

# BOARD OF TRUSTEES STRATEGY SESSION

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# OUTLINE

- Vision-Aligned Reporting
- Success Rates
- Dual Enrollment
- Counseling Model
- ZTC
- Multicultural Center
- Basic Needs
- Mental Health
- Program Expansion
- Financial Aid
- Foundation
- Student Fee Referendum





# VISION-ALIGNED REPORTING

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(Goal 2 & 3)

# THE CRAFTON HILLS STORY

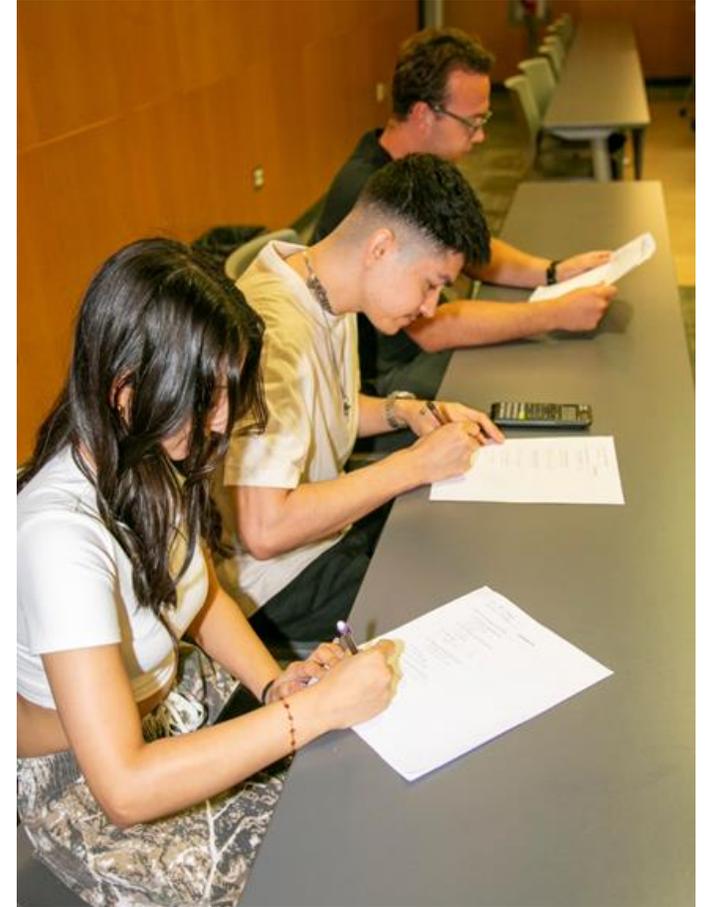
Lessons to move from compliance to data learning



Can't leave data in the portal

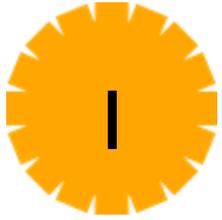


Integrate sensemaking as part of narrative work and broader institutional planning



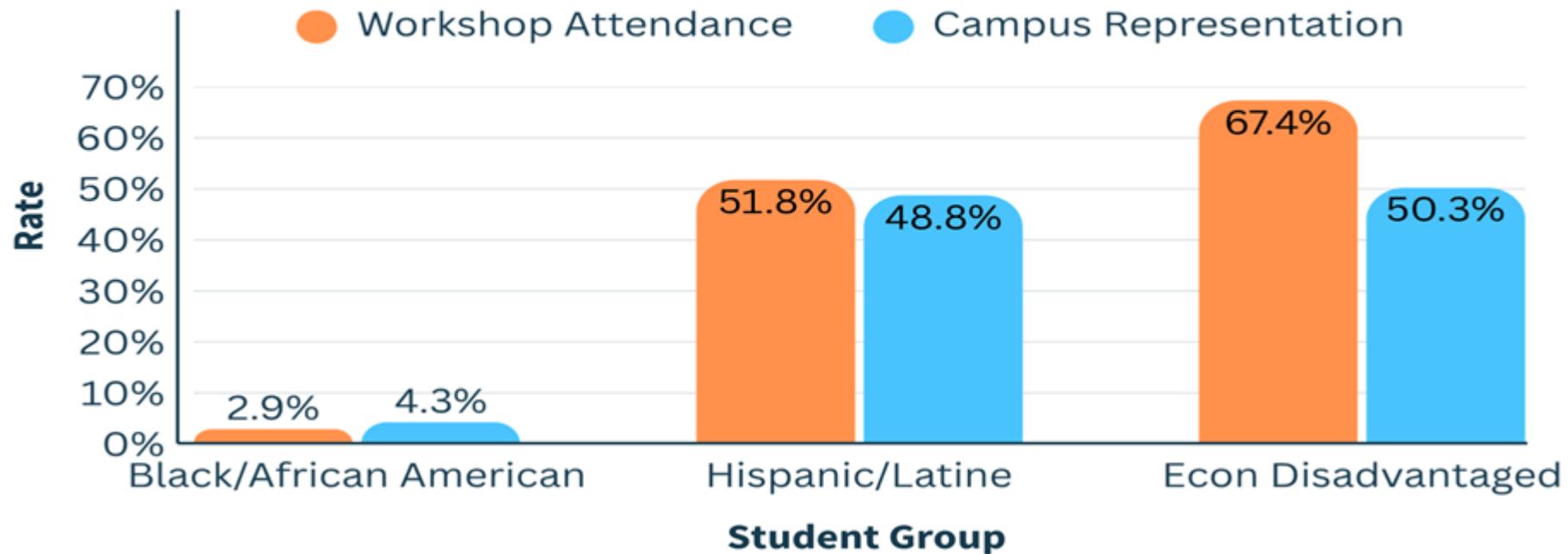
# THE CRAFTON HILLS STORY

## Lessons to move from compliance to data learning



Can't leave data in the portal: [CHC VAR Dashboard](#)

**CHC Transfer Center Attendance by Student Group --  
Assessing Proportional Representation**



# THE CRAFTON HILLS STORY

## Lessons to move from compliance to data learning

2

Integrate sensemaking as part of narrative and institutional planning

- VAR serves as a leading equity-centered approach at CHC
  - Threaded throughout the institution:
    - Educational Master Plan / Strategic Plan
    - Student Equity Plan
    - Program Review (PR)/PR Coaching program
    - Service Area Outcomes

# THE CRAFTON HILLS STORY

## Lessons to move from compliance to data learning

2

Integrate sensemaking as part of narrative and institutional planning

- **Prompt 1:** To what extent is the program activity reaching Black/African American, Hispanic/Latine, and economically disadvantaged students? Are the observed student group percentages for this activity lower than college-level percentages?
- **Prompt 2:** What can you do differently to better reach and serve these populations of students? Please be specific.
- All VAR programs are responsible for engaging in this work on an ongoing basis



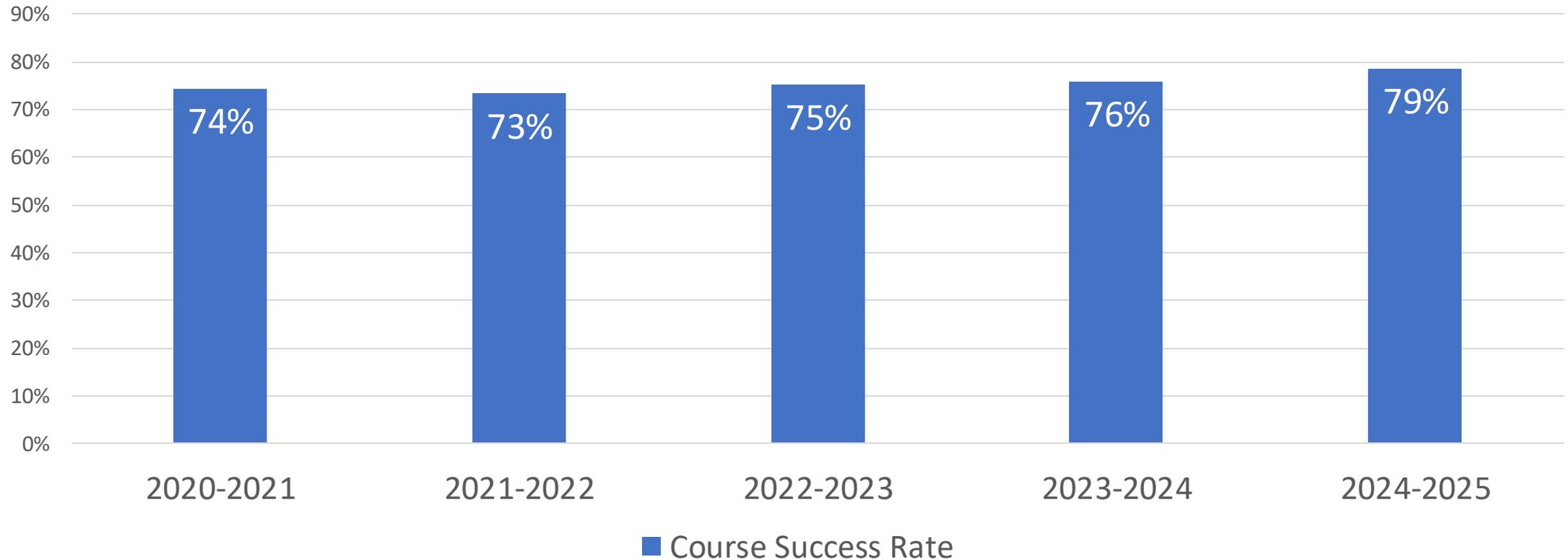
# SUCCESS RATES

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## (Goal 1 & 2)

