College of the Canyons
Economic Impact

2008-09
From the Chancellor...

College of the Canyons is a major driver of economic development in the Santa Clarita Valley. We are an engine that helps build our local economy and allows our businesses and industries to be competitive and to thrive. In fulfilling this role, we join a national movement that is recognized at the highest levels. During a 2007 speech titled Education and Economic Competitiveness, Chairman of the Federal Reserve Board Ben S. Bernanke described his view, saying,

When I travel around the country, meeting with students, business people, and others interested in the economy, I am occasionally asked for investment advice. Usually (though not always) the question is posed in jest. No one really expects me to tell them which three stocks they should buy. However, I know the answer to the question and I will share it with you today: Education is the best investment.

In addition to being the best economic investment individuals and a community can make for their future, educational institutions contribute directly and immediately to the economies of their communities.

Our impact is dramatic. College of the Canyons infused $202 million in business volume into the local economy this year through salaries, purchasing of supplies and equipment, capital improvements and job creation. Our impact extends well beyond spending, as we provide leadership at the local, regional, and state levels through workforce training, support to small businesses, and access to education that enables local employees to improve their skills and move up the economic ladder.

We take our role in economic development very seriously because we understand that building a healthy local economy doesn’t happen by itself. It depends on institutions and agencies working hard to develop programs that aid in local economic stimuli. It is measured by growth in jobs, income, education, health and quality of life, including those things that attract and retain businesses and employees in a community.

From an annual operating budget of $1.7 million in 1970 to $203 million in 2008-09, College of the Canyons channels millions of dollars into the local economy every year. The college’s current year salaries and benefits have reached $67 million; it purchased $25 million in goods and services, and spent $102 million in capital improvement. But this is only the tip of the iceberg. Just as most of an iceberg’s mass is hidden below the water, much of what College of the Canyons does for the community in terms of job training, transfer education, workforce preparation, cultural and athletic activities, and never-ending opportunities for improvement and progress happens in a transparent way. We hope this report helps illuminate the roles we play in a wide variety of areas.

Since 2005, when our last Economic Impact Report was released, the college has made great strides in its efforts to support the ongoing economic evolution of our community.

- We opened a Small Business Development Center in 2006, and it has already helped 101 new businesses get off the ground and secured $3.8 million in new capital to support local entrepreneurs.
- We launched an enterprise known as the i3 Advanced Technology Incubator, which will host start-up technology companies, providing them with support services and helping them prepare to go out on their own.
- This past year, we secured a $1.3 million Department of Commerce grant to develop an Emerging Technologies Institute to train workers in the burgeoning fields of biotechnology, nanotechnology and autonomous technology. Other fields needing skilled employees include nursing and teaching. Again, the college has made it a point to meet those needs with programs such as our innovative nursing collaborative that brings together area colleges and
hospitals to increase the number of graduates in the field of nursing, and by offering a variety of teaching credentials in our University Center. We’ve also made a concerted effort to monitor the local job market, adding new programs to serve critical training needs in areas like land surveying, construction technology, automotive technology and landscape maintenance.

At College of the Canyons, we have created an educational corridor that serves students from pre-school through graduate school. Our Early Childhood Education Center welcomes children 12 months of age and older. We have two high schools on our campus, Academy of the Canyons, which serves 11th and 12th graders, and an Early College High School for students in grades 9 through 12. With the addition of our University Center, bachelor’s, master’s and doctoral degrees offered by leading four-year colleges and universities are available on our campus. These are in addition to our excellent programs, core to our mission, that provide associate degrees in arts and sciences, prepare students to transfer to universities and provide education in the basic skills that our residents need to succeed in life.

In the 39 years since College of the Canyons first opened, thousands of graduates have left the campus and gone to live, work, and launch their own businesses in the Santa Clarita Valley.

College of the Canyons is the sixth largest employer in the Santa Clarita Valley with 1,454 employees. Of the 511 full-time employees, many are former students. After completing their educational goals, they return as members of our support staff, full-time faculty, or administrative team. We count hundreds of local business owners among our alumni. They employ people, purchase goods, create partnerships and contribute to the local economic health. And that translates into a better quality of life for all involved.

I invite you to read this report and, when you’re done, join me in applauding the founders of this college district, the elected trustees who carefully govern it and the dedicated employees who work to meet our mission every day. The Santa Clarita Community College District is one of the best investments this community’s residents ever made with an economic impact on the community that will return dividends and opportunities we have only begun to imagine.

