

what
the future
holds

What the Future Holds

The Second Biennial ACCJC Partners in Excellence Conference

Welcome to Burlingame!

Ian Walton, Chair

Accrediting Commission for Community and Junior Colleges

Western Association of Schools and Colleges

Meet our Commissioners:

Ian Walton, Ph.D., Chair, Public Member

John Randy Beach, M.A., Academic Member

Kevin Bontenbal, Ed.D. Academic Member

Danika Bowen, Ed.D. Independent Institutions Member

Sonya Christian, Ed.D. Vice Chair, Administrative Member

Ned Doffoney, Ed.D. Public Member

Barbara Dunsheath, Ed.D. Academic Member

Lori Gaskin, Ph.D. Public Member

Daisy Gonzales, Ph.D. CCC Chancellor's Office Member

Karolyn Hanna, Ph.D. Public Member

Roberts T. Jones, B.A. Public Member

Willard Lewallen, Ph.D. Administrative Member

John Morton, Ph.D. Univ. of Hawai'i Community Colleges Member

Cynthia Napoli-Abella Reiss, Ph.D. Academic Member

Mary A. Y. Okada, Ed.D. Sec./Treasurer, PPEC Member

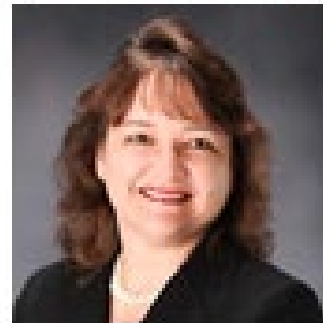
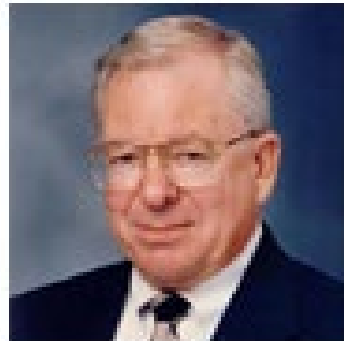
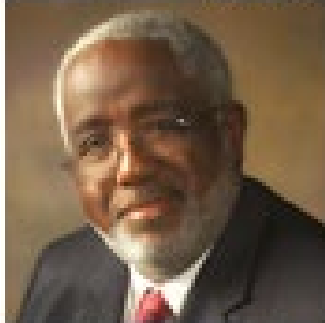
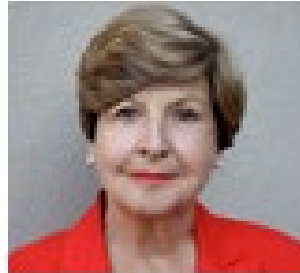
Sally Pestana, B.S. Academic Member

Raúl Rodríguez, Ph.D., Immediate Past Chair, Administrative Member

Matthew Russo, Ed.D. WASC – ACS Member

Carmen Sigler, Ph.D. WSCUC Member

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ACC
PAINE

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ACCJC Conference Welcome and Introduction

Dr. Richard Winn, President
Accrediting Commission for Community and Junior Colleges

Meet the people who made this happen!

- ACCJC staff have been addressing hundreds of details for more than two years
 - Hotel contracts (room blocks, space allocation, food, technology, etc.)
 - Program content and design
 - Announcements and promotion to support interest and registration
 - Registration (finances, badges, rosters, take-home bags [Fortune Cookies!], etc.)
 - Sponsors and relationships
 - Budget, expense reimbursement, final bills and reports
 - Break-out session support, materials, facilitators, technology
 - Posters, banners, logos, signage

The Driving Force for this Conference!



Alexandra Spring
Events and Services Coordinator



Jared Spring
Events and Services Manager

Their Mentor – and the Organization’s Anchor



Cheri M. Sixbey, Vice President of Operations

Making it REAL to our members



Stephanie Droker
Senior Vice President



Gohar Momjian
Vice President

Operational gurus whose names you have seen



Elizabeth Dutton
Accreditation Process Manager



Tom Lane, Information
Technology/Administrative
Support

And special thanks to the Planning Committee

Commissioners

- Danika Bowen, Chair
- Kevin Bontenbal
- Lori Gaskin
- Cynthia Napoli-Abella Reiss
- Sally Pestana
- Theresa Tena

From ASCCC

- Delores Davison
- Samuel Foster, Chair, ASCCC Accreditation Committee
- Christopher Howerton
- Celia Huston
- Colin Williams

Who's here?

- More than 500 advocates for community colleges
- 111 member institutions represented
- Attendees from California, Hawaii, and each of our Western Pacific Island colleges (Guam, American Samoa, Marshall Islands, Palau, Federated States of Micronesia) and 8 other states
- Categories:
 - 11% CEO/President/Chancellor
 - 48% Instructional Personnel
 - 20% Research, Institutional Effectiveness
 - 7% Student Services
 - 14% Other categories

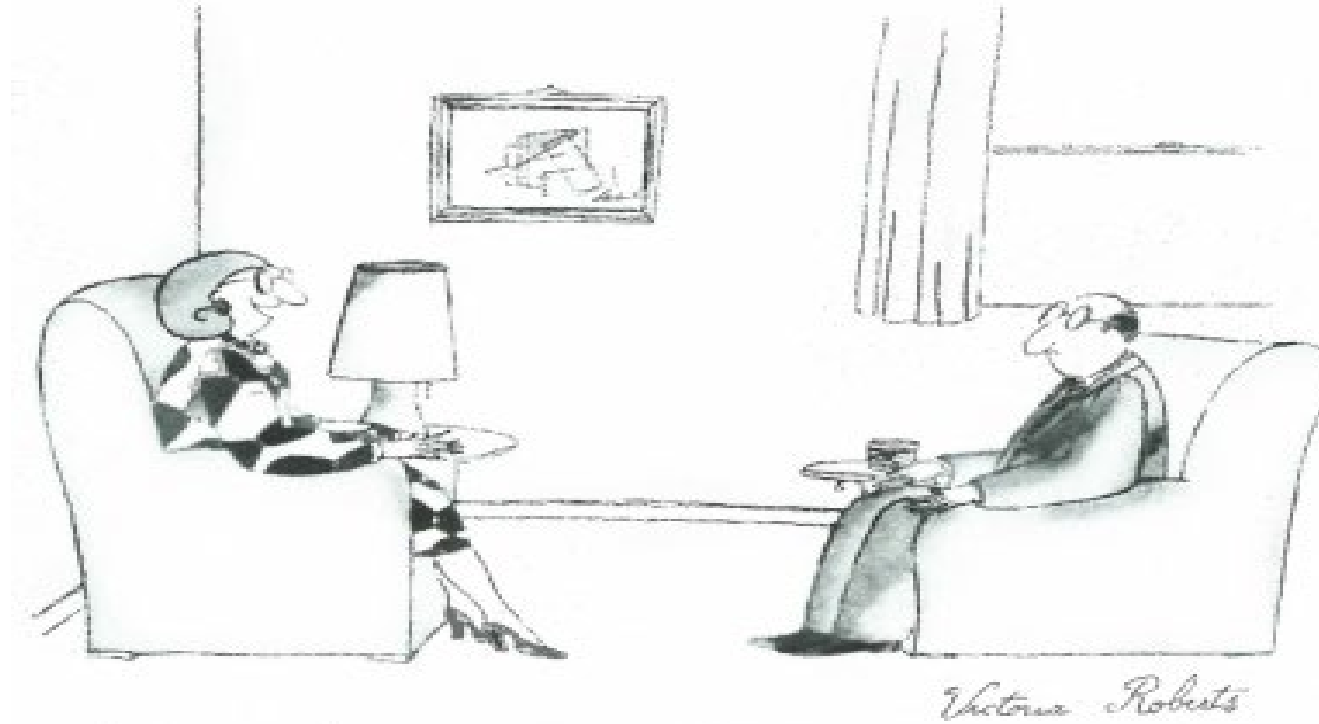
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Thank you to our Sponsors!



