The Contributions of Kenai Peninsula College

Prepared for:
Kenai Peninsula College

McDowell Group
Research-Based Consulting
Juneau
Anchorage

April 2009
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Acronyms
AES Anchorage Extension Site
KPC Kenai Peninsula College
KBC Kachemak Bay Campus
KRC Kenai River Campus
MAPTS Mining and Petroleum Training Service
RBES Resurrection Bay Extension Site
SCH Semester Credit Hours
UA University of Alaska
UAA University of Alaska Anchorage
UAF University of Alaska Fairbanks
UAS University of Alaska Southeast
Executive Summary

Kenai Peninsula College (KPC) contracted with McDowell Group, an Alaska research and consulting firm, to assess its economic impact on the regional economy. In addition, this research effort details other important KPC contributions to the Kenai Peninsula Borough community. Key findings are presented below.

Summary of Findings

KPC Addresses Kenai Peninsula Borough and Alaska Needs

Kenai Peninsula College is a uniquely Alaskan educational institution serving the higher education needs of the diverse population, industry, and business community of the Kenai Peninsula Borough and the state. A growing student body of over 2,000 is taking more than 11,000 semester credit hours of instruction. In Spring 2009, KPC expects 119 students to graduate, an increase of 125 percent from Spring 2001.

KPC is located geographically throughout the borough, including the Kenai River Campus in Soldotna, the Kachemak Bay Campus in Homer, and the Resurrection Bay Extension Site in Seward. Additionally, KPC has an Anchorage Extension Site at the University Center.

KPC offers 2-year and select 4-year UAA degree programs as well as many certificates. KPC’s offerings are designed to meet relevant regional and Alaska needs such as local industry (the Process Technology and Instrumentation programs are examples), the business community (business degrees and courses), and health care (nursing, paramedical, and radiation technology degree programs).

KPC is a Major Economic Contributor

KPC’s economic benefit is determined by how much money it directs into the economy through direct expenditures and the expenditures of those associated with the College. Figure 1 below demonstrates the flow of economic activity.

![Figure 1. Economic Role of KPC](image-url)
KPC’s total economic contribution includes direct, indirect and induced impacts.

**DIRECT ECONOMIC IMPACTS**

- KPC is an important contributor to the local economy and one of the borough’s largest employers. It provides jobs to 231 borough residents, who earn more than $8 million in annual payroll and benefits.

- Including Anchorage-based faculty and staff, KPC has 243 employees teaching at all four locations. Of these, 55 percent are faculty instructors.

- Three-quarters of KPC’s spending on goods and services in FY08 ($3.4 million) went to Alaska businesses, and two-thirds of in-state spending ($2.3 million) went to businesses within the Kenai Peninsula Borough.

- KPC bought $2.3 million worth of goods and services from over 200 Kenai Peninsula Borough businesses in FY08.

- Nearly three-quarters of total FY08 spending ($8.6 million) went towards instruction-related and student-related expenditures, including most payroll expenses, classroom and lab supplies, and student aid.

**TOTAL ECONOMIC IMPACTS**

- Overall, KPC’s total direct spending statewide (including spending within the Kenai Peninsula Borough and elsewhere in Alaska)—approximately $11.9 million in FY08—resulted in $7.1 million of additional economic activity throughout the state, aggregating to a total statewide impact of $19 million.

- KPC’s total direct spending within the Kenai Peninsula Borough—approximately $10.4 million in FY08—resulted in an additional $5.4 million in economic activity, aggregating to a total Kenai Peninsula Borough impact of $15.8 million.

- KPC’s total statewide employment impact is estimated at 386 jobs in FY08, with a total annual payroll of $12.5 million. Of these jobs, 346 (and $11.1 million in payroll) were located in the Kenai Peninsula Borough.

*See table next page.*
Table 1.
Summary of KPC Economic Contributions, FY08

<table>
<thead>
<tr>
<th>Student Enrollment (full-time and part-time students)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Student count</strong></td>
</tr>
<tr>
<td>Fall 2007</td>
</tr>
<tr>
<td>Spring 2008</td>
</tr>
<tr>
<td><strong>Semester credit hours</strong></td>
</tr>
<tr>
<td>Fall 2007</td>
</tr>
<tr>
<td>Spring 2008</td>
</tr>
</tbody>
</table>

**Employment Impacts**

| Within the Kenai Peninsula Borough                   |
| Direct employment                                    | 231   |
| Total employment impact (direct, indirect and induced) | 346   |

| Statewide (including Kenai Peninsula Borough)        |
| Direct employment                                    | 243   |
| Total employment impact (direct, indirect and induced) | 386   |

**Labor Income Impacts**

| Within the Kenai Peninsula Borough                   |
| Direct payroll and benefits                          | $8.1 million |
| Total labor income impact (direct, indirect and induced) | $11.1 million |

| Statewide (including Kenai Peninsula Borough)        |
| Direct payroll and benefits                          | $8.5 million |
| Total labor income impact (direct, indirect and induced) | $12.5 million |

**Spending Impacts**

| Within the Kenai Peninsula Borough                   |
| Total direct spending                                | $10.4 million |
| Direct spending on payroll & benefits                | $8.1 million |
| Direct spending on borough goods and services        | $2.3 million |
| Total spending impact (direct, indirect and induced) | $15.8 million |

| Statewide (including Kenai Peninsula Borough)        |
| Total direct spending                                | $11.9 million |
| Direct spending on payroll & benefits                | $8.5 million |
| Direct spending on Alaska goods and services         | $3.4 million |
| Total spending impact (direct, indirect and induced) | $19.0 million |

**Other Benefits**

| Number of Kenai Peninsula Borough businesses serving KPC | 202 |
| Number of faculty/staff/student volunteer hours in the community | 13,000+ hours |
KPC’s Role in the Kenai Peninsula Borough is Important

Even more important than economics, according to borough leaders, is the integral role KPC plays in the Kenai Peninsula Borough. In a series of interviews with community and business leaders in the borough, the importance of KPC was consistently emphasized. Leaders said KPC provides an important piece of the continuum of education in the borough, allowing residents to access the full range of educational opportunities from kindergarten through college. Because of KPC’s setting, location and size, the College is also considered an important element in overall student success in their post-secondary educational career, especially for those students who were not prepared to transition from a small rural community to an urban college setting, such as Anchorage, Fairbanks or outside of Alaska.

