

An aerial photograph of a hilly, brownish landscape. The terrain is rugged with many small ridges and valleys. A winding road or path is visible, along with some scattered buildings and structures. The overall color palette is dominated by earthy browns and greys.

# **CHULA VISTA UNIVERSITY & INNOVATION DISTRICT**

JANUARY 2016

# **AGENDA**

**I. PROJECT OVERVIEW**

**II. SITE & CONTEXT**

**III. SCENARIO PLANNING**

**IV. VISION**

**V. PATH FORWARD**

# 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.

# PROJECT TEAM

City of Chula Vista

U3 Advisors

Omar Blaik

Alex Feldman

Maurie Smith

Nabilla Ariffin

Ayers Saint Gross

Adam Glaser

My Ly

Brandon Newcomer

External U3 Advisors

Denise Ducheny

Eduardo Glandt

Enrique Norten

Clarissa Reyes Falcon

# SITE AND CONTEXT



# CHULA VISTA

Downtown San Diego

San Diego Bay National Wildlife Refuge

CHULA VISTA

University and Innovation District Site

Proposed Bus Rapid Transit

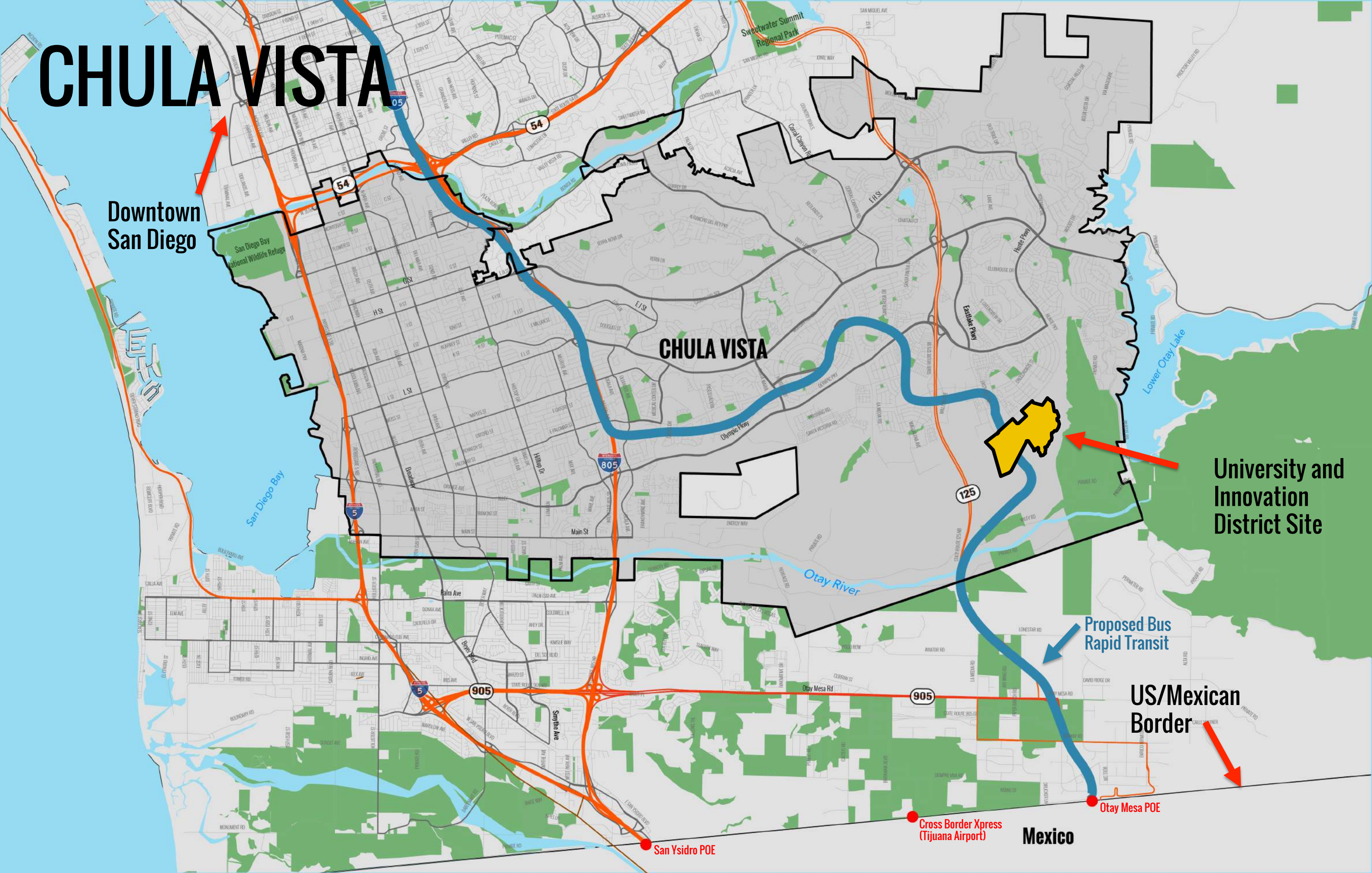
US/Mexican Border

Mexico

San Ysidro POE

Cross Border Xpress (Tijuana Airport)

Otay Mesa POE



# PROPOSED SITE: CHULA VISTA, CA

Downtown San Diego

Millenia Development Project

High Tech High

U.S. Olympic Training Center

375 Acre Site

CALIFORNIA  
125

Nature Preserve

Four Miles from US/Mexican Border

## A Total of 12,000,000 gsf of Usable Area

- 60% Academic-Office-Innovation (250 sf/person)
- 20% High Technology (500-1000 sf/person)
- 20% Residential (1000 sf/unit - market rate) or (200sf/bed)

7.2 million gsf Academic-Office  
2.4 million gsf Residential  
2.4 million gsf High Technology

# PROPOSED SITE: CHULA VISTA, CA

Four Miles from  
US/Mexican  
Border

Nature Preserve

375 Acre Site



Otay Lake

High Tech  
High

Millenia  
Development  
Project

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Mexico

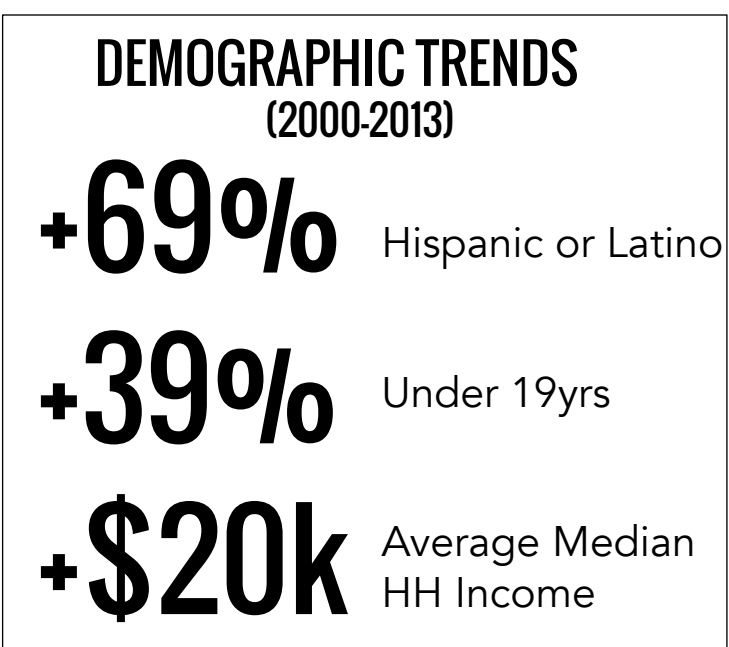
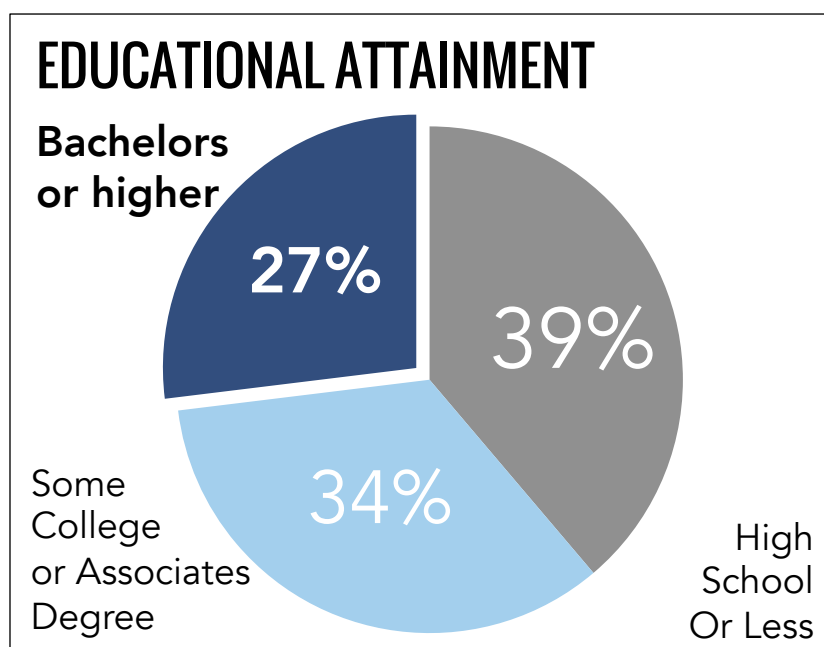
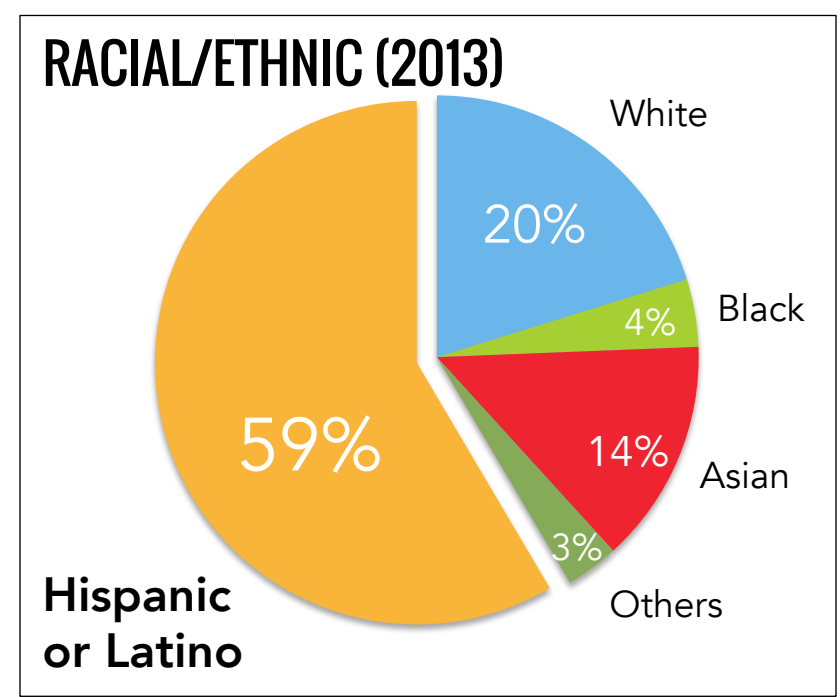
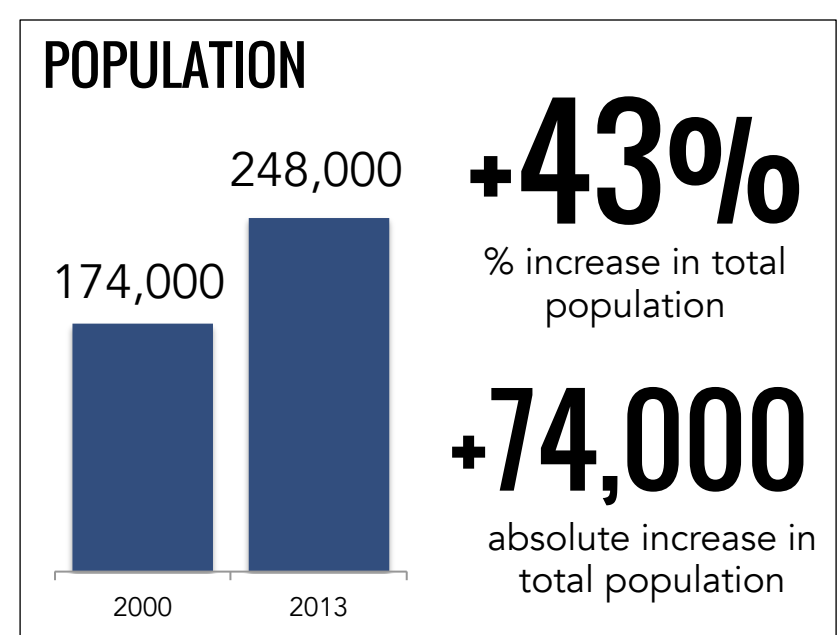
United States

