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## USD School of Law and Trans-Border Institute Receive HED Grant

The University of San Diego (USD) School of Law and Trans-Border Institute received a three-year grant to launch an international program to promote legal education and exchange in Baja California. Working in conjunction with the Universidad Autónoma de Baja California in Mexicali, Mexico, the program is designed to strengthen the rule of law in Mexico by offering training for lawyers and law students working in Baja California.

“We are delighted to participate in this important program,” said the Dean of the USD School of Law, Kevin Cole. “Mexico’s transition to an adversarial criminal justice system will require the immediate training and retraining of large numbers of Mexican attorneys in American-style trial procedures, and given our expertise both in trial training and in the training of foreign lawyers, we are well positioned to lend a hand.”



Dean Kevin Cole, TBI Director David Shirik, and UABC Law School Director Ricardo Dagnino

Previously, the state of Baja California had adopted major policies in anticipation of national level reforms approved by the Mexican Congress and the current administration of President Felipe Calderón. These changes are expected to dramatically transform the

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## Changing Boundaries: Historic Maps of the U.S.-Mexico Frontier

The Trans-Border Institute, in collaboration with Simon Burrow, a freelance map collector, assembled a historical map exhibit pertaining to the U.S.-Mexican border region called “Changing Boundaries: Historic Maps of the U.S.-Mexico Frontier.” Maps tell stories. In particular, these maps tell the story of how the US-Mexico border has evolved over the last four centuries. Original maps, dated as early as 1597, show discovery and colonization, California as an island, claims and counterclaims, the Republic of Texas, the US-Mexican War and its aftermath, and the current line.

The exhibit opened with a presentation by historians and map experts, followed by a reception at the Student Life Pavilion’s exhibit hall on Wednesday, April 21, 2010. The inauguration featured presentations by Iris Engstrand, Professor of History at the University of San Diego, Bill Warren, Engineer and former President

of the California Map Society, and Simon Burrow, map collector and immigration rights activist and lecturer.

As Charles Pope, Interim Director at TBI, stated, the map exhibit “provides an alternative medium through which we can further our mission of educating the



People from the University of San Diego and community members came out to support the inaugural event.

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## A Message from TBI Interim Director Charles Pope

Over the course of the past academic year, I have been extremely fortunate to serve as the Interim Director of TBI here at the University of San Diego. My term as Interim Director has not only provided me with a tremendous professional experience, but it has also allowed me the opportunity to work with an exceptional group of colleagues and staff that offered invaluable support. With their help, TBI was able to offer an extraordinary series of educational programming and projects during the 2009-10 academic year.

Among others, for example, TBI featured keynote addresses by Alan Bersin, the US Department of Homeland Security “Border Czar” at the **A Vision for US-Mexico Border Security** event on September 11, 2009, and by US Secretary of Commerce Gary Locke, Mexican Secretary of the Economy Gerardo Ruiz Mateos, and Canadian Minister of Industry Tony Clement at the **North American Competitiveness, Innovation, & Clean Energy Conference** on April 14, 2010.

While TBI continued traditional programming such as the Cross-Border Media Roundtable and Border Film Week, it also introduced new projects such as the **Changing Boundaries: Historic Maps of the US-Mexico Frontier** map exhibit, which featured original historical maps of North America dating back to 1597



*Charles Pope*

and which provided both a unique artistic and educational experience for viewers. TBI also recognized its 15th Year Anniversary Celebration by inviting the former Directors of TBI to share their memories and experiences with friends and colleagues at a reception on December 8, 2009.

For this wonderful experience as TBI Interim Director, I am grateful to countless individuals and organizations. However, I want to especially thank TBI’s extremely dedicated and loyal staff, as well as all of my friends and colleagues at the Joan B. Kroc School of Peace Studies. And of course I am extremely appreciative of the opportunity provided to me by David Shirk to have gained this wonderful experience.

