CALIFORNIA ONLINE COMMUNITY COLLEGE DISTRICT

Milestone Report

California Education Code § 75009 (2018)

SUBMITTED BY

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July 30, 2022

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President's Message

A central component of Calbright College's unique model for education is our student-centered design, which catalyzes our mission to serve Californians with high-quality, skills-based programs that meet adult learners where they are, regardless of their life circumstances. Amidst continued uncertainty around the lingering impact of COVID-19, low wages, an uneven economic recovery, shifting family responsibilities, lockdowns, general worries about health and safety, and a mercurial economy flirting with recession, it is an anxious time.

This milestone report provides a snapshot of where we are right now, but it's a part of a much larger movement to reimagine what it means for California's institutions of higher education to have a direct relationship with the labor market, economy, and students.

In March 2022, less than two-and-a-half years after opening for enrollment, we surpassed a student body of 1,000 for the first time in College history. In April, we awarded our 100th certificate. While there is no perfect analogy to Calbright's early development, the early years of institutions engaged in similar work (e.g. Western Governors University, Southern New Hampshire University) indicate we are ahead of the curve. We're actively engaged with our students, learning from their experiences both inside and outside of our curriculum. Their testimonials create a larger mosaic that depicts the urgent need for accessible programs like ours that teach directly applicable skills.

I often use words like *urgency* and *necessity* to illustrate Calbright's mission; this is not to instigate an uncalled for sense of alarm, but to contextualize our work within the broader moment higher education finds itself. Our students are instructing us — directly — on how to meet their needs, yet dissenting voices are asking other questions. *Is there a place for Calbright within the California Community Colleges system? Why is Calbright necessary when the pandemic forced all campuses to shift to online learning?* I worry that we are having neither the conversations that meet, nor reflect this moment.

Success rates for the underrepresented demographic of students we are charged with serving are a shared challenge. For nontraditional learners, the systemwide 4-year completion rate for a Chancellor's Office Approved Certificate is less than 6% — similar to national trends. We can't look at these metrics, at the widening equity gaps in our economy, and at the circumstances of the communities we are losing in our education system, and think we can rise to this challenge with business as usual.

The gap in opportunity our students face isn't about the value of education, but is built into the design of the conventional education model. It is evident in who we are losing in public higher education — and community colleges specifically — amidst a historic enrollment drop that coincides exactly with an unprecedented shift to online learning. It is evident in the rising tide of for-profit college enrollments that advertise flexible alternatives, but are often more costly and risky. Against this backdrop, our students make clear the need for Calbright: 90% indicate that our model was the reason their program was accessible. There is an urgent need for flexibility, for public approaches that honor the moments where students find themselves weighted by a volatile pandemic and a deeply uneven recovery. There is an urgent need for programs that are not just online, but skills-based, flexibly paced, and "digitally-remastered" with a supportive end-to-end human-powered experience built around their needs.

93% of Calbright's students are at least 25 years old and our student body's median age is late 30s. 24% identify as Black, 31% as Latinx, 12% as Asian, and 5% as Native American/Hawaiian/Alaskan. They are students like Alana, who didn't have the resources to finish her bachelor's degree after moving from Hawaii to California. She had experience in a research lab and was able to find gig work and short term contract positions — but those roles didn't provide enough to make ends meet. She enrolled in our IT Support program to earn her CompTIA certificates, and after she passed her first certificate test, she was able to find a job with a small company that provides IT support to organizations that don't have in-house teams. In eight months, Alana went from no credential, to a credential, into a job, and earned a raise.

Building Calbright is both a remarkable challenge and an exceptional privilege. Addressing the stubbornly persistent gap between those who benefit from higher education and those left behind is difficult work that takes care and time. All of us are grateful for Governor Newsom's leadership and vision, and for members of the state Legislature and strong advocates across California who've championed Calbright as we continue to build a more resilient, equitable, and inclusive California together.

Sincerely,

Ajita Talwalker Menon
President & CEO

Overview

Calbright College is a new kind of California Community College: statewide, fully digital, and dedicated to meeting the needs of working adults seeking better jobs. Calbright's innovative, skills-based programs and wraparound supports prepare students for in-demand jobs, and they are designed specifically for adults whose lives — jobs, schedules, and family responsibilities — do not fit typical semester-based course structures and timelines.

- Calbright is a new public institution designed around the specific, career-oriented needs of working-age Californians.
- Our programs are competency-based and flexibly paced so students can move as quickly as they are able to, while taking the time they need both to learn and demonstrate new skills on their own schedules.
- We are an affordable, high-value alternative to costly for-profit colleges. All programs are currently free for California residents.

As we come out of a global pandemic into a new era of economic uncertainty that is deepening inequalities throughout California and across the country, building a state-wide public, online, skills-based college designed around the unique needs of working adults is critical to ensure the state's stability and prosperity. Calbright College is advancing new solutions responsive to the reality our communities face and is meeting the challenge of helping students navigate economic uncertainty.

Competency-Based Education

Competency-based education (CBE) is a flexible approach to teaching and learning based on knowledge and skills that are transparent and measurable. Progression is based on demonstrated mastery of what students are expected to know (knowledge) and be able to do (skills), rather than hours spent in class.

Calbright exists to serve working adults like Alana, who struggled to find a program that could confer her the credential she needed to level up her career. In her own words:

"In total, it took me about eight months from when I started Calbright, to finding a new job and getting my first raise. I'm really happy with my experience at Calbright, and if someone is considering enrolling, I would definitely say go for it. Calbright offers so much support." **-Alana, North Hollywood**

This Milestone Report describes how Calbright is advancing our mission so Alana and many more Californians like her have a clear, affordable path to a brighter future for themselves and their families. The report details how Calbright met all statutory milestones for July 1, 2022, and it summarizes the College's main activities and progress during the 2021-2022 fiscal year, which concluded on June 30, 2022.

Meeting Statutory Milestones

Calbright has *met or exceeded all milestones* that its founding statute required the College to complete by July 1, 2022. According to Calbright's enabling statute, this report shall include:

- A report on student enrollment
- The number of designed program pathways
- A report on student outcomes
- Progress on transition planning for the scaling phase
- A qualitative description of any innovative teaching and student support practices and technologies developed by the College's faculty and staff
- A report on accessibility compliance

Milestone Requirement #1

Reporting on student enrollment.

Enrolling students from Calbright's target demographic is a unique challenge within the California Community Colleges (CCC) system. Calbright is charged with reaching those whose life circumstances prevent them from attending a brick and mortar institution, those who may have fallen through the cracks in higher education, and Californians whose employment prospects are increasingly limited due to changes in the labor market and economy. Calbright is designed to recruit students into an asynchronous learning environment – where they may attend class and work through the material at their own pace at any time, completing coursework while working multiple jobs or caring for their families. To facilitate new enrollments, the College has streamlined the application process and, in May 2022, redesigned its main website calbright.org to speak more directly and simply to students' needs.
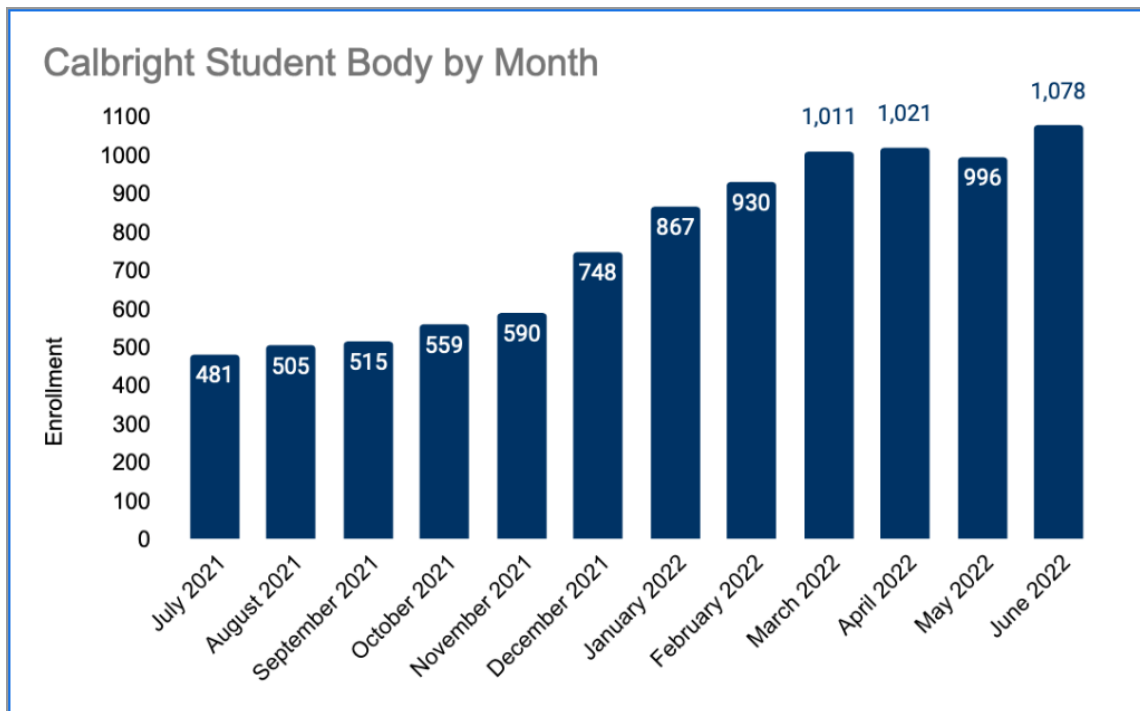
While Calbright's student body has expanded, this growth comes against the backdrop of a record-breaking decline in community college enrollment across America and California specifically. According to a memo submitted to the Chancellor's Office by Dr. John Hetts in March 2022, enrollment among California Community Colleges has declined by 20% compared to 2019, with even more substantial declines among "students of color, male students, students with disabilities, and older students." California's decline in higher education represents 26% of the nation's decline. This highlights the growing need for reimagining institutional design and the creation of programs like the kind Calbright offers — asynchronous and skills-based that work for students on their own time.

