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April 25, 2018

Michelle Scully  
Deputy CAO  
255 North Forbes Street  
Lakeport, CA 95453

Dear Ms. Scully,

Thank you for the opportunity to respond to RFP No. 1892-04 Issued: February 7, 2018 and to provide the County of Lake with our Executive Summary and Proposal.

Contained in our Proposal is an **offer to purchase** the Lucerne Hotel Property which we propose to develop into a fully accredited, four year New Paradigm College and its closely associated Conference Center. With the academic support of the University of San Francisco, and the dedicated financial support of Earthways Foundation, we are uniquely positioned to develop this premier facility and to undertake the proposed improvements. Our proposed use is both highlighted in the Executive Summary and detailed in our attached Proposal.

The College will offer what we believe will be one of the nation's most innovative and attractive residential Associate and Bachelor of Arts degree conferring programs (in Integrative Global Studies), as well as extension classes and educational intensives for the general public on subjects as diverse as architecture, sustainable agriculture, computer graphics, social entrepreneurship, and religious studies.

As a Conference Center, the facility will be the venue for world-class conferences and symposia—also open to the public—on issues of singular importance to a people and planet in crisis. Because our New Paradigm College curriculum envisions a unique integration between our students and faculty and the community, we believe that it will bring exceptional economic, environmental, and cultural benefits to Lake County. Indeed, **the establishment of a close, creative, and productive relationship with the citizens of Lake County and their leaders is a foundational purpose of the College.**

This ambitious undertaking has already garnered the support of significant partners, the most important of which is undoubtedly the **University of San Francisco**, one of America's most respected universities. Through the leadership of Seth Wachtel, Chairman of USF's Department of Architecture and Art, we have developed a strong relationship with the university's administrative leadership and gathered the committed interest of key faculty.

This offer is being made under the aegis of the Romero Institute, a well-known interfaith, nonprofit law and public policy center based in Santa Cruz, California, of which I am President. I have practiced Constitutional law for my entire adult life but I have always also had a profound commitment to the educational, cultural, and spiritual education and upliftment of our country. In that regard, some years after graduating from Harvard Law School I entered the Harvard Divinity School to study the spiritual basis of social ethics. Afterwards I was Chief Council to the Jesuit Conference of North America (I still enjoy a warm relationship with Jesuits here in the United States and in Rome.) More recently, I was the Policy Director of former Soviet Premier Mikhail Gorbachev's State of the World Forum. The New Paradigm College is a response to the conclusion of that body that the greatest imperative for our planet's survival is the development of **a new generation of leaders fluent in all the significant worldviews.** Although I am currently adjunct faculty at the University of California, Santa Cruz, I will relinquish that to become the President of New Paradigm College.

I believe you will find that the team we have assembled and committed to this effort is unparalleled. In addition to Seth Wachtel from the University of San Francisco, the founding team includes William Stranger, publisher of DharmaCafé Books, who has connections to faculty and institutions of higher education across the United States, your former two-term Lake County Supervisor Denise Rushing, with her track record of successful large-scale business development and community leadership, and advisor Celia Rabinovitch, Ph.D. who developed both academically and financially successful programs at several major universities. Further, as you will see from the attached documents on our proposed curricular offerings, we are attracting the interest of professors at leading academic institutions around the country.

We certify that we have the financial wherewithal to complete the transaction as proposed. Per your request and by law, we also certify that we will:

1. Comply with all applicable Federal and State building codes, ordinances, zoning, and occupancy standards and
2. Abide by the Federal Civil Rights Act of 1964, the Federal Rehabilitation Act of 1973 and the Americans with Disabilities Act (ACA) of 1990, and all other Federal and State laws, regulations, rules, or orders which prohibit discrimination or harassment against any employee or applicant for employment because of race, color, religious creed, gender, national origin, ancestry, age, marital status, sexual orientation, political affiliation, physical or mental disability.

The Romero Institute is aware that, in response to RFP No. 1892-04 for the purchase and operation of The Lucerne Hotel, other candidates may offer the Lake County Board of Supervisors what may appear to be more impressive looking financial terms in the near term, and other promised short-term benefits. If short-term benefits are the County governments primary consideration, then you may find our offer falls short. But our New Paradigm College and Conference Center proposal offers the County a game-changing opportunity to tackle the longer term needs of Lake County, and fulfill your best hopes for its future, with an infusion of energy, ideas and resources in the years to come.

Likewise, Lake County has already learned from its experience with Marymount College that lease-to-purchase offers may NOT actually come to fruition. Should another such lease and lease-to-purchase holder choose to abandon its agreement to purchase The Lucerne Hotel (perhaps after the payment of only one or two annual lease payments) Lake County would then be in the same position in which it presently finds itself: that is, with a large investment yet unreimbursed and still in possession of a major physical facility that the County government is obliged to maintain and to sell once again attempt to sell. Moreover, while others may proffer more conventional uses of the Property, it is our understanding that the Lake County Board of Supervisors continues to envision the transformational potential of this site. If so, the Board would most understandably be reluctant to surrender this important resource to a simple garden-variety commercial usage or project with less than stellar potential.

New Paradigm College, on the other hand, has the potential and talent to transform The Lucerne Hotel into a world-class collegiate institution and conference center that pioneers a radically new, creative, and productive relationship between a university and the local community within which it lives. It would thereby become a marquee event in Lake County and a beacon to the world.

As a way to signal our commitment to Lake County and its vision, our purchase offer is designed to provide the County with much need cash upfront, with assurances in the form of formal covenants. We look forward to working with the Board and many other partners to make this dream a reality for Lake County.

Thank you for your consideration,



Daniel Sheehan  
President  
New Paradigm College of the Romero Institute

# PROPOSAL FOR COUNTY OF LAKE

**Response to RFP No. 1892-04 (Issued: February 7, 2018)**  
**Lucerne Hotel Property - 3700 Country Club Drive Lucerne, California**  
**Purchase, Lease to Purchase, or Long-Term Lease**

*Submitted to:*

Lake County Administrative Office  
Attn: Michelle Scully, Deputy County Administrative Officer  
255 North Forbes Street, Lakeport, CA 95453  
Michelle.Scully@lakecountycalifornia.gov

By

**The Romero Institute - New Paradigm College**

Daniel Sheehan, President  
[www.newparadigmcollege.org](http://www.newparadigmcollege.org)



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## **Primary Proposal Contact:**

**New Paradigm College and Conference Center Project**

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## SECTION I - EXECUTIVE SUMMARY

### A. Introduction

We are pleased to respond to RFP invitation No. 1892-04, ( the RFP) from the County of Lake (the County) for the purchase of the property known as the Lucerne Hotel, located at 3700 Country Club Drive, Lucerne, 95458 in Lake County, herein after referred to as the Property.<sup>1</sup>

We recognize that the County's goal is to act in the best interests of the public while maximizing the economic and community viability of the Property. We understand that the County is looking to ensure a sustainable and powerfully beneficial use of the Property that, whether through sale of the property or through lease, will ensure its operation and maintenance in accordance with County goals as set forth by the County Board of Supervisors.

### B. Proposal Overview

In partnership and with the support of administration and faculty from the University of San Francisco, and with the additional promised participation from faculty at colleges and universities as diverse and widespread as Williams College, Rice University, Kansas State



University, Loyola Marymount University, and the University of Manitoba, The Romero Institute's New Paradigm College intends to transform **the Lucerne Hotel into a premier four year educational institution offering a pioneering Bachelor of Arts degree program in**

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<sup>1</sup> The Property description is detailed in the Definitions section



**Integrative Global Studies, a University Extension Program, and an Conference Center for the benefit of Lake County and surrounding communities.**

At the Property, New Paradigm College will establish:

**1. A Preeminent Four Year Accredited Educational Institution - offering a pioneering Bachelor of Arts degree program in Integrative Global Studies.** Students will be enrolled at the University of San Francisco in a new “New Paradigm Experimental Education Program” designed to train these young men and women to become world leaders of the 21st Century

**2. An Accredited University Extension Program - offering extension courses, certificate granting, and degree completion programs.** We plan to progressively roll out courses for the general public in the following areas: environmental studies; architecture; transportation planning; religious studies, art history; graphic and studio art; cultural anthropology; politics, law and social justice; health and well-being; entrepreneurship; and, community development.

