



Chula Vista University and Innovation District Scenario Planning

September 2015

OVERVIEW

1. PROJECT CONTEXT

2. SCENARIO ANALYSIS

3. POTENTIAL PATH FORWARD

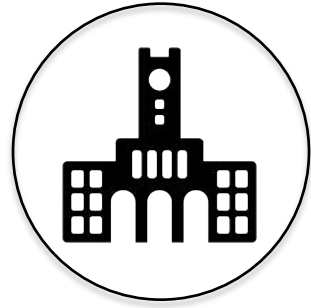
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PROJECT CONTEXT



CHULA VISTA GOALS

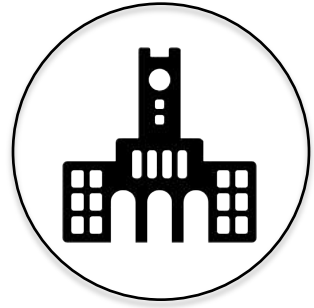


MEGAREGION CONTEXT



BI-NATIONAL CONVERSATION

PROJECT CONTEXT



CHULA VISTA GOALS



MEGAREGION CONTEXT



BI-NATIONAL CONVERSATION

PROJECT OVERVIEW

U3 ADVISORS has been engaged by the City of Chula Vista, California to help **establish a higher education campus** on a 375-acre site in the city. Chula Vista seeks an institution that will **serve as both an educational and economic engine.**

U3 is leading the effort to **identify potential partner institutions** for this project and is exploring opportunities with both higher education partners from the US and Mexico.

SITE MAP

Downtown San Diego



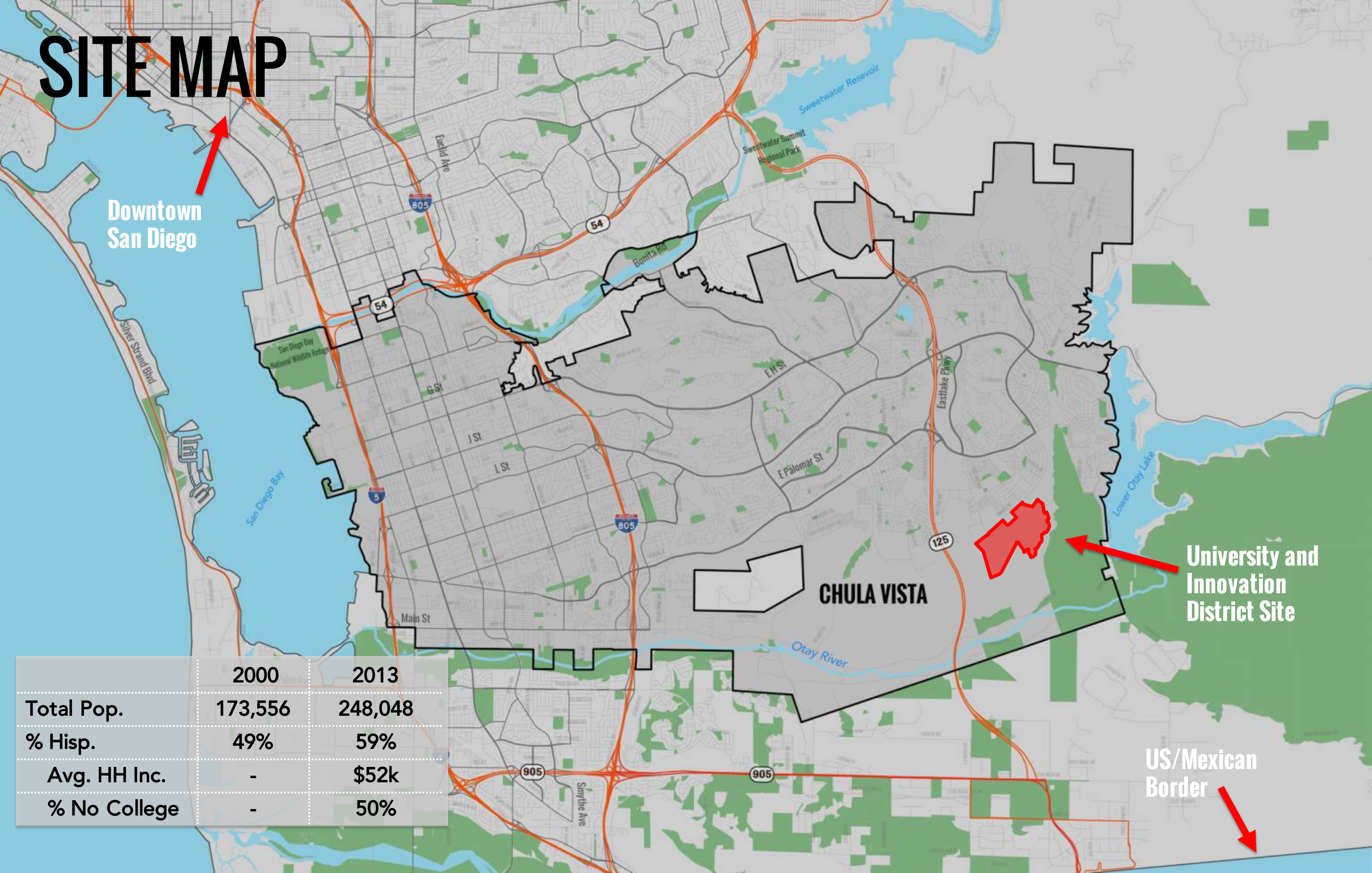
University and Innovation District Site



US/Mexican Border



	2000	2013
Total Pop.	173,556	248,048
% Hisp.	49%	59%
Avg. HH Inc.	-	\$52k
% No College	-	50%



