U.S.-Mexico Training, Internships, Exchanges, and Scholarships Initiative (TIES)

A MODEL FOR SUCCESS
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During her first trip to Mexico as Secretary of State, Hillary Clinton participated in a dialogue with Mexican indigenous youth and teachers—two of them grantees of the USAID/Mexico TIES (Training, Internships, Exchanges, and Scholarships) initiative, through its scholarship program for youth and indigenous teachers. Secretary Clinton highlighted education as a priority for the Obama Administration and praised the TIES program as an effective way to bring our two nations together:

“I wanted to highlight today this very important program that provides a partnership between our two nations. We believe strongly in the Obama Administration in the significance of education for the individual, but in the multiplier effects of education for a society... it is important to help young people to realize their own God-given potential through hard work, through the opportunity to pursue an education.”

Secretary Clinton also mentioned the importance of supporting alliances that promote a better understanding:

“Partnerships for more educational experiences and opportunities are a very tangible way for us to deepen and further the relationship between our countries.”

As a collaborative program between the U.S. government and higher education institutions from both nations, the TIES program and its University Partnership component foster further understanding by creating strategic alliances to develop solutions to common concerns in very diverse areas including health, environment, education, rule of law, trade, agriculture, and energy.

Today, after seven years, both USAID and its implementing partner Higher Education for Development (HED) can proudly talk about 64 enthusiastic partnerships as of June 2009 (surpassing the original goal of 35) and more than 900 long-term scholarships awarded.

In addition, as one of its accomplishments, the program has attracted the active participation of both the public and private sectors in those communities and states where the partnerships carry out their work. This participation has led to increased partnership ownership and sustainability.

This publication describes and celebrates the achievements of each of those 64 partnerships and shows how they contribute to Mexico’s workforce development, trade capacity, and economic growth.

We at USAID want to congratulate all of you for a job well done and to encourage you to continue with your valuable efforts to strengthen the ties that bring our two nations together to work toward a more secure, prosperous, and healthy future.

Rodger D. Garner
Director
USAID, Mexico
June 2009
TIES: The Initiative

The Training, Internships, Exchanges, and Scholarships (TIES) initiative was developed in 2001 as a collaborative program between the U.S. government, U.S. and Mexican higher education institutions, and the private sector. The program created a bilateral public–private alliance to promote economic growth and higher living standards in Mexico through university partnerships that advance Mexico’s competitiveness.

Once established in 2002, the initial TIES initiative was highly successful, with 35 sustainable institutional partnerships developed between higher education and research institutions in Mexico and the United States.

This initial success led to the continuation and expansion of the TIES initiative, which has grown to 64 higher education partnerships. It is anticipated that up to seven additional awards will be announced in 2009.

These collaborative partnerships—between Mexican and U.S. higher education institutions and their public and private sector partners on both sides of the border—focus on examining development problems both countries share and working on strategic alliances to develop solutions.

TIES partnerships are funded by USAID, with additional funds provided by Mexican and U.S. higher education institutions through tuition waivers, matching grants, cost sharing, and support from foundations and the private sector. Higher Education for Development (HED), serving as the administrator of the TIES initiative, has awarded nearly $19 million to TIES partnerships as of September 2008. In addition, partners have provided support of nearly $20.3 million in the form of cost share.

The objectives for the TIES partnerships are:

1. To strengthen institutional capacity by developing new programs, revising curricula, improving teaching methods, collaborating in research and joint publications, supporting trade, advising on higher education policy, gaining non-governmental organization (NGO) and government support, and pursuing workforce development and community outreach.
2. To build human capacity through earned degrees, scholarships, exchanges, and non-degree learning opportunities.
3. To support mutual strategic development goals related to workforce development, health, technology, economic growth, agriculture, education, environment, democracy and governance, rule of law, and public policy.

In addition, the TIES initiative has a Community College Scholarship component offered to disadvantaged Mexican youth and teachers living in rural, poor areas, giving them opportunities to study at U.S. community colleges. To date, 256 technical scholarships have been provided to rural, indigenous teachers (98) and youth (158) for one-year and two-year technical programs. All scholarship recipients lead and implement community development projects upon their return to Mexico. Georgetown University’s SEED Program is USAID’s implementation partner for this TIES component.
TIES: Facts and Figures

The figures below—from the reporting period of January 2003 to September 2008—demonstrate the achievements of the TIES partnerships.