### 14th Annual Sister Sally Furay Lecture: Bringing Traffic to a Stop

The Sister Sally Furay Lecture is an annual event in honor of the past Provost who was instrumental in establishing the Trans-Border Institute and the Center for Community Service Learning. The lecture is co-sponsored by both departments to bring awareness of and attention to important social justice issues. This year’s lecture, “Bringing Traffic to a Stop”, explored the practices of modern-day human slavery and human trafficking. Carmen Chavez, Director of the Casa Cornelia Law Center and Kilian Moote, Director of Advocacy at the Not For Sale Campaign (NFSC), served as panelists.

Carmen Chavez illustrated the harsh situations that many young women and children face as sex slaves. Most of the time, these victims are lured on false illusions. They are promised jobs, a home, and security, but the reality is a nightmare. Fear grows within these unknown victims. As Chavez mentioned, it could be the woman doing your nails or the children selling candy at the local shopping center who are victims of human trafficking. The probing question that Chavez elicited was, “What will the community do about this issue that is occurring in our very own backyard?”

The lecture continued with Kilian Moote from the Not For Sale Campaign. The NFSC’s mission is to equip and mobilize smart activists to deploy innovative solu-



*Kilian Moote, Sister Sally Furay, Carmen Clomey, TBI student assistant Ruth Soberanos, and Charles Pope.*

tions to re-abolish slavery locally and across the globe. Mr. Moote described how many products imported into the United States are “tainted” products, meaning that the companies unknowingly support child labor or other forms of modern day slavery in their operations. The solution to ending human trafficking lies in eliminating the demand for products that are tainted by slave labor. The NFSC website dedicated to this effort, [Free2work.org](http://Free2work.org), rates companies and their practices so that consumers may know what products to support or avoid. Consumers can demand the appropriate practices in the market by demanding the right products.

Whether providing a safe haven for victims of human trafficking, campaigning against commercial sex trade, or being a conscious consumer who refuses to purchase tainted products, there are many ways in which people can help bring trafficking to a stop.

## title (cont'd)

functioning of the judicial sector over the next decade. The reforms will implement a transition from Mexico's long-standing inquisitorial system of criminal justice to a more rights-based accusatorial system, similar to that used in the United States.

The educational exchange program will combine training for lawyers and law students with a series of events designed with the express purpose of sharing insights and gauging the process of reform efforts. USD and other professors will travel to Baja California to teach Mexican attorneys and law students advocacy court processes, including an introduction to U.S. criminal law and alternative dispute resolution techniques. In turn, Mexican attorneys and judges will attend roundtables at USD during the spring and fall 2010 semesters.

The grant was awarded by the Higher Education for Development (HED) Agency under the U.S. Agency for International Development (USAID). USD School of Law Professor Allen Snyder will serve as the co-principal investigator with institutional support from the Trans-Border Institute through its Justice in Mexico Project.

William Headley, Dean of USD's Joan B. Kroc School of Peace Studies, which houses TBI, expressed enthusiasm for the project. "We are thrilled that the Trans-Border Institute has garnered the support it deserves to help move Mexico's justice system forward. And we are delighted to be partnering with the Law School and UABC in this important effort."

The success of reforms in Mexico will rest on the shoulders of a new generation of legal practitioners and citizens, who will be both stewards and beneficiaries of Mexico's new judicial reforms.



## TBI Staff Spotlight: Octavio Rodríguez Ferreira

Octavio Rodríguez joined the Trans-Border Institute in January 2009 as a Visiting Fellow. His first assignment was the coordination of a survey of judges, prosecutors, and public defenders throughout Mexico, which, along with the survey of police in the Metropolitan Zone of Guadalajara, is known as the *Justiciabárometro*. In coordinating the *Justiciabárometro* surveys, Octavio drafted the instrument itself, formed the Technical Committee, designed the methodology, and coordinated the Advisory Council responsible for the revision of the instrument and the formulation of the inter-institutional bridges necessary for the success of the study. During 2009 he traveled to Mexico on several occasions holding meetings with key actors involved in the research, including academics, public officials, and journalists from both countries.