CHULA VISTA 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

PROJECT CONTEXT



CHULA VISTA GOALS



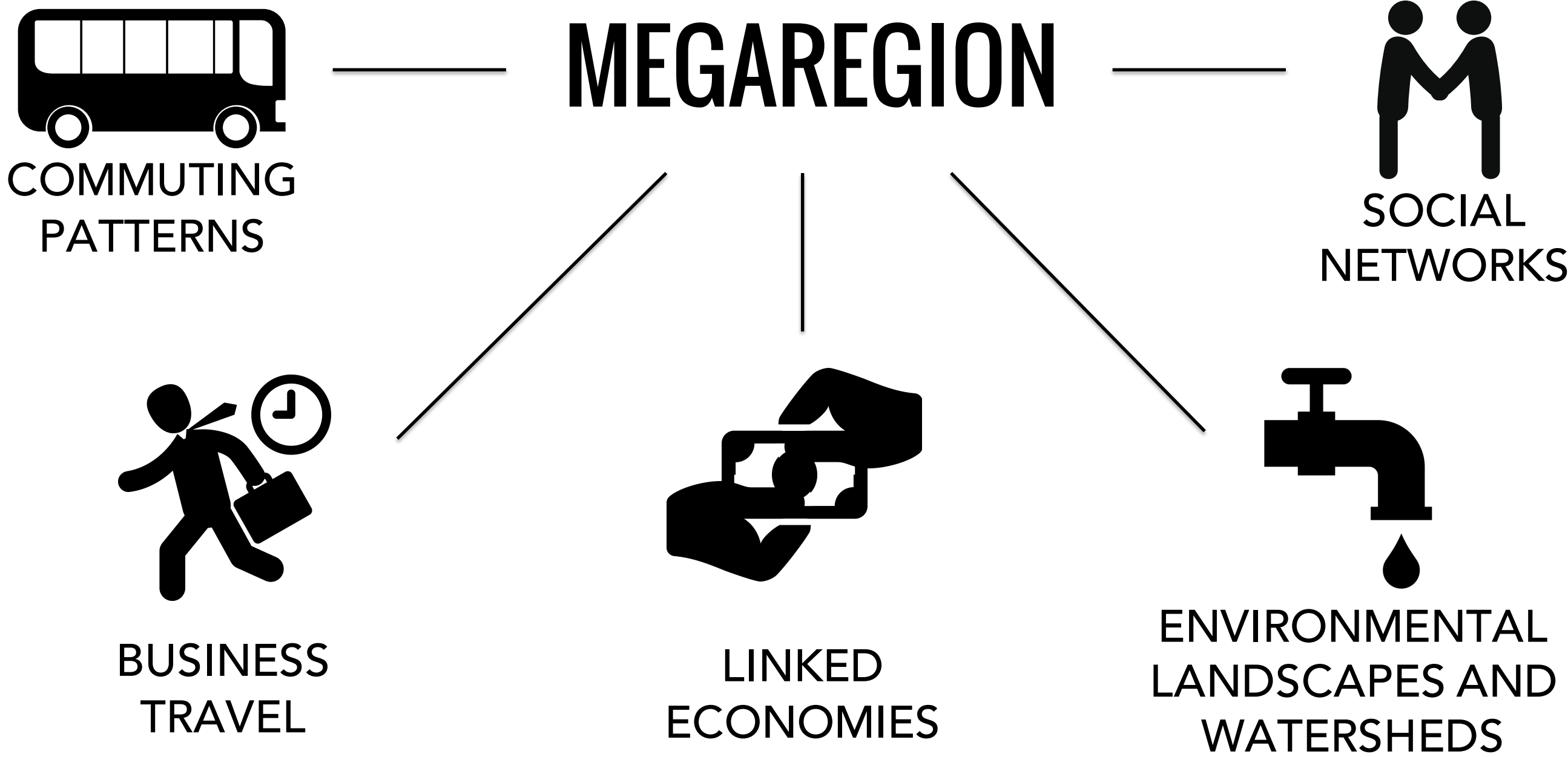
MEGAREGION CONTEXT



BI-NATIONAL CONVERSATION

CALIBAJA MEGAREGION

Multiple adjacent metropolitan areas connected by



CALIBAJA MEGAREGION

San Diego County

+

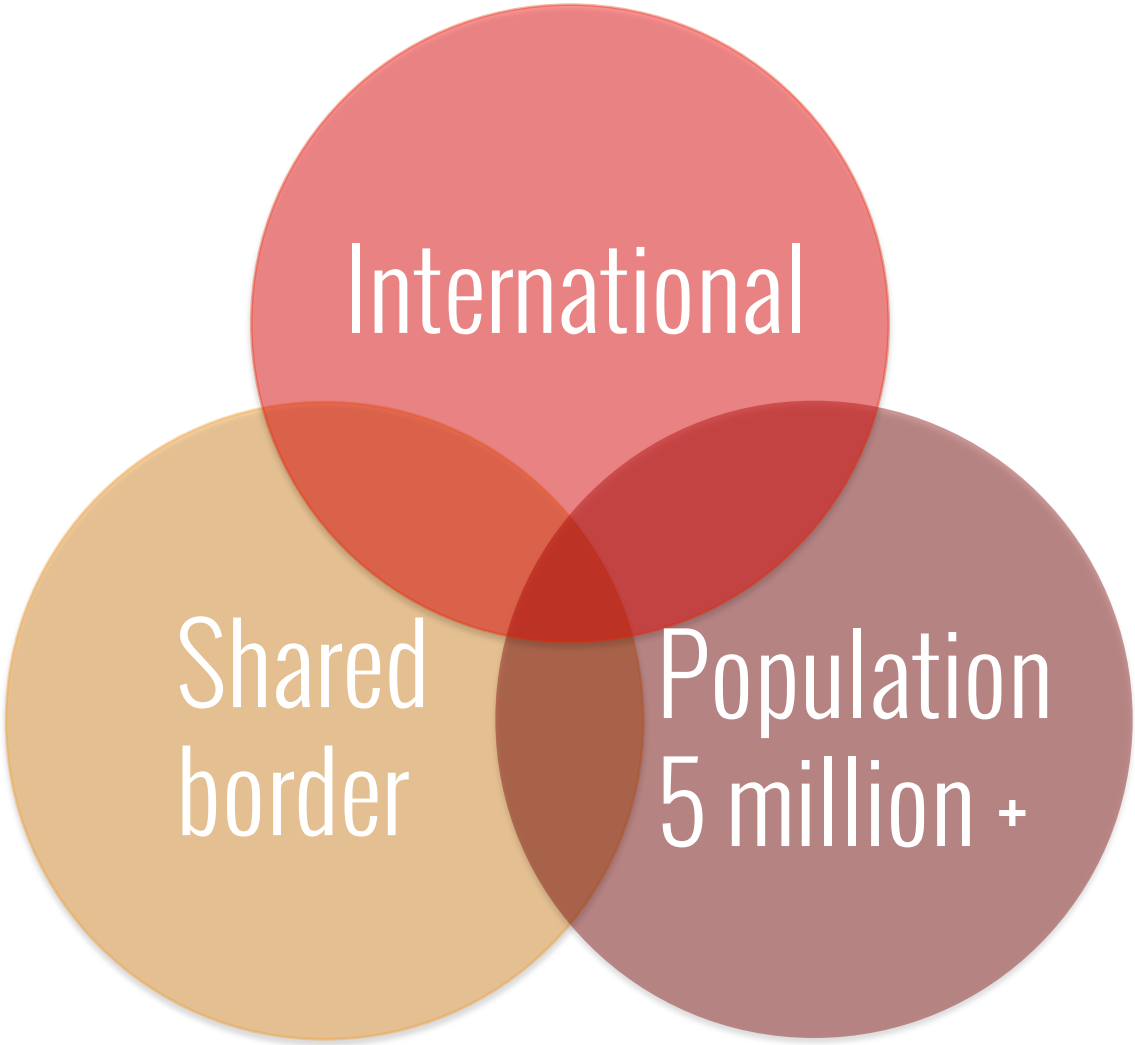
Imperial County

+

Tijuana, Tecate,
Playas de Rosarito
Metropolitan Zone

=

**CALIBAJA
MEGAREGION**



Why CaliBaja stands out
from most megaregions

Only 3 similar
megaregions in
the world:

Singapore-
Johor Bahru



Detroit-
Windsor



Kinshasa-
Brazzaville

COMPARABLE MEGAREGIONS

MEGAREGION (CONTINENT)	SAN DIEGO- TIJUANA (NORTH AMERICA)	SINGAPORE- JOHOR BAHRU (ASIA)	DETROIT- WINDSOR (NORTH AMERICA)	KINSHASA- BRAZZAVILLE (AFRICA)
POPULATION	<p>5.1m</p>	<p>5.6m</p>	<p>5.7m</p>	<p>11.9m</p>
AREA	10,735 mi ²	349 mi ²	5,870 mi ²	3,950 mi ²
DENSITY	475 / mi ²	15,985 / mi ²	971 / mi ²	3,025 / mi ²

Source: ACS; SEDESOL; World Bank; Dept. of Statistics, Malaysia; Statistics Canada; United Nations

CALIBAJA MEGAREGION

THE ECONOMY

SAN DIEGO'S TOP
TRADE PARTNERS (2012)



JAPAN



GERMANY

97%

of San Diego exports
went to Mexico



82%

of San Diego imports
came from Mexico

\$230 billion

CALIBAJA ECONOMY



If CaliBaja were a nation
its GDP would rank in the

TOP 1/3
GLOBALLY

Source: NUS Institute; BloombergBusiness

CALIBAJA MEGAREGION

THE BORDER

**World's busiest
land border crossing**

**SAN YSIDRO
POINT OF ENTRY**

25,000

Pedestrians

&

50,000

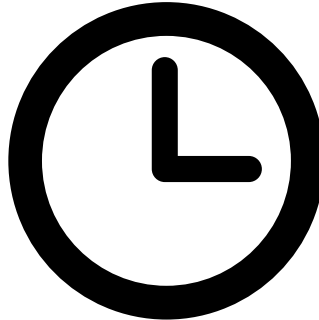
Motorists

DAILY



Border wait-times cost the region **\$6B annually** & **51,000 FT jobs***

YET THERE IS PROGRESS



Wait-times for motorists now average **30 minutes**, down from **2 hours a year ago**

30 minutes

Motorist wait-time range: 2-110 minutes
Pedestrian wait-time range: 0-80 minutes

**THERE IS ENORMOUS ECONOMIC OPPORTUNITY
IN A MORE UNIFIED CALIBAJA MEGAREGION**

Source: SANDAG; BloombergBusiness *Figures from 2006 SANDAG report

REGIONAL HIGHER EDUCATION TRENDS

REGIONAL WORKFORCE "SKILLS GAP"

Educational Attainment
for 18 to 24 years

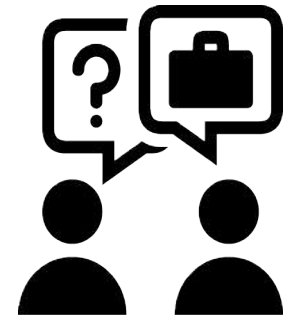


San Diego Region
ranked

65th

out of 100 top
metro regions in the
country

In 2012, San Diego estimated



57,000

Unfilled Jobs

Due to skills gap between the jobs
demand and the skills employees needed
(San Diego Workforce Partnership)

Only 34%
Of SD adults over the age of
25 have college degrees in
California.

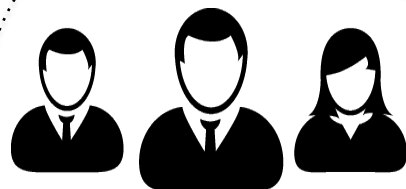
Of these graduates...

39,000

Young adults are
unemployed and
not in school
(2013)

74,000

Young adults are
underemployed
(2013)



24% graduated from
some other nations
31% graduated within SD
45% graduated from
outside CA

PROJECT CONTEXT



CHULA VISTA GOALS



MEGAREGION CONTEXT



BI-NATIONAL CONVERSATION

NATIONAL CONVERSATION

TOP 5 BI-NATIONAL TOPICS

ECONOMY

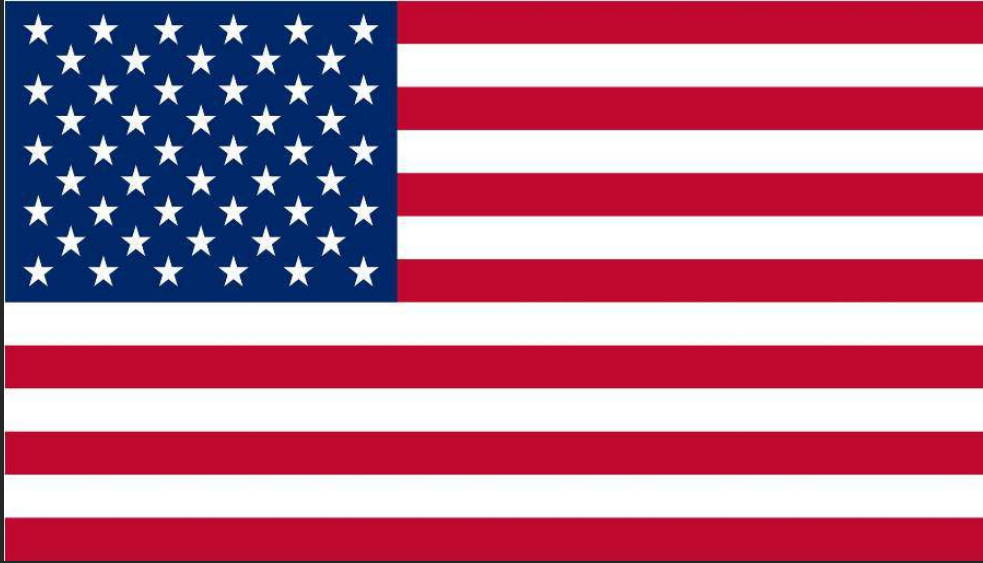
EDUCATION

IMMIGRATION

EQUITY

ENVIRONMENT

NATIONAL CONVERSATION



ECONOMY
EDUCATION
IMMIGRATION
EQUITY
ENVIRONMENT

1. ECONOMY

MEXICO
3rd
LARGEST

TRADING
PARTNER
WITH THE
U.S.

