



Milestone Report

California Education Code § 75009 (2018)

SUBMITTED BY

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and

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July 31, 2023

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President's Message



Calbright College's mission is to serve adult learners across California – those who have fallen through the cracks of the economy and traditional education systems, who seek to upskill to remain competitive in their industry, or reskill into a new career. These learners have historically struggled in traditional higher education—here in California and across the nation—and are rarely the beneficiaries of data-driven solutions to nurture their success. Calbright's unique competency-based model of education offers online, flexible, skills-based, and workforce focused programs that meet students where they

are and leads the way in solving for the complex equation of how best to support this community of learners.

This Milestone Report illustrates the hard work and dedication of our faculty, students, and staff, and tells a story of strong progress throughout the 2022-2023 fiscal year. As the leading edge of the learning curve for supporting adult learners, our work delivers on the promise and potential of our mission and advances the efforts of the system as a whole as we collectively innovate toward fulfilling the priorities outlined in the new Vision 2030 framework.

From July 1, 2022 to June 30, 2023, Calbright's student body grew to nearly 2,900 learners, an increase of 167%. During this period, the College also awarded 170 certificates to graduates – the highest annual number in our short history. We anticipate these upward trends to persist and run counter to the long-term enrollment decline in the California Community Colleges system, which has fallen from 1.85 million students in the fall of 2008¹ to 1.28 million in the fall of 2022². Adult learners and students of color have left higher education at some of the highest rates – students are voting with their feet, and it is critical we build systems and institutions, like Calbright, that recognize their unique experiences and are designed around their needs and goals.

Our achievements are directly aligned with our student-centered design – nearly nine in ten of our students cite our model as the reason they enrolled at Calbright. A statewide workforce development catalyst, we leverage the knowledge learners already bring to the table and help expand their skills while they move as quickly through the curriculum as they are able, while taking the time they need to learn and master new material.

¹https://datamart.cccco.edu/students/Student_Headcount_Term_Annual.aspx

²<https://www.cccco.edu/-/media/CCCCO-Website/docs/memo/fall-2022-student-headcount-update-memo.pdf>

Conversations have shifted from “What is Calbright and why is it different from any other community college?” to “This College could have helped me or a family member.” or “How can we work together to connect more Californians to education opportunities?” We’ve partnered with organizations like UC Irvine’s School of Education and Bakersfield College, and launched Calbright’s inaugural Student Body Organization to not only expand opportunities for students, but to ensure their voice is a guiding light as we test, iterate, and improve during our start-up period.

Building a new college from the ground up takes time and focused attention. We are grateful for continued support from Governor Newsom, the California Legislature, and stakeholders across the state as we work together to build a more equitable, inclusive, and accessible community college system.

Sincerely,

A handwritten signature in black ink, appearing to read "Ajita Menon". The signature is fluid and cursive, with a large initial "A" and a long horizontal flourish extending to the right.

Ajita Talwalker Menon
President & CEO of Calbright College

Executive Summary

During the 2022-2023 fiscal year, Calbright College experienced sustained growth and development. Enrollment increased by 167%, certificates conferred grew by 146%, the College continues to complete recommendations made by the 2021 state auditor report, and has met or exceeded every legislative requirement outlined in our founding legislation.

Calbright’s founding legislation provided four milestones the College must achieve during the 2022-2023 fiscal year as part of its seven-year start-up period:



Calbright has designed, validated, and received Board of Trustees approval for 17 programs, and intends to launch its next program, Data Analysis, in partnership with Bakersfield College in late 2023. As noted above and discussed in more detail throughout this report, enrollment grew substantially this past fiscal year, amidst long-term declines in enrollment across the California Community Colleges system. Student success metrics, like program satisfaction, persistence, and positive labor market outcomes saw notable upward trends, and Calbright remains focused on learning from its students to optimize operations and support endeavors.



Progress markers achieved during fiscal year 2022-23.
Data as of June 30, 2023.

Overview / Mission

What is Calbright?

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 that offer a range of motion in the knowledge economy, higher wages, stable working hours and conditions, and to meet their basic needs. The College, which opened for enrollment in late 2019, is committed to increasing economic mobility and closing equity gaps for working adults who lack easy access to traditional forms of higher education and workforce training. Our unique and flexible model, which utilizes competency-based education, offers accessible and career-focused programs designed to work within the schedules of California’s working-age adults.

- 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 through materials they are already familiar with while taking the time they need to demonstrate mastery of new skills.

On the heels of a global pandemic, we are in a new era of economic uncertainty that is deepening inequalities throughout California and across the country. There are roughly 6.8 million Californians ages 25 to 54 who have a high school diploma but no college degree. Building a statewide public, online, skills-based college designed around the unique needs of working adults is critical to the state’s long-term prosperity. Calbright is advancing new solutions responsive to the reality our communities of learners face and is meeting the challenge of helping students navigate a rapidly evolving economy.

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. Progress 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.

Meeting Statutory Milestones

Calbright’s founding legislation outlines milestones the College must achieve throughout its seven-year start-up period, which concludes in early 2026. This Milestone Report describes

the College's accomplishment and fulfillment of all legislative requirements for the 2022-2023 fiscal year.

Milestones

The College met or exceeded all 2022-2023 fiscal year legislative requirements, per its founding statute:

- Design and validate at least 10 additional program pathways, for a total of 16, including coordinating the creation of new content. For every 10 new programs, at least one must be developed in collaboration with a traditional community college.
- Enroll students into the college's program pathways.
- Adopt an effective process for developing new programs that will benefit and provide job market value to its target population and secure a path to employment for students.
- Incorporate student feedback to improve the college's instruction, technology, and student support services.

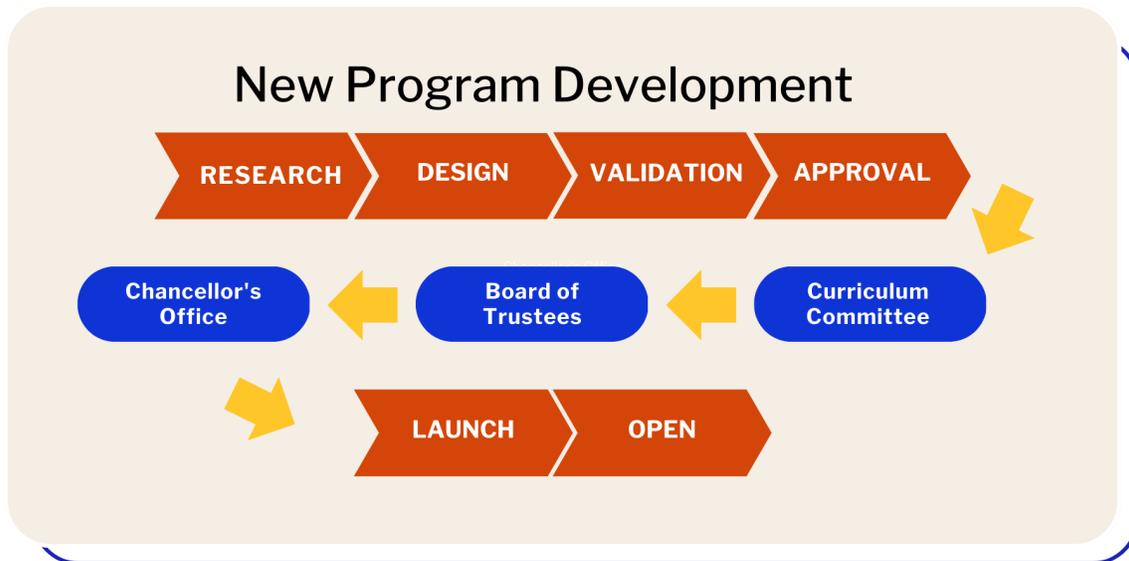
Requirement #1

- Design and validate at least 10 additional program pathways, for a total of 16, including coordinating the creation of new content. For every 10 new programs, at least one must be developed in collaboration with a traditional community college.

Calbright has exceeded this requirement and designed and validated 17 programs as part of its growth and development. As of June 30, 2023, Calbright students are enrolled in the following programs:

- Customer Relationship Management (CRM) Platform Administration
- Cybersecurity
- Introduction to Information Technology (IT) Support
- Medical Coding
- Upskilling for Equitable Health Impacts: Diversity, Equity, and Inclusion

In addition to the programs listed above, the College has designed, validated, and received Board of Trustees approval for the following programs: Data Analysis; Entrepreneurship; Full-Stack Software Developer; Human Resources: Learning and Development; Human Resources: Talent Acquisition; Licensed Vocational Nurse; Medical Billing; Networks+; Project Management; Upskilling for Equitable Health Impacts: Interpersonal Skills for Healthcare Workers; User Experience/User Interface; and 3D Animation and Game Design.