At the conclusion of 2009, he was hired as the Justice in Mexico Project Coordinator, which is responsible for the execution of the *Justiciabárometro* and the binational Legal Education Program. Octavio frequently gives academic presentations concerning public security and judicial reform in Mexico and also represents TBI in the media in the U.S., Europe, Asia and Mexico. On top of everything else, he authored a paper that will be published in a monograph on Justice Reform in Mexico. Currently, Octavio is aggressively implementing the lawyer survey in 10 Mexican states and seeking to replicate the police survey in such cities as Ciudad Juárez and Tijuana. Additionally, Octavio is involved in a joint research program between TBI and the National Defense Intelligence College (NDIC) on Public and National Security in Mexico, a project with the Woodrow Wilson Center for International Scholars on Bi-national Cooperation on Security, and the oral advocacy training program for lawyers, which is a collaboration between the USD School of Law, the Trans-Border Institute, and the School of Law at the Universidad Autónoma de Baja California in Mexicali, BC.

Octavio is a native of Aguascalientes, Mexico. He has a law degree from the Universidad Panamericana (UP) and also completed postgraduate studies in Mexican Civil Law Procedure at UP, and Human Rights at the Universidad de Castilla-La Mancha in Spain. Currently he is a doctoral candidate in law at UP. Before coming to the U.S., Octavio worked as Chief of the Public Law Academy and was a full-time professor at UP. Octavio has also served as a Legal Advisor for Governmental Offices in Mexico regarding human rights and communal rural property. He wants to continue working in the academic field and hopes to contribute to the advancement of his country through his professional career.



*Octavio Rodríguez Ferreira,  
Justice Project Coordinator*

## Beyond NAFTA: U.S. & Mexico Moving Forward

On April 23, the Trans-Border Institute and the USD Ahler's Center for International Business presented "Beyond NAFTA: U.S. & Mexico Moving Forward." Fifteen years after the implementation of the North America Free Trade Agreement, Herminio Blanco Mendoza, one of the chief Mexican negotiators for NAFTA, Andres Garza, President of CAINTRA Nuevo León, Barbara Wight, Chief Financial Officer of Taylor Guitars, and Kevin Gallagher, International Relations Professor at Boston University, discussed ways in which NAFTA could be improved. The speakers addressed an audience packed with students and members of the binational community.

Herminio Blanco Mendoza began his address by discussing the tremendous increase in foreign direct investment in Mexico since NAFTA, the consolidation of a Mexican middle class, and the importance of resolving the current trucking impasse. Mr. Mendoza also alluded to the potential for "new protectionism" emanating from the United States in the form of the the Obama administration's recent National Export Initiative (NEI), which seeks to double U.S. exports in the next 5 years. According to Mr. Mendoza, a consequence of this initiative may be an increase in subsidies to US manufacturers, which would serve as a detriment to Mexico's economic growth. However, Mr. Mendoza also identified several sectors that may provide significant opportunities for Mexico, including healthcare, retirement services, automobile, aerospace, and biotechnology.

With his industrial perspective, Andres Garza Herrera strongly emphasized the importance of increasing internal competitiveness within Mexico. According to Mr. Garza, Mexico's competitiveness should not rely on currency devaluations and increases in the price of oil, but rather it should be harnessed through labor, energy, educational, and electoral reform. While NAFTA brought increased prosperity to northern Mexico, particularly in the manufacturing sector, the center and south of Mexico have lagged behind. Economic growth in southern Mexico necessitates a proper investment in infrastructure and energy. Mr. Garza also indicated that any renegotiation of NAFTA without responsible environmental stewardship is meaningless. He strongly supports a growth strategy that is in line with climate change policies.

A testament of the advantage that NAFTA provides to Taylor Guitars is that it has no intention of moving to China, despite the fact that guitar manufacturing is quite labor intensive. The company employs about 200 people in its manufacturing plant in Tecate, Baja California and about 30 people in its offices just across the border in El Cajon, California. Such close proximity allows for close collaboration, which is manifested in the company's joint training programs. Panelist Barbara Wight stated that while working through NAFTA and the Mexican government, the company does face obstacles in transporting the exotic woods that are used to make its guitars.

