVE ASSISTANT ARTICULATE A SHARED VISION TO THE DEAN OF COUNSELING AND VICE PRESIDENT OF STUDENT SERVICES

What we are doing right now isn't working. We're failing our students. If we're truly student-centered like we say we are, then we've got to be willing to make a change.

Transformational change requires cross-departmental collaboration and breaking silos. We'll need everyone's perspectives and expertise if we want a new way to approach student success. What are you thinking?

We have this idea for a unit-based approach for student success teams. We all want to find a way to be more data-informed and proactive about our student engagement at different unit ranges.

I'm fully supportive. As we move forward, let's allow time for reflection, feedback, and collaboration. We can build this together.



Let's work together

Core Goals: Student success and equity via counseling, allocating resources efficiently and proactively

Core Leaders: Counselors (0-29 and 30+ unit specialists), 4 Completion Coaches (0-14, 15-29, 30-44, 45+), Administrators, Administrative Staff

Core Activities: Internal collaboration, strategic guidance, data-informed practices, proactive engagement, peer support, professional development



Most counselors intuitively know what students need at different stages... but co-constructing these key credit unit milestones together helps us envision a more directed, cohesive experience.

By doing this, we can be more proactive in the types of conversations and activities we have with students about college and career.

And, a unit milestone approach will ensure that students get the right guidance based on where they are at in their college experience.

This generates buy-in because we're building it together from the ground up with the people who interact with students the most.



Developing buy-in takes confianza [trust], respeto [respect], communication, time, patience, and working alongside key constituents.

Let's map the student journey together. You all interact with students differently and your expertise is key. What do you find students needing when they are different credit units: 0-14, 15-29, 30-44, 45+?

Well, students at different unit ranges do need to have different conversations about college and career...

How would we organize the scope of our guidance for each unit range?

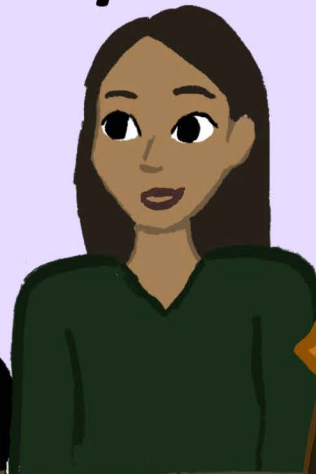
We'll partner with IT to build the data and technology infrastructure to support your new approach.



TRANSFER CENTER
COORDINATOR



COUNSELORS



RESEARCHER
ADMINISTRATORS

CLASSIFIED STAFF

IT





0-14 units need abbreviated education plans and community building...

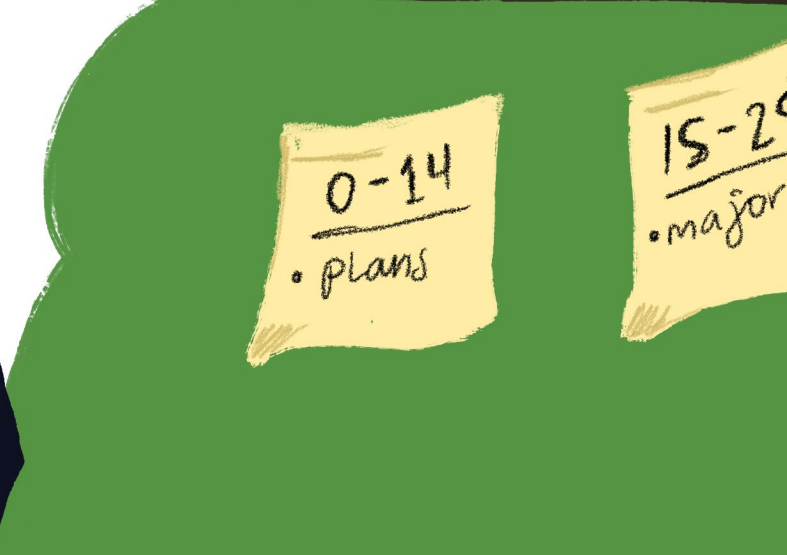
15-29 units should focus on major declaration and career exploration...

30-44 units require completion planning and transfer preparation...

45+ units need graduation checks and job development services!



