

**Awards for Innovation in Higher Education – Use of Funds Report**  
**City College of San Francisco / San Francisco Unified School District (\$3 million)**

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We will utilize our \$3 million in funding to **strengthen the pipeline** between San Francisco Unified School District (SFUSD), City College of San Francisco (CCSF), and San Francisco State University (SFSU). This will entail **reaching deeper into SFUSD schools** (to include grades 5 and up) and **merging the Bridge to Success pipeline more seamlessly with CCSF/SFSU joint pathway programs**, such as the Metro Bridge Academies.

We will also increase coordination at all levels by creating a **shared SFUSD-CCSF Director of Educational Partnerships position** to oversee and enhance the collaboration among the partnership programs available to students that begin within SFUSD and stream through CCSF to SFSU. This position will also be responsible for identifying the need for additional policy changes that would ease students' ultimate transfer to four-year programs. The partnership will seek ways to institutionalize this position without relying on the award after three years of initial support.

Support for **City CHOICE** will be at the core—but not the exclusive focus—of this effort. City CHOICE (referred to by its previous name, “Bridge to City,” in our application) will effectively become the **continuation of the Bridge to Success**, and will continue to support and/or expand upon FRISCO Day; a variety of outreach and Student Success Services and Programs including innovations in placement testing, orientation, and educational planning; a Summer Bridge for students transitioning from SFUSD to CCSF; and guidance into transfer pathways at CCSF, including a first-year experience program and Metro Academies as noted above.

The City CHOICE initiative will **eventually guarantee free tuition and fees for at least one year for all students graduating from SFUSD schools**. We plan to invest a third of the award funding (\$1 million) into an **endowment** from which we will use the interest revenue for the tuition and fees associated with City CHOICE. We are also seeking private investments to grow the endowment. We anticipate that the first availability of funding for this aspect of the program will be in Fall 2016.

We recognize that the annual use of funding that we have proposed will not cover all of the proposed expenditures listed on the following pages. We will allocate funds to specific purposes as needed going forward, but present here an exhaustive list to ensure that all costs are allowable.

We anticipate that we will utilize the funds **over the course of three years**. With this in mind, we plan to invest the funding needed for Years 2 and 3 at the outset so that we can increase the amount of funding available, which potentially could extend the support for this work for up to an additional year. That said, we will utilize the next three years as a time for identifying ways to institutionalize as many features of Bridge to Success/City CHOICE as possible.

**CCSF: \$1,000,000**

Salaries:

- 0.5 Full Time Equivalent (FTE) of a Director of Educational Partnerships to oversee and enhance the collaboration among the partnership programs available to students that begin within SFUSD and stream through CCSF to SFSU and the activities of the Bridge to Success/City CHOICE initiative. This is a shared position with SFUSD.
- Instructional salaries associated with the Bridge to Success/City CHOICE Summer Bridge.
- Release time/overload for instructional and counseling faculty salaries associated with Bridge to Success/City CHOICE (e.g., FRISCO Day and the Summer Bridge).
- Overload for classified staff assisting with related projects.

Benefits:

- CCSF benefits will be calculated as required for salaries charged to the award funding.

Materials and Supplies:

- Materials and supplies for meetings, events, outreach, and marketing for Bridge to Success/City CHOICE or related activities (e.g., FRISCO Day, Summer Bridge, etc.).

Equipment:

- Laptops and other technology as needed to support related projects.

Consultants:

- As needed for Bridge to Success/City CHOICE and related projects, including web designers, researchers, and/or costs associated with supporting one or more positions within partner agencies and organizations (e.g., Mayor's Office; Department of Children, Youth, and Their Families; SFSU; etc.).

Travel:

- Participation in local or statewide meetings and professional development associated with Bridge to Success/City CHOICE and related projects (would include expenses such as travel, lodging, and registration fees).

Other:

- Space rentals for planning meetings and events.
- Transportation costs associated with transporting students and volunteers to events.
- Social networking technology to support student success.

