



ANNUAL
REPORT
2019



WOODS HOLE
OCEANOGRAPHIC
INSTITUTION

Our Ocean. Our Planet. Our Future.

OUR OCEAN. OUR PLANET.



OUR FUTURE.

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A Message from the Board Chair and the President

At Woods Hole Oceanographic, our talented and passionate engineers and scientists serve a shared vision of scientific excellence, engineering ingenuity, and intrepid exploration, all in the name of revealing the next piece of the ocean puzzle—whether it be about our climate, our fisheries, our health, or a wondrous new ocean creature with dazzling colors and behaviors.

As you will read in the pages that follow, we realized this vision time and again in 2019. The primary highlight was unquestionably the groundbreaking research of WHOI's Ocean Twilight Zone (OTZ) Project, a bold effort to explore Earth's last frontier. The project, funded through generous donations from private supporters through the Audacious Project, is yielding new insights into the importance of the twilight zone.

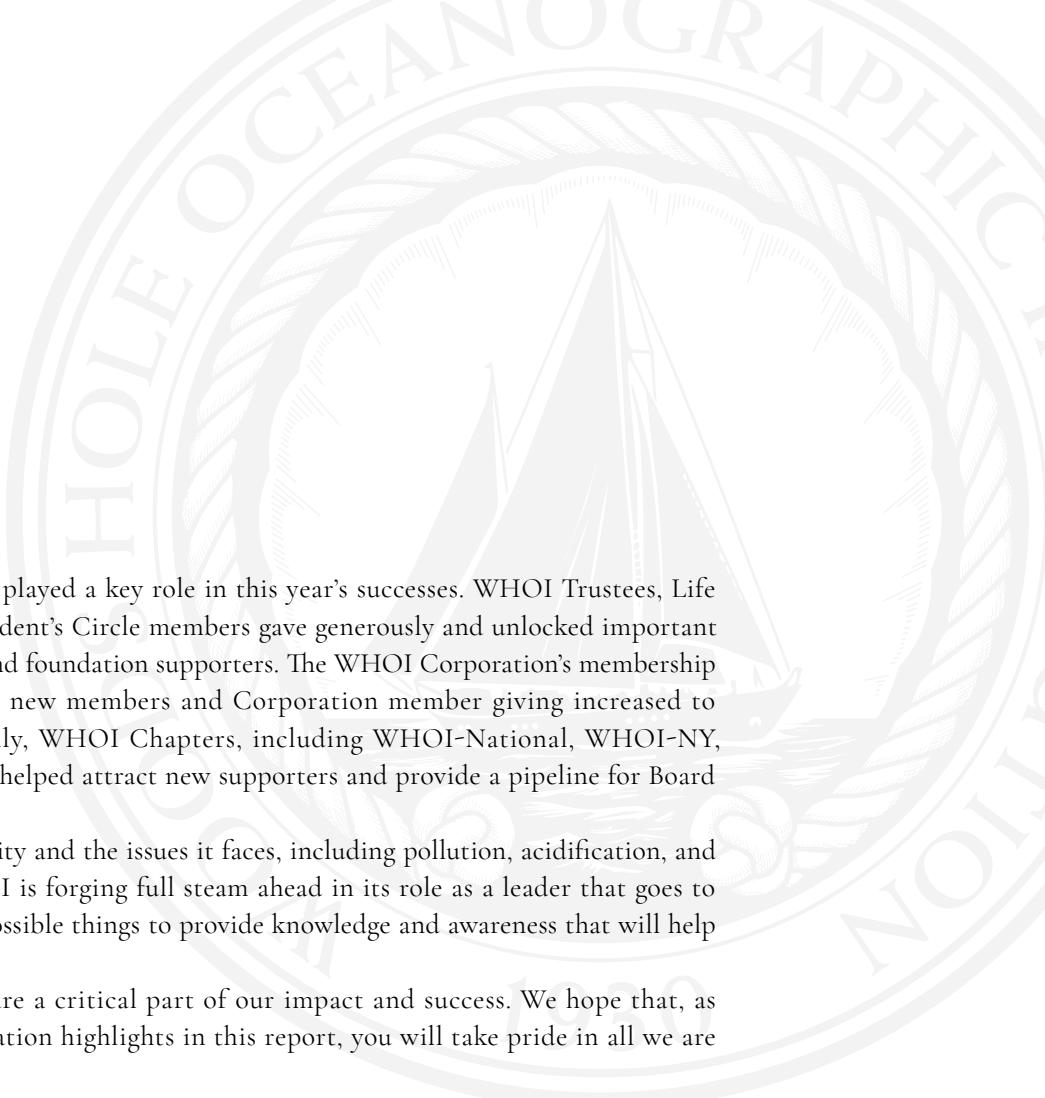
Other research highlights included the arrival of Dr. Richard Murray, WHOI's new Deputy Director and Vice President of Research, a new partnership with NASA to explore ocean worlds, and an evolving research program on ocean microplastics, an increasing global issue.

On the education front, programs including the MIT-WHOI Joint Program in Oceanography and Applied Ocean Sciences and Engineering continued to serve as a proving ground for future ocean leaders, adding to an impressive and expanding list of alumni and fueling the future of oceanography.

The Advancement Team continued to yield remarkable results with the recruitment of the new Chief Development Officer, Court Clayton. Refreshed publications and web presence, a direct marketing campaign and rebranding initiative helped attract new supporters at a record level. The Institution had good media visibility as well, with WHOI scientists featured in the BBC's *Blue Planet Live* and in publications including the *New York Times*, *The Atlantic*, *National Geographic*, and *Wired* magazine. WHOI investigators and others also had a major TEDx presence in Vancouver with Mission Ocean, a stunning immersive exhibit created and staffed with our partners at the Avatar Alliance Foundation and OceanX.

WHOI funding from the National Science Foundation, Navy, and NOAA remained strong as did private foundation support. A major highlight of the year was a \$5 million gift and challenge match from the Deerbrook Charitable Trust to establish the first-of-its-kind research accelerator fund. These endowed funds are driving ocean research and innovation at a time when it is essential for solving global problems related to a stable climate, sustainable fisheries, and a healthy ocean.

As a WHOI supporter, you are a critical part of our impact and success.



As always, WHOI leadership played a key role in this year's successes. WHOI Trustees, Life Trustees, Corporation and President's Circle members gave generously and unlocked important doors to additional individual and foundation supporters. The WHOI Corporation's membership continued to grow with eleven new members and Corporation member giving increased to 85 percent participation. Finally, WHOI Chapters, including WHOI-National, WHOI-NY, WHOI-NE, and WHOI-Dallas, helped attract new supporters and provide a pipeline for Board and corporation membership.

The ocean serves all of humanity and the issues it faces, including pollution, acidification, and warming, affect all of us. WHOI is forging full steam ahead in its role as a leader that goes to impossible places and does impossible things to provide knowledge and awareness that will help everyone on Earth.

As a WHOI supporter, you are a critical part of our impact and success. We hope that, as you read the research and education highlights in this report, you will take pride in all we are achieving together.



David Scully
Board Chair



Mark R. Abbott
President and Director



RESEARCH AND EDUCATION HIGHLIGHTS

WHOI scientists, engineers, and technicians are at the forefront of ocean science and technology around the world, seeking answers to pressing questions about our global ocean and educating the next generation of ocean leaders. WHOI scientists and students use world-class facilities, advanced marine robotics and submersibles, and innovative research methods, many pioneered at WHOI, to better understand the planet, to support ocean stewardship and sustainability, and to shed light on the ocean's impacts on human health and well-being. Here are some highlights from 2019.



MIT-WHOI Joint Program Student Jordon Hemingway holding a sample of Amazon river water rich in sediments. (Photo by Chris Linder)

Research Highlights

UNLESS WARMING IS SLOWED, EMPEROR PENGUINS WILL BE MARCHING TOWARDS EXTINCTION

Emperor penguins are some of the most iconic marine animals, but an international collaboration that included WHOI revealed that a warming climate may render these majestic penguins extinct by the end of the century.