Tijuana

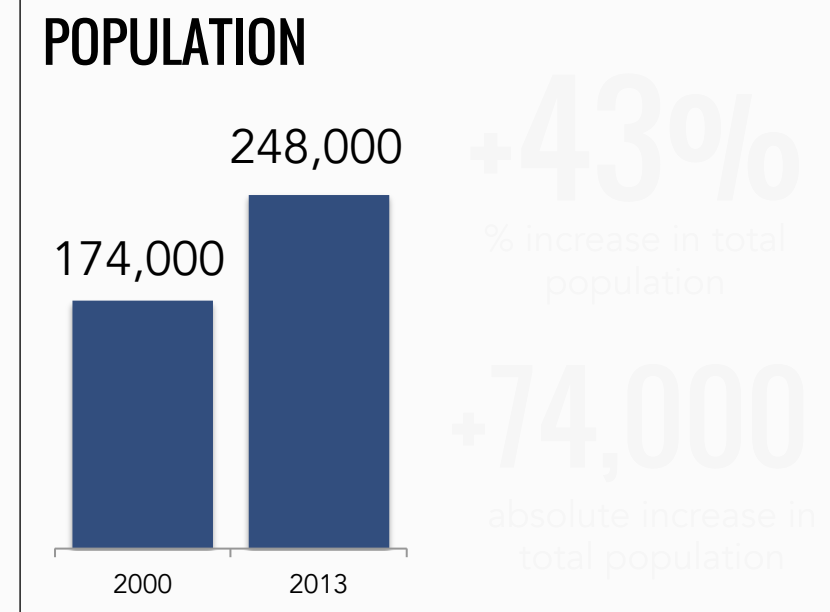
375 ACRE SITE

Chula Vista

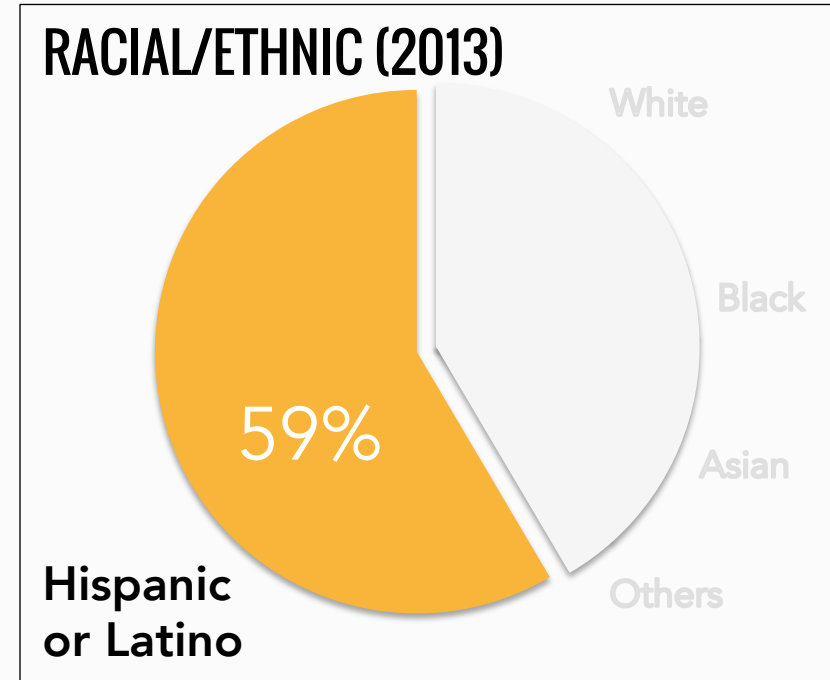
Lower Otay Lake



## 1) RAPIDLY GROWING POPULATION

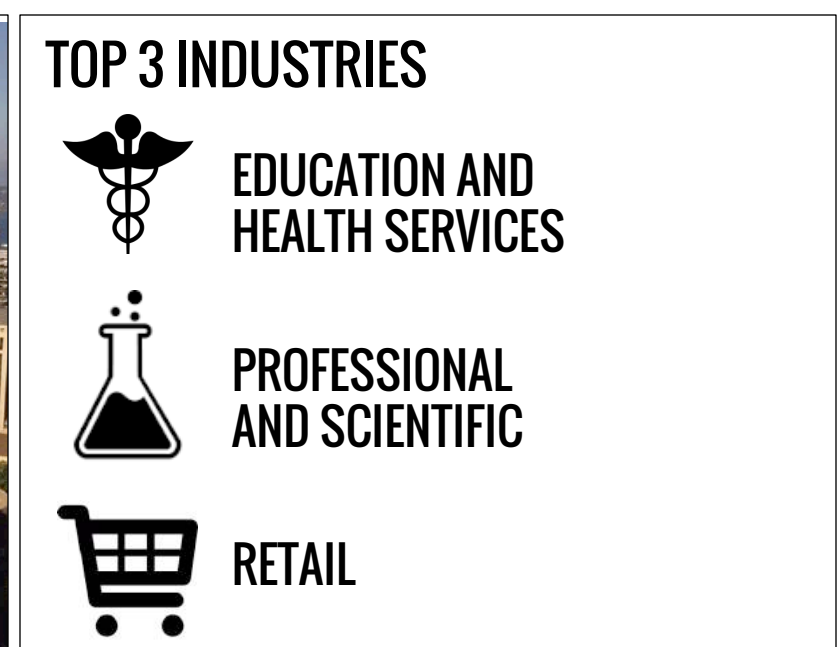
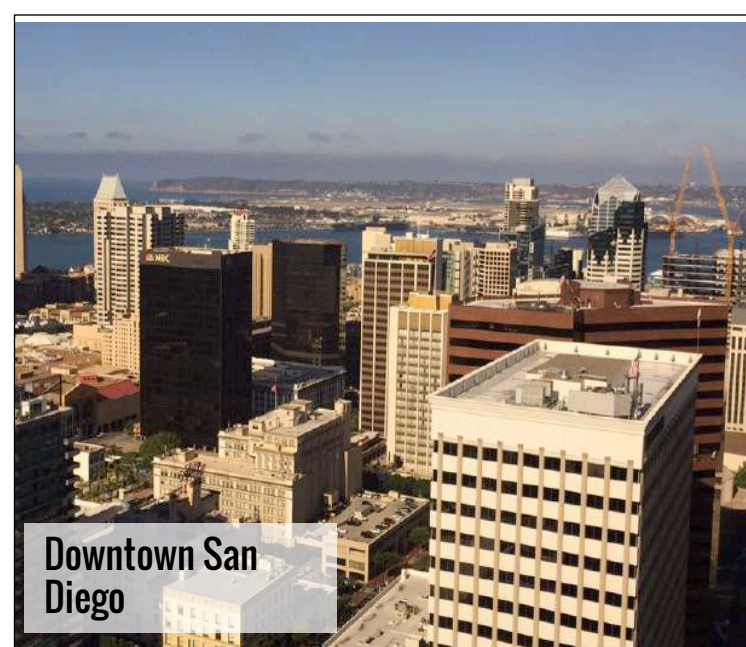
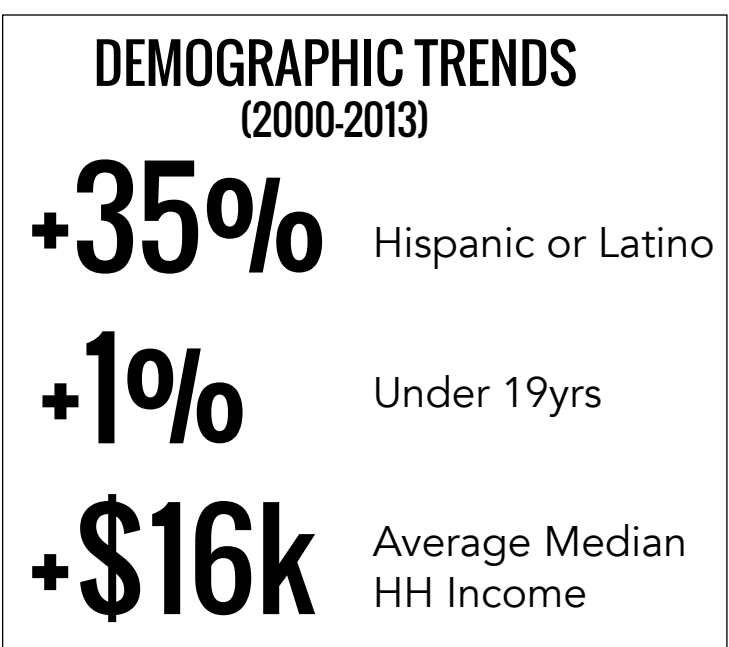
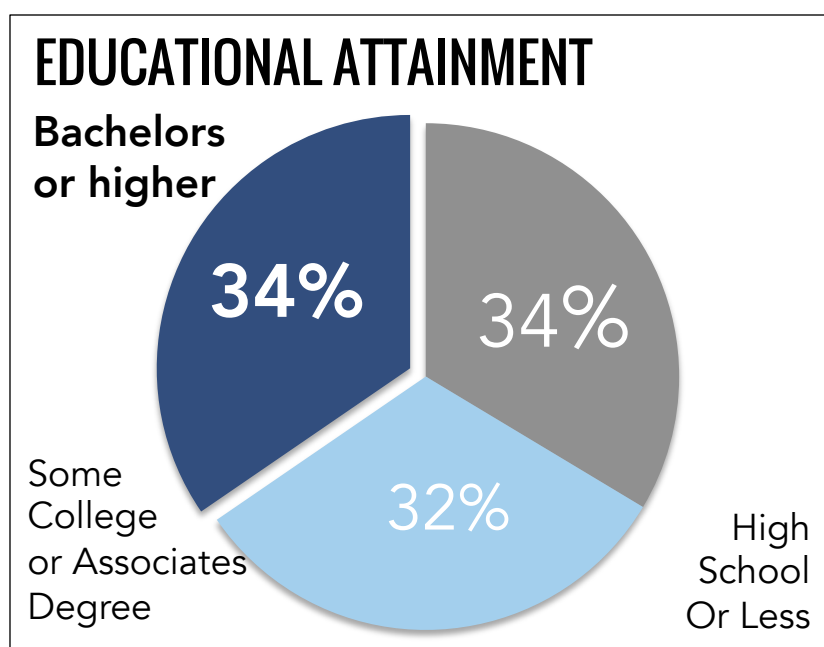
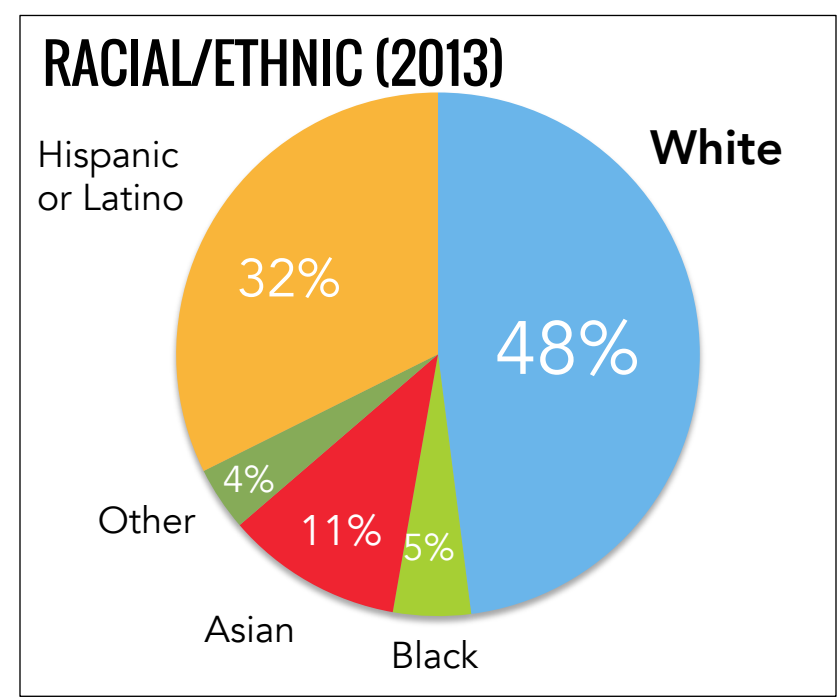
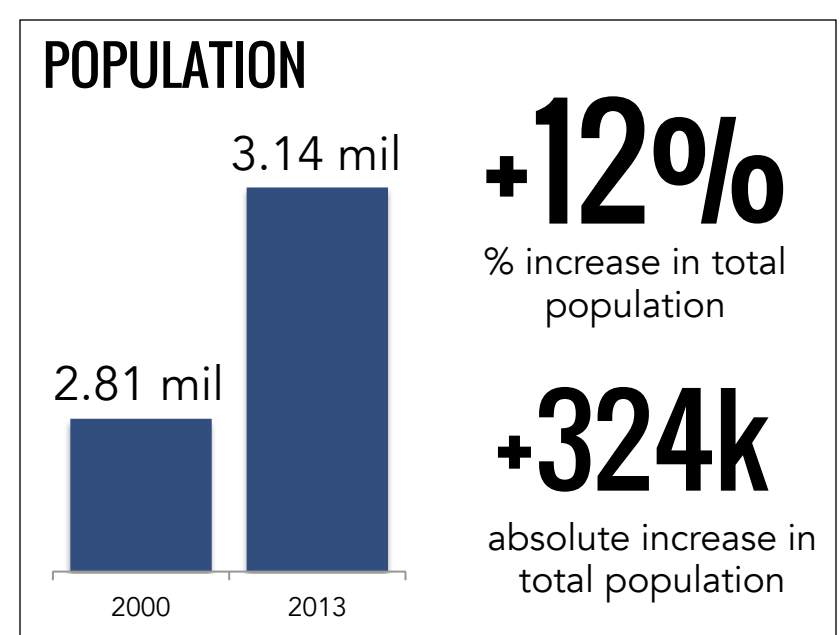
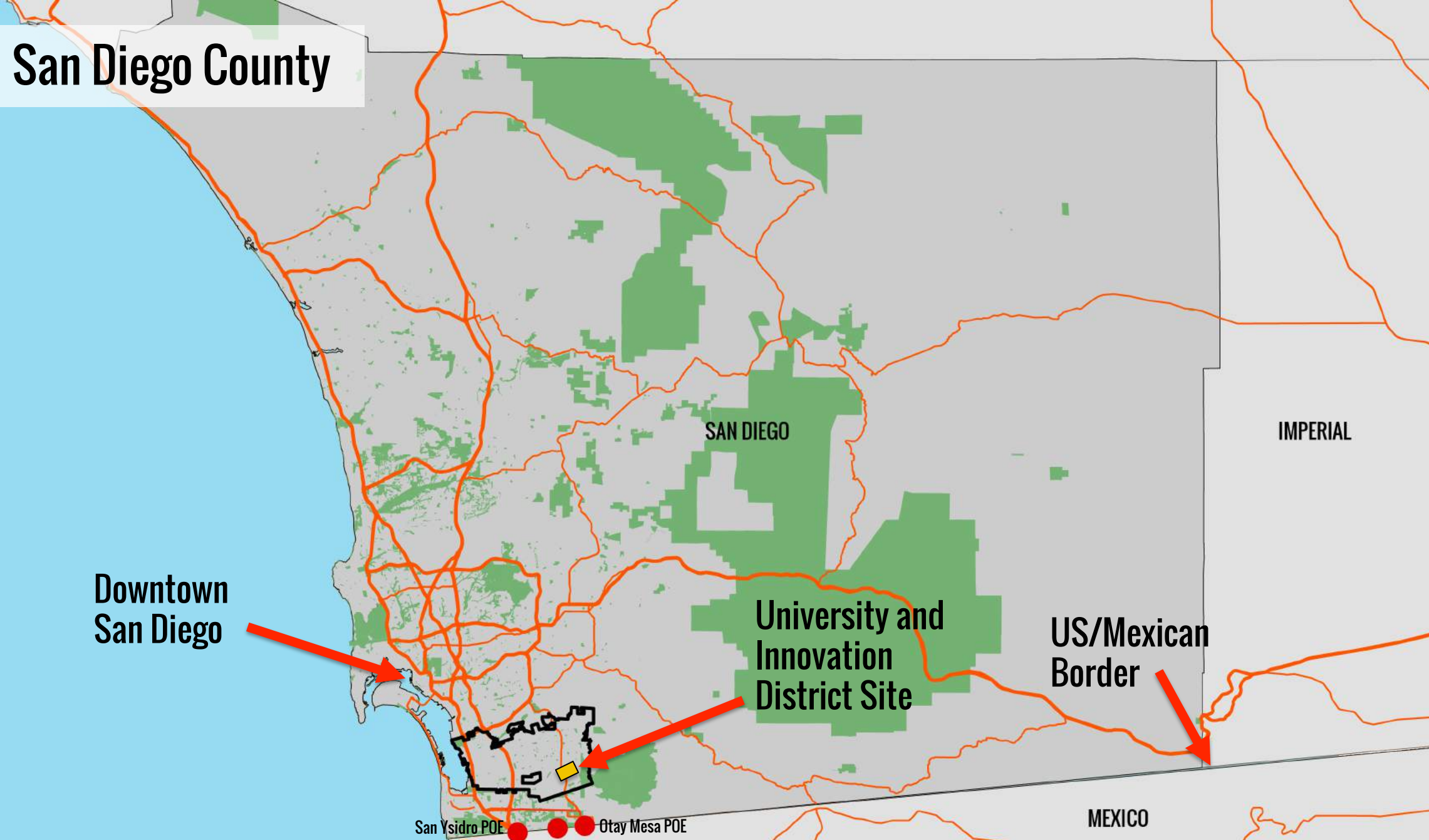


