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• Direct Pacific-related expenditures in California totaled $326 million per year. This includes operational expenditures of $270 million, expenditures by students and visitors of $41 million, and an average of $15 million in building construction and renovation expenditures.

• Pacific enrollment grew from 6,235 to 6,717 (8%) between 2007 and 2010. This study is based on fiscal year 2008 expenditures, and does not capture the additional impact generated by recent enrollment growth.

• The $326 million in annual Pacific-related expenditures produces a total of $736 million in sales in the California economy, and supports nearly 5,000 California jobs.

• For every dollar in initial Pacific-related spending, an additional $1.26 economic activity was generated in California.

• The $165 million in annual Pacific-related expenditures at its Stockton Campus produces a total of $257 million in sales in the San Joaquin County economy, and supports nearly 2,000 San Joaquin County jobs.

• The $45 million in annual Pacific-related expenditures at its Sacramento Campus produces a total of $83 million in sales in the Sacramento Metropolitan Statistical Area (MSA) economy, and supports about 650 Sacramento MSA jobs.

• The $67 million in annual Pacific-related expenditures at its San Francisco Campus produces a total of $129 million in sales in the San Francisco MSA economy, and supports about 880 San Francisco MSA jobs.

• Approximately 70% of the Stockton Campus employees reside in the City of Stockton and 80% reside in San Joaquin County.

• Pacific is the second largest private employer in San Joaquin County and is one of the five largest employers in the county overall.

• Over 100,000 people attend athletics, arts, and cultural events at the Stockton Campus each year.

• Pacific’s commitment to community outreach initiatives is demonstrated at each campus through community service awards. Registered community service by undergraduates at the Stockton campus alone exceeds 15,000 hours each year.

• Pacific’s clinics provide health, legal, educational and other services to more than 14,000 people each year.

• Over 20,000 people participate in continuing education initiatives including camps for children and youth, professional development, and lifelong learning programs for senior citizens.

A MESSAGE FROM PRESIDENT
PAMELA EIBECK

Last year University of the Pacific launched a creative and innovative program called the Pacific One Word Project. The idea was for all incoming students at Pacific to choose the one word that best sums up their ideal selves. Within no time, students from other classes as well as faculty and staff clamored to join, and “One Word” became a campus phenomenon. I had just taken the reins as the university’s 24th President, and with my goals for the presidency in mind, I chose “community” as my One Word. “Community” encapsulated my desire to be integrated into the Pacific community, to bring our university together, and to strengthen Pacific’s ties to the surrounding community.

After a year-long listening campaign within the university and out into the community, my One Word applies as strongly as ever. In six community forums on healthcare, the economy, energy and the environment, education, diversity and arts and culture, our community described its triumphs and its challenges. We heard you express what you feel are the most critical issues affecting our community, and how Pacific could help.

In every forum, you expressed a desire for more communication between town and gown; accordingly I am pleased to present University of the Pacific: Community Impact, a powerful new report by the Business Forecasting Center in Pacific’s Eberhardt School of Business. The report documents University of the Pacific’s economic, community and educational impacts in the State of California and in our three cities of Stockton, Sacramento and San Francisco. Our community forums will soon prompt new partnerships between Pacific and our communities, but in this report you will find descriptions of the many ongoing community services and initiatives that we offer.

Pacific is committed to being a good neighbor. I hope that you will take advantage of our current community outreach and partnership initiatives, and I look forward to partnering with you on new activities in the future.

Pamela A. Eibeck, Ph.D.
President
University of the Pacific
The University of the Pacific has three campuses across Northern California in Sacramento, San Francisco and Stockton. Pacific contributes significantly to these communities. University-related activities produce a significant economic impact. We also contribute through community engagement and by enhancing knowledge and educating the citizens who make up its workforce.

ECONOMIC IMPACT

Given Pacific’s three campuses and operations across California, economic impacts were examined over the entire State of California, and then over the three local economies of the Stockton, Sacramento, and San Francisco campuses. Pacific’s economic impacts are based on fiscal year 2008 (July 1, 2007 through June 30, 2008), the most recent year for which data was available.

This study measured economic impact from three sources: Pacific’s operational expenditures, student and visitor spending, and Pacific’s capital expenditures on building construction and renovation. In FY 2008, our economic impact from total operational expenditures equaled:

- Pacific’s Total Output Impact $627 million
- Stockton Campus Total Output Impact $214 million
- Sacramento Campus Total Output Impact $83 million
- San Francisco Campus Total Output Impact $129 million

IN FY 2008, the employment impact of Pacific’s expenditures equaled:

- Pacific’s Total Employment Impact 4,957 jobs
- Stockton Campus Total Employment Impact 1,972 jobs
- Sacramento Campus Total Employment Impact 653 jobs
- San Francisco Campus Total Employment Impact 879 jobs

COMMUNITY ENGAGEMENT

Pacific makes important contributions to a wide array of communities and community-based organizations. Across all its communities, the University’s influence is far deeper than a narrow commitment to community service alone. Through a combination of outreach and partnership initiatives Pacific contributes to and is enriched by community engagement. For the most part these initiatives take place across Northern California, but they also include some national and international activities.

An outreach initiative is defined as an activity for which Pacific provides institutional resources that is mutually beneficial to both the campus and external communities. Complementing these outreach initiatives are a range of more interactive community engagement activities. These partnerships result in the exchange and development of information, knowledge and capabilities between the university and the community.

KNOWLEDGE GENERATION

The University of the Pacific is an active and diverse contributor to scholarship, innovation and knowledge development. Our faculty’s scholarship allows them to teach their students knowledge and skills that will benefit them for a lifetime. This scholarship is also a public good in that it supports innovation, economic growth and development.

Pacific also encourages “experiential learning” and internships as part of its students’ learning experience. Through experiential learning and internships, our community contributes to our students’ learning, our students’ work benefits the community, and our students graduate with marketable practical experience. In this way, teaching and learning happen both inside and outside the classroom, and on and off campus.

Pacific also offers a variety of instructional outreach programs for the community. These programs range from targeting youth and young adults’ physical and intellectual development to professional development, continuing education and organizational mentoring.

Pacific also hosts a variety of extracurricular learning opportunities for children from across the region. Importantly, Pacific’s faculty and staff work to generate new knowledge. Their research complements their teaching and ensures relevance in a world where knowledge is constantly evolving. In addition to the extensive research activities undertaken by faculty and staff individually, this report discusses some of Pacific’s institutional research and contributions to human knowledge.

Lastly, Pacific’s commitment to meaningful social and environmental development is demonstrated through its research institutes, which include many initiatives that are centrally concerned with local, regional, national, and international issues.
HISTORY OF PACIFIC

University of the Pacific became California’s first university on July 10, 1851 when its charter was granted by the California Supreme Court. In 1871 Pacific moved from its original location in Santa Clara to a new campus in College Park, San Jose. Subsequently, in fall 1924, Pacific moved from San Jose to Stockton, becoming Central Valley’s first four-year institution of higher learning.

Today, Pacific’s presence in Northern California extends across campuses in Sacramento, San Francisco and Stockton. Pacific has enhanced its liberal arts and science origins with a variety of professional programs.

IMPACT ANALYSIS

Higher education institutions are an increasingly important part of a sophisticated modern economy. These institutions make significant contributions to their communities through the economic impact associated with university-related activities, but also through community engagement and knowledge generation. Given the importance of these interrelated and complex impacts, this analysis considers each in its examination of Pacific.

OVERVIEW

The report begins with a review of Pacific’s economic impacts in the state of California. Next, it discusses Pacific’s engagement with communities across California, other areas of the United States, and internationally. It also reviews Pacific’s impacts in developing a sustainable knowledge intensive economy. The report then addresses Pacific’s local impacts in the communities around its three campuses. These examinations consider economic impacts, community engagement, and knowledge generation across the campuses.
While economic impacts are a key concern, it is critical to remember that such ‘economic impacts’ are mostly short-run in nature and associated with day-to-day operations. Pacific’s meaningful contributions to workforce development, quality of life, arts and culture, and other forms of community engagement and knowledge generation are reviewed in other areas of this report.

Measurement of ‘economic impacts’ was performed using an input-output (I/O) model. It generated a detailed representation of the California economy through which we could assess the impacts of Pacific’s economic activities across the state. Our analysis uses three primary sources to calibrate the model and derive Pacific’s direct economic impacts. First, Pacific’s financial statements were used to estimate spending on salaries, wages, and benefits, as well as operations, maintenance and construction project expenditures. Second, student off-campus spending was captured through an inter-campus survey. Finally, visitor numbers and expenditures were estimated through an extensive dialon with each school.

Throughout this and subsequent sections on economic impacts, focus is on the 2008 fiscal year (FY2008) from July 2007 to June 2008. This ensures that final verifiable indicators from Pacific and its component divisions are available.

