Enhancing Educational Access and Community Prosperity in Marin County

The Economic and Social Impact of College of Marin

Date: May 19, 2025
Submitted to College of Marin



ESI ECONSULT SOLUTIONS INC.
economics | strategy | insight

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Executive Summary

College of Marin is a public community college that serves Marin County in the San Francisco Bay Area. It is useful for College of Marin to consider, articulate, and quantify its impact now, particularly as it plans for centennial year commemorations starting in fall 2025 and amid heightened scrutiny on the value proposition of higher education. This impact comes from many sources, which are expressed in this report:

- **Impact from the direct footprint of its own spending on annual operations and capital investments.** As a major employer in the region, procurer of goods and services with local vendors, and initiator of large-scale construction projects, College of Marin directly and indirectly supports a significant amount of economic activity in the region, supporting jobs and generating tax revenues. It is estimated that at present this represents a $146 million annual impact on the state of California economy, supporting almost 800 jobs and generating almost $9 million in tax revenues to the State of California government.
- **Impact from graduates who benefit from the education and credential they received at College of Marin.** In a knowledge-based economy, education and credentials received at College of Marin translate into higher earning potential (known as “alumni wage premium”), which not only enriches the graduates themselves but also the economies they contribute to. It is estimated that alumni who earned a certificate or associate’s degree at College of Marin (including those who then went on to receive a four-year degree) collectively represent almost $76 million in aggregate alumni wage premium residing in the state, yielding a statewide economic impact of $64 million. The discretionary spending resulting from this collective increase in household income supports 300 jobs throughout the state. All told, working alumni of College of Marin are directly or indirectly responsible for generating almost $9 million in State tax revenues.
- **Impact from other educational offerings provided by College of Marin.** The calculations within this report do not consider the significant number of students who benefit from various educational offerings at College of Marin. This includes mid-career workers reskilling in their industry or in a new industry; seniors using courses to stay socially connected and cognitively sharp; English language learners; and high school students accelerating their higher education aspirations through dual enrollment arrangements.

- **Impact through other resources available to the local community.** College of Marin is an important anchor institution for its community, making sure that its campus is welcoming and beneficial to its neighbors, including educational resources, cultural opportunities, recreational facilities, and green space.

It is important for external audiences, such as elected officials, business leaders, and community advocates, as well as internal audiences, such as employees, students, and alumni, to be aware of College of Marin's impact to the community, county, and state. As College of Marin is about to turn 100 in 2026, it is a good time to recognize and celebrate the many ways it benefits its community as an anchor institution, powering the regional economy through workforce development, and contributing jobs and tax revenues at a statewide level.

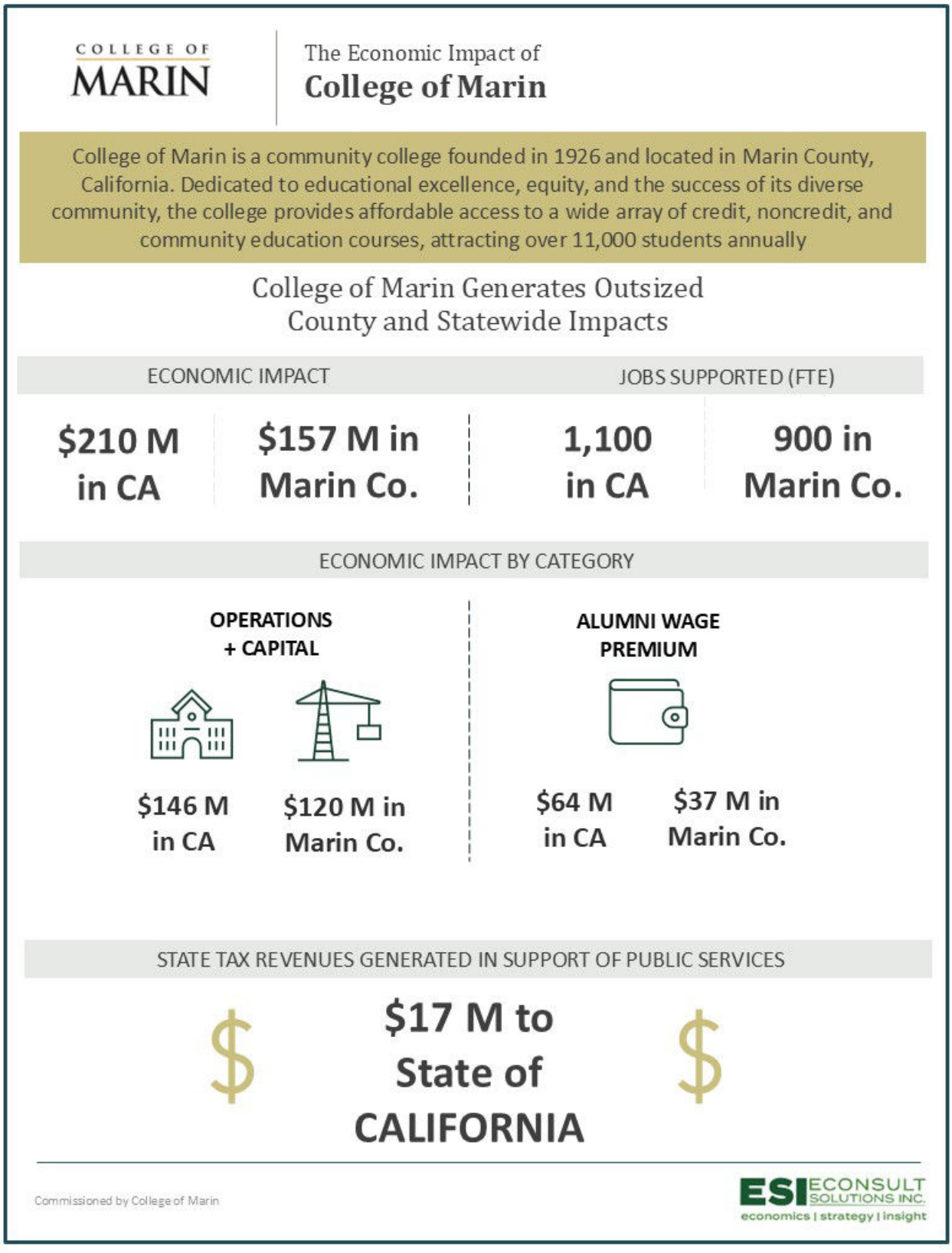

COLLEGE OF MARIN
The Economic Impact of
College of Marin
College of Marin is a community college founded in 1926 and located in Marin County, California. Dedicated to educational excellence, equity, and the success of its diverse community, the college provides affordable access to a wide array of credit, noncredit, and community education courses, attracting over 11,000 students annually
College of Marin Generates Outsized County and Statewide Impacts
ECONOMIC IMPACT
JOBS SUPPORTED (FTE)
$210 M in CA
$157 M in Marin Co.
1,100 in CA
900 in Marin Co.
ECONOMIC IMPACT BY CATEGORY
OPERATIONS + CAPITAL
$146 M in CA
$120 M in Marin Co.
ALUMNI WAGE PREMIUM
$64 M in CA
$37 M in Marin Co.
STATE TAX REVENUES GENERATED IN SUPPORT OF PUBLIC SERVICES
$17 M to State of CALIFORNIA
Commissioned by College of Marin
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Table of Contents

