

THE SKYLINE COLLEGE PROMISE

The Skyline College Promise: Implementation and Districtwide Expansion



**California College
Promise Innovation Grant
February 2017**

**San Mateo County
Community College District
3401 CSM Drive,
San Mateo, CA 94402**

**RFA Specification Number
16-041**



**SAN MATEO COUNTY
COMMUNITY
COLLEGE DISTRICT**

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Need (Statement of Problem)

DESCRIPTION OF THE PROBLEM

Colleges across the nation are grappling with the challenge of college completion as too many students are taking five years or more to complete their college degree and many are not graduating at all. At Skyline College, 40% of new students entering each fall do not persist to the spring semester. The rates for progression through basic skills and successful completion of college and transfer-level courses are also concerning. Only 55.2% of credit students tracked for six years who first enrolled in an English course below transfer complete a college-level English course (47.7% for Math). Equity gaps by race and ethnicity also exist in course progression and term-to-term persistence. For example, only 44.3% of Hispanic students who placed below transfer in Math and 44.8% of Filipino students who placed below transfer in English, go on to complete a college-level course in the same timeframe (compared to the 47.7% and 55.2% overall in Math and English, respectively). Among students who attempted below transfer courses in Math and/or English, the term-to-term persistence through the first three consecutive terms was 60.0% for African-American students, compared to 70.5% overall.¹ The course sequence progression and persistence rates described above perpetuate opportunity gaps and create challenges for timely degree completion and four-year university transfer that can be alleviated through the innovative interventions to be described below.

In addition, students' inability to enroll full-time is a major contributing barrier to timely college completion. Based on the Community College Survey of Student Engagement (CCSSE) results from Spring 2016, the majority of Skyline College CCSSE respondents had a goal of achieving a degree and/or transfer: 72% of respondents indicated transfer to a four-year institution as a primary goal and 41% indicated achieving an associate's degree as a primary goal.² However, the majority of students, largely due to financial obstacles, enroll part-time, which prevents them from accumulating the needed units to need their educational goals at an optimal pace.

Based on the latest CCSSE results, 80% of Skyline College respondents indicated that they work for pay and over 31% of respondents work over 30 hours per week.³ Moreover, 52% of respondents indicated that they care for dependents living with them.⁴ When asked to rate the likelihood that various issues would cause respondents to withdraw from class or Skyline College; approximately half of respondents (49%) indicated that working full-time was an issue that is "likely" or "very likely" to cause them to withdraw. Further,

¹ California Community Colleges Student Success Scorecard. Accessed January 18, 2017.
<http://scorecard.cccco.edu/scorecardrates.aspx?CollegeID=373#home>.

² Skyline College: CCSSE 2016 weighted results. Note: CCSSE Item 17 related to educational goals allows respondents to indicate multiple goals as "primary," "secondary," or "not a goal," therefore results do not sum to 100%.

³ Skyline College: CCSSE 2016 weighted results.

⁴ Ibid; dependents can include children, parent(s)/guardians or spouse.

approximately 45% indicated lack of finances as an issue that is “likely” or “very likely” to cause them to withdraw.⁵

Given that the majority of Skyline College students attend part-time, the objectives outlined in this grant application are designed to support interventions that thoroughly consider the enrollment patterns and educational goals of the Skyline College student body in order to increase students’ term-to-term persistence and long-term success. Given that approximately half of CCSSE respondents reported using their own income and/or savings to pay for their tuition at Skyline College and only 26% of respondents cited grants and scholarships as a major funding source,⁶ addressing financial barriers through an expansion of scholarship support is a critical component of Skyline College’s interventions proposed in the sections below.

In terms of K-12 and community outreach, Skyline College engages in a number of promising initiatives through middle school and high school partnerships but currently lacks the scaled-up, systematic approach needed for sustained outreach and program coordination with the high schools and districts that enroll students experiencing higher levels of disproportionate impact relative to the rest of the county. For example, Skyline College’s primary feeder high schools tend to have higher rates of free or reduced lunch than typical in San Mateo County: Jefferson High School and South San Francisco High School, two of Skyline College’s major feeder high schools, have a free/reduced lunch enrollment rate of 59% and 43%, respectively, compared to a rate of 34% county-wide.⁷

Skyline College Feeder HS	Take Rate (%) ⁸	2014-2015 HS Grads w/ UC/CSU Entrance Requirements (%)	Free/Reduced Meals 2015-2016 (%) [*]
Jefferson High	47.2	38.7	59.0
South San Francisco High	54.7	48.0	43.2
Westmoor High	57.3	47.5	38.8
San Mateo County	-	54.3	33.7

Table 1: CDE Data Reporting Office

Scaling K-12 outreach, improving K-12 school district communication and collaboration on multiple measures, and expanding Skyline College’s existing summer transition program (discussed below) are critical to solidifying pathways to higher education for Skyline College’s local communities.

DESCRIPTION OF THE COLLEGE AND DISTRICT

Located in San Bruno, CA, Skyline College is one of the three community colleges in the San Mateo County Community College District (SMCCCD). Skyline College primarily

⁵ Skyline College: CCSSE 2016 weighted results.

⁶ Ibid.

⁷ CDE Data Reporting Office; 2015-2016. www.Ed-data.org

⁸ Take rate based on unduplicated Skyline College matriculation for students graduating S.M. County Public High Schools 2010/11-2014/15.

serves northern San Mateo County and residents from the southern portion of San Francisco County.⁹ Skyline College makes up 40% of the District's 40,000 student population, with an annual count of approximately 16,000 students (enrolling approximately 10,000 students per semester). The ethnicity demographic at Skyline College is as follows: 19.0% Filipino, 18.8% Hispanic, 18.5% White Non-Hispanic, 18.2% Asian, 19.9% Multi-ethnic, 2.7% African-American, 1.1% Pacific Islander, 0.1% American Indian/Alaskan Native; 1.7% are unreported.

As a whole, San Mateo County is a relatively affluent and highly educated county. However, large portions of Skyline College students come from communities that face significant socio-economic challenges. While the median household income in San Mateo County is \$91,421, there are neighborhoods within the College's surrounding communities where the rate of higher educational attainment is relatively low and median household incomes are less than \$40,000¹⁰ (far below a living wage to support a family in San Mateo County¹¹). Skyline College serves a sizable share of students who come from communities near the border of San Mateo County and the City and County of San Francisco, communities that are among the most disenfranchised and high-poverty communities in the entire Bay Area. These factors severely impact the student population.