>\$500
BILLION TOTAL
BILATERAL
TRADE (2013)



5.9 M
US Jobs

DEPEND ON US-MEXICO
TRADE

MEXICAN
CONSUMERS

BUY MORE U.S. CONSUMER
GOODS THAN BRAZIL,
RUSSIA, INDIA, CHINA and
SOUTH AFRICA COMBINED

BILATERAL TRADE AND ECONOMIC TIES:

- SIGNED NORTH AMERICAN FREE TRADE AGREEMENT (NAFTA) WITH U.S.-MEXICO-CANADA - 1994
- LAUNCHED HIGH LEVEL ECONOMIC DIALOGUE (HLED) - 2013
- SIGNED MEXICO-U.S. ENTREPRENEURSHIP AND INNOVATION COUNCIL (MUSEIC) - 2014

2. EDUCATION

14,779
MEXICAN
STUDENTS

STUDYING IN THE U.S. (2013-2014)

% OF MEXICAN STUDENTS
ENROLLED IN

TEXAS* 43.9%

CALIFORNIA 8.5%

*Some Texas's institutions offer In-State Tuition



MEXICO

9th and **#1**

RANKED

NATIONALLY

RANKED

AMONG LATIN
AMERICAN COUNTRIES

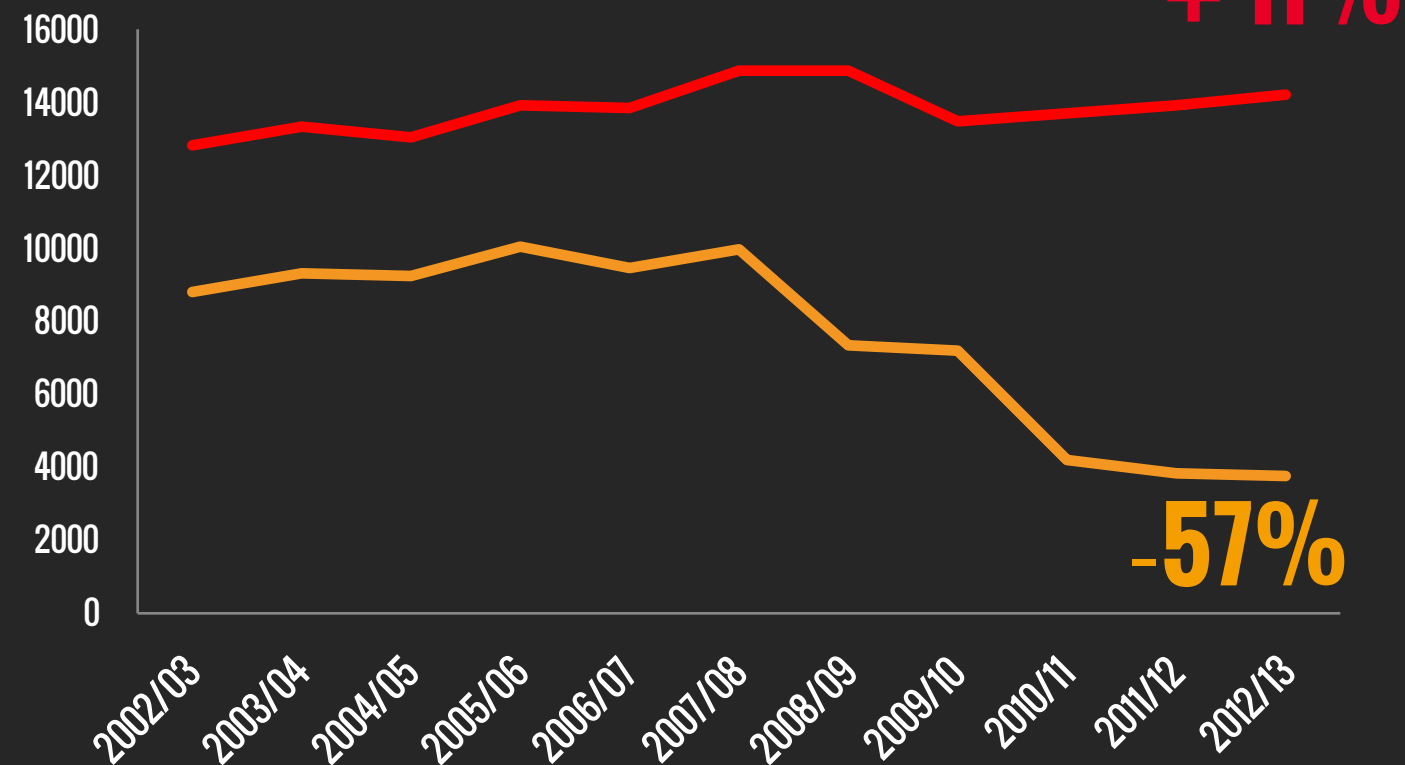
WITH STUDENTS STUDYING IN U.S.

\$473 M

U.S. GENERATED
REVENUE

FROM MEXICAN STUDENTS
(2013)

U.S - MEXICO STUDENT MOBILITY
10 Year Change



— MEXICO STUDENTS TO U.S. — U.S. STUDENTS TO MEXICO

**BILATERAL FORUM ON HIGHER
EDUCATION, INNOVATION AND
RESEARCH (FOBESII) IN 2013**

**PLEDGE TO SEND 100,000 MEXICAN STUDENTS TO
U.S. AND 50,000 U.S. STUDENTS TO MEXICO BY
2018**

3. IMMIGRATION

11.6 M
MEXICAN
BORN
RESIDENTS IN U.S. (2013)

OUT OF
WHICH

3.2 M
LIVE IN
POVERTY



59% (6.7 M)
UNAUTHORIZED
IMMIGRANTS
COME FROM MEXICO (2013)

TOP 3 DESTINATIONS
FOR MEXICAN
IMMIGRANTS IN U.S.

CALIFORNIA (37%)

TEXAS (21%)

ILLINOIS (6%)

BINATIONAL CONVERSATION:

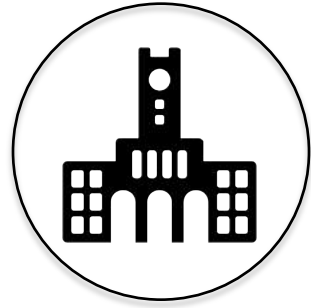
INITIATE OPERATIONS OF
3 NEW BORDER
FACILITIES

- West Rail Bypass, Matamoros, Tamaulipas - Brownville, Texas
- Guadalupe-Tornillo Port, Chihuahua-Texas
- Tijuana Airport Pedestrian Facility, Tijuana-San Diego

U.S.-MEXICO BILATERAL AIR
SERVICES AGREEMENT

- **(2014)** Benefits travelers, shippers, airlines and the economies of Mexico-U.S. with competitive pricing and convenient air services

PROJECT CONTEXT



CHULA VISTA GOALS

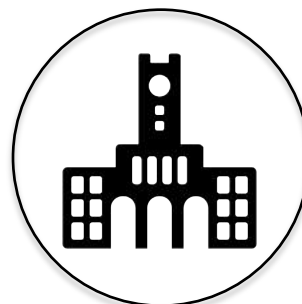


MEGAREGION CONTEXT



BI-NATIONAL CONVERSATION

PROJECT CONTEXT: TAKEAWAY POINTS



ECONOMY

- Economy dependent on larger Mega Region



- \$230B CaliBaja economy (if CaliBaja were a nation, its GDP would ranked in the top third globally)



- Mexico is 3rd largest U.S. trading partner
- U.S is Mexico's largest trading and foreign investors

EDUCATION

- Low Hispanic educational attainment with
- No University below 1-8

- 63% of the population on the Mexico side of the CaliBaja megaregion has less than a HS degree vs. 11% on the U.S. side

- 14,779 Mexican students studying in U.S.
- \$473 M U.S. generated revenue from Mexican students

IMMIGRATION

- Large and growing Hispanic population
- +59,000 in past 13 years

- The border crossing at San Ysidro Port of Entry (POE) is the busiest land border crossing in the world

- More than half of unauthorized immigrants in the U.S. are Mexican (59%)

INSTITUTIONAL VALUE PROPOSITION

1) HIGH PROFILE

Unique opportunity to participate in a conversation around the economy, education and immigration

2) DEMOGRAPHICS

Capitalizing on the growing Hispanic population in Chula Vista with a strong middle class, but low educational attainment

3) REGIONAL ECONOMY

Leveraging and/or catering to existing businesses in the San Diego/Tijuana Mega-Region

4) TRANS-BORDER CONNECTION

Site is 4 miles from the the US/Mexico border

5) REGIONAL LOCATION

No existing 4-year higher education institutions south of I-8

6) CLIMATE

Leveraging San Diego's temperate climate

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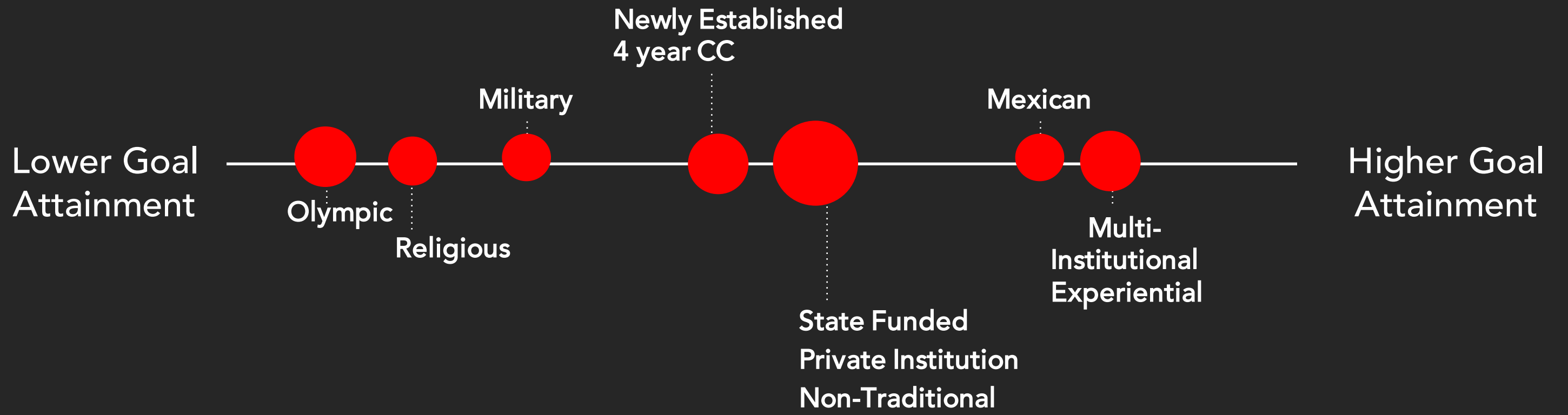
SCENARIOS

(INITIAL ANALYSIS)

1. 4-YEAR PUBLIC INSTITUTION
2. PRIVATE INSTITUTION
3. MULTI-INSTITUTIONAL CAMPUS
4. INTERNATIONAL UNIVERSITY
5. COMMUNITY COLLEGE
6. NON TRADITIONAL HIGHER EDUCATION INSTITUTION
7. OLYMPIC TRAINING RELATED INSTITUTION
8. NEWLY ESTABLISHED PRIVATE INSTITUTION
9. A NEW CAMPUS FOR A MILITARY INSTITUTION