**TIES Funding (in millions)**

<table>
<thead>
<tr>
<th>Amount</th>
<th>U.S. Dollars</th>
</tr>
</thead>
<tbody>
<tr>
<td>Award Amount</td>
<td>$19.02</td>
</tr>
<tr>
<td>Cost Share (Proposed)</td>
<td>$20.3</td>
</tr>
</tbody>
</table>

**Number of TIES Activities**

- Total: 28,002
- Training, Non-degree: 25,814
- Internships: 351
- Exchanges: 935
- Scholarships: 902
Number of TIES Partnerships, by Sector

Total: 64
- Agriculture/Agribusiness/Animal Science: 21
- Environment/Natural Resources/Water Management: 12
- Education: 8
- Technology: 5
- Population, Health, and Nutrition: 3
- Public Policy/Civil Society/Community Development: 3
- Trade and Capacity Development: 8
- Workforce and Entrepreneurial Development: 5
- Rule of Law: 2

Number of TIES Scholars, by Gender

- Graduated with TIES Funding (765): Males 485, Females 280
- Academic Scholarships (931): Males 495, Females 436
TIES Partners in the United States

University Partnerships
- 2003: 17
- 2004: 13
- 2005: 15
- 2006: 10
- 2007: 5
- 2008: 4
- Total: 64

TIES Partners in Mexico

University Partnerships
- 2003: 17
- 2004: 13
- 2005: 15
- 2006: 10
- 2007: 5
- 2008: 4
- Total: 64
In fall 2007, HED staff collected information about six TIES partnerships, which included making site visits to observe how they have made an impact and defined the “keys to success.”

The six site visits highlighted many key aspects of what makes TIES partnerships work. Examples of human capacity building, institutional strengthening, technical assistance, and partnership influences outside the institutions were all present, as were a few common challenges that may provide lessons learned. The six partnerships were:

- El Colegio de Frontera la Sur/Colorado State University working in environment conservation.
- El Colegio de la Frontera Norte/Universidad Autónoma de Baja California/University of California, San Diego/San Diego State University working in HIV/AIDS prevention.
- Instituto Tecnológico y de Estudios Superiores de Monterrey/Universidad Autónoma de Chapingo, Estudios Rurales y Asesoria Campesina–Oaxaca/University of Wisconsin–Stevens Point working in environment conservation.
- Universidad Autónoma de Querétaro, Universidad Tecnológica de la Selva/Western Illinois University working in rural production and agriculture business.
- Universidad Autónoma de Baja California/University of Arizona working in environment conservation.
- Universidad Autónoma “Benito Juárez” de Oaxaca/American University working in rule of law.

**KEY FINDINGS ON PARTNERSHIP OUTCOMES AND EFFECTS**

The HED team found numerous examples of qualitative and quantitative outcomes during these field visits.

Four findings related to *human capacity building*:

- Training needs are being met in flexible, meaningful ways to address information gaps.
  - The teams observed trainings on cutting-edge topics and Diplomado programs that were in great demand by students, faculty, and practitioners.
- There is flexibility in adapting course content and in delivering courses.
  - The teams observed that courses were offered to meet the needs of participants (offered on weekends and on other non-traditional schedules) and course content was sometimes adapted for diverse participants.
• Partnerships bring international perspective to local issues.
  ❖ The teams noted that current issues are reinforced for U.S. and Mexican participants through teaching and research, and students are encouraged to do their own community-based research to keep education relevant. Many students also expressed an interest in returning to their villages after graduation to help improve their communities.

• Partnerships strengthen bi-national collaboration.
  ❖ The teams observed overwhelming interest, enthusiasm, and pride of TIES scholars experiencing the United States for the first time. They also found that the international perspective for curriculum revision reinforced the importance and accuracy of the subject matter.

Three key findings supported institutional strengthening:

• Partnerships provide opportunities to develop new degrees and to update programs.
  ❖ The teams observed how new academic programs use a wide variety of teaching methods and how partnerships led to new degrees, concentrations, and certificate programs.

• Mexican institutions are being recognized for their excellence because of their improved service in specialized areas.
  ❖ The teams observed how Mexican institutions are becoming known for their excellence in areas of expertise through partnership-supported activities. Mexican institutions are also making long-term effects through community service expertise.

• Mexican institutions are collaborating with stakeholders outside higher education, including private enterprises, to address development problems.
  ❖ The teams noted that academics are collaborating with researchers and private enterprise to deliver improved results and services. Additionally, the partnerships often lead to strong commitments to further the work, sometimes in the form of legal agreements.
Two key findings demonstrated technical assistance to local institutions:

- Higher education serves as a catalyst for improved research and policy advising.
  ❖ The teams noticed how partnerships lead to an increased focus on technical aspects of environment, poverty reduction, democracy and governance, and economic growth.
- The partnerships are providing improved techniques for technical assistance.
  ❖ The teams observed how partnerships encourage a participatory approach when addressing community issues and problems. They also took note of how local networks and connections are used to target those most in need of participating in development activities.

Two key findings related to partnership influences outside the institutions:

- When partnerships support NGOs, there is a mutual benefit to both.
  ❖ The teams noted that higher education helps improve NGO service delivery and build stronger links within the community that lead to improved quality of life. In turn, they saw that NGOs provide education institutions with accessibility to local communities and regional knowledge.
- Partnerships lead to greater support for needed change.
  ❖ The teams observed that higher education expertise contributes to policy changes that occur at local, regional, and national levels.

