I am pleased that you have joined us for this year’s event, *Power of Partnerships: Advancing Ocean Science and Tech.*

Today, we’ll assess the partnership landscape – both interagency and public-private perspectives – and evaluate how these relationships are helping advance our nation’s ocean science and technology enterprise.

More than a decade ago, the National Academy of Public Administration recognized the continuum of organizations’ relationships (including cooperation, collaboration, and partnerships) with partnerships ranking high in both degree of difficulty and largest community impact. Defining characteristics of successful, high-performing partnerships include results, leadership, mission and planning, resources, communications, and organizational infrastructure. These are all built on the foundation of invested stakeholders – you.

Today, we’ll look at partnerships as a tool to advance ocean science and technology priorities, addressing questions such as:

- What best practices can we glean from success stories?
- Are there lessons learned we can take away from failures?
- What opportunities and challenges come with the territory?
- Can established partnerships be models with parallel information and practices transferable across ocean topics?
- How can we maintain effective partnerships and nurture new ones?

We have once again organized an exciting meeting to facilitate discussion and find new opportunities for us to work together across sectors for the good of our ocean and humanity. We’ve changed our format to enhance discussion among speakers and invite you, the audience, to join the conversation.

On behalf of our consortium of academic, research, aquaria, and industry members, I look forward to exploring partnerships with you today and working in partnership with you tomorrow.

Sincerely,

RADM Jonathan White, USN (Ret.)
President and CEO
Consortium for Ocean Leadership
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NERRA
National Estuarine Research Reserve Association

Perciformes

THE UNIVERSITY OF SOUTHERN MISSISSIPPI

Special thanks to COL partners:
March 7, 2018

Reserve Officers Association Building

8:15 AM  Registration and Continental Breakfast
9:15 AM  Welcome Remarks

INTERAGENCY PARTNERING AND COORDINATION

9:45 AM  Leadership Roundtable

Moderator: Dr. Monty Graham, University of Southern Mississippi
Integrated Ocean Observing Committee, Dr. David Legler
National Ocean Council, Deerin Babb-Brott
National Oceanographic Partnership Program, Dr. Tom Drake
USN Task Force Ocean, Dr. Tom Drake

11:15 AM  Case Study: Subcommittee on Ocean Science and Technology

Moderator: Dr. Bradley Moran, University of Alaska Fairbanks
Capt. Lindy Bunn, Office of Science and Technology Policy
Dr. Rick Murray, National Science Foundation

12:15 PM  Senator Edward Markey (MA)
12:30 PM  Congresswoman Madeleine Bordallo (GU-At-Large)
12:45 PM  Senator Bill Nelson (FL)
1:00 PM  Lunch
2:00 PM  Senator Lisa Murkowksi (AK)

PUBLIC–PRIVATE PARTNERSHIPS

2:15 PM  Leadership Roundtable

Moderator: Dr. Jennifer Miksis-Olds, University of New Hampshire
Defense Innovation Unit Experimental, Cmdr. John Marburger
National Estuarine Research Reserve Association, Rebecca Roth
National Marine Sanctuary Foundation, Kris Sarri
Sea Grant College Program, Dr. Pamela Plotkin

3:45 PM  Break

4:15 PM  Case Study: Aquaculture

Moderator: Kris Hoellen, National Aquarium
Dr. Kelly Lucas, Thad Cochran Marine Aquaculture Center, USM
Christopher Manley, Perciformes Group LLC

5:15 PM  Moderators’ Recommendations
5:45 PM  Closing Remarks
6:00 PM  Joint John A. Knauss Fellows and Public Policy Forum Forum
Reception

Co-hosted by Consortium for Ocean Leadership
and the Sea Grant Association
(Rayburn House Office Building, Room 2063)
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Monty Graham, Ph.D. (Moderator)
The University of Southern Mississippi

Dr. Monty Graham is director of the School of Ocean Science and Technology at The University of Southern Mississippi (USM), where he is also a professor of marine science. Previous roles have included chair of USM’s Marine Science Department at Stennis Space Center and senior marine scientist at the Dauphin Island Sea Lab in Alabama. He is a biological oceanographer with a specialization in gelatinous plankton. Though his interest in “jellies” is broad, ranging from physiology of individuals to global patterns of populations, his primary research explores the causes and consequences of jellyfish variability in heavily-fished ecosystems.