Calbright utilizes an equity-centered design approach to ensure adult learners’ unique circumstances, needs, and lived experiences directly influence program selection. 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 employs data sources such as Lightcast, US Bureau of Labor Statistics, and California’s Labor Market Information Division (LMID) to inform this research, including information on total job postings in California for roles related to specific programs; regional and statewide 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 discipline area composed of external leaders in a discipline’s area of focus. The members provide expert feedback and collaborate to help identify in-demand jobs and the technical and durable skills they require. 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 Councils make recommendations and provide feedback and perspectives on 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 enhance both job prospects and economic mobility of our target population while creating a more diverse talent pipeline.

In June 2023, we **partnered with Bakersfield College** to create a pre-apprenticeship conduit for graduates of our new Data Analysis program, which is scheduled to launch in the

fall of 2023. Graduates of the Calbright program may then enter Bakersfield’s 12-month paid data analyst apprenticeship program where they will further hone their skills in a real-world work environment and earn income while they learn. Students who complete Calbright’s program will earn a Certificate of Competency from the College. Those students who then matriculate to Bakersfield College and complete the full apprenticeship will receive certifications from the United States Department of Labor, California Division of Apprenticeship Standards, and Bakersfield College. We expect interested students to begin matriculating to Bakersfield College’s program in the first half of 2024.

Process for Identifying and Developing New Programs

- *Research*: Calbright is in constant contact with workforce and employer partners to identify opportunities to connect working learners with paths to good jobs.
- *Design*: Based on that research, Calbright designs curriculum that indicates the technical and durable skills needed to be successful in a particular role.
- *Validation*: The Calbright team then validates the design through internal review and consultation with industry partners with experience hiring and training for these roles.
- *Approval*: All new programs undergo a review and approval process that includes the Calbright Curriculum Committee, the Board of Trustees, and then the CCC Chancellor’s Office.
- *Launch*: Each new program is launched as a pilot with a small initial cohort to test systems, implement learnings, and improve on initial offerings.
- *Expansion*: Conduct a review of the pilot and feedback from any partners. Make decisions on next steps (which may include program revisions, additions, or deciding not to move forward, and/or open the program for general enrollment).

(Please note: Calbright uses the word “program” to refer to any multi-course path toward a particular credential.)

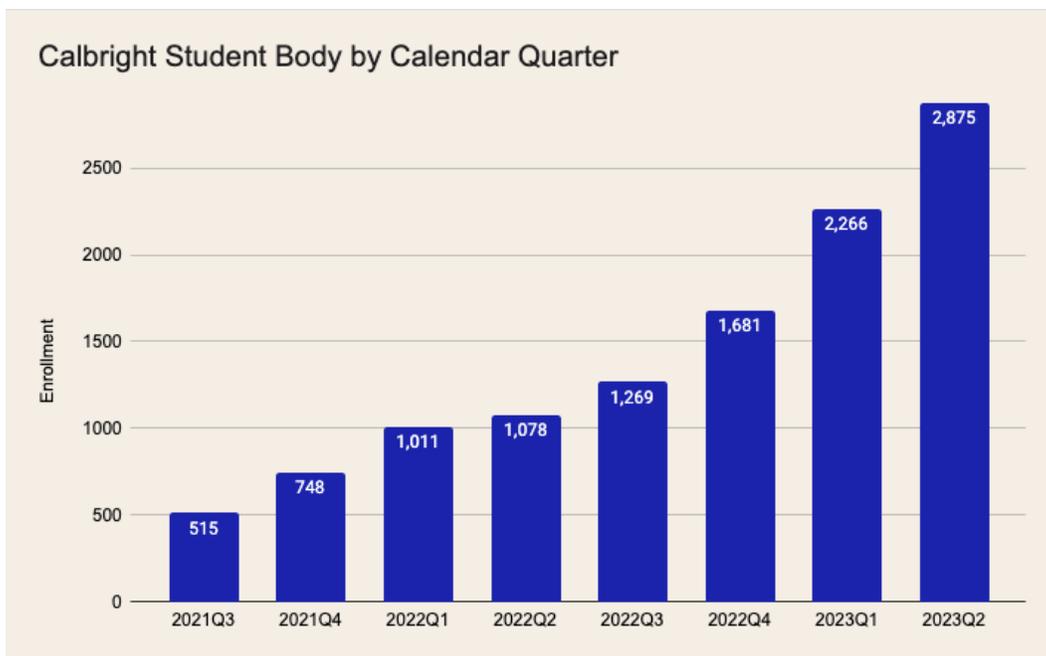
Requirement #2

- Enroll students into the college’s program pathways

Enrolling students from Calbright’s target demographic is a unique challenge within the California Community Colleges (CCC) system – a challenge for which Calbright is uniquely positioned to identify solutions. Adult learners left the system³ at some of the highest rates during the pandemic, and only 36% of students across CCC are at least 25 years of age, a decrease from pre-pandemic levels, and well below Calbright’s rate of more than 90%.

³<https://www.cccco.edu/-/media/CCCCO-Website/docs/memo/fall-2022-student-headcount-update-memo.pdf>

Calbright is charged with reaching those whose life circumstances may prevent them from attending a traditional institution—whether that be due to geography, scheduling, or the limitations of a rigid academic calendar—and Californians whose employment prospects are increasingly limited due to changes in the labor market and economy. The College is designed to serve adults with busy lives, like a working parent who only has time to learn after they’ve put their kids to bed, or an individual who holds multiple part-time jobs and has a variable schedule.



Improvements to Calbright’s Enrollment and Onboarding Processes

The College continually examines the student journey to identify methods to create a more seamless experience. All new students, for example, attend a program-specific onboarding session, which is the final stage of initial enrollment. In the fall of 2023, to address students’ needs and alleviate bottlenecks, Calbright will launch program-agnostic onboarding sessions to offer additional options that fit within the schedules of incoming students.

The 2022-2023 fiscal year was also the first full year in which Calbright hosted live information sessions twice per month via Zoom. These sessions provide an opportunity for interested students to learn more about the College, its programs and services, and education model, while engaging directly with Calbright’s support team. The College tracked the efficacy of these sessions between January 2023 and April 2023 by following a representative sample of participants and found that 43% of prospective students who attended an information session during this period later became Calbright students,

compared to only 21% of interested students who matriculated through the enrollment process without attending an information session.

Complementing this evolution and shepherding enrollment growth, the College redesigned its main website, calbright.org, to speak more directly and simply to students' needs – creating a more informative and welcoming front door to the institution that is not only more discoverable, but also nurtures deeper engagement with visitors and interested learners. The statistics below show strong performance of the new site during the 2022-2023 fiscal year versus the old site during the 2021-2022 fiscal year.



Data as of June 30, 2023.
Year over year figures comparing fiscal year 2021-22 with 2022-23.

In addition to refining and optimizing operations related to enrollment, Calbright continues to improve the student journey. The College's holistic support services—which range from tutoring and academic support to career services and opportunities to participate in stakeholder groups such as the Calbright Student Body Organization—help foster community and nurture student success. Calbright student persistence from an initial term of enrollment to a second hovers around 94%, compared with roughly 60% for adult learners across the California Community Colleges system⁴. Increased persistence has sparked sustained enrollment growth and completion numbers, as more students successfully progress through their curriculum.