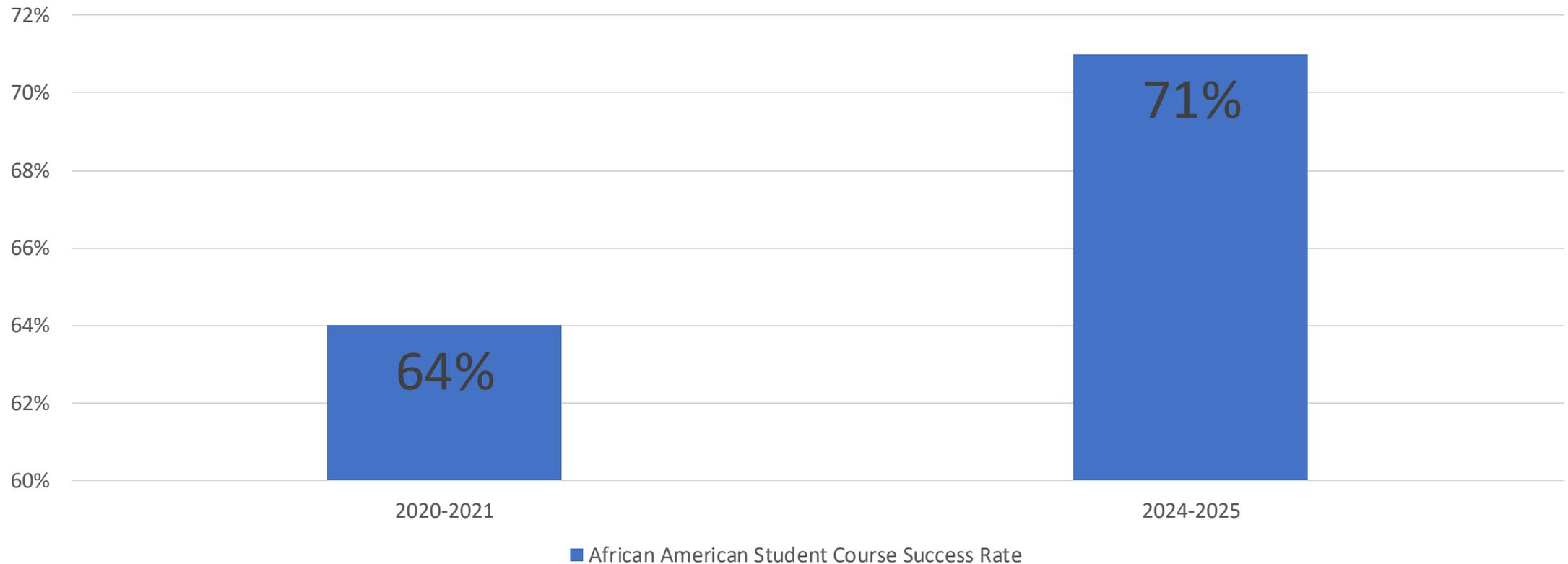
# Crafton Hills College course success rate has consistently increased over the last five years.

Crafton Hills College Course Success Rate



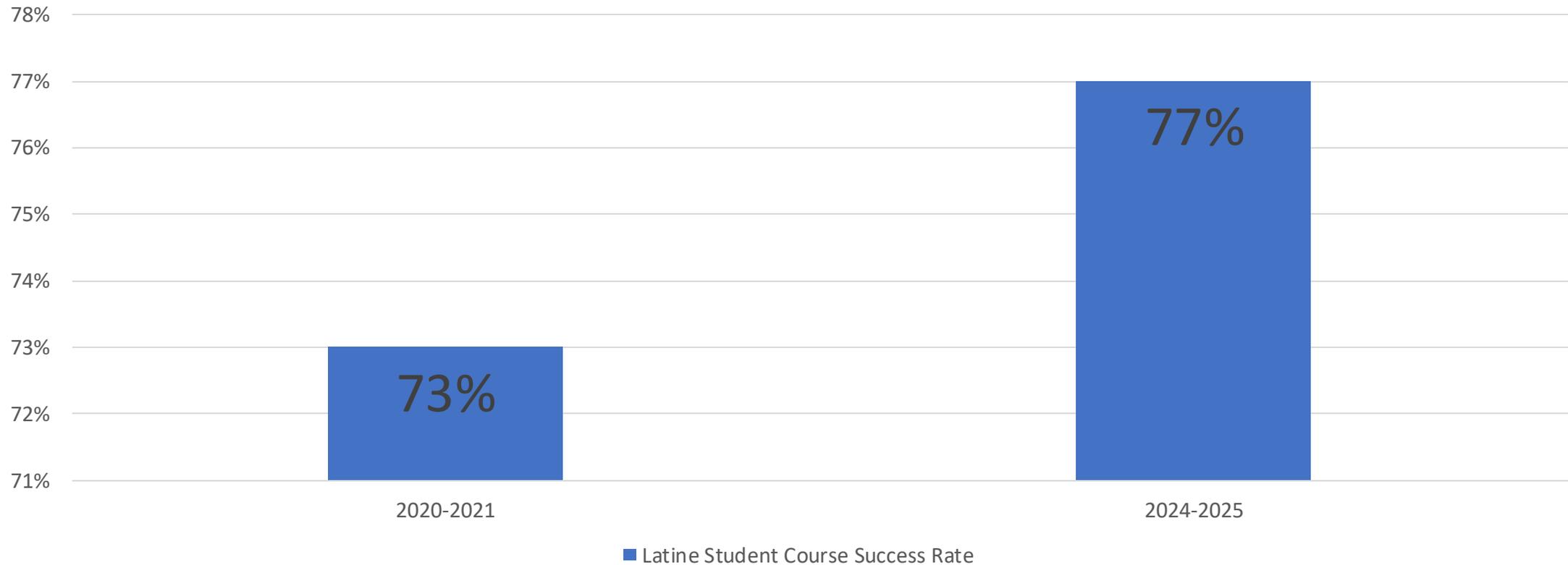
The African American students course success rate statistically significantly ( $p < .001$ ) and substantially ( $ES = .15$ ) increased from 64% in 2020-2021 to 71% in 2024-2025, an increase of seven percentage points.

African American Student Course Success Rate



The Hispanic course success rate statistically significantly ( $p < .001$ ) and substantially ( $ES = .09$ ) increased from 73% in 2023-2024 to 77% in 2024-2025, an increase of four percentage points.

