

# **THE UC – MEXICO INITIATIVE: A STRATEGIC FRAMEWORK**



**2015 – 2020**

## MESSAGE FROM UC PRESIDENT



California and Mexico share a long and rich history – a vibrant tapestry of arts, cultures, traditions, environments, and people. Since I launched the UC-Mexico Initiative in January 2014, we have forged strong relationships throughout academia and government in Mexico. One of the requests we made of these groups was to help us identify the key areas where they felt that the University of California could collaborate with partners in Mexico to make a difference in areas of common concern.

The answers that emerged have resulted in the establishment of five working groups, in the areas of arts and cultures, education, energy, environment, and health. These were the topics that most frequently rose to the surface – topics that know no border. One of the best ways to address them is through increased student and faculty exchange. To that end, we have also created a task force on academic mobility, which is aimed at increasing the intellectual flow in both directions and developing the talent needed to compete globally.

These six groups, made up of faculty from all 10 UC campuses and the national labs as well as colleagues from Mexico, form the heart of the UC-Mexico Initiative. This is where new technologies, the advancement of the sciences, the exploration of arts and cultures, and other forms of scholarly endeavor will take place, all in the interest of solving problems and providing a global education for tomorrow's workforce.

This work will be carried out within a broad strategic framework, identified here. As you will read, three broad strategic goals have been identified by members of the Initiative's Advisory Board, with input from the leadership of the working groups and task force. To all of these individuals, I am grateful for their vision and energy.

Our goals are ambitious but achievable, lofty but based in sound scholarship and genuine need. If we are successful – and we will be – the UC-Mexico Initiative will result in a turning southward of the University of California toward our partners in Mexico, and the establishment of a new model for binational cooperation.

Sincerely,

A handwritten signature in black ink that reads "Janet Napolitano". The signature is written in a cursive, flowing style.

Janet Napolitano  
President

# Strategic Framework – Introduction

The launch of the UC-Mexico Initiative, in January 2014, came at an auspicious juncture. The University of California had a new President, one with longstanding ties to Mexico. Presidents Obama and Peña Nieto had recently signed a binational agreement that pledged to strengthen educational cooperation, increase cultural exchange, stimulate research innovations, and enhance economic ties between the U.S. and Mexico. It was the twentieth anniversary of NAFTA. Mexico had become the third largest trade partner in the U.S., while the U.S. remained the top trade partner for Mexico.

The relationship between California and Mexico was also evolving: a two-way trade partnership reaching \$60 billion, infrastructure projects along the shared border, and important legislation in the state Assembly to support the Mexican population. In the words of former Mexican Ambassador to the U.S., Arturo Sarukhan, the California-Mexico relationship had become the “sparkplug” of the U.S.-Mexico relationship.

As a global leader for research and higher education, UC is uniquely positioned to embark on a new endeavor with our nearest international neighbor, while taking advantage of these converging opportunities. The UC-Mexico Initiative has been established to develop and carry out a long-term strategy for ensuring a robust and sustainable partnership that is defining for both California and Mexico. Its purpose is to think broadly and boldly about the complex issues that affect lives on both sides of the border, and to engage more strategically in educational and research collaborations that involve not only academia, but foundations, corporations, and government in both the U.S. and Mexico.

The mission statement for the UC-Mexico Initiative was developed as a result of a workshop held in Riverside, California, in January 2014, as the official kick-off of the Initiative. It reflects UC’s desire for a true and sustainable partnership that has a real impact on issues of societal and economic importance.

## **Mission**

The UC-Mexico Initiative will harness the strengths, expertise, and resources of the UC system and partners in both the U.S. and Mexico to educate the next generation of leaders, develop innovations, inform public policy, address issues of common interest, and increase connectedness, building on shared histories, cultures, borders, and economies between California and Mexico. In so doing, California and Mexico will become the exemplary region for intellectual engagement and binational cooperation.

# Vision

The University of California has long-standing ties to Mexico. Every UC campus has existing programs focused on Mexico, ranging from vibrant centers to individual faculty research collaborations to entrepreneurial programs that provide exchange opportunities for students. Campus-based University Extension programs offer both short- and long-term language courses, as well as specialized certificate programs. At the systemwide level, the Education Abroad Program provides an avenue for UC undergraduate students to study in Mexico. Graduate students and postdocs are supported by UC MEXUS. The Initiative will bring together these many existing programs and activities – both campus-based and systemwide – to provide a central entry point for external audiences and our partners in Mexico and to create synergies among current efforts. In addition, the Initiative will stimulate development of new programs and alliances.

The Initiative promises to take this collection and catalyze it to create something deeper and broader: a relationship with Mexico that is defining for the University. The UC-Mexico Initiative will redefine binational collaboration through the following strategies:

- Through research innovations and new technologies, it will provide a stimulus for economic growth that will fuel both California and Mexico.
- Through academic exchange and collaborations, it will create an intellectual powerhouse and educate the global workforce of tomorrow.
- Through engagement, it will channel the collective wisdom and considerable resources of California and Mexico to solve our shared and most complex societal, political, environmental, and economic problems.

Through binational collaboration, the Initiative will create a new and seamless corridor from the tip of Mexico to the northern reaches of California, becoming a new model for the rest of the world. This vision forms the basis for the UC-Mexico Initiative's three strategic goals: academic mobility, collaborative research, and binational engagement.



UC-Mexico Initiative

## Assets

The University of California has numerous assets – in terms of both people and programs – that provide the foundation upon which the UC-Mexico Initiative is built. The role of the Initiative is not to manage or coordinate these activities, but rather to provide an umbrella that brings together and highlights UC’s wide and varied interests in Mexico, including:

**Faculty** – UC has an academic workforce of nearly 20,000, about half of whom are ladder-rank or equivalent. UC faculty have won 60 Nobel prizes and 61 National Medals of Science. As of June 2013, UC faculty included 61 MacArthur "Genius" Grant recipients, 286 members of the National Academy of Sciences and 410 members of the American Academy of Arts and Sciences. Approximately 500 faculty across the 10-campus system and national laboratories have self-identified as having a research or scholarly interest in Mexico.

