

DOCUMENT RESUME

ED 089 812

JC 740 121

AUTHOR Ravetch, Herbert  
TITLE Feasibility Study: North Valley Task Force.  
INSTITUTION Los Angeles Community Coll. District, Calif.  
PUB DATE Mar 74  
NOTE 50p.  
  
EDRS PRICE MF-\$0.75 HC-\$3.15 PLUS POSTAGE  
DESCRIPTORS \*Community Colleges; Educational Needs; Enrollment Projections; \*Feasibility Studies

ABSTRACT

This is a summary report of a feasibility study conducted by the North Valley Task Force to determine the need for a new community college campus in the North Valley area. This study investigated the following areas: (1) the demographic features of North Valley; (2) existing educational programs; (3) enrollment patterns; (4) educational needs, and (5) potential sites. Tables and charts and analyses of information gathered are provided in this report. The task force recommended the establishment of the community college, its location, and the special needs it should address. A lengthy bibliography is provided. (SW)

ED 089812

U.S. DEPARTMENT OF HEALTH,  
EDUCATION & WELFARE  
NATIONAL INSTITUTE OF  
EDUCATION

THIS DOCUMENT HAS BEEN REPRO-  
DUCED EXACTLY AS RECEIVED FROM  
THE PERSON OR ORGANIZATION ORIGIN-  
ATING IT. POINTS OF VIEW OR OPINIONS  
STATED DO NOT NECESSARILY REPRESENT  
OFFICIAL NATIONAL INSTITUTE OF  
EDUCATION POSITION OR POLICY.

F E A S I B I L I T Y   S T U D Y

NORTH VALLEY TASK FORCE

Dr. Herbert Ravetch  
Chairman

JC 740 121

March, 1974

Los Angeles Community College District

Los Angeles Community College District

## NORTH VALLEY TASK FORCE

400 South San Fernando Mission Boulevard, Camino Real Federal Building, San Fernando, California 91340

Dr. Herbert Ravetch, Chairman

Honorable Members  
Board of Trustees  
Los Angeles Community College District

Dr. Leslie Koltai, Chancellor  
Los Angeles Community College District

On July 11, 1973, the Board of Trustees authorized "that a task force be established to conduct a feasibility study on how the needs for community college education in the North Valley . . . can better be served." The Feasibility Study has now been completed, and the full document of the Study is currently being developed.

However, because of the calendar requirements of the 1974-75 budget, a summary of the Feasibility Study is being presented at this time. This summary presents the major elements of the Feasibility Study, including the goals, findings, and recommendations.

We wish to thank the District and college staffs, numerous organizations, the many individual residents of the North Valley, and the students at Los Angeles Valley College for their assistance in conducting the Study and preparing this report.

Respectfully submitted,



Herbert Ravetch

## TABLE OF CONTENTS

I.	ABSTRACT.....	1
II.	RECOMMENDATIONS.....	2
III.	GOAL.....	3
IV.	ACTIONS TAKEN.....	5
V.	FINDINGS.....	6
	A. Demography.....	6
	B. Educational Needs.....	12
	1. Questionnaire Results.....	12
	2. Advisory Committees.....	18
	a. General.....	18
	b. Curriculum.....	23
	c. Site.....	25
	C. Current Enrollment.....	26
	D. Alternatives.....	31
	E. Enrollment Estimates.....	33
	F. Impact.....	36
	G. Costs.....	38
	H. Independent Consultant.....	40
VI.	CONCLUSIONS.....	42
	BIBLIOGRAPHY.....	44

I. ABSTRACT

The goal of the North Valley Task Force, authorized in the summer of 1973, was to examine "the proposition of a new campus in the North San Fernando Valley area." In order to achieve this goal, the Task Force, under the chairmanship of Dr. Herbert Ravetch, conducted an extensive inquiry into (1) the demographic features of the North Valley, (2) existing educational programs, (3) enrollment patterns, (4) educational needs, and (5) potential sites.

The findings of the Feasibility Study reveal

- (1) that there is a need for a new community college in the North San Fernando Valley;
- (2) that the estimated student body is large enough to justify a new college;
- (3) that the optimum location for such a new college is within the North Central Valley area (among the communities of Mission Hills, Sylmar, San Fernando, Pacoima); and
- (4) that the educational programs to be offered should be comprehensive in nature and responsive to the diverse population and educational needs of North Valley residents.

The Task Force recommendations call for the establishment of a new community college in the North Central area on July 1, 1974, and for the appointment of a staff to begin an intensive period of planning and development leading to the opening of instructional programs in the spring semester of 1975.

## II. RECOMMENDATIONS

1. It is recommended that a new college be established in the North Valley and the President be appointed effective July 1, 1974.
2. The college should be located in the area of maximum potential service to the largest number of North Valley residents, within the communities of Mission Hills, Sylmar, San Fernando and Pacoima.
3. The college should address itself to community based education in two ways:
  - a. the educational program should be responsive to the special characteristics of the North Valley, including the needs of the multi-cultural population, veterans, women, senior citizens, and the particular problems posed by lack of adequate transportation;
  - b. from its inception the college should depart from the traditional mode and establish an extensive outreach program that will be supplementary to the main campus offerings and will serve the dispersed communities of the North Valley.
4. The period of time between July 1, 1974 and the opening of the spring semester, 1975 should be used for extensive planning and development of the following areas:
  - educational program
  - staffing
  - organizational structure
  - site and facilities
  - accreditation
  - state requirements
  - costs
5. The college should begin offering instruction during the spring semester of 1975.

### III. GOAL

On July 11, 1973, the Board of Trustees authorized a feasibility study to examine the "proposition of a new campus in the North Valley area." Such a "proposition" required an examination of community college educational goals.

Do potential students of the North Valley have a reasonable opportunity

- to discover their abilities and choose their life work through the community college experience;
- to enroll in programs that prepare them for transfer to four-year colleges and universities;
- to obtain college-level technical education for occupational competence; and
- to benefit from college-sponsored recreational and cultural events through community college service programs?

Finally, do potential North Valley students have educational programs responsive to the particular needs of their communities?

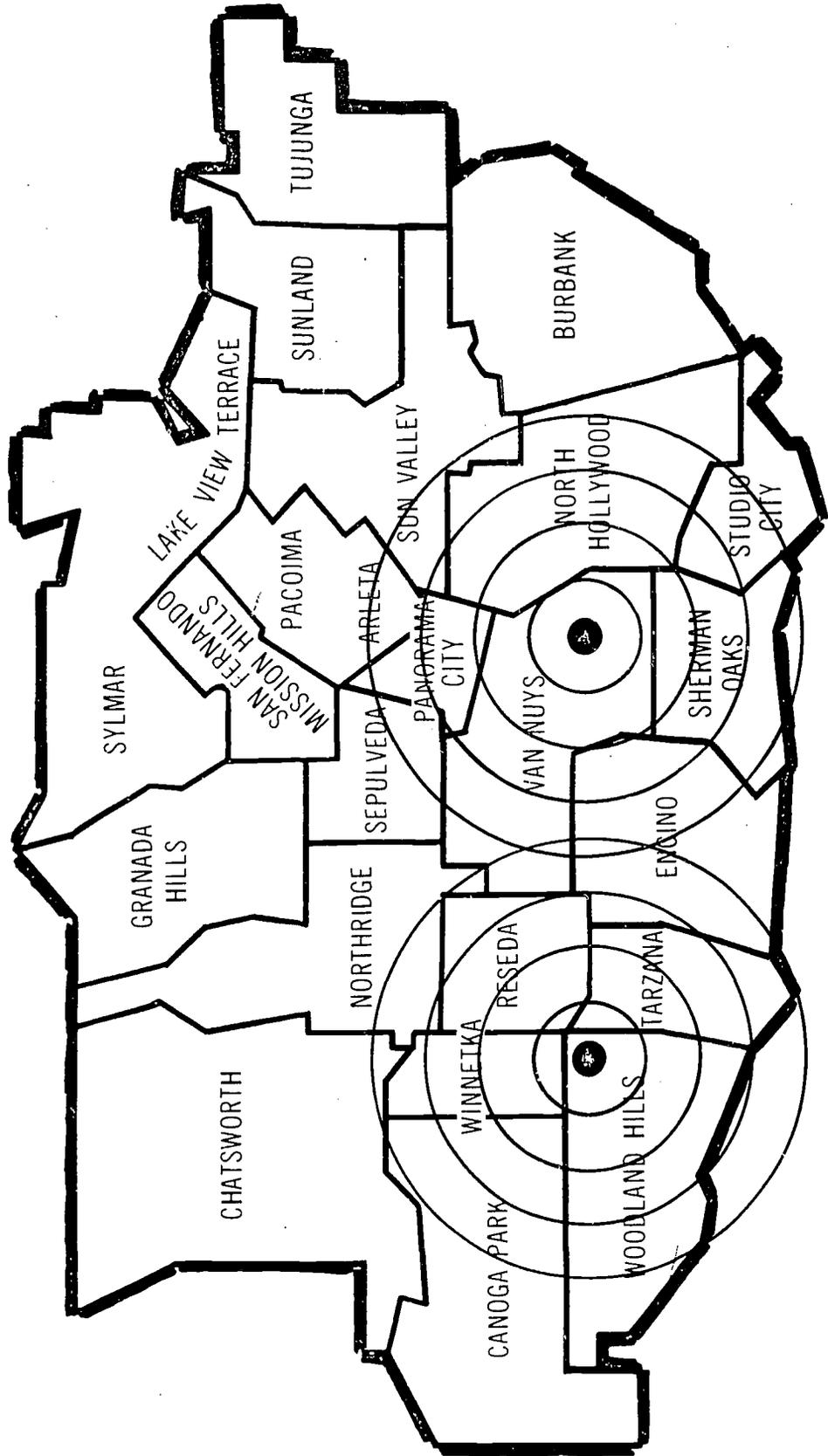
On August 1, 1973, Dr. Herbert Ravetch was appointed chairman of the North Valley Task Force and subsequently established an office in the city of San Fernando. The geographical area to be studied was deemed to be the North San Fernando Valley, that area North of Roscoe Boulevard, encompassing the communities of Chatsworth, Northridge, Granada Hills, Sepulveda, Mission Hills, Sylmar, San Fernando, Arleta, Panorama City, Pacoima, Lakeview Terrace, Sun Valley, Sunland, Tujunga, and including Burbank.