Why create an ACCJC Conference?

- Since its founding in the Mid-twentieth Century, ACCJC had not convened its own conference, until two years ago – 2017.
- Other agencies continue to address key aspects of professional development: RP Group, ASCCC, CCLC, ACCT, ACCCA, CAIR, etc.
- Peer review, however, remains a powerful domain of its own to foster excellence in higher education.
- Engagement with ACCJC is not optional for our members. How to optimize this resource-intensive interaction?
- AND, these are no longer simple times . . .



Don't worry, Howard. The big questions
are multiple choice.

New Yorker, October 21, 1991

The critical role of this conference . . . for *these* people!

- Our country is at a critical inflection point, where the role of educators is more important than ever!
- Community colleges play a central role in shaping the future of this country
- There's an elegant reason why we dodged the "Varsity Blues" scandal
 - Our students don't have to bribe their way in
 - Our mission is to democratize higher education, to lift not the 1%, but our society as a whole toward their goals.
- In these rooms, these three days, are the agents of our future!

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Fulfilling the Promise: What College Promise Means to Our Future

Dr. Martha Kanter, Executive Director
College Promise Campaign

Introduction by **Sonya Christian**, ACCJC Commission Vice Chair;
President, Bakersfield College



Fulfilling The Promise: What College Promise Means To Our Future

**Dr. Martha Kanter, Executive Director
College Promise Campaign**

**Partners in Excellence: What The Future Holds
Accrediting Commission for Community & Junior Colleges
ACCJC Conference 2019
May 1, 2019**

Fulfilling The Promise: What College Promise Means To Our Future

What solutions will make a college education more affordable and accessible for this and future generations?

With our unparalleled diversity, our unique institutional and state missions, and our shared commitment to closing gaps, what solutions will lead us to unparalleled educational equity?

What solutions will dramatically lead us to unparalleled student success, including but not limited to degrees, certificates, and transfer?

Is the College Promise one potential solution and why is it taking hold in the West and across the nation?

Fulfilling The Promise: What College Promise Means To Our Future



**100 years ago we made high school
available for everyone.**

This is an update.

Fulfilling The Promise: What College Promise Means To Our Future

Baruch
COLLEGE

 RICE
INSTITUTE



1964 - UH Community Colleges system established with Honolulu, Kapi'olani, Kaua'i and Maui campuses.



CU
NY



The Servicemen's Readjustment Act of 1944 (the "G.I. Bill") provides tuition and living expenses for veterans. By 1956 more than 2 million veterans had attended a college or university and nearly 6 million had attended some form of training program.