**Endowment: \$1,000,000**

- We plan to establish an endowment from which we will use the interest revenue for the tuition and fees associated with City CHOICE. The Foundation of City College of San Francisco would serve as the investor and fiscal manager of the endowment.
- Conservative estimates suggest that we could fund tuition and fees for at least 50 students per year with the interest revenue on \$1,000,000.
- Of the roughly 1,000 students entering CCSF from SFUSD each year, approximately 800 qualify for Board of Governors (BOG) fee waivers. Thus, we are also seeking private investments to grow the endowment to cover the costs of all students entering CCSF from SFUSD who do not qualify for BOG fee waivers.
- We anticipate that the first availability of funding from the endowment for City CHOICE tuition/fees will be in Fall 2016.

**SFUSD: \$1,000,000**

Salaries:

- 0.5 FTE of a Director of Educational Partnerships to oversee and enhance the collaboration among the partnership programs available to students that begin within SFUSD and stream through CCSF to SFSU and the activities of the Bridge to Success/City CHOICE initiative. This is a shared position with CCSF.
- 0.25 FTE of a SFUSD statistician/data person.
- Extended hours and stipends for counselors and teachers who meet with and collaborate on cross-institution initiatives and projects to enhance student graduation and post-secondary completion rates. The work groups include High School Counselors, English, Math, and English Learners Professional Development work groups.

Benefits:

- SFUSD benefits will be calculated as required for salaries charged to the award funding.

Supplies:

- Materials and supplies for meetings, events, outreach, and marketing for Bridge to Success/City CHOICE or related activities (e.g., FRISCO Day, Summer Bridge, etc.).

Consultants:

- As needed for Bridge to Success/City CHOICE and related projects, including research, data collection, program implementation, and partnership work.
- Early Warning Indicators: funding will be allocated to pay for work conducted on identifying early warning indicators for elementary to middle schools.
- Math Engineering and Science Achievement Schools (MESA) Program, AVID and other programs that promote supports for under-represented students to be explored and implemented.
- As needed to seek grants and funding opportunities to sustain Bridge to Success work.

Travel:

- Participation in local or statewide meetings and professional development associated with Bridge to Success/City CHOICE and related projects (would include expenses such as travel, lodging, and registration fees).

Other:

- Transportation costs associated with transporting students and volunteers to events.
- Space rentals for planning meetings and events.
- College/Career Supports: educational materials, curriculum to support K-12 college/career readiness, school culture support, financial literacy, City College visits for 6-8<sup>th</sup> grades.

**Payment:**

- Check should be made out to the San Francisco Community College District.
- Please mail to:

Gail Bergunde, Controller  
San Francisco Community College District/City College of San Francisco  
33 Gough Street  
San Francisco, CA 94103



# OFFICE OF THE CHANCELLOR

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April 10, 2015

California Department of Finance  
Education Systems Unit—Innovation Awards  
7th Floor  
915 L Street  
Sacramento, CA 95814

Dear Innovation in Higher Education Awards Committee:

It is with profound gratitude that I write this letter to thank you for recognizing the Bridge to Success partnership between City College of San Francisco (CCSF) and San Francisco Unified School District (SFUSD) with an Innovation in Higher Education Award.

The award comes at a most opportune time when a number of citywide initiatives are converging. Your support will not only help launch the next phase of the Bridge to Success initiative—our new City CHOICE program—but will also support synergistic efforts including, but not limited to, those of UniteSF. This Chamber of Commerce-led entity is bringing together a wide array of constituencies interested in a collaborated change in San Francisco's approach to student's preparation for college and the 21st century global economy and workplace.

Please accept this letter as a statement of my support for the enclosed report on our proposed use of the award.

We have discussed this proposed use of funds at length to ensure that the ways in which we intend to focus the funding will maximize our shared efforts to strengthen the pipeline from SFSUD to CCSF and to San Francisco State University and other four-year institutions.

With gratitude for this honor and support,



Dr. Arthur Q. Tyler  
Chancellor

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