KPC is also recognized for its responsiveness in meeting area-wide industry workforce education and training needs, allowing employees to better their skills without having to leave their homes. Borough leaders particularly appreciated the flexibility KPC offers students with a substantial variety of educational options.

KPC’s practice of supporting faculty and staff volunteerism in their communities – more than 13,000 hours annually – was also commended. While difficult to quantify the impacts of these volunteer hours, the time served in various non-profit organizations, causes and events is clearly invaluable and offers intrinsic benefits to the communities where KPC employees work and live. Finally, leaders commented that KPC provides opportunities for all residents to improve both their economic status and quality of life, and plays a key role in the economic sustainability of Kenai Peninsula communities and its residents.
Introduction

Kenai Peninsula College (KPC) contracted with McDowell Group to assess the economic impact of the College on the regional economy and analyze the school’s qualitative benefits. Economic impacts include spending by KPC itself, employees and students, as well as the circulation of those dollars throughout the regional and statewide economies. Qualitative benefits are difficult to measure in dollars, but are equally important. They include the College’s production of educated individuals who will enhance the region’s workforce, and its effect on area residents’ quality of life in terms of academic opportunities, events and as citizens of our state.

KPC is a community campus system within the University of Alaska Anchorage (UAA). The University of Alaska is the only public university in Alaska, serving more than 33,000 students annually throughout the state via three regional hubs: University of Alaska Fairbanks, University of Alaska Anchorage and University of Alaska Southeast.

Figure 2.
KPC and the University of Alaska Statewide System

Serving roughly 2,000 students each semester, KPC offers UAA Bachelor degrees, KPC Associates of Arts and Associates of Applied Science degrees, and courses leading to vocational certificates. Courses are offered at four locations — Kenai River Campus (Soldotna), Kachemak Bay Campus (Homer), Anchorage Extension Site (UAA University Center), and Resurrection Bay Extension Site (Seward) — and via distance delivery across the state, nationally and internationally.
Methodology

This economic impact analysis investigates the cumulative effects of spending by KPC and its employees within the Kenai Peninsula Borough and statewide. The economic impacts investigated in this study include payroll, employment, and College-related expenses.

This study is similar to the impact analysis of the University of Alaska statewide system, conducted by McDowell Group in 2007. Following the general methodology of that study, a regional economic multiplier is applied to KPC-associated employment and expenditures to measure their indirect and induced impacts. Economic impacts are based on a widely used input/output model, IMPLAN, which measures income and employment multipliers for determining employment and payroll effects, along with McDowell Group’s project experience and analysis. Multipliers used for the Kenai Peninsula Borough and the state overall are typical of Alaska multipliers for entities of this type.

To assist McDowell Group with its study, KPC, UAA and UA provided information on student enrollment; budget, revenue and expenditures, including data on employee payroll and benefit costs; and a variety of qualitative information.

McDowell Group used a database developed by the Alaska Department of Labor and Workforce Development (ADOLWD) and the University of Alaska to track employment information, along with the Alaska residency status of all University graduates. The database includes data on KPC graduates from the classes of 1989 through 2006 and tracks whether or not graduates stay and work in Alaska, and whether or not they work in a field related to their KPC degree. There is also limited data on how much graduates earn, but much of it is confidential because of the small number of graduates tracked. The data allows for some subgroup analysis by gender, degree type and major. The presentation and analysis of the data is not statistically rigorous, but does provide some insight into KPC graduate trends. A rigorous statistical analysis of the graduate residency and employment database would require access to individual records, which are confidential.

Finally, the study team conducted interviews with the following local government officials, community leaders and prominent individuals within the business community to capture their views on KPC’s qualitative impacts on their communities:

- Ricky Gease, Executive Director, Kenai River Sportfishing Association
- Donna Peterson, Superintendent, Kenai Peninsula Borough School District
- Stan Pitlo, Publisher, Peninsula Clarion
- Bill Popp, President and CEO, Anchorage Economic Development Corporation
- Pete Sprague, Vice President, Kenai Peninsula Borough Assembly and Chair, KPC Council
- Krista Timlin, Manager, Career and Community Engagement Center, KPC
- Walt Wrede, City Manager, City of Homer.
Profile of Locations and Programs

KPC Locations

KPC has four locations, three located throughout the Kenai Peninsula and an extension site located at UAA’s University Center in Anchorage. The Peninsula locations include Kenai River Campus, Kachemak Bay Campus, and Resurrection Bay Extension Site.

Kenai River Campus

Located in Soldotna, the Kenai River Campus (KRC) is the College’s largest campus, providing instruction to nearly 1,500 students. KRC administers College-wide support services to the other locations and employs over 150 faculty, staff and student assistants. Campus facilities include classrooms, a library, laboratories, computer labs, vocational shops, a media center, a bookstore, an art gallery, a career center, a learning center, and a café. Over the past four years, new classrooms, a health clinic, and a 6,000-square foot building housing the Mining and Petroleum Training Services (MAPTS) program (a UA program) have been added.

Kachemak Bay Campus

The Kachemak Bay Campus (KBC) is located in Homer and delivers KPC’s programs and services on the southern end of the Kenai Peninsula. Serving nearly 450 students, the campus is staffed by approximately 50 full-time and adjunct faculty, administrative staff, and student assistants. Kachemak Bay Campus includes two facilities that house classrooms, a computer lab, learning center, bookstore, library, science lab, student services area, classrooms and student commons. Recent renovations added an art classroom/studio and photography darkroom, additional classroom space, and offices.

Resurrection Bay Extension Site

KPC offers general education requirement courses and personal enrichment classes to 40 to 120 students annually in Seward at its Resurrection Bay Extension Site (RBES). The site coordinator is based at Seward High School. The program’s classes take place in high school classrooms, which are provided rent-free courtesy of an agreement between KPC and the Kenai Peninsula Borough School District. The adjunct faculty usually consists of anywhere from five to ten instructors.

