

Chula Vista Higher Education Study

Interim Research – May 15, 2013



Overview

Demographics

Local and Statewide Higher Education Trends

Project Goals

Institutional Models

Analysis

Demographics

Population

- Chula Vista and the encompassing Sweetwater Union High School District have **grown and will continue to grow at faster rates** than San Diego City and San Diego County. (40% in Chula Vista; 11% in SUHSD)
- A large percentage of the **growth has been among 18-34 year olds**; in particular there is a large growth among 18-20 year olds (63% - Chula Vista; 14% SUHSD)
- The Hispanic population in Chula Vista and the SUHSD has also grown higher than the rate for San Diego County. **Hispanics represented 80% of the population growth** in Chula Vista between 2000 and 2010

Enrollment Trends

Statewide

- California Public Colleges/Universities are forecast to increase by 387,000 or 14% in the next ten years; **the highest growth will be among Hispanic populations**
- Many community colleges and CU campuses will require wide-scale retrofits to accommodate the increased capacity

Local

- In 2008, **4,816 first-time students** from the Sweetwater Union High School District (SUHSD) enrolled in college
 - 74% enrolled in a Community College
 - 18% enrolled in a Cal State School
 - 8% enrolled in a UC School
- 17% of SUHSD population has completed a BA compared with 21% nationwide

Higher Education Supply

- According to a summary of all public, private, and community higher education institutions in Fall of 2008*—there are approximately **267,459 higher ed students** in San Diego County
- 146,870 enrolled at community colleges
- 73,180 enrolled in a CSU or UC school
- 32,429 enrolled in a WASC-certified private institution

*Most current year with complete WASC data



San Diego County Enrollment Trends

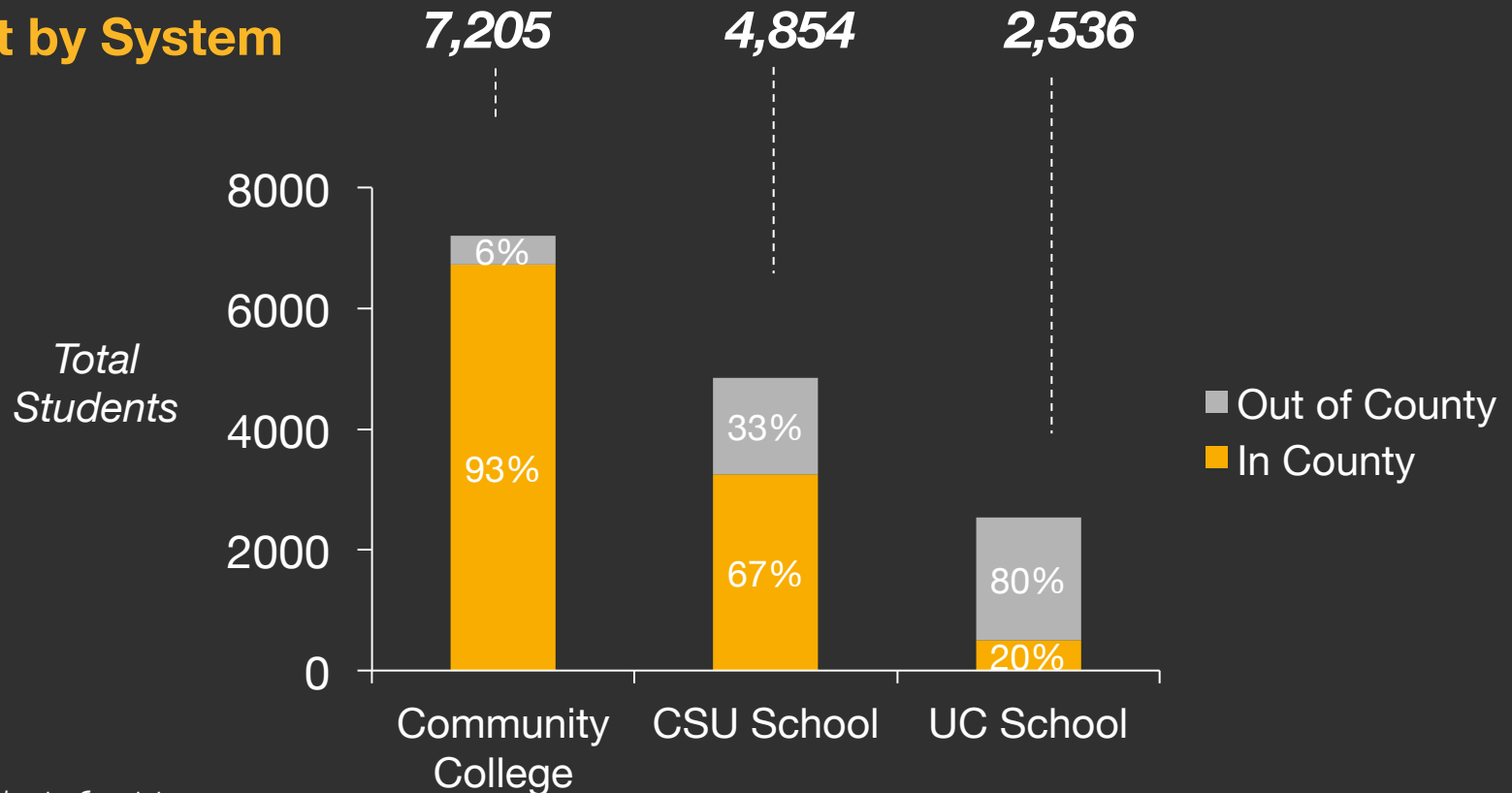
High School Students from San Diego County (2009)

Graduated from High School: 33,936

Enrolled in a Public Institution: 14,595 (43%)

Enrolled in San Diego County: 10,490 (72%)

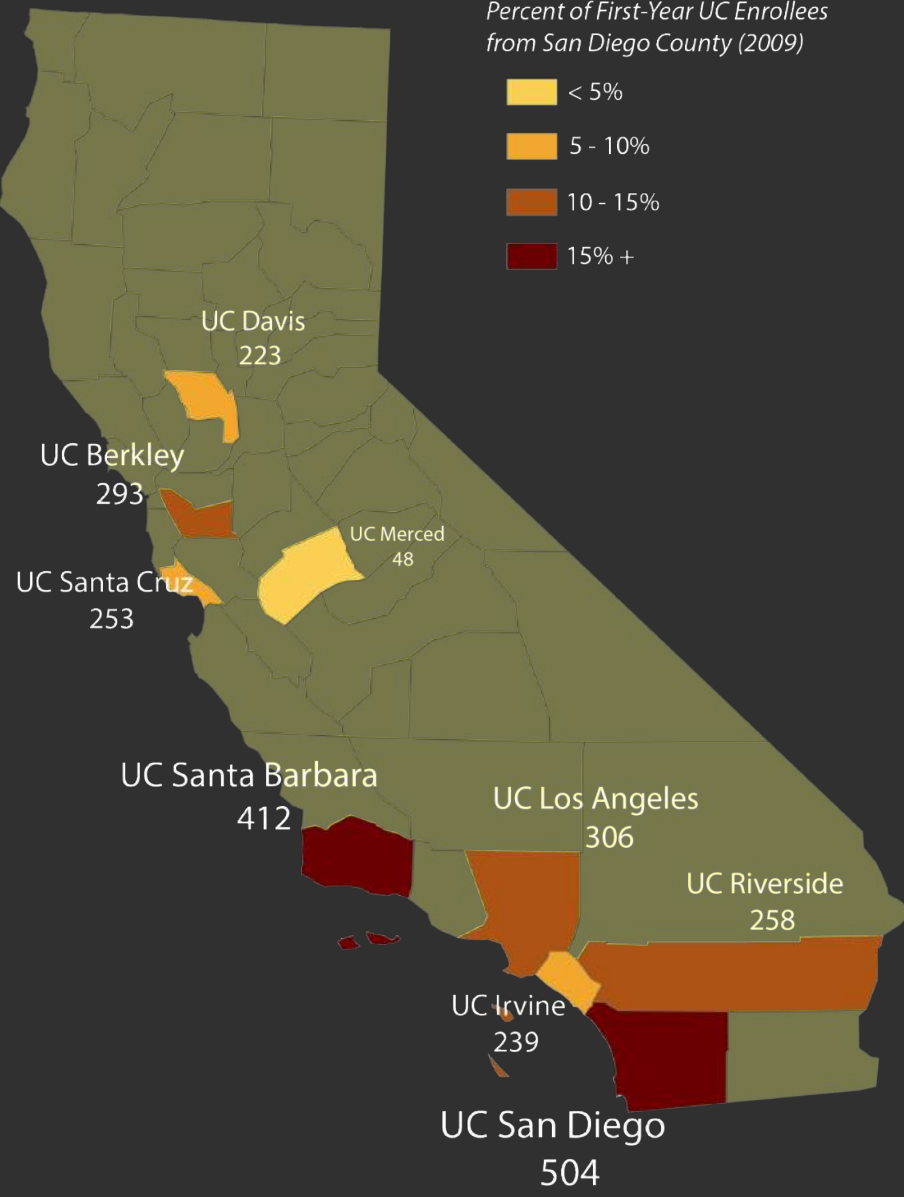
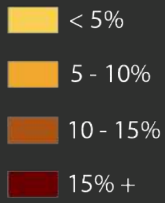
Enrollment by System