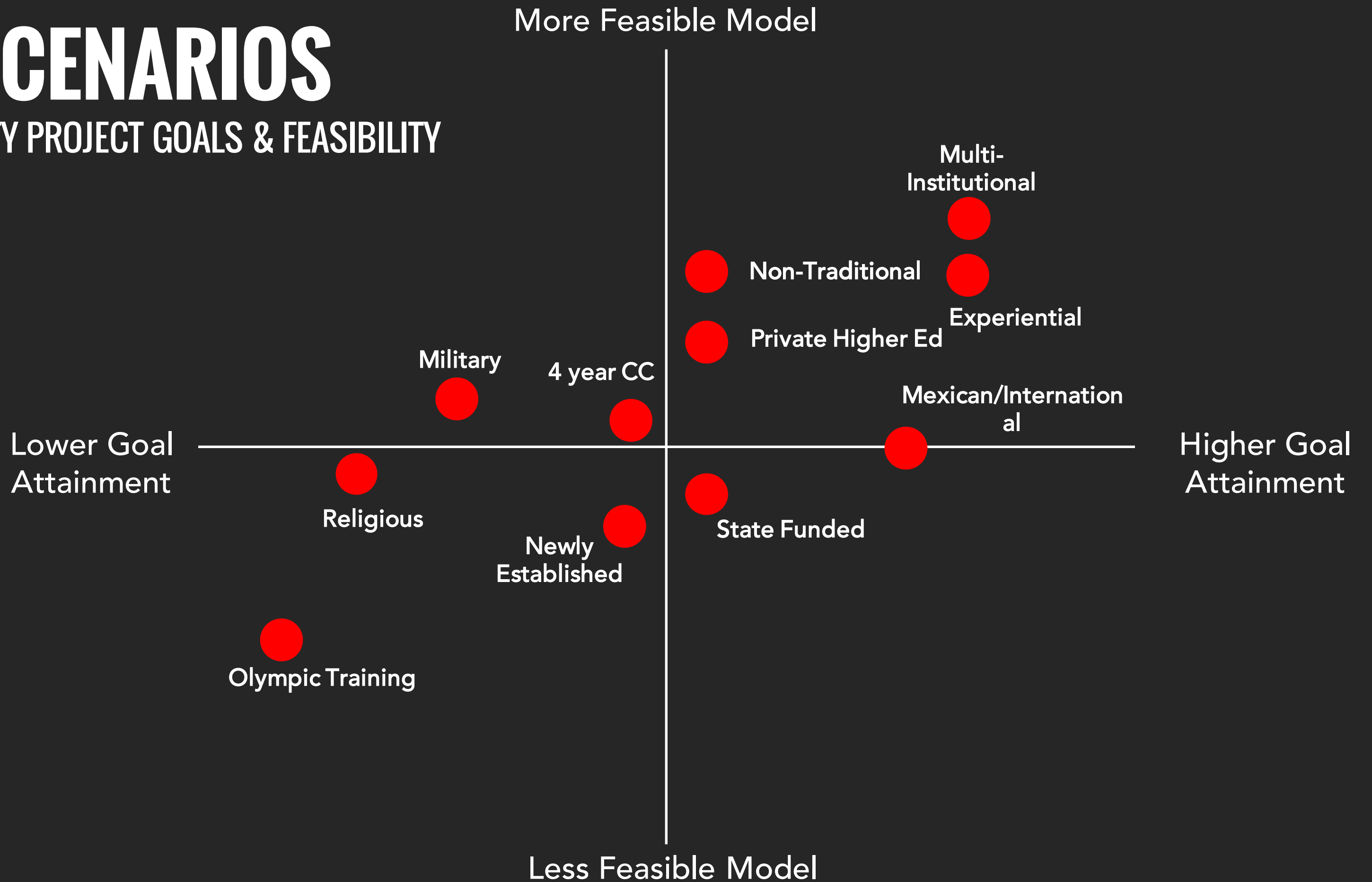
SCENARIOS

CITY PROJECT GOALS



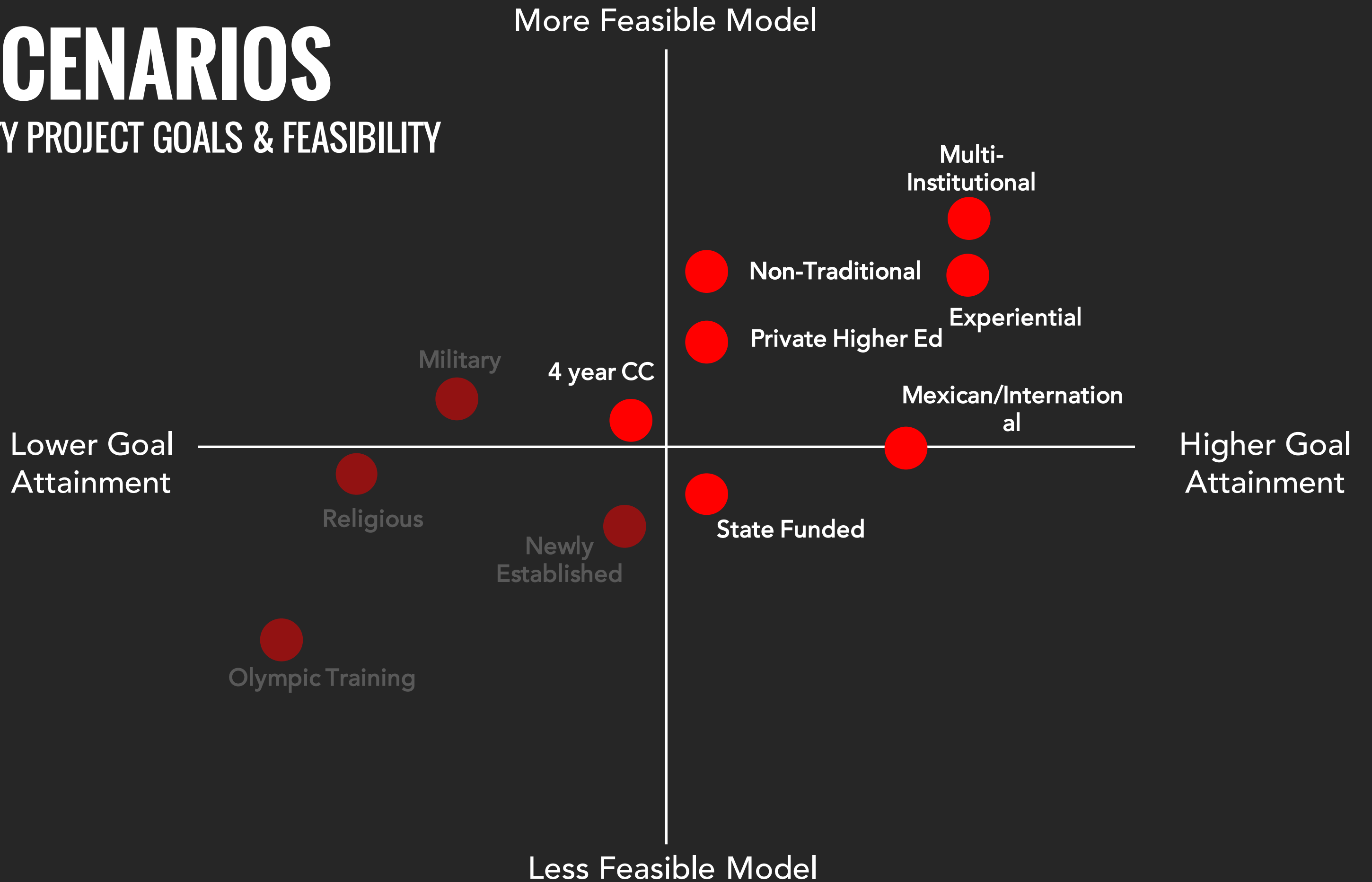
SCENARIOS

CITY PROJECT GOALS & FEASIBILITY



SCENARIOS

CITY PROJECT GOALS & FEASIBILITY



SCENARIOS

1. PUBLIC INSTITUTION

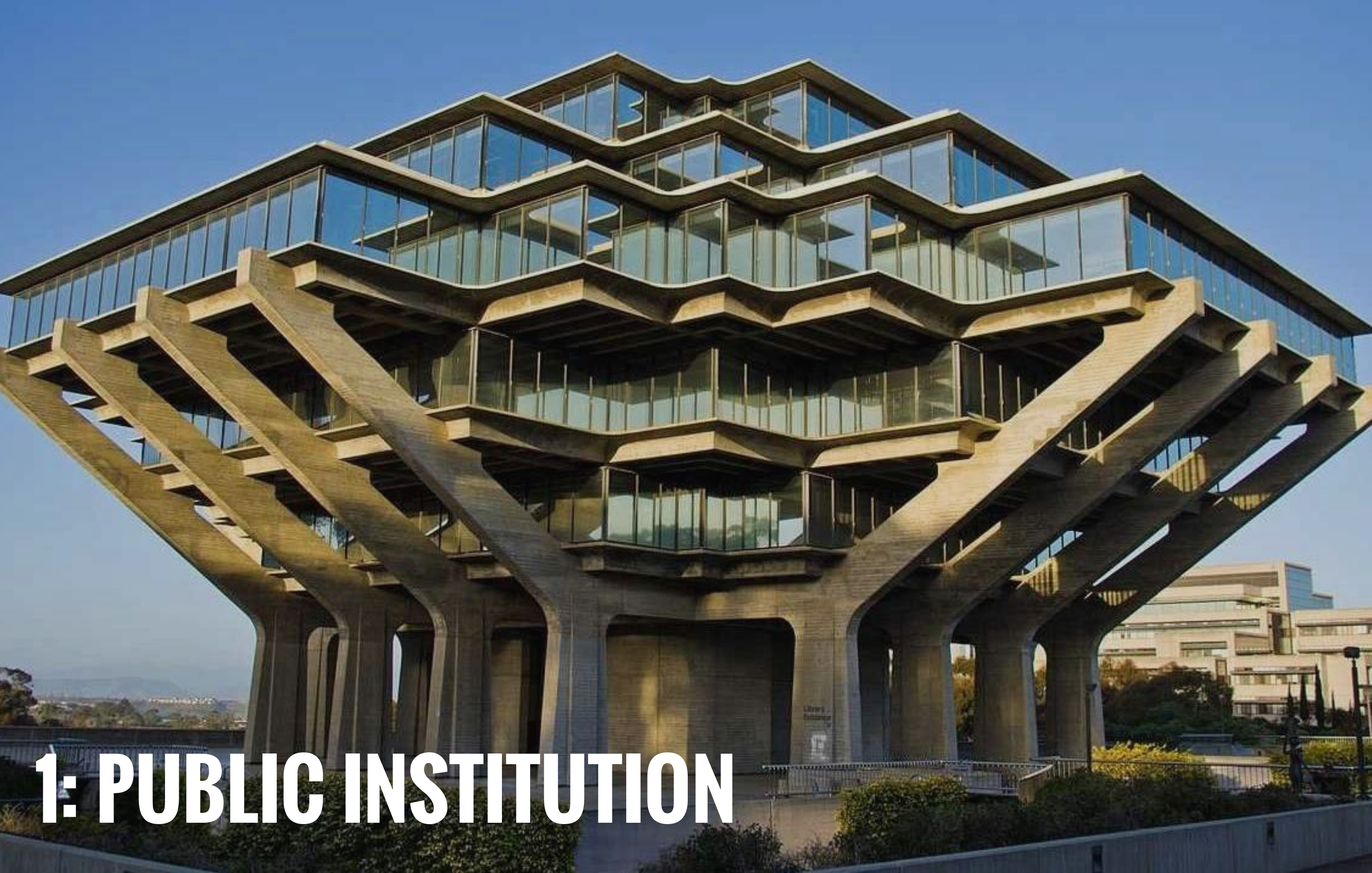
2. PRIVATE INSTITUTION

3. MULTI-INSTITUTIONAL CAMPUS

4. MEXICAN INSTITUTION

5. INTERNATIONAL

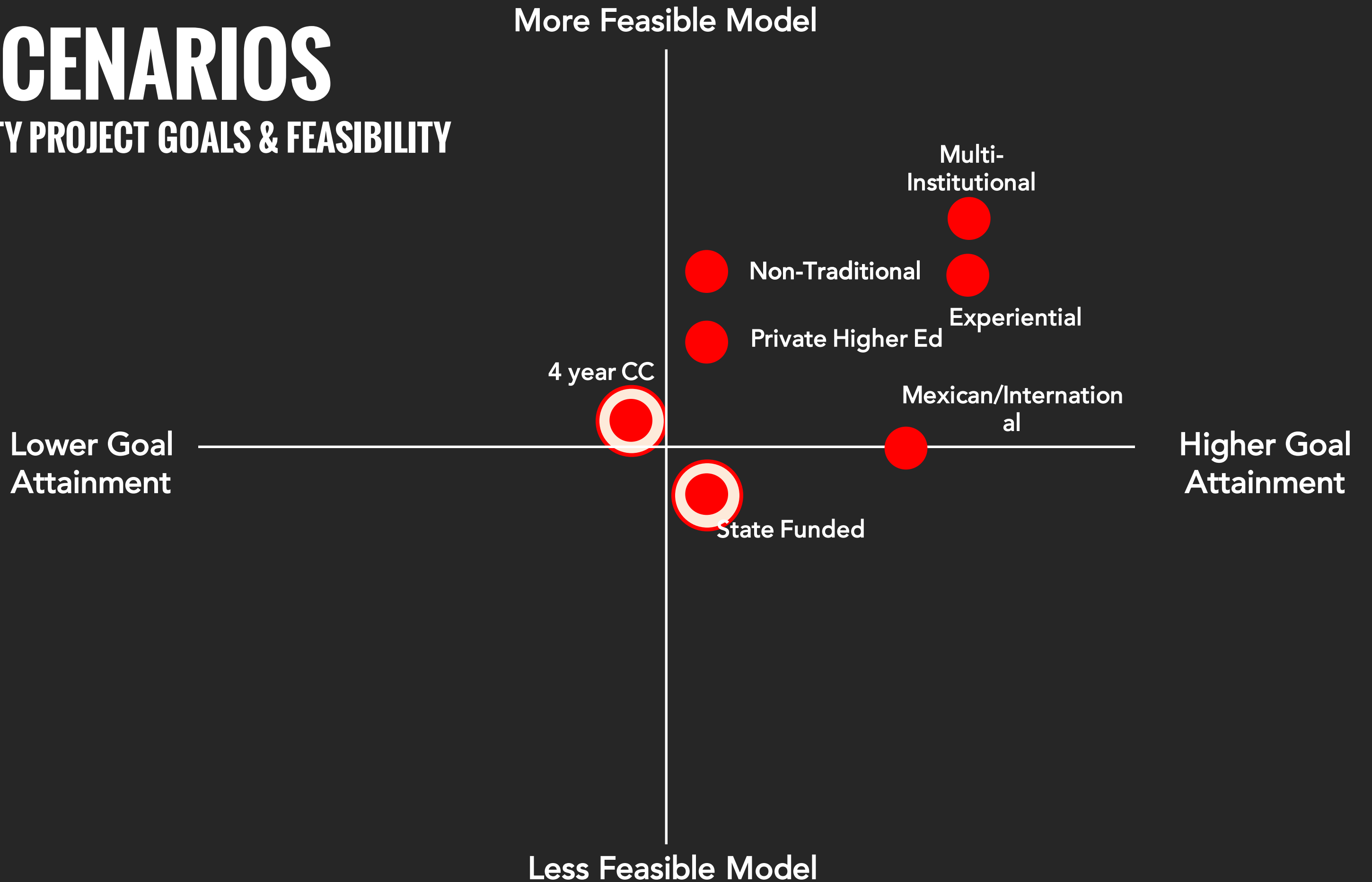
6. BLENDED (NON-TRADITIONAL + EXPERIENTIAL)



1: PUBLIC INSTITUTION

SCENARIOS

CITY PROJECT GOALS & FEASIBILITY



1. PUBLIC INSTITUTION

VISION:

A PUBLIC INSTITUTION THAT HAS THE CAPACITY TO ADDRESS THE REGION'S NEED FOR HIGHLY SKILLED WORKERS WHILE INCREASING ACCESS TO BACCALAUREATE ATTAINMENT

OPTION 1:

CA Senate Bill 850 allows CA Community Colleges the chance to offer bachelor's degree programs. Partner with an existing **Community College** to open a new applied baccalaureate degree campus

OPTION 2:

Expanding a **UC or CSU** system to open a satellite branch or establishing a new UC/CSU

1. PUBLIC INSTITUTION: CONCLUSION

OPTION 1: COMMUNITY COLLEGE

OPPORTUNITIES

- (+) **ACCESIBLE**
- (+) MAKING BA **AFFORDABLE** TO ALL
- (+) KEEP **LOCAL UNIVERSITY-BOUND STUDENTS** IN THE CITY
- (+) ADDRESSES CALIFORNIA'S **WORKFORCE SHORTAGES**
