

# BEYOND 2020

## Vision & Strategic Plan



William R. Mote  
(1906-2000)

“For generations, we have been taking from the sea.  
Now, it’s time to start giving back.”

— *William R. Mote,*  
*Mote benefactor and namesake*



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Scientists tag a whale shark off the coast of Sarasota, Florida.





# LETTER

## FROM THE CHAIRMAN

Dear friends,

As Chairman of the Board of Trustees for Mote Marine Laboratory & Aquarium, I am pleased to share our *Beyond 2020 Vision & Strategic Plan*. This new, institution-wide “road map” was developed through the combined efforts of Mote’s President & CEO, Trustees and staff to guide this remarkable institution in achieving its vision at the scale that our oceans demand.

As an independent, nonprofit, marine science and education institution, Mote is dedicated to world-class research as well as translating and transferring our discoveries to enhance ocean literacy in our society. Mote’s original *2020 Vision & Strategic Plan* and its evolution have enabled great strides in all our priority areas. *Beyond 2020* ensures that the next decade builds upon and stretches beyond that important progress.

The oceans face dire and growing challenges including global climate change, declining fisheries and the struggle to feed our growing populations, knowledge gaps that hinder conservation of imperiled species, extreme losses of coral reefs and major impacts of harmful algal blooms – and the missed opportunities for change when societies are not fully informed about these important issues.

Mote is actively addressing all of these challenges and more. Our independence allows us to choose priorities that matter, philanthropic support from our communities enables that independence, and this *Beyond 2020* plan ensures that we apply it productively and responsibly.

Perhaps the most exciting development for our communities: Our newest strategic priority focuses on evolving Mote’s primary campus to enable the needed expansion of our research enterprise, which necessitates the rebirth of Mote Aquarium at a nexus site for Sarasota and Manatee counties. I invite you to read on, discover the core principles at the heart of Mote and join us by embracing our vision for *Beyond 2020*.

Howard (Sam) Seider, M.D.  
Chairman, Mote Marine Laboratory Board of Trustees



Mote President & CEO Dr. Michael P. Crosby outplants coral fragments on a Florida Keys reef.





PHOTO BY: JOE BERG / WAY DOWN VIDEO

# LETTER

## FROM THE PRESIDENT

Dear friends,

Mote Marine Laboratory and its supporters, together, have achieved remarkable advances in marine science, technology, education and conservation for more than 64 years. Now, we are launching a new decade of creatively disruptive open innovation initiatives and partnerships, at a time when they matter more than ever.

Since the day we conceptualized our *2020 Vision & Strategic Plan*, the guiding star for Mote's mission since 2010, our unparalleled "Mote Family" of more than 200 staff and 1,700 volunteers and trustees has worked tirelessly to achieve our ambitious vision—leading world-class research benefiting the conservation and sustainable use of marine resources; nurturing and retaining the best and brightest scientific minds, particularly the next generation of exceptional Ph.D. researchers; and translating and transferring our knowledge to benefit the oceans and provide important public service to our communities.

Powered by the passion of our Mote Family for our mission, our partnerships with diverse communities, and the philanthropy that, more often than not, fuels our innovation, we are achieving incredible advances together. We're laying the scientific groundwork for potential therapies for 15 types of human cancer and uncovering marine sources of antibiotics to fight resistant bacterial infections such as MRSA. We have developed and advanced sustainable, land-based, recirculating marine aquaculture technologies to help feed the world. We are front-line leaders of the scientific and technological response to multiple environmental emergencies in our oceans. We are serving hundreds of thousands of diverse people from across the state, nation and world each year through our informal science education programs and our public Mote Aquarium.

We recognize that the challenges facing our oceans are expanding rapidly, and there is no question that over the next decade Mote must grow to meet them.

As I write this letter, Southwest Florida is working to recover from a severe, prolonged bloom of Florida red tide that devastated wildlife in our waters, struck a blow to our tourism-driven, coastal economies and reminded us all that challenges in the ocean directly and significantly affect our own quality of life. When the latest red tide bloom is forgotten by many, Mote scientists

Outplanted coral fragments on a Florida Keys reef.





PHOTO BY: JOE BERG / WAY DOWN VIDEO

will still be working just as hard to advance red tide science focused on bloom dynamics, water quality, innovative monitoring technology, improved public information and bloom mitigation strategies. In 2019 we undertook a game-changing effort to expand our development of red tide mitigation technologies, establishing the Red Tide Institute at Mote Marine Laboratory thanks to its founding donor, the Andrew and Judith Economos Charitable Foundation.

Likewise, Mote is on the front lines of the scientific response to an unprecedented disease outbreak on South Florida’s coral reefs — our “rainforests” of the sea that contribute \$8.5 billion to the state’s economy.

Stony coral tissue loss disease is affecting more than 96,000 acres of the Florida Reef Tract, with mortality rates frequently exceeding 80% in affected corals. There is no stopping this disease from running its course, but reviving these critical reefs is possible within our lifetime. Mote’s science-based coral reef restoration initiative, which emphasizes studying and restoring diverse and resilient genetic varieties of coral, represents a beacon of hope amid this dire challenge. These efforts are strengthened by the expanding scientific staff at our new, LEED Gold-certified, Elizabeth Moore International Center for Coral Reef Research & Restoration in the Florida Keys: a nexus for scientists from around the world and the sole bricks-and-mortar component created to serve the goals in our original *2020 Vision*.

