



Application

Lumina Community Partnership for Attainment

Section I: Organization Information

Submission Date: 10/14/2014

Legal Name of Coordinating Organization (as it appears on the IRS tax-exempt letter): Centralina Council of Governments

Mailing Address: 525 North Tryon Street, 12th Floor, Charlotte, NC 28202

Common Name of Organization (if different from above): CCOG (abbrev.)

Fiscal Agent (may be different than the coordinating organization and as it appears on the IRS tax-exempt letter): same as coordinating organization

Mailing Address: same as coordinating organization

Common Name of Organization (if different from above): same as above

Requesting Organization (if different from above): same as coordinating organization

Mailing Address: same as coordinating organization

Street Address (if different from above): same as mailing address

Organization IRS-Issued Employer Identification Number (EIN): 56-0930373

Web site: www.centralina.org

Fiscal Agent's annual operating budget: \$6,613,835 (excludes an additional \$15,515,628 in project budgets)

Subsidiary's annual operating budget (if applicable): not applicable

Provide the racial/ethnic demographic of your organization (number of staff for each category).

Total number of staff: 38 current staff plus 4 open positions in recruitment (see org chart, attached)

White, Non-Hispanic/Latino: 24

Black, Non-Hispanic/Latino: 10

Hispanic/Latino: 1

Asian: 2

Native Hawaiian or other Pacific Islander: 0

American Indian or Alaskan Native: 1

Mixed or Other: 0

Women: 28

Does any portion of this work involve lobbying? Yes No Advocacy? Yes No

APPLICATION CONTACTS

Project Director

Name: Mike Manis

Title: Director, Community & Economic Development Department

Telephone: 704-348-2720 Fax: 704-347-4710 E-mail: mmanis@centralina.org

Address (if different from above): same as above

Who has legal authority to execute a grant agreement on behalf of your organization?

Name: Jim Prosser

Title: Executive Director

Telephone: 704-348-2703 Fax: 704-347-4710 E-mail: jprosser@centralina.org

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Financial Contact

Name: Tonya Frye

Title: Finance Director, Chief Finance Officer

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Address (if different from above): same as above

Communication/Public Relations Contact

Name: Venecia Rock White

Title: Human Resources Officer

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Address (if different from above): same as above

Other Contact, if appropriate:

Name: Victoria Rittenhouse

Title: Assistant to the Director for Community & Economic Development

Telephone: (704) 688-6502 Fax: 704-347-4710 E-mail: vrrittenhouse@centralina.org

Address (if different from above): same as above

Lumina Foundation will host a convening for community leaders participating in the Partnership, **January 14-15, 2015, in Dallas, TX**. Each community may bring up to three people, at no cost, to this convening. The project director must attend. We ask that you identify two additional people you would like to attend, and ensure that these dates are held on their calendars. Following receipt of your application, Lumina will issue a registration link with all of the logistical information needed.

Name	Position Title	Organization	Email Address
Mike Manis	Director, Comm&Econ Development	CCOG	mmanis@centralina.org
Bill Thunberg	Chairman	CEDC	billthunberg@gmail.com
Brian Collier	Exec Vice President	Foundation for the Carolinas	bcollier@fftc.org

Section II: Application

Note: Applicants should not change the formatting of the application. Please provide your responses in the space provided directly following each question.

Please respond to the numbered questions below. The application narrative should not exceed 10 double-spaced pages. Use 12-point font and standard one-inch margins for the description of the coordinating organization and the full application. The application should closely follow the outline below.