WHOI-ENGINEERED DISCO ALLOWS SCIENTISTS TO MEASURE HIGHLY REACTIVE SUPEROXIDE ON CORAL REEFS

WHOI researchers successfully recently conceived, developed, and tested DISCO, a portable device capable of making *in situ* measurements of a highly reactive type of oxygen, known as superoxide, that may be related to the health of coral reefs. The next step is to understand why certain reefs make superoxide and whether it helps coral or is related to stress in some way.

WATERS WEST OF EUROPE DRIVE OCEAN OVERTURNING, KEY FOR REGULATING CLIMATE

In the Atlantic Meridional Overturning Circulation, or AMOC, warm water is carried north from the tropics by surface currents and wind and gradually becomes colder, saltier, and denser to sink and return south through the Iceland and Irminger basins. In a shift from the prevailing scientific view, a WHOI study showed that most of this downwelling, also known as “overturning,” and its month-to-month variability is occurring in regions between Greenland and Scotland, rather than in the Labrador Sea off Canada, as many past modeling studies have suggested.

NEW DEEP-SEA CORAL SPECIES DISCOVERED IN ATLANTIC MARINE MONUMENT

During several submersible dives in Northeast Canyons and Seamounts National Monument in 2018, WHOI and OceanX collected samples of what was later found to be a new species of deep-sea bubblegum coral. Studies in the monument suggest the canyons from the U.S.-Canada border to the Mid-Atlantic Coast contain a startling range and diversity of life that is largely unexplored.

MICROBES AS GATEKEEPERS OF EARTH'S DEEP CARBON

An international team of scientists that included WHOI researchers, visited the subduction zone off the coast of Costa Rica where the ocean floor sinks beneath the continent and volcanoes tower above the surface. They wanted to find out if microbes can affect the cycle of carbon from the surface into the deep interior. In the findings they published in *Nature*, the answer is affirmative—yes, they can.

NORTH ATLANTIC OCEAN PRODUCTIVITY HAS DROPPED 10 PERCENT DURING THE INDUSTRIAL ERA

MIT-WHOI Joint Program students, WHOI scientists, and others found evidence of a distinct decline in North Atlantic productivity—photosynthetic conversion of carbon dioxide to organic carbon by algae in the ocean's sunlit upper reaches—that coincides with the start of the Industrial Era and steadily warming water temperatures. It's a troubling finding, given that virtually all marine life ultimately depends on these microscopic organisms that form the base of the ocean's food web.

NEW SUBSPECIES OF PILOT WHALE IDENTIFIED IN PACIFIC OCEAN

Short-finned pilot whales have long been considered a single species, but a WHOI-led genetic study confirmed a hypothesis that the global population is actually made up of two unique subspecies: the “Naisa” form which have square-shaped heads, and the “Shiho” form which have round heads.

SURPRISING ENZYMES FOUND IN GIANT OCEAN VIRUSES

A study led by researchers at WHOI and Swansea University Medical School revealed that newly identified genes carried by mysterious “giant” viruses—both in the sea and on land—may offer potential new drug targets for similarly sized viruses linked to human diseases.

ORGANIC CARBON HIDES IN SEDIMENTS, KEEPING OXYGEN IN ATMOSPHERE

Research by WHOI and Harvard University may help settle the longstanding question of how small amounts of organic carbon become locked away in rock and sediments, preventing it from decomposing. Better estimates of the length of this process could help explain why the mixture of gases in Earth’s atmosphere has remained stable for so long.

NASA MAKES DUAL INVESTMENT IN OCEAN WORLDS RESEARCH AT WHOI

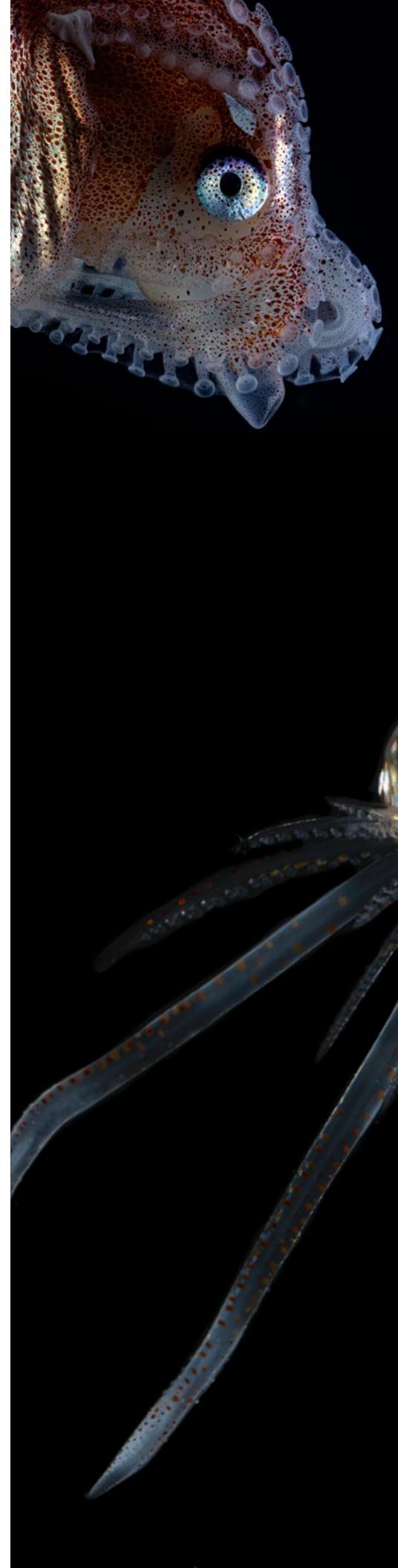
The National Aeronautics and Space Administration (NASA) invested \$7.6 million over five years to create Exploring Ocean Worlds (ExOW), a major new research program headquartered at WHOI, as well as a new national research network to facilitate ocean worlds research. ExOW convenes some of the nation’s leading experts in ocean and space research and is the cornerstone of NASA’s Network for Ocean Worlds initiative, which aims to accelerate research on planetary bodies with liquid water oceans that may harbor alien life.

BLUE SHARKS USE EDDIES FOR FAST TRACK TO FOOD

Scientists at WHOI and the Applied Physics Lab at the University of Washington were surprised to discover that blue sharks use large, swirling water masses, known as eddies, to fast-track their way down to feed in the ocean twilight zone—a layer of the ocean below the sunlit surface waters estimated to contain the largest collection of life on Earth.

NEMO CAN’T ADAPT TO RAPID ENVIRONMENTAL CHANGES

The beloved clownfish, popularized by the movies “Finding Nemo” and “Finding Dory,” doesn’t have the genetic capacity to adapt to rapid changes in its environment. The finding, based on collaborative research with France’s National Centre for Scientific Research, suggests that conservation efforts cannot rely on genetic adaptation to protect these charismatic fish from climate change.





THE OCEAN TWILIGHT ZONE (OTZ) PROJECT (A TED AUDACIOUS PROJECT)

Year two of the pioneering, \$35 million OTZ Project yielded remarkable discoveries and helped shed greater light on a part of the ocean realm that is proving a more critical part of Earth's chemical cycles and the ocean food web than previously thought. Key impacts and accomplishments of the OTZ Project to date include:

- Discovered that recent estimates of twilight zone fish biomass likely overstate the amount of life present.
- Collected detailed acoustic data from the towed sensor platform, Deep-See, which revealed that life in the twilight zone is highly variable.
- Developed novel methods and workflows to understand



biodiversity with the application of environmental DNA (eDNA).

- Using a stable isotope analysis method, we discovered that the twilight zone has two distinct food webs.
- Identified a rare deep-sea jellyfish and revealed a potential new cryptic species of lanternfish using genetic analysis.
- Carried out DNA shedding and persistence experiments. The experimental results will be influential in advancing use of eDNA methods for numerous oceanographic research applications.