OPERATING INCOME
Pacific’s operating income for 2008 totaled $279 million. In real terms, operating income grew at a compound average annual rate of 3.1%, between 2003 and 2008. Net student revenue is the largest source of income for Pacific, generating $183 million or nearly 2/3 of all income. Net student revenue is equal to the sum of tuition, student fees, and room and board less university and donor sponsored financial aid.

Income from grants and contracts totaled $49 million in 2008. Special programs and other income totaled a further $25 million or 9% of operating income in 2008. These revenues included sales and services from auxiliary enterprises, clinic fees, and net assets released from restrictions. Pacific’s auxiliary enterprises include the Department of Athletics and continuing education programs. Pacific hosts numerous clinics in areas ranging from dentistry to wellness.

In real terms Pacific’s endowment fund grew at a compound average annual rate of 4.1%, between 1999 and 2008. In 2008, the endowment was worth $200 million and contributed $7 million or 5% of Pacific’s income. In 2008, Pacific also received $6 million in gifts designated as current operating income, and an additional $18 million in donations for endowment contributions or capital projects.

EXPENDITURES
The economic impact analysis considers four distinct categories of expenditures by the University and its associated activities:
1) Expenditures made directly by the University for goods and services in direct support of operations.
2) Direct salary, wage and benefit expenditures by the University for its employees.
3) Capital expenditures made by Pacific for building construction and renovation.
4) Expenditures in the local community by Pacific students and visitors to Pacific.

In 2008, these equaled $345 million worth of total expenditures in California. Nearly 80% of these expenditures...
were operational (i.e. purchases of goods and services as well as direct expenditures on employee compensation).

The largest component of Pacific's operational expenditures was salaries and wages. 44%, which in 2008 equaled $152 million. Goods and services were the second largest component, totaling $118 million or 34% of expenditures in 2008. There was another $55 million in expenditures by Pacific students and visitors to the local communities across all three campuses in 2008. These expenditures equaled 16% of the total expenditures and are based on an inter-campus survey of students’ off-campus expenditures and visitor attendance figures. We estimate that across all three campuses 346 jobs were created as a direct result of spending by Pacific students and visitors.

Expenditures on building construction and renovation were assumed to total $19 million based on an average of actual annual outlays between 2004 and 2008. This spending equates to 6% of Pacific’s total expenditures. We estimate that these expenditures on capital projects directly generated 83 jobs.

**IMPACT ON CALIFORNIA’s ECONOMY**

Pacific’s economic impact goes beyond its direct effects to include indirect and induced effects. Businesses that Pacific buys goods and services from use some of the money they earn from Pacific to buy goods and services from other businesses; these businesses make further purchases from still other businesses. Thus Pacific generates “indirect effects” in the economy. Likewise, Pacific’s employees spend part of their take-home pay to meet their household needs. The employees at the businesses Pacific purchases from make similar expenditures as do other employees with “indirect” links to Pacific’s purchases. These income based purchases form “induced effects” in the economy.

In this manner, the University’s $345 million in total direct expenditures ($326 million in output) generated $175 million in total indirect output impacts and $235 million in total induced output. Table 1, Line 1.2, summarizes these impacts as well as Pacific’s total output impact, which was just over $736 million. Put another way, for every dollar spent by Pacific an additional $1.26 in economic activity was generated in California.

Pacific employed 2,181 individuals and spent $270 million to operate its three campuses and other activities across California in 2008. As reported in Table 1, Line 1.3 & 1.4, this employment and spending generated a total of $627 million in statewide economic output and 4,212 jobs in fiscal year 2008.

Annual expenditures of $19 million ($15 million in output) on building construction and renovations as well as the 83 directly associated jobs were estimated from a five-year average of these relatively variable expenditures. Table 1, Line 1.5 & 1.6 indicates that, in total, the effect of this spending was $33 million and 186 jobs.

Table 1, Line 1.7 & 1.8, reports the combined effects of visitor and student spending. This spending is an important source of support for employment in local industries such as restaurants, hotels and local stores across all the communities where Pacific has campuses. The 346 jobs directly supported by Pacific visitors and students in the local communities generated a further 99 indirect and 119 induced jobs in California. In terms of output effects, student and visitor spending in 2008 generated an estimated $76 million in total statewide economic output.
PACIFIC’S REGIONAL COMMUNITY ENGAGEMENT

Pacific’s impacts on its communities are far greater than just its economic impacts alone. As the first university in California, Pacific has enduring relationships with local, regional and international communities. This section discusses some of Pacific’s engagement with regional and international communities. The University’s presence in its adjacent communities is reviewed later in the context of each campus.

Pacific makes substantial contributions to a wide geographic and cultural array of communities as well as community based organizations. Across all its communities, the University’s influence is far deeper than a narrow commitment to community service alone. Through a combination of outreach and partnership initiatives Pacific contributes to and is enriched by community engagement. Table 2 indicates some of the University’s community engagement activities. These events largely take place across Northern California, but they also include national and international activities.

### PARTNERSHIP INITIATIVES

Pacific has launched numerous partnerships. These interactive community engagement activities result in the exchange and development of information, knowledge and capabilities between the university and the community. Some indicators of participation in these initiatives are reported in Table 3.

#### TABLE 3 SELECT COMMUNITY PARTNERSHIP INITIATIVES ATTENDEES

<table>
<thead>
<tr>
<th>Description</th>
<th>Attendees</th>
</tr>
</thead>
<tbody>
<tr>
<td>Conservatory Performances</td>
<td>20,000</td>
</tr>
<tr>
<td>Dugoni Dental Clinics</td>
<td>12,650</td>
</tr>
<tr>
<td>Theatre Arts Performances</td>
<td>3,360</td>
</tr>
<tr>
<td>Long Pharmaceutical Care Clinics</td>
<td>970</td>
</tr>
<tr>
<td>McGeorge Pro-Bono Legal Clinics</td>
<td>880</td>
</tr>
</tbody>
</table>

**Source:** Pacific Community Engagement and Knowledge Impact Report (2010)

Students can acquire hands-on legal experience while simultaneously making legal resources available to historically underserved communities. The Rural Education and Access to Law (REAL) or “Justice Bus” program is a regional example. However, the REAL program is atypical from other clinics because it travels. Pacific students travel to rural areas across California to meet their clients in the field. In addition to legal clinics, the University promotes the development of legal infrastructure in nations around the world through its Legal Infrastructure and International Justice Institute.

Pacific’s public health initiatives also make a tangible impact on the daily lives of people in our region, our nation and around the world. The University operates over a dozen public health clinics that positively impact the health and welfare of people across California.

An example is Kids in the Klinic, a volunteer-led program designed to help underserved children in the San Francisco Bay Area and the Central Valley. Many of these children have never seen a dentist before because their families cannot afford it, and some have severe medical problems, birth defects or other debilitating conditions. So Kids in the Klinic raises funds to cover the children’s treatment at one of Pacific’s dental clinics, regardless of the family’s ability to pay.

In addition to assisting communities around the Bay Area and Central Valley, some of Pacific’s public health initiatives engage communities much further away. An example is Pacific’s partnership with the non-profit humanitarian organization Rotaplast International. This partnership makes treatment available to children all over the world who suffer from cleft lip and palate. During mission trips, orthodontic residents and faculty provide oral health care services, including preventive care and oral and maxillofacial surgery, to patients in developing countries, including El Salvador, India and Vietnam.

**OUTREACH INITIATIVES**

Complementing Pacific’s partnership initiatives are a range of outreach initiatives. An outreach initiative is defined as an activity for which Pacific provides institutional resources that is mutually beneficial to both the campus and external communities. Each of Pacific’s campuses encourages and
supports students’ public service through community service awards. These award programs engage many students and frequently act as a brokerage service between student volunteers and community-based non-profits. Pacific’s employees also take an active role in community initiatives regionally, nationally and internationally.

An illustration of this type of outreach initiative with a public service focus is Pacific’s MOVE Program (Mountains, Ocean, and Valley Experience). This is an annual extended orientation program for all first year students at Pacific. They travel to one of a dozen regional locations where they learn about sustainability and build leadership and collaboration while making meaningful contributions to communities across Northern California. MOVE, which is facilitated by the University’s faculty, staff and student leaders, thus cultivates an ethic of community service. In 2010, 931 first year students alongside 136 faculty, staff, and student leaders contributed a total of 4,268 hours of service.

In addition, Pacific contributes to outreach initiatives through its institutional resources. For example, the Stockton campus plays a major role in regional arts and culture. The University’s activities are accessible to the public, and the community uses some of Pacific’s facilities to build and support its cultural resources. The University makes its 115-seat Recital Hall available for Stockton Symphony master classes. Pacific also makes its 947-seat FayeSpanos Concert Hall available for several major community musical events. Numerous ensembles of regional, national, and international significance perform regularly at the Concert Hall, including:

- The Stockton Opera
- Friends of Chamber Music concerts
- The Central Valley Youth Symphony

Another example of this type of outreach through is the World Affairs Council of Sacramento, held at Pacific’s Sacramento Campus. The World Affairs Council of Sacramento is a nonprofit membership organization dedicated to exploring foreign and domestic issues of global, cultural and educational interest. This forum is independent of Pacific and comprises students, educators, business leaders and policymakers from throughout Northern California. The Sacramento campus hosts most of the Council’s events, which are open to members and non-members.