## 2) LARGE AND GROWING HISPANIC/LATINO POPULATION

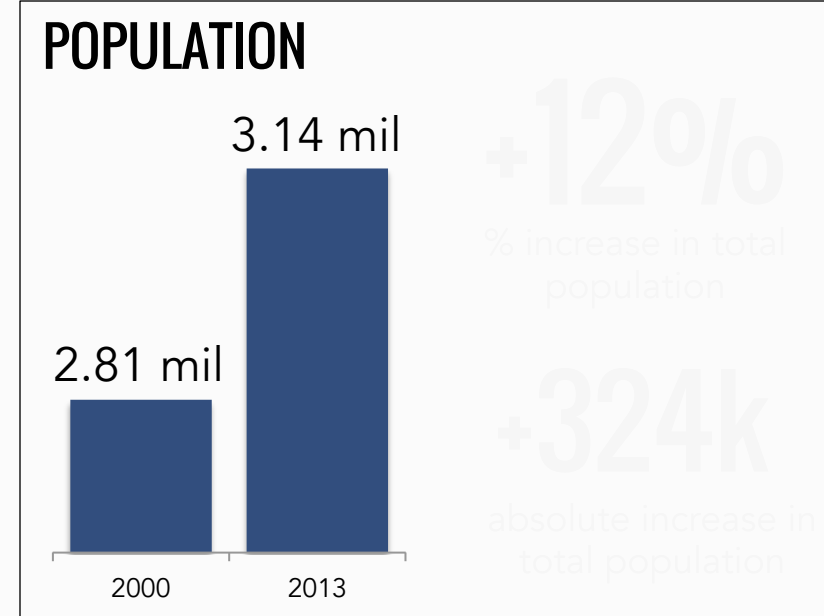


## 3) STRONG RESIDENTIAL POPULATION BUT NOT A MAJOR REGIONAL JOB CENTER

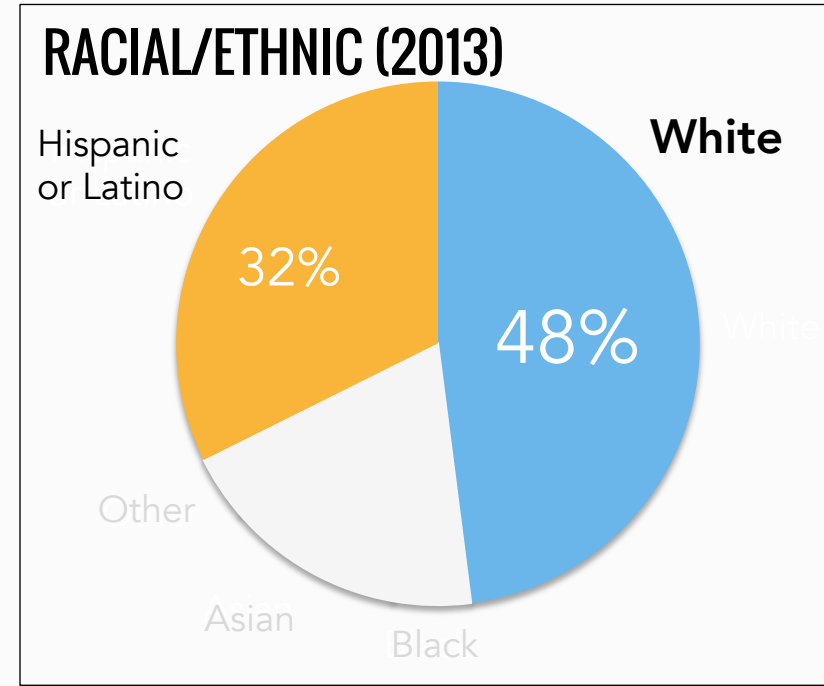




## 1) GROWING POPULATION

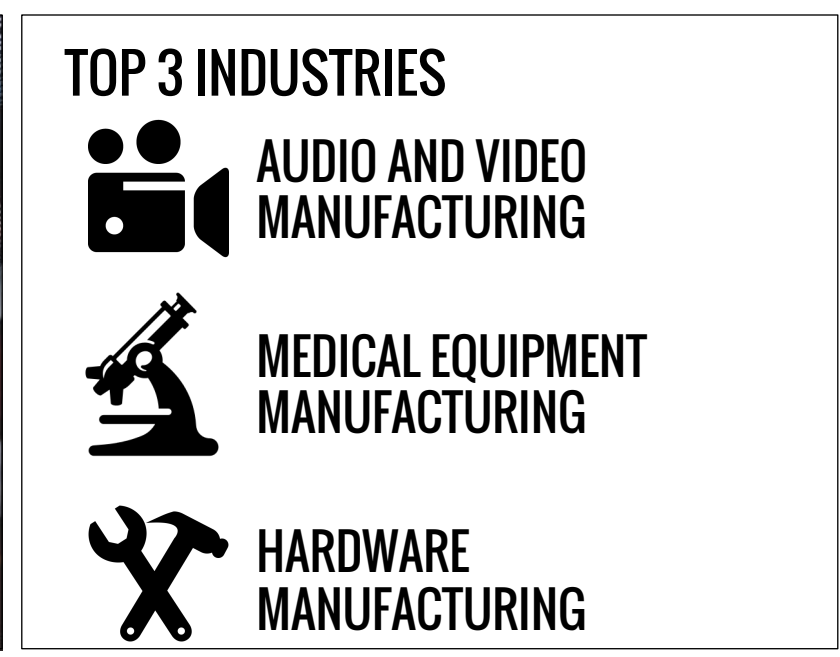
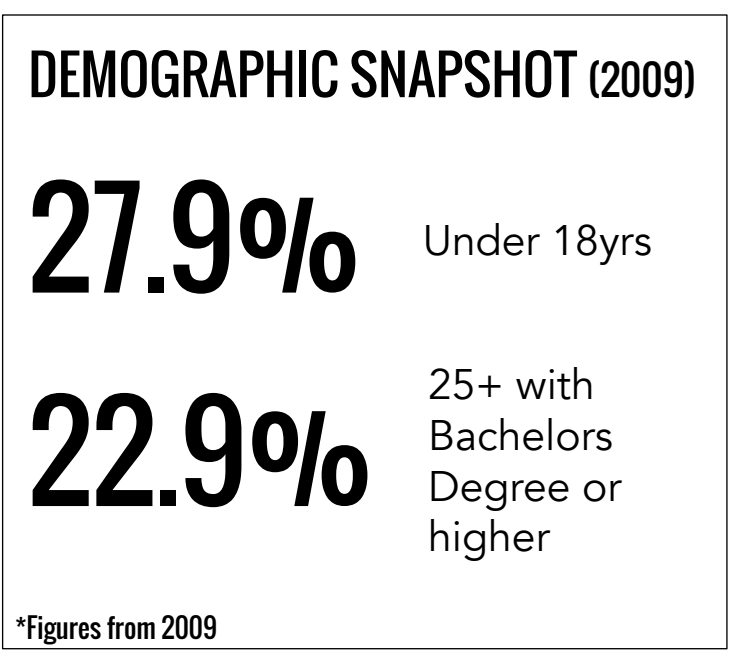
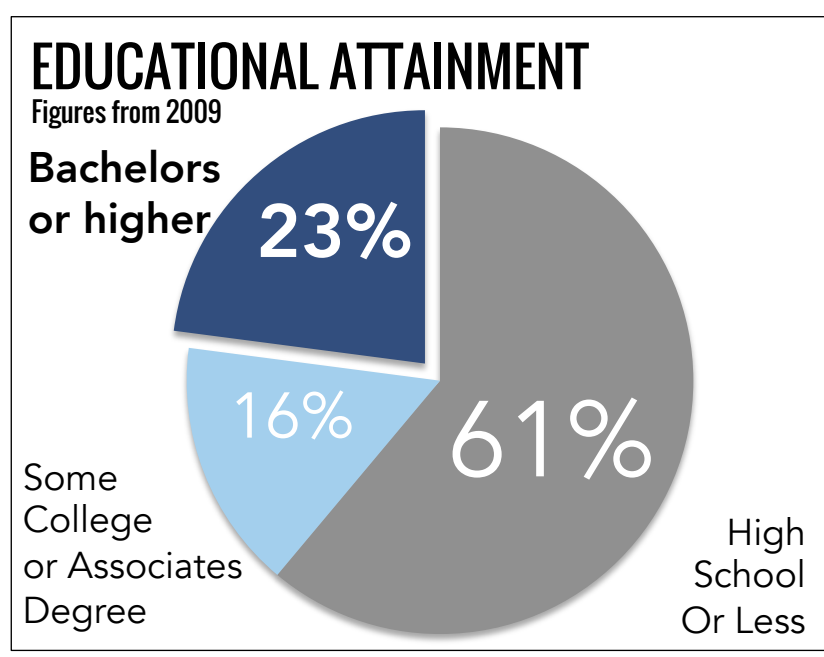
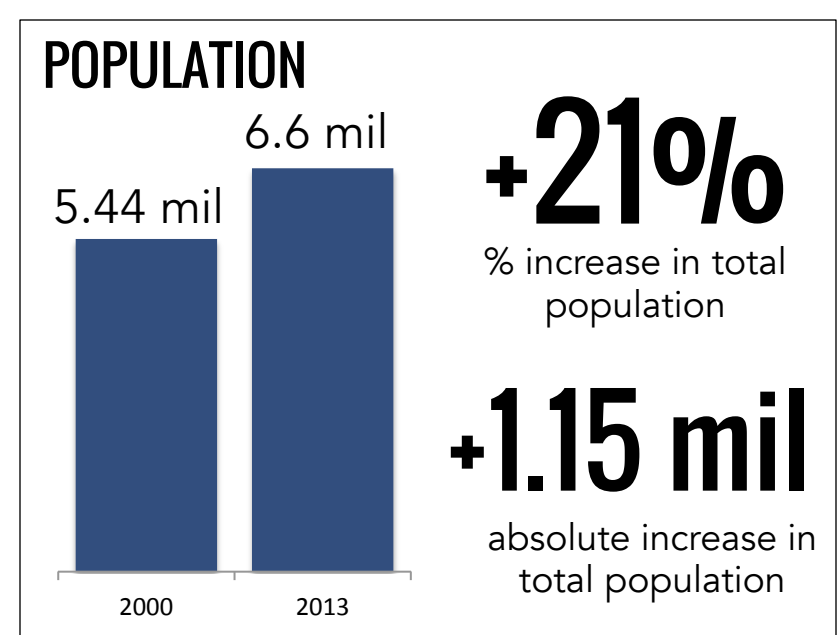
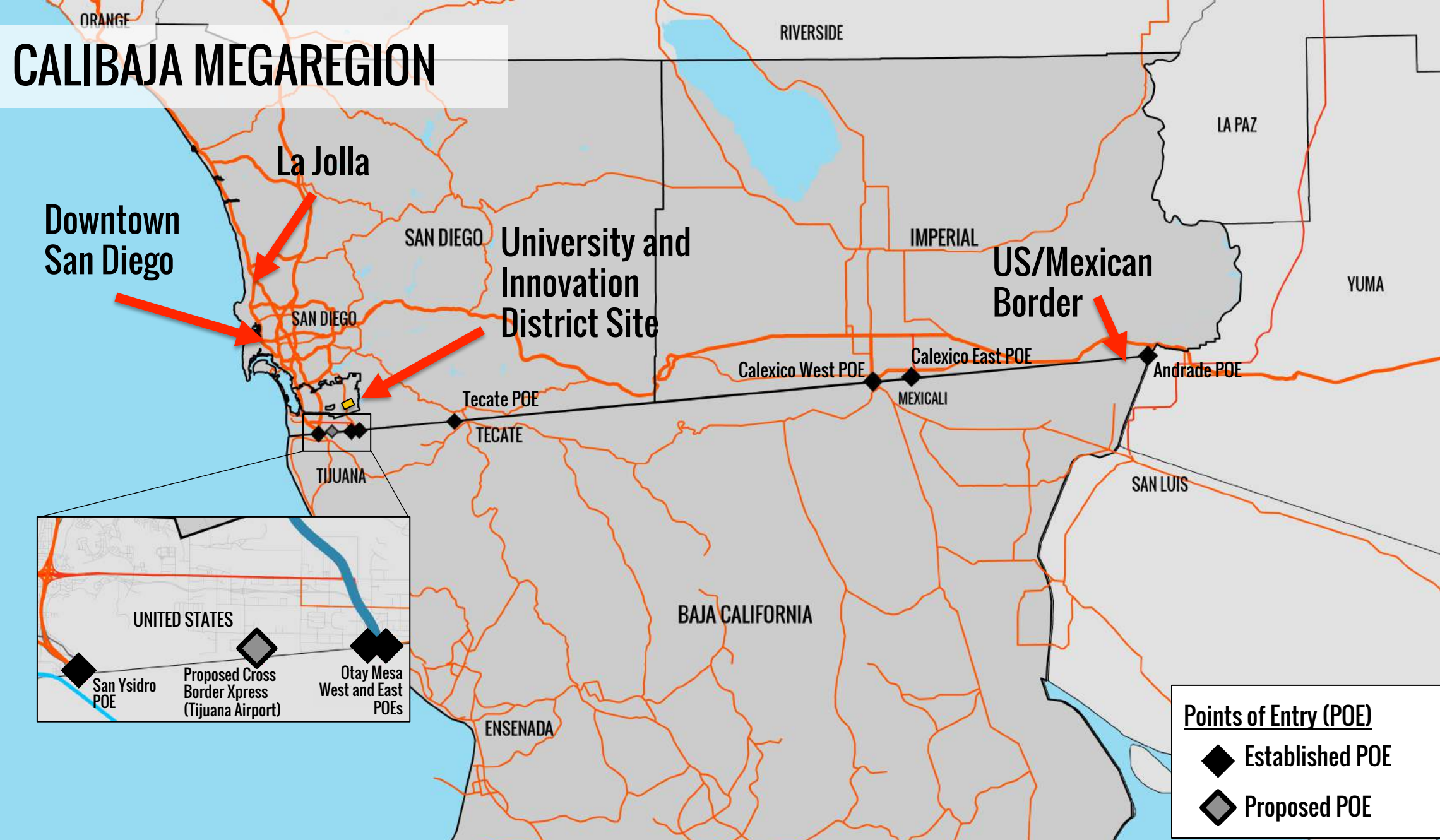


## 2) MAJORITY WHITE, FAST GROWING HISPANIC/LATINO POPULATION



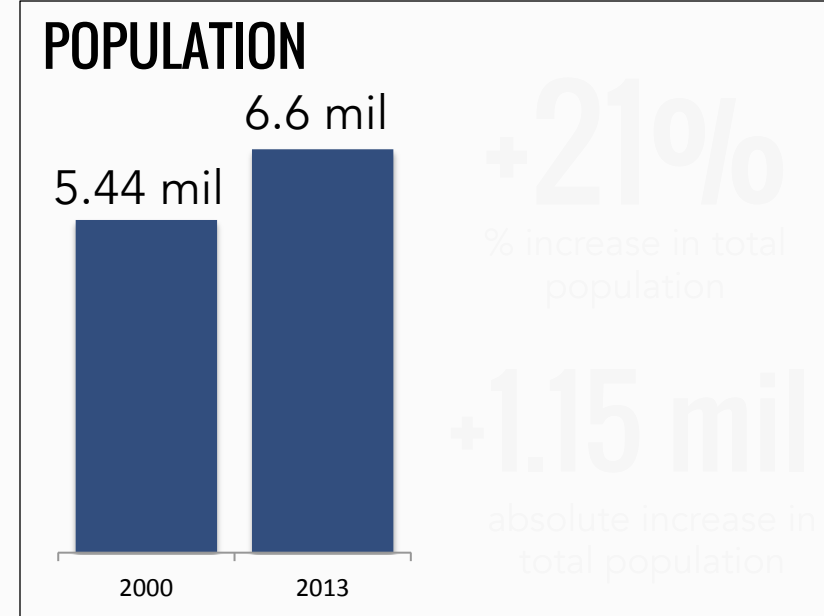
## 3) HIGH CONCENTRATION OF SCIENCE AND ENGINEERING JOBS (63,000)





# Calibaja Megaregion Takeaways

**1) LARGE AND GROWING POPULATION WITH 30% BELOW 18 YEARS OLD**



**2) BUSIEST LAND BORDER CROSSING IN THE WESTERN HEMISPHERE AND THE #1 COMMERCIAL GATEWAY BETWEEN THE U.S. AND MEXICO**

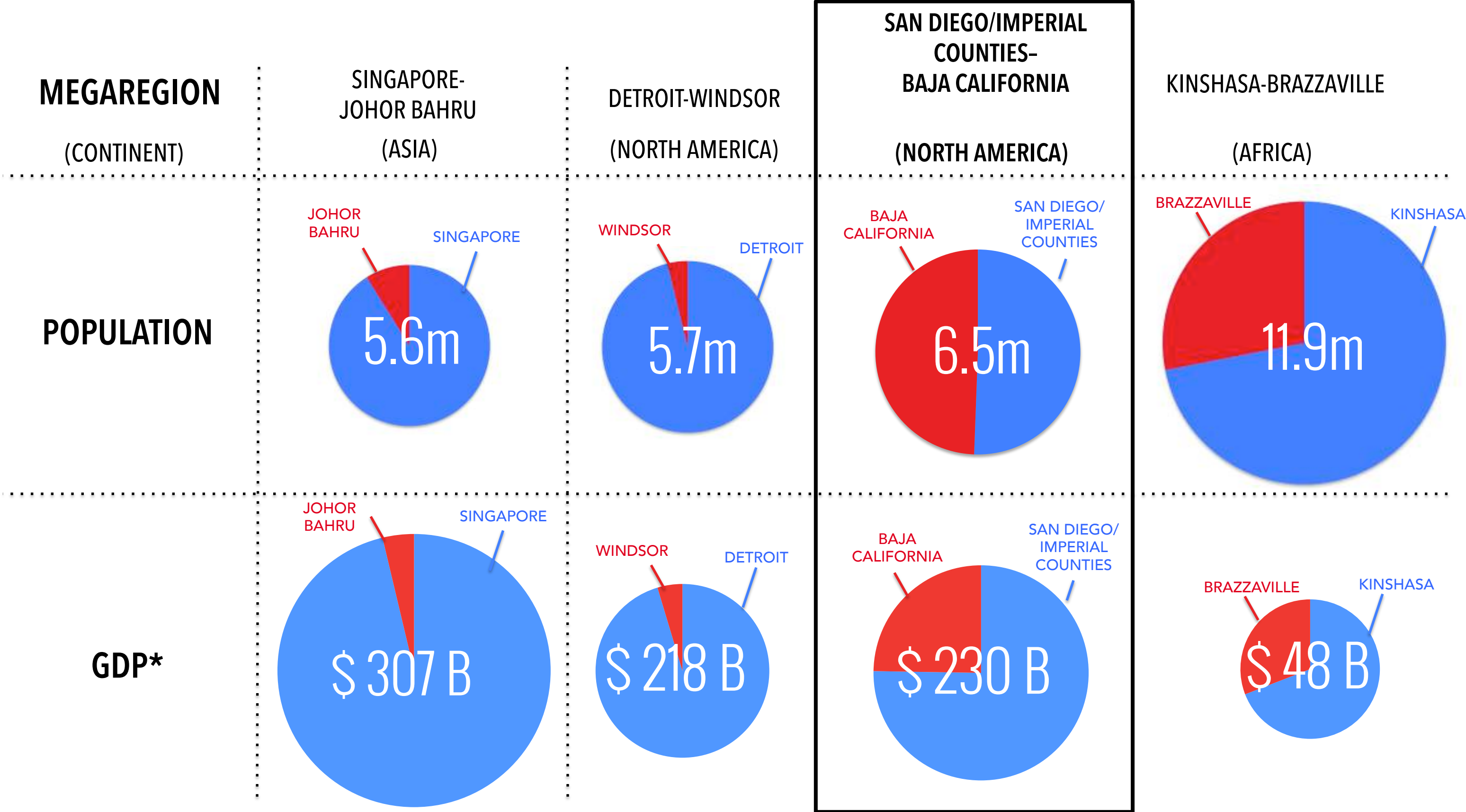


**3) HOME TO OVER 2.1 M TOTAL JOBS AND AN ADVANCED MANUFACTURING HUB**

## TOP 3 INDUSTRIES

-  **AUDIO AND VIDEO MANUFACTURING**
-  **MEDICAL EQUIPMENT MANUFACTURING**
-  **HARDWARE MANUFACTURING**

# COMPARABLE MEGAREGIONS



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

\*GDP Calculation based off of available economic and geographic data for 2014-2015



# CALIBAJA MEGAREGION

**\$230B**

MEGAREGION ECONOMY

**\$60.1B**

BILATERAL TRADE

OF WHICH...