- (+) **CLOSE THE DEGREE GAP** BETWEEN INCOME LEVELS

CHALLENGES

- (-) "MISSION CREEP"
 - **BLURRING THE LINES** BETWEEN COMMUNITY AND STATE COLLEGES
 - **PROGRAM DUPLICATION**
- (-) **UNTESTED** NEW PILOT PROGRAM
- (-) COMMUNITY COLLEGE'S DEGREE REGARDED AS **LESS VALUABLE**
- (-) LARGE **START-UP COST** & LONG **ACCREDITATION PROCESS**
- (-) NOT MEETING THE **CITY'S PERCEIVED ASPIRATION**

1. PUBLIC INSTITUTION: CONCLUSION

OPTION 2: UC/CSU SYSTEM

OPPORTUNITIES

- (+) **ELIMINATE TRADITIONAL TRANSFER ADMISSION PROCESS**
- (+) **EXPANDING UC & CSU CAPACITY TO ACCEPT MORE STUDENTS**

CHALLENGES

- (-) **COMPETITIVE ADMISSION REQUIREMENT**
 - DE-EMPHASIZING VOCATIONAL PROGRAMS IN FAVOR OF PRE-BACCALAUREATE INSTRUCTIONS
- (-) **FINANCIAL CUTBACK FROM THE STATE BUDGET**
- (-) **POLITICAL FEASIBILITY**
 - CURRENT CAMPUS EXPANSION vs. NEW CAMPUS BUILDOUT

INSTITUTIONAL VALUE PROPOSITION

1) HIGH PROFILE

Unique opportunity to participate in a conversation around the economy, education and immigration

2) DEMOGRAPHICS

Capitalizing on the growing Hispanic population in Chula Vista with a strong middle class, but low educational attainment

3) REGIONAL ECONOMY

Leveraging and/or catering to existing businesses in the San Diego/Tijuana Mega-Region