**3. An Event and Conference Center** offering preeminent community and cultural events, including world-class conferences on topics critical to our human future that will be open to the general public and broadcast globally.

## **C. Advantages to the Citizens of Lake County**

*New Paradigm College and Conference Center* (New Paradigm College or The College) will secure for the County and all of its Citizens the best and highest use of this majestic location for the North Shore, for Lucerne, and the county as a whole. Our proposed use incorporates collaborative, complementary, and beneficial services to the community and brings to the fore unparalleled opportunities for conferences and events—literally putting Lake County on the map for collaborative global leadership. Among the many advantages:

### **A Compelling Vision for Lake County**

**The meeting of college and community is central to our mission.**

**At all times, New Paradigm College will leverage its programs to actively work with and within Lake County to enhance the local region and economy.**

We and our academic partners believe that, with the participation of the people and local leaders, our collective endeavor here has the potential to transform our communities into burgeoning and dynamic showcases of ecological design, economic development, and public civility and well-being. We are aiming at nothing less than serving a genuine economic and cultural renaissance in Lake County that shines as a hopeful beacon to the entire world.

### **Supports County Goals**

Our proposal for the Property meets specific goals set forth in the RFP by The County of Lake and the vision of the Board of Supervisors including:

- (1) Preventing and eliminating blight;
- (2) Developing a conference/event center in the North Shore area;
- (3) Providing an economic engine for Lucerne, the North Shore, and all of Lake County;
- (4) Providing higher educational opportunities in Lake County;
- (5) Providing a mechanism for beneficial community, cultural and economic and environmental enhancement.

### **Economy and Jobs**

The Campus will employ multiple faculty and 3-5 staff at opening with ultimate plans for up to twenty quality jobs, including more than a dozen adjunct faculty, six full time faculty and a multitude of supporting jobs within the broader Lake County community. We estimate eight or more construction jobs prior to opening in 2019.

Further, a key component of New Paradigm College is the establishment of an entrepreneurial incubator to help students, faculty and the broader community bring promising ideas to the world. While we do not expect this to fund College operations within the first five years, we do expect that this will create significant economic benefit over the long term.

### **Solid Financial Backing**

**The Romero Institute is the Official Proposer of New Paradigm College, in partnership with the University of San Francisco and faculty from other academic institutions.** The Romero Institute is a 38-year-old, California-based, U.S. Government-licensed 501(C)(3) Public Interest Law & Public Policy Center has its offices in Santa Cruz, California and is presently engaged in a number of transformational projects including *New Paradigm College and Conference Center*. Notably, the Romero Institute has secured a dedicated Project Funder who stands ready to provide the funding for the purchase and renovation of The Lucerne Castle as the Campus for New Paradigm College.

#### **Readiness/Complete the Transaction**

Notwithstanding the County's own processes for negotiating the final agreement and transferring real property, the Proposer is able and willing to meet our proposed financial payment obligations immediately and begin the needed site renovations upon close of escrow.

#### **Unparalleled Founding Team**

**New Paradigm College Founding Team** includes experienced and premier academic leadership, innovative thought-leaders, and seasoned entrepreneurial executive management with fundraising capacities and deep connection to Lake County.

### **D. Offer Summary**

Our proposal is to purchase the Property for the **appraised Purchase Price of Three Million Dollars (\$3 million)** payable as follows:

- (1) **One Million Dollars (\$1 Million)** cash upfront
- (2) **\$2 million** cash to be dedicated to specific and necessary project upgrades to commence upon the close of escrow, provided that the County agrees to credit this amount toward the Purchase Price for the Property;
- (3) **One and a Half Million Dollars (\$1.5 Million)** in the form of a promissory note between the Project Funder to The County of Lake and secured by the Property. The note would due and payable in full to the County as a single lump sum payment on or before December 31, 2021.

## SECTION II - PROPOSAL

### A. Proposal Type

This is a Proposal for Purchase, with covenants and conditions to assure that the Property is utilized in a manner that, now and into the future, is consistently beneficial to both the North Shore community and the County as a whole.

We understand that the sale of the Property must follow statutory procedures for selling County-owned property. Our purchase price offer, terms, and proposed escrow is set forth below in **SECTION II .E – Financial Terms and Offer**. Our timeline for developing the proposed use is set forth below in **SECTION II.F- Schedule**.

### B. Proposed Use

Our proposal includes the following specific proposed use:

#### 1. *New Paradigm College*

**Four Year Accredited Educational Institution offering a pioneering Bachelor of Arts degree program in Integrative Global Studies.**

In partnership and with the support of administration and faculty from the University of San Francisco, and with the additional promised participation from faculty at colleges and universities as diverse and widespread as Williams College, Loyola Marymount University, Rice University, Kansas State University, and the University of Manitoba, **New Paradigm College intends to transform The Lucerne Hotel into a preeminent four year accredited educational institution offering a pioneering Bachelor of Arts degree program in Integrative Global Studies.**

*New Paradigm College* will establish a four-year undergraduate college at which up to 160 undergraduate college students (80 young men and 80 young women from throughout the world) – will be enrolled at the University of San Francisco in a new “New Paradigm Experimental Education Program” at USF – which will provide a unique course of undergraduate instruction designed to train these young men and women to become world leaders of the 21st Century.

Courses will cover the spectrum of subject areas typically found in a modern college and university setting. What will make the New Paradigm course of study so unique, however, is that the identical core curriculum of five concurrent courses will be studied by all students together and that each topic area will be integrated with one another both horizontally and vertically. That is, the historical development of topics in philosophy, religion, history, law, literature and the arts, economics, anthropology, sociology, psychology, the basic sciences (physics, chemistry, and biology), mathematics, architecture and design, ecological sustainability, communications, personal wellbeing and public health, business, finance, and entrepreneurship, athletics and recreation, and so forth will be presented in both their historical development (horizontally) and in their relationship to one another (vertically). Moreover, students will be expected to engage their studies in a communal, mutual supportive manner that challenges them to demonstrate new patterns of functional self-responsibility, emotional maturity, and intellectual growth. Their ability to integrate the various strands of their will be tested by the requirement that they embody their unfolding understanding in their student culture and extend it to the world through projects of public service. Until such time as New Paradigm College obtains its own independent ACS WASC accreditation, all undergraduate courses will be vetted by University of San Francisco before being offered for credit. Three members of our Founding Team—Seth Wachtel (USF), Celia Rabinovitch (U. of Manitoba, retired), and William Stranger (DharmaCafé Books)—will oversee this process

## ***2. New Paradigm College - Extension***

***An Accredited University Extension Program - offering extension courses, certificate granting, and degree completion programs.***

In addition to what we believe will be one of the nation's most innovative and attractive Bachelor of Arts degree conferring programs (in Integrative Global Studies), the College will offer extension classes and certificate bestowing educational intensives for the general public on subjects as diverse as architecture, sustainable agriculture, computer graphics, community planning, art history, environmental studies; architecture; transportation planning; religious studies, graphic and studio art; cultural anthropology; politics, law and social justice; health and well-being; social entrepreneurship; and, community development.

Note here that our founding advisory team includes Dr. Celia Rabinovitch, one of the lead architects of the UC Berkeley Extension Program.

## ***3. New Paradigm College - Event and Conference Center***

A center offering preeminent community and cultural events, including world-class conferences on topics critical to our human future that will be open to the general public and broadcast globally. (Leading this effort is Denise Rushing, former District 3 Supervisor and Founder of a successful ecological retreat center and two successful companies, and William Stranger, producer of many seminars and conferences),

**This meeting of college and community is central to our mission.** At all times, New Paradigm College will leverage its environment and its programs to actively work with and within Lake County to enhance the local region and economy. We and our academic partners believe that, with the participation of the people and their government, our collective endeavor here has the potential to transform our communities into burgeoning and dynamic showcases of ecological design, economic development, and public civility and well-being. As stated in the Summary above, we are aiming at nothing less than serving a genuine economic and cultural renaissance in Lake County as a hopeful beacon to the entire world.



