

NOAA Ocean Exploration

Science Review

October 9-10, 2024

**NOAA Ocean Exploration Response Plan
to the
Program Review Recommendations**

May 11, 2026

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Table of Contents

Table of Contents.....	2
Introduction.....	3
Evaluation Criteria & Review Questions.....	4
Review Panel Members.....	7
Program Strategy.....	8
Program Response to Recommendations.....	9
Recommendation 1: Clarify NOAA Ocean Exploration’s Unique Role and Identity.....	10
Recommendation 2: Fortify NOAA Ocean Exploration’s Role in U.S. Science Diplomacy.....	11
Recommendation 3: Strengthen Alignment with NOMECS and Community Focus.....	12
Recommendation 4: Increase Data Accessibility and Engagement.....	13
Recommendation 5: Advance Innovation with Broader Strategic Planning.....	14
Recommendation 6: Focus on Ocean Exploration in Education and Outreach.....	15
Recommendation 7: Implement Data-Driven [Education & Outreach] Impact Assessment.	16
Recommendation 8: Support Career Pathways through Partnerships and Tracking.....	17
Recommendation 9: Set Clear Goals and Performance Metrics.....	18
Program Response Table: Action Assignments and Implementation.....	19

Introduction

The National Oceanic and Atmospheric Administration (NOAA) Office of Oceanic and Atmospheric Research (OAR) conducts independent program reviews every five years to consider how well its programs meet NOAA's mission needs and requirements.¹ OAR invited the Ocean Exploration Advisory Board (OEAB) members to conduct the 2024 review of NOAA Ocean Exploration (OER), an OAR program last reviewed in 2019.² Accordingly, members of the OEAB formed the Review Panel, which convened on October 9-10, 2024 in Silver Spring, Maryland and delivered [findings](#) to the Acting NOAA Administrator on January 17, 2025.

This document outlines the OER response to the Review Panel's findings. In summary, OER concurs with the recommendations and lists actions that aim to address the Review Panel's call for a clearer articulation of OER's unique federal role; a more proactive stance on high-risk, high-reward technological innovation; enhanced data accessibility for all stakeholders; and a strengthened approach to public engagement. OER is committed to leveraging the recommendations to optimize our resources and lead the Nation in ocean exploration.

¹ [NOAA Admin Order 216-115B Section 5.07](#) and [OAR Circular 216-3](#) define the five year cadence and objective of evaluations.

² See [33 U.S.C. Chapter 47](#) for legislative direction for OER (§ 3401-3403, 3406), OEAB (§ 3405) and related education and outreach (§ 3404). Review materials including agenda, background documentation and presentations, are available on the OER website.

Evaluation Criteria & Review Questions

In September 2024, OER provided the Review Panel these suggested criteria by focus areas consistent with 33 U.S.C. Chapter 47.

Focus Area #1: Ensuring a Coordinated Program of National Ocean Exploration

Quality Criteria may include:

- **Coordination of Shared Exploration Objectives:** Assess how well NOAA Ocean Exploration has led efforts to coordinate and integrate exploration activities across various stakeholders, ensuring alignment with the Nation's ocean exploration goals.
- **Operational Excellence:** Evaluate the effectiveness of the program in establishing and maintaining high operational standards through shared Standard Operating Procedures (SOPs) and best practices, contributing to a unified national exploration effort.
- **Data Integration and Management:** Reflect on how well has NOAA Ocean Exploration managed ocean data as a strategic asset; ensuring that these data are high-quality, accessible, and preserved for long-term scientific and public use.

Relevance criteria may include:

- **Alignment with Strategic Goals:** How well have NOAA Ocean Exploration's activities aligned with and supported the strategic goals and measures of success outlined in national and agency-level strategies, particularly in addressing key strategic guidance (i.e. NOMECE, NOAA, and the OER strategy).
- **Stakeholder Engagement and Service to the National Community:** Consider how successfully NOAA Ocean Exploration has engaged multi-sector and multi-disciplinary stakeholders to address national and international initiatives that advance ocean exploration.