The primary mission of the North Valley Task Force has been to evaluate the community college educational opportunities in the North Valley to determine whether they are sufficient to meet the needs of the area. This included the evaluation of

- (1) community college educational needs of North Valley residents,
- (2) availability of existing educational programs capable of meeting those needs,
- (3) desirability of a new community college to meet unfulfilled educational needs.

If the community college opportunities of the North Valley were evaluated as being insufficient, the Task Force was charged with the additional responsibility of examining appropriate educational programs, optimum locations, and potential enrollment for a new community college.

# THE SAN FERNANDO VALLEY EXISTING COLLEGES



#### IV. ACTIONS TAKEN

The North Valley Task Force was appointed with Herbert Ravetch as Chairman, David Wolf as a part-time consultant, and Ruth Putnam as Secretary. An office was leased in the city of San Fernando.

The primary activity was directed toward the collection and analysis of information related to all aspects of the first two years of post-secondary education in the North Valley. Nine principal sources of consultation and information were utilized.

1. District office and college staffs
2. Public and private educational institutions
3. Service organizations
4. Public agencies
5. Task Force committees composed of North Valley citizens
6. State Chancellor's Office
7. North San Fernando Valley residents and students
8. Current Literature
9. Tadlock Associates Inc.

The role of the District Office and college staffs involved consultation on virtually all aspects of the study, from research design to final report writing. Public agencies supplied basic demographic data to assist in the determination of population characteristics of the area. Public and private educational institutions provided enrollment and program data. Current literature was reviewed in order to identify general principles involved in the establishment of new colleges and procedures employed by other institutions in planning the development of new colleges. The State regulations were examined in order to determine procedures for securing official recognition of a new institution, its educational program and facilities. Visits with appropriate members of the State Chancellor's staff were held in Sacramento and Los Angeles.

In addition, an intense effort was made to reach all segments of the North Valley population. Task Force committees composed of North Valley citizens were established and participated in a continuing in-depth discussion of how to meet the educational needs of the North Valley. Approximately 4000 San Fernando Valley residents (including parents, residents, high school students, community college students, educators, and members of the business-professional community) identified basic needs and interests through questionnaire responses.

Finally, Tadlock Associates Inc., provided an independent outside analysis of the design and findings of the Study.

The information generated by all of the above was then analyzed, and a summary of the results is reported in the section that follows.

## V. FINDINGS

The "Findings" section summarizes the information generated by the Feasibility Study. This section is divided into four parts:

- A. Demography
- B. Educational Needs
- C. Alternatives
- D. Enrollment
- E. Enrollment Estimates
- F. Impact
- G. Costs
- H. Independent Consultant

The analysis of the information in this section provided the basis for the recommendations derived from the Feasibility Study.

### A. Demography

The tables below detail some of the demographic characteristics of the North Valley. These characteristics are relevant to the description of the potential student body to be served by community college programs. The map on p. 5 identifies the communities of the North Valley included in the Study. The source of information in this section is the United States Bureau of the Census.

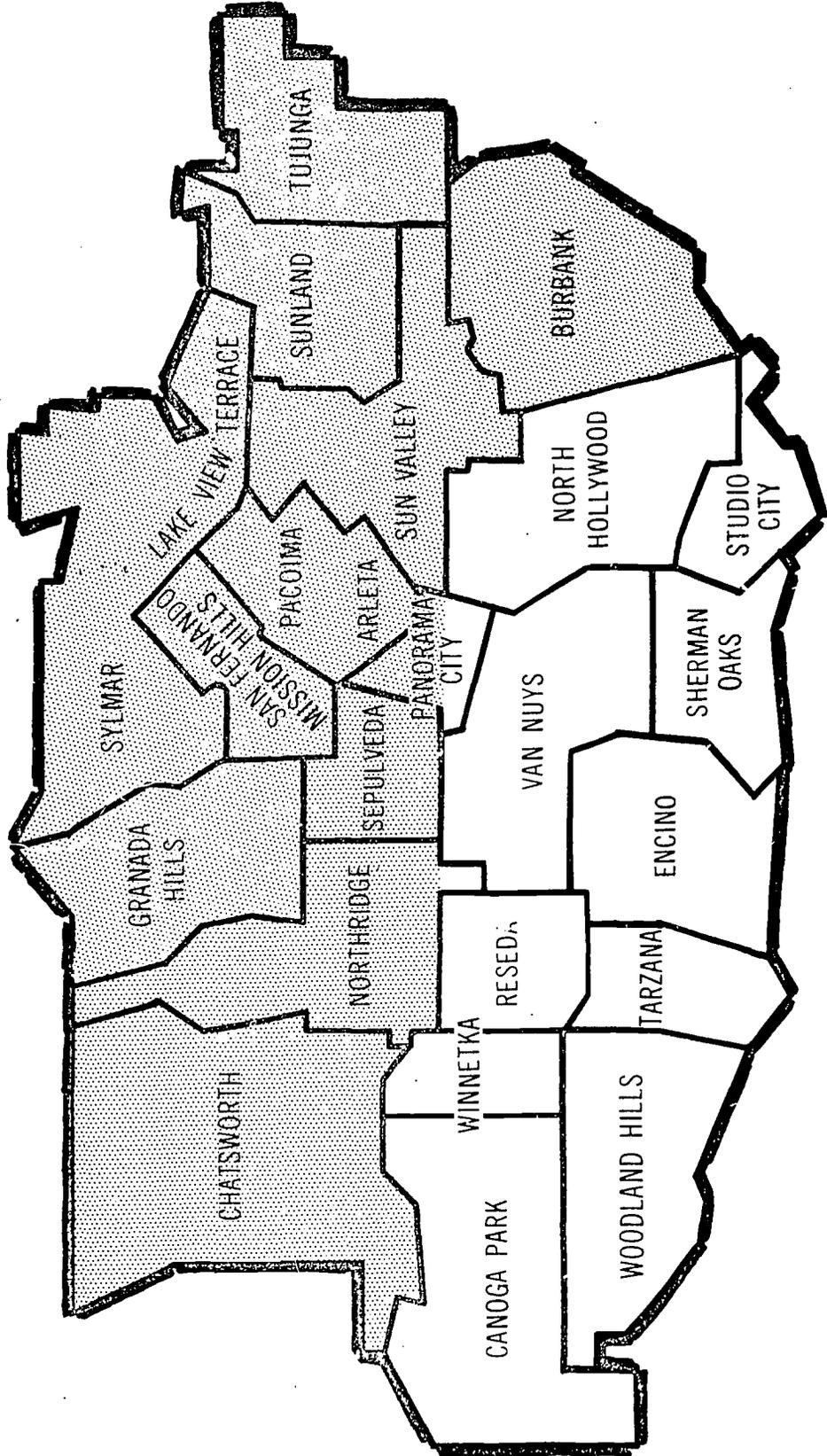
#### Population

1970	501,615
1990	619,061 <sup>1</sup>

<sup>1</sup>LA City Planning Department Projection

Population growth for the North Valley is estimated to increase at a relatively low rate, 0.8% per year.

# THE SAN FERNANDO VALLEY



### Racial Composition

White	94.8%
<sup>2</sup> Spanish American	15.8%
Black	3.3%
Other Non-White	1.9%

<sup>2</sup>The Census Bureau has acknowledged that the Spanish American percentage of the population is understated. Revised statistics have not yet been issued.