The Nation's Challenges

99%



new jobs awarded to
workers with some
college

7 M

unfilled jobs



12x

cost of college over the
past 30 years



\$1.56 T

\$1,560,000,000,000

44M Americans
w/student debt

14%

community college
students are
homeless

13th

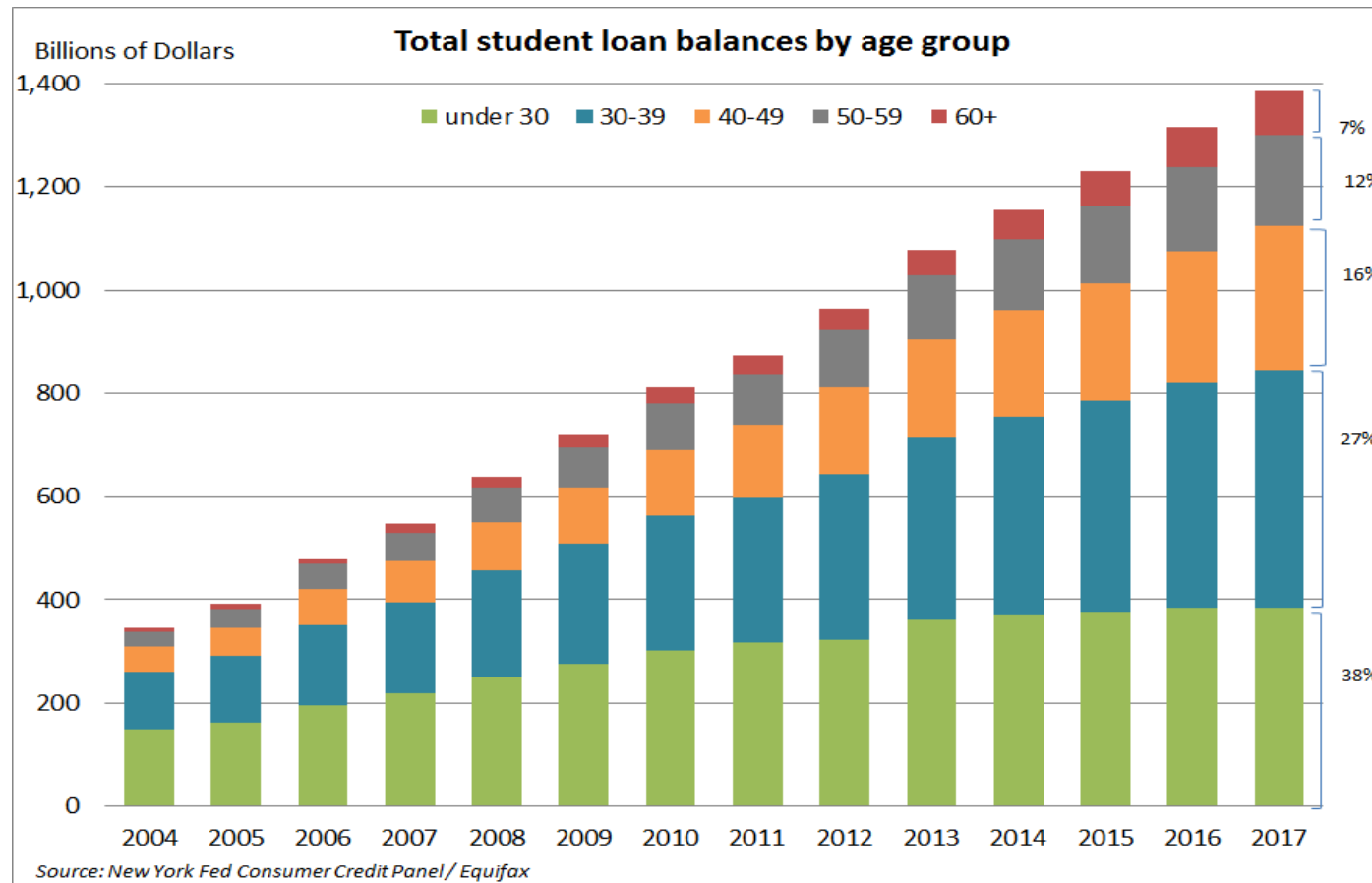


U.S. world degree
attainment

The Nation's Challenges

Student Loan Debt, by Age (NY Fed, Feb. 2019)

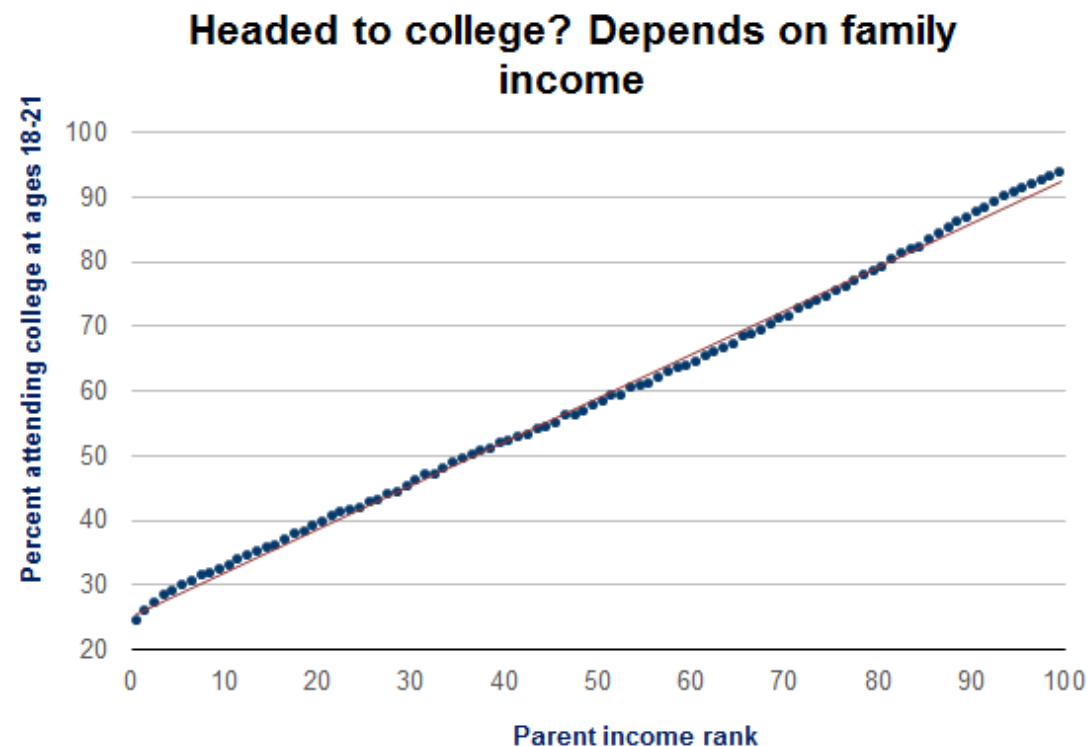
Millennials delay home purchases, marriage, and move from rural to urban areas due to debt



Achievement & Income Inequities

EQUITY, ACHIEVEMENT & SOCIOECONOMIC GAPS IN EDUCATION

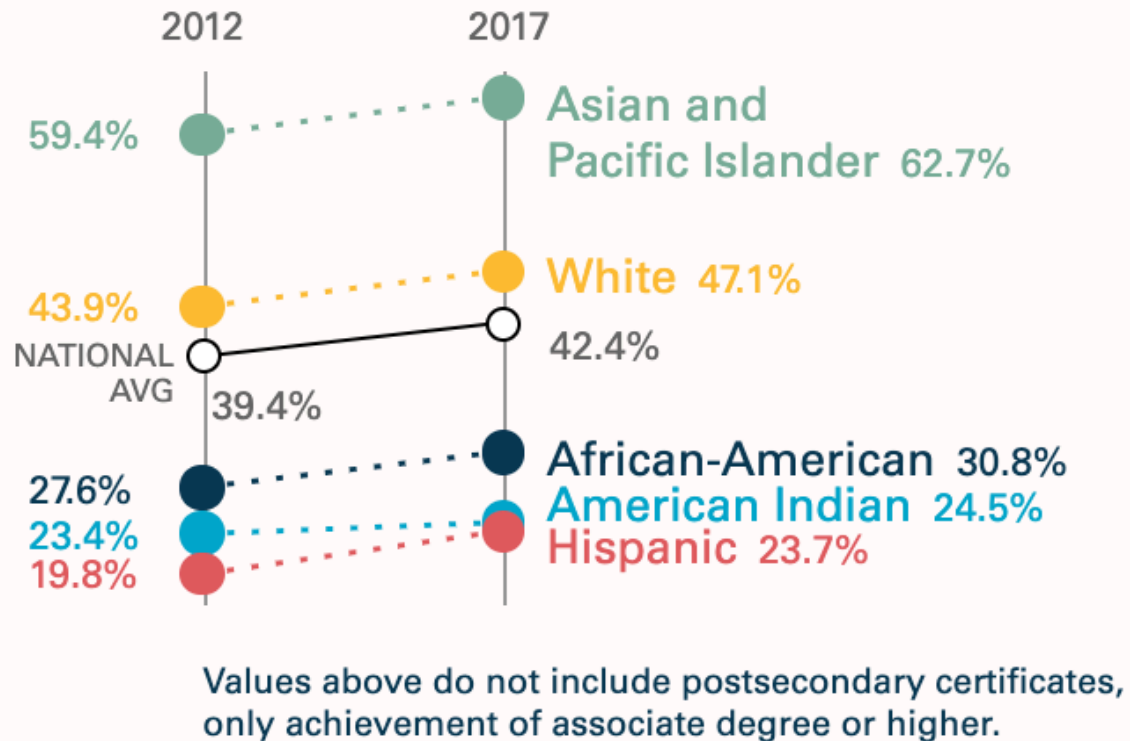
- Low-income students often fail to access college, and if they do make it to college, many struggle to afford it.
- 30% of families do not have emergency savings
- The net price low-income families pay is 56% of their income at a public 4-year and 44% at public 2-year institutions
- Just 14% of low-income students earn a bachelor's degree, compared to 87% high income students ([Dynarski](#)).
- The graduation rate for Pell students is 18% less than non-Pell students ([Third Way](#))



Source: Chetty et al., "Where is the land of opportunity? The geography of intergenerational mobility in the U.S."