Graham serves on the board of trustees for the Consortium for Ocean Leadership, is a board representative and past chair of the Gulf of Mexico University Research Collaborative, and is a member representative for Southeastern Universities Research Association and the Northern Gulf Institute. Graham also participated as university president’s representative on Governor’s GoCoast2020. He received his undergraduate degree in marine biology from the University of North Carolina at Wilmington. His master’s degree and doctorate were granted from the University of California (UC) Santa Cruz. His post-doctoral work was conducted at UC Santa Barbara.
Dr. David M. Legler currently serves as a chief of the Ocean Observing and Monitoring Division within the National Oceanic and Atmospheric Administration’s (NOAA) Office of Oceanic and Atmospheric Research (OAR). The division leads the agency’s efforts to develop and sustain a global in-situ observing system for the benefit of NOAA and other stakeholders.

Legler has served on numerous national and international committees addressing global ocean observations, ocean data assimilation, ocean data management, and climate research. He currently co-chairs the Observations Program Area of the World Meteorological Organization-Intergovernmental Oceanographic Commission (WMO-IOC) Joint Technical Commission for Oceanography and Marine Meteorology and the U.S. Interagency Ocean Observation Committee. He has published on a range of topics such as ocean remote sensing, air-sea interaction, and the impacts of El Niño–Southern Oscillation on North American climate and subsequent effects on U.S. agriculture and water resources.
Mr. Deerin Babb-Brott is the director of the National Ocean Council (NOC) and acting lead for ocean and environment at the White House Office of Science and Technology Policy (OSTP). He previously led ocean and coastal management initiatives as a senior partner at SeaPlan, an ocean science and policy NGO in Boston. He previously served as the first director of the NOC and led development of the final U.S. National Ocean Policy Implementation Plan.

Before joining the White House, Babb-Brott was the assistant secretary for ocean and coastal zone management in Massachusetts, where he directed the state coastal program and led teams that developed the Massachusetts Ocean Management Plan and Federal Wind Energy Areas. He previously served as the assistant secretary for environmental impact review in Massachusetts, where he managed the review of projects including Cape Wind, offshore liquefied natural gas terminals, and other major marine infrastructure. He received a B.A. in government and environmental studies from Bowdoin College.
Dr. Tom Drake is acting head of the Office of Naval Research (ONR) Ocean Battlespace Sensing Department – one of six science and technology departments at ONR. He is also director of the Ocean, Atmosphere and Space Research Division. Drake’s portfolio includes planning, execution, and management of integrated basic research, applied research, and advanced technology development of ONR Science and Technology programs (e.g., physical oceanography, marine meteorology, ocean acoustics, Arctic and global prediction, littoral geosciences and optics, marine mammals and biology, and space environment), including National Oceanographic Partnership Program and U.S. Navy Task Force Ocean.

Drake entered the Senior Executive Service in 2013. He joined the Federal Civilian Service in 2003 as a program officer for the Coastal Dynamics Program at ONR, directing work in nearshore processes, sediment transport, and wave dynamics. Prior to the Federal Civilian Service, Drake was a tenured professor at North Carolina State University and research oceanographer at Scripps Institution of Oceanography at the University of California San Diego. He holds degrees from the Massachusetts Institute of Technology and the University of California, Los Angeles and is the author of numerous articles in technical journals and conference proceedings.
Dr. S. Bradley Moran is dean of the College of Fisheries and Ocean Sciences and professor of oceanography at the University of Alaska Fairbanks. Prior to his appointment as dean, he served as acting director of the Obama administration’s National Ocean Council, assistant director for ocean sciences in the White House Office of Science and Technology Policy, and program director in the Chemical Oceanography Program at the National Science Foundation (NSF). He focused on implementing federal ocean science policy and facilitating interagency efforts and partnerships on a broad range of ocean policy, resource, economic, and national security matters. In his previous academic position as professor of oceanography in the Graduate School of Oceanography at the University of Rhode Island, he also served as co-director of the Rhode Island NSF Experimental Program to Stimulate Competitive Research and as assistant vice president for research at the university.