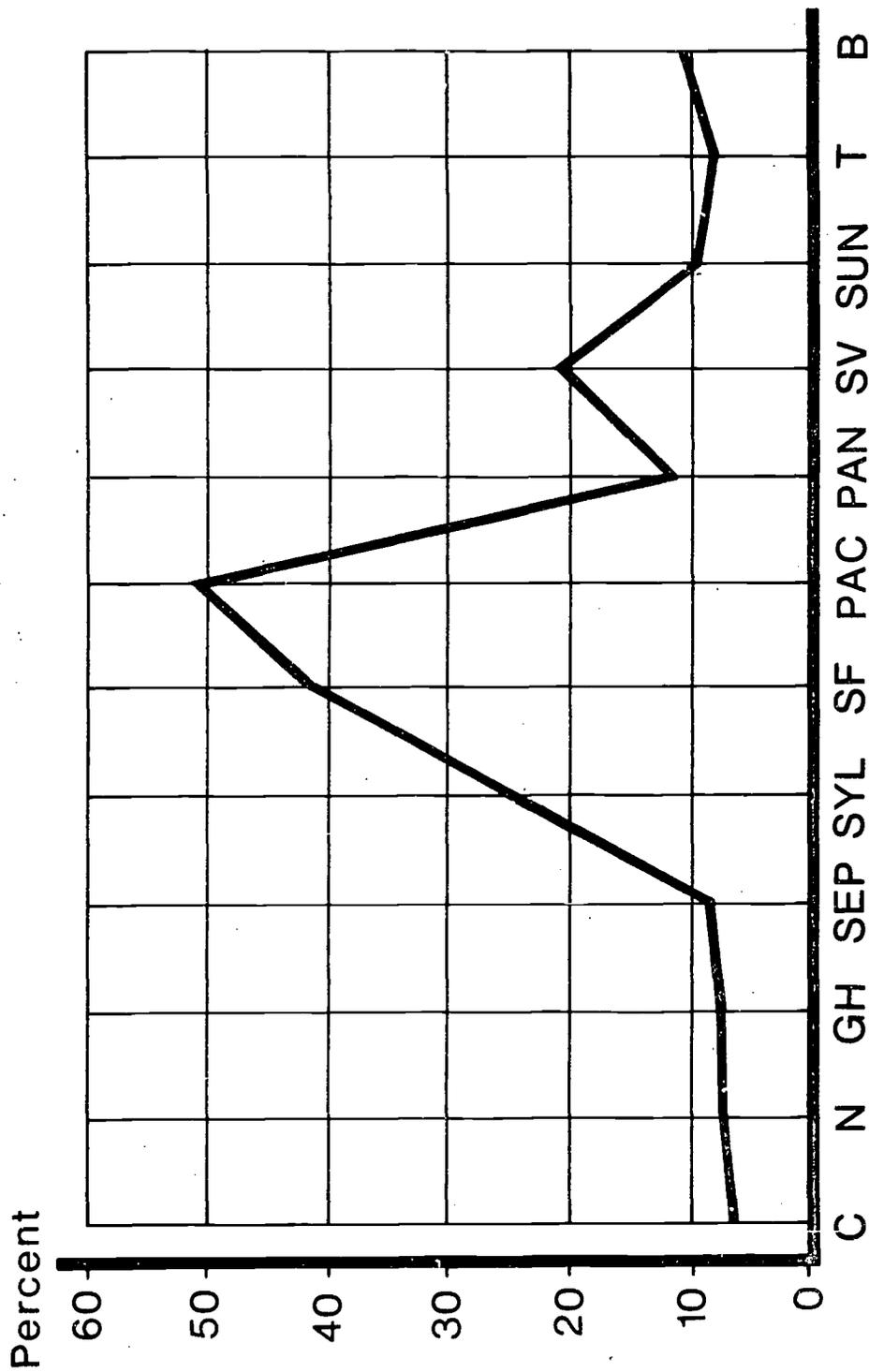
The Spanish American population is concentrated in the communities of Sylmar, San Fernando, Pacoima, and Sun Valley (18% to 34% of total population). However, Spanish American residents are found throughout the North Valley, never falling below 6% of the total population. The black population is concentrated in the central area, especially in Pacoima and Lake View Terrace, with only traces throughout the rest of the North Valley (see graph on next page).

### Age

Median	27.2 years
Range	21.7 years (Pacoima) 34.8 years (Burbank)

The population of the North Valley is relatively young in the central communities, older in the west, and older still in the east.

# ETHNIC MINORITY COMPOSITION OF NORTH VALLEY



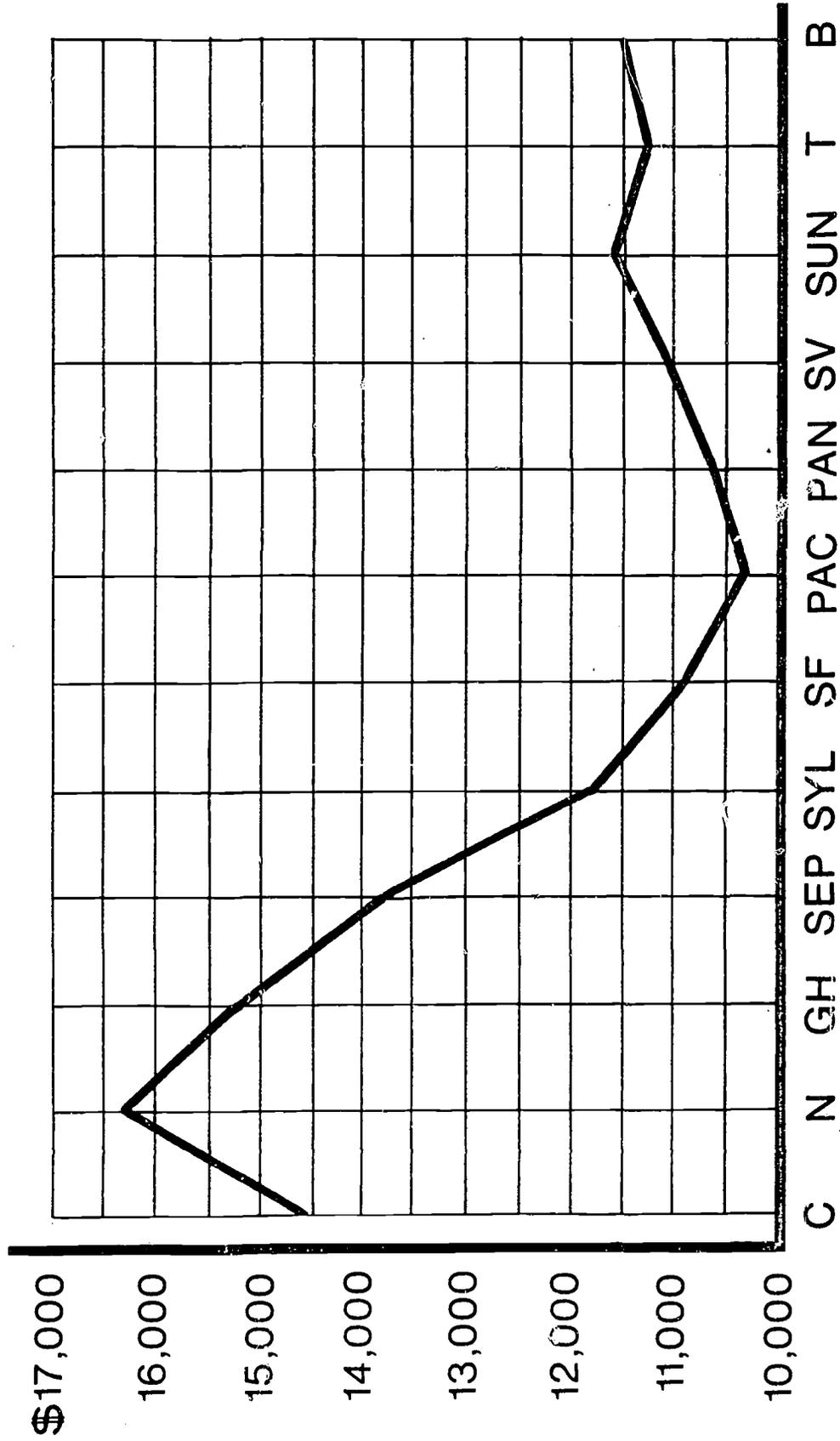
Income

Median	12,434
Range	10,414 (Pacoima) 16,313 (Northridge)

There is a substantial difference in the income levels of North Valley communities. The communities of the central area have relatively low incomes, in the east they rise moderately, and in the west they are substantially higher.

An analysis of the demographic data of the North Valley reveals a recurring pattern that exists within the communities of this area with respect to the characteristics described above. The western communities exhibit high family income, the central communities low income, and the eastern communities show an increase, but one that does not reach the high levels of the western area (see figure on page 11). The same general pattern exists for racial composition, education, and median age: lowest concentration of white population, fewest number of years of education completed, and lowest median age are found in the central area of the North Valley.

# MEDIAN INCOME OF NORTH VALLEY FAMILIES



B. EDUCATIONAL NEEDS

One of the central pursuits of the Feasibility Study was the identification of community college educational needs in the North San Fernando Valley. Manpower patterns and projections, and offerings in current college programs were examined. These provided information regarding present and future educational needs as expressed by employment analysis and current college student preferences.

More significant insights were obtained from questionnaires administered throughout the North Valley and from advisory committees composed of North Valley representatives.

1. Questionnaire Responses

A primary source of information about the educational needs and desires of the citizens of the North Valley was found in the extensive questionnaire returns. Separate questionnaires were developed for high school students, educators, community college students, residents, the business community, and parents of high school students. Out of a total of approximately 8,700 questionnaires that were distributed, a total of 3,860 were returned. The responses to key questions for the Feasibility Study appear below.

TABLE I

Do you feel there is a need for the establishment of a community college in the North Valley Area?

Response	Percent
Yes	71.1
No	12.2
Undecided	16.7

N = 3,860

The responses to this question indicated overwhelming approval from all groups for the establishment of a new college.

TABLE II

If you answered yes to the questions above, why?

Response	Percent
Present community colleges too far away	54.7%
Too few community college programs currently	36.6%
Other	8.7%

N = 871

Parents and residents, responding to this question, identified distance as the most significant obstacle to greater participation in community college education. The responses regarding available programs (including "other") pointed out that few locally offered courses were available and existing colleges were overcrowded.

TABLE III

Which kind of program would you prefer?

Response	Percent
Vocational	24.0%
Community Services	23.3%
General Education	20.1%
Transfer	14.8%
Basic Courses	8.9%
Counseling	8.9%

N = 1,602

Parents, residents, and members of the business-professional community gave similar emphasis to vocational and general education and community service programs. It is interesting to note that transfer programs were not selected as frequently.

TABLE IV

Which vocational subject area would you prefer?

Response	Rank
Accounting	1
Business Management	2
Dietician	3
Auto Mechanics	4
Secretarial Science	5
Police Science	6
Computer Technician	7
Dental Technician	8

N = 3,860

Here, as in Table V ahead, business-commerce programs received the highest endorsement from all respondents. The other preferred choices were distributed among allied health, maintenance technology, and police science.

TABLE V

Which transfer subject areas would you prefer?

