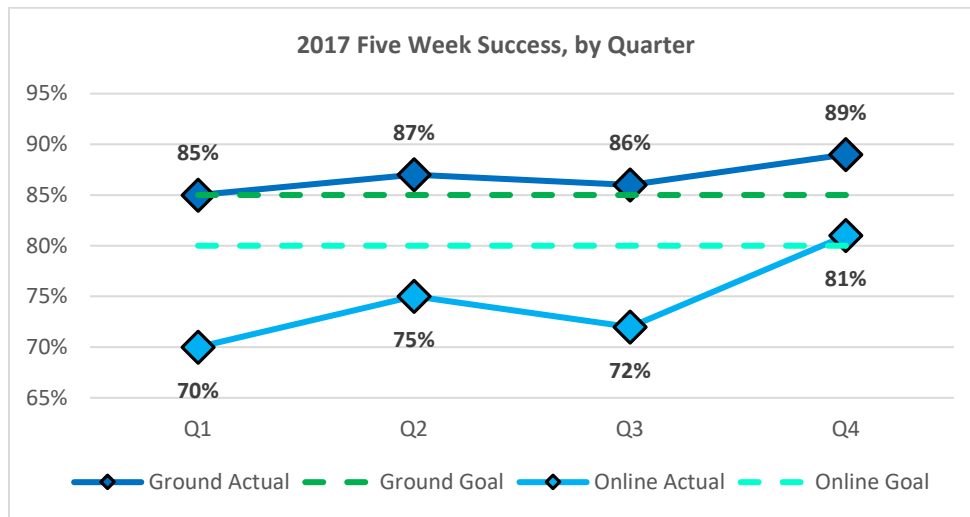


The second measure for this strategic objective is the five-week success rate of new starts. After thoughtful consideration and recognition of modality and outcome differences, the Ground and Online modalities were disaggregated to better identify the success of new students in each modality^{1.B}. Five-week success targets for 2017 were set at 85%³ for Ground and 80% for Online.

Ground campuses have shown improvement beyond the institutional target throughout the year, achieving an average success rate of 87%. This is a two-point increase in first module success YOY.



The Online campus experienced a significant change in Student Services with the transition of the Dean of Students (DSS) and two Student Advisors during Q3. With the results for the December 2017 module outstanding at the time of this report, the Online five-week success rate for 2017 was 75%, a two-point increase over 2016.

Strategic Developments

California Focus for Online Student Recruitment

The College discontinued active student recruitment outside of California in June 2017, as part of our ongoing focus on graduation rates and student success for the Online division^{1.B}. The transition resulted in a redesign of the Enrollment Services team for online, including a new division of labor and a net reduction in force.

Student Success Plan

The Director of Student Services, in collaboration with Deans of Student Services, invested in a focused, systematic outreach to new Ground students to better address performance gaps in five-week success^{1.B}. The Student Success Plan was implemented to focus on providing consistent support to at-risk student groups⁴ through a comprehensive approach to utilizing reports and executing outreach strategies. Focused strategies did appear to be correlated with improved outcomes in Q3 and Q4.

Campus Driven Initiatives

Most campuses had campus-driven initiatives focused on the success of new students^{1.B}. Examples include:

- The Peer Mentor Program (Fresno) partnered new students with a seasoned peer to act as a mentor and guide for the new student's first 15 weeks. Results are yet to be determined.

³An incremental target in the transition to 90% for 2019

⁴New students, BA Hybrid students, re-entries, and students on academic Academic Warning

- Professional Development Workshops (Hesperia) were designed to help new students develop skills, such as financial literacy, handling conflict, and what it means to be professional at the College and in the workplace. Focused strategies may be correlated with improved outcomes.

Online Task Force

Multiple initiatives were executed to increase overall course completion rates, including 5-week retention^{1.B}. One initiative that impacted new students was the New Student Roadmap, an infographic resource which guides new students through the enrollment on onboarding process. It has generated positive feedback from students, Admissions Advisors, and student support staff. Early indicators suggest the New Student Roadmap will improve 5-week retention.

Grade Matrix Report

The Grade Matrix Report was designed and implemented in late fall to target in-the-moment student performance in a course^{1.B}. The report is intended to better connect Online Student Advisors with faculty and course resources to support students identified as at-risk. Ground support staff also received the resource and training. The College will analyze related outcome data in 2018 to make iterative improvements in the report and its use with at-risk students.

Comp 101 Anchor Course

We revised the Comp 101 Anchor Course in late 2016 to add Master Student content to better prepare new students for college life^{1.B}. As a result, the course completion rate increased from 65% to 70% YoY. While the increase is significant, it is still below the 80% target.

Looking Ahead

The College has several initiatives planned or in progress for 2018:

- We witnessed substantial increases in new inquiries in the latter half of 2017, prompting the College to increase admissions staff on the campuses in anticipation of increased enrollment throughout 2018
- We intend to provide Dean and Program Director Conferences with a focus on Student Services and Learning Outcomes
- We intend to provide Online Student Advisor training and a new faculty outreach initiative
- We intend to revise and improve Online New Student Orientation