Sincerely,

Dr. Dianne G. Van Hook
Chancellor

[Signature]
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This publication was researched by the Chancellor’s Office and the Office of Institutional Development, Technology & Online Services, and it was prepared and designed by the Public Information Office.
Economic Benefits for the Community

Traditionally, people view educational institutions as providers of an invaluable service to their communities—the place where residents can gain the skills and knowledge they need to be productive, to succeed in life and to thrive. California community colleges, which collectively serve three times the number of students as the California State University and University of California campuses combined, contribute most directly to the increased productivity and improved quality of life of their communities’ populations.

But in addition to providing educational services, community colleges contribute directly to the economic health of their communities through workforce training, employment, business activity, construction and other financial activities. The impact of these contributions to communities is multiplied many times as money is directed to the colleges from outside sources, as it is spent locally, and as it flows through the local economy.

College of the Canyons has worked hard to position itself to meet local needs through our advocacy and leadership on statewide issues. We directly impact the budget for community colleges statewide when we work with legislators and state agencies on funding formulas to ensure that our college receives full funding for the additional students we serve. Many other colleges benefit from our leadership on state policy and advocacy, and our efforts also impact the entire community college system’s capital expenditures, as we work to ensure that our college receives the maximum resources available for buildings. Additionally, we provide leadership on economic and workforce training initiatives, on grants such as the recent one for closed captioning of online courses, and on numerous statewide organizations, such as the Chief Student Services Officers, Business and Workforce Performance Improvement, Health Services Association California Community Colleges, California Community Colleges Student Financial Aid Administrators Association, California Community College Public Relations Officers Organization, California Association of Community College Registrars and Admissions Officers, California Community Colleges Student Affairs Association, and the Community College Facility Coalition.

These efforts have ensured that College of the Canyons has the resources it needs to meet the community’s growing needs for education and training to serve constantly increasing numbers of students. During the past 10 years, College of the Canyons has consistently maintained one of the

“Career Technical Education is a critical element of our mission . . . the development of innovative work-related career technical education programs that include California’s community colleges meets the work force needs of our state’s economy.”

CHANCELLOR WOODRUFF
CALIFORNIA COMMUNITY COLLEGE SYSTEM OFFICE
highest growth factors in California. Since 1997-98, college enrollment has nearly tripled from 7,430 to 21,300 students. College of the Canyons has been reported consistently as one of the top ten fastest-growing community colleges in the nation among all colleges with student populations of 10,000 or more (Community College Week, 2008).

We have provided education to a huge number of people in our surrounding communities. Since our college’s inception in 1969, we have offered more than 63,000 class sections to more than 200,000 people seeking associate degrees, transfers to four-year universities with or without associate degrees, specific job-related training, general personal development or other educational goals.

Within our community, people believe in and support the economic development role of our mission. A recent survey confirmed that people in our community feel the college is accurately anticipating the community’s needs and consider it to be an economic driver. Ninety-three percent of community members who have worked with the college indicated that the college anticipates the community’s needs. In addition, 94 percent indicated that the college plays a pivotal role in the economic development of our area.

This report details how the Santa Clarita Community College District serves as a major economic force, a significant partner and a key contributor to the economic vitality of the Santa Clarita Valley. Specifically, the report identifies how the college impacts the community in the following ways:

- anticipates the needs of the community,
- develops instructional programs,
- increases access to educational opportunities through new venues such as the Canyon Country Campus and University Center,

"The City of Santa Clarita, having been named the best economic development program in the state of California two years in a row by California Association of Local Economic Developers (CALED), values College of the Canyons in promoting and sustaining the economic vitality of our community through its innovative workforce development and business assistance programs."

KEN PULSKAMP
CITY MANAGER, CITY OF SANTA CLARITA

Mission
College of the Canyons provides relevant academic education at the lower division level, workforce training for businesses and lifelong learning programs for all who seek those opportunities. College of the Canyons will help students with diverse interests and needs meet their educational goals and develop learning strategies required of productive citizens in an ever-changing world.

Vision
College of the Canyons is dedicated to being a leading two-year college, recognized locally, regionally, statewide and nationally for technical advancement, institutional effectiveness, student support, model academic and professional programs, excellence in teaching and learning, fostering a broad range of community partnerships, maximizing student access and for the sense of community that we provide to our students and staff.

Philosophy
We believe in:

- Teaching and Learning
  We honor and reward high performance in teaching and learning.

- Respect for All People
  We foster a climate characterized by civility, collegiality and acceptance. We expect honesty, integrity, social responsibility and ethical behavior.

- Partnership with the Community
  We create relationships providing the foundation of success for chosen current and future partnerships with local schools, colleges and universities, businesses, government and social agencies.

