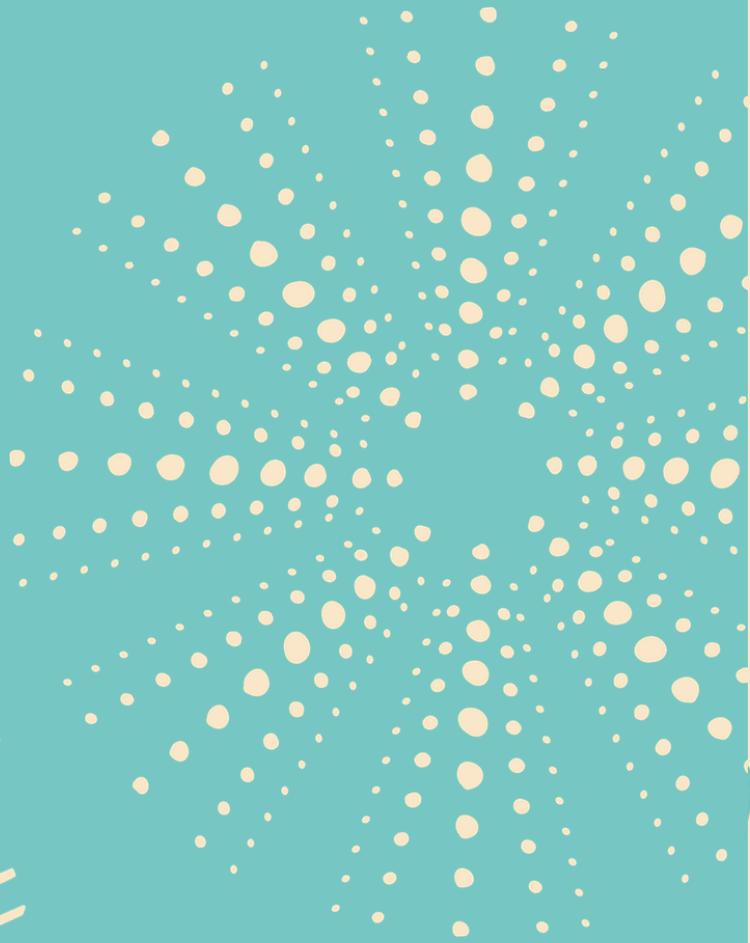




**Hawai'i Institute  
of Marine Biology**  
UNIVERSITY OF HAWAII AT MĀNOA

# Strategic Plan 2023-2028





## OLI KOMO

Malumalu He'eia i ka pae ao 'ōpua,  
*He'eia is shaded by the bank of clouds,*

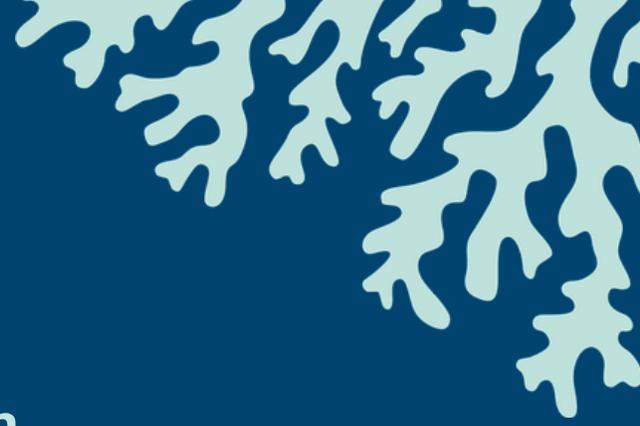
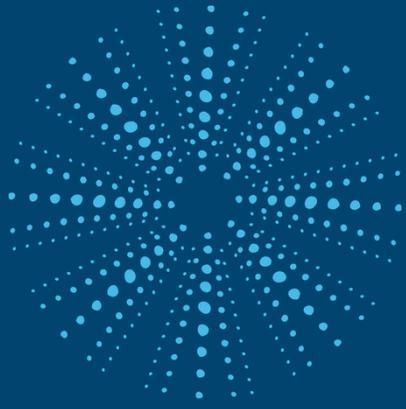
Kā'eo ka 'umeke wai i ke kualau ē,  
*They bring the passing showers that fill our gourds,*

Puka mai ke kukunaokalā a ua mālamalama,  
*The sun beams pierce through the clouds and we  
are enshrouded in light,*

Pi'o ke ānuenuē i ke Kai o Malulani lā ē,  
*The rainbow arches over the Sea of Malulani,*

