

California Institute
for Water Resources

Strategic Plan

2019–2023



UNIVERSITY OF CALIFORNIA
Agriculture and Natural Resources







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Introduction

In 1956, the state legislature passed a bill to allocate \$100,000 to the University of California to create an institute that would help solve water issues facing California. A year later, those funds were matched by the university, which established a multi-campus research unit that became the UC Water Resources Center. It was originally housed at UCLA and directed by Dr. Martin Huberty. Over the years, it moved among the UC Berkeley, UC Davis, and UC Riverside campuses. It has been a part of UC Agriculture and Natural Resources (UC ANR) during most of this time. In 1964, Congress passed the Water Resources Research Act, creating a nationwide system of institutes. California designated the UC Water Resources Center as its representative institute. This national network, collectively known as the National Institutes for Water Resources, is overseen by the U.S. Geological Survey (USGS).

In 2010, the UC Water Resources Center was assigned an interim director and moved to the UC ANR offices in the UC Office of the President in Oakland, California. In 2011 a permanent director was hired and the center was renamed the California Institute for Water Resources (CIWR). In 2013 an academic coordinator was hired to help run the functions of the Institute and to lead the Institute's communications efforts. Currently, the Institute director and academic coordinator are the only two employees of the Institute. The Institute receives additional operational support from other UC ANR administrative units.

The initial mission of the Institute still stands: to integrate California's research, extension, and education programs to develop research-based solutions to water resource challenges. In practice, CIWR works across all kinds of institutions and provides educational and extension programs through direct contact, online content, newsletters, blogs, and social media to increase understanding of complex water issues while also trying to diversify and create a more inclusive conversation about water within our state. In addition, CIWR works to amplify the great research and extension happening at all academic institutions throughout the state to benefit water management practices in California.

CIWR uses its federal budget allocation from USGS to administer a competitive grants program. The program is open to new academic appointees at any university or college in California. It supports between five and eight projects on two-year cycles at up to \$15,000 per year, on topics ranging from agricultural groundwater recharge to intermittent

stream biology and water policy and economics. By using these limited funds to support new or junior faculty, CIWR increases the diversity of projects and voices in California water.

CIWR also oversees the Rosenberg International Forum on Water Policy, whose overarching theme is reducing conflict in water resource management. Interactive discussions about water management are at the heart of the forum, which is held every other year in different locations around the world.

CIWR directly impacts California water issues through its own research and extension programs. The Institute keeps its partners informed through its website, newsletter, blog, and social media outlets including Twitter and Instagram. CIWR actively uses social media to contribute, shape, and diversify the conversation on California water issues.

The goals in this strategic plan are consistent with UC ANR's public value statements and condition changes and will contribute to improved water quality, water-use efficiency, and water supply security, which will help protect California's natural resources. Meeting the objectives of this plan by implementing its key actions will increase the effectiveness of CIWR in helping California meet its future water challenges.



Strategy Framework

UC ANR VISION STATEMENT

UC ANR envisions a thriving California in 2025 where healthy people and communities, healthy food systems, and healthy environments are strengthened by a close partnership between the University of California and its research and extension programs and the people of the state. The University remains connected and committed to the people of California, who enjoy a high quality of life, a healthy environment, and economic success in a global economy.

UC ANR CIWR Mission Statement

The mission of the California Institute for Water Resources is to integrate California's research, extension, and higher education programs to develop and communicate research-based solutions to water resource challenges.

CIWR MISSION STATEMENT GOALS

- Integrating California's research, extension, and education programs to develop solutions to water resource challenges
- Connecting water resource knowledge and expertise from California's academic institutions with a broad range of communities
- Developing relevant and timely research-based information on water issues to inform decision-making
- Communicating research outcomes using targeted, innovative approaches
- Coordinating and leveraging resources across California's academic institutions to develop research-based solutions

Strategic Planning Process

GUIDING PRINCIPLES

The CIWR strategic planning process was designed to actively engage a variety of stakeholders that focus on water issues throughout the state and solicit input from experts within and outside of the UC ANR network. The plan includes actions to implement the objectives and goals as well as details on the implementers responsible for each action and expected deliverables. Linking objectives with actions and deliverables will ensure the plan can be executed and assessed over time. The strategic plan sets direction for the next five to ten years. The plan is a living document which will be used as a flexible framework to develop annual priorities and evaluate progress.

