

## *Introduction*

Skyline College is committed to empowering students to find success at every point in their educational journey. To achieve this, Skyline College has embarked on a comprehensive college redesign, which includes developing guided pathways and meta-majors, applying impactful changes that scale transformative teaching and learning, and expanding the Promise Scholars Program.

## *Promise Scholars Program*

The Promise Scholars Program provides incoming, full-time students who are recent high school graduates or who recently completed their GED, or adult education program with comprehensive support that includes dedicated counseling, academic support, and career and professional development resources, and financial support. In 2018, The Promise Scholars Program will launch a full replication the City University of New York’s Accelerated Study in Associate Programs.

This report will review:

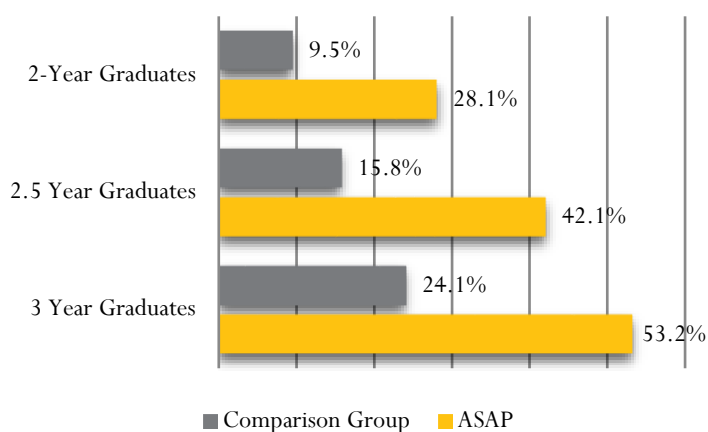
- 1) The City University of New York’s ASAP model and key metrics on its success.
- 2) Initial Outcomes from the Promise Scholars Program pilot groups (Fall 2016 and Fall 2017 cohorts)
- 3) Comprehensive budget for FY 18-19 and FY 19-20

A key area for discussion:

The college’s ability to commit to providing financial supports to Promise Scholars beyond the first year

## *City University of New York’s Accelerated Study in Associate Programs (ASAP)<sup>i</sup>*

**Figure 1. Average Graduation Rates of ASAP and Comparison Group Students (Fall 2007-Fall 2014)**



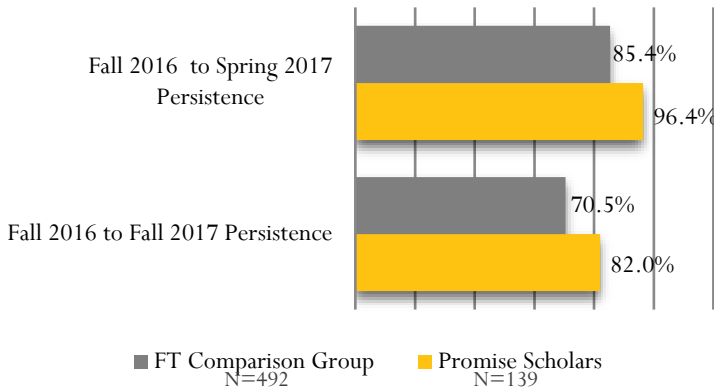
ASAP is a proven model committed to graduating at least 50% of students within three years through provision of comprehensive support services and financial resources that remove barriers to full-time study and support timely degree completion. To date, over 33,000 ASAP students have been admitted across nine participating CUNY colleges<sup>ii</sup>. Between fall 2007 and fall 2014, ASAP had an average graduation rate of 53.2% vs. 24.1% of comparison group students.