Racial Inequities

PERSISTING RACIAL GAPS IN POSTSECONDARY EDUCATION



- Even as the nation makes progress, educational attainment remains unequal across racial and ethnic groups.
- Today, opportunity depends on learning beyond high school, these persistent inequities harm us all as Americans.
- Postsecondary degree completion as of 2017
 - 30.8% of African Americans
 - 24.5% of American Indians
 - 23.7% of Hispanic

Federal Update 2009-2016

- Access, Equity & Completion agenda promoted
- 50% increase in Pell grant recipients who enrolled in postsecondary education (6M → 9M Pell students)
- Doubled Pell grant funding
- Tied federal interest rate to a sustainable formula (% above treasury note)
- \$2B TAACCT Grants to build community college education-workforce capacity in high demand fields
- Postsecondary degree completion for students of color rose but not enough (as of 2017)
 - 30.8% of African Americans
 - 24.5% of American Indians
 - 23.7% of Hispanic

Federal Update: 2017-Present

Why the school 'freedom' programs DeVos backs aren't really about schools or education

Valerie Strauss
Washington Post
March 26, 2019

Betsy DeVos proposes policy on school choice, or school "freedom," meaning that public money should go directly to families who then decide where to send their children to school.

The budget includes a \$5 billion federal tax credit program that would allow public funds to be used to send children to private and religious schools — even when those schools can legally discriminate against LGBTQ students and other groups of students.

- ✓ Reduce or eliminate access for targeted populations
- ✓ Reduce student protections
- ✓ Restrict international student enrollment
- ✓ Add >\$1 Trillion to federal deficit
- ✓ Support career-technical education, including apprenticeships & short-term training
- ? Lower tuition in exchange for federal funds & tax breaks
- ? Simplify FAFSA completion & federal student loans
- ? Push school choice & vouchers

Worries Grow About Outsourcing of College Degrees

Andrew Krieghbaum
Inside Higher Education
January 11, 2019

The slate of proposals focuses largely on rolling back regulations involving higher ed accreditors, the bodies that serve as gatekeepers for federal student aid. Current rules say an institution can outsource up to 25 percent of a program to an unaccredited provider. But having a third party provide between 25 and 50 percent of a program requires an accreditor's approval.

Under the proposed change, colleges could outsource any amount of a program with permission from their accreditor.

Fulfilling The Promise: What College Promise Means To Our Future

What solutions will make a college education more affordable and accessible for this and future generations?

With our unparalleled diversity, our unique institutional and state missions, and our shared commitment to closing gaps, what solutions will lead us to unparalleled educational equity?

What solutions will dramatically lead us to unparalleled student success, including but not limited to degrees, certificates, and transfer?

Is the College Promise one potential solution and why is it taking hold in the West and across the nation?

College Promise Vision

In the 21st century, a high school education is not enough to lead Americans to a good job and a decent quality of life.

Every student should have the opportunity to attain an accessible, affordable, quality college education, regardless of income, race, ethnicity, geography, background, or culture.

The College Promise Campaign seeks to increase the social, economic, and civic mobility of students by advancing College Promise programs in communities and states, starting in America's community colleges.



What is a College Promise?

- A **commitment** to fund a college education for every eligible hardworking student advancing on the path to earn a college degree, a certificate, and/or credits that transfer to a four-year university, starting in America's community colleges.
- A **promise** to prepare students for the 21st Century workforce and the pursuit of the American Dream without the burden of unmanageable college debt.
- A **promise** to make the first two years of community college – at a minimum – as universal, free, and accessible as public high school has been in the 20th Century.



College Promise Features

Place-based

- A college, city, region, or state

Guaranteed Financial Support for College

Evidence & Performance-Based

Financially Sustainable

Cross-sector, Sustainable
Leadership

Robust Infrastructure

State Promise Models & Funding Designs Vary

Youth	6
Adults	8
Youth/Adults	5 (AR, IN, LA, TN, WA)

NOTE

4 (NJ, HI, CA, & SD) serve youth, adults & special populations

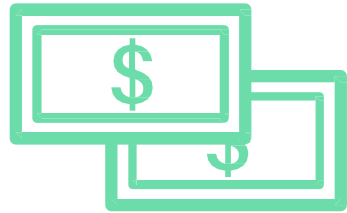
3 (DE, OR, RI) serve youth & special populations
(e.g., Dreamers, Veterans, Incarcerated, Newly Released)

College Promise Leaders' Goals

- **Lower student's tuition and non-tuition expenses**
(e.g., transportation, books, supplies, childcare, housing)
- **Provide sustainable financing**
(stable and sustainable state and local revenue models supported by government with public and private sector partners)
- **Leverage what works**
(e.g., evidence-based high impact strategies: co-requisite remediation, intensive boot camps for underprepared students, mentoring, dual enrollment, paid internships, undergraduate research, civic learning)
- **Provide clear messaging – A PROMISE IS A PUBLIC ASSURANCE**

Funding the Promise

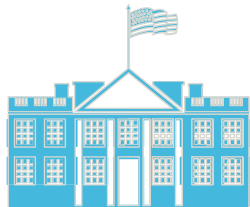
Each College Promise Program is funded based on the resources available, including one or more of the following:



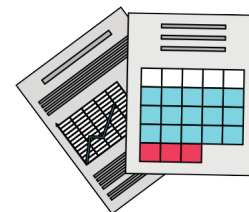
local government funding



philanthropic gifts

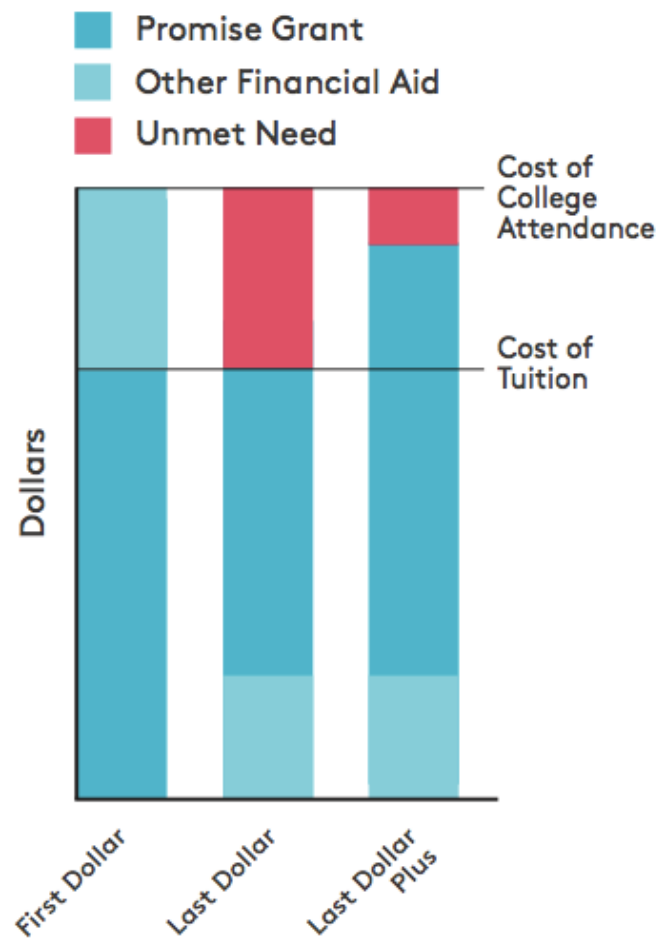


state appropriations



business investments

Funding the Promise



First Dollar:

- Covers tuition and fees outright, and enables other financial assistance, like Pell Grant, to cover additional expenses, like textbooks and supplies.

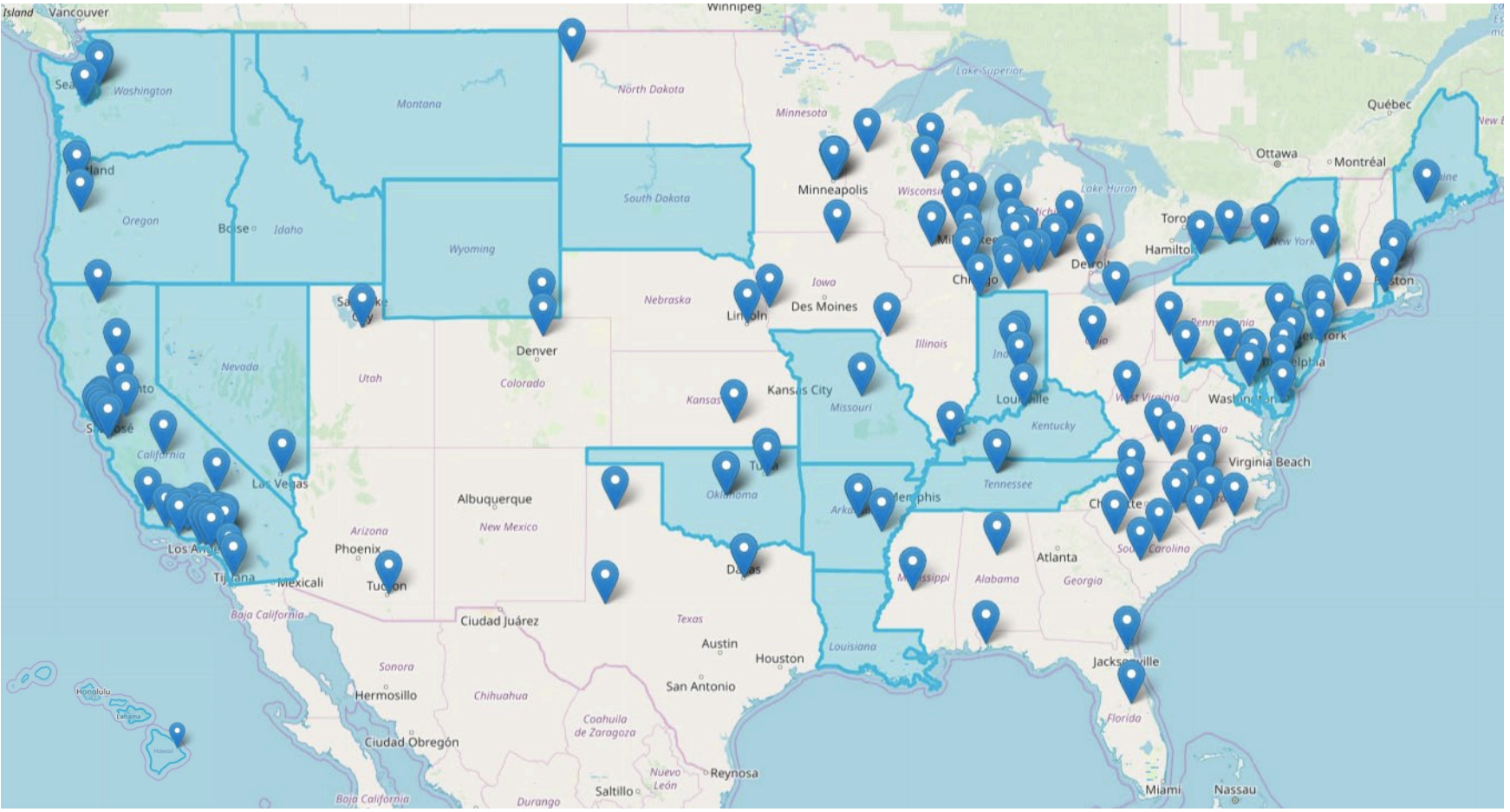
Last Dollar:

- Fills the gap between a student's financial aid and the cost of tuition and fees.

Last Dollar Plus:

- Fills the gap between a student's financial aid and the cost of tuition and fees, but may also provide funding for additional expenses.

College Promise Impacts: Growth



From 53 programs in 2015

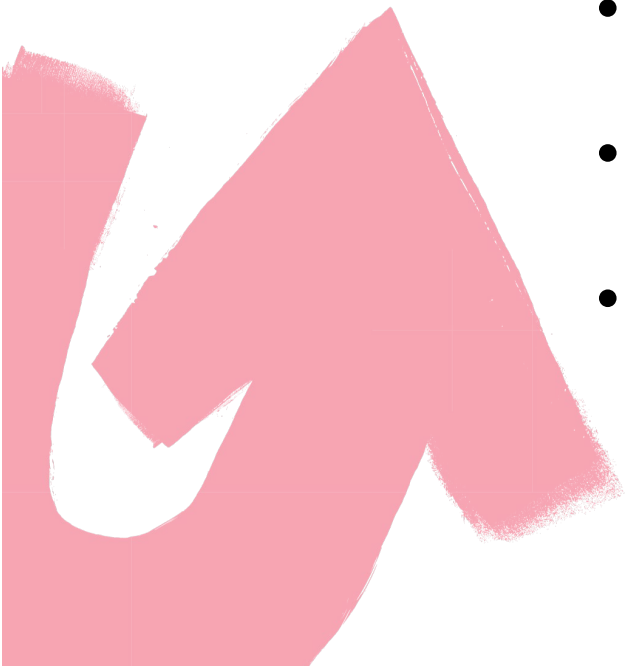


To 300+ programs in 44 states by 2018

In 3 years, from 1 to 24 statewide Promise programs, with more state launches on the horizon!