**99%**

TRAVELS VIA TRUCK

**"LOOKING AT THESE ECONOMIES AS 1 REGIONAL ECONOMY, AMPLIFIES THE IMPORTANCE OF CERTAIN SECTORS WITHIN THE CALIBAJA REGION"**

- JOBS WITHOUT BORDERS REPORT, 2014

**"ONE OF THE MOST PROMISING MEGAREGIONS FOR ECONOMIC GROWTH"**

**America  
2050**

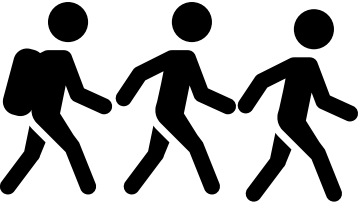
# CALIBAJA MEGAREGION

## THE ECONOMY

In 2014...

**2.3 mil**      **17.7 mil**      **77.8 mil**

Pedestrians



Motorists



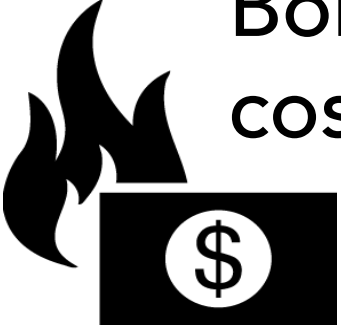
Trucks



**CROSSED THE SIX CALI-BAJA PORTS OF ENTRY**

## IMPACT ON ECONOMY

Border wait-times  
cost the region



**\$7.2B annually &  
62,000 FT jobs**

### **POE's Coming in 2015...**

- 1. Otay Mesa East
- 2. Cross Border Xpress

## CALIBAJA PORTS OF ENTRY:

- 1. **San Ysidro** (San Diego – Tijuana)  
*The world's busiest land border crossing*
- 2. **Otay Mesa** (San Diego – Tijuana)  
*#1 commercial gateway between MX-CA*
- 3. **Tecate** (San Diego – Tijuana)

- 4. **Calexico East** (Calexico – Mexicali)
- 5. **Calexico West** (Calexico – Mexicali)
- 6. **Andrade** (Andrade – Los Algodones)



Source: SANDAG: BloombergBusiness    Impact on Economy Figures from 2007 SANDAG Update Report

# CALIBAJA MEGAREGION

## EDUCATION



**DEMAND FOR HIGHER EDUCATION IN CALIFORNIA IS CURRENTLY NOT BEING MET**

**↓ 19%** Percentage decline in UC's In-State Acceptance Rate over 13 years

**↑ 387,000** Undergraduate students by 2019 UC, CSU, and CC Systems **IS EXPECTED TO GROW**

**DEMAND FOR EDUCATION IN MX IS BEING MET BY PUBLIC INSTITUTIONS**

**+ 65%** Students in public institutions for upper secondary or tertiary education

**↑ 48%** Institutional capacity increase needed to accommodate Middle Class demand by 2020 **HOWEVER, IS EXPECTED TO GROW**

\*Percentage of students enrollment relative to total school age population

# CALIBAJA MEGAREGION

## CONCLUSION

THE CHULA VISTA UNIVERSITY AND INNOVATION DISTRICT SITE IS LOCATED IN THE HEART OF THE CALI-BAJA MEGAREGION, AN AREA CATEGORIZED BY:

- **ECONOMY THAT IS VIBRANT, GROWING, AND INTEGRALLY TIED TO THE BORDER**
- **BARRIERS THAT MUST BE ADDRESSED TO REALIZE THE AREA'S FULL POTENTIAL**
- **EDUCATION THAT DOES NOT MEET CURRENT AND PROJECTED DEMAND ON BOTH SIDES OF THE BORDER**



# SCENARIO PLANNING

# CITY PROJECT GOALS

1. EDUCATION OPPORTUNITIES
2. ECONOMIC ENGINE
3. POST-UNIVERSITY CAREERS
4. SOURCE OF HIGH-QUALITY JOBS
5. FINANCIALLY VIABLE UNIVERSITY
6. INTEGRAL PART OF THE FABRIC OF THE COMMUNITY
7. PHYSICALLY WELL INTEGRATED AND CONNECTED
8. SERVES SHIFTING DEMOGRAPHICS
9. ATTRACT RANGE OF EDUCATIONAL AND INDUSTRY PARTNERS

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# VALUE PROPOSITION

## 1. HIGH PROFILE / BLANK SLATE

Unique opportunity to participate in a conversation around the economy, education and environment, on a campus that is free from the constraints of a traditional university

## 2. REGIONAL ECONOMY

Leveraging and/or catering to existing businesses in the Calibaja Mega-Region

## 3. TRANSBORDER CONNECTION

Site is 4 miles from the Otay Mesa Port of Entry (US/Mexico border)

## 4. REGIONAL LOCATION

Only one 4-year higher education institution south of I-8

## 5. CLIMATE

Leveraging San Diego's temperate climate

**WHAT UNIVERSITY WOULD MAXIMIZE  
THE LOCATION VALUE AND SATISFY ALL  
CITY GOALS?**



# SCENARIOS

CITY GOAL ATTAINMENT	<ul style="list-style-type: none"> <li>EDUCATION ACCESS</li> <li>ECONOMIC ENGINE</li> <li>CAREER PREP</li> <li>HIGH QUALITY JOBS</li> <li>COMMUNITY FABRIC</li> <li>FINANCIALLY VIABLE</li> <li>PHYSICALLY CONNECTED</li> <li>SERVES SHIFTING DEMOGRAPHICS</li> <li>DIVERISTY OF PARTNERS</li> </ul>	<p>City established goals that measure the likelihood the scenario will realize its full potential as an educational, economic, and physical anchor for Chula Vista and the larger Cali-Baja Megaregion.</p>
LOCATION VALUE PROPOSITION	<ul style="list-style-type: none"> <li>HIGH PROFILE OPPORTUNITY</li> <li>REGIONAL ECONOMY</li> <li>TRANS-BORDER CONNECTION</li> <li>REGIONAL LOCATION</li> <li>CLIMATE</li> </ul>	<p>Location value proposition that measures the scenario's ability to fully maximize the site and project's full potential.</p>
FUNDING	<ul style="list-style-type: none"> <li>PUBLIC (LOCAL AND STATE)</li> <li>PUBLIC (FEDERAL)</li> <li>PHILANTHROPIC</li> <li>INSTITUTIONAL</li> <li>FINANCING MECHANISM</li> <li>CORPORATE</li> </ul>	<p>Funding assessment that measures each scenario's eligibility and capacity to attract funds from six different levels of funding.</p>
SCENARIO PLANNING	<ul style="list-style-type: none"> <li>PRECEDENTS</li> <li>EASE OF IMPLEMENTATION</li> </ul>	<p>Scenario Planning evaluates what it would take to implement each scenario by looking at other case studies</p>

# SCENARIOS

PUBLIC INSTITUTION

U.S. PRIVATE INSTITUTION

MULTI-INSTITUTIONAL

MEXICAN INSTITUTION

OTHER INTNAT'L INSTITUTION

NEW INSTITUTION

CITY GOAL ATTAINMENT	<p>EDUCATION ACCESS</p> <p>ECONOMIC ENGINE</p> <p>CAREER PREP</p> <p>HIGH QUALITY JOBS</p> <p>COMMUNITY FABRIC</p> <p>FINANCIALLY VIABLE</p> <p>PHYSICALLY CONNECTED</p> <p>SERVES SHIFTING DEMOGRAPHICS</p> <p>DIVERISTY OF PARTNERS</p>
LOCATION VALUE PROPOSITION	<p>HIGH PROFILE OPPORTUNITY</p> <p>REGIONAL ECONOMY</p> <p>TRANS-BORDER CONNECTION</p> <p>REGIONAL LOCATION</p> <p>CLIMATE</p>
FUNDING	<p>PUBLIC (LOCAL AND STATE)</p> <p>PUBLIC (FEDERAL)</p> <p>PHILANTHROPIC</p> <p>INSTITUTIONAL</p> <p>FINANCING MECHANISM</p> <p>CORPORATE</p>
SCENARIO PLANNING	<p>PRECEDENTS</p> <p>EASE OF IMPLEMENTATION</p>

## Public Institution:

A satellite or newly established California State University, University of California, or California Community College

## Private Institution:

A satellite campus for an existing private American University or college

## Multi-Institutional:

A campus comprised of 2+ institutions from the United States

## Mexican Institution:

A satellite campus for an existing Mexican University

## Other International Institution:

A satellite campus for an existing International University

## New Institution:

A newly established University

# SCENARIOS

PUBLIC INSTITUTION  
 U.S. PRIVATE INSTITUTION  
 MULTI-INSTITUTIONAL  
 MEXICAN INSTITUTION  
 OTHER INTNAT'L INSTITUTION  
 NEW INSTITUTION

CITY GOAL ATTAINMENT

- EDUCATION ACCESS
- ECONOMIC ENGINE
- CAREER PREP
- HIGH QUALITY JOBS
- COMMUNITY FABRIC
- FINANCIALLY VIABLE
- PHYSICALLY CONNECTED
- SERVES SHIFTING DEMOGRAPHICS
- DIVERISTY OF PARTNERS