*Table 1: CUNY ASAP and Promise Scholars Program / ASAP Replication Model Comparison*

City University of New York ASAP	Skyline College Promise Scholars Program
<b>Requirements and Messages</b>	
<ul style="list-style-type: none"> <li>➤ <b>Full-time enrollment</b> required</li> <li>➤ <b>Taking developmental courses early:</b> encouraged consistently and strongly</li> <li>➤ <b>Graduating within three years:</b> encouraged consistently and strongly</li> </ul>	<ul style="list-style-type: none"> <li>➤ <b>Full time enrollment</b> required</li> <li>➤ <b>Multiple Measures and Taking development courses early:</b> Encouraged consistently and strongly</li> <li>➤ <b>Graduating within three years:</b> Encouraged consistently and strongly.</li> </ul>
<b>Student Services</b>	
<ul style="list-style-type: none"> <li>➤ <b>Advising:</b> Students required to visit adviser twice per month in first semester and as directed based on need after that. Caseloads of no more than 150.</li> <li>➤ <b>Career services:</b> Students required to participate in an activity with an ASAP career specialist or an approved event through career services once per semester.</li> <li>➤ <b>Tutoring:</b> students required to attend tutoring if taking developmental courses, if identified as struggling by faculty/advisor, or if on academic probation.</li> </ul>	<ul style="list-style-type: none"> <li>➤ <b>Counseling:</b> Students required to visit Promise counselor twice per month in first semester and as directed based on need after that. Caseloads of no more than 150.</li> <li>➤ <b>Career services:</b> Students required to meet with Promise career counselor, or attend an approved event through career services or Strong Workforce once per semester</li> <li>➤ <b>Tutoring:</b> Students required to attending tutoring if taking developmental courses, if identified as struggling by faculty/counselor, or if on academic probation.</li> <li>➤ <b>Peer Mentoring Support:</b> Students encouraged to seek resources and guidance from peer mentors</li> </ul>
<b>Financial Support</b>	
<ul style="list-style-type: none"> <li>➤ <b>Tuition Waiver:</b> For those who qualify for TAP and Pell, any difference between financial aid and tuition and fees is waived. Students who do not qualify for federal and state aid may still participate in ASAP program, but do not receive tuition waivers.</li> <li>➤ <b>Monthly incentive:</b> Monthly unlimited-ride MetroCard contingent on participation</li> <li>➤ <b>Textbook assistance:</b> Voucher to cover textbooks costs through the campus bookstore</li> </ul>	<ul style="list-style-type: none"> <li>➤ <b>Fee waiver:</b> Any difference between financial aid and fees is waived. Student must complete FAFSA or DREAM application prior to the start of the program. Waiver will be applied to all students with California residency and/or who are eligible for AB540 exemption.</li> <li>➤ <b>Monthly incentive:</b> Monthly \$50 gas/Clipper Card, contingent on participation.</li> <li>➤ <b>Textbook assistance:</b> Voucher to cover textbook costs through the campus bookstore</li> </ul>
<b>Course Enrollment</b>	
<ul style="list-style-type: none"> <li>➤ <b>Blocked courses and consolidated schedules:</b> Course sections reserved and seats held in specific sections of general or developmental education courses. Early registration for ASAP students.</li> <li>➤ <b>ASAP seminar/ASAP group sessions:</b> Students attend student success seminar or group advising sessions.</li> </ul>	<ul style="list-style-type: none"> <li>➤ <b>Blocked courses:</b> Course sections reserved and seats held in specific sections of general or developmental education. Early registration for Promise Scholars.</li> <li>➤ <b>Promise group sessions:</b> Student attend Promise Scholar-only group counseling sessions.</li> </ul>
<b>Program Management</b>	
<ul style="list-style-type: none"> <li>➤ <b>Program Management:</b> CUNY Academic Affairs provides overall administration and evaluation and supports college programs, which delivers direct student services.</li> <li>➤ <b>Dedicated staffing:</b> Full ASAP-dedicated staff led by a director who reports to the college's chief academic officer</li> </ul>	<ul style="list-style-type: none"> <li>➤ <b>Program management:</b> Managed within Skyline College, with periodic convening and data sharing among the San Mateo County Community College District</li> <li>➤ <b>Dedicated staffing:</b> Fully dedicated program staff and faculty led by a director who reports to the Dean of Counseling, Advising, and Matriculation.</li> </ul>

**Initial Outcomes of the Promise Scholars Pilot Programs (Fall 2016 and Fall 2017 Cohorts)**

**Figure 2. Skyline College Persistence Rates for Promise Scholars and Comparison Group\***



The Promise Scholars Program at Skyline College began with 139 students in its inaugural Fall 2016 cohort, and in Fall 2017 expanded to serve 253 new students. While Skyline College has implemented some elements of the CUNY ASAP model, the Promise Scholars Program will launch full replication of the ASAP model with its entering Fall 2018 cohort.