**Students** – In academic year 2014-15, campuses across the UC system enrolled more than 195,000 undergraduate students, of which slightly less than one percent (1,870) are Mexican students or have permanent addresses in Mexico. Of UC’s 51,550 graduate students, just 307, or six-tenths of one percent, are from Mexico. Roughly 25 percent of UC’s undergraduate students are of Hispanic heritage.

**Strategic Partnerships** – In the formative stages, the Initiative’s leadership spent considerable time developing relationships with key government agencies, including Secretaría de Relaciones Exteriores (SRE), Secretaría de Educación Pública (SEP), Consejo Nacional de Ciencia y Tecnología (CONACYT), and Consejo Nacional para la Cultura y las Artes (CONACULTA). Academic institutions with which UC partners include Universidad Nacional Autónoma de México (UNAM), Universidad Autónoma de Baja California (UABC), Tecnológico de Monterrey, and Investigación en Ciencias de la Tierra (CISESE), and the Asociación Nacional de Universidades e Instituciones de Educación Superior (ANUIES).



*Governor Jerry Brown, Secretary of Foreign Affairs Antonio Meade, and Undersecretary for Education Enrique del Val Blanco sign an MOU on higher education at UC’s Casa de California.*

**Database** – The UC-Mexico Initiative has developed an interactive database to showcase UC faculty with expertise or interests related to Mexico. With 487 initial entries, the database serves as a tool to search by key word, discipline, region, campus, and Mexican collaborators/institutions. Sophisticated searches enable users to identify resources, areas of strength, and opportunities for cooperation. The database may be found at:

<http://ucmexicoinitiative.ucr.edu/directory.html>.



***Casa de California** – Since 2003 UC has owned property in Mexico City, La Casa de la Universidad de California en México (Casa de California). The 1.28 acre estate has four buildings, including an historic Casona that houses the UC Education Abroad Program in Mexico. A new Casa de California Board was formed in January 2015 to begin planning for use of the facility.*

**UC Education Abroad Program** – Students in UC’s Education Abroad Program in Mexico can select from three options: (1) an intensive five-week summer program in Mexico City for studies in contemporary Mexico, (2) field research in Oaxaca, Yucatan, Chiapas, Querétaro, or Mexico City, working one-on-one with Mexican faculty; or (3) study at the National Autonomous University of Mexico (UNAM).

**UC MEXUS** – The University of California Institute for Mexico and the United States (UC MEXUS), established in 1980, is an academic research institute dedicated to encouraging, securing, and contributing to binational and Latino research and collaborative academic programs and exchanges. As a partnership with CONACyT, its main focus is to contribute substantially to improving binational scholarly understanding and providing positive contributions to society in both Mexico and the United States, particularly in the graduate and professional areas.

**Research/Policy Centers** – Scattered throughout UC’s 10-campus system are numerous programs and centers with an interest in Mexico. They focus on topics ranging from archeology to education to immigration. Many concentrate on issues related to health. Appendix II provides a partial list of such programs. In addition, faculty at each of the campuses routinely hold conferences, workshops, and seminars focused on Mexico or in collaboration with partners from Mexican institutions.



## Strategic Goals

### *FOBESII: THE BINATIONAL CONTEXT*

*On May 2, 2013, President Enrique Peña Nieto of Mexico and President Barack Obama of the U.S. announced the formation of the Bilateral Forum on Higher Education, Innovation, and Research (FOBESII). FOBESII seeks to develop a strategic approach to cooperative programs in these areas, in order to promote human capital and economic development in Mexico and the U.S., with the ultimate goal of transforming North America into a region of knowledge. FOBESII emphasizes areas and sectors that will increase the competitiveness of the two countries, through university-industry linkages.*

If successful, the UC-Mexico Initiative will shift the institutional focus of UC to encompass a sustained interest in, and partnership with, Mexico, through strategic deployment of resources and commitment to the mission. The strategic goals for the UC-Mexico Initiative – described below – are framed by the mission and vision statement; they are also the means of achieving the mission and vision. These goals will be attained through the combined efforts of faculty, staff, and students throughout the UC system, working alongside partners in Mexico, and building upon UC’s unique position and assets. (Appendix III describes the administrative structure for the Initiative, including responsibility for oversight and implementation of the mission, vision, and strategic goals.)



*President Janet Napolitano and UCR Chancellor Kim Wilcox meet Secretary of State John Kerry and U.S. Ambassador to Mexico Anthony Wayne at the formal launch of FOBESII, an important context for the UC-Mexico Initiative.*

### ***Strategic Goal I: Academic Mobility***

*To increase the mobility of faculty and students in both directions, in order to provide an enriched experience, optimize intellectual interchange, and develop the workforce of both the U.S. and Mexico.*

In response to the FOBESII, SRE led a large group of collaborators that included universities, National Academies, research centers, industry, and others, in developing a proposal called “Proyecta 100,000: Toward a Region of Knowledge.” It calls for 100,000 Mexican students to study in the U.S. by 2018 (up from 14,000 in 2013). Similarly, the U.S. government developed the goal of “100,000 strong in the Americas,” of which it is projected that one-half will be U.S. students studying in Mexico.

It is in this context that the UC-Mexico Initiative strives to increase the mobility of students and faculty between California and Mexico. Students who have the opportunity for either short- or long-term stays in the other country will have an enriched learning experience and will be better prepared as citizens of our increasingly global society. They will be better equipped to serve as the workforce of tomorrow. By increasing exchanges among faculty and postdoctoral scholars, the Initiative will not only strengthen research and other scholarly collaborations, but will establish a legacy of exchange from which generations of future students will benefit.