Latine Student Course Success Rate



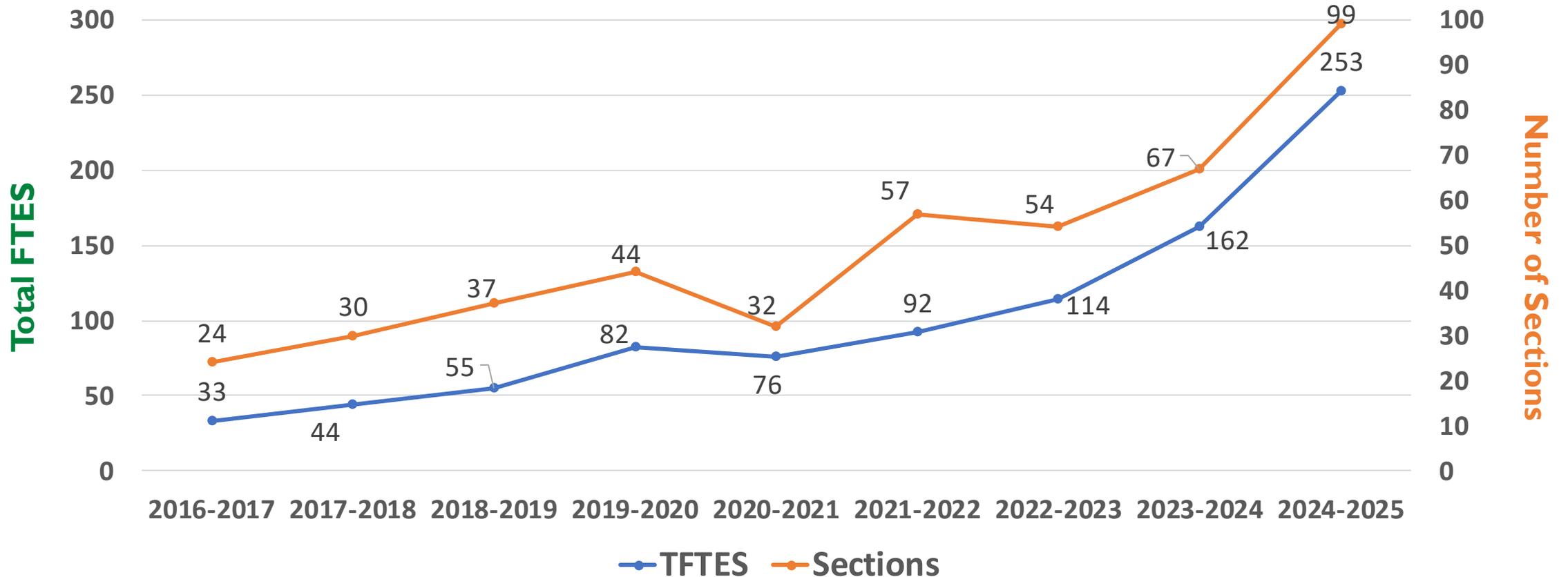


# DUAL ENROLLMENT

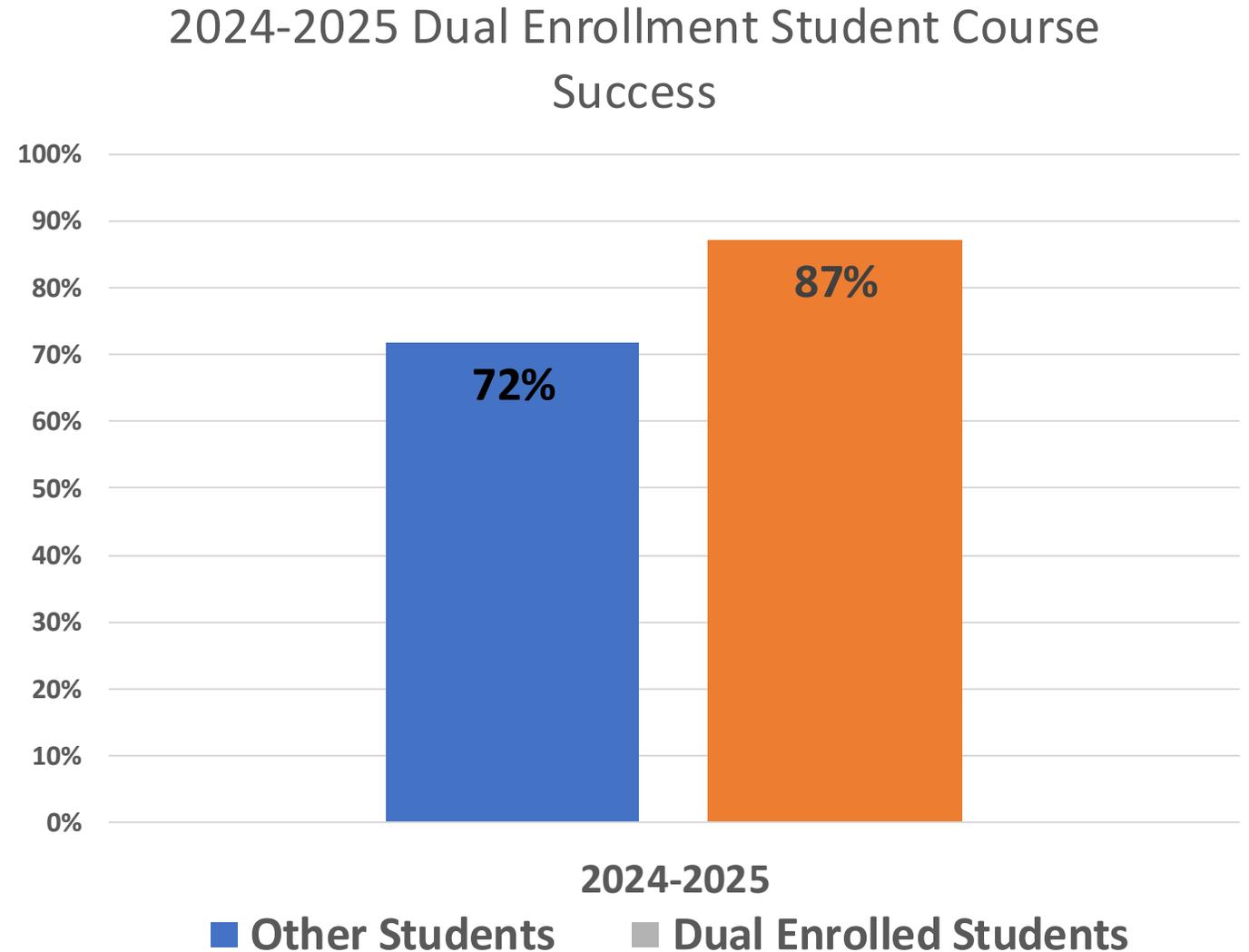
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## (Goal 1, 2 & 3)

The FTES in CHC Dual Enrolled classes increased from 33 in 2017-2018 to 253 in 2024-2025, a 667% increase (n = 220). The number of Dual Enrolled sections increased from 24 to 99, an increase of 313% (n = 75).

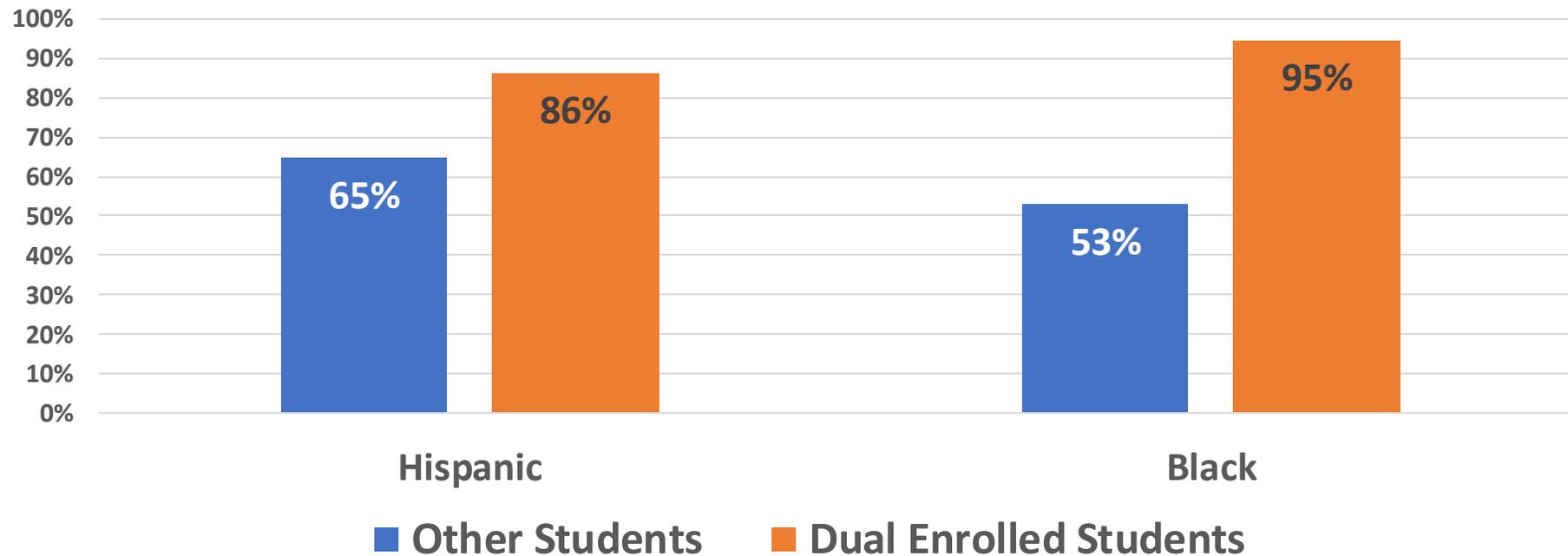


Dual Enrollment Students were statistically significantly ( $p < .001$ ) and substantially ( $ES = .36$ ) more likely to successfully complete their courses (88%) than non-dual enrollment students (74%).



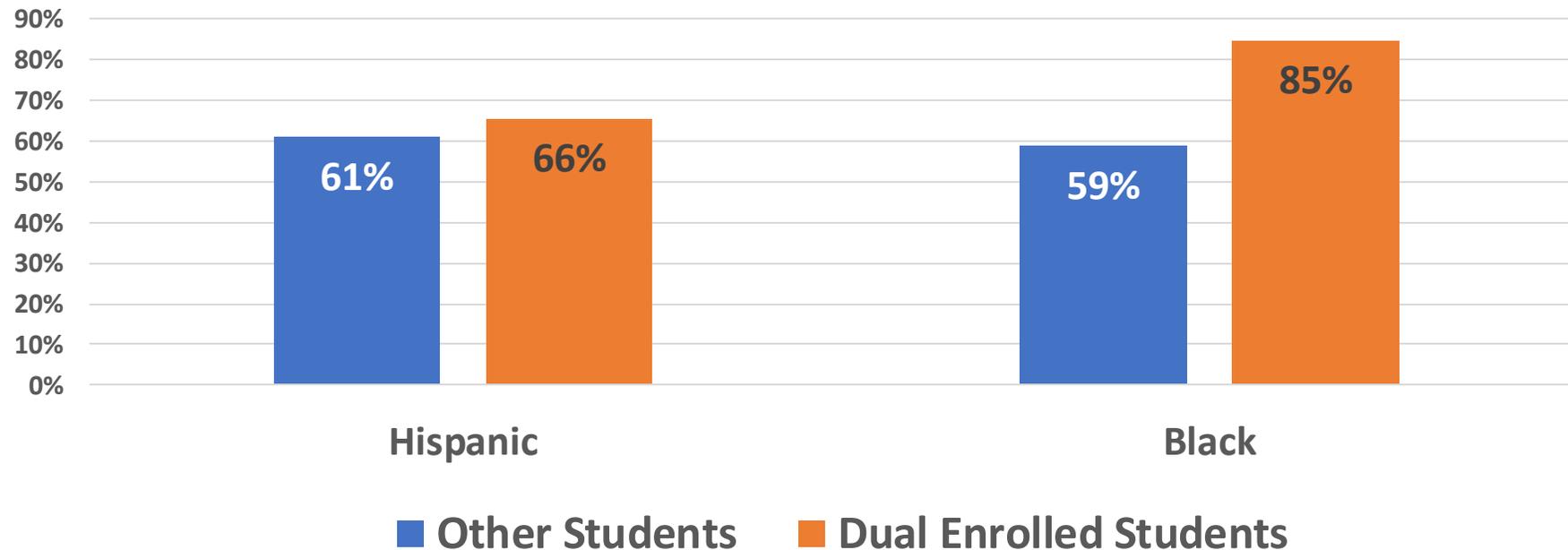
Dual Enrolled English Course Hispanic ( $p < .001$ ,  $ES = .46$ ) and Black ( $p < .001$ ,  $ES = .86$ ) Students were Statistically and Substantially more likely to Complete ENGL-101 and 102.

Dual Enrollment ENGL-101 and 102 Course Success in 2024-2025 for Hispanic and Black Students



Dual Enrolled MATH-110 Course Hispanic (ES = .10) and Black (ES = .55) Students were Substantially more likely to Complete MATH-110.

