



Marine Biological Laboratory



THE UNIVERSITY OF
CHICAGO

1888

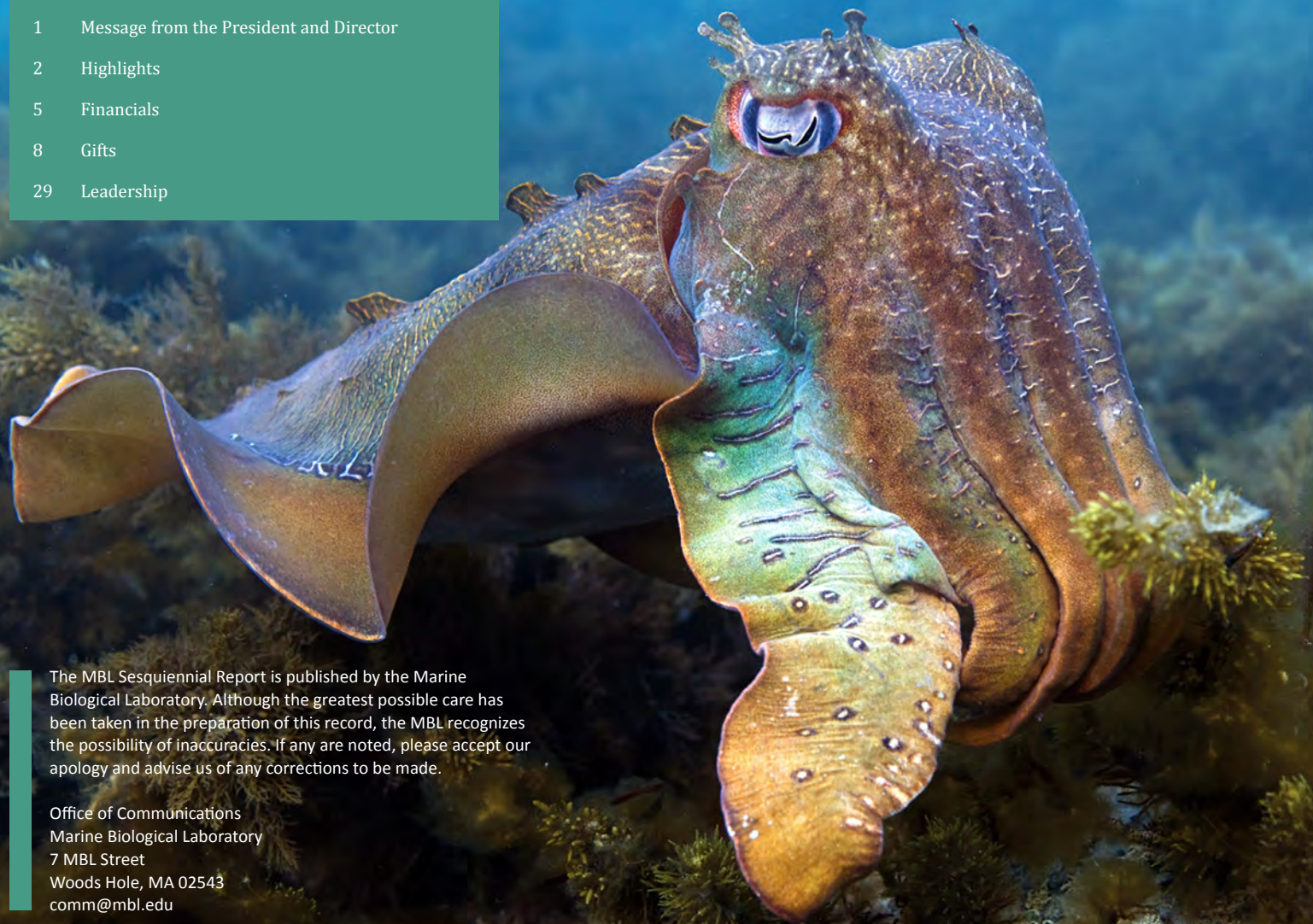
SESQUIENNIAL REPORT
2014-2015

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The MBL Sesquiennial Report is published by the Marine Biological Laboratory. Although the greatest possible care has been taken in the preparation of this record, the MBL recognizes the possibility of inaccuracies. If any are noted, please accept our apology and advise us of any corrections to be made.