As you read our strategic vision for *Beyond 2020*, please take a moment to reflect on this rare and special opportunity. By making great strides in marine science, we will greatly enhance and serve our communities. This synergy between science and service has been a cornerstone of Mote since Dr. Eugenie Clark founded the Lab in 1955 and began sharing her work with the community. Likewise, the combined power of passion, partnerships and philanthropy has always been and will always be our driving force.

I invite you to be inspired, be engaged, and be part of the incredible future with Mote — a future in which science and education out-pace the growing challenges facing our oceans and ensure the ever-increasing quality of life in our communities and the health of our oceans around the world.

Michael P. Crosby, Ph.D., FLS  
President & CEO

A young girl with dark hair, wearing a white lab coat, is looking down intently at a white mesh net she is holding. The net is filled with small, brownish marine organisms. The background is a bright blue body of water. The lighting is natural, suggesting an outdoor setting.

A Mote summer camp participant explores Sarasota Bay.

“Our aquarium should be a place where people come to learn more about the sea.”

— *William R. Mote*  
*Mote benefactor and namesake*



# FOREWORD

The world's oceans are being altered at an unprecedented rate. The challenges they face are ever-changing and increasingly unpredictable. Returning our oceans to their natural state, or advancing methodologies to encourage oceans into a more change-resistant state, depends upon the trajectory of marine science research.

As we rise to meet the challenges facing our oceans, we recognize that our vision for *Beyond 2020* must be strategically aggressive because our oceans are calling for it. However, our growing team of Ph.D. scientists has long since run out of space at our primary research campus on City Island, Sarasota. To accommodate our scientific growth and give our oceans and communities the increased commitment they deserve, Mote must transform—which is why our renewed vision for the future places a new level of priority on creating the infrastructure needed for our maximum impact.

Innovative marine research that pushes the frontier of science is the heart of Mote Marine Laboratory and its strategic plan for *Beyond 2020*. Mote was founded in 1955 as an independent, nonprofit, marine research institution. Throughout the years, the Laboratory's greatest strength has been its independence, which allows Mote to adapt its agenda to emerging ocean challenges and distinguish itself through paradigm-changing science. Mote was recently named by an independent peer-reviewed study as the most research-productive nonprofit institution of more than 200 members of the Association of Zoos and Aquariums, with Mote producing over 60% more science publications than the next ranked nonprofit.

We envision that Mote's City Island campus will evolve to become an International Marine Science, Technology & Innovation Park that more than doubles our research infrastructure and increases the number of scientists. This will provide Mote scientists, visiting research partners, and science and technology entrepreneurs from around the world expanded, state-of-the-art research facilities that will enhance our ability to excel in addressing the significant threats facing Earth's oceans. Mote, concurrently, will become the catalyst for a "Silicon Valley" of marine science and technology throughout Southwest Florida. The innovations and intellectual property generated by Mote and its partners, along with a growing regional science and technology sector, will fuel an expansion of Florida's "blue economy," with impacts felt well beyond our state.



Our world-class research must be translated and transferred, both as a public service to increase ocean literacy and as a means to develop funding to recruit and nurture the brightest scientific minds and provide them with essential research infrastructure. A healthy, vibrant future for our oceans depends on significantly expanding our capacity to conduct research.

The first step in realizing this vision is to establish a new Mote Science Education Aquarium (Mote SEA) at Nathan Benderson Park, a nexus location for Sarasota and Manatee counties and the broader southwest Florida region. This rebirth of Mote Aquarium on the mainland will help us grow our informal science education and outreach programs and foster a more ocean-literate society. Mote SEA will span more than 100,000 square feet and feature more than 1 million gallons of exhibits with marine life and scientific displays from around the world. In its first year, Mote SEA will double the attendance of our current Aquarium, drawing close to 700,000 visitors. Its construction alone is projected to generate \$280 million in economic impact, with a \$28 million impact from its operations each year thereafter.

The tagline for Mote SEA, “Science is the Attraction,” and the campaign to create it, *Oceans for All*, were selected purposefully – the facility will share science education inclusively with far more people of all ages and societal backgrounds. Mote SEA will include three interactive, STEM (science, technology, engineering and math) teaching labs specifically designed for K-12 students, and STEM research training labs for high school and undergraduate college students. Mote will provide opportunities for every K-12 school in our region to utilize these advanced technology teaching labs at no cost, so that no child will be left behind in our mission to share firsthand experience with marine science and technology.

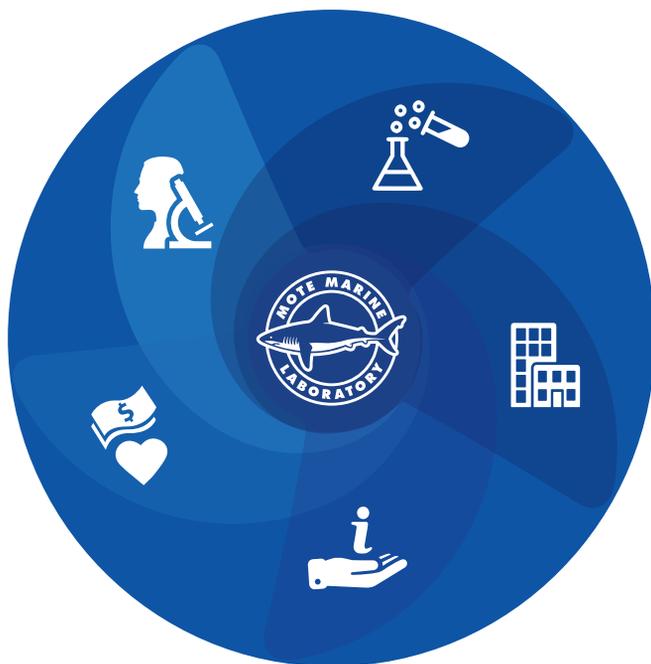
Preserving the ocean for our children’s future is a goal with deep roots in Mote’s past. In 1955, Mote’s Founding Director, Dr. Eugenie (Genie) Clark, started the one-room Cape Haze Marine Laboratory in Placida, Florida, with a fisherman volunteer and with philanthropic support and hearty encouragement from the dynastic Vanderbilt family. That small support circle grew to include Mr. Bill Mote, whose love for the sea drew him to Genie’s passion. That passion inspired his partnership and philanthropy