Performance criteria may include:

- **Metrics of Success:** Assess the metrics NOAA Ocean Exploration has used to evaluate the effectiveness of multi-jurisdictional multi-sector exploration initiatives.
- **Impact on Ocean Exploration:** Reflect on the tangible impacts that a coordinated national program on ocean exploration has had on the state of ocean exploration, particularly in terms of advancing scientific understanding and operational capabilities.

Focus Area #2: Advancing Technological Innovation in Ocean Exploration

Quality criteria may include:

- **Identifying the Opportunities for Investment:** Consider how effectively has NOAA Ocean Exploration identified promising new technologies, platforms, and data management tools for support (i.e. funding, staff time, ship time, etc...)
- **Video Data Integration and Management:** Consider NOAA Ocean Exploration's approach to developing technologies and tools for integrating and managing large-scale video data from ocean exploration activities.

Relevance criteria may include:

- **Alignment with Research and Operational Needs:** Consider how technological innovations have been aligned with the most pressing challenges and requirements among the ocean exploration community.
- **Revolutionizing Data Collection:** Assess how well NOAA Ocean Exploration's investments in emerging technologies have contributed to the improved collection and processing of ocean exploration data, particularly in improving efficiency, accuracy, and the ability to analyze data in real-time.

Performance criteria may include:

- **High-Risk, High-Reward Technological Innovation:** Assess how well NOAA Ocean Exploration invested in high-risk, high-reward technologies, and how well has the program managed the balance between the risks of these innovations and their potential to achieve transformative breakthroughs in ocean exploration.
- **Enhancements to Operational Capabilities:** Reflect on how well NOAA Ocean Exploration's investments in advanced technologies have improved the program's operational capabilities, and to what extent have these enhancements enabled the achievement of key exploration and research goals, while also driving innovation across the broader ocean exploration community.

Focus Area #3: Enhancing Public Engagement and Education

Quality criteria may include:

- **Educational Content and Outreach:** Consider how effectively NOAA Ocean Exploration's Education Program has developed and delivered high-value educational content while being accessible, engaging, and tailored to the needs of students, educators, and the general public.
- **Engagement with Communities:** Evaluate how well NOAA Ocean Exploration has tailored its outreach efforts to engage and support communities.

Relevance criteria may include:

- Educational Strategies: Consider how effectively NOAA Ocean Exploration's educational strategies have engaged audiences with varying levels of scientific literacy, ensuring that content is accessible, and relevant to all.
- Collaborative Partnerships: Reflect on how well collaborations with educational institutions, non-profits, and industry partners have enhanced the reach, [and] effectiveness of NOAA Ocean Exploration's public engagement.

Performance criteria may include:

- Impact of Educational Programs: Consider how effectively has NOAA Ocean Exploration measured and demonstrated the impact of its educational programs on public awareness, understanding, and behaviors related to ocean science and conservation.
- Success of Early Career Initiatives: Evaluate how successful have NOAA Ocean Exploration's early career opportunities, internships, and professional development programs been in fostering an ocean science workforce.

Review Panel Members

Twelve members of the Ocean Exploration Advisory Board chose to participate in the Review Panel; panelist bios are available on the [OEAB website](#). Affiliations listed are as held during this review.

Vicki Ferrini, Ph.D.

Research Scientist, Columbia University Lamont-Doherty Earth Observatory

Peter Girguis, Ph.D.

Professor of Organismic and Evolutionary Biology, Harvard University

Keven Hand, Ph.D.

Director, Ocean Worlds Lab, NASA's Jet Propulsion Laboratory

Eric King

Senior Director of Operations, Schmidt Ocean Institute

Veronique Le Roux, Ph.D.

