

1. Fiscal Agent: Santa Monica Community College District

2. Amount of the Award approved by the Committee on Awards for Innovation in Higher Education:
\$2,000,000

3. Narrative:

The Santa Monica College (SMC) innovation, “MyEdPlan 2.0: A Student Centered SMC Redesign” will develop a comprehensive system of “tech-touch” services and interventions that will reduce the time it takes students to complete degrees and credentials, and subsequently reduce the total cost of attendance, while closing existing student equity gaps in educational outcomes. Building upon the growing body of research and practice on pathway development, the experiences of SMC’s innovative partner, Arizona State University (ASU), and its own successes in using technology to improve the student experience, SMC will engage in a comprehensive redesign of its practices, yielding both a systems change and a cultural change. At the heart of this innovation is the development of guided academic pathways that integrate both instructional and student support services to transition the college from a “cafeteria” college that provides many options to students to a “pathways” college that “uses an integrated, institution-wide approach to student success, based on intentionally designed, clear and coherent educational experiences, informed by evidence” (Bailey et al, 2015). These pathways will integrate technology tools with the human experience to achieve the optimal “tech-touch” balance that students desire as they navigate complex systems—especially first generation college students.

Santa Monica College will utilize its Award for Innovation to develop these pathways and the technology necessary to support them. As such, nearly all of the costs associated with this project are start-up costs and include one-time expenses that once developed will not need ongoing funding for sustainability. SMC is proposing to redesign some of its existing student services, but will use award funds to research, plan, pilot and assess program revisions that will then be integrated and sustained through the college’s state appropriation. The following pages outline the major components of this project and the associated costs, noting strategies for long-term sustainability as needed.

Component 1: Development of Guided Pathways: The development of effective academic pathways, or “major maps,” for all degrees and certificates and transfer pathways is the keystone for this redesign of the College. This is a faculty-driven project that will be carried out in the instructional programs with support and guidance from Academic Affairs. SMC will use Award funding to release full-time faculty from a portion of their instructional duties to guide this effort and chair a steering committee representative of each of the College’s instructional departments. Steering Committee members will receive extracurricular stipends to work with the discipline faculty in their departments to create and execute the pathways. This work will serve as the foundation for the technology tools to be developed and implemented.

- Year One: \$365,200, salary + benefits. Represents 1.0 FTE for faculty leadership plus additional reassigned time and stipends.
- Year Two: \$160,040, salary + benefits. Represents 0.6 FTE in faculty leadership plus additional reassigned time and stipends.
- Year Three: \$46,932, salary + benefits. Represents 0.2 FTE in faculty leadership plus additional reassigned time and stipends.

The Steering Committee will work to establish guidelines for academic pathways which will become incorporated into the College’s curriculum processes and become standard practice. Once this standard

practice has been put in place, faculty will use it when developing new degrees, certificates, and transfer pathways, thereby sustaining the work of the initial pathway development. The standard practice will be reviewed periodically by the Curriculum Committee, a joint committee of the Academic Senate. Each department will create a pathway for every degree, certificate, and transfer pathway in their disciplines. Again, these can be revised over time, but the foundational work will have been completed during the period of the Award for Innovation.

To assist with the development of these pathways, SMC has been selected to participate in the American Association of Community Colleges (AACC) Pathways 2.0 project, which will provide professional development and technical assistance in pathway development. This is the second iteration of a national project that builds upon emerging research and experience in the field and is focused on “building capacity for community colleges to design and implement structured academic and career pathways *at scale*, for all students” (<http://www.aacc.nche.edu/Resources/aaccprograms/pathways/Pages/default.aspx>). SMC will utilize Award funding to support the annual cost for participation, which includes a participation fee of \$45,000 per year for three years plus travel expenses to three institutes for a team of five college personnel (\$13,500 per year). In addition there is an expectation that representatives attend and participate in the annual AACC conference.