The geography of poverty in the College's surrounding communities also affects the financial aid profile of the student body. 41.0% of current Skyline College students are BOG fee waiver recipients while 13.2% are Pell Grant recipients. Furthermore, the number of financial aid recipients at each SMCCCD college in recent fall semester terms has tended to increase the most at Skyline College.¹²

DESCRIPTION OF COLLEGE EFFORTS

To ease the transition to community college and increase the number of entering students ready for college-level courses, Skyline College has launched a summer transition program called the Summer Scholars Institute (SSI). Intended for recent high school graduates, adult education students, and students who have completed their GED, the Summer Scholars Institute (SSI) provides the opportunity for multiple measures to be used to gain access to college level English and Math courses upon successful completion of a 5-week, unit-bearing summer program. Through structured and intensive guidance, including Math and English Jam and faculty support, participants develop the necessary academic skills and confidence to navigate the campus environment and connect to critical programs and services before the academic year commences.

⁹ Skyline College: Education Master Plan, 2013-2019." Skyline College. Accessed March 18, 2016. <http://www.skylinecollege.edu/prie/assets/documents/educationmasterplan/Skyline%20draft%20of%20EMP%20-%206.13.13%20with%20graphics.pdf>

¹⁰ "San Mateo County: Quick Facts, Median Household Income (in 2014 Dollars), 2010-2014." US Census Bureau. Accessed March 18, 2016. <http://www.census.gov/quickfacts/table/PST045215/06081>.

¹¹ "Living Wage Calculation for San Mateo County, California." Living Wage Calculator. Accessed March 18, 2016. <http://livingwage.mit.edu/counties/06081>.

¹² "Students First: A Strategic Plan for the San Mateo County Community College District." SMCCCD, September 9, 2015. Accessed August 25, 2016. pg. 53.

With a fierce sense of urgency to counteract the barriers described above, Skyline College recently introduced the **Skyline College Promise**, a K-14 initiative focused on college completion. The Skyline College Promise addresses the need to mitigate financial barriers impeding the full-time pursuit of higher education, provides intentional academic and student support services to achieve completion, and supports the redesign of programs and curricula into guided pathways to improve student success and completion.

Skyline College has launched the Skyline College Promise Scholarship program to support students to attend full-time. A major part of the Skyline College Promise initiative, the scholarship program is available to high school graduates and students who recently completed their GED or Adult Education program and who enroll at Skyline College full-time with an educational goal of achieving a certificate, degree, and/or transfer. The program had 140 Promise Scholarship recipients in its inaugural Fall 2016 term who received a total of \$56,259 in scholarship aid. In Spring 2017 130 Promise Scholarship recipients have received an additional \$41,025 in scholarship aid.

As part of the Skyline College Promise, the College has also launched a direct hourly shuttle between campus and a major local BART (train) station this past August to address transportation barriers related to the financial barriers that students face. Based on Fall 2016 data, the Skyline College shuttle has been met with high demand and success in connecting students to campus through a more affordable alternative to driving and inconvenient public bus routes.

The following section addresses each of the five required grant objectives that are to be integrated within the Skyline College Promise, including a sixth Objective to expand the Skyline College Promise Scholarship Program across all three colleges of the San Mateo County Community College District (SMCCCD).

Response to the Need

OBJECTIVE #1: EXPANSION OF THE SKYLINE COLLEGE PREP PROGRAM:

- a) **Programs and Services currently provided** – The Skyline College PREP Program was developed in line with the objective of partnering with local school districts to provide opportunities for major and career exploration in order to strengthen pathways to enter higher education and improve timely college completion. Based on a collaboration between the Outreach and Counseling divisions at Skyline College, the PREP Program collaborates with local high schools to increase student awareness about community college attendance and directly promotes student success in the college matriculation (SSSP) process.
- b) **Number of students to be served by the program in program period** – 600 students are currently served; in order to best serve our local school districts, the PREP Program will be expanded to incorporate the primary feeder high schools from which our students enroll.

	2016-2017	2017-2018	2018-2019
Number of High Schools	2	10	10
Approximate # Students Served	600	2200	2200

Table 2: Skyline College PREP Program Data

High School Enrollment by Grade level (2015-2016)					
High School	9 th	10 th	11 th	12 th	Total
Jefferson High	299	300	266	297	1,162
Oceana High	165	184	127	146	622
Terra Nova High	255	282	247	228	1,012
Thornton High	1	5	26	89	121
Westmoor High	395	457	409	408	1,669
South San Francisco High	345	376	342	300	1,363
El Camino High	350	341	377	319	1,387
Baden High	1	3	33	59	96
Capuchino High	286	309	264	268	1,127
Peninsula High	4	33	71	95	203
Total	2101	2290	2162	2209	8762

Table 3: CDE Data Reporting Office

Expanding the program to ten schools over the course of the program period, will allow the opportunity to serve over 2,000 students. The focus of the PREP Program is aligned with the goals of the Student Equity Plan (SEP) of Skyline College to specifically address disproportionate impact in the area of Access for Hispanic/Latino, African American, and Foster Youth, as well as Filipino students. Through robust

programming, including counseling appointments, tabling, presentations, workshops, resource fairs and other activities, the PREP Program will provide students the opportunity to explore majors and career pathways, campus resources (particularly resources most relevant to entering students) and information on four-year university transfer opportunities. Structured opportunities for campus visits to Skyline College will also function to build a sense of community and belonging to aid in the transition process.

- c) **Key strategies and implementation benchmarks** – As students progress through the PREP Program, the Outreach and Counseling staff will record their participation. An operational report has been created in Skyline College's business analytics platform to provide the program (and the Office of Planning, Research & Institutional Effectiveness) the necessary tools to record and connect with students prior to the submission of their official application to the college. Success of the program, including the extent to which under-represented student groups are enrolling, will be measured through analysis of enrollment trends and subsequent successful course completion and semester-to-semester persistence of students from each partner high school.
- d) **Leveraging new or existing resources** – The PREP Program is funded through a combination of Student Equity funds and the Skyline College President's Innovation Fund (PIF) grant. The PREP Program is currently engaged with two feeder high schools, specifically focusing on their Grade 12 students. Within these two schools, the PREP Program is currently engaging approximately 600 Grade 12 students.

