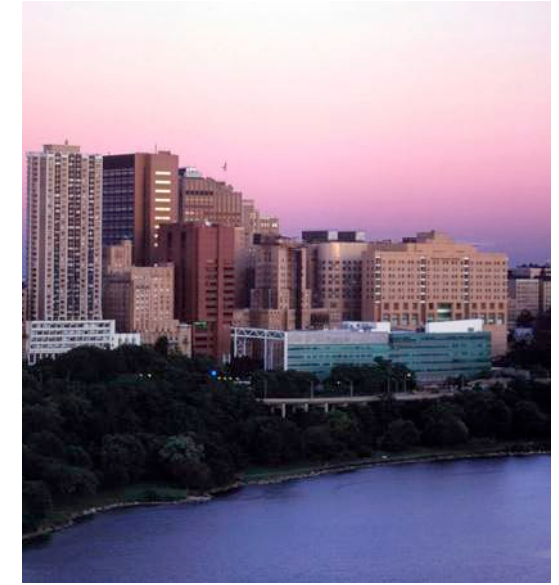




**Executive Summary University and Innovation District**  
**CHULA VISTA**

AUGUST 2015

# ABOUT U3 ADVISORS



U3 Advisors is a **nationally-recognized** consulting practice with 25 years of combined experience that provides **real estate** and **economic development solutions**, principally for universities, medical centers, and other **urban non-profit institutions**.

# 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.

# DEVELOPMENT STRUCTURE

## CHULA VISTA UNIVERSITY PARTNERSHIP (CVUP)

- **WHAT:** Non-profit development entity for university property
- **TASKS:** Vision, marketing, recruitment, fundraising
- **GOVERNANCE:** Board of Trustees made up of local and national civic and educational leaders

## LAND TRUST

- **WHAT:** Non-profit land holding entity
- **TASKS:** Contributing land to development of the university and innovation district
- **GOVERNANCE:** Board of Trustees made up of City officials, stakeholders, and civic leaders

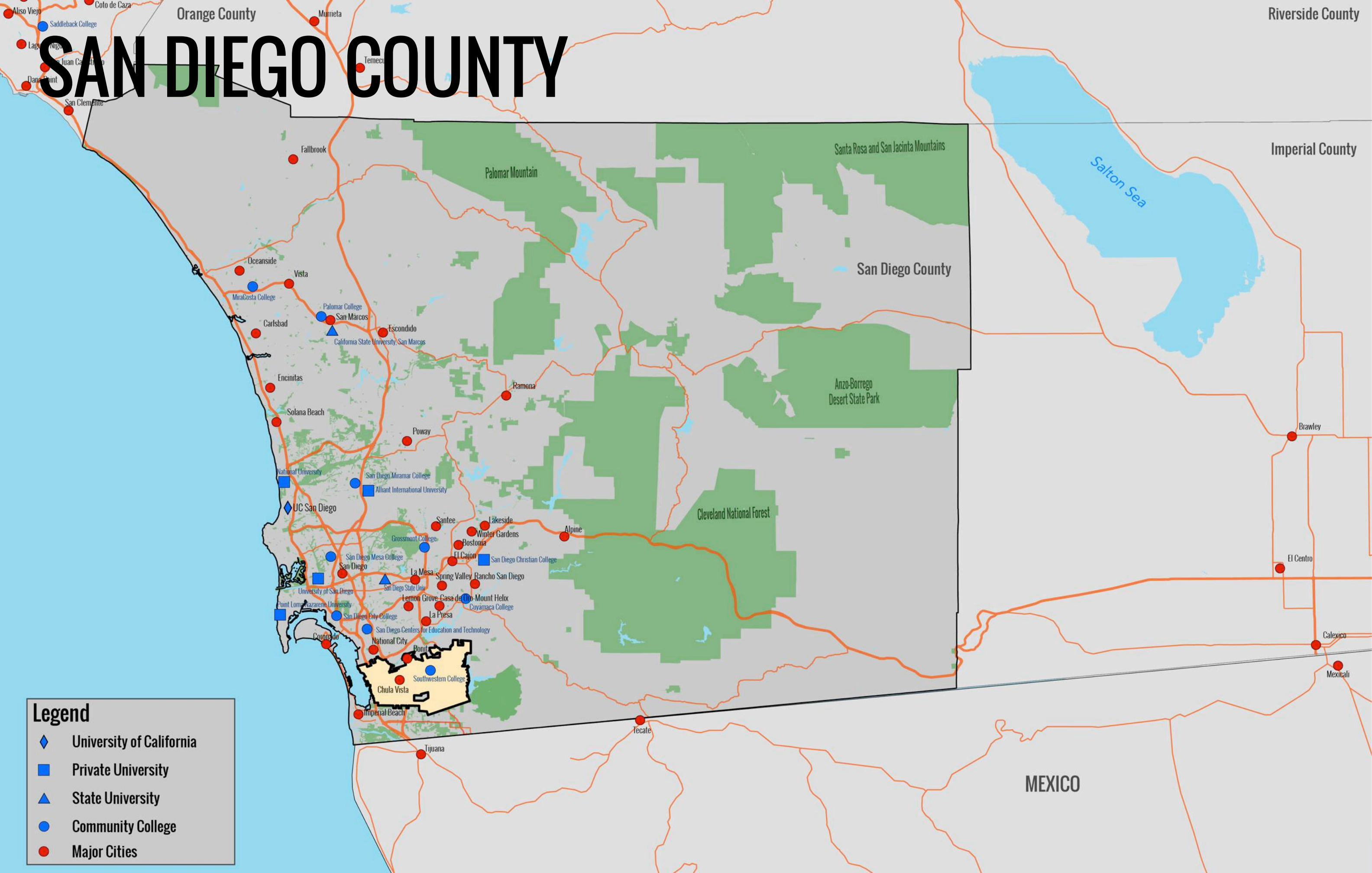
# DRAFT PROJECT GOALS FOR CHULA VISTA

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
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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



# CHULA VISTA ANALYSIS

# SAN DIEGO COUNTY



**Legend**

- ◆ University of California
- Private University
- ▲ State University
- Community College
- Major Cities

