



Water Resources and Policy Initiatives

Strategic Plan, Operations, and Governance

Executive Order 1103, August 19, 2015

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Executive Summary

California depends on a safe, dependable water supply, now more than ever. With a growing population, climate uncertainty, and an aging infrastructure, the state faces problems that threaten our future. Issues surrounding water resources and policy in California cannot be ignored.

Water Resources and Policy Initiatives (WRPI) represents the combined resources of all 23 campuses of the California State University (CSU) system and their joint efforts to help the State of California address the water challenges surrounding, but not limited to, water research, education, economic and policy development, infrastructure, community assistance, environmental stewardship, and conservation. This strategic plan is informed by the current and past efforts and successes of WRPI and outlines strategies and new approaches to better position WRPI for continued success in the future.

This strategic plan identifies three compelling key goals:

- Develop partnerships with water resource stakeholders to advance technology, support economic development, and create public awareness and support concerning water-related resources and issues for sustainable, reliable water with fair and equitable access.
- Support WRPI and expansion of CSU research and external funding through system-wide and multiple campus coalitions.
- Promote career awareness through high-impact practices in education, training, and professional capacity building.

Successful implementation of this plan will strengthen the identity of the WRPI as a reputable, unbiased resource on issues related to water resources and policy and consolidate its position as a unique and valued asset of the CSU system and California.

WRPI's Background

At the CSU Agricultural Advisory Committee (AAC) meeting in fall 2007, committee members expressed to Chancellor Reed their interest in seeing CSU's extensive applied research and education strengths being utilized in the area of water resources and policy. The AAC encouraged the CSU to provide independent and well-informed research and policy analyses on water-related issues and policies for various agencies and stakeholder groups within the State of California. In October of 2007, the CSU Chancellor's office surveyed campuses to identify CSU faculty members with expertise in water-related issues and policies. More than 200 CSU faculty members with research and teaching assignments relating to water issues and policies were identified. Five CSU campuses were identified as founders for the Institute based on their water programs and expertise: Fresno, San Bernardino, Pomona, San Luis Obispo, and Humboldt.

The establishment of Water Resources and Policy Initiatives (WRPI) by Chancellor Reed in early 2008 was a concerted effort to coordinate the expertise of the CSU system's 23 campuses to help address California's water challenges. WRPI envisions that the CSU play an important role in ensuring that California's urban, agricultural, and environmental sectors have a sustainable water supply, made possible through education, research, outreach, and policy development.

Initially established at Fresno State, WRPI shifted its headquarters and administrative offices to CSU, San Bernardino in 2013. In its current configuration, WRPI is administered by a full-time Executive Director at CSUSB, a part-time Associate Director located at Fresno State, and associated support staff.

WRPI's Role

The Chancellor's office tasked the WRPI with providing practical leadership in helping the CSU bring diverse faculty and staff together to solve immediate and long-term water management issues facing California, and from its inception, WRPI has worked to unify the efforts and resources of the CSU's water experts. The CSU has continued to support the WRPI and has expanded the resources available to the WRPI. The WRPI continues to act as a catalyst within the CSU focused on providing leadership and support to the CSU faculty and students interested in water-related activities.

WRPI's Vision

Water Resources and Policy Initiatives will be a resource for education, research, and policy development to help state agencies, regulators and lawmakers achieve a long-term, sustainable water supply for California based on good science. The WRPI aims to convene and organize the vast knowledge and expertise related to water within the CSU and will help foster collaborations to demonstrate this capacity as a resource in California for information and solutions regarding the state's water resources.

WRPI's Mission

The Water Resources and Policy Initiatives (WRPI) is designed to target the capabilities and resources within the 23 California State University Campuses to provide academic preparation, applied research, and partnerships with stakeholders, addressing all aspects of water use. WRPI serves to focus synergistically with the many centers and programs of excellence within the CSU on water issues.

Goals, Objectives, and Results-Based Accountability Measures

The goals listed below support the key elements found in the WRPI mission.

Goal 1. Partnerships to develop technology, support economic development, community outreach, and create public awareness and support concerning water-related resources and issues.

