



INSTITUTE FOR LIFELONG LEARNING

The Institute for Lifelong Learning offers students and community members of all ages the opportunity to engage in a positive learning experience focused on the exchange of information, the obtainment of academic skill sets, and the personal growth and enjoyment of the individual.

Learn long and prosper.....



Lifelong Learners

LEAP Solution Team

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The Institute for Lifelong Learning at College of the Canyons: Company Summary

The College of the Canyons Community & Continuing Education programs provides a wide breadth of valuable educational services to residents of the Santa Clarita Community College District.

However, with the potential for the state's community colleges to begin receiving additional funding for adult education, now is the optimal time to begin reviewing the college's current Community & Continuing Education program structure and delivery methods.

To that end, the Lifelong Learners LEAP Solution Team proposes a combining of the college's Community & Continuing Education programs into the Institute for Lifelong Learning at College of the Canyons.

In addition to the adoption of a reconfigured organizational structure, the Lifelong Learners LEAP Solution Team also recommends undergoing a comprehensive effort to expand and enhance the college's current catalogue of Community & Continuing Education course and program options.

The Lifelong Learners LEAP Solution Team believes these two moves would provide increased access to additional educational opportunities for students and community members of all ages, while also increasing the general level of awareness and overall popularity of the college's Community & Continuing Education courses and programs.

Such an effort will also better prepare the college to develop new and innovative ways to respond to the stated needs/desires of the community, and will allow the Institute for Lifelong Learning at College of the Canyons to grow and develop into a statewide model for other community colleges to look to and replicate.

Simply put, this LEAP Solution Team proposal has the potential to boldly take College of the Canyons where no other community college has gone before, by creating a future of 'Learning Without Limits.'

LEAP Project Team Members

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Overview of Community & Continuing Education at College of the Canyons

Introduction — The College of the Canyons Community & Continuing Education programs provide a wide breadth of valuable educational services to residents of the Santa Clarita Community College District. Students range in both age and skill level, and include working professionals, business minded entrepreneurs, parents, traditional junior high, high school and college students, older adults and other community members seeking educational, vocational, and personal enrichment.

Community Education — College of the Canyons Community Education courses are designed to meet the needs and interests of the community.

Students will find courses in subjects including career and professional development, art, dance, cooking and computer skills and travel, along with a range of courses designed for both children and older adults.

Community Education courses do not earn college credit, are not for profit, and are not supported by the state. Administrative costs for the course are paid for with student registration fees.

Courses offered by the Community Education program are designed to provide students with a positive learning experience focused on the exchange of information and personal enjoyment.

Continuing Education — The College of the Canyons Continuing Education department provides FREE, high quality educational courses for all those with a desire to succeed.

Students will find a variety of non-credit courses designed to help them improve their current English language skills, prepare to take the GED exam, update/improve their study habits, prepare for the U.S. Citizenship exam, and/or otherwise build the skills needed to pursue their educational goals.

In addition, the Continuing Education program offers a limited number of English as a Second Language (ESL) Non Credit courses. These courses are not transferable and do not lead to a degree. They are designed to help students take pre college level ESL so they will be able to transition to credit classes if they choose, enabling them to continue towards certificates, degrees and transfer to 4 year Institutions.

Continuing Education courses (sometimes referred to as adult education) are primarily dedicated to helping students and community members transition into a college education and eventually meet their educational/career goals, whether at College of the Canyons or another institution.

Legislative Forecast — There are currently a number of statewide legislative proposals on the table, which would greatly affect the way that California’s community colleges may be able to offer such courses moving forward.

The first piece of potential legislation involves a proposal in the Governor’s 2013-14 state budget to shift all funding and administrative responsibility for providing adult education programs to the 112-member California Community College System. If approved by the legislature, the change would result in more than \$300 million in additional funding for community colleges to expand their adult education (community and continuing education) programs.

A second piece of potential legislation, AB 955, would allow community colleges the ability to offer students additional class sections during the winter and summer successions, at a slightly higher per-unit registration cost. Such courses would only be offered through the college’s continuing & community education departments, with the increased registration fees allowing community colleges to cover the full administrative cost of the course, with no financial impact on the state.