PHASE 1: Assessment

Four online surveys were conducted with the following stakeholder groups: active collaborators with whom CIWR personnel regularly interact; junior investigators who have received USGS grants through CIWR to conduct research projects; CIWR newsletter recipients; and media contacts who regularly engage in the water space. The purpose of the surveys was two-fold: 1) to gather input on what stakeholders identify as the strengths, challenges, and opportunities of the program, and 2) to understand stakeholder insights on significant topics that will help shape the future development of the Institute. In total, 106 people responded to the surveys.

PHASE II: Strategy formulation with the strategic planning committee

The Strategic Planning Committee was carefully selected to represent the Institute's diverse stakeholder interests. The committee met in person three times and by conference call twice. The committee reviewed and discussed the stakeholder responses received through the surveys and identified common themes among CIWR's strengths, challenges, and opportunities. The identified opportunities served as the basis for formulating the five strategic goals of the plan. The committee further developed key actions to achieve each objective. A core group of CIWR personnel met to determine responsible implementers and deliverables that would be consistent with achieving each action. The committee provided feedback and the draft plan was revised. The committee shared the revised draft with stakeholders who also provided feedback. Input has been incorporated into this final plan.

Strategic Planning Committee

Committee member	Committee member affiliation	Additional stakeholder organizations contacted
Doug Parker	California Institute for Water Resources, Director	
Faith Kearns	California Institute for Water Resources, Academic Coordinator	
Jennifer Bowles	Water Education Foundation, Executive Director	JP & Company/Water Education Foundation Board Member; Association of California Water Agencies
Dorene D'Adamo	State Water Resources Control Board, Board Member	Community Water Center; Friant Water Authority; Water and Sustainability, CSU-Fresno; New Current Water and Land, LLC; Office of Research, Planning, and Performance, California State Water Resources Control Board; State Water Contractors
Helen Dahlke	UC Davis, Assistant Professor in Integrated Hydrologic Sciences	Audubon California
David L. Feldman	UC Irvine, Department of Planning, Policy and Design, Professor, and Water UCI Director	UC Irvine faculty
Charles L. Gardiner	The Catalyst Group, Inc. Principal	
Kamyar Guivetchi	California Department of Water Resources, Statewide Integrated Water Management Manager	Santa Ana Watershed Project Authority; Division of Statewide Integrated Water Management, California Department of Water Resources; California Water Institute, California State University, Fresno; Sustainable Conservation; Local Government Commission
Amrith Gunasekara	California Department of Food and Agriculture, Science Advisor to the Secretary	
David Lewis	UC ANR Cooperative Extension Marin County, Director	
Jovita Pajarillo	U.S. EPA Region 9, Water Manager (Retired)	
Eric G. Reichard	USGS California Water Science Center, Director	
Jennifer Caron-Sale	UC ANR Program Planning and Evaluation Analyst	
Kellie McFarland	UC ANR Program and Event Specialist	
Lauren McNees	UC ANR Program and Event Specialist	

Strategic Goal 1

Foster and incubate research and extension focused on California's critical water challenges

The California Institute for Water Resources (CIWR) is uniquely positioned to develop and disseminate relevant and timely research-based information on California water issues to inform decision-making. CIWR is designated as California's Water Resources Research Institute under the Water Resources Research Act, administered by the USGS. CIWR can use its federal funding to seed and nurture junior investigator research at academic institutions throughout the state. CIWR's position within UC ANR provides it with direct access to and connections with the scientific and outreach expertise within UC ANR. Furthermore, CIWR increases its reach by tapping the robust network of academics at institutions across the state. CIWR recently created an academic affiliates program to highlight the work of our USGS funded junior investigator projects. Going forward, there is a need to continue to track and support the breadth and depth of research occurring around the state in the natural, physical, engineering, social sciences, and humanities in an effort to align work and strengthen results as well as further the impact and application of those results. In keeping with the community-based research approach that is fundamental in extension, recognition of and support for broad research methodologies and knowledge bases (e.g., community action research,

tribal ecological knowledge, interdisciplinary collaborative studies, etc.) will be key. The objectives and key actions in this goal will enable CIWR to expand its support of research and extension activities as well as create new opportunities for researchers.