Pacific also encourages the public to participate in many of its on-campus events. Prominent examples of this type of outreach are the extramural athletic events Pacific hosts every year. Pacific Athletics participates in 15 intercollegiate sports, 7 men’s sports and 8 women’s sports. These sports are:

- Men’s: Baseball, Basketball, Golf, Swimming, Tennis, Volleyball, Water Polo
- Women’s: Basketball, Field Hockey, Soccer, Softball, Swimming, Tennis, Volleyball, Water Polo

Over 100,000 people attend the teams’ matches on the Stockton Campus every year.

Pacific’s Stockton Campus also hosts artists’ and scholars’ exhibitions, lectures, and workshops that link academics, students and interested members of the public. The Holt-Atherton Special Collections, which are non-circulating rare and unique research materials, are an example of these resources.

The mission of Special Collections is to collect, preserve, and provide access to manuscript collections, a specialized book collection, and the university archives for students, faculty, and the general public. Special Collections currently hosts:

- The Brubeck Collection: an ever growing collection of works and writing by and about Dave Brubeck. Through the Brubeck Institute, grants are available for scholars from around the world to come and use the contents of the collection.
- John Muir Papers: Since 1970, Pacific’s Special Collections has housed the papers and works of John Muir. The library currently holds approximately 75% of John Muir’s works, including some of the furniture from his ranch in Martinez.
- University Archives, which houses records, papers and histories about the University.
- Western Americana Collection, which is a compilation of more than 400 collections of unique materials emphasizing the history of California, the San Joaquin Valley, and Stockton.

The University also provides a variety of health services to the Valley Mountain Regional Center (VMRC). The VMRC serves children and adults with developmental disabilities in San Joaquin, Stanislaus, Amador, Calaveras and Tuolumne counties. Pacific faculty and students in the health care fields regularly volunteer.
University of the Pacific is an active and diverse contributor to scholarship, innovation and knowledge development. Our faculty’s scholarship allows them to teach their students knowledge and skills that will benefit them for a lifetime. This scholarship is also a public good in that it supports innovation, economic growth and development.

Pacific also encourages “experiential learning” and internships as part of its students’ learning experience. Through experiential learning and internships, our community contributes to our students’ learning, our students’ work benefits the community, and our students graduate with marketable practical experience. Thus teaching and learning happens both inside and outside the classroom, and on and off campus.

Pacific also offers a variety of instructional outreach programs for the community. These programs range from targeting youth and young adults’ physical and intellectual development to professional development, continuing education and organizational mentoring.

Pacific also hosts a variety of extracurricular learning opportunities for children from across the region.

Importantly, Pacific’s faculty and staff work to generate new knowledge. Their research complements their teaching and ensures relevance in a world where knowledge is constantly evolving. In preference to the extensive research activities undertaken by faculty and staff individually, this report discusses some of Pacific’s institutional research and contributions to human knowledge.

Lastly, Pacific’s commitment to meaningful social and environmental development is demonstrated through its research institutes, which include many initiatives that are centrally concerned with local, regional, national, and international issues.

Higher Education Opportunities

Pacific organizes and participates in several initiatives that support young people’s educational development. The BiLingual Financial Aid and College Awareness Workshop is an important example. The workshop brings local students from the 6th to the 12th grade to Pacific where they are given workshop sessions in English and Spanish on financial aid, college preparation and high school graduation requirements. Help is also given to high school seniors applying for federal financial aid online. There are tailored sessions for each grade level covering a range of topics including how to prepare for college, financial aid for legal and undocumented students, and college life. Childcare is provided throughout the event.

Another significant initiative to expand young people’s higher education opportunities is the Community Involvement Program (CIP). The CIP was established in 1969 by a group of students, community members, faculty, and staff who wanted to provide educational opportunities to the local community and diversify the Stockton campus. Since its implementation, this scholarship program has benefited more than 1,000 students. The program serves the educational needs of low income and first generation college students.

There are also several “pipeline” youth development initiatives that are designed to help children and young adults pursue college. These programs annually provide support and opportunities for hundreds of young people from ethnically diverse and lower income families across Northern California.

An example of these “pipeline” initiatives is the Teacher Apprentice Program (TAP). The TAP works in partnership with San Joaquin Delta College and the San Joaquin County Office of Education to encourage local high school students beginning their junior year to become math and science teachers. The program provides support and mentoring for these students who subsequently begin their college experience at Delta College before transferring to Pacific in their junior year of university to complete their teaching degree.

Pacific runs many different kinds of “pipeline” programs. Many are designed to broadly raise awareness about potential paths to college education, but others target specific careers. In addition to the TAP, some of the other targeted pipeline initiatives that Pacific runs are programs aimed at increasing representation in fields such as:

- Bilingual and intercultural law
- Dentistry
- Education of students with disabilities
- Engineering
- Law
- Medicine
- Mathematics
- Science

Other opportunities exist for Pacific students regionally and nationally, such as the Washington Semester and the Sacramento Internship Programs. In these programs, students attend interpretive courses while interning with government organizations, lobbying organizations, and non-profit agencies.

Outreach Instruction

The University of the Pacific endeavors to deliver learning experiences through all these programs the University contributes to motivating young people to choose careers that require a college degree, even if they pursue that degree at another university.

Besides the youth focused programs above, Pacific is also engaged in promoting educational opportunities for veterans. For example, Pacific runs a Yellow Ribbon Program. This program works in partnership with the United States Department of Veterans Affairs to fund veterans’ undergraduate studies at Pacific.

Experiential Learning and Internships

Experiential learning and internship programs are an important face of Pacific’s interactions with its communities. A wide range of international opportunities exists through programs like Pacific’s Global Ambassador Corps program and its Peace Corps & MBA program. The Global Ambassador Corps program grants students international internships with non-governmental organizations (NGOs) in developing countries. During these internships, Pacific students apply social entrepreneurship principles with their NGO to enhance financial sustainability.

The Cooperative Peace Corps and MBA program integrates two years of service overseas with the Peace Corps in the students’ focus area between intensive years of training in the MBA program. In this way the program combines formal and service learning opportunities, while creating an opportunity for social service that will better prepare students for careers in management.

Other opportunities exist for Pacific students regionally and nationally, such as the Washington Semester and the Sacramento Internship Programs. In these programs, students attend interpretive courses while interning with government organizations, lobbying organizations, and non-profit agencies.

Outreach Instruction

The University of the Pacific endeavors to deliver learning experiences...
opportunities to diverse audiences. For this reason, Pacific has developed programs to deliver instruction in a variety of fields for learners ranging from the very young to the not so very young.

**YOUTH FOCUSED INITIATIVES**

Pacific hosts a variety of extracurricular learning opportunities for children from across the region. Two programs of particular significance are the Stockton Campus’ Music and Sports Camps.

<table>
<thead>
<tr>
<th>TABLE 4 YOUTH CAMP ATTENDANCE</th>
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<tbody>
<tr>
<td><strong>Attendees</strong></td>
</tr>
<tr>
<td>Music Camps</td>
</tr>
<tr>
<td>Sport Camps</td>
</tr>
</tbody>
</table>

The University has been running annual music camps for hundreds of students from all over the country for over 65 years. In 2009, students from 262 schools in 146 cities in 11 states attended the music camps. There are a variety of music camps offered annually:

- The Brubeck Jazz Colony
- Brubeck Institute Jazz Camp
- Junior Band & Orchestra Camp
- Pacific Opera Institute
- Senior Band, Orchestra, Choir Camp
- Senior Piano Camp
- Senior Music Composition Camp

Pacific capitalizes on its expertise in a wide range of sports to offer skills and social camps to youth from across the region. These camps are well attended, with nearly 3,000 youths participating each year. The camps are taught by Pacific athletes and coaching staff. There are currently 12 camps being run; these are:

- Baseball
- Basketball
- Field Hockey
- Golf
- Junior Tiger Dance
- Softball
- Soccer
- Swim camp and school
- Tennis
- Tiger Cub Camp
- Volleyball

**PROFESSIONAL DEVELOPMENT AND CONTINUING EDUCATION**

The University provides an array of post-secondary learning opportunities for adults. Among the regionally and internationally focused professional and continuing educational programs are several summer programs, such as:

- The Salzburg, Austria Legal Studies Program
- The St. Petersburg, Russia Summer Law Institute
- The Antigua, Guatemala Summer Law Program
- Guatemala Summer Language Immersion Program
- Italy Summer Language Immersion Program

There are also several internationally focused continuing education programs that incorporate experiential learning. These include the Jaccoby Grassroots Global Institute, which brings local leaders together with peers from across the nation and abroad to advance democratic citizenship and leadership at the community level. Another example is the U.S. Agency for International Development (USAID) Enhancing the Rule of Law in China Program. Through the USAID program Pacific is part of an eight-university consortium providing “training to the trainers” in China. Specifically, the consortium is training Chinese law professors in experiential education methods that help build legal skills.