Kevin Gallagher finished by pointing out the fact that despite some macroeconomic successes in Mexico due to NAFTA, GDP per capita has been stagnant, inequality persists, and US agricultural subsidies continue to hurt Mexican farmers. Dr. Gallagher's prescriptions to improve NAFTA include increasing domestic investment in Mexico, establishing a N. American development commission, and providing special safeguard provisions for agriculture.

## Historic Maps (cont'd)

University and the binational community about the US-Mexico border."

Iris Engstrand began her presentation at the inaugural event by discussing the importance of the knowledge that maps convey. She explained the difficulties of map making without the benefit of technology we have today. Map makers could only map territory they visited and thus geographic misrepresentations often resulted. For example, despite the fact that the Spaniards knew that Baja California was not an island, in 1656 a French map showed California as an island.

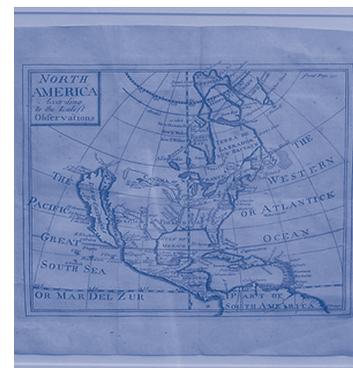
Bill Warren provided a historical lesson through maps from the 1800s. He showed the audience a map from 1853 after the Gadsden Purchase, explaining the influence that free-North and slave-South dynamics had on US-Mexican bilateral treaties. Maps depict the historical reality of these political arenas.

In his presentation, Mr. Burrow stated that as an avid map collector, he has learned to spot amazing and telling details. For the common viewer, however, he offered several suggestions on how to appreciate maps, including viewing them as art, viewing them as a reflection of society, viewing them at a surface level, and lastly, using the "Where's Waldo?" technique. This strategy recommends that a viewer identify a common location on various maps in order to understand how the representation of that location changes. He recommended asking, "Where is San Diego?" or "Where is El Paso?"

Mr. Burrow continued to highlight the significance of the map collection by reiterating the impermanence of the border, which was the overriding intent of the exhibit. He stated that maps connote knowledge and purpose, and asserted that what we believe today may change entirely in years to come, just as the perception of reality has changed throughout history.

It was Mr. Burrow's hope "that by seeing these maps and the history they illustrate, people will learn that it is better to build bridges of understanding than walls of separation."

The exhibit dates were April 17- July 1, 2010; Monday through Saturday, 9 AM- 8 PM at the University of San Diego's Student Life Pavilion's Exhibit hall.



## USD-NDIC Security in Mexico Research Project

The Security in Mexico Research Project is a joint project between the University of San Diego (USD) and the National Intelligence Defense College (NDIC). Its objective is to call on the intelligence community to step up outreach activities, gain new insights, expand knowledge, and explore new ideas through enhanced engagement with community experts and outside professionals. The research focuses on security issues affecting both the United States and Mexico, examines the association between national and homeland security, and serves as a platform to expose and educate current and future intelligence community professionals to the value of collaboration and outreach. This experience will mark the beginning of an ongoing relationship, encouraging collaboration on current and salient issues of our time.

TBI Director David Shirk and Political Science Professor Randy Willoughby from the University of San Diego, along with Richard Owens, Gene Anzano, and Stephen Di Rienzo from the faculty at the National Defense Intelligence College (NDIC) of the Department of Defense, advised USD graduate students Janice Deaton (M.A. in Peace Studies) and Kimberly Heinle (M.A. in International Relations, USD), Nathan Jones (University of California, Irvine, Ph.D. student), and NDIC students Robert Kinsey, Jim Anderson, and Christine May of NDIC's strategic intelligence program. Each student's research paper is a candidate to become a chapter in an anthology to be considered for publication by the Center for Strategic Intelligence Research and NDIC Press. Among the topics analyzed by the students were human rights violations committed by

the Mexican military, Mexican detention procedure (*arraigó*), contra insurgency and contra intelligence tactics against Drug Trafficking Organizations, the Arellano Felix Organization, and Mexican renewable energy as a security issue.