Four key findings related to challenges in partnership management:

- Leadership is critical for success.
  ❖ The teams noticed that when frequent changes and turnover occur in institutional leadership, capacity building is inhibited.
- Partnerships sometimes experience challenges with financial management.
  ❖ The teams noted that flexibility is key for both Mexican and U.S. institutions to be able to meet financial management needs. They also found that delays with payments are a persistent problem, but creative solutions can help resolve difficult cross-border financial management issues.
- There is a need for ongoing, periodic meetings among sector specialists.
  ❖ The teams observed that face-to-face meetings with colleagues can allow sharing of lessons learned and best practices. The teams also heard from partners how much they valued attending the 2007 TIES Workshop in Queretaro, Mexico, and the Synergy Workshop in Washington, DC.
- Partners often face challenges recruiting qualified indigenous students.
  ❖ The teams noted that creative solutions are required to locate qualified indigenous students to participate in partnership training.
CONCLUSION
The site visits and review of progress reports provided extensive insight about what makes TIES partnerships work, why they are so successful, and how they can become sustainable.

Overall, these and other TIES partnerships have impacted individuals and communities throughout Mexico and the United States in meaningful ways. TIES partnerships result in committed individuals who are empowered to:

- protect their land and water resources;
- understand and implement laws affecting formerly disenfranchised indigenous populations;
- administer critical health services to transient, at-risk populations; and
- assist rural producers and ecotourism staff with earning a livelihood.

The best practices and lessons learned from this assessment of a sample of partnerships apply to current and future TIES activities and will provide a sustainable framework for continuation of these programs beyond initial funding periods.
PARTNERSHIP FOR IMPROVED MANAGEMENT OF WATERSHED RESOURCES IN THE LOWER COLORADO RIVER  
*Partners: University of Arizona/Universidad Autónoma de Baja California*

TIES graduate students are on a mission to study the ecological impact of the Lower Colorado River in Mexico and to preserve this vital, life-sustaining resource. Each scholar has researched different aspects of the Colorado River Delta in Mexico, from vegetation analysis and soil characteristics to fish diversity and abundance. Their research, covering a 12-kilometer stretch toward the end of the 2,330-kilometer river, is critical to restoring the delta, which affects both Mexico and the United States.

The partnership involves the Universidad Autónoma de Baja California (UABC) and the University of Arizona, which are documenting their research on the Colorado Delta so that appropriate restoration and preservation plans may be implemented. The students’ adviser, Jorge Ramírez Hernández of UABC, hopes that the university will be able to obtain the land from the Mexican government so that it may serve as a reserve, research site, and restoration area. In addition to conducting essential research on the delta, they planted 1,500 native trees on more than nine acres of land, which will help stabilize groundwater in the area.

The partnership has involved several NGOs and government agencies in its efforts, including the Sonoran Institute, the U.S. Fish and Wildlife Service, the International Boundary and Water Commission, the Bureau of Reclamation, the Pacific Institute, the Environmental Defense Fund, the Defenders of Wildlife, and the National Wildlife Federation.

PARTNERSHIP FOR HEALTHY WATERSHED MANAGEMENT TRAINING IN THE SIERRA NORTE REGION OF OAXACA  
*Partners: University of Wisconsin–Stevens Point/Universidad Autónoma de Chapingo/Instituto Tecnológico y de Estudios Superiores de Monterrey/Instituto Tecnológico del Valle de Oaxaca/Estudios Rurales y Asesoría Campesina*

Although most cities in Mexico have recycling processing plants and curbside bins for residents, many small communities struggle to establish effective recycling systems. They are challenged and sometimes discouraged from doing so because of the costly expense of transporting recycled goods to processing plants in the cities. But solid waste disposal increases, landfills expand, and communities burn garbage, which causes pollution, deteriorates living standards, and poses health concerns. Further, for communities located in river watershed basins, solid waste creates environmental and health threats to the immediate area, and can also contaminate other communities reliant on the river for drinking water, washing, and irrigation.

The Global Environmental Management (GEM) Education Center team—a partnership between the University of Wisconsin–Stevens Point and its Mexican partners—are working with 12 communities in the Sierra Norte region of Oaxaca to address these issues. The partners completed a series of planning activities and assessments, and are working with citizen action groups in selected communities on issues of solid waste management, sustainable agriculture, water harvesting, baseline water quality monitoring, ecotourism, and financial management for environmental services.
Participants expect these activities to improve water quality and the environment in communities located along the Rio Grande.

**PARTNERING TO SAVE CHIAPAS’ FORESTS AND PROTECTED AREAS**

*Partners: Colorado State University/El Colegio de la Frontera Sur*

This TIES partnership enables Colorado State University and El Colegio de la Frontera Sur (ECOSUR) in Southern Mexico to build the capacity of key actors through trainings on protected forest area management. Partners developed a concentration of Protected Area Management at the ECOSUR campuses and are now using this as a platform to develop a master’s degree program.

Further, throughout Chiapas, many local groups and NGOs now collaborate with the Mexican government to conserve the parks and protected areas. The TIES initiative is creating a formal alliance among these groups to oversee trainings and continue developing the concentration and the master’s degree at ECOSUR. The Protected Areas Alliance is comprised of the university partners along with two NGOs—The Nature Conservancy and PRONATURA—and the government organization La Comisión Nacional de Áreas Naturales Protegidas (CONANP).

The development of this alliance is a major feat for the partners who previously had not been working together.