County Residents Attending UC Schools

Of the **2,536** First-Year Students enrolled in a UC School **504 (20%)** attended UCSD (2009)

Percent of First-Year UC Enrollees from San Diego County (2009)



Compared to other counties with similar enrollment in UC Schools

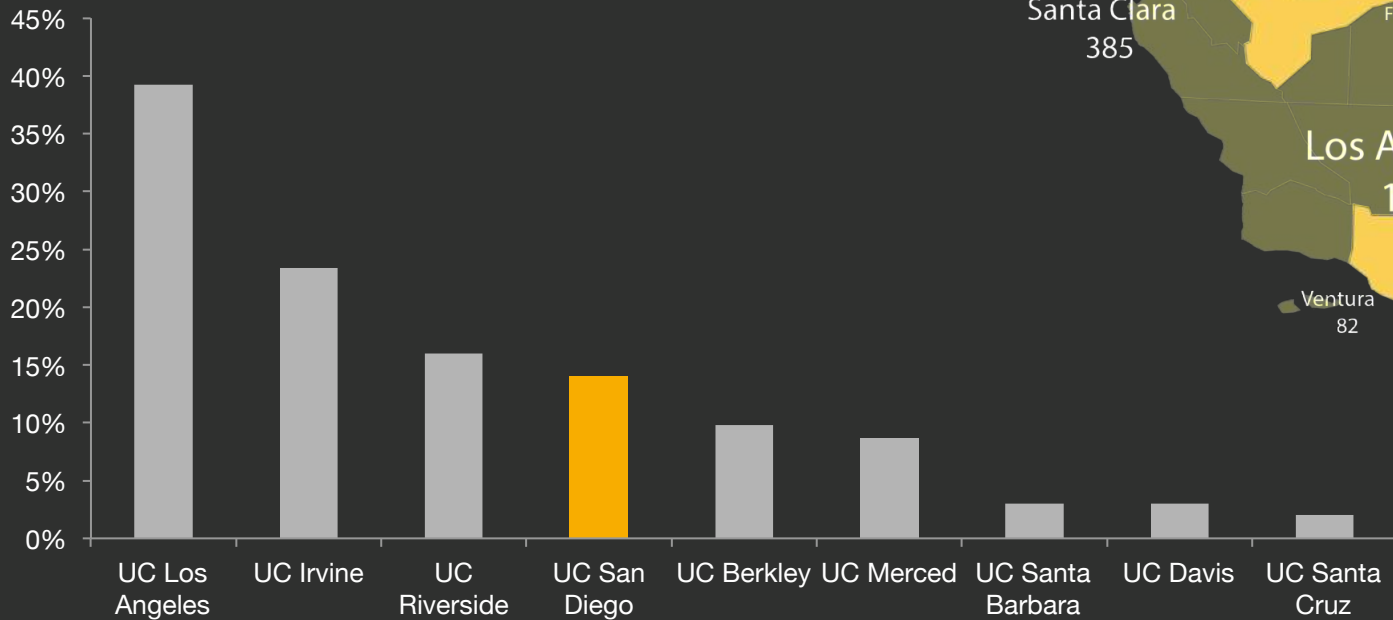
Riverside	43%
Orange	27%
San Diego	20%
Los Angeles	17%

Source: California Postsecondary Education Commission

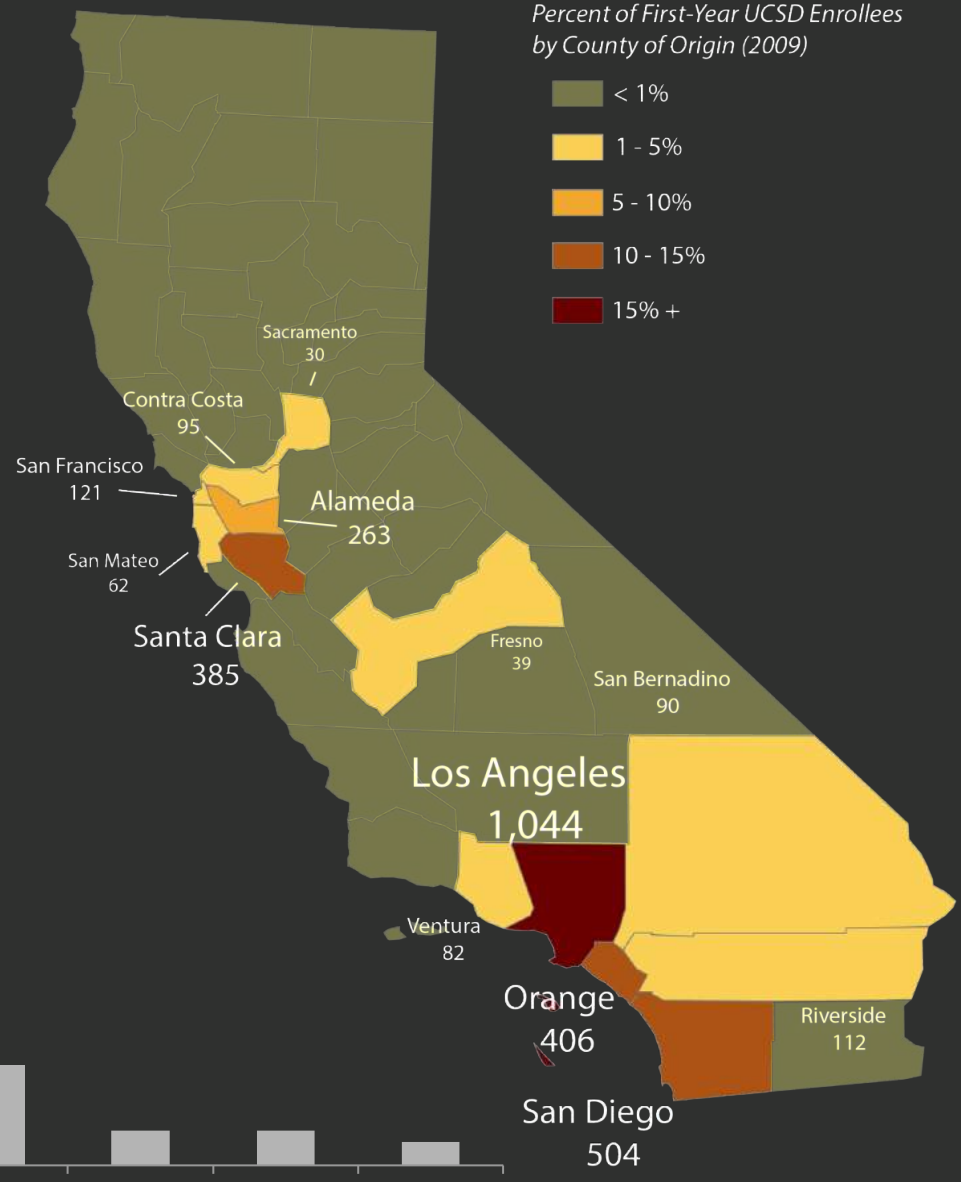
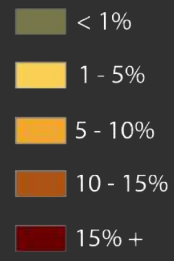
University of California San Diego

