

THE SCCWRP MISSION STATEMENT AND ORGANIZATIONAL GOALS



Presentation to SCCWRP Commission

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BACKGROUND

- **SCCWRP's mission statement and organizational goals were developed at the 1994 strategic planning meeting**
 - Those goals were a wonderful guide when I arrived in 1996
- **The organization has morphed during the last 20 years**
 - We have five new member organizations
 - Our research topics have expanded considerably
- **The metrics in my performance goals are now an imperfect match with the 1994 goals**
 - The metrics used for describing organization success to the expert panel were also not an exact match to our existing goals
- **Staff have developed suggested refinements to the organization's mission statement and goals**
 - Have also developed draft success metrics associated with each goal

EXISTING MISSION STATEMENT

- **Enhance the scientific understanding of linkages among human activities, natural events, and the health of the Southern California coastal environment;**
- **to communicate this understanding to decision makers and other stakeholders;**
- **and to suggest strategies for protecting the coastal environment for this and future generations**

WHAT'S WRONG WITH THAT?

- **Enhance the scientific understanding of linkages among human activities, natural events, and the health of the Southern California coastal environment;**
 - A good start, but Jerry Schubel said it best: This is an organization that focuses on outcomes, not just outputs
 - This stops short of our expectations
- **to communicate this understanding to decision makers and other stakeholders;**
 - We do that, but the act of communication alone is well below the standard we set for ourselves
- **and to suggest strategies for protecting the coastal environment for this and future generations**
 - You have asked SCCWRP staff to provide a scientific foundation for management, but to steer clear of suggesting how to manage

SUGGESTED MISSION AND VISION STATEMENT

- **Mission Statement: Provide the scientific foundation for ambient water quality management in coastal southern California**
 - This is how we actually judge our success
- **Vision Statement: Our effective transfer of science to decision makers and stakeholders leads to implementation of cost-effective management strategies that protect the coastal environment for this and future generations**
 - The vision statement provides continuity to existing mission statement, but more clearly identifies our role

EXISTING GOALS

- *To develop, participate in, and coordinate programs to understand ecological systems in the coastal waters and to document relationships between these systems and human activities.*
- *To answer the questions regarding the southern California coastal waters: (a) Is it safe to swim? (b) Is it safe to eat the fish? (c) Is the ecosystem healthy? (d) Are the natural resources being protected?*
- *To effectively communicate our research findings and recommendations, through a variety of media, to decision makers and other stakeholders.*
- *To continuously examine the composition and structure of SCCWRP to enhance the ability of the organization in achieving its mission.*
- *To serve as a catalyst in forming partnerships and alliances which further these goals.*
- *To provide an information management system to archive, retrieve, analyze, and display SCCWRP data in order to achieve the above goals and enhance our understanding of the southern California Bight.*

WHAT'S WRONG WITH THAT?

- **These are mostly activities, not goals**
 - They lack associated metrics to assess if the goals are being met
- **One of them is repetitive of the mission statement**
 - To effectively communicate our research findings and recommendations, through a variety of media, to decision makers and other stakeholders
- **Two of them seem out of place**
 - To continuously examine the composition and structure of SCCWRP to enhance the ability of the organization in achieving its mission
 - To provide an information management system to archive, retrieve, analyze, and display SCCWRP data in order to achieve the above goals and enhance our understanding of the southern California Bight

SUGGESTED GOALS FOR THE ORGANIZATION

- **Serve as a leading source of unbiased coastal water quality science**
 - We must be viewed as credible by our fellow scientists
 - Must also be viewed as neutral contributors by stakeholders
- **Develop scientific consensus on issues relevant to management decisions**
 - You want confidence that you are acting on information scientists agree about
 - We are one of the few groups that focuses on this and we do it well
- **Transition scientific products into application**
 - It's a long way from a scientific journal to adoption by management agencies

STRATEGIES TO ACHIEVE GOAL 1

SCCWRP IS A LEADING SOURCE OF UNBIASED SCIENCE

- **Create an organizational culture of scientific excellence**
 - Maintain a salary, promotion and bonus structure that rewards excellence
- **Stimulate our scientists to be industry leaders**
 - Encourage activities such as review panels and editorial boards
- **Promote a balanced funding structure**
 - Financial independence supports perception of unbiased science
- **Develop an independent research agenda**
- **Conduct our business transparently**
 - Make our data and products freely available
 - Encourage stakeholder participation in our projects

METRICS FOR GOAL 1

- **Staff should have publication and citation records equal to that of our academic and government researcher peers**
- **Department Heads should have a national reputation in their technical areas**
 - Receive invitations to serve on expert advisory committees
 - Invited to any national meeting on their topic area
 - Senior scientists have the same expectations on a statewide basis
- **Leadership in scientific societies or as journal editors**
- **No more than 60% of our funding comes from one sector**

STRATEGIES TO ACHIEVE GOAL 2

DEVELOP SCIENTIFIC CONSENSUS

- **Establish SCCWRP as a regional meeting center**
 - Create a facility and atmosphere that draws people to SCCWRP
- **Encourage partnership with other institutions**
 - Maintain a bonus structure that rewards partnerships
- **Share the credit**
 - We place higher value on fifth authorship on a collaborative manuscript than we do on first authorship alone
- **Hire, train, and reward scientists to be good communicators**

METRICS FOR GOAL 2

- **At least 5 meetings, workshops, or training events focused on external scientists should be held at SCCWRP monthly**
- **SCCWRP should publish papers with co-authors from at least 50 other research institutions every three years**
- **Publish a synthesis document at least once every three years**
 - Journal review article
 - Leadership on a journal special issue
 - Expert panel report

STRATEGIES TO ACHIEVE GOAL 3

TRANSITION SCIENTIFIC PRODUCTS INTO APPLICATION

- **Stimulate the Commission to convert science to action**
 - Or inaction if the science points in that direction
- **Engage and empower CTAG to serve as facilitators for transitioning science to application**
- **Involve stakeholder advisory groups in our research**
 - Get stakeholders involved early, when possible
- **Link our efforts to those at State and Federal levels**
 - Many decisions that affect southern California are made at those levels
- **Develop relationships with manufacturers**
 - Position SCCWRP as a beta tester of new technology
 - Also need industry to facilitate commercialization of research products

METRICS FOR GOAL 3

- **At least one new technical product is adopted for use each year by a member agency**
- **At least five TMDLs, including one from each Regional Quality Control Board in Southern California, should reference a SCCWRP report**
 - Either in their problem definition or implementation strategy
- **At least half of California Ocean Plan amendments are based on SCCWRP science**
 - Same for Regional Board Basin Plan amendments
- **At least half of SCCWRP projects have stakeholder involvement**
 - Partnership defined as participation that will lead to joint publication

RECOMMENDATION

- **There is opportunity for improving our mission statement and goals**
 - Particularly valuable if we couple goals with strategies and metrics
 - Those become the foundation by which we manage the organization
- **Think of these ideas as a starting point**
 - This needs to be a Commission document, not a staff document
- **Assign a committee to work with staff in developing a strategic plan for the organization**
 - Will take more time and thought than we can dedicate today