Associate Scientist with Tenure, Woods Hole Oceanographic Institution

Justin Manley

Founder and President, Just Innovation Inc.

David Millar

Government Accounts Director, Fugro USA, Inc.

Mark Moline, Ph.D.

Harrington Professor of Marine Studies, University of Delaware

Frank Muller-Karger, Ph.D.

Professor, Biological Oceanography and Remote Sensing, University of South Florida

Ellen Prager, Ph.D.

President, Earth2Ocean Inc.

Clara Smart, Ph.D.

Ocean Engineer Johns Hopkins Applied Physics Laboratory

Ramsay Taum

Director, Pacific Islands Leadership Institute, Hawaii Pacific University

Program Strategy

OER concurs with all nine of the Review Panel recommendations that, rather than issuing narrowly prescriptive guidance, make a broad call for OER to leverage its existing strengths (such as its robust partnerships, effective exploration models, adaptive outreach strategies, and skill in evaluating emerging technologies) to drive progress toward national priorities.

Department of Commerce and NOAA strategic plans are currently in revision, and the Program's strategic plan will be directed to align thereafter. When that occurs, OER will utilize this review to inform goals and milestones (including Key Performance Indicators) that couple OER resources to our mission as refined by the National Ocean Exploration Act and directed by the Administration's priorities.

Since the review was conducted, Executive Orders and staffing changes have impacted OER capacity to address all of the identified actions scoped. In some cases, these factors have presented rich opportunities to implement Review Panel recommendations. Ensuring that the Program remains a capable, effective United States asset will drive OER's allocation of available resources over the next 5 years.

Program Response to Recommendations

The following pages provide OER responses per recommendation as well as a table of OER action assignments and target implementation dates. Review Panel recommendations are provided verbatim as italicized text.

Recommendation 1: Clarify NOAA Ocean Exploration’s Unique Role and Identity

NOAA OE remains uniquely positioned to continue leading the nation in advancing critical ocean exploration activities. To maximize its impact, OE should clearly define its distinct role as a leader and enabler of ocean exploration, distinguishing itself from broader science-driven activities while maintaining integration and contributing meaningfully to ocean science. Enhancing the website to spotlight OE’s leadership in providing baseline data specific to ocean exploration variables will help clarify its unique role in the ocean space. Aligning more closely with NOMECE will reinforce OE’s national importance and strategic contributions. In coordination with other NOAA offices, OE should play a significant role in understanding and documenting changing ocean conditions as they relate to ocean exploration and societal impact.

- **OER Response:** Concur. OER documentation is already well aligned with NOMECE documentation due to formal OER leadership roles within the community. OER communications - whether via the website or in public presentations - will aim to improve understanding of OER’s role in national decisionmaking and international standard-setting and will emphasize the impact of ocean exploration and how strategic partnerships make OER’s mission possible to achieve.
- **OER Actions:**
 - a. Maintain leadership roles within [NOMECE](#) (including co-chairmanship), other interagency working groups of the Ocean Policy Committee, and other interagency bodies that may emerge as initiated through Executive Orders and other Administration initiatives, wherever ocean exploration may be necessary.
 - b. Revise external communication products to better articulate OER’s distinct role in leading and enabling efforts to address national priorities and establishing best practices for the collection of ocean exploration variables to ensure resulting data can be readily available for public interpretation and decisionmaking.
 - c. Promote the use of [ROV and Telepresence Deepwater Exploration Procedures Manual](#) (2025) and the [Sampling Procedures Manual](#) (2024).
 - d. Complete the update of the [Exploration Variables Identified by NOAA Ocean Exploration](#), originally published in April 2021, to maintain the recognized standard for ocean exploration operations.