Anchorage Extension Site

KPC’s Anchorage Extension Site serves approximately 130 students at the UAA University Center and is staffed by two full-time faculty, ten adjunct faculty and two administrative staff. The site offers Associate of Applied Science degree programs in Process Technology and Occupational Safety and Health. Currently, the Occupational Safety and Health AAS degree is only available at the Anchorage Extension Site in the UA system.

FY08 was the last year that the MAPTS program was administered by KPC. FY08 employment and spending associated with the MAPTS program is reflected in this analysis, but will not be associated with the College in future years. MAPTS is currently administered by UA and is a tenant at Kenai River Campus.
KPC Degrees, Programs and Course Offerings

Degree Programs

KPC offers a mix of standard and industry-targeted degree programs. Many students opt for versatile programs such as UAA’s Bachelor degrees in Liberal Studies, Psychology, Elementary Education or Art, or a two-year KPC Associate of Arts, which provide a strong educational foundation for many career fields or further study.

The College also offers nearly 20 Associate of Applied Science degrees and certificate programs that prepare students for specific industry jobs in line with regional opportunities. For example, Process Technology and Industrial Process Instrumentation are two popular degree programs aimed at the oil and gas industry, and Nursing and Paramedical Technology prepare graduates for the growing health care sector.

Distance Education Program

In addition to traditional, classroom-based courses, KPC offers a variety of distance education courses. Distance education includes online and Elluminate Live (E-Live) classes. E-Live classes are web-based and delivered in real-time so that students and the course instructor are interacting simultaneously from different physical locations.

KPC’s distance education program extends the College’s courses and degree programs to people who are unable to enroll in traditional courses because of geography or schedule. It also allows KPC students to take courses offered through other UAA campuses. As with the rest of the University of Alaska system, distance education at KPC is increasing in popularity. In terms of semester credit hours, student enrollment in distance education courses grew by 115 percent between Spring 2008 and Spring 2009 and now accounts for 17 percent of all KPC credit hours.

Adult Basic Education Program

In collaboration with a number of national and state education initiatives, KPC offers adult basic education, including GED preparation and testing, English as a Second Language instruction, literacy training, and basic skills refresher courses. Traditional subjects include math, reading, writing, social studies, and science, but courses such as life-coping skills are also offered. Free seminars have included topics such as "Life After Public Assistance" and "Dyslexia - The Hidden Handicap."
KPC’s Regional Programs

Below are three noteworthy examples of KPC programs that attract students and visitors from outside the region to the Kenai Peninsula Borough. Student and visitor purchases associated with these programs include accommodations, food and beverage, local transportation, and souvenirs, in addition to programs fees to KPC.

Kachemak Bay Writers’ Conference

The Kachemak Bay Writers’ Conference is a nationally recognized annual event sponsored by KPC’s Kachemak Bay Campus in Homer. The five-day conference brings together more than 150 readers and writers; it features workshops, readings and panel presentations in fiction, poetry, nonfiction, and the business of writing. The event also incorporates local tour activities, such as boat cruises, which create additional economic activity for operators in the tourism industry.

Kenai River Guide Academy

The academy is a state-required 40-hour course that all Kenai River fishing guides must take to professionally guide anglers on the river. Established in 2006, the program has graduated 379 guides in 18 classes. The course is taught by KPC professors, state and federal agency personnel representing the U.S. Fish and Wildlife Service, Alaska Department of Natural Resources, Alaska Department of Public Safety, U.S. Coast Guard, and members of the Kenai River Professional Guides Association and Kenai River Sportfishing Association.

Kenai Fishing Academy

Sponsored by KPC, the Kenai Fishing Academy offers two one-week courses that are available as credit or non-credit: Bait Casting and Fly Fishing. Classes are small, and approximately 50 percent of the students are non-Alaska residents who are visiting the Kenai Peninsula. Students spend half of their days in the classroom learning about the species they will catch, fishing and fish preparation techniques, and the history and characteristics of the Kenai Peninsula waters. The other half of their days is spent on the water practicing what they learned.
Students choose to attend KPC for a variety of reasons. According to a McDowell Group study conducted in 2008, *Kenai Peninsula College Student Housing Potential Market Demand Study*, the top five reasons students choose to attend KPC are convenient location, low cost, types of courses offered, types of programs offered, and small class size.

Student enrollment at KPC is measured in two ways: student count and semester credit hours (SCH). Student count measures the number of students enrolled in any number of classes, while SCH accounts for the number of course credits each student is taking. For example, ten students taking one 3-credit course each is reflected by a student count of 10 and total SCH of 30. Ten students taking 12 credits each (full-time) is reflected by a student count of 10 and total SCH of 120. Within the higher education arena, SCH is considered the more accurate measure of a school’s production and is more closely associated with its revenue stream. Both measures will be presented in this section.

**Current Enrollment**

In Spring 2009, KPC had a total enrollment of 2,035 students. This includes full-time and part-time students taking classes at all four locations and distance education classes. It also includes students enrolled in for-credit ("academic") classes, as well as those taking adult basic education or other non-credit classes. In terms of student count, Kenai River Campus students represent nearly three-fourths of both academic enrollment and non-credit enrollment.

KPC students enrolled in a total of 11,023 SCH in Spring 2009, including courses that were audited or taken for credit equivalent units. Approximately three-fourths of SCH enrollment is associated with Kenai River Campus. The table below details the various types of KPC enrollment by location for Spring 2009.