Between July 1, 2021 to June 30, 2022, Calbright has increased enrollment by 123.7%. As of June 30, 2022:

> Calbright has a student body of 1,076 students. Of these students, the vast majority fall within Calbright's target demographic: 24.3% are Black, 30.9% are Latino/Hispanic, 35.6% are White, 11.7% are Asian, 4.1% are Native American, 1.5% are Native Hawaiian or Pacific Islander, and 2.3% declined to identify with any group*.

> 93% of students are over the age of 25, 68.2% of students do not have a Bachelor's degree. 48% are male, 47.6% are female, and 5.3% are non-binary or do not wish to have their gender identified. A survey from March, 2022 indicated that 58% of students are unemployed or working part time, with 7.8% working more than 40 hours per week. A detailed breakdown of student demographics is provided in a separate section below.

*Please note that all percentages may not add up to 100% as students may select more than one ethnicity with which they identify.

Calbright Student Body by Month

As of June 30, 2022, there are Calbright students in 42 of California's 58 counties:

Milestone Requirement #2

Our current program offerings.

In the past year, Calbright has enhanced its equity-centered design practice to ensure program selection strategy is directly influenced by adult learners, their unique circumstances, needs, and lived experiences. The College's decision making leverages labor market insights to assess traditional supply and demand metrics as well as in-demand occupational skills, including workforce analysis to gauge hiring probability of our target population. Calbright utilizes data sources such as Emsi Burning Glass to inform program selection, including information on total job postings in California for roles related to specific programs; regional and state-wide demand for these roles; expected job growth within California over the next decade; and whether the median and range of salaries for those positions will foster economic mobility.

In addition, Calbright maintains an Advisory Council for each program area composed of external members who provide expert feedback and collaborate to help identify in-demand jobs and the technical and soft skills they require. Council members are leaders in their fields and recruited from local industries. They participate in discussions that help guide future program strategies, competency development, and the currency of both technical and essential workforce related skills. Additionally, the Council makes recommendations, provides feedback and perspectives on the curriculum, assessments, and learning opportunities. Research on job postings' educational attainment requirements — as well as race equity within the incumbent workforce by occupation — further validates that the College's programs will enhance both job prospects and economic mobility of our target population.

Calbright is creating market demand by responding to critical gaps in the workforce that have historically been the responsibility of the employer to address. The College's recent partnership with Service Employees International Union/United Healthcare Workers (SEIU-UHW) to develop a Licensed Vocational Nurse training program is one such example of this new approach. Calbright is also developing a new Data Analysis program, which it anticipates to launch as a pilot in August 2022, prior to opening enrollment to the public. Designed to support an accessible and statewide training pipeline within this fast-growing field, the program will be offered in an online, flexible, and competency-based format, like all of Calbright's programs, and will introduce students to the usage of structured data in an organizational context.

> *"Our quantitative and qualitative research shows that breaking into the data analysis field is different from other areas – there are specific gateway skills that serve as the foundation for a successful career. Equally critical, data analysis is embedded into organizational structures in both the public and private sectors and spans across industries, meaning that there is opportunity throughout California — from the Inland Empire and Central Valley to Los Angeles and the Bay Area — for workers to upskill to*

and move within their current organization or re-skill to be more competitive in the job market as part of a career shift." **-Michael Younger, Calbright's Vice President of Workforce, Strategy, and Innovation.**

Calbright currently has five online, flexibly paced training programs: IT Support, Medical Coding*, Cybersecurity, Customer Relationship Management (CRM) Platform Administration, and Equitable Health Impacts: Diversity, Equity, and Inclusion. These programs are the first of many, with each fitting into wraparound services designed to prepare students for success in the job market.

A detailed overview of Calbright's program offerings can be found in Appendix A.

Calbright is currently not accepting new applications into the Medical Coding program.

Milestone Requirement #3

Reporting on Student Outcomes.

As enrollment increases and continued improvements and new iterations of student support practices are implemented, Calbright has experienced an acceleration in program completion numbers, and is moving faster toward its strategic goal metrics.

Building a college from the ground up and then scaling it statewide takes time. While there aren't perfect comparisons in higher education to Calbright's model and start-up activities, Western Governors University's early years provide some context. When WGU opened its doors in 1999, initial enrollment was 150 students. Today, it stands at roughly 130,000. At the end of its third year, WGU had conferred four degrees, but currently the University has approximately 215,000 graduates.

Calbright opened for enrollment shortly before the COVID-19 pandemic began and, as of June 30, 2022, has conferred 116 certificates in less than three years. During the 2021-2022 fiscal year, the College awarded 65 certificates, with a notable increase in the second half of the year. Between January 1 and June 30, 2022, 39 certificates were issued. This momentum is especially apparent in Calbright's CRM program, which launched to the public in August 2021, and was the first new offering under the College's new leadership. After less than a year, 29 students have completed the program and enrollment has grown to more than 300.

Labor market outcomes are a lagging indicator, and will continue to be a leading priority for Calbright as the College moves forward with its seven-year start-up period. To expand on the College's work supporting positive labor market outcomes for students, Calbright has developed an employer engagement plan which complements the strong partnerships we have

established with regional organizations, workforce associations and boards, community based organizations, and government agencies. Through the third quarter of 2022, the comprehensive plan highlights a focus on statewide outreach and engagement with cross-industry employers to increase visibility of Calbright's programming, positioning adult learners for optimal labor market outcomes. Building on this work, Calbright has also partnered with the Bay Area Council, a leading business association in California, to facilitate information sessions, job site visits, webinars, and multi-industry convenings with priority employers.

> *"I really like the modules. I really like the flow. It's easy to digest, and it's fun… night is when I really get a chance to sneak away and study. And I actually want to get on the computer and read for class."* **-Brandi, CRM Student, Los Angeles**

Calbright also provides career readiness and career advancement services/resources to students throughout their educational journey, including career coaching, workshops, and industry events. A priority during the College's start-up period will be to increase engagement with students regarding these services. The College has developed and implemented a Career Services Plan (CSP) that formalizes strategies for helping students and alumni obtain positive employment outcomes and expects to see continued momentum during the 2022-2023 fiscal year.