**STRENGTHENING ECOTOURISM IN CHIAPAS, MEXICO, THROUGH INDIGENOUS COOPERATIVES CAPACITY BUILDING IN SOUTHERN MEXICO**

*Partners: Universidad Tecnológica de la Selva/Universidad Autónoma de Querétaro/Western Illinois University*

Pablo Pérez Pérez, president of a Ch’ol indigenous cooperative in the highlands of Chiapas, and 25 other men and women formed the Nueva Alianza cooperative in 1997 to offer ecotourism services primarily to Mexican and European clientele.

The cooperative offers visitors comfortable cabin accommodations, a restaurant, guided jungle tours, and boat rides through Chiapas’ jungle. Pérez and members of local indigenous cooperatives are learning to improve guest services by participating in trainings through a TIES partnership involving the Universidad Tecnológica de la Selva, the Universidad Autónoma de Querétaro, and Western Illinois University. Complimentary intensive workshops are held onsite and focus on topics suggested by the participants to be responsive to community needs, such as customer service, business administration, and English language skills.

Luis Arcos, manager of the Escudo Jaguar hotel, said he finds the trainings to be very useful: “We have received many trainings in the past” from other organizations. “This time, they actually address our needs.”

**EXAMINING TRADITIONAL INDIGENOUS LAW IN OAXACA**

*Partners: American University/Universidad Autónoma “Benito Juárez” de Oaxaca*

When American University Professor Todd Eisenstadt signed a partnership agreement with Jaime Bailón Corres of Oaxaca’s largest state university, the professors never imagined the far-reaching effects the project would have. The partnership provides nine fellowships to undergraduate law students in Oaxaca at the same university from which legendary reformer and national hero Benito Juárez graduated.

The highly competitive scholarships for indigenous law students provide an impetus for this at-risk population to resist the economic pressures in their communities that interfere with the pursuit of their academic goals. The university partnership is with the Benito Juárez Autonomous University of Oaxaca and several other public agencies such as the state’s judicial training institute. The partnership enables research on the nexus between customary and state laws in Oaxaca’s criminal code.
The study is so significant that state and federal stakeholders are getting involved. A bi-weekly seminar on the criminal code has been extended to include more than 100 practicing lawyers, with the local judiciary providing much of the training, and a certificate program is being offered for mid-career professionals. Students and practicing lawyers also are examining the expanded rights of the accused, gaining awareness about law reforms, and performing comparative analyses of trials by jury compared with the customary approaches that may be used in agrarian and other conflicts.

**CONNECTING SMALL BUSINESSES TO THE WORLD**

*Partners: University of Texas at San Antonio/Universidad Veracruzana*

If you’re a Mexican entrepreneur looking to create a business to support your family or expand your business to create jobs in your community, where do you get the information and tools that you need? Thanks to a partnership that is replicating the proven U.S. Small Business Development Center (SBDC) model in Mexico, effective small-business assistance programs are now operating across Mexico. The partnership between the University of Texas at San Antonio (UTSA) and the Universidad Veracruzana (UV) began in 2006 and already has trained more than 600 new economic development professionals and built a network of 57 Mexican SBDCs. The newly established Mexican Association of SBDCs (AMCDPE) is improving the competitiveness of the Mexican economy and ultimately hopes to grow to 100 centers across the country.

The most exciting aspect of the partnership program for Cliff Paredes, director of the UTSA International Trade Center, is the web-based international trade platform that will link U.S. and Mexican partners. “It’s revolutionary!” Paredes said. “This will help tens of thousands of businesses” by connecting them to one another and by providing the online tools and information that they need to grow their businesses. Specifically designed for SBDC counselors, SBDCGlobal.com will provide SBDCs—at no cost—with the international connections, counseling tools, and market information that will help them increase their clients’ global sales.
The partners’ long-term hope is that all countries in the Americas eventually will be connected through the SBDC network so small-business owners across the region will have access to business counseling and training.

ENGAGING COMMUNITIES TO IMPROVE WASTE WATER MANAGEMENT

**Partners: Michigan Technological University/Universidad de Sonora**

The Universidad de Sonora–Michigan Technological University (MTU) partnership worked closely with the community of Rosario de Tesopaco to develop an effective plan to treat wastewater. University partners took a collaborative approach to tailor the project to the needs and capacity of the local community and positioned the community members as leaders and owners of the project—a critical factor for the ultimate success and sustainability of the project. Environmental engineers from partner institutions surveyed local residents to assess community needs. These locally founded collaborations then contributed to preferred design solutions. The partners also offered technical and management assistance to the community to enable maintenance at the local level.

TIES scholar Agustin Robles Morua worked closely with municipal officials to develop the community-based plan. Morua was instrumental in Rosario de Tesopaco obtaining a $250,000 grant from the Mexican federal agency for social development (Secretaría de Desarrollo Social SEDESOL) to build low-maintenance constructed wetlands for wastewater treatment, which have been in operation since September 2006. This “green” solution not only effectively treats wastewater issues locally, without a bothersome smell for residents, but it also reduces health hazards and eventually will contribute to the creation of a natural habitat.
Although we would like to acknowledge the contribution made by every person who helped make each TIES partnership a success, we are able to list only the names of the partnership directors.