4) TRANS-BORDER CONNECTION

Site is 4 miles from the the US/Mexico border

5) REGIONAL LOCATION

No existing 4-year higher education institutions south of I-8

6) CLIMATE

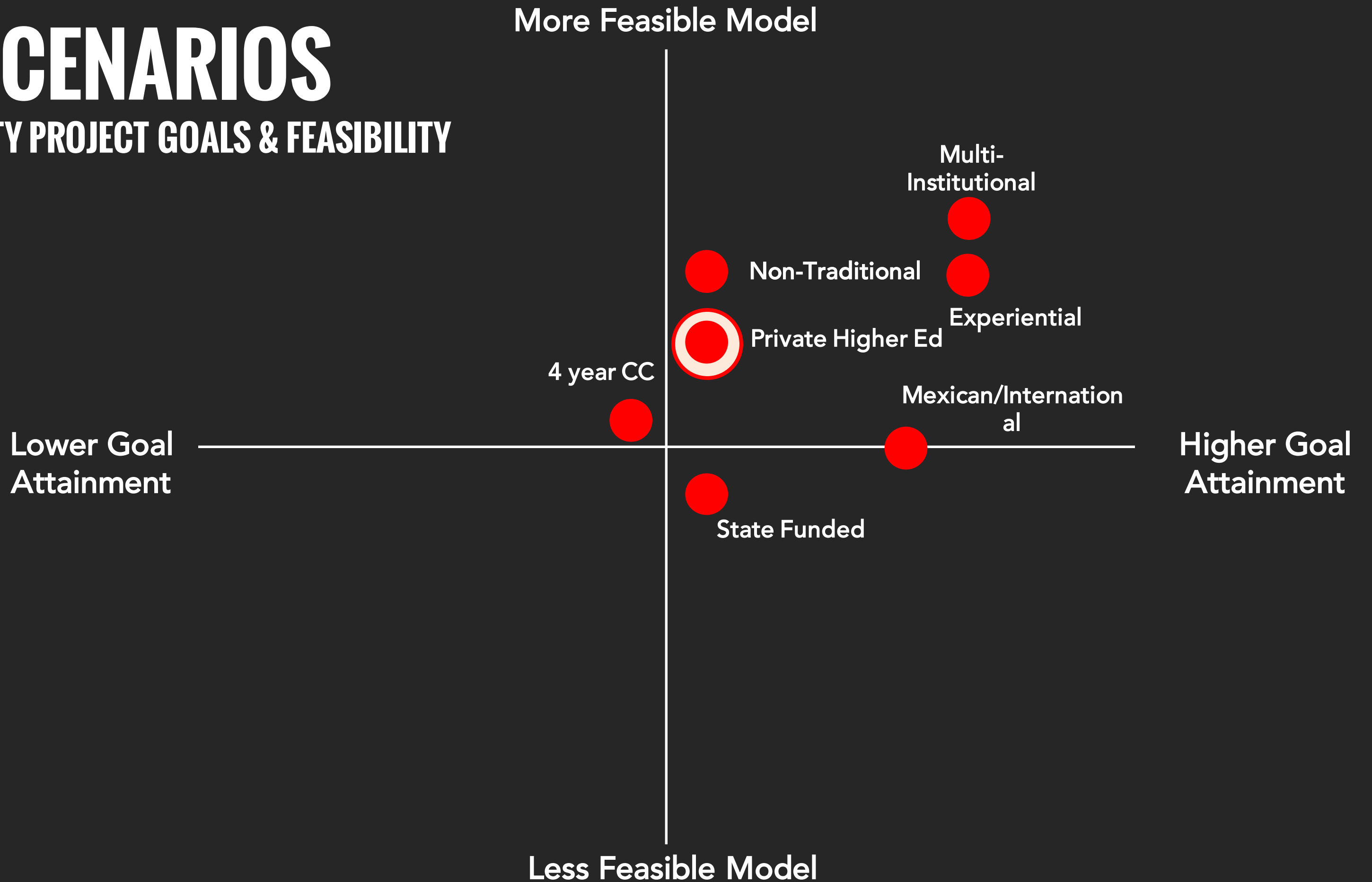
Leveraging San Diego's temperate climate



2. PRIVATE INSTITUTION

SCENARIOS

CITY PROJECT GOALS & FEASIBILITY



2. PRIVATE INSTITUTION

VISION:

FIRST BRAND NAME **4-YEAR PRIVATE INSTITUTION**
ESTABLISHING A **SATELLITE CAMPUS** IN CHULA VISTA
FOCUSING ON US-MEXICAN ACADEMIC, TECHNICAL AND
SCIENTIFIC EXCHANGES

2. PRIVATE INSTITUTION: CONCLUSION

OPPORTUNITIES

- (+) ATTRACT **MORE STUDENTS** WITH WITH A BRAND NAME INSTITUTION
- (+) MORE **FUNDS AVAILABLE** THROUGH US-MEXICAN FORUM (FOBESII)
- (+) OPPORTUNITY TO **BUILD UNIQUE PARTNERSHIP** WITH COMMUNITY LEADERS AND BUSINESSES
- (+) POTENTIAL **TO GENERATE ECONOMIC ACTIVITIES AND GROWTH**
- (+) FOREIGN **NAME RECOGNITION**

CHALLENGES

- (-) **HARDER TO ATTRACT** ESTABLISHED BRAND NAME INSTITUTIONS
- (-) **COMPETE WITH PUBLIC UNIVERSITIES**
 - TUITION AFFORDABILITY
 - ADMISSION ACCESIBILITY
- (-) **VISA, LANGUAGE & CULTURAL BARRIERS AND ACCREDITATION BARRIERS** BETWEEN COUNTRIES
- (-) **LONGER TO BUILD A BRAND NAME IN** THE COMMUNITY
- (-) **NO LOCAL NAME RECOGNITION**

VALUE CONCLUSION

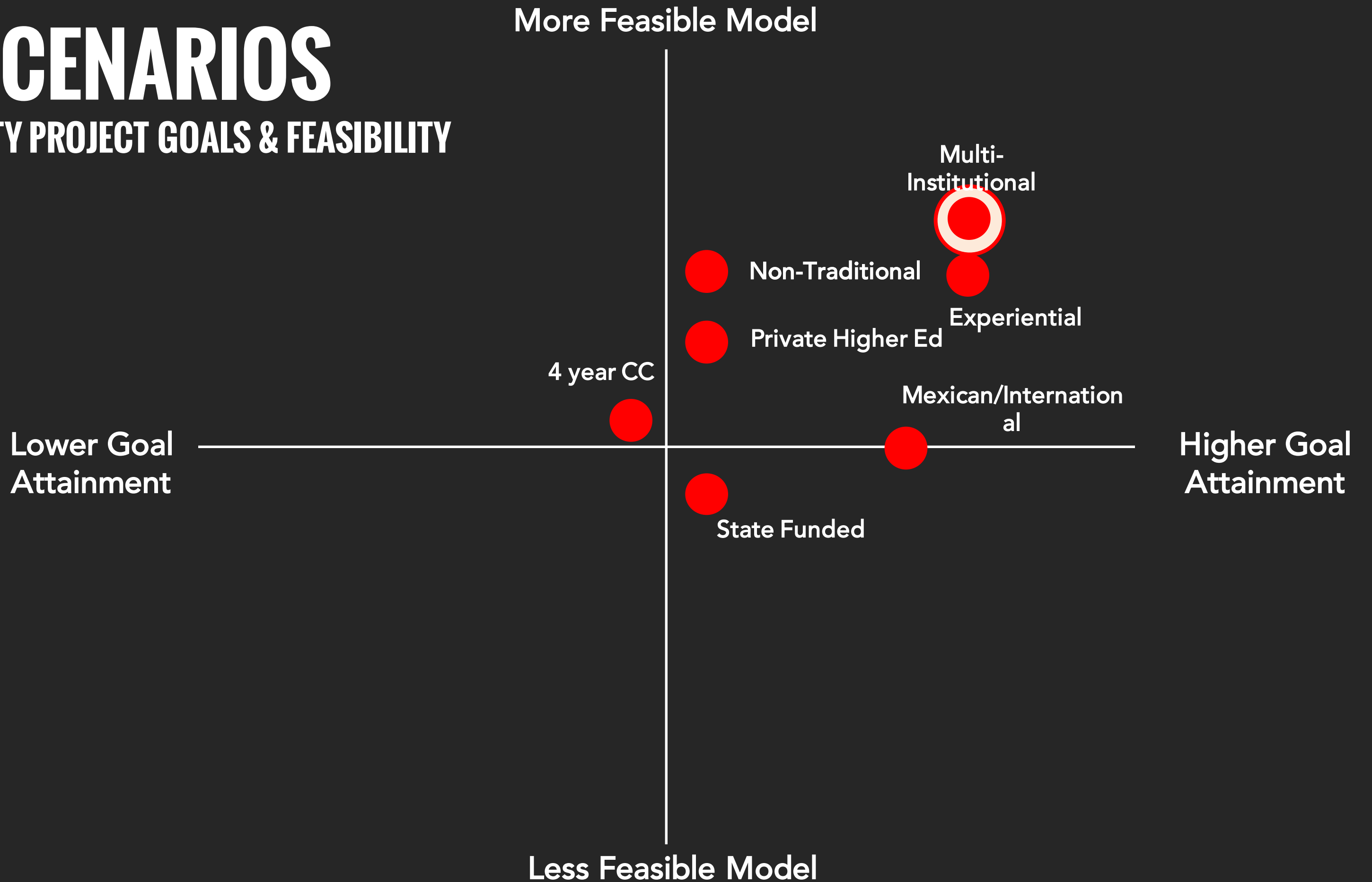
		Scenario 1: Public		Scenario 2: Private	Scenario 3: Multi		Scenario 4: Mexican	Scenario 5: International	Scenario 6: Blended
		CC	UC/CSU		Specific	General			
INSTITUTION	HIGH PROFILE	×	×	×					
	DEMOGRAPHICS	×	×	×					
	REGIONAL ECONOMY	×	×	×					
	BORDER			×					
	LOCATION	×	×	×					
	CLIMATE		×	×					
FUNDING	PUBLIC (LOCAL AND STATE)	●	●						
	PUBLIC (FEDERAL)	●							
	PHILANTHROPY			●					
	INSTITUTIONAL	●	●	●					
	FINANCING MECHANISM			●					
	CORPORATE			●					



3: MULTI-INSTITUTIONAL CAMPUS

SCENARIOS

CITY PROJECT GOALS & FEASIBILITY



3. MULTI-INSTITUTIONAL CAMPUS

VISION:

A MULTI-INSTITUTIONAL CAMPUS THAT ADDRESSES THE INCREASING DEMAND FOR HIGHER EDUCATION IN THE SAN DIEGO REGION.

OPTION 1:

Capitalize on **regional needs + global trends** for **growth industries** on both sides of the border, creating **employment pipelines for the San Diego – Tijuana MegRegion**

OPTION 2:

Improve **career paths** for Chula Vista's **existing population** starting small and developing into a replicable model for regional access to higher education

3. MULTI-INSTITUTIONAL CAMPUS

OPTION 1: INDUSTRY SPECIFIC

OPPORTUNITIES

- (+) Industry funding/sponsorship
- (+) Employment pipeline to growth industries
- (+) Emergence of dynamic economy
- (+) Potentially large enrollment
- (+) Industry aid enables affordable tuition

CHALLENGES

- (-) Unknown benefit to existing Chula Vistans
- (-) Difficult to anticipate industry shifts
- (-) Distance from regional business/research
- (-) Cannibalize existing San Diego research?
- (-) Involvement of Navy may complicate multi-national collaboration

3. MULTI-INSTITUTIONAL CAMPUS

OPTION 2: GENERAL

OPPORTUNITIES

- (+) Improve Chula Vistans' access to higher-ed
- (+) Start small, grow large organically
- (+) Unlikely to displace long-time residents

CHALLENGES

- (-) Difficult to finance without public support
- (-) Difficult to attract/build "brand name"
- (-) Affordability possible w/o public funding?
- (-) Future value of traditional general ed?
- (-) Complications between 2-yr, 4-yr programs