Response	Rank
Business Commerce	1
Pre-Professional	2
Mathematics	3
Science	4
Humanities	5
Social Science	6
Engineering	7
Agriculture	8

N = 472

The educators and members of the business community responding to this question found greater relevance in career-oriented transfer programs and less in the traditional liberal arts. The position of engineering and agriculture appears to reflect the current employment realities affecting those fields.

TABLE VI

How do you think your parents feel about your going to college?

Response	Percent
Require that I go	11.7%
Want me to go, but leave choice to me	64.8
Leave choice to me	20.5
Would rather I not go	1.4
Other	1.6

N = 912

A majority of high school students felt that their parents wanted them to enroll in college, but that the final decision belonged to them. Of all high school students who responded, 86.4%, (see Table VII) expressed a desire to attend a collegiate institution.

TABLE VII

If there were a new 2-year community college in your area, would you attend?

Response	Percent
Would attend new Community College	50.2%
Would attend some other educational institution	36.2%
Would not attend an educational institution	13.6%

N = 1,067

A majority of the high school students who planned to continue their education expressed in their answer to this question a preference to attend a community college in their community. Of the other largest group, 7.9% preferred to attend existing community colleges, while 24.3% planned to go on to a four-year institution.

TABLE VIII

Would you take a course if a new community college were established in your area?

Response	Percent
Yes	56.6%
No	20.7%
Undecided	22.7%

N = 1,075

A majority of the parents and residents who answered this question expressed an interest in taking community college courses. The actual enrollment would no doubt be controlled by proximity and appropriate offerings, which would also have a significant effect on the 22.7% "undecided."

TABLE IX

Would you be interested in attending college classes held in off-campus neighborhood locations?

Response	Percent
Off-campus classes	61.5%
Campus classes only	38.5%

N = 3,388

This table indicates a widespread willingness on the part of North Valley residents, adults, and high school students, to attend some classes conducted away from the college campus and is a significant endorsement of an out-reach supplement to campus offerings.

The questionnaire responses included in this section demonstrate a desire among the majority of North Valley residents for the establishment of a new community college, a desire for a comprehensive program that would allow a variety of educational options, and the willingness to try new patterns of education, including courses offered at locations removed from the main campus.

## 2. Advisory Committees

In addition to numerous meetings with groups and individuals throughout the North Valley area, advisory committees were formed for the purpose of extended, in-depth consultation with North Valley representatives. These committees were charged with specific responsibilities and provided essential information and insights for the Task Force staff. The rosters of the three Task Force committees appear below, with a brief description of each committee's goals, activities, and conclusions.

### a. General Advisory Committee

This committee was widely representative of the entire North Valley, with emphasis on community leaders with broad areas of interest and representation. This committee was charged with the responsibility of providing North Valley-wide participation in the Study, helping to determine the educational needs of the North Valley, and providing the chairman with information regarding (1) the relative need for a new college, (2) its optimum location, and (3) the general kinds of educational programs that such a college should offer.

The General Advisory Committee summarized its findings in a Statement to the Board of Trustees which is reproduced on the next page.

# A STATEMENT

from the

North Valley Task Force Advisory Committee

to the

Los Angeles Community College Board of Trustees

---

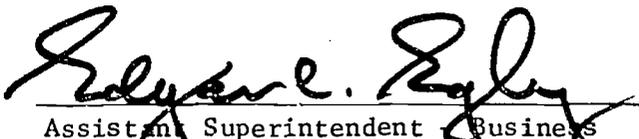
ADOPTED ON FEBRUARY 7, 1974

The Advisory Committee has been working with the staff of the North Valley Task Force reviewing the issues of community college education for the North Valley, from Chatsworth on the west to Tujunga on the east and including the community of Burbank. This process has included extensive review and analysis of the educational, social, cultural, political, and economic dimensions of this geographic area. As a result of this process, the Advisory Committee has arrived at the following conclusions:

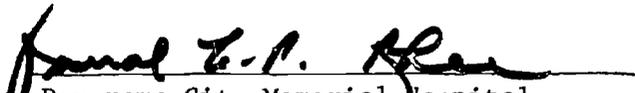
1. The North Valley has many educational needs that cannot be met by existing community colleges. There is, therefore, a pressing need for the establishment of a new community college in the North Valley.
2. The location of this college must be such that it will provide community college education for the greatest number of North Valley residents who are now not being served. The center of this area of maximum potential service is among the communities of Mission Hills, Sylmar, San Fernando, and Pacoima. Large parcels of land (approximately 100 to 160 acres) which appear to be suitable for community college operation have been identified for each of the above communities, and it is in this area that the college should be established.
3. The educational program that will be offered through the new college must be developed through comprehensive interaction with the residents of the North Valley. This program must be responsive to the North Valley's multi-lingual, multi-cultural population. It must build on the traditional requirements of higher education, but it must not be bound by them. It must be forward-looking and innovative. It must bring education to the people and fulfill their needs by exploring new areas and patterns of instruction.

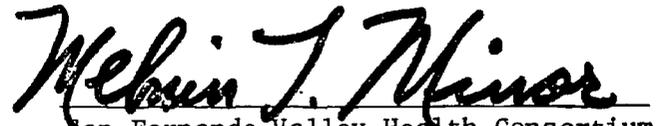
In the light of the above conclusions, we strongly urge that the Board of Trustees of the Los Angeles Community College District authorize the establishment of a new community college in the North San Fernando Valley. A new college will enrich and invigorate the North Valley, stimulate personal and community development, and provide critical educational service to a hitherto neglected area.

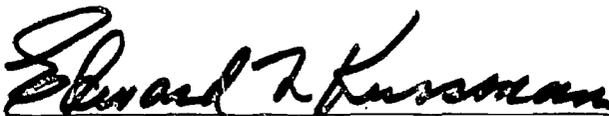
A Statement from the North Valley Task Force Advisory Committee to the Los Angeles Community College District Board of Trustees was adopted on February 7, 1974, and Committee Members confirming this action affixed their signatures below.

  
Assistant Superintendent - Business  
Burbank Unified School District

  
President, West Valley Chambers of  
Commerce

  
Panorama City Memorial Hospital

  
San Fernando Valley Health Consortium

  
President, National Association for  
the Advancement of Colored People

  
Principal, San Fernando High School

  
President, Latin-American Civic  
Association

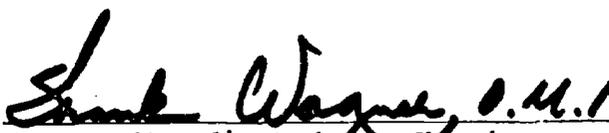
  
Human Resources Development

  
Northeast Valley Health Corporation

  
San Fernando-Sylmar Ministerial  
Association

  
Community Representative

  
City Manager, City of San Fernando

  
St. Ferdinand's Catholic Church

  
Dean, Academic Planning, California  
State University, Northridge

John B. Simman  
Executive Director  
Bacoima Memorial Lutheran Hospital

Barbara Klein  
President, San Fernando Valley Area  
Association of Community Coordinating  
Councils

Jose A. Braun  
Chief of Police, Van Nuys City Hall

Kevin S. Lynch  
President, San Fernando Valley  
Bar Association

Donis B. Meyer  
Office of the Mayor, Administrative  
Coordinator, San Fernando Valley

Guadalupe S. Ramirez  
President, League of United Latin  
American Citizens

Rabbi Bruce L. Goodblatt  
Verdugo Hills Jewish Center

J. Sawyer  
President, Northeast Valley Association  
of Chambers of Commerce

Herbert C. Lightfoot  
President  
San Fernando Real Estate Association

Mary Sandberg  
League of Women Voters

John B. Whitney  
Treasurer, City of Burbank

G. Delleck  
President, Industrial Association  
San Fernando Valley

Victor F. ...  
Director, Northeast Valley Community  
Center

GENERAL ADVISORY COMMITTEE

Captain Jesse Brewer, Chief of Police  
Van Nuys City Hall

Dr. Edgar Egly  
Assistant Superintendent - Business  
Burbank Unified School District

Mr. Victor Ferra, Director  
Northeast Valley Community Service Center

Dr. Harry Finestone  
Dean, Academic Planning  
California State University, Northridge

Mr. Luis Flores, President  
Latin American Civic Association

Mrs. Opal Gilliam  
Northeast Valley Health Corporation

Rabbi Pincus Goodblatt  
Verdugo Hills Jewish Center

Reverend Elvin Hansen  
San Fernando-Sylmar Ministerial Association

Mr. Robert James, City Manager  
City of San Fernando

Mr. Howard Shirley, President  
West Valley Chambers of Commerce

Mrs. Barbara Klein, President  
San Fernando Valley Area Association of  
Community Coordinating Councils

Mr. Edward Kussman, President  
National Association for the Advancement  
of Colored People

Mr. Herbert Lightfoot, President  
San Fernando Real Estate Association

Mr. Kevin Lynch, President  
San Fernando Valley Bar Association

Mrs. Doris Meyer  
Office of the Mayor  
Administrative Coordinator  
San Fernando Valley

Mr. Ted Minor  
San Fernando Valley Health  
Consortium

Mr. Edward V. Moreno, Principal  
San Fernando High School

Mr. Edward Oliver  
Community Representative

Mrs. Guadalupe S. Ramirez, President  
League of United Latin American  
Citizens

Mr. Jerry Rhee  
Panorama City Memorial Hospital

Mrs. Mary Sandberg, President  
League of Women Voters

Mr. LaVerne Sawyer, President  
Northeast Valley Association of  
Chambers of Commerce

Mr. Robert Selleck, President  
Industrial Association of San  
Fernando Valley

Mr. John Simmons, Executive Director  
Pacoima Memorial Lutheran Hospital

Mr. William Steward  
Human Resources Development

Father Frank Wagner  
St. Ferdinand's Catholic Church

Mr. John B. Whitney, Treasurer  
City of Burbank

b. Curriculum Committee

The Curriculum Committee was asked to review the educational needs of the North Valley and to arrive at (1) a statement of general educational philosophy, and (2) a list of promising curricular areas that deserved further investigation in establishing the educational program for a new college. Excerpts from the recommendations of the Curriculum Committee are presented below.