LOCATION VALUE PROPOSITION

- HIGH PROFILE OPPORTUNITY
- REGIONAL ECONOMY
- TRANS-BORDER CONNECTION
- REGIONAL LOCATION
- CLIMATE

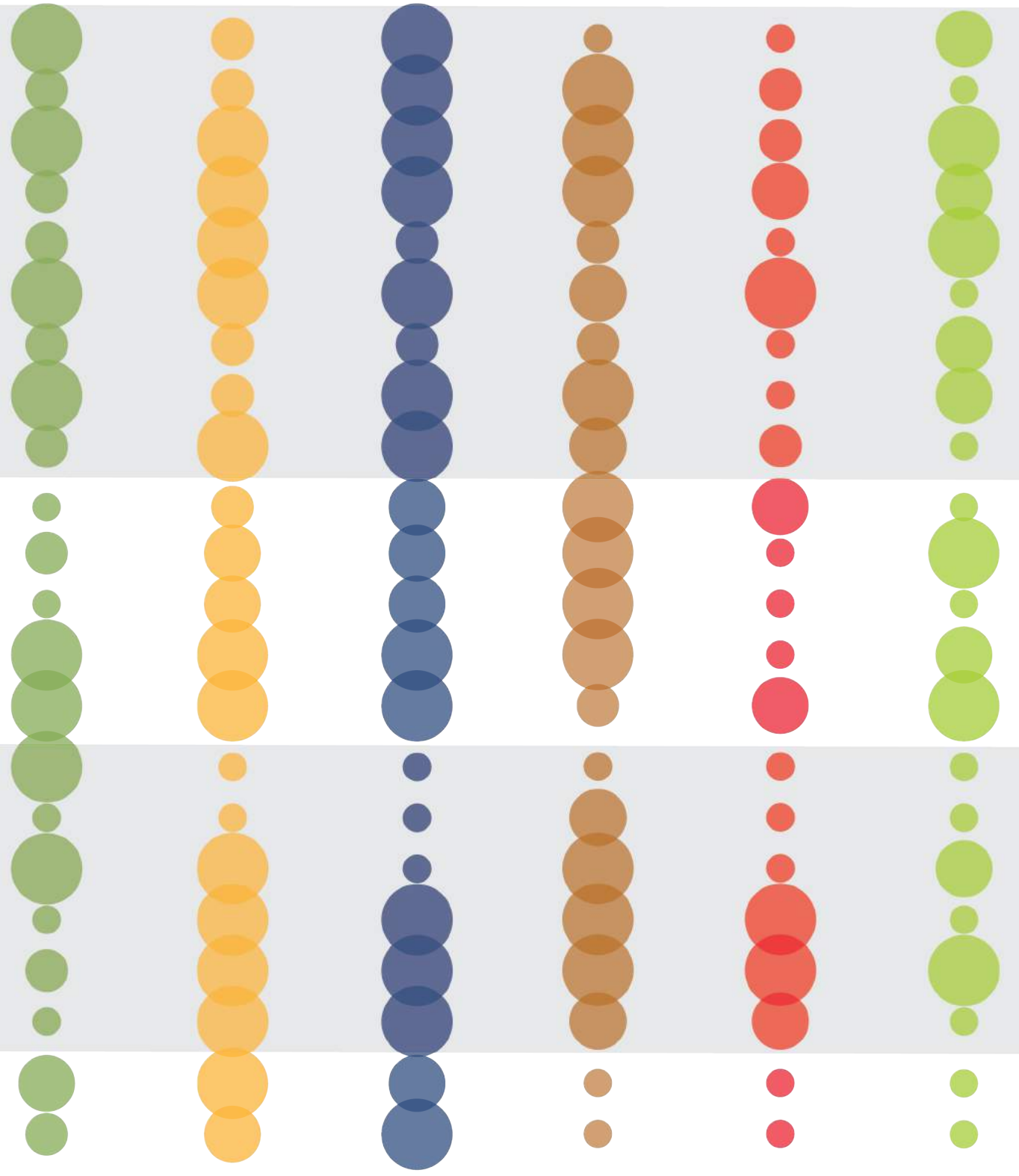
FUNDING

- PUBLIC (LOCAL AND STATE)
- PUBLIC (FEDERAL)
- PHILANTHROPIC
- INSTITUTIONAL
- FINANCING MECHANISM
- CORPORATE

SCENARIO PLANNING

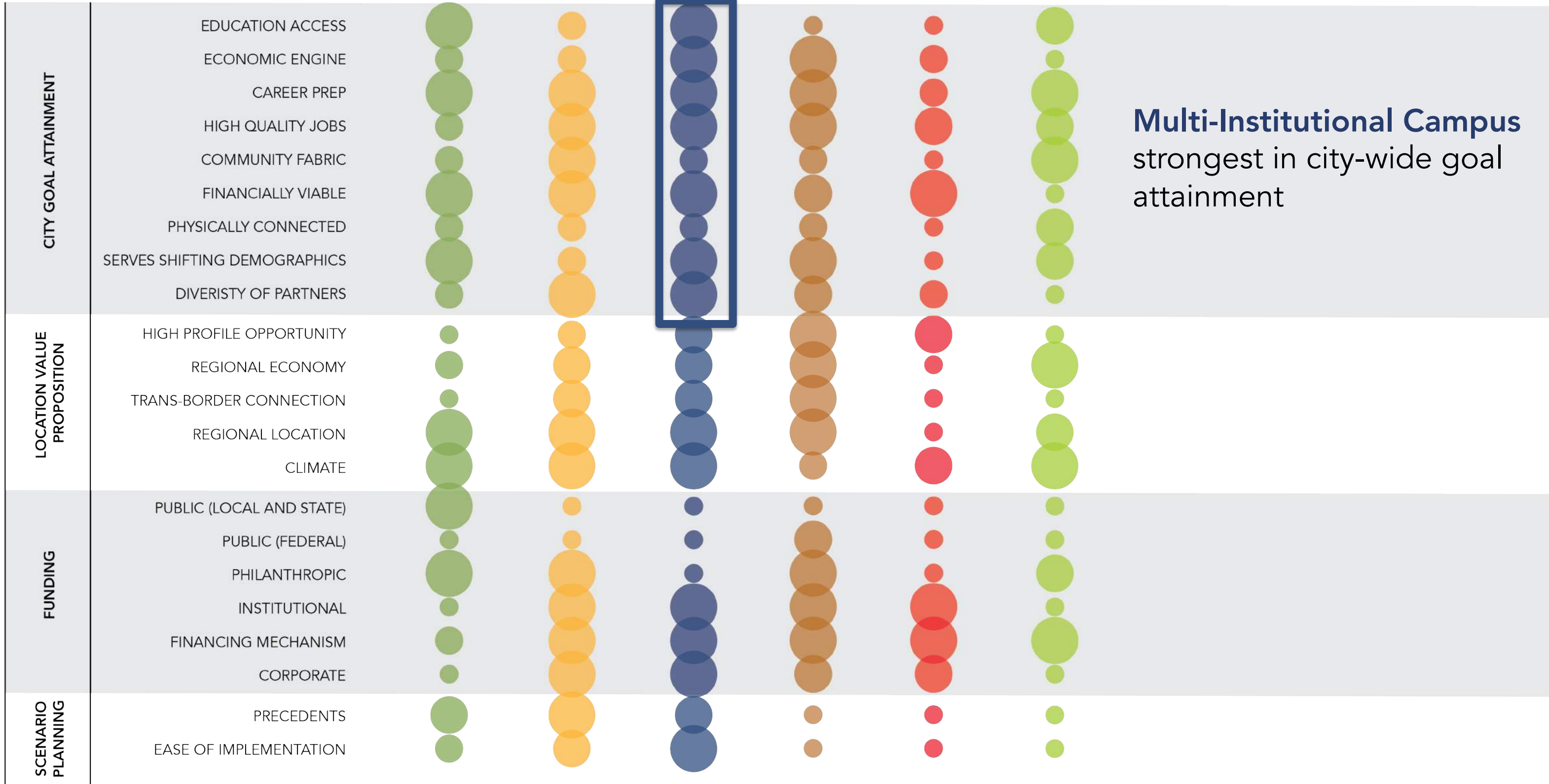
- PRECEDENTS
- EASE OF IMPLEMENTATION

The larger the dot the better the scenario performs on that metric



# SCENARIOS

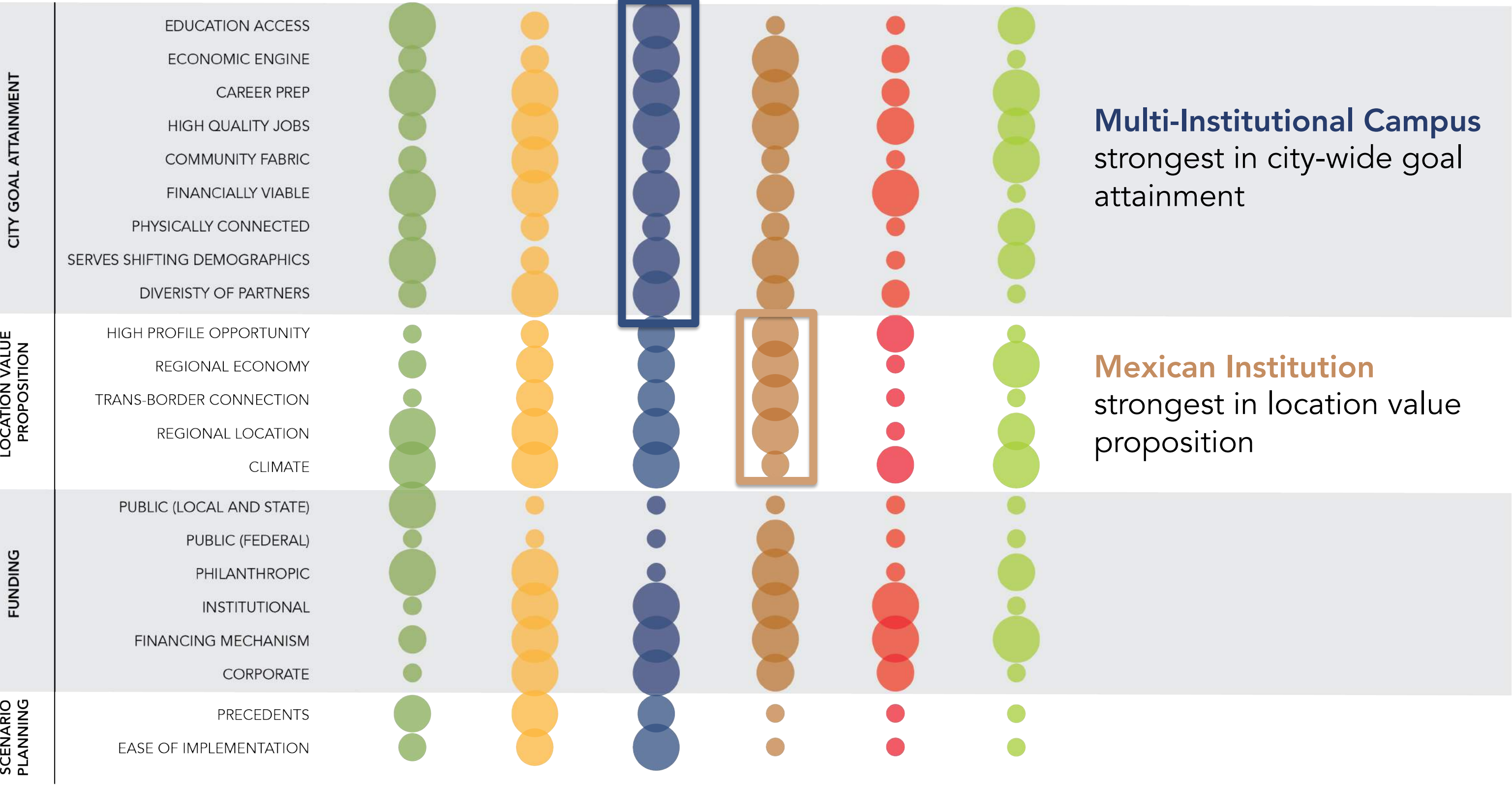
PUBLIC INSTITUTION  
 U.S. PRIVATE INSTITUTION  
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 OTHER INTNAT'L INSTITUTION  
 NEW INSTITUTION



**Multi-Institutional Campus**  
 strongest in city-wide goal  
 attainment

# SCENARIOS

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 U.S. PRIVATE INSTITUTION  
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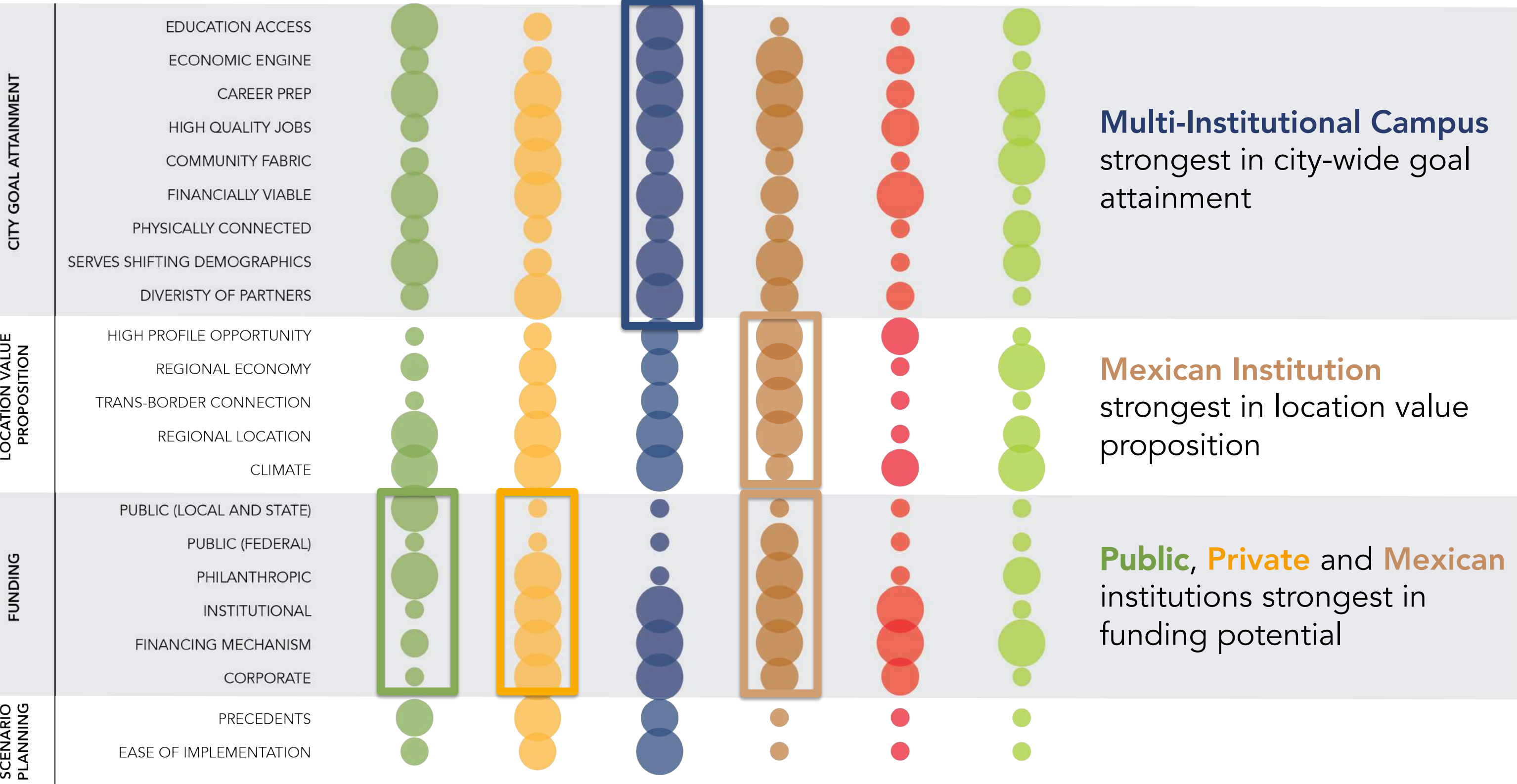


**Multi-Institutional Campus**  
 strongest in city-wide goal attainment

**Mexican Institution**  
 strongest in location value proposition

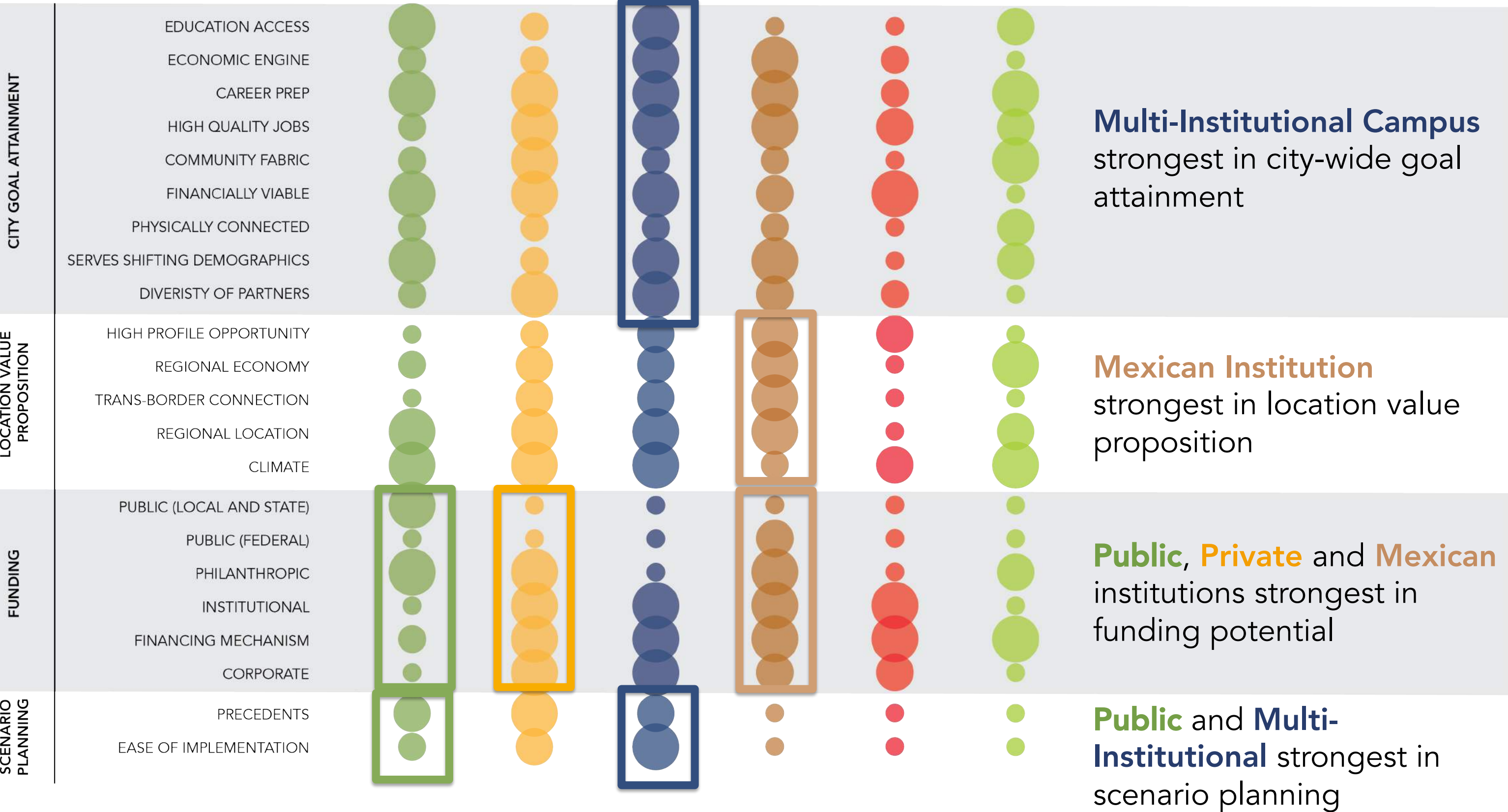
# SCENARIOS

PUBLIC INSTITUTION  
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 MULTI-INSTITUTIONAL  
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 NEW INSTITUTION



# SCENARIOS

PUBLIC INSTITUTION  
 U.S. PRIVATE INSTITUTION  
 MULTI-INSTITUTIONAL  
 MEXICAN INSTITUTION  
 OTHER INTNAT'L INSTITUTION  
 NEW INSTITUTION



# SCENARIOS

PUBLIC INSTITUTION

U.S. PRIVATE INSTITUTION

MULTI-INSTITUTIONAL

MEXICAN INSTITUTION

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NEW INSTITUTION

CITY GOAL ATTAINMENT

EDUCATION ACCESS  
ECONOMIC ENGINE  
CAREER PREP  
HIGH QUALITY JOBS  
COMMUNITY FABRIC  
FINANCIALLY VIABLE



Multi-Institutional Campus strongest in city-wide goal attainment

LOCATION VALUE PROPOSITION

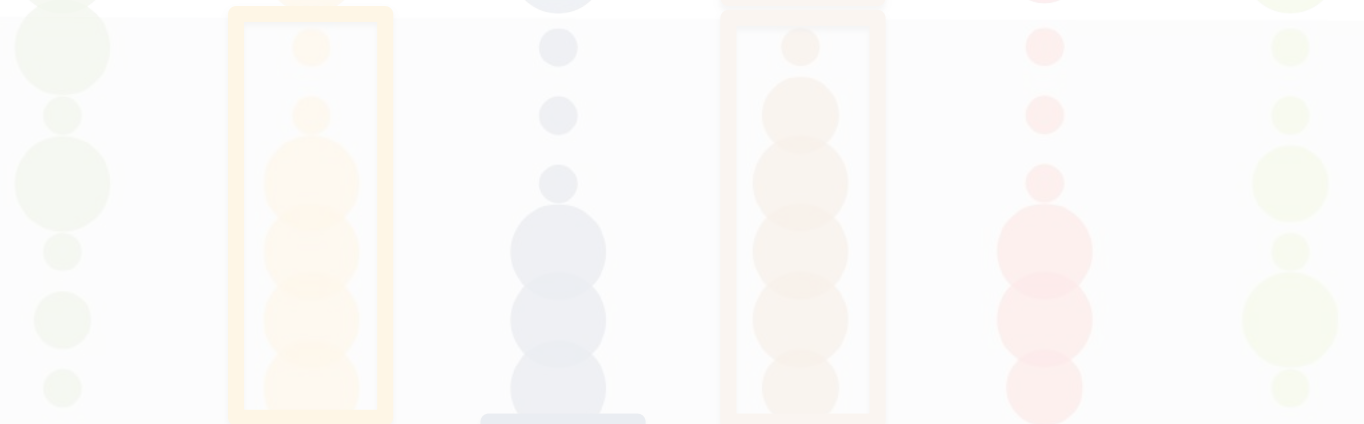
HIGH PROFILE OPPORTUNITY  
REGIONAL ECONOMY  
TRANS-BORDER CONNECTION  
REGIONAL LOCATION  
CLIMATE