### Table 2.
**Enrollment, by Location, Spring 2009**

<table>
<thead>
<tr>
<th></th>
<th>KRC</th>
<th>KBC</th>
<th>RBES</th>
<th>AES</th>
<th>Total KPC</th>
</tr>
</thead>
<tbody>
<tr>
<td>Academic student count</td>
<td>1,304</td>
<td>380</td>
<td>42</td>
<td>131</td>
<td>1,789</td>
</tr>
<tr>
<td>Full-time</td>
<td>246</td>
<td>28</td>
<td>0</td>
<td>9</td>
<td>301</td>
</tr>
<tr>
<td>Part-time</td>
<td>1,058</td>
<td>352</td>
<td>42</td>
<td>122</td>
<td>1,485</td>
</tr>
<tr>
<td>Non-credit student count</td>
<td>186</td>
<td>63</td>
<td>0</td>
<td>0</td>
<td>249</td>
</tr>
<tr>
<td>Total student count</td>
<td>1,490</td>
<td>443</td>
<td>42</td>
<td>131</td>
<td>2,035</td>
</tr>
<tr>
<td>Semester credit hours</td>
<td>8,398</td>
<td>1,612</td>
<td>115</td>
<td>897</td>
<td>11,023</td>
</tr>
</tbody>
</table>

Source: KPC, March 6, 2009.

Note: Total KPC counts do not equal the sum of individual campus counts because a student may take courses at two different campuses and would be counted at each campus, but counted only once in the College-wide total. Semester credit hours include audited courses and credit equivalent units.
The charts below illustrate proportional enrollment by KPC location in terms of student count and SCH. There is relatively little difference between the two measures of enrollment. The Kenai River Campus represents a slightly larger percentage of enrollment in terms of SCH compared to student count, and Kachemak Bay Campus accounts for a slightly smaller percentage of enrollment. On average, Kenai River students take more credit hours per student than Kachemak Bay students.

**Figure 3.**
Enrollment, by Location, Student Count and SCH, Spring 2009

**Enrollment Trends**

In terms of student count, enrollment levels have not fluctuated considerably between Spring 2001 and Spring 2009; however, enrollment in terms of SCH has increased from 9,084 in 2001 to 11,023 in 2009, a 21 percent increase. Additionally, the number of graduates produced by the College has increased significantly in the past nine years. In Spring 2009, KPC expects to graduate 125 percent more students than it did in Spring 2001.

**Figure 4.**
Enrollment Trends, Spring 2001–Spring 2009


* The figure for Spring 2009 graduating students is a projection.
According to KPC officials, the rising trend in graduation rates is likely due to a combination of factors, including student demographics, tuition costs, available degree programs, and College retention efforts.

- Over the past decade, KPC’s student body has shifted from older, part-time students to younger, full-time students. Enrollment in terms of SCH increased by 23 percent at the Anchorage Extension Site and by 15 percent at the Kenai River Campus between Spring 2008 and Spring 2009. Generally, younger students and full-time students are more likely to be degree-seeking students and are more likely to complete degree programs.

- Rising tuition costs tend to entice students toward degree programs because financial aid is primarily available for students with degree-seeking status. Additionally, higher tuition costs compared to schools in the Lower 48 have encouraged more students to complete their degrees at KPC rather than move to a larger university after a semester or two at KPC. Higher school-associated costs leave fewer funds to pay for room and board at UAA, UAF or the University of Washington, for example, so many students chose to finish their degree programs locally.

- In terms of program availability, KPC has established a number of new degree programs in the past few years that are unique to the College, such as Paramedic Technology and Digital Arts. Students seeking degrees in these fields must complete their programs at KPC. The College has also made an effort to increase the number of degree-seeking students, especially in “high demand job sectors” such as oil and gas, information technology and health care. Students in such focused degree programs generally have higher rates of graduation.

**Student Demographics**

KPC’s student body is largely Caucasian (88 percent), and females outnumber males three to two, which is similar to national statistics. While the College has an increasing proportion of younger students (under 25), it still has a relatively high percentage of older students. The median age among KPC students was 30 in FY08, and 33 percent of students were 40 or older.

<table>
<thead>
<tr>
<th>Table 3. Student Demographics, FY08</th>
</tr>
</thead>
<tbody>
<tr>
<td>% of Students</td>
</tr>
<tr>
<td><strong>Ethnicity</strong></td>
</tr>
<tr>
<td>White/Caucasian</td>
</tr>
<tr>
<td>Other</td>
</tr>
<tr>
<td><strong>Gender</strong></td>
</tr>
<tr>
<td>Female</td>
</tr>
<tr>
<td>Male</td>
</tr>
<tr>
<td><strong>Age</strong></td>
</tr>
<tr>
<td>&lt;25</td>
</tr>
<tr>
<td>25-39</td>
</tr>
<tr>
<td>40+</td>
</tr>
</tbody>
</table>

KPC-Related Direct Impacts

Direct impacts of Kenai Peninsula College include KPC’s spending in its normal business transactions and expenditures related to college activities: payroll, goods and services, and student aid, among others. Direct impacts also include KPC expenditures on capital projects, such as the construction of new buildings and the purchase of equipment.

The analysis of KPC’s regional and statewide impacts is premised with a presentation of its revenue and revenue sources.

Revenue

Funding attracted by KPC comes from a number of sources, such as State of Alaska general funds, student tuition, and public and private grants. The following table details KPC revenue sources and funding amounts from FY08.

<table>
<thead>
<tr>
<th>Revenue Source</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Unrestricted</strong></td>
<td></td>
</tr>
<tr>
<td>State appropriations *</td>
<td>$7,063,000</td>
</tr>
<tr>
<td>Student tuition and fees</td>
<td>2,817,000</td>
</tr>
<tr>
<td>UA receipts</td>
<td>510,000</td>
</tr>
<tr>
<td>Indirect cost recovery</td>
<td>44,000</td>
</tr>
<tr>
<td><strong>Restricted</strong></td>
<td></td>
</tr>
<tr>
<td>Grants and contracts (including Borough funds)</td>
<td>1,151,000</td>
</tr>
<tr>
<td>Endowment investment revenue</td>
<td>16,000</td>
</tr>
<tr>
<td>Auxiliary Receipts</td>
<td>511,000</td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td><strong>$12,111,000</strong></td>
</tr>
</tbody>
</table>


* Unrestricted State appropriations do not include State-appropriated capital funds.
Note: Total revenue is lower than the sum of revenue categories due to rounding.
Description of Revenue Sources

State appropriations include receipts from the State of Alaska’s general operating fund.

Student tuition and fees are generated by tuition charged to students for instructional programs, as well as fees charged in support of specific activities such as materials, labs, and health center fees.