Recommendation 2: Fortify NOAA Ocean Exploration’s Role in U.S. Science Diplomacy

OE has the potential to serve as the flagship program for the United States in leading high seas exploration under the BBNJ [United Nations Agreement on Marine Biological Diversity of Areas beyond National Jurisdiction] framework. By framing these efforts as a cornerstone of U.S. science diplomacy, OE could address key national interests while fostering international collaboration. This approach would deepen OE’s position as a global leader in ocean exploration, advancing strategic US priorities and showcasing American innovation and leadership on the world stage.

- **OER Response:** Concur, with reservation. OER is the flagship national program for deep sea science, and OER’s Exploration Model – reinforcing end-to-end collaboration efforts: in expedition planning, execution, and full and open data practices – is well suited to support America’s diplomatic endeavors and bolster fact-based natural resource decisionmaking globally. Given OER’s direction to prioritize U.S. EEZ mapping and exploration through NOMECS, decisions with regards to the use of OER as a mechanism for science diplomacy are contingent on both the alignment of OER capabilities with Administration priorities, and the allocation of foreign assistance funds or other appropriation as necessary to offset OER expenses.
- **OER Actions:**
 - a. Brief the Department of State annually to identify expeditions in areas under foreign jurisdiction early to enable meaningful and lasting impact of the engagement and reinforce U.S. foreign policy objectives.
 - b. Optimize distribution of OER’s annual Calls for Input, such as through Commerce and State Department assets, professional societies and national focal points of regional organizations, to ensure stakeholders are aware and able to contribute to OER expedition planning efforts.
 - c. Engage the U.S. delegations to identify, as appropriate, opportunities to promote OER’s core principles for ocean exploration [and procedures] as sidebar discussions or outreach events, to enhance the visibility of U.S. deep sea science expertise and create opportunities to leverage U.S. assets with other nations.

Recommendation 3: Strengthen Alignment with NOMECE and Community Focus

Aligning OE's strategies with NOMECE will create a unified, cohesive approach that drives progress on national ocean exploration priorities. This alignment will not only accelerate advancements but also expand and strengthen the cross-sector community engaged in coordinated ocean exploration efforts, fostering collaboration and innovation across government, academia, industry, and other stakeholders.

- **OER Response:** Concur. See also OER Response to Recommendation 1. Engaging agencies of the NOMECE Council and non-federal partners in both OER-funded expeditions and NOMECE implementation, enhances programmatic impact and our ability to conduct mapping and characterization at scale. This recommendation maps to OER involvement in the milestones described for [NOMECE Implementation Plan Objective 5.1 Maximize Opportunities for Non-Federal Participation](#) and [Objective 5.2 Foster Cross-Sector Engagement](#).
- **OER Actions:**
 - a. Prioritize efforts relative to National Ocean Mapping, Exploration and Characterization ([NOMECE Implementation Plan](#)) milestones.
 - b. Highlight in the annual [NOMECE Progress Reports](#) exploration activities that leverage other federal and non-federal assets, such as through the National Oceanographic Partnership Program (NOPP) and interagency agreements (IAAs).
 - c. Complete and publish the “Pacific Priorities Report for Exploration and Characterization” as drafted by the [Interagency Working Group for Ocean Exploration and Characterizations \(IWG-OEC\)](#) and informed by the community in response to a Federal Register Notice.

Recommendation 4: Increase Data Accessibility and Engagement

Ensure OE data is accessible, usable, engaging for audiences. Developing a data stewardship culture around standards and best practices will ensure interoperability, quality control, and alignment with established frameworks (Essential Ocean, Climate, and Biodiversity Variables (EOVs, ECVs, and EBVs)). NOAA should also continue to take steps to assemble and present data and information in formats and materials that are comprehensible to a wide range of stakeholders beyond the exploration and science communities, including decision and policy makers and the public.