AGRICULTURE/AGribUSINESS/ANIMAL SCIENCE

Cornell University/Universidad Autónoma de Yucatán (2004)
Partnership Directors: Robert Blake & Guillermo Ríos Arjona
Enhance Mexico’s competitiveness in the production of animal-source foods by developing the professionals needed to lead animal agricultural development in Mexico’s Gulf Region.

Iowa State University/Universidad de Colima (2004)
Partnership Directors: David E. Hansen & Susana Aurelia Preciado Jiménez
Promote economic growth and improve the quality of life for rural Colima communities through broad-based university-outreach programs that deliver local demand-driven technology.

New Mexico State University/Universidad Autónoma de Chihuahua (2005)
Partnership Directors: Everett Egginton & Raúl Favela
Provide research and training opportunities in food production, small farm development, natural resources management, and income production/marketing to develop marketing strategies for Sierra Tarahumara products in Mexico and the United States.

Pennsylvania State University/Universidad de Guanajuato (2005)
Partnership Directors: Deanna Behring & Manuel Collado
Develop and train extension educators to assist small farmers with low-cost technology for agricultural development.

University of Arizona/Universidad Autónoma de Chapingo (2003)
Partnership Directors: Donald C. Slack & Mauricio Carrillo García
Improve university training in biosystems engineering, agricultural machine design, and use of reclaimed water for irrigation.

University of Illinois, Urbana-Champaign/Universidad Autónoma de Querétaro (2003)
Partnership Directors: Elizabeth Jeffery & Guadalupe Flavia Loarca
Provide graduate training and develop joint research projects in agriculture, food quality, nutrition, and health.
University of Notre Dame/Universidad de Guadalajara (2004)
*Partnership Directors: Juan Rivera & Adrián de León Arias*
Develop both the agricultural and business skills of small rural farmers to improve their production and profitability.

University of Wisconsin–River Falls/Instituto Tecnológico Ciudad Altamirano (2005)
*Partnership Directors: Gregg Hadley & María Cristina Albarrán Fariá*
Upgrade and enhance the agribusiness curriculum and initiate a collective producer-education program in the region.

**ENVIRONMENT/NATURAL RESOURCES/WATER MANAGEMENT**

Colorado State University/El Colegio de la Frontera Sur/PRONATURA (2005)
*Partnership Directors: George N. Wallace, Carmen Pozo & Rosa María Violal*
Provide master’s degree-level training and research, strengthen the Colegio de Frontera Sur’s graduate program by developing a concentration in protected area management, and establish a center of excellence for protected area capacity building.

Florida International University/Centro de Interdisciplinario de Investigación para el Desarrollo Integral Regional (IPN) (2008)
*Partnership Directors: David Barton Bray & Elvira Durán*
Address the issue of biodiversity and economic growth by working collaboratively on a research-action project to address soil restoration and reforestation, among other areas.

*Partnership Directors: David Barton Bray, Alejandro Velásquez, & Juan Manuel Torres Rojo*
Conduct collaborative research on Mexican community forestry practices and expand opportunities for faculty exchanges.

Illinois Institute of Technology/Instituto Tecnológico y de Estudios Superiores de Monterrey (2005)
*Partnership Directors: George Nassos & Miguel Angel Romero Ogawa*
Build a new cadre of engineers, entrepreneurs, and government officials with a solid understanding of the basic concepts of pollution prevention and efficient energy use.

Indiana University/Universidad Nacional Autónoma de México (2003)
*Partnership Directors: Catherine Tucker, Elinor Ostrom, & Leticia Merino Pérez*
Train Mexican scientists and technical advisers in conservation theory, methodology, community governance, and natural resource management.

Michigan Technological University/Instituto Tecnológico del Valle de Oaxaca and El Colegio de la Frontera Sur (2008)
*Partnership Directors: Alex S. Mayer, Salvador Lozano, & Neptali Ramírez*
Develop a master’s-level curriculum that supports sustainable forest management while also addressing community participation and ecosystem restoration.

Michigan Technological University/Universidad de Sonora (2003)
*Partnership Directors: Alex Mayer & José Luis García Ruiz*
Train a new generation of bi-national, multi-disciplinary water resources experts to make decisions about sustainable water resources in Sonora, Mexico.
Northern Arizona University/Universidad de Sonora (2003)
**Partnership Directors: George Koch & Alejandro Castellanos**
Develop and strengthen human capacity for natural resource conservation and management of desert ecosystems in northern Mexico.

Oregon State University/Universidad de Guadalajara (2006)
**Partnership Directors: Eric Hansen & J. Antonio Silva**
Build expertise and human capacity that will enhance the ability of Mexican partner institutions to train students and stakeholders in rural regions in forestry technology and management.

Texas A&M University–Corpus Christi/Lamar University/Instituto Tecnológico de Saltillo/Universidad Tecnológica de Coahuila/Universidad Tecnológica de Torréon (2003)
**Partnership Directors: James Bonner, David Cocke, & José Parga Torres**
Provide research training and education programs that address water scarcity, dynamic growth, and inadequate water resource management.