Objectives

1. Routinely engage the CIWR research and extension network to identify and support scientific expertise to address critical water challenges.
2. Further develop and provide professional development opportunities to the academic water community.
3. Increase collaboration within the scientific community.

Intended Outcomes

- New opportunities are afforded to water researchers in the form of grants, professional development, and events.
- Water academics including CIWR junior investigators are better prepared to interact with decision makers and serve communities.
- Stakeholders are more aware of academic water research and extension activity.



Strategic Goal 1

Objective 1: Routinely engage the CIWR research and extension network to identify and support scientific expertise to address critical water challenges.

KEY ACTIONS	IMPLEMENTATION RESPONSIBILITY	DELIVERABLES
A. Create a metemap of the CA water science community <ul style="list-style-type: none"> Consider grant or intern options to carry out the work to develop a metemap 	Director and Academic Coordinator will consult with IT or UC ANR’s Informatics and Geographic Information Systems team on a mapping tool and process	User friendly, updatable, publicly available metemap
B. Create opportunities for junior investigators and CIWR affiliates to share their work	Director and Academic Coordinator	Junior investigators’ work is shared through webinars or other forums for other scientists and stakeholders
C. Create junior investigator cohorts that provide mentorship and support opportunities	Director and Academic Coordinator	Mentorship or mutual support group component is added to junior investigator grant experience

Strategic Goal 1, *cont.*

Objective 2: Further develop and provide professional development opportunities to the academic water community.

Key actions	Implementation responsibility	Deliverables
A. Work with partners to develop or deliver training modules to help academics better interact with the water policy community	Director and Academic Coordinator will work with UC ANR Government Relations, Communication Services and Training Coordinator, other campuses, and external partners as appropriate	<ul style="list-style-type: none"> • Modules developed • Water academics participate in training modules
B. Partner with UC ANR Strategic Initiatives, Program Teams, and Work Groups to increase opportunities for professional development	Director works with UC ANR Program Team Leaders and Strategic Initiative Leaders	New professional development opportunities for UC ANR and other water academics
C. Identify leadership opportunities for academics to better serve the community	Academic Coordinator in partnership with County Directors, Local Governments, and NGO Partners	More UC ANR and other water academics serving in leadership roles in California communities

Objective 3: Increase collaboration within the scientific community.

Key actions	Implementation responsibility	Deliverables
A. Increase networking and communication capacity	Director, Academic Coordinator, and additional staff	Additional staff hired to build capacity and new partnerships
B. Explore ideas to collaborate with California State University’s Water Resources and Policy Initiatives <ul style="list-style-type: none"> • Hold joint scientific panel discussions • Expand joint internship and student training possibilities • Develop multi-institution proposals 	Director and Academic Coordinator in collaboration with California State University’s Water Resources and Policy Initiatives Director	<ul style="list-style-type: none"> • Joint scientific panels held • New internship and training opportunities • New multi-institutional grants



Strategic Goal 2

Engage with and convene the water community to define and address California's water challenges

CIWR translates science into actionable information that can benefit the water community. For example, CIWR organized a multi-year nutrient management training program for certified crop advisors and developed a robust and evolving set of drought management events and resources. The CIWR Program Director and Academic Coordinator actively network and engage with a wide array of academic, non-profit, and public institutions and will continue to leverage these opportunities to bring science and education to the public. Personnel also evaluate the impact of research applications to given problems and share that knowledge online and through workshops. For example, in the last six years CIWR has hosted or co-hosted over 20 workshops and conferences in response to arising needs. CIWR will continue to convene stakeholders around critical priorities. These workshops, seminars, and other events provide a forum for dialogue on specific topics in response to new challenges. CIWR will work with its advisory committee to perform gap analyses to identify new and relevant topics while also reaching and working with underserved and underrepresented communities and organizations working within those communities. CIWR will also work with UC ANR academics to increase opportunities to translate their research for broader audiences.