Mexican Institution strongest in location value proposition

FUNDING

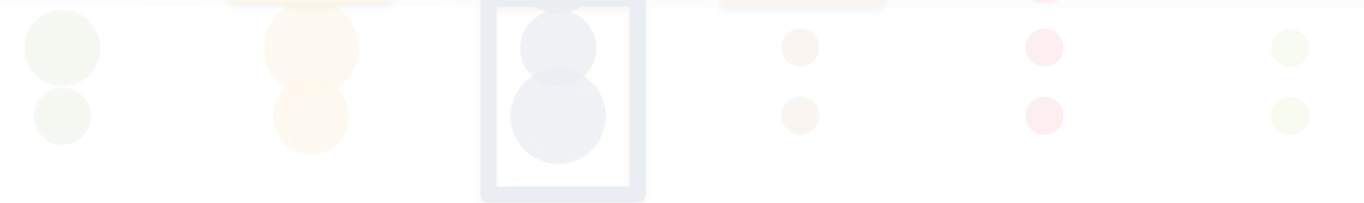
PUBLIC (LOCAL AND STATE)  
PUBLIC (FEDERAL)  
PHILANTHROPIC  
INSTITUTIONAL  
FINANCING MECHANISM  
CORPORATE



Both Private and Mexican institutions strongest in funding potential

SCENARIO PLANNING

PRECEDENTS  
EASE OF IMPLEMENTATION



Multi-institutional strongest in scenario planning

**NONE OF THE SCENARIOS SATISFY ALL CRITERIA**



# SCENARIOS

PUBLIC INSTITUTION

U.S. PRIVATE INSTITUTION

MULTI-INSTITUTIONAL

MEXICAN INSTITUTION

OTHER INTNAT'L INSTITUTION

NEW INSTITUTION

CITY GOAL ATTAINMENT

EDUCATION ACCESS  
ECONOMIC ENGINE  
CAREER PREP  
HIGH QUALITY JOBS  
COMMUNITY FABRIC  
FINANCIALLY VIABLE  
PHYSICALLY ACTIVE  
SERVES SHIFTING DEMOGRAPHICS  
DIVERSITY OF PARTNERS

Multi-Institutional Campus  
strongest in city-wide goal  
attainment

LOCATION VALUE PROPOSITION

HIGH-LEVEL PROXIMITY  
REGIONAL LOCATION  
TRANS-BOUNDARY CONNECTION  
CLIMATE

Multi-Institutional  
strongest in location value  
proposition

FUNDING

PUBLIC (LOCAL AND STATE)  
PUBLIC (FEDERAL)  
PHILANTHROPIC  
INSTITUTIONAL  
FINANCING MECHANISM  
CORPORATE

Both **Private** and **Mexican**  
institutions strongest in  
funding potential

SCENARIO PLANNING

PRECEDENTS  
EASE OF IMPLEMENTATION

**Multi-institutional** strongest  
in scenario planning

# WHAT IF WE COMBINED OUR TOP PERFORMING SCENARIOS INTO ONE IDEA?

# VISION

A **BI-NATIONAL CAMPUS** that leverages the border as a laboratory to attract students from both the U.S. And Mexico, offers degrees and skills training specific for the bi-national region, and serves as a catalyst for growth and economic development.

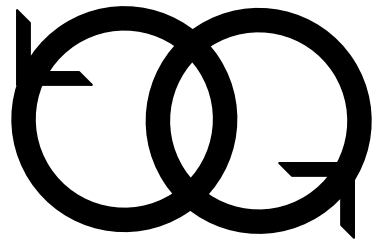
*Un **CAMPUS BI-NACIONAL** que utiliza la frontera como laboratorio para atraer estudiantes de ambos lados de la frontera con licenciatura y formación profesional específica para la región internacional entre los Estados Unidos y Mexico.*

# VISION



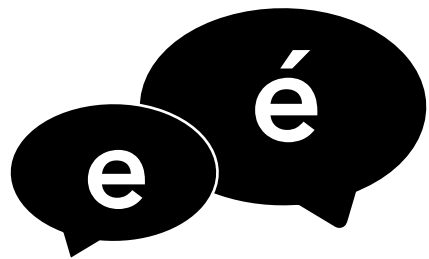
## BI-NATIONAL

LEVERAGING THE BORDER LOCATION AS A LABORATORY TO CULTIVATE AND STRENGTHEN BI-NATIONAL EXCHANGES.



## BI-CULTURAL

EMBRACING THE DIVERSE CULTURES OF THE UNITED STATES AND MEXICO TO PREPARE STUDENTS FOR OPPORTUNITIES ON BOTH SIDES OF THE BORDER.



## BI-LINGUAL

OFFERING COURSES IN BOTH ENGLISH AND SPANISH TO PREPARE PROFESSIONALS PROFICIENT IN BOTH LANGUAGES.

# SCENARIOS

BI-NATIONAL

## Scenario Definition:

Bi-National campus is a multi-institutional campus composed of at least one American and one Mexican institution.

CITY GOAL ATTAINMENT

- EDUCATION ACCESS
- ECONOMIC ENGINE
- CAREER PREP
- HIGH QUALITY JOBS
- COMMUNITY FABRIC
- FINANCIALLY VIABLE
- PHYSICALLY CONNECTED
- SERVES SHIFTING DEMOGRAPHICS
- DIVERISTY OF PARTNERS

**Satisfies the vast majority of city goals** with an increase in education provision that prepares students for careers spanning the US-MX border. The scenario serves the shifting demographics in the region and additionally addresses pent up Mexican demand for higher education.

LOCATION VALUE PROPOSITION

- HIGH PROFILE OPPORTUNITY
- REGIONAL ECONOMY
- TRANS-BORDER CONNECTION
- REGIONAL LOCATION
- CLIMATE

**Fully leverages the location value proposition** by elevating the profile of the project to the bi-national stage, capitalizing on the regional border economy and demographics.

FUNDING

- PUBLIC (LOCAL AND STATE)
- PUBLIC (FEDERAL)
- PHILANTHROPIC
- INSTITUTIONAL
- FINANCING MECHANISM
- CORPORATE

Capitalizes on each partner institutions' funding eligibility to **attract a diverse range of funders** to support the project.

SCENARIO PLANNING

- PRECEDENTS
- EASE OF IMPLEMENTATION

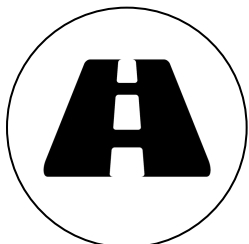
Presents some challenges to start up because of the multiple partners and the lack of precedents. An elevated project with **strong vision and leadership will be critical** to success.

**WHY IS THIS IDEA IMPORTANT?**

# THE **U.S.** AND **MEXICO** ARE INTRINSICALLY LINKED



**TRADE**

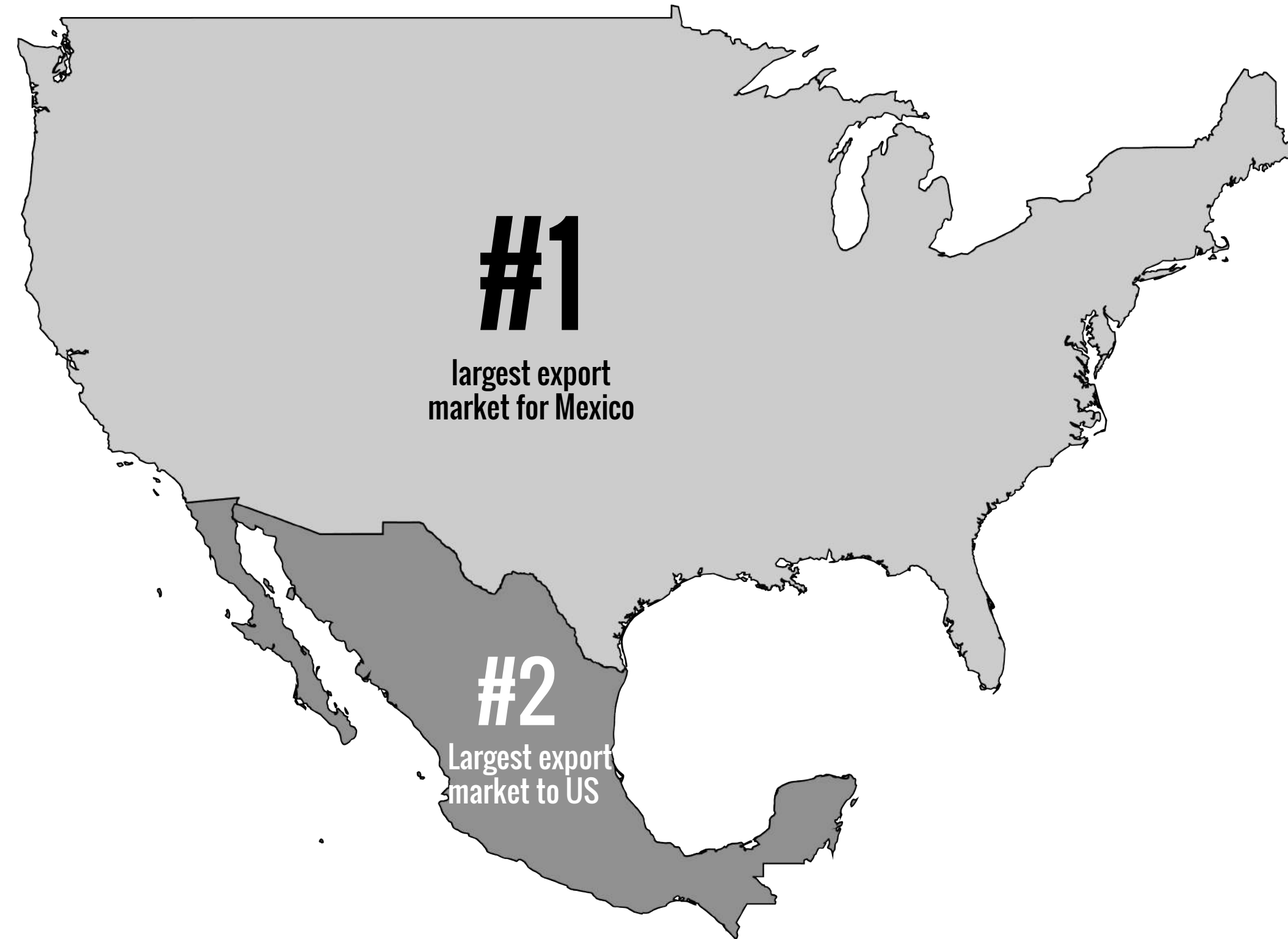


**PHYSICAL  
INFRASTRUCTURE**



**ENVIRONMENT**

# IMPORTANT TRADE PARTNERS



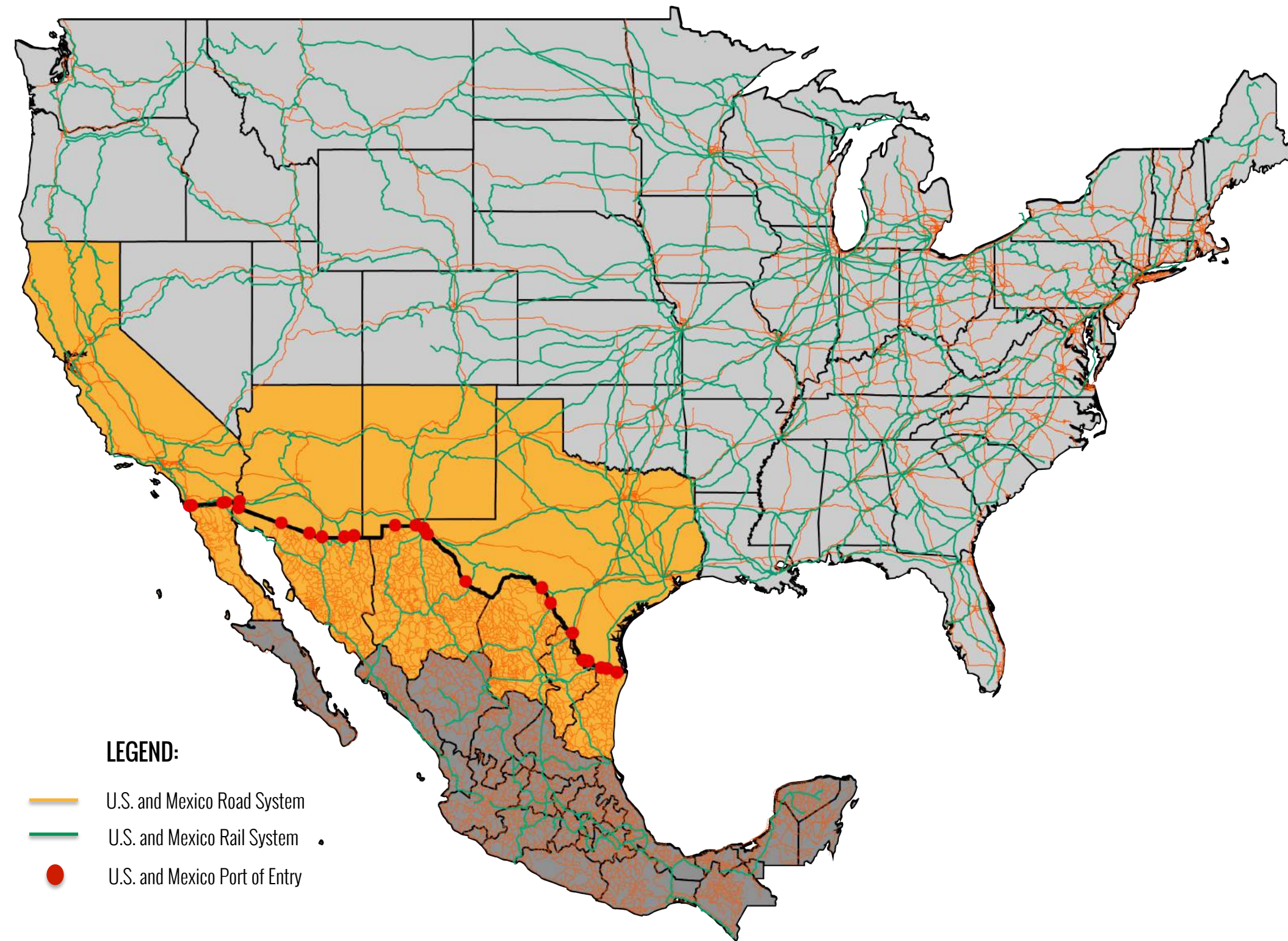
**\$243 Billion**  
Exports to Mexico

**\$293 Billion**  
Exports to U.S.

---

**\$536 Billion**  
Total Bilateral Trade

# PHYSICAL INFRASTRUCTURE



**+80%**

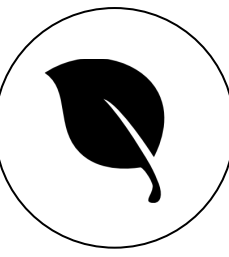
**Of Bilateral Trade  
crosses via land  
through**