Texas A&M University–Kingsville/Instituto Tecnológico y de Estudios Superiores de Monterrey (2003)
**Partnership Directors: J. Antonio Hinojosa & Juan Donald Vega**
Assist local farmers, ranchers, and other stakeholders in improving irrigation and efficient water use in northern Mexico.

**Partnership Directors: A. Jay Gandolfi & Mariano Cebrián**
Establish a U.S.-Mexico Bi-national Center for Environmental Sciences and Toxicology and train Mexican health professionals to take a leadership role in resolving the environmental deterioration of the U.S.-Mexican border and adjacent region.

University of Arizona/Universidad Autónoma de Baja California–Mexicali (2006)
**Partnership Directors: Thomas Maddock III & Jorge Ramírez Hernández**
Contribute to watershed management and riparian restoration practices in the Lower Colorado River Basin with a primary focus on the Colorado Delta in Mexico.

University of Arizona/Universidad Autónoma de Tamaulipas/Universidad Juárez Autónoma de Tabasco (2004)
**Partnership Directors: Kevin Fitzsimmons, Abundio González, & Wilfrido Contreras**
Provide new techniques to Mexican fish farmers so that they can improve products and expand output for both domestic and export sales.

University of Connecticut/Universidad Autónoma de Baja California (2003)
**Partnership Directors: Boris Bravo-Ureta & José Zertuche**
Improve education in marine sciences and coastal management at the postsecondary and K–12 levels through student and faculty training, exchanges, and joint research projects.

University of New Mexico/Universidad de Quintana Roo (2003)
**Partnership Directors: Claudia Isaac, David Henkel, & Francisco Rosado-May**
Build institutional capacity to provide academic and professional training in natural resources planning and management (NRPM), and develop a master’s-level NRPM program.

University of Vermont and State Agricultural College/Universidad Anáhuac de Xalapa (2005)
**Partnership Directors: Robert Costanza & María Araceli Hernández López**
Increase Mexico’s body of knowledge in integrated watershed management by enrolling Mexican students in MS programs in natural resources and business administration, developing a region-relevant case study, conducting a series of workshops, and establishing an Ecological Economic Center in Xalapa.
University of Wisconsin–Madison/Universidad de Guadalajara Centro Universitario de la Costa Sur (2004)
**Partnership Directors:** Paul H. Zedler & Luis Manuel Martinez Rivera
Strengthen the capacities of local municipal governments to preserve and restore a significant watershed in the Mexican states of Jalisco and Colima.

University of Wisconsin–Stevens Point/Instituto Tecnológico y de Estudios Superiores de Monterrey/Universidad Autónoma de Chapíngeo, Estudios Rurales y Asesoría Campesina/Instituto Tecnológico del Valle de Oaxaca (2005)
**Partnership Directors:** Víctor D. Phillips, Mario Manzano Camarillo, Edgardo Hernández-Vázquez, & Yolanda Lara
Provide master’s-degree study and community training in environmental mitigation and environmental education for integrated watershed management in the Sierra Norte region.

West Virginia University/Universidad Autónoma de Querétaro/Consejo de Ciencia y Tecnología del Estado de Querétaro (2005)
**Partnership Directors:** Víctor Mucino & Gilberto Herrera
Increase the productivity and living standards of small-scale farmers in the states of Querétaro and Guanajuato through the development, implementation, and transfer of greenhouse technology.

Southern Methodist University/Instituto Tecnológico y de Estudios Superiores de Monterrey (2004)
**Partnership Directors:** Hesham El-Rewini & Juan A. Nolazco Flores
Reduce the current shortage of well-trained software engineers in Mexico through scholarships, faculty exchanges, and workshops.

University of California, San Diego/Centro de Investigación y Docencia Económicas/Centro de Investigación Científica y de Educación Superior de Ensenada (2005)
**Partnership Directors:** Christopher Woodruff, Judith Mariscal Avilés, & Arturo Serrano Santoyo
Build capacity and expertise in microfinance and telecommunications in rural Mexico through education and training.

University of Texas at Austin/Universidad Veracruzana (2008)
**Partnership Directors:** Bryan Roberts & Sergio Téllez Galván
Improve the reach of information communication technology (ICT) in higher education and prepare the graduates of the Universidad Veracruzana to address the ICT need in remote and rural areas.

**POPULATION, HEALTH, AND NUTRITION**

California State University, Fullerton/Universidad Autónoma de Tlaxcala (2006)
**Partnership Directors:** Milton A. Gordon, Silas H. Abrego, & Bernarda Sánchez-Flores
Empower local Tlaxcalan communities to maintain healthy lifestyles to prevent obesity and obesity-related diseases such as diabetes, metabolic syndrome, high blood pressure, and cardiovascular disease.

University of Arizona/El Colegio de Sonora (2004)
**Partnership Directors:** Douglas Taren & Catalina A. Denman Champion
Strengthen the public health infrastructure along the U.S.-Mexican border region of Arizona and Sonora by training Mexican public health professionals.
University of California, Berkeley/Instituto Nacional de Salud Pública (2005)
**Partnership Directors: Paul Gertler & Stefano Bertozzi**
Develop a training program to address HIV/AIDS and tuberculosis prevention and care by strengthening Mexico’s human capital, advancing bi-national academic collaboration, providing technical assistance, and broadening public-private partnerships.