Objectives

1. Formalize the CIWR Advisory Committee to provide insight and direction to CIWR leadership.
2. Connect researchers, decision makers, and opinion leaders to address critical challenges.
3. Facilitate communication about research and extension programs with broad range of decision makers, journalists, and communities.
4. Strengthen CIWR's connections with underserved and underrepresented communities.

Intended Outcomes

- Decision makers are informed by academic expertise and academics are informed by decision makers' needs.
- CIWR is viewed as a primary resource for water research communication.
- CIWR increases effectiveness of work being done with underserved communities.

Strategic Goal 2

Objective 1: Formalize the CIWR Advisory Committee to provide insight and direction to CIWR leadership.

Key actions	Implementation responsibility	Deliverables
A. Formalize a diverse and inclusive Advisory Committee	Director with input from UC ANR Senior Leadership	An active Advisory Committee provides a wide-range of perspectives to CIWR
B. Establish formal appointments for the Advisory Committee with annual tasks connected to appointments	Director and Academic Coordinator with ANR Senior Leadership	Appointments to Committee members from ANR Vice President or Associate Vice President with explicit tasks

Objective 2: Connect researchers, decision makers, and community and opinion leaders to address critical challenges.

Key actions	Implementation responsibility	Deliverables
A. Increase networking and communication capacity	Director, Academic Coordinator, and additional staff	Additional staff hired to build capacity and new partnerships
B. Continue workshops and events that CIWR organizes and supports in response to new challenges	Director and Academic Coordinator	Workshops to address challenges
C. As needed, hold events (workshop or roundtable) to provide a forum for dialogue on specific topics with input from the Advisory Committee	Director and Academic Coordinator with input from Advisory Committee	One event per year or larger event every two years
D. Obtain a seat on the California Council on Science and Technology (CCST)	Director works with UC ANR Government Relations	Seat on CCST

Strategic Goal 2, *cont.*

Objective 3: Facilitate communication about research and extension programs with broad range of decision makers, journalists, and communities.

Key actions	Implementation responsibility	Deliverables
A. Communicate and contextualize knowledge gained through research and extension for a broad range of decision makers and communities	Director and Academic Coordinator	Summaries, syntheses, and perspectives available in wide range of formats including video, blogs, social media, etc.
B. Partner with ANR programs and personnel to identify research and extension impacts and craft stories to reach diverse communities	Academic Coordinator works with UC ANR Communication Services, Government Relations, Program Planning and Evaluation, Strategic Initiative Leaders, and County Directors	More research impacts are relayed to diverse communities
C. Continue to communicate key results of junior investigator research	Director and Academic Coordinator	Junior investigator research shared through appropriate types of communications

Objective 4: Strengthen CIWR's connections with underserved and underrepresented communities.

Key actions	Implementation responsibility	Deliverables
A. Connect with and support leaders already working with underserved and underrepresented communities to provide scientific expertise as appropriate	Director and Academic Coordinator	<ul style="list-style-type: none"> • New contacts and ongoing dialogue • Increase scientific support
B. Support work on science and policy problems of importance to underserved communities	Director and Academic Coordinator	Increased awareness of relevant issues in underserved communities



Strategic Goal 3

Enhance communication and engagement capacity and increase visibility

CIWR currently reaches many different communities using a variety of communication and engagement tools, with a focus on building relationships both online and in person. Through its website, blog, social media, and original scholarly publications, CIWR leverages diverse communication tools. By adding capacity, both through external support and additional staff, CIWR can expand its reach and increase its effective communication. In addition, to increase its capacity to collaborate and build partnerships, CIWR needs to enhance its visibility and ensure that stakeholders are aware of the opportunities created by CIWR. One way to do this is to ensure that CIWR is aligned with UC ANR's Strategic Plan Goal 15, Tell UC ANR's story. With a goal to increase visibility, CIWR can evaluate options to consider a new name or branding strategy.

Objectives

1. Enhance external communication capabilities.
2. Clearly communicate the activities and accomplishments of CIWR.
3. Assess the need for new branding options for CIWR.



Intended Outcomes

- Enhanced communications and engagement capacities and resources increase the value of CIWR to internal and external audiences.
- CIWR and UC ANR water academics' success stories are recognized and valued by the water community.
- Increased name recognition of CIWR leading to increased opportunities for resource development.