To measure students' employment outcomes after graduation, Calbright currently conducts alumni surveys and has been added to LaunchBoard, a statewide data system supported by the California Community Colleges Chancellor's Office. However, employment data is a lagging metric and may not be available right away due to the manner in which LaunchBoard collects it. Calbright also plans to survey employers to track the outcomes of program completers, such as retention after upskilling, earnings gains, and upward mobility. Holistically, positive labor market outcomes extend beyond just a better paying job, and it is critical that Calbright capture this meaningful information. For a working parent in the service industry who learns their work schedule a week in advance, transitioning to consistent and predictable hours can be life-changing. Likewise, a Calbright student who is able to move from a physically strenuous or dangerous job — like roofing or manual labor — to a help desk position in an office environment can provide the security necessary to support additional personal and professional endeavors.

Calbright offers a variety of opportunities for students to provide feedback to help its teams design and modify supports and resources. In addition to speaking to academic success counselors, instructors, and other support teams, the student engagement team distributes three surveys at key moments throughout a student's Calbright journey. These three surveys include the End-of-Term Survey, the Alumni Survey, and the Annual Student Experience Survey. Data from these surveys are analyzed and used to help different teams design new solutions or iterate on current ones. For example, past student data has led the College to

bring in a team of tutors to help support reading, writing, and basic technology skills. Calbright has also scheduled people to provide support during onboarding sessions for programs.

Milestone Requirement #4

The plan to scale Calbright's model.

Calbright has set ambitious, data-informed, and sustainable goals to serve more students and offer more programs — without sacrificing quality to growth. To do so, the College applied lessons learned from its first years of operation, analyzed multiple scenarios, questioned assumptions, and tapped internal and external expertise. This due diligence, combined with financial assumptions based on the College's current budget, underpins its short and long-term goals. All Calbright programs are designed flexibly and nimbly to respond to the changing needs of the state, especially as California enters a new period of economic uncertainty amid predictions of an upcoming recession and the continued spread of COVID-19 and other infectious diseases.

By the end of 2023, Calbright will have launched 10 high-quality competency-based education (CBE) programs designed specifically to prepare adult learners for valuable, available jobs in growing fields, and will develop at least one of them in close collaboration with a sister community college.

Calbright's programs integrate innovative teaching, learning, and student support, based on evidence of what works. Programs are led by talented instructional faculty, counselors, and support staff. This goes far beyond putting content online: it is a transformative change in the way instructors, counselors, and staff engage with adult learners. The College is designed around students' needs, lowering common obstacles so they can focus more on learning.

Calbright fills gaps in the availability and accessibility of high-quality, high-value, and flexible training programs, providing working adults with an affordable, public alternative to for-profit colleges. Each program provides specific skills employers and the labor market desire, and equips students with knowledge readily applicable across multiple industries. Programs are modular, not just stackable: they are designed so students can combine them in different ways to position themselves for different roles within and across industries. For many students, Calbright's programs can also serve as stepping stones to continuing their education at other higher education institutions, make them more competitive in the rapidly evolving labor market, and/or help students keep their current job as new technology is introduced within their organization.

Calbright's program and partnership expansion will both drive and support this growth as the College simultaneously builds out its systems, faculty, and staff to support more students. For context, Calbright will expand much faster than the most comparable example of early growth.

Calbright is an open enrollment institution. As it becomes better known, more students from outside the College's focus populations may seek to enroll. While no eligible student is ever screened out, the College does have a goal for effectively reaching the students it was created to serve. Through outreach, marketing, partnerships, and a laser-focus on equity, Calbright will aim to have at least 75% of our students from our focus populations:

- Age 25 and older without a college degree
- Hispanic or Latinx
- Black or African American
- Indigenous
- Women
- Immigrants
- Military veterans
- Individuals with experience in the justice system
- Parents and those who care for dependent children and/or adults

- Rural residents
- Displaced workers and those who lost jobs during the COVID-19 pandemic
- Unemployed
- Working adults
- Members of a community currently underrepresented both in higher education and the workforce
- Unable to access traditional forms of education and job training

Milestone Requirement #5

A description of innovative teaching and learning, student support practices, and technological developments.

Prospective and current students have indicated in surveys and interviews that their past experiences with higher education have left them suspicious of institutions like Calbright. They question whether the College is truly free, and have doubts about whether Calbright could be a real solution to the problems they face around the realities of being an adult student with competing responsibilities. This feedback highlights the importance of the College's approach to innovation in teaching, student support practices, and how technology can be used to students' benefit.

> *"I'm one of the people they talk about who got burned by a for-profit college. I got an associate's degree at a for-profit college, and it was expensive, and I don't feel like it's been very helpful. Traditional non-profit colleges are great, even online, but they're expensive too and have a lot of requirements and complications."*

In the fall of 2021, to address common points of apprehension and to actively create a welcoming environment for students, Calbright launched a proactive outreach initiative. Though an online college, human-powered support systems are part of the foundation of student engagement. As part of this initiative, members of the team reach out to students, sometimes even before they have formally enrolled, to connect with them, answer any questions they might have, and discuss Calbright's programs and services. Students meet with their instructors and counselors prior to, or early on, in their program, providing an overview but also an opportunity to connect and become familiar with key resources. This relationship then carries throughout a student's journey. Counselors and other faculty members reach out regularly, via text, email, and phone calls, to help circumvent any issues a student might experience, or to help solve a problem — whether academic or technical — that is delaying progress.

In addition to the College's proactive outreach, Calbright improved and streamlined its onboarding process during the 2021-2022 fiscal year. Today, the College's onboarding is holistic and not program-specific, which increases capacity for both students and faculty so learning can begin more quickly than in previous years and students no longer need to wait for a program-specific onboarding session.

In late 2021, Calbright also implemented Slack, a digital communications tool used by businesses worldwide, across the student platform. Now, programs have their own channels that encourage learners to engage with one another, work collaboratively, and solve problems in a manner that can help others who may be experiencing the same thing. Simultaneously, students are gaining exposure to a platform they will likely use in the professional world.

As Calbright continues to learn more about its students and the services that best support their needs and goals, it is critical to not only iterate and improve, but to also scale these solutions and formalize the protocols and procedures that ensure their success. To advance this focus, Calbright has joined with UC Irvine's top-ranked School of Education and Nudge4 Solutions Lab in a multi-year partnership to apply behavioral science and data analytics to various activities across the student lifecycle. This will allow the College to not only build on what has already been learned, but to quickly expand on those lessons, test them, and create automations that complement human-powered endeavors. Calbright has formed a working group of faculty, enrollment, and success specialists, and key administrators to

> **What is Slack?**
>
> Slack serves as a digital commons to foster community: career services and college-wide events are promoted on the platform, frequently used documents are pinned in channels so they are easy to access for students, and instructors, tutors, and counselors can engage with learners in real time individually and in group settings.

participate in the collaboration. The collaboration will focus on three key areas:

1. Measurement and data collection
2. Instructional design and student engagement
3. Behavioral science design and intervention

The working group will report out the next steps, timeframes, and any actions in late fall, 2022.

Teaching and Learning

Calbright has built in an iterative design process. After launching a program, we seek input from students and instructors to understand what is working well and to find opportunities for improvement. This input informs design iterations, including the addition of resources, updating external links or use of materials, adapting new course flows, and assessment opportunities. Program enhancements are then scheduled and released for current programs. During Calbright's work with UC Irvine, the College will further evaluate the effectiveness of its program design. The goal is to identify a deeper understanding of program hurdles or accelerators, where students may struggle, and what content and interventions motivate their success. Calbright will continue to elevate its design to support adult learners and also incorporate meta-cognitive learning opportunities that impact student engagement.

Student Support

Calbright has continued to develop wraparound services and improve our practices of engaging and supporting students. In the past year, there are many areas that have been modified or intentionally designed based on student feedback and needs. Three such examples include: the virtual student community, persistence data analysis, and re-designed Career Services opportunities. In November 2021, we launched the virtual student community through Slack. On Slack, communication channels are organized into specific supports or functions. The channel access can be public, where all students are able to engage in the discussions or content, or access can be private, where the focus is on specific academic programs or an individual counselor's caseload. From general announcements to Career Services information and opportunities for upcoming workshops, the Slack community has become a place for students to communicate with their instructors and counselors as well as with each other. Additionally, Calbright continues to develop persistence efforts, initially by focusing on data to inform our outreach to students who are progressing inconsistently in their coursework.