University of California, San Diego/San Diego State University/Universidad Autónoma de Baja California/El Colegio de la Frontera Norte (2005)
**Partnership Directors: Steffanie Strathdee, Adriana Carolina Vargas Ojeda, & Gudelia Rangel Gómez**
Improve the bi-national response to HIV/AIDS prevention in northwestern Mexico and the surrounding regions by strengthening the capacity of Mexican public health practitioners, outreach workers, and policy makers.

University of North Texas/Universidad Autónoma de Guadalajara (2006)
**Partnership Directors: Paul Leung & Antonio Rojas**
Address the unique needs of persons with disabilities by training graduate-level professionals/care providers in rehabilitation, special education (students with disabilities), vocational training, and job development/placement.

University of Scranton/Universidad Iberoamericana (2003)
**Partnership Directors: Thomas Collins & Antonio Tena Suck**
Develop a dual master’s-degree program in professional counseling and improve access to culturally sensitive, high-quality mental health services for Mexicans.

University of Texas at El Paso/Universidad Autónoma de Ciudad Juárez/Instituto Nacional de Enfermedades Respiratorias (2005)
**Partnership Directors: Rodrigo X. Armijos & Hugo S. Staines**
Through education, research, and community outreach, develop a sustainable partnership for the prevention, diagnosis, and control of tuberculosis and related infectious diseases.

University of Texas Health Science Center at San Antonio/Universidad Autónoma de Tamaulipas (2005)
**Partnership Directors: Tina Fields & Juan José González Cabriales**
Establish a graduate program in Mexico with a comprehensive approach to prevention, diagnosis, and control of tuberculosis, and strengthen Mexico’s public health infrastructure.

**PUBLIC POLICY/CIVIL SOCIETY/COMMUNITY DEVELOPMENT**

University of Chicago/Universidad Iberoamericana (2004)
**Partnership Directors: Susan E. Mayer & Carmen Bueno Castellanos**
Establish a new public policy program at Universidad Iberoamericana and train Mexican public policy professionals to successfully address economic and social development issues in Mexico through internship, exchange, and faculty research.

University of Georgia/Universidad Veracruzana (2004)
**Partnership Directors: Glenn C.W. Ames & Ricardo Corzo Ramírez**
Strengthen the competitiveness of Mexico’s trade-led rural economy through capacity development in rural education outreach, agricultural product diversification, and niche marketing for both domestic and international markets.
University of Texas at Austin/Benemérita Universidad Autónoma de Puebla/Universidad de las Américas/El Colegio Mexiquense/Instituto Tecnológico y de Estudios Superiores de Monterrey, Campus Ciudad de México (2003)
**Partnership Directors:** Peter Frumkin & Rafael Hernández Oropeza
Enhance civil societies in Mexico and the United States by building collaborative relationships between participating institutions and philanthropists in both countries.

**University of Texas at Austin/Instituto Tecnológico Autónomo de México (2007)**
**Partnership Directors:** Michelle Michot Foss & Duncan Wood
Train decision makers in basic economic principles inherent in the energy value chains and in associated technology components that will contribute to the advancement of Mexico’s energy sector.

**RULE OF LAW**

**American University/Universidad Autónoma de Benito Juárez de Oaxaca (2006)**
**Partnership Directors:** Todd A. Eisenstadt & Moisés Jaime Bailón Corres
Through a series of graduate-level training programs, provide a comprehensive approach to the training of indigenous lawyers in the tenets of the newly proposed criminal procedure code of Oaxaca.

**Southwestern University School of Law/Instituto Tecnológico y de Estudios Superiores de Monterrey, Campus Monterrey (2006)**
**Partnership Directors:** Jonathan Miller & Alberto F. Rebolledo Ponce
Prepare a new generation of attorneys to practice law in settings involving oral advocacy and adversarial systems of justice, and encourage skills-based legal education and comparative perspectives.

**TRADE AND CAPACITY DEVELOPMENT**

**Alamo Community College District/Universidad Tecnológica de Coahuila (2004)**
**Partnership Directors:** Eduardo Conrado & Verónica Murillo
Increase the productivity of the maquiladora (manufacturing) sector by training engineers and production workers in advanced manufacturing technology systems and production procedures.

**Duquesne University/Universidad Autónoma de Aguascalientes/Instituto Tecnológico y de Estudios Superiores de Occidente, Centro de Innovación Empresarial de Aguascalientes, A.C. (2006)**
**Partnership Directors:** Mary T. McKinney & Silvia Mata Zamores
Expand trade and investment between the United States and Mexico by empowering students, faculty, small Mexican businesses, and entrepreneurs in the states of Aguascalientes and Jalisco to be more globally competitive.

**Michigan State University/Universidad Autónoma de Chapingo (UACH) (2007)**
**Partnership Directors:** Luis Alonzo García & Bernardo López Ariza
Enhance the capacity of UACH to promote sustainable livelihoods and equitable development in poor rural communities of Mexico.

