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**From:** Redacted by HELP Committee  
**To:** Redacted by HELP Committee  
**CC:** Redacted by HELP Committee  
**Sent:** 1/21/2010 7:39:34 PM  
**Subject:** RE: Gross Drop Attrition - Response needed by this Friday, 1/22

Good evening,

I would like to thank you for the opportunity to contribute in your assessment efforts.

We are extremely concerned about our current attrition and we would like you to rest assured that we do our best to rectify the situation.

Below is a brief list of reasons why students drop followed by a list of things we do to address the problem:

- A significant portion of our students have lost their jobs or had to take a second or even a third job to support their families, causing them to temporarily delay their educational goals (personal finances, family responsibilities, work hour conflicts) – 20 Students
- English and Math readiness through the public school system around Baltimore is much lower than nation average (academic difficulties and Satisfactory Academic Progress) - 30 Students
  - over 80% of our students have been identified to seek tutoring in either or both areas
  - average Accuplacer scores for our students has constantly declined, since the inception of our school back in 2005
- Late starts (end of week 2 starts) when combined with the holiday break (no existing IRIS category) - 15 Students
- Transportation. Especially those who rely on car pool are affected (Transportation) - 5 Students
- Incomplete information provided to prospective students in terms of our accreditation, what it means, transferability of credits, and companies like Northrop Grumman, Lockheed Martin who hire our students but refuse to reimburse them for their tuition due to lack of a regional accreditation (no existing IRIS category, sometimes listed under change of interest, sometimes different college) - 8 Students
- Death 1 Student
- Health issues following the H1N1 pandemic including pregnancy (health issues, pregnancy) - 16 Students
- Incarceration - 4 Students-5 Students (while I was writing this email, we received a call from a parent informing us that his son is incarcerated last week)
- No high school diploma or GED – 3 Students (2 more expected to be dropped by the end of the month for the same reason)
- Unknown – 10 Students

Compared to previous years, there is a significant increase in all categories except academic difficulties / SAP. All other categories and drops related to these categories are non-academic reasons that we have very little control over.

I would like to conclude with our action plan. In all honesty, we are not doing anything different than what we have done throughout 2009 which turned out to be a very successful year for academics. Our first priority is our remedial efforts particularly in Math. In addition to tutoring, we have been encouraging students to check out the free Math DVDs, one of our instructors, Mr. Redacted by HELP Committee has put together. Mr. Redacted by HE was the instructor of the year in the country in 2009. Our improved attrition figures for last year can partially be attributed to his efforts, which are currently being reviewed by Dr. Redacted by HELP Committe and Dr. Redacted by HELP C for a nationwide implementation. Currently we are implementing a whole different DVD targeting GE184 students. We have already distributed a pre-assessment test to all first quarter students on remedial topics that are not even covered in GE184 such as addition, subtraction, combining like terms etc. We consider 20 out of 25 questions as success. Disturbingly, over 90% of our students cannot do basic Math! The average score on this test for all students is 50%! This new DVD covers such topics in an attempt to bridge a 12 year gap in their education. We are hoping to see the benefits of this initiative over the next quarters.

In addition to remediation and tutoring, I call students on 17day report every day and our Associate Deans and chairs

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call the students on the 10Day report, at the same time, instructors make daily contacts with absent students. The 10day report is full of such contacts already and we keep on contacting those, offering alternatives and saving maybe twice the number we dropped. We provide shuttle services to and from the metro station to our campus to minimize the impact of transportation issues. Our Career Services has a list of what they call 'survivor jobs' to help students with financial issues. As far as the accreditation goes, even though we are in the process of seeking a regional accreditation, we might be more open to prospective students. We can also require them to supply their high school diploma or GED prior to enrolling them in classes. We are also placing a huge emphasis on reentries to offset some of these drop outs.

We constantly look for ways to improve our numbers to fulfill our part of the ITT mission.

Thank you very much for your time.

Sincerely,

Redacted by HELP Committee

Dean, Academic Affairs  
ITT Technical Institute  
Owings Mills, MD  
Redacted by HELP Committee

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