Thus far, the Promise Scholars Program has shown promising results in student persistence. For the Fall 2016 Promise Scholars cohort, 96.4% persisted to the Spring of 2017 and 82.0% persisted from Fall 2016 to Fall 2017. <sup>iii</sup>

For the Fall 2017 Promise Scholars Cohort, there is an *preliminary* persistence rate of ~91.7% (86.6% for FT comparison group) to the Spring of 2018. Additionally, for the Fall 2016 Cohort, a *preliminary* ~81.8% are enrolled in the Spring 2018 semester. <sup>iv</sup>

**Fall 2017 Promise Scholars Cohort Demographic Information<sup>v</sup>**

**97.2%** of Fall 2017 Promise Scholars are California Residents or AB540 exempt (246 students)

**70%** of Fall 2017 Promise Scholars receive a BOG B or C waiver. (176 students)

**73%** of Fall 2017 Promise Scholars attended a Skyline College feeder high school (184 students)

**64.4%** of Fall 2017 Promise Scholars are first generation students (163 students)

Figure 3: Race/Ethnicity (Fall 2017 cohort)

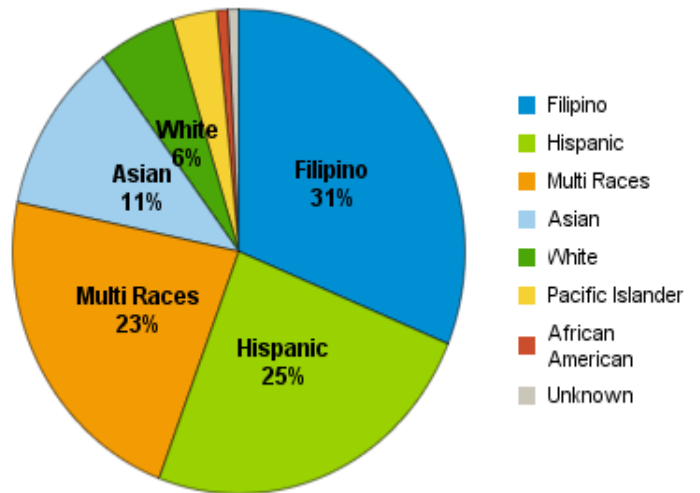
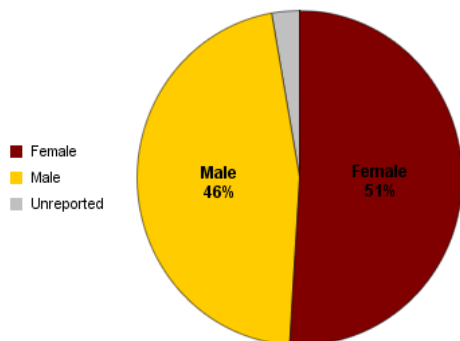


Figure 4: Gender (Fall 2017 cohort)



**Top 5 Feeder High Schools:**

- 24.5% South San Francisco High (62 Students)
- 17.4% Westmoor High (44 Students)
- 14.6% El Camino High (37 Students)
- 4.3% Capuchino High (11 Students)
- 3.6% Oceana High (9 Students)

### *Anticipated Graduation and Persistence Gains for Promise Scholars*

The Promise Scholars Program/ASAP replication aims, at a minimum, to achieve the same success in persistence as the City University of New York. However, Skyline College aims to achieve minimum graduation rates above ASAP’s minimum 2-year and 3-year graduation benchmarks. The Promise Scholars Program will aim to graduate 35% of student in 2 years, and 55% in 3 years. The benchmark and cohort size information can be found in tables 2 and 3, below.