The students and faculty advisors met in San Diego in December 2009 to launch the project with the students presenting their initial work and discussions with Peter Nuñez, former US Attorney, and Karen Hewitt, US Attorney, Southern District of California. Students and faculty met in May 2010 in Guadalajara for the second field research session, where they presented their research and benefitted from a keynote address and discussion with Sigrid Arzt, former Public Security Advisor for President Felipe Calderón and current Commissioner of the Federal Institute of Access to Information; a talk with Universidad de Guadalajara researcher Marcos Pablo Moloeznik, who provided a critique of Calderón's strategy to militarize public security in Mexico; a briefing with Dr. Alfredo Rodriguez, forensic expert and medical examiner specializing in organized crime forensic investigation, who provided a tour of the local morgue in an effort to convey its role in the investigation of organized crime; and a visit to the Attorney General's Office to meet with the Attorney General and other authorities and to participate in a tour of operational and tactical demonstrations. The project collaborators and students will meet again in Washington D.C. for the closure of the project and public presentations of the students' research papers.

## Human Trafficking Internship: Bridget O'Riordan

Bridget O'Riordan is currently an undergraduate student (Class of 2012) at the University of San Diego pursuing a degree in Economics. As a Southern California native, she has taken great interest in border-related issues and in particular, how economic disparities fuel injustice. During the spring 2010 semester she worked as an intern through both the Trans-Border Institute and the Not for Sale Campaign (NFSC), a non-profit organization located in the San Francisco Bay Area that combats human trafficking.

As part of the internship, Bridget attended a training program at NFSC's Investigator Academy in San Francisco during the 2009-10 intersession. The training is a unique program developed and taught by members of the Not For Sale Campaign to educate participants about modern-day slavery and its abolition. Over the course of two weeks, members of NFSC, as well as select local organizations, informed participants about the growing problem of human trafficking and presented ways to address it. A very holistic approach was taken in examining the problem, as well as possible solutions to it. NFSC's partners provided numerous presentations at the Investigator Academy and covered a wide variety of topics. It was this diversity that gave the program its richness. The

differing views of the issue offered a broad perspective for participants and stimulated critical thinking about potential solutions.

After receiving training and certification through the Investigator Academy, Bridget put her knowledge to work. Because of her strong interest in immigration and labor injustice, a research project was developed in which Bridget authored a special report on labor recruitment across borders and policy reform related to issues of debt bondage. The propensity of migrants to be lured into forced labor after being recruited is alarmingly high. The report comprehensively examines the dynamics that result in this injustice and makes recommendations on policy and regulatory reform. The special report is scheduled to be released in the Fall of 2010.



Bridget O'Riordan

# North American Competitiveness, Innovation, and Clean Energy Conference

**O**n April 14, 2010 the Trans-Border Institute was privileged to partner with the Mexico Business Center and UCSD's San Diego Dialogue to host the "North American Competitiveness, Innovation, and Clean Energy Conference" at the University of San Diego. The agenda included panel discussions on Transitioning to a Low-Carbon Economy, A 21st Century Green Energy Workforce, An International Financing Briefing, Innovative Supply Chains and Improved Capacity, and Border Efficiency through Enhanced Infrastructure. The historic keynote luncheon was delivered by United States Secretary of Commerce Gary Locke, Mexican Secretary of Economy Gerardo Ruiz Mateos, and Canadian Minister of Industry Tony Clement.

San Diego City Mayor Jerry Sanders introduced the minister and secretaries as well as highlighted the importance of working together, as the three countries share culture, families, air, water, and economic interests. Working collaboratively as a region, and on a global scale, provides benefits to not only each individual country, but also to the trinational region as a whole.

