

**NOAA
FISHERIES**

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154th SSC

SHIFTING TIDES

Science for a Resilient Pacific

2025-35 STRATEGIC VISION Pacific Islands Fisheries Science Center

MESSAGE FROM THE DIRECTOR OF NOAA'S PACIFIC ISLANDS FISHERIES SCIENCE CENTER

I am excited to introduce the Pacific Islands Fisheries Science Center's (PIFSC) Strategic Vision for 2025–2035. As one of NOAA Fisheries' six regional science centers, PIFSC stands at the forefront of protecting our nation's fisheries and marine life in the Central and Western Pacific. Together with our dedicated partners in science, management, and conservation, we are committed to safeguarding the oceans that sustain us all.

This vision is not just a plan—it's a bold roadmap for the future. While we meet today's challenges, we are looking ahead, laying the groundwork for the next decade of discovery, innovation, and impact. Our vision is driven by the belief that we can adaptively manage our fisheries, protect endangered species, build a more diverse and inclusive workforce, and continuously push the boundaries of scientific excellence.

We will regularly revisit and refine this vision, tracking our progress and celebrating our achievements as we go. I invite you to share in this journey, as together we shape a more resilient, sustainable future for Pacific marine ecosystems and the communities that depend on them. Thank you to all who helped shape our path forward for the next decade and for all the work that will be done to achieve this vision.



A handwritten signature in blue ink, reading "Charles Littnan".

Charles Littnan, Ph.D.
Science Director

Cover page: Hōlanikū (Kure Atoll) in the Papahānaumokuākea
Marine National Monument. *Credit: NOAA Fisheries/Steven Gnam*

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A green sea turtle cruises over the reef at Jarvis Island in the Pacific Remote Islands Marine National Monument.

Credit: NOAA Fisheries

MISSION: What We Do

To provide essential scientific information and foster partnerships that enable the sustainability of living marine resources within Pacific Island communities. Rooted in mutual respect and scientific integrity, we tailor inclusive solutions that support the public trust and anticipate community needs for ecosystem balance in a changing environment.



VISION: What We Hope to Achieve

To be a beacon of scientific excellence in the Pacific Islands, integrating local knowledge with cutting-edge research. We envision a future where our communities thrive in harmony with marine ecosystems, fostering a balance between human needs and environmental sustainability.



Pictured from top to bottom: An anemonefish in Pagan Island, Commonwealth of the Northern Mariana Islands, and a diver surrounded by a school of bigeye trevally in the Pacific Remote Islands Marine National Monument. *Credit: NOAA Fisheries*

CORE VALUES

Our core values are the non-negotiable way we approach the work we do, that define our daily actions and guide us in serving both the environment and our community.



MUTUAL RESPECT

We value every member of our team, acknowledging diverse backgrounds and contributions. Mutual respect ensures a productive environment where all voices are heard and considered.

We prioritize understanding and collaboration, treating every individual, including our partners, with dignity and acknowledging their unique contributions and perspectives.

We hold responsibility for actively working to improve relationships that do not live up to this value.



SCIENTIFIC INTEGRITY

The pursuit of truth in our research is paramount.

We adhere to rigorous standards that ensure objectivity, accuracy, and reproducibility in our scientific endeavors.

Our research practices align with NOAA's commitment to scientific integrity, ensuring consistency and reliability.



COMMUNITY-CENTERED EXCELLENCE

Our commitment to our community is unwavering and forefront in our science practice.

We strive to understand the unique needs and nuances of our local and regional partners.

By offering the highest caliber of science that includes local and traditional knowledge, we aim to empower our community with accurate, actionable insights, ensuring their needs are not just met, but anticipated and surpassed.

GUIDING PRINCIPLES

- 1. CHAMPION CREATIVITY:** The challenges we face are intricate. Innovative solutions are essential. We encourage fresh perspectives and value calculated risks, always with a foundation in scientific rigor and fiduciary responsibility.
- 2. ASSUME NOBLE INTENT AND PRACTICE CURIOSITY:** Trust forms the backbone of our collaborative efforts. In every interaction, we choose to believe in the positive intentions of our colleagues and partners. Direct, respectful communication ensures clarity and understanding and upholds the core value of mutual respect. Be curious, not judgmental.
- 3. UPHOLD PUBLIC TRUST:** Serving the public is our primary duty. We remain transparent in our actions, aligning closely with our mandates, efficiently utilizing resources, and providing clear, accurate information to all partners.
- 4. PROVIDE TAILORED SCIENTIFIC SOLUTIONS:** Recognizing the diverse requirements of the Pacific Islands region, we will deliver the best available science that directly addresses specific management needs, challenges, and aspirations within our communities.
- 5. FOSTER COLLABORATIVE PARTNERSHIPS:** The success of our mission is amplified when we collaborate. We actively seek partnerships—both internal and external—that enhance our capabilities, diversify our thinking, and further our mission. We acknowledge, through action, that we are better when working together.