- Year One: \$58,500
- Year Two: \$58,500
- Year Three: \$58,500

In addition, SMC will use award monies to purchase supplies to support the implementation of the project, including planning retreats and all day meetings estimated as follows:

- Year One: \$4,200
- Year Two: \$3,179
- Year Three: \$2,180

This work directly supports the priorities of the Awards for Innovation in Higher Education. The redesign of the curriculum and full-scale implementation of academic pathways will improve outcomes for students, particularly first generation college students, by providing clear and easily navigated pathways to completion of degrees and certificates directly related to their career interests. This will reduce their time to completion, excess units, and ultimately the cost of their education.

The following table summarizes these costs:

Development of Guided Pathways	2017/2018	2018/2019	2019/2020	Total
Salaries	275,000	118,600	34,380	427,980
Benefits	90,200	41,440	12,552	144,192
Supplies and Materials	4,200	3,179	2,180	9,559
Travel	13,500	13,500	13,500	40,500
Professional Services	45,000	45,000	45,000	135,000
Total	427,900	221,719	107,612	757,231

Component 2: Use of Data to Strengthen Pathway Development: SMC will employ a Research Analyst to engage in data analysis of course taking behavior to identify barriers to completion, using predictive analytics to support the creation of effective academic pathways. The Research Analyst will be a member of the Steering Committee. In addition, the analyst will create and track key performance indicators in order to evaluate the effectiveness of the interventions and changes implemented over time, including equity in educational outcomes for first generation college students and traditionally underserved student groups.

- Year One: \$44,800 (0.5 FTE)
- Year Two: \$27,687 (0.3 FTE)
- Year Three: \$28,516 (0.3 FTE)

SMC will use Award funds to support evaluation and assessment efforts throughout the Award period. In Year 4, as the pathway work moves from development to implementation to institutionalization, the data analysis and ongoing evaluation of key performance indicators will be integrated into the regular work of the Office of Institutional Research and the Institutional Effectiveness committee of the Academic Senate. The indicators related to the implementation of academic pathways and MyEdPlan 2.0 will be included in the annual Institutional Effectiveness report and presented to the Board of Trustees.

The following provides an overview of the total cost of this component:

Use of Data to Support Project Activities	2017/2018	2018/2019	2019/2020	Total
Salaries	35,000	21,630	22,278	78,908
Benefits	9,800	6,057	6,238	22,095
Supplies and Materials	-	-	-	-
Travel	-	-	-	-
Professional Services	-	-	-	-
Total	44,800	27,687	28,516	101,003

Component 3: Expansion of Technology to Support Student Success: SMC will design and implement the MyEdPlan 2.0 platform which will include a suite of technology tools to transform student success and completion. The platform will incorporate tools that parallel those developed by ASU with great success such as pathway tracking tools, career/major decision making resources and “wizards,” advising support mechanisms, a transfer credit guide, and the integration of transfer information. SMC will use Award funds to support these technology expansions, which are one time expenses.

- Year Two:
 - Senior Program Analyst (0.3 FTE at \$38,400, salary + benefits)
 - Professional services \$300,000
- Year Three:
 - Senior Program Analyst (0.5 FTE at \$66,000, salary + benefits)
 - Professional services \$150,000

Once the tools have been implemented, the ongoing maintenance, upgrade, and support will be sustained by the College’s Information Technology department staff.

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Santa Monica College will partner with Arizona State University to develop this technology. ASU was selected the most innovative institution of higher education in the country for two consecutive years by U.S. News and World Report and is well known for the innovative use of technology in ways that are not common in higher education. As such, ASU will provide professional development services, technical assistance, and other guidance and support to help shape this project. SMC will use grant funds to reimburse ASU for their time and effort, as outlined below:

- Year One: \$59,583
- Year Two: \$60,197
- Year Three: \$8,444

In addition, SMC will send representatives to ASU to engage in research, professional development, and consultation (\$10,000 per year in Years 1 and 2.)

The implementation of MyEdPlan 2.0 responds directly to the priority to “use technology in ways that are not common in higher education.” This innovation leverages technology with human interaction and creates a portfolio of tools designed to guide student decision making, while helping staff be more efficient and effective in serving and supporting students.