The team that examines persistence data connects students with the resources and supports they need to re-engage along their academic and career journey. Currently, the team is analyzing data to discover trends, with a goal of designing more collaborative and seamless persistence efforts across the College's instruction, counseling, tutoring, student engagement, and accessibility teams.

In the past year we have also focused on re-designing opportunities provided by Career Services and expanding operational capacity – the College's Career Services Coordinator joined the Student Services and Success team in early summer 2022. Along with workshops on branding, resume writing, and interview tips, the Career Services team has responded to feedback and developed opportunities for students to learn about public sector jobs, to ask questions of experts, and to leverage LinkedIn Learning to deepen knowledge and prepare for a new career.

Milestone Requirement #6

Accessibility Compliance.

Calbright continues to be in compliance with accessibility standards as required by the CA Online Community College Act and the California Education Code as evidenced by establishing the role of Program Coordinator for Accessibility and Veterans Services. There are many veterans and other students with undiagnosed or undisclosed needs, so through this position, the College continues to refine the intake, documentation, and accommodation support of students. Additionally, the Program Coordinator is establishing advisory groups to continue to leverage more established programs and modify them to a fully virtual environment.

> *"I didn't even think that I could get disability accommodations due to my permanent disability, but my Calbright support team knew I could and helped guide me through the process, which is so helpful. They're always there, always looking out for us."*
>
> **-Leila, IT Support, Los Angeles**

Refining the Student Journey

Calbright is committed to student success, and is building on our increased understanding of who we aim to reach, and how to best serve our target population.

Serving Students

Supporting adult Californians on a path to economic success requires meeting prospective learners where they are, understanding their needs, and building strong relationships and experiences to help them pursue their goals. A key component of designing appropriate, timely support and services is to provide opportunities for feedback and data collection. As Calbright analyzes both qualitative and quantitative data, it gains a better understanding of student satisfaction.

Through the Annual Student Experience Survey administered in May 2022, we found that 79%

of students surveyed (*N*=105) reported that they were satisfied or very satisfied with what they had learned in their programs, 76% were satisfied with their overall experience at Calbright, and 90.4% of students would recommend Calbright to someone else.

Additionally, 69% of survey respondents shared that they sought out their academic success counselor, which is in addition to the 74% who agreed or strongly agreed that their instructor helped them succeed in their asynchronous program (18% were neutral). Of the 72 respondents who engaged with their academic success counselor, 88% agreed or strongly agreed that their counselor helped support their academic journey (11% were neutral).

The Student Experience Survey also provides insight into areas of opportunity for continued institutional improvement. For example, 96% of surveyed students who engaged with Career Services agreed or strongly agreed that Career Services helped support their professional journey. However, only 21% of respondents engaged with Career Services. While students from a myriad of backgrounds and goals enroll at Calbright, some improvements that are already implemented and/or underway to nurture expanded engagement are highlighted in the "Student Support" and "Integrated Career Services" sections of this report.

> **Program Spotlight: CRM**
>
> Customer Relationship Management (CRM) is one of Calbright's newest program offerings, teaching students how to leverage modern technology tools to better serve customers in an organizational setting. Starting with a pilot of only 30 students in 2021, the program is now one of Calbright's most popular offerings with over 300 students actively enrolled.

Reaching Our Focus Students: Marketing and Outreach
Research-driven insights continue to sit at the forefront of Calbright's recruitment efforts. The College is currently engaged with VisionPoint Marketing during this period of high-quality growth, and is refining its marketing strategy to maximize return on investment, expand brand awareness, and optimize recruitment endeavors.

Regionally, Calbright remains engaged in targeted campaigns that leverage relationships with workforce boards and community-based organizations. Calbright also has a complementary and overarching digital and on-the ground outreach strategy that seeks to reach focus populations and meet them where they are, both in-person and online. Calbright regularly engages in live information sessions across the state, such as at the Black College Expo in Oakland and Los Angeles.

Statewide, Calbright is building a network of strategic enrollment partners made up of community-based organizations and leaders who serve the same populations, including: religious faith organizations, health clinics, libraries, community centers, food pantries, homelessness outreach and recovery centers, veterans services, and local advocacy groups

such as chambers of commerce and urban leagues. This fiscal year, Calbright's outreach team distributed 800 flyers to 32 libraries across Southern California, 500 at Black College Expos (held in Oakland and Los Angeles), and 250 to re-entry conferences for justice-involved people.

Success Infrastructure

Calbright's Student Services and Success team offers support throughout the student journey, from the first interest support of Enrollment Services and ongoing Academic Success Counselor advising, to the focused work of Career Services, Tutoring Services, and other student support offerings designed around specific needs. Incorporating student feedback is integral to informing the actions and changes needed to better support our students and has been a pillar of the team's operations since its inception.

Listening and Learning to Better Serve Students
At the heart of effective support for students is Calbright's work to better systematize a learner-centered, active listening approach that goes beyond formal surveys. This work includes:

1. Proactive positive communication,
2. Active listening and questioning, and
3. Documentation and analysis

Proactive positive communication means ensuring that outreach goes well beyond student re-engagement reminders when they haven't been active in the system for weeks or months. These are not reactive, deficit-focused texts and calls. By reaching out when students accomplish tasks and milestones, the College can encourage positive behavior and celebrate progress. This proactive outreach includes encouragement after completion of modules or courses. Active listening and tracking is a skill that allows for the College to consider the logical questions that dig deeper, and can be practiced from enrollment to orientation into course progress through completion.

For example, if a student has just re-engaged to continue their studies, the College may ask them about some of the factors that kept them away and what support could have been provided to shorten the delay of their studies. Upon the completion of a module, support specialists may ask our students to discuss a factor that helped them complete the module or what could have helped them complete it more easily. These types of questions help inform how to design Calbright's student supports and make improvements to services. To learn from active listening activities, the College documents these interactions for analysis, which provides insights into how to better support students.

Enrollment Services

Calbright College Enrollment Services provides students with onboarding support six days a week by telephone, text, and email. Enrollment Services works closely with students to address their unique needs, and identifies trends and opportunities to further advance their success. Enrollment Services:

- Uses various technology systems to track student inquiries, referrals, and document resolutions.
- Tracks all incoming requests to ensure students receive timely responses and analyzes them to identify trends.
- Notifies additional cross-functional teams as needed to provide further support.
- Categorizes all inquiries to identify and share trends over time so that support teams can learn and adapt their offerings.
- Incorporates insights from regularly reviewing the case data to add to the student support FAQs and create internal protocols for new challenges identified as students contact them.
- Monitors drop-off rates at various stages of the application and onboarding process to identify new resources and strategies to support students through these points when applying to Calbright.
- Created an application tutorial to help address application and onboarding pain points and has worked cross-functionally to improve information and response time.

Digital Access & Equity
Calbright offers a Device Lending Program designed to meet students' technology needs, providing access for all students to the technology required for participation in Calbright programs. Through the lending library, eligible students may borrow a laptop and/or mobile broadband internet hotspot to gain internet access, and use it for the duration of their enrollment. 642 Chromebooks and 606 wifi devices from the Calbright lending library are currently in use across the state.

Customized Support
The College's faculty proactively contacts students to support them through their program. For the first six to eight weeks in the program, instructors and academic success counselors collaborate to provide weekly meetings with students to ensure they respond to questions, offer guidance, and provide tips for academic success in completing competency-based education programs. Following these initial weeks, the cross-functional teams better understand how to support students, can recommend additional appropriate team resources, and are able to personalize their communication for the remainder of the student journey.

Additionally, academic success counselors, instructors, and other support staff use various forms of communication with students to offer flexibility in their approach to accommodate students' needs and learning preferences. Teams test various student touchpoints to determine whether one is more effective on improving outcome metrics to further refine individual

communications. Instructional faculty regularly engage with students on academic questions to provide personalized support. They also offer forums where students can interact with them to seek further clarification on coursework in an informal setting that strengthens relationships with students.

Library and Tutoring Services

Once students enroll at Calbright, they have access to wraparound support services via the College's web-based portal and the Zoom video conferencing app, including library resources and tutoring services. Library resources are designed to further support students' studies in their chosen program and are freely available online. Tutoring services include personalized support via the academic support team. There are currently tutors to support reading, writing, and basic technology skills. The technology tutor also provides support during enrollment and onboarding so that we are able to decrease and/or eliminate barriers even at the beginning of the journey. The team is continuing to design additional peer-to-peer support opportunities through Slack and other online systems.