Objectives

WRPI will engage a broad group of water stakeholders in support of California's goal to provide sustainable, reliable water supplies with fair and equitable access to the public. This outreach will include connecting to industry, urban, agriculture, elected officials, environmental groups, non-profit, non-governmental agencies, non-water professionals, and recreational water groups to advance technology, support economic development, create public awareness, and support the pursuit of "good science" to inform decision making and water policy. The outcome will be collaborations among WRPI faculty, staff, students, and outside partners, which will further economic and technological development, increase public awareness of water-related issues, and reinforce connection among CSU students and faculty to professional development opportunity.

Results-Based Accountability Measures

- Continue to host one Annual WRPI Conference with a CSU faculty-driven agenda, bringing together approximately 100 faculty, students, and industry partners from throughout the state and the CSU system to discuss water issues, showcase the efforts of the WRPI, and encourage collaboration.
- Participate in and/or host one annual joint poster session with the Council on Ocean Affairs, Science, and Technology (COAST) during the spring Board of Trustees meeting. An equal number of posters will be from COAST and from WRPI, representing all 23 CSU campuses to participate.
- Continue to update and maintain the WRPI website and marketing material.
- As requested, attend and present at conferences and act as a resource for other water-related groups, providing conference and workshop speakers.
- As requested, assist CSU legislative liaisons to describe WRPI's role as a resource to elected officials at all levels of government.
- As requested, respond to CSU public relations department and individual CSUs to share message of WRPI success and activities.
- In accordance with EO 1103, produce and disseminate an annual report within three months of the beginning of a new California state fiscal year that contains budgetary and activity summaries for the prior year.
- Manage the MOU between the Environmental Protection Agency (EPA) and the CSU Chancellor's Office, working with faculty and the Chancellor's Office to reach agreed upon activities, with two to five students completing internships annually.

Goal 2. Increase and support WRPI and CSU research and external funding through multi-campus collaborations.

Objectives

The WRPI staff will pursue viable external funding to support activities and will also assist CSU campus faculty and staff in seeking external funding related to their expertise and interests. The WRPI will respond to funding opportunities individually and in collaboration with other institutions, supporting proposals in order to strengthen relationships with other higher education systems and create pathways for students to further their educational and professional goals. WRPI also supports CSU faculty research interests through the administration of the annual Faculty Research Incentive Award Program, which provides, through a competitive process, assigned time to allow participating faculty to develop and submit grant proposals for water-related research funding.

Results-Based Accountability Measures

- Executive Director will visit 2-5 CSU campuses annually to solicit feedback and promote WRPI services. These visits will be used to identify common areas of faculty interest and research across all campuses and devise a mechanism to coordinate efforts to increase the probability of success through collaboration.
- Work closely with federal, state, and other agencies to identify areas of common interest

and grant/contract opportunities linking programs and projects within the CSU system-wide. Projects and grant opportunities will vary annually, as detailed in the annual work plan described in Section B 2.

- Continue the Faculty Research Incentive Award Program, providing a competitive process for buyout time to assist faculty in the development of grant proposals. An average of 11-15 of the 23 CSU campuses participate, and approximately \$100,000 is awarded annually. Approximately 25-50 faculty receive buyout time, with approximately 2-4 projects receiving additional external funding. Compile and report on outcomes from this initiative in the annual report to determine strategies for increasing return on investment.
- Continue to develop strong relationships amongst the CSU affinity groups, particularly with respect to large-scale grant and contract activities with federal and state requests for support as appropriate. The WRPI Executive Director will meet with the director of each affinity group at least once annually.
- If and when appropriate, submit proposals for external funding each year.
- Hold 2-3 informational webinars to develop interest and solicit feedback on external funding opportunities.

Goal 3. Promote awareness of career opportunities in the water-related sector through the use of high-impact practices in education, training, and professional capacity building.

Objectives

Contingent upon continued external funding, WRPI will raise awareness of careers in water and train the next generation of professionals to meet the needs of businesses, government officials, tribal nations, water professionals, and the general public. This will be accomplished through high-impact practices, such as outreach and training programs, paid internships, professional capacity building, and university curriculum development in both formal post-secondary and graduate education.