Of the **3,563** First-Year Students enrolled at UCSD **504 (14%)** came from San Diego County (2009)

Percentage from home county compared to other UC schools



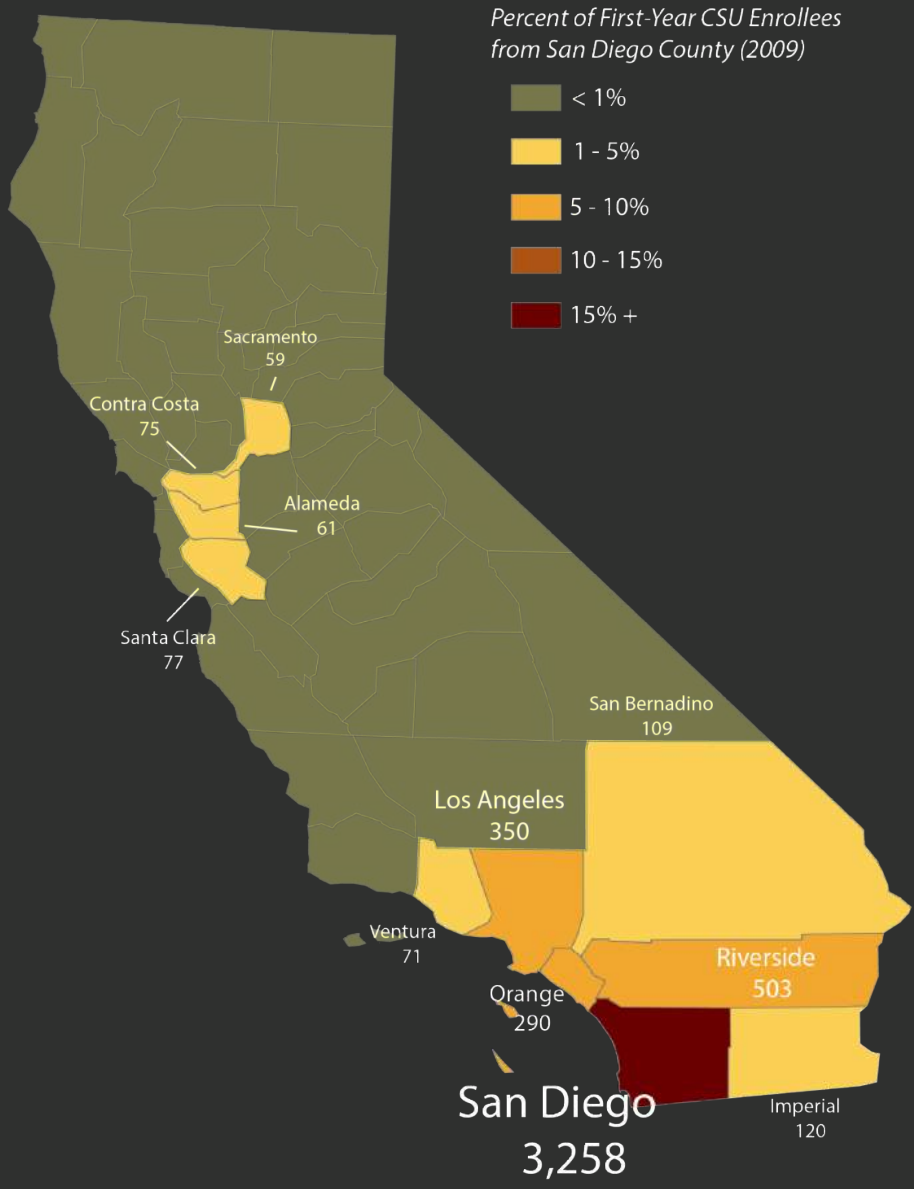
Percent of First-Year UCSD Enrollees by County of Origin (2009)



Source: California Postsecondary Education Commission

County Residents Attending CSU Schools

Of the **4,854** First-Year Students enrolled at Cal State San Marcos or San Diego State **3,258 (67%)** came from San Diego County (2009)



Source: California Postsecondary Education Commission

Out of State Demand

California Residents Enrolled in a 4-year out of state University:
27,000 (90% increase since 2000)

College	Freshman from California (2010)	Change from 2000
Arizona State	1,109	134%
University of Oregon	1,103	293%
University of Arizona	963	38%
Northern Arizona University	745	452%

Western Undergraduate Exchange

Through the Western Interstate Commission for Higher Education, California residents are eligible for 150% resident tuition at any other participating state university (Alaska, **Arizona**, California, **Colorado**, Hawaii, Idaho, Montana, Nevada, New Mexico, North Dakota, **Oregon**, South Dakota, Utah, Washington, Wyoming)

Higher Education Trends

Principal Takeaways:

- Most college bound students from the SUHSD remain in San Diego County
- A vast majority attend a community college
- Most students that attend a CSU school remain in the county; most students that attend a UC school do not
- Hispanic students are more likely than white students to remain within San Diego County
- Transfer students are more likely to enroll out of the county than first-time enrollees

Project Goals

1. Provide **education opportunities** and accessibility for residents of Chula Vista and the region
2. Serve as an **economic engine** and contribute to the growth of the city and region
3. Prepare students for **post-university careers** that allow for lasting personal and professional growth
4. Provide **a source of high-quality jobs** and contribute to diversifying the city's economy
5. Develop into a **financially viable university** entity
6. Become an **integral part of the fabric of the community** providing cultural enrichment for residents of Chula Vista and the region
7. Develop into an institution that is **physically well integrated and connected** to the surrounding neighborhood and region
8. Serve the **shifting demographics** of the San Diego region, and the United States in general
9. Attract a **wide range of educational and industry partners**, regionally, nationally, and internationally

Institutional Models

1. State funded higher education institution

1. 4 year
2. 4 year plus professional

2. Satellite Campus for a Private Higher Education Institution

1. 4 year
2. 4 year plus professional
3. Experiential learning
4. Tech/Engineering
5. Vocational/Technical
6. Religious Institution

