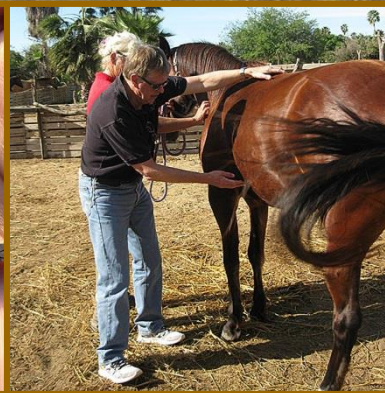


Colorado  
State  
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# TODOS SANTOS



# CSU Todos Santos Center

March 29, 2017

Kim Kita

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## AGENDA

- CSU Todos Santos Center history, location, and facility
- Philosophy and guiding compasses for action
- Programs and College engagement
- Partnerships and relationships
- Community Engagement
- Involvement of One Health
- Questions, discussion, and ideas

# One of many possible visions:

One Health Institute involvement with CSU Todos Santos

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## Qualities of One Health engagement:

- A cohort of OHI Fellows working together with...
  - ... CSU One Health students and
  - ... CSU Center team members
  - ... BCS community members and organizations
- With intention
- On long-term (multi-year) projects in Todos Santos
  - ...That address a pressing community need
  - ...Fit with the CSU mission and faculty and student passions for learning
  - ...And results in mutual learning while cultivating community\* well-being

\* Community = faculty, staff, students, community members in CO and BCS  
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# What is YOUR Vision?

## One Health Institute involvement with CSU Todos Santos

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Guiding questions to consider as you learn about CSU Todos Santos:

- What is it that inspires and interests you about engaging in Todos Santos and Baja California Sur?
- What topical area or community priority catches your attention or is of interest?
- Is there a person, group, or type of group you would want to work with and learn from?
- What is it you are most unsure of?



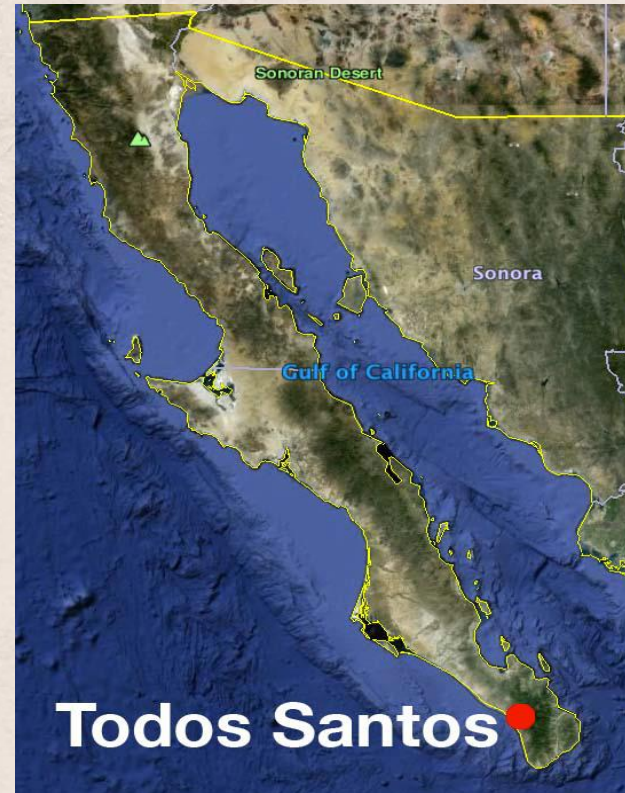
# Framework for CSU in Mexico

- President Obama Administration focus on the cultural, familial, and economic ties between the United States and Mexico.
- **“100,000 Strong in the America’s Initiative”** aims to double educational exchange between the U.S. and Latin America.