These partnerships advance the educational, artistic, civic, cultural and economic aspirations of our surrounding community.

- Excellence
  We set the highest standards for ourselves and support the professional development of faculty, staff and administrators.

- Creativity and Innovation
  We are an innovative and creative community. We encourage members of the college community to be entrepreneurial, forward thinking, creative, persistent, spontaneous and welcome changes that will enhance the college’s ability to fulfill its mission.
• enhances the earning capacity of individuals served,
• serves the needs of businesses through customized training,
• brings resources from grant revenue, the COC Foundation, and apportionment directly from the state,
• provides venues for filming opportunities to the entertainment industry,
• expands access to cultural programs through the Performing Arts Center, and
• impacts employment and business volume through direct employment and spending in the local community, including through capital expenditures.

The results detailed in this report clearly illustrate that the district’s economic impact is substantially greater than the local tax revenues that contribute to the district’s support.

CONTRIBUTIONS TO ECONOMIC GROWTH

One of the unique characteristics of community colleges is their ability to be responsive and flexible to a community’s needs. College of the Canyons has and continues to do just that by:

• developing and offering new instructional programs,
• developing and revising articulation agreements with four-year institutions to ensure transferability of coursework for students planning to transfer,
• developing and securing grants for new programs and services, and
• serving the needs of business and industry through contract education.

The following paragraphs highlight each of these activities, which contribute to the economic growth of the Santa Clarita Valley.

INSTRUCTIONAL PROGRAMS

The college offers more than 100 associate degree and certificate programs. Specifically, there are 45 certificate and 67 associate degree programs approved by the California Community College Chancellor’s Office as shown in Table 1. In addition, the college is continually assessing and responding to the needs of businesses in the community by developing new programs. In response to labor market analyses and surveys of businesses, 25 new certificate and associate degree programs have been added in the past three years, including American Sign Language Interpreting, Automotive Technology, Building Inspection, Construction Management Technology, Culinary Arts, Graphic Design, Landscape Maintenance, Landscape Management, Land Surveying, Liberal Arts & Sciences-Humanities, Liberal Arts & Sciences-Mathematics and Science, Liberal Arts & Sciences-Social Science, Paralegal Studies, Psychology, Recreation Management, Retail Management, Theatre-General, Theatre-Performance, and Video Game Animation (Table 1). Utilizing 15 advisory committees with 333 members, the college ensures that the curriculum is relevant to the needs of local businesses.

Furthermore, complementary programs, including the Career Center, Cooperative Work Experience, and Service Learning help to build a strong...
connection between the curriculum and local employment opportunities for thousands of students. Programs, from Early Childhood Education to Nursing have prepared students for nearly every major employer in Santa Clarita.

**GREATER EARNINGS**

Education and training are vital to a healthy workforce. The college has increased the number of degrees and certificates offered from 54 in 1988-89 to 112 as of July 2008, an increase of more than 107 percent. Community colleges provide unlimited opportunities for those who

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### EXISTING PROGRAMS
(Prior to 2005-06)
- Animation Production+
- Accounting (transfer)+
- Accounting Technician+
- Administration of Justice+
- Administrative Assistant+
- Architectural Drafting+
- Art+
- Athletic Training+
- Audio/Radio Production+
- Biological and Physical Sciences+
- Biotechnology+
- Career Ladder Licensed Vocational Nurse to Registered Nurse+
- Children with Special Needs:
  - Special Education+
- Commercial Photography+
- Computer Animation+
- Computer Applications+
- Computer Networking+
- Computer Science (transfer)+
- Early Childhood Education+
- Engineering (Transfer)+
- English+
- Film/Video Production+
- Fine Art Photography+
- Fire Technology: In-Service+
- Fire Technology: Pre-Service+
- French+
- General Arts & Sciences+
- History+
- Hotel & Restaurant Management+
- Human Resources Management+
- Industrial Technologies+
- Infant/Toddler+
- Interior Design+
- Interior Decorating and Merchandising+
- Journalism+
- Library/Media Technology+
- Manufacturing Technology+
- Marketing+
- Mathematics+
- Medical Assisting+
- Multimedia+
- Music: Composition+
- Music: Performance/Concert+
- Music: Performance/Guitar+
- Music: Performance/Jazz+
- Music: Performance/Voice+
- Photojournalism+
- Physical Education+
- Preschool Age Children+
- Real Estate+
- Registered Nurse+
- Restaurant Management+
- School-Aged Child+
- Small Business Management+
- Social Science+
- Spanish+
- Supervision and Administration of Children’s Programs+
- Television Production+
- Water Systems Technology+
- Welding Technology+