Results-Based Accountability Measures

- Improve the availability, access, quality, and knowledge/skill areas in water education within the CSU system through creating collaborative programs and projects linking CSU institutions, state, federal, and industry agencies, and other academic partners.
- Create faculty/student internship “template” program that can be utilized as a model for future WRPI grant proposals and interagency agreements to conduct research and provide experiential learning opportunities.
<http://wri.csusb.edu/watershedManagementExperientialLearning.html>
- Identify agencies to submit internship mentor proposals for consideration. Maintain relationships with 30-40 outside agencies, dependent on funding.
- Increase the number of students who enter the workforce prepared through placement of students in experiential learning opportunities. Maintain approximately 50 paid external opportunities per year, contingent on funding.
- Continue to support student attendance to a minimum of one conference for 3-7 students yearly to provide an enhanced experience and promote networking with future employers.
- Engage students through use of social media on subjects such as federal resume writing

and professional social networking.

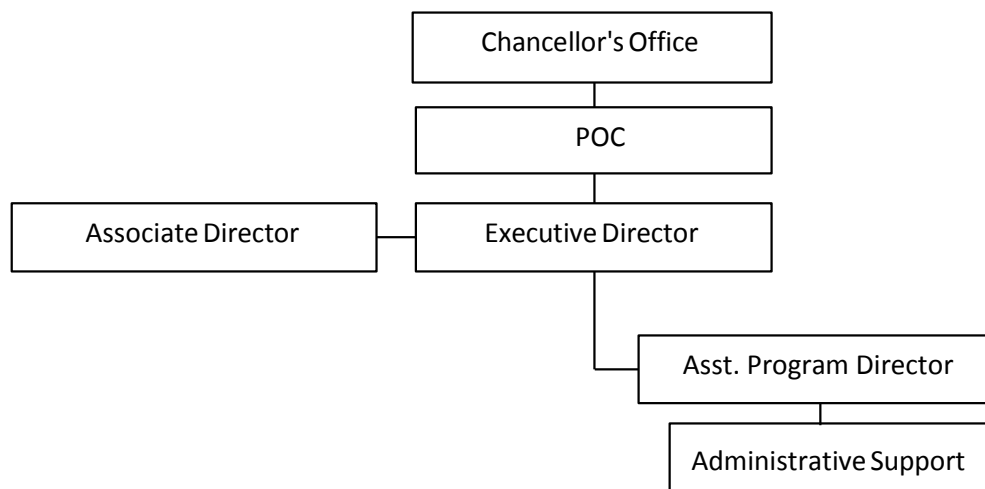
- Award one PhD student a scholarship of approximately \$20,000 each year, contingent on funding.

A. Operations

WRPI Organizational Structure

WRPI is governed by the Presidential Oversight Committee (POC), with members providing guidance to identify opportunity, provide direction, and approve the financial management of WRPI.

WRPI has an Executive Director, who works in tandem with an Associate Director.



Current CSU Presidential Oversight Committee Members:

Jeffrey D. Armstrong (San Luis Obispo), Joseph I. Castro (Fresno), Dianne F. Harrison (Northridge), Soraya M. Coley (Pomona), Tomás D. Morales* (San Bernardino), Robert S. Nelsen (Sacramento), Lisa A. Rossbacher (Humboldt) *WRPI Advisory Board Chair

1. Position Responsibilities

Executive Director:

Role: Under general oversight from the Assistant Vice Chancellor for Research and the Presidential Oversight Committee, the Executive Director is responsible for the performance, coordination, and accountability of the WRPI program. He/she shall report to the Assistant Vice Chancellor for Research and the Presidential Oversight Committee regarding the strategic direction, accomplishments, and updates on current and pursued projects.

- Strategic oversight of all activities related to WRPI including direction, coordination, and oversight of operations and budgeting.
- Promotion within the water community to market the WRPI brand and services.
- Connect university talent and resources to industry and government projects and needs that support common community efforts.
- Liaison for government, industry, faculty, advisory boards, and other academic institutions.
- Direct CSU system-wide buyout program to support faculty researchers in developing proposals for external funding, direct WRPI Conference and Annual Report.
- Planning, development and coordination of teams to respond to appropriate requests for proposals.
- Provide oversight of contracts and grants management.
- Responsible for the hiring and supervision of support staff.
- Spokesperson for the WRPI at public events and governmental, industry, and at CSU and other higher educational meetings.
- Provide guidance in training, outreach, and publications efforts.