Learning for Career Advancement

Calbright's programs and services focus on learning for career advancement. As the College seeks to support the learning and career development for its focus population, Calbright tightly connects understanding of how students experience the labor market and designs programs and experiences that fit for employers and workers.

This approach is reflected in the way the College's newest programs were designed and launched. For example, understanding the need to support career transitions for individuals currently in industries and roles with uncertain economic recoveries, the College designed the CRM program (which launched to the public in August 2021) to help learners transfer skills from frontline customer service roles into new careers in technology.

Calbright's new programs integrate innovative teaching, learning, and student supports, based on evidence of what works, and led by talented faculty and staff. This goes far beyond putting content online: it is a transformative change in the way faculty and staff engage with adult learners. For example, students can get help when they need it, not just during standard business hours when they are most likely to be busy with jobs and/or caregiving, and students who have to take weeks off because of a family illness can pick up where they left off instead of having to start over at the beginning of another semester.

"Our students are at the center of our design. We've had the opportunity to implement new student support systems and improve upon practices already in place, and we're seeing early results now – students are diving into their coursework and moving ahead as quickly as they want, while taking the time they need. Our instructors, counselors, tutors, and everyone across Calbright is focused on how we can collectively and collaboratively serve our students and empower them in the next chapter of their life." **— Ted Lai, Calbright's Vice President for Student Services and Success**

Calbright programs fill gaps in the availability and accessibility of high-quality, high-value training programs, providing working adults with an affordable, public alternative to for-profit colleges. Each program provides a specific skill set that employers want, which students can instantly apply in the working world. For many students, Calbright's programs can also serve as stepping stones to continuing their education at other higher education institutions.

Integrated Career Services
This fiscal year, Calbright improved its Career Services program to offer students more targeted online resources as well as high touch connections, which give them access to new fields and help support their career goals. Services include career coaching, industry-related job preparedness events, mock interviews, virtual panels with employers, workshops to build professional skills, and hands-on support to search for jobs and internships. Importantly, Calbright ensured that career services were available — and that students were encouraged to use them — throughout students' journey, not just at the end of their program.

Calbright supports both current students and alumni in pursuing their career goals by providing career navigation skills and strategies that are current to industry trends. Students also connect with industry professionals to further their career awareness and job readiness skills, and to help build their professional networks. Examples of support services include:

- Professional Skillbuilding Workshops
- Webinar Panels with Industry Experts
- Virtual Career Fairs
- Mock Interviews
- 1:1 Career Coaching
- Access to an online job search marketplace platform

Partnerships

Calbright remains engaged in beneficial partnerships with sister community colleges, regional and state entities focused on economic development, employer and industry associations,

labor organizations, and individual employers, including new and ongoing collaborations during the past year as new program development continues to expand.

A key goal in the College's Strategic Vision is to have engaged 20 external stakeholders in meaningful partnerships by the end of 2023. Calbright actively shares the knowledge, strategies, and tools that emerge from our innovation and research, adding value to the CCC system and to external partners. Such shared gains include, but are not limited to, CBE program design, faculty and staff development, technology to improve the learner experience, and models for collaboration.

Partnering with Economic Development Efforts, Industry, and Labor

Statewide and regional partnerships inform Calbright's programs, create enrollment and employment pathways for students, and/or enhance labor market outcomes. By engaging with employment-related partners, we identify gaps in skills, jobs that are unfilled, and needed training that is either not currently offered or not available statewide. These partnerships help Calbright stay informed about important developments in a rapidly changing labor market, and provide insights into the hiring process that help us better support job-seekers without degrees. Such collaborations are already helping Calbright ensure that new programs build the essential skill base for key jobs and sectors.

Business Partnership Case Study: OpenClassrooms

Building equitable, innovative, and student-centered programs requires Calbright to facilitate partnerships that provide insight into specific skills necessary for working learners to achieve positive labor market outcomes. That is why the College takes an equity-centered community design approach to researching workforce skills and integrating adult learner needs into program design.

After identifying that Data Analysis skills are in-demand in the job market, Calbright established a partnership with OpenClassrooms to both validate market assumptions and co-create the program. As a premiere vocational training online platform offering employment services for students worldwide with a US DOL Registered Apprenticeship Program (RAP) in Data Analysis, OpenClassrooms is a formidable partner to accelerate program goals. Over a two-month period, Calbright's faculty and staff — informed by qualitative and quantitative comprehensive research — developed the business case, listened to and observed incumbents, hiring managers, and subject matter experts to better understand what it takes to succeed in a job centered around data analysis.

This collaborative research partnership shaped the concept and design of Calbright's new Data Analysis program which is set to launch as a pilot in late summer 2022. The program is for students who have no previous data analysis experience and will help adult learners understand data types and sources, organize complex data using spreadsheets and Structured Query Language (SQL) databases, and use visualization and storytelling to inform and guide business strategy. The program will integrate essential workforce skills like communication and time management, as well as career preparation support, such as resume writing and interviewing.

Partnering for Statewide Economic Development

Calbright engages in statewide and regional efforts led by entities such as economic development agencies, county and local governments, Workforce Development Boards, and CCC Districts' regional networks to serve students across the state. New organizations added to the existing Economic Development list since the last milestone report include the Cooperative Economic Empowerment Movement, Worker Education and Resources Center, South Bay Workforce Investment Board, NextGen Policy, and the Bay Area Council.

Partnering with Labor Organizations

Calbright is collaborating with Service Employees International Union/United Healthcare Workers (SEIU-UHW) to respond to an acute need in the healthcare industry. The purpose of this new partnership is to support a more diverse pipeline of critical healthcare professionals, and the College is currently in the process of finalizing a new program based on certifications for professionals seeking to become Licensed Vocational Nurses (LVNs). Calbright also conducted research with the SEIU UHW-West & Joint Employer Education Fund, and is using the findings to inform the design of the Upskilling for Equitable Health Impacts programs.

Partnering within the CCC System

Calbright helps identify and solve common challenges faced by working learners and community colleges. As a statewide institution, Calbright is uniquely positioned to surface and collaborate on solving problems affecting focus learner populations and community colleges across the state. Doing so is part of both Calbright's mandate and its strategy for high-quality, student-centered growth.

Working Learner Innovation Alliance (WLIA)

One of the objectives of the WLIA was to provide support to Calbright College to activate a cohort of colleges, including Calbright College and several brick-and-mortar colleges, to build, test, and learn from new innovations and champion systemic change that supports the upskilling of low-income workers and development of employer-informed education programs. Between August 2020 – May 2021, the Foundation for California Community Colleges provided planning and coordination support to Calbright College to convene leaders from four other

community college districts (CCDs) to form a Working Learner Innovation Alliance (WLIA). Participating districts included San Diego, Coast, and Kern with Foothill-DeAnza serving in an advisory capacity.

Through a series of meetings and working sessions, the group developed the following purpose statement:

> "The Working Learner Innovation Alliance is a statewide collaborative in the California Community College system, designed to leverage the strength of regional districts to advance its equity mission. As a key operational partner, Calbright College will join forces with regional districts to test innovative skills-based strategies for economically disconnected Californians. Together, this partnership will unlock the scale and capacity of the CCCs to build an equitable economic future by helping adult learners gain greater access to educational and career advancement opportunities."

Subsequent activities of the group included identifying priority areas for potential collaboration, preparing a formal memorandum of understanding, and drafting a request for information (RFI) to recruit additional member districts. Areas for potential collaboration identified include: conducting research and development on equity-based technology solutions and innovations, establishing statewide infrastructure to support employer engagement, and engaging in policy, advocacy and quality assurance efforts to advance competency-based education in the CCCs. The memorandum of understanding was finalized in November 2020, and was reviewed and approved by December 2020.

Since establishing the WLIA, the group has added Compton College as a partner. Calbright and Compton College have agreed to join forces to conduct research on "hard to reach" working adult populations in the LA region. This research will provide insight on how colleges can improve access to students who currently are not engaged with a CCCs and how to develop better intra-system transfers from Adult Education to community colleges. This research will also offer insight into a post-pandemic recovery for populations most impacted by changes in the economy.