1. Introduction 8
1.1. Purpose of Report 8
1.2. About College of Marin 9
1.3. College of Marin as a Driver of Local Economic Activity 13
1.4. Scope and Methodology Considerations 14
2. Local Economic Impact from Annual Operations and Capital Investments 16
2.1. Section Overview 16
2.2. Direct Annual Operating Footprint 16
2.3. Direct Annual Average Capital Investment Levels 17
2.4. Economic Impact from Annual Operations and Capital Investments 18
2.5. Industry Distribution of Economic Impact from Annual Operations and Capital Investments 19
2.6. Tax Revenues Generated by Economic Impact from Annual Operations and Capital Investments 20
2.7. Broader Catalytic Effects from Annual Operations and Capital Investments 21
3. Economic Impact from Aggregate Alumni Wage Premium 23
3.1. Section Overview 23
3.2. Estimated Direct Aggregate Alumni Wage Premium 25
3.3. Economic Impact from Aggregate Alumni Wage Premium 28
3.4. Industry Distribution of Economic Impact from Aggregate Alumni Wage Premium 29
3.5. Local Tax Revenues Generated by Economic Impact from Aggregate Alumni Wage Premium 32
3.6. Broader Catalytic Effects from Aggregate Alumni Wage Premium 32
4. Conclusion 37
4.1. Aggregate Local Economic and Tax Revenue Impact 37
4.2. Framing the College's Impact Contributions in Broader Terms 38

Appendix A: Input-Output Methodology.....41

Appendix B: About Econsult Solutions, Inc.....44

1. Introduction

1.1. Purpose of Report

College of Marin, established in 1926, is a distinguished community college dedicated to educational excellence, equity, and the success of its diverse community. The College that is about to celebrate its centennial has campuses in Kentfield and Novato California, provides affordable access to a wide array of credit, noncredit, and community education and courses, attracting over 11,000 students annually.[1] These programs are designed to serve learners of all ages and foster lifelong learning and personal growth, with a focus on preparation for transfer to four-year educations and career.

The current higher education landscape has been facing heightened scrutiny regarding the value of a college degree and the return on investment for students and communities. Nevertheless, institutions like College of Marin play a crucial role in bolstering regional economic competitiveness and promoting social justice through providing accessible and affordable education paths. This report underscores College of Marin's value, illustrating its commitment to fostering educational, cultural, and social understanding for the greater good.

This report aims to quantify and articulate College of Marin's significant economic and social impacts at county and statewide levels. By evaluating these impacts, we can better understand the College's role as a vital educational and community resource, highlighting its contributions to economic development and social advancement. By analyzing annual operations, capital investments, and the enhanced potential earnings of its graduates, the report estimates the College's total annual economic impact.

With a rich history and forward-thinking approach, College of Marin remains a cornerstone of educational excellence, equity, and community engagement. This report demonstrates how the College not only meets current educational needs but also lays the foundation for a prosperous and equitable future.

[1] https://www1.marin.edu/fast-facts

College of Marin Provides:

- Access & affordability
- Pathways to living wage jobs with upward potential
- Talent for local enterprise, including healthcare



1.2. About College of Marin

College of Marin (COM) was established in 1926 and has since become a cornerstone of educational excellence and community engagement in Marin County. The College was originally known as Marin Junior College and was renamed College of Marin in 1947. In 1985, a merger with Indian Valley College provided Marin residents with two campuses: the original campus in Kentfield, and the Indian Valley Campus in Novato. Over the years, College of Marin has remained steadfast in its mission to provide equitable educational opportunities and foster success for all members of its diverse community.

College of Marin's contributions extend far beyond traditional academics. The institution is home to a vibrant community education program, open to all, that offers a wide variety of classes in areas such as art, business, fitness, language, and more. These classes, typically priced between $100-$300, are designed to cater to learners of all ages and interests. Despite the affordability of the school, College of Marin also provides students with many different scholarship options to ensure that financial barriers do not impede educational pursuits.[2] With a diverse enrollment of over 11,000 students, the College offers 97 programs and facilitates almost 400 transfers annually to top universities like UC Berkeley and UC Davis.

Furthermore, College of Marin fosters a supportive and inclusive environment via various learning communities and programs such as:

[2] https://ss.marin.edu/tcc/scholarships-financial-aid

- COMPASS Program, which supports high school students by giving them opportunities to earn both high school and college credits;
- Summer Bridge program, which offers a college readiness program for first generation college students;
- Mapping Academic Pathways for Success (MAPS), which supports first-year students;
- Mathematics, Engineering, Science Achievement (MESA), which provides academic support and enrichment to students interested in science, technology, engineering, and/or math majors (STEM);
- Mi Familia: A Latinx Community at COM;
- Puente Project, a long-standing, award-winning program that aims to increase college enrollment and graduation rates among educationally disadvantaged students in California, with a focus on Latino issues and literature in its English curriculum; and
- Umoja, a community of educators and learners committed to academic success, personal growth, and self-actualization of African American and other students

These initiatives provide targeted support to students from all backgrounds, including first-generation college students, Latinx students, and African American students, providing them with community support and helping them to achieve academic and career success.[3] Under the leadership of its current administration, College of Marin continues to evolve and expand, ensuring it remains a leader in education and community service.

[3] https://www1.marin.edu/learning-communities



College of Marin: An Anchor Institution

College of Marin stands as a vital anchor institution committed to educating local residents and serving the community. The College provides a diverse array of programs and resources aimed at fostering academic success, personal growth, and community engagement. By offering comprehensive academic programs, vocational training, and lifelong learning opportunities, College of Marin ensures that students from various backgrounds have access to quality education and the skills needed to thrive in today's dynamic workforce.

Marin County's population demographics, for the most represented races/ethnicities, include: 19 percent Hispanic or Latino; 66 percent White; and 2 percent Black or African American.[4] College of Marin student demographics somewhat follow this racial/ethnic distribution.[5] When a higher education institution student body's racial demographics align with those of the surrounding area, it generally indicates positive factors such as representativeness, equitable access to higher education, and strong community integration. This alignment suggests the College is performing well in terms of reflecting and serving its local community, providing opportunities for students from various backgrounds. It can foster a campus environment that mirrors the diversity of the broader community, potentially easing the transition for local students and promoting a sense of belonging. Additionally, with COM playing a significant role in educating and credentialing the local population—along with providing a platform for students to move onto a four-year institution—it means that those who are college-bound do not need to depart the region for their education, keeping smart and talented students looking

[4] United States Census Bureau. U.S. Department of Commerce, https://www.census.gov/en.html.

[5] "College Scorecard." U.S. Department of Education, https://collegescorecard.ed.gov/.

for upward mobility within the region, and allowing for their talents and education to be put to work for the greater community good.