Pacific also runs several programs focused on the regional and international development of professionals’ skills. These programs include:

- The Inter-American Professionals Certificate Program
- The San Francisco campus works extensively on the international development of dental education.

The San Francisco campus works extensively on the international development of dental education. For example, the campus serves as the administrative base for the International Federation of Dental Educators and Associations (IFDEA). The IFDEA, an institution independent of Pacific, is a global community of dental educators working together to improve oral health worldwide by sharing knowledge and raising standards. IFDEA pursues this mission by leveraging its members’ information, best practices, exchange programs, news and professional development opportunities for regional dental education associations, academic dental institutions and individual dental educators worldwide.

**RESEARCH AND KNOWLEDGE OUTPUTS**

There is a wide array of research and knowledge outputs generated from Pacific. In addition to publications, patents, presentations, copyrights, talks, interviews, websites, and blogs from its staff and faculty, Pacific generates numerous other institutional research and knowledge outputs. Examples of these institutional outputs include several regular publications:

- California and Metro Forecast
- Calliope
- Global Issues
- Global Business Development Journal
- Journal of National Security, Law and Policy
- McGeorge Law Review
- Regional Analyst

Other examples of institutional outputs from Pacific include the teledentistry pilot project called the Virtual Dental Home. The project demonstrates an innovative new way to bring dental care into underserved community settings, including nursing homes, schools and group homes for individuals with developmental disabilities. Using portable imaging equipment, community-based oral health professionals collect electronic dental records and upload the information to a secure website, where they are reviewed by a collaborating dentist. The hygienists and assistants work with dentists to establish diagnostic services and provide preventive and temporary restorative services directly to people who might otherwise be unable to get dental care.

Another example is the “What’s up with Culture?” website created by Pacific for the U.S. Department of Education to help train students for traveling abroad. The website highlights how culture impacts one’s ability to understand and function in new environments and has been used by over two million students.
of these expenditures went toward salaries, wages and benefits of Stockton campus employees. A further 31% of these expenditures, $62 million, went toward goods and services in support of operations.

There was another $30 million in expenditures by Stockton campus students and visitors in the San Joaquin County area. This spending equaled 15% of the Stockton campus’ total expenditures in 2008. Using a five year average of capital expenditures between 2004 and 2008, estimated annual expenditures on building construction and renovation totaled $18 million.

Our analysis of the expenditures equated them to approximately $1.165 million in direct sales (output), which when combined with indirect and induced effects equaled $257 million in total output impact. Put another way, for every dollar spent at the Stockton campus an additional $0.56 in economic activity was generated in San Joaquin County. The total indirect output impact associated with the Stockton campus was $40 million and the total induced output impact was $52 million, Table 7, Line 7.2.

Stockton’s entire employment effects in fiscal year 2008 totaled 1,972 jobs on an annualized basis, Table 7, Line 7.1. In addition to the direct employment effects, the campus generated a further 232 indirect jobs as well as 435 induced jobs in the San Joaquin County area.

While the Stockton campus employed 1,305 people, some of these employees lived outside of San Joaquin County. Although these employees contributed to the statewide impacts of Pacific their income is likely to contribute substantially less to the local community than their colleagues who reside in the area. Using data on the residency of all Pacific employees it was possible to calculate that 80% (1,043 employees) of the Stockton campus employees reside in San Joaquin County and 70% in the City of Stockton itself.

Direct employment and payroll values were accordingly adjusted to account

### Table 6: Principal Employers in Stockton, 2009

<table>
<thead>
<tr>
<th>Employees</th>
<th>Stockton Unified School District</th>
<th>St. Joseph’s Medical Center</th>
<th>City of Stockton</th>
<th>University of the Pacific</th>
<th>Dameron Hospital</th>
<th>Kaiser Permanente</th>
<th>San Joaquin Delta College</th>
<th>Diamond Walnut</th>
<th>Pacific Gas and Electric</th>
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<td>1,200</td>
<td>1,000</td>
<td>905</td>
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</table>

**Source:** City of Stockton, Comprehensive Annual Financial Report (2009).

### Figure 3: Stockton Campus Associated Expenditures

- Student & Visitor Expenditures: 15%
- Capital Expenditures: 31%
- Purchases of Goods & Services: 45%
- Direct Salaries & Wages: 9%

**Source:** Pacific Economic Impact Report (2010).
for where these employees live. Therefore, operations at the Stockton campus generated a further 188 indirect and 381 induced jobs for a total employment effect of 1,612 jobs in San Joaquin County. As reported in Table 7, Lines 7.3 & 7.4, this employment and associated operating expenditures generated $214 million of total economic output locally.

In 2008, the Stockton campus had an enrollment of 4,646 students. Of these, 2,189 students resided on campus, while the remaining 2,457 lived in off-campus housing. Figure 5 reports the primary categories of the Stockton campus students’ spending. Local purchases of food and other household needs from area retail stores accounted for the largest share, 33%, of the students' off-campus purchases of food and other household needs from area retail stores.

Table 7, Lines 7.7 & 7.8, reports the combined effects of visitor and student spending at local industries in San Joaquin County during fiscal year 2008. The 210 jobs estimated to be directly supported by Pacific visitors and students locally generated a further 32 indirect and 36 induced jobs. In terms of output effects, student and visitor spending generated an estimated $31 million in total local economic output impacts. Additionally, there was an annual average of $18 million ($8 million in output) in construction and maintenance projects at the Stockton campus over the five years period between 2004 and 2008. This direct impact generated a total output effect of $12 million, Table 7, Line 7.5 & 7.6.

### Table 7. Stockton’s Direct, Indirect, and Induced Impacts

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**COMMUNITY ENGAGEMENT**

The Stockton Campus is involved in a variety of partnership and outreach initiatives. These programs include regular volunteering by employees and students, making institutional resources available for community initiatives, and aligning scholarship in order to connect with community needs.

**PARTNERSHIP INITIATIVES**

Like the University’s other campuses, the Stockton campus has launched numerous partnership initiatives. These interactive community engagement activities include events organized by various centers, institutes, and programs within Pacific’s Stockton campus as well as a range of clinics and clinical services based at the campus that focus on local community needs.

There are also, regularly, multi-discipline-focused activities across the Stockton campus. These target student and faculty scholarship within the university or between institutions, but typically public attendance is also encouraged. Some examples of regularly occurring events with active external engagement components include:

- **Colliver Lecture Series**
- **Gerber Lecture Series**
- **John Muir Symposium**
- **Pacific Poetry Series**
- **Pope John XLI Lecture Series**
- **Tuesday World Forum**

The Stockton campus also produces numerous artistic and cultural events that are open to the local community. These events include a range of concerts by the Conservatory of Music, such as the Brubeck Festival as well as faculty and student performances.

**The Brubeck Festival** is one of the bigger annual events that Pacific hosts. It is an exploration and celebration of the music of Dave Brubeck featuring jazz performances, concert music, lectures and other symposiums.

**Faculty and visiting artist performances** are the hallmark of Pacific’s Stockton Campus runs several clinics and health projects focused on improving the health of members in the local community. These clinics provide information and advice on a range of health care issues, such as managing asthma, managing Medicare plans, preventing falls, pharmaceutical care, stopping smoking, and wellness.

There are also specialized language and dental partnerships aimed at the local community. These include the Accent Modification Clinic, which provides services.

**The Conservatory also has a rich and varied tradition of excellence in musical performance by its students. Some of the student performance opportunities include:**

- Chamber Ensembles
- Jazz Combos
- Oriana Choir
- Pacific Choral Ensembles
- Pacific Jazz Ensemble
- Pacific Opera Theatre
- Pacific Pep Band
- Pacific Singers
- Symphonic Wind Ensemble
- University Chorus
- University Concert Band
- University Symphony Orchestra

In addition, the University also hosts several theatrical productions by students in the College of the Pacific’s Theatre Arts Department. These productions are performed at their two theatres: The Long Theater and the DeMarcus Brown Studio Theater.

Among other artistic and cultural events hosted at the Stockton Campus are the Janet Leigh Theatre’s summer classic movie film series, author talks and lobby exhibitions at the W.K. Holt Memorial Library, and exhibits of traditional and contemporary art and design at the Reynolds Gallery.

The Stockton Campus has also taken a leading role in several local environmental stewardship initiatives. An example of this includes the Calaveras Restoration Project, which works with local 8th grade science students from the Lincoln Unified School District to monitor and restore the Calaveras River. The project encourages children to develop an interest in science.