With the potential for the state’s community colleges to begin receiving additional funding for adult education, now is the optimal time to begin reviewing the college’s current Community & Continuing Education program structure and delivery methods.

The Institute for Lifelong Learning at College of the Canyons: Company Summary

California's community colleges have a stated mission to respond to the educational and workforce needs of their communities, by serving any individual capable of benefitting from the pursuit of education. College of the Canyons encourages students and community members of all ages to explore a future of 'learning without limits' by visiting the Institute for Lifelong Learning at COC.

Mission

The Institute for Lifelong Learning offers students and community members of all ages the opportunity to engage in a positive learning experience focused on the exchange of information, the obtainment of academic skill sets, and the personal growth and enjoyment of the individual. The Institute's faculty and staff are dedicated to providing increased access to courses, programs and other learning opportunities that respond to the collective needs and desires of the community, while assisting individuals in achieving all their educational goals.

Vision

The Institute for Lifelong Learning is committed to better serving the needs and desires of students and community members through the implementation of a department wide reorganization effort designed to expand and enhance the Institute's current course lineup and allow for the continued development of new and innovative ways to deliver both credit and non-credit curriculum to students of all ages, while also serving as a statewide "best practice" model for other community colleges to look to and replicate.

The Institute for Lifelong Learning at College of the Canyons: Company Summary

Objectives:

- Revamp the COC Community & Continuing Education Department's current organizational structure to better serve the community
- Expand/enhance the types of both credit and non-credit courses that are offered through Community & Continuing Education
- Provide increased access and additional opportunities for students and community members of all ages, through new and innovative forms of educational delivery
- Continue to plan and prepare for legislative changes which may affect the way community colleges can deliver education
- Create an Institute for Lifelong Learning at College of the Canyons

Goals:

- Conduct institutional survey of students and community members within the Santa Clarita Community College District to gauge the community's educational needs/desires
- Establish new ways to appropriately respond to the stated needs/desires of the community
- Increase general awareness and popularity of the Community & Continuing Education Program's course offerings among students/community members of all ages
- Create an ongoing source of revenue which will support/sustain operations for the Institute for Lifelong Learning
- Establish the Institute for Lifelong Learning at College of the Canyons as a statewide model for other community colleges to look to — and replicate

S.W.O.T. (Strengths, Weaknesses, Opportunities, Threats) Analysis

Internal	
Strengths	Weaknesses
<ol style="list-style-type: none"> 1. Access <ul style="list-style-type: none"> • Online and onsite registration • Online courses through Ed2Go • On-site courses at Valencia campus and locations throughout the community • Courses are always available, with start dates throughout the year 2. Quality <ul style="list-style-type: none"> • Courses taught by COC faculty members and subject matter experts from throughout the community 3. Cost <ul style="list-style-type: none"> • Low-cost for Community Education classes • No cost for Continuing Education classes 4. Meeting Community Needs <ul style="list-style-type: none"> • Courses which fit the needs and desires of the community 5. Broad Target Market <ul style="list-style-type: none"> • Students (college, high school, junior high) • Working professionals • Business owners & entrepreneurs • Older Adults • Community members • Anyone with a desire to learn 	<ol style="list-style-type: none"> 1. Location <ul style="list-style-type: none"> • The college's Community & Continuing Education departments are currently housed in separate locations on campus, causing confusion for potential students, community members and college staff 2. Budget <ul style="list-style-type: none"> • The college's Community & Continuing Education course offerings have been drastically reduced in recent years, due to statewide budget constraints 3. Marketing <ul style="list-style-type: none"> • The Community & Continuing Education department's marketing budget has been drastically reduced in recent years, resulting in a lack of community awareness about course offerings and class schedules 4. Staff <ul style="list-style-type: none"> • There is currently no full-time staff for the college's Community & Continuing Education departments. 5. Research <ul style="list-style-type: none"> • The college has not yet conducted a sufficient amount of institutional research to properly assess the Community & Continuing Education needs of this community.
External	
Opportunities	Threats
<ol style="list-style-type: none"> 1. Develop Partnerships <ul style="list-style-type: none"> • Partnering with outside agencies and institutions to explore new areas for collaboration which could be mutually beneficial (ex. City of Santa Clarita, Boston Reed College, local K-12 districts). 2. Enhance Access 	<ol style="list-style-type: none"> 1. State Budget <ul style="list-style-type: none"> • Uncertainty regarding the level of funding that community colleges will continue to receive. 2. State and Federal Law <ul style="list-style-type: none"> • Potential for state and federal legislation

