

## **Higher Education Task Force August 24, 2011 Summary**

The 2nd meeting of the Higher Education Task Force was held Wednesday, August 24, 2011 at 6:00pm.

HETF Members in attendance:

John Allard (Chairperson)  
Tim Herman (Vice Chairperson)  
Howard Rudd  
Holly Tiche  
Tina Treis  
Kirk Uhler  
Paul Frank  
Robert Dugan  
Bob McCarthy  
Julie Hanson  
Willy Duncan  
Dr. Paul Blezien  
Bonita Roznos  
Bernadette Halbrook  
Tony Monetti

Staff in attendance:

Mike Isom  
Straun Boston  
Kelly Wickline

Task Force Facilitator:

Paul Downs

Public in attendance:

Marcus LoDuca  
John Tallman

### **I. Introductions**

Task Force members introduced themselves to start the meeting. Task Force Facilitator Paul Downs said the purpose of the meeting was to begin strategy development, including a review of potential sites.

Julie Hanson provided a brief update on the status of the Regional University project following the recent announcement that Drexel University will not pursue the project. The financing structure was based on a stronger real estate market and higher land values, both of which have significantly diminished. Donation of the land and project entitlements remain intact.

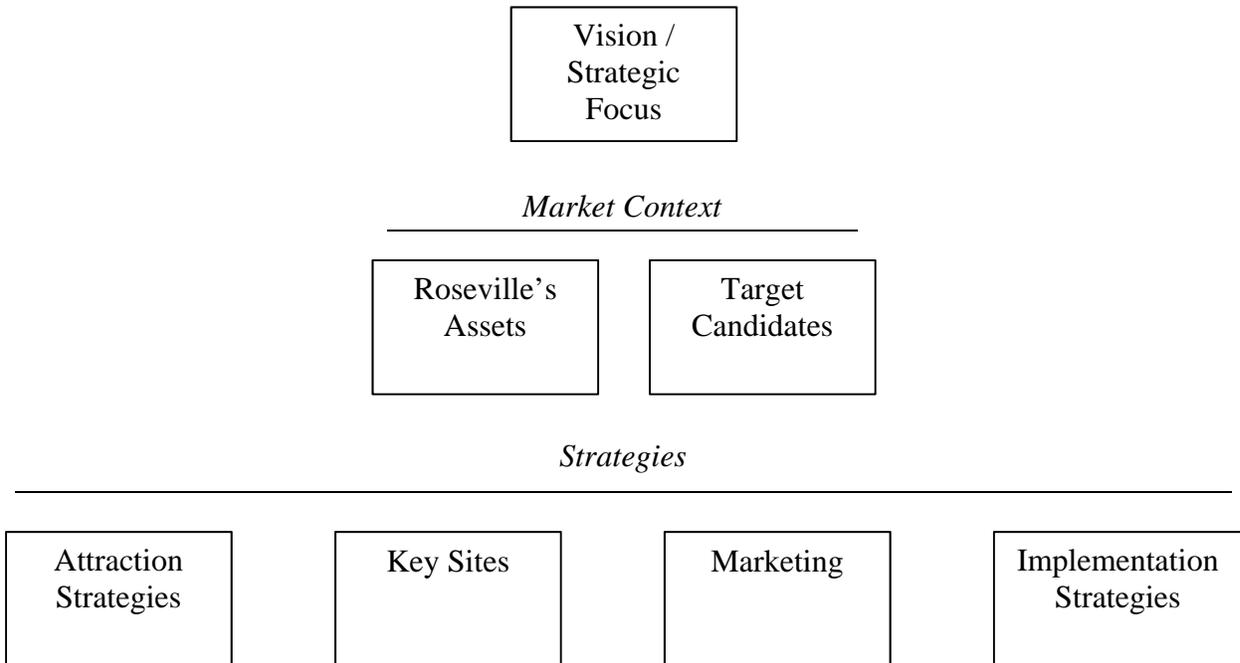
Dr. Halbrook updated the group that CSUS enrollment is being capped for Fall 2011 at 26,000. Anticipated that Fall 2012 will be even lower.

Invited guest, Dr. Jonathan Brown of Association of Independent California Colleges and Universities, was unable to attend the meeting. Dr. Brown provided a memo (see attached) with an analysis of the current setting for higher education in California and possible options for the Task Force to consider. Dr. Brown will be invited back to an upcoming meeting.

The Task Force reviewed Dr. Brown's memo of trends and options. The group noticed that Dr. Brown's assessment was congruent with the Task Force's assessment of trends identified in the first meeting.

### **II. Preliminary Strategy Development**

Paul Downs presented a strategy framework for organizing the Task Force’s recommendation. As shown on the graphic on the following page, the framework includes a vision, Roseville’s key assets, target candidates, attraction strategies, sites, marketing, and implementation concepts.