Table 2: Projected Promise Scholar cohort sizes, based on ASAP Minimum Persistence Benchmarks and Promise Scholars Stretch Graduation Rate Benchmarks.

Total Number of Students Served, Per Semester based on Skyline College Benchmarks				
Semester	Cohort 1	Cohort 2	Cohort 3	Total
Fall 2018	500	n/a	n/a	500
Spring 2019	450	n/a	n/a	450
Summer 2019 (does not incl. PSSl)	360	n/a	n/a	360
Fall 2019	400	300	n/a	700
Spring 2020	350	270	n/a	620
Summer 2020 (does not incl. PSSl)	280	216	n/a	496
Cohort 1 -Graduate w/in 2 Years (35%)	175	n/a	n/a	
Fall 2020	150	240	300	690
Spring 2021	100	210	270	580
Summer 2021 (does not incl. PSSl)	80	168	216	464
Cohort 1- Graduate w/in 3 Years (55%); Cohort 2 - Graduate w/in 2 Years (35%)	100	105	n/a	
Fall 2021	n/a	90	240	330
Spring 2022	n/a	60	210	270
Summer 2022 (does not incl. PSSl)	n/a	48	168	216
Cohort 2 - Graduate w/in 3 Years (55%); Cohort 3 -Graduate w/in2 Years (35%)	n/a	60	105	
<b>TOTAL # Graduates by SU 2022</b>	<b>275</b>	<b>165</b>	<b>60</b>	<b>500</b>

Table: 3 Promise/ASAP Minimum Academic Benchmarks

Promise/ASAP Minimum Academic Benchmarks		Promise Scholars Program Stretch Graduation Rate Benchmarks
Semester	Persistence/Grad Rates	
Semester 1	100%	
Semester 2	90%	
Summer (80% enroll)		
Semester 3	80%	
Semester 4	70%	
Summer (80% enroll)		
<b>2-YR Grad. Rate</b>	<b>25%</b>	<b>35%</b>
Semester 5	65%	
Semester 6	55%	
Summer (80% enroll)		
<b>3-Yr Grad. Rate</b>	<b>50%</b>	<b>55%</b>

## *Financial Considerations for Full Replication of the Promise Scholars Program / ASAP Model*

A 2013 Cost Analysis report conducted by the Center for Benefit-Cost Studies of Education (CBCSE) at Teachers College, Columbia University concluded that the ASAP model cost \$4,700 per student annually, on top of the \$8,000 CUNY spent on educating a full-time student in 2012. However, because the program doubles graduation rates for its students, the ASAP program saves money per degree earned. The total cost to CUNY for a degree earned by a student in ASAP was \$105,000, in comparison to \$118,000 in the control group. Furthermore, as the program scales, the cost per student decreases. In 2015, ASAP spent only an additional \$3,900 per student, a decreased annual cost per student of \$800 within 3 years.<sup>vi</sup>

The largest consideration for Skyline College at this point surrounds its ability to fund the ASAP model in its entirety across multiple cohorts and to cover more than one full-year of financial support for students.

Table 3 provides details on the components and projected costs of the Promise Scholars Program / ASAP replication model. The following pages provide more specific budget details.

**Table 4: Overview of FY18-19 and FY19-20 Expenses**

Expense Category	FY 2018-2019 n = 500		FY 2019-2020 n = 700		Total Cost
	Cost	Average cost per Student	Cost	Average Cost per Student	
Fee Waivers	\$312,527	\$625	\$433,243	\$619	\$745,770
Textbook Vouchers	\$386,500	\$773	\$536,400	\$766	\$922,900
Transportation Incentive	\$237,875	\$476	\$330,100	\$472	\$567,975
<b>Direct Resources to Students Subtotal</b>	<b>\$936,902</b>		<b>\$1,299,743</b>		<b>\$2,236,645</b>
Staffing Structure	\$637,510		\$773,863		\$1,411,373
<b>Grand Total</b>	<b>\$1,574,412</b>		<b>\$2,073,606</b>		<b>\$3,648,018</b>

Note: Cohort size of 500 new participants beginning in Fall 2018 and 300 new participants beginning in Fall 2019. Participant projections for FY2019-2020 account for general attrition rates. Staffing Structure includes counseling faculty, program director, a classified program services coordinator (48% FTE), and peer mentors. Counseling faculty costs will fluctuate throughout the year due to student attrition and maintaining a 150:1 student-counselor ratio.