<ul style="list-style-type: none"> • Better serve our students and community members by enhancing access to a wider breadth and depth of course offerings. <p>3. Respond to Legislation</p> <ul style="list-style-type: none"> • Remain mindful of and ready for the potential implementation of legislation that may affect the way community colleges are funded, and how they are able to deliver adult education services. <p>4. Look Ahead</p> <ul style="list-style-type: none"> • Continue to explore new methods to expand and enhance the college's Community & Continuing Education programs, in order to better meet student and community needs. 	<p>to restrict the types of courses and programs that can be offered through Community & Continuing Education programs.</p> <p>3. Competition</p> <ul style="list-style-type: none"> • Remain aware and respectful of other on-campus departments, and outside agencies and institutions that offer a similar product or service. (ex. City of Santa Clarita). <p>4. Needs of Community</p> <ul style="list-style-type: none"> • Student demographic trends and community employment/skill needs assessments will continue to evolve.
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The Institute for Lifelong Learning at College of the Canyons: Service Summary

Introduction — The Institute for Lifelong Learning at College of the Canyons is dedicated to the creation and development of a new organizational structure for the college's Community & Continuing Education programs, which will better serve the students and community members of the Santa Clarita Community College District.

In addition to the adoption of a reconfigured organizational structure, the Institute will undergo a comprehensive effort to expand and enhance the college's current catalogue of Community & Continuing Education course and program options.

However, before this can occur the college should conduct a widespread institutional review and community survey designed to evaluate the needs and desires of our stakeholders (i.e. students, community members, local business community).

All future decisions related to the expansion of Community & Continuing Education course/programs offerings should at least in part be predicated upon this research.

Summary of Current Services

Continuing Education:

- The College of the Canyons Continuing Education department provides FREE, high quality educational courses for all those with a desire to succeed.
- Continuing Education courses (sometimes referred to as adult education) are primarily dedicated to helping students and community members transition into a college education and eventually meet their educational/career goals.
- Students and community members have access to a wide variety of non-credit courses designed to help them improve their current English language skills, prepare to take the GED exam, update/improve their study habits, prepare for the U.S. Citizenship exam, and/or otherwise build the skills needed to pursue their goals.

Community Education:

- Community Education courses are designed to meet the needs and interests of the community. Such courses do not earn college credit, are not for profit, and are not supported by the state.
- The Community Education program also offers a series of online only classes (Ed2Go) designed and developed through the company Cengage Learning, in which the company charges a flat fee to make their entire catalogue of courses

available to the college. The college then makes select courses available to students and community members, as demand dictates.

- The Community Education program offers a number of pre-packaged curriculum programs, which are developed and delivered by the partner educational institution, using COC's state of the art classrooms and facilities (ex: Boston Reed College's health care career training program).
- The Community Extension program offers the opportunity to explore local travel destinations like Solvang and the Wine Country.
- The annual career exploration themed College of the Canyons Summer Institute, which is open to students entering the seventh, eighth, ninth and tenth grades is offered through the Community Education program each summer.

Anticipated Enhancement of Services

Once research is completed to assess and determine the most pressing needs of this community, the Institute for Lifelong Learning should pursue expansions in the following areas:

- An expansion of the FREE courses being offered through Continuing Education and a subsequent expansion of fee-based courses offered through Community Education to help generate ongoing revenue for the Institute for Lifelong Learning
- Development of new courses within the Community Education program to assist students and community members in the development of personal and professional skill sets. A few examples of these are: Career Exploration, Health & Safety, Medical Technician, Food Management and Culinary Arts.
- Creation of more mutually beneficial partnerships with other outside agencies offering adult education services in the Santa Clarita Valley, in order to better coordinate course/program offerings, avoid duplication of services and/or collaborate to improve current services (ex: Institute of Reading Development which conducts its own hiring, marketing and registration services, but contracts to use COC facilities in exchange for 12 percent of total revenue).
- Creation of an all-inclusive Institute for Lifelong Learning which offers a broad range of Community & Continuing Education courses/programs to meet the community's needs and provides opportunities for lifelong learning for students of all ages.
- As part of the reorganization effort the Lifelong Learners LEAP Solution Team also recommends investigating the feasibility of a college-wide initiative to combine the efforts of some of the other college programs which contain an 'adult education' aspect —Employee Training Institute (ETI), Fast Track Institute, Customer Service Academy, Career Technical Education (CTE) programs, etc. — and establish synergy or coordination among the administrations of all programs involved and reorganize them under the Institute for Lifelong Learning.

Analysis: Upon its establishment, the Institute for Lifelong Learning will enjoy a competitive edge in the Santa Clarita Valley due to its unique organizational structure and wide range of available services. The college's reputation for offering stellar academic and career workforce training programs in this community will only enhance the Institute's overall appeal and popularity. However, there are several potential growth opportunities on the horizon that the Institute should seize in coordination with its ongoing reorganization and needs assessment.

An increase in online-only course offerings (Ed2Go) is one recommended area of expansion for the Institute. These programs have traditionally been profitable and do not require the college to dedicate significant personnel to run each course. Demands for these types of self-paced, online courses are also on the rise. The Institute should explore new ways to deliver this type of course content, which in turn might provide a substantial source of revenue for the Institute.

Furthermore, the creation of more mutually beneficial partnerships with businesses and organization throughout the community could also lead to the development of new types of courses and programs at the Institute. One area worthy of exploration would be the high demand financial services industry (ex: tax preparation services) and the development of courses that focus on providing students with such skills. Similar to the college's partnership with the Institute of Reading Development, such businesses could create and promote these clients on their own terms while contracting with the Institute for facility space.

There is also high demand for programs that offer training and professional certification in the various health care fields. This market segment should be further analyzed and explored, as there is potential for the Institute to enjoy a financial benefit while providing our students and community members with increased access to new career opportunities.

The college's current Community & Continuing Education staff have also indicated a strong student/community demand for courses which provide computer skills training and other forms of career training, as well as programs made available to children such as art, music, sports and recreation and math and English tutoring.

Future opportunities may also arise for the Community & Continuing Education programs if the state eventually makes it possible for community colleges to begin offering students additional class sections during the winter and summer successions, at a slightly higher per-unit registration cost. The Institute needs to develop a plan of action to prepare for such opportunities.

The Institute for Lifelong Learning at College of the Canyons: Operations and Management Plan

Current Office Staffing/Organization:

Continuing Education Program:

- Instruction/Academic Affair Issues are handled by the Dean and Adult Hourly support.
- Student Service Staff report to Jasmine Ruys, COC Director of Admissions & Records and online services
- One full-time technician on staff (Beryl Lawrence) — position helps coordinate planning and organization for a variety of service activities and non-credit educational programs, activities and events. Also assists with the processing of student applications, registration, assessment and evaluation processes, and the implementation of programs and other administrative policies. Services also include public relations, operational management and customer service procedures
- Position currently supported by the presence of three Adult Hourly employees

Matriculation:

- Staff reports to Deborah Rio, COC Dean of Enrollment Services
- Staff consists of one adult hourly employee and two adjunct counselors

Community Education Program:

- Staff reports to Diane Stewart, COC Dean of Early Childhood Education (ECE), Teacher Training, Community Extension and Non-credit programs
- Staff consists of two Adult Hourly

Analysis: Due to the varying nature of each program and ongoing budget restrictions associated with Community & Continuing Education, the department will be best served by maintaining its current organizational structure, for the time being. However, the hiring of a full time Technician II for Community Education should be made a priority.

Anticipated Staffing Needs for the Institute for Lifelong Learning:

Dean/Director Institute of Lifelong Learning

Hiring a full-time Dean/Director of Lifelong Learning with knowledge of all aspects of Community & Continuing Education and its organizational structure at the college would greatly benefit the students, community members, faculty and staff of the Santa Clarita Community College District.