3. Multi-institutional Campus

4. International American University

1. Mexican
2. Other international institution

5. The 4 year extension of a community college

6. Non Traditional Higher Education Institution

1. For-profit
2. Online
3. Hybrid Place Based/Online

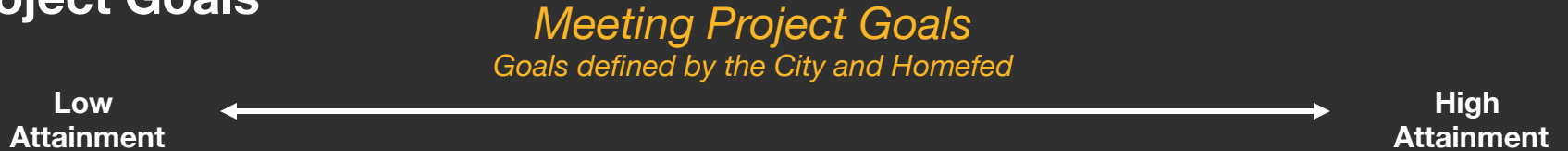
7. Olympic Training related institution

8. Newly Established Private Institution

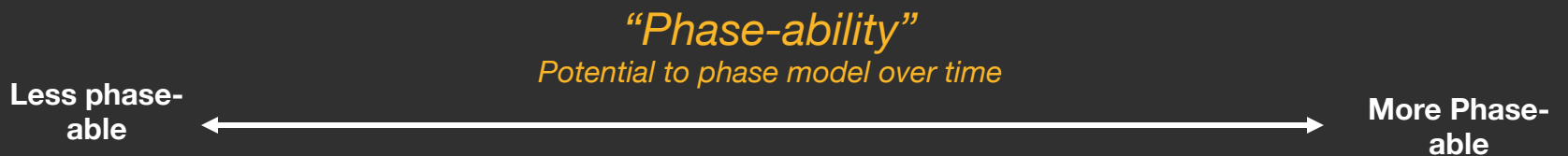
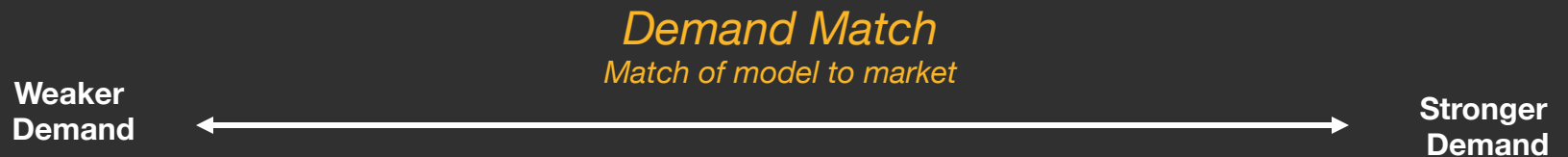
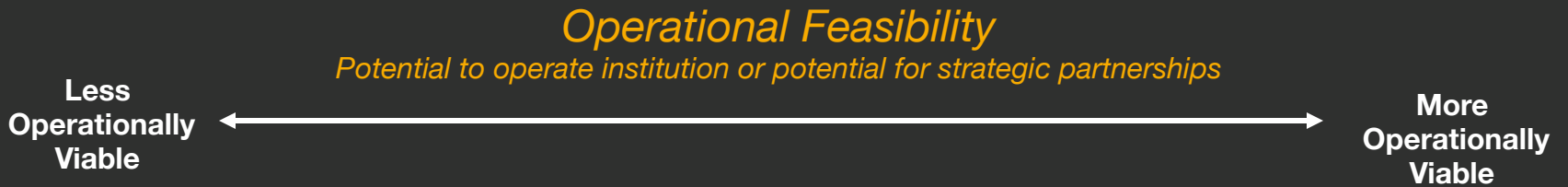
9. A new campus for a military institution

Testing the Models

Project Goals



Feasibility

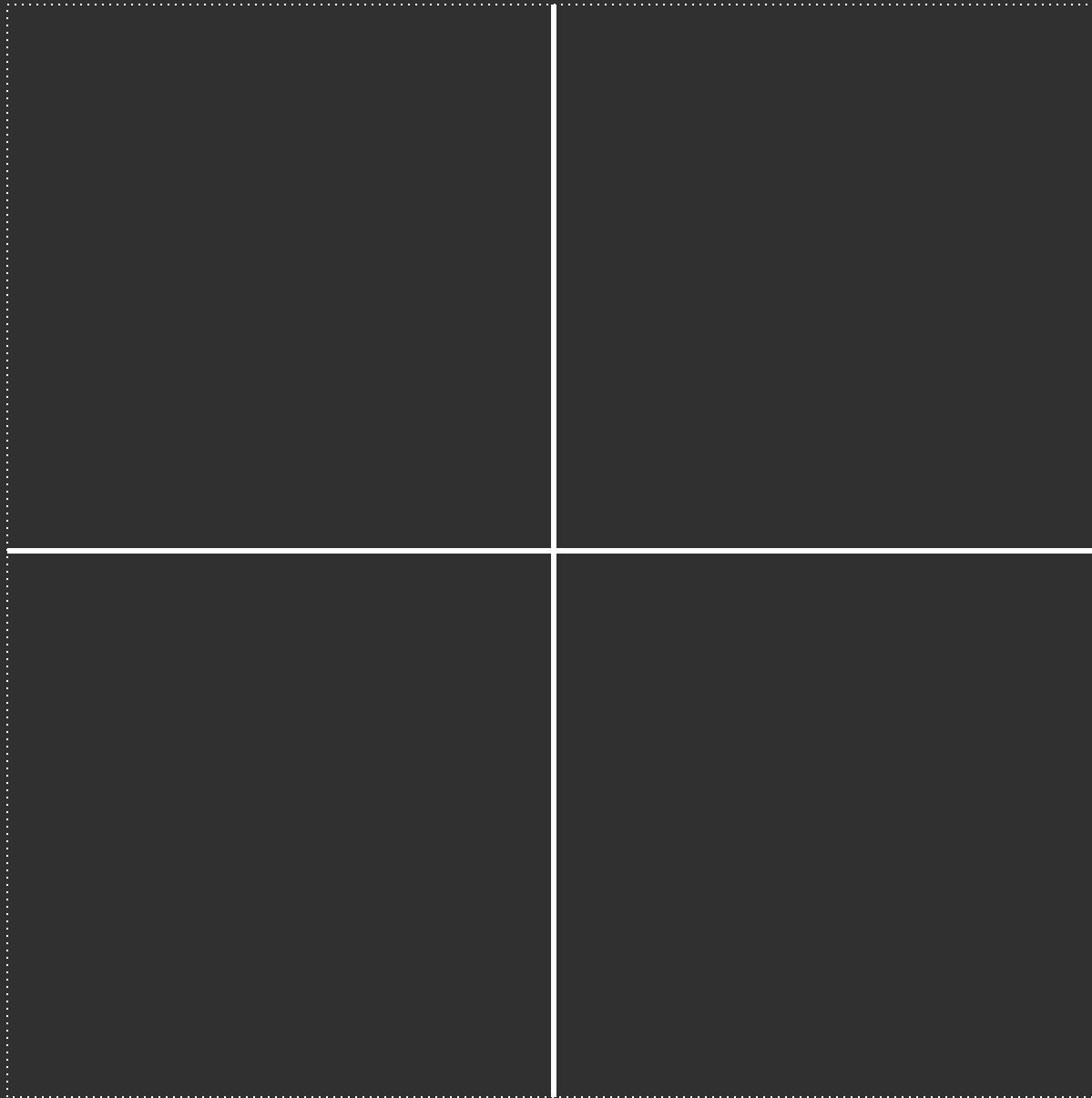


More Feasible

**Lower Goal
Attainment**

**Higher Goal
Attainment**

Less Feasible



Project Goals



Highly Likely



Possibly



Highly Unlikely

	Access	Econ. Engine	Career Prep	High Quality Jobs	Financially Viable	Com. Fabric	Phys. Con.	Dem. Shifts	Partners
State	Highly Likely	Possibly	Highly Likely	Possibly	Highly Likely	Possibly	Possibly	Highly Likely	Possibly
State (+ profess)	Highly Likely	Possibly	Highly Likely	Highly Likely	Highly Likely	Possibly	Possibly	Highly Likely	Possibly
Private (4 year)	Possibly	Possibly	Highly Likely	Highly Likely	Highly Likely	Possibly	Possibly	Possibly	Highly Likely
Private (+ profess)	Possibly	Possibly	Highly Likely	Highly Likely	Highly Likely	Possibly	Possibly	Possibly	Highly Likely
Experiential Learning	Highly Likely	Possibly	Highly Likely	Possibly	Highly Likely	Highly Likely	Possibly	Highly Likely	Highly Likely
Tech/ Engineering	Possibly	Possibly	Possibly	Highly Likely	Highly Likely	Possibly	Possibly	Highly Likely	Highly Likely
Vocational/ Technical	Highly Likely	Highly Unlikely	Highly Likely	Highly Unlikely	Possibly	Possibly	Possibly	Highly Likely	Highly Likely
Religious	Possibly	Possibly	Possibly	Possibly	Possibly	Possibly	Possibly	Possibly	Highly Unlikely
Newly Established	Highly Likely	Possibly	Highly Likely	Possibly	Possibly	Highly Likely	Possibly	Highly Likely	Possibly

