

Binational Institute for Water and Renewable Energy

Strategic Plan

FINAL – January 30, 2008

Background

In a Governors' Joint Statement signed on September 28, 2007, Arizona Governor Janet Napolitano and Sonora Governor Eduardo Bours Castelo recommended establishment of the Binational Institute for Water and Renewable Energy (i.e. the Binational Institute). Their joint statement presents a vision for the Binational Institute and establishes a target for "an action-oriented strategic plan" by January 1, 2008. This Strategic Plan document is intended to meet this requirement and put the Binational Institute on course to facilitate projects that will advance the economic competitiveness of the Arizona-Sonora region.

Vision

The Binational Institute is a collaborative regional initiative that is ambitious, focused, goal-oriented and closely connected to the private sector, with the aim of creating an economic advantage for the region through the wise use of research.

Goal

The Binational Institute will be a performance-driven public-private partnership that connects the research communities of all three Arizona universities with their counterparts in Sonora to inspire the region's best research minds to focus on our biggest challenges: our water resources, energy requirements, and the technologies needed to sustain them in the region.

Mission

To engage universities and research centers, in partnership with the public and private sector interests, in addressing water and energy sustainability of the Arizona-Sonora Region.

Objectives

The Binational Institute will take a regional, applied, problem-solving approach that uses the best practices of all participants, and builds on existing organizations in both states. The Institute will also create a public-private partnership, enlisting industrial partners to create a competitive advantage for the region.

Guiding Principles

The Binational Institute will serve as convener and facilitator to promote broad-based collaboration among entities with an interest in the pursuit of economic development opportunities related to water and energy sustainability in Arizona and Sonora. The Binational Institute will be a visionary organization that fosters international partnerships among the private sector, the public sector and universities for the benefit of the Arizona-Sonora region. This innovative Arizona-Sonora partnership will ultimately pursue economic development opportunities on a global scale by exporting our region's technologies and expertise to other parts of the world with similar needs.

Coordination of Institute Activities and Projects

1. To encourage broad participation and appropriate representation in decision-making, the Binational Institute will operate on the basis of consensus.
2. The State Coordinators of the Binational Institute's activities within Arizona and Sonora are identified in the gubernatorial statement as the Arizona Water Institute (AWI) and the state of Sonora's Council for Science and Technology (Consejo Sonorense de Ciencia y Tecnología - COSCYT).
3. Each participating organization may also identify a coordinator who will serve as primary contact within their respective organization.
4. Contact information for the coordinators within the participating academic institutions is listed in Appendix A and will be updated as needed by informing the appropriate state coordinator.

Building the Public-Private Partnerships

1. To create the public-private partnerships that are needed for the Binational Institute's success and for advancement of our region as a whole, a close working relationship must be developed with potential partners in Arizona and Sonora.
2. Collaborative efforts will be pursued with academia, water and energy-focused utilities, water and energy research organizations, funding institutions such as Science Foundation Arizona (SFAz) and Mexico's National Council for Science and Technology (CONACYT), appropriate governmental agencies, representatives of the Arizona-Mexico Commission (AMC) and the Comisión Sonora-Arizona (CSA) and others that may help advance the Binational Institute's goals and objectives.
3. The Binational Institute will convene potential partners before the end of February, 2008 to explore areas of collaboration, jointly propose an integrated and focused research agenda, and identify "Proof of Concept" projects that can realistically be completed by May 30, 2009.
4. To perpetuate these innovative partnerships and their broad benefits, the Binational Institute will require stable financial support that is currently absent. Such funding is necessary to perform swift, timely and complementary research on both sides of the border and thereby poise our region to capitalize on windows of opportunity. Arizona and Sonora's assurance of future investment in the Binational Institute is vital to build and nurture the new multi-faceted partnerships that will emerge during its initial "proof of concept" phase.

Timeline

This Strategic Plan has been designed to provide guidance during a “Proof of Concept” phase that spans the period January 1, 2008 through August 30, 2009. During this period, the Binational Institute will convene parties interested in binational collaboration regarding water and renewable energy in an attempt to pro-actively identify projects that can reasonably be completed in this time frame. The Binational Institute will also continue to serve as convener and facilitator in planning future activities and ensuring that opportunities to work collaboratively continue to be developed.

Strategic Timeline	
Deadline	Deliverable
January 1, 2008	Submit Strategic Plan.
February 29, 2008	Explore project concepts and funding mechanisms with Public-Private Partners including the chairs of the Arizona-Mexico Commission Water Committee.
May 30, 2008	Approve one to three “proof-of-concept” projects for further development and/or implementation.
June 30, 2008	Present selected project(s) to the Arizona-Mexico Commission Water Committee at the Summer Plenary Session.
May 30, 2009	Complete the Binational Institute’s “proof-of-concept” project.s
June 30, 2009	Summary report or briefing for the Governors in coordination with the Arizona-Mexico Commission Water Committee. Determine if the Strategic Plan should be updated.
August 30, 2009	Complete the Strategic Plan update and implement suggested changes as necessary.

Project Focus

The Binational Institute will serve the Arizona-Sonora Region by helping to coordinate and integrate applied research efforts that are aligned with real-world goals and thereby promote synergy among otherwise independent efforts implemented throughout the region.