OBJECTIVE #2: EXPANSION OF THE SKYLINE COLLEGE SUMMER SCHOLARS INSTITUTE

- a) **Programs and Services currently provided** – To ease the transition to community college and increase the number of entering students ready for college-level courses, Skyline College launched a summer transition program called the Summer Scholars Institute (SSI) in Summer 2016. Intended for recent high school graduates, Adult Education students, and students who have completed their GED, the SSI program provides students with the opportunity for multiple measures placement in English and Math and structured academic support through English and Math Jam programming. Through structured and intensive guidance, participants develop the necessary academic skills and confidence to navigate the campus environment and connect to critical programs and services before the academic year commences. To address financial barriers in computer access, a campus Textbook Lending Library Program was established at Skyline College to provide SSI participants (and Skyline College Promise Scholarship recipients) with the opportunity to borrow textbooks for free. In addition, SSI participants had complimentary access to Chromebooks for the duration of the program and were allowed to renew them for the academic school year. All interested participants also received a summer public transportation pass, as well as daily lunch meals.
- b) **Number of students to be served by the program in program period** – The SSI Program seeks to be expanded to 480 students at Skyline College by 2018-2019.

Through increased summer faculty and counseling support, and an expansion of Math Jam and English Jam programming to support college-readiness:

	2016-2017	2017-2018	2018-2019
Approx. # Students Served	60	300	480

Table 4: SSI Program Data

- c) Key strategies and implementation benchmarks** – Upon entering the SSI program, students also complete a Pre-Knowledge Check in English and Math to assess their skill level and knowledge. Throughout the program their growth and development in their courses and workshops is measured on a weekly interval and contrasted with their Pre-Knowledge Check to ensure progress is being made toward placement in college-level course work. Key assessment strategy will include examining placement, course success, persistence data, as well as developing instruments to measure both the share of students who complete the program and demonstrate an increase in self-efficacy and the share who demonstrate college transition-related academic skills development.
- d) Leveraging new or existing resources** – For its inaugural cohort, the SSI program was funded from a combination of Student Equity funds and the President's Innovation Fund (PIF). In addition, as part of the Skyline College Promise, students who participate in the Summer Scholars Institute are eligible to receive a Promise Scholarship based on their commitment to enroll full-time during the academic year.

OBJECTIVE #3: MULTIPLE MEASURES K-12 DATA-SHARING INITIATIVE

- a) Programs and Services currently provided** – Beginning in December 2016, all colleges in the SMCCCD began implementing new assessment and placement practices for incoming students, including new guidelines for English, Math, and ESOL placement. In both English and Math, high school GPA and specific course grades (either self-reported or actual transcripts) are used to determine appropriate placement. In English, guided self-placement measures developed by English faculty will be used (with Counseling faculty support) and in both English and ESOL, students will also have the option to take Accuplacer as needed.
- b) Number of students to be served by the program in program period** – Each Fall semester, approximately 2,500 new students enroll at Skyline College. Of these, approximately 1,500 are non-exempt from the SSSP process and must participate in assessment for placement in their Math and English sequences. All of these students will be placed using multiple measures, including but not limited to the use of high school GPA and specific course grades. For recent high school graduates from Skyline College's primary feeder high school and unified districts, work has begun to establish data-sharing MOUs, protocols, and processes to automate the receipt of high school transcripts and to automatically clear students to register in their English and Math sequence. Approximately 1,100 students each Fall will be served by the successful implementation of this program.

- c) **Key strategies and implementation benchmarks** – In addition to investigating the appropriate approach for assessing the revised multiple measures method, grant progress will be evaluated based on both student placement, course success, and course progression data, as well as an analysis of the trends and volume of student multiple measures utilization.
- d) **Leveraging new or existing resources** – Multiple informational and deliberation sessions have occurred and are planned at Skyline College and across the District to support training and awareness as the multiple measures policies undergo revision and improvement. In addition, the SMCCCD has applied for \$75,000 in funding from the Institutional Effectiveness Partnership Initiative (IEPI) for the further implementation of multiple measures across the District. Skyline College and the SMCCCD is committed to improving the availability and reliability of multiple measures data, both on the front-end in improved K-12 data sharing and communications, and on the tail-end data analysis and evaluation of multiple measure practices.

OBJECTIVE #4: SKYLINE COLLEGE CUNY-ASAP REPLICATION

- a) **Programs and Services currently provided** – Skyline College currently provides a robust set of student and academic support services, including offering priority registration to specific groups of students as allowed under state guidelines, and development of comprehensive educational plans that lay out a student's program of study over multiple terms. However, through the implementation of the Skyline College Promise, it is expected that the structure and approach to these services will be fundamentally changed. This change is being guided by evidence-based programs from across the nation, and in particular by the Accelerated Study in Associate Programs (ASAP) model pioneered by City University of New York (CUNY).
- b) **Number of students to be served by the program in program period** – The funding provided by the LJAF will be used for Technical Assistance (TA) for the implementation of the ASAP model over the course of the next two calendar years (2017 and 2018). The implementation of the ASAP model is expected to be completed for the Fall 2018 entering student cohort at Skyline College. The program is projected to serve five hundred (500) students beginning in Fall 2018. All students are intended to be recipients of the Skyline College Promise Scholarship.
- c) **Key strategies and implementation benchmarks** – Participants in both the Skyline College Promise Scholarship Program and ASAP replication will be eligible for priority registration beginning with the Fall 2018 incoming cohort, through consultation with the Enrollment Services Committee (ECS) of the SMCCCD. The SMCCCD also has a Technology Task Force that has been charged with exploring and recommending new integrated technology solutions in order to improve the District's ability to serve students. One component of these integrated solutions will be the ability for students to register for a full year of course work. Several solutions have begun to be explored, including Starfish, Civitas, EduNAV, and Salesforce. It is expected that a solution will be identified and implementation will begin during the performance period of this grant award. The ASAP model, which has demonstrated remarkable success in significantly

improving completion rates for CUNY students—particularly those from underserved populations—will be the model for integrated student and academic support services at that are included as part of the Skyline College Promise. Key to the implementation of the ASAP model is the ability of students to 1) receive priority registration in coordinated schedules in a cohort model and 2) be able to register for a full year of coursework at one time. The implementation of the ASAP model is expected to be completed for the entering Fall 2018 cohort.

- d) **Leveraging new or existing resources** – Skyline College has received funding in the amount of \$842,832 from the Laura and John Arnold Foundation (LJAF) to be the first and only West Coast institution of higher education to fully replicate the Accelerated Study in Associate Programs (ASAP) model pioneered by City University of New York (CUNY).