In Marin County, the population of older adults is rapidly increasing. As of 2023, about 27% of Marin's population is 60 or older, and by 2030, projections indicate that this figure will rise to one in three residents. This represents a significant shift in the county's demographics as its population ages at a higher rate compared to other areas. College of Marin is addressing Marin County's growing demand for geriatric healthcare through its Health Sciences programs.[6] COM offers programs in Registered Nursing and Medical Assisting, which are critical for training healthcare workers who can serve the aging population in the region. The Registered Nursing program, in particular, prepares students for careers in healthcare settings, such as hospitals and nursing homes, where geriatric care is essential. Graduates are trained in critical thinking, clinical competence, and compassionate care, all of which are crucial in providing quality services to older adults. These programs not only equip students with hands-on clinical experience but also provide a pathway for continued education, enabling graduates to further specialize in areas that support aging populations, such as nurse practitioner roles focused on elder care. The availability of associate degrees in nursing helps to fill the workforce gaps needed to support Marin's aging demographic. Through these initiatives, College of Marin is contributing to meeting the county's increasing healthcare needs for its senior residents.

Beyond academics, College of Marin actively contributes to the well-being and development of the local community. It partners with local businesses, non-profits, and government agencies to address regional needs and promote economic and social progress. COM's community-oriented initiatives, such as cultural events, public lectures, and community service projects, enhance the quality of life in Marin County and demonstrate its dedication to being a cornerstone of community support and development.

Centennial Celebration 2026

In 2026, College of Marin will mark 100 years of leading, learning, and community enrichment in Marin County. The College is engaging with all stakeholders, including students, alumni, community members, faculty and staff, and future generations of students, to honor its past while defining the future. The momentous occasion will be celebrated from fall 2025 until spring 2026, and leading the College into its 100th Commencement ceremony in 2027.

[6] "Age Friendly Marin." Aging Action Initiative, https://agingactioninitiative.org/age-friendly-marin/. Accessed September 13, 2024.

1.3. College of Marin as a Driver of Local Economic Activity

Colleges and universities are often among a region's most significant economic engines. The activities described below support economic activity both directly and indirectly. This economic activity strengthens the available labor pool and serves the local community. College of Marin's impact on state and county economic activity is demonstrated in this report via three primary avenues:

- **Annual Operations:** The College acts as an employer and purchaser of goods and services.
- **Capital Investments:** The College invests in new buildings, major renovations, and large-scale maintenance projects.
- **Increased Earnings for Alumni:** Alumni enjoy higher household earnings due to their education and credentials from the College, which translates into additional spending power in the local economy.



Furthermore, this activity contributes to job creation, attracting investment, fostering innovation and entrepreneurship, workforce development, and various cultural and social impacts. Overall, colleges and universities are integral to economic development and enhance the quality of life in their communities.[7]

[7] In some cases, student and visitor spending is calculated as part of the economic impact. However, College of Marin serves primarily students and visitors from Marin County, which are not counted into economic impact because it primarily involves redistributing existing local funds rather than introducing new money into the economy, resulting in no net increase in overall economic activity. While undoubtedly there is a small amount of unique spending which takes place because of COM, it has not been included in the study, as it does not reach a material threshold, providing a conservative approach.

1.4. Scope and Methodology Considerations

Econsult Solutions, Inc. (ESI) utilizes standard economic modeling techniques to assess the direct economic activity generated by College of Marin and translates that activity into overall economic output, employment, earnings, and tax revenue impact. Detailed information on the approach and methodology employed is provided in the appendices of this report.

College of Marin has provided data inputs on institutional activity, which were verified and supplemented with other public data sources and assumptions as needed. For each input, the most recent and appropriate available dataset is utilized. In the case of capital investments, activity levels are averaged over multiple years to generate an appropriate assessment of typical annual activity. Therefore, the analysis should be understood to represent the current annualized level of activity for College of Marin, rather than representing the impact for any specific fiscal year.

Economic impacts are the sum of direct activity attributable to College of Marin (either direct spending by the institution on operations and capital activity, or spending by alumni attributable to the enhanced earning power conferred by their degrees) and the spillover impacts of that direct activity. Within an interconnected economy, each dollar of direct expenditures generates multiple waves of spillover impacts through spending on goods and services purchased within a given region ("indirect impacts") as well as spending resulting from the labor income generated by the initial activity that ripples through the region ("induced impacts"). ESI uses IMPLAN modeling software to estimate indirect and induced impacts and sums them with the direct activity to produce total economic impacts.



Source: Econsult Solutions, Inc. (2024)

Where possible, direct, indirect, and induced economic impacts were calculated at two levels:

- County Level — Marin County, CA
- State Level — State of California

In this study, the annualized economic impact calculates the total economic contribution of College of Marin over a year, factoring in direct, indirect, and induced effects, to provide a comprehensive view of its financial influence on the economy. This includes measuring job creation, income generation, and overall economic activity attributed to the College's operations and expenditures.

Calculating tax impacts at the state level underscores the dual role the College plays in both fulfilling its educational mandate and generating economic benefits. By demonstrating how the College's activities and operations translate into economic activity that boosts state tax revenues, it becomes clear that College of Marin is not only effectively utilizing the taxpayer funds allocated, but is also contributing to the state's financial health. This economic return is manifested through job creation, local spending, and other forms of economic engagement that stimulate state tax revenues, thus reinforcing the College’s value and accountability to state government and taxpayers.

2. Local Economic Impact from Annual Operations and Capital Investments

2.1. Section Overview

College of Marin makes a substantial economic contribution primarily through its sizable and expanding annual operations. Not only do daily operations play a significant role in supporting College of Marin's transformative work in the academic setting; they are also an economic driver for the county and state economies. College of Marin significantly impacts the economy through its annual operations, which include a wide range of expenditures such as faculty and staff employment, procurement of goods and services, and capital investment in facility maintenance and improvements. These activities create a ripple effect that extends throughout the broader economy.

At the state level, it is estimated that College of Marin's annual operations produce $146 million in annual economic impact in California, supporting almost 800 jobs with over $81 million in employee compensation throughout the state, and contributing almost $9 million in state tax revenues each year**. In Marin County, the College's annual operations and capital investments contribute more than $120 million in total economic impact, supporting almost 700 direct and indirect full-time jobs, and more than $74 million in employee compensation.**



2.2. Direct Annual Operating Footprint

College of Marin makes a substantial contribution to the local and regional economy through its significant annual operations. The vast majority of College of Marin's annual operational budget over a 5-year average is allocated to faculty and staff compensation (93 percent—see Figure 2.1), most of which is spent directly within the local community. This direct annual spending, amounting to almost $62 million, not only impacts Marin County, but also benefits the State of California (Figure 2.1).