In our commitment to both science and service, we consistently reflect these values and principles, ensuring that our contributions benefit the environment, the public, and the future.

A school of bright anthias swim over a coral reef at Howland Island in the Pacific Remote Islands Marine National Monument. *Credit: NOAA Fisheries*

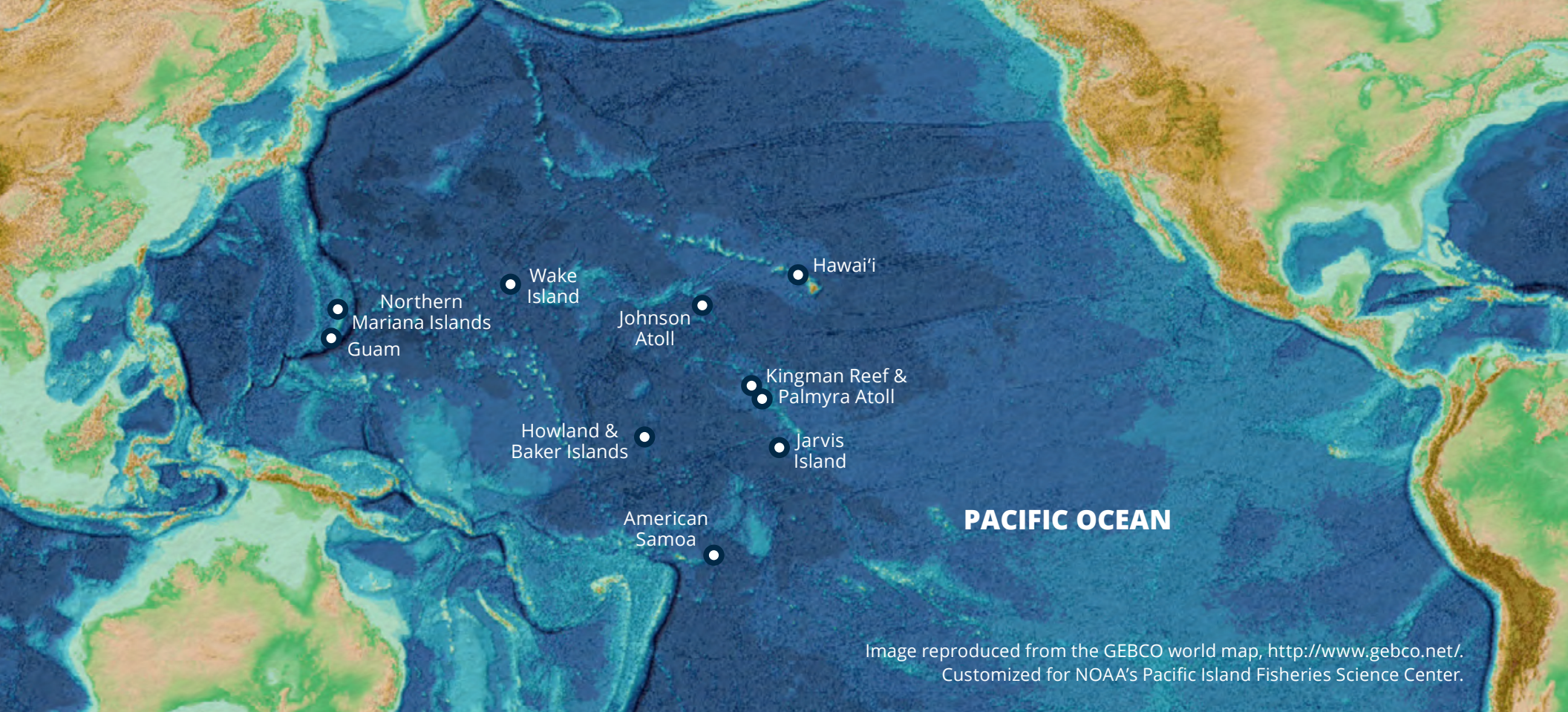


Image reproduced from the GEBCO world map, <http://www.gebco.net/>. Customized for NOAA's Pacific Island Fisheries Science Center.

