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# JCU's Statement of Strategic Intent

*Creating a brighter future for life in the tropics world-wide through graduates and discoveries that make a difference.*

## Fish and Fisheries lab @ JCU



### Our Mission

Fish for people, fish for the environment, fish for the future.

### Our Vision

People living in balance between their needs, livelihoods, sustainability, and stewardship, so that sharks, rays, fish, fisheries, and their habitats, are responsibly managed and effectively maintained for future generations.

### Our values

Our values form the core of what we do and how we work. Our values guide our choices in the types of work we choose to do, the teams we choose to work in, how we approach challenges, and how we define success. Our values have been defined by our team, and as a lab we commit to the following:

#### 1. We do high quality, high impact science

We recognise that scientific quality is a core measure of our work. We recognise that we are resource limited and thus invest our efforts in activities that directly address our mission.

We produce world-class science by applying ourselves diligently to our work. We deliver high quality projects that address key scientific questions and priority needs, and produce useful outputs that progress our vision. Our analyses and data interpretations are scientifically rigorous and balanced. We value quality over quantity. We will push the boundaries of understanding in fisheries science, marine conservation, and marine

predator biology and ecology. We publish our work in quality peer-reviewed journals, and actively participate in and contribute to our profession by participating in scientific forums and discussions, and engaging with scientific organisations.

We acknowledge that funding, time, and energy are limited. This means that we focus our efforts and attention on the things that matter most. We work on projects that are important to our end users, that engage people in fisheries and the marine environment, and research that helps answer the key scientific questions and emerging information needs in our field. Our real-world impact is evident when we see policies, governance, management, systems, or people change for the better due to the influence of our work.

## 2. We collaborate

[We collaborate with people to create effective projects that consider complexity and help achieve lasting impact.](#)

We recognise the complexity of the natural environment, and of social-ecological systems and human behaviour. We also recognise that effective collaboration with local actors is essential to have lasting impact. Our ideal research approach is multi-disciplinary and collaborative and involves local partners and stakeholders. We recognise that a broad range of skills and expertise is often vital to deal with the complexity of the social-ecological systems within which we work, and that this expertise may lie outside our lab. We seek to work with the best expertise available, and we invest in building and maintaining collaborative relationships.

## 3. We engage and communicate

[We recognise that engagement and communication make our work better and increase our impact.](#)

We practice genuine engagement with stakeholders and pay attention to their information needs and priorities. Wherever possible, we engage stakeholders in developing research questions, methods, data collection, and interpretation of results.

We communicate the results of research in both peer-reviewed journals **and** in media intended for stakeholders and the public (e.g. blogs, fisheries newsletters, social media, and general media). Community outreach is always factored into research plans.

We communicate with our colleagues. We include and trust each other by sharing research ideas where appropriate, and we openly seek input and feedback about lab plans, projects, and activities. We are honest and fair, and we communicate with respect and consideration towards others.

## 4. We act ethically and with authenticity, integrity, and transparency

We recognise that authenticity, honesty, and integrity are essential to successful partnerships and relationships.

We are trustworthy. We will do what we said we would. We honour our research contracts and abide by codes of ethics and conduct. We are respectful towards our fellow lab members, JCU staff, our collaborators, stakeholders, and members of the community. We give credit where credit is due and openly acknowledge the work of predecessors and collaborators. We keep confidences and take trust seriously. We will never abuse trust by inappropriately using another person's data, ideas, intellectual property, or confidential information.

We tell the truth. This means that we will practice courageous honesty in communicating with colleagues, collaborators, and each other. We ask for what we need, and provide honest feedback even when this feedback is negative. We are explicit about our limitations, we own our mistakes and learn from them. We recognise that being truthful sometimes takes courage, but will lead to better understanding, respect, insight, and learning.

## 5. We practice curiosity

We recognize that being curious leads to better science, better collaborations, and is essential for discovery and creativity.

We are humble. We do not assume to know all the answers and our curiosity means that we welcome input and feedback from others. We are curious and open minded about other's research, and seek out opportunities to learn. Our lab openly debates science, projects, and ideas, and welcomes opposing views. We try to 'lean into' curiosity even when criticism and feedback may be personally confronting. We recognise that honest feedback and open debate gives us new insights that make us better scientists and people.

We actively listen and actively question. This means that we will seriously consider input from others, and are open to expressing our questions in the spirit of learning and improvement. Where we do have and share opinions, our opinions will be based on factual information.

## 6. We are always improving

We recognise that our work is challenging and complex, and that we need to embrace continuous learning, including learning from our mistakes. We support each other in improving.

We are imperfect. We acknowledge that the pace and complexity of our work means that we must always be learning. We will be mindful of the growth and learning opportunities available to us, and we share learning experiences with each other. We support each other to learn and grow towards our potential. We critically think about what 'success' looks like, and evaluate our performance against these ideals. We will seek honest feedback from our colleague and stakeholders. We also seek out opportunities for additional training and learning to stay at the forefront of fisheries science and predator ecology.

We acknowledge that mistakes are inevitable. We commit to openly discussing these mistakes so that we can all learn from these experiences. We do not cover up mistakes as this takes away opportunities to learn and improve. We celebrate our wins, and share our failures.

## 7. We practice care, stewardship and respect

We are part of an interconnected social, cultural, economic, and ecological system, and we are mindful of our place within it, and our role in improving life in the tropics.

We are mindful of JCU's Strategic Intent of "Creating a brighter future for the tropics" and we commit to this intent. We are especially mindful for working with partners in developing countries where many of the greatest needs lie. We are respectful towards other's culture, worldviews, and practices, and mindful of the unique situations and roles Indigenous Peoples play as custodians of the environment. We try to understand the circumstances and aspirations of our project partners and stakeholders. We will provide support and expertise when asked by our stakeholders, especially those with the most pressing needs. We are mindful of how our own conduct and practices can affect others and the environment, and take steps to minimise our impacts. We act with empathy. This means we recognise our role as stewards and through our work and conduct, seek to improve social, cultural, economic, and environmental outcomes where we work.

## 8. We strive for reciprocity

We recognise our position of privilege in a region that faces immense challenges, and we recognise our role in tackling these challenges as we work towards our mission.

We are mindful of our potential to support “Creating a brighter future for the tropics”. Fairness and reciprocity are core values and we strive to ensure that our projects and activities include fair reciprocity for all partners. Where possible, we will identify and support opportunities to support capacity building and development in our region, including seeking opportunities for local partners to access advanced training education so they can achieve their goals and aspirations.