- **OER Response:** Concur. OER works across NOAA to modernize data standards and delivery tools to ensure OER products are discoverable, interoperable, and useful to a wide range of stakeholders. As resources allow, emphasis will be placed on machine-readable formats, community-aligned vocabularies, and user-informed design to improve accessibility for educators, policymakers, and local decision-makers. This recommendation maps to OER involvement in the milestones described for [NOMECE Implementation Plan Objective 3.4 Make Exploration and Characterization Data Useable and Accessible](#).
- **OER Actions:**
 - a. Complete and promote public use of the Exploration Gap Analysis, a new GIS-based tool to establish a spatial coverage baseline for ocean exploration, support the monitoring of exploration and characterization progress on previously unexplored ocean areas, and aid in the identification of priority areas for future expeditions and data collection efforts.
 - b. Report to OEAB progress made with collaborations that optimize automated creature/feature video annotations and access.
 - c. Work with [NCEI](#) to ensure efficient and effective long-term expedition data (including video) preservation and public access, consistent with the [NOAA Cloud Strategy](#) (2020); the [NOAA Data Strategy](#) (2020) and other applicable [S&T strategies](#). Track progress against known risks.
 - d. Mitigate risks of loss of expertise through attrition, and administrative actions and maintain core data support actions e.g. archival and cloud-based services through staff reassignments, increasing reliance on partners (as resources allow) and, where necessary, reducing or eliminating lower priority office activities.

Recommendation 5: Advance Innovation with Broader Strategic Planning

Broaden OE's FFO and OEI programs to encourage high-risk, high-reward innovations. Use an RFI process to engage the private sector and align with NOMECE's framework to foster dynamic partnerships and technological growth. Opportunities for data buys and platform chartering should be used to scale operations and meet NOMECE's mapping objectives and addressing US BBNJ priorities.

- **OER Response:** Concur. OER will focus future investments on transformative technologies that meet operational requirements and national priorities. Requests for Information (RFIs), public-private partnerships, and high-risk funding pathways can strengthen OER's innovation posture while preserving reliability in mission delivery. This recommendation maps to OER involvement in the milestones described for [NOMECE Implementation Plan Objective 4.2 Support Development, Testing, Deployment and Use of New Technologies](#).
- **OER Actions:**
 - a. Prioritize key technology areas focusing on increase in ocean exploration footprint and efficiencies in the acquisition of ocean exploration data.
 - b. Develop and implement new partnerships with industry, federal government agencies, and academia to incorporate novel and dependable sensors, algorithms, and platforms into Ocean Exploration's regular operations.
 - c. Evaluate tech transitions annually, publish results.
 - d. Incorporate innovation criteria into OER competitive funding processes.

Recommendation 6: Focus on Ocean Exploration in Education and Outreach

Emphasize ocean exploration in educational and outreach (E&O) efforts, distinguishing it from general ocean science and literacy to accelerate and highlight exploration-focused engagement. The use of partnerships, including those within NOAA, will be key in showcasing ocean exploration and its value and relevance.

- **OER Response:** Concur. Communications, outreach, and education activities will place greater emphasis on the excitement and relevance of discovery. By highlighting live expeditions, unexpected findings, and exploration's role in addressing broader challenges, OER aims to inspire interest across a wide range of audiences and geographies. As suggested, involving partners in the observation and interpretation of live feeds and other expedition outreach efforts adds value and relevance to our audiences. This recommendation maps to OER involvement in the milestones described for [NOMECE Implementation Plan Objective 5.3 Inspire and Involve the Public](#).
- **OER Actions:**
 - a. Develop innovative educator workshop modules with discovery-first framework designed to engage audiences through immersive, accessible content, leveraging the NOAA education community to make that content meaningful and place-based.
 - b. Increase sharing of significant discoveries and results online and in ways that encourage increased traditional media outreach.

Recommendation 7: Implement Data-Driven [Education & Outreach] Impact Assessment

Improve evaluation of educational materials and public engagement by tracking classroom use and setting measurable impact goals.