Figure 2.1: College of Marin Annualized Operating Costs over a 5 year average

Budget Category	Annualized Total
Payroll ($M)	$57.1
Non-Personnel Operating Expenses ($M)	$4.6
Total Operating (excl. Capital Spend) ($M)	**$61.7**
Total Personnel	**900**

Source: College of Marin (2024); Econsult Solutions, Inc. (2024)

2.3. Direct Annual Average Capital Investment Levels

Beginning in 2006, the voters of Marin County supported facilities bonds in the aggregate amount of $514 million. Between 2006 and 2026, when the last of these bond expenditures occurs, the College will have invested on average over $25 million annually into facilities construction and renovation across both campuses (and in Bolinas at the field station site). The

College has additionally spent significant funds on repairs and smaller projects from its operating funds. All of this investment directly bolsters local industries, such as construction, in addition to supporting the College's mission of educational excellence and providing community amenities, which require top-flight physical resources.



2.4. Economic Impact from Annual Operations and Capital Investments

Direct operational spending and capital investments are pivotal in enhancing the regional economy, stimulating business and supporting higher employment across numerous industries. The total economic impact is the sum of direct expenditures made by College of Marin, plus subsequent indirect and induced effects. The indirect effects account for the College's spending with a wide range of local suppliers and contractors, whose goods and services are purchased by the College to maintain and upgrade physical assets. These impacts further bolster the economy through contributing to job creation, thus generating income in supplier industries. Induced impacts result from the spending of income earned by College of Marin employees within their local economies, which supports business and economic activity. Indirect and induced impacts grow with each successive level of geography, due to more purchasing and recirculation occurring within each larger geography, generating a larger multiplier effect.

College of Marin's $81.4 million in annual direct expenditures annually generates (Figure 2.2):

- Over $120 million in total economic output within Marin County, supporting the equivalent of 700 full time jobs with more than $74 million in employee wages and benefits.

- Almost $146 million in total economic output for the State of California, supporting the equivalent of 800 full time jobs with more than $81 million in employee compensation.

Figure 2.2: Estimated Economic Impact from College of Marin Operations and Capital Investments

	Marin County	**California**
Direct Output ($M)	$81.4	$81.4
Indirect & Induced Output ($M)	$38.8	$64.3
Total Output ($M)	$120.2	$145.7
Annual Employment Supported (FTE)	700	800
Employee Compensation ($M)	$74.3	$81.4

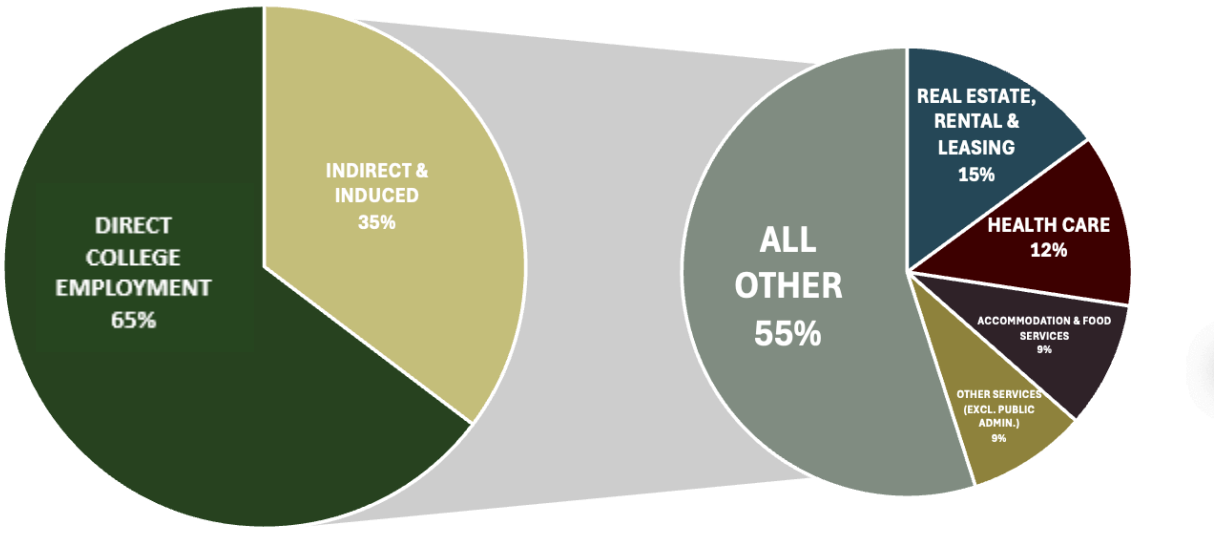
Source: IMPLAN (2022), Econsult Solutions (2024)

2.5. Industry Distribution of Economic Impact from Annual Operations and Capital Investments

Most of the employment supported by College of Marin's annual operations are its direct employees, including staff, faculty, and administration. However, College of Marin's day-to-day operations, including the purchase of goods and services and the spending of labor income it generates, has influence over a variety of different industry sectors throughout the local and state economies. College of Marin's annual operations and capital investments foster a diverse and dynamic economic ecosystem, impacting industries of all types throughout the region and state.

Beyond sustaining direct jobs at College of Marin, College of Marin's annual operations and capital investments support statewide employment across many fields, including real estate, health care, and accommodations and food services (Figure 2.3).

Figure 2.3: Estimated Industry Distribution of Statewide Employment Impact from Operations and Capital Investments



Source: IMPLAN (2022); ESI (2024)

2.6. Tax Revenues Generated by Economic Impact from Annual Operations and Capital Investments

Despite being a non-profit entity, the fiscal impacts of College of Marin's annual operational activities and capital investments on the state tax base are significant. These activities increase the state tax base directly, via taxation of faculty and staff incomes; and indirectly, via spending from College of Marin's vendors and employees.

In the aggregate, College of Marin's annual operations and capital investments generate $8.9 million in personal income, sales, and business tax revenues for the State of California.

Figure 2.4: Estimated Tax Impact from College of Marin Operations and Capital Investments on the State of California

Tax Type	California
Income ($M)	$6.8
Sales ($M)	$1.0
Business ($M)	$1.1
Total ($M)	$8.9

Source: IMPLAN (2022), Econsult Solutions (2024)

2.7. Broader Catalytic Effects from Annual Operations and Capital Investments

College of Marin's operational and capital expenditures have a significant and far-reaching impact on both its local community and the broader state of California. As a major employer and consumer of goods and services, COM's financial activities contribute to the economic vitality of the region, creating jobs, supporting local businesses, and generating tax revenue. In fact, COM is one of the largest employers in Marin County.[8] The College's commitment to partnering with local suppliers and service providers strengthens the economic ties between College of Marin and the surrounding community, fostering a mutually beneficial relationship that promotes growth and stability. Additionally, COM recognizes that diversity in the academic environment fosters cultural awareness, promotes mutual understanding and respect, and provides suitable role models for all students. The Board is committed to hiring and staff development processes that support the goals of equal opportunity as well as diversity and provide equal consideration for all qualified candidates.

[8] "Marin County Major Employers." State of California Employment Development Department, https://labormarketinfo.edd.ca.gov/majorer/countymajorer.asp?CountyCode=000041. Accessed September 13, 2024.



College of Marin Partners with Local Organizations to Offer In-Demand Healthcare Training

College of Marin, in collaboration with Canal Alliance, Villa Marin Senior Living, By the Bay Health, and Sequoia Living – The Tam, is proud to offer comprehensive Certified Nurse Assistant (CNA) and Home Health Aide (HHA) training program.