to the point of becoming the Lab's namesake. Genie's early success, and the later success of what would become Mote Marine Laboratory, was rooted in this powerful and timeless triad: passion, partnership and philanthropy.

Today's Mote Marine Laboratory & Aquarium has been built and refined upon that foundation – one that stands strong against the grand challenges facing our waters. With great respect for our history, we now look *Beyond 2020* and recommit to the pillars that have so faithfully guided us since our humble beginning nearly 65 years ago.

The oceans are calling. Answering that call requires the establishment and adoption of critical, mutually reinforcing activities and goals amongst those who call Mote home – a diverse family of Trustees, Staff, Volunteers and Philanthropists. The following plan defines our trajectory toward a brighter future for the oceans and all those who depend on them.

The intended result is *Oceans for All*, now and forever.



Coral fragments growing in Mote's offshore nursery in the Florida Keys.





PHOTO BY: CONOR GOULDING / MOTE MARINE LABORATORY

# VISION

## MOTE MARINE LABORATORY: A VISION BEYOND 2020

As a foundation for Mote Marine Laboratory's growth and prosperity, enhanced quality of programs and profound respect for the marine environment, this *Strategic Plan* is built upon attaining the following vision *Beyond 2020*:

**Mote Marine Laboratory will excel as a leader in nationally and internationally respected research programs that are relevant to conservation and sustainable use of marine biodiversity, healthy habitats and natural resources. Mote research programs will positively impact a diversity of public policy challenges through strong linkages to outreach and education.**

We envision a comprehensive and integrated enterprise with research, innovation and public education and outreach programs that are among the most creative and fruitful in the world.

Mote's diversified enterprise *Beyond 2020* must be supported by a technologically capable and inclusive workforce, yet be agile and resilient to the external forces of economic conditions. The core values of the Lab *Beyond 2020* will continue to be:

- Leadership in pushing forward the frontiers of marine science and technology;
- Integrity and ethics in all endeavors;
- Creativity, collegiality, inclusiveness, collaboration and partnerships as foundations for achieving goals;
- Responsible stewardship of both natural resources and fiscal assets;
- Service to our local, state, regional, national and international communities.

Mote founder Dr. Eugenie Clark conducting research in the Gulf of Aqaba, circa 1950.



# MISSION

The advancement of marine and environmental sciences leading to new discoveries, revitalization, sustainability and greater public understanding of our oceans through innovative research, education and outreach.

A holistic institutional focus on the strategic priorities, goals and enabling strategies articulated in the following sections of this document is essential for Mote to fulfill its mission with the unprecedented responsiveness and clarity of purpose required for success over the next decade.

The Mote Marine Laboratory Board of Trustees fully endorses this strategic plan and believes that its successful implementation will enable the Lab to achieve our shared vision for *Beyond 2020*.

“Love fish. Love sharks. Keep the water and their habitats as clean and protected as possible.”

— *Dr. Eugenie Clark*  
*Mote Founding Director*

# STRATEGIC PRIORITY 1



## WORLD-CLASS RESEARCH

Significantly increase Mote's ability to conduct world-class research in order to expand science-based conservation, sustainable use, and environmental health of marine and coastal biodiversity, habitats and resources.

GOAL 1

**Increase the level of funding** from all sources for **annual research operations** from approximately \$14 million in 2019 to **approximately \$27 million in 2030.**

GOAL 2

**Increase annual philanthropic investments** supporting research programs from approximately \$7 million in 2019 to **at least \$12 million in 2030.**

GOAL 3

**Increase the total number of institutional** (i.e. university, agency, NGO, corporation) research and/or commercial **partnership agreements** from ~20 in 2019 to **30 by 2030.**