UA receipts include unrestricted revenues from course and facility use fees, educational testing fees, revenue from administrative services and other miscellaneous sources.

Indirect cost recovery revenues are generated from federal and other restricted grants, and are used to help offset administrative and support costs that cannot be efficiently tracked directly to grant programs. When the university receives a grant, it records the revenue for the actual project in restricted receipts and all the revenue for indirect costs in Indirect Cost Recovery.

Grants and contracts include restricted funds, where spending is dictated by the funding source. Sources within this category range from federal, state and local governments to corporations, to foundations and other private, non-profit institutions. Government funding, including federal, state and borough, is a significant College funding source.

Endowment investment revenue includes restricted income generated from short-term investments associated with endowment funds.

Auxiliary receipts are associated with all self-supported activities of KPC. They include all revenues from bookstore and health clinic operations.
Revenue Trends

Revenue for KPC operations has increased over the past decade, with FY08 revenue approximately double that of FY98. Both State appropriated general funds (excluding those targeted for capital projects) and UA receipts have increased in similar proportions. Funding from federal and state government agencies, which only began in earnest between FY04 and FY06, has increased more significantly and now accounts for about one-tenth of all KPC revenue.

Figure 6.
Revenue Trends, FY98-FY08

KENAI PENINSULA BOROUGH FUNDING

Since 1991, the Kenai Peninsula Borough has allocated a percentage of its property tax to KPC to help broaden community use of KPC. Of the 4.5 mills levied on property owners by the Borough, up to one-tenth of one mill may be allocated to the College. In FY08, KPC received approximately $536,000 of its $12.1 million in revenue funds from the Kenai Peninsula Borough. The largest allocations of Borough funding for that year went to borough-wide tuition waivers for high school seniors (19 percent), adult basic education (15 percent), and career centers at the Kenai River and Kachemak Bay Campuses (14 percent).

The following figure shows the trend of Borough funding for KPC since FY98. Over the past 11 years, funding from Kenai Peninsula Borough’s property tax revenue has nearly doubled.

Figure 7.
Revenue from Kenai Peninsula Borough, FY98-FY08
Expenditures

KPC-related expenditures in Alaska include spending on faculty, staff and student employee payroll, goods and services, and capital expenditures (equipment, library acquisitions, building repairs/alterations and construction). In FY08, KPC spending totaled approximately $13.1 million, with the majority of spending allocated to payroll and benefits for College employees (personnel services, $8.5 million). Expenditures on contract services amounted to $1.5 million and capital to $1.4 million. Other spending included commodities ($1.1 million), travel ($355,000), and student aid ($258,000).

Table 5.
Expenditures, by Type, FY08

<table>
<thead>
<tr>
<th>Expenditure Type</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel Services</td>
<td>$8,513,000</td>
</tr>
<tr>
<td>Contracts (services)</td>
<td>1,455,000</td>
</tr>
<tr>
<td>Capital *</td>
<td>1,400,000</td>
</tr>
<tr>
<td>Commodities (goods)</td>
<td>1,122,000</td>
</tr>
<tr>
<td>Travel **</td>
<td>355,000</td>
</tr>
<tr>
<td>Student aid</td>
<td>258,000</td>
</tr>
<tr>
<td>Other</td>
<td>6,000</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td>$13,109,000</td>
</tr>
</tbody>
</table>


* Capital includes State-appropriated capital funds.

** More than half of FY08 travel costs were associated with the MAPTS program and are not indicative of typical KPC-associated travel.

Approximately two-thirds (65 percent) of KPC spending is allocated to personnel services, which includes employee payroll and benefits. Another fifth is spent on goods and services (11 percent on contract services and 8 percent on commodities), followed by 11 percent on capital expenditures, and less than 6 percent on travel, student aid and other expenditures.

Figure 8.
Expenditures, by Percentage of Spending, FY08
KPC’s authorized operating budget was $12.5 million in FY08. This budget figure excludes approximately $900,000 in State-appropriated capital funds. Restricted and auxiliary fund budgets accounted for $2.5 million of KPC’s total budget.

Table 6. Operating Budget by Campus, FY08

<table>
<thead>
<tr>
<th>Campus</th>
<th>Amount</th>
<th>% of Total KPC Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kenai River Campus</td>
<td>$8,455,000</td>
<td>67%</td>
</tr>
<tr>
<td>(including Resurrection Bay Ext. Site &amp; Anchorage Ext. Site)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Kachemak Bay Campus</td>
<td>1,602,000</td>
<td>13</td>
</tr>
<tr>
<td><strong>Total campus budget</strong></td>
<td><strong>$10,057,000</strong></td>
<td><strong>80%</strong></td>
</tr>
<tr>
<td>Restricted funds</td>
<td>2,018,000</td>
<td>16</td>
</tr>
<tr>
<td>Auxiliary funds</td>
<td>462,000</td>
<td>4</td>
</tr>
<tr>
<td><strong>Total KPC budget</strong></td>
<td><strong>$12,537,000</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>


**Expenditure Trends**

KPC expenditures have increased significantly over the past decade. Spending in FY08 was double that in FY98. However, not all spending types have increased by the same proportion. Instruction-related and student-related expenditures doubled between FY98 and FY08, while infrastructure-related spending increased by 150 percent during the same time period. Over the past five years, KPC has focused on upgrading their facilities, including a health clinic, additional classrooms and a new instructional facility.

Figure 9. Expenditure Trends, FY98-FY08

- Instruction and Student Related
- Infrastructure

Note: Public service, research, auxiliary and State-appropriated capital spending is excluded.
Spending on Goods and Services

KPC spent approximately $4.3 million on goods and services in FY08. Goods and services include a wide variety of purchases, such as professional services contracts, classroom and office supplies, computers, building utilities, maintenance of campus grounds, advertising and publications. They also include capital improvement projects and equipment, and employee travel (unlike the "contracts" and "commodities" line items in Table 4 on page 13).

Four-fifths ($3.4 million) of all College spending on goods and services occurs within Alaska. While KPC makes purchases from locations throughout the state, the majority of in-state spending on goods and services is associated with businesses activity in the Kenai Peninsula Borough ($2.3 million or 67 percent).