We intend to do this first by providing educational and cultural programs that are profoundly engaging and practically consequential to the lives and future of both the students it educates and the citizenry it serves. There is every reason to expect that our unique degree offerings in Integrative Global Studies, which will provide generations of future leaders with a comprehensive, intellectually rigorous, spiritually profound, but deeply practical education, will conjoin with our conference events and our multi-leveled multi-faceted forms of community engagement to model a prosperous, sustainable, and culturally uplifting future for Lake County. Given the tremendous amplifying power of the media today, our success in these enterprises could lead to the transformation of the Western academy from its present state of cultural isolation and irrelevance to a new dynamism that generates dialogue, resolves moribund conflicts and controversies, and opens fresh vistas on research and action that unify, inspire, and uplift entire communities. By becoming the occasion in which our current television-based consumer society (which tends to foster and perpetuate false dependencies, personal irresponsibility, and social conflict) is replaced by a shared ethos of personal growth, social cooperation, economic innovation, cultural creativity, and spiritual renewal, Lake County could become an exemplary model for the entire country.

This is far from being naive idealism. We of course fully intend to be very measured and practical in the way we roll out our programs. The college will begin by first offering adult extensions classes and special block intensives in a variety of areas of interest to the community. As the core curriculum for our B.A. program ramps up, we expect that the external programs that deal with Architecture and Community Design, Environmental Sustainability, and Entrepreneurship and Innovation will begin to produce practical results. Thereafter, New Paradigm College intends to foster the replication of effective programs throughout the North-Central California region as a whole. The transformation of challenged communities and underperforming local economies into burgeoning and dynamic showcases of modern ecological and economic development will be a foundation upon which New Paradigm College's diverse and but integrated approach to community renewal can be built.

To begin this, wherever possible, for both renovations and operational employment, we will preference qualified local firms and individuals.

A key component of New Paradigm College is the establishment of an entrepreneurial incubator to help students and faculty and the broader community bring promising ideas to the world. This offers an enhancement to the integrated education and directly allows the College to provide a potential economic engine to Lake County. While we do not expect this to fund College operations within the first five years, we do expect that this will create significant economic benefit over the long term.



## C. Plan for the Physical Space

What follows is a description of the proposed uses for the Property itself, the types of spaces allocated for each use. In the Appendix, we include rough floor plans (originally drawn for the County and Marymount College) and we anticipate that our initial needs will be largely similar to these plans.

### 1. Classrooms

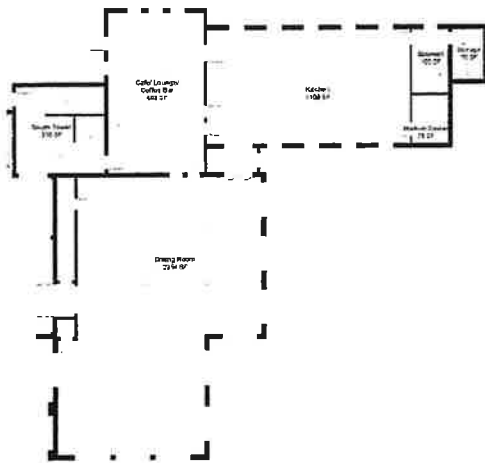
Existing refurbished classroom space will be refurnished, reequipped and brought into immediate use in the extension program and Conference Center.

## ***2. Dormitory Rooms***

A priority for College operation will be to create a residential program. To that end, we will ultimately require up 40 to 60 dormitory rooms and associated communal bathrooms. Our capital plan places beginning this work (the first ten dorm rooms) as the next highest renovation priority after the electrical and kitchen renovations as our business model depends upon residential students by the second and third year of operation.

## ***3. Kitchen***

Existing kitchen are will be refurbished initially for modest food service and later as a satellite culinary location. It will be initially equipped and brought into immediate use for the Event-Conference Center meals. We also plan to provide access to this facility to existing food service businesses who wish to provide their services to conferences and events.



## ***4. Electrical Requirements***

We understand that much of the building has substandard electrical wiring and this will need to be brought up to standards to meet the requirements of our institutional partners and the safety of our students. In our conversations with electrical contractors familiar with this building, we have learned that it needs a new main panel and substantial new wiring which could cost a hundred thousand dollars or more. This is an essential project for our Proposed use.

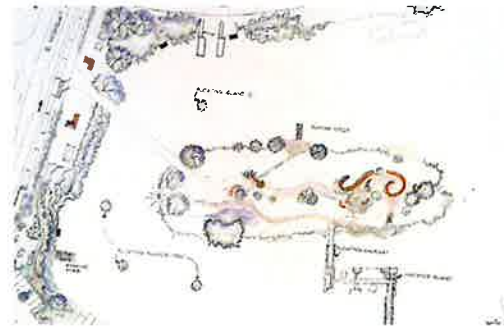
## **5. Other Facilities**

The USF architecture and engineering departments have a history of contributing to projects in Lake County including creating engineered plans. One such example of a community project is the Pagoda at Clark's Island—which was designed and engineered by USF Architecture and Engineering students and



faculty (with hopes that it will still someday be built!). We anticipate that faculty-led projects will continue to provide the Campus and the community with opportunities for community-based architecture and ecological design.

On the Campus, in the near term, most student projects will involve Permaculture gardens and landscape improvements, art studio, multi-media broadcast studio, and other student space enhancements.



## **D. Benefits**

### **1. Lake County Goals Addressed**

Our proposal for the Lucerne Hotel Property meets the goals set forth in the RFP by The County of Lake and the vision of the Board of Supervisors. Specific goals addressed include::

- (1) Preventing and eliminating blight,
- (2) Developing a conference/event center in the North Shore area,
- (3) Providing an economic engine for Lucerne, the North Shore, and all of Lake County,
- (4) Providing transformational higher educational opportunities in Lake County;

We would add that once we are selected, we will begin a process of community outreach and visioning to engage the public in this project.

## ***2. Specific Community Return***

Our proposed use offers the County a high level of return to the community with the following specific uses that directly involve the community:

- Conference Center;
- Higher Education;- Rural Educational Center and Outreach;
- College Extension Courses;
- Hospitality Training facility including potential Culinary Academy partnership
- Clear Lake Research facility;
- Environmental Studies;
- Applied Permaculture, Ecological Design projects

This extraordinary building will be both an event/ conference center and college campus, and thus we expect to generate direct and indirect jobs in both construction and operational phases. As such, in both the development and operational phases, the project will act as an economic engine for the community. To further underscore this potential, our partner institutions will also bring their programs and a renewed interest in Lake County.

## ***3. Advantages to Students, Faculty and Partnered Academic Institutions***

Both the millennial generation and their parents are seeking a new college education adequate to the needs of our times. This moment in history requires innovative, ethical, and spiritually sensitive leadership—and, therefore, a truly integrated program of higher education that meets that need. New Paradigm College is entirely purposed to serve engaged youth, innovative educators, and community leaders, as well as affiliated programs and forward-thinking higher educational institutions seeking a viable satellite location. These present an opportunity for partnerships and deep, experiential, place-based education. Students will be recruited directly and through partnerships with the partnered educational institutions and program affiliates.



New Paradigm College meets the obvious and growing need within the global academic world for practical, integrated, real-world application of up-to-date knowledge and perennial wisdom to better meet the profound challenges of our times. This is why we believe that the College's initial engagement with faculty experts and other professionals in ecological design, community-based architecture, and health and well-being, will provide a template for its expanding curriculum and community culture. The integrated and inspirational leadership thus developed could become an example to academic institutions around the globe.

In contrast to nearly all academic programs available today, the New Paradigm College program will be truly universal in scope and oriented to applying what is learned both locally and globally. We are the first college with plans to connect place-based, new paradigm higher education with partners around the world. In so doing, we intend to become a point of access and mutual enrichment for others implementing successful local projects in their own locales.