# Framework for CSU in Mexico

- In January of 2011, Governor Hickenlooper established the **Trade and Tourism Ambassador Program (TTAP)**, with specific focus on initiatives linking Colorado and Mexico. President Tony Frank was an appointed member of TTAP.
- Colorado State University saw a unique opportunity to engage in education in Mexico, working in alignment with the strategic initiatives of our land grant University, of Colorado, and of our nation.



# Why Todos Santos?

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- A TTAP colleague of Dr. Frank's was beginning a development project in Todos Santos and was looking for a partner university to be a resource in the community for lifelong learning
- CSU has engaged in other parts of Mexico, but not Baja California Sur (BCS)
- This region provides access to many ecosystems and environments within a 2-hour radius:
  - Ecosystems of the Pacific Ocean, the Sea of Cortez, and the Sierra de La Laguna mountain biosphere
  - Industry focuses in agriculture, fishing, tourism, and more
- The BCS region has a lot of similarities to Colorado, and some key differences, making learning opportunities very rich
- The TTAP colleague company, Black Creek, and its subsidiary, MIRA, offered to build the CSU Center as a donation



# Where is Todos Santos, BCS, Mexico



# Phase 0: Planning

## (2011-2013)

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- Key questions
  - How to structure the donation agreement?
  - What could CSU do with the donation?
- Engagement of CSU administrators and faculty
  - Potential programs in Todos Santos
  - Investigation of operating structures
  - Involvement of CSURF

# CSU Todos Santos Center: Donation

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## Source of Donation

- Black Creek Group – Denver based real estate investment firm
- MIRA Companies – Mexico City based development company with various projects throughout Mexico

## Amount

- The donation from MIRA includes approximately \$4.312 million in land and facilities

## Tres Santos

- The CSU Center is within the footprint of Tres Santos, an area of development in Todos Santos



# CSU Todos Santos Center: Operating Structure

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## Operating Structure

- **CSU – MIRA:** land and buildings are held in a joint trust and governed by a Trust agreement
- **CSU:** Provides, conducts, and offers educational opportunities with full academic freedom
- **CSURF:** Oversees and manages the Mexican company and its business operations including human resources, banking, property oversight, law, accounting
- **CSURF AC:** the non-profit organization operating legally in Mexico with employees, buildings, and educational opportunities

# Phase 1: Exploration, Pilot Programs, Development of Networks (July 2013 – April 2015)

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Guiding Question: How can CSU have a genuine and meaningful long-term presence in BCS?

- Listen & learn
- Design & construct
- Develop & prototype  
courses



- Create a network of committed teams, at CSU and in BCS

# Early work and engagement

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- Development of CSU and donor Trust agreement
- Early engagement of CSU administrators and faculty
  - Potential programs in Todos Santos
  - Investigation of operating structures
  - Exploratory trips (learning journeys)
- First employees
  - Project Director at CSU (summer 2013)
  - Veterinary Medicine Program Leader (winter 2013-14)
  - Center Director in Todos Santos (Feb 2015)
- Hundreds of one-on-one and small group conversations at CSU and in Todos Santos
- Meetings with organizations in Baja California Sur



# Early activities in Todos Santos – a learning process

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# Early Learnings about the BCS Community

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Communities are not homogenous... how do we understand and get to know the various communities in BCS?

Through focus groups and ongoing conversations, we initially understood the community to be comprised of:

- Families born and raised in Todos Santos and nearby areas
- People from mainland Mexico
- People working in tourism
- Ex-pats



# Early reactions to CSU's proposed presence

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## *Mixed reactions to the development project ...*

- Growth = Opportunity to thrive
- Fear of scale and pace of development
- Active campaign against the development

## *... and therefore mixed reactions to CSU*

- To some, CSU's presence offered hope that community members could be prepared for the pending growth
- Others held a strong belief that the development company was using CSU to greenwash their project



# Spring 2015

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- CSU had two employees based in Colorado, and one new employee based in Todos Santos
  - First Center Director in Todos Santos began in February 2015
- Tensions around development were high
- CSU's buildings were just about to open
- Which voices were we hearing? Which voices were we not hearing?
- Next step: comprehensive engagement process