GOAL 4

**Increase Mote Marine Foundation assets** from ~\$15 million in 2019 to **\$50 million by 2030.**

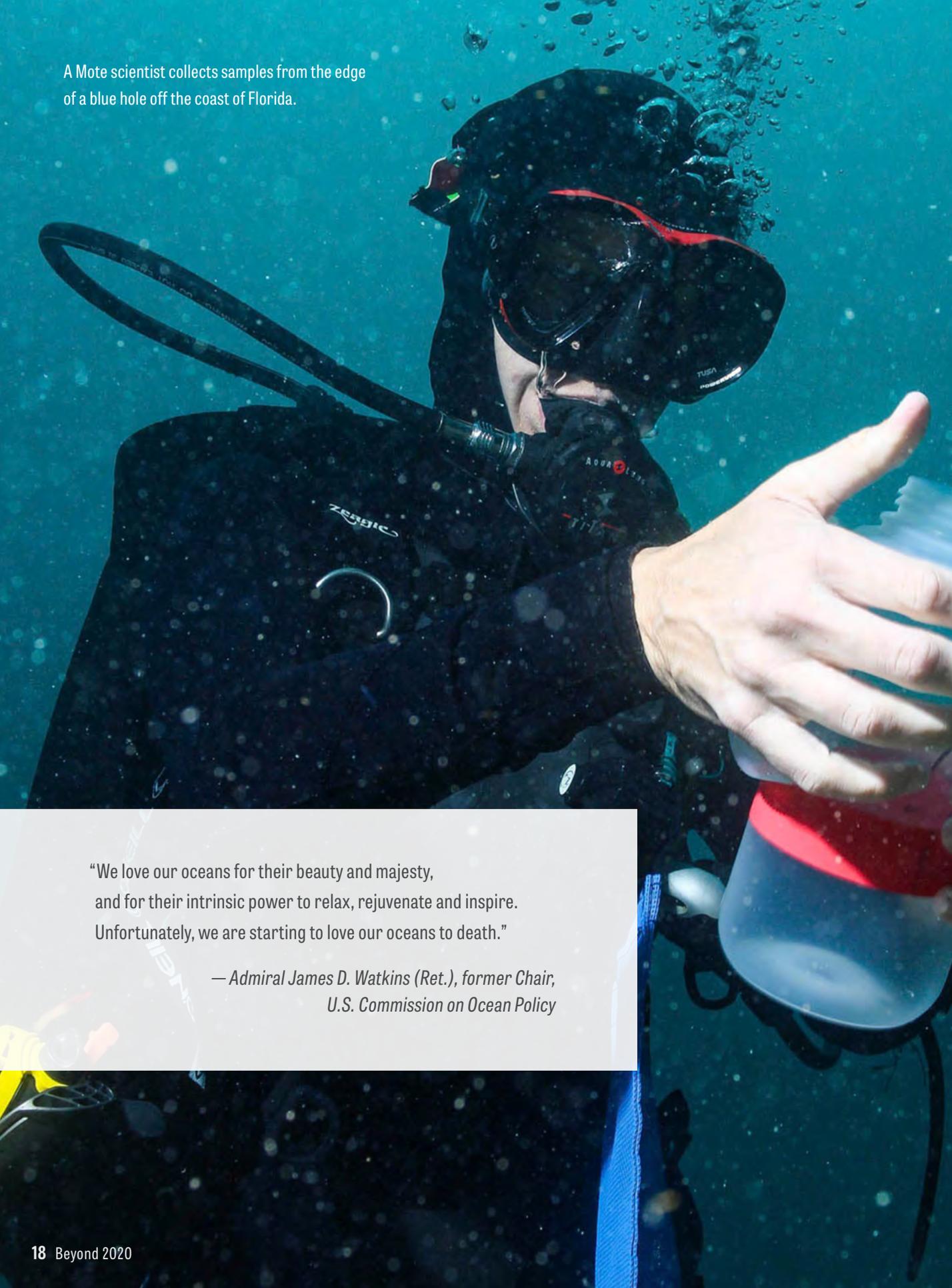




Mote staff and interns conduct sampling for a phytoplankton ecology study in the Gulf of Mexico.

“I wouldn’t take a thing away from what we’re doing with space exploration and I applaud it. But we should have an equal commitment to exploring this part of space—this aquatic planet that does happen to be the only place that we know in the universe that’s suitable for 6 billion people.”

— Dr. Sylvia Earle, *Oceanographer, National Geographic Explorer-in-Residence, Mote Trustee*

A diver in a black wetsuit and mask is shown underwater, holding a clear plastic bottle to collect a sample. The diver is wearing a black wetsuit with "ZENBIC" and "AQUA" visible on it. The background is a deep blue, clear water environment, likely a blue hole. Bubbles are visible around the diver's head.

A Mote scientist collects samples from the edge of a blue hole off the coast of Florida.

“We love our oceans for their beauty and majesty, and for their intrinsic power to relax, rejuvenate and inspire. Unfortunately, we are starting to love our oceans to death.”

— Admiral James D. Watkins (Ret.), former Chair,  
U.S. Commission on Ocean Policy



## STRATEGIC PRIORITY 2

### RECRUIT AND NURTURE THE BEST SCIENTISTS

Recruit and retain the best and brightest minds in science and technology through focused recruitment and nurturing programs that facilitate a diverse Mote workforce and ensure long-term prosperity of our research enterprise.

**Recruit** and annually maintain a **total of four** continuously rotating **three-year Postdoctoral Research Fellowship positions** with full salary/fringe/start-up costs by 2025.

**Increase the number of research staff scientists and senior scientists to receive 25% salary support** for the purpose of conducting scholarly and service activities from 10 in 2019 **to 25 by 2030.**

Expand the competitively awarded Eminent Scholar program by **increasing the number of senior scientists to receive 50% salary support** for a period of three years from three in 2019 **to seven by 2030.**

Recruit at least **two new, full-time, senior level research staff** by 2030.

**Expand the total number of Mote Ph.D.-level researchers** from 35 in 2019 **to 45 in 2030.**

GOAL 1

GOAL 2

GOAL 3

GOAL 4

GOAL 5

# STRATEGIC PRIORITY 3



## TRANSLATE AND TRANSFER FOR PUBLIC SERVICE

Translate and transfer science and technology development and research findings as a public service to increase ocean literacy and positively impact human society and the marine environment.