VALUE CONCLUSION

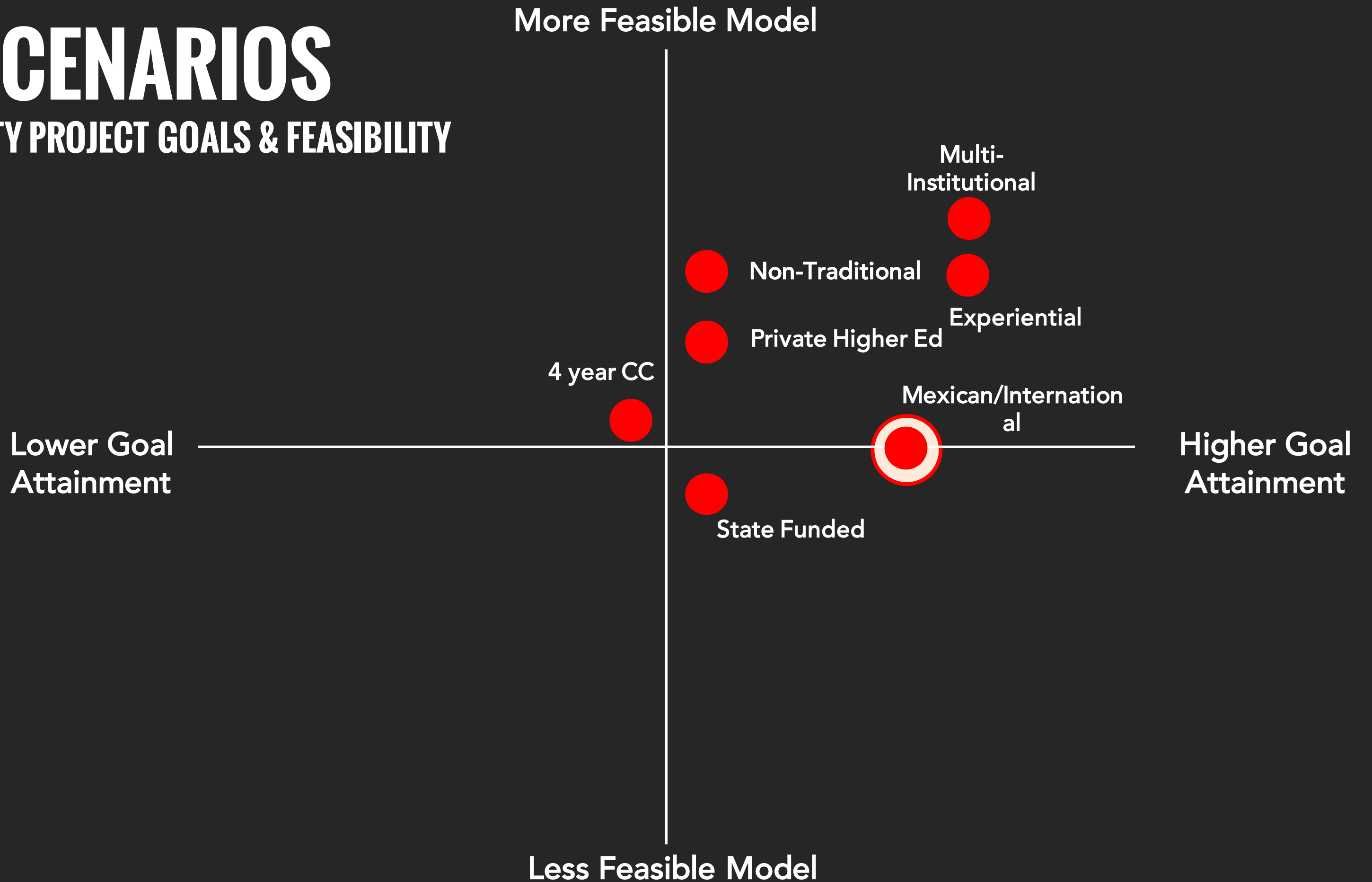
		Scenario 1: Public		Scenario 2: Private	Scenario 3: Multi		Scenario 4: Mexican	Scenario 5: International	Scenario 6: Blended
		CC	UC/CSU		Specific	General			
INSTITUTION	HIGH PROFILE	×	×	×	×	×			
	DEMOGRAPHICS	×	×	×		×			
	REGIONAL ECONOMY	×	×	×	×	×			
	BORDER			×	×	×			
	LOCATION	×	×	×	×	×			
	CLIMATE		×	×					
FUNDING	PUBLIC (LOCAL AND STATE)	●	●		●	●			
	PUBLIC (FEDERAL)	●							
	PHILANTHROPY			●	●	●			
	INSTITUTIONAL	●	●	●	●	●			
	FINANCING MECHANISM			●	●	●			
	CORPORATE			●	●				



SCENARIO 4: MEXICAN UNIVERSITY

SCENARIOS

CITY PROJECT GOALS & FEASIBILITY



4. MEXICAN UNIVERSITY

VISION:

MEXICAN UNIVERSITY ESTABLISHES A PARTNERSHIP CAMPUS IN CHULA VISTA TO SERVE SOUTHERN CALIFORNIA'S GROWING LATINO POPULATION AND TOP STUDENTS FROM MEXICO WHILE FACILITATING A STRONGER CROSS BORDER CONNECTION

4. MEXICAN UNIVERSITY: CONCLUSION

OPPORTUNITIES

- (+) Attracts students from U.S. + Mexico
- (+) Creates pathways for Chula Vistans
- (+) Becomes model for border cities
- (+) Start small, grow big
- (+) Pioneers Latino-targeted higher ed in U.S.

CHALLENGES

- (-) Potentially high tuition cost
- (-) Bi-national cooperation takes time
- (-) Perhaps more difficult to fund
- (-) Local economic benefit or export only?

VALUE CONCLUSION

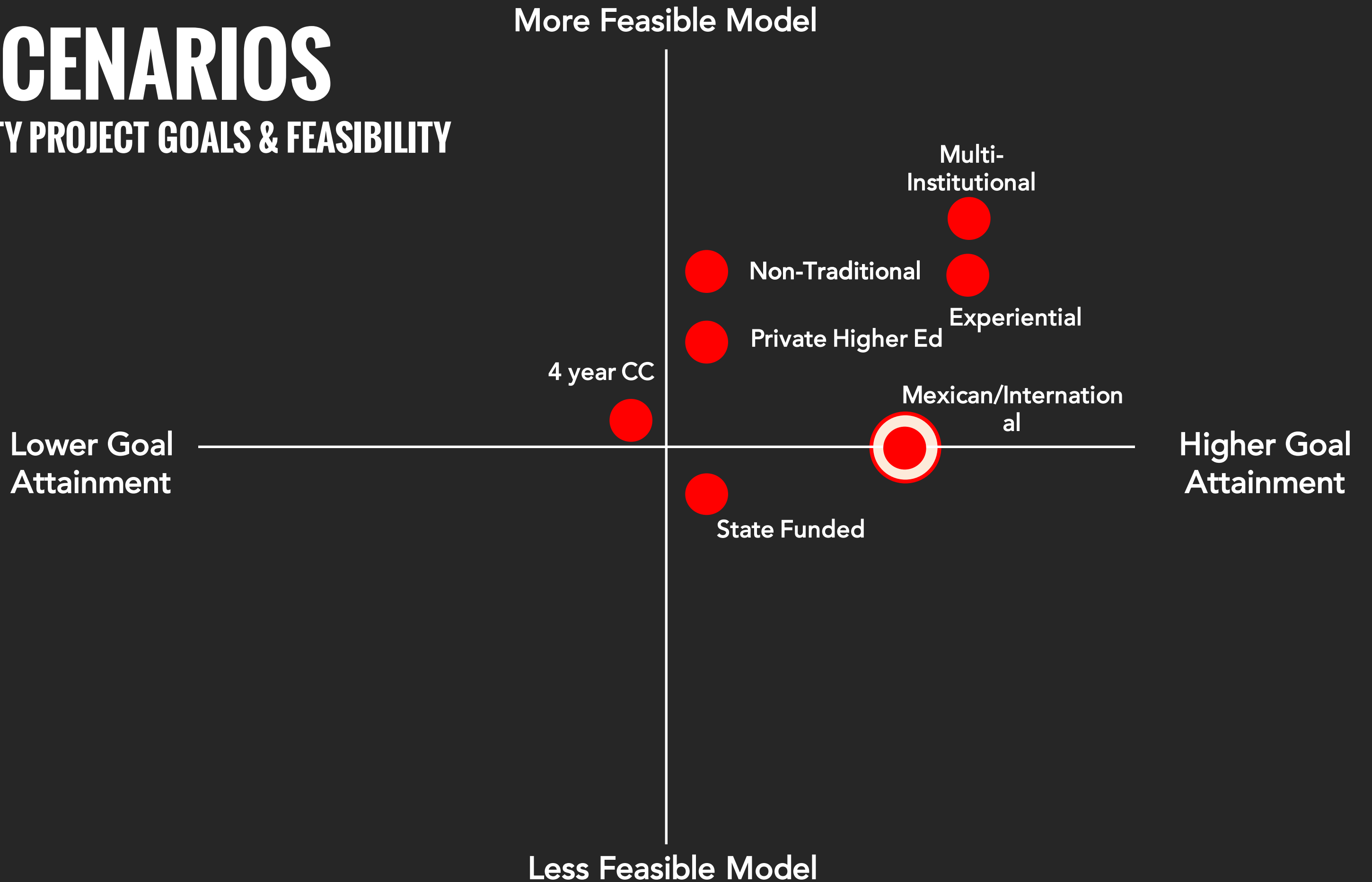
		Scenario 1: Public		Scenario 2: Private	Scenario 3: Multi		Scenario 4: Mexican	Scenario 5: International	Scenario 6: Blended
		CC	UC/CSU		Specific	General			
INSTITUTION	HIGH PROFILE	×	×	×	×	×	×		
	DEMOGRAPHICS	×	×	×		×	×		
	REGIONAL ECONOMY	×	×	×	×	×	×		
	BORDER			×	×	×	×		
	LOCATION	×	×	×	×	×	×		
	CLIMATE		×	×					
FUNDING	PUBLIC (LOCAL AND STATE)	●	●		●	●	●		
	PUBLIC (FEDERAL)	●					●		
	PHILANTHROPY			●	●	●	●		
	INSTITUTIONAL	●	●	●	●	●	●		
	FINANCING MECHANISM			●	●	●	●		
	CORPORATE			●	●		●		



5: INTERNATIONAL MODEL

SCENARIOS

CITY PROJECT GOALS & FEASIBILITY



5. INTERNATIONAL MODEL

VISION:

AN **AMERICAN 4-YEAR** PARTNERING **WITH A CHINESE UNIVERSITY** TO PROVIDE A STEM-FOCUSED EDUCATION TO PREPARE AMERICA AND CHINA'S GLOBAL DESIGNERS AND ENGINEERS.