Associate Director

Role: The Associate Director is responsible for monitoring important water issues in California to position the WRPI to pursue other external funding opportunities related to disadvantaged communities, agriculture, and water policy.

- Assists and represents the Executive Director as needed, acting as spokesperson for the WRPI.
- Identifies partners and secures letters of support for external funding proposals.
- Conduct outreach to water industry, non-governmental organizations, CSU, and other higher education institutions.
- Identify and determine eligibility and competitiveness for external funding opportunities.
- Continue governmental outreach activity in Sacramento and Washington, D.C. on behalf of the WRPI mission and goals.

Assistant Program Director

Role: Under the general supervision of the WRPI Executive Director, the Assistant Program Director supports the day-to-day activities of the WRPI administration and manager of funded programs.

- Manages day-to-day activities of externally funded programs as assigned.
- Responsible for communication with external funding agencies, service providers, partners, and campus programs.
- Responsible for the completion and timely submission of required documents, such as

- progress reports and Institutional Review Board applications.
- Reviews project and student applications.
- Approves timesheets and travel reimbursements for student interns.
- Assists in grant proposal development and submission, preparing such documents as the draft proposal, conflict of interest and current and pending forms, letters of support, and gathering resumes, salary information, and other supporting documents.
- Assists in the management of the Faculty Research Incentive Award Program, including soliciting of applications and evaluating projects, WRPI annual conference logistics, and annual report.
- Assists in interviewing and hiring new staff.
- Assists in the oversight and evaluation of support staff.

Program Support Assistant

Under the general supervision of the WRPI Executive Director and Assistant Program Director, the Program Support Assistant oversees the WRPI budget provided by the Chancellor's Office and grant awards and performs general secretarial/clerical duties for the WRPI.

Budget preparation

- Compile annual budget for all internal operation WRPI accounts and submit for approval.
- Compile budgets for all external grant and contract proposals and submit for approval.
- Write budget justifications for grants and contracts and include in proposals.

Financial monitoring

- Ensure all current and new WRPI employees and contractors are accurately compensated, and oversee that hiring, payroll, and expense reimbursements are being executed correctly.
- Ensure that correct accounts are used for payroll and other expenditures, and that these accounts have sufficient funds.
- Monitor revenue and gift accounts for accuracy, and submit gifts and other revenue according to CSU policy when needed.
- Regularly track WRPI budgets to ensure accuracy, reconcile any discrepancies, and make appropriate budget adjustments when necessary, in order to ensure the WRI and WRPI have sufficient funds to operate.

Reporting

- Provide financial and other portions of necessary reports to grantors, WRPI Governance entities, and the Faculty Senate on a regular determined basis.
- Provide financial and administrative information as needed by management and CSU administration.
- Participate in strategic planning sessions regarding the following:
 - Financial direction of WRI & WRPI
 - The pursuit of grant and contract opportunities

Administrative

- Directly assist Executive Director and Assistant Program Director with maintaining calendar and coordinating travel arrangements.
- Assist in the preparation of reports, purchase orders, reimbursements, and university personnel.
- Compiles travel authorizations and claims as needed.
- Process intern timesheets for payroll

- Responsible for general correspondence with clients and partners, maintains electronic and physical files, orders supplies and materials, and arranges appointments and meetings.
- Assist the Assistant Program Director in the planning of the WRPI annual conference and creation of the WRPI annual report.
- Assist with spreadsheets and data entry.
- Perform research and other duties as assigned

2. Staff Appointments, Classification, Level of Effort, and Compensation

Executive Director

The Executive Director is a full-time, benefited exempt position hired under the host institution's guidelines. The Executive Director shall be an MPP employee or equivalent classification or an equivalent auxiliary exempt employee, dependent upon the host university's preference. The classification and compensation of the Executive Director is described in the work plan and budget approved annually by the POC. A faculty member appointed to the position of Executive Director, can request retreat rights from the appropriate Department and College of the host administrative institution. In the event that the Executive Director position becomes vacant, the WRPI staff shall propose a search committee to the POC. The search committee shall work with the host institution's Human Resources Department to advertise the position and will vet qualified candidates for consideration through a series of interviews. Final candidates shall be presented to the Presidential Oversight Committee for final determination of the best qualified candidate.