Strategic Goal 3

Objective 1: Enhance external communication capabilities.

Key actions	Implementation responsibility	Deliverables
A. Increase newsletter production to four to six times per year and expand newsletter subscription	Director and Academic Coordinator, Communication Services, and additional staff	Newsletter released four to six times per year to a broader audience
B. Increase outside contributions to the blog <ul style="list-style-type: none"> • Create an editorial process to manage input from additional contributors 	Director and Academic Coordinator	<ul style="list-style-type: none"> • Blog contributions from ANR water academics and others increases • Process in place to manage blog

Objective 2: Clearly communicate the activities and accomplishments of CIWR.

Key actions	Implementation responsibility	Deliverables
A. Establish clear messaging about CIWR's achievements <ul style="list-style-type: none"> • Illustrate and share success stories 	Director and Academic Coordinator with input from Advisory Committee	Concise messages about CIWR's achievements and success stories are shared
B. Coordinate with UC ANR communication services to develop improved communication strategies and identify potential resources	Director and Academic Coordinator with input from Communications Director	Communication strategies and resources are identified, aligned, and implemented

Objective 3: Assess the need for new branding options for CIWR.

Key actions	Implementation responsibility	Deliverables
A. Work with Advisory Committee on whether a new name and branding are needed for CIWR	Director and Academic Coordinator with advisory committee, and input from Senior Leadership as needed	If warranted, proposal for Senior Leadership to review alternative name and branding



Strategic Goal 4

Strengthen the relationship between CIWR and UC ANR

The UC ANR Strategic Initiative for Water Quality, Quantity and Security is the umbrella for water research and extension in UC ANR. CIWR enriches and supports the Water Strategic Initiative's activities in a variety of ways. CIWR and the Strategic Initiative intersect both physically, currently sharing the same Director/Leader, and programmatically. In UC ANR, there is also a Water Program Team with Workgroups. Establishing clear roles, and communicating them to the UC ANR community, will benefit the entire organization by ensuring that efforts are not duplicated, and that, instead, new opportunities are created to expand capacity. CIWR can benefit from better leveraging resources and people within UC ANR. Reciprocally, CIWR can act as a conduit for UC ANR water research and extension activities.

Objectives

1. Clarify the roles of CIWR and UC ANR and align strategic objectives where appropriate.
2. Expand the footprint and build the capacity of CIWR within ANR.
3. Enhance the value of CIWR to UC ANR.

Intended Outcomes

- CIWR becomes a support unit for UC ANR academics working on water issues and the public face for UC ANR water research and extension programs.

Strategic Goal 4

Objective 1: Clarify the roles of CIWR and UC ANR and align strategic objectives where appropriate.

Key actions	Implementation responsibility	Deliverables
A. Work with UC ANR Senior Leadership to clarify the role of CIWR within UC ANR writ large to increase effectiveness of all programs	Director and Academic Coordinator with UC ANR Senior Leadership	Roles, responsibilities and relationships documented and clear to CIWR Director and UC ANR Leadership
B. Work with UC ANR Senior Leadership to clarify the role of CIWR and the Water Strategic Initiative <ul style="list-style-type: none"> • Clarify roles and responsibilities of CIWR Director and Strategic Initiative Leader • Strengthen coordination and collaboration across both programs 	Director and Academic Coordinator with UC ANR Senior Leadership	Clearly defined roles for the CIWR Director and Water Strategic Initiative Leader
C. Communicate roles and responsibilities within UC ANR	Director and Academic Coordinator with UC ANR Senior Leadership	Clear understanding of CIWR and the Water Strategic Initiative by UC ANR academics and staff

Strategic Goal 4, cont.

Objective 2: Expand the footprint and build the capacity of CIWR within ANR.