GOAL 1

**Increase the annual total of Mote-organized public forums** from 10 in 2019 to 20 by 2030.

GOAL 2

**Increase the average number of publications** (peer-reviewed journals and books) per Mote Ph.D.'s to three annually by 2030.

GOAL 3

**Increase the total number of participants served by Mote's structured education programs** (i.e., digital learning, field trips, campus programs) from ~35,000 in 2019 to ~60,000 in 2030.

GOAL 4

**Increase the percentage of historically underrepresented and under-served population participants** (as defined by National Science Foundation) in programs that are specifically designed to meet the needs of these populations to 50% of total educational program participants by 2030.

GOAL 5

**Generate revenue equal to 2% of overall level of research funding** from new and existing science and technology intellectual property-related products that benefit society by 2030.



A young boy with dark hair, wearing a green polo shirt, is leaning over a desk in a laboratory. He is looking intently through the eyepiece of a white and black compound microscope. The microscope has "4X" printed on its base. In the background, another microscope is visible on the desk, and a person in a blue shirt is partially visible, working. The background wall is made of light-colored wood paneling.

A local student looks through a microscope during a Mote Education program.

“Having grown up participating in Mote Marine Laboratory’s outreach programs, I’ve seen first hand how Mote’s powerful combination of research, education and conservation is unlocking the secrets of the ocean and inspiring people of all ages to better understand and protect marine environments.”

— Sean Russell, Youth Ocean Conservation Summit  
Director and former Mote High School Intern



**Top:** Rendering of teaching labs in planned Mote SEA. **Middle left:** Dr. Andrea Tarnecki in the marine immunology & microbiology lab at Mote. **Middle right:** Rendering of Mote SEA at Nathan Benderson Park. **Below:** Rendering of envisioned International Marine Science, Technology & Innovation Park on Mote's City Island campus.





# STRATEGIC PRIORITY 4

## INFRASTRUCTURE

Expand research infrastructure and accessibility to support global leadership in addressing grand challenges facing oceans and coastal ecosystems, and expanding innovation opportunities for transitioning intellectual property to fuel economic growth and improve quality of life in Florida.

### MOTE SEA: PLAN & CONSTRUCT 110,000 SQUARE FEET

**Schedule and complete construction of 110,000 square feet of new, state-of-the-art Mote Science Education Aquarium (Mote SEA) space** in order to: increase research space and revenue; maintain our position as Southwest Florida's No. 1 attraction; increase public ocean literacy; provide STEM education teaching labs for approx. 70,000 K-12 students from local schools annually; and positively impact Florida's economy.

GOAL 1

### CITY ISLAND RESEARCH CAMPUS: EVOLVE 60,000 SQUARE FEET

**Evolve Mote's City Island research campus into a state-of-the-art, International Marine Science, Technology & Innovation Park, adding or renovating 60,000 square feet.** This expansion will support global leadership in addressing grand challenges in science and ocean literacy, expand accessibility and services for regional to international science, education and business institutions, and provide public educational guest experiences.

GOAL 2



RENDERINGS BY: HALL ARCHITECTS, C7  
RENDERINGS SUBJECT TO CHANGE

# ENABLING STRATEGIES

These Enabling Strategies, designed to build upon and reinforce Mote's existing strengths, are concrete actions that will position the Laboratory to achieve the measurable goals that support one or more Strategic Priorities.

1

Conduct an ongoing **comprehensive review and improvement of current Mote organizational structure and operations infrastructure** with a goal of identifying any modifications required for optimal efficiency and effectiveness in achieving the *Beyond 2020 Vision & Strategic Plan* priorities.

2

Expand Mote's **national and global leadership role in implementing a new paradigm** for improved interactions between and among often-disparate communities of science, public policy and education/outreach.

3

Enhance and expand Mote research and infrastructure to support leadership in the **development and implementation of innovative trans-discipline and multi-institutional research, education and public outreach partnerships and initiatives** to address grand challenges in marine and coastal science at regional and international scales.

4

**Establish accessible career entryways and pathways** that attract, nurture and retain a highly skilled and diverse workforce through provision of supplemental resources, professional development opportunities, a robust culture of individual creativity, collaboration and mentorship, and the incorporation of strategic "next generation" succession planning.

5

**Design and implement a comprehensive fiscal growth plan** that will utilize a creative mix of philanthropic, financial and commercial strategies while simultaneously growing Mote's endowment to at least \$50 million.

Members of the public attend a Bay Walk with Mote educators and scientists.



PHOTO BY: CONOR GOULDING / MOTE MARINE LABORATORY

# FOUNDATIONS

## 1955

Philanthropist Anne Vanderbilt becomes fascinated with the idea of starting a small marine lab after reading Dr. Eugenie Clark's book, "Lady with a Spear," and the description of a small laboratory where Clark had worked in Egypt. In 1954, William Vanderbilt approaches Dr. Clark about starting a similar lab in Placida, Florida. In 1955, the Cape Haze Marine Laboratory is born.

## 1965-1967

A change in leadership occurs when Dr. Clark takes a professorship in Maryland; Dr. Charles Breder and Dr. Sylvia Earle serve as successive interim directors. The Lab moves to Siesta Key (1967), and William R. Mote becomes President and Chairman of the Board and recruits internationally acclaimed shark scientist Dr. Perry Gilbert to lead the Lab. The Lab is renamed Mote Marine Laboratory.