### PROGRAMS ADDED
(Since 2005-06)
- American Sign Language Interpreting+
- Automotive Technology+
- Building Inspection+
- Construction Management Technology+
- Culinary Arts+
- Graphic Design+
- Landscape Maintenance+
- Landscape Management+
- Land Surveying+
- Liberal Arts and Sciences:
  - Humanities+
- Liberal Arts and Sciences:
  - Mathematics and Science+
- Liberal Arts and Sciences:
  - Social Science+
- Paralegal Studies+
- Psychology+
- Recreation Management+
- Retail Management+
- Theatre-General Option+
- Theatre-Performance Option+
- Video Game Animation+

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### 2. Lifetime Earnings

<table>
<thead>
<tr>
<th>Education Level</th>
<th>Average Lifetime Earnings</th>
</tr>
</thead>
<tbody>
<tr>
<td>High school diploma</td>
<td>$1,200,000</td>
</tr>
<tr>
<td>Associate degree</td>
<td>$1,600,000</td>
</tr>
<tr>
<td>Bachelor degree</td>
<td>$2,400,000</td>
</tr>
</tbody>
</table>

Source: U.S. Census Bureau
pass through their doors. But for those who
would normally stop their education at the high
school level, enrollment and access at a commu-
nity college paves the way to substantially higher
earnings. The Federal government reports that
people with an associate degree earn $9,100 more
per year compared to people with only a high
school diploma.

Over a lifetime, the U.S. Census Bureau reports
that associate degree recipients will earn 33 per-
cent more than individuals with only a high
school diploma ($1.6 million versus $1.2 mil-
lion, respectively). Furthermore, students who go
on to earn bachelor's degrees will earn 75 percent
more than individuals with only high school
diplomas ($2.1 million versus $1.2 million, re-
spectively).

With more than 60 percent of local high school
graduates attending College of the Canyons fol-
lowing high school, more than 3,300 transfers to
the University of California and California State
University systems in five years, and more than
18,000 graduates since 1969, it is evident that the
college plays a significant role in the earning po-
tential of local high school graduates and the
transfer-preparedness of its students.

The number of local students who are able to
transfer to four-year universities is enhanced by
the Dr. Dianne G. Van Hook University Center.
The University Center at College of the Canyons
currently offers 27 bachelor's, master's, doctoral,
credential and certificate programs on the Valen-
cia Campus. Currently, 1,276 students are able to
pursue their education in the University Center
and 724 students have already graduated from the
University Center since it opened in 2002.

The fact is College of the Canyons and its Univer-
sity Center increase the availability and accessibil-
ity of college education, and that creates both
tangible and intangible benefits to the commu-
nity and the region. As the valley's only commu-
nity college, College of the Canyons enables
residents to obtain a high-quality college educa-
tion at an affordable cost. These additional years
of education help to prepare the workforce, re-
train existing workers, and enable dislocated
workers to learn new skills and stay employed.
This enhances the productivity of the workforce,
results in higher earnings and serves as an attrac-
tion for residents and businesses choosing to relo-
cate to the Santa Clarita Valley. People who
pursue education and training through College of
the Canyons and reside in this valley use their
enhanced income to purchase homes, automo-
biles, goods and services, and entertainment and
leisure options.

“The Valley Industrial Asso-
ciation and College of the
Canyons have worked to-
gether to advance the eco-
nomic vitality of the
community through innova-
tive new programs in edu-
cation, workforce training,
and business assistance.
Our latest partnership will
help VIA expand its VIA
Star program while encour-
aging entrepreneurship in
youth through the college's
Young Entrepreneur’s Pro-
gram (YEP). Working to-
gether, VIA and the college
are creating the qualified
workforce our local busi-
nesses need to grow.”

KATHY NORRIS
PRESIDENT/CHIEF EXECUTIVE OFFICER,
THE VALLEY INDUSTRIAL ASSOCIATION

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KATHY NORRIS
PRESIDENT/CHIEF EXECUTIVE OFFICER,
THE VALLEY INDUSTRIAL ASSOCIATION
CUSTOMIZED EDUCATION, SMALL BUSINESS DEVELOPMENT CENTER AND ADVANCED TECHNOLOGY INCUBATOR

College of the Canyons provides a variety of services through the Economic Development Division, including customized training, a Small Business Development Center (SBDC), and Advanced Technology Incubator. Customized training is provided to local businesses and industries through the college’s Employee Training Institute (ETI) and Center for Applied Competitive Technologies (CACT). ETI and CACT provide customized, not-for-credit training for local businesses and industries. ETI and CACT strive to be effective partners in business and industry through the provision of high-quality education and training services that promote organizational achievement. CACT also provides technology transfer to regional businesses so that they can adapt the latest manufacturing and engineering technologies to improve their global competitiveness. These campus services provide access to expertise in workforce development and customized hands-on training utilizing industry-savvy trainers. The Center for Applied Competitive Technologies received the State Chancellor’s Award for Exemplary Innovation for placing over 100 students with area employers through our CNC Bootcamp training program, one of numerous statewide awards the program has received.