The Academic Mobility Task Force is charged with fostering effective academic mobility between the UC and Mexico, by increasing student academic mobility throughout the UC system in a viable and sustainable way, drawing on best practices from existing campus-based programs and developing additional opportunities for exchange. The desired outcome is for UC to embrace academic mobility institutionally, and especially with Mexico. This will be accomplished through the following activities:

**Faculty Engagement** – The Initiative will incentivize UC faculty to establish and engage in study abroad programs with Mexico and to encourage student participation. Currently, the trend is that UC students majoring in the humanities, arts or social sciences participate more in study abroad opportunities in Mexico than UC STEM majors (UC EAP data, 2015). Recognition of credit gained through study abroad in STEM disciplines may be a key issue, as is the acknowledgement that study abroad delivers valuable and relevant learning outcomes for graduates. Similarly, UC faculty members need the support and incentives to develop and participate in study abroad programs.



**Academic Preparation** – Recognizing the importance of preparing students and faculty for an interconnected world, the Initiative strives to ensure that students attain language proficiency, academic preparedness and cultural awareness. Curricular and extracurricular activities will be enhanced and strengthened to ensure that faculty and students have the necessary preparation for successful participation in mobility programs.

**Short-term Instructional/Research Stays**

– The Initiative will increase sustainable short-term instructional/research stays, such as internships, workshops, research and volunteer opportunities, and faculty led courses. Such activities seldom lead to high impact and visible outcomes, but very often they foster the development of long-term and persistent activities that yield many academic products and student training programs. For example, Mexican students who participate in a research internship at a UC campus can be incorporated into such existing programs as the Mentoring Summer Research Internship Program (MSRIP), which not only exposes students to research, but provides them with an opportunity to bond with UC faculty and participate in a series of workshops regarding graduate school preparation.



*Through a UC research and outreach project, a workshop was conducted at Tzucacab High School in Mexico, where the students from Universidad Autónoma de Yucatán worked with high school students to examine soils taken from the home gardens of the students.*

**ESL, Non-degree, and Certificate Programs** – A goal is to increase and facilitate access to and development of programs through optional practical training (up to 1 year internship post studies); ESL programs; certificate programs that might include specialized topics, individual development, executive leadership, professional school certification, etc.

**Institutional Change** – Success in increasing academic mobility will require institutional change that fosters and supports such activities. Most credit- or degree-granting activities are explicit in the direct and immediate benefit they provide to the participating students (e.g., study abroad courses for credit, field trips for research data gathering, etc). In contrast, informal activities of non-credit/degree granting nature are often vague in their objectives and benefits and thus, recruitment of students at a large scale is problematic.

The alignment of interests between international exchanges of this kind is not trivial. For example, UC has a legitimate interest in recruiting high achieving Mexican students for its graduate programs, particularly since most are funded by CONACyT and/or the UCMEXUS-CONACyT programs. With an increasing number of recognized graduate programs in Mexico, Mexican institutions now compete for the same pool of students and even close collaborators feel uncomfortable promoting opportunities at the UC for their best students. To foster a true and sustainable partnership, UC has to think of ways to offer benefits not only to individual students' interests (i.e., degrees), but also to the Mexican institutions, perhaps through formal partnerships.

International student mobility requires considerable administrative and logistic support. Recent experience shows that visa application forms, housing, health insurance and even per diem costs are unaffordable for many Mexican students. A systemwide effort is needed to subsidize or reduce the costs that now hamper academic exchange.

**Measuring Success:** The UC-Mexico Initiative is committed to rigorously assessing progress against meaningful metrics on each of the proposed strategic goals in order to monitor and evaluate success. Examples of proposed metrics for academic mobility include the number of UC undergraduate and graduate students and students from Mexico participating in summer internships, fellowships, research and employment opportunities abroad; the number of UC faculty leading courses or hosting students; and the successful development of programs in Mexico. This measurement and evaluation effort will allow us to systematically gauge our success in implementing the projects and to refine its priorities as the implementation process evolves.



*Mexican students at UCSD celebrate completion of a short-term, intensive English language program offered through University Extension. Four other Extension programs – Davis, UCLA, and Riverside – also hosted students and teachers through part under the auspices of Proyecta 100,000.*

## ***Strategic Goal II: Collaborative Research***

*To encourage and strengthen cutting-edge research and scholarly inquiry between UC and partners in Mexico, in pursuit of innovative technologies, scholarly and creative activities, and solutions to problems of mutual concern.*

Although UC's research ties to Mexico long pre-date FOBESII, this binational agreement neatly frames the reasons why such collaborations are so important:

- Joint research is an essential element to increasing productivity, improving competitiveness, enriching mutual understanding
- Innovations resulting from research will boost trade and broaden economic opportunities for both nations
- Research and scholarly activities lead to development of solutions that address common regional issues.

At the same time, historic transformations taking place in Mexico (reforms in energy, education, criminal justice system, telecommunications and the fiscal system, among others) provide the opportunity to target areas of great potential for expanded collaboration. As described below, each working group has identified its top priorities and areas of focus. Overall, the strategic direction of these collective efforts is to develop large-scale, high impact research activities, to increase the breadth and depth of collaborative research engagement, and to more than double the number of UC academics who are engaged with in scholarly pursuits with Mexico.

### **Arts and Cultures**

The vision for the Arts and Cultures Working Group is to generate a complex network of research and creative collaborations between UC participants – faculty, graduate and undergraduate students – and multiple participants in Mexico, through academic and governmental institutions, and community-based artistic and cultural organizations. These collaborative research and creative processes are a crucial element of the vision of the Arts and Cultures Working Group, therefore the aim is to facilitate multiple long-term engagements, from the micro to the macro level.