Accelerate Healthcare Careers

After completing 200 hours of rigorous, hands-on training, graduates are well-prepared to sit for state exams and earn dual licensure. With an impressive 80% success rate and a strong job placement record (most students are employed within three months), this program provides a solid foundation for a rewarding career in healthcare.

Meeting a Growing Demand for Skilled Healthcare Professionals

The Bay Area healthcare industry is experiencing significant growth, with over 28,000 job openings projected through 2028. CNAs and HHAs are in high demand, offering competitive salaries averaging $44,770 annually.

3. Economic Impact from Aggregate Alumni Wage Premium

3.1. Section Overview

The alumni wage premium represents the average difference in wages between college graduates and those with less education. This section examines the value of College of Marin's role in educating and credentialing students. The economic and societal benefits of education are extensive, including increased productivity and earning power of the workforce. By educating, credentialing, and retaining students within the local and statewide economies, College of Marin contributes to enhanced earning potential and higher household incomes in these areas. This additional household income is often spent locally, stimulating economic activity, supporting local jobs, and boosting tax revenues.

Since 1977[9], College of Marin boasts approximately 10,300 alumni worldwide—the vast majority of whom reside in California. College of Marin alumni living and working in California are estimated to yield an aggregate alumni wage premium of approximately $75.8 million annually due to their COM education, translating to an aggregate economic impact of nearly $64.1 million per year, supporting over 300 additional jobs with almost $18 million in employee compensation. **In Marin County, the aggregate alumni wage premium of approximately $57 million annually translates to an aggregate economic impact of nearly $37 million per year, supporting an estimated 180 additional jobs with almost $10 million in employee compensation.** These impacts are crucial as they create a virtuous cycle within the local and state economies.



[9] Due to record limitations, data related to graduates before 1977 are unavailable.



Alumni Spotlight: Lori Davis

It's never too late to change the direction your life is headed.

Lori Davis, an alumna of College of Marin, exemplifies that it is never too late to change your life's direction. Her experience at COM was instrumental in founding Sanzuma, a nonprofit dedicated to increasing access to healthy food for students in the Bay Area's northern peninsula. Davis's journey showcases how one can learn new skills, change careers, and make a significant impact at any stage of life—and in this case, by receiving a quality education at COM. After a successful career in kitchen and bath design, Davis sought to make a lasting social and environmental difference, leading her to enroll in environmental design and sustainable architecture classes at COM. This educational path took her from COM to UC Berkeley, where she earned a bachelor's degree in agrobiodiversity at age 49.

At COM, Davis was active in the Environmental Action Club, where she developed a solar oven program for remote villages in Central America. This initiative laid the groundwork for Sanzuma, which she founded while at UC Berkeley. Sanzuma initially focused on delivering solar ovens to villages, but Davis soon recognized similar needs in Marin County. She redirected the nonprofit's efforts to develop a School Farm-to-Cafeteria program, converting local school gardens into producing farms and educating students about nutrition and food growing. Davis credits her success to the supportive instructors at COM, whose encouragement and guidance helped her transition from designing kitchens to leading a community-focused nonprofit.

3.2. Estimated Direct Aggregate Alumni Wage Premium

Aided by a high-quality educational experience and valuable credentials, the national alumni network of more than 10,000 College of Marin graduates positively impacts economies and societies within and beyond California's borders. However, with California residents making up 98% of this global network, COM's alumni's are particularly impactful on the state and county economies, as shown by the numbers for the state of California and Marin County (Figure 3.1).

Figure 3.1: College of Marin's Alumni Network by Geography

	Certificate	Associate	Bachelor or Higher[10]	Total
Marin County	1,240	3,400	3,050	7,690
California minus Marin County	460	1,060	980	2500
Outside of California	20	70	60	140
Total	1,720	4,530	4,090	10,340

Source: College of Marin (2024); ESI (2024)

The COM alumni network is a sizable contributor to state and county workforces, with individuals fulfilling positions in key industry sectors. According to the U.S. Bureau of Labor Statistics, 71 percent of adults holding a bachelor degree are employed and 60 percent of people that have attended any level of college are employed. Applying these rates, it can be estimated that approximately 6,600 COM alumni are currently employed statewide, and that approximately 5,000 are working within Marin County (Figure 3.2).

[10] This population went onto a 4-year university, benefitting from the Associate degree obtained at COM, and ultimately receiving a Bachelor degree (or higher).

Figure 3.2: College of Marin Alumni in the Workforce by Geography

	Marin County	Rest of California	Total
Certificates	800	300	1,100
Associates	2,100	600	2,700
Bachelors	2,200	700	2,900
Total	**5,000**	**1,600**	**6,600**

Source: College of Marin (2024); ESI (2024)



The individual wage premium is calculated to be the difference between average household income for COM alumni of each degree or certificate attainment level and the average household income for all residents at one degree or certificate attainment level below. The wage premium for a College of Marin alumnus(a) with an Associate's degree living in California equals the average income for COM alumni with an Associate's degree minus the average household income for all California residents with only a high school diploma. Taking this delta as the basis for the average per person wage premium calculation, we then adjust the baseline to represent the relative earnings potential of various types of degree or certificate holders among COM graduates (Figure 3.3):

- **Transfer Students** (150%): For those students who use COM as a stepping-stone to a bachelor's degree, the wage premium is even higher than for an associate's degree alone. However, not all students who transfer to a four-year institution complete and graduate with a bachelor's degree. Instead of assigning all these students a premium of a bachelor's degree, we inflate the associate's degree premium to be conservative.
- **Professional Certificate Students** (50%): It is clear that incremental education provides professional advantage and opportunity. The literature is not well established in estimating the incremental opportunity gained from each credit, so we have assumed 50% of the associate's degree premium for this student group.

Figure 3.3: Estimated College of Marin Alumni Wage Premium by Degree Type

Degree type	Wage Premium
Certificate	$5,000
Associates	$10,000
Bachelors	$15,000

Source: College of Marin (2024); ESI (2024)

The aggregate wage premium was determined by multiplying the estimated number of working alumni by the corresponding estimated wage premium amount. The individual wage premium amount was determined to be the difference between the average household income by College of Marin alumni of varying degrees and/ or certificate levels and the average household income for all residents at one degree attainment level below.