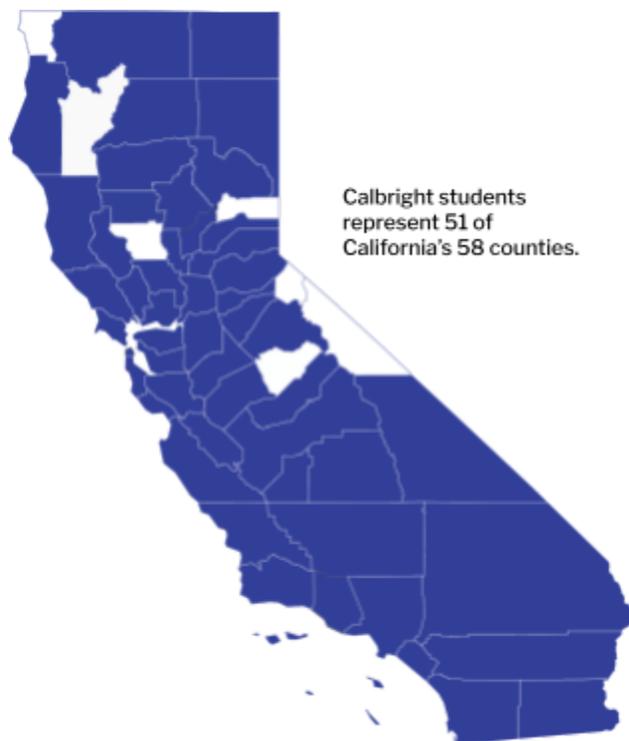
Who enrolls is critical

Aligned with its founding legislation and institutional mission, Calbright continues to enroll a diverse, statewide student body of working-aged Californians. During the 2022-2023 fiscal year, enrollment increased by 167% and the College concluded the fiscal/academic year

⁴<https://www.calpassplus.org/LaunchBoard/Student-Success-Metrics.aspx>

with a student body of 2,875. Students represent 51 of California’s 58 counties, more than 90% of the student body is at least 25 years of age, and 40% is at least 40 years old.

The vast majority of Calbright’s student body falls within its target demographic: 35.4% identify as Latinx, 22.3% identify as Black, 22% as Asian, 4.8% as Native American, and 3.1% as Native Hawaiian or Pacific Islander.⁵ Additionally, 43.8% of students are female, 50.5% are male, and 5.7% are non-binary or do not wish to identify a gender. More information regarding Calbright’s student body demographics is available in the Student Data section.



The expansion of Calbright’s student body comes on the heels of record-breaking declines in community college enrollment across America and in California specifically – California’s decline represents 26% of the nation’s decline. According to a March 2022 memo⁶ submitted to the CCC Board of Governors by Dr. John Hetts, executive vice chancellor of the Office of Innovation, Data, Evidence and Analytics, CCC enrollment declined by 20% between the fall of 2019 and fall of 2022. Declines were substantial among “students of color, male students, students with disabilities, and older students.”

While these numbers are slowly beginning to stabilize and possibly offer a glimpse of an upwards trend in 2023, they are indicative of a growing need to reimagine institutional design to reduce logistical rigor for students. It’s critical that colleges, especially those struggling with enrollment, mold their operations around the needs of students, as opposed to the other way around.

⁵This information comes from CCCApply admission application responses. Please note that all percentages may not add up to 100% as students may select more than one ethnicity with which they identify.

⁶<https://www.cccco.edu/-/media/CCCCO-Website/docs/memo/fall-2022-student-headcount-update-memo.pdf>

Requirement #3

- Adopt an effective process for developing new programs that will benefit and provide job market value to its target population and secure a pathway to employment for students

Calbright College's program identification strategy continues to be informed by economic insights and industry feedback to better understand statewide supply and demand for knowledge economy skills, as well as the current and projected states of applicable labor markets.⁷ The College's goal, through this process, is to support students on their journey toward achieving a positive labor market outcome, whether that be, for example, a promotion or a new job in an industry they already work, the ability to remain in their current role, transition to a new sector entirely, and/or to move to a role that has stable and consistent hours.

Career Services

At Calbright, support for students goes beyond the virtual classroom. The College works with organizations and businesses across the state to ensure students are learning relevant skills and knowledge for statewide job openings. The College's Career Services team helps students apply these skills to the labor market, as a large portion of our community of learners has minimal experience conducting a formal job search, or has not conducted one in many years. This support includes:

- Resume and cover letter reviews
- Writing workshops
- Practice interview sessions
- LinkedIn profile-building expertise
- Virtual employer panels
- Career site navigation skills
- Networking skills
- Job and internship search methods

The College also offers virtual events with industry professionals and employer representatives to prepare students with tips for applying to jobs, conquering the interview process, and succeeding in a professional environment.

⁷ A presentation to the Calbright College Board of Trustees on this process and strategy is available in the College's archive of Board meetings: <https://youtu.be/SBAOjxIO7TU?t=934>

Career Outcomes

As a new institution, there is limited long-term data surrounding career outcomes for Calbright graduates. As the number of alumni grows and information is collected, more data will become available. Calbright now participates in the California Community Colleges system's Launchboard, which is an online database that matches student information in the Chancellor's Office Management Information System and Employment Development Department Unemployed Insurance files. While Launchboard stands to be a long-term solution for tracking labor market outcomes, it collects information from prior year(s) tax information, and so it is a lagging indicator that will require several years to become viable. In the interim, Calbright has conducted a manual and preliminary analysis of student information in March 2023 to determine the employment status of Calbright graduates, and also utilizes alumni survey data.

In March 2023, using mediums like LinkedIn and interviews conducted with current graduates, the College reviewed a random sampling of 140 graduates across all programs – graduates ranged from completing their programs six or more months prior to only a few days. The manual review found that 74 of the 140 students had secured gainful employment, which is most likely undercounting.⁸ This preliminary and rudimentary research endeavor is further supported by data from the College's alumni survey, which graduates receive three months after completing their program.

Alumni survey data, at this early stage in Calbright's development, indicates promising trends regarding positive labor market outcomes for the College's graduates. 100% of alumni respondents stated that they were satisfied with their studies at Calbright. 69% of respondents reported being employed after completing their program, 54% of respondents indicated that Calbright's curriculum had a positive impact on their employment at the time of survey completion, and 24% of respondents indicated that they experienced a positive impact on their employment within three months of program completion. These early indicators show that Calbright is on the right track and are expected to continue their upward trajectory as graduates have more time to engage with the College's career services team and complete their job search, the College expands its partnerships with employers and workforce development entities, and movements like skills-based hiring extend their reach.

Many graduates have reached out to Calbright to share their success, including Williams Flores, David Stupar, and Alana Rueh:

⁸ This is a preliminary number and a random sample that includes graduates who had finished their program days prior to this research to those who finished their program more than a year prior. It also gives a value of "unemployed" to students who either could not be identified and/or who did not list their current employment (if any) on LinkedIn or other platforms.

"I'd decided that cloud systems is a hot field, and so I wanted to go into that. It only took about six months, and I passed my CompTIA Cybersecurity exam on the first try. While I was studying for Calbright's cybersecurity certificate, a recruiter reached out to me on LinkedIn about a job in cloud systems. Everything we'd done worked: soon I had a job offer, and I really like my new work."

Williams Flores
Cybersecurity graduate



"I really enjoyed being able to get in there and go at my own pace. I charged right into it. And when I graduated, Calbright's career services helped me rewrite my resume to get a job for an online company that provides cybersecurity training."

David Stupar
Cybersecurity and IT Support graduate



"I breezed through the coursework in about six months. I took the first CompTIA A+ exam, and I passed, and started to look for a job, and I ended up landing one! I got a job with a company that is a managed service provider for IT."

Alana Rueh
IT Support graduate



Alana has since received a promotion and is helping her company stand up a new office.

Requirement #4

- Incorporate student feedback to improve the college's instruction, technology, and student support services.

As a student-centered institution that is constantly learning and improving, incorporating student feedback is integral to informing the actions and changes necessary to better support our students. The College uses surveys and evaluations as key sources of student feedback, collecting data throughout the year to gauge student and alumni satisfaction and to learn from their experiences with Calbright's courses, systems, and services.

In addition to the day-to-day work of academic success counselors, instructors, and other support teams who engage with students directly, the College distributes three surveys at key moments throughout a student's Calbright journey, including the End-of-Term Survey, the Alumni Survey, and the Annual Student Experience Survey. Information from these surveys is used to help different teams design new solutions or improve current systems and practices.

To further instill the student voice within Calbright's operations, Calbright worked with students to launch the College's first Student Body Organization (SBO) in early 2023. The SBO provides an opportunity for students to express their priorities to the administration and ensures representation within the California Community Colleges system.

One large piece of feedback from students over the past year, according to the SBO, is the challenge of staying on track within the auspices of a flexibly paced program. Students noted that while the College provides hands-on support with tutors, counselors, and student support groups—and that they love the flexibility Calbright's programs offer—that same flexibility can be a double-edge sword when it comes to making consistent academic progress.