In FY08, KPC made purchases from more than 200 businesses based in Kenai Peninsula Borough communities. In addition to the three larger communities, Soldotna, Kenai and Homer, spending occurred in Anchor Point, Cooper Landing, Fritz Creek, Kasilof, Nikiski, Seward and Sterling.

<table>
<thead>
<tr>
<th>Community</th>
<th>Number of Businesses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Soldotna</td>
<td>82</td>
</tr>
<tr>
<td>Kenai</td>
<td>60</td>
</tr>
<tr>
<td>Homer</td>
<td>50</td>
</tr>
<tr>
<td>Other Borough Communities</td>
<td>11</td>
</tr>
<tr>
<td><strong>Borough Total</strong></td>
<td><strong>203</strong></td>
</tr>
</tbody>
</table>

As with its geographical spending diversity, KPC’s expenditures are evident in a variety of industry sectors in Alaska. Expenditures with maintenance and repair businesses made up the largest percentage of College spending (35 percent) in FY08, followed by services (24 percent) retail and wholesale goods (17 percent), and utilities and fuel (10 percent). The remaining 14 percent of spending is associated with government, information technology, transportation, and a number of other industry sectors.

![Figure 12. In-State Expenditures, by Industry Sector, FY08](image)

**Employment and Payroll**

With total employment of nearly 250, KPC is among the top ten employers within the Kenai Peninsula Borough. While a majority of KPC employment is based in the Kenai/Soldotna region, faculty and staff are spread throughout the Peninsula and a small number are located in Anchorage. In FY08, KPC employees earned $6.1 million in payroll. The College spent another $2.4 million on employee benefits.

<table>
<thead>
<tr>
<th>Table 8. Employment, by Location/Program, FY08</th>
</tr>
</thead>
<tbody>
<tr>
<td>KRC</td>
</tr>
<tr>
<td>------</td>
</tr>
<tr>
<td>Faculty</td>
</tr>
<tr>
<td>Staff</td>
</tr>
<tr>
<td>Student assistants</td>
</tr>
<tr>
<td><strong>Total KPC Employment</strong></td>
</tr>
</tbody>
</table>


*FY08 was the last year that MAPTS faculty and staff were associated with KPC employment. As of June 2008, MAPTS became a UA program and is a tenant at the Kenai River Campus.
Other KPC-Related Spending

KPC students and visitors to the College or College-organized events also contribute to the economic impact of the school. Students and visitors who come from outside the Kenai Peninsula Borough bring money into the region and spend it on items such as accommodation, food and beverage, fuel, and souvenirs.

Quantifying this spending is challenging. It is important to consider only those expenditures which reflect new money entering the region or are associated with money that would otherwise be lost if the university did not exist. For example, a KPC student originally from Fairbanks spends money in the Kenai Peninsula region that was likely earned in Fairbanks; or, a full-time student from Homer who would have attended UAA in Anchorage or a school in the Lower 48 had KPC not existed, is spending money in the region because KPC is there.

Because of the challenges associated with identifying which student and visitor dollars qualify as KPC-related spending, this study does not attempt to estimate this spending impact. Instead, estimates of average annual spending among UAA students living off-campus, as calculated by the UA Planning and Budget Office are presented. Unfortunately, visitor spending data that might be comparable to that associated with KPC visitors was not available.

On average, a full-time UAA student in Anchorage spends nearly $14,000 per year on housing, groceries, transportation, and personal items and services. Over half is associated with housing costs and a quarter with food costs.

### Table 9.
Annual UAA Per Full-Time Student Spending, 2007

<table>
<thead>
<tr>
<th>Spending Categories</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Housing</td>
<td>$7,199</td>
</tr>
<tr>
<td>Groceries</td>
<td>3,695</td>
</tr>
<tr>
<td>Transportation</td>
<td>1,752</td>
</tr>
<tr>
<td>Personal</td>
<td>1,318</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$13,694</strong></td>
</tr>
</tbody>
</table>

Source: UA Planning and Budget Office, as presented by McDowell Group in *The Economic Impacts of the University of Alaska – 2007 Update.*
UA Foundation Donations

Outside of its operating budget, KPC receives funding for specific College initiatives, events and student scholarships. Funding resides within the UA Foundation in named KPC programs. In FY08, $579,438 was donated to the College by businesses, faculty and staff, private individuals, trusts, and other foundations. The largest contributions—$500,000 made by Chevron North America Exploration and Production Company and $25,000 donated by Icicle Seafoods, Inc.—were joined with other contributions made by local retailers, banks, hospitals and regional associations.

In addition to donations via the UA Foundation, KPC administers an internal fundraising effort called the Momentum Campaign. The Momentum Campaign is an annual, College-wide drive targeting faculty and staff that raises money for student scholarships and other College programs.

Table 10. UA Foundation Donations, FY08

<table>
<thead>
<tr>
<th>Donation Sources</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Businesses/associations</td>
<td>$533,988</td>
</tr>
<tr>
<td>KPC faculty &amp; Staff</td>
<td>$13,348</td>
</tr>
<tr>
<td>Private individuals</td>
<td>$12,360</td>
</tr>
<tr>
<td>Trusts</td>
<td>$10,742</td>
</tr>
<tr>
<td>Foundations</td>
<td>$9,000</td>
</tr>
<tr>
<td><strong>Total Donations</strong></td>
<td><strong>$579,438</strong></td>
</tr>
</tbody>
</table>

Total Economic Impacts of KPC

Total economic impacts include direct employment, payroll and purchases of goods and services by KPC, plus the indirect and induced “multiplier impacts” that ripple through the Kenai Peninsula Borough and Alaska statewide economies. As KPC, its employees, and its students spend money with Alaska businesses, those businesses employ others and purchase goods and services, which in turn generate additional jobs and expenditures. The repeated rounds of spending produce a multiplier effect (shown in the table below as indirect and induced impacts) that increases the overall economic impact of the College.