The College offers the Lake County community, students and diverse faculty experts, as well as other professionals in ecological design, community-based architecture, and health and well-being, an unparalleled opportunity to engage in integrated, inspirational and meaningful application of their work to address real-world challenges.. We have already seen that academic partners are drawn to the region for all the right reasons.

New Paradigm College recognizes that this majestic and unique property is ideally located. Our proposed use of it promises to leverage the best assets of Lake County.

We highlight the County's assets in bringing premier faculty, students and institutions into Lake County:

The Campus is approximately two hours drive from both California's state capital, Sacramento, and from the Pacific Coast, and approximately two and one half hours from San Francisco, Berkeley, and Oakland. Natural assets include Clear Lake, the state's largest natural freshwater lake, forested hills, rich farmland, and a wide landscape of



natural beauty that includes majestic Mount Konocti. Elevated on the hillside rising up behind the town of Lucerne, it offers dramatically beautiful vistas that can only enhance our intended use of it as a rural Conference Center, Four Year College and College Extension Campus for premier Universities including the University of San Francisco. Consequently, we offer students a unique and unparalleled opportunity for rural environmental, architectural, and community-based education with access to metro areas and premier faculty.

Lake County's neighboring wine and agricultural regions , Mendocino and Sonoma Counties to the west; Yolo, Colusa, and Glenn Counties to the east; and Napa County to the south, will also contribute to and benefit from the Campus in Lake County.

Students will enjoy Lake County's a vibrant regional trails system, its roadways that attract large numbers of long distance bicyclists, and access to Berryessa Snow Mountain National Monument. Lake County's clean air and high elevations create rich stargazing and astronomy study opportunities.

Likewise, the County's rich agricultural heritage makes it a prime candidate to further develop a thriving farm-to-table movement—an attractive prospect for students studying ecological agriculture. Similarly, the County is home to the world's largest geothermal field, The Geysers, and is one of the world's premier solar energy locations. Students studying renewable energy policies and technologies will benefit from Lake County's energy leadership. Students of cultural anthropology will also able to participate in the respectful mutual integration of living native American communities and non-native residence into a cultural fabric that is deeply respectful of the former's history and traditions. The combination of art, architecture, and anthropology will deepen our appreciation of the rich heritage of the seven sovereign nations of Pomo tribes residing in Lake County, all of whom are the direct descendants of the Pomo who have inhabited the Clear Lake area for over 11,800 years..

## — Educating Future Global Leaders —

Associate of Arts, Bachelor of Arts, Masters Degree Programs in Integrative Global Studies.

### History of Consciousness

#### **An In-Depth, Transdisciplinary Survey of the Human Condition**

Every culture has its own distinctive philosophical, theological, cosmological, aesthetic, and scientific vision. Keying on the famous triad of "Nature, Humankind, and the Divine," students will study the fundamental metaphysical principles, philosophical tools, and cultural practices human beings have employed over the past three millennia to understand life and mind, order their society, and experience transcendence.



### East-West Studies

#### **Reuniting the Sacred and Secular**

East-West Studies opens new vistas of understanding of our human development, provide a powerful new tool for understanding the history of consciousness, and point the way toward a more truly cooperative and tolerant global human culture.



### Human Society

#### **Social and Ecological Justice**

Investigate the roots of human social life and organization, explore the foundations and organizing principles of human societies, including a cross-cultural survey of key ideas in the fields of social psychology, social anthropology, economics, gender and ethnic studies, architecture and sustainable development, law and ethics. This course of study explores both the theoretical and the practical application—by participating in the cultural life of the Lake County community through both internships in local social organizations, businesses and public agencies, as well as participation in College-sponsored events.



### Global Science and Technology

#### **The Intersection of Science and Religion**

Explore the history, philosophy and methodology of both traditional and modern science and technology and examine the cultural role and impact of analytic/reductive science and the industrial, informational, and the resulting communications revolutions. Examine the implications of new scientific developments and approaches in the fields of energy generation, medicine and health, agriculture, ecology, and other fields, the presumed conflict between science and religion, and the role of a democratic public in scientific research and technological innovation.



## Optimal Well-Being

### **Personal, Community and Planetary**

Examine the "stages" of human development, from birth through the end of life and their integration of world views.

Study and apply principles and best practices relative to diet, exercise, rest and recreation, emotional growth, and financial responsibility to adult maturity.

Advanced studies include a comprehensive review of community and planetary environmental challenges and a study of regenerative principles of our living ecosystem, best practices for human environmental stewardship our responsibilities as planetary citizens.



## Clear Lake Watershed

### **Applied Community and Environmental Permaculture**

The regenerative principles and practices of permaculture inform all five threads of the curriculum. Restoration of Clear Lake, the protection of its surrounding ecosystem, the restoration of local economic well-being and the regeneration of its fire-damaged forests is a core founding purpose of The New Paradigm College in the Clear Lake watershed.



## E. Financial Offer and Terms

**The Romero Institute is the 501(C)(3) Official Co-Sponsor of New Paradigm College, along with dedicated funders, and faculty and administration support from the University of San Francisco.** We propose the following purchase price offer and propose an accelerated escrow. We are prepared to meet the terms we have set forth in this proposal as soon as the County can reasonably conclude its mandatory statutory procedures for selling County-owned property

Notably, the Romero Institute has secured a dedicated Project Funder, Earthways Foundation (and its financial backer), who stands ready to provide the funding for the purchase and renovation of The Lucerne Castle as the campus for New Paradigm College.

The Project Funder will assume title to the property initially, and intends to transfer title to Romero Institute/New Paradigm College once renovations are complete, all financial obligations to the County are met, and operations are underway.

While the redevelopment agency and the County have undertaken a series of renovations at the Property, including the partial remediation of plumbing, electrical systems, ADA compliance, elevator installation, parking, and classroom construction, we recognize that additional renovation of the Property is required to meet our proposed use. To that end, **our proposal is to purchase the Property for the appraised Purchase Price of \$3 million, payable as follows:**

- (1) ~~one million dollars (\$1 million)~~ cash upfront
- (2) ~~five Hundred Thousand Dollars (\$500,000)~~ cash to be dedicated to specific and necessary project upgrades to commence upon the close of escrow but prior to Campus operations including a Kitchen rebuild, electrical work, and room renovations to be ready for occupancy by the Fall of 2019 –

provided that the County agrees to credit this amount toward the Purchase Price for the Property;

- (3) ~~One and a half million dollars (\$1.5 million)~~ initially in the form of a promissory note between the Project Funder to The County of Lake and secured by the Property. The note would due and payable in full to the County as a single lump sum payment on or before December 31, 2021.

The renovation project funding ~~\$500,000~~ in item (2) listed above would be dedicated to specific project upgrades prior to Campus operations with the following priorities:

- Rebuild the Kitchen Facilities at the Lucerne Castle, creating a commercial kitchen and culinary training area;
- Upgrade the Electrical Panel, rewire the Classrooms and The Computer Laboratory of The Lucerne Castle
- Refurbish as many guest rooms as possible (dormitory rooms, communal restrooms, and additional breakout classrooms) and bring classroom space up to standard to be ready for occupancy by the Fall of 2019,

Once escrow closes, we reserve the right to undertake additional space renovations consistent with the proposed use and secure additional funds to do so. Our expected capital plan is included in the Appendix.

## F. Schedule

While not required to do so in the RFP (as a purchase offer), we put forward our timeline for the subsequent phase 1 renovation and project milestones. We request, to the extent that timely approvals are within the County's control, the County's assistance us in meeting these aggressive milestones. Assuming escrow closes by July 15, 2018 these milestones are as follows:

- (1) Plans submitted for county permitting for phase 1 renovations – August 15, 2018
- (2) Plan approval, first building permits - September 10, 2018



- (3) Modest conference operations and virtual programs with existing facilities begin September 15, 2018
- (4) Groundbreaking, for phase 1 interior renovations: October 1, 2018
- (5) Completing construction of phase 1 renovations – January 15, 2019
- (6) Anticipated start-date for Extension program: February 15, 2019
- (7) Anticipated start date for first residential students: September 1, 2019

## G. References and Qualifications

### *1. Proposer: The Romero Institute*

The Romero Institute is the Official 501(C)(3) Sponsor of New Paradigm College, along with **dedicated funders** as well as faculty and administration support from the **University of San Francisco**. The Romero Institute presently has a \$2 million-a-year operating budget and a full-time staff of 15 people based in Santa Cruz, California and a full-time staff of 7 based North and South Dakota, for a total staff of 21 people.