# SITE MAP

Downtown San Diego

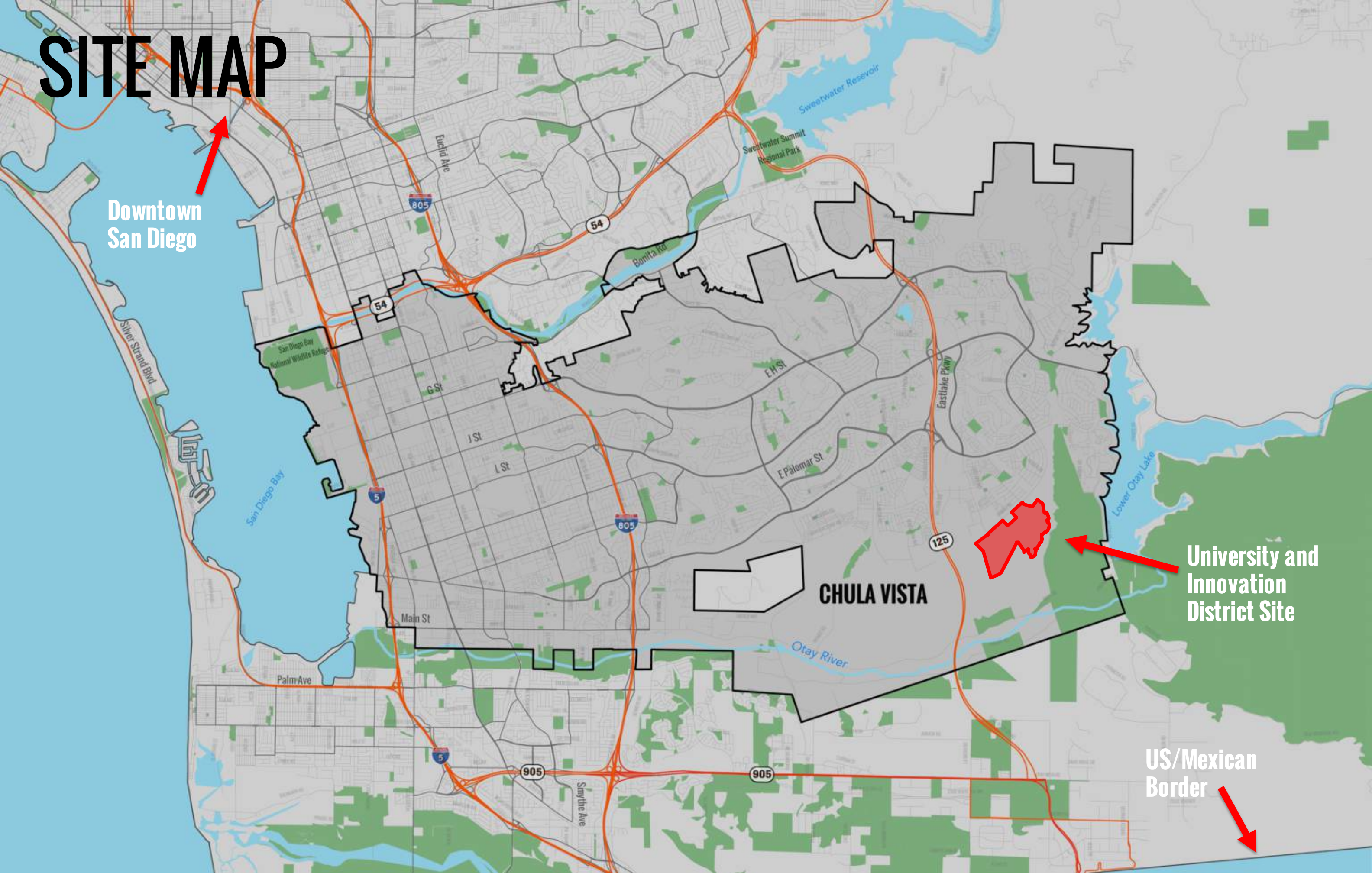


CHULA VISTA

University and Innovation District Site

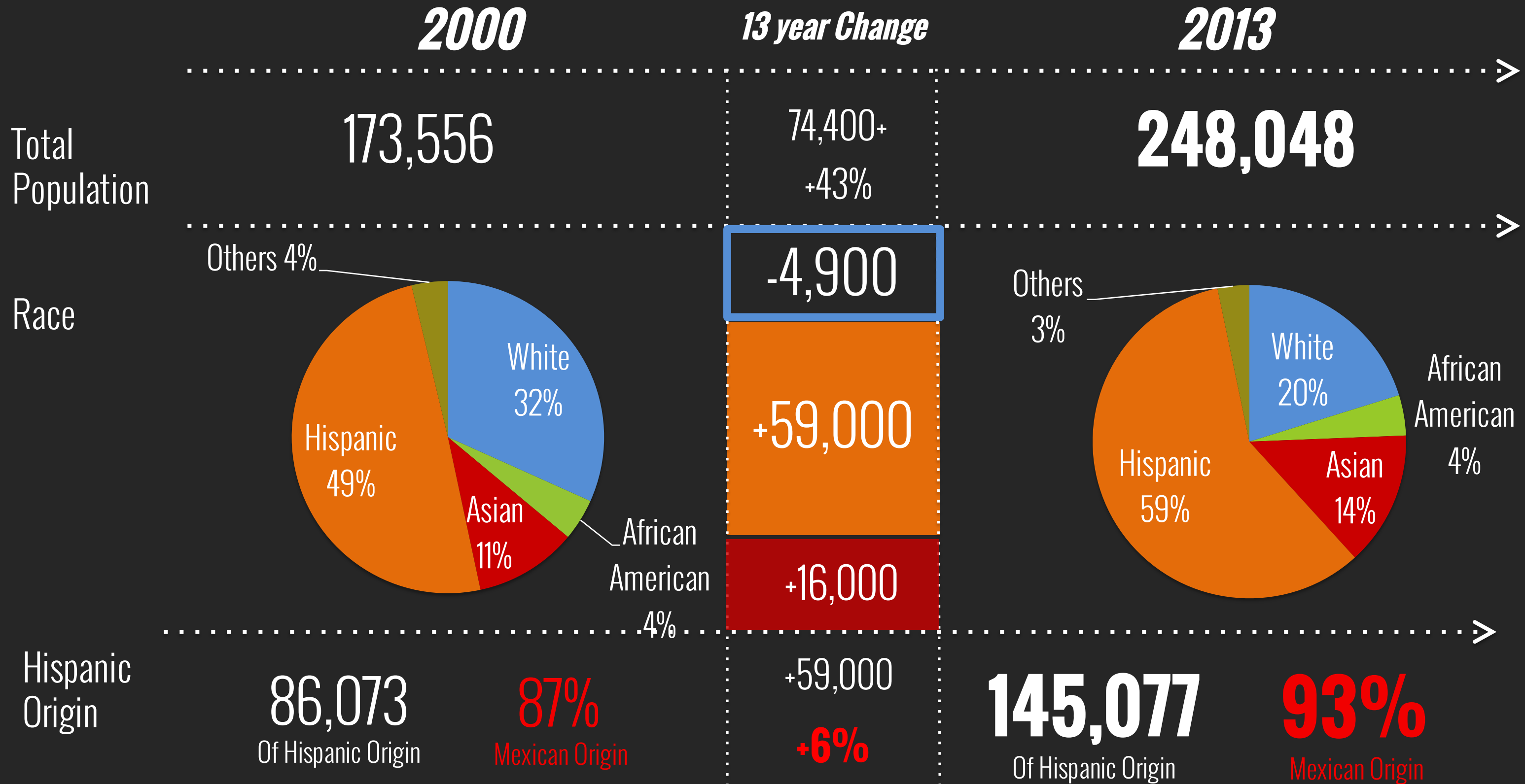


US/Mexican Border





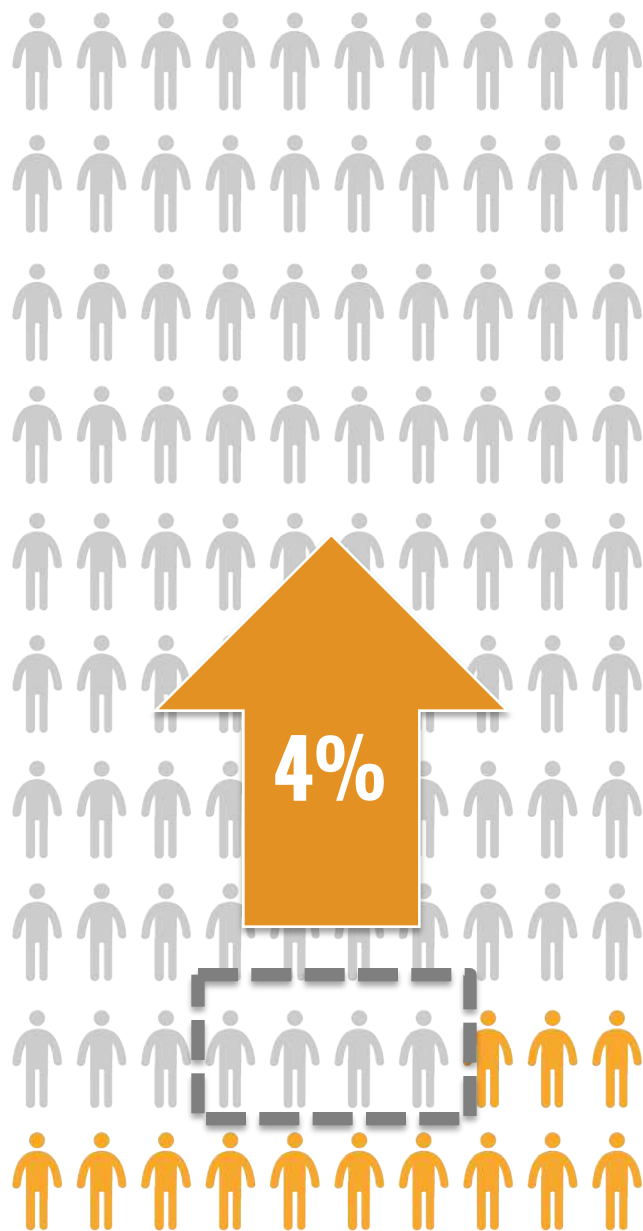
# CHULA VISTA DEMOGRAPHICS



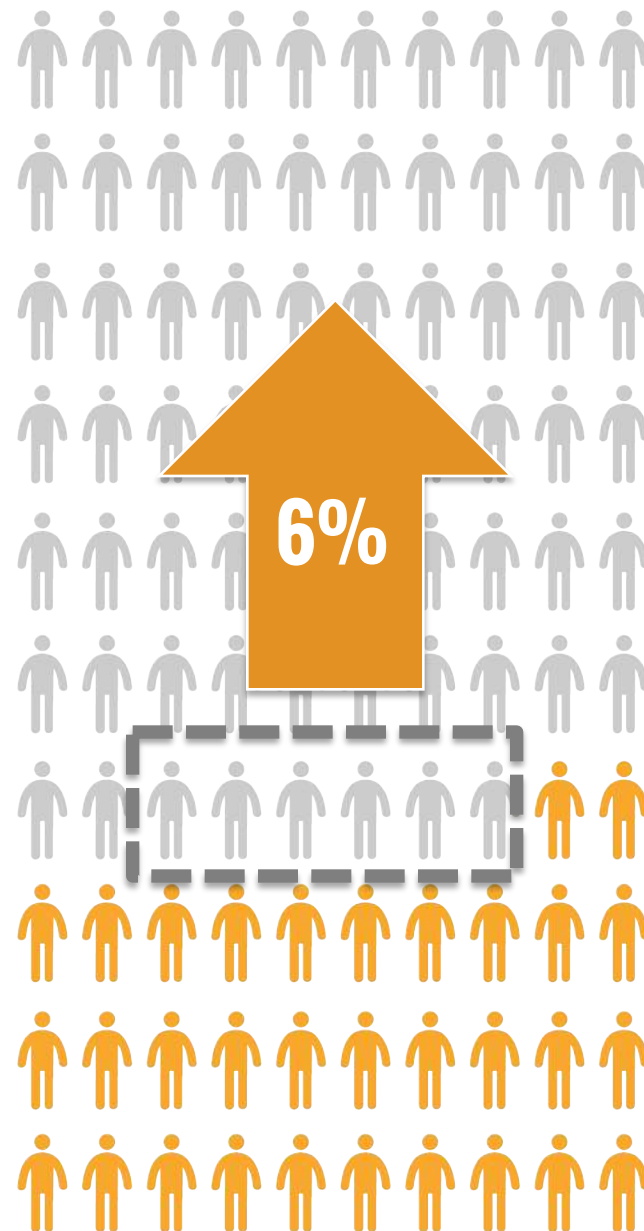
# CHULA VISTA DEMOGRAPHICS

Hispanics are the **fastest growing** demographic in US, California, and Chula Vista.