Dual Enrollment MATH-110 Course Success in 2024-2025  
for Hispanic and Black Students



# CRAFTON RECEIVED AN INSTITUTIONAL EFFECTIVENESS PARTNERSHIP INITIATIVE (IEPI) GRANT FOR \$200,000

## **Exciting Opportunity for High School Teachers**

- Students can take 12 units from undergraduate program towards their Master's
- Students would only need 18 units to earn Master's
- Courses are generally face-to-face, generally one night a week
- Estimated cost for tuition for 18 units is \$7,200
- Crafton is exploring processes for covering the total cost to high school teachers to earn MA to help meet MQs
- Program to pay teachers to earn Master's will be implemented in Spring 2026



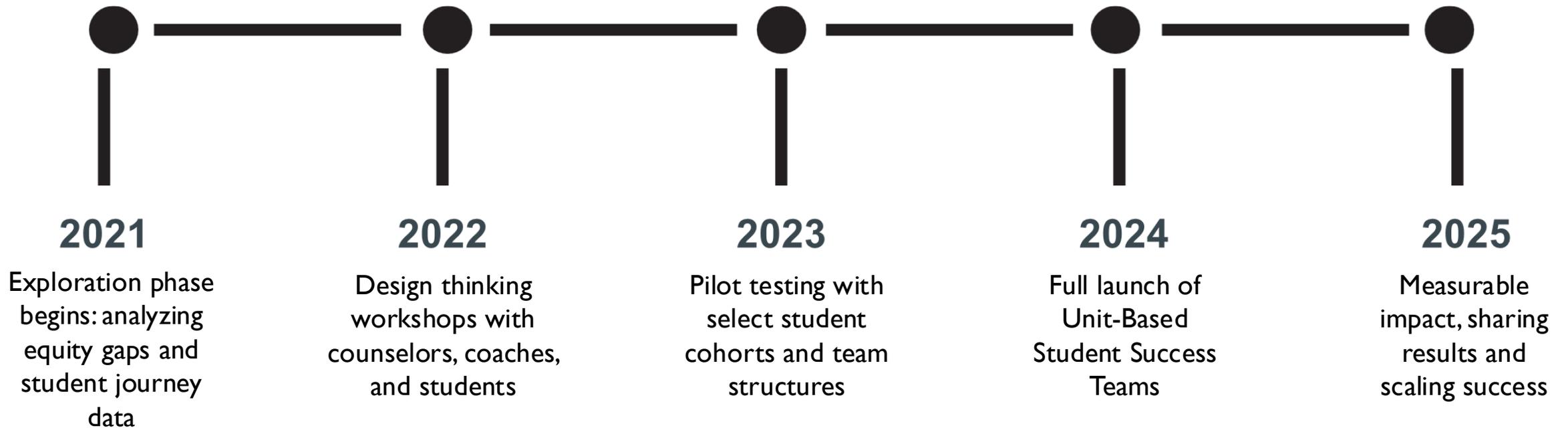
# NEW COUNSELING MODEL

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(Goal 1 & 3)

# REIMAGINING COUNSELING AT CRAFTON HILLS COLLEGE

We asked ourselves a transformative question: "What if support followed the student journey?" Grounded in Guided Pathways and Student Equity principles, we launched our Unit-Based Student Success Teams in 2024. This wasn't just a program; it was a fundamental redesign of how we connect with students.



# THE UNIT-BASED STUDENT SUCCESS TEAM FRAMEWORK

Our structure is built on unit groupings that mirror student milestones. Each stage has distinct needs, and our networked teams provide coordinated support. This "Networked Single Point of Contact" approach ensures students always know where to turn.



## **0-14 Units**

### **Orientation & Foundation**

- Welcome & Onboarding
- Academic skill building
- Campus Connection

## **30-44 Units**

### **Transfer Preparation**

- Application Support
- Transfer Requirements
- University Partnerships

## **15-29 Units**

### **Major & Plan Development**

- Educational Planning
- Career Exploration
- Course Sequencing

## **45-59+ Units**

### **Graduation & Beyond**

- Degree/Certificate Completion
- Graduation Checks
- Next-Step Planning

# EVIDENCE OF TRANSFORMATION

**77%**

## **Ed Plan Completion**

Up from 31% before implementation

**90%**

## **Course Success Rate**

Students working with a Completion Coach show higher course success rates (vs. 75%)

**79%**

## **UC Admission Rate**

#1 in region 9 for University Transfer for three consecutive years

**81%**

## **Latine UC Admission**

Strong Admission Rate

**100%**

## **Black & African American UC Admission**

Achieving full admission success





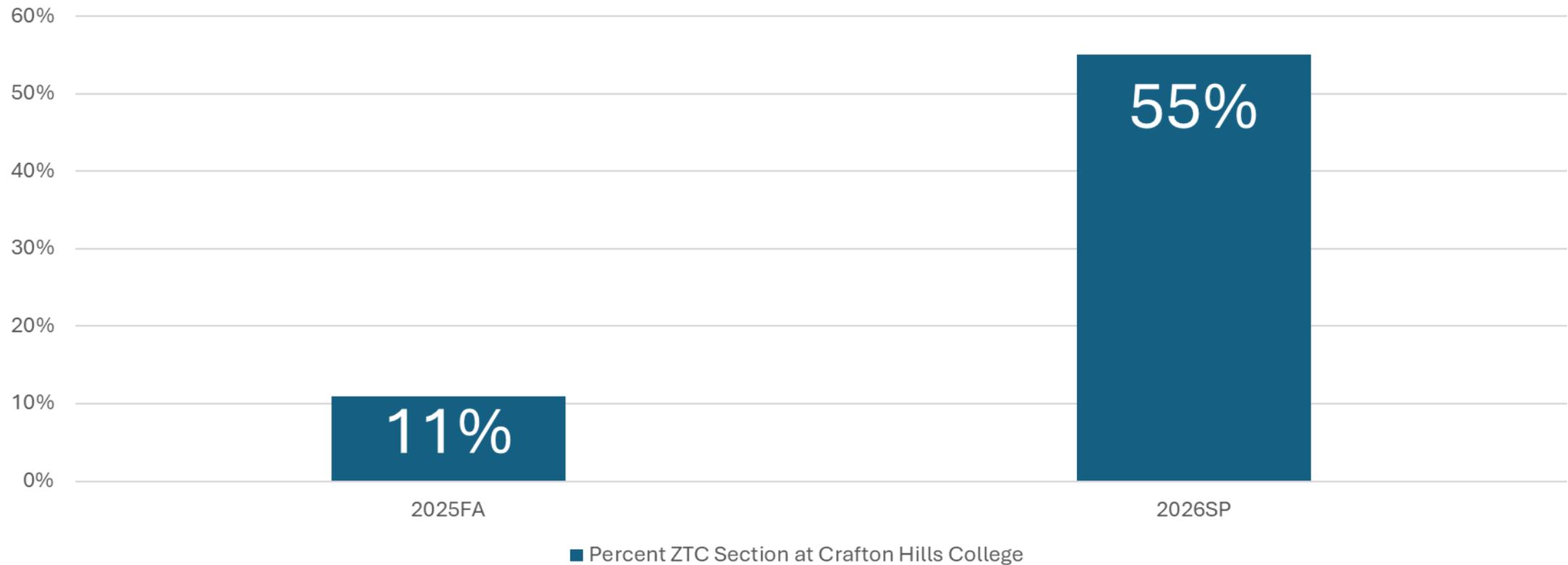
# ZERO TEXTBOOK COST

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## (Goal 1 & 4)

# THE PERCENT OF ZTC SECTIONS HAS INCREASED FROM 11% IN FALL 2025 to 55% IN SPRING 2026, AN INCREASE OF 44%

Percent ZTC Section at Crafton Hills College



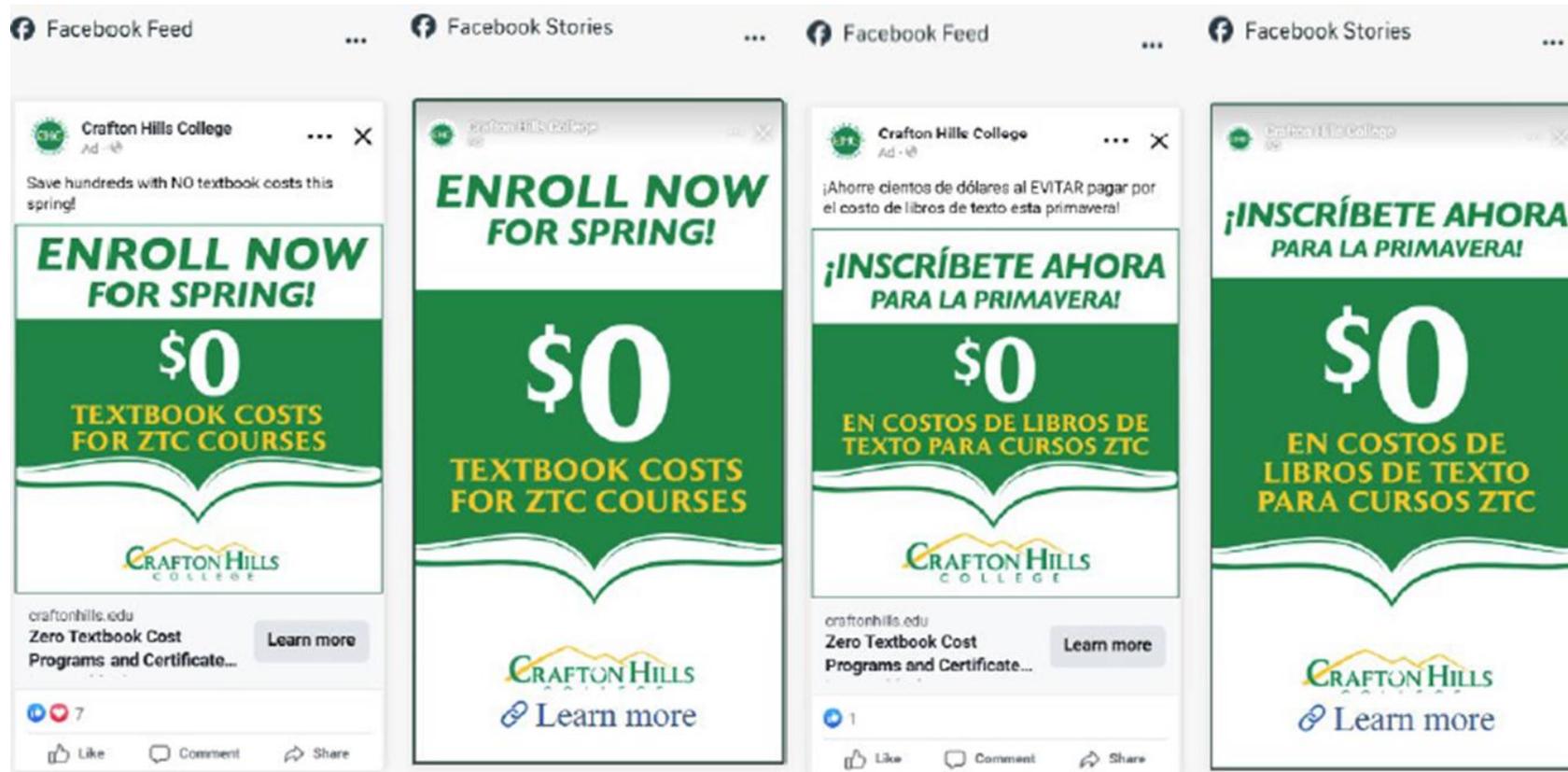
# ZTC GRANTS AWARDED TO CRAFTON: \$717,000