## 1978

With erosion at Midnight Pass, Siesta Key, the City of Sarasota and the Arvida Corporation offer seven acres on City Island. Mote Trustees embark on a fundraising campaign and the new campus is dedicated in October.

## 1980

Mote dedicates the Marine Science Center — its first major public outreach facility. It officially establishes a volunteer training program and advisory board.

## 1981

Mote makes crucial scientific investments. Among them are renewed commitments to studies of red tide and marine biomedicine, especially research on the apparent resistance of sharks, skates and rays to cancer.

◀ Mote scientists load a basking shark onto a boat for research.





## 1983

An external committee of distinguished scientists convenes at Mote to create a blueprint for growth that is later endorsed by the Board of Trustees and serves to guide activities with a strengthening public support from a variety of sources, including donors, members and Mote Aquarium, in addition to grants from governmental agencies and private foundations.

## 1986

Mote Senior Scientist Dr. Kumar Mahadevan is appointed Director of the Lab with Dr. Rich Pierce as Associate Director.



## 1988

With the opening of a 135,000-gallon exhibit, the Marine Science Center is re-named Mote Aquarium.

## 1989

Mote expands programs for K-12 students and the JASON Project helps Mote raise the level of our educational activities. Mote leads the way in nominating Sarasota Bay for inclusion in the Environmental Protection Agency's National Estuary Program and hosts it on campus.



## 1991

The Martin-Selby Science Education Center opens with seating for more than 400 people. This facility allows Mote to host numerous scientific conferences.

## 1993

The City of Sarasota provides an additional 3.5 acres to Mote's City Island leasehold, which allows for new facilities to be built to expand marine mammal research and rehabilitation efforts.

## 1995

The Charlotte Harbor National Estuary Program is established, largely due to the strong nomination case for inclusion made by Mote scientists.





## 1996

Priscilla Breder and Bill Mote establish the Charles M. Breder Chair to support the study of the biology, behavior and conservation of fishes.

Mote Aquarium begins its own distance learning program utilizing state-of-the-art videoconferencing technology. This program becomes known as SeaTrek.

## 1997

Sylvia and Mel Levi establish the Endowed Chair for Ecotoxicology. Donna Steigerwaldt and Jockey International support a new 200,000-gallon lagoon for marine mammal rehabilitation efforts. Jane and David Allen support a new habitat for resident manatees Hugh and Buffett in the Ann and Alfred Goldstein Marine Mammal Research and Rehabilitation Center.



## 1998

Bill Mote and Sanford Reis establish the Perry W. Gilbert Chair in Shark Research to support a resident scientist in the field of shark biology.

## 1999

Mote dedicates the new three-story building connecting Mote Aquarium and the Laboratory research building.

## 2000

Mote acquires property on Summerland Key for new research efforts that expand and transfer Keys-based operations from a small field station opened in 1993 on Pigeon Key to a full-fledged Tropical Research Laboratory.

Mr. William R. Mote, the Lab's namesake, passes away. Mr. Mote was a Tampa native, a successful transportation executive and an avid fisherman.

## 2001

Mote Aquaculture Park begins its evolution into a state-of-the-art research facility with innovative filtration and animal husbandry infrastructure for sustainable cultivation of marine and freshwater species.





## 2003

Mote develops the capability to file for patents to protect discoveries developed by staff.

## 2004

With the support of Ed and Elaine Keating, Mote's Keating Marine Education Center opens, allowing for expanded educational programming.

Mote strengthens its coral reef research programs through the new Florida "Protect Our Reefs" specialty license plate.



## 2007

Mote's Marine Policy Institute, created in 2006 to improve the connection between scientific research and policy, especially for decision makers and stakeholders, releases its first report, "An Assessment of Florida Red Tide."

## 2008

Mote Aquarium is again accredited by the Association of Zoos and Aquariums. The "Sudakoff Shark Zone" opens, highlighting shark research and ground is broken for the Barry J. Kingman exhibit, "Sea Turtles: Ancient Survivors." The Deep Sea Diner celebrates its first full year, adding value for visitors.



## 2010

A meeting of U.S., Mexican and Cuban scientists convenes at Mote to create a formal plan of action designed to improve the health of the Gulf of Mexico and western Caribbean through a tri-national collaborative approach to management and conservation issues.

Mote hosts a public forum to discuss the Deepwater Horizon oil disaster in the Gulf of Mexico and help provide answers to the community's questions about the spill. It also convenes a national scientific symposium on the spill that ends with recommendations for a unified research and monitoring effort.

Dr. Michael P. Crosby is appointed as Mote Senior Vice President for Research and begins a new visioning process, evaluating all aspects of the organization – from scientific research to education programs and aquarium operations – in order to chart a course for the future.



## 2011

Implementation of Mote's *2020 Vision & Strategic Plan* begins in 2011 after being unanimously approved by Mote's Board of Trustees in 2010.

## 2013

Mote transitions to new leadership when Dr. Kumar Mahadevan announces his retirement as President & CEO, after leading Mote for 27 years. The Board of Trustees unanimously appoints Dr. Michael P. Crosby as President & CEO.

Discussion at Mote continues about the need to expand research and informal science education programs as called for in our *2020 Vision & Strategic Plan*, and Mote begins the first phase of a new study to determine how to best grow.