Project Goals



Highly Likely



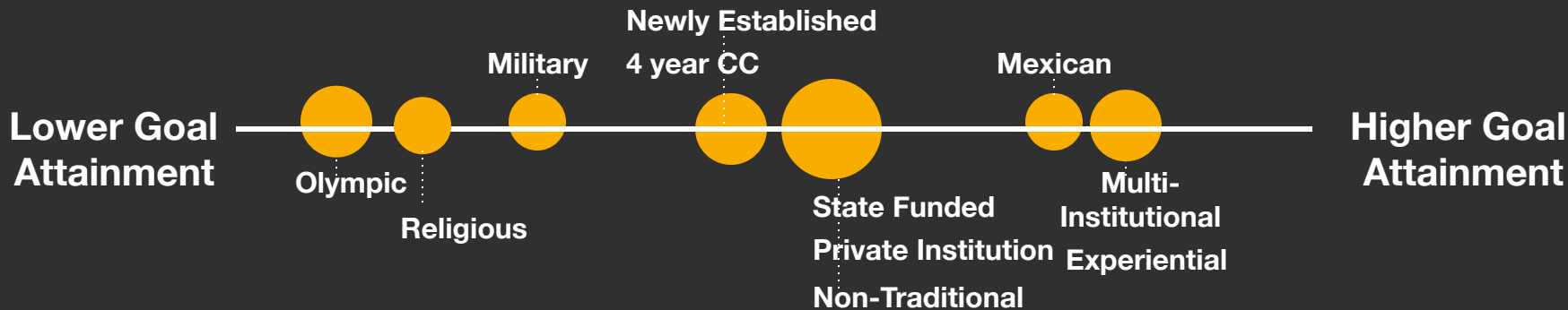
Possibly



Highly Unlikely

	Access	Econ. Engine	Career Prep	High Quality Jobs	Financially Viable	Com. Fabric	Phys. Con.	Dem. Shifts	Partners
Multi Institutional	Highly Likely	Highly Likely	Highly Likely	Highly Likely	Highly Likely	Possibly	Possibly	Highly Likely	Highly Likely
Int'l (Mexican)	Possibly	Highly Likely	Highly Likely	Highly Likely	Highly Likely	Possibly	Possibly	Possibly	Highly Likely
CC Extension	Highly Likely	Highly Unlikely	Highly Likely	Highly Unlikely	Highly Likely	Highly Likely	Possibly	Highly Likely	Highly Unlikely
Non Trad For-Profit	Highly Likely	Highly Unlikely	Possibly	Possibly	Highly Likely	Possibly	Possibly	Highly Likely	Highly Likely
Non Trad Online	Highly Likely	Highly Unlikely	Possibly	Possibly	Possibly	Highly Unlikely	Highly Unlikely	Highly Likely	Highly Likely
Non Trad Hybrid	Highly Likely	Highly Unlikely	Possibly	Possibly	Highly Likely	Possibly	Possibly	Highly Likely	Highly Likely
Olympic	Highly Unlikely	Highly Unlikely	Highly Unlikely	Possibly	Possibly	Possibly	Possibly	Highly Unlikely	Highly Unlikely
Military	Possibly	Highly Unlikely	Possibly	Possibly	Highly Likely	Highly Unlikely	Possibly	Possibly	Highly Likely

Project Goals



Model Findings to Date

State Funded Higher Education Institution

Lower Goal
Attainment



Higher Goal
Attainment

Financial Feasibility

- This model remains untenable and risky unless California amends its funding of public education through dramatic action

Operational Feasibility

- There are numerous resources for establishing a new UC or CSU campus

Market Demand

- The strategic goals of the CSU and UC systems can be satisfied given demographic, geographic, and economic trends in Chula Vista

Phase-ability

- Legally requires an enrollment of 3,000 within 5 years, but has the flexibility to begin as an “educational center”

Model Findings to Date

Private Higher Education Institution

Lower Goal
Attainment



Higher Goal
Attainment

Financial Feasibility

- Campus expansion is often built into the budgets of private institutions and higher tuition revenues support expenses

Operational Feasibility

- Satellite campuses often require less overhead and fewer facilities, focusing more on academic programming

Market Demand

- The demographic, geographic, and economic assets of Chula Vista satisfy benchmarks for expansion, but high tuition prices may preclude some residents

Phase-ability

- Many satellite campuses begin as internship programs and evolve to operate campus facilities

Model Findings to Date

Experiential Learning Education Institution

Lower Goal
Attainment



Higher Goal
Attainment

Financial Feasibility

- Campus expansion is often built into the budgets of private institutions and higher tuition revenues support expenses

Operational Feasibility

- Satellite campuses often require less overhead and fewer facilities, focusing more on academic programming

Market Demand

- Though tuition remains high, cooperative institutions have strong connections to regional industry partners

Phase-ability

- Many satellite campuses begin as internship programs and evolve to operate campus facilities

Model Findings to Date

Tech/Engineering Education Institution

Lower Goal
Attainment



Higher Goal
Attainment

Financial Feasibility

- Higher tuition revenues may cover expenses, though these institutions require large capital investments in high-cost technology

Operational Feasibility

- These institutions may require fewer resources because they are graduate

Market Demand

- Though it would satisfy regional industry needs, it is unlikely that most residents are academically and financially prepared for these kinds of institutions

Phase-ability

- Carnegie Mellon began as a small facility and is gradually expanding

Model Findings to Date

Vocational/Technical Education Institution

Lower Goal
Attainment



Higher Goal
Attainment

Financial Feasibility

- Funding for CTE programs and colleges has been decreasing at the national and state-level over the last ten years

Operational Feasibility

- CTE in California is overseen by a unique and efficient framework called Regional Occupational Centers and Programs

Market Demand

- Partnerships with local high schools allow vocational colleges the opportunity to serve the educational needs of local populations

Phase-ability

- Partnerships with local High Schools, ROCPs, and Community Colleges allow a number of pathways for phase-ability

Model Findings to Date

Religious Educational Institution

Lower Goal
Attainment



Higher Goal
Attainment

Financial Feasibility

- Religious universities often rely on start-up capital from mission based philanthropic organizations or wealthy donors

Operational Feasibility

- A religiously-charged mission could interfere with certain operational measures, such as land-use and zoning, budgeting, human resources, and student life

Market Demand

- Though all religions merit consideration, the growth of Catholic residents has outpaced population growth in San Diego County between 2000 to 2010

Phase-ability

- Many institutions surveyed began with double-digit enrollment and expanded

Model Findings to Date

Newly Established Private Institution

Lower Goal
Attainment



Higher Goal
Attainment

Financial Feasibility

- A newly established institution will require significant financial capital but has the flexibility to pull from various sources

Operational Feasibility

- A newly established institution will require building its operational capacity from scratch

Market Demand

- It is likely that a new institution will tailor its scope to meet local needs

Phase-ability

- A new private institution is inherently “phaseable”; Soka University of America evolved from a non-profit, to a small graduate school, to a 103-acre undergraduate institution

Model Findings to Date

Multi-Institutional Education Consortium

Lower Goal
Attainment



Higher Goal
Attainment

Financial Feasibility

- Joint-use institutions permit a diversity of public and private funding streams

Operational Feasibility

- Successful consortia require complete buy-in from all parties (Auraria); unsuccessful consortia (UT Brownsville) are derailed by differences in pedagogy, ideology, or governance

Market Demand

- Since this model often includes community and industry partners, it can easily satisfy local demographic, geographic, and economic trends