Support Staff

The Executive Director is responsible for all subsequent staff hires conforming to the host institution's Human Resources guidelines and policies. Classification, compensation, and level of effort shall be defined in the annual work plan and budget proposal, which is approved by the POC annually. Staff positions serve at the discretion of the Executive Director. Other position descriptions are developed based on the needs of the WRPI which can fluctuate dependent upon awards received. The WRPI shall provide Human Resources with a job description and requisition for posting. A candidate pool will be selected and interviews shall be held by the WRPI management team. Final decisions shall be made by the Executive Director and/or Assistant Program Director.

3. Staff Review

Executive Director

The Assistant Vice Chancellor for Research, with input from stakeholders, will conduct an annual performance review of the WRPI Executive Director to evaluate his or her progress toward meeting the WRPI goals outlined in the annual work plan, which is approved by the POC. The evaluation will be conducted according to the host institution's guidelines. The Chief Research Officer or designee of the host institution will participate with Human Resources in the evaluation process. During this time, plans for continuance of efforts and/or new goals and accountability measures for subsequent performance evaluations will be developed with input from Governance Section B 5. The Assistant Vice Chancellor for Research will present the draft review to the Presidential Oversight Committee for discussion in a closed meeting. The Assistant Vice Chancellor for Research will share the finalized evaluation with the Executive Director and will present a copy as part of the confidential record to be kept in accordance with the host institution's Human Resources policies.

Support Staff

WRPI staff performance evaluations will be conducted annually by the Executive Director in accordance with the host institution's procedures.

4. Dissolution and Suspension

Suspension or dissolution of WRPI can be called for by either the Chancellor or the POC. One fiscal year's advance notice will be given to the POC in the event that dissolution of the WRPI is called for by the Chancellor. A decision to suspend or terminate by the POC must involve a consultative process and agreement among the campus membership and other stakeholders in support of such action and requires the concurrence of the President of the administrative host campus. Any such recommendation to dissolve WRPI must be justified, made in writing, and submitted to the Chancellor by the President of the host administrative campus.

Within one month of the notification of suspension or dissolution, the Chair of the POC will present a separation plan to the Assistant Vice Chancellor of Research. Consideration of reactivation of WRPI following dissolution will require the submission of a new authorization proposal under EO 1103.

5. Annual Work Plan and Budget Approval Process

In March of each year, WRPI staff conducts a program review, utilizing input from multiple sources as described in Section B 5 to evaluate continuing goals and develop an annual work plan for the upcoming year.

The result of this evaluation is the development of a work plan and budget proposal, including a budget justification, noting any changes in tasks, amount of increase requested if applicable, and reasoning for modifications.

The annual work plan and budget package is provided to the Presidential Oversight Committee prior to the spring meeting to be put on the agenda as an action item.

During the POC meeting, the Presidents may recommend changes and may require WRPI to amend the work plan and budget. Amendments can be made and accepted during the POC meeting, or the Presidents can instruct the WRPI staff to make revisions and then conduct a vote to approve via email.

When the annual work plan and budget are approved, WRPI staff will assist the Chair of the Presidential Oversight Committee in developing the memorandum for submission to the Chancellor's Office as the formal request for funding during the upcoming fiscal year.

6. Yearly Efforts Details and Descriptions

- Faculty Research Incentive Program Request for Applications (August) – WRPI manages a competitive assigned time program for faculty to develop and submit full proposals for external funding. More information on the assigned time program is available at: <http://www.calstate.edu/water/funding.shtml>
- WRPI Annual Report (September) – WRPI's annual report is issued each fall and includes financial information, activity updates, a performance report, and highlights of developments across the CSU.
- Annual Conference (spring) – The WRPI annual conference is held each spring, and location and topics are decided by committee. Expenses for two faculty/staff from each campus will be covered by the WRPI on a first come, first served basis. Students are also

eligible to attend. More information is available on our website:

<http://www.calstate.edu/water/conference/>

- Host Presidential Oversight Committee (POC) meeting twice per year (fall and spring.)
- Submit one work plan/budget request annually.