**The Ohio State University/Centro de Investigación y Docencia Económicas (2005)**
**Partnership Directors:** Claudio González-Vega & Gustavo del Ángel Mobarak
Create a virtual center for the analysis and support of micro- and rural finance markets in Mexico to strengthen the capacity of Mexican institutions to study these issues.

**San Diego State University/Universidad Autónoma de Baja California (2003)**
**Partnership Directors:** Paul Ganster & Guillermo Torres Moye
Develop a joint master’s-degree program on transborder public administration and governance for the U.S.-Mexican border region and improve capacity for cross-border cooperation.
Southern Oregon University/Universidad de Guanajuato (2003)
*Partnership Directors: Meredith Ann Reynolds & Sergio Arias*
Develop and implement faculty and student exchange programs and create a joint master’s degree program in management.

Texas Christian University/Universidad de las Américas–Puebla (2003)
*Partnership Directors: Charles Greer & Jorge Durán*
Develop professionals through a dual master’s-degree program in international business and marketing, which addresses cross-cultural business issues in North America.

University of Georgia/Universidad Autónoma de Coahuila/Universidad Autónoma de Nuevo León/Universidad Autónoma Agraria Antonio Narro (2007)
*Partnership Directors: K.C. Das and Nagamani Balagurusamy*
Integrate waste management with energy production for increased competitiveness of the livestock industry in northeast Mexico.

University of Texas at San Antonio/Universidad Autónoma de Guadalajara (2003)
*Partnership Directors: Robert McKinley & José Morales González*
Train entrepreneurial development extension service personnel and create small business development centers based upon the successful U.S. model.

University of Texas at San Antonio/Universidad Veracruzana (2006)
*Partnership Directors: Robert McKinley & Rosario Valencia Castillo*
Create a sustainable and cohesive national network of more than 100 Mexican Small Business Development Centers (SBDC) that will engage institutions of higher education and leverage federal government resources to help small and micro-entrepreneurs start businesses, create jobs, increase sales, and improve the overall competitiveness of the Mexican economy.

University of Wisconsin–Madison/Instituto Tecnológico y de Estudios Superiores de Monterrey-Querétaro (2003)
*Partnership Directors: Kenneth Shapiro & Andrés García*
Strengthen the dairy sector as an engine for development by enhancing the skills of Mexican dairy professionals and strengthening dairy trade links between the United States and Mexico.

Western Illinois University/Universidad Autónoma de Querétaro/Université de Moncton (2003)
*Partnership Directors: David Beveridge & Fernando Valencia*
Develop a trilateral MBA program and establish a central resource for collaborative business education and training in Mexico, the United States, and Canada.

Western Illinois University/Universidad Autónoma de Querétaro/Universidad Tecnológica de la Selva (2006)
*Partnership Directors: Winthrop B. Phippen, Hector Fernando Valencia Pérez, & Roberto Vázquez Solís*
Provide direct assistance to small-scale, rural producers in southern Mexico and offer master’s-degree training, faculty sabbaticals, joint faculty research, and exchanges by consortium experts.

**WORKFORCE AND ENTREPRENEURIAL DEVELOPMENT**

Arizona State University/Instituto Tecnológico de Sonora (2004)
*Partnership Directors: David Pijawka & Linda Oviedo*
Address development issues of the desert Sonora region through education, research, and training in ecotourism, microenterprises, environmental protection, and alternative energy.
Arizona State University/Instituto Tecnológico y de Estudios Superiores de Monterrey (2004)
Partnership Directors: J. Rene Villalobos & Jorge Limón
Through a dual master’s program, prepare technical leaders for the aerospace industry in global logistics and productivity improvement.

The Ohio State University/El Colegio de Postgraduados en Ciencias Agrícolas (2007)
Partnership Directors: Jerry Ladman & Fernando Manzo Ramos
Build human capital for microfinance institutions in order to increase competitiveness and reduce rural poverty in Mexico.

EDUCATION

Georgia State University/Universidad Pedagógica Nacional (2008)
Partnership Directors: Gayle Nelson & Elin Emilsson
Strengthen the English Language Teaching program at Universidad Pedagógica Nacional and provide graduate training and practical internships at Georgia State.

University of Georgia/Universidad Pedagógica Veracruzana/ Benemérita Escuela Normal Veracruzana (2006)
Partnership Directors: Glenn C.W. Ames & Marco Wilfredo Salas Martinez
Through master’s-degree training, internships, practical experiences, and faculty exchanges, strengthen teacher training programs by equipping Mexican faculty with new skills, pedagogical techniques, and curricula in math, science, and English as a Second Language.

University of Texas at El Paso/Instituto Tecnológico y de Estudios Superiores de Monterrey–Campus Chihuahua (2007)
Partnership Directors: Judith H. Munter and Eduardo Flores
Work together to create the SABEMOS (Science/Literacy Across Borders for Educators in Mexico to Promote Outstanding Schools) program, which trains elementary teachers in remote and indigenous areas of Chihuahua in science-literacy education.
TIES: Contact Information

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Global Learning Portal
Information regarding the online TIES community is available on the Global Learning Portal, accessible at www.glp.net.