The SBDC was launched in January 2006 and helps prospective and existing small business owners start, retain or grow their businesses. Specific services provided by the SBDC include workshops, one-on-one consulting, and access to many other resources for the business community. Since its opening, the SBDC has helped 101 business start ups, created 78 new jobs and has helped secure more than $2.9 million in loans for start up costs and expansion of their businesses. It has also provided 208 training events attended by 3,105 participants in a 30-month time period.

In addition to customized training and the SBDC, the college established the i3 Advanced Technology Incubator. The i3 Advanced Technology Incubator at College of the Canyons provides technology-based entrepreneurs with the resources necessary to launch and grow a successful business. It serves as a tool for investors to find and propel high-growth ventures. Resources within the college’s incubator that will establish capital efficiency for both the entrepreneur and investor include: state-of-the-art facilities, shared

“The SCV Chamber is proud of its partnerships with College of the Canyons to support economic growth in our community. For example, locating the College of the Canyons Small Business Development Center at the SCV Chamber office makes great business sense, bringing the college’s business assistance services directly to our members and other entrepreneurs in our valley.”

LARRY MANKIN
PRESIDENT/CHIEF EXECUTIVE OFFICER, SCV CHAMBER OF COMMERCE
"The Los Angeles County Economic Development Corporation recognizes that the LA County economy demands a highly skilled, entrepreneurial workforce if it is going to grow and thrive in the years to come. College of the Canyons Advanced Technology Incubator project, its federal and state funded Nanotechnology Program, and its leadership in statewide community college economic development initiatives are great examples of the key role community colleges can play in stimulating regional economies."

CARRIE ROGERS
VICE PRESIDENT, BUSINESS DEVELOPMENT,
THE LOS ANGELES COUNTY ECONOMIC DEVELOPMENT CORPORATION

To augment the resources available for program development, the college pursues grant revenue from the state, federal government and private foundations. The college’s efforts in grants development have resulted in awards of more than $6.5 million for 2007-08, an increase of 842 percent over 1997-98. These grants provide seed money to establish new instructional programs and develop student support services. Current grants development efforts also include pursuing funding for the arts and new collaboratives for emerging technology, the University Center, and medical lab technicians, ensuring that the College can continue to develop innovative programs that respond to local needs.
As a result of a new grant from the California Community College Chancellor's Office, the Santa Clarita Community College District is responsible for assisting in the planning, delivery and evaluation of the annual Economic Workforce Development (EWD) conference, which brings together economic development professionals from throughout community colleges, government and the private sector. The college also will be responsible for the coordination of future sessions of the Economic and Workforce Development Program Advisory Committee (EDPAC) – the policy-making wing of the Chancellor’s Office / EWD program.

Not only does the college develop new instructional programs and provide customized training for local businesses and industries, it also contributes to the growth of the local economy through its new performing arts center and filming activities on campus.

5. Funded Grants for 2006-08

- Child Development
- Tech Prep
- Nursing
- Medical Lab Technician
- University Center
- SBDC
- CACT
- Math Engineering and Science Achievement (MESA)
- Academy of the Canyons
- Teacher and Reading Development Partnerships
- Welding
- Manufacturing Technology
- Biotechnology/Nanotechnology
- CREATE
- Public Safety Academy
- Institute for Teaching and Learning
- Intergenerational Service Learning
- Community College CalWorks Program
- TEACH
- Heritage Committee
- Title III

- Life Skills Financial Literacy
- Gerontology
- Business; Closed Captioning
- TANF-CDC Project
- Oberlin Dance
- Advanced Technology Incubator
- Early College High School
- Dream It Do It
- CISCO
- Auto Technician
- Teacher Preparation Pipeline
- 7th and 8th Grade Career Exploration
- Faculty/Counselor Work Experience
- Responsive Training Fund Henry Mayo
- Health Care Informatics
- CNC
- Multimedia
- WIRED
- Weyerhauser Foundation grant for the Canyon Country Campus beautification project
PERFORMING ARTS CENTER

Since opening in fall 2004, the Santa Clarita Performing Arts Center (PAC) at College of the Canyons has hosted a variety of instructional, community and professional entertainment and informational programs. Santa Clarita Valley residents now have local access to a variety of performing arts productions, which means many entertainment dollars are spent within the community rather than in outside locations that have arts venues.