- ZTC Implementation Grant Plan: Library and Information Technology Certificate Program Grant Amount: \$200,000
- ZTC Acceleration Grant Plan: Certificate of Theatre and Voice Acting Program Grant Amount: \$78,500
- ZTC Acceleration II Grant Plan: English as a Second Language (ESL)/Multilingual Non-Credit Program Grant Amount: \$118,500
- ZTC Impact Grant Plan: Anthropology, Microbiology, and Social Science Multidisciplinary Degree Grant Amount: \$320,000



# ZTC FUNDING ACCOMPLISHMENTS

Three successful Zero Textbook Cost bilingual marketing campaigns



# CURRENT AND FUTURE ACTIVITIES

- ZTC Student Artwork Advertising Contest
- Fall 2026 ZTC Marketing Campaign
- Multilingual Program ZTC Faculty Learning Community (FLC)
- Continue providing ZTC stipends to faculty would convert a course to ZTC
- Support ZTC courses being POOCR certified
- Support conversion of ZTC courses to comply with upcoming Title II accessibility standards

## SUBMIT YOUR WORK!

**\$0**  
TEXTBOOK COSTS

### ZTC STUDENT ADVERTISING CONTEST

Winning entries receive cash prizes (\$100, \$75, \$50, and \$25)  
Top entry will be featured in a Crafton Zero Textbook Cost (ZTC) digital marketing campaign

#### WHO, WHAT, & WHEN

 <p><b>Who:</b> Any Crafton Hills College student enrolled in the Spring 2026 semester.</p>	 <p><b>What:</b> Any original design, including short video or image (static artwork), that promotes ZTC to Crafton students by communicating what ZTC is and why it matters.</p>	 <p><b>When:</b> Monday, March 9 – Monday, March 24 by midnight.</p>
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**RECOMMENDATIONS:**

- Do not make misleading claims, exaggerated promises or "too good to be true" statements.
- Do not use copyrighted music, images, or video without written permission.
- Do not use content that falls clearly into a "special category" (ex: ads about employment, housing, credit, or social issues) without appropriate disclosures.
- Clearly communicate what ZTC is and why it matters.
- Create an engaging submission.

**REQUIREMENTS:**

- Image: High resolution and 1080×1080 pixels or 1080×1350 pixels
- Video: 1080×1080 pixels or 1080×1350 pixels
- Length: Up to 3 minutes, but shorter is preferred

**HOW TO SUBMIT YOUR WORK:**

- Use your CHC student email account to email your original artwork/design/video as an attachment to [ztc@craftonhills.edu](mailto:ztc@craftonhills.edu).
- Fill out and include the contest cover sheet as an attachment for your submission.
- Only one entry per student.
- The subject line of your submission email should be "ZTC Student Advertising Contest Submission."

**MORE INFO**



Questions? Email us at [ztc@craftonhills.edu](mailto:ztc@craftonhills.edu)



# MULTICULTURAL CENTER

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(Goal 2)

# CREATING A SENSE OF BELONGING

Through Measure CC, we successfully repurposed the Student Services Building, establishing it as the campus Multicultural Center.

## Purpose:

To provide a space that helps us celebrate cultural diversity and promote inclusivity. It will provide a safe space for dialogue, connection, and belonging.

## Goals:

- Build a sense of belonging and connection to campus
- Increase student persistence, retention, and completion rates
- Provide Cultural Professional Development

## Key Services:

- Student Engagement Activities
- Networking Opportunities

**CRAFTON HILLS COLLEGE**  
**HISPANIC HERITAGE MONTH**

**OPENING CEREMONY: SPOTLIGHT ON EL SALVADOR**  
Monday, September 22  
12pm • Multicultural Center  
Enjoy free pupusas (while supplies last)

**MARIACHI MONDAY**  
Monday, September 29  
12pm • Multicultural Center  
Snacks provided (while supplies last).

**SOMOS**  
HISPANIC HERITAGE

**CHC VISITS THE CHEECH!**  
Thursday, October 2  
6pm • Off Campus  
Free admission & snacks provided.

**LELE DOLL CRAFT WORKSHOP**  
Thursday, October 9  
12pm • Multicultural Center  
Materials & snacks provided.

RSVP HERE [QUESTIONS?](#) MORE INFO [Contact Student Life at \[stull@craftonhills.edu\]\(mailto:stull@craftonhills.edu\)](#)

**CRAFTON HILLS COLLEGE**  
**BLACK HISTORY MONTH**  
A CENTURY OF BLACK HISTORY COMMEMORATIONS

**FEB 3** **OPENING CEREMONY & KICKOFF RECEPTION**  
Roadrunner Café | 12pm–2pm

**FEB 4** **“STEPS TOWARD FREEDOM: A SELMA SCREENING”**  
Roadrunner Café | 4:30pm–6:30pm

**FEB 11** **R&B BRUNCH, PAINT & SIP: SOUNDS OF A CENTURY**  
Multicultural Center | 11am–1pm  
• Breakfast burritos and mock-mosas

**FEB 18** **“CULTURAL CROSSROADS: THE CREOLE LEGACY”**  
Multicultural Center | 2pm–4pm  
• Featuring Dr. Danae Hart  
• Bignets and chicory coffee with hot milk

**FEB 19** **XTREME HIP HOP: UNITY IN UNISON**  
Dance Studio | 12pm–1:30pm

**FEB 24** **GORDON PARKS EXHIBIT TALK**  
Library | 12pm–1pm

**FEB 26** **CLOSING CELEBRATION**  
Roadrunner Café | 12pm–2pm

No RSVP is required for any BHM events—attendance is first come, first served.  
Questions? Contact [chcoutreach@craftonhills.edu](mailto:chcoutreach@craftonhills.edu)

*Steeped in*  
**CULTURE** CRAFTON HILLS COLLEGE

FREE TEA

YEMENI TEA WORKSHOP

TUESDAY, DECEMBER 16 • 12PM • MULTICULTURAL CENTER

Enjoy a vibrant lecture on Yemeni Adeni and Aidaros tea. We'll explore their history, cultural rituals, and the warm spices that make them so popular.

RSVP HERE! →

Questions? Contact [stulife@craftonhills.edu](mailto:stulife@craftonhills.edu)

Come for the chill.  
Stay for the vibe.

**DARE HOUSE**

MUSIC IN THE MULTICULTURAL CENTER

TUESDAY, DECEMBER 9  
12-1PM IN THE MULTICULTURAL CENTER

Join us for a midday groove session featuring the rich, soulful R&B sounds of Dare House.

RSVP Here! →

Questions? Contact [stulife@craftonhills.edu](mailto:stulife@craftonhills.edu)

CRAFTON HILLS COLLEGE

MCC CELEBRATES  
FILIPINO AMERICAN  
HERITAGE MONTH

Celebrate Filipino American Heritage Month by discovering rich traditions, vibrant culture, and tasty treats — while supplies last.

OCTOBER 15TH  
WEDNESDAY  
12PM

IN THE MULTICULTURAL CENTER

Abuhay!

QUESTIONS?  
EMAIL [STULIFE@CRAFTONHILLS.EDU](mailto:STULIFE@CRAFTONHILLS.EDU)

CRAFTON HILLS COLLEGE

**Día de los Muertos**  
¡PARA TODA LA COMUNIDAD!

28 OCT 4-6 PM

IN THE MULTICULTURAL CENTER

Ofrenda competition, music, food, and festive fun for all—while supplies last!

Questions? Contact [stulife@craftonhills.edu](mailto:stulife@craftonhills.edu)

CRAFTON HILLS COLLEGE

Celebrate National Coming Out Day with sparkle at

**DRAG QUEEN STORY TIME**

FEATURING QUEEN ALEXA KAMYRN

Wed, Oct. 8  
12PM

Grassy area behind the Bookstore (across from Duck & Owl Patio)

Join us for fabulous books, fierce looks, and joyful celebration!

Snacks available while supplies last.

Questions? Email [stulife@craftonhills.edu](mailto:stulife@craftonhills.edu)

CRAFTON HILLS COLLEGE

**GLOBAL GROOVES AT THE MCC**

RSVP →

**AFROBEATS DANCE CLASS**  
Thursday, February 5 at 12 PM  
Multicultural Center

Celebrate Black History in this high-energy class fusing African rhythms and modern movement. Feel the groove as your body moves! Snacks available while supplies last.

Questions? Contact [stulife@craftonhills.edu](mailto:stulife@craftonhills.edu)

# MULTICULTURAL CENTER

**Grand Opening September 2025!**

## Estimated Attendance

- Hosted 18 events during the Fall semester
- Welcomed approximately 1,600 participants.

## Signature Programs

- **Steeped in Culture:** Tea, stories, and community
- **Global Grooves:** Music, movement, and global arts
- **Cultural Events:** Shared traditions and celebration
- **Safe Space:** Risings Scholars Program



# BASIC NEEDS CENTER

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## (Goal 1)

# BASIC NEEDS CENTER EXPANSION

## 2025-Feb. 2026

- 14,138 Food Pantry Visits
- 4,925 Diapers Distributed
- 600 USDA The Emergency Food Assistance Program Food Boxes
- 352 Gas Cards
- 205 Holiday Box Distributions w/ Turkeys
- Over 15 Direct Referrals to SB and Riverside County TAD
- 13 Referrals to Housing Community Partners

## 2024-2025

- 13,130 total visits
- Over 400 Holiday Box Distributions
- Over 500 Farm Fresh Box Distributions
- 100 Emergency Bags with food items + solar phone chargers + insulated cooler
- Served over 515 Meals



# BASIC NEEDS CENTER SERVICES

**CalFresh Application Assistance:** Monthly San Bernardino County TAD outreach, Basic Needs one-on-one application assistance, and Semester Benefits CalFresh application campaigns.

**Financial Resources:** Financial Space workshops, VITA Taxes, CHC Foundation Referrals, Housing support, Emergency hotel stay, and FAFSA Dependency Verifications.

**Food:** Quick lunches/Grab & Go Groceries, Meal Vouchers, Cross-Campus Snack Stations, Holiday food distribution, Monthly TEFAP Distribution.