Examples include: (1) collaboration between UC Press-CONACULTA publishing divisions; (2) multi-sited collective creation laboratory for scenic arts with El Chopo, UNAM and La Máquina de Teatro; and (3) a 2016 launch of annual or biennial ventures to be held at UC

campuses and various sites in Mexico, which may encompass research collaborations, panels, speakers, workshops, displays, performances and other events/undertakings – all framed through notions of exploration, investigation, and research into a timely provocation/thematic, and conceptualized so as to invite engagement both on campus and with the community at large. The first of these ventures has been tentatively framed by the provocation: Mobilities and Mobilizations/Movilidades y Movilizaciones.

*A World Heritage site, UNAM boasts buildings by some of the best-known architects of the 20th century. Among the campus' many murals by world-renowned artists is this series by Juan O'Gorman, adorning the Central Library.*



The Arts and Cultures Working Group aims to create a viable network of collaborations, involving multiple participants from all UC campuses working in collaborative processes and projects with multiple Mexican partners. Partnerships will include collaborators from Mexican institutions, such as CONACULTA, UNAM, Universidad Autónoma Metropolitana, Universidad de Guadalajara, Universidad Autónoma de Yucatán, Universidad Autónoma 'Benito Juárez' de Oaxaca, Universidad Veracruzana, Universidad Michoacana de San Nicolás de Hidalgo, Universidad Autónoma de Baja California, Tecnológico de Monterrey, among others.

The impact of the activities of the Arts and Cultures Working Group will be evident both in the numbers of participants involved in the collaborations (i.e., UC faculty, graduate students, undergraduates, and wider community members, and Mexican counterparts), and in the quality, range, and quantity of outputs of the collaborative research and creative processes. Such dissemination will include, but will not be limited to, conventional scholarly publication and live presentations, exhibitions, films, a digital curatorial platform, and newly created performances.



## Education

Both the U.S. and Mexico face a challenging dilemma of addressing the educational needs of students who travel back and forth, and who currently are at high risk of falling between the curriculum-cracks in both countries. The vision of the education working group is to create a more seamless system of California-Mexico educational collaboration so that the many students we share now and in the future can realize their aspirations on both sides of our shared border.

Both regions need to have a clear understanding of each other's education systems, how they operate, how to navigate them, and what their expectations are of students. Curricular innovations in both Mexico and California are needed to help students continue their educations seamlessly on both sides of the border. These may be increased opportunities for online and hybrid models of language learning, greater understanding and expertise in meeting the educational needs of indigenous Mexico populations in California and Mexico, and stimulation of Mexican and Mexican origin students' interest and capacity to complete secondary education (*bachillerato*) and pursue postsecondary studies.

To kick start this research, the educational working group plans to undertake several activities including: (1) the launch of a summer binational, bilingual course(s) in mathematics (and potentially science) to help Mexican origin students to complete high school graduation requirements; (2) mapping of the educational terrain and resources in the Southern California – Baja California Norte region; (3) offering one or more certificate programs offered at Casa de California; and (4) holding an annual conference that allows researchers, policymakers, and teaching personnel to share and update research agendas, programs and effective practices.



*Project SOL – a bilingual, online curriculum designed to help students understand complex concepts in their own language, even as they are listening to a lesson in a different language – was piloted in a Los Angeles high school, where 55 sophomores studied algebra in an intensive, five-week program.*

Foundations, government entities, universities and research institutions are natural collaborators and supporters of the proposed collaboration. These include IME, SRE-AMEXCID, Universidad de Guadalajara, Universidad de Colima, Universidad Autónoma de Baja California, Universidad Nacional Autónoma de Mexico, Spencer Foundation, US-Mexico Foundation.

Examples of metrics for assessing and evaluating the progress of the working group on education include the successful achievement of the goals listed above, and the establishment of the research network on education.

## **Energy**

In recognition of the fact that the energy sectors in Mexico and the U.S. are undergoing dramatic transformations that create new opportunities for research and academic exchanges, the energy working group will be a catalyst to develop and sustain academic collaborations between Mexican institutions and the UC system for many years to come. The commitment made by Mexico to reduce by 25 percent the emission of greenhouse gases by 2030 based, among other things, on a shift to renewable energies, represents a propitious scenario for the working group to reinforce its existing connections with the Mario Molina Center (aimed at building efficient capabilities to face the problems of air pollution and climate change) to develop new research projects and expand its engagement with Mexican entities. The energy working group includes participants from nine UC campuses and the three Department of Energy laboratories.

*Officials from Mexico, including Energy Undersecretary Leonardo Beltrán and Gustavo Murillo from the Instituto Mexicano del Petróleo, tour the Advanced Light Source facility (<http://www-als.lbl.gov/>) at Lawrence Berkeley National Laboratory.*



The Initiative's research agenda for energy will focus on the water/energy nexus, innovative materials, smart grid, and energy efficiency. Goals for the first phase of the working group include: (1) organizing a high-level workshop on energy efficiency strategies/plans in Mexico and California to identify the main areas of opportunity for collaboration and develop a report with recommendations to be circulated among key



stakeholders, (2) collaborating with the project being pursued by the Renewable and Appropriate Energy Laboratory (RAEL) and UNAM to develop a smart grid system in Mexico and support clean energy generation via additional research and consultation, (3) holding two lectures on the water/energy nexus (one in Mexico and one in California), and (4) following up on the UC-SENER MOU signed last year to implement a post-doctoral fellowship program in collaboration with SENER and CONACYT.

Measures of success over the long term include the following: increased number of publications; increased number of joint research projects; development of a wide network of Mexican partners (faculty, educational institutions, government agencies, NGO's); regular forums on US-Mexico and California-Mexico energy issues, taking place alternatively in Mexico and the U.S.; academic exchanges with faculty and student involvement, including distance education, internships, short-term programs, post-doctoral fellowship programs and advanced certificate programs; and formulation of policy recommendations to governments in California and Mexico.