While Mexican Secretary Mateos - the first to speak - recognized the complimentary nature among our three countries and acknowledged the tremendous trade growth among them since NAFTA was implemented, he expressed concern about North America's lost competitiveness, stating that the region's share of global exports decreased by 30% since 2000. Of particular importance is the need to create border infrastructure that meets "21st century demands." For example, Secretary Mateos indicated that trade between the US and Mexico increased by a factor of 4 in the last 10 years; however, "border infrastructure only grew by 25%." Trilateral cooperation in building border infrastructure and harmonizing trade regulations among the three North American partners are essential to advancing our region's global competitiveness.

In his address, Minister Tony Clement of Canada emphasized the importance of innovation in furthering global competitiveness. Not only is it necessary for companies to embrace innovation, but governments also need to promote it. While Minister Clement also cited the importance of developing information and communications technologies, he placed particular significance on the potential to harness innovation by moving toward a low carbon, green economy and supporting green energy technologies, research, and development.

Gary Locke, U.S. Secretary of Commerce, also affirmed his belief that the future of North American competitiveness lies with the development of clean energy and energy efficient technologies. However, according to Secretary Locke, if we don't vigorously

pursue this opportunity, we might lose out to other countries who are aggressively attracting investment in the clean energy industry. For example, Secretary Locke cited a study by the Pew Charitable Trust confirming that China's clean energy industry received \$35 billion in private capital last year - double the amount received by the US.

In order to move toward a green economy, however, we must rethink how we produce and consume energy by rebuilding and reinventing our power generation. Because fossil fuels are inexpensive, businesses that are accountable to shareholders will not transition to cleaner fuels. Also, Secretary Locke asserted that "we can't expect entrepreneurs to make investments in clean energy solutions that aren't self-sustaining in the marketplace." In the long run, the cost of paying for the environmental consequences resulting from fossil fuel consumption will be significantly higher than the heat and gas bills that we pay to stay warm and drive our cars.

Critics say that green energy is not the solution, and that it cannot be accomplished—Locke thinks otherwise. He closed his statements by citing the history of refrigerators. When efficiency standards for refrigerators were implemented in the 1970's, critics proclaimed that the standards couldn't be met at prices affordable to consumers. Currently refrigerators are 10% bigger, 50% cheaper and use 2/3 less energy than before. Therefore, "with the right vision and the right commitment, we can build a clean energy economy that provides good jobs and sets the continent up for decades of sustainable economic growth."



*The secretaries of economy in the North American region discussed their plans in clean energy.*

## Annual Cross-Border Media Roundtable

**O**n February 11, 2010, Frida Rodelo-Amezcu, communications researcher at the University of Guadalajara in Mexico came to the Trans-Border Institute to deliver the findings of her most recent investigation, “Periodismo en entornos violentos: el caso de los periodistas de Culiacán”. In her research study and presentation, Mtra. Rodelo sought to understand how press freedom is limited in Culiacán, Sinaloa, which is an area of Mexico that is characterized by a high degree of violence associated with drug trafficking.

Her discussion started by considering the relation between press freedom and weak democracies. Mtra. Rodelo cited Silvio Waisbord, who postulates that in weak democracies, such as those found in Latin America, violence against journalists is not distinct from general violence. Mtra. Rodelo then went on to distinguish between two different phases of press freedom in Mexico: postrevolutionary Mexico when the press was subordinated to the State and then in the era following the 1960’s which saw an “opening” of press freedom. Press subordination to the state was dominated by a system of corruption and economic dependence on government advertising. With the opening of press freedom in Mexico and the corresponding engagement of entrepreneurs and civil society, a greater awareness of human rights ensued.

Because Culiacán is an important center of operations and production for drug traffickers, is characterized by high rates of crime, homicide, and violence, and has high indices of corruption among public security entities, journalists there operate with severe limitations to press freedom, primarily in the form of self-censorship. According to Mtra. Rodelo, this results in the practice of “cautious journalism” in Culiacán. Cautious journalists frequently receive threats and are typically anonymous, pragmatic, ethical, sensationalist, official, intuitive, and inexperienced.