Office of Communications
Marine Biological Laboratory
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Woods Hole, MA 02543
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From the President and Director

During periods of thoughtful and purposeful change, everything seems new and yet everything stays the same. And so it is at the Marine Biological Laboratory.

Our new relationship with the University of Chicago, which started officially on July 1, 2013, has brought with it many new faces, new programs, new activities, and new traditions. And yet, as we advance our now shared mission of scientific research and education, the essence of the MBL – our welcoming campus, life in the Village of Woods Hole, and our annual convening of over a thousand leading scientists, faculty, and students – continues as strong as ever. There's growing excitement about bold and distinctive new ideas for leveraging the MBL's impact and importance both to understanding how life works and to inspiring and transforming the careers of the next generation.

When is an Annual Report not an annual report? With this new partnership, the MBL's reporting year transitioned from the calendar year to a July 1 – June 30 fiscal year. Hence, annual became, just this one time, sesquiennial, an opportunity for MBL to align our planning with the University of Chicago's academic year (and an opportunity for many of us to brush up on our Latin to find the correct name for this report...).

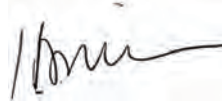
This 18-month period, spanning January 2014 through June 2015, has been one of transitions. We saw the completion of Joan Ruderman's appointment as MBL's 14th President and Director, a time of extraordinary leadership and deep caring for the institution. Joan shepherded MBL through the process of affiliating with the University of Chicago and led the initial strategic planning retreats that began to bring these two great institutions together. For this, we all owe her an enormous debt and deep thanks for her leadership and for all she gave to MBL during her two years at the helm. We are also grateful to the late Art Sussman, who stepped in as a selfless and insightful advisor to both Joan and me, in addition to serving as Interim Director of the laboratory at the end of 2014. MBL itself, and our relationship

with the University of Chicago, are much stronger today because of his steady hand.

2014 saw two important scientific retreats, one in Chicago and one in Woods Hole, that brought together hundreds of scientists and administrators from the two institutions to identify and build on areas of synergy, to begin to develop a new strategic vision for the future of MBL, and to forge a new path of partnership. We saw the first students from the University of Chicago arrive on our shores and begin to work in our laboratories, and the MBL celebrated achievements in both research and education.

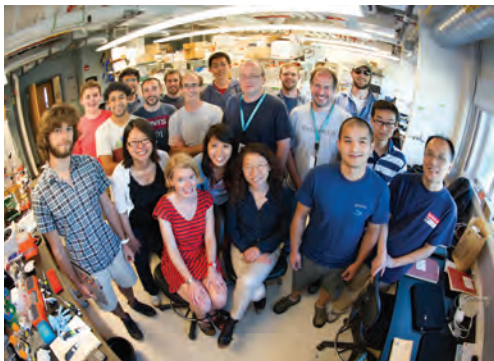
The first half of 2015 brought a new director, the fourth University of Chicago faculty member to lead the MBL since its founding director, Charles Otis Whitman. We have taken the first steps toward coalescing resident scientists and Whitman Center scientists into a single research unit at MBL, combining with the course directors and course faculty in our Discovery Courses and workshops to make the MBL 'Faculty of 500'. This combined group reflects a singular alignment of research and education across the institution and provides an extraordinary base of excellence to drive our new strategic initiatives. This vision capitalizes on the MBL's unique convening power to assemble many of the world's leading scientists and students to tackle some of life's most vexing questions and to set new agendas for the future of emerging fields.

That convening power – much as it has always been at MBL – is both our past and our future.



Sincerely,
Huntington F. Willard
President and Director
Marine Biological Laboratory

Highlights



“Faculty of 500” Reinforce Convening Power of the MBL

The MBL’s oldest and most singular strength is our convening power, attracting the world’s most accomplished scientists to Woods Hole to carry out some of their most creative and far-reaching work. Well over 500 scientists and faculty are involved annually in our research and educational programs—some based full-time in our research division, some coming to the MBL for portions of the year, and some leading or lecturing in our courses. With a steady flow of students, scientists, and faculty throughout the year, the special convening power of MBL is making our campus an increasingly vibrant and dynamic location year-round.