Phase-ability

- Successful models have begun as “loose partnerships” (UPS/Metropolitan College in Louisville) and evolved into place-based institutions

Model Findings to Date

International (Mexican) American University

Lower Goal
Attainment



Higher Goal
Attainment

Financial Feasibility

- The most common funding model requires the host government/private entity to put up initial capital for the facilities

Operational Feasibility

- Operational feasibility varies depending on whether the receiving city has a regulatory framework conducive with the goals of the home institution

Market Demand

- It is likely that this institution would satisfy demographic trends and the broader need for international cooperation

Phase-ability

- These ventures require large capital contributions and must have adequate economies of scale

Model Findings to Date

Four-year Community College Extension

Lower Goal
Attainment



Higher Goal
Attainment

Financial Feasibility

- The inclusion of a community college district might require bond or tax financing, which presents difficulties given California's current fiscal climate

Operational Feasibility

- Partnerships and transfer programs aside, state action is required to expand the functionality of a Community College in California

Market Demand

- Since community colleges are often closely connected to the needs of their local constituents, the expansion would likely satisfy market needs

Phase-ability

- Similar models in other states have evolved from transfer partnerships

Model Findings to Date

Non-traditional Institution (For-Profit)

Lower Goal
Attainment



Higher Goal
Attainment

Financial Feasibility

- Though traditionally feasible, bad publicity and recent budget restrictions have reduced the assured profitability of this model in California

Operational Feasibility

- There are hundreds of For-Profit Colleges with well-defined operational frameworks

Market Demand

- For-Profit Colleges must grapple with accountability in degree retention

Phase-ability

- Since they follow a for-profit model, these institutions often phase their operations according to local conditions

Model Findings to Date

Non-traditional Institution (Online)

Lower Goal
Attainment



Higher Goal
Attainment

Financial Feasibility

- There is currently a profitability disconnect between online “satellites” (Drexel) and more accessible “free models” (Coursera; Udacity)

Operational Feasibility

- Online institutions have a reduced scale of operations: even though Drexel had to scale back its Sacramento facilities, its online presence has grown

Market Demand

- California has passed a preliminary bill making some online credits transferable to any CU, CSU, or CCC school

Phase-ability

- The ability to offer courses, license materials, partner with institutions, and transition to a place-based hybrid are all within the reach of an online institution

Model Findings to Date

Non-traditional Institution (Hybrid)

Lower Goal
Attainment



Higher Goal
Attainment

Financial Feasibility

- Few examples exist, though this model would likely grapple with the same financial disconnect mentioned in the previous model

Operational Feasibility

- A hybrid model would require greater overhead than a purely online institution, but less than a campus based institution

Market Demand

- A hybrid model would meet both the needs of universal accessibility and the needs of physical/cultural integration

Phase-ability

- A hybrid model could be easily phased in or scaled back depending on local needs

Model Findings to Date

Olympic Training-Related Institution

Lower Goal
Attainment



Higher Goal
Attainment

Financial Feasibility

- The USOC spends a very limited portion of its budget on administrative expenses and may be unlikely to pursue a project with significant overhead

Operational Feasibility

- As there is no precedent, there is a reason for concern about the degree of control asserted by the USOC

Market Demand

- It is unclear whether this sort of facility would meet the demand of the national athletes or the community

Phase-ability

- Since the USOC already provides financial support for athletes, a place-based institution could grow from this model

Model Findings to Date

Military Education Institution

Lower Goal
Attainment



Higher Goal
Attainment

Financial Feasibility

- The GI Bill provides a consistent and steady stream of tuition revenues

Operational Feasibility

- A successful model catering to veterans requires investments in workforce training, disability care, counseling, and mentoring

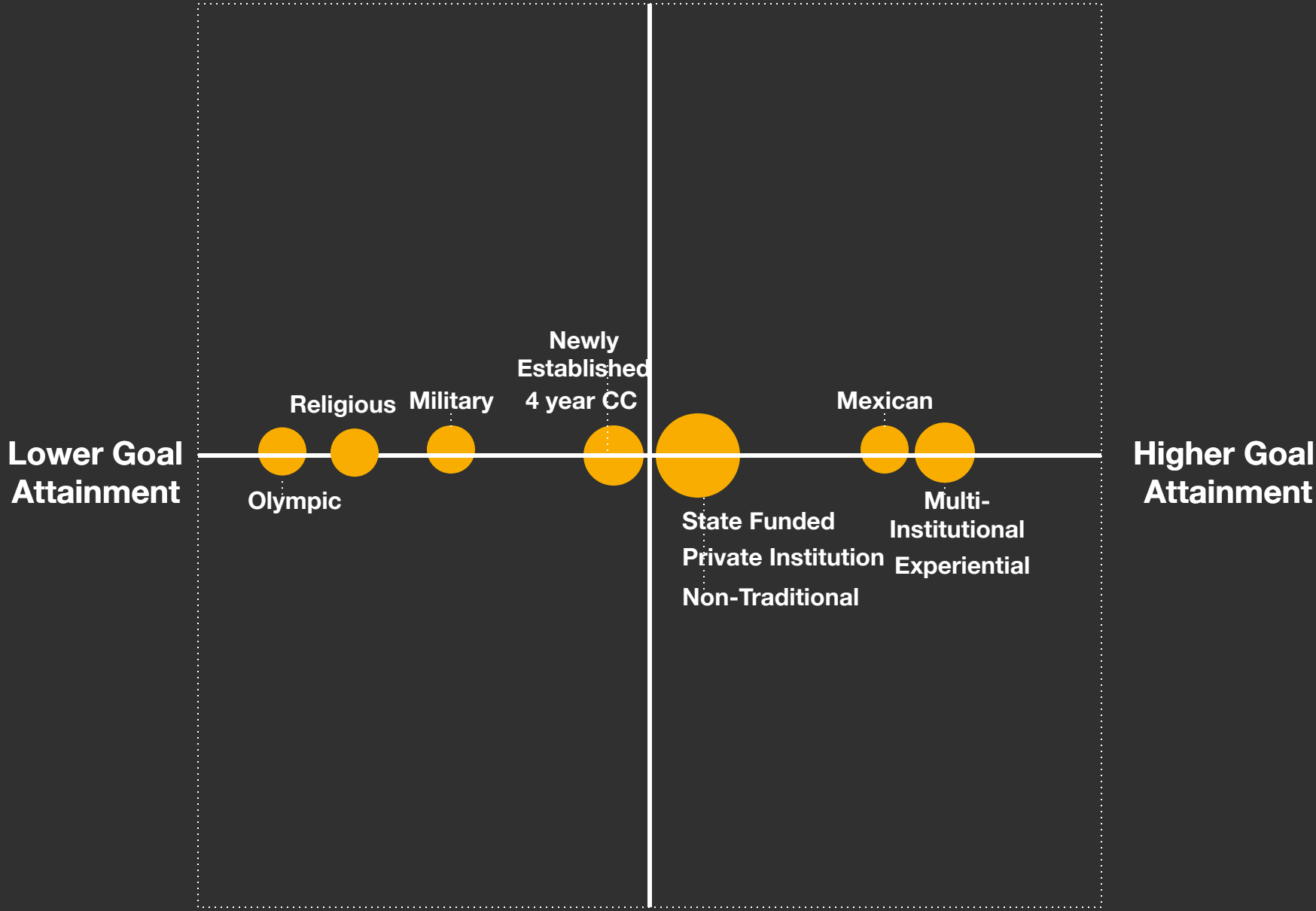
Market Demand

- San Diego County and Chula Vista have a proportionally high rate of Military Veterans in the state of California

Phase-ability

- It is possible that this model could begin as a Veteran's Support program partnering with a local CC or CSU