**Phase II:**  
**Participatory Processes and Continued**  
**Program Development**  
**(April 2015 – present)**



# April 2015 Ribbon Cutting Ceremony

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250 attendees from government, universities, non-profits, and local citizens

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# Community Needs Assessment

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- Secured a small grant from VPR (\$12,000)
- Engaged David Bartecchi (of Village Earth)
- The assessment team included Village Earth, CSU faculty and staff, two CSU students, and BCS researchers
- The process included identifying the geographical region of interest, the stakeholder groups, the methodology for engaging, and additional areas needing in depth research (socio-demographics and agriculture)

# The CSU Todos Santos Center framework for engagement

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1. Listen and Learn
2. Seek baseline information & Explore Partnerships
3. Analyze Findings
4. Plan and Develop
5. Implement Programs & Research
6. Monitor & Evaluate
7. Continuously improve (adaptive)



# Community Needs Assessment and Self-Identified Priorities

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## Todos Santos Community Priorities

- Engaging Youth
- Language Classes (Especially English)
- Boosting the Education System
- Valuing the Environment:
  - Water
  - Waste Management
  - Proposed Mines
- Public Health
- Responsible/Sustainable Development
- Business Training & Alternative Models



# Community Needs Assessment

## Socio-Demographic and Environmental Report

- Data collected from original records and research and compiled by Dr. Aines Castro
- Desert climate. Mean annual temperature range of 64-72°. Mean annual precipitation is less than 200mm (<8").
- Population of BCS is 637,026 people, which is 0.6% of the total population of Mexico. Population has doubled since 1990. Combined population of Todos Santos & El Pescadero is 7,486.
- BCS has the highest number of research institutions focused on marine sciences in Latin America.



\*\*\*Full report is available at <https://todossantos.colostate.edu/research>

# Community Needs Assessment

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## Agricultural Report



- Data collected from educational and government institutions, and from regional producers. Analysis compiled by Fabiola M. Rodriguez Cesena
- The farming season extends from ~Sept – May
- Agricultural production systems include conventional production (66%), organic production, and parallel production systems.
- Main crops are chilies and other peppers, herbs (basil), green bean
- Report also includes challenges in agriculture and a SWOT analysis

\*\*\*Full report is available at <https://todossantos.colostate.edu/research>

# The CSU Todos Santos Center uses two important compasses to guide direction and action



1. The land grant mission and values
2. Todos Santos community priorities



# New Program Development Process

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Follows the framework of engagement, uses community priorities as a compass, and might look something like this:

- Initial idea and interest – conversations with Kim/Aines
- In depth look at the community needs assessment in area of interest
- Identifying what we don't know and who we want to learn from
- Exploratory trip (learning journey) to experience the region and to meet people working in similar areas of interest
- Exploration of funding and funding models
- Refine ideas
- Incorporate learning into a pilot program
- Implement, reflect, improve, continue

# Types of Programs at the Todos Santos Center

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## Characteristics of programs offered at the CSU Todos Santos Center

- Credit and non-credit
- 1-9 weeks in length
- Every season of the year
- CSU and beyond
- Courses, research, internships, independent study
- Undergraduate, graduate, and lifelong learning
- Working groups, small workshops, and team retreats
- Workshops, events, and classes ***by and for*** BCS residents



# Assets in place at the Todos Santos Center

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- Bilingual team members
- Dr. Aines Castro, Director: scientist, community liaison, facilitator
- Interpreter and translation services
- Community liaison support
- A growing network of working relationships and partnerships
- Center capacity for up to 50 people with meals and vehicle access
- Small laboratory (under development)
- Agricultural area with barn (under development)
- The Center is a hub for community engagement, and a home base for activities in the region

# *Warner College of Natural Resources*

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- FWCB Winter break (3-credits)
- FWCB semester (16-credits)
- Groundwater Research
- Oceanography