## **Environment**

The Initiative's long-term vision related to the environment is to establish a binational perspective on and approach to climate change, by fostering new research and education opportunities and exchanges. Mexico recently created a Commission for Climate Change. California has a newly-developed climate change research plan, and Governor Brown signed an MOU with Mexico to address the challenges brought by climate change. It is in this context that the working group on environment will become a model of cooperation in advancing the body of knowledge in the field and formulating relevant solutions to pressing problems facing California and Mexico today.



*Researchers from UC Davis collaborate with Mexican researchers in a study on maize diversity. The overall focus for the working group on the environment is climate change.*

The working group will tackle climate change and its related widespread impacts by focusing on six broad areas. These areas include: introductory overview of climate change and its binational implications, framework for thinking about natural and human adaptations to climate change, environmental quality and monitoring; the social dimension of climate change, the biological dimension of climate change: terrestrial ecosystems, and the biological dimension of climate change: aquatic ecosystems. Each of these areas has an extensive literature spanning multiple disciplines and a smaller one related to Mexico, in which members of this working group have been instrumental.

In order to foster new research, teaching, and outreach collaborations around climate change and its profound implications for Mexico and California, the working group will organize sub-groups of UC and Mexican researchers to develop white papers on each of the critical areas. The purpose of these white papers is to analyze the current state of research and define areas of opportunity for future collaboration, as well as potential funding sources. Subsequently, the goal is to present the conclusions in a high-visibility conference in Mexico to highlight the products of the UC-Mexico effort, provide policy recommendations and engage government agencies, foundations and other important players. This project will be the first to assess the current state of research related to climate change and Mexico.

Over time, the environmental working group will develop and disseminate a series of comprehensive assessments (papers) on critical issues related to climate change in Mexico and the U.S. The expectation is that this analysis will become the authoritative source of information for policy makers in both Mexico and California in regard to climate change. Participation by increasing numbers of faculty, students, and institutions on both sides of the border will represent a concrete measure of impact. Another long-term goal is providing media with more science-based information to report on science change as well as the collaboration between UC and partners in Mexico.

## **Health**

Through the working group on health, the Initiative will build on the significant body of research developed over the years by UC and Mexican experts on health issues to develop new research projects around areas of critical importance: nutrition and diabetes, violence, and maternal and neonatal health. In response to interests expressed by Mexican partners, the working group will create online certificate programs on health management that could lead to graduate studies, as the educational component of its agenda.

The strategic approach will be to pair UC expertise on biomedical sciences and public health with an expanded network of specialists at academic institutions, government

agencies and NGO's that are part of the diverse and complex health sector in Mexico. Emphasis will be given to engaging foundations and agencies that could potentially leverage resources, such as the Carlos Slim Foundation and the Ministry of Health.



*UC San Diego faculty member Dr. Steffanie Strathdee counsels a participant of Proyecto El Cuete, a global public health division epidemiology project, dealing HIV, tuberculosis, and other infections in Tijuana.*

Near-term goals relate to the need of mapping existing research on the three identified areas of need, and development of white papers that add academic value and inform public policy. As a follow-up to the first stage of work, another goal is to convene a conference in Mexico to highlight this collaboration and engage a broader sector of partners on both sides of the border. The third goal is to work toward the development of two certificate programs on health management for Mexican professionals, in the areas of health leadership and regulatory sciences.

In the long term, the working group on health will consolidate and reinforce this platform of binational collaboration. Success will be measured by a significant increase in the number of health-related research projects between UC and Mexican institutions, more academic publications on areas of high priority, frequent participation in forums and events aimed at providing reports that inform public policy, more training opportunities for professionals working on health management, and an expanded network of partners on both sides of the border.

### ***Strategic Goal III: Binational Engagement***

*To develop strategic partnerships with academia, government, and the private sector in Mexico and the U.S., and to engage them in attaining the mission of the Initiative.*

With a shared border, intertwined history, and many issues of mutual interest, California and Mexico are natural partners for engagement. It is through strategic partnerships with academia, government, and the private sector that the UC-Mexico Initiative will create a binational focus that will, in turn, help achieve a “region of knowledge.” As indicated above, UC has already begun to engage with strategic partners in Mexico; these partnerships will be significantly expanded and deepened.

**Government** – As the working groups and task force have gotten underway, the Initiative’s network has expanded to include entities particular to their interests and needs, e.g., Secretaría de Energía (SENER), Secretaria de Salud (SS), Instituto de los Mexicanos en el Exterior (IME), and Agencia Espacial Mexicana. The goal is for the Initiative to be known and connected to agencies throughout the Mexican government.

**Academia** – Numerous agreements exist between UC campuses and academic institutions in Mexico, as do collaborations between faculty and counterparts at Mexican universities. As the Initiative expands, so too will the number and variety of academic institutions.

**Industry** – The Initiative aims to forge vibrant ties with industry in both the U.S. and Mexico. Industry can provide internship opportunities for students from both countries and participate in research, demonstration projects, and other activities of the working groups. Petróleos Mexicanos (PEMEX), for example, is a natural partner with the energy working group.

**Foundations** – The Initiative will build partnerships with foundations in both the U.S. and Mexico in order to further the mission and vision. The Kellogg Foundation, for instance, focuses on helping children and families in the Chiapas and Yucatán Peninsula related to education, health, and economic security. The Ford Foundation supports programs on immigration, health, and sustainable development. In Mexico, the Carlos Slim Foundation is focused on such issues as poverty, nutrition, education, and employment.

*UC has an MOU with the US-Mexico CEO Dialogue, a bilateral private sector forum created to strengthen trade and investment ties between the U.S. and Mexico.*



**Individuals** – The Initiative will tap into a wealth of individual expertise, such as UC’s many alumni living in Mexico. Many UC faculty were educated in Mexico and, conversely, many faculty members in Mexican universities received their education at a UC campus. These many and varied connections can benefit the Initiative in a variety of ways.