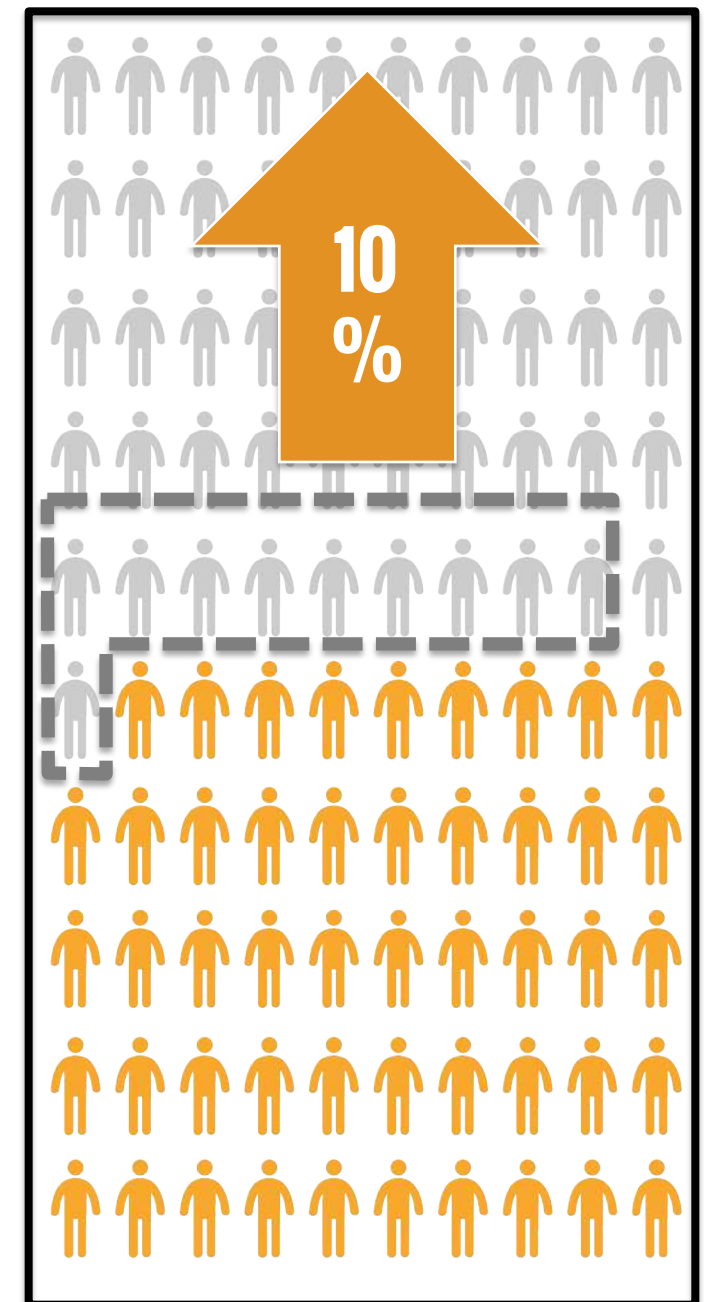
## US



## California

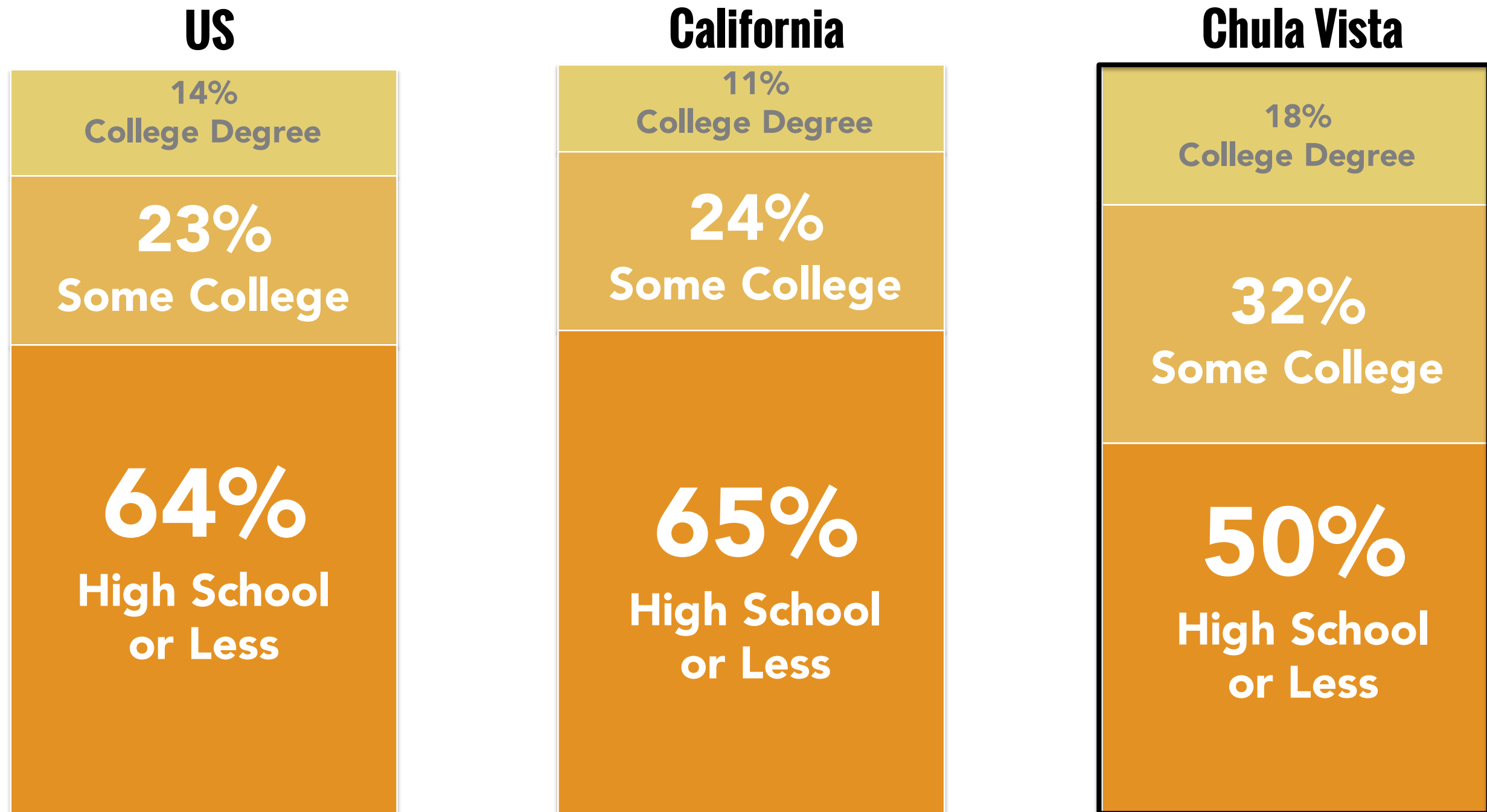


## Chula Vista



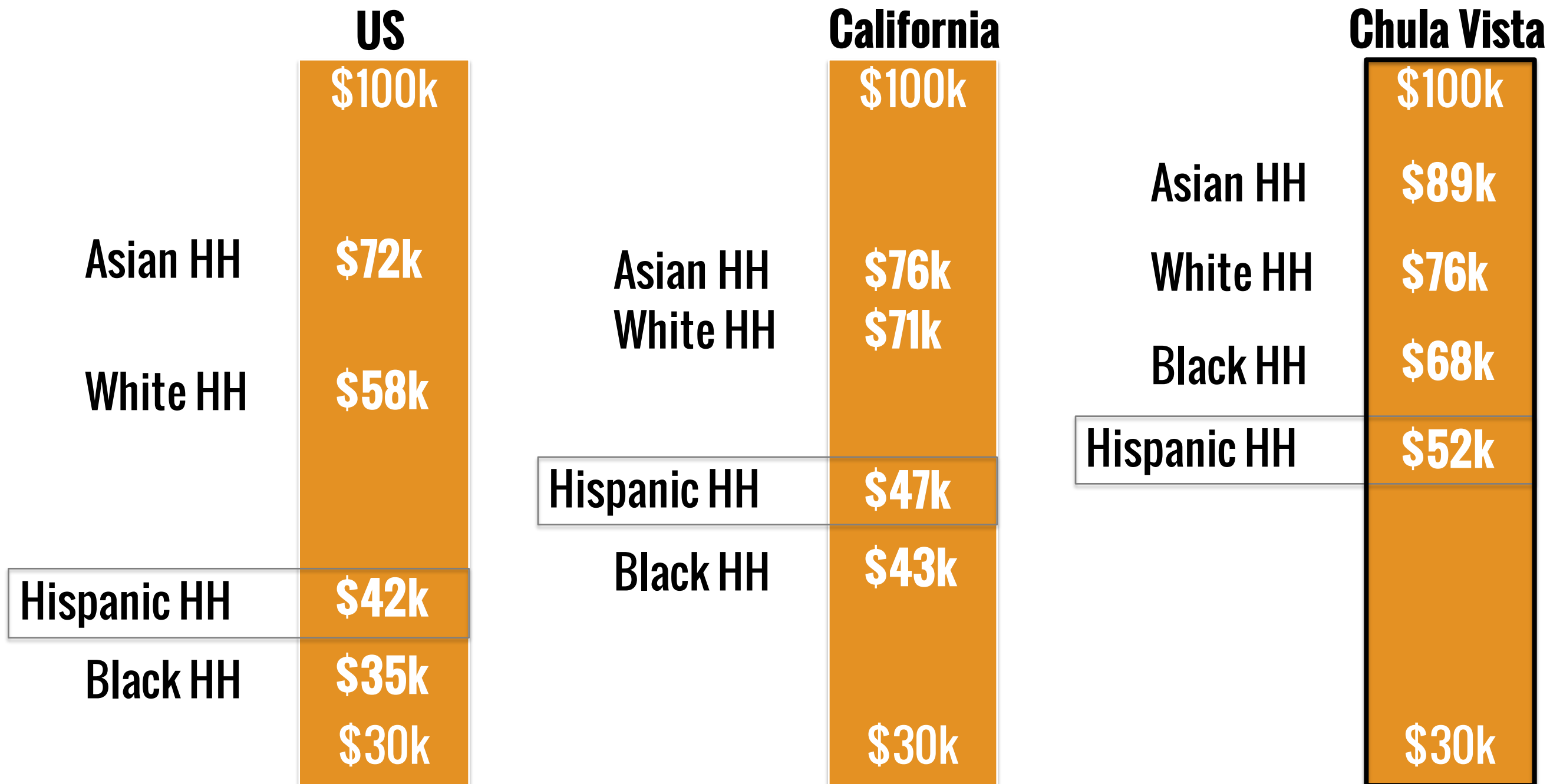
# CHULA VISTA DEMOGRAPHICS

Hispanics from Chula Vista are more educated than national and statewide averages, however, still represent the **lowest educational attainment\***



# CHULA VISTA DEMOGRAPHICS

Hispanic Households in Chula Vista earn more than national and statewide averages but **still rank amongst the lowest in the city**



An aerial photograph of the San Diego skyline, showing a dense cluster of skyscrapers and buildings. The NBC logo is visible on a prominent dark building in the center. In the background, the city extends to the waterfront, with a large body of water and distant hills under a clear blue sky. Two construction cranes are visible on the right side of the image.

# SAN DIEGO REGIONAL TRENDS

# GREATER SAN DIEGO INDUSTRY ANALYSIS

OVERVIEW: **MISSING OUT ON STEM OPPORTUNITIES**

**1.5x**

**NAT'L AVG.**

OF WORKFORCE % IN STEM-RELATED FIELDS

OF HIGHLY-SKILLED LABOR WORKING IN SAN DIEGO...

**45%**

COMES FROM OUTSIDE CALIFORNIA

YET

**40%**

**BELOW NAT'L AVG.**

IN STEM DEGREES GRANTED (statewide)

**24%**

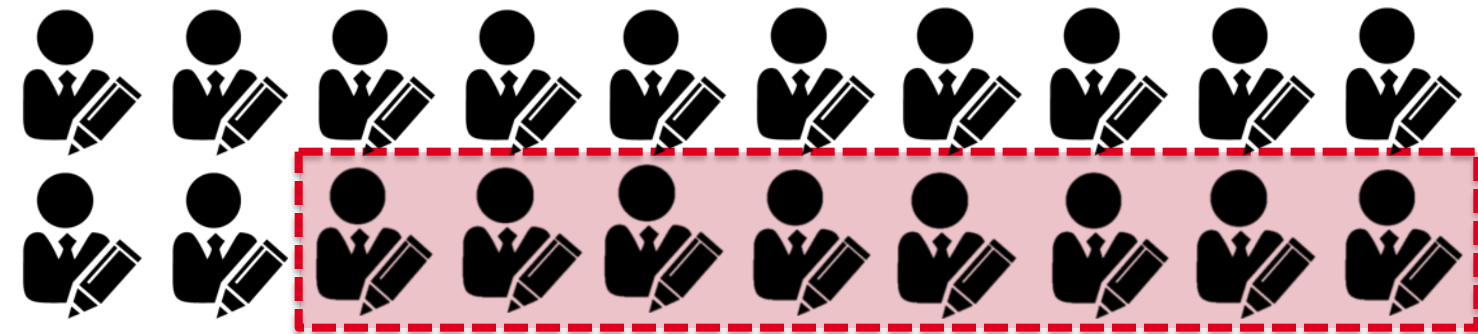
COMES FROM OUTSIDE U.S.