This position would provide direction, vision and oversight of all operations of the Institute of Lifelong Learning and its programs, in addition to management of all other public relations, marketing, finance and additional administrative duties.

The Dean/Director must also have a strong breadth of knowledge on issues related to matriculation, the generation of Full-Time Equivalent (FTE) students and the use of apportionment funding to run the Continuing Education component of the Institute. The Dean/Director will also need to adopt a strong business plan for the Community Education component, which should be designed to help sustain long-term operations and grow the Institute as a viable, self-supporting campus department.

The Dean/Director of Lifelong Learning will work closely with the Dean of Enrollment Services (Matriculation) and Director of Admissions & Records, while reporting directly to the college's Chief Instructional Officer.

Analysis: Ideally this position would need to be filled with a strong self-starter who possesses a strong educational background and keen business savvy. With this position in-place, the staff members of both the Community & Continuing Education programs would report to one person.

Coordinator, Institute for Lifelong Learning

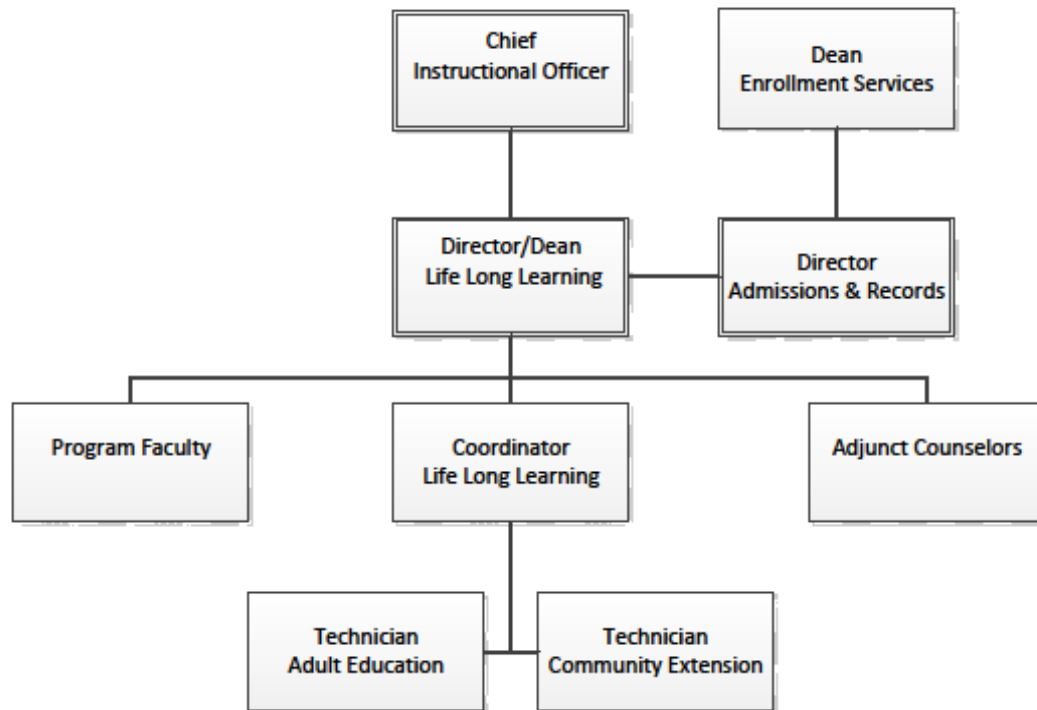
This position would be responsible for the coordination of all aspects of the college's Community & Continuing Education programs and the Institute for Lifelong Learning. The Technician II staff members for Continuing Education (Beryl Lawrence) and Community Education (position still to be created/filled) would each report to the Coordinator. Together, they would collaboratively work to run the day-to-day operations of the Institute for Lifelong Learning.

Technician II – Community Education

The role of this position would be to assist in the coordination and organization of a variety of courses, programs, activities and events associated with the Community Education aspect of the Institute for Lifelong Learning. Duties would also include the processing of student applications, registration information, assessment and evaluation materials, while also providing customer service and operational support for all Community Education programs.

Analysis: With the addition of the three staff positions listed above, the college could explore the possibility of repositioning or eliminating the current Adult Hourly support positions. Counselor staffing levels would remain unchanged until additional staff is needed to help meet the demands of growing programs.