- **OER Response:** Concur. Using embedded feedback tools and independent evaluations, OER will capture how our educational efforts influence behavior, understanding, and sustained engagement over time. OER is shifting from measuring outreach activity volume to assessing audience impact.
- **OER Actions:**
 - a. Adopt outcome-based metrics defined in the NOAA Education Strategic Plan 2025-2045, and establish evaluation processes to guide education material and demonstrate effectiveness.
 - b. Explore the implementation of outcome-based metrics through evaluation for outreach efforts.

Recommendation 8: Support Career Pathways through Partnerships and Tracking

Strengthen career development programs by creating metrics to track intern success, supporting long-term impacts on workforce development in ocean exploration fields.

- **OER Response:** Concur. OER will strengthen our contribution to the ocean workforce by tracking alumni career paths, expanding placement opportunities, and developing new partnerships that provide clear post-internship trajectories.
- **OER Actions:**
 - a. Implement an intern and fellow alumni tracking system
 - b. Expand collaborations with partners that connect early-career participants with educational and employment opportunities.

Recommendation 9: Set Clear Goals and Performance Metrics

Develop measurable goals and milestones to clarify OE's impact. Balance groundbreaking innovations with practical technology applications and ensure project goals align with OE's mission and strengths.

- **OER Response:** Concur. OER creates metrics (key performance indicators, KPIs) for the Annual Operating Plan (AOP) that are consistent with 1) our mission as defined by authorizing legislation; 2) the Government Performance and Results Act; and 3) priorities as identified by the Administration and funded by Congress.

Department of Commerce and NOAA strategic plans are currently in revision, and program strategic plans will be directed to align thereafter. When that occurs, OER will seek OEAB input to help identify goals and milestones (including Key Performance Indicators) as this recommendation suggests. Tracking some of the impact-metrics suggested by the Review Panel – e.g., impacts on management practices; discoveries with biochemical or technological applications; and contributions to the Blue Economy – may require substantial effort (i.e. expertise not currently embedded within OER) to obtain objective proof of impact.

This recommendation maps to OER involvement in the [NOMECE Implementation Plan Milestone 5.5.3: Determine and convey the economic impact of MEC \(Mapping, Exploration and Characterization\) data acquisition](#), an effort that will leverage other agency expertise, including those involved with the [U.S.] [Marine Economy Satellite Account](#).

- **OER Actions:**
 - a. Develop goals and performance metrics as necessary to portray impact on Administration priorities and the balanced use of innovations, applications, and program strengths.

Program Response Table: Action Assignments and Implementation

Actions are ordered by Recommendation. Actions that are responsive to the recommendations, though ongoing program practice, have been left in the table - in the light grey rows - for illustrative purposes only.

Action #	Action (paraphrased)	Champion	Implementation Date/Status	Notes
Recommendation 1: Clarify NOAA Ocean Exploration's Unique Role and Identity				
1a	Maintain chairmanship or leadership of NOMECE, NOPP and other interagency groups related to Ocean Exploration	Director	Ongoing	NOMECE and NOPP co-chairmanship handover from Weirich to Mowitt with OER leadership change
1b	Revise external comms to articulate OER's distinct roles	O&E Division Chief	09/2025	Website, flyers, boilerplate text, and fact sheets have been updated
1c	Promote the use of <i>ROV and Telepresence Deepwater Exploration Procedures Manual</i> and the <i>Sampling Procedures Manual</i>	O&E Division Chief	Ongoing	Already featured on website ; routinely highlighted at conferences; see also action for 2c
1d	Complete the update of <i>Exploration Variables Identified by NOAA Ocean Exploration</i> , originally published in April 2021	S&T Division Chief	On hold	Employee attrition