The following provides an overview of the cost of this component:

Technology Expansion	2017/2018	2018/2019	2019/2020	Total
Salaries	-	30,000	51,500	81,500
Benefits	-	8,400	14,420	22,820
Supplies and Materials	-	-	-	-
Travel	10,000	10,000	-	20,000
Professional Services	59,583	360,197	158,444	578,224
Total	69,583	408,597	224,364	702,544

Component 4: Expansion of Career Counseling Services: Following the model established by ASU and identified as an effective guided pathway strategy for fostering student success, SMC will strengthen existing career counseling services so that student have the information they need to identify career interests and associated majors early in their academic career. SMC will achieve this outcome through the use of online career counseling tools, as well as the development/expansion of in-person career counseling. SMC will use Award funds to hire a half-time Project Manager with a background in career counseling to lead and manage this activity. The associated cost is estimated as follows:

- Year One: \$58,313
- Year Two: \$58,313
- Year Three: \$58,313

Expansion of Career Counseling Services	2017/2018	2018/2019	2019/2020	Total
Salaries	45,557	45,557	45,557	136,671
Benefits	12,756	12,756	12,756	38,268
Supplies and Materials	-	-	-	-
Travel	4,500	4,000	-	8,500

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Professional Services	-	-	-	-
Total	62,813	62,313	58,313	183,439

The project manager will work with a team of counseling faculty to research, plan, and pilot these new strategies. SMC will use Award funds to provide professional development to counseling faculty and staff to support the increased focus on career counseling and services and use technology to provide high tech services that complement existing high touch services. The team will consider long-term sustainability as it develops and implements its plan, thus ensuring that the proposed plan does not include the hiring of additional faculty/staff that cannot be sustained without new funding.

Component 5: Development of Success Coaching Program: SMC will establish a “success coaching” program, benefiting from ASU’s experience, expertise, and guidance. A half-time Project Manager will be employed to structure the program, hire and train the coaches, engage in analysis of both quantitative and qualitative data that are collected by the coaches, and manage the program. In addition the Project Manager will establish partnerships with neighboring graduate programs in higher education, counseling, and social work to identify graduate level students who can serve as coaches. Through these partnerships, SMC will create a sustainable model that will thrive beyond the three year Award for Innovation project.

- Year One: Project Manager \$29,157 (to be hired January 2018)
- Year Two:
 - Project Manager \$58,313
 - Success Coaches \$50,000 (through contracts with graduate schools)
- Year Three:
 - Project Manager \$58,313
 - Success Coaches \$60,000 (through contracts with graduate schools)

SMC will use a process and impact outcome evaluation to assess the efficacy of success coaching on student success and time to completion and justify re-allocation of existing resources to sustain this program.

Use of Data to Support Project Activities	2017/2018	2018/2019	2019/2020	Total
Salaries	22,779	45,557	45,557	113,893
Benefits	6,378	12,756	12,756	31,890
Supplies and Materials	-	-	-	-
Travel	-	-	-	-
Professional Services	-	50,000	60,000	110,000
Total	29,157	108,313	118,313	255,783

PROJECT SUMMARY: The following provides an overview of the total cost of this project by line item:

Use of Data to Support Project Activities	2017/2018	2018/2019	2019/2020	Total
Salaries	378,336	261,344	199,272	838,952
Benefits	119,134	81,409	58,722	259,265
Supplies and Materials	4,200	3,179	2,180	9,559
Travel	28,000	27,500	13,500	69,000
Professional Services	59,583	410,197	218,444	823,224
Total	634,253	828,629	537,118	2,000,000

4. Amount of Funds to be transferred by the fiscal agent to other participants in the application.

Santa Monica College will partner with several entities to carry out the goals and objectives of this project, including:

- Arizona State University, \$128,244, to provide technical assistance, guidance, and other support;
- American Association of Community Colleges, \$135,000, to provide professional development, technical assistance, and guidance through SMC's participation in Pathways 2.0; and
- Technology Consultants, \$450,000, to expand the use of the technology (these providers are not yet identified).

Each of these professional services are outlined above in Section 3.