

CSUCI Santa Rosa Island Research Station (SRIRS)
A California State University Channel Islands (CI) Undergraduate Research Campus

Strategic Plan

Mission

Why do we exist?

We provide students, faculty, researchers, and our local community with the resources and opportunities to engage in natural and cultural resource based research and education via a partnership between the US National Park Service and CSU Channel Islands.

Touchstones to the Mission

- Build inquiry centered educational partnerships
- Engage stakeholders in discovery and dissemination
- Inspire and transform participants and society
- Promote stewardship of resources
- Encourage broad sharing of interdisciplinary knowledge

Vision

Where will we be in 5 years?

We will be a fully functioning research station with increasing capacity to support interdisciplinary island based research and a recognized center for island ecology, stewardship and conservation.

General Strategy

What are our key activities?

1. Provide the infrastructure (i.e. physical, personnel, systems) to support students, academic faculty, researchers and community participation in the process of scientific inquiry and the pursuit of place-based learning.
2. Gain financial and community support for continued infrastructure improvements and project-based research.
3. Develop curriculum and foster interdisciplinary courses for students across academic levels.
4. Integrate the education, research, and outreach aspects of the station's mission.

Strategic Initiatives

1. Maintain and deepen the high level commitment of NPS and CSUCI to a sustainable organization.
2. Continue strategic and tactical planning processes to promote effective utilization.
3. Build out physical infrastructure and personnel resources.
4. Develop policies/procedures.

Culture/Values

Our culture exemplifies/embodies:

- CI's Four Mission Pillars - Interdisciplinary, International Perspectives, Multicultural Perspectives, and Community Engagement
- The US National Park Service mission
- Education
- Enthusiasm
- Outdoor laboratory
- Partnerships
- Public legacy
- Research
- Stewardship
- Story telling

We value:

- Collaboration
- Conservation
- Education
- Knowledge
- Partnerships
- Preservation
- Research
- Sustainability

We promote:

- Access
- Education
- Enjoyment
- Innovation
- Opportunity
- Partnerships
- Research
- Sharing of knowledge

Organizational Profile

Strengths

- Bureaucratic support structures (e.g., US National Park Service and California State University)
- Common elements (ethos of inclusion)
- Dedicated and enthusiastic people
- Existing facilities
- Experts available for students and community
- Growing community interest and engagement
- A research station is included in Channel Islands National Park general management plan
- Legacy of research
- Legislative mandate for science and research
- Location
- Partnerships (multiple and comprehensive)
- Start-up mode – open to growth
- Strong interest in STEM education
- Timeliness of project

Weaknesses

- Access issues: campus to dock; mainland to island
- Bureaucratic support structures (e.g., US National Park Service and California State University)
- Climate
- Communication difficulties (e.g., cell service, wireless access)
- Conflicts with alternate uses
- Existing facilities need development
- Limited capacity for research
- Location
- Scarce resources
- Start-up mode with limited history
- Transportation: logistical limitations and costs
- Special Use Permit expires in 5 years
- Weather

External Environment

Opportunities

- Boating Center
- Climate
- Common elements
- Community support; public demand
- Existing facilities and infrastructure
- Existing networks of researchers
- Funding possibilities
- Global perspectives

- Location
- Partnership benefits
- Research platform (interdisciplinary)
- Start-up mode - clean slate
- STEM education expansion
- Timeliness of project
- Transportation options

Threats

- Flawed risk management
- No renewal of 5 year permit
- Poor reputation
- Scarce resources