Helmsley Trust, Burroughs Wellcome Fund Demonstrate Leadership Support for Education Program

The MBL’s education program was buoyed by grants from The Leona M. and Harry B. Helmsley Charitable Trust and The Burroughs Wellcome Fund. The Trust awarded \$3.24 million to support the creation of a new Discovery Course at the interface of biology and computational science and to provide critical operational and computational support to existing courses. The Burroughs Wellcome Fund granted \$1 million in endowment support for the Physiology, Biology of Parasitism, Frontiers in Reproduction, Molecular Mycology, and Embryology courses. Since 1986, The Fund has awarded more than \$10 million to the MBL.



Huntington Willard Named President and Director of Marine Biological Laboratory

In December 2014, Huntington F. Willard was appointed president and director of the Marine Biological Laboratory. Willard, a respected leader in the fields of genetics and genome biology, was previously Arts & Sciences Professor of Biology and Genome Sciences at Duke University. He is known for his research accomplishments, academic leadership, and passion for integrating research and education at all levels. Willard received a Ph.D. in genetics from Yale University and an A.B. in biology from Harvard University.



UChicago Metcalf Students Conduct Summer Research at MBL

Undergraduates from the University of Chicago gained substantive, project-based professional research experience at the Marine Biological Laboratory in 2014 and 2015 through the 12-week MBL/Jeff Metcalf Summer for Undergraduate Research Fellows program (SURF). The program attracts first to fourth-year students who are coupled with a MBL scientist whose expertise mirrors the student's research interests and career goals. SURF students culminate their experience with an undergraduate student symposium prior to submission of a final project paper.



MBL-UChicago Retreats Explore New Ideas for Research and Programs

Energized groups of scientists, faculty, and students from the MBL, the University of Chicago, and Argonne National Laboratory convened for retreats held in both Chicago and Woods Hole in 2014. The joint meetings explored a broad range of ideas for collaborative scientific research and educational programming and served as an important first step in strategic planning for a new vision for the MBL.



Jerry Melillo Elected to National Academy of Sciences; Chairs National Climate Assessment

Distinguished Scientist Jerry Melillo was elected to the National Academy of Sciences in April 2014. He was the third MBL resident scientist to receive the honor following Shinya Inoué (1993) and Osamu Shimomura (2013). A member of the MBL's scientific staff since 1976, Melillo has conducted pioneering research on the impacts of human activities on the biogeochemistry of terrestrial ecosystems from local to global scales. In May 2014 Melillo joined Obama administration officials at the White House to release the Third National Climate Assessment, an effort for which he served as chair.



Research Awards Cultivate MBL-UChicago Collaborative Research

In 2014, the University of Chicago and the MBL announced recipients of the Frank R. Lillie Research Innovation Awards. The program, the first formal research opportunity between the two institutions since their affiliation, was open to scientists throughout the MBL's worldwide research community to develop novel, collaborative projects based at the MBL. Inaugural grants were awarded to Whitman Scientists Erik M. Jorgensen, a University of Utah neuroscientist, and cell biologist Clare Waterman of the National Institutes of Health. MBL-UChicago/Argonne Collaboration Awards, which supported innovative scientific collaborations among faculty at the MBL and UChicago/Argonne, were also awarded in 2014-15.



Mitchell Sogin, Ivan Valiela Named MBL Distinguished Scientists

For 30 years, a small number of highly accomplished scientists at the Marine Biological Laboratory have been honored with the title of Distinguished Scientist. In 2014, the title was conferred by President and Director Joan Ruderman to two MBL resident scientists, Mitchell Sogin and Ivan Valiela. Sogin was honored for his pioneering studies developing molecular frameworks for understanding the evolution of microbial eukaryotes. Valiela was cited for critical contributions to understanding marine ecology, estuaries, and coastal ecosystems.

Report of the Treasurer

With the support of the University of Chicago behind us in the second year of the affiliation, the Marine Biological Laboratory focused on building a foundation of excellence in its operational and financial management to support a new strategic MBL vision for many years to come.


The MBL is not immune to the widespread declines in federal research funding, which come at the same time the costs of doing distinctive science are steadily increasing. Philanthropy will be required to fully implement the new vision and attract world-class faculty, which, in turn, will facilitate an expansion of our grant portfolio. Through these efforts, the right balance between revenues and the expenses necessary to support facilities and operations will be created. Operating expense management has been and will continue to be a priority. Investments in improving the efficiency of our business processes and systems, along with increasing the expertise of staff, will enable the MBL to accommodate increased growth in the coming years with minimal changes in the administrative support structure. Modeling of financial projections for the next three to five years is ongoing, focusing on steadily decreasing the deficit by carefully managing expenses while working to increase revenues.