Higher Education Project Overview

Briefly describe the nature, scope and goals of your community collaboration and how it is focused on postsecondary attainment by answering the following questions:

1. *Describe the geographic area that benefits from this collaboration. Please complete the attached excel spreadsheet, which requests zip codes, high schools, and participating **higher education institutions** for the National Student Clearinghouse (NSC). **Please note that sites will need to include a minimum of three higher education institutions per sector (2-year institutions, 4-year institutions, etc.) to have NSC report site-specific student data. Institutions enrolled in NSC by 2003 will be included in the Completion Reports that sites will receive throughout the grant period.***

Geographic area & participating institutions. The geographic area for the Centralina Partnership for Attainment and Career Pathways (“CPACP”) is the 9-county Centralina region around Charlotte, NC: Anson, Cabarrus, Gaston, Iredell, Lincoln, Mecklenburg, Rowan, Stanly, and Union counties. (See Regional Map, attached as Appendix A.) Charlotte is the region’s largest city and is the county seat of Mecklenburg County. Participating higher education institutions are noted in the requested Excel spreadsheet (accompanying this application), and include eight 2-year institutions and thirteen 4-yr institutions.

2. *Please complete the following sentence: The purpose of this community collaboration is to increase postsecondary¹ attainment by ... (one sentence): **re-engineering communications to address an “interest gap barrier” and thereby increase societal and cultural awareness among students, parents, and adult workers of 21st century career opportunities and educational pathways for occupations in the region’s high-demand, high-growth industry sectors that require a variety of post-secondary credentials.***
3. *What is your community collaboration’s overarching long-term (5+ years) postsecondary attainment goal (can be stated in percentage with a postsecondary credential/degree, or in numbers of additional credentials/degrees)?*

Overarching goal. The overarching goal of the CPACP’s Awareness Initiative is to increase the percent of the population aged 18-55 with post-secondary credentials in skill areas required by the region’s target industry cluster employers by 25% from 2015 to 2020.

¹ **Postsecondary education** refers to all education that occurs after high school or high school equivalent, including certificate and credential-bearing vocational education, associates degrees, bachelor’s degree and beyond. We use the terms “postsecondary” and “higher education” interchangeably.

A secondary goal is to achieve an overall population age 25-64 postsecondary attainment percentage of 60% by 2025. We acknowledge that we do not currently have adequate mechanism\metrics for comprehensive measurement of the targeted industry clusters goal, although some segments may be measurable – e.g. students/returning workers but not incumbent workers. This is a focus of need for success of this project.

4. *Please explain how your community collaboration is advancing or plans to advance postsecondary attainment by focusing on one or a combination of the following:*
 - a. *Target populations (can include Latinos, African-Americans and other underrepresented minority populations, veterans, returning adults, low-income adults, disconnected youth, students transitioning from high school to college, etc.)*
 - b. *Critical issues related to postsecondary completion and attainment (economic development, business engagement, achievement gaps, social justice, 2-year to 4-year alignment, K-12 to college alignment and collaboration, need vs. merit financial aid, reverse transfer, development/remedial education success, college to career alignment, etc.)*
 - c. *System change (reform of local organizations and structures, including resource allocation and alignment of services)*

Target populations. We will address both student populations (from middle school through college-age, and parents) and adult returning workers (career-changers); neither by itself will be enough to meet the projected need for appropriately-credentialed workers in our high growth industry sectors and the Charlotte region’s projected demands from overall job growth over the next decade. While our efforts will be aimed at each of those groups broadly, we also want to explore the feasibility of providing focused attention on sub-groups within those two populations: students/families in high-poverty schools, and veterans.

Critical issues. Our critical issue is achieving and expanding career pathways awareness, with related issues of economic development, business engagement, college to career alignment, and social justice. The NADO award-winning Prosperity for Greater Charlotte Report produced in 2012 by our Centralina Economic Development Commission CEDS Advisory Council collaborative included a ground-breaking Jobs, Workforce and Education Alignment Strategy (“JWEAS”) that identified improved post-secondary attainment (in the region’s target industry clusters) as a critical need to support industry growth and economic development. Strategic recommendations included:

- Expand Target Sector and Competency Career Awareness and Connections
 - Create Career Awareness Portals
 - Expand STEMersion Program
 - Conduct Business & Industry Open Houses
- Increase Regional Opportunities for Credential Attainment
 - Expand PLA Offerings
 - Improve Articulation Agreements

In other words, we need to increase awareness of career pathways that lead to and support the talent pipeline for projected in-demand occupations in our targeted industry

growth sectors. These sectors – Aerospace, Automotive, Energy, Finance, Health/Biomedical Sciences, and Logistics – depend heavily on core workforce competencies of our region: advanced manufacturing, information technology and engineering. To implement the recommendations of the JWEAS, the region has been working to align and streamline its “talent pipeline” for those sectors and competencies and now need to more aggressively promote the careers and pathways to them.

In fact, career pathways awareness, dubbed the “Interest Gap”, has now come to the forefront as the primary barrier for growth of post-secondary attainment levels in fields anticipating high jobs growth. By “Interest Gap”, we mean that not enough students and parents or returning adult workers are recognizing or accepting many new and modern career pathways in our region’s high-growth sectors as being of interest to them. These high growth sectors offer stable, well-paying careers within and in support of advanced and high technology industries that may not fit the traditional models of “blue collar work with a high school diploma” or “white collar work with a 4-year liberal arts or pre-professional degree.”

At the same time, the Centralina region is experiencing a widening income inequality and decreased upward mobility for its lowest income residents. A recent Harvard University study cited the Charlotte metropolitan area as having the lowest income mobility of the nation’s top fifty metropolitan areas. In response, the 2012 Charlotte Partnership for Post-Secondary Success (“CPPSS”, see subsection 5 of this Overview, below) is renewing its efforts in Charlotte and Mecklenburg County to improve post-secondary attainment with a focus on low-income students and workers. Because Charlotte and Mecklenburg are the economic engine of our region, and because of the CPACP’s identification of students/families in high-poverty schools as a targeted sub-group, we are actively exploring with the leadership of CPPSS ways to “merge/blend” the two initiatives. At a minimum, we have mutually agreed to provide representation on the steering or advisory committee of each other’s initiative while we explore possibilities such as combining as one partnership with two key objectives (one focused on CPACP’s Awareness Initiative and its goal of improving communication about post-secondary pathways to high-demand occupations throughout the 9-county region, and one on CPPSS’s goal of lowering barriers to post-secondary attainment among Mecklenburg County’s students in poverty.) For purposes of this application and the Lumina Community Partnership for Attainment, the overarching issue and emphasis is on the Awareness Initiative.

System change. In the Centralina region, almost all K-12 and Higher Education institutions, in partnership with Workforce Boards and associated education nonprofits, acknowledge that the region has successfully built many levels of best in class systems and programmatic infrastructure around the issues of post-secondary attainment, workforce development, economic development, and business engagement. What has uniformly been identified by the partners is the need for a systemic change in the communications and messaging that has to-date still resulted in a continued disconnect for the vast majority of the population – the Interest Gap referred to above. “Re-engineering” communication vehicles and messaging avenues to achieve a societal and cultural shift is required to change the status quo and shift focus to the numerous additional opportunities and educational

offerings for upward mobility, career futures, and economic ladders afforded by postsecondary attainment and required by future realities.

5. *Describe the past and current major activities of the community collaboration that serve to advance your postsecondary attainment goal.*

The Centralina community collaboration has been coming together in a strategic fashion since 2010 in order to identify problems affecting and to develop strategies to improve the health, welfare, education, and economic conditions of our region's residents. Many of these initiatives have focused on improving post-secondary attainment while others have laid the groundwork for it or complement it:

- a. "Prosperity for Greater Charlotte" report, incorporating
 - o 2012-2017 Centralina Comprehensive Economic Development Strategy (update)
 - o Jobs, Workforce, Education Alignment Strategy
- b. Centralina Career Headlight
- c. Investing in Manufacturing Communities Partnership
- d. CONNECT Our Future: Economic Development Work Group
- e. Partnership for Post-Secondary Success

a. Prosperity for Greater Charlotte ("PGC"). The lead agent for the Prosperity for Greater Charlotte Report was Centralina Economic Development Commission (CEDC), a 501c3 unit of Centralina Council of Governments ("CCOG", the coordinating agency for CPACP). As the U.S. Commerce EDA- Economic Development District for the Centralina region, CEDC administers and maintains the regional Comprehensive Economic Development Strategy "CEDS" in North Carolina, which formed the first element of the PGC report. The CEDS identified the region's target industry clusters and cross-cutting core competencies.

The PGC also included the Jobs, Workforce & Education Alignment Strategy ("JWEAS"), a unique and award-winning innovation. Created to guide local education's understanding of long-term demand for occupations and skills across the high-growth Charlotte region, the JWEAS report addressed the skills development component of the Greater Charlotte Region's future and specifically assessed how well the current workforce and education and training systems meet the needs of the recommended target industries and skill sets. The JWEAS report responds to questions like, "The Greater Charlotte Region graduates thousands of students a year, but are these students pursuing the right degrees? Do they align with the Greater Charlotte Region's target industry needs? Which technical degrees are the fastest growing and which ones might be under-represented given the target industry priorities?" and provides strategic recommendations for regional solutions to these issues.

Partners involved in the PGC included the region's eleven K-12 school districts, eight two-year higher education institutions, and thirteen four-year institutions, three workforce development boards, one regional and eleven local economic development commissions, plus Chambers of Commerce and various private sector organizations. The PGC partners recognized that having a world-class educational system is a critical requirement for growing jobs in all of greater Charlotte's target industries and competencies. It is the

foundation for future economic success, and *as opposed to defining education as a Target Industry, it is characterized as a leading infrastructure asset*. These partners have all either already committed to participating in CPACP or have been invited to do so.

b. Centralina Career Headlight. A direct outcome of recommendations of the Prosperity for Greater Charlotte was the development of the award-winning Centralina Career Headlight tool. This online tool was developed by CCOG in partnership with the Centralina Economic Development Commission, the Centralina Workforce Development Board, and Charlotte Works, all part of the CPACP collaboration. Considered one of the best practice strategies across the country, it helps us to more quickly and effectively close the gap between what employers need and the skills, education, and training pipeline we have within the region. Career Headlight is unique because it allows all organizations, students and other job seekers to identify rewarding local careers and jobs, identify the skills needed and **how and where to get the requisite post-secondary training** in the region. Centralina Career Headlight is distinctive because it uses occupational demand and educational programs data specific to the Greater Charlotte region, which was originally collected for the 2012 PGC report. The data is updated quarterly, unlike national or state-level data compiled annually or less frequently, and puts it in an innovative, state-of-the-art, user-friendly, touch-enabled and publicly-accessible Internet interface.

c. Investing in Manufacturing Communities Partnership (“IMCP”). A further outgrowth of the 2012 Prosperity for Greater Charlotte report was the Investing in Manufacturing Communities Partnership Grant (IMCP), awarded to CCOG and CEDC on behalf of a regional coalition that includes many of this collaboration’s partners. These partners include the Charlotte Chamber of Commerce, Charlotte Works, the Charlotte Regional Partnership, Monroe Union County Economic Development, E4 Carolinas, Central Piedmont Community College, South Piedmont Community College, and Rowan-Cabarrus Community College. The IMCP Phase I grant, one of just 26 awarded by U.S. Commerce EDA around the country in September 2013, was intended to help communities create economic development strategies that leverage their competitive advantages. The Centralina IMCP project (“Centralina Advanced Manufacturing Ecosystem Strategy Development”) supports and extends the Greater Charlotte Region’s core competitive competency in Advanced Manufacturing, identified in the PGC report. Comprised of an aggregate mix of industry sector densities, workforce skill sets, and key knowledge-based assets, this core competency provides cross-cluster support to five of the region’s six primary target industry clusters: Aerospace/Defense, Automotive, Biomedical, Energy, and Logistics. The strategic planning activities under the IMCP project include identifying the steps and resources required to **increase scope and the scale of existing Advanced Manufacturing training, specialized internships, and enhanced apprenticeship programs and integrate with increased industry sectors participation, support, and partnership with the workforce and education systems to achieve greater credentialed and graduate success and insure aligned regional talent pool**. This project is ongoing with the final report to be delivered March 2015.