Based on KPC’s direct employment of 243 individuals, the College has an indirect and induced impact of approximately 115 jobs within the Kenai Peninsula Borough and an additional 28 jobs in other areas of the state. Furthermore, the additional payroll associated with this indirect and induced employment totals $3.0 million within the borough and another $1 million throughout the rest of Alaska. In total, spending by KPC and its employees generates an estimated 143 additional jobs throughout Alaska.

Overall, KPC’s total direct spending of approximately $10.4 million within the Kenai Peninsula Borough results in an additional $5.4 million in economic activity. The College’s total direct spending statewide, approximately $11.9 million, results in $7.1 million of additional economic activity throughout the state, aggregating to a total statewide impact of $19.0 million.

Table 11.
Total Economic Impacts, FY08
Kenai Peninsula Borough and Statewide Economies

<table>
<thead>
<tr>
<th></th>
<th>Direct</th>
<th>Indirect &amp; Induced</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Kenai Peninsula Borough</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employment</td>
<td>231</td>
<td>115</td>
<td>346</td>
</tr>
<tr>
<td>Labor income (payroll &amp; benefits)</td>
<td>$8,100,000</td>
<td>$3,021,000</td>
<td>$11,121,000</td>
</tr>
<tr>
<td>Total spending impact</td>
<td>$10,400,000</td>
<td>$5,445,000</td>
<td>$15,845,000</td>
</tr>
<tr>
<td><strong>Statewide (including Kenai Peninsula Borough)</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employment</td>
<td>243</td>
<td>143</td>
<td>386</td>
</tr>
<tr>
<td>Labor Income (payroll &amp; benefits)</td>
<td>$8,500,000</td>
<td>$4,000,000</td>
<td>$12,500,000</td>
</tr>
<tr>
<td>Total spending impact</td>
<td>$11,900,000</td>
<td>$7,081,000</td>
<td>$18,981,000</td>
</tr>
</tbody>
</table>

Source: KPC and McDowell Group.
The University of Alaska partnered with the Alaska Department of Labor and Workforce Development to track UA graduates, their residence and their employment characteristics. The resulting database contains information for UA graduates, including 1,300 KPC graduates, from the classes of 1989 through 2006. Employment characteristics are only tracked for those working in Alaska in the private sector, with state government, or with local governments. Graduates who are self-employed, working for the federal government, in the military, or living out-of-state are not tracked.

In general, a greater proportion of recent KPC graduates were Alaska residents in 2006 compared to KPC graduates from the 1990s. This could be attributable to absolute trends with regard to Alaska residency, or it could be a function of relative trends – the closer the year of measured residency (2006 in this case) is to the year of graduation, the more likely a graduate is still an Alaska resident. In either case, over 80 percent of graduates from the classes of 2002 through 2006 were living in Alaska in 2006.

The data also suggests that a greater percentage of recent KPC graduates were employed in Alaska in 2006 compared to those who graduated in the 1990s. Again, this trend could be a function of absolute changes or relative changes.

Figure 13.

Source: UA, Alaska Department of Labor and Workforce Development and McDowell Group.
The value of KPC extends farther than its economic contribution to the Kenai Peninsula Borough and its communities. The College is a community asset that improves the quality of life for the borough’s residents, as well as supports local economic development, strengthening key industries by educating and training local residents. Additionally, the College is viewed as an important element of the educational continuum from secondary to post-secondary education, helping to lessen the “brain drain” of young people from the region.

To illustrate this qualitative impact of KPC, the study team conducted interviews with a variety of local community and government leaders, gathering their viewpoints on KPC’s contribution to their community. Below is a summary of general themes that emerged from these interviews and other sources.

**CONTINUUM OF EDUCATION**

KPC provides a key piece in the continuum of education. As one interviewee put it,

> Our community is education-oriented. We present a united front, from kindergarten through 12th grade and on to college. It is never us versus them. It is a real continuum of education. Because of KPC, our high school students have more options, a menu of opportunities. Because there is a relationship with our high school students, their parents feel comfortable in sending their students to KPC.

The same person also pointed out that KPC is right inside the Seward High School, “making it easy to find out and talk about different opportunities for our students.”

KPC and the Kenai Peninsula Borough School District have worked collaboratively, meeting monthly to inform and coordinate programs and use of facilities. As a school district official explained, “We leverage each other’s facilities and programs...we work very cooperatively. We share technology training. We have broker agreements for in-service training of our teachers, giving us the ability for salary advancement with their new certifications. If they need facilities at night, then they can use our schools, and if we need facilities during the day, we use KPC’s facilities. They use our teachers, we use their professors. We have 19 or more articulated course agreements,” such as welding, computer applications, early childhood development, graphics, certified nursing assistants, and accounting.

KPC provides dual credit/dual enrollment courses for borough high school students through the JumpStart Program where high school seniors can take up to six credits per semester. Currently about 20 percent of Kenai Peninsula Borough high school students are enrolled in the program, financially supported through KPC’s Kenai Peninsula Borough funding. For high school graduates, it is a very inexpensive way to pursue a college degree, considering JumpStart students pay only $35 per credit versus $128 per credit for regular tuition (FY08).
**IMPROVING STUDENT SUCCESS**

Several interviewees shared their observations that KPC offers an important avenue for students looking to get a college degree or training, but are not ready, do not want to leave their community, or find it too difficult to leave a rural community for an urban school setting. “KPC is there for our village students, because they would not be as successful if they went to Anchorage or Outside. KPC has a high success rate. Our high school students can take coursework at KPC and our parents get to know the College and want their children to stay in the community to attend college,” said one interviewee. Another person added, “There are a whole bunch of people who leave to attend college and bounce back after their first year of college. These kids do well at KPC. KPC welcomes them and they are successful. If we didn’t have that option available here, we would lose these people. People don’t have to leave the peninsula and they don’t want to leave...Students don’t have to leave home.”

Another interviewee went further with their comments, adding “Dorms are needed to help expand the campus dramatically. Right now the College is only conducive to commuter students. With dorms, KPC would attract a class of students that wouldn’t want to go to UAA or UAF.” These comments were seconded: “There are opportunities for growth [at KPC], especially if student housing were built. It would really bring in people from the Bush who may be intimidated by Anchorage or Fairbanks.”