Education Highlights

KICK-STARTING THE NEXT GENERATION OF OCEAN LEADERS

WHOI supported 29 Postdoctoral Scholars (awarded competitively and funded using endowed funds and scholarship awards from other sources), 20 Postdoctoral Fellows (funded through competitive awards from external agencies, foundations, and foreign countries), and 41 Postdoctoral Investigators (funded by grants from external sources that are part of the research base in each department). Four of these postdocs were hired onto the WHOI scientific staff as assistant scientists: Kirstin Meyer-Kaiser (Biology), Adam Subhas and Ann Dunlea (Marine Chemistry and Geochemistry), and Seth Zippel (Applied Ocean Science and Engineering).

RENNED MIT-WHOI JOINT PROGRAM WELCOMES 36 NEW STUDENTS

The MIT-WHOI Joint Program in Oceanography and Applied Science & Engineering welcomed 36 new students in 2019, including six master's students from the U.S. Navy. Twenty-four of the incoming students participated in the Jake Peirson Summer Cruise operated by Sea Education Association on the (SSV) *Corwith Cramer* to teach incoming students critical seagoing skills. The ten-day cruise is named in honor of Jake Peirson who served as Assistant Dean and then Associate Dean/Registrar from 1967 to 1996 and was always a strong supporter of WHOI's education programs.

MIT-WHOI JOINT PROGRAM COMPLETES ITS 2019 FIVE-YEAR REVIEW

In late October the Joint Program had its external review, carried out every five years. The review committee, chaired by Robert Anderson from the Lamont Doherty Earth Observatory, was pleased overall with the program and provided helpful, actionable recommendations, including a suggestion to raise more student fellowship funds, which would help in fulfilling a second recommendation to increase enrollment in Marine Geology and Geophysics, Physical Oceanography and Biological Oceanography. The reviewers also suggested making the program more responsive, more welcoming, and more inclusive, to help WHOI's efforts to increase diversity among the student population.

JP ASK: A NEW RECRUITMENT TOOL FOR STUDENTS BY STUDENTS

Current Joint Program students designed and built a new recruitment tool known as the JP Applicant Support & Knowledgebase (JP ASK). JP ASK, which is independent from the JP admissions process, enables current graduate student volunteers to provide prospective students with advice and support during the application process. Volunteers are available to answer questions on topics including curriculum, learning environment, and campus life based on their firsthand experience.



CELEBRATING 60 YEARS OF GEOPHYSICAL FLUID DYNAMICS

The Geophysical Fluid Dynamics Program (GFD) celebrated its 60th anniversary in 2019. Twelve graduate fellowships were awarded for the summer with a research focus on “Stratified Turbulence and Oceanic Mixing Processes.” Colm-cille Caulfield (University of Cambridge) and Stephanie Waterman (University of British Columbia) served as principle lecturers. One program highlight was the Sears Public Lecture (which celebrated its 15th year), established to introduce the public to timely and interesting GFD subject matter. This year’s presentation was “Fluids and Health,” by Professor Lydia Bourouiba (MIT), whose lecture included a primer on the fluid mechanics of sneezing!

TRAINING UNDERGRADUATES & FOSTERING DIVERSITY IN OCEAN SCIENCE AND ENGINEERING

The WHOI Summer Student Fellowship Program class of 2019 included 33 undergraduates, including one from the U.S. Naval Academy, with nearly half of the students from groups underrepresented in the ocean sciences. The goal of the program is to foster an interest among STEM undergraduates into ocean science and engineering and to broaden participation. In addition, in the fall of 2019,

five undergraduate students enrolled in the Semester at WHOI Program, a semester-long, tuition-supported undergraduate program that includes a for-credit research project and the opportunity to take oceanography courses alongside graduate students.

PROMOTING WORLD-CLASS SCIENCE LEARNING IN THE FALMOUTH PUBLIC SCHOOLS

WHOI signed a memorandum of understanding (MOU) with the Falmouth Public Schools, MBL Falmouth Marine & Environmental Services, National Oceanic and Atmospheric Administration, Sea Education Association, United States Geological Survey, Waquoit Bay National Estuarine Research Reserve, Woodwell Climate Research Center, and Zephyr Education Foundation. The group’s goal is to create world-class science learning experiences that provide Falmouth students with critical knowledge to improve their success in college, in their careers, and as citizens.

Life as a Summer Student Fellow: (Left) Lisa Coe and her sponsor Ben von Mooy ready a kayak to transit across Siders Pond in Falmouth, MA to retrieve water samples to bring back to the lab for analysis. (Center) New friends enjoying a day at the beach together. (Right) Marta Faulkner and Mary Burnam examine recovered plankton.





IN MEMORIAM:

ARTHUR MAXWELL

Art Maxwell (center), along with Jim Dean and Dick Von Herzen, remove a core aboard Glomar Challenger on Deep-Sea Drilling Project (DSDP) Leg 3 in 1968. (Photo credit: DSDP)

Celebrating an oceanographic life

ARTHUR (ART) MAXWELL WAS MORE THAN A BRILLIANT OCEAN SCIENTIST: HE WAS A GENEROUS, APPROACHABLE LEADER WHO CARED DEEPLY ABOUT HIS COLLEAGUES AND STUDENTS.

"Art was a legend, a mentor, and a trusted friend," said Woods Hole Oceanographic Institution (WHOI) Trustee, Jamie Austin, a senior research scientist at the University of Texas Institute for Geophysics, where Maxwell spent the final decade of his long career.

In the 1960s and 70s, Maxwell served as WHOI Director of Research and Provost, working closely with WHOI President Paul Fye and helping to found the MIT-WHOI Joint Program in Oceanography. During his time at the Institution, Maxwell also pursued his own research in geophysics. Among other achievements, he was appointed President of the American Geophysical Union (1976-1978) and co-led an expedition of the Deep-Sea Drilling Project, which provided critical evidence to support the theory of plate tectonics by demonstrating that the seafloor under the South Atlantic was spreading.

Maxwell began his career in one of the most dangerous jobs in the U.S. Navy, serving as quartermaster on the ammunition ship *Lassen* in the Pacific during World War II. After the war, Maxwell went to Scripps Institute of Oceanography, where he worked with pioneering oceanographers Walter Munk and Roger Revelle; the latter was so impressed with Maxwell that he took on the role of graduate advisor for the first time in order to mentor him. Maxwell then moved from California to Washington, DC, to

work for the Office of Naval Research at a time when the Navy was a leading funder of research in ocean science.

"It was always very interesting around our household," reminisced Maxwell's daughter, Delle. "Scientists from around the world were always passing through. We met people like Jacques Piccard and Willard Bascom—leading lights in oceanography. As a child, I imagined theirs to be a most exotic and adventurous lifestyle. In retrospect, my father was always at the intersection of adventure, intellectual pursuit, and academic pioneering."

In 2018, a year before his death, Art Maxwell returned to WHOI at the age of 93 to attend the commemoration of the 50th anniversary of the Joint Program, which he helped initiate half a century before. To celebrate his contributions to WHOI, Delle and her husband Pat Hanrahan gave \$1.5 million to endow the Maxwell-Hanrahan Fund for Education and Research at MIT, which funds students to carry out oceanographic research at sea. They gave an additional \$1 million to WHOI's Arthur E. Maxwell Graduate Student Fund, established in 2003 by Austin—a Joint-Program alumnus (Ph.D. '79)—to honor his much-beloved mentor.

"I can say without hesitation that his input steered me in good directions for more than four decades," Austin said. "I will never forget him."



Art was a legend, a mentor, and a trusted friend.”