d. CONNECT Our Future. With a \$4.9 million FY 2011 HUD Sustainable Communities Grant and \$3 million in local in-kind matching resources, the 14-county bi-state Charlotte region initiated “CONNECT Our Future” in February 2012 to develop a Preferred Development Scenario, creating a growth framework to align strategies across the region to grow the economy, improve quality of life, and control the cost of government. The CONNECT grant supported the development of the “Prosperity for Greater Charlotte Report,” for the North Carolina 9-county Centralina Economic Development District (EDD) and the South Carolina 4-county CRCOG EDD. As described above, four of the PGC’s seven priority recommendations are build upon improving education and post-secondary attainment capacity and success.

e. Charlotte Partners for Post-Secondary Success (“CPPSS”). Led by the Foundation for the Carolinas and funded by the Bill and Melinda Gates Foundation and the Lumina Foundation, this effort strengthened and connected disparate postsecondary initiatives within the region’s core city and county, Charlotte and Mecklenburg. The effort’s planning phase resulted in three primary goals and five implementation strategies, one of which is directly aligned with the current Lumina effort: “Design and implement a multi-faceted community engagement and awareness plan to build community awareness, understanding for and interest in postsecondary success.” but implementation funding was impacted by the recession and a shift in priorities at the Gates Foundation. Many of the CPPSS partners have participated in CONNECT, the PGC report and JWEAS study, have contributed to the region’s progress in aligning its “talent pipeline” as envisioned in the CPPSS plan, and are now engaged in the current Lumina effort.

6. *Describe the postsecondary student support services that your collaboration offers directly to students to enable them to attain success (On-campus advisors, day care, transportation passes, Prior Learning Assessments, etc.)*

Our Community College partners offer a wide array of support services to students that enable them to succeed in their educational pathways. All of our partner post-secondary institutions offer services that help students set and clarify goals for college and educational planning, creating study habits, time management skills, and maintaining life-balance. Many programs include, but are not limited to, providing returning Veteran's assistance with obtaining financial assistance; First Year Experience Programs that help new students orientate themselves with college life, choosing programs of interest and determining career goals; Service- Learning programs that match student’s academic with a work experience to benefit the local community; Continuous Bridge Programs that provide a structured, supervised environment to assist first-generation and low-income, recent high school graduates transition from high school to college. All of our partner post-secondary institutions are dedicated to developing services to ensure student success academically and professionally. This dedication is apparent not only in the services offered at each institution, but also in the multiple partnerships and collaborations across local and sectoral boundaries that these leaders steer and participate in.

7. *What postsecondary outcomes do you expect to achieve as a result of your work? Please describe the metrics your organization prioritizes and collects. Potential outcomes could include:*

- **Academic indicators** (Annual high school dropout rate, % of seniors taking a college entrance or placement test; Prior Learning Assessment Credit Acquisition; on-time high school graduation rate, and/or % of high school graduate cohort earning college credit during high school):
- **College readiness indicators** (Annual high school dropout % rate, % of seniors taking a college entrance or placement test, % of high school graduation rate, and/or % of high school graduate cohort earning college credit during high school):
- **College enrollment indicators** (% of high school graduates completing the Free Application for Federal Student Aid (FAFSA) on time, college enrollment rate of a graduating high school cohort in fall after graduation (by 2-year and 4-year institution and full and part-time students) :
- **College persistence indicators** (% of entering college enrollment that requires remediation, % of entering college enrollment that persists from 1st to 2nd year, and/or transfer rate from 2- year to 4- year college):
- **College attainment indicators** (annual completion rate by 2-year and 4-year institution and full and part-time students, number of postsecondary awards/degrees completed in an academic year, % of population 25-34 with at least an associate's degree or credential, and/or % of 25-64 population with at least an associate's degree or credential):