Moran is a member of the board of trustees of the Consortium for Ocean Leadership; the board of directors of the Alaska Ocean Observing System, the Alaska Sea Life Center, and the North Pacific Research Board; the advisory board of the Pollock Conservation Cooperative Research Center; and the Ocean Studies Board of the National Academies of Sciences, Engineering and Medicine. He received a B.S. in chemistry from Concordia University and a Ph.D. in oceanography from Dalhousie University, and he conducted his postdoctoral research at Woods Hole Oceanographic Institution.
Capt. Lindy Bunn is ocean policy advisor detailee from the U.S. Navy for the Office of Science and Technology Policy (OSTP) in the Executive Office of the President, where she serves as a Subcommittee on Ocean Science and Technology co-chair. Before joining OSTP, Bunn served in a variety of U.S. Navy and Joint Department of Defense positions in the U.S. and overseas. Her assignments included chief of staff for the Navy’s Judge Advocate General; leading an office of prosecutors in the mid-Atlantic states; director of policy for the Navy’s Office of Legislative Affairs; and senior staff counsel to the Commander of U.S. Forces in Europe, working out of Stuttgart, Germany and, separately, to the Commander of Naval Forces in Europe and Africa based in Naples, Italy.

Bunn also served nearly eight years, covering the Southeastern U.S. and then the entire East Coast, as environmental counsel to Navy planning, compliance, and conservation efforts at Navy installations as well as operations and training in the Atlantic waters. She has a B.S. from Gilford College, a Master of Laws from the University of Virginia, and a Doctor of Law from the University of New Hampshire.
Subcommittee on Ocean Science and Technology

Rick Murray, Ph.D.

NSF

Dr. Rick Murray is division director of the Division of Ocean Sciences at the National Science Foundation (NSF) on a four-year Intergovernmental Personnel (IPA) position beginning January 2015, where he serves as NSF’s Subcommittee on Ocean Science and Technology co-chair. Murray is a professor in the Earth and Environment department at Boston University (BU), where he has been located since 1992. He was director of the BU Marine Program from 2006-2009 and served as chair of the department of Earth Sciences from 2000-2005. While pursuing his undergraduate degree at Hamilton College, he also participated in the Sea Education Association program in Woods Hole. After receiving his Ph.D. from the University of California, Berkeley, he was a post-doctoral scholar at the Graduate School of Oceanography at the University of Rhode Island.

Murray’s research interests are in marine geochemistry, with an emphasis on sedimentary chemical records of climate change and the sub-seafloor biosphere. He has authored or co-authored approximately 80 peer-reviewed scientific research papers. Murray’s research funding has been provided by NSF, the Ocean Drilling Program and Integrated Ocean Drilling Program, the U. S. Geological Survey, and other agencies.
Senator Edward J. Markey served 37 years in the U.S. House of Representatives before being elected to the Senate in June 2013. He is a consumer champion and national leader on energy, environmental protection, and telecommunications policy; has a prolific legislative record on major issues across the policy spectrum; and has a deep commitment to improving the lives of the people of Massachusetts and our country. Whether the issue is climate change, clean energy, safeguarding privacy, or investor protection, Markey stands up for the priorities and values of Massachusetts.

Markey has amassed an unparalleled record of energy and environmental legislative achievements, including co-authoring the landmark Waxman-Markey bill, the only comprehensive climate legislation ever to pass a chamber of Congress. Additionally, he was a leading voice in the investigation into the BP oil spill. Markey serves on the Commerce, Science and Transportation Committee. He has a B.S. from Boston College, a J.D. from Boston College Law School and served in the U.S. Army Reserve.
Congresswoman Madeleine Bordallo  
(GU-At-Large)  
U.S. House of Representatives

A lifetime public servant, in 2003 Delegate Madeleine Z. Bordallo became the first woman to represent Guam in the U.S. House of Representatives. Bordallo brings over 40 years of experience in public service in the executive and legislative branches of the government of Guam and numerous non-governmental organizations. The 115th Congress is her eighth term.