Pacific’s Stockton Campus runs several clinics and health projects focused on improving the health of members in the local community. These clinics provide information and advice on a range of health care issues, such as managing asthma, managing Medicare plans, preventing falls, pharmaceutical care, stopping smoking, and wellness.

There are also specialized language and dental partnerships aimed at the local community. These include the Accent Modification Clinic, which provides services.
OUTREACH INITIATIVES

An important component of the Stockton campus’ outreach activities is the Groups Involved in Voluntary Efforts (GIVE) initiative, which gives recognition to the student group with the highest number of service hours and/or the student group with the highest average number of service hours per member. The Center for Community Involvement administers the program while also facilitating community service activities.

The size and diversity of the Stockton Campus allow it to make significant contributions to a large number of outreach initiatives. Among the range of artistic and cultural projects supported is the annual San Joaquin Film Festival, which annually showcases cinema from the Americas and around the world. Another important artistic partnership is “Jazz on the Mile.” In this, the Brubeck Institute and the Miracle Mile Association provide musical events along the Miracle Mile throughout the year, but especially during the Brubeck Festival.

The Stockton Campus works with many community driven initiatives in support of local community health care. Among the projects are the Stockton Community Clinic, which is the program where a range of dental services are provided to the local community.

Pacific’s Stockton Campus runs several clinics and health projects focused on improving the health of members in the local community.

The San Joaquin County Dental Care Program partners Pacific with the St. Raphael’s Clinic, providing dental services for the homeless and underserved communities in San Joaquin County and the San Joaquin General Hospital where a range of dental services are provided to the local community.

Several health fairs around San Joaquin County are held annually. Services vary, but typically include: 1) diabetes tests 2) cholesterol tests 3) blood pressure tests 4) immunizations and 5) educational seminars for controlling and preventing chronic illnesses. In addition, to ensure broad outreach these services are available in a multitude of languages including: 1) Hmong 2) Vietnamese 3) Hispanic 4) Chinese 5) Spanish.

Pacific also runs a hearing screening program that annually screens over 1,500 school children from across San Joaquin County. The program began in 1987 and by providing free assessments of school aged children, makes a significant contribution to the auditory health of children across the county.

Pacific also contributes to the educational development of youth in Stockton and across the country by providing facilities and volunteers for many external enrichment competitions. Among the learning events we regularly support are:

- Literacy Trivia Bee
- Math and Science Club Slopechase
- San Joaquin Engineers Council MATHCOUNTS Program
- Science Olympiad Competition

The University also supports the Reach Out and Read initiative through a Time Out to Read night at a Pacific Men’s Basketball game. Time Out to Read helps by collecting books and donations for the early literacy and school readiness project as well as promoting reading. On a more focused level, the Prowl’n the Mile Street Festival partners Pacific with the Miracle Mile Improvement District to raise funds for a local elementary school’s science camp.

Pacific also supports the efforts of several initiatives working to advance local youth development. A few of these include:

- José M. Hernandez Reaching for the Stars Foundation
- José Valdez Math Institute
- Jumpstart

These initiatives foster a range of skills that encourage youth from underrepresented communities to pursue higher education. For example, the José M. Hernandez Reaching for the Stars Foundation strives to inspire a passion for math, science and engineering in youth; to establish a family commitment to education; and to develop support networks through community engagement.

The University also contributes to a range of environmental stewardship projects. A few of these collaborations include:

- Dialog with the Community: Environmental Responsibility Workshop
- Mitten Crab Working Group on the non-native species
- Water forum on comprehensive water management plan that protects the delta while meeting other needs

Pacific also supports a variety of community service initiatives through employee volunteering and donations as well as allowing its facilities to be used for some projects. Some of the community service assisted by Pacific in these ways include:

- Adopt a Family
- Apaniti at risk high school student program
- Black Male Symposium
- Black and Brown Summit
- Coalition of Mexican American Organizations
- Joven Noble (“Young Nights”) Leadership Academy
- The Meditation Center of San Joaquin
- The United Way
- Women of Distinction Award

In addition, the University also works closely with several organizations that are working to promote local economic development. Two examples of this include the San Joaquin Angels (SJA) and the San Joaquin Entrepreneur Challenge.

The SJA are an angel capital investment group focused on assisting start-up and early stage businesses in the San Joaquin region. Pacific contributes to this initiative with students, faculty and staff working with SJA investors to perform due diligence as well as assisting with the operations of the entrepreneurial businesses funded by SJA.

In support of the San Joaquin Entrepreneur Challenge the University partners with several organizations. The competition allows people or start-up companies with great ideas to compete for selection as the most persuasive business case. In addition to the event’s prize money competitors receive support in developing their proposal.

KNOWLEDGE GENERATION

The Stockton Campus also has a significant role in generating knowledge in the local community. As indicated in Figure 6, the Stockton Campus recruits nearly a fifth of its students from San Joaquin County. Perhaps even more significantly, there is a large retention of Pacific Alumni locally where again nearly a fifth of all known Pacific alumni are resident in San Joaquin County.

The number of Pacific alumni is particularly significant in the context of San Joaquin County where only 18% of the population 25 years or older have a bachelor’s degree or higher educational qualification. This level of tertiary education is much lower than the 30% state average or

For further details see the Pacific Community Engagement and Knowledge Impact Report available at: http://forecast.pacific.edu/impact
the 28% national average. Therefore, given that the 7,000 Pacific alumni account for approximately one in ten of all individuals in San Joaquin County with a bachelor’s degree or higher, the University plays a crucial role in local human capital development.

Beside its traditional roles, Pacific engages in many other areas of shared knowledge development with the local community. Mechanisms through which these impacts occur include experiential learning placements, clinical training, continuing education opportunities, and community focused research programs.

One example of the diverse ways the University supports local learning is in facilitating community access to resources at the W.K. Holt Memorial Library. Through these initiatives some borrowing privileges are available to members of the Stockton community as well as access to some of its research resources. The library also accommodates San Joaquin Delta College students’ needs as long as the resources are not requested by Pacific’s students.

Other examples of learning resources available to the local community through Pacific include the Foundation Center Database and the Gruwell Mineral Collection. With the Foundation Center Database, Pacific has established membership in the Cooperating Collection Program that provides the campus and non-profit community access to a database of US-based foundations that make grants domestically and internationally. The Gruwell Mineral Collection is an extensive collection of over 5,000 minerals representing samples from all over the world. The collection is a highly valuable resource for mineral clubs and schools from across the local region.

EXPERIENTIAL LEARNING AND INTERNSHIPS
The Stockton Campus has a range of experiential learning opportunities. Several initiatives make it possible for students to provide clinical services. These clinics primarily cover health science disciplines including: dentistry, physical therapy, psychology, and public health as well as speech and language pathology.

Dental services are offered at the Stockton Campus through the Pacific Dental Care Clinic. This clinic offers comprehensive, patient-centered oral health care to Central Valley residents from faculty-supervised general dentistry residents and preventive care from dental hygiene students.

Physical therapy is offered through the Physical Therapy Training Clinic. This clinic is a state of the art facility equipped to serve students and other patients. It’s a self-assessment tool for the physical therapy students and a diagnostic tool for the patients.

Behavior assessment and intervention services are offered by graduate students in the Department of Psychology, under faculty supervision. Clinical work in this area serves a diverse range of community members including children in the Stockton Unified School District and developmentally disabled children and adults.

Public health services include student externships and clinician placements by graduate pharmacy students in local school nurses offices. There is also a Skilled Nursing Facility (SNF) Partnership Program that provides public health services to patients in SNFs. Through this program pharmacy students work with a SNF patient for one semester providing pharmaceutical care including patient assessments, progress notes, and care plans for one or more patients as part of their training in elder care.

Speech and language pathology services are also offered through several centers at Pacific. These centers include:

- Pacific Hearing and Balance Center - Provides comprehensive and professional audiological care ranging from prevention to rehabilitation to patients of all ages.
- Pacific Speech and Language Center - Provides speech and language services to adults and children with communication disorders.
- Scottish Rite Childhood Language Disorder Center - Offers speech and language services to screen children for potential hearing troubles.

Numerous experiential learning programs at the Stockton campus participate in a diversity of community service initiatives. Examples include:

- Integrated Development Program (“The Situation Room”) - a corps of multi-disciplinary student consultants who provide technical assistance to start-up social entrepreneurship organizations, locally and globally.
- Oak Park Housing Complex - The Ethnic Studies Program runs an Advancing Learning Communities program with Asian Pacific Self-development and Residential Association that offers students a host of experiential learning opportunities.
- Pacific Child and Family Center Parenting Program - Families from the Stockton community participate in this program focused on helping parents improve basic parenting skills.

In addition, several of the degree programs offered at the Stockton Campus require students to complete at least one semester of experiential learning and/or internship as a requirement for graduation. These placements complement classroom work and other experiential learning opportunities used throughout the programs. Through these programs important links are established among Pacific, the local community, the U.S. and other nations.