Founded in 1980, The Romero Institute is a California-based, U.S. Government-licensed 501(C)(3) Public Interest Law & Public Policy Center (Federal ID # 95-3527131; California Corporate # C0991365), with offices in Santa Cruz, California on the grounds of The Holy Cross Cathedral occupying the full top floor of the former 1928 Holy Cross High School. We are the progeny of THE CHRISTIC INSTITUTE, the 1980-to-1992 501(C)(3) Public Interest Law Office and Public policy Center based in Washington, DC that investigated and successfully litigated such nationally-known legal cases as: The Karen Silkwood Case in Oklahoma; The Three-Mile-Island Case in Pennsylvania; The Greensboro Civil Rights Case Against The Ku Klux Klan in North Carolina; The American Sanctuary Movement Case in Texas; The Mayor Eddie Carthan Murder Case in Mississippi; and the Father Daniel Berrigan; Dick Gregory; Dr. Benjamin Spock & Reverend David Abernathy Case in Washington, DC.

The Romero Institute is presently engaged in a number of projects. Among these:



(1) THE GREEN POWER PROJECT: This is a project has successfully: (A) secured the support of The Catholic Diocese of Monterey in the process of installing solar power panels on all 46 Catholic Churches and their respective Catholic Schools in the three Central California counties of Santa Cruz, Monterey and San Benito – and the resultant creation of the largest Community Choice Publicly-Owned Energy Corporation in the country in Central California that is now actively in the process of providing 100% sustainable electricity to all of the previous customers of the Pacific Gas & Electric Company in all three counties, and (B) is presently engaged in creating an additional such Community Choice Publicly-Owned Energy Corporation in San Diego County that will withdraw 1 *billion* pounds of carbon from Southern California’s atmosphere over the next decade;

(2) THE LAKOTA PEOPLES’ LAW PROJECT. This project has successfully secured the enactment of a new and much more robust set of Enforcement Guidelines issued by the United States Justice Department of the Obama Administration for enforcing the Indian Child Welfare Act enacted by Congress in 1978 and successfully secured the enactment by Congress of a federal program to provide federal funding for establishing all-Native American-run Child & Family Services Agencies on Native American Reservations, and successfully securing the initial stages of such funding for three of the four largest Sioux tribes in North America.

(3) THE NEW PARADIGM COLLEGE AND CONFERENCE CENTER PROJECT. This project has been authorized by the Board of Directors of The Romero Institute as described in the proposed use above.

## ***2. Fiscal Sponsor: Earthways Foundation<sup>2</sup>***

Earthways Foundation, which was founded in 1985 and has a well-demonstrated track record of environmental preservation and sustainable social investment, will be funding our purchase and renovation of the facility.

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<sup>2</sup> Major Dedicated Donor listed in Financial Statements

### **3. Experienced Founding Team**

Our team is comprised of scholars and educators, thought-leaders, seasoned community leaders, entrepreneurs and innovators with the deepest experience worldwide in turning new paradigm thinking into action. We have expertise in all the principal academic disciplines, the permaculture/ecological design movement, community transformation, social justice, marketing, program development, executive leadership, and online education. Our relationships with and within University of San Francisco and multiple organizations and tribes within Lake County provide natural allies for local and experiential education. (Reference the Founding Team CV's in the Appendix)

#### **Highlights:**

New Paradigm College has “the good offices” of Daniel Sheehan - in his independent capacity (rather than in his capacity as the President & General Counsel of The Romero Institute); Seth Wachtel, Department Chair – Department of Art and Architecture at the University of San Francisco; William Stranger, founder, editor, and publisher of DharmaCafé Books; and Denise Rushing, former District 3 Lake County Supervisor.

**Daniel Sheehan** is the President of the Romero Institute, a well-known interfaith, nonprofit law and public policy center based in Santa Cruz, California. As former Chief Council to the Jesuit Conference of North America and the Policy Director of former Soviet Premier Mikhail Gorbachev's State of the World Forum, he brings unique connection and context to the curriculum of, and the support for, New Paradigm College.

**Seth Wachtel** is the Director and Associate Professor of Architecture and Community Design in the Department of Art + Architecture at the University of San Francisco, and Co-Directs the USF Garden Project. He completed his professional degree at UC Berkeley in 1987 and has worked in architecture and construction in India, Colombia, Haiti, Israel, Mexico, Nicaragua, Nepal, and Zambia as well as the San Francisco Bay Area. His focus is low-cost building and urban landscapes in underserved communities, and the development of

innovative construction techniques and community building approaches that produce sustainable and culturally appropriate buildings for human environments. Professor Wachtel teaches the Community Design Outreach, International Projects, and Construction Innovation Lab courses at USF, which provide students the opportunity to work on real world design/build projects for underrepresented communities both locally and internationally. He joined USF in 2004 and guided the Architecture major into one of the fastest growing on campus. His projects with university students and underserved populations continue to have positive impacts on Bay Area and international communities. He has received the College of Arts and Science's Full-time Faculty Service Award, the University's Service Learning Award, and the Distinguished Teaching Award. Seth currently has ongoing collaborative projects in Haiti, India, Morocco, Nepal, Nicaragua, and Tanzania as well as Bay Area cities and counties. He is a founding member of the Building Process Alliance, a founding partner of GALRI, a consultancy group for Haitian reconstruction, and serves on the Boards of the non-profits Groundwork Institute and Self-Sustaining Communities.

**William Stranger**, the publisher of DharmaCafé Books and co-founder of Napa Valley's Calistoga Institute (a locally-based policy and program institute serving integral health and sustainable community), has a long history of serving interfaith education and dialogue. He brings a strong network of relationships to faculty and institutions of higher education across the United States. DharmaCafé Books is an imprint co-published with North Atlantic Books and distributed worldwide via Random House and has specialized in the meeting of Eastern and Western views on life and spirit. He is also a member of North Atlantic's Board of Directors and the co-founder the non-profit Calistoga Institute, and serving as its Program Director. William Stranger was a featured speaker at annual conferences at the Esalen Institute, has presented at the Raoul Wallenberg Institute of Peace, the Hague Appeal for Peace, the United Nations Association, the Parliament of Religions, the Tucson Science of Consciousness Conference, and numerous other venues around the world.

**Denise Rushing**, a former two-term Lake County Supervisor with an exceptional background in energy and sustainable environmental policy, as well as business development and leadership, will bring her understanding of the needs of Lake County to guide the integration of the New Paradigm College and Conference Center with the entire community. She holds a Bachelors Degree in Environmental Engineering from Stanford University, a Masters Degree in Culture and Spirituality from Holy Names University, and is a registered mechanical engineer. She is especially proud to be a certified organic farmer and ecological designer, and she loves teaching, writing and implementing permaculture on her farm in Upper Lake

We are also closely being advised by **Celia Rabinovitch, Ph.D.** (in Art History and Cultural Anthropology) who has a track record of developing both academically and financially successful programs at several major universities.

Further, as you will see from the attached documents on our proposed curricular offerings, we are attracting the interest of professors at leading academic institutions around the country.

The founding team stands ready to provide the valuable services to New Paradigm College at The Lucerne Castle including:

- Managing the relationship with USF, securing of the full university accreditation of all courses of instruction to be taught at New Paradigm College through The University of San Francisco;
- Securing of the provision of from 10 to 160 undergraduate students to New Paradigm College to be recruited by and officially enrolled at The University of San Francisco, an accredited university;
- Securing of the provision of the sum of \$22,850 every year, from The University of San Francisco, for each such undergraduate student officially-enrolled full time at New Paradigm College to be provided by June 21st of each new school year, with enrollment sufficient to cover the next one-year of operating costs of New Paradigm College;
- Securing of the provision of six (6) half-time Faculty Members to New Paradigm College from the faculty of The University of San Francisco who

will teach 75% of each “traditional course” taught at New Paradigm College;

- Securing of the provision of six (6) additional half-time Faculty Members to New Paradigm College from various well-known and thoroughly-respected accredited universities from throughout the world who are presently full-time faculty members of these other universities each of whom will teach 25% of each of the “traditional courses” (identified above) at New Paradigm College;
- The provision of six (6) additional FULL TIME Faculty Members to New Paradigm College who will teach two of the four Required Courses of instruction to be taught each Quarter at New Paradigm College.