Collaborative System Partnerships

Calbright's alumni now have transferable options into either Bakersfield College or Compton College. For instance, Compton has approved credit for prior learning units to adult learners in Calbright's non-credit Introduction to Information Technology program. Bakersfield has articulated transfer credit from Calbright's Medical Coding for Professional Services towards an Associate Degree program in Health Information. Both partnerships provide Calbright graduates with advanced educational opportunities.

Strengthening Operations and Building Capacity

Calbright's ability to innovate and grow depends on a combination of people, expertise, systems, and technology, all working together to build a new kind of community college and serve working adults more effectively. These are the main, interrelated ways that Calbright operationalizes innovation to drive student success and high-quality growth. Organizational development is building different types of capacity, including R&D, innovation, faculty and staff, governance, and student representation.

Research and Development

Calbright's research and development (R&D) opens doors to innovation at other colleges and informs workforce and economic development efforts. At Calbright, everything first happens in an R&D setting to determine if it is worth investing in for students and the state. Calbright's R&D function includes documenting and disseminating what is learned to help build the currently scant knowledge base about what works best — and not so well — for working learners. This includes sharing knowledge about the labor market, hiring practices, and focus learner populations in ways that aim to strengthen employer engagement activities across the system.

Calbright designs programs using labor market insights to demonstrate employability and demand. Emsi Burning Glass Labor Insights help to determine the following:

- Total job postings in California for roles most related to the program in question;
- Regional demand, demonstrating a state-wide need that transcends urban, rural and suburban distinction;
- Expected job growth within the state over the next decade;
- Top defining and distinguishing skills for the role (to align with curriculum) as well as whether the role in question is a gateway role to advanced opportunities;
- Determining 'supply' — the amount of graduates with credentials produced by other institutions across the state;
- Determining the ratio of job postings to eligible graduate who could fill them (looking for a high ratio gap); and
- Determining median and range salaries and identifying if they are at levels that will improve outcomes for economic mobility.

Calbright's R&D function garnered new fuel and national recognition in July 2021, when it was selected to participate in a national research program examining how technology can improve students' skills for managing learning on their own. The U.S. Department of Education's Institute of Education Services awarded $10 million to the Community College Research Center

at Columbia University's Teachers College, SRI Education, and Achieving the Dream to conduct the study. They and the nine participating colleges will be a part of a new center that focuses on creating a national engagement and professional learning program. The center will help higher education leaders and instructors adopt teaching strategies and use online course tools to help students develop self-directed learning skills.

Additionally, Calbright College has entered into a partnership with the UC Irvine School of Education and Nudge4 Solutions Lab. This multi-year endeavor will provide deeper data analysis, understanding of behavioral science, and leveraging of technology to amplify the work of our instructional, counseling, and other support teams. Additional details about the scope of this initiative are included in the "Milestone Requirement #5" section of this report.

Faculty and Staff

Faculty, staff, and students all have a voice in shaping how Calbright fulfills its shared commitment to success, and in building and maintaining an equitable and inclusive work environment. Calbright's fully realized governance structure reflects its unique model and builds on the strong tradition of participatory governance in the CCC system. Furthermore, it honors the leadership, contributions, and perspectives of faculty and staff across the institution, ensures student representation, and supports collaboration across roles and divisions.

This fiscal year, the College achieved two critical milestones with regard to its faculty and staff labor partners. In the spring of 2022, the California School Employees Association (CSEA) was formally recognized as the College's classified staff labor partner, with collective bargaining between Calbright and CSEA beginning in the summer of 2022. In May 2022, the College also reached a bargaining agreement with the Calbright Faculty Association – its ratification marked the first-ever labor agreement in Calbright's history.

Academic Senate

Calbright's governance honors the tradition of participatory governance to allow for the inclusion of diverse perspectives. "Academic Senate" means an organization whose primary function, as the representative of the faculty, is to make recommendations to the administration of a college and to the Board of Trustees with respect to academic and professional matters. "Faculty" means those employees of a community college district who are employed in positions that are not designated as supervisory or management.

Calbright College's Academic Senate members serve on its governance committees, including:

- Governance Council
    - Administrative Procedure (AP) Committee
    - Diversity, Equity, and Inclusion (DEI) Taskforce

- ○ Budget Committee
- ● Academic Senate
    - ○ Curriculum Committee

Student Representation

On January 25th, 2022, the Calbright Board of Trustees adopted a resolution recognizing the establishment of the Calbright Student Body Organization.

After formally acknowledging the future Calbright College Student Body Organization, the Student Senate for California Community Colleges (SSCCC) invited Calbright College to send a student representative to attend the General Assembly as a public non-voting attendee. The annual General Assembly Meeting was held April 1-3, 2022 and one student attended as a representative of the College's student body. Calbright continues to design opportunities for student leadership and interaction that can accommodate the schedules of our student population. Through the Student Slack Committee, several students have volunteered to work with our Student Engagement teams to develop the By-Laws and Constitution for student government. Additionally, we are engaging the National Society for Leadership in Schools for content to help build capacity for our student representatives.

Procurement

Calbright remains committed to transparent, ethical, and open procurement practices that adhere to all applicable state and local laws.

- In July 2021 the College completed the development of a "Procurement, Purchasing, and Contracting Handbook", implementing a fully functioning procurement process that aligns with state law, regulations, and to the extent applicable, the State Contracting Manual.

- On July 26, 2021, Calbright held a training for all employees, in partnership with legal counsel specialized in District laws, policies, and procedures related to procurement and contracting. This training is now part of the College's onboarding process for new employees.

- On October 20, 2021, Calbright hired a full-time procurement coordinator with knowledge of and experience with public sector procurement, who began working at the College on November 8, 2021.

Accreditation

Accreditation is a federally recognized form of quality assurance in higher education and a key milestone that will set Calbright up for both faster growth and long-term sustainability. Calbright has prioritized the accreditation process. Calbright's application for accreditation was submitted to and accepted by a United States Department of Education-recognized accreditor ahead of schedule in February 2021.

Student Data

Current Enrollment

As of the most recent monthly data available for reporting (June 30, 2022), Calbright's student body consists of 1,076 students, broken down here by program:

IT Support Program	**659**	**61.2%**
Transition to Technology: CRM Program	**298**	**27.7%**
Cybersecurity Program	**77**	**7.2%**
Medical Coding Program	**34**	**3.2%**
Equitable Health Impacts: DEI	**8**	**0.7%**