Figure 3.4: Estimated Aggregate Alumni Wage Premium by Geography

Alumni Distribution	Marin County	Rest of California	Total
Certificates			
Volume	800	300	1,100
Premium	$5,000	$5,000	$5,000
Output ($M)	$3.8	$1.4	$5.2
Associates			
Volume	2,100	600	2,700
Premium	$10,000	$10,000	$10,000
Output ($M)	$20.8	$6.5	$27.3
Bachelors			
Volume	2,200	700	2,900
Premium	$15,000	$15,000	$15,000
Output ($M)	$32.8	$10.5	$43.3

Source: College Scorecard (2024); American Community Survey (2022); ESI (2024)

3.3. Economic Impact from Aggregate Alumni Wage Premium

From those who obtain associate's degrees to those who successfully go on to complete a bachelor's degree at a four-year degree institution, College of Marin alumni benefit from their investment in an education at COM. Whether establishing themselves in the workforce or advancing their careers, COM alumni increase their household earnings and bolster their career potential. While a percentage of these earnings are set aside as savings, investment contributions, and/or spent outside of the region, a significant portion recirculates throughout the regional economy as household spending on a wide variety of goods, services, and experiences. The increased household spending has a multiplier effect on the regional economy. Estimates of the economic impact from this increased earning power include (Figure 3.5):

- Almost $37 million in total economic impact in Marin County, supporting almost 200 jobs with almost $10 million in employee earnings.
- More than $64 million in total economic impact for the State of California, supporting an estimated 300 jobs with almost $18 million in employee earnings.

Figure 3.5: Estimated Annual Economic Impact from College of Marin Aggregate Wage Premium

Impact type	Marin County	California
Wage Premium ($M)	$57.3	$75.8
Total Impact ($M)	**$36.7**	**$64.1**
Annual Employment Supported (FTE)	**180**	**300**
Employee Compensation ($M)	**$9.8**	**$17.6**

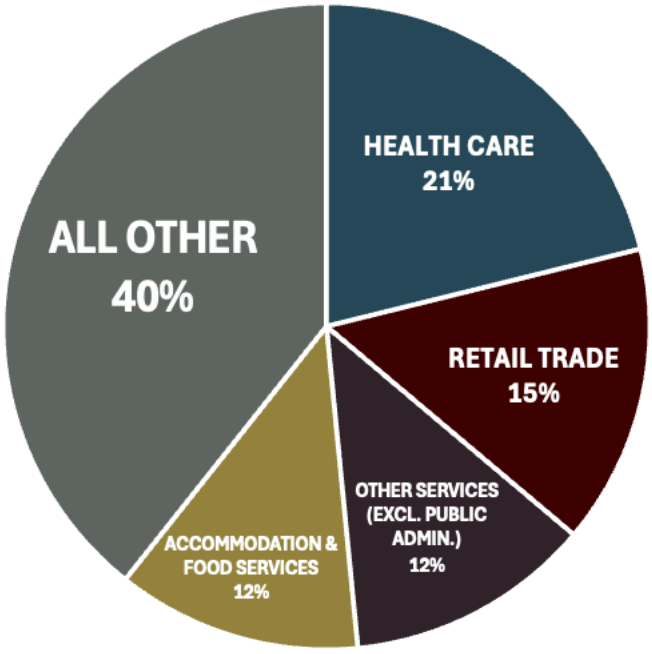
Source: IMPLAN (2022); ESI (2024)

As previously noted, COM alumni living and working in California enjoy an aggregated annual wage premium of $75 million. In turn, they spend a portion of this premium back into the state economy. Accounting for the multiplier effect of that spending as it supports employment throughout the state and ripples through various supply chains, the statewide economic impact is therefore more than $64 million per year.

3.4. Industry Distribution of Economic Impact from Aggregate Alumni Wage Premium

The portion of COM alumni's additional household income that is spent back into the state economy supports a number of industries, befitting the types of expenditures that are typically made by a household from its earned income. Hence, a high number of jobs in sectors such as health care, retail, and accommodation and food services are supported by the higher aggregate household income enjoyed by COM alumni (Figure 3.6).

Figure 3.6: Estimated Industry Distribution of Statewide Employment Impact from Alumni Wage Premium



Source: IMPLAN (2022); ESI (2024)



Alumni Spotlight: Louis Bershad

Giving back to the institution which set him up for success.

Louis Bershad, a proud Marine veteran, has made significant strides in the entertainment industry as the owner of SDB Partners, Inc., a well-respected talent agency in Beverly Hills. His journey began at College of Marin (COM), where he studied from 1958 to 1960. His time at COM was influential in shaping his future career. Two of his professors, Weaver Meadows from the Business faculty and Fred Thon from Drama, left a lasting impact on him. In recognition of their influence, Bershad established two scholarships in their names to support future students in these fields.

After serving in the Marines from 1961 to 1965, Bershad moved to Southern California and eventually founded his talent agency in 1972. His diverse career path included roles in investment and real estate before he found his true calling in the entertainment industry. His successful agency, run alongside his wife Ro Diamond, represents a testament to his hard work and the foundational skills he gained during his time at COM. Bershad's contributions to COM, including his involvement in the COM 1926 Legacy Society and his establishment of scholarships, highlight his ongoing commitment to giving back to the community that helped launch his career.

3.5. Local Tax Revenues Generated by Economic Impact from Aggregate Alumni Wage Premium

College of Marin's alumni wage premium generates tax revenues for the State through two channels. Aside from the state tax revenue impact from the spending of the additional household income represented by the alumni wage premium, the State of California benefits from the personal income taxes paid on that additional household income.

California gains over $8 million each year in tax revenues from the wage premium associated with COM alumni. Most of this tax revenue comes from direct income taxes paid by COM alumni to the State of California (Figure 3.7).

Figure 3.7: Estimated Annual Tax Revenue Impact from College of Marin College Aggregate Wage Premium

Tax Type	**State of California**
Personal Income Tax (directly paid by alumni) ($M)	$5.8
Personal Income Tax (from spending by alumni) $(M)	$1.5
Sales	$357,000
Business	$390,000
Total ($M)	**$8.1**

Source: IMPLAN (2022); ESI (2024)

3.6. Broader Catalytic Effects from Aggregate Alumni Wage Premium

Through the students that it graduates each year and its growing alumni network, College of Marin serves as a major economic driver and societal asset at the state and county level, as well as across the state. COM's earned reputation as a provider of a high-value education accessible to a diverse mix of student populations affirms its role as a key contributor to, and a vital component within, the county and state economies. College of Marin ensures that the benefits of earning an increased salary remain available to a racially and income diverse population by implementing inclusive policies and support programs that provide equitable access to

education and career opportunities for all students. As COM grows, it remains committed to this position, and is focused on fostering a thriving, diverse community. Graduates of College of Marin, with higher earning potential, contribute to job creation and entrepreneurial initiatives, benefiting the region beyond measurable economic impacts.

From an individual student's standpoint, the alumni wage premium at College of Marin represents a substantial return on investment (ROI) for the time and money spent obtaining their degree and/or certificate. This wage premium means that COM graduates typically earn higher salaries compared to peers without a degree or certificate. Consequently, these higher earnings easily offset the low cost of tuition and other educational expenses quickly, leading to improved financial stability and greater long-term earning potential. For students, this enhanced ROI underscores the value of their College of Marin education, justifying their investment by offering tangible economic benefits that can significantly impact their personal and professional lives. Additionally, attending COM for the first two years can provide a launching pad for those moving onto a 4-year higher education institution. Over the last five years, COM has had the highest transfer acceptance rate of all of California Community Colleges into UC Berkeley and the highest to all UC's in the bay area.[11]

From an economic standpoint in Marin County and California, the alumni wage premium associated with College of Marin alumni signifies that these individuals are earning higher wages compared to non-graduates. This increased earning potential translates to greater spending power, higher tax contributions, and enhanced local investment. As COM graduates contribute more financially to the local economy through their elevated incomes, they bolster economic growth and stability in the area. This, in turn, supports local businesses, creates jobs, and fosters a more vibrant and prosperous community, ultimately strengthening the economic foundation of Marin County and California.