**Hygiene:** Campus showers, Clothing gift cards, Laundry vouchers, Feminine hygiene, Diapers, and Toiletries.

**Mental Health:** TimelyCare, CHC Health & Wellness referrals, and community agency referrals.

**Transportation:** Passes for OmniAccess , Beaumont Transit, and RTA. Free Arrow Services rides. Gas Cards.

**Wellness:** NapPods, CA Department of Public Health “Healthy Living” workshops, Wildwood Women’s Center mobile unit (Free ultrasounds/pregnancy tests), and IEHP outreach.



# MENTAL HEALTH

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## (Goal 1 & 2)

# HEALING CENTERED ENGAGEMENT

## **Healing Centered Engagement (HCE)**

- HCE utilizes a multidimensional framework that focuses on culture, relationships, agency, meaning and action.

## **Supporting Staff & Faculty**

- Workshops, professional development opportunities. Skill building in emotional safety, mindful listening, self-compassion practices, communication skills, and mental health awareness.

## **Mental Health Support**

- Community building circles, safe spaces to connect. Signaling and highlighting mental health services. Options for ongoing mental health services.

## **Holistic Wellbeing**

- Holistic wellness planning, mindful campus practices, and campus wide events

# HEALTH & WELLNESS ENGAGEMENT

## 1. Enhanced Student Support Services

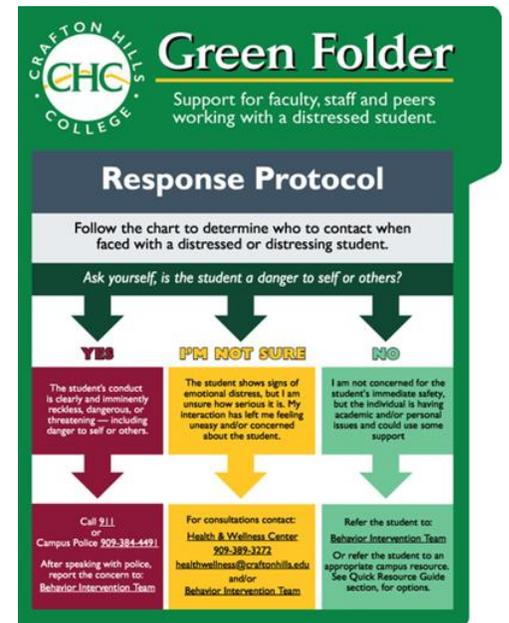
- **Increased Clinical Capacity:** Now staffing four therapists to support in person MH services 5 days a week.
  - Fall Semester **432 students served for Mental Health appointments**
  - Fall Semester **373 students served for Health Services appointments**
- **24/7 Access with TimelyCare:** Virtual mental health support available to all students anytime, anywhere, ensuring no one is left without help after hours.
  - Increased use of virtual mental health services engagement by male identifying students
  - July-Dec: **130 students actively utilizing services**
- **Groups and Workshops:**
  - Men's mental health group
  - Grief Group: Focus on remembering practices
  - Self-Compassion workshops
  - Substance Education workshops with community partnerships

## 2. Outreach and Partnerships

- Increased classroom outreach efforts: **Fall – engaged 670 students**
- Digital educational engagement: multidimensional wellness approach
- Outreach to Public Safety Allied Health Programs
- Veteran Student specific workshops

## 3. Faculty & Staff Professional Development

- Trainings: Communication and De-escalation skills & suicide awareness
- BIT Education
- Campus Distress protocol: Green Folder



**YOU DON'T HAVE TO DO COLLEGE ALONE**  
Available on the TimelyCare app or [timelycare.com/craftonhills](https://timelycare.com/craftonhills)

- TalkNow** 24/7 on-demand emotional support to talk about anything.
- Scheduled Counseling** Choose your preferred day, time, and mental health provider.
- Basic Needs** Access to free or reduced-cost community resources.
- Self-Care Content** Visit the "Self-Care" page for guided self-care content.
- Peer Community** Share your experiences with a nationwide network of students.

**100% FREE \* NO INSURANCE NEEDED \* 100% FREE**



# PROGRAM EXPANSION

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## (Goal 3)

# NON-CREDIT CERTIFICATE PROGRAMS LEADING TO LIVING WAGE



- Certified Nursing Assistant
- Acute Care Nursing Assistant
- Home Health Aid
- Phlebotomy Technician
- Personal Trainer
- Mathematics for Medical Professionals

# CREDIT CERTIFICATE PROGRAMS

- Transitional Kindergarten Certificate
- Voice and Media Acting Certificate
- 3D Modeling for Animation, Game Art, and Visual Effects Certificate
- Technical Theatre
- Library Technician Certificate
- Bachelor's of Science in Respiratory Care
- Vocational Nursing



# PROGRAMS UNDER DEVELOPMENT



- AA in Social Justice: Ethnic Studies for Transfer
- AA in Elementary Teacher Education: Integrated Programs for Transfer
- AA in Law, Public Policy, and Society for Transfer
- Pre-Law Certificate



# FINANCIAL AID AND SCHOLARSHIPS

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## (Goal 1)

# FINANCIAL AID

## Increased PELL Awards

537 more PELL-eligible students (+49.9%).

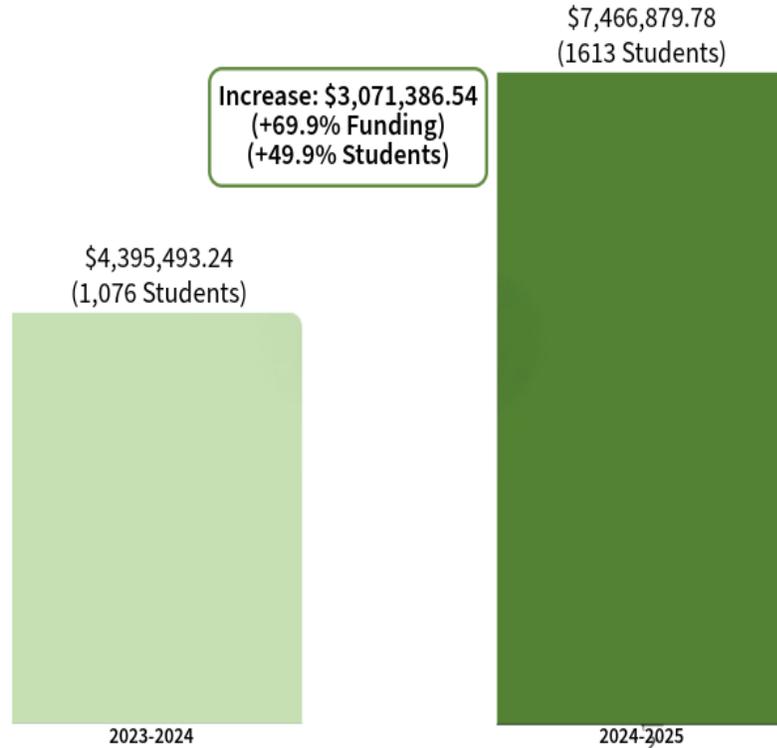
## CHC Record Federal Funding Disbursement

Awarded over \$7.46M in Federal PELL Grants, a \$3M increase.

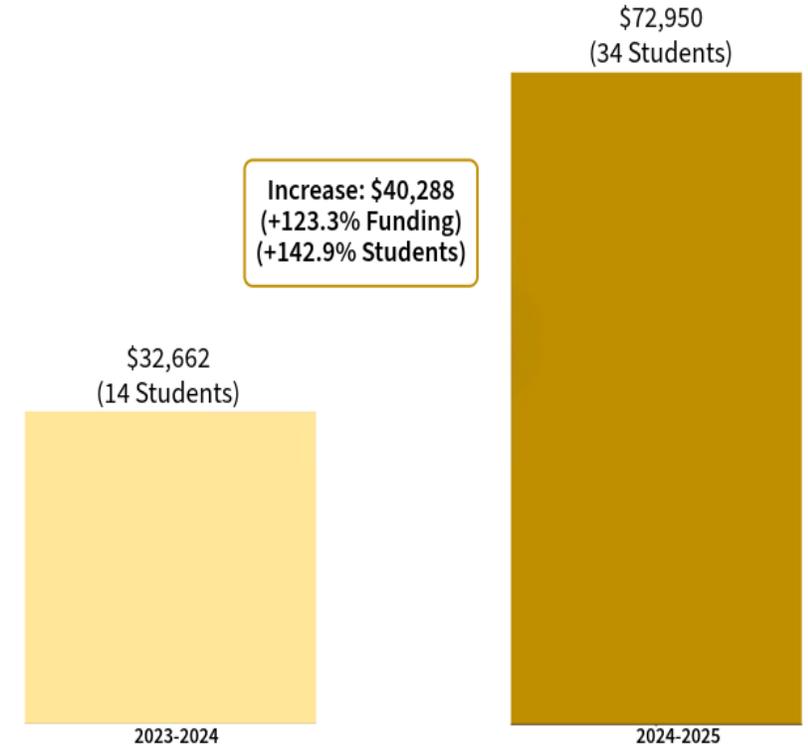
## Federal Direct Loan participation increase

We more than doubled our students.