Effective June 30, 2015, MBL changed its fiscal year to match the University of Chicago's fiscal year, simplifying the consolidation of financial reporting and measurement of financial support between the two entities. The change in year-end required a six-month short period for the MBL running from January 1 to June 30, 2015. Financial results for the year ended December 31, 2014 and for the six month short period ended June 30, 2015 are presented here. The next full fiscal year period to be presented will be for the twelve months ending June 30, 2016.

Our balance sheet remains strong with net assets as of June 30, 2015 of \$168.6 million, up from \$167.9 million at December 31, 2014 and \$166.7 million at December 31, 2013. MBL's endowment value rose to \$82.1 million, up from \$79.9 million at the end of 2014, and \$76 million at the end of 2013. MBL realized a \$2 million loss from operating activities in the six months ended June 30, 2015, after including the University's support of \$5 million for the year, and realized a \$210 thousand loss from operating activities in fiscal year 2014, after including the University's support of \$10 million for the year.

We are grateful for the steadfast support of our donors and the University of Chicago, and are looking forward to the exciting new opportunities enabled by the significant changes occurring at the MBL.

Mary S. Harrington, Treasurer



The financial statements of the Marine Biological Laboratory for the fiscal year ending December 31, 2014 and the six-month short period ending June 30, 2015 were audited by KPMG.

Complete financial statements are available on request from:

Financial Services
Marine Biological Laboratory
7 MBL Street
Woods Hole, MA 02543

Statement of Financial Position December 31, 2014

Statement of Activities For the Year Ended December 31, 2014

			Unrestricted	Temporarily restricted	Permanently restricted	Total
ASSETS		OPERATING SUPPORT AND REVENUES:				
Cash and cash equivalents	\$ 3,192,362	Federal grants	\$15,281,147	\$ —	\$ —	\$ 15,281,147
Cash held for others	319,275	Non-Federal grants and contracts	4,938,826	—	—	4,938,826
Accounts receivable, net of allowance for doubtful accounts of \$35,000	387,065	Support from affiliate	10,050,333	—	—	10,050,333
Contributions receivable, net	999,899	Fees for conferences and services	4,371,061	—	—	4,371,061
Receivables due for costs incurred on grants and contracts	2,584,847	Contributions	1,956,974	1,647,569	351,652	3,956,195
Inventory and prepaid expenses	1,003,753	Investment earnings used for operations	502,741	3,185,429	—	3,688,170
Investments, at fair value	84,814,598	Laboratory rentals	529,980	—	—	529,980
Charitable remainder trusts	1,216,376	Tuition, net	888,626	—	—	888,626
Plant assets, net	112,650,552	Other revenue	737,405	—	—	737,405
Other assets	<u>1,457,505</u>	Net assets released from restrictions and reclassifications	<u>5,287,025</u>	<u>(5,294,549)</u>	<u>7,524</u>	<u>—</u>
Total assets	<u>\$208,626,232</u>	Total operating support and revenues	<u>44,544,118</u>	<u>(461,551)</u>	<u>359,176</u>	<u>44,441,743</u>
LIABILITIES AND NET ASSETS		EXPENSES:				
Accounts payable and accrued expenses	\$ 2,736,187	Research	24,980,928	—	—	24,980,928
Future program resources	319,275	Education	10,352,469	—	—	10,352,469
Deferred income	3,184,782	Visiting research	4,121,790	—	—	4,121,790
Annuities and trusts payable	606,378	Conferences, housing and dining	3,358,400	—	—	3,358,400
Interest rate swap	4,956,361	Other expenses	<u>1,940,787</u>	<u>—</u>	<u>—</u>	<u>1,940,787</u>
Long-term debt	<u>28,895,000</u>	Total expenses	<u>44,754,374</u>	<u>—</u>	<u>—</u>	<u>44,754,374</u>
Total liabilities	<u>40,697,983</u>	Change in net assets before non-operating activities	<u>(210,256)</u>	<u>(461,551)</u>	<u>359,176</u>	<u>(312,631)</u>
Net assets:		NON-OPERATING REVENUE (EXPENSE):				
Unrestricted	92,348,693	Change in value of interest rate swap	(1,906,788)	—	—	(1,906,788)
Temporarily restricted	23,703,945	Present value adjustment to annuities	(96,133)	—	—	(96,133)
Permanently restricted	<u>51,875,611</u>	Post retirement - related charges other than periodic pension costs	239,700	—	—	239,700
Total net assets	<u>167,928,249</u>	Contributions for investment in plant	11,045	—	—	11,045
Total liabilities and net assets	<u>\$208,626,232</u>	Net assets released from restriction for non-operating activities	<u>675,935</u>	<u>(675,935)</u>	<u>—</u>	<u>—</u>
		Change in net assets from non-operating activities	<u>(1,076,241)</u>	<u>(675,935)</u>	<u>—</u>	<u>(1,752,176)</u>
		INVESTMENT INCOME AND GAINS (LOSSES):				
		Net investment income and gains	894,477	6,125,045	—	7,019,522
		Less: investment earnings used for operations	(502,741)	(3,185,429)	—	(3,688,170)
		Recovery of deficiencies in historical values	<u>(1,290)</u>	<u>1,290</u>	<u>—</u>	<u>—</u>
		Investment income and gains	<u>390,446</u>	<u>2,940,906</u>	<u>—</u>	<u>3,331,352</u>
		Changes in net assets	<u>(896,051)</u>	<u>1,803,420</u>	<u>359,176</u>	<u>1,266,545</u>
		NET ASSETS, DECEMBER 31, 2013	<u>93,244,744</u>	<u>21,900,525</u>	<u>51,516,435</u>	<u>166,661,704</u>
		NET ASSETS, DECEMBER 31, 2014	<u>\$92,348,693</u>	<u>\$23,703,945</u>	<u>\$51,875,611</u>	<u>\$167,928,249</u>