To explore possible solutions to this feedback, Calbright worked with its partners ideas42, which is a behavioral science design firm, and the University of California Irvine School of Education. The goal was to implement a pilot in the College's CRM program that empowered students to assess their time restraints, technical expertise, and other aspects that may influence their time to completion. This information would then help students decide upon a non-binding timeline to guide their work, which the Calbright

"The timeline has definitely been helpful...I wouldn't have anything to measure my pace with otherwise. I think it's a great idea for all students to get the timeline. It helps with my confidence to do the work, too."

**CRM Platform
Administration student**

support team uses to help them stay on track (or adjust later on, if necessary). More information regarding the timeline pilot is available in the “Californians We Serve” section of this report, but within 10 weeks of enrollment, participating students completed 41.3% of their program’s coursework versus 26.3% for those in the control group.

In addition to the timeline pilot, Calbright’s student success team developed targeted text message outreach for current students who had not logged into the Learning Management System (LMS) in 21 to 29 days. Outreach effectiveness is tracked monthly, and the most recent June 2023 data illustrated that of the total 174 students that received outreach, 46% of them logged back into their coursework within two weeks of the outreach, and of those students, 54% logged in and completed an academic activity.

Californians We Serve

Calbright is working to solve the complex equation of how to best nurture the success of non-traditional students, and share what it learns with the rest of the California Community Colleges system. Higher education, as a sector, is slow to adapt or change how it operates, and seldom do institutions challenge their own operations in order to test, iterate, improve, and implement new behavior in response to students’ need and input.

This stubbornness is illustrated by declining enrollment as well as long-term academic success trends among adult learners in the CCC system. 60% of adult learners, for example, persist from their first term of enrollment to a second term – a startling metric that has seen little improvement. Further, roughly 5% of adult learners complete a chancellor’s office approved certificate within three years of enrolling.

As an open access institution, Calbright welcomes and accepts all qualified applicants—California residents over the age of 18 with a high school diploma or GED equivalent—who apply, though outreach endeavors focus on students who are at least 25 years old. Calbright also recognizes that many populations face structural barriers to education and today’s workforce. Our equity focus includes (but is not limited to) narrowing gaps in enrollment and outcomes by race, ethnicity, and gender, as well as lowering barriers based on gender identity and expression, sexual orientation, age, disability, national origin, veteran status, justice involvement, and rural residency.

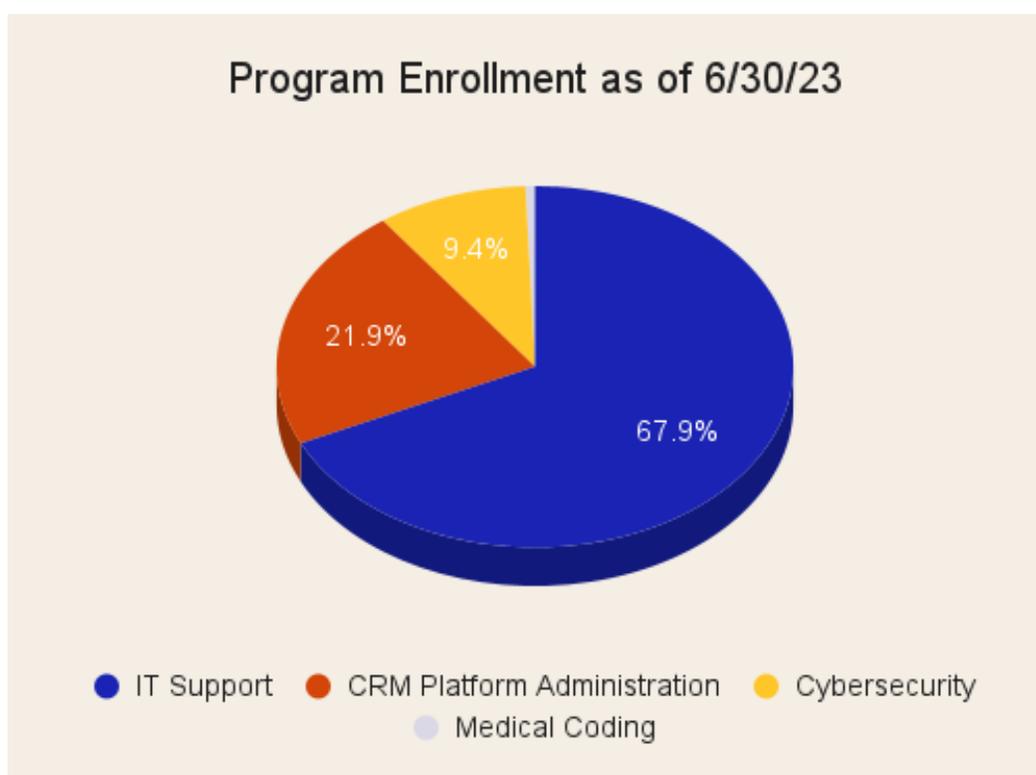
Student Data

Calbright’s enrollment growth over the last fiscal year is a testament to the need for affordable and flexible education models. At the close of the 2022-2023 fiscal year,

Calbright's enrollment was 2,875 students. This student body reflect the College's mission of enrolling underserved adult learners from the across the state:

- 90.5% are 25+ years old (~36% across the CCC system); median age is late 30s
 - Average age of a Calbright graduate at the time they completed their program is 41 years old
- 35.4% identify as Latinx, 22.3% identify as Black, and 22% as Asian
- 30.7% are parents or caregivers (~10% across the CCC system)
- 36.8% of students are unemployed, an additional 14.8% work part-time, 6.4% work more than 40 hours per week, and 27.9% are displaced workers who recently experienced job loss or hours reductions

Most of Calbright's student body is enrolled in the College's Introduction to IT Support program, followed by the Customer Relationships Management (CRM) Platform Administration program, which was launched in the fall of 2021. The breakdown of program enrollment as of June 30, 2023 is below:



Slightly more than 40% of Calbright's student body is at least 40 years old, which is indicative of adult learners returning to education after time away – to upskill, reskill, or transition their career.

Take Jeremy Cox for example, a stay-at-home dad in southern California and Calbright's inaugural Student Body Organization president. He received an associate's degree in film and radio production 30 years ago, but subsequently spent his career in the restaurant industry. The hospitality and service industry was disproportionately affected by the COVID-19 pandemic and Jeremy decided to return to school with the intention of transitioning into technology.

With two kids under the age of three, Jeremy needed a flexible, no-cost option to upskill and prepare for jobs in the growing information technology sector. Calbright was the perfect fit and he's now in our Information Technology Support program.



Jeremy Cox
Calbright Student and
SBO President



Kit Atarod
Calbright Student

And there's also Kit Atarod. She grew up in Hong Kong and received her education there, eventually moving to Germany for work, where she specialized in product management and owned a business. Kit and her family then moved to California. She was looking to transition into more tech-focused roles and needed flexibility with the move and raising a family. Then, she found Calbright: **"I've taken a lot of classes, I'm a lifelong learner, and what I like so much about Calbright is that it has such a holistic approach. That's different from other self-paced courses I took. The support at Calbright is exceptional."** Kit received a Calbright certificate in IT Support and also passed her certification exams. Now, she's enrolled in our Cybersecurity program, and helps current IT Support students as a peer tutor.

Design Shifts for Student Success

As outlined in Calbright's founding legislation, the College is mandated to look and act differently than traditional institutions. In addition to its CBE and workforce-focused model, Calbright must continuously evolve – it is a different institution today than it was a year ago, and will, again, be a different institution a year from now.

This focus on constant testing, improvement, and incorporation of student feedback serves as a model for how institutions—especially those struggling with enrollment and outcomes—should behave and engage in building an understanding of their students’ needs. Assumptions must be constantly challenged, and when new information arises, interventions are created to address the development – all to support learner success, streamline the student experience, and optimize operations. This is how Calbright operates on a daily basis – continuous improvement is built into the foundation of the College.

For example, Kit Atarod, the Calbright student profiled in the prior section of this report, emphasizes the importance of staying determined and holding yourself accountable throughout Calbright’s online and flexible learning process. This model works well for adult learners given their many responsibilities, but students have also shared that it can be a double-edged sword as it’s a departure from traditional learning environments they may have experienced in the past and requires self-discipline to remain on track. Facilitating effective interpersonal interactions is also a widely cited challenge within online learning, which Calbright is actively working to address.

This feedback, while noting the importance of flexibility within Calbright’s academic programs, challenges the assumption that high levels of flexibility are most desirable. Further, it alludes to the possibility that more built-in accountability may be helpful for students.