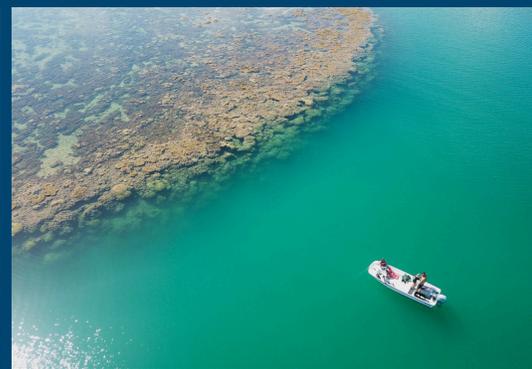
E komo, e komo mai me ke aloha ē.  
*We invite you to enter with aloha.*



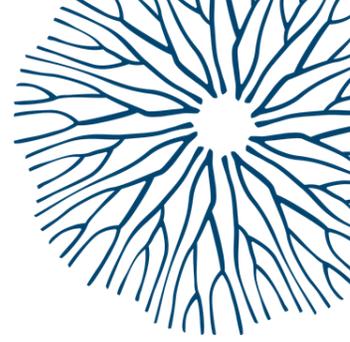


## HIMB Mission

HIMB advances our understanding of marine life through innovative science and education that honors people and place to benefit Hawai'i and the world.



# HIMB Values



## RESPECT & INTEGRITY / PONO

**Respect and integrity** guide our work through transparency, honesty, consistency, and openness. We prioritize the needs and well-being of our community, and lead by example.

## INCLUSION / KĀKO'O

We are dedicated to achieving a culture of **inclusion** through our collaborative institutional approach. We create opportunities, establish community support structures, and ensure attentiveness to power differentials, to promote a safe and inclusive environment for all.

## EMPOWERMENT / HO'OULU

We commit to being part of an **empowered community** by nurturing, supporting, and enhancing pathways into marine science and related careers by integrating training across every aspect of our institute. We engage in co-development of programs with diverse knowledge holders, local educators, industrial partners, and community groups.

## INNOVATION and CREATIVITY / NOELO

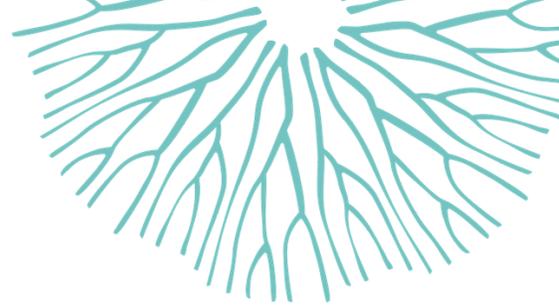
We strive for **innovation and creativity** by pushing boundaries toward breakthroughs in fundamental knowledge. We value creativity and curiosity and strive to have global impact by conducting visionary science, grounded in societal engagement.

## OCEAN STEWARDSHIP / MĀLAMA

Guided by our commitment to **ocean stewardship** and **aloha 'āina**, we advance research that seeks solutions to problems facing our oceans. We foster reciprocity through research and service, and prioritize sustainability and resilience in our infrastructure and approach to science. Our research is impactful, resulting from our unique expertise and position to collaborate widely and communicate effectively.



# HIMB Goals & Objectives



## RESEARCH EXCELLENCE

HIMB exemplifies scientific excellence in globally-relevant marine biology research, addressing important, often risky, scientific questions through innovative methods, study design, and technology. Breakthroughs in fundamental and applied research are rapidly and effectively disseminated through scientific journals and public media outlets.

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### **Objective RE-1: Exemplify scientific excellence in marine biology**

#### Indicators of Success

- High impact, peer reviewed publications of global relevance.
- Extramural funding to support high-quality research
- Respected presence in popular media disseminating our latest breakthroughs



#### Actions

- **Promote scholarly excellence and creativity via**
  - pursuit of institutional center of excellence/synthesis
  - seed funding for high-risk research
  - development of endowed chairs
  - decreased administrative load
- **Encourage boundary-pushing research that challenges the status quo**
  - hosting diverse, transdisciplinary working groups at HIMB
  - informal exchange of new and ongoing research within HIMB
  - development and dissemination of new methods and technologies
  - a culture of excellence and quality of thought that provides space and time for creativity.