Institute of Lifelong Learning



Location Options for the Institute for Lifelong Learning:

Current Location:

The college's Community & Continuing Education programs are currently housed in separate locations on the College of the Canyons Valencia campus. The Community Education office is located in the Dr. Dianne G. Van Hook University Center, Room 383. Meanwhile, the Continuing Education office is located in the modular building V-110. In addition, both offices maintain a separate set of business hours, making easy access to both departments a near impossibility.

Anticipated Temporary Location:

Due to the success of the college's ongoing Culinary Capital Campaign, construction plans for the Valencia campus' new Institute for Culinary Arts Education (iCuE) — set to be built where the current classroom village sits — have progressed quicker than expected. As a result, the Continuing Education office will need to be relocated. Current plans call for the college's Continuing Education to relocate to the University Center during summer 2013.

Potential Permanent Locations:

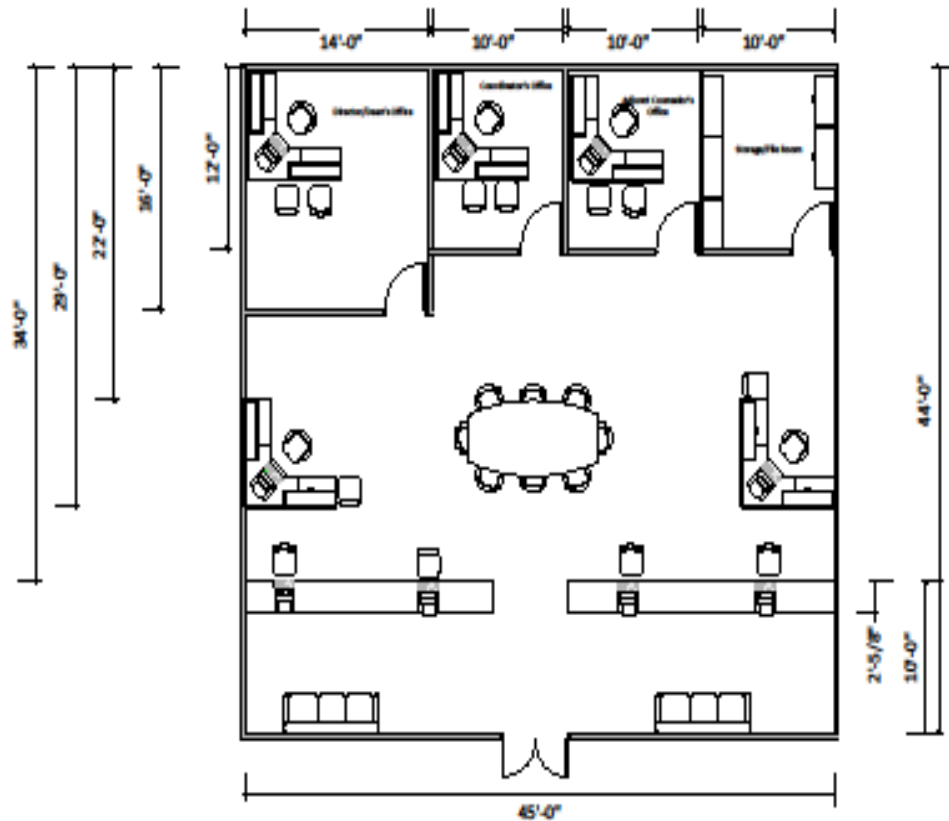
Plan A — Unoccupied first floor space inside the college's soon-to-be-built, approximately 46,000-square-foot Student Services & Administration Building, which is currently scheduled for completion during the spring 2015 semester. This location would provide administrative office space for the Dean/Director, coordinator, adjunct counselor, and two technician positions. Additional space will be purposed to include a front customer service counter and small student waiting area (see proposed office design on next page).

Plan B — Vacated space inside the Student Support Center (SSC), where the college's Public Information Office (PIO) currently resides. With PIO scheduled to move out of this space and into the new Student Services & Administration Building, SSC, Rooms 101, 102 and 103 will become vacant in spring 2015. In addition to the necessary office space, the SSC facility also provides access to nearby classrooms and the soon-to-be-built Institute for Culinary Arts Education, increasing the feasibility of partnerships with that campus department.