Federal PELL Grant Comparison



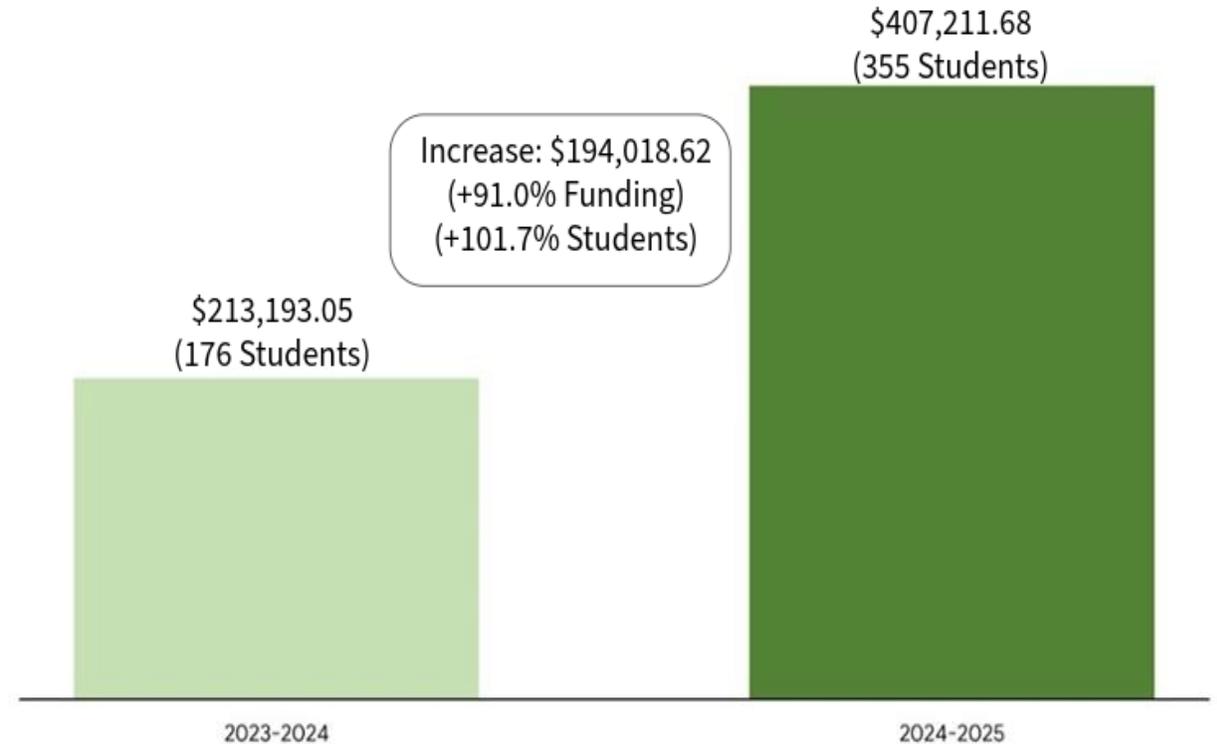
Federal Direct Loans Comparison



Over 14.5 million dollars disbursed in 2024.

# SCHOLARSHIPS AWARDED

- Total disbursements increased **91%**, from **\$213K (2023–24)** to **\$407K (2024–25)**.
- The number of scholarship recipients **more than doubled**, from **176 to 355 students (+101.7%)**.





# FOUNDATION

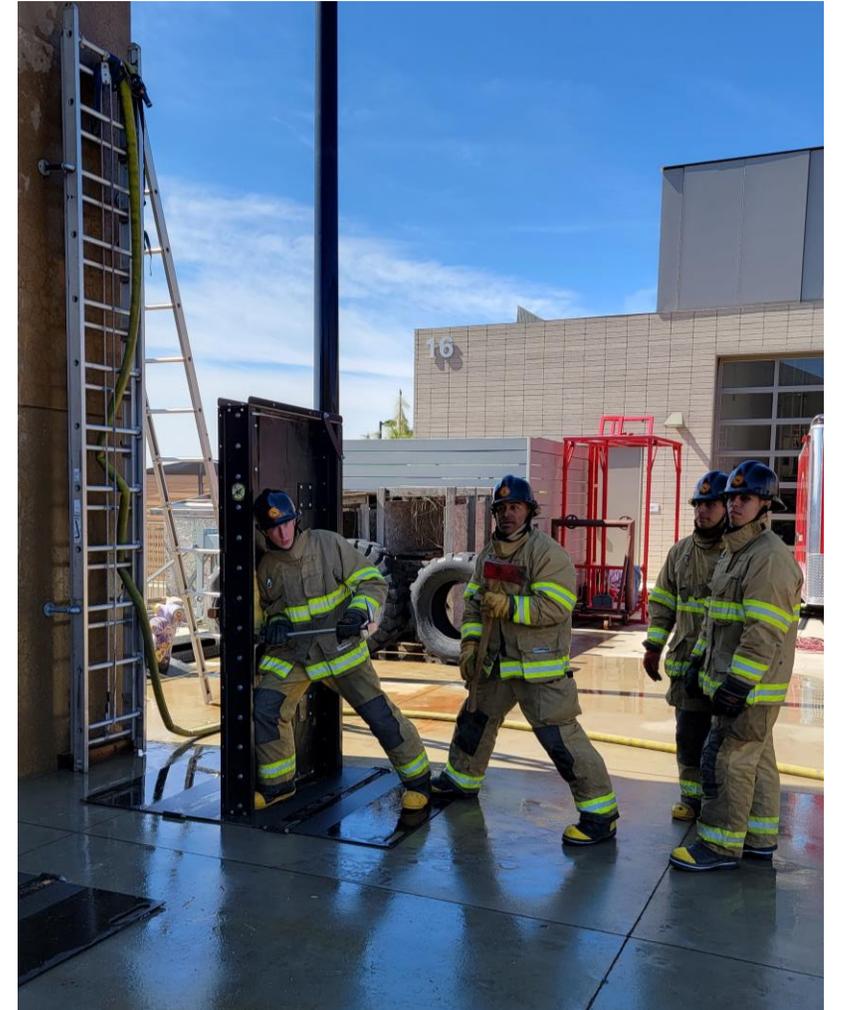
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## (Goal 1 & 4)

# REMOVING BARRIERS AND CREATING OPPORTUNITIES

In 2025, the Foundation provided over \$533,000 in Direct student and Program Support

- 436 Scholarships and Awards – 100% of Paramedic and Respiratory Graduates
- 89 Emergency Grants
- 32 Transfer Application Fees
- Programs – STEM/MESA, Honors, Fire Academy



# A CULTURE OF GIVING

- #TEAMCRAFTON

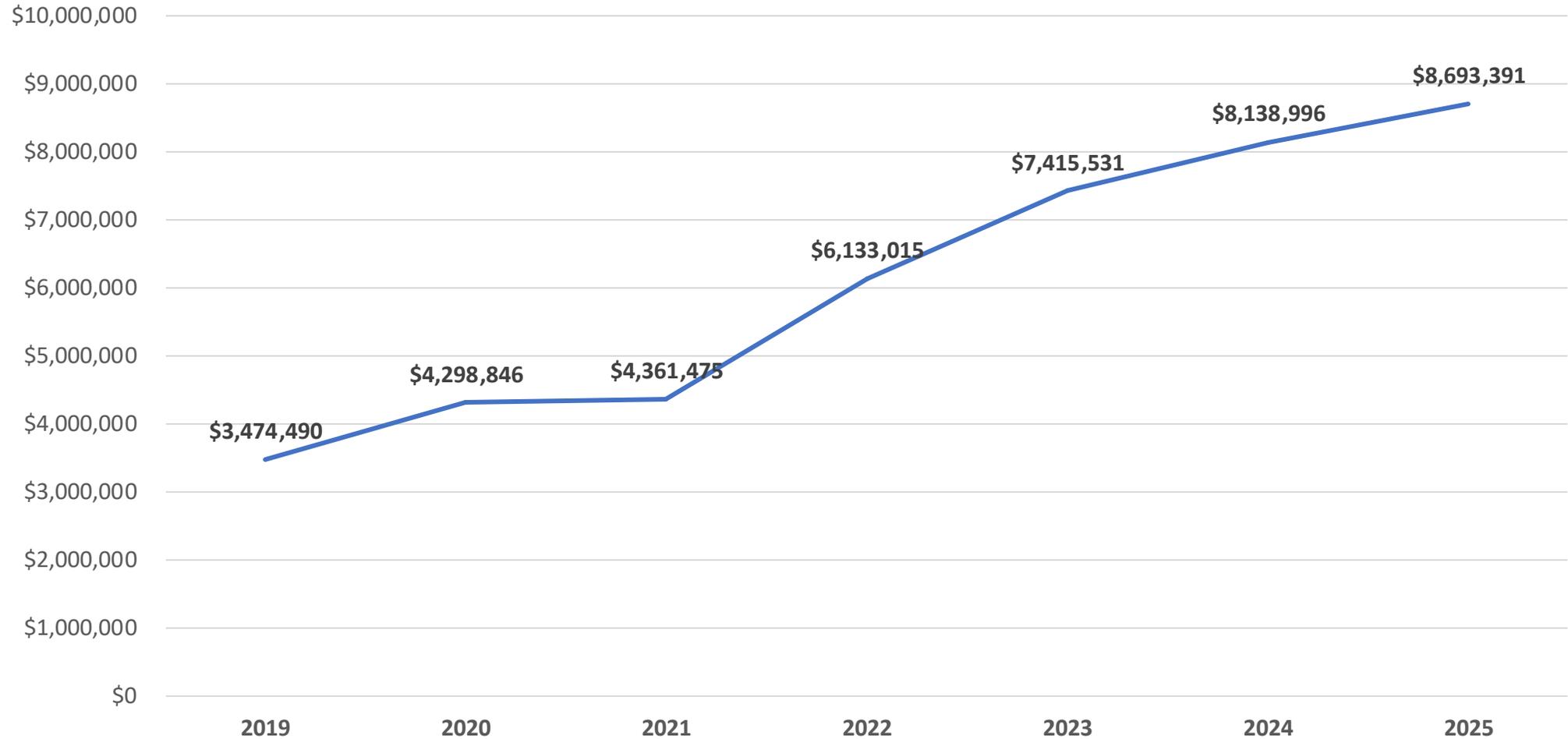
	2019	2025
# of Employees	50	97
Monthly Donations	\$2,000	\$7,900
Annual Donations	\$24,000	\$94,800

- President's Circle

	2019	2025
Total Members	37	133

- District-wide support: 100% of our management team, the Chancellor and all four Vice Chancellors, and three Trustees.