Yes, we need to meet students where they're at.



ACADEMIC CALENDAR

August	September	October
November	December	January
February	March	April
May	<p>★ Activities for 0-29 unit students</p> <p>★ Activities for 30+ unit students</p>	

CRAFTON HILLS

0-14 UNITS

CAREER

- Explore and Declare Major
- Attend Major/Career Fair
- Attend Major Workshop
- Complete Counseling 110 if Undecided
- Volunteer

TRANSFER

- Understand the Transfer Systems
- Attend University Field Trips
- Sign Up for an Intro to Transfer Workshop

GENERAL COUNSELING

- Send All Transcripts to Admissions
- Complete Abbreviated Student Education Plan (SEP)
- Consider Taking Coun 100 or 120



We need concrete documentation - an annual calendar with actionable activities for each month. What do you think about adding completion coaches?

I like that idea. We'll need to define roles and responsibilities of counselors, coaches, and staff—everyone involved so that this works seamlessly for students.

How about a check-list flyer that students and counselors can both have so we are all on the same page?





To: Student
From: Completion Coach
✉ Subject: Your Student Education Plan

Welcome!

Hi, I am a completion coach. I am reaching out because I saw that you haven't completed a Student Education Plan or SEP with a counselor yet. Is there anything we can do to support you?

Student Database

Unit Range

Equity Indicator

▼select one
0-14
15-29
30-44
45+

▼

Oh! I had no idea. Yes, can we schedule a meeting with a counselor? Thank you so much!

ME & MY MAJOR workshop

We assist students through every step - from major exploration to transfer completion. These are community building events where students eat, get informed, and connect.

I've Applied!

WHAT NEXT? →

These workshops help a lot. One of my favorites is financial planning. I also like that they ask for our input on future workshop topics.

From proactive engagement to facilitating workshops, completion coaches bridge the gap between staff and students. They are the perfect middle spot, enhancing community building on campus.

Starfish Report

Search for Students

MY STUDENTS

TRACKING

- Flag
- Referral
- To-Do
- Kudos
- Success Plan
- Send Message
- Download

View: Custom | Connection: All My Students | Cohort: Crafton Students: 30-44 Units Completed | Additional Filters: Edit Filters

Item Name	Status	Created Date	Due
In Danger of Failing Context: American Sign Language II (C-ASL-10270-2024SP)	Active	02-26-2024 by Zein, Butch	
In Danger of Failing Context: American Sign Language I (C-ASL-101-70-2024SP)	Active	02-26-2024 by Zein, Butch	
In Danger of Failing Context: Human Relations Workplace (C-BUSAD-155-70-2024SP)	Active	02-24-2024 by Bungard, Palnck	
Automatic Low Grade Notification (70% or less) Context: Freshman Composition (V-ENGL-101-06-2024SP) Average above 0% and below 70%	Active	02-09-2024 by System	
Automatic Low Grade Notification (70% or less) Context: Pole Fitness I (C-JNN#112A-15-2023SM) Average above 0% and below 70%	Active	06-13-2023 by System	

Filter: Enter text to filter results

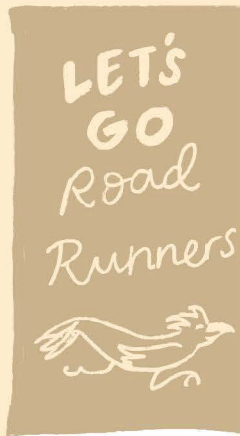
- Crafton Self-Reported Vets/Dependents
- Crafton Students (Current Term)
- Crafton Students Certified for Veterans Benefits (CVETS)
- Crafton Students: 0-14 Units Completed
- Crafton Students: 15-29 Units Completed
- Crafton Students: 30-44 Units Completed
- Crafton Students: 45-59 Units Completed
- Crafton Students: 60+ Units Completed