**56**

**Land-Border Ports  
of Entry (POE)**



# SHARED ENVIRONMENT



**1,284 Miles**

**Shared International  
Water Boundaries**

**3**

**Shared International  
Reservoirs**

**2**

**Shared Parks and  
Wildlife Refuges**

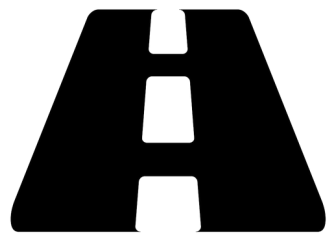
**450**

**Shared Wildlife Species**



## **SHARED ECONOMY**

UNITED STATES AND MEXICO DEPEND ON EACH OTHER FOR ROBUST TRADE AND ECONOMIC RELATIONS



## **SHARED INFRASTRUCTURE**

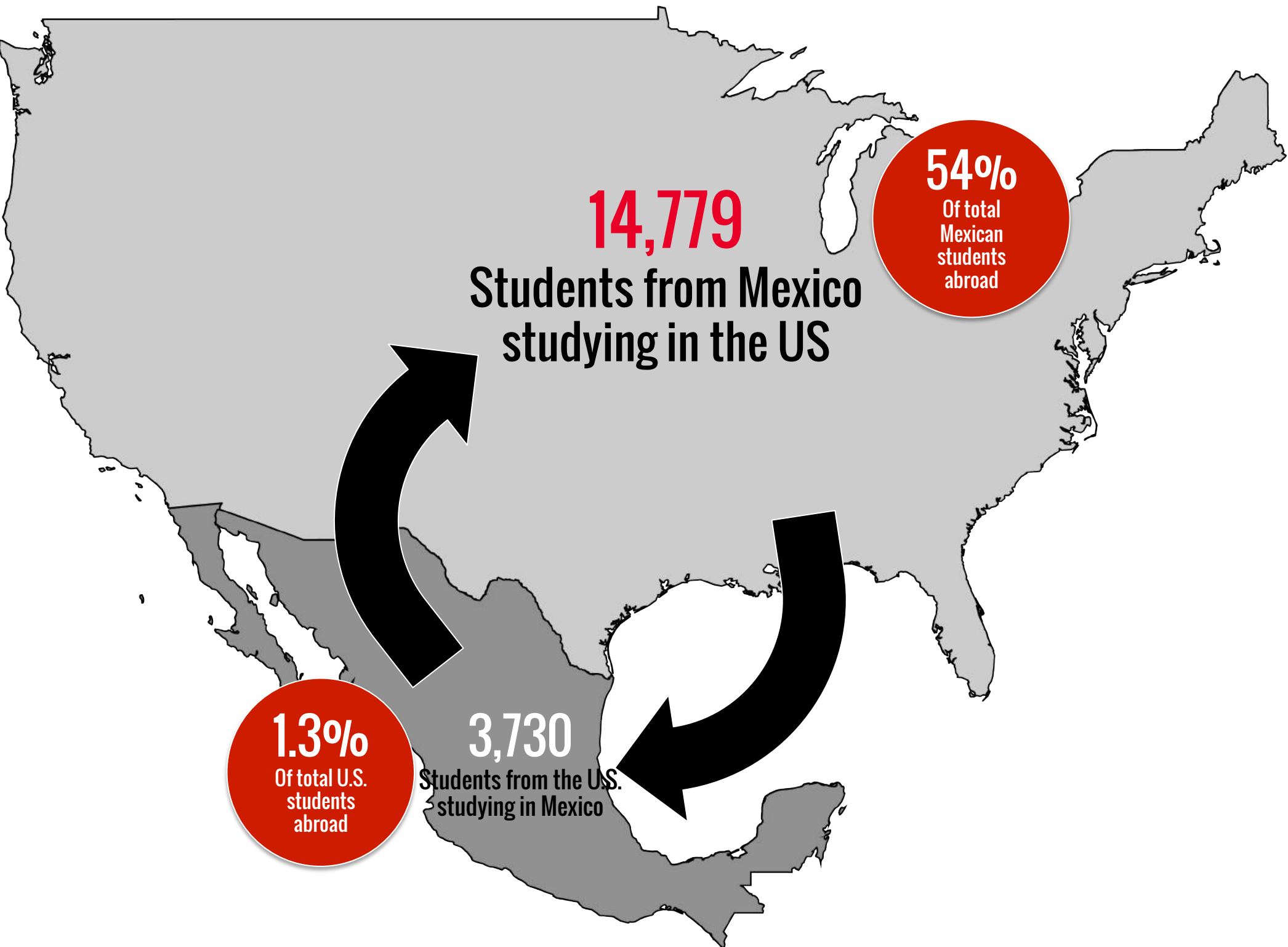
56 PORTS OF ENTRY CONNECT THE TWO NATIONS VIA TRAIN, PLANE, AUTOMOBILE, AND PEDESTRIAN TRANSPORTATION MODES



## **SHARED ENVIRONMENT**

THE BORDER REGION IS COMPRISED OF A VARIETY OF ECOSYSTEMS, SPANNING 10 STATES COMPRISED OF 13M PEOPLE

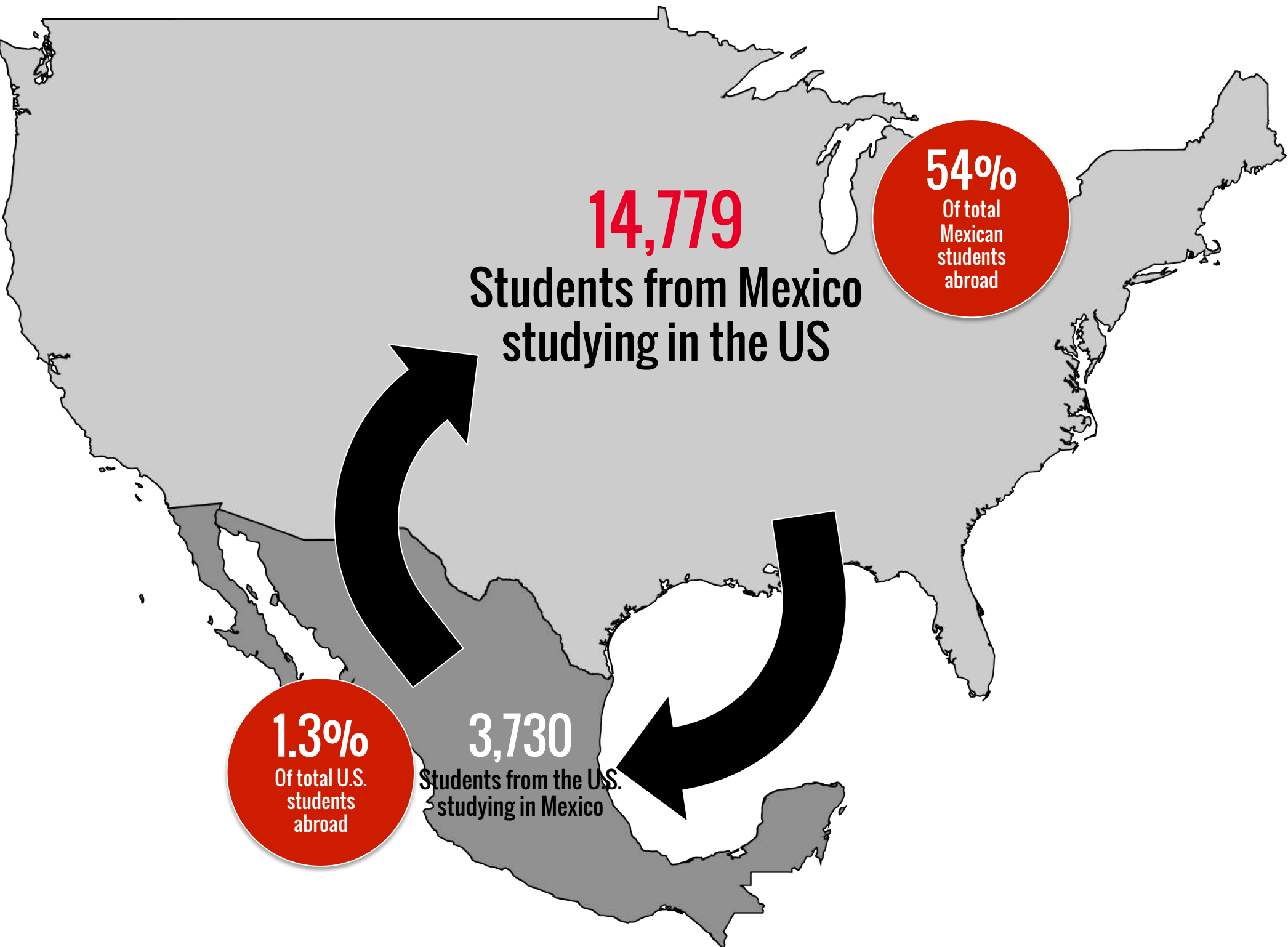
# UNDER-LEVERAGED EDUCATION CONNECTIONS



**100,000**  
**Strong in the Americas**  
Goal for students moving in  
both directions by 2020

Source: Institute of International Education Fact Sheet: IIE Charting New Pathways to Higher Education (2013)

# UNDER-LEVERAGED EDUCATION CONNECTIONS



**100,000**  
**Strong in the Americas**  
Goal for students moving in both directions by 2020

U.S. President Barack Obama and Mexican President Enrique Pena Nieto collaboration towards a region of knowledge includes:

**Multiply binational research and innovation centers**

**Strengthen exchanges through scholarship programs**

**Increase languages proficiency and cultural integration**

Source: Institute of International Education Fact Sheet: IIE Charting New Pathways to Higher Education (2013)



# **OPPORTUNITY: SHARED EDUCATION INFRASTRUCTURE**

**DEVELOPING STRONGER EDUCATIONAL CONNECTIONS BETWEEN THE U.S. AND MEXICO THROUGH COLLABORATION IN HIGHER EDUCATION.**

# BI-NATIONAL CAMPUS VALUE PROPOSITION

## US/MX BORDER ECONOMY



Trains students for career opportunities in a

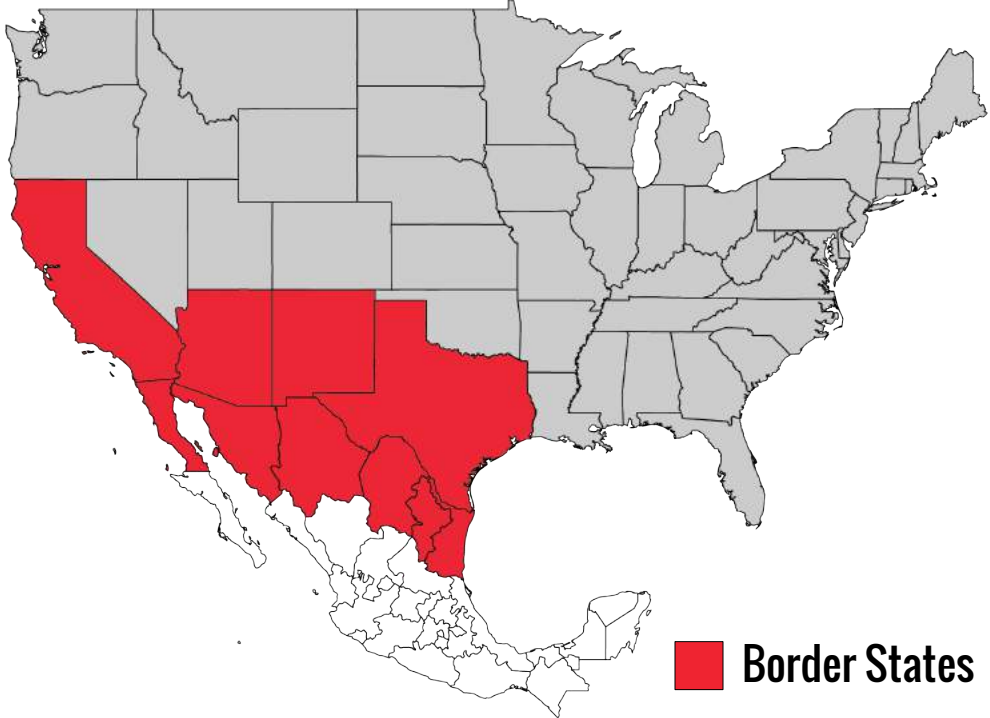
**\$461 billion**

Economic Relations between US-MX



## US-MX BORDER REGION

- **10 border states** from the US and Mexico
- **100 million people**
- **4<sup>th</sup> largest economy in the world**

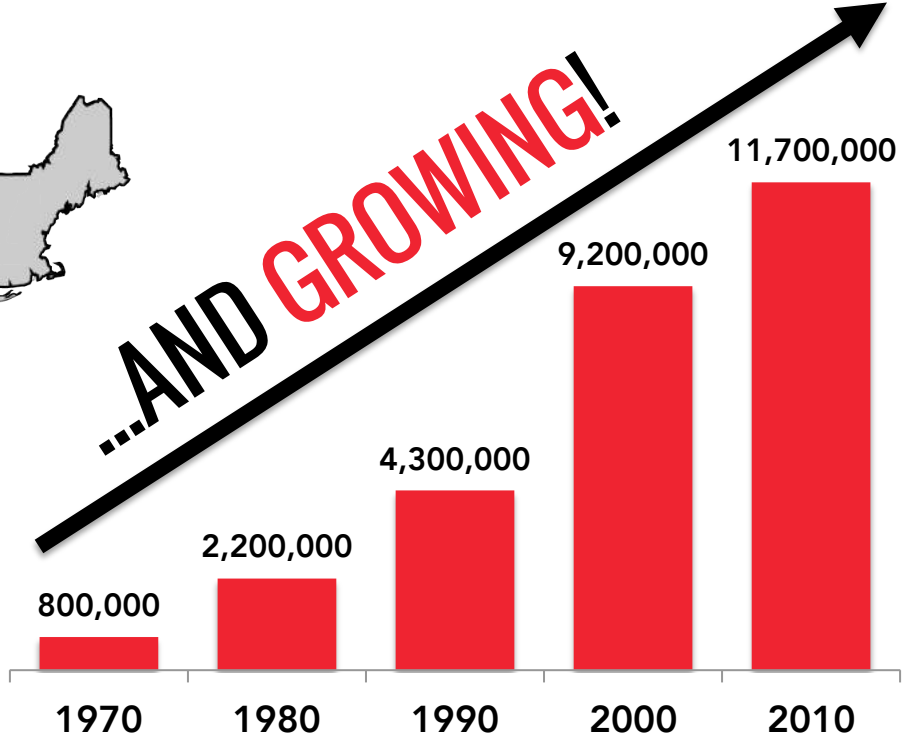
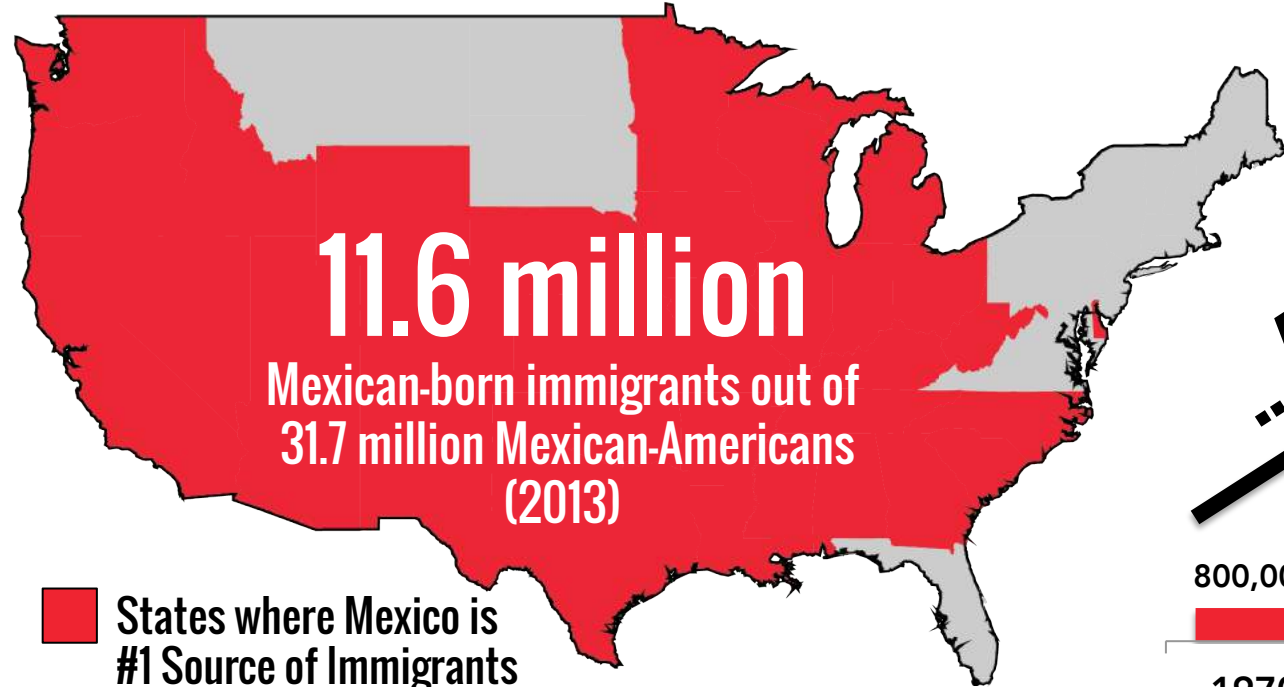


Source: <http://www.citylab.com/> "A State by State Map of Where US Immigrants Came From"; <http://trade.gov/borderconference/>; [https://www.wilsoncenter.org/sites/default/files/Wood\\_Edu\\_US\\_Mex.pdf](https://www.wilsoncenter.org/sites/default/files/Wood_Edu_US_Mex.pdf)

# BI-NATIONAL CAMPUS VALUE PROPOSITION

## SHIFTING DEMOGRAPHICS

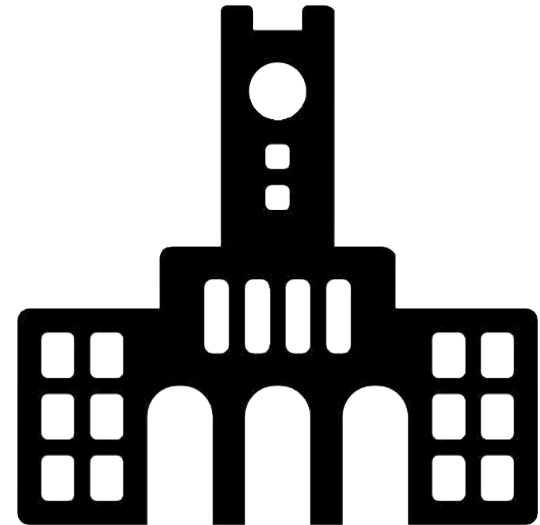
AMERICA'S LARGE AND **GROWING** **HISPANIC** POPULATION



MEXICO'S **GROWING** **MIDDLE CLASS** IN MEXICO SPURRING DEMAND FOR QUALITY EDUCATION

In order to accommodate growing **Middle Class** demand...