Philosophy

The approach to educational programming should consider education as a process involving the accumulation of information, skills, and understanding as they relate to the individual in a modern, pluralistic society. Divisions of transfer and vocational curricula should be subordinated to the concept of educational "ladders," with multiple points of entry, exit, and re-entry. All programs (other than General Education) should be considered "vocational" in that they should lead to meaningful employment. Therefore, the "transfer" and "vocational" elements should coexist.

The intent should be to provide an environment where all forms of person-to-person interplay which are conducive to learning can take place (student/student, student/faculty, faculty/faculty). This should include maximum communication between instructors and students through full disclosure of instructional goals and behavioral objectives. Central to this pursuit is the creation of learning units small enough to permit a high degree of individualized attention to the concerns of students, where lines of communication are short and institutional flexibility is long.

## Curriculum

Based on the questionnaire returns, manpower patterns, and enrollment information, the committee identified curricular areas that were suitable for further exploration in determining the educational program for the new college.

administration of justice	construction technology
agriculture	engineering
aircraft technology	environmental studies
allied health	home economics
American cultural studies	humanities
automotive technology	human services
broadcasting	mathematics
business-commerce	physical science
commercial art	social and behavioral science

## CURRICULUM COMMITTEE

Dr. Norman Chapman  
Dean of Instruction  
West Los Angeles College

Dr. Clifford Davis, Principal  
Monroe High School

Dr. Louis Hilleary  
Director, Educational Development  
Los Angeles Community College District

Dr. George Holland  
Executive Director  
San Fernando Valley Health Consortium

Mrs. Helen Lodge, Professor  
California State University, Northridge

Mrs. Blanche Morton  
Head Counselor  
Polytechnic High School

Mr. Robert Munsey, Chairman  
Industrial Education  
Los Angeles Pierce College

Mr. Paul Whalen  
Dean of Educational Development  
Los Angeles Valley College

Mr. Robert Williams  
Assistant Dean, Student Activities  
Los Angeles Southwest College

Mr. Raymond F. Zeuschner  
Speech Department  
Los Angeles City College

## Site Committee

The Site Committee was asked (1) to determine in which area of the North Valley would a new college serve the greatest number of unserved residents, and (2) to establish an inventory of potential sites for such a college. The recommendation of the Site Committee appears below.

The Site Committee goes on record as concluding that the area of greatest community college service to the North Valley is found in the North Central section of the Valley, comprising the communities of Mission Hills, Sylmar, San Fernando, and Pacoima, and the Committee recommends that this area be given primary consideration for the establishment of a new community college.

Furthermore, the Committee has identified large parcels of land (approximately 100 to 160 acres) in each of these communities which appear to be suitable for the needs of such a new community college, and the Committee recommends that at an appropriate time these parcels be carefully researched to determine which one or ones most effectively meet the needs of identified educational programs-

### SITE COMMITTEE

Mr. William Albers, Principal  
Kennedy Senior High School

Mr. Ronald Goldman  
Architect

Mr. Norman Priest  
Director, City Planning  
City of San Fernando

Mr. Bill Schubert  
District Engineer  
City of Van Nuys

Mr. Tex Shannon  
School Facilities Planner  
Los Angeles Community Colleges

Mr. Bennie Slayton  
San Fernando Valley Real  
Estate Association

Mr. William Steward  
Employment Development

Mr. Al Taylor  
San Fernando Valley Real  
Estate Association

Mr. Richard Wainer  
District Engineer  
Reseda

C. CURRENT ENROLLMENT

Current enrollment patterns within the District demonstrate that the greatest concentration of attendance is found within a three mile radius of existing campuses. This concentration averages between 3% and 4% of the total population. Attendance saturation, therefore, is rated at approximately 3.5% of the total population. Beyond this three mile radius, enrollment declines steadily. Distance, therefore, appears to be a primary indicator of attendance.

As one method of determining whether or not educational needs were being served in the San Fernando Valley, an analysis of current enrollment patterns in that area was undertaken. This analysis showed that 3.8% of the total population of the South Valley and 2.5% of the total population of the North Valley attend Los Angeles Community Colleges (see p. 27). The enrollment of the South Valley, therefore, is within the range of "saturation," while the enrollment of the North Valley is well outside of that range.

Next, the patterns of enrollment within the communities of the North Valley were examined and significant variations were discovered.

Community	Enrollment*
Chatsworth.....	3.99
Sepulveda.....	3.46
Northridge.....	3.45
Panorama City.....	3.29
Granada Hills.....	3.21
Pacoima.....	2.21
Burbank.....	2.18
Sun Valley.....	2.13
Sylmar.....	1.94
San Fernando.....	1.60
Sunland.....	1.52
Tujunga.....	1.39

\*as a percentage of total population

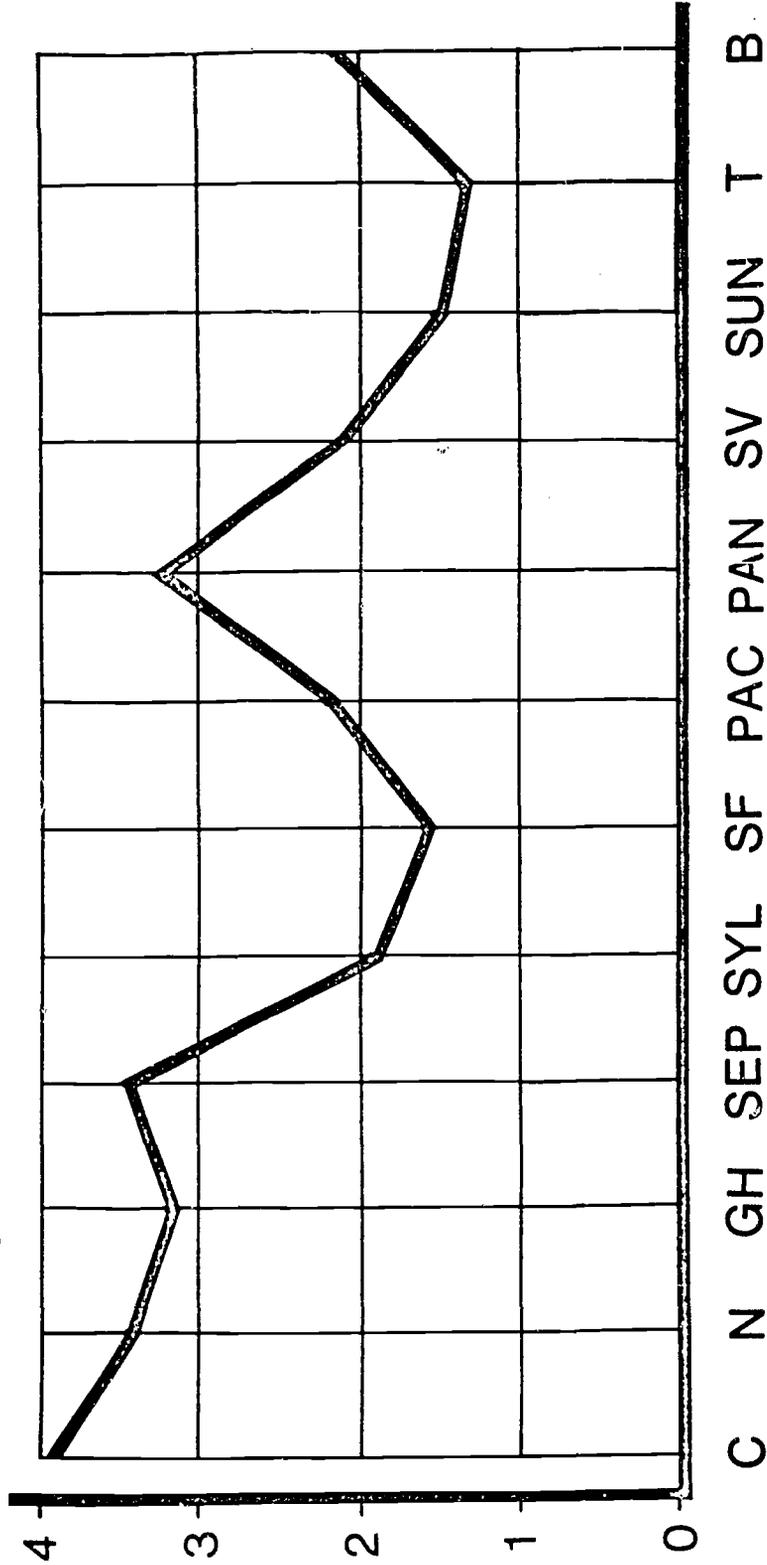


These attendance percentages form a pattern that follows the west-east axis of the North Valley (see pp. 29, 30). The communities in the west (Chatsworth, Sepulveda, Northridge) have very high enrollment (3.2% to 4.0%), equaling and sometimes exceeding attendance of the communities of the southern part of the Valley. The communities of the North Central Valley (Pacoima, Burbank, Sylmar, San Fernando) experience a significant decline in enrollment (1.6% to 2.2%), well below the communities of the west and the communities of the south. The eastern communities of the Feasibility Study (Sun Valley, Burbank, Sunland, Tujunga) are also substantially lower in their enrollments (1.4% - 2.2%).