**Advisory team also includes:**

Jeffrey Kripal, Prof. Rice University, Chairman of the Board, Esalen Institute

Menas Kafatos, Professor Physics, Chapman University

Richard Grossinger, Publisher North Atlantic Books

Beth McDougall, M.D., Medical Director, Clear Center of Health, Mill Valley, CA

Lake County Educational, Tribal, Governmental and Community Leadership

Andrew Beath, Earthways Foundation

## H. References and Letters of Support

References in the form of Letters of Support are included in the Appendices along with the CVs of the founding team, which include their involvement in a long list of Reference projects.

## I. Accreditation

Until the College obtains its own accreditation, anticipated by the third year of academic operation, the educational and degree course accreditation will be by the University of San Francisco and potentially other partner institutions through agreed to process for course inclusion. Further, USF faculty may offer an of their current courses to resident and local students as visiting instructors on the Campus or via satellite link.

USF accreditation is recognized by the U.S. Department of Education and many other agencies, and is documented here:

<https://www.usfca.edu/wasc>

<https://www.usfca.edu/catalog/accreditation>.

## J. Interpretations and Addenda

We have interpreted the Board of Supervisors openness to Purchase proposals as the most viable option for this project and most advantageous for the County. If for some reason this is not the case, or if our proposal would be considered more valuable to the County as a lease to purchase or as a long term lease, we respectfully request the opportunity to resubmit this proposal in an alternate format.

This Proposal is submitted with the intention that the Lake County community profoundly benefit from this Property and its proposed use. If our proposal is selected, we are open to collaboration with other RFP respondents within the community, and Lake County leadership, to incorporate elements from their proposals, provided that these elements complement our proposed use and benefit the local economy, the Lake County community and/or Clear Lake Watershed.

## K. Other Terms and Conditions

### *1. General*

We understand that a purchase of the Property will involve certain covenants and restrictions regarding use of the property, namely that the Property will be used for purposes that further County goals, these being any of the following:

- An Educational Institution
- An Event/Conference Center
- A Multi-use Center involving at least one of the above primary uses



We are prepared to agree to these use restrictions provided that there are mechanisms for new and unanticipated use opportunities. We propose the following language be included in the Deed of Trust:

***2. Proposal Submission Terms and Conditions***

Per your request, and as a condition for a responsive proposal, we indemnify and defend the County and its officers, employees, and agents against and hold them harmless from any and all claims, losses, damages, and liability for damages, including attorney's fees and other costs of defense incurred by County, whether for damage to or loss of property, or injury to or death of person, including properties of County and injury to or death of County officials, employees or agents, arising out of, or connected with the use of any copyrighted or uncopyrighted composition, secret process, patented or unpatented invention, articles or appliances furnished or used under this Request and any subsequent Contract, unless such damages, loss, injury or death is caused solely by the negligence of County.

Further:

**Security and Confidentiality:** To preserve the integrity of the security and confidentiality measures integrated into County operations, we understand that we may be in contact with confidential County information and thus may be required to sign and submit a Confidentiality Statement. Further, we understand that if successful, our personnel and/or subcontractors, who may require periodic access to secured areas within the County, may be required to wear security identification badges which will be issued to individuals only after satisfactory completion of a background check.

This proposal supersedes all previous proposals, oral or written, and all letters, negotiations, conversations or discussions heretofore and between the parties related to the subject matter.

## **SECTION III - THE SUBJECT PROPERTY**

### **The Property**

The Lucerne Hotel Property, located at 3700 Country Club Drive Lucerne, California, consists of Assessor Parcel Numbers: APN 034-182-03 and -04 (Lucerne Hotel) and APN 034-867-01 through 07 (vacant lots).

The property comprises 7.07 +/- acres and contains approximately 50,000 +/- square feet, with approximately 37,000 +/- square feet on the upper levels excluding the unfinished basement (first floor).

Zoning is Planned Development Commercial District with Design Review Combining District, Parking Combining District, and Floodway Fringe Combining District (PDC-DR-P-FF).

## **SECTION IV - STATEMENT OF CONFIDENTIALITY**

### **Exhibits Marked as CONFIDENTIAL**

- A – Founding Team CVs
- B – Proposer Financial Statements
- C – Financial Projections