AND



Only **21%** of CA college-ready students major in STEM fields



Only **40%** of CA STEM majors earn STEM degrees

**EXISTING LOCAL SUPPLY OF STEM DEGREES FALLS SHORT...**

Source: "Youth Opportunity Divide...", Brookings

Source: California Department of Education

Source: "Go Global", Brookings

# GREATER SAN DIEGO INDUSTRY

OVERVIEW: **LEADING INNOVATION, LAGGING LOCAL TALENT SUPPLY**

**#2**  
**GLOBALLY**

PATENTS  
PER CAPITA

## TOP GROWTH SECTORS:

Advanced Manufacturing  
IT and Communications  
Life Sciences  
Healthcare  
Clean Energy

**57,000**

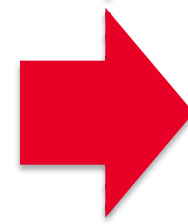
**0** Jobs unfilled  
due to skills  
gap (2012)

YET

AND

**44%**

Of jobs in these  
emerging  
sectors require  
college degrees



**ALL ARE STEM FIELDS**

**INCREASING LOCAL DEMAND FOR  
STEM DEGREES ALREADY IN SHORT  
SUPPLY**

# SAN DIEGO HIGHER EDUCATION TRENDS

## REGIONAL WORKFORCE "SKILLS GAP"

Educational Attainment  
for 18 to 24 years

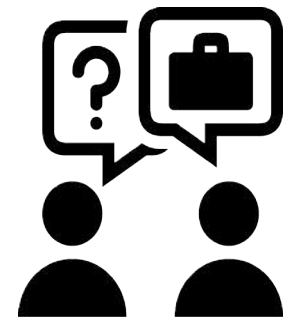


San Diego Region  
ranked

**65<sup>th</sup>**

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 CA adults over the age of  
25 have college degrees in  
California.

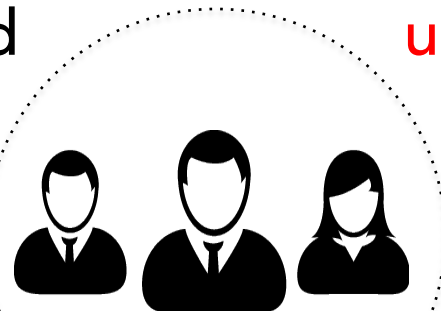
Of these graduates...

**39,000**

Young adults are  
**unemployed** and  
not in school  
(2013)

**74,000**

Young adults are  
**underemployed**  
(2013)



**24%** graduated from  
some other nation  
**31%** graduated within CA  
**45%** graduated from  
outside CA



# INSTITUTIONAL VALUE PROPOSITION

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## 1) REGIONAL LOCATION

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

---

## 2) TRANS-BORDER CONNECTION

Site is 4 miles from the the US/Mexico border

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## 3) DEMOGRAPHICS

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

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## 4) REGIONAL ECONOMY

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

---

## 5) CLIMATE

Leveraging San Diego's temperate climate

---

A wide landscape of rolling hills under a clear blue sky at sunset or sunrise. The foreground shows a dirt road and some dry grass. The middle ground features rolling hills in shades of brown and green. The background shows a range of mountains under a bright, hazy sky. The overall scene is serene and expansive.

# POTENTIAL INSTITUTIONAL SCENARIOS

# DRAFT PROJECT GOALS FOR CHULA VISTA

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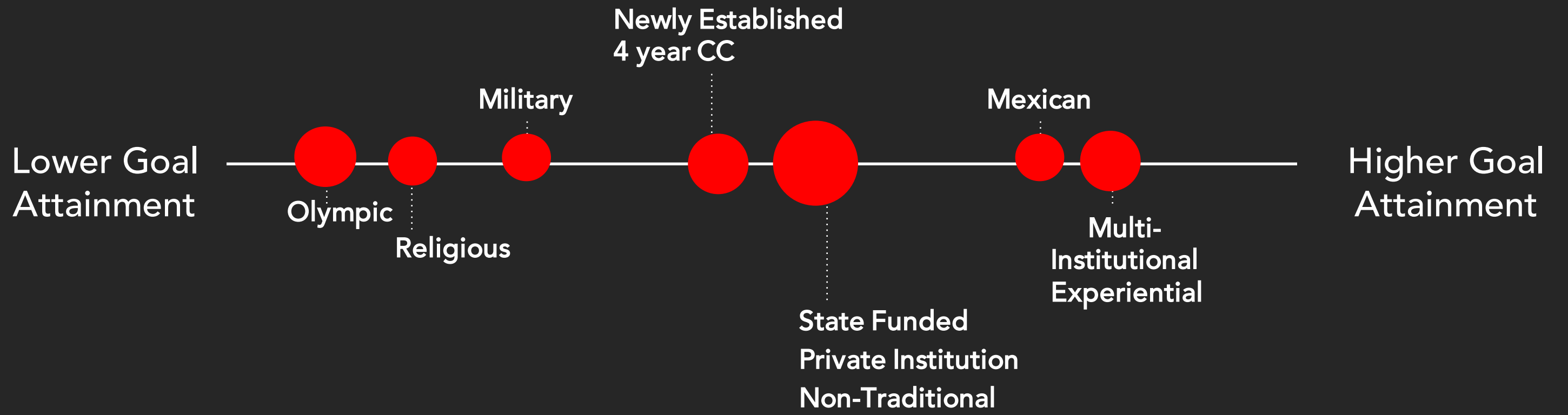
# SCENARIOS