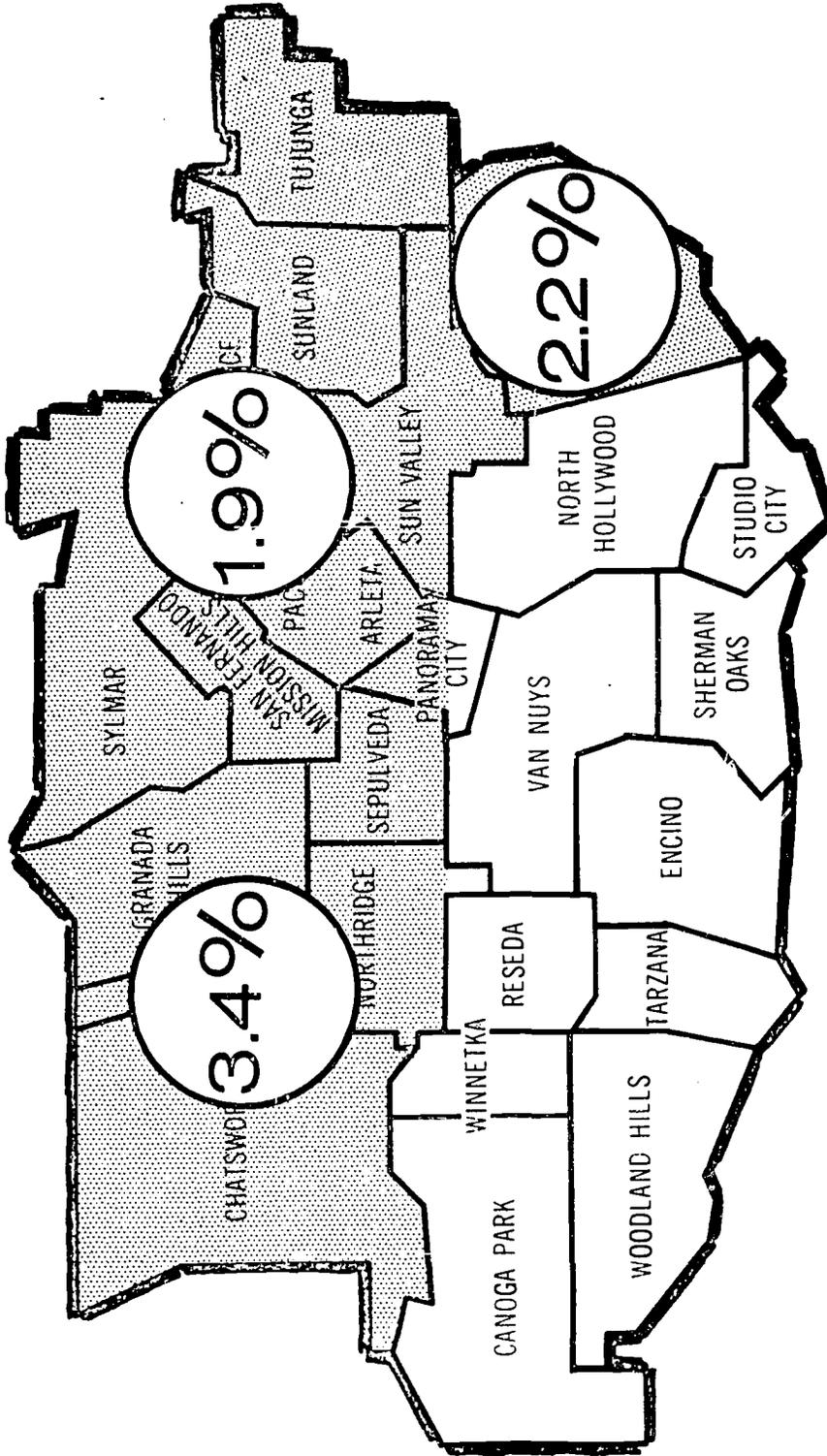
This information shows that while the entire North Valley is substantially below the enrollments of the South Valley (2.5% vs 3.8%), the North Central and North East areas contain the smallest percentage of North Valley residents not attending Los Angeles Community Colleges. As a result of these enrollment patterns, as well as the demographic data, questionnaire responses, and advisory committee input, the Task Force concluded that unmet community college educational needs exist in the North San Fernando Valley. A review of operational alternatives to meet those needs was next undertaken.

# ENROLLMENT BY COMMUNITIES

As A Percentage of Total Population



# NORTH VALLEY ENROLLMENT\*



\* As a Percent of Total Population

D. ALTERNATIVES

In considering the ways in which the educational needs of the North Valley could be met, three alternatives were examined in relation to the other findings of the Study.

1. Extended Outreach

Advantage

The primary advantage of this operation is found in the reduction of costs for capital outlay, maintenance and operations, student and support services.

Disadvantages

The primary disadvantages of this operation are found in program dispersal requiring excessive student travel; lack of student services; negative community reaction.

2. Two Site Campus

Advantages

The advantage of the two-site program is the potential to serve large numbers of North Valley residents and fulfill the aspirations of more than one area through the establishment of two local community colleges.

Disadvantages

The disadvantages of this operation are the substantial increase in costs, related to duplication of facilities and services; the difficulty in obtaining State approval for two campuses; and the problems generated by attempting to initiate and coordinate two campuses simultaneously.

3. One Site Campus

Advantages

The advantages of the one-site program are the elimination of the need for duplication of services and facilities and all of the accompanying increase in costs, the greater likelihood of State approval for a single site, the increased effectiveness in providing and administering a comprehensive educational program from one central location.

Disadvantages

The disadvantage of this operation is found in the fact that some students will still be relatively far away from existing campuses.

This analysis led the Task Force to the conclusion that a combination of the single site campus with an extensive outreach program would be the most effective method of meeting North Valley educational needs. It would benefit from the advantages of cost and program effectiveness, and it would provide service to students in dispersed areas.

In order to determine the location of a single site campus with outreach which would serve the largest number of potential students, estimates of future enrollments were analyzed next.

E. ENROLLMENT ESTIMATES

District enrollment patterns were used to estimate the degree of service that would be rendered by potential college sites within the North Valley. Three locations were analyzed: the western section, the central section, and the Sun Valley section. The results of this analysis appear on the next page.

These results demonstrate that of the single locations considered, the North Central Valley has the potential of generating 32% more new students than the western site and 21% more than the Sun Valley site. Furthermore, the north central site has the potential of serving approximately 10% more total students than the western site, and 31% more than the Sun Valley site.

Enrollment estimates, therefore, demonstrate that a single site campus with extensive outreach located in the North Central area would be the most effective choice for serving the largest number of potential students in the North San Fernando Valley. An analysis of enrollment growth for a college located in the North Central area is presented below.

ESTIMATED GROWTH TO MATURITY

NORTH CENTRAL SITE

	TOTAL ENROLLMENT	TOTAL ADA	TOTAL ADA INCOME
First Year	1,200	560	\$ 302,000
Fifth Year	5,000	2,950	3,186,000
Maturity	11,700	6,900	7,452,000

It is estimated that within five years, the college will generate 2,950 ADA, providing sufficient income to support the college budget.

ESTIMATES OF POTENTIAL ENROLLMENT  
AT VARIOUS NORTH VALLEY SITES

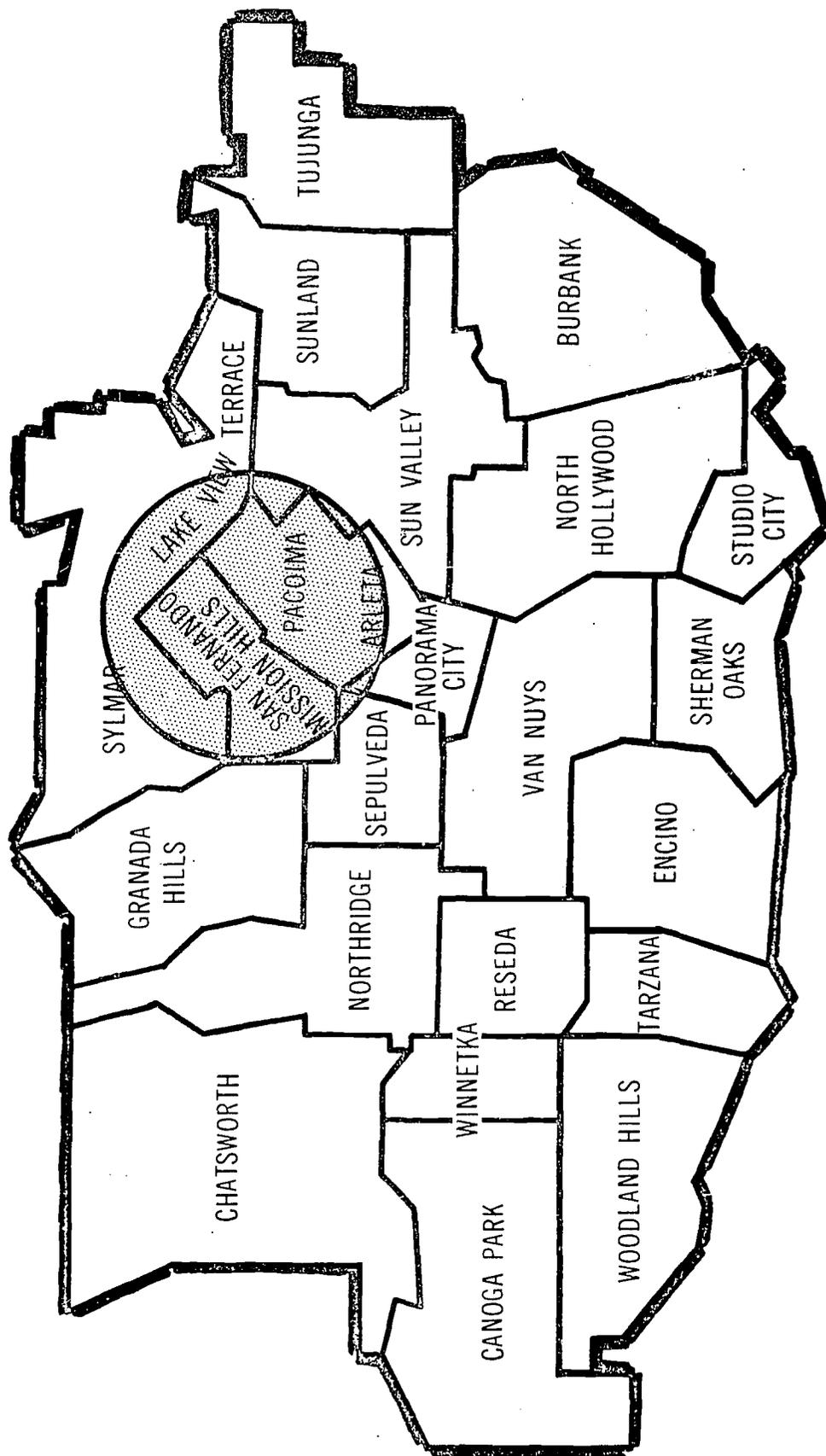
SITE	TOTAL ENROLLMENT	TOTAL ADA	TOTAL NEW ADA
NORTH CENTRAL	11,700	6,900	2,900
NORTH WEST	10,600	6,200	2,200
SUN VALLEY	8,900	5,300	2,400