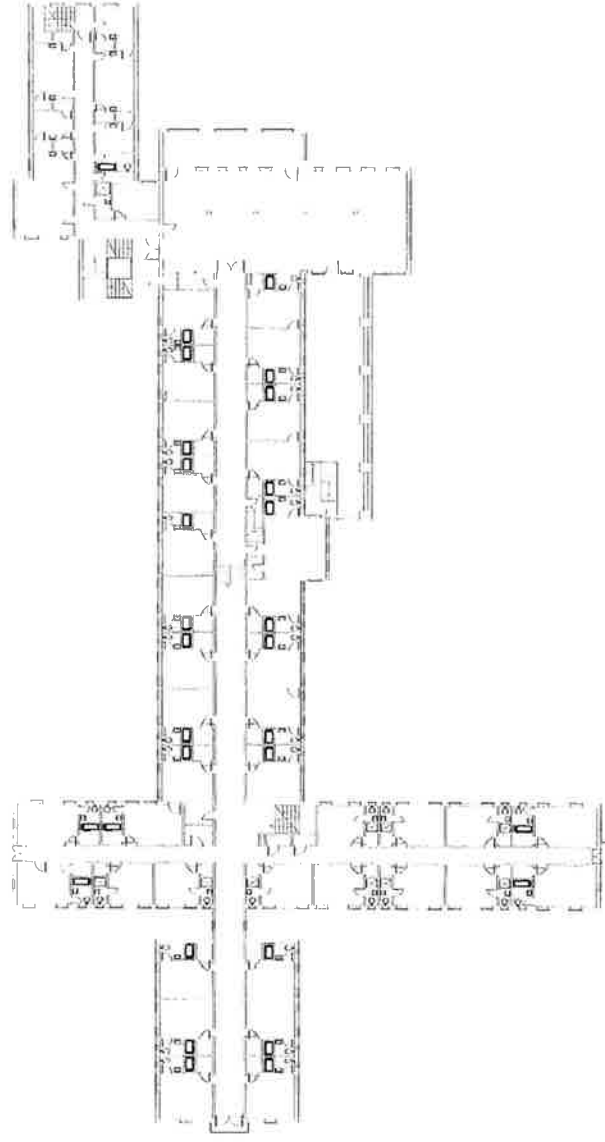
### **Other Materials and Exhibits**

- D – Conceptual Space Plans
- E – Letters of Reference and Support

# APPENDIX

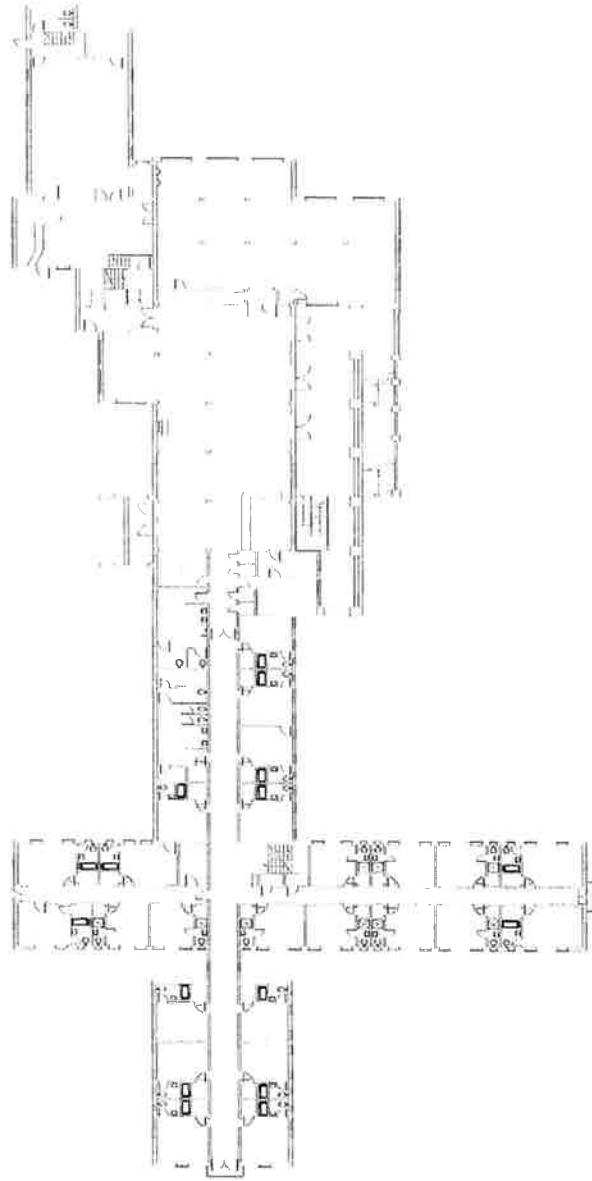
## CONCEPTUAL SPACE PLANS

**EXISTING CONDITIONS**



**UPPER LEVEL (3rd Floor)**

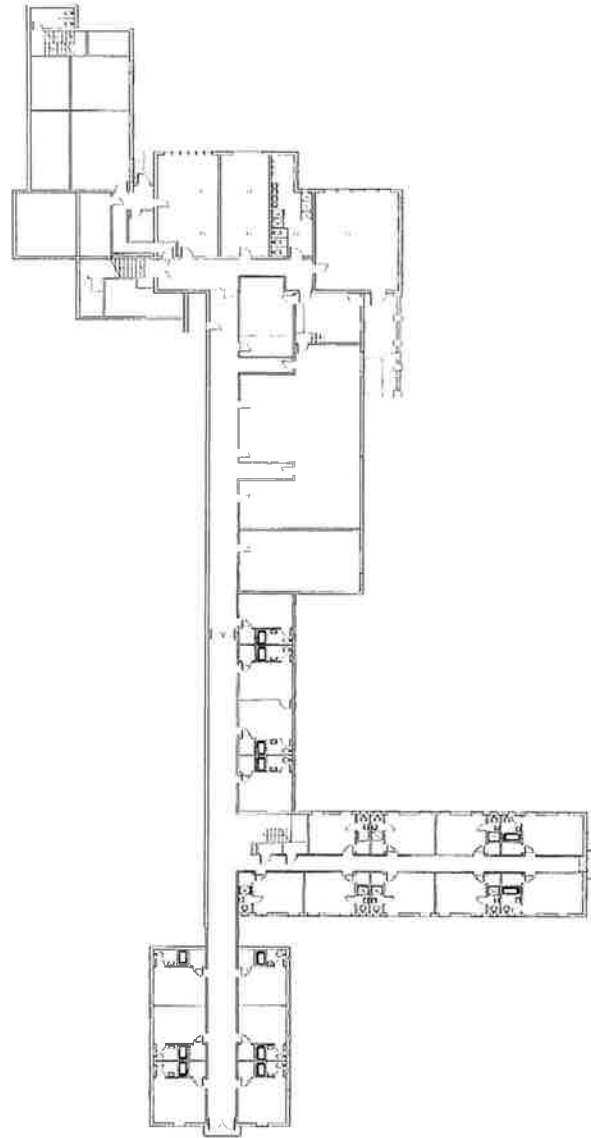
**EXISTING CONDITIONS**



**MAIN LEVEL (2nd Floor)**



**EXISTING CONDITIONS**



**LOWER LEVEL (1st Floor)**

**NOTE:**

*Conceptual drawings for the proposed use of space are available in the electronic submission.*

# APPENDIX

## LETTERS OF REFERENCE

April 12, 2018

Michelle Scully  
Deputy CAO  
The County of Lake  
255 North Forbes Street  
Lakeport, CA 95453

Dear Ms. Scully:

The University of San Francisco and the proposed New Paradigm College each seek to enhance the cultural and intellectual diversity of their programs by establishing cooperative relationships with other academic partners. The institutions believe that mutual cooperation will strengthen the learning experience at both institutions and more fully prepare students for lives and leadership roles in a multicultural world.

The University of San Francisco agrees to explore joint academic and co-curricular activities with the proposed New Paradigm College for their mutual benefit and the promotion of understanding and goodwill and toward a potential partnership.

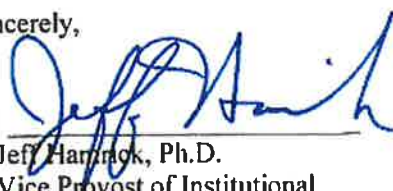
In this cooperative spirit, the University of San Francisco and the proposed New Paradigm College shall jointly undertake the exploration of the proposed college as:

- a potential site for course work, including student immersion experiences.
- a possible faculty sabbatical destination.
- a potential future partner for weekend seminars, colloquia, and symposia.

As a Jesuit Catholic university, the University of San Francisco supports the proposed New Paradigm College in their shared mission to create leaders that will fashion a more humane and just world.

Sincerely,

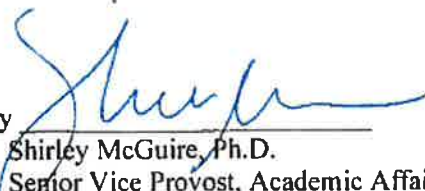
By

  
Jeff Hamrick, Ph.D.  
Vice Provost of Institutional  
Budget, Planning, and Analytics

Date

4/12/18

By

  
Shirley McGuire, Ph.D.  
Senior Vice Provost, Academic Affairs

Date

4/12/18



Department of Art and Architecture  
2130 Fulton Street, KARTS 010  
San Francisco, CA 94117-1061  
Tel: 415.422.0087  
Fax: 415.422.5009  
swachtel@usfca.edu

Michelle Scully, Deputy CAO  
The County of Lake  
255 North Forbes St.  
Lakeport, CA 95453

April 14, 2018

Dear Ms. Scully:

It is a pleasure to write this letter in support of the initiative by the New Paradigm College, University of San Francisco, and Romero Institute to repurpose the Lucerne Castle as a vital higher education hub and conference center within the County of Lake. In addition to clear benefits to the county, the partnership would provide opportunities for USF and my home department, Architecture and Community Design (ARCD). The prospects abound for engaging the community in sustainable architecture, environmental science, education, community outreach in local food production, natural building utilizing local resources, and skills training toward entrepreneurial ventures based in the county.

Since 2004, I have guided the Community Outreach curriculum in the Architecture and Community Design program. For those 14 years, I have worked with teams of USF students on real world projects in local and international communities and environments. We have a significant track record of positive social, cultural and environmental impact in many places. It is this approach to architecture and community that I want to bring to Lake County.

Over the years, the ARCD program has engaged in natural building and other projects in and around Lake County. I was involved in a State funded grant to explore ways of enhancing the appearance and function of residential streets in communities along the Northshore. I have had conversations with County staff about laser scanning and drone recording of the county landscape for tourism mapping of the abundant hiking, horseback riding and bicycle trails available to residents and visitors. I have worked with my Architecture and Community Design students on assessing the variety and availability of clay-based soils, and the potential for bamboo and other building material production for use in natural building. We have designed projects in the county that would utilize these locally sourced materials. I have worked with my students to design a Head Start School on nearby Pomo lands. On planning, Real Estate and economic development, I would like to explore ways to rethink the use and ownership model of dilapidated vacation cabin properties, as a way of addressing the blight of degraded cabins and trailers. There are also novel strategies to help home renters become home owners. All of these ideas and initiatives could be developed and tested in New Paradigm College courses, taught by experts in the many fields that connect to challenges faced by the County. The opportunities are vast for my discipline and many others at USF, to partner in community engaged projects toward enhancing the quality of life and the environment in the County of Lake.