College Promise Impacts: Early Promise Outcomes

- Significant increases in enrollment of first generation, underrepresented, underserved student populations
- Persistence from semester to semester
- Increased college aspirations in youth and adults
- Reduction in number and size of college loans
- Number of college promise programs in 44 states has more than quadrupled in three years



College Promise Impacts: Evidence



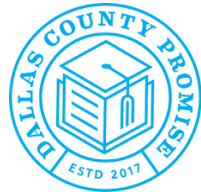
62%

Increase in persistence rate (fall to spring)



80%

High school graduation rates, increase from 63% in 2005



95

High school seniors now pledge to attend higher education, an increase from below 30% historically

%

33%

Increase college completion rate

The Kalamazoo Promise®



25%

More high school graduates attend college



16%

Increase in community college retention rate

College Promise Impacts: Equity

- **Pittsburgh Promise:**
 - 12% Increase in high school graduation rate, and 8% shrink in racial graduation gap
- **Detroit Promise:**
 - 90% students of color
- **Dallas County Promise:**
 - 80% of Promise students are low income, 90% were students of color.
 - 67% FAFSA completion rate, and a 40% increase in enrollment.
- **San Diego Promise:**
 - Increased from 186 students to over 2,000, 84% are students of color and 72% have financial need
 - 9% increase in credits accumulated and GPAs of 3.0 or higher

14 - Bachelor's Degree Completion within 6 years by Race and Gender (2006-2012)

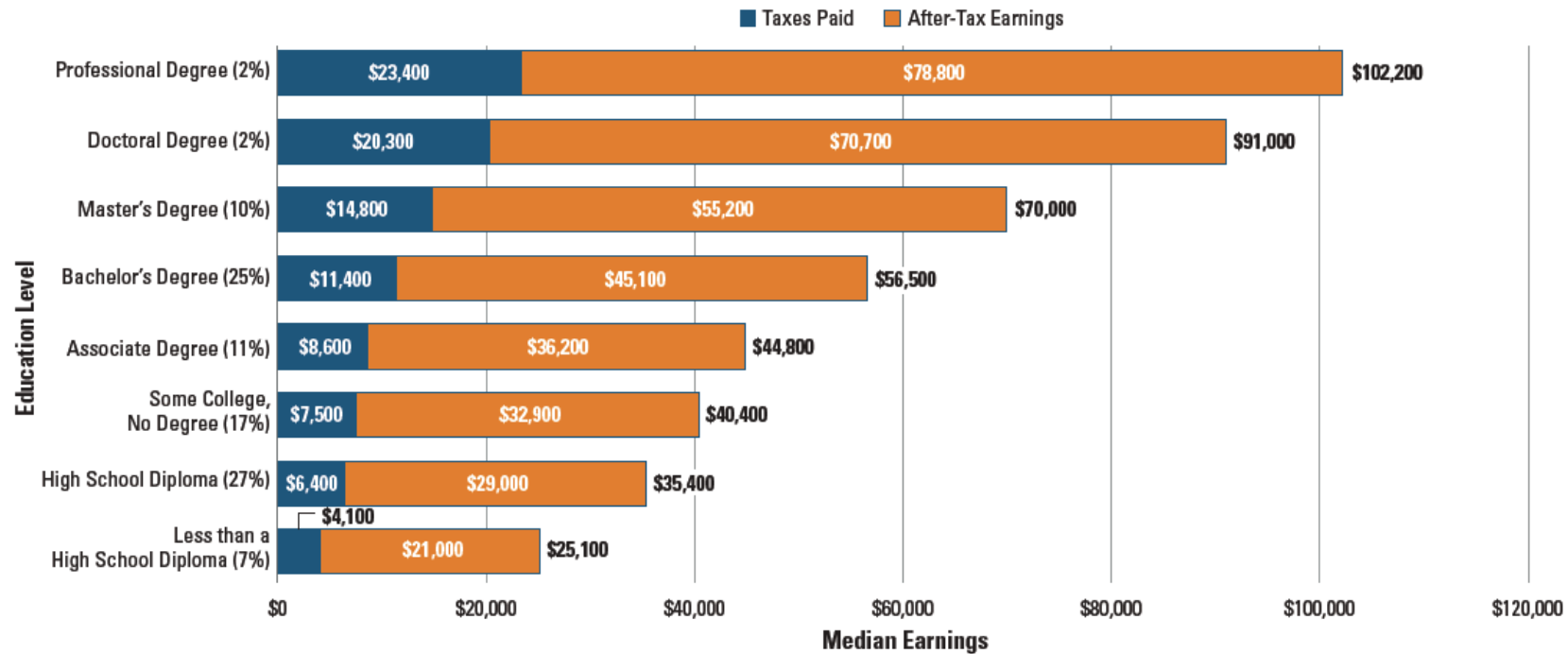
Race/Gender	% Eligible for Promise	6-year completion rate for all students	6-year completion rate for Promise eligible
All Students	87%	28%	31%
Female	87%	31%	34%
American Indian	73%	27%	38%
Black	85%	16%	18%
Asian/Pacific Islander	77%	59%	67%
Hispanic/Latino	87%	17%	19%
White	90%	48%	52%
Male	86%	24%	27%
American Indian	73%	13%	9%
Black	84%	9%	10%
Asian/Pacific Islander	88%	47%	50%
Hispanic/Latino	85%	11%	12%
White	89%	39%	42%

Source: The Kalamazoo Promise, updated February 2019

College Promise Impacts: Return on Investment

FIGURE 1.1

Median Earnings and Tax Payments of Full-Time Year-Round Workers Ages 25 and Older, by Education Level, 2011



The bars in this graph show median earnings at each education level. The blue segments represent the estimated average federal, state, and local taxes paid at these income levels. The orange segments show after-tax earnings.

NOTE: The numbers in parentheses on the y-axis indicate the percentage of all full-time year-round workers with each education level in 2011. Taxes paid include federal income, Social Security, Medicare, state and local income, sales, and property taxes. Percentages may not sum to 100 because of rounding.

SOURCES: U.S. Census Bureau, 2012, Table PINC-03; Internal Revenue Service, 2010; Davis et al., 2013; calculations by the authors.

College Promise Impacts: Return on Investment

- The probability of being employed is 24% higher.
- The likelihood of being out of the labor force (neither employed nor unemployed) is 74% less.
- College graduates utilize about 39% fewer government resources (e.g., emergency assistance and jails).
- College graduates report having “good” or “very good” health 44% more than high school graduates.
- College graduates are nearly 5 times less likely to be jailed or imprisoned than those who have no college experience.
- College graduates contribute hundreds of thousands of dollars more over a lifetime in local, state and federal taxes.
- College graduates make substantial contributions to regional economic development and community cohesion.

