

**San Mateo County ACCEL**  
*Adult-Education College and Career Educational Leadership*  
AB 86 Adult Education Consortium Project Management Plan  
- February 24, 2014 -

This project management plan presents ACCEL's process framework to improve student success by developing a sustainable partnership across the K12 and Community College Adult Education Programs. The plan reflects input by internal and external stakeholders. ACCEL will implement the plan through the shared leadership of both segments.

### **Organizational Structure**

*Consortia Membership:* ACCEL has six member organizations: Cabrillo Unified School District, Jefferson Union High School District, South San Francisco Unified School District, San Mateo Union High School District, Sequoia Union High School District, and the San Mateo County Community College District (Skyline College, College of San Mateo, and Cañada College). (See attached organizational chart for the consortium's leadership/governance structure.)

The members have a long history of successful collaboration and innovation related to adult education, including:

- College transition and ESL classes offered at Adult School, High School and Elementary School sites
- ESL courses and assessments aligned to provide direct transition from Adult School to Community College. One grant-funded model includes a transition adviser.
- GED/HSD collaboration (outreach, visits, ambassadors)
- Referrals to Skyline SparkPoint center to access support services
- College staff on Adult School Advisory boards
- Cross referral – Adult Schools to Colleges and vice versa
- College outreach to Adult School students
- Articulation agreements
- Data matching to identify students attending both Adult School and Community Colleges
- Participation in the ALLIES coalition to create seamless delivery for English Learner adults

The planning process will build on these existing collaborative relationships in two ways:

- Local collaboration best practices will be shared for possible replication in other areas of the county
- Existing partnerships will be incorporated in planning to build an ongoing collaborative capacity for seamless delivery

The members will expand this initial list of collaborations with information relative to the five Program Areas referenced in the AB 86 legislative language.

### Partnerships

ACCEL has identified a broad set of partners including: employers (especially small businesses), community-based organizations (Puente de la Costa Sur, Nuestra Casa, JobTrain, Samaritan House, North Fair Oaks Community Center, etc.), San Mateo County Social Service Agency, San Mateo County Office of Education, organizations serving adults with disabilities (Goodwill Industries, Community Gatepath), Apprenticeship Programs, San Mateo Central Labor Council, the WIB One-Stop Centers, and the Silicon Valley Community Foundation.

Member organizations have a variety of existing collaborations with these partners that will inform planning. For example, Sequoia Adult School has led an effort to create a “mini ALLIES” to provide seamless delivery with Nuestra Casa, Cañada College, JobTrain, and other partners. The Community College District has collaborated with the WIB system on a labor market analysis. Two Adult Schools have pilot projects to provide ESL contextualized to job search, one in partnership with the San Mateo WIB and the other with the Silicon Valley Community Foundation.

As with the member organizations’ collaborations, these efforts will be assessed for potential replication. Planning will incorporate and build on the strengths of these existing collaborative relationships.

### Shared Leadership Strategies

ACCEL will use shared leadership throughout the planning process. At the project-wide level, Co-Directors from each segment will provide equal input to the shared management of the process. At the service-delivery level, ACCEL will develop four Collaborative Action Teams, with co-facilitators and practitioners from both segments to participate in collaborative planning and capacity building.

The attached organizational chart presents the structure for shared leadership. Key features of the Shared Leadership approach are:

Shared Agreement Decision-making: The Co-Directors, Members and Steering Committee have agreed to make all decisions made by a “shared agreement model.” Shared agreements are decisions all parties support because all views are heard and responded to using an inclusive and transparent process. Shared agreement will be achieved by refining decisions to create solutions with the highest levels of support possible given the timelines. Evaluation of data on needs and current offerings is a key element of the decision process.

An MOU will be developed between the Fiscal agent and the Colleges and School Districts regarding funding and responsibilities. If partners are to receive funding from the project, an MOU will be administered to the partners as well.

## Project Planning Roles and Responsibilities

See the Organizational Structure Chart for roles and responsibilities of all groups and project participants.

Steering Committee: The Steering Committee includes the Co-Directors, a representative of the County Office of Education, and a representative from each Member organization, including an instructional professional from each segment. The Steering Committee will develop the draft plan content for an integrated system integrating the work of the Collaborative Action Teams and the background research for objectives 1, 2 and 4. The Steering Committee will use the shared agreement model to develop technically sound and strongly supported solutions. The committee's roles include:

- Leads the overall planning and capacity building process
- Develops draft plans and reports
- Guides the work of the Collaborative Action Teams
- Champions the outreach process

Co-Directors: The project Co-Directors share leadership equally on behalf of the two segments. The Community College District Chancellor and the School District Superintendents, respectively, appointed the co-directors. Each Co-Director will consult with the members from their segment to identify their collective preferred direction. The Co-Directors develop final agreements reflecting the shared agreement of the Steering Committee and the equal decision making voice of each segment.

### Collaborative Action Teams:

The Collaborative Action Teams (CATS) are the main vehicle to develop collaborative plans and build ongoing capacity. The Teams will bring together staff from both sectors to review data and developed shared strategies.