To enhance the student journey, challenge operational assumptions, and explore how Calbright can identify and apply innovative behavioral and data science strategies to improve educational outcomes for adult learners, the College partnered with UC Irvine’s School of Education and behavioral science design nonprofit ideas42 and their academic affiliate, Ben Castleman. The goal, simply put, is to help more students complete their programs, and to do so guided by data and measurable actions.

Calbright, the UC Irvine School of Education, and ideas42 will leverage insights from behavioral science and add intervention methods to intentionally communicate with students and nurture them toward a goal or accomplishment. This work will be complemented by measurement systems to track student experiences, trajectories, and outcomes, as well as identify factors that facilitate learning and improve student performance in a CBE model.

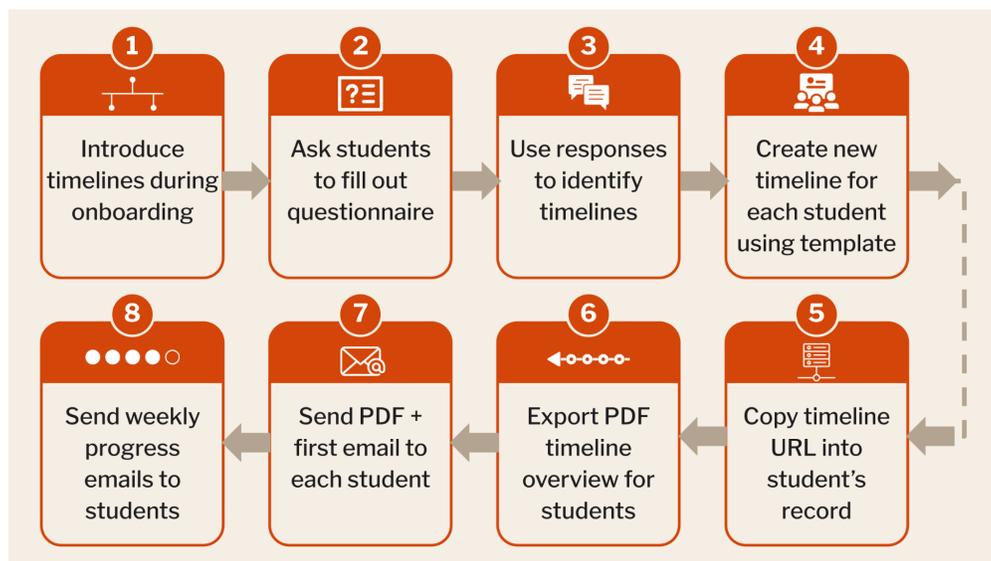
To understand the insights from this research partnership, it is helpful to share more about the Calbright student enrollment process. Calbright students fall into two categories: “provisionally enrolled” and “actively enrolled.” Aligning with the census period at traditional community colleges, starting July 2020 all of Calbright’s new students begin as provisionally

enrolled and, upon completing a substantive academic activity (SAA) in the first 30 days of enrollment, transition to actively enrolled. For reporting purposes, actively enrolled students are considered to be Calbright’s student body.

Through this partnership, Calbright recognized a few behavioral barriers students may face after completing their first SAA—which is typically an introductory assignment that is less difficult than the more technical modules that follow—and continue moving forward in their program:

- Students may perceive unclear expectations of when they should complete the second SAA, which is often supposed to be within 7 to 10 days of the first completed SAA.
- Students may form a vague intention to work on their program when it’s top of mind, yet may not follow through in the end.
- Students may not plan for urgent or unexpected family, work, or health matters that make it challenging to focus on education.

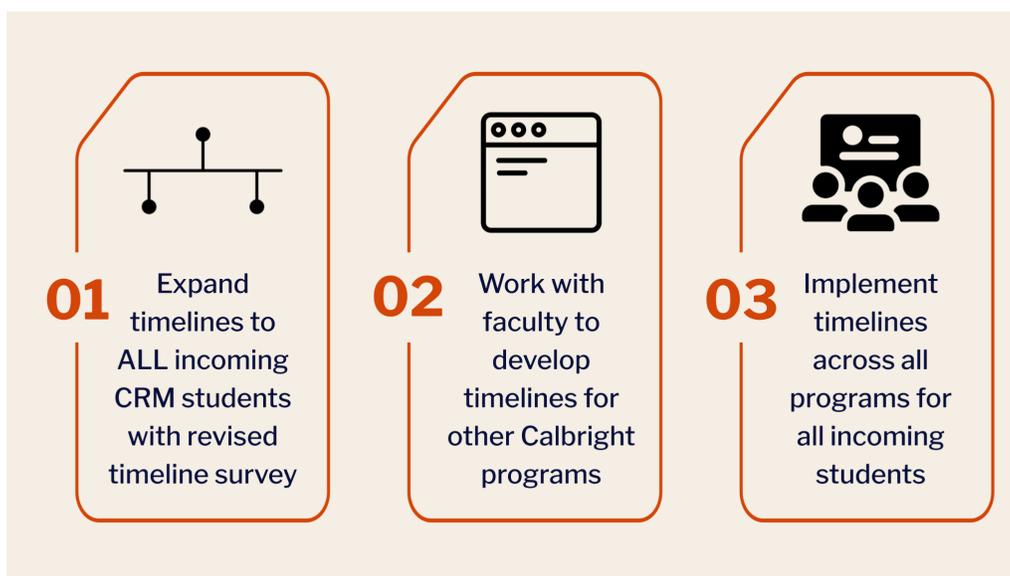
To combat these potential roadblocks, Calbright and the partnership team developed a model of program timelines—multiple sets of suggested target dates for the completion of coursework—for a test group of Calbright Customer Relationship Management Platform Administration students. During their enrollment onboarding process, students had the opportunity to choose from a selection of pre-determined timelines, which ranged in anticipated completion time from a couple of months to a year, given their bandwidth and goals.



This specific pilot timeline program ran for 11 weeks between March 2023 and May 2023 with 108 students participating in the program regularly (a control group) and 91 students

participating in the timeline test group. Over the course of the pilot, we observed a large and statistically significant increase in the pace of program completion among students who were given a timeline (the test group). Specifically, students in the test group completed an average of 29.4% of the program's SAAs in the first 30 days following enrollment, compared to just 18.6% for the control group. This difference in the pace of program completion appears to be sustained over time: by week 10 of enrollment, students using timelines completed 41.3% of their program, compared to 26.3% for students who did not use timelines.

Student feedback from the program timeline pilot has further validated the need for structure within flexibly paced educational models. As Calbright continues to test the program timeline's efficacy, the College now offers timelines for all incoming CRM Platform Administration students and continues to test and iterate as needed to ensure student success. The College is currently planning how to expand this structure to other programs.



Increased Student Completion

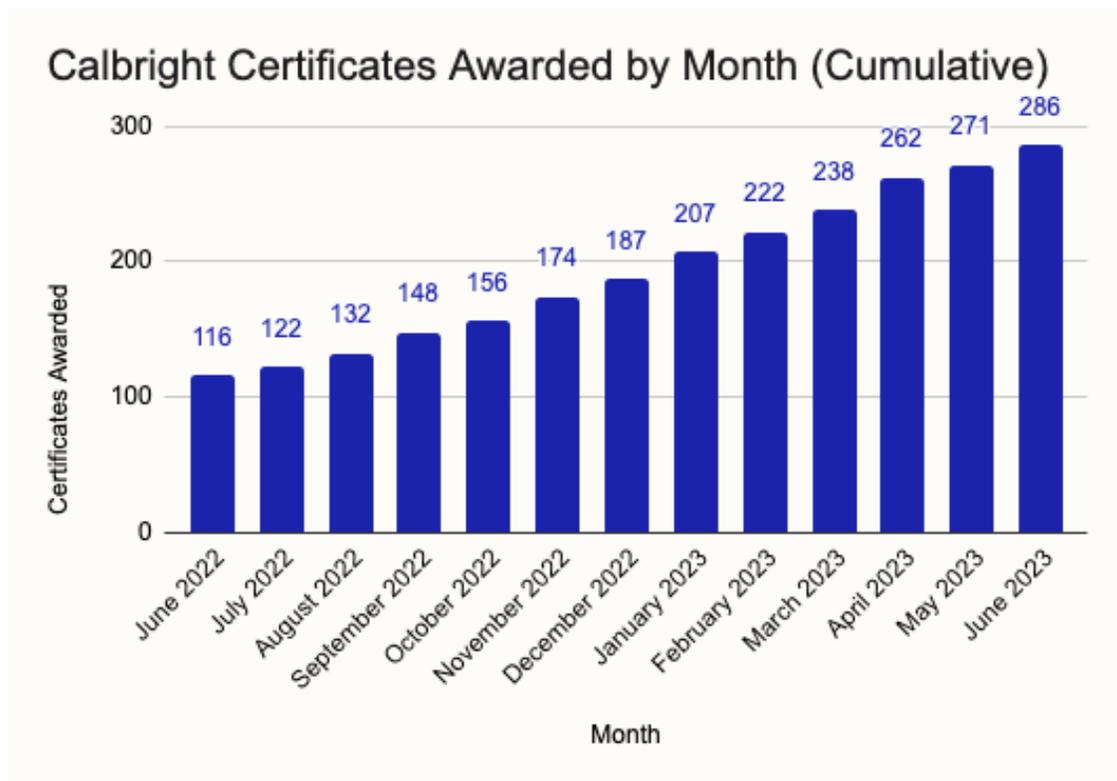
Economic mobility and equity remain at the core of Calbright's mission: the College only succeeds if its students succeed. Success means that students complete Calbright programs and, more importantly, that they are better off in the labor market as a result. These goals are a top priority and will be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