Project Goals



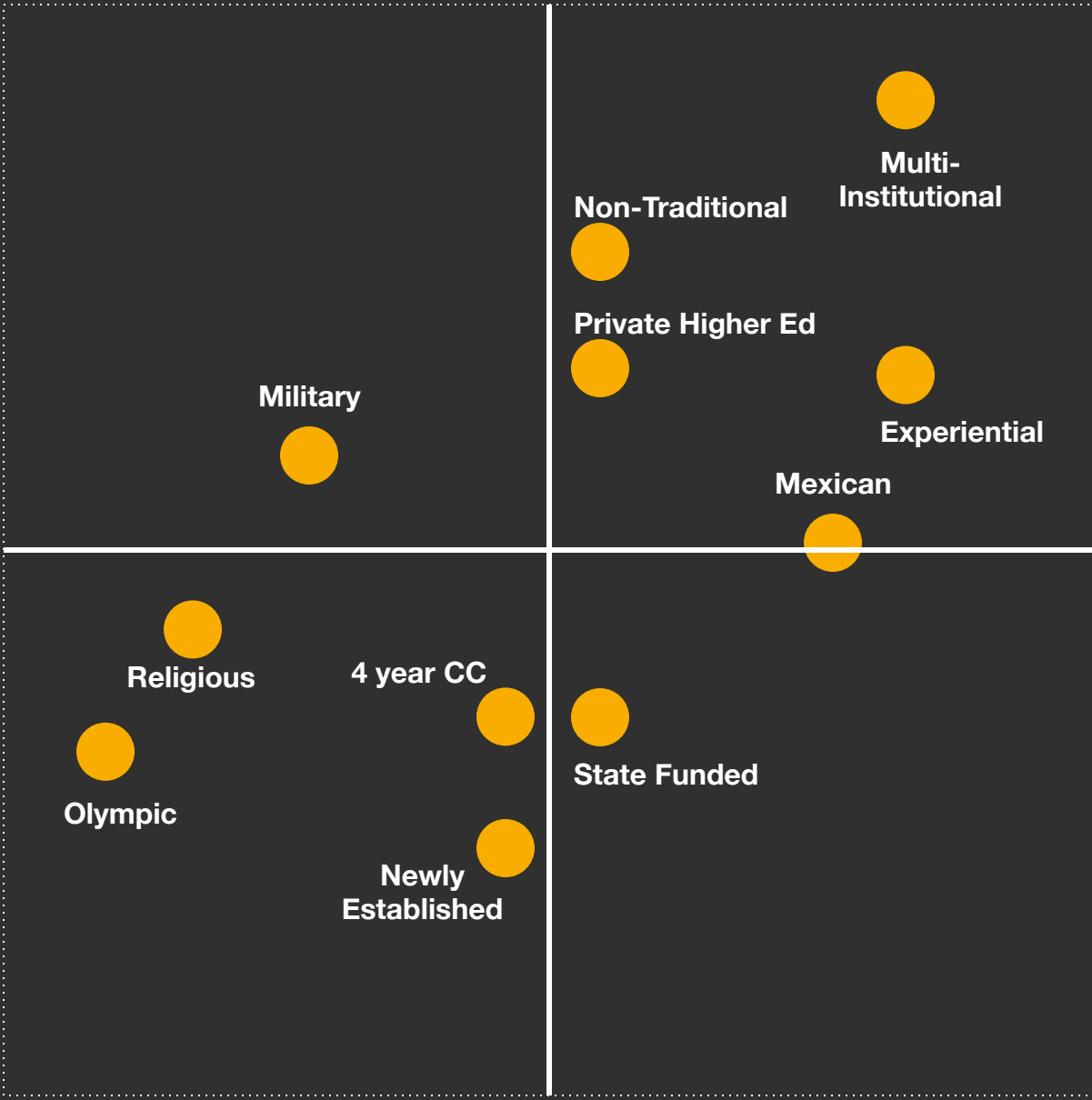
Financial

More Financially Feasible

Lower Goal Attainment

Higher Goal Attainment

Less Financially Feasible



Operational

More Operationally Feasible

Lower Goal Attainment

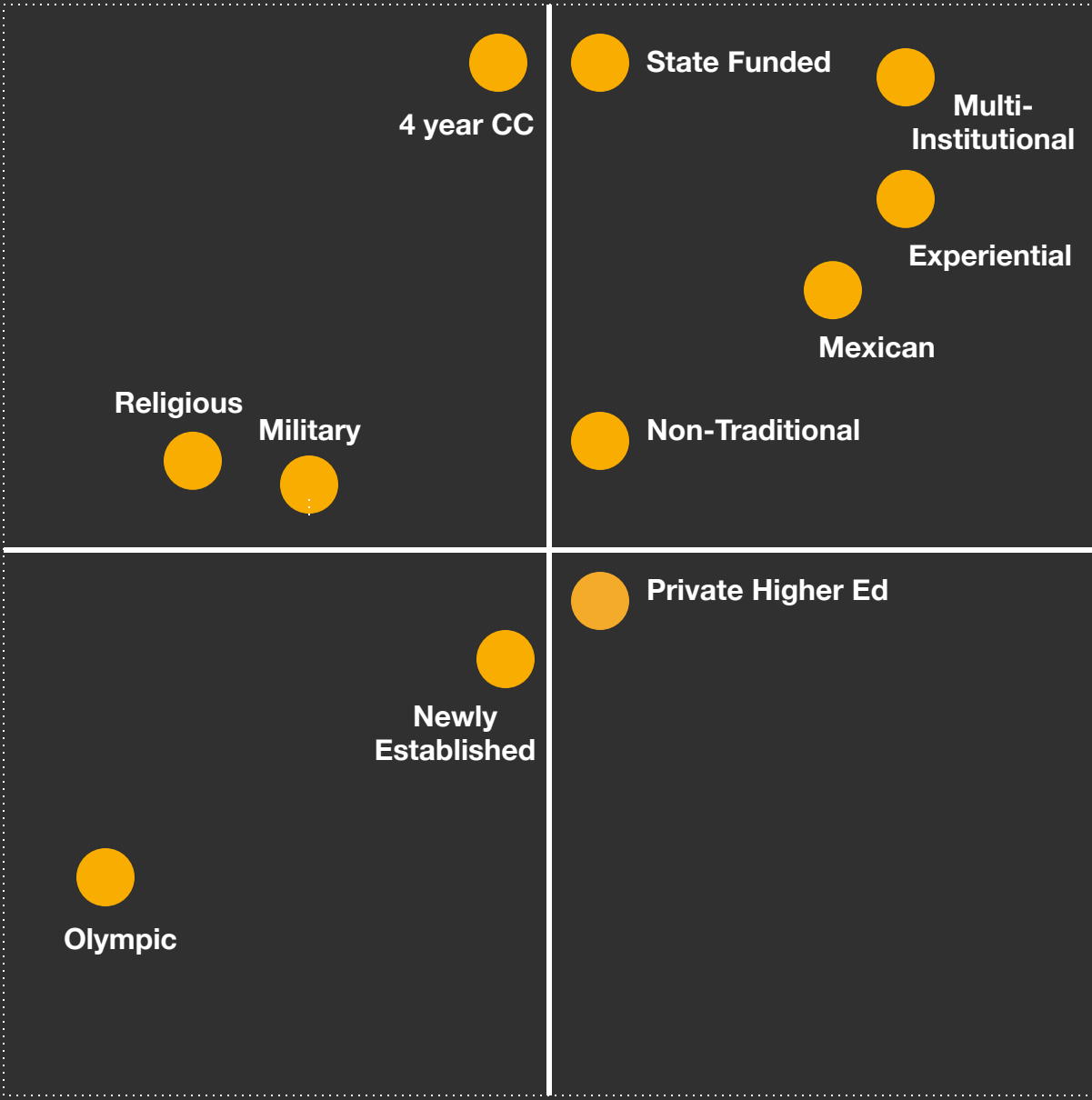
Higher Goal Attainment

Less Operationally Feasible



Demand

Stronger Demand