### **Skyline College Detailed Budget**

On the following pages, please find a more detailed budget analysis with information on key staff/faculty leads for each component of the replication, and current funding sources, if known.

It is helpful to keep cohort sizes in mind (refer to table 2 on page 4) while reviewing annual costs for the program.

**TABLE 5: Comprehensive Budget Details for Year One (Fall 2018, Spring 2019, Summer 2019, and 2018 Promise Scholars Summer Institute)**

Summary of Budget Components					
Fidelity Components	Component Details	Leads	Semesters	Cost	Budget Notes and Fund Allocations (If Determined)
Financial Support					
Fee Waivers	Fee Waivers for all California Residents	Regina Morrison, Sue Lorenzo, Will Minnich, Ellen Murray	FA18, SP19, SU19	\$312,526.70	\$238.57 Per student per semester with California residency. This eligibility parameter would cover 97.2% of students in the Fall 2017 cohort <b>FUND: One-time innovation grant; Strong Workforce</b>
Textbooks and Materials	– Textbooks and materials currently distributed through Lending Library. Fall 2018 onwards will switch to Bookstore distribution. Cosmetic and automotive kits, art supplies and musical instruments not included.	Kevin Chak (Bookstore)	FA18, SP19, SU19	\$386,500.00	Assumptions: \$350/per student per semester in Fall and Spring. \$150/per student per semester for Summer at 80% enrollment. Numbers per Kevin Chak, based on historical EOPS textbook costs. <b>FUND: District Promise</b>
Monthly Transportation Incentive	All students in good standing (full-time, engaged) receive either \$50 gas card, or clipper card, monthly. Student receive benefit for up to three years in the program during, 10.5 months per year	Ellen Murray (incentive coordination); Promise Counselors (verification of student's status in program)	FA18, SP19, SU19	\$237,250.00	500 new student Fall 2018 cohort. \$50 per student, 8.5 months per year for 20% of students and 10.5 months per year for 80% students. NOTE: Flexibility to change per student allotment slightly, and/or number of months covered. <b>FUND: TBD</b>
Student Services					
Counseling Faculty (150:1 Ratio)	Promise counselor's caseload must not exceed 150 students. PSP will partner with EOPS, TriO, and Learning communities to streamline services	Kim Davalos and Ivan Silva (continuing counselors); Career Counselor Jessica Lopez, and additional adjuncts. Total averaged FTE: 3.58	FA18, SP19, SU19	\$381,911.35	Salary, benefits and no COLA. This includes Kim Davalos and Ivan Silva as continuing counselors. It includes 2.35 FTE new adjunct counselors for FY 18/19 to maintain a 150:1 student-counselor ratio. <b>FUND: SSSP and FUND 1 (This fund will not be able to cover all counseling costs associated with a 150:1 ratio. Additional monies must be allocated)</b>