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### **Objective RE-2: Conduct science in service to community**

#### Indicators of Success

- Scientific expertise supports local, state, federal, and international management agencies
- Representation on national and international advisory boards and community councils
- Co-develop research priorities to support local and regional resource use and management
- HIMB media coverage and public awareness of science-based solutions to societal needs



# HIMB Goals & Objectives

## Actions

- **Leverage HIMB's science toward ensuring that ocean life survives the Anthropocene**
  - cross-cutting research to promote biological integrity and sustainable use of the oceans
  - host science-management exchanges to provide managers most recent, relevant research and to focus research on management priorities
  - include metrics rewarding translational research in hiring, tenure, and promotion
  - support research and training focused on resource management and science solutions for fisheries, aquaculture, and endangered species and ecosystems
- **Effectively communicate HIMB research and science-based solutions**
  - develop an inspiring, modern website for HIMB
  - develop video content to communicate HIMB's institutional message via website, social media
  - hire a new communications coordinator for HIMB
  - monitor the impact of HIMB research products

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## COMMUNITY & COLLABORATION

HIMB hosts a thriving scientific and social community and is a recognized member of the broader Ko'olaupoko community. At HIMB, there are many opportunities to learn about each other's work, socialize on and off island, develop partnerships in the Ko'olaupoko community, collaborate with labs at HIMB and UH, and welcome colleagues from around the world.

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### **Objective CC-1: Build science and social connections within the HIMB 'ohana**

#### Indicators of Success

- More social events & increased participation by HIMB students, postdocs, staff, and faculty
- Launch of an annual graduate student retreat
- Increased number of projects and publications that result from cross-lab collaborations
- Increased seminar attendance

# HIMB Goals & Objectives



## Actions

- A current photobook of all members of the HIMB 'ohana
  - Organize social activities inclusive of faculty, postdocs, students, and staff
  - Promote a collaborative scientific community
- 

## **Objective CC-2: Strengthen HIMB connections and collaborations in Hawai'i**

### Indicators of Success

- New collaborative activities between HIMB and campus
  - Clear guidance for UH faculty who want to work at HIMB
  - Participation in SOEST Open House/Discover Mānoa Day
  - New collaborative activities with WCC
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### Actions

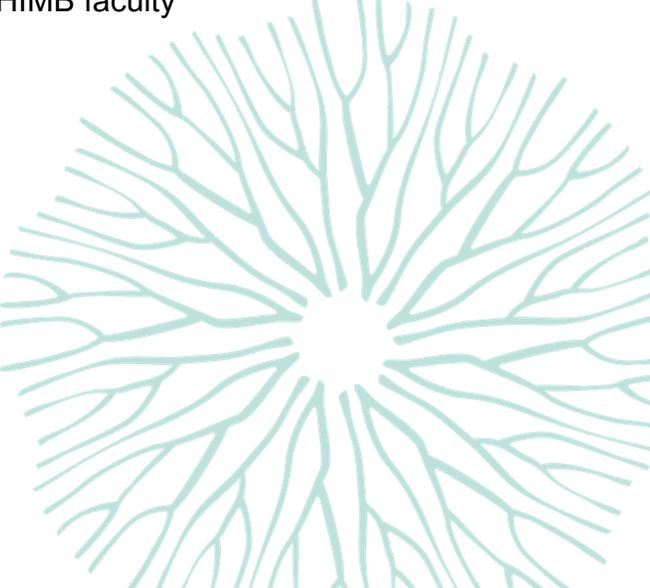
- Develop clear guidance for visiting researchers to work at HIMB
  - Co-sponsor activities and opportunities with other UH units
  - Maintain and strengthen ties with the Ko'olaupoko community
- 

## **Objective CC-3: Extend HIMB's global reach and welcome colleagues from around the world**

### Indicators of Success

- Clear guidance/policy for visiting researchers who want to do work at HIMB
- Visitors and HIMB community report mutual benefit to scientific exchange

### Actions

- Develop clear guidance for visiting researchers to work at HIMB
  - Develop a sabbatical/long-term visitor program
  - Encourage diverse working groups hosted by HIMB faculty
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# HIMB Goals & Objectives

## MULTIPLE WAYS OF KNOWING

HIMB welcomes and offers multiple ways of generating knowledge and creates opportunities for faculty, staff, and students to learn, practice, and be fully engaged in multiple ways of knowing.