OBJECTIVE #5: ASSOCIATES DEGREE FOR TRANSFER/CAL GRANT PROGRAM OUTREACH

- a) **Programs and Services currently provided** – The Skyline College Financial Aid Office currently facilitates outreach workshops to students for both the Associates Degree for Transfer (ADT) and Cal Grant programs, including presenting at the recent Skyline College Transfer Conference on the Transfer Entitlement Cal Grant program.
- b) **Number of students to be served by the program in program period** – For the 2016-2017 academic year, there are approximately 709 students on the general Cal Grant Roster which includes high school entitlement and competitive grant students, and 348 students have been awarded; Skyline College intends to improve the coordination and intensity of campus outreach efforts.
- c) **Key strategies and implementation benchmarks** – Information about Associates Degrees for Transfer (ADT) and Transfer Entitlement Cal Grant program will be included in all information provided through the programs funded under this grant, including the PREP program, Summer Scholars Institute (SSI), and Promise Scholarship program.
- d) **Leveraging new or existing resources** – As it stands, the Skyline College Financial Aid Office facilitates outreach workshops on Cal Grants and the Transfer Center (within the Counseling Division) operates its own set of transfer outreach workshops. Cal Grant awards would support improved coordination of information sharing and workshop planning to disseminate information on the Associate Degrees for Transfer and the California Community College Transfer Entitlement Cal Grant programs through the PREP program, Summer Scholars Institute (SSI), and Promise Scholarship programs.

OBJECTIVE #6: DISTRICT-WIDE EXPANSION OF THE SKYLINE COLLEGE PROMISE SCHOLARSHIP PROGRAM

- a) **Programs and Services currently provided** – To support opportunities for students to attend full-time and alleviate financial burdens of college attendance, Skyline

College launched the Skyline College Promise Scholarship program this past Fall 2016 semester. A major part of the Skyline College Promise initiative, the scholarship program is available to high school graduates and students who recently completed their GED or Adult Education program and who enroll at Skyline College full-time with plans of achieving a degree and/or certificate.

- b) Number of students to be served by the program in program period** – The Program had 140 Promise Scholarship recipients in its inaugural Fall 2016 term, and 129 recipients in the beginning of the Spring 2017 semester (a 94.8% Fall-to-Spring persistence rate); the following projections are based on a combination of considerations, including overall college enrollment sizes and expected capacity for program growth based on available technical assistance from Skyline College to sister colleges for program launch.

Approximate Number of Students Served by District-wide Expansion of the Promise Scholarship			
SMCCCD College	2016-2017 Pilot Year	2017-2018	2018-2019
Skyline College	140	300	500
Cañada College	-	75	150
College of San Mateo	-	150	300
Total	140	525	950

Table 5: Skyline College Promise Scholarship Program Data

- c) Key strategies and implementation benchmarks** – Dedicated counseling support modeled after the TRiO program is a key program strategy. The evaluation of the Skyline College Promise Scholarship Program will entail the following main components 1) an analysis of the demographic composition of recipients and the extent to which first-generation and under-represented student groups participate and achieve desired outcomes 2) an analysis of the rate of placement into college-level math and English compared to appropriate control groups with similar educational goals as the scholarship requirements 3) course success rates and semester-to-semester persistence compared to appropriate control groups with similar educational goals as the scholarship requirements, and 4) qualitative analysis (based on surveys and interviews with students and key counseling and staff).
- d) Leveraging new or existing resources** – A key existing resource that has made the launch of the scholarship program possible has been the Annual President's Breakfast held in the spring, hosted by Skyline College President Dr. Regina Stanback Stroud and the Skyline College President's Council. The breakfast is the major fundraising event for the President's Innovation Fund which provides faculty and staff with seed money for creative programs and services, and the money raised through this event will be leveraged with grant-funding to support the sustained scholarship program growth.

Workplan

Chancellor's Office
California Community Colleges

District: San Mateo County Community College
District (SMCCCD)

College: Skyline College, College of San Mateo,
Cañada College

RFA Specification Number: 16-041_____

APPLICATION

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WORKPLAN

OBJECTIVE 1: Expansion of the Skyline College PREP Program (Partner with one or more school districts to establish an Early Commitment to College Program that is consistent with the intent of Article 6.3 (commencing with Section 54710) of Chapter 9 of Part 29 of Division 4 of Title 2 to provide K-12 students and families assistance that includes, but is not limited to, learning about college opportunities, visiting campuses, taking and completing college preparatory courses, and applying for college and financial aid).

Activities	Measurable Outcomes	Timeline Month/Year	Responsible Person(s)
1. High school campus outreach activities, including but not limited to financial aid and college application workshops, major and career exploration workshops, tabling, parent events.	Increase the number and percentage of high school students at participating high schools who are prepared for and attend college directly from high school; 10% increased Skyline College take rate by 2018-2019 for each participating high school (Outcome #2)	Tabling, Parent events - Sept and Jan); Financial Aid workshops - Oct; Career/Major exploration – Nov) (Year 1-2).	Outreach Coordinator (in coordination with financial aid and counseling office).
2. Skyline College campus visits and tour, including Skyline College Day Event.	500 HS students will participate in Skyline College campus visits, per academic year (Outcome #1).	April (Year 1-2)	Outreach Coordinator (in coordination with financial aid and counseling office).

3. Matriculation (SSSP) process support and outreach for college application, orientation, assessment, counseling, and enrollment process completion) on-site at HS and Skyline College.	Serve 2200 HS students with matriculation process support across all 10 participating high schools per academic year (Outcome #1 and #2).	March (Year 1-2)	Outreach Coordinator (in coordination with financial aid and counseling office).
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OBJECTIVE 2: Expansion of the Skyline College Summer Scholars Institute (SSI) (Partner with one or more school districts to support and improve high school student preparation for college and reduce postsecondary remediation through practices that may include, but are not limited to,

- Small learning communities,
- Concurrent / dual enrollment,
- Informational outreach activities that encourage high school students to complete college preparatory courses, particularly in English and Mathematics,
- Support services for high school students,
- Early and sustained support for maximizing local, state, and federal financial aid.)

Activities	Measurable Outcomes	Timeline Month/Year	Responsible Person(s)
1. Expand opportunity for the use of multiple measures in Math and English placement for SSI program participants as part of SSI expansion.	The number and percentage of SSI participants placed in college-level Math and English at Skyline College is maintained at 93% or higher for Math and 96% or higher in English (Outcome #2, #4 and #5).	Confirming program protocols by May 2017; ongoing (Year 1-2).	TRiO Program Director
2. Provide Textbook Lending Library access to SSI participants	90% or more of SSI participants access the Textbook Lending Library Program (Outcome #6).	June 2017; ongoing (Year 1-2).	Learning Commons/Library Director; TRiO Program Director

3. Expand Math Jam and English Jam Programming to support college readiness for SSI participants.	Increase the number of Math Jam and English participants to 300 participants by 2017-2018 and 480 participants by 2018-2019 (Outcome #2).	Planning by May 2017; ongoing (Year 1-2).	TRiO Program Director
4. Early campus connection and student outreach activities focused on first-generation students.	Increase the share of the first-generation SSI participants from 61% (Summer 2016 rate) to 75% (by 2018-2019) (Outcome #6).	May to July (Year 1-2).	TRiO Program Director; Outreach Support Staff
5. Program support to remove financial barriers for participants by covering lunch and transportation costs to promote summer program completion.	96% SSI program participant summer retention rate (Outcome #6).	June to July (Year 1-2).	TRiO Program Director

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OBJECTIVE 3: Multiple Measures K-12 Data-Sharing Initiative (Utilize evidence-based placement and student assessment indicators at the community college district that include multiple measures of student performance, including grades in high school courses, overall grade point averages, results from common assessments, and input from counselors).