[11] "College of Marin." UBridge, https://www.ubridge.org/college/marin/#:~:text=Over%20the%20last%20five%20years,into%20Berkeley%20at%20approximately%2033%25.]



Impact Beyond Credentialing

College of Marin's impact extends far beyond a credential-driven approach, emphasizing holistic education and community enrichment. Through its extensive programs in English as a Second Language (ESL) and lifelong learning initiatives for older adults, the College addresses the diverse needs of its community. By providing ESL classes, College of Marin empowers non-native speakers with essential language skills that enhance their employability, social integration, and overall quality of life. Research indicates ESL programs significantly contribute to participants' economic and social mobility, fostering a more inclusive and cohesive community.[12]

[12] Economic Mobility Corporation. *Sound Investments: The Achievements of College Graduates and the Financial Benefits of Attaining a College Degree*. Economic Mobility Corporation, Sept. 2017, https://economicmobilitycorp.org/wp-content/uploads/2017/09/mobility-sound_investments.pdf.

Additionally, the College's commitment to lifelong learning for older adults offers numerous benefits. Educational programs for seniors have been shown to improve cognitive function, emotional well-being, and social engagement, which in turn reduce healthcare costs and enhance the overall vitality of the community.[13] By serving these diverse populations, College of Marin not only helps individuals achieve personal growth and improved quality of life but also strengthens the social and economic fabric of Marin County.



[13] Kakulla, Brittne. *Lifelong Learning Among 45+ Adults.* Washington, DC: AARP Research, March 2022. https://doi.org/10.26419/res.00526.001



Spotlight: Health Sciences @ COM

College of Marin Health Sciences Department includes programs in Registered Nursing, Registered Dental Assisting, Medical Assisting, and Fire Technology. These programs emphasize the application of scientific knowledge and compassionate care, preparing students to become healthcare professionals dedicated to improving the health and welfare of the individuals and communities they serve.

Community colleges play a critical role in providing a well-trained workforce for the health sciences sector, which frequently experience staffing shortages. College of Marin prepares students to meet the growing demands of the healthcare industry, offering hands-on training and practical experience, ensuring graduates are ready to enter the workforce and address the pressing needs of healthcare facilities. By doing so, COM helps alleviate staffing shortages and ensures that communities have access to essential healthcare services.

Moreover, jobs in the health sciences tend to be better paid, providing economic stability for workers. Careers in nursing, medical assisting, and dental hygiene offer competitive salaries and benefits, which can significantly improve the quality of life for individuals and their families. College of Marin, by making these programs accessible and affordable, opens up opportunities for many students to enter well-paying healthcare professions. This not only benefits the individual workers but also contributes to the economic health of the community by increasing the earning potential and job satisfaction of its residents.

4. Conclusion

4.1. Aggregate Local Economic and Tax Revenue Impact

College of Marin's aggregate economic impact encompasses three categories of economic activity directly attributable to the institution in the form of direct, indirect, and induced effects. Careful consideration has been taken in calculating these economic impact estimates for each of the categories covered within the report to ensure they do not overlap, and are expressed in annual terms. These impacts represent the county and statewide economic impact of College of Marin (Figure 4.1).

- It is estimated that College of Marin produces an aggregate annual impact of approximately $210 million annually on the California state economy, and supports approximately 1,100 jobs with $99 million in employee compensation.
- In Marin County, College of Marin produces an aggregate annual impact of almost $157 million, supporting approximately 900 jobs with $84 million in employee compensation.

Figure 4.1: Estimated Annual Aggregate Economic Impact from College of Marin

	Marin County	California
Wage Premium ($M)	$57.4	$75.8
Direct Output ($M)	$81.4	$81.4
Indirect & Induced Output ($M)	$75.5	$128.5
Total Output ($M)	**$156.9**	**$209.9**
Annual Employment Supported (FTE)	**900**	**1,100**
Employee Compensation ($M)	**$84.1**	**$99.0**

Source: IMPLAN (2022); ESI (2024)

Additionally, these economic impacts produce tax revenues for the State of California, which in turn contributes to the funding of essential public services. Although College of Marin is tax-exempt, it is still a tax-generating entity. College of Marin produces a significant amount of tax revenue for the state of California government through its annual operations, capital investments, and the increased household earnings enjoyed by alumni. These non-overlapping

impact categories together yield a total of almost $17 million in tax revenues annually for the State (Figure 4.2).

Figure 4.2: Estimated Annual Aggregate Tax Revenue Impact from College of Marin College

Tax Type	State of California
Personal Income Tax (directly paid by alumni) ($M)	$5.8
Personal Income Tax (from spending by alumni) $(M)	$8.3
Sales ($M)	$1.4
Business ($M)	$1.5
Total ($M)	**$16.9**

Source: IMPLAN (2022); ESI (2024)

4.2. Framing the College's Impact Contributions in Broader Terms

Although College of Marin has considerable and tangible economic impact on the county and state, the impact reaches further beyond the numbers. Committed to offering accessible, lifelong learning opportunities, College of Marin plays a pivotal role in advancing the broader social good. An outstanding education not only enhances individual capabilities but also fosters a deeper sense of identity, community responsibility, and a commitment to advancing societal well-being.

Beyond its economic contributions, the college serves as a cornerstone of personal growth and social cohesion. By nurturing intellectual curiosity, College of Marin equips its students with the tools to navigate the world and contribute to society. Furthermore, COM's commitment to diversity and inclusion enriches the educational experience, better preparing students for success in the workforce, and cultivating a shared sense of responsibility toward creating a better, more equitable society.

College of Marin Campus as Community Amenity

College of Marin, with its two campuses in Kentfield and Novato, significantly impacts the local community by providing a wide range of amenities and resources. These campuses are more than just educational institutions; they are community hubs that offer various facilities and

services to residents. The Kentfield Campus features a state-of-the-art Performing Arts Center, where community members can enjoy theater productions, concerts, and art exhibitions. Additionally, the campus houses an extensive library, athletic facilities, and wellness programs, promoting both cultural enrichment and physical well-being among local residents.

The Indian Valley Campus in Novato enhances community engagement through its organic farm and garden, which supports sustainable agriculture education and provides fresh produce to local food programs. This campus also offers the Miwok Aquatic and Fitness Center, a facility that includes a pool and fitness center accessible to the public. Both campuses host numerous community events, workshops, and continuing education classes, fostering lifelong learning and community involvement. By offering these amenities, College of Marin strengthens the social fabric of Marin County, promoting a vibrant, educated, and healthy community.





College of Marin receives annual funding from the state of California, with the proposed budget for 2024-25 including allocations for categorical programs focused on enhancing student success. College of Marin uses these funds to provide a range of academic programs, vocational training, and student support services that cater to the diverse needs of its community.