Plan C — Vacated space in Seco Hall, Room 110 where the college's Financial Aid Office currently resides. With the Financial Aid staff scheduled to move into the new Student Services & Administration Building in spring 2015, there is an opportunity to repurpose this space to meet the needs of the Institute for Lifelong Learning. In addition to being located in a central access point on campus, this location would also provide students with nearby classroom access.

Analysis: While all potential campus locations would provide a suitable new home for the Institute for Lifelong Learning at College of the Canyons, a space inside the new Student Services & Administration Building would be ideal, while also providing a number of hidden benefits, including:

- A centralized location near the front of campus to provide easy access to all students and community members
- A higher level of visibility and awareness among students and community members about the Institute and its many services. Will also provide opportunities for cross-promotional marketing efforts with other departments located inside the building (counseling, A&R, financial aid etc.).
- A 'one-stop shopping' experience for students and community members interested in registering for both general lower division courses offered by the college and credit/non-credit courses and programs offered through the Institute
- Location near COC Instruction Office and other key student service and administrative offices



The Institute for Lifelong Learning at College of the Canyons: Budget Plan

Introduction: With the potential for community colleges to soon begin receiving additional state funding for adult education, now is the optimal time to review the current budget structure and implementation practices of the College of the Canyons Community Education and Continuing Education programs.

Continuing Education courses are currently handled the same way as regular, lower-division credit courses at the college. They are paid for with general funds provided by the state, and generate full-time equivalent (FTEs) for the college's enrollment numbers. Continuing Education courses are often taught by COC adjunct faculty members. The Non Credit Adjunct Faculty rate are paid at a differential rate of \$33.00 per hour.

Community Education courses do not earn college credit, are not for profit, and are not supported by the state. Administrative costs for the course are paid for with student registration fees.

The Lifelong Learners LEAP Solution Team proposes a combining of the college's Community & Continuing Education programs into the Institute for Lifelong Learning at

College of the Canyons, which would allow for a number of operational and financial efficiencies, including:

- The creation of a single department head responsible for implementing the Institute's mission to meet the diverse needs of students and community throughout the Santa Clarita Community College District
- A reduction in the duplication of administrative duties and responsibilities currently shared by two separate and distinct programs and their staff
- The creation of a centralized, permanent staff, with associated salaries and operational expenses which can be appropriately budgeted for
- A centralized system of revenue and expense accountability
- Increased student access to Community & Continuing Education courses and programs
- The ongoing development of new and innovative courses and program offered through the Institute
- Increased revenue generated through student registration fees that will help the Institute achieve self-sufficiency.

Anticipated Budget Needs for the Institute for Lifelong Learning:

Initial Expenses:

Initial expenses incurred to develop the Institute of Lifelong Learning at College of the Canyons may include, but are not limited to:

- Institutional Needs Assessment — funds to properly survey the educational needs/desires of the Institute's wide-ranging target population
- Facility Relocation — funds for the construction (new facility) and/or remodeling projects (existing facility) associated with creating a physical plant capable of accommodating the Institute of Lifelong Learning at the Valencia campus
- New employee recruitment and startup costs — contingent upon the hiring of new staff positions

Ongoing Operational Expenses – Staff Salaries:

Consolidation of the college's Community & Continuing Education departments' operational expenses will likely reduce non-personnel expenses due to the elimination of duplicated costs. However, the Lifelong Learners LEAP Solution Team is also proposing additional staff be hired, which increases the total personnel expenses moving forward. Additional personnel expenses anticipated include, but are not limited to:

Adult Hourly employees - Estimated reduction	(\$50,000.00)
Dean/Director of Lifelong Learning - New Hire	\$105,000.00
Coordinator (Range 32) - New Hire	\$ 48,552.00
Technician II (Range 22)- New Hire	\$ 41,064.00
Salary & Wage Total	\$194,616.00
Taxes & Benefits	\$68,115.60
Total Additional Personnel Expense	\$212,731.60

*Ongoing operational expenses will also include instructor costs (covered below), as well as expenses in categories currently incurred for the administration of extended education programs.