Activities	Measurable Outcomes	Timeline Month/Year	Responsible Person(s)
1. Establishment of data sharing MOUs with partner feeder high school and school districts to improve appropriate college math and English placement.	1. Increase the number and share of incoming Skyline College high school students placing into college-level English and math from 30% to 53% and 16% to 28% , respectively (Outcome #2, #3, #4, & #5)	1. May 2017 to June 2019	1. VP of Instruction; Dean of Enrollment Services
2. Organize strategic planning meetings with relevant high school and school district leadership/staff on implementation and evaluation of data-sharing program based on MOU.	2. Host at least two planning sessions and three implementation meetings with each respective HS/school district partners to establish and carryout key components of MOU (Outcome #1 and #2).	2. May 2017 to June 2019	2. VP of Instruction; Dean of Enrollment Services

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OBJECTIVE 4: Skyline College CUNY-ASAP Replication (Provide students who are enrolled at the community college district with access to courses, including, but not limited to, priority registration, and allowing them to register for a full academic year of courses at once, in order to keep them on track to graduate, transfer to a public postsecondary university, or earn a career technical education certificate in California.)

Activities	Measurable Outcomes	Timeline Month/Year	Responsible Person(s)
1. Provide priority registration opportunity to all Skyline College Promise scholarship recipients and all CUNY-ASAP replication participants in coordinated schedules in a cohort model.	At least 1500 students to receive priority registration appointment in the inaugural academic year (Outcome #3,#4, and #5).	Sept 2018 to May 2019 (May priority registration) timeline based on LJAF award period)	Dean of Enrollment Services; Vice President of Instruction
2. Provide all Skyline College Promise Scholarship recipients and all CUNY-ASAP replication participants opportunity to register for a full year of coursework in advance at one time to facilitate educational planning and support course access.	100% of students participating in the ASAP replication are to participate in advanced course registration up to one year in advance (Outcome #3,#4, and #5).	Sept 2018 to May 2019	Dean of Enrollment Services; Vice President of Instruction

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OBJECTIVE 5: Associates Degree For Transfer/Cal Grant Program Outreach (Provide outreach to students who are enrolled at a community college(s) within the community college district regarding the Associate Degrees for Transfer and the California Community College Transfer Entitlement Cal Grant program).

Activities	Measurable Outcomes	Timeline Month/Year	Responsible Person(s)
1. Provide structured marketing and workshop attendance opportunities to learn about the Transfer Entitlement Cal Grant Program	Information on Transfer Entitlement Cal Grant program grant delivered to over 5500 Skyline College PREP program, SSI, Skyline College Promise Scholarship recipients over duration of grant period (Outcome #4 and #6)	Sept 2018 to June 2019	Transfer Center Coordinator; Financial Aid Office Director
2. Provide structured marketing and workshop attendance opportunities on Associate Degrees for Transfer opportunities.	Information on Associate Degrees for Transfer delivered to over 5500 Skyline College PREP program, SSI, Skyline College Promise Scholarship recipients over duration of grant period (Outcome #4 and #6)	Sept 2018 to June 2019	Transfer Center Coordinator; Financial Aid Office Director

APPLICATION

ANNUAL

WORKPLAN

OBJECTIVE 6: District-Wide Expansion of the Skyline College Promise Scholarship (Remove financial barriers to Access higher education for recent high school and adult school graduates, and G.E.D. completers, who are interested in enrolling full-time (12 units) and pursuing a certificate, degree, and/or transfer).

Activities	Measurable Outcomes	Timeline Month/Year	Responsible Person(s)
1. SMCCCD-wide Promise Scholarship funding covering student enrollment and other fees to support full-time enrollment and maintenance of satisfactory academic progress.	<p>- Achieve fall-to-spring semester recipient persistence rate of 95% among all new SMCCCD college student scholarship recipients in each grant year (Outcome #3, #4, #5 and #6).</p> <p>-Achieve an average scholarship recipient time to transfer and/or associates degree completion rate of three years or less for at least 50% for each cohort of Promise Scholarship recipients (Outcome #3, #4, #5 and #6).</p>	September 2017 to June 2019.	VP of Student Services; Director of Financial Aid; Dean of Counseling

<p>2. Dedicated Promise Scholarship Program Counselor at each SMCCCD College to support scholarship recipients, including education goal planning to stay on track for educational goal achievement.</p>	<p>-100% of Promise Scholarship recipients have established a comprehensive education plan and declared a major by start of spring semester for each cohort year (Outcome #3, #4, Outcome #5).</p> <p>- Achieve fall-to-spring semester recipient persistence rate of 95% among all new SMCCCD college student scholarship recipients in each grant year (Outcome #3, #4, #5 and #6).</p> <p>-Achieve an average scholarship recipient time to transfer and/or associates degree completion rate of three years or less for at least 50% for each cohort of Promise Scholarship recipients (Outcome #3, #4, #5 and #6).</p>	<p>May 2017-June 2017; September 2018 to June 2019</p>	<p>Promise Scholarship Program Counselor, Counseling Division</p>
<p>3. Outreach at all three SMCCCD colleges, as well as off-campus feeder high school and local community outreach with a focus on under-represented student groups.</p>	<p>Increase the number of Promise Scholarship recipients District-wide to 525 by 2017-2018 and 950 by the 2018-2019 academic year (Outcome #6).</p>	<p>May 2017-October 2017; May 2017 to October-2018.</p>	<p>Outreach Coordinator; Promise Scholarship Program Counselor; Dean of Counseling</p>

4. Textbook Lending Library at Skyline College	100% of Skyline College's Promise Scholarship recipients who express need (and at least 90% of Promise Scholarship participants overall) access the Textbook Lending Library Program (Outcome #6).	September 2017 to June 2019	Director of Learning Commons; Dean of Counseling
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Program Management

a) Describe your districts capabilities and knowledge in conducting and administering state funded projects, as well as your ability to collect and report financial and student performance data.