# GROWTH IN ENDOWMENT



# ELEVEN NAMED SPACES ON CAMPUS

Three-part gifts

Part 1: Initial gift to establish an endowment

Part 2: Annual Pledge for immediate impact

Part 3: Irrevocable bequest to sustain the endowment





# STUDENT FEE REFERENDUM

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(Goal 1 & 4)

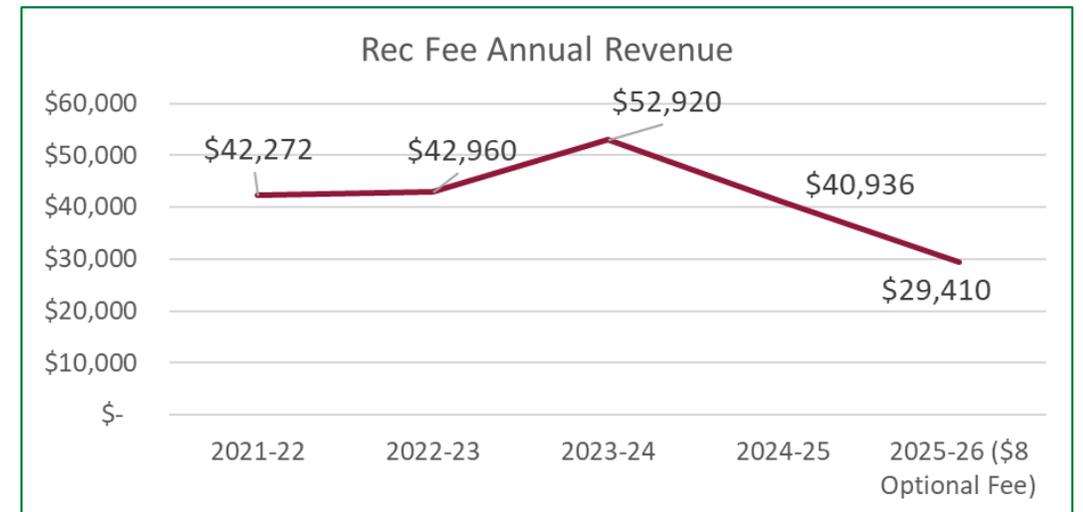
# WHY CHANGE THE FEE?

## Historical Fee Revenue & Service

- Student Activities Fee
- Current Fee amount & revenue
- Current services

## Recreation Fee

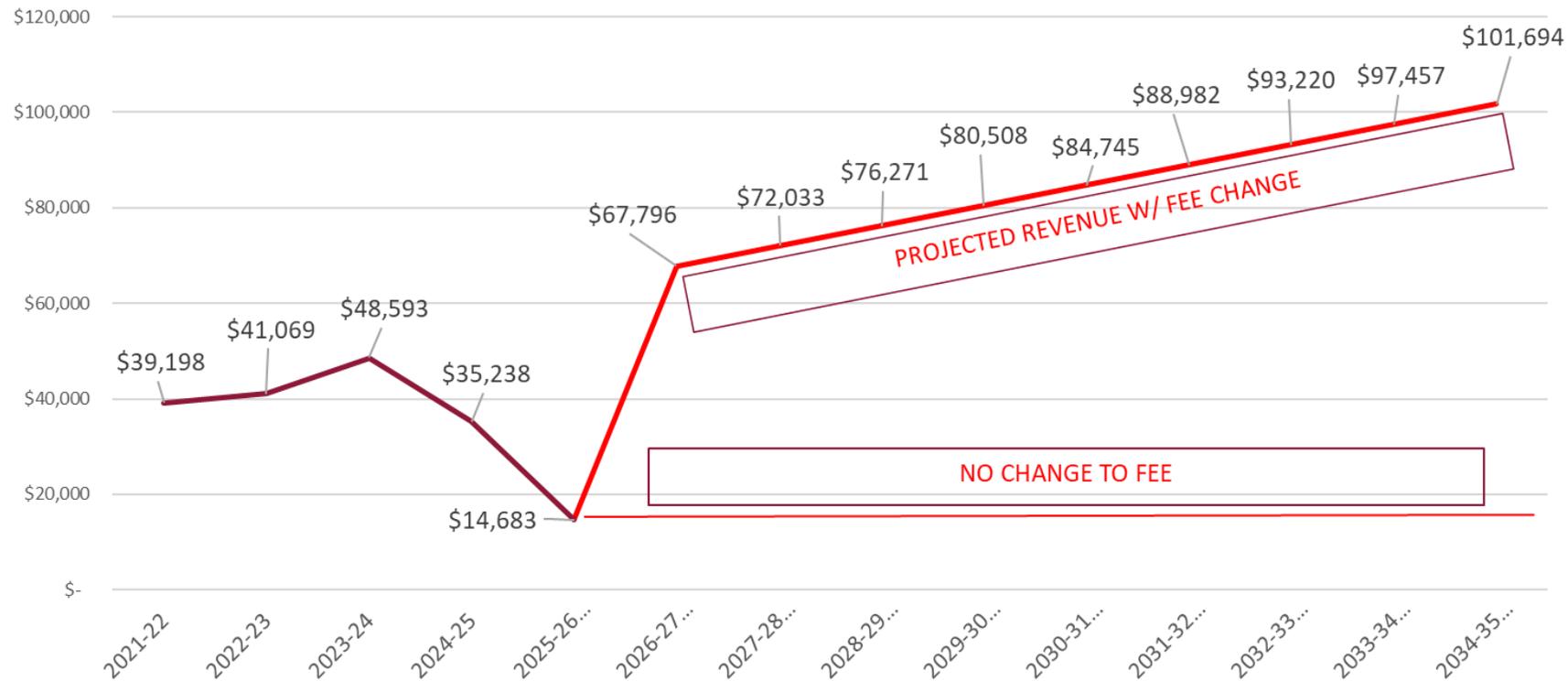
- Current Fee amount & revenue
- Current services



# STUDENT ACTIVITIES FEE – REVENUE PROJECTIONS

From \$9.50/semester (opt-in) to \$4/semester mandatory with an increase of \$.25 each year to max of \$6/semester.

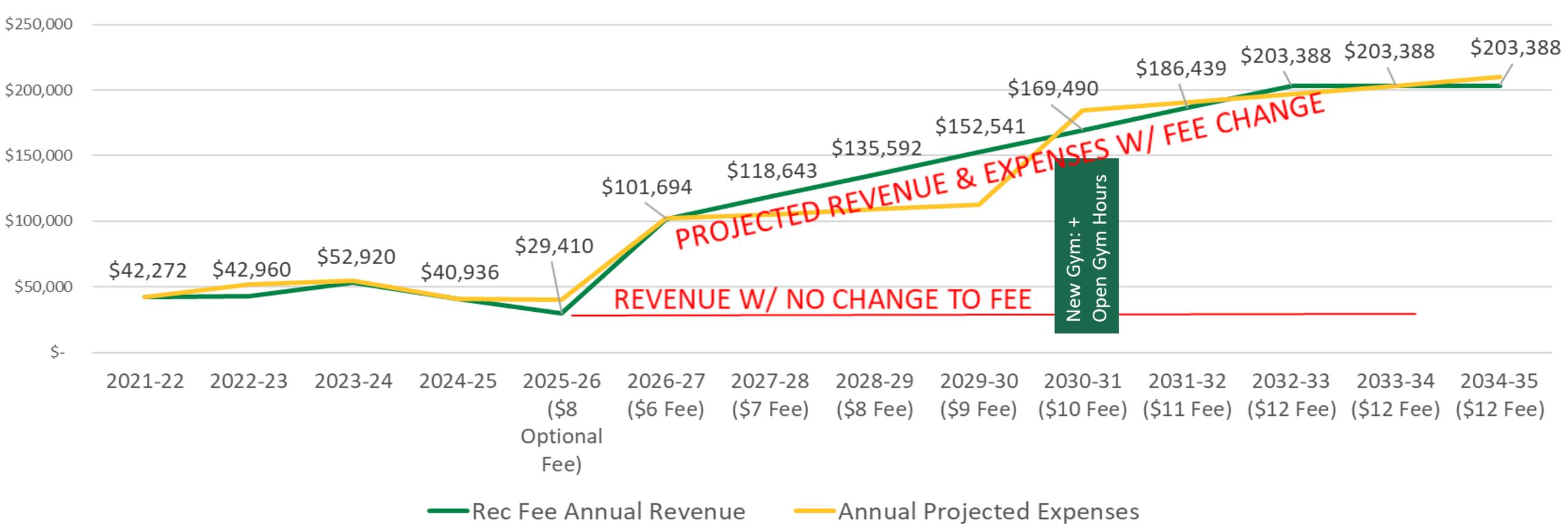
ASB Annual Revenue



# RECREATION/WELLNESS FEE – BUDGET PROJECTIONS

From \$8.00/semester (opt-in) to \$6/semester mandatory with an increase of \$1.00 each year to max of \$12/semester.

Rec Fee Revenue & Expenses



# SMARTIES

## VOTE YES

on the new student activities & recreation fee

**Vote**

**Online:** Mar. 9-13

**In-Person:** Mar. 11 & 12  
10am-2pm in the Quad

**SMALL FEE.  
BIG IMPACT.**

## VOTE YES

Optional \$9.50 ASB fee per semester → Mandatory \$4.00 for all students.

Optional \$8.00 recreation fee → Mandatory \$6.00 for all students.

- Keep funding **events**
- Fund free **field trips**
- Maintain student **hang out spaces**
- Possible **club advisor stipends**
- **FREE FOOD!**

STUDENT  
ACTIVITIES &  
RECREATION FEE

**SMALL FEE. BIG IMPACT.**

**Vote Yes:** March 9-13 Online  
March 11 & 12, 10am-2pm in the Quad

CRAFTON HILLS  
COLLEGE

## VOTING NO

on the NEW Student Activities & Recreation FEE?

**GET  
READY  
FOR...**



- **NO** Club Rush!
- **NO** Club Funds
- **Less** Student Hang Out Spaces
- **Limited** Rec Center Hours
- **NO** More Field Trips
- **NO MORE FREE FOOD**

**SMALL FEE. BIG IMPACT.**

**Vote Yes:** March 9-13 Online  
March 11 & 12, 10am-2pm in the Quad

## YOUR CAMPUS YOUR CHOICE!

Vote Yes on the Student Activities & Recreation Fee

Keep campus life active, fun & supported!

### VOTING YES

- Keep funding campus **events**
- Keep the **rec center** open full time
- **Club advisor stipends**
- More student **hang out spaces**
- **Free food & activities**

### VOTING NO

- **No** Club Rush
- **No** club support funds
- **Fewer** student spaces
- **Limited** rec center hours
- **Fewer** events
- **No more free food**

**SMALL FEE. BIG IMPACT.**

### Student Activities Fee

From \$9.50/semester (opt-in) to \$4/semester mandatory with an increase of \$.25 each year to max of \$6/semester.

### Recreation/Wellness Fee

From \$8.00/semester (opt-in) to \$6/semester mandatory with an increase of \$1.00 each year to max of \$12/semester.



QUESTIONS?