San Bernardino Valley College

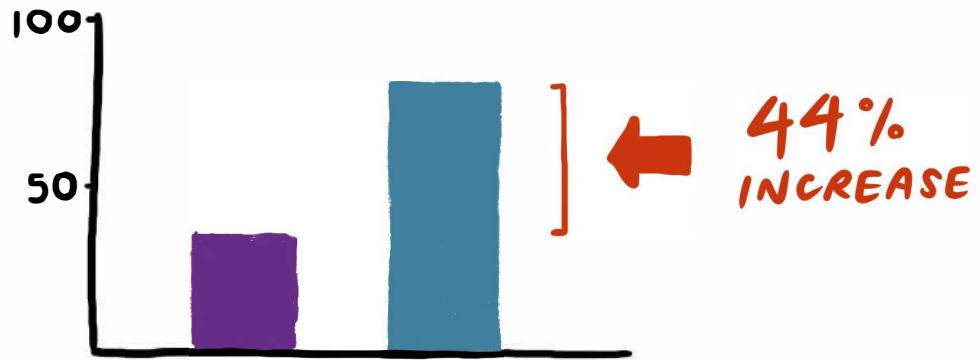
- Prospective Students
- SBVC Actively Enrolled Females
- SBVC Actively Enrolled Males

Thanks for coming in. Your education plan will give you an idea of what classes you need to take... you will have a visual of what you need to do and how long it's going to take. Now that you have your plan, let's walk down the hall to get you registered for classes. One of our completion coaches can help you with that.

This feels so much more organized than before!



Spring 2021: 31% of students have educational plans
Spring 2024: 76% of students have educational plans



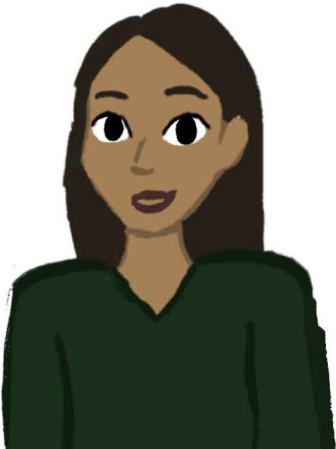
So I truly believe this counseling model has been transformational for students, because instead of being reactive, there's a more proactive approach to counseling.



It's working! As the needs of our students evolve, we'll need to continue to refine how we implement Unit-Based Completion Teams, but we are making so much progress and closing equity gaps.



The journey mapping we did together really highlighted and provides a strong foundation for what we should be communicating with students about college and career at different stages of their journey.

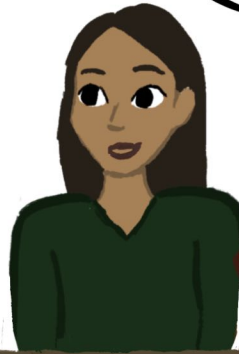


It should be more than just identifying milestones or helping students reach them. It's important for us to recognize their hard work. How can we celebrate all student milestones, not just transfer and graduation?

We should have a way of showing students how far they've come. How can we acknowledge their achievements so that they recognize that they are making progress? A way to help them to stay motivated for the journey ahead?

Maybe we can give them some sort of memento that marks their progress, like a pin for each unit milestone, so one at 15 units, one at 30, and so on.

Yes! And each unit milestone can come with a formal letter from our college president congratulating them on their achievement. Maybe each semester we can also have a unit milestone event on campus, a carnival style set up with food trucks and music, and we can celebrate them as a community.

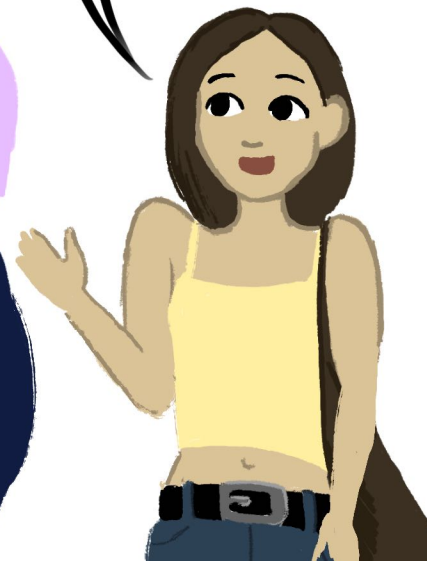
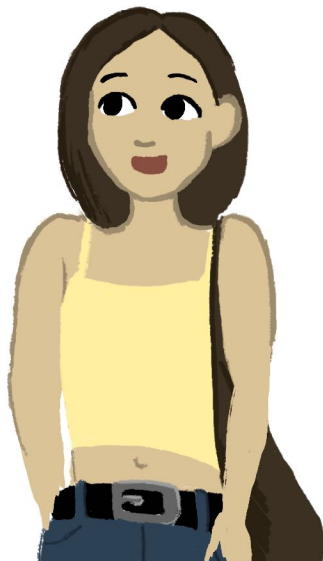


Congratulations! You've reached 15 units, successfully developed a Student Education Plan with your counselor, and contributed to building a positive Crafton Hills College community. We invite you to come and celebrate this important milestone!