PACIFIC ISLANDS REGION: Serving a Vast and Diverse Domain

The Pacific Islands region is the largest geographical area within NOAA Fisheries' jurisdiction. The U.S. Exclusive Economic Zone (EEZ) within the region includes **more than 1.7 million square nautical miles of ocean**—roughly equal to the total EEZ around the continental United States, including Alaska. Pacific Island communities and land areas within this region include:

- Hawai'i
- American Samoa
- Guam
- Commonwealth of the Northern Mariana Islands
- Pacific Remote Island Areas of Kingman Reef, Howland, Baker, Jarvis, and Wake Islands
- Johnston Atoll
- Palmyra Atoll

PIFSC conducts scientific research, monitoring, and analysis in support of the effective management of living marine resources in the region and surrounding high seas.

The **PIFSC Strategic Vision** aligns with and directly supports our mission to provide scientific support for the sustainable management and conservation of marine resources in the Pacific Islands region. By conducting cutting-edge research on fisheries, protected species, and ecosystems, PIFSC helps guide decisions that ensure the long-term health and resilience of marine environments.

A blue whale is observed surfacing for air during the 2023 Hawaiian Islands Cetacean and Ecosystem Assessment Survey.

Credit: NOAA Fisheries

A clownfish with white stripes on its orange body is swimming in a dense field of red sea anemones. The scene is set underwater, with a blueish tint to the background. A large, semi-transparent white circle is overlaid on the right side of the image, containing text.

*The Center works closely with local communities, regional partners, and international organizations to **protect** biodiversity, **monitor** fish stocks, and **recover** endangered species.*

Ultimately, the Center aims to provide science products to help balance the needs of marine ecosystems with the livelihoods and cultural practices of Pacific Island communities.

A clownfish protects its anemone home in the Mariana Archipelago. *Credit: NOAA Fisheries*

STRATEGIC GOALS SUMMARY



01

REGIONALLY INFORMED SCIENCE AND RESEARCH

Significantly advance our science, research, and data collection through application of a Pacific Island lens and ecosystem-based approach to drive informed and impactful management decisions.



02

COMMUNITY AND PARTNER COLLABORATION

Honor, understand, and represent community needs, priorities, and perspectives, and build lasting and impactful partnerships to move into the future together stronger, more capable, and more prepared in all that we do.



03

ORGANIZATIONAL EXCELLENCE

Create a workforce, culture, and environment where everyone has the tools and opportunities to thrive and make the greatest contribution possible to PIFSC and the communities we serve.

STRATEGIC GOAL 01

Regionally Informed Science and Research:

Place-Based Science

Significantly advance our science, research, and data collection through application of a Pacific Islands lens and ecosystem-based approach to drive informed and impactful management decisions.

WE WILL ACCOMPLISH THIS GOAL THROUGH THESE STRATEGIC INITIATIVES:

- *Human Integrated Ecosystem-Based Management*
- *Innovative Science Solutions*
- *Data Collection and Surveys*



A small boat departs after a coral reef survey of Pagan in the Northern Mariana Islands.
Credit: NOAA Fisheries

01

STRATEGIC INITIATIVE:

Human Integrated Ecosystem-Based Management



01.01 POSITION PIFSC to serve the communities of the Pacific Islands region and sustain stewardship of living marine resources and ecosystems by using a Pacific Islands lens to integrate place-based knowledge and science.



01.02 IDENTIFY and **UNDERSTAND** key human-integrated ecosystem interactions and climate drivers to enable ecosystem-based management.



01.03 EVOLVE monitoring and research programs, intertwining local and Indigenous knowledge and leveraging new technologies, to inform management and community decision making.



01.04 EVALUATE and **CHARACTERIZE** the societal benefits of fisheries and ocean ecosystems to enhance understanding of how diverse communities rely on these resources, and to inform management decisions and mitigate the disproportionate impacts of federal actions on underserved communities.



01.05 ADAPT integrated ecosystem approaches to balance immediate and long-term management needs throughout the Pacific Islands region.



01.06 ANTICIPATE, IDENTIFY, and **ASSESS** ecosystem responses to climate variability through scenario testing to inform and implement climate-ready fisheries and climate-resilient management strategies.