College of Marin (COM) demonstrates a strong return on investment (ROI) from both state and taxpayer perspectives, largely due to its funding structure that heavily relies on local property taxes. This approach effectively reduces the direct financial burden on the state budget. By leveraging local property tax revenue, COM can maintain and improve its educational offerings while requiring less direct state funding compared to institutions that rely more heavily on state allocations. This funding model allows the College to remain responsive to local community needs while also benefiting from the relatively stable and predictable nature of property tax income. The reduced reliance on state funds means that taxpayers across California are not bearing as much of the cost for COM's operations. This localized funding approach can lead to a more efficient allocation of resources and a closer alignment between the College's offerings and the specific needs of the Marin County community, further enhancing the overall ROI for both the state and taxpayers.

Ultimately, the economic impact of College of Marin is significant, but its true value lies in its role as a catalyst for personal and community transformation—and in turn, stimulates broader societal progress. By championing lifelong learning and social responsibility, College of Marin exemplifies the profound impact of education on individuals and society.

Appendix A: Input-Output Methodology

In an inter-connected economy, every direct dollar spent generates two spillover impacts:

- First, some amount of the proportion of that expenditure that goes to the purchase of goods and services gets circulated back into an economy when those goods and services are purchased from local vendors. This represents what is known as the **indirect effect** and reflects the fact that local purchases of goods and services support local vendors, who in turn require additional purchasing with their own set of vendors.
- Second, some amount of the proportion of that expenditure that goes to labor income gets circulated back into an economy when those employees spend some of their earnings on various goods and services. This represents what is known as the **induced effect** and reflects the fact that some of those goods and services will be purchased from local vendors, further stimulating the economy.

To model the impacts resulting from the direct expenditures of College of Marin, ESI developed a customized economic impact model using IMPLAN's input/output modeling system. Utilizing an industry standard approach, IMPLAN's input/output modeling system allows users to assess the economic and job creation impacts of industry-based events and public policy changes within a county or its surrounding area. IMPLAN has developed a social accounting matrix (SAM) that accounts for the flow of commodities through economics. From this matrix, IMPLAN also determines the regional purchase coefficient (RPC), or the proportion of local supply that satisfies local demand. These values not only establish the types of goods and services supported by an industry or institution, but also the high level at which they are acquired locally. This assessment determines the multiplier basis for the local and regional models created in the IMPLAN modeling system. IMPLAN takes these multipliers and divides them into 546 industry categories in accordance with the North American Industrial Classification System (NAICS) codes.

Explanation of Multipliers[14]

The use and application of multipliers are intuitive. Multipliers, in their most basic form, are the result of an algebraic analysis expressing how two inputs are interconnected in the production of an output. The result of the equation generates a multiplier that is broken down into direct,

[14] Lahr, Michael. "Input-Output Analysis: Technical Description and Application." Rutgers University Edward J. Bloustein School of Planning and Public Policy.

indirect, and induced effects. In a generalized example: if the multiplier for good "X" to good "Y" is 3, then the direct effect of good "X" on "Y" is 1, with indirect and induced effects of 2. Essentially, every unit of good "X" supports 2 units of good "Y".

When implemented on a large complex scale, such as that of the US economy or any subsection of it, multiplier effects across industries can be complicated. However, the same general concept comes into play. Each industry has largely different and varied inputs into other industries. The quantity of the output is largely decided by the scale and efficiency of the industries involved. As a result, the sum of those inputs equates to an output product plus a value added/component. By arranging these inputs and outputs by industry in a matrix and performing some algebra to find the Leontief inverse matrix, each industry's effect on final demand can be estimated. Additionally, the direct, indirect, and induced effects can also be determined. Direct effects include direct purchases for production, indirect effects include expenses during production, and induced effects concern the expenditures of employees directly involved with production. Using building construction as an example, the direct effects would include materials, brick, steel, and mortar, the indirect effects would involve the steel fabrication and concrete mixing, and the induced effects would consider purchases by construction workers using their wages. While impacts vary in size, each industry has rippling effects throughout the economy. By using an input-output model, these effects can be more accurately quantified and explained.

IMPLAN is one of several popular choices for regional input-output modeling. Each system has its own nuances in establishing proper location coefficients. IMPLAN uses a location quotient to determine its regional purchase coefficient (RPC). This represents the proportion of demand for a good that is filled locally; this assessment helps determine the multiplier for the localized region. Additionally, IMPLAN also accounts for inter-institutional transfers (e.g., firms to households, households to the government, etc.) through its social account matrix (SAM) multipliers. IMPLAN takes the multipliers and divides them into industry categories in accordance with the North American Industrial Classification System (NAICS) codes, allowing a comprehensive breakdown of a region's multipliers by industry to be shown.

Despite the usefulness of input/output modeling, there are some shortcomings to the system. Notably, input-output models ignore economies of scale. Input-output models assume that costs and inputs remain proportionate through different levels of production. Further, multipliers are not generally updated on a timely basis; most multipliers are prone to be outdated with the current economy. If the multipliers are sourced from a year of a recession economy, the multipliers may not accurately represent the flows from an economic boom period. Additionally, multipliers may not capture sudden legal or technological changes which may improve or decrease efficiency in the production process.

Glossary of Terms for Input/Output Models

Multiplier Effect– the notion that initial outlays have a ripple effect on a local economy, to the extent that direct output leads to indirect and induced output.

Economic Impacts– total expenditures, employment, and labor income generated.

Tax Revenue Impacts– local and/or state tax revenues generated.

Direct Output– initial outlays usually associated with the project or activity being modeled; examples: one-time upfront construction and related expenditures associated with a new or renovated facility, annual expenditures associated with ongoing facility maintenance and/or operating activity.

Direct Employment– the number of annual jobs associated with direct output (including full and part-time employment)

Direct Labor Income– the salaries and wages earned by employees, contractors, and proprietors as part of the direct output.

Indirect Output– indirect and induced outlays resulting from the direct output; examples: vendors increasing production to meet new demand associated with the direct output, workers spending direct labor income on various purchases within the local economy.

Indirect/Induced Employment– the number of annual jobs associated with indirect/induced output (including full and part-time employment)

Indirect Labor Income– the salaries and wages earned by employees, contractors, and proprietors as part of the indirect output.

Total Output– the sum of direct output and indirect output.

Total Employment– the sum of direct employment and indirect employment.

Total Labor income– the sum of direct labor income and indirect labor income.

Source: Econsult Solutions, Inc. (2023)

Appendix B: About Econsult Solutions, Inc.

This report was produced by Econsult Solutions, Inc. (ESI), providing businesses and public policy makers with consulting and thought leadership services in urban economics, real estate, transportation, public infrastructure, economic development, public policy and finance, strategic planning, as well as expert witness services for litigation support.

ESI combines robust quantitative analysis with trusted expert insights to create sustainable solutions. The firm works collaboratively with its clients, and draws in expertise, when necessary, from our network of experts and partners across industries, regions, and management practices. Based in Philadelphia, the firm supports clients nationwide.

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