~ Jamie Austin, WHOI Trustee

THE POWER OF GIVING



PRIVATE PHILANTHROPY IS AN INVESTMENT IN HIGH-RISK, HIGH-REWARD RESEARCH AND EXPLORATION THAT ARE VITAL TO MANAGING AND PROTECTING THE OCEAN THAT SUPPORTS US ALL.

Generous gifts from private supporters and foundations—both in the form of restricted and unrestricted giving are key to unleashing bold new lines of inquiry and innovation. Unrestricted gifts enable WHOI to deploy funds as opportunities and needs arise, and can often be leveraged to attract additional funding, giving them a powerful multiplier effect. Restricted gifts, which fund individual investigators or projects, are a great way for supporters to assure their gift makes an impact through targeted giving.

Here are some of the supporters who gave restricted and unrestricted gifts to WHOI in 2019.

DEERBROOK CHARITABLE TRUST LAUNCHES NEW RESEARCH ACCELERATOR FUND WITH \$5M CHALLENGE GRANT

The Deerbrook Charitable Trust committed \$5 million over five years to establish the Deerbrook Ocean Science Acceleration Fund (DOSA Fund), a lasting endowment to drive ocean research, innovation, and exploration at WHOI at a time when our changing ocean is reshaping coastal communities and profoundly influencing the world's climate, food supply, and national security landscape. The DOSA Fund also provides a five-to-one matching gift—up to \$1 million per year—for every dollar WHOI raises for research acceleration. Deerbrook's challenge to the WHOI family to raise an additional \$1 million inspired WHOI Trustees Jamie Austin, Jamie Clark, Steven Hoch, and

an anonymous donor to jointly commit \$500,000 from themselves and their families. They named their fund in honor of our beloved former Deputy Director and Vice President for Research, Larry Madin, and challenged more donors to join the effort to provide long-term leveraging opportunities for the Institution. WHOI Life Trustee, Georgie McConnell, soon got her family involved and established the McConnell Family Accelerator Fund. Likewise, the Hermann Foundation and the William H. Donner Foundation were significant early supporters. Response was so rapid that Deerbrook paid off its entire pledge by the end of 2019, four years ahead of schedule. WHOI is grateful to all of the donors who stepped up to support the launch of this important research tool. With your help we continue to build on this success and expand our pool of monies for 2020 and beyond.

OCEAN LOVER ELIZABETH LEATHERMAN IS A STAR WHOI SUPPORTER AND AMBASSADOR

Longtime WHOI supporter and devoted ambassador, Elizabeth Leatherman, has always loved and been engaged with the ocean. "I grew up on the water on boats, and am a scuba diver and a lover of all sea creatures," she says. For several years, Elizabeth even worked part time at the New England Aquarium as a seal handler, assisted in the stranded pup program, and helped rehabilitate pilot whales to be released.



"I first learned about WHOI many years ago from an intern at WHOI," says Elizabeth. "I went over to see the facility, and was fascinated by the organization's research and development."

Years later, Elizabeth's brother, WHOI supporter and corporation member, Charles Willis, brought her to see WHOI again. "That's when I knew I wanted to be involved, to help spread the word to others about the important science being discovered," she says. "The research that WHOI does impacts all of us and our future on the planet. It is vital to share the information that WHOI gathers to educate us."

Elizabeth says that over the years, she has been surprised at how many people are unaware of the fragility of the ocean's ecosystem and the importance of the relationship of the ocean to our planet.

"After organizing a variety of talks by WHOI scientists in different states, I am pleasantly surprised to hear people reconsidering their relationship with the ocean on a personal level," says Elizabeth. "I hope to keep sharing the importance of WHOI's work, in the most beneficial ways possible."

LOU RUSITZKY, A FRIEND TO THE END

Former Navy man, Lou Rusitzky, was in Newport years ago and saw a WHOI ship docked there. To hear Lou tell the story, he was so curious and impressed that he contacted WHOI seeking to get involved and immediately become a WHOI Associate, and shortly after became a member of the WHOI Corporation. Lou, who spent his career as a successful securities analyst in Boston, was very engaged with WHOI activities while he was in the area, and remained so after he and his wife, JoAnne, moved to Florida for retirement.

Because of his Navy background, Lou established an endowment to support WHOI projects with the Navy. He used a variety of planned giving tools—a charitable remainder unitrust, a family trust, and several IRAs—to add to his endowment and also provide significant unrestricted support.

Through his gifts, Lou's influence at WHOI carries on, helping to strengthen WHOI's relationship with the Navy and supporting essential ocean research. He is remembered for his generosity and his enthusiasm for the sea. He is sorely missed by his many friends at WHOI.

66 The research that WHOI does impacts all of us and our future on the planet” ~ Elizabeth Leatherman

2019 Giving

IT IS A PRIVILEGE TO ACKNOWLEDGE THE MANY INDIVIDUALS, FOUNDATIONS, CORPORATIONS, AND ORGANIZATIONS THAT MADE GIFTS OR PLEDGES IN 2019.

\$5,000,000 OR MORE

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MIT-WHOI Joint Program Student Kalina Grabb working with a DISCO unit in the lab. WHOI researchers successfully recently conceived, developed, and tested DISCO, a portable device capable of making *in situ* measurements of a highly reactive type of oxygen, known as superoxide, that may be related to the health of coral reefs. (Photo by Daniel Hentz © Woods Hole Oceanographic Institution)

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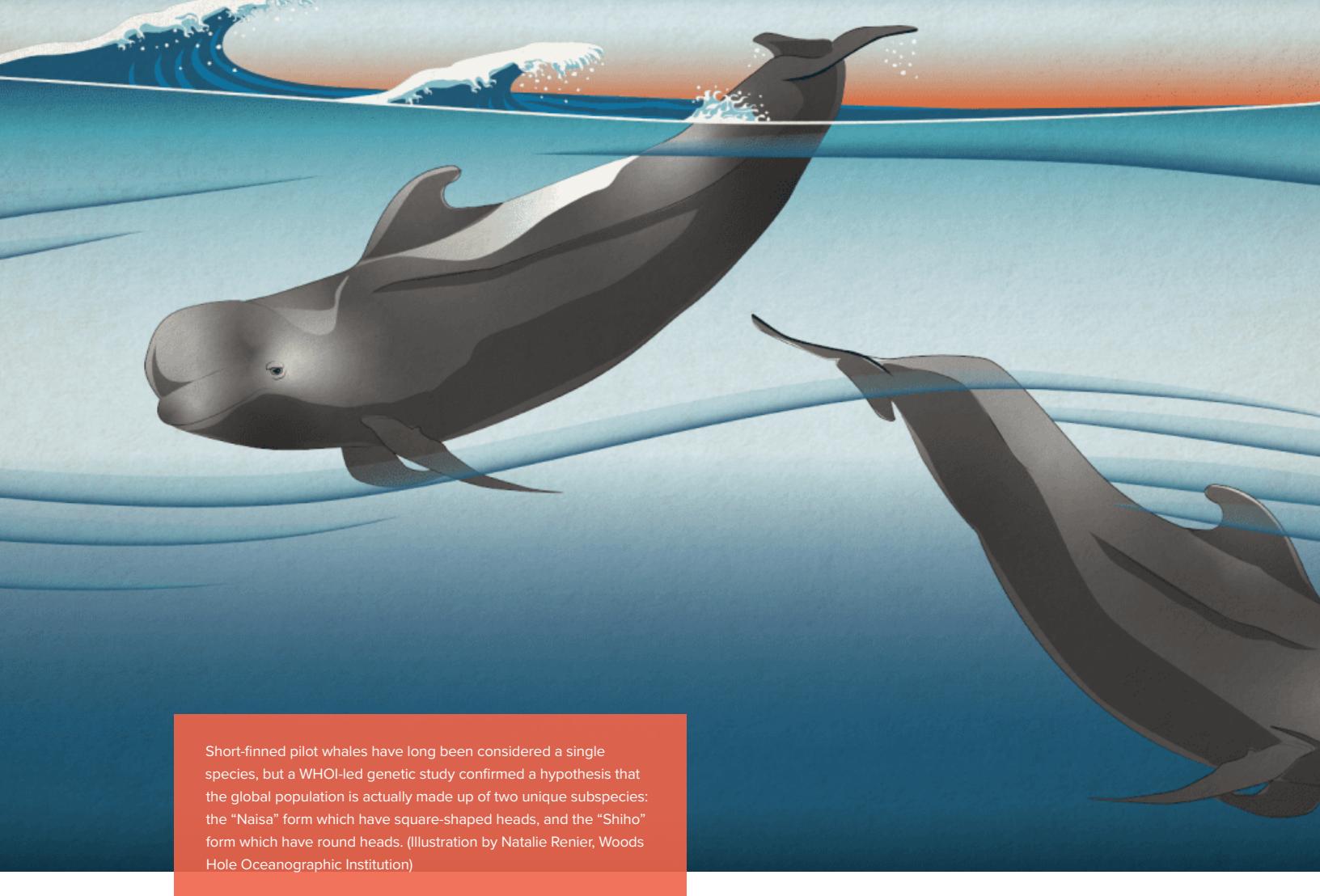
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A clownfish on its anemone in the lagoon around Kimbe Island in Papua New Guinea. These beloved fish, popularized by the movies "Finding Nemo" and "Finding Dory," do not have the genetic capacity to adapt and protect them from rapid changes to their environment. (Photo by Simon Thorrold, Woods Hole Oceanographic Institution)