# College of Natural Sciences



- Little Shop of Physics
- Field Marine Biology (3 cr.)
- Annual BioGenomics Workshop

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# *College of Health and Human Sciences*

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- Youth and Family Engagement (EntreNos)
- Interior Design Service Learning
- School of Education
  - Culturally and Linguistically Diverse (CLD) instruction
  - Adult education

# College of Liberal Arts



- Kids Do It All (bilingual, bicultural theatre program)
- Language and Culture
  - Spanish Immersion
  - Intensive Summer English
- Documentary Films
- Writing for the Sciences

# *College of Agricultural Sciences*



- Sustainable Agriculture field course
- Student Masters thesis opportunities
- Development of CSU Native Plants Garden

# College of Veterinary Medicine and Biological Sciences



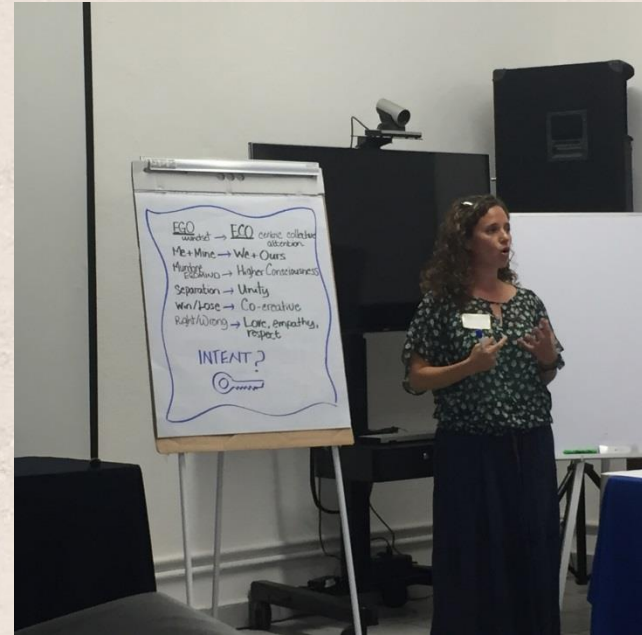
- Veterinary Medicine field rotations & research projects
- Anatomy & Physiology Outreach
- Laboratory cancer research

# College of Engineering



- Waste Management thesis
- Potential Engineers Without Borders projects

# CSU One Health Institute



- Exploratory Trip(s)
- Multi-stakeholder workshop at CIBNOR (University in La Paz)
- First Annual One Health in the Americas Conference
- Workshop at UABCS to explore potential partners
- Pilot program of EntreNos (included previously in HHS)

# Other CSU Fort Collins Programs

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- CSU Faculty & Staff Family Adventure Week
- CSU-UABCS Student Leadership Exchange
- College of Business Programs under development (Ventures in Social Entrepreneurship)
- Extension Agent Language and Culture Immersion (pending)

# CSU Pueblo

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- CSU Pueblo Eco Tourism
- CSU Pueblo Honors Classes
- Summer Academy General Education Credits

# Service Learning and Engagement



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# Case Study: Community Engagement for Healthy Ecosystems

Scott Webb & Kate Huyvaert – Warner College of Natural Resources  
Green and Gold Foundation Grant (\$5,000)

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- Address community priorities related to education, environment, & health
  - People, places, & the environment linked
  - Environmental change?  
Compromise ecosystem health
- 
- Some links in healthy ecosystem missing → waste management

# Case Study: Community Engagement for Healthy Ecosystems

## Project-related activities to date



Before & after first desert cleanup



Design charrette – poster to be translated and printed; several sticker designs; developed and shared ~12 craft ideas for young kids

# Case Study: Community Engagement for Healthy Ecosystems

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## Advancing Ecosystem Health

### Goals & proposed activities involving FWCB semester program students

- Improving shared open spaces
  - Remove glass, plastics, and other trash from beaches, desert
- Share impacts trash has on ecosystems
  - Develop interpretive signage, stickers, other messaging about impacts on wild populations
- Foster sustainability
  - Collaborate with local recycling program to develop outreach activities for youth to “reduce, reuse, recycle”
  - Design cloth grocery bag program