*Attendees at the Cross-Border Media Roundtable.*

## Reflection by Ruth Soberanes:



*Ruth Soberanes*

**I** remember learning about the Trans-Border Institute (TBI) as an undergraduate freshman at the University of San Diego while attending one of the many lectures at the Joan B. Kroc Theatre. As a Mexican American student, I was eager to engage in the scholarship presented. The following summer I attended the summer study abroad program in Guadalajara, Mexico where I took Dr. David Shirk’s Mexican Politics course.

Since then, I have been able to expand my familiarity with US-Mexico relations, border issues, and issues related to the rule of law in Mexico thanks to my involvement with the Trans-Border Institute.

The fall of my junior year, I was graciously selected for the TBI internship. As an intern, I helped with the Justice in Mexico Project blog, interviewed the Consul General of Mexico in Arizona about cross-border issues along the Arizona/Sonora border, and assisted in the organization of TBI events, among other things. The following semester, I left TBI to study the European Union in a semester-long program with the Institute for the International Education of Students in Freiburg, Germany. I returned to TBI as the promotions coordinator for my final year at the University of San Diego.

My time at the Trans-Border Institute has been very educational. I have constantly been informed about border issues and have had the opportunity to work closely with prominent academic and community leaders. One of the highlights at TBI was attending the luncheon with the Mexican, Canadian, and American Ministers of Commerce and Economics. Another highlight was the constant support TBI provided for student initiatives. For example, TBI helped students synergize with other departments on campus and helped coordinate a donations drive to help our southern neighbors hurt by the Baja California 7.2 Easter earthquake.

On top of the memories of all those wonderful opportunities, I will leave TBI with many practical skills as well. I have learned how to effectively promote events, how to use programs such as Adobe In Design, Microsoft Excel and others, how to manage a contacts database, how to update a website, etc. I have also learned more about how much work really goes into non-profit organizations. With both the exciting, and not so glamorous tasks, of the organization, I have come to a greater appreciation for those entities that look to surpass the value of profit and wish to provide for the greater good of communities throughout the world. I have especially been inspired by the work ethic, integrity and expertise of David Shirk, TBI Director and Wilson Center fellow, and Charles Pope, TBI Interim Director. Their leadership and passion has taught me to fearlessly pursue justice (even if the fight may be against the worst drug trafficking leaders).

As my pursuit for an undergraduate degree in International Relations and Spanish, and a minor in Peace and Justice Studies, comes to an end, I am eternally grateful for the amazing opportunity to be a part of the TBI “familia”. I know that the lessons learned and the relationships built will last a lifetime. As TBI engages in future projects in the improvement of the rule of law and economic development in Mexico, I will continue to feel very proud to have been part of the institute whose work will continue to bring significant contributions to the North American region.

## Mission Statement

The Trans-Border Institute (TBI) was founded at the University of San Diego in Fall 1994 thanks to the vision and leadership of former Provost Sister Sally Furay. The USD Trans-Border Institute has two overarching objectives:

- 1) to promote border-related scholarship, activities, and community at USD, and
- 2) to promote a positive and active leadership role for USD in the cross-border community in a manner consistent with the nature, mission, and values of the University.

In order to carry out its mission, the TBI provides (and encourages others to provide) faculty, students, and staff of the University of San Diego, as well as people who live on both sides of the border, with information, contacts, seminars, opportunities for study, research grants, internships, academic exchange partnerships and service-learning opportunities.

## TBI Staff, Spring 2010

**David A. Shirk:** Director

**Charles Pope:** Interim Director

**Cory Molzahn:** Research Associate

**Anna Cearley,** Research Associate

**Elisse Larouche:** Research Associate

**Theresa Firestone:** Research Associate

**Octavio Rodriguez:** Justice Project Coordinator

**Stephanie Borrowdale:** Administrative Assistant

**Nicole Ramos:** Justice Project Research Assistant

**Ruth Soberanes:** Promotions Coordinator

**Morayma Jiménez:** Events Coordinator

**Bridget O'Riordan:** Intern

**Lorena Quezada:** Work Study

**Gladys Avalos:** Work Study



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