The study indicates the need to expand and enhance our research infrastructure at our City Island campus. To provide us with enough space, a new science education center and aquarium at a mainland location would be required.



## 2014

Mote and the Interuniversity Institute for Marine Sciences in Eilat, Israel sign a new memorandum of understanding (MOU). Through the MOU, the world-class marine science organizations agreed to work together on new research endeavors designed to understand the impacts that climate change will have on coral reefs and find ways to restore and protect reefs worldwide.



## 2015

Mote celebrates its 60th Anniversary and announces the public launch of a comprehensive fundraising effort — *Oceans of Opportunity: The Campaign for Mote Marine Laboratory*. The *Campaign* is designed to fulfill a carefully formulated plan to ensure Mote's future for generations to come.



## 2016

Mote announces the commitment of nearly \$52 million in donations to Mote's first-ever comprehensive fundraising campaign, *Oceans of Opportunity*.

## 2017

Mote opens its new Elizabeth Moore International Center for Coral Reef Research & Restoration (IC2R3) at its Summerland Key campus, where this Category 5 hurricane-resistant facility is soon put to the test by Hurricane Irma.



## 2018

President & CEO Dr. Michael P. Crosby formally announces Mote's intent to build a spectacular new, 110,000 square foot Science Education Aquarium at Nathan Benderson Park in Sarasota County.

A generous philanthropic investment of \$1 million from The Andrew and Judith Economos Charitable Foundation establishes and supports the first year of operations for the Red Tide Institute at Mote Marine Laboratory.



## 2019

Mote receives prestigious award of \$1.5-million from the National Science Foundation to serve as the lead institution for establishing a Marine Science Laboratory Alliance Center of Excellence with a goal to increase the number and preparedness of underrepresented minority students earning undergraduate degrees in marine sciences and related natural resources fields.

Governor DeSantis approves a legislative bill establishing a leadership role for Mote, in partnership with the Florida Fish and Wildlife Conservation Commission, for a six-year, \$18-million Florida Red Tide Mitigation and Technology Development Initiative to develop technologies and approaches to control and mitigate red tide and its impacts.

A combined total of nearly \$5 million from the National Oceanic and Atmospheric Administration, the National Fish and Wildlife Foundation and the State of Florida is awarded to Mote for implementation of a multi-year coral disease response and restoration initiative.



# MOTE BY THE NUMBERS

## RESEARCH

**88** RESEARCH STAFF

**37** DOCTORAL LEVEL

## NET ASSETS

**~\$18 million** LAB

**~\$17 million**

FOUNDATION (ENDOWMENT)

## ECONOMIC IMPACTS

**\$86.8 million**

REGIONAL / STATEWIDE

## LOCATIONS

### MAIN CAMPUS

Sarasota, FL 10.5 acres

### MOTE AQUACULTURE RESEARCH PARK

Sarasota, FL 200 acres

### BOCA GRANDE OUTREACH OFFICE

Boca Grande, FL

### FLORIDA KEYS HISTORY DISCOVERY CENTER

#### “CORAL REEF EXPLORATION” EXHIBIT

Islamorada, FL

### ELIZABETH MOORE INTERNATIONAL CENTER FOR CORAL REEF RESEARCH & RESTORATION

Summerland Key, FL 1 acre

### FLORIDA KEYS NATIONAL MARINE SANCTUARY'S

#### ECO-DISCOVERY CENTER “LIVING REEF” EXHIBIT Key West, FL

## EDUCATION

 **28,424** EDUCATION PROGRAM PARTICIPANTS

**49** EDUCATION PROGRAMS **21** EDUCATION STAFF

Adult Learning Programs • After School Programs • Aquarium Experiences • Birthday Parties • Boy & Girl Scout Programs • Breakfast Programs • Spring Break, Summer Break and Winter Break Camps • College Internships • Digital Learning Program • Field Trips • Fishing Clinics • Florida Master Naturalist Courses • High School Internships & Volunteer Program • Homeschool Programs • Interpretive Bay Walks & Talks • Kayaking Programs • Preschool Programs • Science Cafés • Outreach Programs • Overnight Programs • Research Experience for Undergraduates • School Classroom Kits • School Partnerships • Special Lecture Series • Special Needs Programming • Teacher Professional Development • Volunteer Opportunities • Youth Ocean Conservation Summit • Youth Clubs



Statistics from  
2018-2019

INCORPORATED AS A 501(C)(3) NONPROFIT IN 1955

### AQUARIUM

**53** AQUARIUM STAFF  
**19** OFF-SITE AQUARIUMS  
**1** DOCTORAL LEVEL

### MEMBERSHIPS

**10,000+** INDIVIDUAL  
**140+** CORPORATE

### VOLUNTEERS & STAFF

**231** TOTAL STAFF  
**1,734** VOLUNTEERS CONTRIBUTING MORE THAN  
**236,214** HOURS A YEAR

**300,000+**  
VISITORS TO THE AQUARIUM

**60** EXHIBITS RELATING TO MOTE RESEARCH

### FACILITIES

**31** TOTAL BUILDINGS & STRUCTURES

**331,152**  
TOTAL SQUARE FEET

### FLORIDA SPECIALTY LICENSE PLATE

**\$1,015,075**

TO SUPPORT CORAL REEF RESEARCH, RESTORATION & EDUCATION IN 2018



## 22 RESEARCH PROGRAMS

- Benthic Ecology
- Chemical & Physical Ecology
- Coral Health & Disease Research
- Coral Reef Monitoring & Assessment
- Coral Reef Restoration
- Dolphin Research
- Ecotoxicology
- Environmental Laboratory for Forensics
- Environmental Health
- Fisheries Ecology & Enhancement
- Fisheries Habitat Ecology & Acoustics
- HAB Mitigation & Ecology
- Manatee Research
- Marine & Fresh Water Aquaculture Research
- Marine Biomedical Research
- Marine Immunology
- Ocean Acidification Research
- Ocean Technology
- Phytoplankton Ecology
- Sea Turtle Conservation & Research
- Sharks & Rays Conservation Research
- Stranding Investigations