Bordallo continues to serve on the House Armed Services Committee and the House Committee on Natural Resources. She was re-appointed Ranking Member of the Subcommittee on Readiness in the Armed Services Committee for the 115th Congress and is also a member of the Subcommittee on Seapower and Projection Forces. In the Committee on Natural Resources, she sits on the Subcommittee on Indian, Insular, and Alaskan Affairs as well as the Subcommittee on Water, Power, and Oceans. In addition to her committee responsibilities, she is vice chair of the Congressional Asian Pacific American Caucus and co-chair of the Congressional China Caucus and the Congressional Long Range Strike Caucus. Bordallo is also a member of the U.S. Philippines Friendship Caucus, the Korean Caucus, the Army Caucus, the Navy/Marine Corps Caucus, the National Guard and Reserve Component Caucus, the Travel and Tourism Caucus, the Women’s Caucus, the Taiwan Caucus, the Long Range Strike Caucus, and the Wounded to Work Caucus, among others.

Her legislative efforts have benefited from the close relationships she has established and fostered with other members from U.S. territories, the Hawaiian delegation, and House leadership on both sides of the aisle.
Senator Bill Nelson’s public service career began in 1972, with his election to the Florida Legislature. He then served six terms in the U.S. House of Representatives, representing Orlando and the Space Coast, becoming an early champion of the environment. In 1994, Nelson was elected to the Florida Cabinet as state treasurer, insurance commissioner, and fire marshal. Nelson was first elected to the U.S. Senate in November 2000. He’s someone who thinks public service is a noble calling - which is why he has devoted his life to serving his community, his state, and his country.

Nelson is a true son of Florida; his family came to the Panhandle in 1829, and his grandparents homesteaded in the early 20th century on land that today is the Kennedy Space Center. From a spot near there, Nelson would launch into space in 1986 and spend six days orbiting the Earth aboard the space shuttle Columbia. Nearly three decades later, he still vividly recalls looking back at our planet from the window of the shuttle and not seeing any political, religious, or racial divides. “From that perspective, you can see how we’re all in this together,” he says. “If we could just remember that, we’d sure get a lot more done.” It’s that kind of perspective that has earned Nelson a reputation as a thoughtful, moderate voice in an increasingly partisan political world.
Senator Lisa Murkowski (AK)

U.S. Senate

Senator Lisa Murkowski is the first Alaskan-born senator and only the sixth U.S. senator to serve the state. She is a third-generation Alaskan, born in Ketchikan and raised in towns across the state. Since joining the Senate in 2002, Murkowski has been a strong advocate for Alaska on the important issues facing the state, including energy, health care, education, military and veterans’ affairs, and infrastructure development. Only the 32nd female to serve in the U.S. Senate, Murkowski has assumed leadership roles quickly. She is Chairman of the Senate Energy and Natural Resources Committee and also serves on the Senate Appropriations Committee, where she is the Chairman of the Interior and Environment Subcommittee. She is a member of the Senate Health, Education, Labor and Pensions Committee – the first Alaskan to serve on that panel – and also is a senior member of the Senate Indian Affairs Committee.

She earned a B.A. in economics from Georgetown University in 1980 and a law degree from Willamette University in 1985. Prior to her appointment to the Senate, Murkowski practiced commercial law in Anchorage and was elected to three terms in the Alaska State House of Representatives. She was elected to a full six-year U.S. Senate term in 2004 and was re-elected in 2010 in a historic write-in campaign, the first successful write-in effort to the Senate since 1954.
Dr. Jennifer L. Miksis-Olds is the associate director of research and a research professor in the School of Marine Science and Ocean Engineering at the University of New Hampshire and holds a research position in the Center for Coastal and Ocean Mapping. Miksis-Olds is the university member representative and is on the board of trustees for the Consortium for Ocean Leadership. She is a member of the Scientific Committee of the International Quiet Ocean Experiment Program and serves as a scientific advisor to the Sound and Marine Life Joint Industry Programme (International Oil and Gas Producers).