RELATIVE ENROLLMENT POTENTIAL AT VARIOUS NORTH VALLEY SITES

	TOTAL ENROLLMENT*	TOTAL ADA*	TOTAL NEW ADA*
NORTH CENTRAL	100	100	100
NORTH WEST	90	90	68
SUN VALLEY	69	69	79

\*with site generating most students (North Central)  
indexed at "100."

# COLLEGE LOCATION



## F. IMPACT

A new college would affect the region in which it is established in several important ways. These are discussed below.

### 1. Unserved Residents

The previous section has demonstrated that a new community college in the North Valley would generate substantial new enrollment and reach thousands of students who are now not being served. A new community college would also fulfill the aspirations of the North Valley area by establishing a local college with which residents could directly identify.

### 2. Existing District Colleges

As programs became available at a new local community college, it is expected that some potential North Valley students will be drawn away from Pierce and Valley Colleges. This "shift" of enrollment is not expected to be substantial during the first two or three years of a new college's operation. The ultimate impact of an enrollment shift is difficult to assess since such a development will be affected by at least three main factors:

- a. population growth resulting in additional "new" enrollment at existing colleges;
- b. outreach programs and increased recruitment from existing colleges among previously underdeveloped sources of enrollment (women, senior citizens, veterans, etc.); and
- c. the continuing appeal of older, more established and comprehensive colleges over a new and developing institution.

Current estimates place the ultimate net enrollment shift from Pierce and Valley colleges to a new North Valley College at between 2,500 and 3,500 ADA.

It is expected, however, that such a shift would occur gradually, allowing for adjustments through two processes:

- a. retirements from existing instructional staffs will provide flexibility in discontinuing unnecessary positions;
- b. growth of enrollment at a new North Valley College will permit the transfer of instructional positions from colleges with declining enrollments. This process, of course, would also be available through interaction with other colleges of the District.

3. Neighboring Non-District Colleges

The Los Angeles Community College District currently sends substantial numbers of students to many other college districts through interdistrict permit contracts. The two districts that would be most directly affected by the establishment of a new college in the North San Fernando Valley are Santa Clarita and Glendale.

We are currently sending approximately 1,150 ADA to these two districts.

Santa Clarita (College of the Canyons)...	335
Glendale.....	815
	<hr/>
Total	1,150

It is estimated that with the establishment of a new college in the North Valley, at least a third of this 1,150 ADA would be recaptured. The gain to the District from this source, therefore, would be 380 ADA.

G. COSTS

The information offered in this section is based on the cost of a single site campus offering a program sufficient to meet the basic goals of a community college; including transfer, career, and general education; counseling and guidance; and community service programs. The initial housing of the college would be provided through the leasing of existing facilities. Furthermore, the assumption is that instruction will begin in spring, 1975, and the preceding summer and fall will be utilized for planning and development of the college and its program.

1. First Year

The budget required for the development and opening of a new college has been estimated in two parts.

Part I -- Initial Staff  
July, 1974 to June, 1975..... \$158,910

Part II -- Additional Development  
and First Semester of Instruction  
November, 1974 to June, 1975..... 830,505

First Year Total                    \$ 989,415

Part I of the budget provides for an initial staff for planning and development consisting of a president, a dean, an assistant dean, and a coordinator. Also included are clerical support that such a staff will need, allocations for equipment, supplies, utilities, travel, and other operational requirements.

As planning and development progress and the opening of the new college in spring, 1975 draws closer, it will be necessary to make additional assignments of personnel. Facilities and equipment will have to be prepared, arrangements made for the instructional program with all of its materials, widespread publicity provided throughout the North Valley area, organization created and implemented for the start of actual registration, and all of the other preparations typical of the opening of a semester and unique to the opening of a college.

First year costs assume the establishment of an interim operation through the lease of existing facilities. If land is to be purchased or leased and portable buildings borrowed or leased and placed on the land, the cost for the first year would be higher. As soon as the details of the first year's operation have been established, a budget will be developed and presented for Board approval.

2. Construction Costs

Open tracts of land of appropriate size in the North Valley are presently selling for \$20,000 to \$25,000 an acre. A college site of 85 acres, therefore, would cost approximately \$2,000,000. At maturity the college is expected to serve a student body of 11,700. The central plant would serve 9,600 students (6,200 ADA). The outreach program would serve 2,100 students (700 ADA). The experience of the Los Angeles and other community college districts indicate that the central plant would require approximately 310,000 square feet of properly designed plant space. Today's construction costs average \$40.00 a square foot, or approximately \$12,400,000 for 310,000 square feet of construction.

Adding the additional costs for site development, furniture and equipment, plans and fees, and contingency funds, the capital cost for the complete campus is estimated at \$20,000,000.

The total capital investment, therefore, is estimated as follows:

Land.....	\$ 2,000,000
Construction.....	12,400,000
Site development, equipment, fees, contingency, etc. ....	5,600,000
	<hr/>
Total	\$ 20,000,000

3. Operating Cost at Maturity

The operating cost of the new college, at maturity, serving 11,700 students, 6,900 ADA, is estimated at \$944 per ADA or \$6,500,000. This is consistent with current operating costs in the Los Angeles Community College District.

## H. INDEPENDENT CONSULTANT

Tadlock Associates, Inc., was employed to provide an outside, independent analysis of the findings of the Feasibility Study. Mr. Fred Carvell, vice-president of the firm, visited the Task Force staff in December, 1973, and January, 1974, and arrived at his own independent interpretation of the information accumulated by the Task Force. Significant excerpts from the Tadlock findings and recommendations appear below.

### 1. Establishment of a New Community College

Based on the expressed desire for a new campus by North Valley area residents and students, the indications that the communities in the northern area do not receive the same level of service as those located closest to Pierce and Valley Colleges, the growing population of the area, and the possibility of a new community college generating 6,700 new students without decreasing enrollments at other LACCD campuses, TAI finds it feasible to establish a community college in the North Valley area.

TAI interpreted the widespread support for a community college located in the North Valley area as a statement of need that would not be met satisfactorily by merely providing district transportation services to existing LACCD campuses or expanding off-campus courses from other existing community colleges. TAI accepted this along with the new enrollment projections as the basis for concluding that a community college in the North Valley area was justified. At the same time, the option of establishing more than one campus in the North Valley in the near future was not considered practical by TAI. The high costs that would be incurred by exercising such an option are obvious. The administrative burden of planning and opening simultaneously a multi-campus operation was not deemed appropriate in light of a projected new student enrollment of about 6,700.

### 2. Location

Based on the existing and projected population pattern of the North Valley area through 1980 and the identification of greatest need that can be determined through an analysis of various demographic characteristics, the general location where the most people will be served by a single campus site is in the north central portion of the San Fernando Valley.

### 3. Curriculum

TAI believes that the specific design and development of the curriculum for a new campus should be a major planning priority of the LACCD and should extend beyond the initial feasibility stage of the study conducted by the Task Force. Even so, the evidence available at the time of this report indicates that the initial educational program at a new community college located in the north valley area should include the following characteristics:

1. A general transfer program
2. Basic education courses
3. A balanced occupational preparation program that includes business and commercial courses, preprofessional courses, selected trade and technical courses, and selected public and personnel services courses.
4. The counseling and guidance program should consider the needs of students in relation to educational advisement, career guidance, and personal counseling.

TAI recognizes that further planning needs to be undertaken by the LACCD before initiating programs in the north valley area; however, based on the expressed desire of the persons who were surveyed by the Task Force and the suggestions made by the Curriculum Committee, TAI believes the general program characteristics outlined above will provide a guideline for initiating operations.

Tadlock Associates Inc. third-party review of the Study confirms the findings and recommendations of the Task Force.

## VI. CONCLUSION

In fulfilling its research goal, the North Valley Task Force found unambiguous answers to the three major areas of inquiry (see page 3).

1. The community college educational needs of residents of the North Valley are substantial.
2. The existing educational programs capable of meeting those needs are insufficient.
3. A new community college is a desirable way of meeting these unfulfilled educational needs.