Two Co-Facilitators, one from each segment, will support each team. The Co-Facilitators will receive training on collaboration best practices to ensure effective team development. They will also receive background information and interactive tools to lead their teams in reviewing and adapting best practices to accelerate student goal achievement. The teams will identify collaborative pilot projects to gain concrete experience in aligning services.

Each community college and adult school representative will select their co-chair using the following criteria, which were generated by the steering committee:

- Experience and knowledge of Adult Education students and programs
- Excellent collaboration and facilitation skills
- Passion for the work and the students
- Openness to innovation

- Energy and persistence
- Follow-through to get things done
- Big picture thinker / see connections

The Teams will conduct outreach to students to bring their perspective into planning. This can take the form of student interviews or focus groups, or the participation of students on the Teams. Similarly, the Teams will reach out to community partners to engage stakeholders in defining needs and developing solutions.

The Teams are organized geographically to reflect current patterns of student attendance and current institutional collaborations:

North County	South San Francisco Adult School Jefferson Adult School Skyline College
Central County	San Mateo Adult School College of San Mateo
South County	Sequoia Adult School Cañada College
Coastal County Areas	Cabrillo School District Cañada College County Office of Education La Honda-Pescadero

Regional Coordination: To address common issues and align approaches across the region, the teams will meet together periodically (see chart below). An example of common issues are coastal students who currently access several Adult Schools and Community Colleges, and longer-term regional CTE programs which, while not the explicit focus of AB86, could be part of long-term career pathways.

The first team convention will be in May 2014. The purpose will be to review data on current offerings and needs and discuss gaps and potential solutions. The session will also review best practices like contextualization, flipped online education, acceleration, and pathways.

The Team Retreats and the Steering Committee will also serve to link the local geographic areas to county-wide programs. A key area is to connect students to regional career-technical education programs at the Colleges.

The Steering Committee will provide guidance and feedback to the teams and develop an integrated plan. In particular, the Steering Committee has responsibility to ensure that all the program areas, including short-term CTE, adults with disabilities and apprenticeships, are addressed through the Teams and through additional consultations with stakeholders.

**Adult-Education Career and College Educational Leadership (ACCEL)**

Action Teams	SPRING	FALL	WINTER		
North	Review Data	Plans/Projects	Implement Pilots		
Central	Review Data	All Team Retreat	Plans/Projects	All Team Retreat	Implement Pilots
South	Review Data		Plans/Projects	Implement Pilots	
Coast	Review Data	Plans/Projects	Implement Pilots		

Fiscal Agent: The fiscal agent was chosen by consensus of the Community College District Chancellor and School District Superintendents. The Fiscal Agent will perform all budget reporting and management of the grant. The Fiscal Agent is not the decision maker, but will implement decisions from the Steering Committee as approved by the Co-Directors.

Project Team: The project team includes the Co-Directors and a Lead Contact, who serves as the main point of contact with the state and consultants.

The Project Team will ensure that all deliverables are submitted by the deadlines. The Co-Directors will schedule and conduct the Project Team meetings. The Project Team will recruit and manage consultants and develop a work plan and budget.

In close consultation with the Project Team, a consultant project manager/facilitator will coordinate the consultant team: the research consultant, trainers and subject matter experts. The project manager/facilitator will develop agendas and process support materials. The research consultant will conduct all research necessary for objectives 1, 2 and 4, and provide input to the plans developed for objectives 3, 5, 6, and 7.

A handbook will be developed for all planning participants to provide a project overview, provide team effectiveness guidelines, and describe their scope of work and their roles and responsibilities.

**Communication**

There are three key partner communication elements. The first is a countywide Partnering Input Session to be held in April 2014. The purpose is to provide background on ACCEL to external stakeholders and obtain their input to the planning process, especially in identifying needs and community assets.

The second communication event will be a Adult Education Leadership Retreat. The purpose is to engage employers, elected officials and partners in identifying critical strategies to support the success of Adult Education students.

The third communication element is a project website, which will provide updates to stakeholders and support the communication and coordination of planning process participants.

<b>Information</b>	<b>Audience</b>	<b>Timeline</b>	<b>Method</b>	<b>Provider</b>
Project Management Plan	Steering committee and CEO's	Feb 2014	Email; meetings	Co-Directors
Budget	Steering committee and CEO's	Feb 2014, Quarterly	Email, meeting	Co-Directors
Partnering Input session	Community partners	April 2014	Meeting	Consultants
Teacher / Faculty Input Coordination Groups	Adult School teachers and Community College faculty and staff	Monthly	Informational meetings	Teachers and faculty on the Action Teams
All Team Retreat	Collaborative Action Team members, Steering Committee members, partners.			
Summary of Activities	All stakeholders	Ongoing	Posted to Website	Consultants/ Collaborative Action Teams
Press release	General public, external stakeholders	August 2014	Distributed to local media	Consultants
Web site	All stakeholders and participants	Ongoing updates	Web	Consultants
Retreat	Key internal and external stakeholders (employers, public officials)	September 2014	In-person meeting	Consultants

# ACCEL Organization Chart