(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

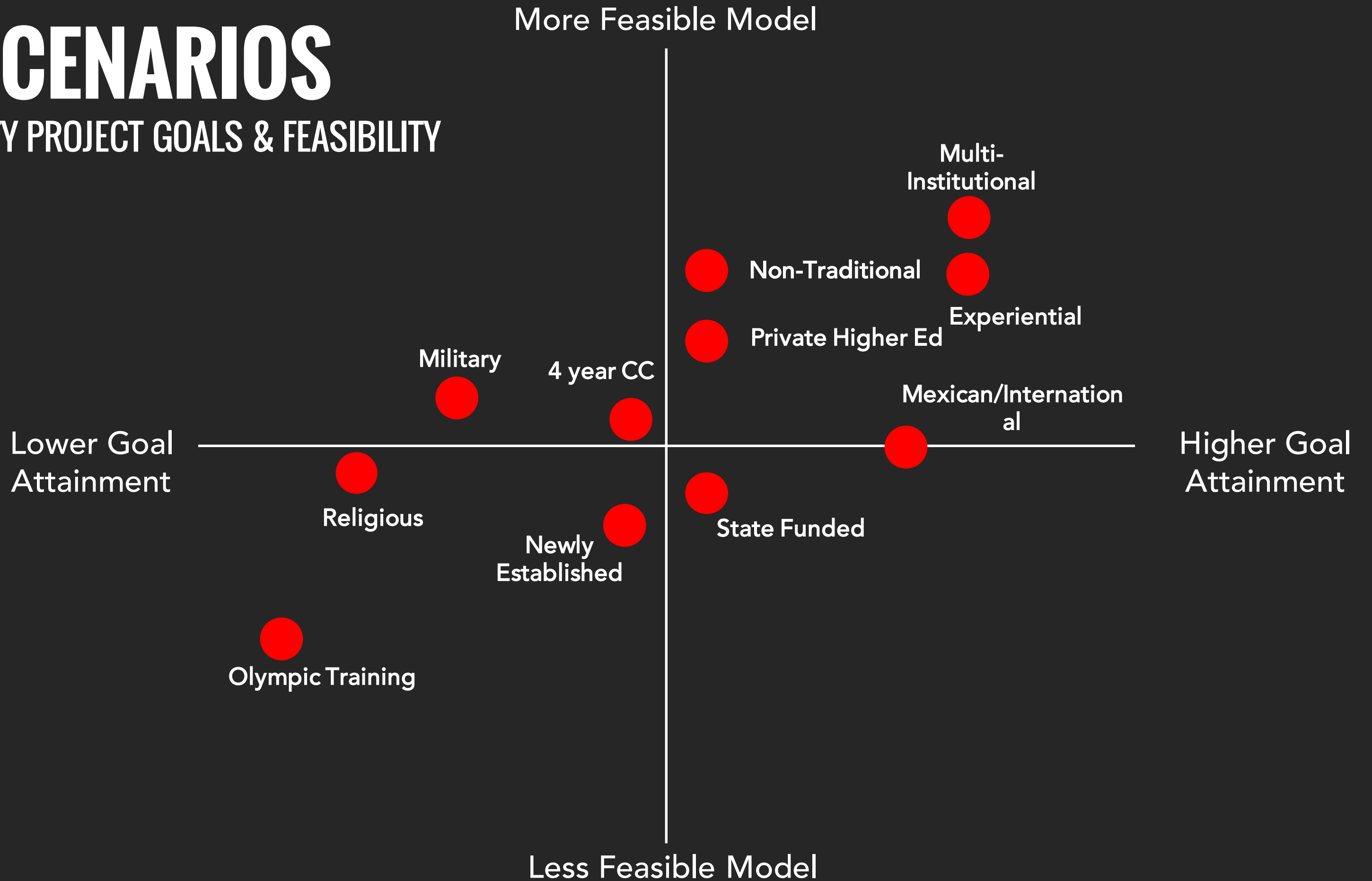
# SCENARIOS

## CITY PROJECT GOALS



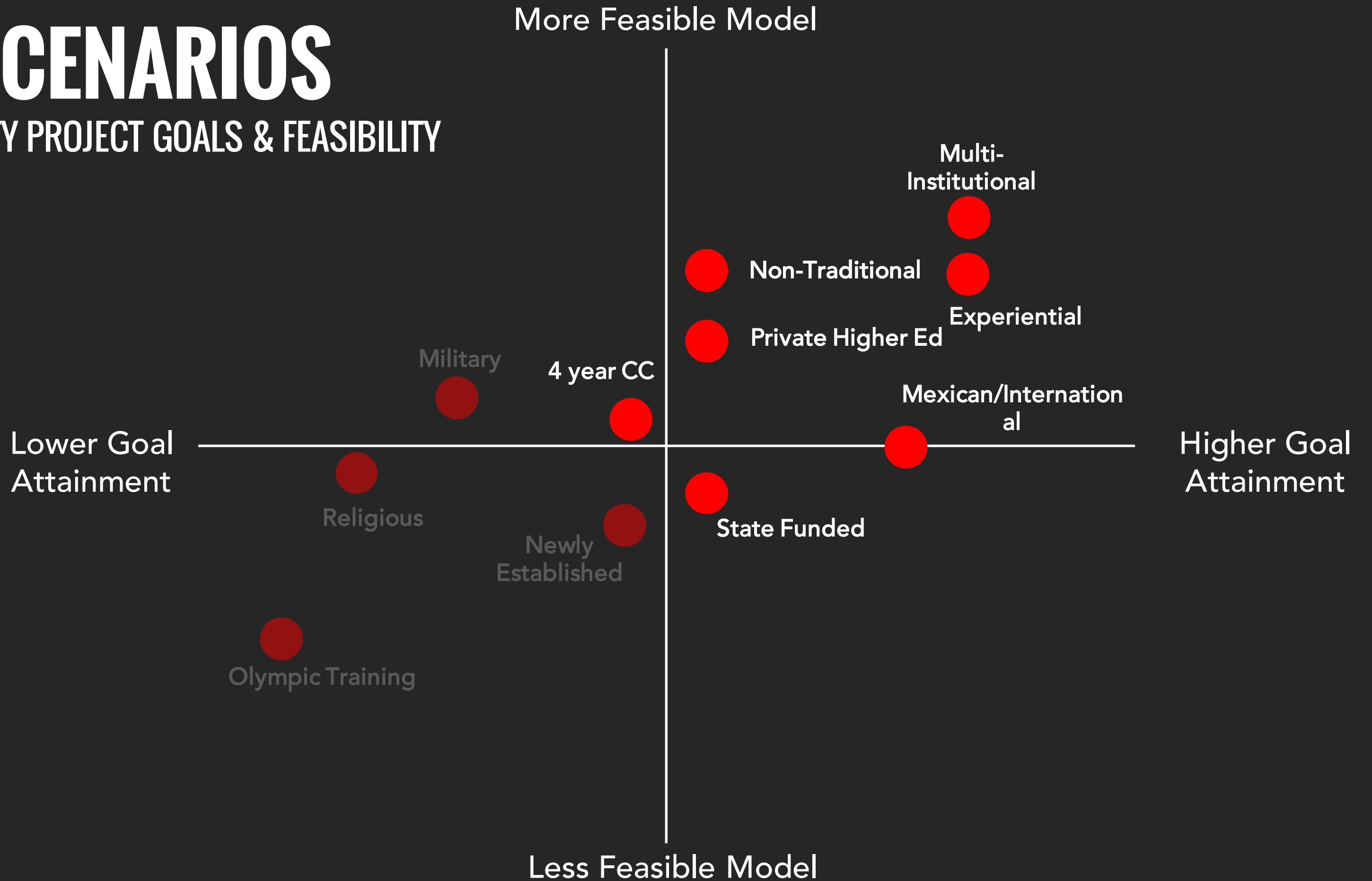
# SCENARIOS

## CITY PROJECT GOALS & FEASIBILITY



# SCENARIOS

## CITY PROJECT GOALS & FEASIBILITY



# SCENARIOS

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1. PUBLIC INSTITUTION

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2. PRIVATE INSTITUTION

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3. MULTI-INSTITUTIONAL CAMPUS

---

4. MEXICAN INSTITUTION

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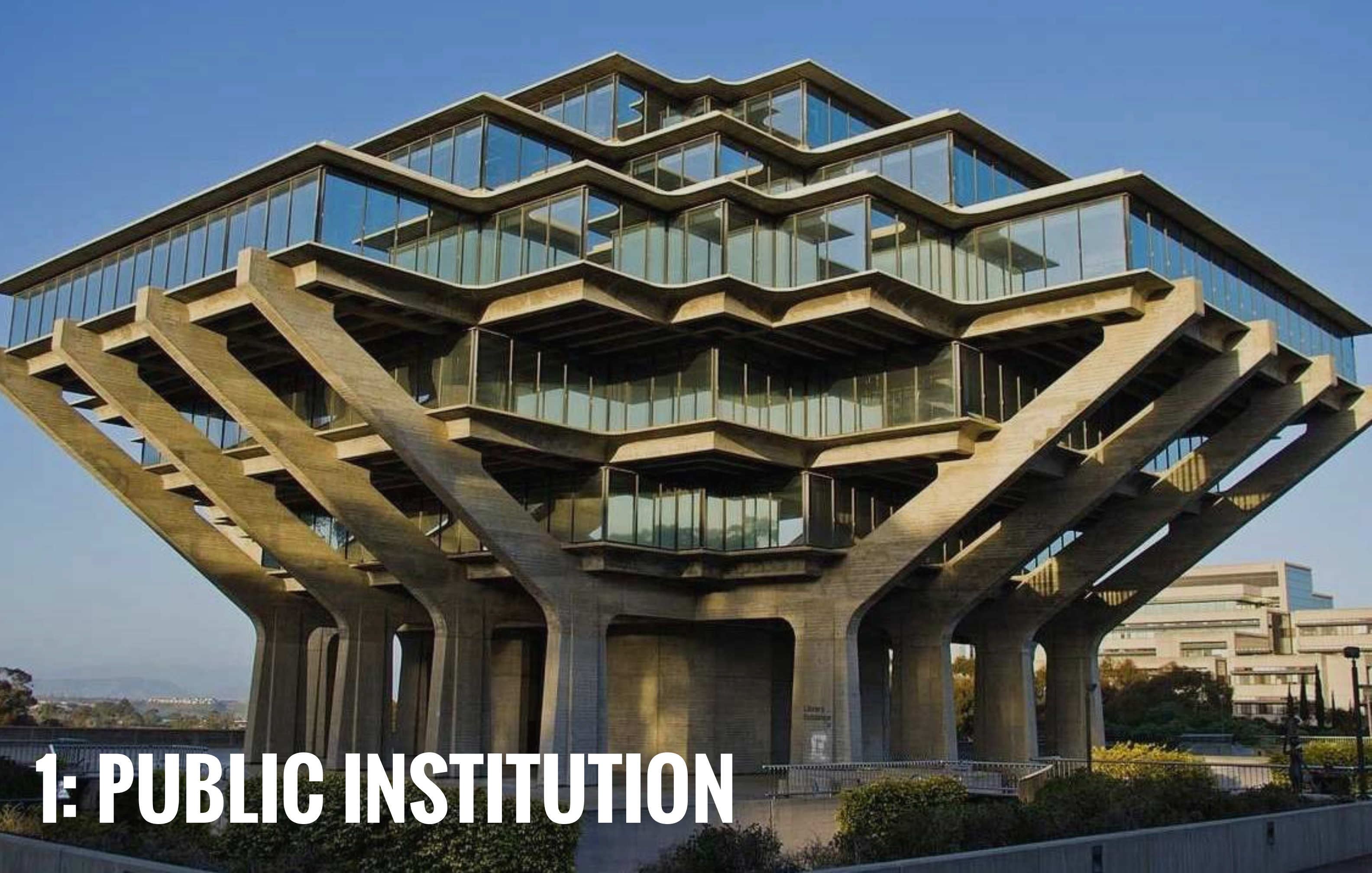
5. INTERNATIONAL

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6. BLENDED (NON-TRADITIONAL + EXPERIENTIAL)

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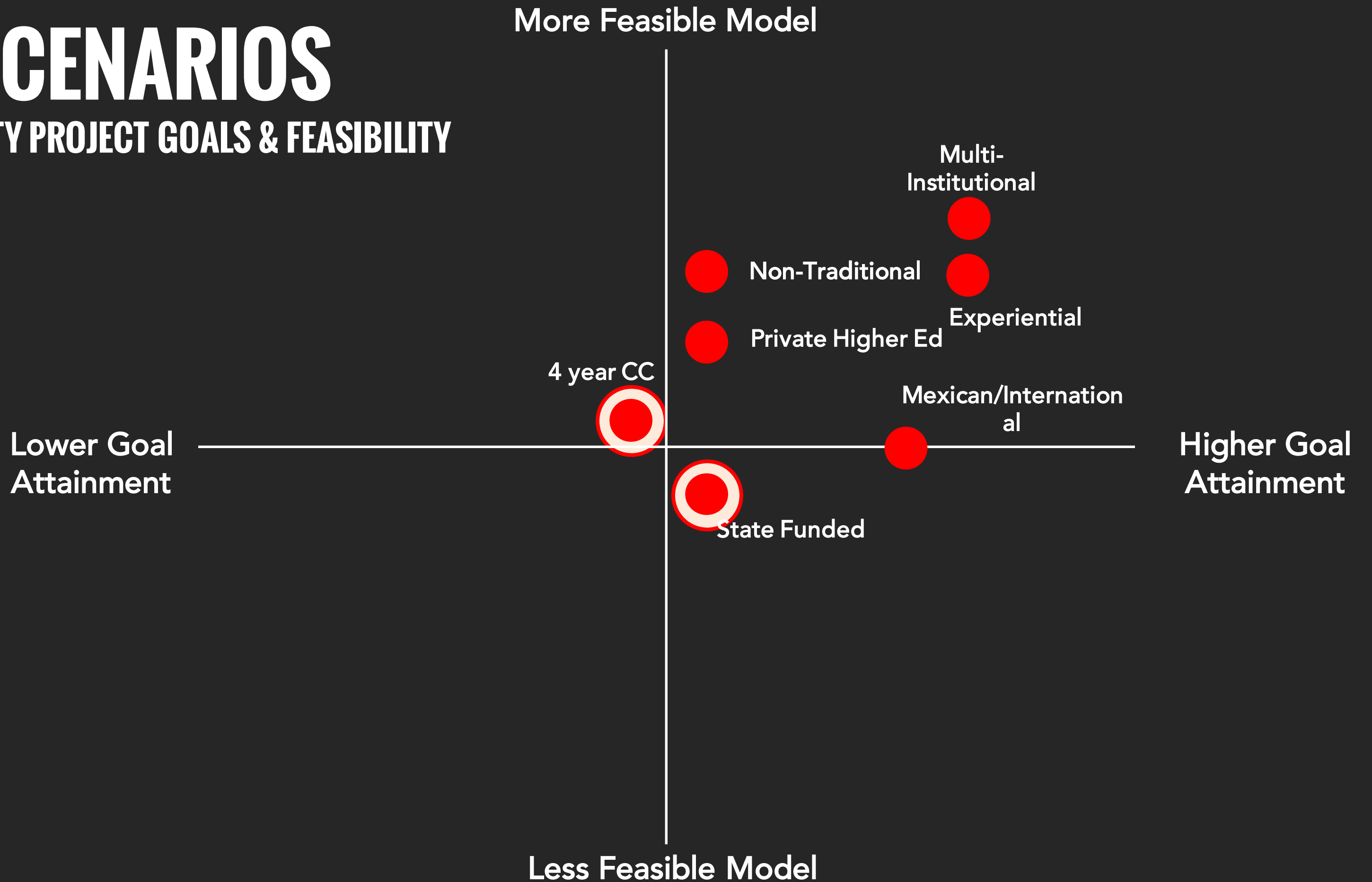




**1: PUBLIC INSTITUTION**

# 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

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# 1. PUBLIC INSTITUTION

## OPTION 1: COMMUNITY COLLEGE

### POTENTIAL PARTNERS:

- **SOUTHWESTERN COLLEGE**  
Public 2-year community college  
The only community college in Chula Vista  
Enrollment: 19,917 (2014)

# 1. PUBLIC INSTITUTION: STEPS FORWARD

## OPTION 1: COMMUNITY COLLEGE

### STEP 1

#### AUTHORIZATION FROM THE STATE

- Analysis of **demand on education and industry needs** in Chula Vista for proposed program
- Garner **community support**, student interest and regional/statewide demand proposed program
- Demonstrate **non-duplication** with UC or CSU system

### STEP 2

#### ESTABLISH MISSION AND CURRICULUM

- **Create and revise curriculum**, operational model and faculty and administration needs
- **Identify** sources of **funding**
- **Contact accrediting commission** for community and junior colleges, and other accreditation bodies for each degree