In order to measure and track our defined outcomes, we intend to utilize all the metrics described above (Academic/College Readiness, College Enrollment, College Persistence, and College Attainment indicators). Our partnership has identified three primary outcomes:

1. Re-engineered communications, counseling, outreach and awareness systems and programs to meet modern cultural and demographic needs and achieve 60% postsecondary attainment of region population.
2. Collaboration and coordination of the region's many leading college training, internship, and apprenticeship programs with industry sector partners.
3. Achievement of targeted postsecondary attainment goals that will increase the efficiency of certification, job placement, and sector partnerships.

Interest and Development Catalog

Over the term of the partnership, Lumina Foundation will provide significant in-kind services and assistance. Lumina will also provide opportunities for learning and professional development to deepen the community and national impact of the work.

For planning purposes, please select up to five (5) of the following areas in which your community collaboration would appreciate Lumina's assistance to help advance your postsecondary attainment goal:

- Adult learner engagement
- Business engagement
- Data collection and analysis

- Prior learning assessment
- Other (please specify): Holistic system reform with a focus on communication platforms

Collaboration

1. *Briefly describe the coordinating organization's mission, history, goals, and type of activities. Please highlight the organization's experience working in higher education completion and multi-sector collaboration.*

Coordinating Organization mission, history, goals, and activities. Centralina Council of Governments (CCOG) was established in 1968 as the lead regional agency for the nine North Carolina counties around Charlotte, NC by formally adopted resolutions of the local governments in the region as authorized under the General Statutes of North Carolina. CCOG serves Anson, Cabarrus, Gaston, Lincoln, Iredell, Mecklenburg, Rowan, Stanly, and Union counties. The mission of CCOG is to help the region find innovative solutions to both existing and future challenges facing Greater Charlotte and to unifying the region's collective resources to help grow the economy and jobs, improve the quality of life and control the cost of government. Centralina Economic Development Commission (CEDC) is the Economic Development District designated by US Commerce EDA for the same nine counties and was established in 2004 as a 501(c)3 component of CCOG to promote growth of jobs and economy. Also housed within CCOG are the 7-county Centralina Workforce Development Board, the 9-county Centralina Area Agency on Aging, and Regional Planning staff.

Higher Education completion, Multi-sector collaboration. As the coordinating organization for CPACP, CCOG's strength is in its depth and breadth of experience in multi-sector collaboration across a wide range of public affairs issues, and its over 25 years' experience in workforce development and resulting network of relationships with higher education institutions and public school districts. CCOG relies on its educational institution partners for expertise specific to the field of education, while acting as the coordinating body for collaborative regional efforts. Examples of CCOG's facilitating leadership in regional efforts related to higher education completion and multi-sector collaboration include these described in more detail in the Overview:

- The Prosperity for Greater Charlotte Report (Overview 5.a)
- The Jobs, Workforce, and Education Alignment Strategy (Overview 5.a)
- Career Headlight (Overview 5.b)
- Investing in Manufacturing Communities Partnerships (Overview 5.c)
- CONNECT Our Future (Overview 5.d)

2. *Please identify key partners from all sectors of your community who are currently active members of the community collaboration. (Government, policy and advocacy; Education – K-12 and higher education; business, industry and economic development; community, faith-based and youth-serving nonprofit organizations).*