**Higher Education Attraction Strategy Framework - Draft**

**VISION / STRATEGIC FOCUS**

The Task Force discussed what should be the strategic focus of Roseville’s vision for higher education facilities. There were two major themes – being open to many types and scales of higher education and developing a more focused definition of the type of institutions to attract. The two are not mutually exclusive, and can be encompassed in a strategy to make Roseville / South Placer an “educational hub.” The discussion is summarized as follows:

- **Open to Many Options:** Roseville can accommodate and benefit from a range of institutions, from centers/satellites of universities, to private specialty institutions, to consortiums and private universities.
- **Creating A Focus:** Roseville can set proactive targets based on its needs and goals. For example, a major discussion is to have institutions locate in Roseville/South Placer that support the industry concentrations in healthcare and high tech. Other thematic focuses include agriculture/sustainability. Clarifying Roseville/South Placer’s economic development goals – “who we want to be economically” – would help to clarify potential clusters, as would assessing high job growth industries.
- **Hybrid - Being Open and Having a Focus:** Roseville can use a blended strategy of promoting a range of higher education development while also putting proactive attention and support for specific types of institutions.

## **MARKET CONTEXT**

The Task Force discussed two elements of the market context: Roseville's assets and potential institutions to attract.

### **Roseville's Assets**

Task Force members refined the list of Roseville's key assets/niche developed at the first meeting (see attachment):

- ***Pacific Rim Proximity:*** close to high growth sectors in China and Asia
- ***Strong Demand for Higher Education:*** Projected population and economic growth creating a strong demand for higher education. Also, 5,000 students from Placer currently commute to CSU Sacramento, and the high school district has high college-going rates.
- ***Suburban/Urban Balance:*** A balance of suburban and urban qualities: high level of public services and close to urban lifestyle options
- ***High Quality City Services:*** Advantage in service levels relative to other localities, though this is not obvious to outside institutions.
- ***Diverse Set of Available Locations.*** It's very attractive to show we have a diverse set of sites that could meet a variety of needs. Also, Roseville is not "landlocked," allowing universities to expand over time.
- ***Green/Sustainable Potential:*** Potential to position Roseville as a "green/sustainable" choice given the city's participation in the Blue Print smart growth process and its proximity to agriculture and important natural environments
- ***Collaborative Long-Term Planning for Growth.*** A major selling point is that Roseville and the South Placer sub-region have prepared for long-term growth. We have prepared for long-term higher education demand. The planning work and collaborative leadership make for a supportive environment for growth.

The Task Force also identified the need for additional information related to assets:

- Identify competitors' assets – Southern CA, Pacific Rim, Cordova Hills. (Dr. Brown)
- Quantify how underserved we are relative to comparable regions. We have limited choices for higher education, especially the lack of a private college. (Atlanta, Portland, Spokane.)
- Document the quality of local K-12 education. We have 10,000 high school students projected to grow to 15,000. There are high rates of academic achievement, making students college ready. We participate in innovations such as career academies with themes.

### **Target candidates**

As noted in the vision/strategic focus section, above, the Task Force is entertaining the possibility of being open to many possibilities while having areas of possible focus. In addition, they discussed that International Universities are seeking to expand, so that the city does not need to limit its outreach to California, West Coast, or even US-based institutions.

## **STRATEGIES**

The Task Force discussed each of the four strategy topics.

## **Attraction Strategies**

- A1 Market the availability of multiple viable properties of varying size. This is strength of Roseville vs. other places with only one type of site.
- A2 Ensure and communicate that Roseville is committed to making timely decisions. Institutions need to know that deals can be completed quickly.
- A3 Partner with institutions who can make specific financial or in-kind contributions
- A4 Develop supportive fees/assessments policies and procedure. For example, clearly identify ways to decrease or eliminate fees. Or schedule fees to be matched to revenue stream, instead of levying fees up-front.
- A5 Expedite processing of permits and other regulations.
- A6 Market the quality of H.S. students
- A7 Explore creative financing
  - City incentives
  - Bonding
  - Other financing options
  - Ensure realistic estimates of cost
- A8 Explore collaborative models bringing several institutions together. For example, IUPUI in Indianapolis was formed as a joint project of Indiana University and Purdue.
- A9 Partner with local developers to build facilities that they then lease to the University. (For example, 65<sup>th</sup> & Folsom Blvd – Sac State townhomes)
- A10 Conduct a policy review and identify regulatory incentives.

## **Marketing**

- M1 Use targeted industry publications to communicate Roseville’s plans and goals
- M2 Compile targeted audience list with expert input
- M3 Have a presence at national conferences, for example, send “Red Team” members and/or have presence in exhibit halls

## **Implementation Concepts**

- C1 Identify staff member to act as liaison
- C2 Create a “Red Team” with members from key departments who are knowledgeable about the attraction strategy and prepared to expedite a potential transaction
- C3 Policy recommendation for Council to modify policies and regulations that could impact attracting higher education institutions
- C4 Recommend that the City Council provide clear direction to staff to move forward
- C Cultivate partners, for example, Kaiser or Sutter. Key is identifying partners who have can benefit from higher education and who can contribute financially or in-kind

## **Potential Sites**

S1 Identify what type of facilities would be suitable for each site

- Professional education site
- Urban campus site
- Greenfield
- Transitional space

The Task Force requested the following be considered in site selection:

- Assessment of cost, considering any donations of land or buildings
- Potential for expansion
- Identify willing buyers/sellers

### **III. Public Comments**

- Marcus LoDuca noted concerns with the list of potential sites, feels it should be refined further.
- John Tallman confirmed parcels W60 and W61 are available for sale.