**SERVING INDUSTRY NEEDS**

All interviewees mentioned the role KPC plays in workforce development and training. As an example, one individual highlighted that KPC offers classes in “oil and gas, instrumentation, nursing, etc. These are important for developing industries. It is an important service and really caters to the needs of the peninsula’s industry.” Another person stated, “KPC is out in front with the labor and task force needs.” For local businesses, it is where skill sets can be improved across all age groups.

One interviewee presented an industry-specific example, the mandatory Kenai River Guide Academy for Kenai River fishing guides. KPC developed the program and “it is taught right here...It is something that was specifically geared to the [Kenai] area.” KPC worked closely with organizations like the Alaska Department of Natural Resources, Alaska Department of Fish and Game, US Fish and Wildlife Services, the Kenai River Professional Guides Association and Kenai River Sportfishing Association to develop the course. As one person explains, “the College is recognized as an institution of learning and they reach out to different segments of industry to custom-make courses that are useful.”

Another stated, “The College trains nurses to be employed at South Peninsula Hospital. The hospital had a hard time filling positions at the hospital and KPC helped fill the need.”

An interviewee from Homer stated, “Along with hospitals, recreational opportunities, utilities and other facilities, the College is a valuable component of our economic development equation. We always struggle with how we can make our community more vibrant and what types of development we want. The College fits in with what Homer is and works to make our community better.”

Recently, a story appeared in KPC’s newsletter, *Connection*, that provides a real-life story of how KPC programs meet both industry and student needs. The Nikiski-based Oil Spill Recovery Institute recently selected a design
developed by KPC student Brian Reith as the winning submission of its oil skimmer de-icing challenge. Reith, who will be completing his instrumentation degree at the Kenai River Campus in 2009, used the knowledge he gained through his degree program, along with past oil skimmer experience from internships at OSRI and Alaska Clean Seas on the North Slope to design a method of effectively de-icing oil skimmers in sub-freezing temperatures. Through this exchange, OSRI was able to acquire fresh, innovative solutions to current industry challenges from local talent, while Reith was able to earn $15,000 in scholarship money to help pay off student loans and continue his Alaska education in electrical engineering.

**Supporting Volunteerism**

KPC encourages its faculty and staff to engage in community initiatives and events. In fact, the University requires that 20 percent of all faculty hours are allocated to volunteer efforts in regional communities, utilizing their experience and skills in their discipline in support of their community. Students and staff are also active volunteers. KPC estimates that College faculty, staff and students volunteer more than 13,000 hours annually. If the Kenai Peninsula Borough average hourly wage of $18/hour were applied to the estimated 13,000 volunteer hours, the volunteer contribution of KPC could be roughly valued at $234,000 annually.

As part of its efforts to encourage and support KPC’s community involvement, KPC established the Service Learning Program in 2004. According to Krista Timlin, KPC’s Community and Career Engagement Center’s manager since 2004, the program has facilitated collaborative community engagement projects for numerous faculty and students, across 16 academic disciplines, with local organizations and initiatives. Involvement with the Service Learning Program is one way in which KPC faculty can fulfill the College’s volunteer requirement for faculty. Many instructors include service learning projects in their course curricula to augment classroom teaching efforts, providing hands-on experience for students. Some faculty members include a required number of volunteer hours to be completed by individual students; others develop relevant projects with outside entities in which the entire class participates.

Some recent examples of multi-disciplinary class projects include preparation of Alaska statehood exhibits with the Kenai Visitors and Culture Center and a marketing project connected to a local food bank. The statehood exhibits project involved faculty and students from multiple departments, including English, Oral Communication, Social and Natural Sciences, and Fine Arts. Students worked with Visitor Center staff to conduct interviews with pre-statehood pioneers, preparation of historical documents and design exhibits.

The food bank marketing project began with a community awareness effort, conducted by KPC business and marketing students, which centered on the purchase of a used electronic sign for the facility exterior. When the sign did not function properly, the volunteer project expanded to include technology design and welding classes to work on sign repair. Towards the end of the project, KPC student groups organized a fundraising event, Band Aid, to raise money for electricity costs associated with the sign. This volunteer effort demonstrates the collaborative success of not only the food bank project, but of the College’s Service Learning Program, and resulted in a national service learning award.
IMPROVING QUALITY OF LIFE

KPC plays an important role improving the quality of life for Kenai Peninsula residents. One interviewee stated, “There is a good relationship between the College and our city. We support the expansion and consolidation of the campus [in Homer]. KPC makes a large contribution to the quality of life and culture of our city.”

When asked how you feel KPC contributes to your community, interviewees offered several different perspectives:

“It is a significant contribution to the Borough. People take classes and events are held there. It helps fill the gaps in people’s, my own included, education. Community dialogues are held at the campus.”

“I know a lot of people that attend night classes. They enjoy it. They like it. Taking these classes is worthwhile. They build self-confidence and always make you a better person.”

“There is a broad range of ages and variety of people that attend KPC classes. It is a place where all ages can be comfortable.”

“People are enriched where they have education facilities.”

“KPC is truly a community campus.”

INTEGRAL COMMUNITY ROLE

Finally, a hypothetical question was asked, “If KPC were no longer available, what would it mean for your community?” Responses included:

“There would be dire consequences. The instructional losses would be huge. Education opens up avenues for people, particularly in this economy. If there wasn’t a KPC, there could be a huge loss of people leaving our community to pursue their education.”

“It would be a loss, not only to the economy, but to our community identity and quality of life.”

“[It would be] devastating. First of all, it would push a large portion of our youth out of the Kenai Peninsula Borough. It would eviscerate any potential growth, forcing away our future leaders, workforce and community members.”

“It would be difficult to recruit [workers] as we would not have the resources to train and meet the needs of our students.”

“KPC helps to sustain our community. It helps us keep people here who want to continue their education. It makes our community more attractive to retirees who want to continue their learning. It is as important an asset as transportation or shopping.”

“It would leave a hole in the community. We have one of the best school districts in the state and top-notch college programs. We can get a good vocational program right here. KPC definitely enhances the value of our community.”