**Opportunities for Engagement** – Engagement will take many forms. Initially, the focus will be on the six areas covered by the working groups and task force: arts and cultures, education, energy, environment, health, and academic mobility. Examples are cited above. Further, the Initiative will help facilitate and support the efforts of UC campuses, centers, and programs that share an interest in Mexico. This may take the form of conferences, workshops, performances, exhibits, consortia, or any other number of activities.

### **Resources**

An ongoing challenge for the UC-Mexico Initiative is acquiring the necessary resources to achieve its strategic goals. The UC President provided seed funds, including administrative start-up costs and up to \$500,000 for each working group and the task force to launch their activities. This was matched by \$200,000 from UNAM, with a commitment for additional funding. The working groups and task force will strive to leverage these funds by developing research and scholarly activities that are fundable through other mechanisms, such as the NSF, NIH, NEA, and DOE or, in Mexico, through CONACYT and CONACULTA. Various governmental agencies in Mexico may also be sources of funding for targeted research or student exchange.

Working groups and the task force will work with industry partners on both sides of the border, as described above, in the hope of generating resources or in-kind contributions, including student internships.

Foundations provide another opportunity for funding. An effort will be made to line up the strategic priorities of each of the working groups with the particular interests of foundations in both the U.S. and Mexico. Funds may be sought at the institutional (UCOP) level or, in some instances, foundations may be more likely to fund specific projects that represent collaborations between UC and a partner(s) in Mexico. Finally, to a more limited extent, UC's academic partners in Mexico have indicated their willingness to explore options to help support the goals of the Initiative.



# Communications Plan

The success of the UC-Mexico Initiative rests in great part on the development and implementation of an effective communications strategy. Internally, the communications strategy will facilitate coordination among the faculty, staff, students, programs, centers, campuses, medical centers, and national laboratories that make up the UC system. Externally, it will increase the visibility of the Initiative to “open the door” to Mexican higher education institutions to engage with UC, while appealing to government agencies, business organizations and foundations in Mexico and California.

**Communications Tools** – Several tools have been or are being developed. The Initiative’s website (<http://ucmexicoinitiative.ucr.edu>) will be enhanced to create a consolidated web presence for prospective students from Mexico who are interested in how to access UC, from formal admission to traditional study-abroad to short-term research collaborations or English language programs. Spanish translation will be available. Conversely, the website will provide a window for UC faculty and students to identify opportunities to engage in ongoing collaborative efforts with Mexico, as well as information on programs offered by Mexican institutions.

The Initiative has a quarterly bulletin that goes to an extensive mailing list in both California and Mexico. This list will be expanded to include key recipients in government and academia, but particularly representatives of sectors the Initiative wants to engage: business leaders, foundations and alumni. The interactive database described above is also available to identify UC faculty expertise.

**Internal Communications** – Internal communications will be carried out through various mechanisms. Because every working group has a representative from each campus, each campus has at least five well-informed faculty members with a keen interest in Mexico who can serve as ambassadors to their campuses. Some campuses have formed a group to share information and provide a liaison between the campus and the Initiative. Promoting communications and exchanges among the campuses – as well as students, faculty, and staff – regarding collaborations with Mexico is a key goal of the Initiative.

At the administrative level, regular updates take place within the Council of Chancellors. The UC President reports frequently to the Board of Regents. One UC Regent is a member of the Advisory Board, and another has expressed an interest in supporting the Initiative in other ways. Regular meetings of the Internal Coordinating Committee (see Appendix) provide an important channel of communication among chairs, center directors, and the Academic Senate. The Initiative’s Assistant Directors visit the campuses and national laboratories, and are available to speak about the Initiative.

**External Communications** – To effectively partner with institutions in both Mexico and the U.S., the Initiative must employ a diverse strategy for external communications. One such strategy is through administrative engagement. The UC President’s participation in targeted activities related to Mexico will increase the profile of the Initiative, while reaffirming UC’s institutional commitment. The UCR Chancellor has represented the UC-Mexico Initiative in numerous high-visibility events – including the Council on Competitiveness, the Association of Public and Land Grant Universities, and Governor Brown’s trade mission to Mexico – and will continue to do so. Other UC chancellors have traveled to Mexico or actively participated in regional activities. UC is also represented on a FOBESII working group related to academic mobility. UC is also actively engaged with the Governor’s California-Mexico Higher Education Working Group, which includes participation by all four segments of higher education in California as well as SRE, SEP, ANUIES, and other entities in Mexico.

For media coverage, UCOP Communications works directly with the Initiative and the campuses to highlight activities and accomplishments related to Mexico. The UC offices of Legislative Affairs and Federal Government Relations will distribute information on issues of interest to state/federal legislators and government. The goal is to reach a broad public – in both the U.S. and Mexico – as well as more targeted audiences. As the working groups grapple with issues of importance to both countries, UCOP media relations will engage with the media offices of Mexican collaborators to publicize achievements. In so doing, it is important to emphasize that the Initiative is facilitating binational collaboration and contributing toward the “region of knowledge.”

### **Toward a Region of Knowledge**

While FOBESII coined the term “region of knowledge,” it applies equally to the vision and mission for the UC-Mexico Initiative. The Initiative’s goal is to become a model for binational partnership. This entails not just a partnership between California and Mexico, but a melding of cultures, peoples, economies, environments and, most importantly, goals. If successful, it will result in a collective turning southward of the entire UC system. But it will also mean a turning of Mexico toward its neighbor to the northwest.



## **APPENDIX**

### **Administrative Structure of UC-Mexico Initiative**

When President Napolitano formed the UC-Mexico Initiative in January 2014, she asked UC Riverside to serve as the lead campus. Chancellor Kim Wilcox serves as the de facto “director” of the Initiative, with Associate Chancellor Cynthia Giorgio as project lead. Two assistant directors support the Initiative and are responsible for day-to-day operations: Alberto Diaz at UCOP and Veronique Rorive at UC Riverside.