College Promise Campaign

The College Promise Campaign is a national, non-partisan initiative to build broad public support for accessible, affordable, quality College Promise programs that enable hardworking students to complete a college degree or certificate, starting in America's community colleges.

The Campaign empowers community colleges and their education, business, government, and philanthropy partners to enact solutions for students to graduate from college, advance in the workforce, further their education, and build rewarding lives in our nation's communities and states.



College Promise Campaign: Our Work



We convene leaders from **business, philanthropy, government, and education** sectors



We share the **latest research and best practices** to promote **high impact policy designs** and build **financially sustainable** models



We promote and scale **Promise solutions** for **students, families, communities, and states**

College Promise Campaign: 3 Years of Outcomes

- Promoted and documented the expansion of local and statewide College Promise programs
- Built national public awareness about the educational, economic, social, and civic needs and benefits for College Promise students, programs, communities, and states.
- Supported the inclusion of access, quality, and completion metrics as College Promise programs are designed, implemented, and expanded
- Showcased local, state, and national research on the effectiveness of College Promise programs
- Tracked the growth of the Program and reported findings through publications, earned and digital media

College Promise Campaign: Results

- 300+ local & state College Promise programs in the searchable, accessible College Promise Database, growing exponentially
- A growing College Promise literature (e.g., College Promise publications available on the website to illustrate evidence-based Promise designs, reports, articles, chapters, and policy briefs)
- College Promise City & County Playbook for local and state leaders on best practices for designing quality programs built for equity
- College Promise Research Network advising on quality metrics and models necessary for the postsecondary and workforce success of underserved and disconnected student populations
- College Promise Rural Network outreach
- Financial Sustainability 1.0 Report available & 2.0 in design

College Promise Campaign: 2019-2021 Strategic Priorities

Overarching Goal

Expand and sustain the College Promise movement

Goal #1: Support and promote the development and expansion of quality College Promise programs in communities, states, and regions

Goals #2: Implement a national growth strategy to increase quality College Promise programs in five regions: West, South/Southwest, Plains/Midwest, Southeast, and Northeast

Goals #3: Increase the impact of the College Promise Campaign by identifying and supporting effective current and future cross-sector College Promise leaders, teams, networks, and communications.

College Promise Campaign: 2019-2021 Strategic Priorities

Identify & Increase quality College Promise programs in states & regions

- Increase the availability of College Promise programs in communities & states
- Define, identify and showcase quality College Promise programs at the local & state level

Build widespread understanding about the College Promise value proposition & ROI

- Build public awareness about the educational, economic, and social need for College Promise programs
- Partnerships & Symposia – NGA, MDRC, US Conference of Mayors, NLC, etc.

Leverage policy & research to build College Promise 'best practices' for implementation & scale

- Support the inclusion of access, quality, and completion metrics as College Promise programs are designed, implemented, and expanded
- Showcase local, state, and national research on the effectiveness of College Promise programs
- Track the growth of the Program and report findings through earned and digital media

COLLEGE PROMISE MOVEMENT TODAY



National Landscape

Statewide Promise Programs



State	Governor	Promise Program
AR	Asa Hutchinson	Arkansas Future Grant
CA	Gavin Newsom	California College Promise Grant
DE	John Carney	Student Excellence Equals Degree (SEED)
HI	David Ige	Hawai'i Promise
ID	Brad Little	Direct Enrollment
IN	Eric Holcomb	21st Century Scholars
KY	Matt Bevin	Work Ready Scholarship
LA	John Bel Edwards	Taylor Opportunity Program for Students (TOPS)
MD	Larry Hogan	Maryland Promise
MN	Tim Walz	Minnesota State Reconnect A + Scholarship
MO	Mike Parson	Montana Promise Act
MT	Steve Bullock	College and Career Promise, NC Promise, Adult Promise
NC	Roy Cooper	New Jersey Promise
NJ	Phil Murphy	Nevada Promise
NV	Steve Sisolak	Excelsior Scholarship
NY	Andrew Cuomo	Oklahoma Promise
OK	Kevin Stitt	Oregon Promise
OR	Kate Brown	Rhode Island Promise
RI	Gina Raimondo	Build Dakota
SD	Kristi Noem	Tennessee Promise and Tennessee Reconnect
TN	Bill Lee	College Bound Scholarship and Adult Re-engagement framework
WA	Jay Inslee	West Virginia Invests
WV	Jim Justice	Wyoming Promise
WY	Mark Gordon	

Local Programs

Most cited Promise models of Financial Sustainability

- Kalamazoo, 2010, local first dollar, private funding
- Tennessee, 2014, statewide last dollar, public funding
- Long Beach, 2008, local last dollar plus, public-private funding

Recent Promise Legislation

- | | |
|--|--------------------------------|
| New Promise: | Expansion: |
| AR, CT, DC, FL, IA, IL, IN, MA, ME, MN, PA, SC, TX, UT, VT, WA, WV, WY | AR, CA, HI, MD, NJ, NY, OR, RI |

Minority Serving Institutions

- HBCUs:**
- Edward Waters Promise—Edward Waters College (FL)
 - Delaware State University (DE)—Inspire Scholarship
- Hispanic Serving:**
- American Dream Scholarship—Miami Dade College
 - At least 27 HSIs in CA

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HOME / EDUCATION / BEST COLLEGES / PAYING FOR COLLEGE

See Which Cities Offer Tuition-Free College Programs

Promise initiatives that cover tuition costs at community colleges are offered at the local level in some cities.



By Farran Powell, Editor Sept. 19, 2018, at 9:00 a.m.

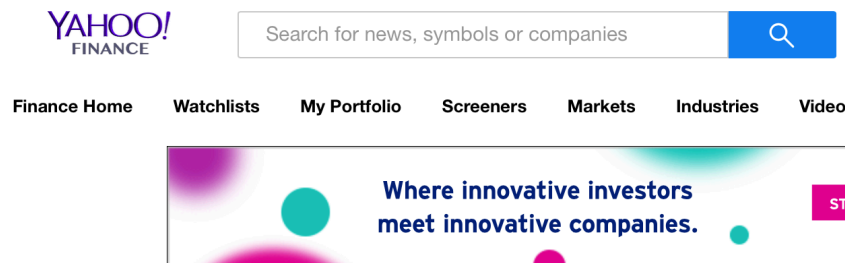


SAY YES TO EDUCATION: A SNAPSHOT OF SAY YES BY THE NUMBERS

What if an entire community came together to ensure that each of its children had the opportunity – and the support – to go to college? That is the promise of Say Yes.