# BCS Programs and Workshops



## English Language Program (Donor Funded)

- More than 100 adult and youth are enrolled in basic and intermediate English classes in Todos Santos and Pescadero
- Cultural exchange with CSU students, faculty, and staff, as well as with visiting groups



# BCS Programs and Workshops

Two Rivers Middle School (Glenwood Springs), CSU Todos Santos Center, and Pescadero English Students: Cultural Rally and Activities



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# BCS Programs and Workshops: Monthly Lecture Series

## *Genealogy Lecture on Todos Santeños family histories*

(Dr. Shane McFarlan of University of Utah)



*Other Lectures from CIBNOR, UABCS, UPN faculty and students*  
on various topics such as climate change, nutrition, native plants and more

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# BCS Programs and Workshops

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## *One Health Fish Necropsy Workshop*



Led by Dr. Todd O-Hara and Andrea Cyr (PhD candidate) of the University of Alaska Fairbanks

with CVMBS as a part of the UAF/CSU Collaborative Program

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# Partnerships with government agencies, non-profits, and academic institutions

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Educational Sector in BCS including 6+ Universities in BCS; and Todos Santos public and private K12 schools

Government Agencies in animal health, water, and agriculture

Various NGO working agreements



\*Full list available in the 2017 Program Report

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# What have we learned? (a lot!)

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- ❖ Be an active and curious learner
- ❖ Communication
- ❖ Value cultural differences
- ❖ Invest in relationships
- ❖ Participatory processes
- ❖ Systems thinking
- ❖ Remember the framework for engagement
  - Listen and Learn
  - Seek baseline information & Explore Partnerships
  - Analyze Findings
  - Plan and Develop
  - Implement Programs & Research
  - Monitor & Evaluate
  - Continuously improve (adaptive)

# What have we learned?

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- ❖ Learning culture
- ❖ Relationships take time to develop, and building and nurturing trust is critical
- ❖ Reflecting on early tensions and criticisms about development and CSU's presence within Tres Santos
  - How people create their stories
  - Listening
  - The middle path
  - How community perspectives have changed
    - Example of rancharo workshop during the Film Festival

# Not just programs, but emerging *movements*

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Programs are catalyzing around all aspects of waste management, recycling, and plastics and this addresses many of the community priorities including public health, environment, youth engagement

- Fish, Wildlife, and Conservation Biology grant from the Green and Gold Foundation “Community Engagement for Healthy Ecosystems”
- Interior design engagement with the recycling center
- Recycling education to schools
- Engineering

# Other emerging *ideas...*

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## **A Cross-Institutional Academic Collaboration Proposal for the Community Development of Arteaga, Coahuila: A Case Study Using the Experience of Todos Santos, B.C.S. as a Benchmark**

Dr. Myrna Sastre Gutierrez, Universidad Autonoma de Coahuila

- Two public Universities exploring community engagement in respective Pueblo Mágicos
- Joint research possibilities, particularly in regard to urbanization and health, social equity and resilience, landscape architecture, and the economic drivers/implications of those

## **Marine Pollution and Gender**

Maya Weex, PhD student in Geography, from UC Davis

Many women lead activism against marine pollution, yet health effects of marine debris (primarily endocrinological disorders) disproportionately affect women.



# What Students are Saying

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*Experiencing the culture of the people of Todos Santos allowed me to reflect upon my heritage as Mexican American and what that means to me.*

*There was never a day without learning something new, smiling, or being opened to a new way of thinking.*

*Experiences in the real world teach the most valuable lessons.*

*Relationships are built with time, and what CSU is doing down here is a long-term investment and a long-term relationship with Todos Santos. This is just the beginning of what we can work with the community to create.*



# What could OHI involvement in BCS look like?

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*Let's brainstorm...*