Short-finned pilot whales have long been considered a single species, but a WHOI-led genetic study confirmed a hypothesis that the global population is actually made up of two unique subspecies: the "Naisa" form which have square-shaped heads, and the "Shiho" form which have round heads. (Illustration by Natalie Renier, Woods Hole Oceanographic Institution)

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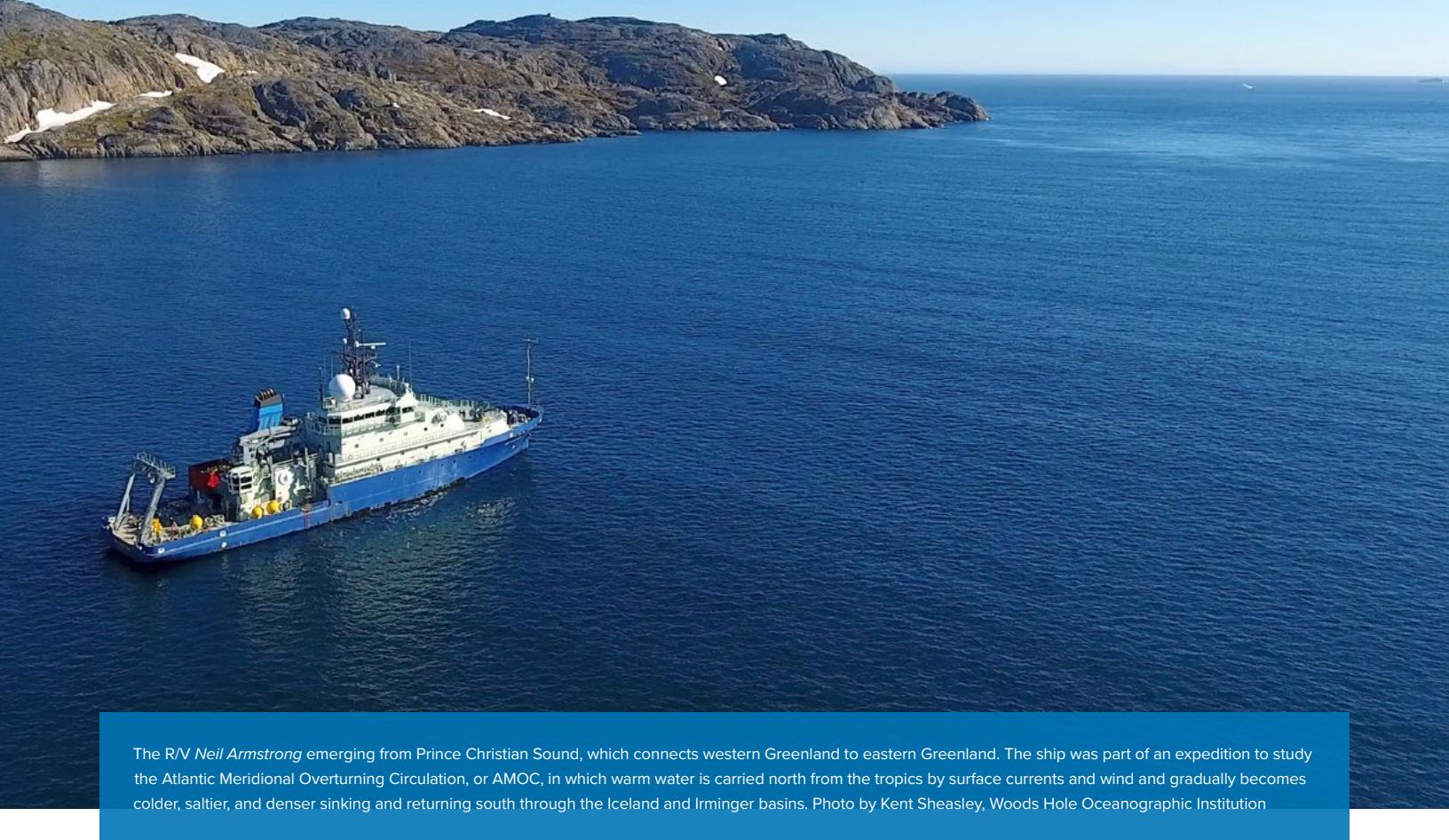
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The R/V *Neil Armstrong* emerging from Prince Christian Sound, which connects western Greenland to eastern Greenland. The ship was part of an expedition to study the Atlantic Meridional Overturning Circulation, or AMOC, in which warm water is carried north from the tropics by surface currents and wind and gradually becomes colder, saltier, and denser sinking and returning south through the Iceland and Irminger basins. Photo by Kent Sheasley, Woods Hole Oceanographic Institution