Calbright's strategic goals for high-quality growth include that 5,000 students will be enrolled at the end of 2023, with 75% from focus populations. Calbright's growing programs, targeted marketing and outreach efforts, and partnerships will both drive and support this growth, as the College simultaneously builds out its systems, faculty, and staff to support more students.
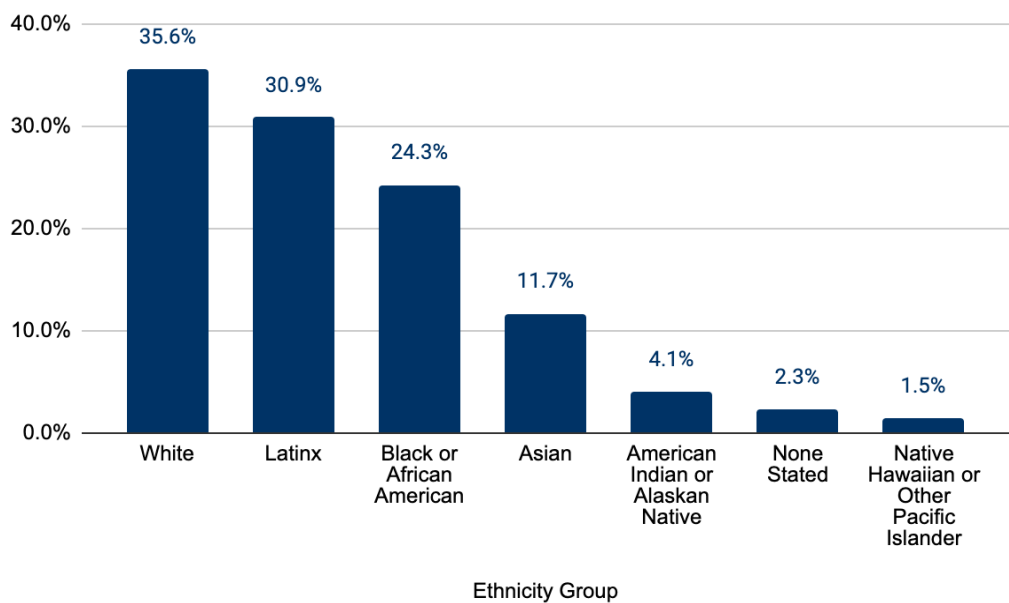
Calbright is expanding faster than the most comparable examples of early growth. Western Governors University, which was also built from the ground up to provide CBE online, took nearly seven years to go from launching its first program to enrolling 5,000 students. Calbright plans to accomplish this in just over four years.
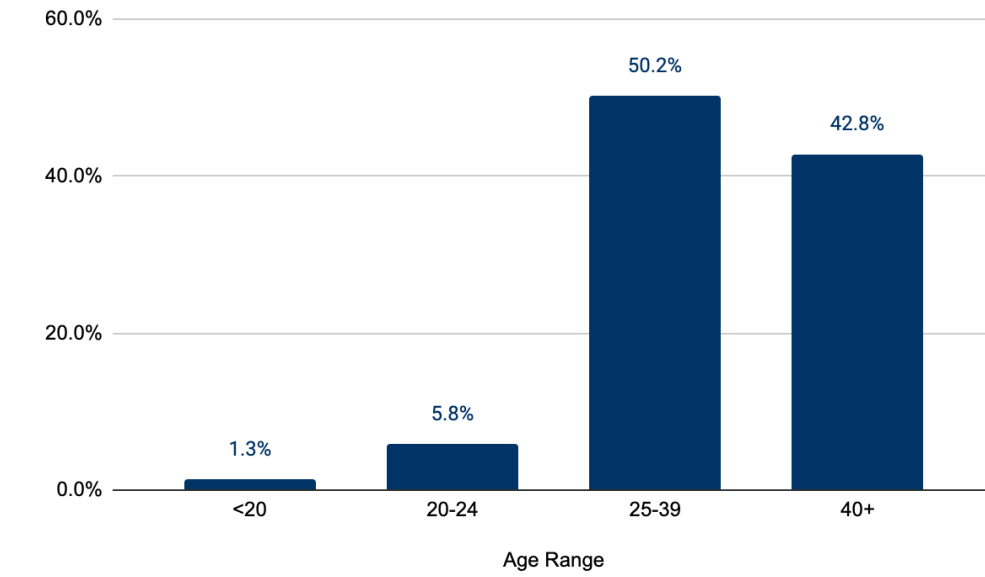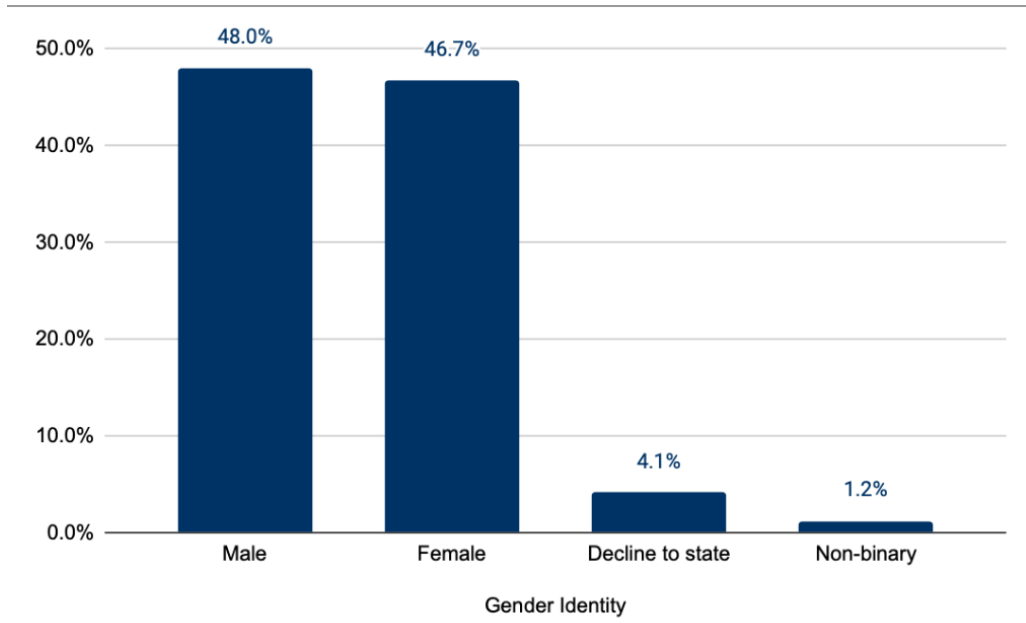
Calbright is an open enrollment institution. As the College becomes better known in the state, more students from outside focus populations may seek to enroll. While Calbright will not screen any eligible students out, the College does have a goal to effectively reach the students we were created to serve.
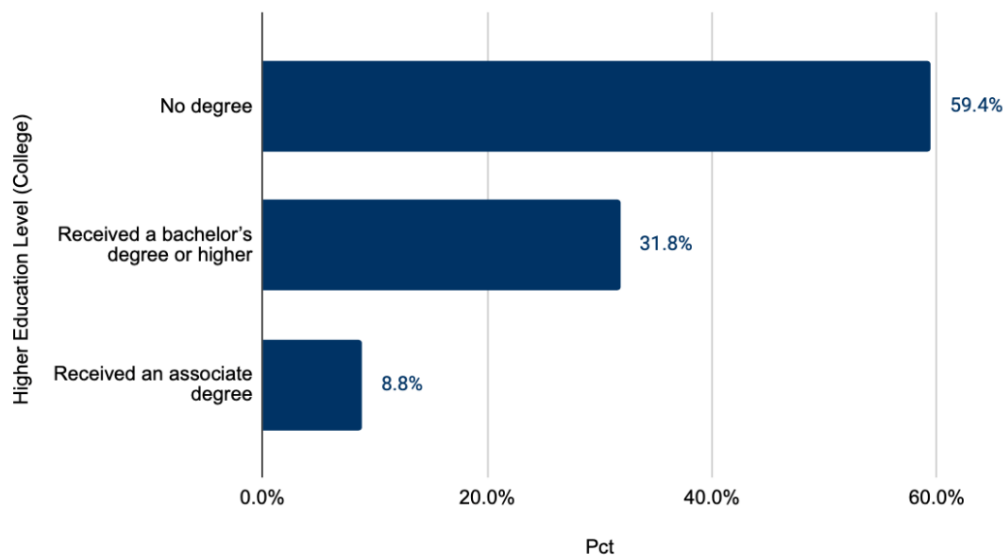
Through outreach, marketing, partnerships, and a laser-focus on equity, Calbright aims to have at least 75% of its students from focus populations: Californians who are age 25 and older without a college degree, who are Latinx, Black, or Indigenous, and others currently underrepresented both in higher education and in good jobs.

Student Demographics

Calbright's open enrollment policies combined with student-determined length of programs means demographic data fluctuates during what would be conventional academic semesters. A majority of our students, however, are consistently students of color, at least 25 years old, and without a college degree. The following charts reflect actively enrolled students as of June 30, 2022:

Ethnicity Group

Gender Identity

Age Range

Outcomes

Economic mobility and equity remain at the core of Calbright's mission: the College only succeeds if its students succeed – and at equitable rates. Success means that students complete Calbright programs and, more importantly, that they are better off in the labor market as a result. These goals are a top priority and will be achieved by learning and improving as Calbright scales up.

Program Completion

As of June 30, 2022, Calbright has conferred 116 certificates of competency to students who have completed their program, including in the College's newest program, Equitable Health Impacts, which is in pilot phase and launched in early spring, 2022:

Introduction to Cybersecurity (Security+):	26
Introduction to Information Technology (A+):	51
Transition to Technology: CRM Platform Administration:	29
Other*:	10

Due to FERPA regulations to protect student privacy, Calbright does not disclose certificate holder information for programs that have fewer than 10 completers.