Pictured from top to bottom: A dive boat returns to the NOAA ship *Oscar Elton Sette* after a day of surveying near Tutuila, American Samoa, and a sixblotch hind fish peers out from a cave at Maug within the Islands Unit of the Mariana Trench Marine National Monument in the Northern Mariana Islands. *Credit: NOAA Fisheries*

01

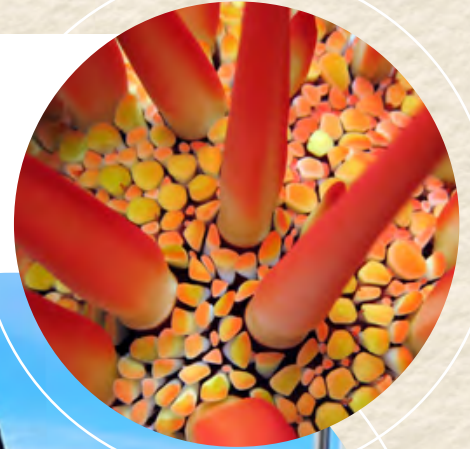
Science Through a Pacific Lens (aligns with Strategic Objective 01.01)

Conducting marine science and conservation informed by Pacific Islander perspectives is crucial for preserving the cultural and ecological heritage of the Pacific. These communities have stewarded the ocean for generations, developing a deep understanding of marine ecosystems and resource management. Community engagement for developing and executing our science mission and integrating traditional knowledge ensures that management and conservation efforts are culturally respectful, sustainable, and effective. It fosters a holistic approach that honors Indigenous wisdom, promotes community engagement, and strengthens efforts to protect fragile marine habitats, such as coral reefs and fisheries, which are vital for both biodiversity and the livelihoods of island communities.

Advancing Ecosystem Assessments Pacific-Wide (aligns with Strategic Objective 01.05)

Integrated ecosystem assessments (IEA) are an approach to evaluate the status and trends of marine ecosystems that considers the complex interactions between ecological, social, and economic factors, which are critical underpinnings to effective ecosystem-based management (EBM) and sustainable fisheries management decisions. PIFSC is committed to expanding similar approaches beyond Hawai'i to other jurisdictions in response to community needs and a changing environment.

Pictured from top to bottom: Slate pencil urchin at Kingman Reef in the Pacific Remote Islands Marine National Monument and a cooperative research fisher participating in the 2024 Guam Bottomfish Fishery Survey. *Credit: NOAA Fisheries*



01

STRATEGIC INITIATIVE:

Innovative Science Solutions



01.07 DEVELOP new solutions—including bycatch mitigation and electronic monitoring—to promote the long-term viability, sustainability, and conservation of priority species.



01.08 ADVANCE fisheries and protected species assessments in the Pacific Islands region by incorporating climate, ecosystem, and socioeconomic dynamics to inform trade offs and support sustainable management.



01.09 LEAD in the development and use of data limited approaches and integration of diverse data streams to reduce uncertainty in scientific advice to management.



01.10 SUPPORT parameter-driven life history and ecology research to improve assessments and conservation actions for under-studied species of management and conservation concern.



01.11 LEVERAGE data science, analytics, tools (such as AI/ML), and supporting infrastructure to automate processes, maximize data integration and utility, and solve complex problems.



01.12 EMBRACE open science, data sovereignty, scientific integrity, knowledge and data sharing, and research collaboration among NOAA, its partners, and the public to promote accessibility, transparency, and reproducibility.



01.13 ANTICIPATE and **PREPARE** as necessary to conduct science and research in support of emerging information demands, such as aquaculture, energy development, and marine minerals.



Pictured from left to right: A scientist tests out new aerial technology to assist in cetacean studies around the Hawaiian Islands, and a giant grouper hangs out under a school of black jacks.

Credit: NOAA Fisheries

01

Pioneering Solutions for Data-Limited Fisheries Management

(aligns with Strategic Objective 01.09)

The vast geography of the Pacific Islands region presents unique challenges for producing meaningful science and management advice, especially given the often limited data available. PIFSC is pioneering innovative approaches and techniques to reduce uncertainty in scientific advice and enable effective decision-making despite these data constraints. PIFSC also serves as a leader and resource to the rest of NOAA in how to operate and apply these capabilities elsewhere.

A tangible example of PIFSC's innovative approach to addressing data limitations lies with the American Samoa bottomfish fishery, which faced significant data gaps. To address concerns, PIFSC worked closely with local fishers to incorporate traditional ecological knowledge and applied data limited or rate-based assessment approaches. By leveraging local knowledge and enhancing understanding of the data collection methods, PIFSC leadership provided NOAA with actionable management advice balancing ecological sustainability with the community's economic and cultural interests.

The success of this initiative not only addressed American Samoa's immediate bottomfish management needs but also demonstrated to NOAA how innovative, participatory science can be applied to other data-poor regions across the Pacific and beyond.