As covered in the "Requirement #3" section, Calbright has been added to LaunchBoard, a statewide employment 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 has, and will continue to conduct regular alumni surveys to capture information in the period following program completion as well as progress over the course of longer time horizons.

Calbright has awarded 286 certificates of completion since its inception, including 170 certificates in the past fiscal year. The below data highlights completions per Calbright program, including those in the pilot phase of the new Data Analysis program, as of June 30, 2023:

Customer Relationship Management Platform Administration:	100
Cybersecurity :	39
Data Analysis:	30
Introduction to IT Support:	104
Other ⁹ :	13



⁹ Due to FERPA regulations to protect student privacy, Calbright does not disclose certificate holder information for programs that have fewer than 10 completers.

Median Time-to-Complete (Month) by Start Year

Certificate Title	2019	2020	2021	2022	2023
Introduction to Information Technology Support (A+)	13.9	11.0	5.0	4.6	1.7
Introduction to Cybersecurity (Security+)	9.0	8.0	8.9	10.1	1.8
Medical Coding for Professional Services	17.0		20.5	21.9	
Customer Relationship Management (CRM) Platform Administration			7.4	4.6	2.5
Upskilling for Equitable Health Impacts: Diversity, Equity and Inclusion				2.5	
Introduction to Data Analysis (Pilot)				4.3	

Completion Rate & Time to Completion by Program includes student enrolled through March 30, 2023.

Strengthening and Expanding Infrastructure

Cultivating student success continues to be a north star for Calbright. This starts from within as the College develops and receives approval on many more programs tailored to labor market data and builds a more equitable workplace environment to advance the student experience.

New Programs

It's clear that the California job market favors candidates with a bachelor's degree. This directly hinders the majority of California Community Colleges students and the 6.8 million Californians ages 25 to 54 who have a high school diploma but no college degree. However, a shift towards skills-based hiring is changing the odds for adult learners. According to LinkedIn data, 45% of companies are now explicitly using skills-related metrics to find candidates, which is 12% more than a year ago, and a beneficial change in hiring practices for our students.

Calbright understands that creating shorter term pathways for individuals to credibly enter the ever-changing workforce, gain experience and durable skills, and increase their wages is critical to long-term career success. This begins with creating accessible infrastructure to address these needs and prepare Californians for future iterations of the knowledge economy.

Program Development

More than halfway through Calbright’s seven-year start-up period, the College has designed and validated 17 programs¹⁰, exceeding its legislative requirement:

- Customer Relationship Management (CRM) Platform Administration
- Cybersecurity
- Data Analysis
- Entrepreneurship
- Full-Stack Software Development
- Human Resources: Learning and Development
- Human Resources: Talent Acquisition
- Information Technology (IT) Support
- Licensed Vocational Nurse
- Medical Billing
- Medical Coding¹¹
- Networks+
- Project Management Foundations
- Upskilling for Equitable Health Impacts: Diversity, Equity, and Inclusion
- Upskilling for Equitable Health Impacts: Interpersonal Skills for Healthcare Workers
- User Experience/User Interface
- 3D Animation and Game Design

Each program is identified and designed with current California labor market analysis in mind so that students are immediately seen as attractive job candidates upon program completion and equipped with the skills necessary to gain traction in the labor market. In addition to programs that currently have enrolled students—CRM, Cybersecurity, Introduction to IT Support, Medical Coding, and Upskilling for Equitable Health Impacts: DEI—Calbright plans to launch more programs during the 2023-2024 fiscal year, beginning with Data Analysis in the fall of 2023, followed by Introduction to Networks (Networks+), and Project Management in late 2023 or early 2024.

Labor Agreements

Faculty, staff, and students all have a voice in shaping how Calbright fulfills its shared commitment to success. Calbright’s operational structure reflects its unique model, builds on the strong tradition of participatory governance in the CCC system, and honors the leadership, contributions, and perspectives of faculty and staff across the institution.

¹⁰ A full description of each program can be found in the appendix.

¹¹ Calbright’s Medical Coding program is currently paused for enrollment. Once the complementary Medical Billing program is launched, Calbright will re-open enrollment for Medical Coding as an additional option for students to advance their knowledge in the field.

This fiscal year, the College achieved a critical milestone with regard to its faculty and staff labor partners. In the spring of 2023, Calbright officially ratified its first contract with the California School Employees Association (CSEA) Chapter 53, creating an organized labor union agreement for classified employees. This agreement, reached through an extensive and cooperative negotiation process, is the College’s inaugural contract with CSEA and the second ratified labor agreement since Calbright’s inception in 2019. At present, the College is in contract with all chapters of its labor partners.

“From the very beginning, our goal was to ensure that classified employees would have a meaningful voice at Calbright, helping to contribute to the fulfillment of the College’s mission, and vision. Together, we created a contract that establishes baseline working conditions by providing classified employees with the critical protections, tools, and wage increases that support the passion they bring to our urgent work on a daily basis.”



Anya Elder

CSEA Chapter 53 President and Strategic Initiatives Specialist, Calbright College

In May of 2022, the Calbright College Board of Trustees unanimously approved the College’s collective bargaining agreement with the Calbright Faculty Association (CFA), which is the institution’s local chapter (1485) of the California Teachers Association, and the first labor agreement in Calbright’s history. The CSEA and CFA contracts are yet another example of Calbright’s institutional development and commitment to organized labor, nurturing a supportive workplace culture, and fair representation.

Progress Following California State Auditor Report

In the spring of 2021, the California State Auditor published a report on stumbles and decision making mistakes made by the College’s inaugural president and leadership team. The Report also noted early institutional improvements made by President Ajita Talwalker Menon, who began as interim President and CEO in early 2020, and found Calbright College to be non-duplicative within the California Community Colleges system and complementary to the system as a whole.

Calbright College accepted each of the auditor’s 10 recommendations, is delivering on those that are not yet fully met, and remains committed to the transparency standards required of public institutions.

Of the 10 recommendations, the College views nine as complete. The next official response from the auditor will be published in November 2023, and Calbright expects this iteration to formally close nearly all pending and partially implemented recommendations.

In many instances, Calbright had to complete lengthy processes to fulfill a recommendation, with some taking longer than a year due to the need to create a planning document, implement the plan, and then, after a year, update and adjust the plan, if necessary. Other recommendations, for example, called for implementing salary schedules. This first required the formalization of the College’s faculty and staff labor units, CTA and CSEA, respectively. Collective bargaining followed the creation of these labor units, which then allowed salary schedules to be finalized and adopted by the Calbright College Board of Trustees.

As of the end of the 2022-2023 fiscal year, Calbright views one audit recommendation as unfulfilled. The recommendation asks Calbright to award credit for prior learning, which it cannot fully accomplish until gaining accreditation. Following accreditation, the College anticipates implementing the recommendation as quickly as possible.

A summary of audit recommendation and Calbright’s progress are as follows:¹²

Recommendation #2

To provide greater accountability regarding its spending and to ensure that it effectively uses the public funds it receives to accomplish the goals for which it was created, Calbright should develop an implementation and spending plan and then annually review the spending plan and make adjustments as necessary.