Wait, they're celebrating my early progress?

You got one too! Are you going to the event?

Yes! It sounds like fun, and I want to get my pin. It's nice to see the college recognize all the time and commitment we've put in so far.





Every milestone deserves affirmation and celebration!



Bi-weekly professional learning session with counselors and completion coaches.

Student Survey Results (Nov 2023 - Feb 2024):

- 85% reported Completion Coaches met their needs well
- 87% said services were easy to access
- "Effective at: communication, support & guidance, motivation, creating supportive environment"

Unit-Based Completion Teams invited new opportunities for professional learning and development. What skills do we need to best support our diverse student population?
- Administrator

We're closing racial equity gaps, but we can go further for Latine/x and Black students with more culturally sustaining practices.
- Counselor

This model is data-informed. Here's what the data shows, now how do we act on it?
- Administrator

I've noticed some students prefer emails over calls. We need clearer data on what proactive outreach works best, for whom, and their impact on long-term outcomes.
- Completion Coach



Data dashboards are being developed that will track unit milestones. The challenge is syncing all systems to allow for data disaggregation.
- IT Specialist

We are aligning our technology with the model, creating more structured pathways, and expanding — partnering with Cal State San Bernardino, UC Riverside, and Growing Inland Achievement for K-16 collaboration in the Inland Empire.
- Administrator

Some reservations remain but we're making progress and building systems that center equity and student success.
- Counselor

The journey continues: From addressing immediate equity gaps to building sustainable systems, Unit-Based Completion Teams prove that collaborative, data-informed change can transform how community colleges serve their diverse student populations.

This graphic novel is part of a set of resources generated as a result of a research collaboration between Crafton Hills College and the University of California, Los Angeles (UCLA) via funding from NASPA--Student Affairs Administrators in Higher Education and the Advising Success Network. The Crafton Hills College and UCLA team generated a technical research report to detail the development and implementation of the Unit-Based Student Success Teams approach at Crafton Hills College.

To support research dissemination and knowledge mobilization, the Crafton Hills College and UCLA teams wanted to creatively translate their technical report to reach a more expansive audience via illustrative storytelling. The graphic novel depicts the people, practices, and processes in which the Unit-Based Student Success Teams approach was developed and implemented at Crafton Hills College. The resulting graphic novel is a product generated by Angel Trazo, an Assistant Professor of Ethnic Studies at Sacramento City College. She is the author and illustrator of the children's book *We Are Inspiring: The Stories of 32 Inspirational Asian American Women* (2019).

The Advising Success Network (ASN) is a dynamic network of national organizations partnering to engage institutions in holistic advising redesign to advance success for all students, including Black, Latinx/a/o, Indigenous, Asian, and Pacific Islander students and poverty-affected students. The network develops services and resources to guide institutions in implementing evidence-based advising practices. Since its formation in 2018, ASN has supported over 250 institutions in 30 states and created more than 50 open-source resources for practitioners and students. ASN is coordinated by NASPA--Student Affairs Administrators in Higher Education, and includes partners Achieving the Dream, the American Association of State Colleges and Universities, the Center for Innovation in Postsecondary Education, EDUCAUSE, NACADA: The Global Community for Academic Advising, the National Resource Center for the First-Year Experience and Students in Transition, and Young Invincibles.

NASPA--Student Affairs Administrators in Higher Education and the Advising Success Network funded this project. Any opinions and views expressed in this publication are the opinions and views of the authors, and are not the views of or endorsed by NASPA--Student Affairs Administrators in Higher Education and the Advising Success Network. The accuracy of the Content should not be relied upon and should be independently verified with primary sources of information.