NUMBER OF STUDENTS SERVED

With the addition of the Cleveland as the fourth community-wide chapter for Say Yes to Education, the support services and scholarships of Say Yes are **now available to more than 170,000 students in three states**. That represents an **increase of 32 percent** over the last year – and **growth of 1,500x** from the original 112 students served at the organization's inception.



ge Could Mean for You

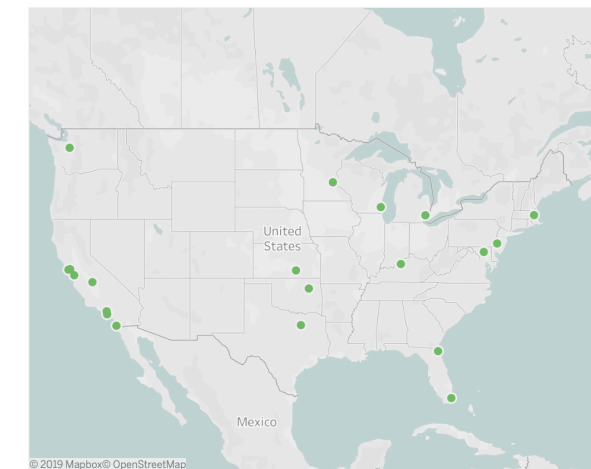
, 2019

ed to attend college, he took a job laying bricks to
summer or part-time job to pay for college today is
utive director of Complete Tennessee, a nonprofit
dary access and completion in Tennessee, which
take community college free statewide.

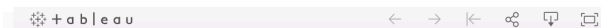
US News & World Report Cities With Tuition-Free College

Cities That Offer Tuition-Free College Programs

A range of tuition-free programs available at the city level are not only developed by local officials, but also by private foundations, school districts and colleges. This map highlights the 20 college promise initiatives among the 50 most populated cities in the U.S.



© 2019 Mapbox® OpenStreetMap



COLLEGE HELP

How a coach and a financial incentive helped Detroit high school graduates succeed in college

BY LORI HIGGINS - APRIL 24, 2019

Fulfilling The Promise: What College Promise Means To Our Future

“It’s a moment of transformation for our local communities forever! ...this is NOT a program that touches the lucky few...”

“I have never felt so optimistic of anything that has the potential to transform this city into a city of opportunity and equity...”

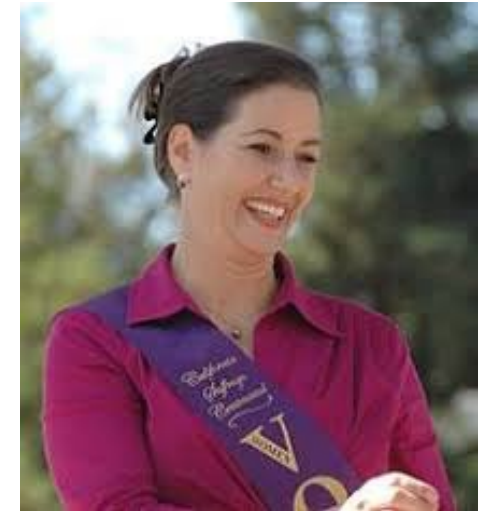
“We want to figure out how we operationalize Promise to bring up all our kids to get into college, graduate and have the academic and personal skills for a great career and a rewarding life of accelerating change, demands and opportunity.”

Mayor Libby Schaaf, Mayor of

Oakland

Oakland Promise Advisory Board

April 25, 2019



Fulfilling The Promise: What College Promise Means To Our Future



Theatrical Makeup - San Diego Community College District (San Diego, CA)

For students seeking a creative career in the entertainment industry, San Diego City College offers them a program in Theater Makeup. Participants learn to transform their peers into visually stimulating characters in plays or movies. This interactive, hands-on program allows students to take their skills to the industry of theater, film, and/or television. And because of the San Diego Promise, student's first year can be tuition-free.



San Diego City College student applying makeup and special effects to a peer.

Forbes

Billionaires Innovation Leadership Money Consumer Industry Lifestyle Features

62,948 views | Jul 2, 2018, 10:25am

The San Diego Promise: A Solid Investment In Our Future

civic nation

Dr. Constance M. Carroll Brand Contributor
Civic Nation BRANDVOICE



Dr. Constance M. Carroll, Chancellor of the San Diego Community College District, is a guest contributor for the College Promise Campaign



Maia Wakefield didn't know what to expect when she learned about the San Diego Promise, a free tuition program that prompted her to enroll at San Diego Mesa College. Two years later, the 19-year-old scholar holds an associate degree in Black Studies and has acceptances at all 12 universities to which she applied.

David Evelo lost his job and his home after breaking both of his legs in a bike accident. Living out of his car, he learned about the San Diego Promise, earned an associate degree with a 3.9 GPA, and is transferring this fall to San Diego State University with plans to attend law school.



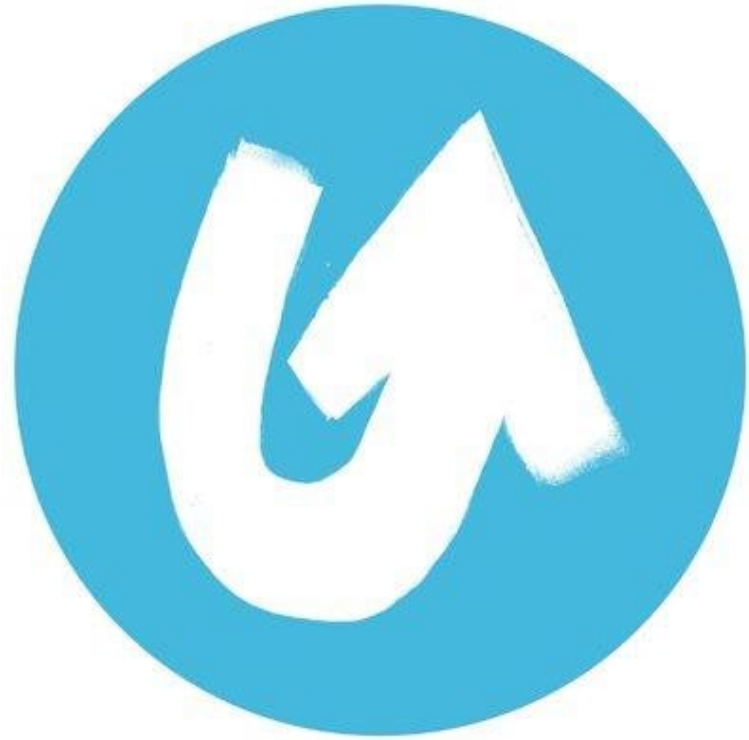
SAN DIEGO COMMUNITY COLLEGE DISTRICT



SAN DIEGO
PROMISE

CITY COLLEGE • MESA COLLEGE
MIRAMAR COLLEGE

College graduates earn on average \$400,000 more during their working lifetime than someone with just a high school diploma.
COURTESY OF SAN DIEGO PROMISE



**Together, we can make the
dream of postsecondary
education, workforce and
community success a
Promise for all.**