CPACP Active Partners / Steering Committee. CPACP is a broadly inclusive body open to all organizations committed to improving post-secondary attainment. The CPACP Steering Committee, a smaller group of core partners, will guide the CPACP Awareness Initiative. The

initial nucleus of the CPACP Steering Committee is the Centralina CEDS Advisory Council, which has served as the foundational group for the recent regional efforts linking postsecondary attainment and economic strategies. The CEDS Advisory Council's activities and achievements have involved all higher education institutions and K-12 districts as well as workforce boards and elected leaders of the nine county Centralina region. The CEDS Advisory Council has a diverse makeup of local government staff and elected officials, non-profit leaders, primary school leaders, post-secondary education leaders, chambers of commerce, and private sector representatives. Together with additional partners who are actively engaged in CPACP, it provides a continuum base for the CPACP Steering Committee (see Appendix B-1.) However, other organizations and community leaders have been and will be invited to participate in the CPACP as members of the larger collaborative body.

- 3. Please provide the organization name, key contact, title, and email address of private, corporate, and community foundations that have contributed financial resources to your community collaboration within the last three years.*

Please see the attached Appendix B-2 for a list of over 17 organizations that have contributed financially to the collaboration over the past three years.

- 4. If applicable, please list key partners that you intend to invite to the community collaboration within the next 12 months.*

Please see the attached Appendix B-3 for a list of organizations that invited to join the CPACP collaboration.

- 5. List the affiliated organizations represented on your steering committee.*

Please see the attached Appendix B-1 for a list of CPACP Steering Committee organizations.

- 6. Provide examples of success already achieved through this collaboration.*

Our two primary examples of successes are the Prosperity for Greater Charlotte Report (PGC) and the Charlotte Partnership for Post-Secondary Success (CPPSS.)

Prosperity for Greater Charlotte . The PGC is an award-winning report described in detail under item 5 of the Overview Section of this application. This project involved the same partners that worked together for over a year in 2012 to develop the report and recommendations and continued efforts the past two years to operationalize the findings. The data and findings from the PGC have subsequently been used in various projects, including in strategic plans of the Charlotte Regional Partnership, the Charlotte Chamber of Commerce, and the NC Dept. of Commerce. They have also been used in development of the Career Headlight on-line system, three Charlotte Global Competitiveness Summits, and CONNECT's Preferred Development Scenario and growth framework.

Charlotte Partnership for Post-Secondary Success. CPPSS strengthened and connected disparate postsecondary initiatives within the region's core city and county, Charlotte and Mecklenburg, as described in more detail in the Overview Section (item 5.e) of this application. This collaboration produced the recommendations that are the foundation for this and ongoing efforts to improve post-secondary attainment in our region.

7. *In association with this application, you will receive a personalized self-assessment, which was developed by Strive Together for Lumina Foundation's community effort. Please complete this assessment by Oct. 15, 2014. The assessment will be sent separately with completion directions by Strive Together.*

Evaluation and Data Capacity

In this section, please address how you will know if your collaboration is on track to meet its attainment goals by answering the following questions:

1. *At what level would you assess your attainment-focused community collaboration's staff capacity to collect and analyze data (novice, intermediate, expert)? Who is currently responsible for developing evaluation plans and for collecting and analyzing data?*

Our collaboration's capacity is "expert", in that CCOG's 40 years of experience with program evaluation and regional data collection and analysis is backed up by the capabilities and guidance of our academic and other partners.

2. *What is your community collaboration's plan or current effort to publish a public report card or progress report on your postsecondary attainment goals? If so, please attach the report to your application. Does your community collaboration have a data system in place to capture postsecondary attainment progress disaggregated by gender race and/or ethnicity? Describe any data tracking techniques or tools (e.g., project records, surveys, task checklists, attendance records, use of an advisory committee) that you currently use to track performance.*

While we do not currently have a dedicated data system in place to track progress on our postsecondary attainment goal as relates to high-demand occupations in targeted industry sectors, we would like to establish such a system. We are committed to tracking and publishing results and are contemplating the use of an on-line "Dashboard" to provide a public progress report.