The PAC is a 47,000-square-foot facility anchored by a 7,500-square-foot proscenium stage with 886 to 926 seats, an experimental “black box” theater with flexible seating, depending on performance configurations. The PAC has grown its professional commercial presentations from 11 acts to 20 with programming that will broaden the horizons and introduce interesting new elements to patron groups and make great strides towards providing exposure to cultural diversity. Programming is categorized by 6 new series: President’s Choice (including headliners such as The Righteous Brothers’ Bill Medley, Art Garfunkel and Los Lobos), In Motion (our professional world-class dance offerings), Go Country 105 Roots and Folk (including American Idol Country Stars and Grammy-award winning Riders in the Sky), Almost Free Family (professional and affordable family entertainment), Great Performances (including Broadway, Comedy and Illusion) and Cabaret on Stage (where the audience sits at tables on stage with artists such as Susan Egan, the original “Belle” from Broadway’s Beauty and the Beast).

The college continues to explore partnership opportunities with the City of Santa Clarita to create a shared brand, marketing Santa Clarita, the PAC and College of the Canyons as a “destination,” thereby increasing participation in the Arts and preserving culture. The link between tourism and culture is a strong economic engine for Santa Clarita.

FILMING

Since 2005, there have been 149 days when filming has taken place on the campus. These include feature films, commercials, television shows, cable shows, still photos and other productions. Filming has generated nearly $476,772 in revenue for the college since 2005. When a shoot occurs, the filming activity itself generates expenditures and revenue in the community, as the needs of the production and crew are met by purchases of goods and services.

Productions filmed at the college since 2005 range from multiple episodes of popular television shows such as NCIS, House, The Unit, Cold Case, and Ugly Betty to feature films and commercials.
REVENUE AND EXPENDITURES
Since 1998-99, the college’s total operating budget (excluding transfers and contingencies) has increased from $33.9 million to $198 million, an increase of 484 percent. It is composed of wages and benefits, other operating expenses, capital outlay and financial aid for students.

WAGES & BENEFITS
From 1998-99 to 2007-08, the college’s budget for wages and benefits increased 229 percent, from $20.4 million to $67.4 million. To keep pace with the growing demand for courses, the college hired many new faculty and staff. From the fall of 1998 to fall 2008, the college increased the number of faculty members by 102, an increase of 124 percent. The number of classified staff members increased from 91 to 185 – 103 percent more for the same period. The number of classified administrators increased from 18 to 45, and educational administrators increased from 10 to 27. The majority of faculty and staff, 61 percent, resides in the Santa Clarita Valley. The college employees who reside in this valley purchase
homes, cars, food, goods and entertainment. And they pay taxes, adding significantly to the college's role in making the local economy a vibrant and healthy one.

**OTHER OPERATING EXPENSES**

In addition to the “payroll,” in 2007-08 the Santa Clarita Community College District expended $25 million for the purchase of goods and services. While goods and services were purchased from vendors in and out of the valley, 22.75 percent were from businesses located in the Santa Clarita Valley.

**CAPITAL EXPENDITURES**

Construction has been ongoing consistently since 1997 at College of the Canyons and will continue for several years as the college builds out the Valencia Campus, begins building permanent buildings at the Canyon Country Campus, and evaluates the needs for additional sites in the Santa Clarita Valley. The value of construction projects has surpassed $269 million since 1997. These capital projects are critical in building the

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**8. Number of Employees**

![Bar chart showing the number of employees from 1998 to 2007 for different categories: Classified Staff, Confidential, Classified Administrators, Full-Time Faculty, and Educational Administrators.](source: College of the Canyons Human Resources Office.)

**9. Other Operating Expenses**

![Bar chart showing other operating expenses from 1998/99 to 2007/08.](source: Adopted budget for 2007-08)
spaces needed to provide access to higher education and training needed by businesses.

In addition, much of the revenues for capital construction come into the district from state and other sources outside this community, and much of the expenditures stay in the community.