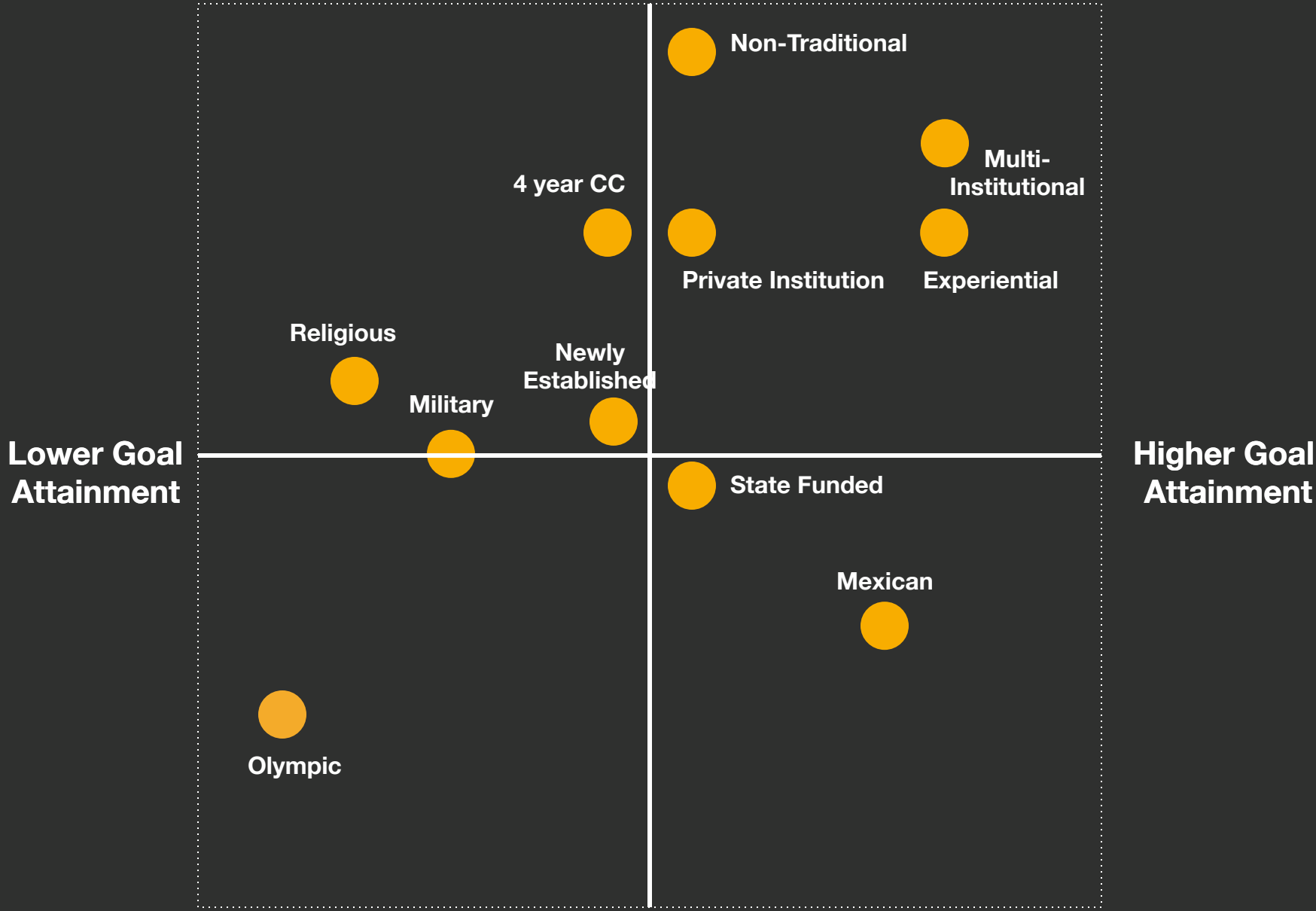
Lower Goal Attainment

Higher Goal Attainment

Weaker Demand

Phase-ability

More Phase-able



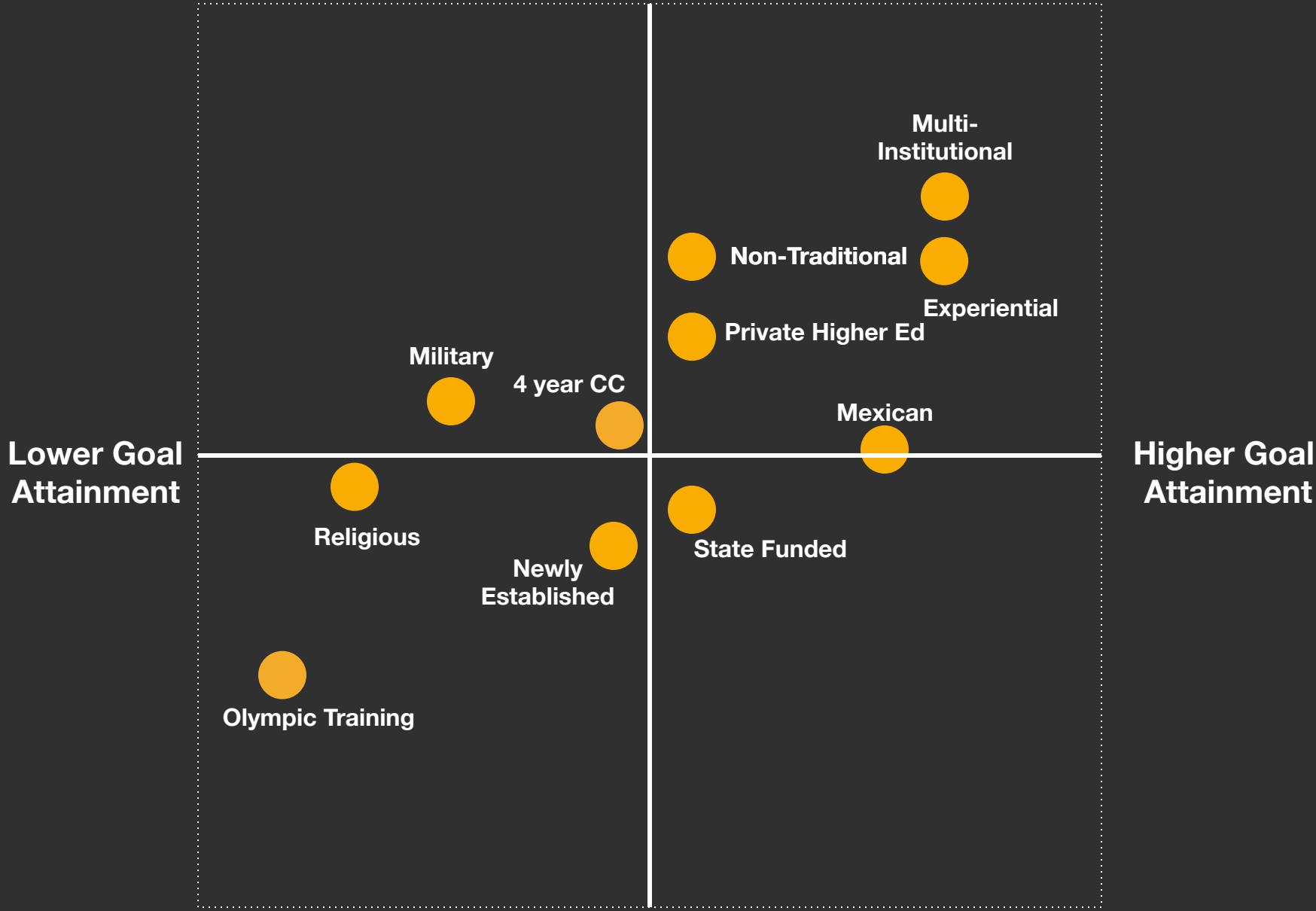
Lower Goal Attainment

Higher Goal Attainment

Less Phase-able

Overall Feasibility

More Feasible Model



Less Feasible Model

Overall Feasibility

More Feasible Model