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### **Objective MWK-1: Explore our collective understanding of “multiple ways of knowing” in the context of a Native Hawaiian Place of Learning**

#### Indicators of Success

- Half of faculty, staff, and students attend one or more workshop, training, or event each year on multiple ways of knowing
- HIMB adopts a statement of what it means to be a Native Hawaiian place of learning, aligned with UH system definition
- All incoming marine biology graduate students take MBIO 600 (Kūlana Noʻi: Introduction to Place-Based Methodologies in Hawaiʻi)

#### Actions

- Provide opportunities focused on “multiple ways of knowing” and a Hawaiian Place of Learning
  - Explore specific ways to incorporate multiple ways of knowing in the co-production of knowledge and reciprocal research
- 

### **Objective MWK-2: HIMB staff, students, and faculty engage with local and Indigenous communities to build relationships and understanding of diverse perspectives**

#### Indicators of Success

- Half of faculty/students/staff participate in at least one Lāulima day each year
- HIMB faculty/students/staff are familiar with local knowledge holders and community leaders
- Cultural exchange activities are common at HIMB
- Collaborations include local and Indigenous community members in all phases of project design
- Community reports strong ties to HIMB
- HIMB physically reflects stewardship of our sacred spaces
- Appropriate cultural protocol is regularly practiced

# HIMB Goals & Objectives

## Actions

- Secure permanent positions that facilitate HIMB's connections with the local community
  - Develop and regularly provide training to the HIMB community on Hawai'i lifeways and community engagement
  - Appropriate Hawaiian cultural protocol is normalized
- 

## **Objective MWK-3: Multiple ways of knowing are regularly and naturally woven into HIMB's research and education activities**

### Indicators of Success

- This objective, along with its action plan is developed for the next Strategic Planning (2028-2033)

### Actions

- Multiple ways of knowing continues to be prioritized in strategic planning
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## SUSTAINABLE FUNDING

HIMB has sustainable funding to support institutional resilience with respect to facilities, land, and culture.

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## **Objective SF-1: Develop internal relationships and operational infrastructure to support robust fund development**

### Indicators of Success

- \$20M funding secured for HIMB strategic priorities
- Increased number of loyal donors
- Increased rate of annual institutional philanthropic funding and established giving opportunities
- Engaged HIMB community actively participating in philanthropic endeavors

### Actions

- Develop consensus on HIMB financial needs including:
- HIMB builds motivated and effective ambassadors for priority needs
- Build a collaborative dynamic with Council members that leverages their expertise and networks to achieve HIMB strategic goals
- Robust engagement with Director's Council to expand HIMB's network of donors
- Enhance visibility within the UH System, Hawai'i legislature, and internationally
- Build compelling donor opportunities that bundle multiple activities under broad themes that respond to today's pressing issues

# HIMB Goals & Objectives

## **Objective SF-2: Develop strong, professional marketing & communications for HIMB**

### Indicators of Success

- HIMB has an inspiring mission statement and strategic plan
- A compelling website is live, with staff to maintain and keep it current
- Faculty, staff, students, UHF, and Director's Council members can all effectively communicate HIMB's compelling case

### Actions

- HIMB completes strategic planning with a compelling mission statement and coherent description of overall research themes and impacts
  - Develop modern and compelling website
  - Build messaging to communicate the unique strengths and accomplishments of HIMB
  - Leverage Director's Council expertise to strengthen and hone communications strategy
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## SUSTAINABLE INFRASTRUCTURE

HIMB is implementing a long-term plan for sustainable infrastructure to support research, education, and community.

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### **Objective SI-1: Create and implement the HIMB Mālama 'Āina Plan.**

#### Indicators of Success

- HIMB has identified and agreed upon infrastructure improvement priorities
- HIMB community report improving conditions relative to the environment for their research, educational and community-related activities

#### Actions

- Position the forthcoming Mālama 'Āina Plan as a modular plan to improve island infrastructure
- Complete a plan for "managed retreat" in the face of sea level rise
- Assess the carrying capacity of Moku o Lo'e

# HIMB Goals & Objectives

## **Objective SI-2: Fund future infrastructure improvement.**

### Indicators of Success

- Island sewer renovation/replacement is fully funded
- Critical pier and seawall repairs are funded
- Dorms are structurally sound and equipped to be used as housing for HIMB visitors
- Successful “living shoreline” pilot projects leveraged into new funding opportunities

### Actions

- Fund sewer improvements
- Complete sustainable dorm renovations
- Fund lighthouse pier improvements
- Grant funding to implement “living shoreline” infrastructure
- Identify funding to renovate NSF lab & classroom to meet needs of research, education, and community engagement
- Explore opportunities for new buildings to meet the needs of research, education, and community engagement
- Sustain and improve seawater system to meet HIMB research needs
- Fund permanent critical maintenance and grounds support positions
- Upgrade IT infrastructure to support research and operations