5. INTERNATIONAL MODEL: CONCLUSION

OPPORTUNITIES

- (+) **NO LIMIT TO DEMAND**
(NO F-1 VISA LIMIT)
- (+) **CHINESE INTEREST IS RISING**
- (+) **FOREIGN INVESTMENT (EB-5) TO HELP LAUNCH**
- (+) **UNITING TWO GLOBAL POWERHOUSES**

CHALLENGES

- (-) **HIGH COMPETITION FOR CHINESE STUDENTS**
- (-) **CHINESE DEMAND BUBBLE?**
- (-) **QUALITY OF APPLICANTS**
- (-) **EDUCATIONAL CULTURAL MISMATCH**
- (-) **LARGE LEGAL/ADMINISTRATIVE BARRIERS**

VALUE CONCLUSION

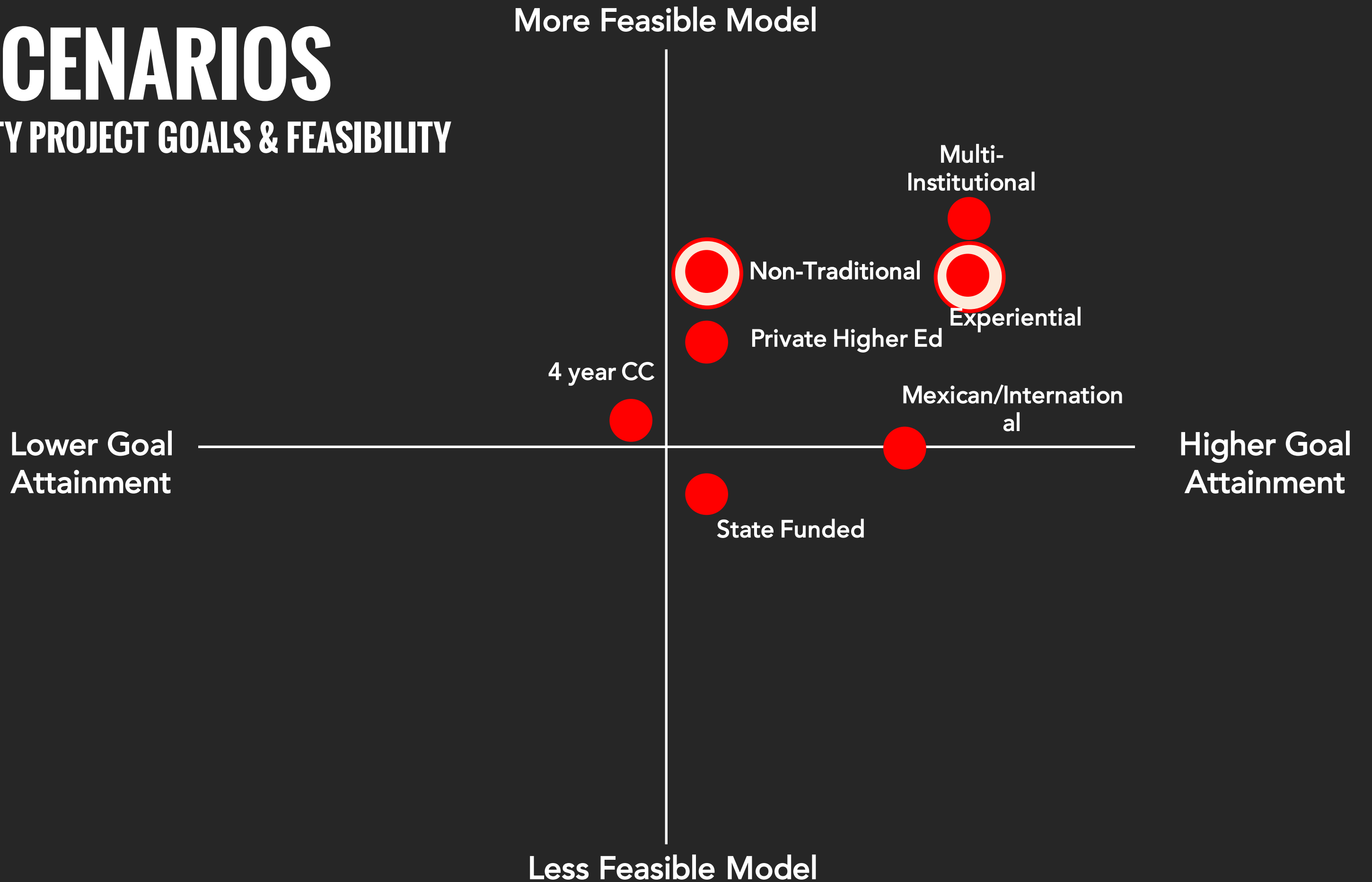
		Scenario 1: Public		Scenario 2: Private	Scenario 3: Multi		Scenario 4: Mexican	Scenario 5: International	Scenario 6: Blended
		CC	UC/CSU		Specific	General			
INSTITUTION	HIGH PROFILE	×	×	×	×	×	×		
	DEMOGRAPHICS	×	×	×		×	×		
	REGIONAL ECONOMY	×	×	×	×	×	×	×	
	BORDER			×	×	×	×		
	LOCATION	×	×	×	×	×	×	×	
	CLIMATE		×	×					
FUNDING	PUBLIC (LOCAL AND STATE)	●	●		●	●	●	●	●
	PUBLIC (FEDERAL)	●					●	●	●
	PHILANTHROPY			●	●	●	●	●	●
	INSTITUTIONAL	●	●	●	●	●	●	●	●
	FINANCING MECHANISM			●	●	●	●	●	●
	CORPORATE			●	●		●	●	●



6: BLENDED MODEL

SCENARIOS

CITY PROJECT GOALS & FEASIBILITY



6. BLENDED MODEL

VISION:

A **TRULY INNOVATIVE EDUCATION** THAT EMBRACES THE BEST PRACTICES OF 21st CENTURY LEARNING WHILE BEING **TAILORED TO THE EDUCATIONAL AND EMPLOYMENT NEEDS** OF CHULA VISTA, THE GREATER SAN DIEGO REGION, AND THE UNITED STATES

6. BLENDED MODEL: CONCLUSION

OPPORUNITIES

- (+) **REAL CHANGE** FOR EDUCATIONAL FIELD
- (+) **LOWER START-UP COSTS**
- (+) PUTS **CHULA VISTA ON THE MAP**
- (+) POTENTIAL TO **IMPROVE QUALITY OF LIFE** FOR HISPANICS

CHALLENGES

- (-) **NO "BIG NAME" BRAND**
- (-) **UNTESTED**
- (-) DIFFICULTIES
FUNDRAISING/RECRUITING
- (-) **NOT POLITICALLY DIGESTIBLE?**
- (-) JUST ANOTHER ONLINE PROGRAM...

VALUE CONCLUSION

		Scenario 1: Public		Scenario 2: Private	Scenario 3: Multi		Scenario 4: Mexican	Scenario 5: International	Scenario 6: Blended
		CC	UC/CSU		Specific	General			
INSTITUTION	HIGH PROFILE	×	×	×	×	×	×		×
	DEMOGRAPHICS	×	×	×		×	×		×
	REGIONAL ECONOMY	×	×	×	×	×	×	×	×
	BORDER			×	×	×	×		
	LOCATION	×	×	×	×	×	×	×	×
	CLIMATE		×	×					×
FUNDING	PUBLIC (LOCAL AND STATE)	●	●		●	●	●	●	
	PUBLIC (FEDERAL)	●					●	●	
	PHILANTHROPY			●	●	●	●	●	●
	INSTITUTIONAL	●	●	●	●	●	●	●	
	FINANCING MECHANISM			●	●	●	●	●	●
	CORPORATE			●	●		●	●	●

VALUE CONCLUSION

		Scenario 1: Public		Scenario 2: Private	Scenario 3: Multi		Scenario 4: Mexican	Scenario 5: International	Scenario 6: Blended
		CC	UC/CSU		Specific	General			
INSTITUTION	HIGH PROFILE	×	×	×	×	×	×		×
	DEMOGRAPHICS	×	×	×		×	×		×
	REGIONAL ECONOMY	×	×	×	×	×	×	×	×
	BORDER			×	×	×	×		
	LOCATION	×	×	×	×	×	×	×	×
	CLIMATE		×	×					×
FUNDING	PUBLIC (LOCAL AND STATE)	●	●		●	●	●	●	
	PUBLIC (FEDERAL)	●					●	●	
	PHILANTHROPY			●	●	●	●	●	●
	INSTITUTIONAL	●	●	●	●	●	●	●	
	FINANCING MECHANISM			●	●	●	●	●	●
	CORPORATE			●	●		●	●	●

MULTI-INSTITUTIONAL

PRIVATE

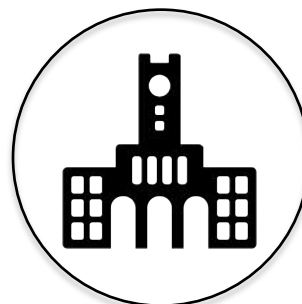
MEXICAN



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**How does this scenario stack up
against the project goals and
context?**

PROJECT CONTEXT: TAKEAWAY POINTS



ECONOMY

EDUCATION

IMMIGRATION

- Economy dependent on larger Mega Region

- \$230B CaliBaja economy (if CaliBaja were a nation, its GDP would ranked in the top third globally)

- Mexico is 3rd largest U.S. trading partner
- U.S is Mexico's largest trading and foreign investors

- Low Hispanic educational attainment with
- No University below 1-8

- 63% of the population on the Mexico side of the CaliBaja megaregion has less than a HS degree vs. 11% on the U.S. side

- 14,779 Mexican students studying in U.S.
- \$473 M U.S. generated revenue from Mexican students

- Large and growing Hispanic population
- +59,000 in past 13 years

- The border crossing at San Ysidro Port of Entry (POE) is the busiest land border crossing in the world

- More than half of unauthorized immigrants in the U.S. are Mexican (59%)

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ONGOING QUESTIONS

IDEA

Does this idea have traction? Is it worth pursuing?

VISIBILITY

How do we elevate the conversation? Who are the right people to discuss this with?

- Higher Education Conference onsite
- Marketing package to universities

FUNDING

How do we phase funding? Sell development rights to adjacent land? Grants? Foundations?

PATH FORWARD

What is the first step forward?