Key actions	Implementation responsibility	Deliverables
<p>A. Expand the opportunities for UC ANR water academics to be CIWR affiliates to increase the visibility and effectiveness of their programs</p>	<p>Director, Academic Coordinator, and additional staff</p>	<ul style="list-style-type: none"> • UC ANR academics working primarily on water issues are included on affiliates page • UC ANR academics and their work has increased visibility and impact
<p>B. Incorporate UC ANR water programs into CIWR portfolio and provide project management where appropriate</p> <ul style="list-style-type: none"> • Incorporate UC ANR water grants into CIWR project portfolio and communications activities • Incorporate activities/programs/projects of UC ANR water academics into CIWR project portfolio and communications activities 	<p>Director and Academic Coordinator</p>	<ul style="list-style-type: none"> • Project management provided to increase productivity of UC ANR academics • Increase communication on UC ANR water activity
<p>C. Formalize which centralized services UC ANR will provide to CIWR, such as account management, budgeting, scheduling, USGS grant proposal submission and reporting, and external communications</p>	<p>Director and Academic Coordinator work with Statewide Program Vice Provost, Resource Planning and Management, Program Planning and Evaluation and Communication Services</p>	<p>Increased support from UC ANR offices enables CIWR staff to focus on core tasks</p>
<p>D. Further develop, in coordination with the Water Strategic Initiative, a plan to increase the footprint and impact of UC ANR water activities through a staffing plan for advisors, specialists and CIWR support staff</p>	<p>Director and Water Strategic Initiative Leadership team</p>	<p>Staffing plan</p>

Strategic Goal 4, cont.**Objective 3: Enhance the value of CIWR to ANR.**

Key actions	Implementation responsibility	Deliverables
A. Increase opportunities for content sharing with UC ANR	Director, Academic Coordinator and Communication Services	Work from UC ANR water academics is included in CIWR content, and vice versa
B. Highlight the activities/programs/projects of UC ANR water academics	Director, Academic Coordinator and additional staff	Details about the work of UC ANR water academics (e.g., grant projects, workshops) is communicated
C. Identify and extend opportunities for collaboration between UC ANR water academics and decision-makers	Director, Academic Coordinator and additional staff	Increased collaboration between academics and decision-makers is documented
D. Engage with UC ANR strategic planning process	Director	CIWR role is considered during the implementation of the UC ANR Strategic Plan goals
E. Increase communication of CIWR activities and impacts to UC ANR Leadership	Director and Academic Coordinator	<ul style="list-style-type: none"> • CIWR is recognized and supported by Senior Leadership • CIWR impacts are communicated by UC ANR leadership to stakeholders

Strategic Goal 5

Increase resources to better incubate research and engage the water community

CIWR's forecasted resources and aspirations need to be aligned. To offer a larger portfolio of activities, such as new partnerships, new or expanded opportunities for researchers, communication and engagement with more communities, and annual convening events, CIWR will need additional funding and personnel. CIWR has been successful in obtaining research and extension grants and working with partners to hold joint conferences and share costs. To meet the goals and objectives of this plan, CIWR will need to identify new opportunities to expand and leverage existing UC ANR, USGS, and other external resources. CIWR can align with financial goals 10 and 11 in UC ANR Strategic Plan to ensure that CIWR's needs are considered during implementation. To play an effective role in addressing future water challenges, CIWR will need to identify new funding sources and innovative partnerships with a variety of institutions.

Objective

Create and implement a resource enhancement plan.

Intended Outcomes

- Additional funding sources enable CIWR to offer more grants and increase water research and communication capacity.
- New partnerships enable CIWR to engage more stakeholders.



Strategic Goal 5

Objective 1: Create and implement a resource enhancement plan and identify opportunities for creative partnerships.

Key actions	Implementation responsibility	Deliverables
A. Evaluate current resources to implement activities	Director with UC ANR Development Office, Government Relations and CIWR Advisory Committee	Completed assessment
B. Identify resource needs to meet additional objectives including expanding the footprint and effectiveness of water research and extension as highlighted in Goal 4, Objective 2, Key Action D	Director with CIWR Advisory Committee	Resource enhancement plan
C. Identify new donors and fund sources	Director with UC ANR Development Office and Government Relations	Increased support from external sources
D. Explore opportunities to leverage current funding with alternative resources to grow junior investigator grant program	Director with UC ANR Development Office	Increased funding for junior investigator grant program
E. Evaluate and assess ongoing and long-term service models with other agencies	Director with other state agencies	If warranted, new types of service agreements with government agencies established





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