Mexican Institutions need to **increase enrollment capacity by 48%**



from 2010 and 2020 (ANUIES)

Source: <http://www.citylab.com/> "A State by State Map of Where US Immigrants Came From": US Census

# BI-NATIONAL CAMPUS VALUE PROPOSITION

**1) CATERS TO THE US/MEXICAN BI-NATIONAL ECONOMY**



**2) SERVES SHIFTING DEMOGRAPHICS**



**3) STRENGTHEN THE CROSS BORDER CONNECTION**

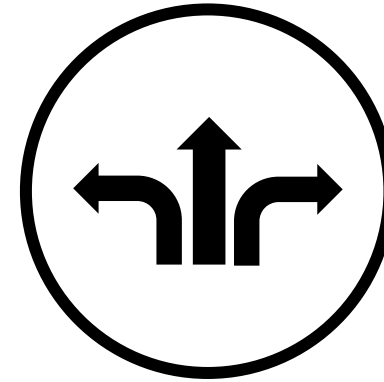




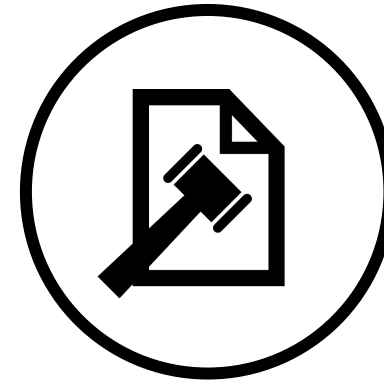
**WHY HERE?**

**WHY NOW?**

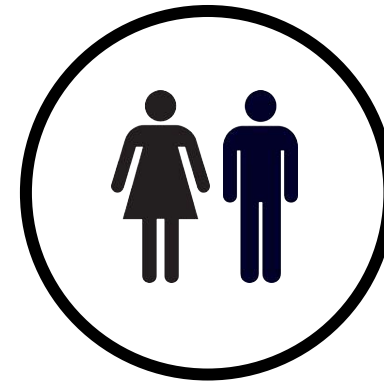
**WHY HERE?  
WHY NOW?**



**PATHWAYS**



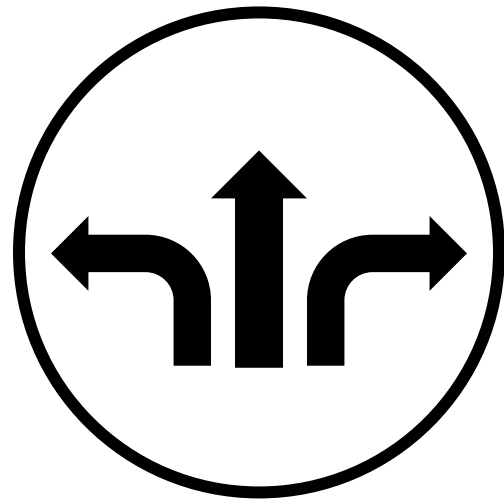
**POLICY**



**PEOPLE**



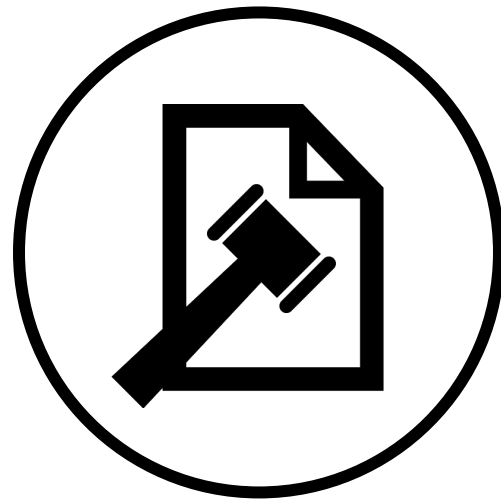
**PLACE**



# PATHWAYS

THE WORLD'S FIRST BI-NATIONAL UNIVERSITY

- Opportunity to create a **new model of 21<sup>st</sup> century higher education delivery** leveraging the U.S / Mexico Border and providing opportunities for:
  - **Bi-national, bi-cultural, bi-lingual education**
  - **Blended Learning** with technology
  - **Experiential Learning** with local business partners
  - **Affordability** in higher education



# POLICY

## SHAPING A NEW BORDER NARRATIVE

- Opportunity to have a **high profile impact** on the national and international narrative around:
  - Re-thinking **immigration policy**
  - Focusing on bi-national **environmental policy**
  - Forging new **trade opportunities** between the U.S. and Mexico
  - Focusing on **border security** and transit
  - Creating a new bi-national **knowledge economy**



**PEOPLE**

**INTEGRATING PEOPLE ACROSS BORDERS**

- Leveraging the **rapidly growing Cali-Baja Mega Region**
- Meeting **unmet demand** for higher education in both California and Mexico
- Serving the rapidly increasing **Mexican born population** in the United States and **growing middle class** in Mexico



## PLACE

### LEVERAGING LOCATION TO ENRICH CONTENT

- 375 acres of land entitled for institutional development
- Site located 4 miles from the U.S. / Mexico border half-way between Tijuana and downtown San Diego
- Leveraging border location for research, teaching, and experiential learning
- Opportunity to create an economic engine that can directly connect to the vibrant border economy

# OPPORTUNITY

The world's first **BI-NATIONAL UNIVERSITY**, shaping a new border narrative, integrating people across borders, leveraging location to enrich content

La primera **UNIVERSIDAD BI-NACIONAL**, dando forma a una nueva narrativa de la frontera, integrando la gente a través de la frontera, aprovechando la ubicación para enriquecer el contenido

# IDEA TESTED - MEETINGS TO DATE

## HIGHER EDUCATION

**Dr. David Shirk** - USD  
**Dr. Melinda Nish** - Southwestern  
**Dr. Paul Ganster** - SDSU  
**Dr. Heather Lattimer** - USD  
**Dr. Kenneth Prewitt** - Columbia University  
**Dr. Mary Walshock** - UCSD  
**Dr. Eduardo Glandt** - U.Pennsylvania  
**Dr. John Fry** - Drexel University  
**Duke Reiter** - ASU  
**Dr. Olivia Graeve** - UCSD  
**President Brower** - PLNU  
**David Edelman** - Physical Science Foundation  
**Larry Herzog** - SDSU

## PHILANTHROPY

**Dr. Judith Rodin** - Rockefeller Foundation  
**Rip Rapson** - Kresge Foundation  
**Andy Karey** - Border Philanthropy Group  
**Emily Young and Michele Jaramillo** - San Diego Foundation

## CIVIC LEADERS

**Cindy Gompper-Graves** - South County EDC  
**David Malmuth** - I.D.E.A Partners  
**Dr. Mani** - Chula Vista Professional  
**Dr. Shirley Weber** - California State Assembly  
**Malin Burnham**  
**Larry Rosenstock** - High Tech High  
**Pat Aguillar** - Chula Vista City Council  
**Paola Avilla** - SD Regional Chamber  
**David Alvarez** - San Diego City Council  
**Hector Vanegas** - SANDAG  
**Jacob O'Neill** - Office of Senator Ben Hueso  
**Mayor Mary Salas** - City of Chula Vista  
**Steve Padilla** - Former Chula Vista Mayor  
**Monica Montano** - Scripps & SCEDC Chair  
**Matt Sanford and Ashley Swartout** - San Diego EDC  
**Karen Janney** - Sweetwater Union High School District

## BI-NATIONAL EXPERTS

**Jaye Galicot** - Tijuana Innovadora  
**Jorge Castenada Gutman** - Former Mexican Secretary of Foreign Affairs  
**Jose Antonio Torre** - Monterrey Tech  
**Juan Ramon de la Fuente** - Former President of UNAM and Former Sec. Health of Mexico  
**Mario C. Lopez** - The Border Group  
**Melissa Fiocca and Denise Ducheny** - Center for US-Mexico Studies  
**Miguel Limon** - Former Mex Secretary Edu  
**Remedios Gomez Arnau** - Consul. Gen. of Mex  
**Dennis Piperz** - Sasaki

## BUSINESS GROUPS

**Tony Salazar** - McCormack Baron Salazar  
**Michael Jones** - Maritime Alliance



# INTERVIEWS KEY TAKEAWAYS

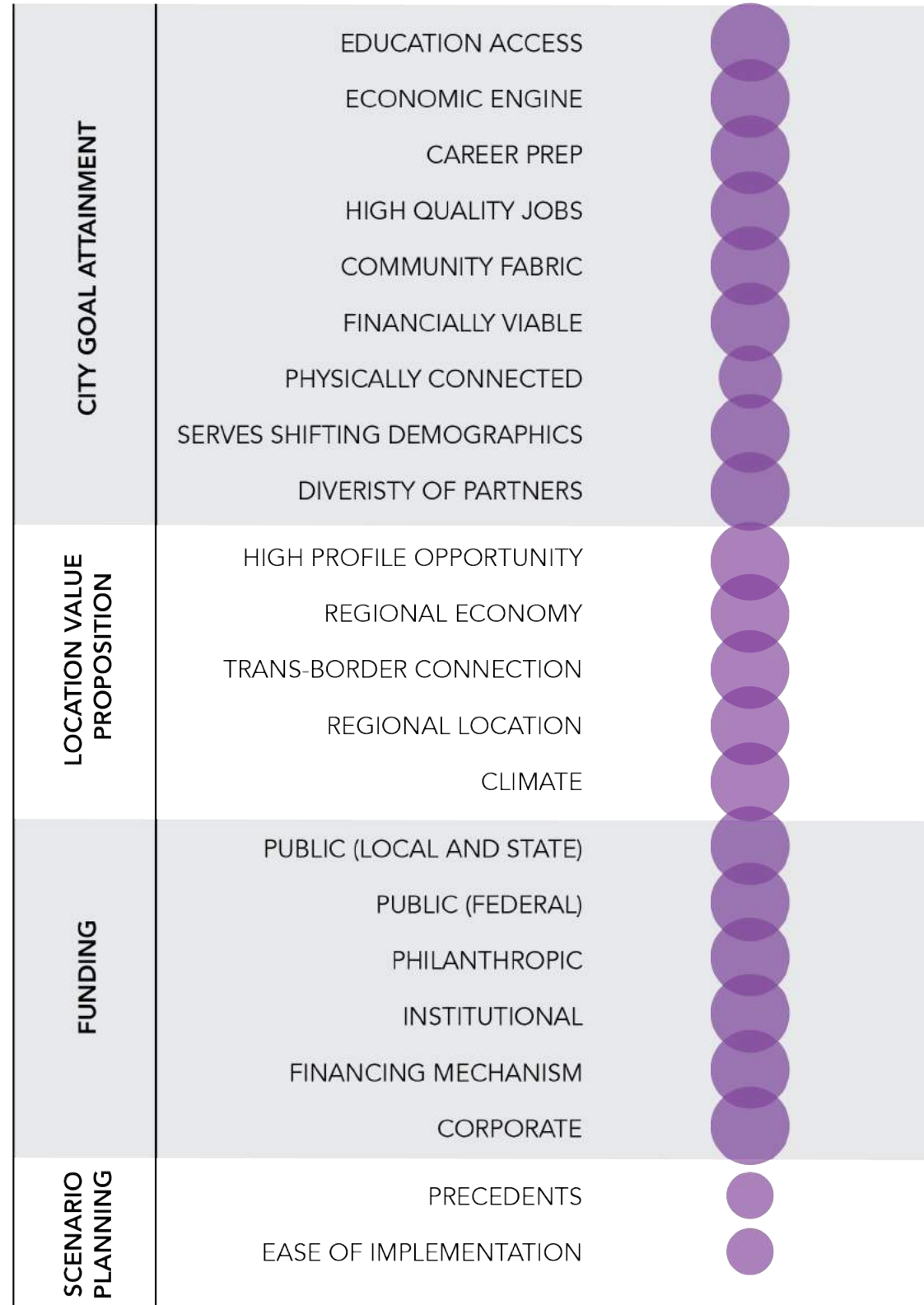
- THE BI-NATIONAL CAMPUS VISION IS BOLD AND WILL ATTRACT NATIONAL AND INTERNATIONAL ATTENTION
- A **STRONG U.S. HIGHER EDUCATION PARTNER IS NEEDED FIRST** IN ORDER TO ATTRACT A HIGH-CALIBER MEXICAN HIGHER EDUCATION INSTITUTION
- FOCUS ON ADDRESSING **CHALLENGES OF ATTRACTING MEXICAN STUDENTS TO UNITED STATES**
- PARTNERSHIP BETWEEN **STATE OF CALIFORNIA AND FEDERAL GOVERNMENT** IS CRITICAL GIVEN THE BI-NATIONAL FOCUS
- ESTABLISH **HIGHER EDUCATION INSTITUTE, THINK TANK OR RETREAT FOCUSED ON BORDER ISSUES** IS THE FIRST STEP TO REALIZE THIS VISION
- CONNECT UNIVERSITY TO **GROWING REGIONAL STEM INDUSTRIES** IN THE CALIBAJA MEGAREGION

# SCENARIOS

## Scenario Definition:

Multi-institutional campus comprised of a Mexican institution and a public and/or private American institution

BI-NATIONAL



**WHAT ARE THE NEXT  
STEPS TO  
ACCOMPLISH THIS  
SCENARIO?**

# PATH FORWARD

1. ESTABLISH **CHULA VISTA UNIVERSITY PARTNERSHIP (CVUP)** -  
A NON-PROFIT INSTITUTIONAL RECRUITMENT ENTITY
2. ESTABLISH **LAND-TRUST** FOR UNIVERSITY LAND
3. IDENTIFY **PARTNER INSTITUTIONS** FROM THE U.S. AND MEXICO
4. BEGIN **FUNDRAISING** PROCESS
5. ESTABLISH **INSTITUTE FOCUSED ON THE BORDER REGION** THAT  
CAN INCUBATE THE UNIVERSITY

# SHORT-LIST INSTITUTIONS MATRIX

INSTITUTION	BRAND RECOGNITION	FINANCIAL ENDOWMENT (PER STUDENT)	TUITION COST	PARTNERSHIP WITH MEXICAN	DIVERSITY INDICATOR
RICE	5	5	4	5	5
STANFORD UNIVERSITY	5	5	3	5	5
CALIFORNIA INSTITUTE OF TECHNOLOGY	5	5	4	5	4
HARVARD	5	5	2	5	5
MIT	5	5	2	5	5
UNIVERSITY OF CALIFORNIA SAN DIEGO	5	2	5	5	4
UNIVERSITY OF SOUTHERN CALIFORNIA	5	3	2	5	5
SAN DIEGO STATE UNIVERSITY	4	1	5	5	5
DUKE UNIVERSITY	5	5	2	4	4
UNIVERSITY OF CALIFORNIA RIVERSIDE	4	1	5	5	5
COLUMBIA UNIVERSITY	5	4	1	4	5
NYU	5	3	2	5	4
UNIVERSITY OF CHICAGO	5	5	1	5	3
CARNEGIE MELLON	5	3	1	5	4
ARIZONA STATE UNIVERSITY	4	1	5	5	3
UNIVERSITY OF SAN DIEGO	4	2	4	5	3
PURDUE UNIVERSITY	4	3	5	5	1
CASE WESTERN RESERVE	4	4	4	3	3
CALIFORNIA STATE UNIVERSITY, NORTHRIDGE	3	1	5	3	5
JOHNS HOPKINS UNIVERSITY	5	4	1	3	4
NORTHWESTERN	4	5	1	3	4
POMONA COLLEGE	4	5	3	1	4
UNIVERSITY OF ILLINOIS - URBANA	2	2	5	5	3

# PATH FORWARD

## PHASE 1: RESEARCH AND IDENTIFY

- Hire local CVUP Representative
- Develop a 3 year budget for CVUP
- Develop Recruitment Strategies for City Council Approval
- Research and compile a Pre-Recruitment Research Report with Short-List of University "Targets"
- Develop Marketing Package
- Develop and compile Funding Opportunity Report and Recommendations
- Identify CVUP Board Candidates

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## PHASE 2: RECRUIT

- Incorporation of CVUP non-profit entity
- Creation of University Land Trust
- Creation of CVUP Board
- Continued visits and discussions with short-list institutions
- Fundraising for CVUP (above and beyond budgeted and non-budgeted tasks)
- RFP for Institutional Partners to create bi-national institute
- Select institutional partners and begin MOU process

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## PHASE 3: EVALUATE

- MOU process with institutions
- Continued fundraising for CVUP
- CVUP Board Meetings (4 meetings)
- Marketing and PR

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- CVUP Board Meetings (4 meetings)
- Marketing and PR

## PHASE 4: ADVISE AND ADVANCE

- Continued fundraising for CVUP
- CVUP Board Meetings (4 meetings)
- Marketing and PR
- Architect selection