A view of Pago Pago Harbor, American Samoa—a hub for fisheries activity in American Samoa. *Credit: NOAA Fisheries*

01

Harnessing New Tools to Enhance Research

(aligns with Strategic Objective 01.10)

In the Pacific, scientists use advanced technologies like passive acoustic monitoring and uncrewed systems (UXS) to enhance research and data collection. By field testing underwater drones, they can gather detailed information about the environment and species' distribution patterns, even in remote areas. These tools improve the accuracy of stock assessments and reduce the time needed for surveys, allowing for more efficient resource management. Strategic adoption of such technologies unlocks new research capabilities, ensuring sustainable fisheries and ecosystem health.

False killer whales evolved to use subgroups to maximize their feeding success; false killer whale researchers evolved to use the Pseudorca Protocol to maximize their data collection success. *Credit: NOAA Fisheries*

01

Improving Transparency and Data Sovereignty

(aligns with Strategic Objective 01.12)

Open science is the principle and practice of making research products and processes available to all, while respecting diverse cultures, maintaining security and privacy, and fostering collaborations, reproducibility, and equity.* Open science helps PIFSC share knowledge and results through the use of data dashboards, code repositories, reproducible workflows, and other tools. Accessible work products and processes allow for rigorous feedback, increased trust, and enhanced collaboration. Open science improves the way we serve our partners while also advancing our internal efficiency, work quality, and collaborative culture—ultimately strengthening our capacity and impact.

* *The White House Office of Science and Technology Policy (OSTP) and the National Science and Technology Council (NSTC) 2023*

Crustose coralline algae stabilizes the reefs around American Samoa. Credit: NOAA Fisheries

01

STRATEGIC INITIATIVE:

Data Collection and Surveys



01.14 IDENTIFY, OPTIMIZE, and **SUSTAIN** essential data acquisition programs and prioritize the filling of critical data gaps to maximize scientific utility and return on investment.

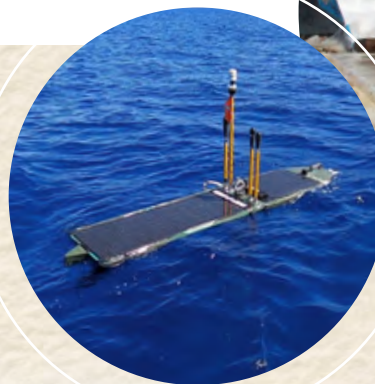


01.15 DEVELOP, FIELD TEST, and **STRATEGICALLY ADOPT** use of innovative technologies and tools to unlock new research capabilities, meaningfully advance data collection capabilities, and maximize accuracy and efficiency.

Optimizing Data Collection Through Partnerships and Ingenuity (aligns with Strategic Objective 01.14 and 01.15)

PIFSC works closely with its NOAA partners to plan and design surveys that maximize the value of all data collected not only for PIFSC science but for NOAA and partners at large. PIFSC is committed to optimizing the use of all available observing assets including satellites, UXS, and NOAA White Ships, as well as those external charter ships and commercial and non-commercial fishing partners.

Pictured from top to bottom: NOAA ship *Oscar Elton Sette* off the coast of Maui, a fisher prepares their line after catching a Hawaiian turkeyfish, and an autonomous Wave Glider collects samples off of Hawai'i Island. *Credit: NOAA Fisheries*



STRATEGIC GOAL 02

Community and Partner Collaboration:

Better Together

Honor, understand, and represent community needs, priorities, and perspectives, and build lasting and impactful partnerships to move into the future together stronger, more capable, and more prepared in all that we do.

WE WILL ACCOMPLISH THIS GOAL THROUGH THESE STRATEGIC INITIATIVES:

- *Community Relationships*
- *Regional Capacity Building*
- *Partner Alignment and Collaboration*

A community of reef fish offshore of Baker Island in the Pacific Remote Islands Marine National Monument. *Credit: NOAA Fisheries*

02

STRATEGIC INITIATIVE:

Community Relationships



02.01 CHANGE the fundamental nature of PIFSC community interactions by seeking first to understand and acknowledge communities as equals and build an organization that represents and is representative of the Pacific Islands region in support of NOAA missions and mandates. (see callout below)



02.02 PRIORITIZE cultural competency within PIFSC to enhance community engagement across the expansive and diverse region and build and sustain the long-term trust needed to improve alignment, collaboration, and science.