Statement of Financial Position June 30, 2015

Statement of Activities Six Months Ended June 30, 2015

		Temporarily Permanently				
		Unrestricted	restricted	restricted	Total	
ASSETS		OPERATING SUPPORT AND REVENUES:				
Cash and cash equivalents	\$ 2,143,643	\$ 7,383,030	\$ —	\$ —	\$ 7,383,030	
Cash held for others	615,589	2,748,159	—	—	2,748,159	
Accounts receivable, net of allowance for doubtful accounts of \$35,000	834,348	5,000,000	—	—	5,000,000	
Receivables due for costs incurred on grants and contracts	3,090,482	1,876,217	—	—	1,876,217	
Prepaid expenses	827,321	360,808	665,372	1,136,711	2,162,891	
Contributions receivable, net	1,060,353	297,768	1,756,879	—	2,054,647	
Investments, at fair value	88,407,626	198,004	—	—	198,004	
Charitable remainder trusts	1,219,427	111,766	—	—	111,766	
Plant assets, net	111,667,265	343,331	—	—	343,331	
Other assets	1,686,700	(557)	—	—	(557)	
Total assets	<u>\$211,552,754</u>	Net assets released from restrictions and reclassifications	2,307,059	(2,307,059)	—	
		Total operating support and revenues	20,625,585	115,192	1,136,711	21,877,488
LIABILITIES AND NET ASSETS		EXPENSES:				
Accounts payable and accrued expenses	\$ 3,736,257	Research	12,979,876	—	—	12,979,876
Future program resources	615,589	Education	4,630,048	—	—	4,630,048
Deferred income	4,631,488	Visiting research	2,024,620	—	—	2,024,620
Annuities and trusts payable	572,228	Conferences, housing and dining	2,076,612	—	—	2,076,612
Interest rate swap	4,455,730	Other expenses	951,937	—	—	951,937
Long-term debt	28,895,000	Total expenses	22,663,093	—	—	22,663,093
Total liabilities	<u>42,906,292</u>	Change in net assets before non-operating activities	(2,037,508)	115,192	1,136,711	(785,605)
Net assets:		NONOPERATING REVENUE (EXPENSE):				
Unrestricted	91,266,748	Change in value of interest rate swap	500,631	—	—	500,631
Temporarily restricted	24,367,392	Change in value of annuities	4,357	—	—	4,357
Permanently restricted	53,012,322	Post retirement – related charges other than periodic pension costs	193,699	—	—	193,699
Total net assets	<u>168,646,462</u>	Net assets released from restriction for nonoperating activities	202,679	(202,679)	—	—
		Change in net assets from nonoperating activities	901,366	(202,679)	—	698,687
Total liabilities and net assets	<u>\$211,552,754</u>	INVESTMENT INCOME AND GAINS (LOSSES):				
		Net investment income and gains	353,655	2,506,123	—	2,859,778
		Less investment earnings used for operations	(297,768)	(1,756,879)	—	(2,054,647)
		Recovery of deficiencies in historical values	(1,690)	1,690	—	—
		Investment income and gains	54,197	750,934	—	805,131
		Changes in net assets	(1,081,945)	663,447	1,136,711	718,213
		NET ASSETS, DECEMBER 31, 2014	<u>92,348,693</u>	<u>23,703,945</u>	<u>51,875,611</u>	<u>167,928,249</u>
		NET ASSETS, JUNE 30, 2015	<u>\$91,266,748</u>	<u>\$24,367,392</u>	<u>\$53,012,322</u>	<u>\$168,646,462</u>