She is the lead primary investigator of a new National Oceanographic Partnership Program project partnering with the Bureau of Ocean Energy Management, Office of Naval Research (ONR), and National Oceanic and Atmospheric Administration focused on the development of the Atlantic Deepwater Ecosystem Observatory Network. Miksis-Olds was the recipient of an ONR Young Investigator Program Award in 2011 and the Presidential Early Career Award in Science and Engineering in 2013. She received her A.B. cum laude in biology from Harvard University and her M.S. in biology from the University of Massachusetts Dartmouth. She was a guest student at Woods Hole Oceanographic Institution and then received her Ph.D. from the University of Rhode Island. Her primary research interests are patterns and trends in ocean soundscapes, animal behavior and communication, and the environmental effects of anthropogenic activities.
Cmdr. John Marburger is the Navy senior service lead and a program manager within the Artificial Intelligence and Autonomy portfolios at the Defense Innovation Unit Experimental (DIUX) in Silicon Valley. DIUX’s mission is to accelerate commercial technologies into the Department of Defense (DOD) across five portfolios: artificial intelligence, autonomy, human systems, information technology, and space. Prior to DIUX, Marburger served on the staff of the oceanographer of the Navy’s Task Force on Climate Change. During his tenure, the Task Force wrote the Navy’s Arctic Roadmap (2014-2030) and co-authored the DOD’s Climate Change Roadmap. Concurrently, he and five other scientists from the U.S. Geological Survey, the National Oceanic and Atmospheric Administration, the U.S. Army Corps of Engineers, and South Florida Water Management District wrote the report titled, *Regional Sea Level Scenarios for Coastal Risk Management: Managing the Uncertainty of Future Sea Level Change and Extreme Water Levels for Department of Defense Coastal Sites Worldwide*.

Marburger also served aboard the *USS Abraham Lincoln* as the ship’s meteorologist and oceanographer, as the operations officer and forecaster at the Joint Typhoon Warning Center in Hawaii, and as an assistant operations officer and project manager for geospatial and numerical weather prediction programs at Fleet Numerical Meteorology and Oceanography Center in Monterey, California.
Ms. Rebecca Roth is the executive director of the National Estuarine Research Reserve Association. She advances the mission of the 29-site reserve system by advocating for the shared interests of all reserves. She works with Congress and the National Oceanic and Atmospheric Administration (NOAA) to support annual budget appropriations and legislative priorities that enhance the value of all reserves for their many partners and stakeholders. She also works closely with NOAA and other federal agencies to help shape regulations and policies to sustain healthy estuaries nationwide.

A land use planner by training, Roth is a veteran coastal management and public administration professional with more than 25 years of experience. For 18 years, she worked for the California Coastal Commission, where she last served as federal programs manager. She has been involved with the reserves since 1998 through her Coastal Commission work, which facilitated integrated coastal and ocean management among California’s reserves, coastal programs, and marine sanctuaries. Roth earned her Master of Arts in public administration and policy at San Francisco State University and her bachelor’s degree in public administration and city planning at San Diego State University.
Ms. Kris Sarri joined the National Marine Sanctuary Foundation as president and CEO in October 2016. She works to build on the Foundation’s strong history of collaboration and expand its partnerships to protect America’s natural resources and to ensure the ocean and Great Lakes remain healthy for future generations. Throughout her career, Sarri worked on conservation and community development issues in the executive and legislative branches. Sarri pulls both policy and management skills from her previous position at the Department of the Interior (DOI), where she served as principal deputy assistant secretary for policy, management, and budget from 2014 to 2017.