Program Director	Program planning, management and full integration	Ellen Murray	FA18, SP19, SU19	\$160,557.07	Salary, benefits and no COLA <b>FUND: LJAF Grant (Grant covers until 12/31/18)</b>
PT Program Services Coordinator		Grace Beltran	FA18, SP19, SU19	\$54,576.32	Salary, benefits and no COLA FY 18/19 (at 48% dedicated to Promise Scholars Program) <b>FUND: SSSP</b>
Student Ambassadors	Assist with sign-in, events, drop-in hours, data entry, filing, and other activities as needed	Grace Beltran, Lauren Ford	FA18, SP19, SU19	\$40,466.16	3.5 student ambassadors (salary and 0.8% benefit 20 hrs/week, FTE 1.85) <b>FUND: SSSP and Federal Work Study</b>
<b>Academics</b>					
Summer Institute	125-student cohort funneled into 3 or 6 week program, based on assessment. This includes all costs, including fee waivers to cover 100 students at 5 units (3 week) and 25 students at 8 units (6 weeks)	Michael Stokes	Summer 2018	\$301,155.10	Summer 2018 cost <b>FUND: One-time innovation grant (covers Summer 2018 only)</b> <b>NOTE: Jacqueline Espino, Staff Assistant, is currently paid on this line)</b>
<b>Miscellaneous</b>					
External Evaluation	External Evaluation of the Promise Scholars Program impact on student persistence and education goal completion rates. (CCRC)	Ellen Murray, Luis Escobar, Zahra Mojtahedi	FA18, SP19, SU19	\$40,000.00	<b>FUND: LJAF Grant</b>
Marketing , Outreach, and Recruitment	Social media campaigns, marketing collateral (post cards, flyers, banners, mall posters, etc.)	Cherie Colin & MCPR Team; Lauren Ford; Ellen Murray	FA18, SP19, SU19	\$38,000.00	<b>FUND: LJAF Grant</b> covers until 12/31/18. Marketing budget under LJAF: \$38k GY 1/1/18-12/31/18. Fine to decrease in future FY.
Community Events	Year-end celebration, orientations, registration events, transfer and career guests/workshops/trips.	Ellen Murray; Grace Beltran; Counseling Faculty	FA18, SP19, SU19	\$8,000.00	(this includes summer orientations, closing celebrations, partnership trips and/or events w/Transfer Center, Strong Workforce, EOPS/TRiO, LCs) <b>FUND: TBD</b>
Supplies and Materials	Printing, office supplies, onboarding materials for new counseling faculty, etc.	Ellen Murray; Jackie Flores	FA18, SP19, SU19	\$2,000.00	<b>FUND: TBD</b>
Research and Data	Promise-Specific reporting on persistence, unit completion, demographics, etc.	Zahra Mojtahedi, Adam Lange		\$30,000.00	* <b>FUND: LJAF GRANT</b> covers until 12/31/18. It is expected that data/research will be integrated into normal workloads.
<b>TOTAL FY18/19 ( FA18, SP19, SU19)</b>					<b>\$1,992,942.70</b>



**Table 6: Comprehensive Budget Details for Year Two (Fall 2019, Spring 2020, Summer 2020, and 2019 Promise Scholars Summer Institute)**

Summary of Budget Components					
Fidelity Components	Component Details	Leads	Semesters	Cost	Budget Notes and Fund Allocations (If Determined)
Financial Support					
Fee Waivers	Fee Waivers for all California Residents	Regina Morrison, Sue Lorenzo, Will Minnich, Ellen Murray	FA19, SP20, SU20	\$433,243.12	\$238.57 Per student per semester with California residency. This eligibility parameter would cover 97.2% of students in the Fall 2017 cohort <b>FUND: One-time innovation grant; Strong Workforce</b>
Textbooks and Materials	– Textbooks and materials currently distributed through Lending Library. Fall 2018 onwards will switch to Bookstore distribution. Cosmetic and automotive kits, art supplies and musical instruments not included.	Kevin Chak (Bookstore)	FA19, SP20, SU20	\$536,400.00	Assumptions: \$350/per student per semester in Fall and Spring. \$150/per student per semester for Summer at 80% enrollment. Numbers per Kevin Chak, based on historical EOPS textbook costs. <b>FUND: District Promise</b>
Monthly Transportation Incentive	All students in good standing (full-time, engaged) receive either \$50 gas card, or clipper card, monthly. Student receive benefit for up to three years in the program during, 10.5 months per year	Ellen Murray (incentive coordination); Promise Counselors (verification of student's status in program)	FA19, SP20, SU20	\$329,100.00	500 new student Fall 2018 cohort. \$50 per student, 8.5 months per year for 20% of students and 10.5 months per year for 80% students. NOTE: Flexibility to change per student allotment slightly, and/or number of months covered. <b>FUND: TBD</b>
Student Services					
Counseling Faculty (150:1 Ratio)	Promise counselor's caseload must not exceed 150 students. PSP will partner with EOPS, TriO, and Learning communities to streamline services	Kim Davalos and Ivan Silva (continuing counselors); Career counselor Jessica Lopez and adjuncts. Total Averaged FTE: 4.71	FA19, SP20, SU20	\$512,101.59	Salary, benefits and no COLA. This includes Kim Davalos and Ivan Silva as continuing counselors. It includes 2.35 FTE new adjunct counselors for FY 18/19 to maintain a 150:1 student-counselor ratio. <b>FUND: SSSP and FUND 1 (This fund will not be able to cover all counseling costs associated with a 150:1 ratio. Additional monies must be allocated)</b>