Report of the Development Committee



I am pleased to report on a dynamic period for the Marine Biological Laboratory.

Following our affiliation with the University of Chicago in July of 2013, the MBL began the process of aligning its fiscal year to mirror that of the University. This report reflects that transition and is illustrative of the hard work devoted to the programmatic, leadership, and strategic transitions that characterized the period January 1, 2014 through June 30, 2015.

In that eventful 18-month period, we welcomed Hunt Willard as the Marine Biological Laboratory's 15th President and Director. We also raised \$10,502,722 in new private support for MBL's research and educational programs. The support that individuals, foundations, and companies provided through this transition period is a testament to the distinctive value that we all see in this singular institution. Your investment enabled the acceleration of our strategic planning process, which is now being implemented and realizing generous support.

Funds raised from January 1, 2014 through June 30, 2015 include \$1,507,777 in Annual and unrestricted funds that were immediately available to meet operational needs. Other highlights from the period include \$3,242,194 from The Leona M. and Harry B. Helmsley Charitable Trust in support of the creation of a new MBL Discovery Course at the interface of biology and computational science and \$1,000,000 from the Burroughs Wellcome Fund in support of the MBL's Advanced Education Program.

We are forever grateful to our Trustees, the MBL Council (formerly Board of Overseers), scientists, alumni, friends, staff, and extraordinary donors. We are a community committed to science and that has shone through during this period. On behalf of the Development Committee, the Board of Trustees, and the staff of the MBL – thank you!

Gratefully,

A handwritten signature in black ink, appearing to read 'JP', written in a cursive style.

Jeffery Pierce, Chair

Gifts

MAJOR GIFTS

The Marine Biological Laboratory gratefully acknowledges the generous contributions and pledges of the individuals, foundations, and companies who supported our programs and operations. This report covers the period January 1, 2014 – June 30, 2015.

\$3,000,000-\$4,000,000

The Leona M. and Harry B. Helmsley Charitable Trust

\$1,000,000-\$2,999,999

Burroughs Wellcome Fund

\$500,000-\$999,999

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Photos

Cover: R/V Gemma (Simon Miner)

Inside front cover: Sepia apama or giant cuttlefish (Roger Hanlon)

P2: L to R: HHMI Summer Institute in the Whitman Center (Tom Kleindinst); MBL Discovery Course (Tom Kleindinst); Huntington F. Willard (Tom Kleindinst)

P3: L to R: Jonathan Gitlin, Director, Division of Research and Clara Kao, Metcalf Student (Daniel Cojanu); MBL-UChicago retreat (Tom Kleindinst); Jerry Melillo (Tom Kleindinst)

P4: L to R: Erik M. Jorgensen and Clare Waterman (MBL); Mitchell Sogin (Tom Kleindinst); Ivan Valiela (Daniel Cojanu)

P5: Interacting microtubule asters (green) induce cytokinesis signals (Aurora B kinase, magenta) (Phuong Nguyen)

P8: Jeffery Pierce (Dan Cutrona)

Back cover: Eel Pond, Winter 2015 (Hunt Willard)

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