Overall, both Skyline College and the San Mateo County Community College District (SMCCCD) have extensive capabilities and knowledge in conducting and administering state funded projects. Skyline College annually administers more than \$3 million in state and Federal grants, including TRiO SSS and NSF grants. Skyline College also maintains compliance with reporting financial and student performance data related to all of the state funded projects in which it participates, including the Student Success and Support Program (SSSP), Student Equity, Basic Skills Initiative (BSI), Carl Perkins/VTEA, EOP&S, CARE/CalWorks, and several others. Thus, in coordination, Skyline College and the SMCCCD have the policies, procedures, and processes in place to ensure compliance with both the fiscal and programmatic reporting requirements of the California Promise Innovation Grant Program. In addition, Skyline College has a robust research and reporting infrastructure administered by its Office of Planning, Research, and Institutional Effectiveness (PRIE). The PRIE Office oversees the program evaluation and reporting for all state and federal grants awarded to Skyline College, as well as specific state funded projects as required.

b) Identify experienced and appropriate program administration and support staff with sufficient time allocated to ensure success for the California College Promise Innovation Grant Program.

The implementation of the Skyline College Promise has been a multi-year a college-wide development and implementation process that includes all levels of college leadership, faculty, and staff. The implementation structure is shown in Figure 1 below, with the membership of two key Teams included for greater detail. Each Team in the structure has a specific charge that is outlined. For example, the charge of the Skyline College Promise Task Force is to 1) Oversee the development and implementation of the Skyline College Promise, including individual initiatives, programs, structures, and processes; 2) Establish cross-functional design teams and work teams to design, review and recommend the implementation of initiatives and programs of the Skyline College Promise; and 3) Review and evaluate the effectiveness of the Skyline College Promise based on its components. Technical assistance has already begun across the SMCCCD to assist the College of San Mateo (CSM) and Cañada College in implementing their own Promise Scholarship programs. A Promise Planning Forum was held at Skyline College on Wednesday, January 11th, 2017 to provide hands-on workshops and technical assistance for the implementation and administration of the scholarship Districtwide. A similar structure of administration and staff support will be put in place for the support of the Promise Scholarship at CSM and Cañada College, as shown below.

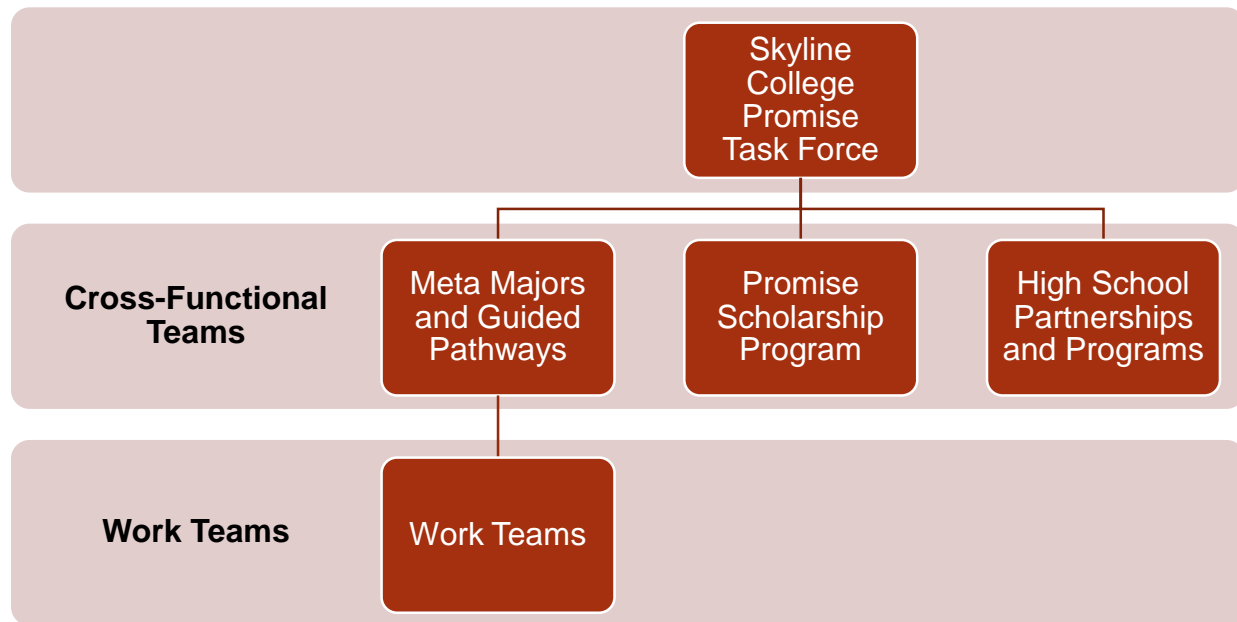


Figure 1 – Skyline College Promise Implementation Structure

Skyline College Promise Task Force

Aaron McVean (Co-Chair; VPI)	Angélica Garcia (Co-Chair; VPSS)
Eloisa Briones – VP Admin Services	Lasana Hotep – Dean
Mary Gutierrez – Dean	Michael Cross – Faculty
Luis Escobar – Dean	Adam Windham – Faculty
Ray Hernandez – Dean	Danielle Powell – Faculty
Cherie Colin – Director	Jacquie Escobar – Counseling Faculty
Andrea Vizenor – Director	Lauren Ford – Staff
Kate Browne – Faculty; AS President	Michelle Haggard – Staff
Will Minnich – Dean	Jesse Raskin – Faculty
Dylan O’Shea – Student; ASSC President	Tammy Robinson – Dean
Dennis Zhang – Student; Trustee	Carla Grandy – Faculty
Nate Nevado – Counseling Faculty	Mustafa Popal – Faculty
Sherrie Prassad (Staff Support)	