Since 1997, numerous capital-outlay projects have been completed. Such projects include the Interim University Center, Media/Fine Arts Building, Library, Allied Health HMNMH, Performing Arts Center, Warehouse Expansion, Music/Dance Building, Hasley Hall, Aliso Hall and Lab Building, PE Expansion, Canyon Country Campus, and Central Plant. In addition, the college is currently expending capital funds for the construction of the 110,000-square-foot Dr. Dianne G. Van Hook University Center and a 52,000-square-foot library expansion. To complete the campus, the college will also begin construction this year on an expansion to the Media/Fine Arts building and

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**10. Capital Outlay**

<table>
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<tr>
<th>Year</th>
<th>1998/99</th>
<th>1999/00</th>
<th>2000/01</th>
<th>2001/02</th>
<th>2002/03</th>
<th>2003/04</th>
<th>2004/05</th>
<th>2005/06</th>
<th>2006/07</th>
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*Adopted budget for 2007-08
will begin designing a student services/administration building for which we will be eligible to receive state funding support in 2009.

**THE MULTIPLIER EFFECT**

The economic impact of the college's financial transactions is like a snowball that gets bigger and bigger, picking up more and more snow as it rolls along. College of the Canyons receives revenue and spends it in the community, and the impact of the spent funds is multiplied as it flows throughout the community. This multiplier effect fuels job creation and economic growth. The college employs people and purchases goods and services. In turn, the people earning wages from the college spend money on a variety of living and entertainment expenses, such as cars, food, clothes, rent, etc. Similarly, companies receiving payment from the college pay employees who spend money on living and entertaining expenses.

Capital-outlay projects include (from the top to bottom) Construction of the Dr. Dianne Van Hook University Center, the High-Tech Classroom Building and the Canyon Country Campus.
The effect of each dollar of the college’s expenditures is multiplied, increasing the total impact on the Santa Clarita Valley’s economy, creating more jobs and income.

**ECONOMIC IMPACT ON BUSINESS VOLUME**

College of the Canyons’ revenue reached $109.6 million in 2007-08 – up from $50.5 million in 1999-00 – a 117 percent increase in just eight years. As a result of the college’s spending and the

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College of the Canyons’ revenue reached $109.6 million in 2007-08 – up from $50.5 million in 1999-00 – a 117 percent increase in just eight years.
multiplier effect throughout the community, the college increased its economic impact on business volume from $45.6 million in 1999-00 to $202 million in 2007-08.

**ECONOMIC IMPACT: DIRECT EMPLOYMENT / FULL-TIME EQUIVALENT (FTE)**

The college’s workforce has increased substantially. Since 1998, the college has hired 102 full-time faculty, an increase of 124 percent. In 2007-08, the college directly employed 1,454 people. As a result of this employment and the college’s expenditures in the community, the college generated 14,012 full-time equivalent jobs in 2007-08 – a 377 percent increase from 2,937 jobs eight years ago.

**CONCLUSION AND FORECAST**

The information in this report shows that College of the Canyons contributes significantly to the economy, the increased productivity and the improved quality of life of the Santa Clarita Valley’s residents.

In addition to the educational and workforce
training services the college provides, it contributes directly to the economic development and health of our community through employment, business activity and capital construction, as well as by aggressively bringing in additional revenue and resources from grants, partnerships, in-kind donations, and federal and state initiatives.

As the college pays its employees, contractors and vendors for services and goods, funds flow into the community and are multiplied many times as those who receive funds spend them again and again in their own purchases of goods and services. Local businesses and industries thrive from the education and training the college provides, as well as the economic impact of its operations.

"Community colleges, for many reasons, are moving to the forefront of workforce and economic development... Today's community colleges offer far more than the traditional vocational and general education programs of the recent past, yet many still need to adopt a more market-driven approach to workforce and economic development programming," Richard Drury wrote in “Challenging Management Development.”

The Academy for Educational Development’s 2004 report on community college market responsiveness identified leadership and governance as the key factors at colleges that positively impact their community’s economy. It specified these practices:

• The president and the board are the key figures in setting a college’s direction;
• The leaders must be visionary and communicate their vision broadly, on and off campus;

• The leaders must refer to and take seriously their college’s mission and strategic plan;
• The leaders should inform themselves about economic and workforce trends and bring that knowledge back to campus;
• The leaders must be visible off campus as partners in economic development, building relationships with powerful people and in the process often acquiring the resources needed to start new, large-scale programs;
• And the leaders must be entrepreneurial, proactive, anticipatory and innovative.

The leaders at College of the Canyons have moved the college quickly to the forefront of serving and contributing to the Santa Clarita Valley. They understand the lessons of economic development and the role the college can and does perform in positively impacting the local economy. College of the Canyons not only provides excellence in its educational and training services, it is proactive and flexible in addressing the community’s needs and proposing solutions to the community’s challenges.