### STEP 3

#### IMPLEMENTATION

- **Host information session** for community
- **Build** facilities
- **Hire** faculty members and **train** administration staff

# 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

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



# 1. PUBLIC INSTITUTION

## OPTION 2: UC/CSU SYSTEM

### POTENTIAL PARTNERS:

- **UC SAN DIEGO**  
Enrollment: 24,810 (2014)
- **SAN DIEGO STATE UNIVERSITY (CSU)**  
Enrollment: 27,595 (2014)

# 1. PUBLIC INSTITUTION: STEPS FORWARD

## OPTION 2: UC/CSU SYSTEM

### STEP 1

#### AUTHORIZATION FROM THE STATE

- **Analysis of demand** on education and industry needs in Chula Vista
- **Establish relationship** with Southwestern College and garner support from community

### STEP 2

#### ESTABLISH MISSION AND CURRICULUM

- **Create and revise curriculum**, timeline of programs, and hiring faculty and administration
- Identify sources of **funding**
- **Contact Western Association of Schools and Colleges** for accreditation and other accreditation bodies

### STEP 3

#### IMPLEMENTATION

- Host **information session** for community
- **Build** facilities
- **Hire** faculty members and **train** administration staff

# 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

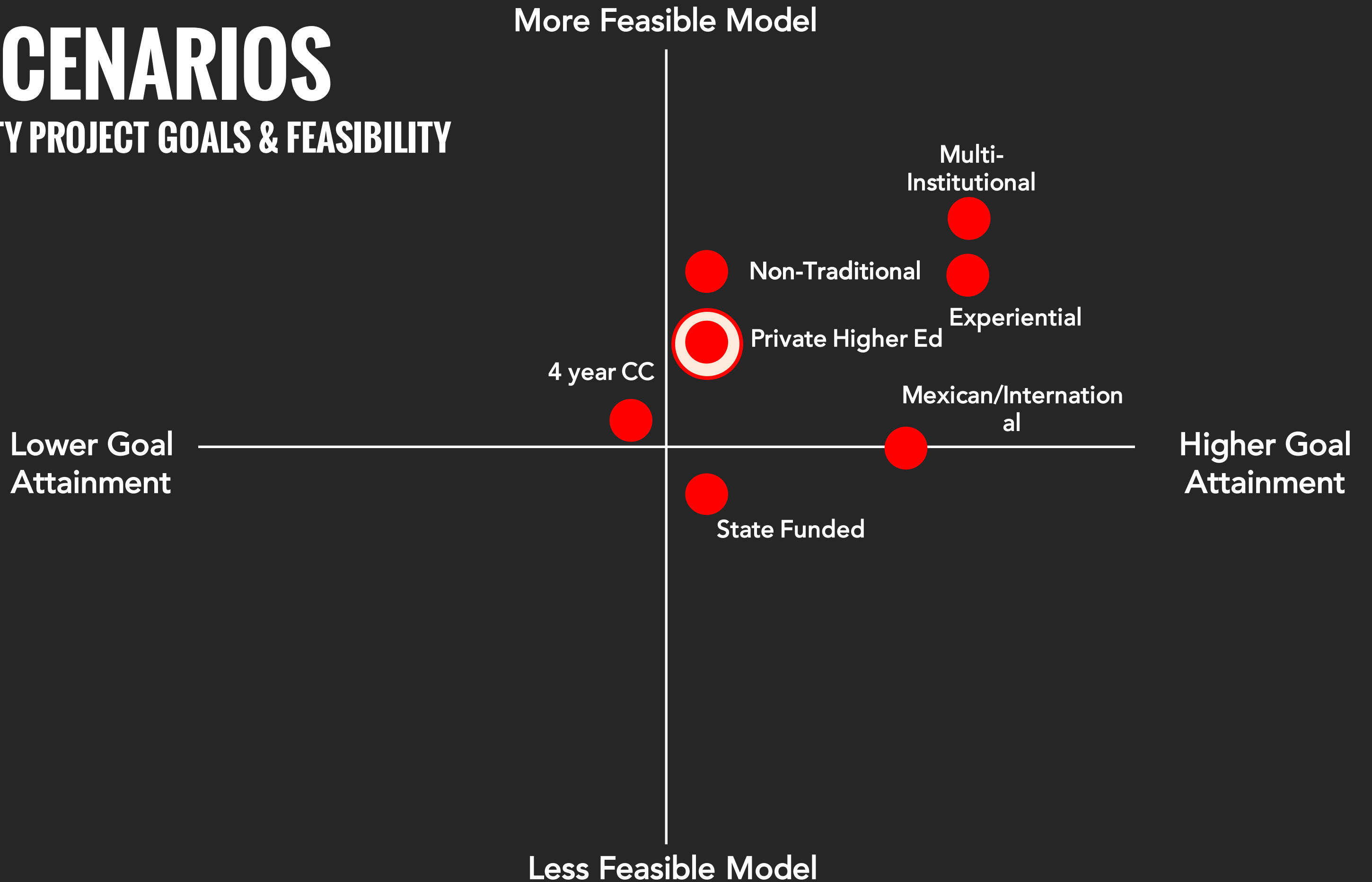




## 2. PRIVATE INSTITUTION

# 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

## OPTION 1: INSTITUTIONS WITH HIGH US-MEXICAN INTEREST

### POTENTIAL PARTNERS:

- **Massachusetts Institute of Technology, Cambridge**
  - Established a relationship with Tecnológico De Monterrey (2014)
  - MIT-Mexico Program (2005)
- **University of Southern California**
  - US-Mexico Network
- **BABSON COLLEGE, NY**
  - Latin America STEP Project (2006)
  - Partnership with Tecnológico De Monterrey
- **Other Colleges with Border Studies Programs**
  - Earlham College, Indiana
  - Lake Forest, Illinois

## OPTION 2: INSTITUTIONS WITH GLOBAL PRESENCE

### POTENTIAL PARTNERS:

- **New York University, New York**
  - Strong exchange programs with Singapore, Mexico, etc
- **California Institute of Technology, Pasadena**
  - MIT of the West



# 2. PRIVATE INSTITUTION: STEPS FORWARD

## STEP 1

### MARKETING & BRANDING

- Develop **market research** and **financial appraisal**
- **Establish a relationship** UC and Other Californian universities and institutions
- Market and garner **community support**, students' interest and business leaders
- Initiate accreditation and identify international credit process

## STEP 2

### DEVELOPMENT

- **Create curriculum**, operational model and faculty and administration needs
- **Identify funding** sources, **initiate fundraising** and campus development

## STEP 3

### IMPLEMENTATION

- **Hire faculty members** and train administration staff
- **Offering a test run** program

# 2. PRIVATE INSTITUTION: CONCLUSION

## OPPORTUNITIES

- (+) ATTRACT **MORE STUDENTS** 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 ACCESSIBILITY
- (-) **VISA, LANGUAGE & CULTURAL BARRIERS AND ACCREDITATION BARRIERS** BETWEEN COUNTRIES
- (-) **LONGER TO BUILD A BRAND NAME IN** THE COMMUNITY
- (-) **NO LOCAL NAME RECOGNITION**

# VALUE CONCLUSION

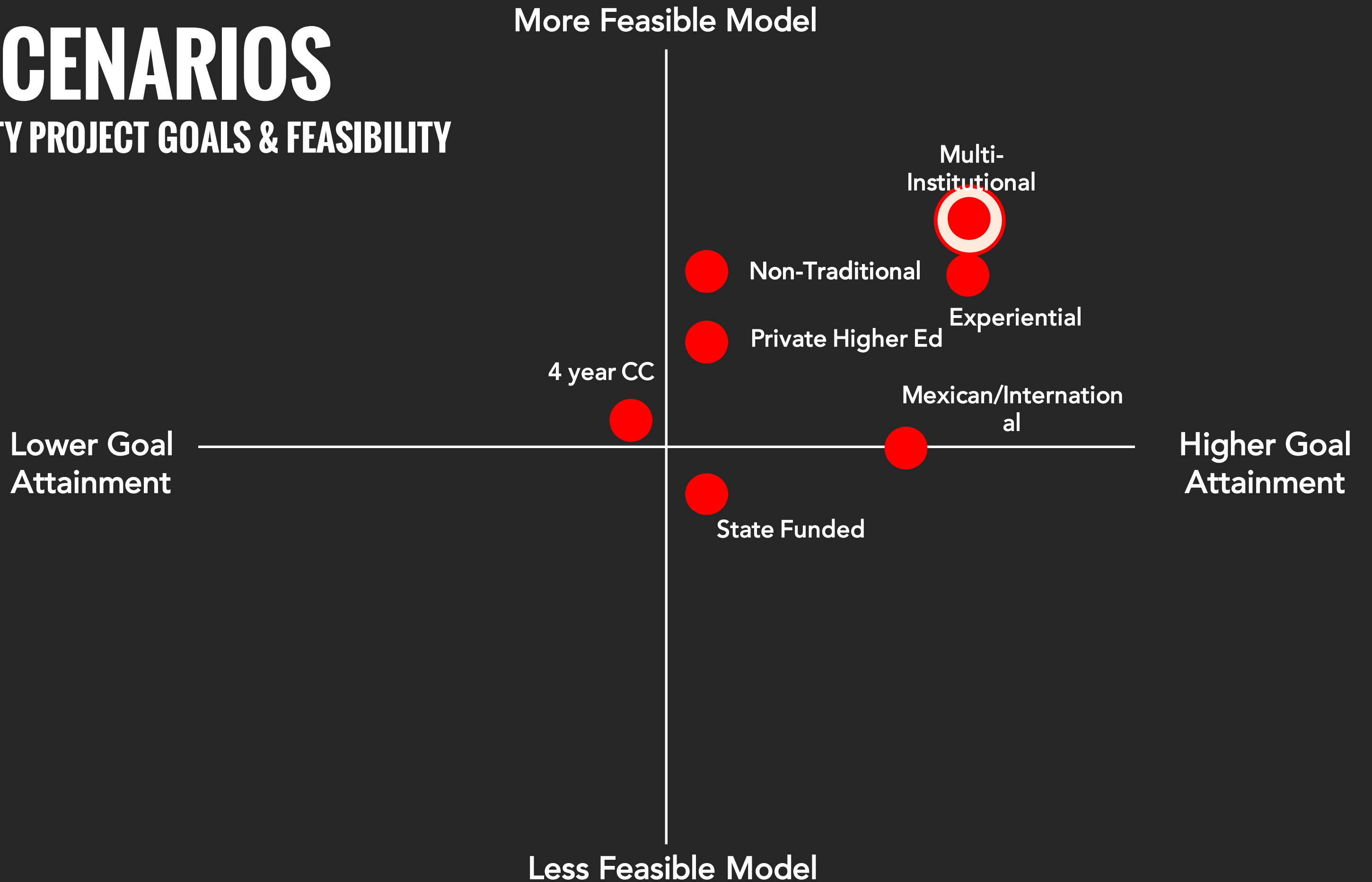
		Scenario 1: Public		Scenario 2: Private	Scenario 3: Multi		Scenario 4: Mexican	Scenario 5: International	Scenario 6: Blended
		CC	UC/CSU		Specific	General			
INSTITUTION	LOCATION	×	×	×					
	BORDER			×					
	DEMOGRAPHICS	×	×	×					
	REGIONAL ECONOMY	×	×	×					
	CLIMATE		×	×					
FUNDING	PUBLIC (LOCAL 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