Upon hire, the new Dean/Director of Lifelong learning will be responsible for creating a more complete department budget plan, including accounts for marketing and outreach efforts, travel costs, professional development and other misc. expenses.

Analysis: The reorganization of Community & Continuing Education under one structured department could face some financial barriers associated with the need for increased personnel funding. With the state’s ongoing budget climate placing a tremendous strain on California’s community colleges in recent years funding for these positions may be hard to obtain. However, it is the Solution Team’s belief that the increase in personnel expenses associated with the hiring of additional administrative and support staff will be partly offset by both the reduction of adult hourly staff positions and newly generated registration revenue brought about through the introduction of new courses and programs, which will have a wide community appeal.

Ongoing Operational Expenses – Instructor Salaries:

- Community & Continuing Education instructors at the college are currently paid an hourly rate. The hourly rate for this type of instruction ranges from \$35 to \$37 per hour.
- Courses which run as a one-day workshop format enjoy more flexibility, with instructors for these courses typically receiving 35 to 40 percent of course revenue (generated by student registration fees) or a predetermined flat rate fee.
- Courses which run as a series of meeting dates are also paid at a per hour rate, which is determined by the level of student enrollment.

Analysis: The Lifelong Learners LEAP Solution Team feels that the Institute will be best served by maintaining its current instructor salary pay structure, for the time being. However, the development of a more standardized pay scale should be eventually be established.

Potential Sources of Funding Revenue:

The Institute for Lifelong Learning at College of the Canyons has the potential to receive additional funding revenue from a diverse range of sources, including but not limited to:

- Increased levels of state funding brought on by Governor’s adult education realignment proposal
- Fees for service (student registration fees) and facility usage
- Public/private service contracts with other community groups and educational institutions
- Business and corporate sponsorships
- Private Foundation Grants
- Organizational donations and gifts in kind
- Private donations
- Other fundraising efforts

The Institute for Lifelong Learning at College of the Canyons: Target Market Analysis

Identifying an organization’s target market and successfully reaching that market is a key factor for determining future success. The college’s Community & Continuing Education programs are no exceptions to this rule.

As previously noted, there is currently a lack of statewide community college — or even institutional research —involving Community & Continuing Education students. Because of this factor, College of the Canyons and the Institute for Lifelong Learning have an opportunity to distinguish themselves from other colleges in this academic area.

The college’s Community & Continuing Education programs also attract a wide diversity of students who seek a variety of different services, ranging from professional and career development, basic skills, personal enrichment and popular interest.

This wide selection of courses and programs is seen as a potential benefit to the Institute for Lifelong Learning. However the identification of both future growth opportunities and areas where the Institute should scale back will need to be identified through a comprehensive needs assessment before the Institute can move forward.

An ever-shifting job market, ongoing technological advancements, and current needs of the community’s workforce mandate the need for such an assessment strategy. The needs assessment will also be a valuable tool in determining how the Institute can best go about creating niche programs or services that will best serve the district’s students and community members.

Identifying this product/service niche and properly marketing it to the appropriate stakeholders will be an all-important success factor in both the Institute’s long term success and financial self-sufficiency.

Final Statement

The Institute for Lifelong Learning has great potential to meet the needs of our Continuing Education students along with the needs of our Community. By taking the time to adequately research and plan the best way to implement this business plan along with exploring current systems available here at the College would provide optimal success for the program. Additional recommendations to create a program that thrives are as follows:

- Work with the City on advertising our programs in the Season Catalogue – This is an established brand in the Santa Clarita Valley and the “go to” spot for enrichment classes.
- Add courses for seniors back into the Continuing Education schedule – they account for 18% of the Santa Clarita population.
- Offer Massive Online Open Classes (MOOC).
- Align all non-credit certificate programs/courses under one location (Fast Track Institute).
- Don’t re-create the wheel. Use existing resources available on campus.(A & R systems, Research and Development, and SCV Worksource)
- Bring back test preparation courses for students and community members preparing to take the SAT, GMAT, LSAT and GRE exams.
- Offer Continuing Education Units (CEU’s) for Teachers, Administrators and other licensed and skilled professional.