02.03 PROVIDE effective communications and sharing of science that meets community needs and builds public trust.

Pictured top to bottom: A student tours a NOAA ship, a cooperative research fisher adjusts their line while out at sea during the 2023 Hawai'i Bottomfish Fishery Survey. *Credit: NOAA Fisheries*



02

Championing Change in the Pacific Islands (aligns with Strategic Objective 02.01)

Our PIFSC workforce will be more reflective, proactive, and transparent about our commitment to diversity, equity, and inclusion (DEI) and equity and environmental justice (EEJ). The reality is that the Pacific Island communities we work with have been impacted by militarism, colonialism, and contemporary management actions that have created the current social-ecological dynamics in the Pacific Islands region. While we cannot change history or dismantle these systems entirely within our scope, we must be aware of our conduct as representatives of a federal entity and exercise our agency to initiate deeper cultural understanding and engagement within and beyond PIFSC.



An aerial view of a Hawai'i Island coastline. *Credit: NOAA Fisheries*

02

STRATEGIC INITIATIVE:

Regional Capacity Building



02.04 SUPPORT the scientific and technical capacity needs of jurisdictional and state agencies within the Pacific Islands region to achieve their primary management of nearshore resources and coordinated management of federal waters.



02.05 INVEST in educational programs, paid internships, and student research opportunities with an emphasis on underserved communities to strengthen regional scientific capacity.



02.06 COLLABORATE with regional academic partners to leverage collective resources, expand scientific understanding, and increase reach.



02.07 TRANSITION appropriate operations to capable and interested partners to refocus PIFSC resources on the most pressing and relevant science needs for management.

Pictured top to bottom: A PIFSC employee discussing a map with a community member during an outreach event in Guam and a PIFSC employee engaging with children during an educational event in Hawai'i. *Credit: NOAA Fisheries*



02

Ensuring Our Future by Investing in Young Scientists

(aligns with Strategic Objective 02.06)

Building strong relationships with the emerging University of Hawaii (UH) Fisheries Graduate Program and academic institutions across the U.S. Pacific jurisdictions are essential for fostering high-quality science and investing in Pacific Island communities. Collaboration ensures that fisheries research is locally relevant, culturally grounded, and driven by regional needs. By supporting partnerships, we create pathways for Pacific Islands students to pursue careers in marine science, bolstering a skilled workforce for the future. These connections also encourage resource sharing, joint research initiatives, and community engagement to ensure that scientific advancements benefit the Pacific Islands region and empower local communities through sustainable, well-informed fisheries management.

Pictured from left to right: A cooperative research fisher holds up their catch during the 2024 Guam Bottomfish Fishery Survey, and a UH scientist picks out larval fish from a petri dish of plankton. *Credit: NOAA Fisheries*



02

Collaborating on Conservation (aligns with Strategic Objective 02.07)

As emerging challenges continue to grow and resources are constrained, finding skilled partners to support the PIFSC mission becomes increasingly important. The Marine Mammal Center's Ke Kai Ola monk seal hospital plays a crucial role in this effort by taking on monk seal recovery initiatives once led by PIFSC's Hawaiian Monk Seal Research Program and PIRO. By providing specialized care and rehabilitation for endangered Hawaiian monk seals, Ke Kai Ola enhances PIFSC's conservation capabilities to allow for more focused research and conservation efforts. Such partnerships strengthen overall marine conservation to ensure that critical species recovery is supported through collaboration, innovation, and shared responsibility for Hawai'i's marine life. 2024 marks the 10th anniversary of the hospital and our vital partnership.



Two Hawaiian monk seal pups sleep together on the beach at Lalo (French Frigate Shoals) in the Papahānaumokuākea Marine National Monument. *Credit: NOAA Fisheries*

02

STRATEGIC INITIATIVE:

Partner Alignment and Collaboration



02.08 BUILD strong, long-term international and domestic partnerships to promote sharing of data, scientific knowledge, innovative tools, and funding of mission priorities.



02.09 PROVIDE leadership and scientific support for international science organizations to develop and promote best practices for sustainable fisheries and conservation.



02.10 LEVERAGE NOAA line offices to fill data gaps, develop technologies and skills, and access subject matter expertise.



02.11 ENHANCE collaboration with the Pacific Islands Regional Office and the Western Pacific Regional Fisheries Management Council to co-create adaptive research priorities that address the evolving needs of Pacific Island communities, incorporate climate and emerging data, and ensure that scientific insights directly inform the management process.