Prior to joining DOI, Sarri was the associate director for legislative affairs for the Office of Management and Budget. She also served as deputy director of policy and strategic planning for the Department of Commerce, acting as the secretary’s principal advisor on ocean, fisheries, climate, and energy issues and as a policy liaison for the National Oceanic and Atmospheric Administration. Sarri spent eight years in the U.S. Senate, where she was professional staff of the Senate Commerce Committee with responsibility for the Oceans, Atmosphere, Fisheries, and Coast Guard Subcommittee; senior policy advisor to Senator Jack Reed; and legislative director of the Northeast-Midwest Senate Coalition. Sarri received a B.A. in biology from Washington University and an M.S. and M.P.H. from the University of Michigan.
Dr. Pamela Plotkin is director of the Texas Sea Grant College Program and a faculty member in Texas A&M University’s College of Geoscience, Department of Oceanography. Her research program is centered on the behavioral ecology of marine turtles and applying her lab’s research findings to enrich and inform management practices, policies, and ocean conservation. She earned her B.S. in wildlife science from Pennsylvania State University and her M.S. and Ph.D. in zoology from Texas A&M University. Plotkin was a John A. Knauss Marine Policy Fellow and was awarded a Department of Commerce Bronze Medal Award for Superior Federal Service for her work with the National Oceanic and Atmospheric Administration’s National Marine Fisheries Service.

Plotkin’s research has been published in numerous journals, including *Marine Biology*, *Nature*, and *Oryx*, and her research has been profiled in *Science* and *Nature*. She recently edited a book, published by the Johns Hopkins University Press, titled *Biology and Conservation of Ridley Sea Turtles* and was named a 2014 “Harte’s Hero” by the Harte Research Institute for Gulf of Mexico Studies for her work to further the recovery of sea turtles in Texas.
Ms. Kris Hoellen is the senior vice president and chief conservation officer of the National Aquarium. She oversees field conservation initiatives, education, community engagement, guest engagement, and the sustainable seafood program, which is currently focused on consumer aquaculture education. Previously, she was a senior vice president of the Conservation Fund directing their Sustainable Programs Business Unit, which housed the Freshwater Institute, a premier aquaculture research facility.

Hoellen has worked for the National Academy of Sciences as a senior program officer, the American Association of State Highway Transportation Officials as their director of environmental programs, and the Association of State and Territorial Solid Waste Management Officials as their legislative director. She received her B.S. from Emory University and her M.S. in environmental science and policy from Johns Hopkins University.
Dr. Kelly Lucas is director of the Gulf Coast Research Laboratory’s Thad Cochran Marine Aquaculture Center, part of The University of Southern Mississippi’s (USM) School of Ocean Science and Technology, and a member of the school’s leadership team. She previously served as the chief scientific officer at the Mississippi Department of Marine Resources.

A Mississippi native, Lucas holds a doctorate in coastal sciences from the University of Southern Mississippi, a Master of Business Administration from the University of Alabama at Birmingham, and a Bachelor of Science in microbiology from Mississippi State University.
Mr. Christopher Manley is the director of Perciformes Group LLC, an aquaculture company focused on economic prosperity, social responsibility, and environmental sustainability. He is responsible for multiple aspects of the company, including designing sustainable aquaculture systems, running Perciformes research and development programs, overseeing partnerships with universities, and supervising commercial facilities. Manley’s focus is to develop aquaculture systems and practices that are environmentally sustainable, which can create profit and better our environment and ocean. Currently, Perciformes Group is starting commercial production of one marine finfish species (sablefish) and is in the process of research and development of six other marine organisms. Most of the species research and development process will be in conjunction with a university partnership.

Previously, Manley was employed by Global Blue Technologies (GBT), a parent company of Perciformes Group LLC. He obtained a B.S. in marine science from Coastal Carolina University and an M.S. in coastal sciences, specializing in aquaculture, from The University of Southern Mississippi Gulf Coast Research Laboratory (GCRL). His research has benefited the spotted seatrout stock enhancement program operated by GCRL, and results were published in *Aquaculture*. 
MEMBERS OF THE CONSORTIUM FOR OCEAN LEADERSHIP

The Consortium for Ocean Leadership (COL) is a Washington, D.C.-based nonprofit organization that represents the leading ocean science and technology institutions — public and private, academia, aquaria, and industry. Our mission is to shape the future of ocean science and technology. In addition to our advocacy role as the voice of the ocean research and technology community, COL manages a variety of community-wide research and education programs in areas of ocean observing, ocean exploration, and ocean partnerships.

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