Among the programs with such a requirement are:

- Communication Internship Program
- Engineering Co-operative Education Program
- Engineering Industry Fellowship Program
- Music Management Internship Program
- Music Therapy Internship
- Pacific Legal Scholars Program
- Political Science Internship Program
- Sociology Internship Program
- Supervised Teaching Internship Program

OUTREACH INSTRUCTION
Pacific endeavors to make learning opportunities available to diverse audiences. However, local youth development is a particular focus at the Stockton campus. As a result, there are an assortment of outreach initiatives targeting the instruction of youth across Stockton and San Joaquin County. Among these programs are several promoting literacy and writing skills. Some examples include:

- The Kristi Goulart Book Buddies Program - This program matches college students from the Gladys L. Bennet School of Education with local Stockton children ranging from age 5 to age 10 to act as reading mentors. In partnership with Stockton public schools Pacific provides one-on-one reading support, mentoring and tutoring.
- Literacy Program - Pacific students visit local hospitals in South and Central Stockton to read to children in the waiting rooms.

- Outreach Program - Pacific students visit local hospitals in South and Central Stockton to read to children in the waiting rooms.

Figure 6: Local Alumni & Students as % Total

<table>
<thead>
<tr>
<th></th>
<th>Resident Alumni</th>
<th>New Freshman &amp; Transfer Students</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Source:</strong></td>
<td>Pacific Economic Impact Report (2012)</td>
<td></td>
</tr>
</tbody>
</table>

- Pacific alumni account for approximately 1 in 10 of all individuals in San Joaquin County with a bachelor’s degree.

- Pacific Alumni in San Joaquin County with a bachelor’s degree.

- Pacific Alumni in San Joaquin County with a bachelor’s degree.
There are an assortment of outreach initiatives targeting the instruction of youth across Stockton and San Joaquin County.

- There are several initiatives that provide tutoring to local youth. Examples include:
  - **Written Language Program** - Provides specialized language therapy for adolescents which incorporates writing skills for academic success.

There is also a collection of programs promoting science education to local students. A few projects like this are:

- **Health Winning Investigations in Science with Elders (HealthWISE)** - This program, designed for K-6th grade students, allows pharmacy students to teach science in the Stockton community.

- **Heart Disease Education Program** - Students from the School of Pharmacy host Stockton area 4th and 5th graders to teach them about heart disease and how it can be prevented. As a part of this program, pharmacy students into a 6th to 12th grade classroom for a unique year long science project and learning symposium.

Besides youth development, the Stockton campus hosts several programs for adults in continuing education. Institutionally, the Center for Professional and Continuing Education (CPCE) is the primary provider of adult continuing education. An indication of the diversity of training programs offered by CPCE is illustrated in its Osher Lifelong Learning Institute (OLLI) and its Substance Abuse Counselor Certificate Program. OLLI offers senior citizens intellectually challenging classes and activities that encourage development of new personal skills and interests as well as providing an opportunity to meet others who enjoy learning.

The Substance Abuse Counselor Certificate Program is designed to help individuals get the skills and certification necessary to counsel those who suffer from substance abuse. It has trained over 500 counselors in the area who have each engaged in more than 300 hours of community service during the course of their certification.

Beyond the continuing education opportunities offered by the CPCE, there are a variety of programs offered directly by the various schools based at the Stockton Campus. These programs include:

- **Certificate in Civic Leadership** - This certificate program is run by the Jacoby Center. It explores public outreach, leadership theory, organizational theory, the public finance system, research methods and field studies.

- **Chromatography and Mass Spectrometry Workshop** - This week-long workshop hosted by the Chemistry Department provides training to those outside of the university interested in increasing knowledge of mass spectrometry by using state-of-the-art professional instrumentation.

- **Ecological Engineering Research Program Training** - In the program's Engineering Hydraulics laboratory, collaborators and students are trained to use continuous monitoring equipment.

- **Lincoln Achievement in Mathematics Partnership** - Provides math teachers from the Lincoln Unified School District with professional development.

- **MA Degree in Special Education** - This program is a degree program designed to target a specific community need, in this case the need for special education teachers.

- **Partnership for Student Achievement** - This program works with the Lodi Unified School District to provide professional development for Lodi math teachers.

- **Pharmacy Home Study Courses** - This program is run through the School of Pharath as a home study continuing education program.

- **Psychology Visiting Scholar Series** - This series brings scholars in the field of behavioral science to the Stockton campus two to three times per year. These events are open to the community and provide continuing education units for local Board Certified Behavior Analysts.

- **Westgate Center for Management Development** - Serves the regional business community with a wide variety of management development programs.

The Stockton campus also offers a range of initiatives focused on the development of institutional capacity, examples include:

- **The Center for Entrepreneurship** - Provides assistance to entrepreneurs by training them and providing them with relevant information. The center offers academic programs to provide entrepreneurial firms with interns from Pacific. The center also stimulates and facilitates entrepreneurial research and publications as well as promotes dialogue between local entrepreneurs.


- **Institute for Family Business (IFB)** - Assists family-owned businesses in finding and developing solutions to their unique business challenges by providing educational opportunities, research services, and access to regional and national expertise.

- **Sustainability Workshops for Community Nonprofit Organizations** - Nonprofit organizations are trained in social entrepreneurship, with the trainees competing for the award of best proposal.

**OUTREACH RESEARCH**

The Stockton Campus also extensively engages in a range of research initiatives aimed at non-discipline specific constituencies. These research programs are complementary to other outreach and engagement initiatives, generating data, information, and other knowledge outputs to a broad community of stakeholders. There are numerous research centers and laboratories on the Stockton Campus involved in external research projects with local impact; a few examples include:

- **Business Forecasting Center** - The Business Forecasting center

- **Institute for Family Business (IFB)** - Assists family-owned businesses in finding and developing solutions to their unique business challenges by providing educational opportunities, research services, and access to regional and national expertise.

- **Sustainability Workshops for Community Nonprofit Organizations** - Nonprofit organizations are trained in social entrepreneurship, with the trainees competing for the award of best proposal.
Numerous experiential learning programs at the Stockton campus offer a diversity of community service initiatives.

- Community Re-Entry Program (CRP) - Provides people diagnosed with a major disability with individual behavioral intervention services, targeting behavioral excess, deficits, and inappropriateness. The Community Re-Entry program was created in the early 70’s as a pilot program targeting a California State mandate to reintegrate people institutionalized for a major mental disability back into their communities.

- Ecological Engineering Research Program (EERP) - The EERP runs several projects that are focused on community interests, such as water quality monitoring stations for the San Joaquin Valley Drainage Authority and management systems for National Wildlife Refuges for the US Fish & Wildlife Service.

- Jacoby Center Professional Services - Offers professional services, mainly technical assistance for nonprofit organizations as well as research services including occasional research contracts and surveys.

- Sustainable Development Institute - The institute engages in research and education and-participates in efforts to build a strong legal environmental framework worldwide.

- Water Quality Laboratory - Conducts scientific research on the impacts of non-point source pollution on water quality, scientific investigations of agricultural best management practices.

Examples of community relevant results from these research efforts include:

- Formurex, Inc. - A pharmaceutical contract research organization that provides pharmaceutical services in preformulation, formulation development, analytical, stability and “Good Manufacturing Practices” manufacturing. It is the first pharmaceutical company in Stockton. Formurex was founded by two Pacific faculty members and an entrepreneur. Formurex continues to have close ties with Pacific.

- Pacific Process - Pacific has taken a leadership role by providing a forum for open discourse on critical natural resource issues in California. Over the last several years, this process has been labeled the “Pacific Process” and has resulted in agreements and legislation regarding key natural resources issues.

- Sielite - This is a new kind of silica-alumina-based cementious material, which not only uses considerably more abundant sources of materials without generating greenhouse gases, other pollutants and excessive energy use, but also has higher performance quality and characteristics than conventional cement.

ECONOMIC IMPACTS

During fiscal year 2008, the Pacific McGeorge Sacramento campus and its associated economic activities employed approximately 384 people and generated $54 million in total spending ($45 million in output). Forty three percent, or $24 million, of these expenditures went toward salaries, wages and benefits of Sacramento campus employees. A further 31% of these expenditures went toward salaries, wages and benefits of Sacramento campus employees. A further 31% of these expenditures, $17 million, went toward outsays for goods and services in support of operations.

There was another $14 million in expenditures ($10 million in output) by Sacramento campus students and visitors in the Sacramento area. These expenditures equaled 25% of the Sacramento campus’ total expenditures in 2008. Using a five year average of capital expenditures between 2004 and 2008, estimated...
indirect output impact associated with the Sacramento campus was $16 million and the total induced output impact was $22 million.

Sacramento’s entire employment effects in fiscal year 2008 totaled 863 jobs on an annualized basis. In addition to the direct employment effects, the campus generated a further 99 indirect jobs as well as 170 induced jobs in the Sacramento area, Table 8, Line 8.1.