Calbright has developed an implementation plan that includes a spending plan. Both of these plans are internal and deliberative planning documents, with outcomes manifesting in the form of the College’s annual budget, as well as partnerships like Calbright’s work with UC Irvine as noted earlier in this report.

The State Auditor’s office has shared with the College that it is satisfied with these planning documents and that this recommendation would be complete after the Calbright team

¹² Numbering follows the original State Auditor report. Calbright’s 10 recommendations were numbered 2-11.

completed the first annual review and update process and then reports on its progress to the College's Board of Trustees. This recommendation, Calbright believes, will be complete with the closure of the 2022-2023 fiscal year and Board approval of the 2023-2024 fiscal year budget.

Recommendation #3

Calbright should finalize its development of human resources policies and procedures for recruitment and hiring that comply with state law and regulation.

This recommendation was completed in November 2021. Calbright College developed an Equal Employment Opportunity plan and formalized its recruitment and hiring policies and processes.

Recommendation #4

Calbright should immediately commence the process of hiring a procurement director, complete the development of a fully functioning procurement process that aligns with state law, regulations, and to the extent practicable, the State Contracting Manual. In addition, Calbright should provide training on relevant laws, policies, and procedures related to procurement to all staff involved in approving or managing contracts.

This recommendation was fully implemented in July 2021. The College hired a procurement coordinator, established formal policies that align with state laws and regulations, and all employees received training on relevant laws, policies, and procedures related to procurement.

Recommendation #5

Calbright should establish a pay schedule for all employees that includes salary, benefits, and all other forms of compensation, and establish compensation packages that are comparable to those for similar positions within the community college system.

This recommendation is complete. The process required that Calbright complete the collective bargaining process with both its faculty and classified staff labor units, which had not yet been formally established at the time of the auditor's report. All labor units within Calbright College are under contract and pay schedules have been established for all positions within the College.

Recommendation #6

Calbright should immediately develop a robust implementation plan that aligns with best practices and translates its mission into actionable goals and strategies. After completing its implementation plan, Calbright should review the plan at least every six months, and revise and update it as needed to account for major changes relevant to the college's implementation. By July 2022, Calbright should demonstrate that it has made consistent progress in implementing its plan.

This recommendation is paired with Recommendation #2, and both are considered fully implemented by Calbright with the closure of the 2022-2023 fiscal year and Board approval of the 2023-2023 fiscal year budget.

The State Auditor's office has shared with the College that it is satisfied with the Implementation Plan, as well as the process and execution of reviewing and updating the plan every six months. Every year, the College also updates its Board of Trustees in a public meeting with regard to progress made against its implementation plan.

Recommendation #7

To effectively reach and enroll the students the Legislature intended it to serve, Calbright should develop and implement a specific plan for conducting outreach to individuals within its target student population, establish methods for measuring whether it has successfully enrolled its target student population and demonstrate that its efforts have been effective at reaching the population the Legislature intended it to serve.

Calbright considers this recommendation as fully implemented. As noted in earlier sections of this report, the College's enrollment has grown considerably in the past two academic/fiscal years and will continue this trajectory throughout its start-up period. Perhaps more critical than the number of students is *who* is enrolling. More than 90% of Calbright students are at least 25 years of age, which is more than double the CCC rate of roughly 36%. A third are parents or caregivers, compared to 10% across the CCC system. More than 70% of students identify as a member of the BIPOC community, with 22% identifying as Asian, 22% as Black, and 35% as Latinx.

Recommendation #8

To ensure that it adequately prepares its target student population to obtain positive employment outcomes after graduation, Calbright should develop and implement a process for selecting and expanding educational programs that will provide value to that population.

Calbright considers this recommendation complete. The College has enhanced its human-centered design practice to ensure program selection strategy is directly influenced by adult learners, their unique circumstances, needs, and lived experiences. The auditor's office has shared that it is satisfied with information provided, but requested, in addition, that Calbright provide its Standard Operating Procedure (SOP) that outlines the College's process for identifying, assessing, and selecting potential programs. The auditor's office has indicated that this recommendation will be fully implemented after the SOP is provided – the document was shared with the auditor's office on November 7, 2022 and the College is awaiting any further requests on this topic.

Recommendation #9

Calbright should develop and implement a specific plan that describes how it will assist its students in acquiring jobs, earning more income, or being upwardly mobile after graduation; establish a method to collect and review data; and begin demonstrating that it has been successful at assisting its graduates in obtaining positive employment outcomes.

Calbright considers this recommendation complete and is awaiting further guidance from the auditor should there be additional requests or clarifications on this topic. The College has established a plan that describes its plans and services with regard to students and alumni obtaining positive labor market outcomes and also implemented methods to collect and review data. Calbright has been added to Launchboard, a CCC data portal that collects employment information for CCC graduates, but that information will lag as it utilizes prior year(s) tax information. In the interim, the College utilizes alumni survey data. 100% of alumni respondents stated that they were satisfied with their studies at Calbright. 69% of respondents reported being employed after completing their program, 50% of respondents indicated that Calbright's curriculum had a positive impact on their employment in less than a year after graduation, and 24% of respondents indicated that they experienced a positive impact on their employment in three months or less.

Recommendation #10

Calbright should establish systems to monitor the effectiveness of its student support efforts.

Calbright considers this recommendation complete and is awaiting further guidance from the auditor should there be additional requests or clarifications on this topic. Since publication of the auditor's report, Calbright's persistence rate for students to progress from their first term of enrollment to a second has increased to roughly 94%, nearly double the CCC rate for adult learners, which hovers slightly above 50%. In addition, new initiatives, like

piloting the implementation of informal timeframes in Calbright’s CRM program, are showing clear efficacy and potential for scale.

Recommendation #11

Calbright should immediately establish an efficient process to recognize previous training and experience and allow students to bypass areas of curriculum in which they have demonstrated competence.

Calbright has established policies and processes to recognize a student’s prior learning. Notably, the College implemented a challenge procedure for students who wish to enroll in Calbright’s Cybersecurity program and skip the prerequisite of holding a CompTIA A+ certification or completing the College’s Introduction to IT Support program. Additionally, a competency-based model for education naturally recognizes prior experience, as learners are able to move quickly through material they already know while taking the time they need for new areas of knowledge. At the highest level, Calbright cannot award credit for prior learning until it has received accreditation. The College is currently in the accreditation process—nearly two years ahead of legislative mandate—and will move quickly to complete this recommendation in its entirety as soon as it has the authority to do so.

Appendix

Detailed Program Descriptions

As of June 30, 2023, three Calbright programs are currently open for public enrollment, and the College's Medical Coding program will reopen following the launch of a new and complementary Medical Billing program:

- Customer Relationship Management (CRM) Platform Administration
- Cybersecurity
- Introduction to Information Technology (IT) Support

The following programs have been designed, validated, and approved by the Calbright College Board of Trustees:

- Data Analysis
- Entrepreneurship
- Full-Stack Software Development
- Human Resources: Learning and Development
- Human Resources: Talent Acquisition
- Licensed Vocational Nurse
- Medical Billing
- Medical Coding¹³
- Networks
- Project Management
- Upskilling for Equitable Health Impacts: Diversity, Equity, and Inclusion
- Upskilling for Equitable Health Impacts: Interpersonal Skills for Healthcare Workers
- User Experience/User Interface
- 3D Animation and Game Design

Customer Relationship Management (CRM) Platform Administration

This 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

¹³ Calbright's Medical Coding program is currently paused for enrollment. After receiving student feedback, Calbright recognized that a program focused on Medical Billing would be better suited for entry-level labor market opportunities for Calbright graduates. Once the Medical Billing program is launched, Calbright will re-open enrollment for Medical Coding as an additional option for students to advance their knowledge in the field.

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.

Information Technology (IT) Support

This 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.

Cybersecurity

This 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.

Entrepreneurship

This program will prepare students to become entrepreneurs. Students will identify an idea for entrepreneurship and build an actionable business plan. Students will gain an understanding of the fundamentals of entrepreneurship and the skill sets needed to launch a successful business. Students will identify their motivation for starting a business and how this may impact the success of the business strategy. Students will build a solid foundation of knowledge by exploring a wide variety of early-stage business topics, including legal, financial, customer identification, research tactics, staffing, and scalability. Students will then have the opportunity to apply the knowledge gained by conducting a soft launch, in preparation for a full launch of their business. Students will test their branding, marketing and sales strategy and develop a more in-depth understanding of financials, operations,

technology, and customer service. Throughout the program, students will also develop writing and communication for business, negotiation, financial literacy, creative thinking, strategy, and change management skills. The personal traits and attributes necessary to persevere and thrive throughout a new business journey are explored. A combination of theoretical learning, hands-on experience, and personal growth exploration provide students with a comprehensive and transformative learning experience. Upon completing the program, students will be prepared to take the necessary steps to launch their businesses and identify resources and strategies available within their community to support their business launch and growth.