7. Host University Responsibilities

- Provide adequate space, operation, and support services.
- Provide human resources services and create required positions to operate WRPI.
- Provide and give access to accounting and financial services.
- The total indirect amount charged to an externally funded project, minus the actual administrative cost incurred by the host institution, will be returned to the WRPI to support operations.
- The Chief Research Officer provides guidance on administrative issues as WRPI interacts with stateside and auxiliary processes, as well as operational and strategic discussions.

B. Governance

1. Presidential Oversight Committee Meetings

The Presidential Oversight Committee will convene twice per year via video conference: once in the fall, once in the spring. The agenda is prepared by the Executive Director and provided in advance, delineating action items and informational items. The Presidential Oversight Committee members have the option to send proxy votes via email or phone call to the POC chair or to send a delegate to vote on his or her behalf. A simple majority of Presidents must cast a vote, either in person, via video, or via proxy. In addition to the POC, ex-officio, non-voting invitees are included as appropriate, including the Vice Chancellor of Academic and Student Affairs, Associate Vice Chancellor for Research, Chief Research Officer of the host institution, Legislative Liaisons, or others invited by the POC. During the meetings, the Executive Director briefs the Presidents on new developments within the WRPI. Within 30 days of the conclusion of each meeting, WRPI staff will distribute minutes documenting decisions and outcomes.

2. Presidential Oversight Committee Role

The Presidential Oversight Committee oversees WRPI's implementation of the Strategic Plan for the benefit of all 23 CSU campuses. The POC is responsible for approving all major programs, identifying program directions, naming the POC Chair and host institution, selecting and reviewing the Executive Director, adding new university presidents, approving the WRPI annual work plan and budget, and seeking approval from the Chancellor's Office.

3. Adding Presidential Members to the Presidential Oversight Committee

This act can be initiated by the President of the interested university, the POC, or the Chancellor's Office. The WRPI Executive Director will then be notified of the intent. Upon notification, the WRPI Executive Director will notify the CSU Chancellor's Office and perform an information gathering site visit, meeting with the President, Chief Research Officer, and appropriate faculty of the proposed university. The new university is then invited to the next scheduled POC meeting, and the vote is presented as an action item on the agenda. The vote is recorded in the meeting minutes.

4. Advisory Committees

Advisory committees are convened on a program basis, and charges and duration are determined by the

program. Committees are appointed by the Executive Director.

Sample of Committees for 2015-2016:

- Faculty Incentive Award Program Review Committee (Faculty)
- Annual WRPI Conference Committee (CSU Faculty, WRPI Staff)
- USDA Internship Review Committee (WRPI Staff, Faculty)

5. Formal Mechanisms for Input of CSU Stakeholders in WRPI

Input on WRPI activity, priority, and direction is solicited in a variety of ways including:

- Annual conference planning committee, consisting of faculty and staff from multiple CSU campuses, suggests and selects topics/themes, locations, and speakers for proposed conferences.
- After each annual conference, WRPI collects systematic feedback from attendees using online survey. Input and direction received from surveys is used to shape future conferences and annual work plan.
- The Executive Director meets with CSU system Chief Research Officers annually to solicit input for the annual work plan.
- Executive and Associate Directors identify and determine eligibility and competitiveness for grant opportunities and build teams utilizing facilities, centers, and institutes at multiple institutions.
- On an ongoing basis, CSU faculty and other WRPI participants are encouraged to contact the WRPI for assistance in building teams and making connections to pursue grant opportunities.
- WRPI regularly conducts webinars to share grant opportunities, and participants are asked for their feedback regarding usefulness of information shared and desired future topics.
- Staff and student interns monitor comments through social media (Twitter, Facebook, etc.) and share feedback with Executive Director.
- Twice each year, the POC participates in meetings during which input and feedback are given to WRPI in order to influence the future direction of the institute.