### CENTERS OF EXCELLENCE

Alfred Goldstein Institute for Climate Change Studies · Center for Shark Research · Louis Stokes Alliance for Minority Participation: Marine Science Laboratory Alliance Center of Excellence · Marine Policy Institute · Red Tide Institute

# APPENDIX

## COMPARISON OF PEER INSTITUTIONS (2017)

Institution	Ph.D. Scientific Staff	Non-Ph.D. Scientific Staff	Total Staff	Research Volunteers	Annual Operating Budget	Endowment	Grants / Contracts Income
Woods Hole Oceanographic Institution	211	143	1,104	141	\$221,538,942	\$437,709,964	\$154,057,870
Mote Marine Laboratory <sup>1</sup>	35	42	254	87	\$22,091,552	\$16,208,829	\$10,516,108
Bigelow Laboratory for Ocean Sciences	22	21	146	39	\$12,705,375	\$1,972,673	\$8,455,672
Monterey Bay Aquarium Research Institute <sup>2</sup>	20	25	200	2	\$75,904,996	\$239,832,456	\$7,471,000
Gulf of Maine Research Institute	11	10	82	25	\$10,055,075	\$4,547,374	\$4,542,355
Bermuda Institute of Ocean Science	10	20	59	33	\$17,776,048	\$15,300,176	\$11,766,726
Alaska Sea Life Center <sup>3</sup>	8	7	133	58	\$8,226,804	\$13,155	\$2,500,661
Mystic Aquarium/ Sea Research Foundation <sup>3</sup>	6	0	457	600	\$24,426,456	\$187,179	\$3,043,459
Hubbs-SeaWorld Research Institute <sup>4</sup>	3	28	55	49	\$5,309,247	\$2,749,801	\$2,482,607

<sup>1</sup> In 2017, the total number of Mote research, education and Aquarium volunteers was 1,698, of which 87 were Research-only volunteers

<sup>2</sup>The David and Lucille Packard Foundation supports 75 percent of the institution's annual budget, represented in the Endowment column, as well as provides funds for new facilities.

<sup>3</sup> HSWRI and SeaWorld Parks & Entertainment represent a corporate and non-profit alliance. While a separate entity with its own operating budget, HSWRI is housed in a SeaWorld Parks & Entertainment facility

<sup>4</sup> Predominantly public outreach/education institutions

Publications	Grants as % of Operating Budget	Operating Budget per Ph.D.	Grants Income per Ph.D.	Endowment per Ph.D.	Publications per Ph.D.
487	69.5%	\$1,049,948	\$730,132	\$2,074,455	2.31
72	47.6%	\$631,187	\$300,460	\$463,109	2.06
88	66.6%	\$577,517	\$384,349	\$89,667	4
77	9.8%	\$3,795,250	\$373,550	\$11,991,623	3.85
19	45.2%	\$914,098	\$412,941	\$413,398	1.73
32	66.2%	\$1,777,605	\$1,76,673	\$1,530,018	3.2
8	30.4%	\$1,028,351	\$312,583	\$1,644	1
9	12.5%	\$4,071,076	\$507,243	\$31,197	1.5
9	46.8%	\$1,769,749	\$827,536	\$916,600	3

Please note that the 2017 data displayed in this comparison chart was collected from public documents or websites published by the individual institutions represented and is intended only as general information of relative comparison for Mote's strategic planning purposes.

"I urge you to consider some form of legacy gift to this outstanding marine research organization and its dedicated staff. Whatever you give to support Mote today will live on long after you — and do the world a power of good."

— Dwight Davis, Mote Legacy Donor & Volunteer





**Mote Marine Laboratory  
& Aquarium**

1600 Ken Thompson Pkwy  
Sarasota, FL 34236  
(941) 388-4441

**RESEARCH STATIONS**

**Mote Aquaculture Research Park**

874 W.R. Mote Way  
Sarasota, FL 34240  
(941) 388-4541

**Elizabeth Moore International Center  
for Coral Reef Research & Restoration**

24244 Overseas Highway  
Summerland Key, FL 33042  
(305) 745-2729

**PUBLIC OUTREACH**

**Boca Grande Office - Location**

480 E. Railroad Ave., Unit 7  
Railroad Plaza, Boca Grande, FL 33921  
(941) 855-9251

**Boca Grande Office - Mailing**

P.O. Box 870  
Boca Grande, FL 33921  
(941) 855-9251

**Florida Keys History Discovery Center**

82100 Overseas Highway  
Islamorada, FL 33036  
(305) 922-2237

**Florida Keys National Marine Sanctuary's  
Eco-Discovery Center**

35 East Quay Road  
Key West, FL 33040  
(305) 296-2325