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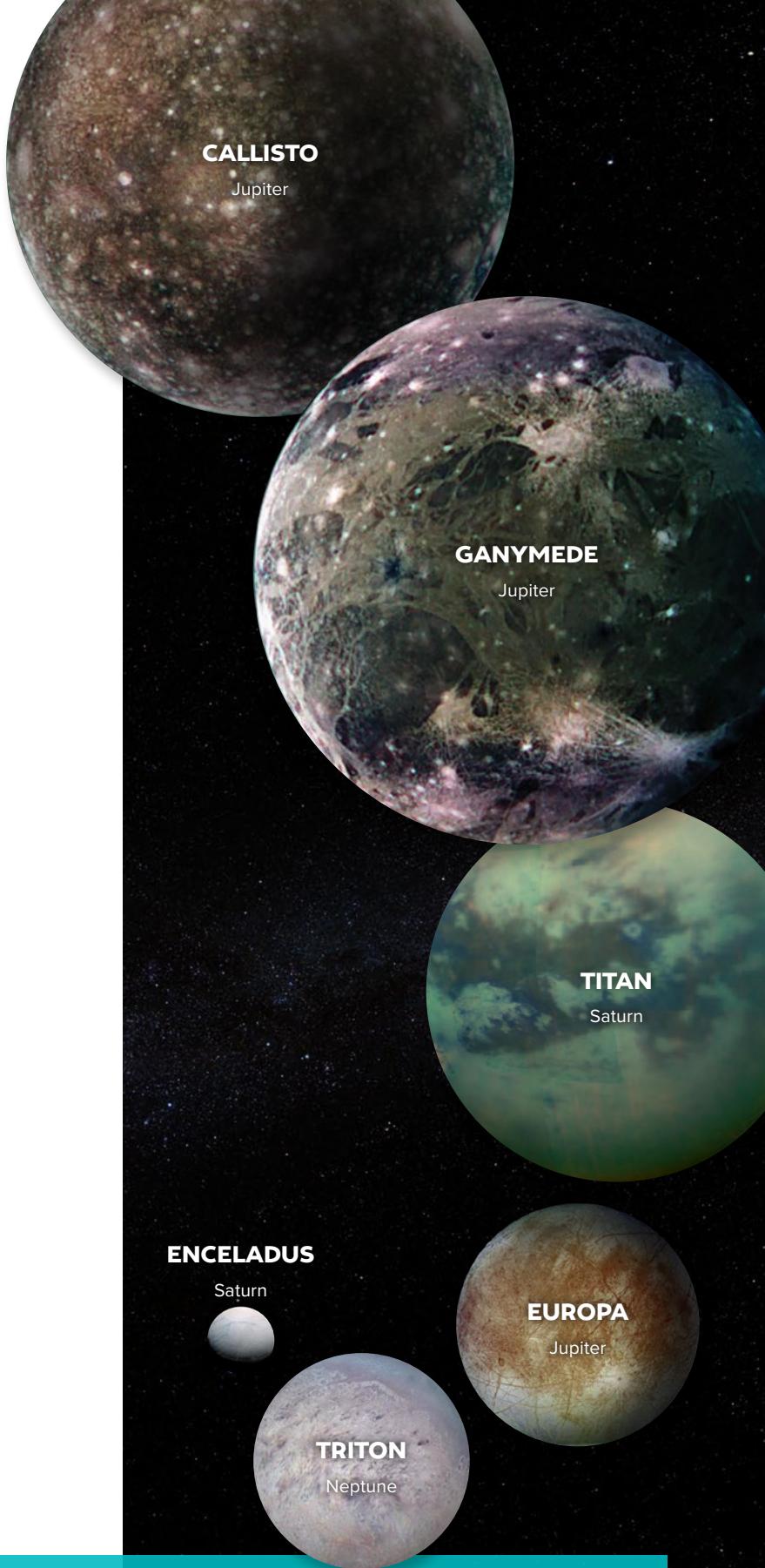
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The National Aeronautics and Space Administration (NASA) invested \$7.6 million over five years to create Exploring Ocean Worlds (ExOW), a major new research program headquartered at WHOI, as well as a new national research network to facilitate ocean worlds research. ExOW convenes some of the nation's leading experts in ocean and space research and is the cornerstone of NASA's Network for Ocean Worlds initiative, which aims to accelerate research on planetary bodies with liquid water oceans that may harbor alien life. (Photos by NASA)



Emperor penguins are some of the most iconic marine animals, but an international collaboration that included WHOI revealed that a warming climate may render these majestic penguins extinct by the end of the century. The fate of emperor penguins is largely tied to sea ice, making them particularly vulnerable to warming. (Photo courtesy of Stephanie Jenouvrier, Woods Hole Oceanographic Institution)

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Scientists at WHOI and the Applied Physics Lab at the University of Washington were surprised to discover that blue sharks use large, swirling water masses, known as eddies, to fast-track their way down to feed in the ocean twilight zone—a layer of the ocean below the sunlit surface waters estimated to contain the largest collection of life on Earth. Blue sharks are considered a “near threatened” species due to heavy fishing pressure on populations across the globe. (Photo by Nuna Sá)

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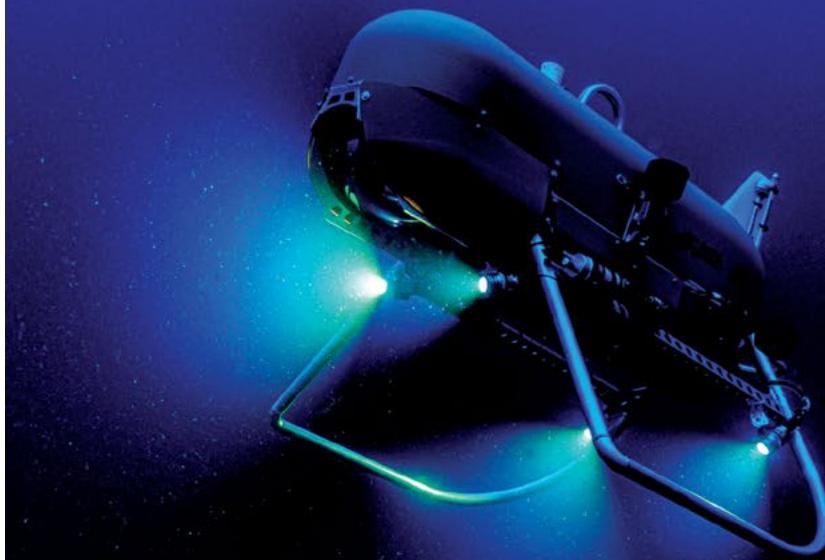
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WHOI engineer Casey Machado and WHOI deep-sea biologist Tim Shank, along with NASA's Jet Propulsion Laboratory, designed *Orpheus*—named after a mythological Greek hero who made it to the underworld and back—to plumb the farthest reaches of the ocean below 20,000 feet, an area known as the hadal zone. *Orpheus* is one of an emerging class of autonomous underwater vehicles designed to explore the ocean at these extreme depths, where bizarre creatures flourish under crushing pressure. Photo by Evan Kovacs, Marine Imaging Technologies, LLC / Courtesy of Woods Hole Oceanographic Institution

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Mr. Peter A. Aron	Mr. Hugh B. Bolton	Dr. Noellette M.	Mr. Robert A. Day, Jr.
Dr. Susan K. Avery	Mr. Todd Bourell	Conway-Schempf	Mr. Stephen M. D. Day

Mr. Colin Day	Ms. Laura A. Johnson	Mrs. Doris Meister	Dr. Thomas O. Stair
Rear Admiral Craig E. Dorman, USN (Ret.)	Mr. William J. Kealy	Mr. Dean Miltimore	Mr. Jonathan M. Stavis
Mr. John R. Drexel, IV	Mr. Paul J. Keeler	Mr. Walter P. Noonan	Dr. Peter J. Stein
Mr. David Ernst	Mr. Thomas Keffer	Mr. James H. Orr, Jr.	Gregory S. Stone, Ph.D.
Coburn D. Everdell, AIA	Mr. Thomas C. Kehler	Mr. B. Waring Partridge, IV	Mr. John F. Swope
Mr. Robert E. Fallon	Mr. Scott D. Krentzman	Mr. James Pickman	Dr. Christopher R. Tapscott
Dr. John W. Farrington	Mrs. Molly S. Ladd	Mr. Joseph Piscina	Professor Keith S. Thomson
Mr. Clark B. Freise	Robert W. Langdon M.D.	Rear Admiral Richard F. Pittenger USN (Ret.)	Mr. Peter F. Tobeason
Robert B. Gagosian, Ph.D.	Mrs. Timothea S. Larr	Mr. Gene H. Porter	Mr. Felix F. Twaalfhoven
Professor Richard A. Goldsby	Mrs. Elizabeth Leatherman	Mr. Robert L. Rosbe, Jr.	Mr. John H. Tyler
Ms. Sherri W. Goodman	Mr. Charlie E. Leonard IV	Dr. David A. Ross	Mrs. Emily V. Wade
Mr. Hugh D. S. Greenway	Mr. Paul H. Levine	Mr. William A. Rugh	Mr. Peter K. Wallace
Mrs. Ann T. Hale	Dr. Marlon R. Lewis	Mr. James A. Rullo	Mr. John P. Waterman
Mrs. Clare J. Harrington	Ms. Crea S. Lintilhac	George P. Sakellaris, PE	Dr. Peter H. Wiebe
Mr. John L. Heyl	Ms. Susan C. Livingston	Mrs. Anya C. Salama	Ms. Sunita L. Williams
Mr. Steven G. Hoch	Mrs. Emiley Z. Lockhart	Mr. John W. Sawyer	Mr. Charles F. Willis, IV
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Mrs. Jane P. Jamieson	Dr. Judith E. McDowell	Mr. Edgar W. Soule	Mr. David A. Yuknat
Mr. Geoffrey H. Jenkins	Mr. Denman K. McNear	Dr. Paul E. Speer	Ms. Jamie R. Zimmerman
	Mr. Gilbert Meister		