Program Director	Program planning, management and full integration	Ellen Murray	FA19, SP20, SU20	\$165,391.41	Salary, benefits and no COLA <b>FUND: LJAF Grant (Grant covers until 12/31/18)</b>
PT Program Services Coordinator		Grace Beltran	FA19, SP20, SU20	\$55,904.90	Salary, benefits and no COLA FY 18/19 (at 48% dedicated to Promise Scholars Program) <b>FUND: SSSP</b>
Student Ambassadors	Assist with sign-in, events, drop-in hours, data entry, filing, and other activities as needed	Grace Beltran, Lauren Ford	FA19, SP20, SU20	\$40,466.16	3.5 student ambassadors (salary and 0.8 % benefit 20 hrs/week, FTE 1.85) <b>FUND: SSSP and Federal Work Study</b>
Academics					
Summer Institute	125-student cohort funneled into 3 or 6 week program, based on assessment. This includes all staffing, programmatic costs, and full costs of fee waivers to cover 100 students at 5 units (3 week) and 25 students at 8 units (6 weeks)	Michael Stokes	Summer 2019	\$270,723.60	Summer 2019 programmatic costs may vary significantly based on model. This budget reflects the Summer 2018 model, minus Jacqueline Espino's salary.
Miscellaneous					
Marketing , Outreach, and Recruitment	Social media campaigns, marketing collateral (post cards, flyers, banners, mall posters, etc.)	Cherie Colin & MCPR Team; Lauren Ford; Ellen Murray	FA19, SP20, SU20	\$38,000.00	<b>FUND: LJAF Grant</b> covers until 12/31/18. Marketing budget under LJAF: \$38k GY 1/1/18-12/31/18. Fine to decrease in future FY.
Community Events	Year-end celebration, orientations, registration events, transfer and career guests/workshops/trips.	Ellen Murray; Grace Beltran; Counseling Faculty	FA19, SP20, SU20	\$8,000.00	(this includes summer orientations, closing celebrations, partnership trips and/or events w/Transfer Center, Strong Workforce, EOPS/TRiO, LCs) <b>FUND: TBD</b>
Supplies and Materials	Printing, office supplies, onboarding materials for new counseling faculty, etc.	Ellen Murray; Jackie Flores	FA19, SP20, SU20	\$2,000.00	
<b>TOTAL FY19/20 ( FA19, SP20, SU20)</b>					<b>\$ 2,391,330.79</b>

**Table 7: Additional Program Components (No additional funding needed, as the Promise Program will integrate into existing services/programs)**