**Advisory Board** – Oversight for the Initiative is provided by a high-level advisory board, co-chaired by the UC President and the Rector of the Autonomous University of Mexico (UNAM). The advisory board is charged with recommending strategic direction for the UC-Mexico Initiative and providing advice on matters related to policy and resources. In addition, the board provides oversight to working groups formed along several broad issues or disciplines (see below). Meetings are held twice per year, alternating between California and Mexico.

#### **UC-MEXICO INITIATIVE ADVISORY BOARD**

President Janet Napolitano, University of California (UC), co-chair  
Rector Jose Narro, Universidad Nacional Autónoma de México (UNAM), co-chair  
President Salvador Alva, Tecnológico de Monterrey  
Chancellor Gene Block, UC Los Angeles  
General Director Enrique Cabrero Mendoza, Consejo Nacional de Ciencia y Tecnología (CONACYT)  
President Geoffrey Cowan, Annenberg Foundation Trust  
Chancellor Dorothy Leland, UC Merced  
President Don Antonio López de Silanes, Laboratorios Silanes  
Monica Lozano, UC Regent and CEO of US Hispanic Media, Inc.  
CEO and President Jamie Merisotis, Lumina Foundation  
Rector Juan Manuel Ocegueda, Universidad Autónoma de Baja California  
President Hunter Rawlings III, Association of American Universities  
General Director Rafael Tovar y de Teresa, Consejo Nacional para la Cultura y las Artes (CONACULTA)  
General Director Jaime Valls Esponda, Asociación Nacional de Universidades e Instituciones de Educación Superior (ANUIES)  
Chancellor Kim Wilcox, UC Riverside

**Working Groups** – Working groups have been established in areas of importance to California and Mexico. The five initial working groups are arts and cultures, education, energy, environment, and health. Within these broad areas, working group members will identify key issues of mutual interest, on which research and scholarly activities can be brought to bear. The goal is to develop collaborative strategies to address these issues, including identification of near- and longer-term goals, metrics to measure success, and potential sources of external funding. In addition to establishing research collaborations, the working groups are expected to develop opportunities for increased academic exchange.

Each working group is chaired or co-chaired by UC faculty. Members are made up primarily of faculty with relevant expertise from the UC campuses and national labs, as well as faculty from Mexican universities and research centers. Members may also include individuals from industry, government, foundations, or other entities, as appropriate. Each working group is staffed by one of the two assistant directors of the UC-Mexico Initiative. A complete list of membership is below.

**Academic Mobility Task Force** – Given the importance of academic exchange, a special task force on academic mobility was created to enhance such programs for undergraduates, graduate students, postdoctoral fellows, and faculty, both from UC to Mexico and from Mexico to UC. The task force is charged with developing innovative programs and with examining and recommending solutions to potential barriers, including academic preparation, cost, admissions and enrollment processes, and visa processing and support. Membership includes representatives from EAP, University Extension, UC MEXUS, ANUIES, and UC faculty and staff who have created short-term internships or other research exchange opportunities for undergraduate and graduate students.

**Internal Coordinating Committee** – The Initiative’s internal coordinating committee is comprised of working group and task force chairs, as well as directors of key UC centers related to Mexico. Its purpose is twofold: (1) to provide a mechanism for communications among the working groups, task force, and centers, which often have overlapping interests, and (2) to serve in an advisory capacity to the Chancellor of the lead campus on issues related to communications, structure, resources, and other internal functions. The internal coordinating committee meets quarterly by teleconference, with at least one in-person meeting per year.

### Academic Mobility Task Force

Guillermo Aguilar	Professor, Engineering	UC Riverside
Manuel Calderón	Professor, Physics	UC Davis
Jesus Cisneros	Director, Undergraduate Research Opportunities Center	UC Merced
Gerardo C. Diaz	Professor, Engineering	UC Merced
Exequiel Ezcurra	Director and Professor, Botany & Plant Sciences	UC MEXUS and UC Riverside
Alicia Fernandez	Professor, Medicine	UC San Francisco
Maria Franco-Aguilar	Director, Academic Preparation & Outreach	UC Riverside
Olivia Graeve	Professor, Mechanical/Aerospace Engineering	UC San Diego
Beth Greenwood	Associate Dean, International Programs, UC Davis Extension	UC Davis
Jean-Xavier Guinard	Director, Education Abroad Program and Professor	UC EAP and UC Davis
Guillermo Hernandez	Director General de Vinculación Estratégica	ANUIES
Bill Johansen	Special Assistant to Deputy Director	Lawrence Berkeley National Laboratory
Alex Saragoza	Professor, Ethnic Studies	UC Berkeley
Isaac Scherson	Professor, School of Information and Computer Sciences	UC Irvine
Said Shokair	Director, Undergraduate Research Opportunities Program	UC Irvine
Mary Walshok	Professor, Sociology; Dean, University Extension	UC San Diego

Staff Support: Veronique Rorive, Assistant Director, UC-Mexico Initiative

### **Arts & Cultures Working Group**

Maylei Blackwell	Professor, Dept. of Chicano Studies	UC Los Angeles
Geoffrey Braswell	Professor, Anthropology	UC San Diego
Ruth Hellier-Tinoco	Professor of Creative Arts and Performance Studies; Editor, Mexican Studies/Estudios Mexicanos Journal	UC Santa Barbara
Jennifer Hughes	Professor, History	UC Riverside
Robert Irwin	Chair, Cultural Studies Graduate Program; Professor, Spanish Dept.	UC Davis
Manuel M. Martin Rodriguez	Professor, Literature	UC Merced
Laura Perez	Professor, Ethnic Studies	UC Berkeley
Jacobo Sefami	Professor, Spanish & Portuguese	UC Irvine
Maite Zubiaurre	Professor & Associate Dean for Diversity and Inclusion, Humanities Division	UC Los Angeles