While the Sacramento campus employed 341 people, some of these employees lived outside of the Sacramento MSA. Although these employees contributed to the statewide impacts of Pacific, their income is likely to contribute substantially less to the local community than their colleagues who reside in the area. Using data on the residency of all Pacific employees it was possible to calculate that 75% (255 employees) of the Sacramento campus employees reside in the Sacramento MSA.

Direct employment and payroll values were accordingly adjusted to account for the residency of these employees. Therefore, operations at the Sacramento campus generated a further 77 indirect and 139 induced jobs for a total employment effect of 471 jobs in the Sacramento area. As reported in Table 8, Line 8.3 & 8.4, this employment and associated operating expenditures generated $66 million of total economic output locally.

In 2008, the Pacific McGeorge Sacramento campus had an enrollment of 1,073 students. Of these, 210 students resided on campus, while the remaining 863 lived in off-campus housing. Figure 9 reports the primary categories of the Sacramento campus students’ expenditures. Local purchases of food and other household needs from area retail stores accounted for the largest share, 38%, of the estimated total $13 million spent in Sacramento County.

Table 8, Line 8.7 & 8.8, reports the combined effects of visitor and student spending at local industries in the Sacramento area during fiscal year 2008. The 128 jobs directly supported by Pacific visitors and students generated a further 22 indirect and 31 induced jobs. In terms of output effects, student and visitor spending generated an estimated $17 million in total local economic output impacts.

Additionally, there was an annual average of $210,618 ($105,000 in output) in construction and maintenance projects at the Sacramento campus over the five years period between 2004 and 2008. This direct impact generated a total output effect of $186,000, Table 8, Line 8.5 & 8.6.

COMMUNITY ENGAGEMENT

The McGeorge Sacramento Campus is involved in a variety of partnership and outreach initiatives involving regular volunteering by employees and students, availability of institutional resources for community initiatives, and availability of discipline aligned services connected to community needs.

PARTNERSHIP INITIATIVES

McGeorge has launched numerous partnership initiatives. These interactive community engagement activities include a variety of clinics and clinical services driven by organizations in the local community. Among these partnership initiatives are the following:

- Lambda Law Students Association Referral Clinic - Pacific McGeorge students partner with students from U.C. Davis to run the LGBT Legal Referral Clinic at the Sacramento Gay and Lesbian Center.
- Legal Services of Northern California Landlord-Tenant Clinic - The clinic is a unique opportunity for students under faculty supervision to assist with many different housing issues that affect the low-income community in Sacramento County.
- Center for Collaborative Policy - A joint project of Pacific McGeorge and California State University Sacramento, offering innovative, cost-effective methods of conflict resolution, including mediation, negotiation, consensus building, and other collaborative
The Pacific McGeorge campus and its associated economic activities total impacts equate to the employment of approximately 653 people and generated $83 million in total expenditures.

### OUTREACH INITIATIVES

The Sacramento Campus organizes its community outreach through a campus wide community relations committee and through initiatives within its Centers of Distinction. These initiatives have generated substantial benefits locally and regionally. McGeorge law students are recognized for their community service through the Capital Commendation for Public Service. The Capital Commendation distinguishes three levels of law students’ public service in the community. Some of the many organizations supported in recent years by the Pacific McGeorge community include:

- Pacific McGeorge Community Safety Day in McClatchy Park
- Oak Park Community Wellness Fair
- Pacific McGeorge Angel Tree which donates gifts for needy community children aged from 2 to 12
- Pacific McGeorge Night at the Sacramento Food Bank
- Run to Feed the Hungry

### EXPERIENTIAL LEARNING & INTERNSHIPS

The Sacramento McGeorge Campus has a large and extensive range of experiential learning and internship activities. Given the campus’ location in California’s capital, many of these programs draw on and develop close relationships with numerous government agencies, judges, and non-profit organizations.

In addition to external partnerships, there is a wide array of legal aid clinics at Pacific McGeorge. These clinics give students the opportunity to develop their knowledge of the law, while at the same time increasing problem-solving processes to help government resolve complex public policy disputes.

### KNOWLEDGE GENERATION

The Sacramento Campus also has a significant role in generating knowledge across its external communities. Mechanisms through which these impacts occur include experiential learning placements, legal clinics, continuing educational opportunities, and community focused research programs.

### OUTREACH RESEARCH

Pacific McGeorge also engages in several research initiatives focused on community needs; these include:

- The Center for Independent Investigations in the Workplace (CIIW) - CIIW contracts with municipalities, State and local agencies, districts, colleges, universities, and private businesses to provide independent investigations of discrimination and harassment claims.
- The Institute for Administrative Justice (IAJ) - IAJ contracts with state and federal agencies to provide training for governmental personnel, including administrative law judges, hearing officers, investigators, expert witnesses, and case presenters. Federal clients have included the Social Security Administration, the U.S. Army Civilian Appellate Review Agency, and the Federal Child Support Enforcement Agency. California agencies have included the Department of Rehabilitation, the Department of Food and Agriculture, Social Security Administration, U.S. Army Civilian Appellate Review Agency, and the Federal Child Support Enforcement Agency.

Pacific McGeorge also contracts with state and federal agencies to provide training for governmental personnel, including administrative law judges, hearing officers, investigators, expert witnesses, and case presenters. Federal clients have included the Social Security Administration, the U.S. Army Civilian Appellate Review Agency, and the Federal Child Support Enforcement Agency. California agencies have included the Department of Rehabilitation, the Youthful Offenders Parole Board, and the Department of Food and Agriculture. All the hundreds of Social Security Hearing Officers in the United States have been trained at the facility in Sacramento.

### TABLE 8 SACRAMENTO’S DIRECT, INDIRECT, AND INDUCED IMPACTS

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<th>Line</th>
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</table>

Source: Pacific Economic Impact Report (2013)

In 2008, the Pacific McGeorge Sacramento campus had an enrollment of 1,073 students.

McGeorge’s relevance to the community. Among the various clinics are:

- Administrative Adjudication Clinic
- Bankruptcy Clinic
- Crime Victims Representation Clinic
- Elder Law and Health Clinic
- Federal Defender Clinic
- Immigration Law Clinic
- Parole Representation Clinic

### OUTREACH INSTRUCTION

The Sacramento campus also provides non-traditional learning opportunities. Pacific McGeorge runs three compressed summer sessions. The compressed summer courses have the same number of class hours as similar courses offered during the academic year. They are open to law students who have completed at least one year of law study in good standing at other ABA accredited law schools.

Pacific McGeorge also contracts with state and federal agencies to provide training for governmental personnel, including administrative law judges, hearing officers, investigators, expert witnesses, and case presenters. Federal clients have included the Social Security Administration, the U.S. Army Civilian Appellate Review Agency, and the Federal Child Support Enforcement Agency. California agencies have included the Department of Rehabilitation, the Youthful Offenders Parole Board, and the Department of Food and Agriculture. All the hundreds of Social Security Hearing Officers in the United States have been trained at the facility in Sacramento.

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Pacific’s presence in San Francisco dates back to 1896 when the College of Physicians and Surgeons, later a School of Dentistry, was founded. Today, Pacific’s Arthur A. Dugoni School of Dentistry is one of only two dental schools in Northern California and one of only eight schools on the west coast that have been accredited by the American Dental Education Association. Dugoni is the only Dental School in the nation that offers a year round, accelerated three year DDS program.

The Arthur A. Dugoni School of Dentistry’s San Francisco campus is housed in an eight-story building at the corner of Sacramento and Webster Streets in the Pacific Heights neighborhood, across from the California Pacific Medical Center. It boasts a state-of-the-art simulation laboratory, several high-tech classrooms and a group of clinics offering a variety of oral health services to the public.

**ECONOMIC IMPACT**

During fiscal year 2008, the Dugoni campus, and its associated economic activities, employed approximately 553 people and generated $75 million in total expenditures ($67 million in output). Forty nine percent, or $37 million, of these expenditures went toward salaries, wages and benefits of San Francisco campus employees. A further 35% of these expenditures, $26 million, went towards outlays for goods and services in support of operations.

There was another $11 million in expenditures by San Francisco campus students and visitors in the San Francisco. These expenditures equaled 15% of the San Francisco campus’ total expenditures in 2008. Using a five year average of capital expenditures between 2004 and 2008, estimated annual expenditures on building construction and renovation totaled $690,000.

Our analysis of the expenditures equated them to approximately $67 million in direct sales (output), which when combined with indirect and induced effects equaled $129 million in total impacts. These impacts are reported in Table 9, Line 9.2. Put another way, for every dollar spent at the San Francisco campus an additional $0.93 in economic activity was generated in the San Francisco MSA.9 The total indirect output impact associated with the San Francisco campus was $30 million and the total induced output impact was $32 million.

San Francisco’s entire employment effects in fiscal year 2008 totaled 879 jobs on an annualized basis. In addition to the direct employment effects, the campus generated a further 134 indirect jobs as well as 192 induced jobs in the San Francisco area, Table 9, Line 9.1.