Fidelity Components	Component Details	Leads	Cost
Full-time enrollment	All students must enroll in 12 units or more each semester. Students are encouraged to take summer coursework.	Kim Davalos; Ivan Silva; Jessica Lopez; additional Promise Counselors; Grace Beltran	N/A
Needs-based Counseling	– After 1st semester, students categorized into high, medium, low needs. (8 contacts per semester for high-need; 2 contacts per semester for low-need)	Kim Davalos; Ivan Silva; Jessica Lopez; additional Promise Counselors ; Grace Beltran	N/A
Promise Peer Mentor Program	Peer mentors assist counselors & strengthen Promise Scholar Program community. Merged with existing Skyline Peer Mentor Program.	Raymon Gutierrez; Jim Hoopis; Ellen Murray	N/A
Blocked and Consolidated Schedules	Fosters community and streamlines pathway to completion; Students enroll in min. of 3 Promise blocked courses in first year (2 in the 1st semester, and at least 1 in 2nd semester).	Instructional Deans (particularly Dean Hernandez and Dean Gutierrez); VP Jennifer Taylor-Mendoza	N/A
Early Alert System	Online system for faculty to report/identify students who are struggling academically	Ellen Murray; Raymon Gutierrez	N/A
Need-based tutoring	Students on academic probation and below transfer level must participate in tutoring	Jim Hoopis; Timurhan Vengco	N/A

### *Conclusion*

The Promise Scholars Program carries significant up-front costs to fully implement. However, if the model is successful in achieving similar graduation and transfer rates as the City University of New York (effectively doubling and tripling graduation rates for participating students), the program will save money per degree earned. Furthermore, if the replication of the model is successful at Skyline College, it has potential to significantly impact student success both district-wide and statewide as other colleges. Due to implementation of this evidence-based model, Skyline College (and SMCCCD) is well positioned to be competitive for the Awards for Innovation in Higher Education, where evidence-based strategies will be funded to bring to scale. Currently, the three colleges are drafting a proposal that would support the infrastructure at each campus to bring the components of the Promise Scholars Program to scale across the district.

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<sup>i</sup> Figure 1 Comparison groups are constructed for each cohort and consist of students enrolled at each college who met ASAP eligibility criteria but did not participate in ASAP (Source: CUNY Administrative Data Warehouse; ASAP partner colleges). Accessed at: [http://www1.cuny.edu/sites/asap/wp-content/uploads/sites/8/2017/03/ASAP\\_Program\\_Overview\\_Web.pdf](http://www1.cuny.edu/sites/asap/wp-content/uploads/sites/8/2017/03/ASAP_Program_Overview_Web.pdf)

<sup>ii</sup> City University of New York, ASAP Evaluation. Accessed 1/28/18 at: <http://www1.cuny.edu/sites/asap/evaluation/>

<sup>iii</sup> Figure 2. Persistence rates date source for Fall 2016-Fall 2017 (Figure 2 and first paragraph): Skyline college institutional data accessed through SAP Business Object on 1/29/18. Relevant definitions:

*First time Full time comparison group*: Students who were enrolled in 201608 and it was their first non-Summer term of enrollment in SMCCCD with an enrollment status of '1'. Students must have been enrolled in 12 or more units districtwide during Term 201608, with at least 6 units at Skyline College. Students must have declared a degree, certificate, or transfer seeking goal. Promise scholarship recipients are excluded.

*Fall to Spring Persistence*: Percentage of Fall students who continued enrollment at Skyline College in Spring 2017.

*Fall to Fall Persistence*: Percentage of Fall students who continued enrollment at Skyline College in \*both\* Spring 2017 and Fall 2017.

<sup>iv</sup> Fall 2016 to Spring 2018 persistence rates are preliminary and based on institutional data accessed 1/26/18.

<sup>v</sup> All Fall 2017 Promise Scholars Demographic Data (including Figure 3 and Figure 4) based on Financial Aid ARGOS report Promise\_Report accessed 1/26/18 and Skyline college institutional data accessed through SAP Business Object on 1/29/18. Relevant definitions:

*First generation*: A student is labeled as First Generation if neither parent/guardian earned Bachelor's or higher. This information is self-reported from the cccApply application. If parent/guardian educational levels are unknown or not reported, then a student is classified as Not First Generation.

<sup>vi</sup> Levin, H. M., & García, E. (2017). Accelerating Community College Graduation Rates: A Benefit–Cost Analysis. The Journal of Higher Education, 1–27. Full evaluation can also be accessed at: <http://www1.cuny.edu/sites/asap/wp-content/uploads/sites/8/2014/06//Levin ASAP Benefit Cost Report FINAL 05222013.pdf>