Action #	Action (paraphrased)	Champion	Implementation Date/Status	Notes
Recommendation 2: Fortify NOAA Ocean Exploration's Role in U.S. Science Diplomacy				
2a	Establish biannual briefing with State Department	OER Senior Advisor	Ongoing	Initiated in 2024 via NOAA IA; 2026 briefing to be scheduled.
2b	Optimize distribution of OER's annual Calls for Input and integrate feedback into expedition planning	E&E Division Chief	Ongoing	2026 Call for Input in new storymap format sent to network; amplified on NOAA socials
2c	Seek opportunities to promote OER core principles for ocean exploration [and procedures manuals] to a global audience	OER Senior Advisor	Ongoing	Contingent on participation in multilateral and bilateral events.
Recommendation 3: Strengthen Alignment with NOMECE and Community Focus				
3a	Prioritize efforts relative to NOMECE milestone implementation (esp 5.1 and 5.2)	E&E Division Chief	Ongoing	
3b	Highlight in the annual NOMECE Progress Reports exploration activities that leverage other federal and non-federal assets	Director	Annually	NOMECE 2024 Progress Report

Action #	Action (paraphrased)	Champion	Implementation Date/Status	Notes
3c	Directly support the publication of the NOMECEC IWG-OEC the “Pacific Priorities Report for Exploration and Characterization”	E&E Division Chief	06/2026	Drafted; in review
Recommendation 4: Increase Data Accessibility and Engagement				
4a	Complete and promote use of Exploration Gap Analysis	S&T Division Chief	06/2026	Contingent on 4d; see also action for 1c & 2c
4b	Report progress on collaboration optimizing creature/feature annotations and access	S&T Division Chief	06/2026	
4c	Ensure data preservation and public access with NCEI	E&E Division Chief	Ongoing	Contingent on 4d
4d	Mitigate risks to maintain core data support	S&T Division Chief	Ongoing	

Action #	Action (paraphrased)	Champion	Implementation Date/Status	Notes
Recommendation 5: Advance Innovation with Broader Strategic Planning				
5a	Prioritize tech increasing exploration footprint and efficiencies in the acquisition of ocean exploration data	S&T Division Chief	Ongoing	
5b	Develop and implement new partnerships to incorporate novel and dependable sensors, algorithms, and platforms into Ocean Exploration’s regular operations.	S&T Division Chief	Ongoing	
5c	Evaluate tech transitions annually, publish results	S&T Division Chief	On hold	Contingent on staff resources
5d	Incorporate innovation criteria into competitive funding processes	S&T Division Chief	On hold	Major competitive funding currently on hold
Recommendation 6: Focus on Ocean Exploration in Education and Outreach				
6a	Develop innovative educator workshop modules with discovery-first framework, leveraging the NOAA education community to make that content meaningful and place-based.	O&E Division Chief	Ongoing	Rollout in Spring 2026

Action #	Action (paraphrased)	Champion	Implementation Date/Status	Notes
6b	Increase sharing of significant discoveries and results online and in ways that encourage increased traditional media outreach	O&E Division Chief	06/2026	
Recommendation 7: Implement Data-Driven [Education & Outreach] Impact Assessment				
7a	Adopt outcome-based metrics defined in the NOAA Education Strategic Plan 2025-2045, and establish evaluation processes to guide education material and public engagement improvements and demonstrate effectiveness	O&E Division Chief	06/2025	Measures defined in NOAA Education Strategic Plan 2025-2045
7b	Explore the implementation of outcome-based metrics through evaluation for outreach efforts	O&E Division Chief	06/2026	
Recommendation 8: Support Career Pathways through Partnerships and Tracking				
8a	Implement an intern and fellow alumni tracking system	O&E Division Chief	06/2026	Tracking system in development; explore tracking programs at Sea Grant and NOAA Office of Education for possible extensions/improvements

Action #	Action (paraphrased)	Champion	Implementation Date/Status	Notes
8b	Expand collaborations with partners that connect early-career participants with educational and employment opportunities.	O&E Division Chief	On hold	Contingent on resource availability
Recommendation 9: Set Clear Goals and Performance Metrics				
9a	Align goals and performance metrics as necessary to portray OER impact.	Deputy Director	Annually	