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# 3. MULTI-INSTITUTIONAL CAMPUS

## OPTION 1: INDUSTRY SPECIFIC

### POTENTIAL PARTNERS:

- **UC San Diego San Diego**  
Clean tech + robotics programs, research institutes  
Unlikely that UCSD would go beyond leasing space for its research institutes
- **San Diego State University San Diego**  
Clean tech + robotics programs, research institutes
- **Point Loma Nazarene University San Diego**  
Sustainability, engineering, computer science programs; campus is at max capacity
- **Arizona State University Tempe AZ**  
Biofuel research partnership with Navy in San Diego
- **High Tech High Chula Vista**  
Charter school serving 600 students from the region; preparing for expansion



# 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

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# 3. MULTI-INSTITUTIONAL CAMPUS

## OPTION 2: GENERAL

### POTENTIAL PARTNERS:

- **University of Southern California Los Angeles**  
Private, not-for-profit research university; Tuition: \$24,700 (2015-2016)  
43,000 students (19,000 undergraduate; 23,000 graduate) in 2014-2015
- **University of San Diego San Diego**  
Private, Jesuit university; Tuition: \$44,000 (2015-2016)  
8,100 students (5,450 undergraduate; 2,550 graduate) in 2011-2012
- **Point Loma Nazarene University San Diego**  
Private, Christian liberal arts college; Tuition: \$31,800 (2015-2016)  
3,350 students (2,550 undergraduate; 800 graduate) in 2014-2015; at full capacity
- **Southwestern College Chula Vista**  
Community college; Tuition: \$46 per unit (2015-2016) 19,500 students (2011-2012)

# 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

# 3. MULTI-INSTITUTIONAL CAMPUS: STEPS FORWARD

## STEP 1

### ANALYZE AND BUILD RELATIONSHIP

- Hire firm to **conduct industry analysis** of San Diego – Tijuana mega-region, focusing on growth industries and talent gaps
- Establish **relationships with major regional employers** to determine talent needs, open door for sponsorship
- Establish rapport with regional, national **philanthropic groups**

## STEP 2

### START ACADEMIC OUTREACH

- **Contact CA academic institutions** to determine strategic plans, potential interest in Chula Vista
- **Contact regional Mexico-based institutions** to determine respective plans, potential interest
- Use industry analysis to **seek grants** from State of CA, regional/national philanthropic groups

## STEP 3

### RECRUIT INSTITUTION

- **Request statements of interest from foreign and domestic academic institutions** regarding participation in multi-institutional campus
- **Host conference** on the state of higher education and employment in America; use platform to promote CVUP

# VALUE CONCLUSION

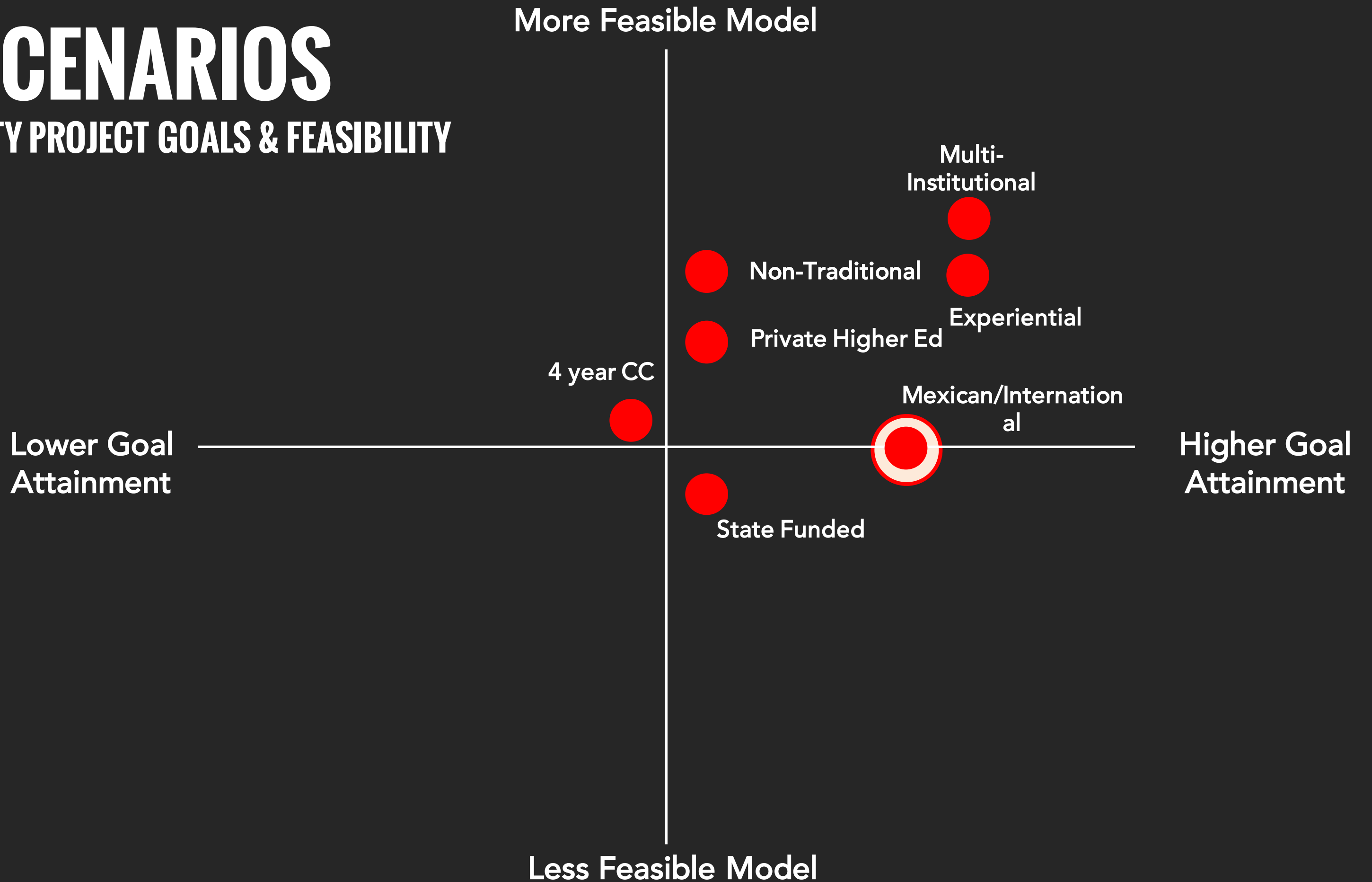
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		CC	UC/CSU		Specific	General			
INSTITUTION	LOCATION	×	×	×	×	×			
	BORDER			×	×	×			
	DEMOGRAPHICS	×	×	×		×			
	REGIONAL ECONOMY	×	×	×	×	×			
	CLIMATE		×	×					
FUNDING	PUBLIC (LOCAL AND STATE)	●	●		●	●			
	PUBLIC (FEDERAL)	●							
	PHILANTHROPY			●	●	●			
	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

## MEXICAN PRIVATE INSTITUTIONS

### POTENTIAL PARTNERS

- **Tec de Monterrey Monterrey**  
31 campuses in 25 cities, none in Cali-Baja
- **Ibero-American University Mexico City**  
Jesuit university with satellite in Tijuana
- **Colegio de la Frontera Norte (COLEF) Tijuana**  
Research college, focus on border issues
- **CETYS Tijuana**  
Global focus; entrepreneurship + innovation

## AMERICAN INSTITUTIONS

### POTENTIAL PARTNERS:

- **University of Southern California Los Angeles**  
Research university; Tuition: \$24,700 (2015-2016)  
19,000 undergraduate, 23,000 graduate (2014-2015)
- **Stanford University Stanford**  
Research university; Tuition: \$42,700 (2013-2014)  
7,000 undergraduate, 8,900 graduate (2014-2015)
- **University of San Diego San Diego**  
Jesuit university; Tuition: \$44,000 (2015-2016)  
5,450 undergraduate, 2,550 graduate

# 4. MEXICAN UNIVERSITY: STEPS FORWARD

## STEP 1

### CONDUCT ANALYSIS

- Demand analysis of higher ed enrollment trends in Cali-Baja and Mexico at large
- Continue engaging Mexico higher ed professionals to identify timeline, potential obstacles
- Establish rapport with Mexico philanthropic groups and individual donors

## STEP 2

### ESTABLISH CONTACT IN MEXICO

- Contact regional Tijuana-based academic institutions to determine strategic plans, potential interest in Chula Vista
- Use higher ed demand analysis to seek grants from CA and Mexico philanthropic groups

## STEP 3

### RECRUIT

- Request statements of interest from Mexican academic institutions
- Host conference on the state of higher ed and employment in Mexico and U.S.; use platform to promote CVUP