Graduate Data

To expand on the College's work supporting positive labor market outcomes for students, Calbright has developed an employer engagement plan which complements the strong

partnerships established with regional organizations, workforce associations and boards, community based organizations, and government agencies. Through the third quarter of 2022, the comprehensive plan focuses on statewide outreach and engagement with cross-industry employers to increase visibility of Calbright programming and position adult learners for optimal labor market outcomes. Building on this, the College has also partnered with the Bay Area Council, a leading business association in California, to facilitate information sessions, job site visits, webinars, and multi-industry convenings with priority employers.

To measure students' employment outcomes after graduation, Calbright has been added to LaunchBoard, a statewide data system supported by the CCC Chancellor's Office. However, employment data is a lagging metric and may not be available right away due to the manner in which LaunchBoard collects it. To better understand and track labor market outcomes in the interim, Calbright will conduct regular alumni surveys that will capture information in the period following program completion as well as progress over the course of longer time horizons.

Appendix A

Detailed Program Descriptions

Current Programs

Calbright offers five programs as of June 30, 2022:

- Introduction to Information Technology Support (A+)
- Introduction to Cybersecurity (Security+)
- Medical Coding for Professional Services
- Transition to Technology: Customer Relationship Management (CRM) Platform Administration
- Equitable Health Impacts: Diversity, Equity and Inclusion

Each program consists of two courses in compliance with program standards established by the Chancellor's Office. Students focus on the reading, writing, and math skills needed to be successful within an academic and professional environment, contextualized to their core study focus, and receive career readiness training throughout their programs.

Students will develop awareness and competency of the 21st century skills identified by employers as essential to career success through self-directed learning modules, self-exploration, and practiced-based exercises.

Introduction to Information Technology Support (A+)
This skills-based, noncredit, program is designed to prepare students to successfully complete the CompTIA A+ certification, an industry recognized certification. It includes study of the content found in the CompTIA A+ Exams (Exam 220-1001 & 220-1002), including practice examinations, as well as application of the material on the job.

Subjects include hardware, operating systems, software, mobile devices, basic networking, basic security, operational procedures, printers, and troubleshooting. Students gain a working familiarity with the concepts of documentation, safety procedures, and small office/home office (SOHO) technologies. Students also gain understanding of how to assemble components based on customer requirements, and also master the installation, configuration, and maintenance of PCs and Mobile devices.

The basics of networking and security forensics are also covered. Other subjects include application of troubleshooting methodology and provision of appropriate customer support. Networking and security forensics will be introduced along with the basics of scripting,

virtualization, desktop imaging, and deployment, as well as basic cloud technology and deployment.

Program-Level Student Learning Outcomes

- Demonstrate the ability to identify issues across a broad range of computing skills, both in software and hardware.
- Implement solutions to common problems and issues raised by customers.
- Apply a wide variety of skills in customer support and troubleshooting, ranging from installation and configuration, to networking, operating systems, mobile devices, and security.

Introduction to Cybersecurity (Security+)

This skills-based, noncredit, program prepares adult students for employment in the Information Security field. Students progress through the program by mastering a working knowledge of the fundamental principles and topics of information security and risk management, and demonstrate appropriate diagnostic, risk management, and solution application at the organizational level.

This includes hardware, software, processes, communications, applications, and policies and procedures with respect to organizational cybersecurity. Students in this program will be prepared to successfully complete the CompTIA Security+ certification exams (SY0)-501, which is an industry-recognized certification.

Program-Level Student Learning Outcomes

- Describe key principles of information and risk management at the organizational level.
- Analyze a wide variety of technical issues in Information Security from networking, operating systems, mobile devices to various technical systems.
- Recommend and/or apply appropriate solutions at the policy, procedure communications, applications levels for hardware, software, and processes.

Medical Coding for Professional Services*

This skills-based, noncredit, program prepares adult students for employment in the medical coding field. Students progress through the program by mastering entry-level competencies in medical law and ethics as related to medical billing and coding; medical terminology; pharmacology; anatomy and physiology for healthcare coding; disorders of the human body; diagnostic tests; treatment modalities; and CPT (Current Procedural Terminology), ICD-10-CM (International Classification of Diseases, Tenth Revision, Clinical Modification), and HCPCS (Healthcare Common Procedure Coding System) Level II coding.

Students mastering these competencies achieve a broad knowledge in reviewing and assigning the correct procedure and diagnosis codes for professional (physician) services. Upon completion, students are prepared to take a national medical coding exam including, but not limited to, the AAPC CPC** exam to achieve an industry-recognized certification.

*Note that Calbright is not currently accepting new students into the medical coding program due to space restrictions.
**American Academy of Professional Coders Certified Professional Coder

Program-Level Student Learning Outcomes

- Demonstrate the ability to evaluate legal and ethical issues that apply to healthcare billing and coding.
- Analyze medical documentation and define medical terminology, diseases/disorders, procedures & treatment to identify appropriate CPT®, ICD-10-CM Code Set and HCPCS Level II codes.
- Distinguish the rules and procedures to effectively navigate and code from the CPT®, ICD-10-CM Code Set and HCPCS Level II books.
- Adapt principles of medical coding related to the three main code books: CPT®, ICD-10- CM Code Set and HCPCS Level II.
- Apply skills and knowledge needed as a professional medical coder to take a national certification exam.

Transition to Technology: Customer Relationship Management (CRM) Platform Administration

This competency-based, noncredit, program is designed to introduce adult learners to the concepts and skills necessary for their transition into Customer Relationship Management (CRM) Administration careers. In this course, students learn best practices for working in a distributed team, effective communication skills for workplace interactions, and techniques to navigate the job interview process. Students gain a basic understanding of the components and processes involved in a CRM platform. Upon completion of this course, students are prepared to either enter into an employer-sponsored training opportunity where they will continue to build their skills, or to continue additional coursework where they will prepare to earn an industry-recognized CRM administrator credential.

Program-Level Student Learning Outcomes

- Demonstrate knowledge, skills, abilities, and intellectual behaviors necessary for working as an individual contributor within a distributed team.
- Demonstrate understanding of CRM platform basics.

- Demonstrate the ability to perform basic CRM-related functions.

Upskilling for Equitable Health Impacts: Diversity, Equity, and Inclusion

"Upskilling for Equitable Health Impacts" prepares healthcare workers to respond to the inequities in healthcare for both patients and workers. With a focus on helping incumbent workers, (especially Certified Nursing Assistants, Licensed Vocational Nurses and Medical Assistants) these new programs support and empower workers to develop new skills needed in their current occupational roles amidst changing industry conditions.

The first program in this series is Upskilling for Equitable Health Impacts: Diversity, Equity, and Inclusion. This competency-based noncredit program is designed to give students the knowledge, skills, abilities, and behaviors needed to promote inclusive and equitable working environments where individual and group differences are welcomed and valued. Students learn to embrace diverse perspectives and communities by intentionally practicing personal reflection and the acceptance and respect of others. Students apply their understanding of diversity, equity and inclusion in real world experiences to facilitate and advocate for community health equity and justice. After completing the Upskilling for Equitable Health Impacts: Diversity, Equity, and Inclusion program students receive a Calbright College Certificate of Competency. Students may also inquire with their professional associations to receive credit for Continuing Education Units.

Program-Level Student Learning Outcomes
- Examine the complexity of personal identity and intersectional identities of diverse communities.
- Create and foster environments and workplaces that are equitable and inclusive of diverse perspectives and communities.
- Promote individual and community health equity and justice.
- Apply knowledge, skills, abilities, and behaviors learned in the classroom to
- real-world experiences.

New Programs in Development

In addition to the five open programs described above, Calbright is currently developing the following programs

- **Data Analysis**
  - Designed to support an accessible and statewide training pipeline within the fast-growing field of data analysis, the program will be offered in an online, flexible, and competency-based format, like all of Calbright's curriculum, and will introduce learners to structured data so learners understand the web and how it generates volumes of information, the basics of spreadsheets and how they help organize data, how to apply structured data within an organizational context,

data retrieval using Structured Query Language (SQL) in order to manipulate and manage data, and how to prepare databases to apply relational operations using SQL.

- **Licensed Vocational Nursing (LVN)**
  - Calbright College and the Service Employees International Union-United Healthcare Workers West (SEIU-UHW) have partnered to develop a training program in California for Licensed Vocational Nurses (LVN). The program will combine Calbright's competency-based statewide education model with SEIU-UHW's healthcare sector leadership to support an additional pipeline for essential healthcare workers amidst a growing need in every region.