Pictured from top to bottom: PIFSC scientists sort the Tucker trawl catch into groups, and a small boat fleet returns to the NOAA ship *Rainier* after successfully completing the benthic leg of their 2022 Rainier Integrates Charting Hydrography and Reef Demographics (RICHARD) joint mission.
Credit: NOAA Fisheries



02

Strengthening Global Connections to Improve Fisheries Science

(aligns with Strategic Objective 02.08)

External partnerships spanning international, regional, federal, jurisdictional, academic, non-governmental organizations, and the private sector are critical for advancing the PIFSC mission. First, PIFSC will reinforce collaborations with our NMFS science centers and regional fisheries commissions to leverage infrastructure and skills that do not exist within our workforce in order to increase capacity and efficiency. To ensure that the most robust science products inform management of highly migratory fish and protected species, PIFSC will continue to strengthen scientific collaboration with international entities such as the Pacific Community (SPC), Western and Central Pacific Fisheries Commission (WCPFC), International Scientific Committee (ISC) and relevant foreign scientific institutions. Ultimately, these collaborations strengthen PIFSC's ability to deliver high-quality science and foster a more resilient, well-managed future for Pacific marine ecosystems.



Creating Climate-Ready Fisheries (aligns with Strategic Objective 02.11)

The goal of NOAA Fisheries' Climate, Ecosystems, and Fisheries Initiative (CEFI) is to create climate-informed science products that enable managers to make timely and effective decisions in a changing climate. While this is a scientific effort it is essential that managers be involved throughout the CEFI process to ensure the regional products are useful for decision-making. PIFSC will encourage active and full engagement between staff at the science centers, the appropriate staff from regional office programs, and the WPFMC. The sustained partnership between the regulatory and science enterprises is critical to meet CEFI and management goals, and ensure the development of products is achievable and meets science and management needs.



Pictured from top to bottom: A group of scientists prepare to deploy a drifting acoustic spar buoy recorder off the R/V Oscar Elton Sette, during the 2023 Hawaiian Islands Cetacean and Ecosystem Assessment Survey (HICEAS) and bigeye tuna on display at the Honolulu Fish Market on O'ahu. *Credit: NOAA Fisheries*

STRATEGIC GOAL 03


Organizational Excellence:

Getting It Done

Create a workforce, culture, and environment where everyone has the tools and opportunity to thrive and make the greatest contribution possible to the Pacific Islands Fisheries Science Center and the communities we serve.

WE WILL ACCOMPLISH THIS GOAL THROUGH THESE STRATEGIC INITIATIVES:

- *Workforce and Culture*
- *Training and Development*
- *Organizational Infrastructure and Efficiency*



A PIFSC scientist prepares to take digital photographs of the reef surface off Swains Island in American Samoa. Over 1,500 overlapping pictures along a transect line will be used to create a 3D model of the reef, which is then used to identify species and assess the condition of the corals on the reef. *Credit: NOAA Fisheries*

03

STRATEGIC INITIATIVE:

Workforce and Culture



03.01 CULTIVATE a workplace environment that emphasizes excellence, values high performance, individual responsibility, and accountability, and integrates empathy into leadership practices to ensure a supportive and productive organizational culture.



03.02 FOSTER interdisciplinary collaboration across and within divisions to fundamentally change the way we work by building stronger relationships, sharing knowledge, and divesting from siloed working.



03.03 PRIORITIZE employee wellbeing, mitigate burnout, and create efficient and equitable work flows to enable our workforce to grow, thrive, and be resilient to change.



03.04 EMBRACE a risk-tolerant work culture where employees are empowered to explore new ideas and take calculated risks, with a focus on learning from both successes and setbacks to drive innovation across scientific and operational domains.



03.05 BUILD and **RETAIN** a diverse, inclusive, and highly skilled workforce which represents and is representative of the Pacific Island cultures and traditions to bring the best available talent to our scientific mission.



03.06 CHAMPION a dynamic that embraces evolving technologies and information technology solutions, modernizing our infrastructure and aligning the PIFSC IT enterprise to support every step of our science to maximize the quality, efficiency, and impact of our work from planning and formulation to information and product delivery.



03.07 ADOPT data management and governance best practices that transform data stewardship behaviors to maximize the quality and accessibility throughout the data lifecycle.

03

Nurturing High Performance Through Teamwork and Well-Being

(aligns with Strategic Objective 03.01)

“High performance” refers to the ability of a team or individual to consistently achieve superior results by working efficiently, collaborating effectively, and optimizing resources. It emphasizes quality, productivity, innovation, and not working excessively long hours that lead to burnout. High-performance teams or individuals focus on clear goals, strong communication, and leveraging each member’s strengths to deliver exceptional outcomes with minimal waste of time and effort.