Table 3

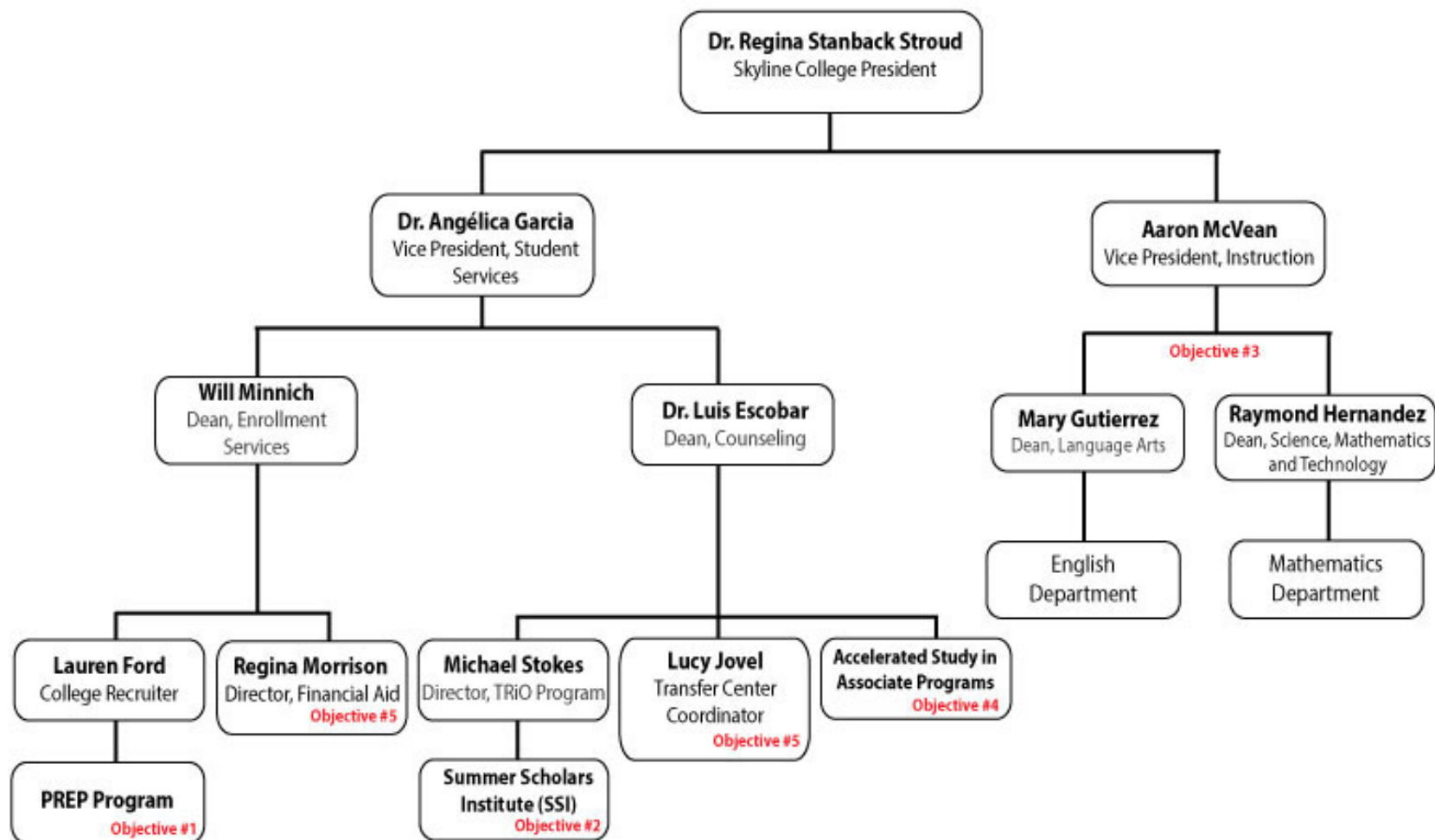
Skyline College Promise Scholarship Program Team

Will Minnich (Co-Chair; Dean)	Kim Davalos (Co-Chair; Counseling Faculty)
Regina Morrison – Director	Raymond Chow (invite)
Jenny Yang – Financial Aid Staff	Edgar Coronel (invite)
Jim Houppis – Dean	Kevin Chak – Bookstore Manager
Judy Hutchinson – Director	Pearl Ly – Director
Cherie Colin – Director	Eloisa Briones – VP Admin Services
Luis Escobar – Dean	Eric Imohara (Staff Support)