The project focus for the initial “Proof of Concept” phase will be discussed with potential partners. To promote an action-oriented agenda, the Binational Institute recommends that the discussion consider project concepts that encompass all of the following criteria:

- 1) Nexus between water and renewable energy
- 2) Enhancing coordination of water management between Arizona and Sonora
- 3) Exploring the development of renewable energy in the Arizona-Sonora region

“Proof of Concept” Projects - Development, Selection and Implementation

1. The Binational Institute will organize a binational workshop in Phoenix during February of 2008 to identify initial “proof-of-concept” projects that will be advanced for implementation or further development.
2. The workshop will bring together the appropriate research community from Arizona and Sonora, private sector interests, potential funding organizations and others that may help advance the Binational Institute’s goals and objectives.
3. The “proof of concept” projects that are ultimately selected for implementation under auspices of the Binational Institute are to be completed by May 30, 2009.
4. To achieve a focused and goal-oriented approach during its initial phase of operation, the Binational Institute expects to limit the number of initial projects implemented to no more than three “proof-of-concept” projects. The binational workshop will be structured to facilitate this objective.
5. Project proposals may also be submitted to the Binational Institute for consideration on an ongoing basis. Since the Binational Institute does not have funding to support any proposals, submitters are encouraged to identify the fund sources they anticipate using.
6. A project review committee will be established with an equal number of representatives from Arizona and Sonora. The primary responsibilities of the project review committee will be to:
 - a. Review and evaluate collaborative proposals that may be implemented under auspices of the Binational Institute.
 - b. Provide advice and guidance to promote synergies and enhance project viability.
7. The review committee for the initial “Proof of Concept” projects will be comprised of one representative from each of the following organizations:
 - a. Arizona Water Institute
 - b. Consejo Sonorense de Ciencia y Tecnología (COSCYT)
 - c. Arizona-Mexico Commission Water Committee – Arizona representative
 - d. Comité del Agua de la Comisión Sonora-Arizona – Sonora representative
8. It is recommended that projects include collaboration with at least one public or private sector entity from Arizona and/or Sonora. Projects implemented under the auspices of the Binational Institute must also include research collaborators from both Arizona and Sonora. These binational research teams may be comprised of academic representatives and/or public-private partners.

9. The Binational Institute will support research investigators from participating institutions who are pursuing funding by preparing letters of support as appropriate. Letters of support or other written positions will be sent in the form of a Joint Communication from the Binational Institute's State Coordinators and consequently, will only be developed if there is agreement between the two State Coordinators.
10. As needed, the project review committee or the state coordinators may request input or support from ad-hoc technical advisors within the university system, the public sector or the private sector.
11. All organizations that financially support the Binational Institute's projects will be provided with quarterly progress reports throughout project implementation and will receive a final report within 30 days after the project is complete.
12. The state coordinators will provide regular updates to the coordinators for the participating organizations listed in Attachment A to ensure that activities of the Binational Institute are clearly communicated.

Appendix A

Binational Institute for Water and Renewable Energy

--- Contact Information for Coordinators ---

Binational Institute for Water and Renewable Energy			
--- Coordinators ---			
Organization	Coordinators (Primary/Secondary)	Phone Number	E-Mail Address
Arizona Water Institute (AWI) - State of Arizona Coordinator -	Plácido dos Santos (P) Kathy Jacobs (S)	602-771-8551 / 520-289-0320 520-626-5627	pdossantos@azwater.gov kiacobs@azwaterinstitute.org
Consejo Sonorense de Ciencia y Tecnología de Sonora (COSCYT – represented by the State of Sonora's Secretariat of Economy)	Geovani Ciscomani (P) Franciso Diaz Brown (S)	011-52-662-259-6115 011-52-662-213-8500	gciscomani@economiasonora.gob.mx secretario@economiasonora.gob.mx
- State of Sonora Coordinator -			
Arizona State University (ASU)	Rick VanSchoik	480-965-1846	douglas.vanschoik@asu.edu
Instituto Tecnológico de Sonora (ITSON)	Jaime Garatuza	011-52-644-410-0900 Ext 2100	garatuza@itson.edu.mx
Instituto Tecnológico de Estudios Superiores de Monterrey (ITESM)	Pablo de la Peña	011- 52-662-259-1000 Ext 2201	ppenia@itesm.mx
Centro de Investigación en Alimentación y Desarrollo (CIAD)	Luis Nuñez (P) Pablo Wong (S)	011-52-662-289-2400 Ext 379	luisn@ciad.mx pwong@ciad.mx
Colegio de Sonora (COLSON)	José Luis Moreno		jmoreno@colson.edu.mx
Northern Arizona University (NAU)	Rand Decker	928-523-6083	rand.decker@nau.edu
Universidad de Sonora (UNISON)	Pedro Ortega (P) Chris Watts (S)	011-52-662-259-2108	portega@quaymas.uson.mx watts@fisica.uson.mx
University of Arizona (UA)	Francisco Marmolejo (P) José Lever (S)	520-621-9080 / 520-621-7761 011-52-55-5566-8261	fmarmole@email.arizona.edu jlever@email.arizona.edu