Advancing Our Science Through Emerging Technologies

(aligns with Strategic Objective 03.06)

Artificial Intelligence (AI), Machine Learning (ML), and Cloud technologies empower fisheries scientists to efficiently analyze large-scale marine data, leading to more accurate stock assessments and ecosystem models while enhancing near real-time decision-making and collaboration for sustainable fisheries management. These tools also provide scalable, cost-effective solutions for managing the growing volume of environmental data.

Pictured top to bottom: A researcher examines planktonic samples using a microscope and a scientist conducts a structure-from-motion survey at Manawai (Pearl and Hermes Atoll) in the Papahānaumokuākea Marine National Monument. *Credit: NOAA Fisheries*



03

STRATEGIC INITIATIVE:

Training and Development



03.08 CREATE a culture of continuous learning, improvement, and adaptability with targeted training and development opportunities to promote professional growth, retention, and mission success.



03.09 MAINTAIN and **BUILD** institutional capacity and work practices to ensure knowledge transfer as the organization changes.

Pictured top to bottom: Divers 'discuss' coral taxonomy by writing on their slates to communicate, and a bumphead parrotfish swims over the reef at Wake Atoll in the Pacific Remote Islands Marine National Monument. *Credit: NOAA Fisheries*



03

STRATEGIC INITIATIVE:

Organizational Infrastructure and Efficiency



03.10 STREAMLINE administrative and other processes and requirements to maximize time and energy focused on mission activities.



03.11 PROVIDE consistent, transparent, and inclusive communications to establish a common understanding of decision making within the Center.



03.12 OPTIMIZE space utilization, reduce facilities costs, and create new flexibilities for workday and workplace schedules that support employee health, staff retention, and placing the workforce where and when they will have maximum effectiveness and impact.

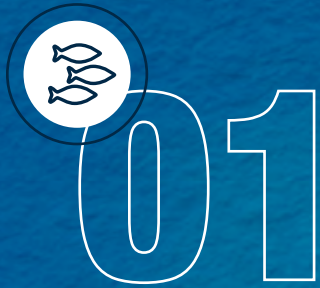


03.13 ENHANCE communications and outreach to elevate awareness and use of PIFSC science products and their value and impacts to the region and nation.

Pictured top to bottom: A diver observes a large school of bigeye scad and a fire dartfish peeks out of its coral sanctuary in the Northern Mariana Islands. *Credit: NOAA Fisheries*



STRATEGIC VISION AT A GLANCE



STRATEGIC GOAL 01

Regionally Informed Science and Research:

Place-Based Science

Significantly advance our science, research, and data collection through application of a Pacific Island lens and ecosystem-based approach to drive informed and impactful management decisions.

STRATEGIC INITIATIVES:

- Human Integrated Ecosystem-Based Management
- Innovative Science Solutions
- Data Collection and Surveys



STRATEGIC GOAL 02

Community and Partner Collaboration:

Better Together

Honor, understand, and represent community needs, priorities, and perspectives, and build lasting and impactful partnerships to move into the future together stronger, more capable, and more prepared in all that we do.

STRATEGIC INITIATIVES:

- Community Relationships
- Regional Capacity Building
- Partner Alignment and Collaboration



STRATEGIC GOAL 03

Organizational Excellence:

Getting It Done

Create a workforce, culture, and environment where everyone has the tools and opportunity to thrive and make the greatest contribution possible to the Pacific Islands Fisheries Science Center and the communities we serve.

STRATEGIC INITIATIVES:

- Workforce and Culture
- Training and Development
- Organizational Infrastructure and Efficiency

In the Pacific Islands, the natural resources, peoples, cultures, and economic vitality are intertwined, and their health, persistence and success are dependent upon each other. We are committed to safeguarding the oceans that sustain us all.

The sunrise over the island of Maug, within the Islands Unit of the Mariana Trench Marine National Monument in the Northern Mariana Islands. *Credit: NOAA Fisheries*



**U.S. SECRETARY
OF COMMERCE**
Gina Raimondo

**UNDER SECRETARY
OF COMMERCE FOR
OCEANS AND ATMOSPHERE
& NOAA ADMINISTRATOR**
Dr. Richard Spinrad

**ASSISTANT
ADMINISTRATOR
FOR FISHERIES**
Janet Coit

PACIFIC ISLANDS FISHERIES SCIENCE CENTER
1845 Wasp Boulevard, Building 176
Honolulu, HI 96818

www.fisheries.noaa.gov