FORECAST

Higher education continues to evolve. To remain effective and to continuously improve, community colleges must enhance their flexibility and responsiveness to education and training needs. They must envision and act on their plans and be ready to seize and respond to opportunities when they present themselves. They must redefine who they are in light of the bigger picture to ascertain where they can make the greatest impact.

The population is changing. According to the Bureau of Labor Statistics (BLS), members of the labor force aged 55 and over will increase from 16.8 percent of the total labor force in 2006 to 22.7 percent by 2016. Many of the people over 55 who are eligible to retire will not do so because their Social Security payments are too low to cover their basic living expenses and they don’t have sufficient other retirement savings; they don’t have adequate pensions; they don’t have retiree healthcare benefits; or a combination of these reasons. With regard to healthcare, 47 million people in the United States currently do not...
have any coverage.

In addition to these economic factors facing an increasing number of people aged 55 and older, data from the California Community Colleges and public universities indicate that while community colleges were once considered institutions that help prepare students to transfer to universities, the fact is that many more students of all ages are now looking to community colleges for additional training that can help them be more competitive after they complete their bachelor’s degrees. For example, in Fall 2006, 143,012 students with bachelor’s degrees went back to community colleges in California, compared to 48,629 community college students who transferred to universities. As a result, community colleges are fast becoming the new “graduate schools” of California’s higher education system.

This broader training role for community colleges will be critical in building a strong workforce and a healthy economy for the future. The majority of jobs that will be available in tomorrow’s workforce currently do not exist. The BLS reports that the fastest growing employment sectors include education and health care, expected to add 5.5 million jobs between now and 2016. Emerging fields in biotechnology and nanotechnology will undoubtedly continue to grow, preparing workers for industries that include healthcare, energy and agriculture. However, many other occupations are also likely to emerge, such as medical tourism and lab technicians in new fields.

In addition to the impact of emerging industries, changing demographics and population bases will require the college to adapt and create new methods of delivering instruction, provide new locations, and develop new formats to meet students’ diverse needs. Delivering instruction face-to-face at one of the two campuses or off-site locations, online, and through a combination of face-to-face and online is a reality now. Future instruction will need to explore the use of other methods, including iTunes and virtual reality. A variety of other formats, such as short-term, accelerated five-week classes will also need to be expanded. Additionally, new centers in other parts of the Santa Clarita Valley will need to be considered to respond to the educational needs of new communities. Continuing to evaluate new occupations, responding to emerging needs, and delivering relevant curricula using new instructional methods and formats will ensure that an ever-changing student population is prepared for the jobs of tomorrow.

At College of the Canyons, we understand our responsibility to support economic development efforts in Santa Clarita, and we will continue to enthusiastically provide leadership in this arena. We appreciate the support we have received from the community and the incredible partnerships that have enabled us to achieve the numerous successes described in this report. Indeed, the comprehensive list of partners and donors clearly demonstrates the significant breadth of support the college has had the fortune of earning over the past two decades.

Looking forward, we are excited to build on our partnerships, to continue to identify needs of the community, to increase our impact on our local economy, and together with our partners, to work on solutions which can ensure that people in our
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1st PMF Bancorp
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3M Drug Delivery Systems
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Miros Perez
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Santa Clarita Symphony
Santa Clarita Regional Theatre/
Santa Clarita Master Chorale
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Scott A. Little
Scott Brian Young
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Scott R. Ferguson
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SCSC L.P.
SCU Valencia Soccer Club
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Sensor Group
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Sign-A-Rama
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Sikand Foundation
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Sonia Soto
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Sue Mancini
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Sung Sun
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Sunset Foundation
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Susan Hubbell
Susan Larkins
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Susan Ostrom
Susan Prout
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T-Squared
T. Nua
T. Wogatzke
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TDG
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Tamra Oliner-Levine
Tap Solutions
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Taylor R. Peterson
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Team Marshall
Team Women
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TechniGraphics, Inc.
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Terry Bahr
Terry Irwin
Terry Lankford
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The Business Generator Inc
The Camden Society
The China Business Corp.
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The Found Penny Foundation
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The Habit
The Irvine Company
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The Nail Forum
The Navajo Nation
The Pet’s Choice
The Ralph M. Parsons Foundation
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The Santa Clarita Valley Education Foundation: Teacher Tribute
Steering Committee
The Santa Clarita Valley Theatre Project
The SCV Theatre Project
The Signal
The Smoke Zone
The Treasure Basket
The Walt Disney Company
The Weekend Entrepreneur
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Tim Jackman
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