Staff Support: Veronique Rorive, Assistant Director, UC-Mexico Initiative

### **Education Working Group**

Jorge Aguilar	Associate Vice Chancellor, Center for Educational Partnerships	UC Merced
Adela de la Torre	Vice Chancellor, Student Affairs	UC Davis
Melissa Floca	Associate Director, Center for US-Mexican Studies	UC San Diego
Patricia Gandara	Professor, Graduate School of Education	UC Los Angeles
Amy Kyratzis	Professor, Graduate School of Education	UC Santa Barbara
Robert Ream	Professor, Graduate School of Education; Associate Program Officer, Spencer Foundation	UC Riverside
Harley Shaiken	Chair, Center for Latin American Studies; Professor, Graduate School of Education and Department of Geography	UC Berkeley
Ana Celia Zentella	Professor, Dept. of Ethnic Studies	UC San Diego

Staff Support: Veronique Rorive, Assistant Director, UC-Mexico Initiative



## Energy Working Group

Reza Abbaschian	Dean, College of Engineering	UCR
Paul Dodd	Associate Vice Chancellor for Interdisciplinary Research and Strategic Initiatives	UCD
JJ Garcia-Luna-Aceves	Chair, Computer Engineering Department	UCSC
Olivia Graeve	Professor, Mechanical/Aerospace Engineering	UCSD
Alan J. Hurd	Executive Advisor at Los Alamos National Laboratory	LANL
Dan Kammen	Professor, Energy & Resources Group	UCB
Juan Meza	Dean, School of Natural Sciences	UCM
Mario Molina	Professor, Chemistry and Biochemistry	UCSD
Blas Luis Perez Henriquez	Faculty Director, Center for Environmental Public Policy; Assistant Dean, Executive and International Programs	UCB
Doug Rotman	Program Director for Energy and Environmental Security	LLNL
Rachel Segalman	Professor of Chemical Engineering	UCSB
Horst Simon	Deputy Lab Director	LBNL
Jenny Yang	Professor, Chemistry	UCI
Carlos Ortiz	Director General, Research, Technological Development and Human Resources	SENER
Hermann Tribukait	Representative	SENER

Staff Support: Alberto Diaz, Assistant Director, UC-Mexico Initiative

## Environment Working Group

Marco Octavio Aburto-Orc	Assistant Professor, Center for Marine Biodiversity and Conservation, Scripps Institution of Oceanography	UCSD
Michael Allen	Professor of Plant Pathology and Professor and Chair of Biology	UCR
Jeffrey Chambers	Faculty Scientist, Climate Sciences Department	LBNL
Todd E. Dawson	Professor - Departments of Integrative Biology (primary) and Environmental Science, Policy & Management	UCB
Susana	Professor of Urban Planning, Luski School of Public Affairs	UCLA
Alejandro José Lopez-Felc	Professor and Director of the Economics Department	CIDE
Paulina Oliva	Assistant Professor, Department of Economics	UCSB
Pete Raimondi	Professor, Department Chair, Department of Ecology and Evolutionary Biology	UCSC
Jeffrey Ross-Ibarra	Associate Professor, College of Biological Sciences	UCD
Samuel Sandoval	Assistant Professor, Cooperative Extension Specialist in Water Management	UCD
Barry Sinervo	Professor, Physical & Biological Sciences, Department of Ecology and Evolutionary Biology	UCSC
Ed Taylor	Director, Rural Economics of the Americas & Pacific Rim; Professor, Agricultural and Resource Economics	UCD
Kathleen Treseder	Professor, Ecology & Evolutionary Biology, School of Biological Sciences	UCI
Antonio Yunez Naude	Professor-Researcher, Centro de Estudios Económicos	COLMEX
César Domínguez	Director, Institute of Ecology	UNAM
Martha Conklin	Faculty Director, Merced Natural Reserve System Founding Professor, School of Engineering	UCM

Staff Support: Alberto Diaz, Assistant Director, UC-Mexico Initiative

### Health Working Group

Stefan Bertozzi	Dean, Public Health	UCB
Steven Chessler	Associate Professor, Division of Endocrinology, School of Medicine	UCI
Patrick Dowling	Chair and Professor of Community Medicine, Family Medicine, David Geffen School of Medicine	UCLA
Jaime Sepulveda	Executive Director & Professor, Global Health Sciences	UCSF
Marc Shenker	Professor, Department of Public Health Sciences	UCD
Steffanie Strathdee	Associate Dean of Global Health Sciences	UCSD
Samuel Ponce de Leon	Chief of Research Division, School of Medicine	UNAM
Martha Navarro	Associate Director General for Academic Cooperation	SRE
Maria Elena Medina Mora	Director General	EDU
Gabriela Soto Laveaga	Associate Professor, Department of History University of California Santa Barbara	UCSB
Pablo Kuri	Undersecretary for Prevention and Health Promotion	
Guillermo Ruiz Palacios	Head of Coordinating Commission of National Health Institutes	GOB
Mauricio Hernandez	Director General	INSP
David Kershenobich	Director General	INCMNSZ
Roberto Tapia Conyer	Director General	

Staff Support: Alberto Diaz, Assistant Director, UC-Mexico Initiative

### Internal Coordinating Committee

Stefan Bertozzi	co-Chair, Health
Bjorn Birnir	Representative, UCOP Committee on International Education
Exequiel Ezcurra	Director, UC MEXUS
Melissa Floca	Director, UCSD Ctr for US-Mexican Studies
Patricia Gandara	Chair, Education
Jean-Xavier Guinard	Director, UC EAP
Ruth Hellier-Tinoco	co-Chair, Arts & Cultures
Robert Irwin	co-Chair, Arts & Cultures
Horst Simon	Chair, Energy
Jaime Sepulveda	co-Chair, Health
Ed Taylor	Chair, Environment

Staff Support: Alberto Diaz and Veronique Rorive, Assistant Directors