As the evidence presented in this report demonstrates, these conclusions were reached by looking at a complex of information from a wide variety of sources. This evidence also leads to recommendations for action (see page 2) which follow from and reflect the conclusions.

\*\*A new college should be established in the North San Fernando Valley. This recommendation is based on the Statement of the Advisory Committee, the questionnaire response of all constituents surveyed, the existing enrollment patterns in the North Valley communities, the investigation of alternative operational modes, the future enrollment and cost estimates associated with a new campus, and the independent conclusions of Tadlock Associates Inc. All of these sources unequivocally give evidence of the need for, and feasibility of, a North Valley Community College.

\*\*The college should be located in the Central portion of the North Valley. The detailed analysis of alternative locations for a single site campus clearly indicate that the largest number of otherwise unserved residents can be reached by locating the college within the communities of Mission Hills, Sylmar, San Fernando and Pacoima. The Site Committee established that suitable acreage exists within this area.

\*\*The college should provide a broad range of educational alternatives and feature an extensive outreach program. Through the questionnaire results, the demographic profile, the Statement of the General Advisory Committee, the conclusions of the Curriculum Committee, the results of a Manpower Study, information from local curriculum specialists, and a transportation analysis, the unique problems and opportunities for a community college were defined. An effective response to this unusually diverse population requires a method through which educational programs can adjust to the variety of needs and reach out to large numbers of residents.

\*\*In order to plan effectively for the opening of the new campus, July, 1974 to January, 1975 should be reserved for the development of the educational program, staff facilities, and other planning considerations. The experience of community college districts (as identified through an extensive search of the literature) strongly emphasizes that careful planning is essential to the success of a new campus.

\*\*The college should open its doors in the Spring of 1975. This recommendation reflects the testimony of numerous North Valley leaders and organizations which emphasizes the repeated failure by various educational authorities to supply appropriate post-secondary opportunities in a prompt fashion.

The total contents of this document is the product of an intensive eight-months effort on the part of the North Valley Task Force to develop a full understanding of the educational environment of the North San Fernando Valley. All of the elements of the investigation -- the statistical analyses, the community surveys, the attitude assessment, the hundreds of face-to-face contacts with leaders and general citizenry -- provided a wealth of information.

We can find no more fitting way of concluding this report than by presenting a Statement from the General Advisory Committee which contains the essence of all the preceding "commentary."

"A new college will enrich and invigorate the North Valley, stimulate personal and community development, and provide critical educational service to a hitherto neglected area."

\* \* \*

BIBLIOGRAPHY

- American Association of Junior Colleges. A Primer for Planners. Washington, D. C.: American Association of Junior Colleges, 1967.
- Berchin, Arthur. Toward Increased Efficiency in Community College Courses. Los Angeles: League for Innovation in the Community College, 1972.
- Bureau of Publications. California State Plan for Vocational Education, Part I - Administrative Provisions. Sacramento: California State Department of Education, 1971.
- California Department of Human Resources. California Employment and Payrolls. Sacramento: California Department of Human Resources, 1972.
- California Department of Human Resources. Summary of Employment and Unemployment, Los Angeles-Long Beach Metropolitan Area 1966-72. Sacramento: California Department of Human Resources.
- California Department of Human Resources. California Manpower Indicators From the 1970 Census. Sacramento: California Department of Human Resources, 1972.
- Carnegie Commission on Higher Education. The Open Door Colleges: Policies for Community Colleges. McGraw-Hill, June 1970.
- Chancellor's Office. Occupational Programs in California Public Community Colleges 1973-74. Sacramento: California Community Colleges, June 1973.
- Citizens Advisory Committee. Destination Ninety: Policies for Planning, A Citizen's Book of Planning Recommendations for the San Fernando Valley. San Fernando Valley: Citizen's Advisory Committee, January 30, 1968.
- Clinchy, Evans. A College in the City: An Alternative. New York: Educational Facilities Laboratory, 1969.
- Community College of Vermont. Certificate and Association Degree Program in General Studies. Vermont: Community College of Vermont.
- Dachs, Anne A. and Bernard Hanes. Health Manpower Survey. San Fernando Valley: San Fernando Valley Health Consortium, Inc., August 1972.
- Dauwalder, Donald D. A Guide for Curriculum Development and Student Counseling. Part II San Fernando Valley Study. Los Angeles: Division of Extension and Higher Education, Los Angeles City School District, November 1, 1961.
- Dauwalder, Donald D. Education and Training for Technical Occupations. Los Angeles: Los Angeles City Junior College District, 1961.
- Department of City Planning. Mission Hills-Panorama City-Sepulveda District Preliminary Plan. Los Angeles: Department of City Planning, May 1972.

- Division of Institutional Research. Report On A New College. Los Angeles: Office of The Chancellor-The California State Colleges, February 1970.
- Division of Institutional Research. How Big? A Review of the Literature on the Problems of Campus Size. Los Angeles: Office of The Chancellor - The California State College, August 1970.
- Dubinsky, Odessa. Los Angeles Manpower 1972-75. Sacramento: California Department of Human Resources, 1973.
- Economic Research Department. The Growth and Economic Stature of San Fernando Valley and the Greater Glendale Area. Security First National Bank, October 1967.
- Education Division. Junior College District Feasibility Study for the Lewis and Clark Educational Foundation. Edwardsville: Southern Illinois University, September 1966.
- Erie County Technical Institute. Preliminary Investigation for the Urban Campus of Erie Community College. New York: Erie County Technical Institute, May 1969.
- Fodor, John T. Reports of Problems Related to Transferability of Academic Credit for Health Manpower Programs. San Fernando Valley: San Fernando Valley Health Consortium, Inc., June 1973.
- Hilleary, Louis F. A Plan for Development of Extended Access Instruction Utilizing the Telephone. Los Angeles: Los Angeles Community College District, August 1973.
- Horton, Robert E. An Educational Program for a Junior College Located in South Central Los Angeles. Los Angeles: Los Angeles Community College District, February 1966.
- Johnson, B. Lamar. Starting A Community Junior College. Washington, D. C.: American Association of Junior Colleges, 1964.
- Junior College Leadership Program. Establishing Junior Colleges Occasional Report Number 5. Los Angeles: University of California at Los Angeles, January 1964.
- Kimble, William L. and Edward Freudenberg. Background for Planning '70. Los Angeles: Welfare Planning Council, Los Angeles Region, October 1971.
- Landini, Albert J., and Adrian LeRoy. A Model for Satellite Campus Location. Los Angeles: Los Angeles City, May 14, 1973.
- Landini, Albert J. A Model for Subsidized Housing Location. Los Angeles: Los Angeles City, October 1973.
- Landini, Albert J. Student Residence Locations and Associated Census. Los Angeles: Los Angeles Community College District Institutional Research Council, June 1973.

- Liaison Committee of the California State Board of Education. A Study of the Need for Additional Centers of Public Higher Education in California. Sacramento: California State Department of Education, 1957.
- Little, Arthur D., Inc. A Development Program For Metropolitan Junior College Kansas City Kansas City: Arthur D. Little, Inc. May 1968.
- Lombardi, John. "Critical Decade for Community College Financing," New Directions for Community Colleges. Summer 1973.
- Lombardi, John. "Moratorium on New Junior Colleges," Eric Junior College Research Review. May 1972.
- Los Angeles City Planning Department. Planning Research Division, Quantative Methods Section. Population Projections. Los Angeles: Los Angeles City, November 1971.
- Los Angeles City Planning Department. Preliminary Rapid Transit Plan. Los Angeles: Los Angeles City. October 1971.
- Los Angeles Community College District. Educational Programs and Courses 1973-74. Los Angeles: Los Angeles Community College District.
- Mailman, Richard. Inventory of Health Manpower Training Programs in the Area of the San Fernando Valley Health Consortium, Inc. San Fernando Valley: April 1971.
- Measurement and Evaluation Branch. Summary Report Mandatory State Teaching Programs, Fall 1971. Los Angeles: Los Angeles Unified School District, Fall 1971.
- Measurement and Evaluation Section. Follow-up Study of 1968 High School Graduates. Los Angeles: Los Angeles Unified School District, December 1969.
- Mexican-American Population Commission of California. Mexican-American Population in California. Mexican American Population Commission of California, April 1973.
- Modisett, Franklin. Outreach Programs. Los Angeles: Los Angeles Community College District, April 1973.
- Office of Analytical Studies. 1971-72 Statistical Summary Students and Staff. University of California.
- Office of The Chancellor. Preliminary Report on Campus Day Care Centers. Los Angeles: Los Angeles Community College District, June 1973.
- Parker, Floyd. Planning Community Junior College Facilities: A Look Into the Twenty-First Century. Michigan: Michigan State University, 1968.

Research and Evaluation Branch. Graduation and Attrition Rates in Los Angeles City Senior High Schools: Class of 1972. Los Angeles Unified School District.

Research Department. A Community to San Fernando Valley/Greater Glendale Area. Los Angeles: Security Pacific National Bank, May 1971.

Richardson, Richard C. The Interim Campus. Washington: American Association of Junior Colleges, 1968.

"The Politics of Change" in Change.  
June 1973.

Vermont Regional Community College Commission. Annual Report, Vermont Regional Community College Commission, Inc. Montpelier, Vermont: Vermont Regional Community College Commission, August 21, 1972.

Williams, Fred H. The Process of Campus Planning in Florida's Community Junior Colleges. Florida: Florida State University Tallahassee, Dept. of Highway Education, September 1969.

UNIVERSITY OF CALIF.  
LOS ANGELES

MAY 1 1974

CLEARINGHOUSE FOR  
JUNIOR COLLEGE  
INFORMATION