# 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

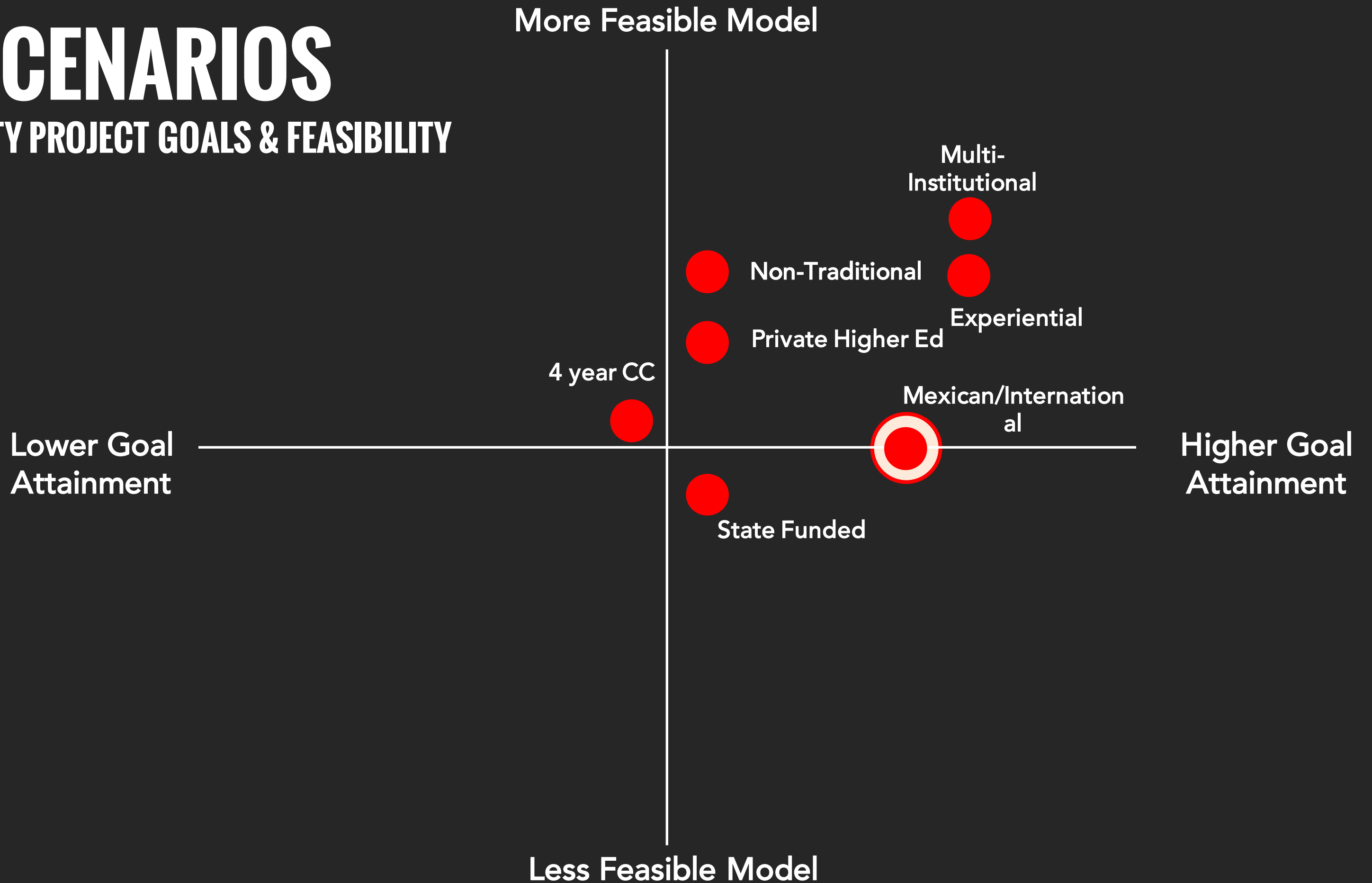
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		CC	UC/CSU		Specific	General			
INSTITUTION	LOCATION	×	×	×	×	×	×		
	BORDER			×	×	×	×		
	DEMOGRAPHICS	×	×	×		×	×		
	REGIONAL ECONOMY	×	×	×	×	×	×		
	CLIMATE		×	×					
FUNDING	PUBLIC (LOCAL AND STATE)	●	●		●	●	●		
	PUBLIC (FEDERAL)	●					●		
	PHILANTHROPY			●	●	●	●		
	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

## CHINESE PARTNERS

### EXAMPLE PARTNERS:

- **PEKING UNIVERSITY, BEIJING**  
First Modern National University in China
- **TIANJIN UNIVERSITY OF SCIENCE AND TECHNOLOGY, TAINJIN**  
Formerly Tianjin Institute of Light Industry
- **WUXI INSTITUTE OF TECHNOLOGY, WUXI**  
Public Higher Education Vocational School
- **US-CHINA EDUCATION TRUST**  
Scholarship program to foster US-China relations

## AMERICAN PARTNERS

### EXAMPLE PARTNERS:

- **UNIVERSITY OF SOUTHERN CALIFORNIA**  
Home to US-China Institute
- **SOUTHWESTERN COMMUNITY COLLEGE**  
Local California Community College

# 5. INTERNATIONAL MODEL: STEPS FORWARD

## STEP 1

### IDENTIFY THE AMERICAN PARTNER

- **Identify the American** partner to open satellite campus in Chula Vista
- **Begin conversation** with American institute's faculty and staff to **gain approval for new campus**
- Create a **strategic plan** for outreach including specific metrics around financial and administrative support

## STEP 2

### IDENTIFY THE CHINESE PARTNER

- **Establish an intermediary** in China to investigate potential partner organizations
- **Conduct site visits** between American and Chinese campuses
- Begin **discussion with the Communist Party of China (CPC)**

## STEP 3

### CREATE JOINT STRUCTURE

- Using expertise from American and Chinese faculty **create joint curriculum**
- Form educational program including determining what **type of partnership** it will be. Potential programs include:
  - 3+1 Model
  - Internet undergraduate/masters
  - Professional Exchange

# 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

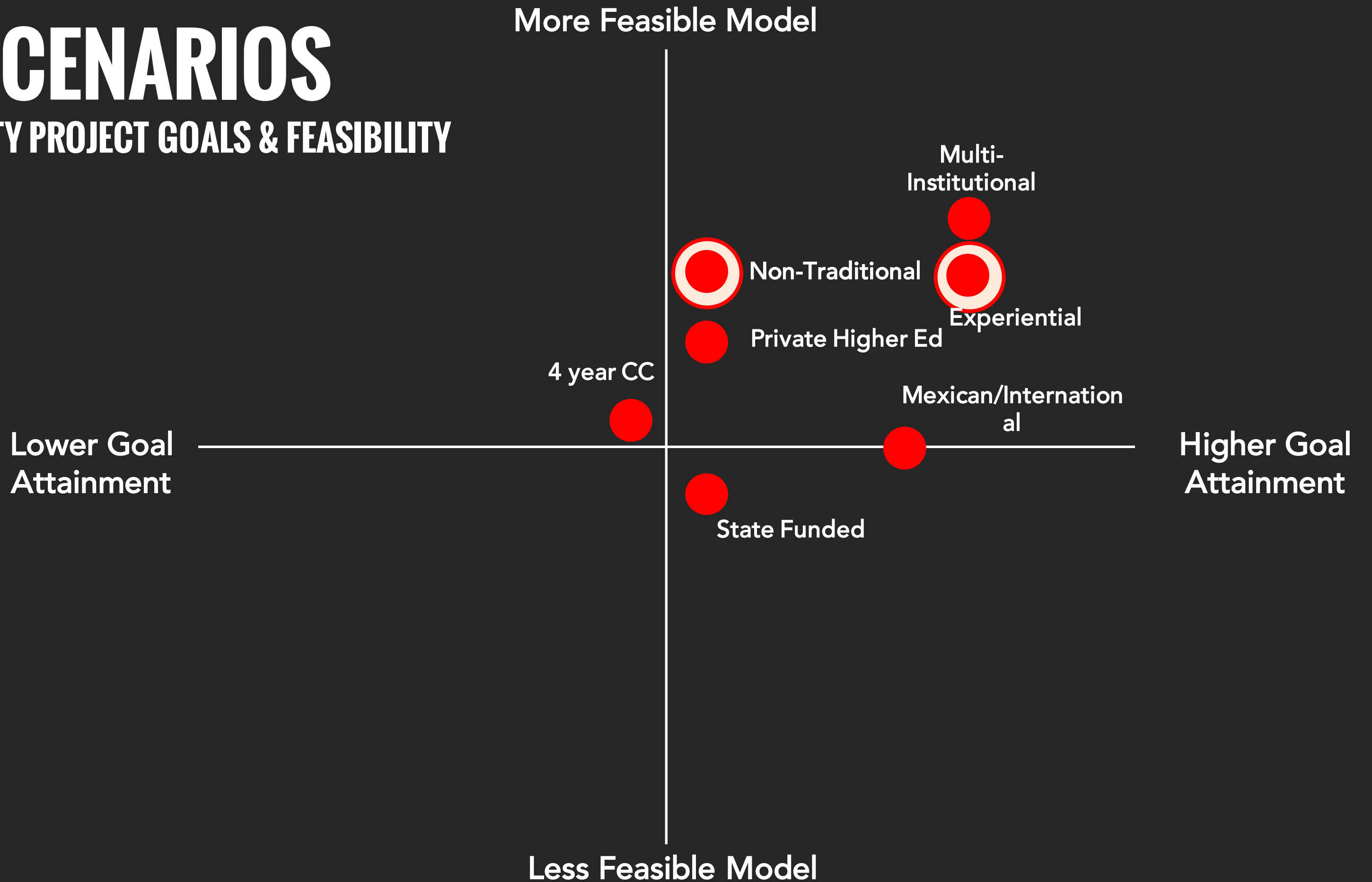
		Scenario 1: Public		Scenario 2: Private	Scenario 3: Multi		Scenario 4: Mexican	Scenario 5: International	Scenario 6: Blended
		CC	UC/CSU		Specific	General			
INSTITUTION	LOCATION	×	×	×	×	×	×	×	
	BORDER			×	×	×	×		
	DEMOGRAPHICS	×	×	×		×	×		
	REGIONAL ECONOMY	×	×	×	×	×	×	×	
	CLIMATE		×	×					
FUNDING	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 21<sup>st</sup> 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

## NATIONAL PARTNERS

### EXAMPLE PARTNERS:

- **WESTERN GOVERNORS UNIVERSITY**  
Online, competency-based education
- **OLIN COLLEGE**  
Project-based, group learning school
- **HIGH TECH HIGH**  
Local San Diego High School Focused on STEM

## LOCAL SAN DIEGO PARTNERS

### EXAMPLE PARTNERS:

- **HIGH TECH HIGH**  
Local San Diego High School Focused on STEM
- **LOCAL EDUCATIONAL PROFESSIONALS**  
Established San Diego Partners advocating for education advancement and reform



# 6. BLENDED MODEL: STEPS FORWARD

## STEP 1

### ESTABLISH GOALS AND STRUCTURE

- Determine the structure and audience for the educational institution based off extensive feedback from the City of Chula Vista
- Establish institutional goals around curriculum, student body, online vs. in-person provision
- Begin to attract founding dean and faculty

## STEP 2

### ATTRACT FUNDING

- Using the value proposition and begin to attract philanthropic, public, and corporate funding sources
- Attract educational leaders to begin development of institutional structure and curriculum development
- Contract with educational thought leaders on the design of a cutting edge facility

## STEP 3

### DESIGN AND CONSTRUCT FACILITY

- Conduct targeted outreach to potential student applicant pool
- Conduct a widespread media campaign to boost the visibility of the school
- Continue to attract faculty and staff

# 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	LOCATION	×	×	×	×	×	×	×	×
	BORDER			×	×	×	×		
	DEMOGRAPHICS	×	×	×		×	×		×
	REGIONAL ECONOMY	×	×	×	×	×	×	×	×
	CLIMATE		×	×					×
FUNDING	PUBLIC (LOCAL AND STATE)	●	●		●	●	●	●	
	PUBLIC (FEDERAL)	●					●	●	
	PHILANTHROPY			●	●	●	●	●	●
	INSTITUTIONAL	●	●	●	●	●	●	●	
	FINANCING MECHANISM			●	●	●	●	●	●
	CORPORATE			●	●		●	●	●

# NEXT STEPS

## SEPTEMBER:

- Scenario Selection
- Finalize pre-recruitment research analysis and vision
- Draft short-list of institutions
- Begin development of marketing package for institutional visits

## OCTOBER:

- Initial site visits/conversations with potential institutional partners
- Initial conversations with philanthropic and potential funding partners

## NOVEMBER:

- Recommended institutional partners
- Funding strategy for CVUP
- CVUP Board Recommendations