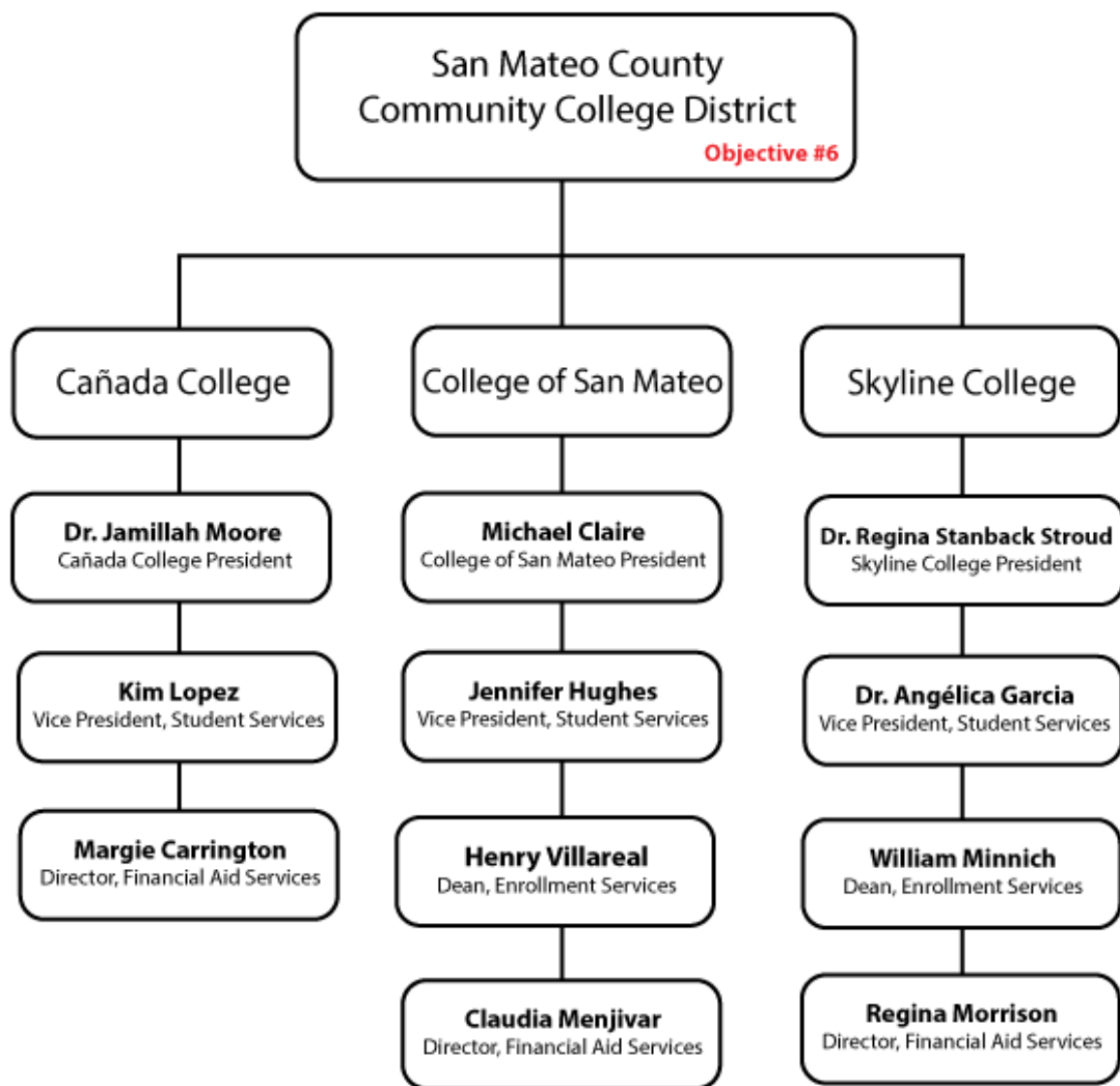
Table 4

Program Management - Staffing Chart

Skyline College Promise Innovation Grant Proposal Staffing Chart



SMCCCD Promise Scholarship Program Expansion Staffing Chart



Sustainability of the Program

The Skyline College Promise is more than the sum of the parts described in this application. It is what we do as a college to ensure that we are removing barriers so that students can “Get in. Get through. Get out...on-time!”

The Skyline College Promise is more than the sum of the parts described in this application. It is what we do as a college to ensure that we are removing barriers so that students can “Get in. Get through. Get out...on-time!” Additionally, the SMCCCD Board of Trustees has directed the three colleges of the District to implement a Promise Scholarship program that will reduce and eliminate achievement gaps for students from groups that are underrepresented in postsecondary education, such as under- represented minority students, low-income students, students who are current or former foster youth, students with disabilities, and students who are veterans.

Skyline College has been leading the SMCCCD in these efforts, and successfully began its Promise Scholarship Program in Fall 2016, including a Lending Library and dedicated counseling for recipients. This followed and extend the implementation of its Summer Scholars Institute (SSI) in Summer 2016. In short, Skyline College has not waited for this opportunity to begin its work. It has undertaken a multi-year development process that has led to Skyline College Promise being implemented, and is now in the process of purposeful and strategic expansion of its Promise program in order to serve as many students as possible. Some of the specific funding sources that have already been committed to the Skyline College Promise program are listed in Table 6 below. **These local public and private sources of funding are allowing Skyline College to develop its sustainable California College Promise programs within the SMCCCD, as described in the First Priority Criteria.**

Additional Funding Source(s)	Amount
SMCCCD Innovation Funds to Skyline College	\$2,900,000 (One-Time)
Skyline College President’s Innovation Funds	\$140,000 (Annual Amount)
Laura and John Arnold Foundation (LJAF) Grant for ASAP Replication	\$842,832 (One-Time)
Amount in excess of \$1.5 million from this grant, but included in programs described.	\$562,929 (On-Going)
State of California Awards for Innovation in Higher Education (Applied)	\$2,900,000 (One-Time)

Table 5

Application Budget Summary and Detail (Appendix A)

Chancellor's Office

California Community Colleges

District: San Mateo County Community College District

College(s): COLLEGE OF SAN MATEO, SKYLINE COLLEGE, CAÑADA COLLEGE

RFA Specification Number: 16-041

APPLICATION BUDGET SUMMARY

Email Address: mcveana@smccd.edu Telephone: (650) 738-4436

I authorize this total costs proposal as the maximum amount to be claimed for this project and assure that funds shall be spent in compliance with state and federal regulations.

Object of Expenditure	Classification	Line	Total Grant Budget	Total Apportionment Budget (estimated)
1000	Instructional Salaries*	1	\$166,377	
2000	Non-instructional Salaries	2	\$123,308	
3000	Employee Benefits	3	\$31,506	
4000	Supplies and materials	4	\$205,892	
5000	Other Operating Expenses and Services	5	\$124,951	
6000	Capital Outlay	6	-	
7000	Other Outgo	7	\$790,274	
Total Direct Costs		8	\$1,442,308	
Total Indirect (4% of Line 8)		9	\$57,692	Not applicable
Total Program Costs		10	\$1,500,000	

Project Director Name/Title:

Adam J. McVean - VPI (Tutor)

Authorized Signature

Date: 2/2/17

District Chief Business Officer:

Kathy Black

Authorized Signature

Date: 2/2/17

*Note: Grant funding cannot be used for classroom instruction. These costs must be paid through apportionment.

College(s): COLLEGE OF SAN MATEO, SKYLINE COLLEGE, CAÑADA COLLEGE

Program Year: FY 16/17 to 18/19Source of Funds: **Prop 98 General Fund**

APPLICATION BUDGET DETAIL SHEET

Appendix A-6

CHANCELLOR'S OFFICE
CALIFORNIA COMMUNITY COLLEGES

DISTRICT: SAN MATEO COUNTY COMMUNITY COLLEGE DISTRICT
COLLEGE(S): COLLEGE OF SAN MATEO, SKYLINE COLLEGE, CAÑADA COLLEGE
RFA SPECIFICATION NUMBER: 16-041

CONTACT PAGE

TO BE COMPLETED BY CCCC

Grant Agreement No.: _____

Proposal ID No.: _____

Funding Status: _____

Fiscal Year: _____

Funding Source(s): Proposition 98 General Funds

Project Title: California College Promise Innovation Grant Program

Institution: San Mateo County Community College District

Address: 3401 CSM Drive

City: San Mateo State: California Zip + 4: 94402 – 3651

District Superintendent/President (or authorized Designee)

Name: Ron Galatolo Title: Chancellor

Phone: (650)574-6550 Fax: (650) 574-6566 E-Mail Address: galatolo@smccd.edu

College President (or authorized Designee)

Name: Regina Stanback Stroud Title: College President

Phone: (650) 738-4111 Fax: (650) 738-4338 E-Mail Address: stroudr@smccd.edu

Responsible Administrator (Appropriate Program Area)

Name: Angélica Garcia Title: Vice President of Student Services

Phone: (650) 738-4333 Fax: (650) 738-4338 E-Mail Address: garciaa@smccd.edu

Project Director

Name: Aaron McVean Title: Vice President of Instruction, Interim

Phone: (650) 738-4321 Fax: (650) 738-4338 E-Mail Address: mcveana@smccd.edu

Business Officer (or authorized Designee)

Name: Kathy Blackwood Title: Executive Vice Chancellor

Phone: (650) 358-6889 Fax: (650) 574-6566 E-Mail Address: blackwoodk@smccd.edu

OR Person Responsible for Budget Certification

Name: _____ Title: _____

Phone: () Fax: () E-Mail Address: _____