While the San Francisco campus employed 538 people, some of these employees lived outside of the San Francisco MSA. Although these employees contributed to the statewide impacts of Pacific their income is likely to contribute substantially less to the local community than their colleagues who reside in the area.

Using data on the residency of all Pacific employees it was possible to calculate that 84% (454 employees) of the San Francisco campus employees reside in the MSA. Direct employment and payroll values were accordingly adjusted to account for the residency of these employees. Therefore, operations at the San Francisco campus generated a further 117 indirect and 173 induced jobs for a total employment effect of 744 jobs in the San Francisco area. As reported in Table 9, Line 9.3 & 9.4, this employment and associated operating expenditures generated $113 million of total economic output locally.

In 2008, the Dugoni San Francisco campus had an enrollment of 516 students. Of these, 185 students resided on campus, while the remaining 331 lived in off-campus housing. Figure 8 reports the primary categories of the San Francisco campus students’ expenditures. Local purchases of food and other household needs from area retail stores accounted for the largest share, 36%, of the estimated total $11.3 million spent in San Francisco County.

Our analysis of the expenditures reported in Table 9, Line 9.7 & 9.8, the combined effects of visitor and student spending at local industries in the San Francisco area during fiscal year 2008. The 96 jobs estimated to be directly supported by Pacific visitors and students locally generated a further 16 indirect and 18 induced jobs. In terms of output effects, student and visitor spending generated an estimated $15 million in total local economic output impacts.

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9 The San Francisco MSA consists of Alameda, Contra Costa, Marin, San Francisco, and San Mateo Counties.
FIGURE 12 SAN FRANCISCO STUDENTS’ LOCAL SPENDING

- Public Transportation
- Gasoline
- Personal Services
- Entertainment
- Restaurants and Bars
- Parking
- Clothing, & Other Retail
- Grocery, Liquor, and Drug Stores items

SOURCE: PACIFIC ECONOMIC IMPACT REPORT (2010).

TABLE 9 SAN FRANCISCO’S DIRECT, INDIRECT, & INDUCED IMPACTS

<table>
<thead>
<tr>
<th>Line</th>
<th>Direct</th>
<th>Indirect</th>
<th>Induced</th>
<th>Total</th>
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<td>9.1</td>
<td>San Francisco’s Total Employment Impacts</td>
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<td>$192</td>
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<tr>
<td>9.2</td>
<td>San Francisco’s Total Output Impacts (Millions)</td>
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<td>$30</td>
<td>$32</td>
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<td>9.3</td>
<td>San Francisco’s Payroll &amp; Purchasing Employment Impacts</td>
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<td>$117</td>
<td>$173</td>
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<tr>
<td>9.4</td>
<td>San Francisco’s Payroll &amp; Purchasing Output Impacts (Millions)</td>
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<td>$27</td>
<td>$29</td>
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<td>9.5</td>
<td>San Francisco’s Construction &amp; Maintenance Employment Impacts</td>
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<td>$1</td>
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<td>9.6</td>
<td>San Francisco’s Construction &amp; Maintenance Output Impacts (Thousands)</td>
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<td>$187</td>
<td>$100</td>
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<td>9.7</td>
<td>San Francisco’s Student &amp; Visitor Spending Employment Impacts</td>
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<td>$16</td>
<td>$18</td>
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<td>9.8</td>
<td>San Francisco’s Student &amp; Visitor Spending Output Impacts (Millions)</td>
<td>$9</td>
<td>$3</td>
<td>$3</td>
</tr>
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</table>

SOURCE: PACIFIC ECONOMIC IMPACT REPORT (2010).

Additionally, there was an annual average of $690,000 ($457,000 in output) in construction and maintenance projects at the San Francisco campus over the five years period between 2004 and 2008. This direct impact generated a total output effect of $835,000, Table 9, Line 9.5 & 9.6.

COMMUNITY ENGAGEMENT

The Dugoni San Francisco Campus is involved in a variety of engagement and outreach initiatives. These activities primarily involve extensive experiential and voluntary work at any of dental clinics in the area.

PARTNERSHIP INITIATIVES

The School of Dentistry takes a leading role in several community engagement initiatives. Some of these programs include:

- CARE (HIV) Clinic: Offers free oral health services to qualified people with HIV. These oral health check-ups are an important method to indentifying infections or other conditions that may negatively impact one’s overall health.

- Pacific Center for Special Care (PCSC): The PCSC focuses on improving the oral health of people with special needs and older adults on the local, state and federal level.

- The Hutto Patterson Pediatric Dentistry Clinic (HPPDC): Offers dental services with state of the art technology to children from birth to fourteen years of age.

- HPPDC Outreach: The HPPDC is actively involved in community outreach programs throughout the San Francisco Bay Area. Emphasis is on early preventive information for children and their families.

- Community-Based System for Oral Health for People with Special Needs: The program is run through 12 regional nonprofit centers in California and promotes oral health to complement the total health for persons with disabilities. While expanding and developing local resources, the program also works to advance community-based preventive systems.

OUTREACH INITIATIVES

An important component of the San Francisco campus’ outreach activities is the Student Community Outreach for Public Education (SCOPE) program. SCOPE is a student-run volunteer community service organization at the dental school, which seeks to develop dental professionals committed to improving the health of all people. Participation in SCOPE enhances community health awareness and civic pride among Pacific’s students.

A few of the many community-driven programs that Dugoni San Francisco students, faculty and staff participate in are:

- Project Homeless Connect (PHC): Several times each year, students and faculty give dental care to San Francisco’s homeless through the city-supported PHC event. At each event, volunteers provide dental screenings and follow-up treatment.

- La Clinica de la Raza, Oakland: Dugoni School of Dentistry partners with La Clinica to provide children with regular dental health check-ups and care.

- Laguna Honda Hospital: The School of Dentistry established a comprehensive dental care program at Laguna Honda Hospital, a public long-term health center for the elderly and disabled.

- Native American Health Centers (NAHC): In Oakland, Richmond, San Francisco – The School of Dentistry provides patient education, prevention and general dentistry for adults and children of all ages.

- San Mateo Medical Center: The Dugoni School of Dentistry partners with the center to offer adult dental care which includes tooth extractions, implants, dentures, and oral surgeries.

- Sonrisas Community Dental Clinic: The Dugoni School of Dentistry has partnered with this clinic in Half Moon Bay to provide volunteer based services for all low-income Coast side residents in the Half Moon Bay area of San Mateo County.

- VA Palo Alto Health Care System (VAPAHCS): Dugoni partners with VAPAHCS to provide dental services to diverse and underserved communities.

KNOWLEDGE GENERATION

The San Francisco Campus has increasingly integrated experiential learning that generates substantial knowledge across its external communities. Mechanisms through which these impacts occur include dental clinics, continuing educational opportunities, and community-focused research programs.

EXPERIENTIAL LEARNING AND INTERNSHIPS

The Dugoni School of Dentistry’s clinics are the primary way to provide students with experiential learning opportunities. All these clinics are run under faculty supervision, these include:
UNIVERSITY OF THE PACIFIC IMPACT ANALYSIS | 2010

The Pacific Dugoni San Francisco campus and its associated economic activities total impacts equaled employment of approximately 879 people and generated $129 million in total expenditures.

OUTREACH RESEARCH
The Dugoni School of Dentistry also engages in several research initiatives focused on community needs, these include:

- Faculty Dental Service Group - The practice provides a wide variety of specialists in one location to meet the community’s dental needs.
- Pacific Center for Oral Medicine - Specializes in diagnosis and management of oral diseases.
- Pacific Center for Orofacial Disorders - Specializes in treating jaw related pain and dysfunction.
- Special Care Clinic and Hospital Dentistry Program - Offers oral health care to patients with a range of medical and psychosocial considerations.
- Radiology Clinic - Using the latest technology in radiological digital imaging, the clinic offers a wide variety of services.
- Craniofacial Research Instrumentation Laboratory - Devoted exclusively to clinical research into interventions to correct dentofacial malocclusions and craniofacial malformations.
- Endodontic Laboratory - Offers testing of root canal instrumentation / disinfection techniques. The laboratory also studies aspects of the host response during healing of periradicular lesions.
- Transmission electron microscopy services - Available to faculty and students and to laboratories and individuals from outside the school. Transmission electron microscopy services include specimen preparation, ultramicrotomy, heavy metal staining and negative staining. Scanning electron microscopy allows one to look at surfaces of materials or soft tissues as small as cellular material or as large as a molar.

OUTREACH INSTRUCTION
The San Francisco campus also provides significant professional development opportunities through its lifelong learning programs. The Dental School provides dynamic, multidisciplinary programs ranging from instructional courses and laboratory workshops to hands-on clinical sessions with live-patient treatment. These learning opportunities are provided in San Francisco, and at other locations around California and the country.

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