I may live closer to the Bay, but I have had my heart in Lake County for some time. The larger vision years ago, was to utilize the Lucerne Hotel as the base of operations for involving my colleagues at USF in county-based initiatives to enhance the region environmentally, culturally and socially. It was an integrated approach to addressing community, economic and environmental needs. We have happily come full circle from that time and it is a great pleasure to be part of this joint initiative with the New Paradigm College. With this RFP, we now have the opportunity surpass the earlier vision with an attainable and stronger model to locate a forward thinking and community-connected university in Lake County.

I welcome any questions you may have about the ARCD program at USF, the outreach courses, and our approach to culturally engaged architecture in the service of better communities.

Sincerely,

A handwritten signature in dark ink, appearing to read "Seth Wachtel".

Seth Wachtel  
Program Director and Associate Professor  
Architecture and Community Design



UNIVERSITY OF  
SAN FRANCISCO

CHANGE THE WORLD FROM HERE

Rachel Beth Egenhoefer  
Department of Art + Architecture  
2130 Fulton Street, XARTS 015  
San Francisco, CA 94117-1080  
email: rbegenhoefer@usfca.edu  
tel: 415.422.4486

April 11, 2018

To Whom It May Concern:

It is with pleasure that I write this letter of support for William Stranger and the establishment of New Paradigm College in Clear Lake, California. As a professor at The University of San Francisco and a researcher in the field of Sustainable Design, I see the need for new forms of education and collaboration as essential to the future of our community and our planet.

My research practice focuses on Systems Thinking in Sustainable Design. This approach goes far beyond superficial notions of recycled plastics as sustainability, and focuses on designs role in the human, behavioral, and inclusive role in production and consumption. This holistic approach to design requires working in tandem with architects, engineers, politicians, psychologists, sociologists, and a plethora of other practitioners. The community and environment in Lake County is an ideal setting to work collaboratively on real life challenges in climate change. The real world urgency and ability to both design and implement change in Lake County is valuable and unique opportunity that could serve as a model for other communities globally.

I would be delighted to offer my expertise in teaching courses and collaborating on research projects on Sustainable Design, Systems Thinking, Design Strategy, Visual Communication and other topics as part of New Paradigm College. In addition to teaching experience, I also bring experience in research and publishing on the topic, as the recent editor of the Routledge Handbook of Sustainable Design (2018).

Please do not hesitate to contact me should you have further questions. I look forward to working on this exciting, creative, and ground-breaking opportunity for educating and building a more sustainable community.

Best,

Rachel Beth Egenhoefer  
Chair, Department of Art + Architecture  
Program Director & Associate Professor, Design  
University of San Francisco



203 FitzGerald Building  
Winnipeg, Manitoba  
Canada R3T 2N2  
Telephone (204) 474-9367  
Fax (204) 474-7605

April 14, 2018

Michelle Scully, Deputy CAO  
Lake County  
255 North Forbes Street  
Lakeport, CA, 95433

Dear Michelle Scully,

I am writing with regard to the New Paradigm College proposal for Lake County. I have been working on strategic planning with the core advisory board for the New Paradigm College, and on the curriculum, as well as the structure of the agreement between USF and the New Paradigm to create academic programs of the highest caliber. These programs will bring unique resources to Lake County, in education, expertise, and in new opportunities originating through the New Paradigm College.

The integrative curriculum proposed by New Paradigm is strong, built to provide a multi-disciplinary approach to create the independent thinkers who can solve the increasingly interdependent problems confronting the contemporary world. The programs cover areas of central educational and economic interest to the Country, from ecologically sound environmental design, to creating engaged communities that can benefit from a comprehension of history and culture. The, curriculum, approved by the USF Academic Senate, intends to enhance the education, community, intellectual life, and the economic prospects for Lake County, and to be an exemplar of a multidisciplinary approach allied to practice.

As a former Program Director for U.C. Berkeley Extension from 1992-2002, as a Dean at the University of Manitoba, as a former professor and faculty member at several universities (University of Colorado at Denver, Syracuse University, California College of Art and Design) I support the intentions and planning process of the New Paradigm College. The core advisory board is composed of distinguished individuals whose intellectual independence, curiosity, and problem-solving skills are committed to this idealistic endeavor. Nonetheless, each has worked in real-world professions including Law, Publishing, Architecture and Environmental Design, and the Humanities. Their particular constellation of abilities and talents will lead the New Paradigm College to become an important center for Lake County, California, and the nation.

I strongly support the New Paradigm College. It offers an original, deep, and connected approach to education that will inspire several demographics. It is a unique opportunity for the County to assist the community in developing new avenues of endeavor, and it will enhance and challenge that community with unique academic perspectives with practical applications. Aside from the



economic and community benefits of the New Paradigm, it offers a singular approach to education that is innovative, thorough, and approachable – the best of how people learn. Its leaders and team are uniquely qualified to lead this new College, and are committed to enhance and enlarge the opportunities for people in Lake County.

Sincerely,

Celia Rabinovitch, Ph.D., M.F.A.  
Professor (and former Dean), (on leave)  
School of Art, University of Manitoba  
Visiting Scholar and John A. Sproul Memorial Fellow, University of California-Berkeley,  
Canadian Studies, Anthropology and Fine Arts 2012-2014  
Artist in Residence, Centre for Studies in Religion and Society, University of Victoria, 2016  
(Consultant to New Paradigm College)

cc. William Stranger et al



April 19, 2018

To Whom it May Concern

We are pleased to offer our support of the proposed New Paradigm College.

We understand that the College will offer a course of study that will reflect the urgent needs of our community for creative solutions to our redevelopment challenges. The proposed conference center will offer community and cultural events, including conferences on topics critical to our community's future.

We understand that the New Paradigm College mission is to actively work with and within Lake County to enhance the local region and economy. We believe that this has the potential magnify and showcase the natural disaster recovery and community revitalization work already underway in the Cobb Mountain area and will connect our local leadership with allies on the global stage.

We understand that the meeting of college and community is central to the mission of New Paradigm College. The College proposes to offer practical, integrated, real-world applications of modern knowledge and wisdom to better meet the challenges we face. We expect that, like other communities around the world who have partnered with creative educational programs, we also hope to see associated economic and cultural growth.

We urge you to support the proposal and bring New Paradigm College to Lake County.

A handwritten signature in black ink, which appears to read "Eliot Hurwitz". The signature is fluid and cursive, with the first name "Eliot" and last name "Hurwitz" clearly distinguishable.

Eliot Hurwitz, Chair  
Cobb Area Council

*letter approved by Cobb Area Council April 19, 2018*



## SCOTTS VALLEY BAND OF POMO INDIANS

---

April 18, 2018

Ms. Michelle Scully  
Deputy County Administrative Officer  
County of Lake  
255 N. Forbes Street  
Lakeport CA 95453

Ms. Scully,

**Re: Support for the New Paradigm College and Conference Center**

The Scotts Valley Band of Pomo Indians and its governing body, the Tribal Council, is honored to submit this letter of support for the establishment of a new learning institute to be located at the former Marymount Campus in Lucerne. We are particularly excited about the global perspective that the college intends to pursue. Inviting students from around the world and providing them opportunities to experience and learn about Lake county's diverse communities will in turn provide our residents the opportunity to learn about a wide variety of cultures, their traditions and values.

In addition, we are pleased to note the involvement of the Romero Institute in this endeavor. This institute has a deep respect for and sensitivity of the history, cultures and trauma experience by Native Americans throughout the United States. Its work on a variety of Native American issues is seminal. We anticipate that its staff will integrate its experiences with the local Pomo cultural experience thereby making the goal of the proposed college more relevant for Lake County.

And finally, we understand that this campus will be an extension of the University of San Francisco, itself a highly respected institute of learning. We can only view this link as a positive component to a program about which we are already very excited.

Respectfully,



Thomas Jordan  
Tribal Administrator