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Mr. Jeffrey A. Fernandez	Mr. Robert S. C. Munier	Dr. Margaret K. Tivey
Mr. Samuel C. Harp	Dr. Richard W. Murray	

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Mr. James M. Clark, Jr., Chair	Mr. Paul Devereux	Robert W. Langdon M.D.
Mr. Imad K. Anbouba	Mr. Stephen Giles	Mr. Frank A. Stroube

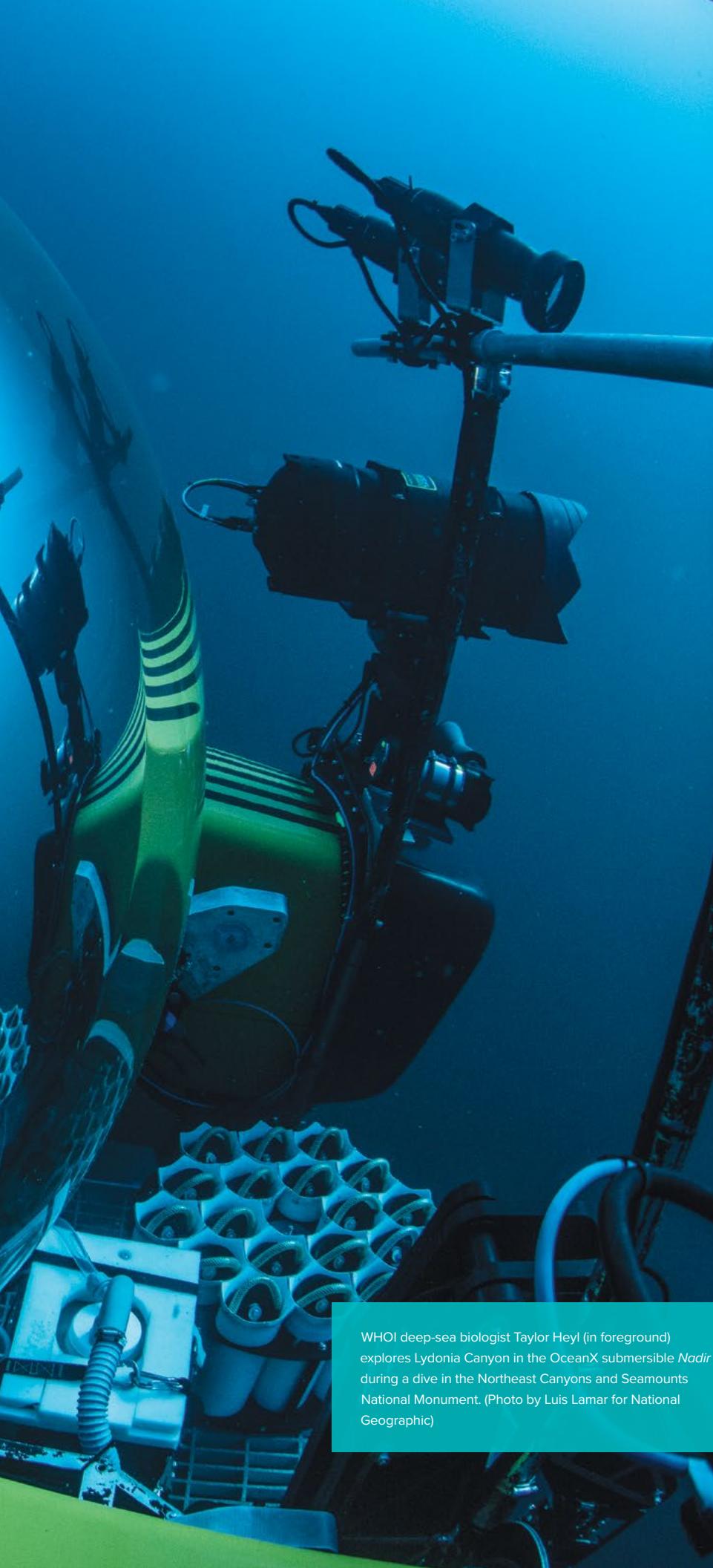
WHOI NEW ENGLAND CHAPTER STEERING COMMITTEE

Mr. Eric B. Anderson, Co-Chair	Mr. Stephen M. Curry	Mrs. Robin Powell Mandjes	Ms. Sarah M. Winchester
Mr. Christopher R. Bayles, Co-Chair	Ms. Margaret A. Flanagan	Mr. James P. Rosenfield	Mrs. David A. Yuknat
Mrs. Emiley Z. Lockhart, Co-Chair	Mr. Clinton P. Harris	Mr. Alexander C. Saltonstall	
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	Ms. Jillian McGrath	Mr. Jonathan M. Stavis	

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Mr. Robert C. Ducommun	Mrs. Anne C. Kronenberg	Mr. Dean Miltimore	
Mr. Robert E. Fallon	Mrs. Timothea S. Larr	Mrs. Joyce L. Moss	
	Mrs. Doris Meister	Ms. Sally Rocker	





WHOI deep-sea biologist Taylor Heyl (in foreground) explores Lydonia Canyon in the OceanX submersible *Nadir* during a dive in the Northeast Canyons and Seamounts National Monument. (Photo by Luis Lamar for National Geographic)

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Deputy Director and Vice

President for Research

Dr. Richard W. Murray

Vice President for Academic

Programs and Dean

Dr. Margaret K. Tivey

Vice President for Marine

Facilities and Operations

Mr. Robert S.C. Munier

Vice President of Operations and Chief Financial Officer

Mr. Jeffrey A. Fernandez

Vice President for Business and Legal Affairs, General Counsel

Mr. Christopher C. Land

Vice President for Advancement and Chief Marketing Officer

Mr. Samuel C. Harp

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Biology Department

Dr. Lauren S. Mullineaux

Geology and Geophysics Department

Dr. Rob L. Evans

Marine Chemistry and Geochemistry Department

Dr. Bernhard

Peucker-Ehrenbrink

Marine Policy Center

Dr. Michael G. Neubert

Physical Oceanography Department

Dr. Amy S. Bower

2019 Financial Statements

WE ARE PLEASED TO PRESENT THE 2019 AUDITED FINANCIAL STATEMENTS OF THE WOODS HOLE OCEANOGRAPHIC INSTITUTION (WHOI) AND ARE GRATEFUL TO OUR MANY FUNDERS, BOTH PRIVATE AND FEDERAL, FOR THEIR SUPPORT OF WHOI'S MISSION OF OCEAN RESEARCH, EXPLORATION, AND EDUCATION.

The Institution met many of our financial and operational goals, including balancing the unrestricted budget, full paydown of our line of credit balance, the continuation of our "Investment in Science Program", and maintaining stable revenue despite continued pressure on Federal science budgets. In addition, our efforts to hire and retain a stable science and engineering workforce bore fruit, reinforcing the overall capability of WHOI staff. Notably, our total funded Sponsored Research increased by 17.5% vs. last year, mainly due to increased funding from the National Science Foundation. In addition, the board and WHOI management's efforts to secure bond funding in 2018 for a new secure research facility at

Quissett paid off, enabling the launch of this strategic construction project in 2019. A major highlight was also that the WHOI endowment performed well thanks to sound investment strategies, contributing to a strong balance sheet for the year. We are grateful to our trustees for their fiduciary guidance.