Full-Stack Software Development

This program consists of eight courses that are designed to prepare students for an entry-level job as a junior developer. Students will learn best practices for working as an individual contributor to a software development team, basic software architecture, and common technology stacks and gain understanding of the components and processes involved in developing a software application. Students will be introduced to fundamental design principles to create digital solutions that enable human interaction and engagement. Students will prepare for the workplace by learning the foundations of project management and its critical role in all industries and work functions. Students will learn Javascript and Python fundamentals, including: syntax, data types, data structures, variables, functions, algorithms, operations, events, scope, inheritance, errors, package management, and common frameworks and libraries. Students will learn coding skills necessary to develop a web application. Students will learn technical skills required to act in the capacity of a website administrator. Students will learn about servers, databases, application programming interfaces (APIs), back-end frameworks, and deployment and gain an understanding of the components and processes involved in developing the back-end resources that support a software application, and communications between client-side and server-side resources. Finally, students will create a summative project which demonstrates technical skills that have been acquired throughout Calbright's junior developer program. For this summative project, students will employ the components and processes involved in developing a software application to create and deploy their own full-stack web application. Upon completion of this program, students will be prepared to enter into an employer-sponsored training opportunity, or a role as a junior software developer.

Human Resources: Learning and Development

This program is designed to prepare students for entry-level positions as learning and development professionals. Students will learn the key pillars of coaching, learning and development, characteristics of learning organizations, and competencies to support a culture of continuous learning. They will gain knowledge, skills and abilities needed to create a digital learning strategy that is diverse, scalable, personalized, and sustainable to impact performance within an organization. Students will master competencies in gamification,

talent strategy, content planning, technology, and learning analytics as well as discovering how learning and development impacts the talent lifecycle and the process for sourcing and developing content for diverse groups.

Human Resources: Talent Acquisition

This program consists of two courses that are designed to prepare students for an entry-level position as a human resources (HR) talent acquisition specialist. Students will learn different recruitment phases, how to successfully build and implement recruiting strategies for diverse organizations, analyze and use data to streamline the recruitment process and make more informed hiring decisions. In addition, students will gain the knowledge, skills, and abilities needed to successfully design an effective rewards strategy, create the best candidate experience, define the employee experience, and analyze recruiting data to improve diverse recruitment practices. Students will create a scorecard for recruiting, as well as design and execute an employer branding strategy that focuses on inclusion, net promoter score and return on investment.

Licensed Vocational Nurse

This program consists of four levels that are designed to prepare students to enter the Licensed Vocational Nurse (LVN) profession in California. Students will complete online course work and in person labs and clinicals aligned to California Board of Vocational Nursing and Psychiatric Technicians (BVNPT) standards and regulations. Students will progress through the four levels sequentially increasing their knowledge, skills and abilities to demonstrate mastery in Nursing Fundamentals, Medical/Surgical Nursing, Pharmacology, Medical Terminology/Anatomy and Physiology, Mental Health, Nutrition, and Growth and Development, Pediatric Nursing, Maternal Health, Geriatrics, Leadership, critical reasoning and communication, cultural competence and cultural humility. Experiences in each course will integrate theory and practice when possible, to emphasize relationships between concepts, attitudes, and skills in the practice of nursing.

Upon completion of this program, students will be prepared to sit for the NCLEX-PN examination to become a Licensed Vocational Nurse in the State of California.

Medical Billing

This program is designed to prepare students for entry-level positions in medical billing. In this program, students will become familiar with the health insurance industry, legal and regulatory issues, and differences in reimbursement methodologies. Students will learn principles of medical billing related to proper claim form preparation, submission and payment processing, and the follow-up process of unpaid claims. In addition, students will develop the skills, mindset, and aptitudes necessary for success in their career and educational journey. Students will focus on three core areas: career exploration and

development, job search, and workplace readiness. Students will develop foundational mindsets and soft skills identified by employers as essential to allow them to flourish in the workplace. Upon completion, students will be prepared to take a national medical billing exam, including the AAPC Certified Professional Biller (CPB) exam.

Medical Coding

This 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. calbright.org 33 Calbright College Milestone Report 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.

***American Academy of Professional Coders Certified Professional Coder*

Networks

This program is designed to prepare working adults with the skills needed to pursue careers as network technicians or other technical IT roles. This program will cover concepts and skills found in an industry-recognized networking certification exam, as well as practical skills necessary for their transition into a new career upon program completion. In this program, students learn through theory-based content and interactive exposure to networking architectures, models, protocols, and hardware elements that connect users, devices, applications and data through the Internet and across modern computer networks. Students who complete this course will be able to build out network infrastructure and troubleshoot, configure, and manage common network devices. Students participate in hands-on, lab-based learning activities to become familiar with enterprise network components and communications systems. Upon completion of this program, students will be prepared to earn an industry-recognized networking credential.

Project Management

This program consists of three courses that are designed to prepare students for an entry-level job as a project manager. Students will prepare for the workplace by learning the foundations and fundamentals of project management, skills that are critical in all industries and work functions. Following the project methodology of the Project Management Institute, students will explore the project life cycle, stakeholders' management, how

organizational culture affects project management, scope management, and how a project is created. Students will gain the knowledge, skills, and abilities to successfully plan for a project including project scheduling, resource planning, budget planning, procurement planning, quality planning, communications, and risk management in addition to documenting the many facets of projects. Students will learn how to manage project meetings and effectively collaborate with project stakeholders. Finally, students will create a Business Case, Project Charter, Scope of Work (SOW), Work Breakdown Structure (WBS), Communications Plan, Risk Breakdown Structure (RBS), Budget Plan, Project Schedule, Change Log, and Closure Document.

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

This 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 program, students receive a Calbright College Certificate of Competency. Students may also inquire with their professional associations to receive credit for Continuing Education Units.

Upskilling for Equitable Health Impacts: Interpersonal Skills for Healthcare Workers

This program is designed to facilitate the acquisition of a set of interpersonal skills, traditionally known as "soft skills," necessary for the success of those currently employed or planning a career in the healthcare setting. Attainment of, and proficiency in, these skills is fundamentally necessary for any position in the healthcare setting. Content will include five critical skills including Communication, Workplace Ethics and Behaviors, Team Building and Collaboration, Effective Problem Solving, and Demonstrating Compassion.

User Experience/User Interface

This program consists of four courses that are designed to prepare students for an entry-level position designing user interfaces in the UX/UI field. In this program, students will learn the fundamental elements and principles of UX/UI design. Students can expect a broad overview of design principles and the context for applying design elements and principles to create cohesive and compelling visual designs and digital solutions that enable human interaction and engagement. Students will understand the principles of UX design and practical application of the process to build empathy with users, conduct user research and analysis of collected data, and design, prototype, iterate, and test solutions. Students will prepare for seeking an entry-level position by creating a comprehensive online portfolio that demonstrates their understanding of the UX design process, user needs, UX deliverables, and final solution designs required to enter the UX/UI field.

3D Animation and Game Design

This program will introduce students to the various roles of the Game Designer in the Game Industry and provide foundational Game Design terminology and principles. Students will develop writing, communication, collaboration, and creativity skills throughout this program. Students will also develop skills in critical thinking, including logic, sequencing, analyzing outcomes, analyzing target markets, and analyzing and predicting the user experience. Students will apply fundamental game design skills towards the creation of formal Game Design Documentation (GDDs) and 3D game experiences. Throughout this program, students will gain understanding of how game experiences are created and communicated with cross functional teams. Students will expand their knowledge of game making software by being introduced to a Real-Time 3D Game Engine. Students will develop a basic knowledge of the workflow within a Real-Time 3D Game Engine and understand how it can be used to create games and other immersive content. Students' will further expand their understanding of development by getting introduced to multiple aspects of the rendering pipeline, including lighting, cameras and materials. Students will apply and modify content to create play experiences while building their understanding of scripting and the content creation process. During this program, students will develop a digital portfolio showcasing their ability to create playable prototypes. Upon completion of the program, students will be prepared to take an industry-recognized certification exam.