3. *Are there existing or ongoing evaluations of the community collaborative? Describe indicators, sources used, and any other tools you use to monitor outcomes.*

Evaluations are completed as part of each initiative or project. While no evaluation plan has yet been established for CPACP's Awareness Initiative, we are committed to developing one in collaboration with our partners and incorporating evaluation approaches and data already in place at our partnering educational institutions.

Section III: Funding

Lumina Foundation will provide funding that is designed to be flexible and support efforts that improve college attainment strategies, outcome sustainability, community collaboration, program planning and impact. Funds are designed to help communities achieve concrete strategic objectives that contribute to increased postsecondary attainment. A range of \$115,000 - \$125,000, for which a local match is not required, is available for each selected site to allocate towards achievement of strategic postsecondary objectives between 2015-2016. An approximate funding schedule follows:

Planning Award:	\$10,000 (Jan. 2015)
2015 Allocation:	\$50,000 (April 2015)
2016 Allocation:	\$60,000 (Mar. 2016)

Funds will be released on a flexible schedule, determined in partnership between Lumina Foundation and the community collaboration. Community collaborations will be asked, during a defined planning period, to develop a short-term plan of action, which will:

- Describe concrete strategic objectives and/or projects that will contribute to postsecondary attainment.
- Describe how the community collaboration will know it has achieved the specified strategic objective and/or project implementation.
- Describe postsecondary indicator improvements (i.e., enrollment increases, retention improvements, completion increases, etc.) anticipated as a result of the work.

These action plans will be incorporated into an agreement (“charter”) between Lumina Foundation and the community collaboration. This “charter” will detail the terms of the partnership, including expected grant outcomes and deliverables, along with the learning and professional development opportunities Lumina will provide over the term of the agreement. In addition, the “charter” will provide the timeline for disbursing subsequent grant funds; outline the structure for how services and technical assistance will be made available to each community collaboration; and define Lumina’s expectations for each community collaboration to participate in initiative-level communications and data efforts conducted as part of the broader strategy.

During the planning phase, each community collaboration will be able to draw from a variety of resources, including but not limited to, assistance from a cadre of national higher education leaders and community partnership experts. A full menu of resource options available to community collaborations will be released after partnership agreements/“charters” are signed.

Section IV: Application Submission

A complete application, including all appendices, should be submitted electronically by **12 p.m. EST, Oct. 15, 2014** to communitypartnership@luminafoundation.org.

Please include the following appendices for the project’s fiscal agent:

- Copy of fiscal agent’s IRS determination letter (state charter documents)
- Organizational chart
- List of board of directors, with affiliations

- ☒ Current organizational budget for fiscal agent; budget for any applicable subsidiary organization
- ☒ Financial statements, preferably audited, for the two most recent fiscal years*
- ☒ Biographical sketches and credentials of key project staff
- ☒ List of project advisory board members and a description of the extent to which their backgrounds match the backgrounds of the target population, if applicable
- ☒ Letters of support from partnerships (e.g., matching funds), if applicable

**** If a deficit exists in either of the two previous fiscal years, include a letter signed by the Chief Executive Officer outlining the reason for the deficit and corrective action taken to overcome it.***

Appendices should be submitted electronically.

Key Dates

Application Issue Date	Aug. 21, 2014
Application Information Webinar	Sept. 3, 2014
Application Due (electronically)	Oct. 15 , 2014
Notification of Application Status	Dec. 15, 2014
Partnership Announcement	Jan. 15, 2015
Planning Grant awarded	Upon receipt of signed grant agreement
Charter Development Webinar	To be announced
Community Partnership Convening	Jan. 14-15, 2015 (Dallas, TX)
Charter Proposals Due (electronically)	Mar. 28, 2015
Charter Signature Due	May 15, 2015
Implementation Grant awarded	Upon receipt of signed & approved charter