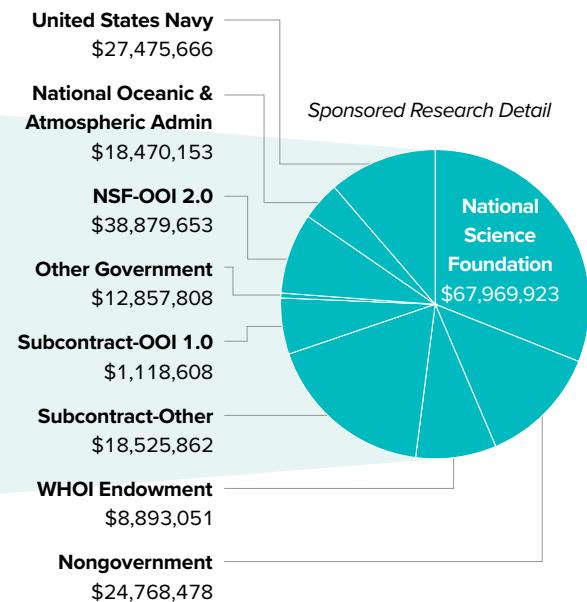
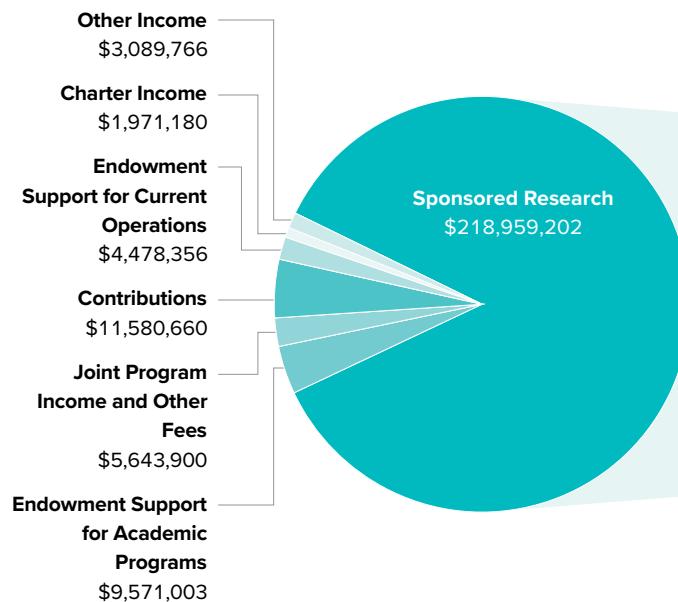
STATEMENT OF FINANCIAL POSITION

At December 31, 2019 WHOI's total assets were \$638.5 million, total liabilities were \$272.3 million and total net assets were \$366.2 million.

Net assets represent the accumulated financial strength of a not-for-profit organization and are an

REVENUES

Total: **\$255,294,067**



important gauge of its ability to carry out its mission. The Institution issued \$75.5 million in MassDevelopment Fixed Rate Revenue Bonds Series 2018, during 2018. The Institution received net proceeds of \$85.5 million, of this amount \$50.7 million was used to retire the Series 2008 Bonds, with the remaining amount to be used for future renovations and maintenance projects throughout the Institution along with building of new facilities. The Federal government allows interest and depreciation for real property and equipment in the Institution's overhead rates for reimbursement. Principal payments on the Series 2018 Bonds began in 2019.

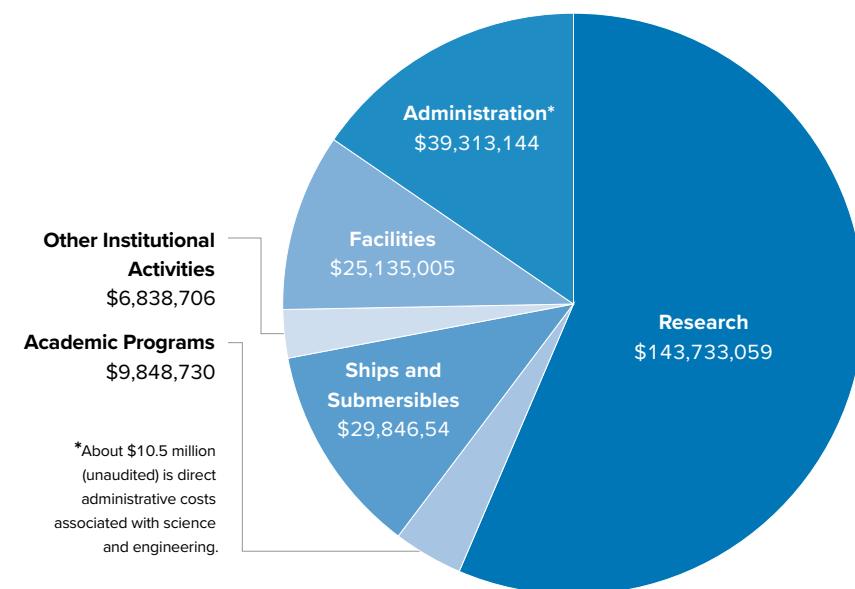
The endowment, \$434.0 million, represents 68% of the total assets at December 31, 2019.

STATEMENT OF ACTIVITIES

WHOI's total operating revenues increased by \$36.9 million; from \$218.4 million in 2018 to \$255.3 million in 2019; and the Institution's change in net assets from operating activities was \$.6 million.

EXPENSES

Total: **\$254,715,193**



\$20.4 million of endowment income and appreciation was distributed to operations as follows:

- Education \$8.9 million
- Research \$7.0 million
- Unrestricted \$4.5 million

The Institution had Facilities and Administration costs of \$64.5 million, and approximately 84% of that amount, \$54.0 million, was recovered from the government and non-government research. This included \$1.9 million of interest associated with the Series 2018 Bonds. The remainder was institutional expenses.

Philanthropy continues to play a larger role in meeting both the research and educational programming obligations. Current-use giving and endowment income accounted for 30.3% of the institution's revenue. Four-thousand-one-hundred-and-fifty-three supporters invested \$28,658,657 in high-impact ocean science at WHOI in fiscal year 2019. The continued expansion of the donor base at all levels remains an essential growth strategy in the coming years.

SUMMARY

Looking ahead, we will continue to hire talented individuals to carry out the WHOI mission, will focus on maintaining a balanced budget to fund our work while keeping overhead costs low, and anticipate exploring new fundraising and investment strategies to assure our ongoing position as a groundbreaking leader in oceanography for the benefit of humanity.

WHOI FUELS THE BLUE ECONOMY

A 2019 STUDY BY THE UNIVERSITY OF MASSACHUSETTS DONAHUE INSTITUTE UNDERSCORES WHOI'S ROLE IN THE BLUE ECONOMY

MAJOR FINDINGS OF THE STUDY SAY THAT:



WHOI brings in
\$200 MILLION
federal dollars annually to Massachusetts.



WHOI leads the state in
NATIONAL SCIENCE FOUNDATION FUNDING
and is the 5th largest recipient of NSF funding nationally.



WHOI's operations translates to
3,898 JOBS, \$186.5 MILLION IN WAGES
\$333.7 million value added to Gross Domestic Product, and \$603.8 million in business revenue.



THE BLUE TECH ECONOMY
contributes \$2.6 billion in earnings and supports nearly 25,000 ocean-related jobs in Massachusetts, four percent of which are with WHOI.



Locally, WHOI is the
SECOND LARGEST EMPLOYER
on Cape Cod (after Cape Cod Healthcare), and supports the region in coastal planning, resource management, and habitat protection.





Experimental Machinist DC Collasius working on a lathe in the DunkWorks Lab, a maker space for ocean-related innovations that works with other marine robotics institutions in the region to advance the Blue Economy in Southeast Massachusetts and nearby regions. (Photo by Tom Kleindinst © Woods Hole Oceanographic Institution)



WOODS HOLE
OCEANOGRAPHIC
INSTITUTION

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Woods Hole, MA 02543-1050
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