

MONTEREY BAY AQUARIUM

Inspiring a Love for the Ocean

ANNUAL REVIEW 2015



HUMPBAC WHALE
Megaptera novaeangliae

2015

As we celebrate these accomplishments,
we celebrate you for making them possible.

We welcomed **2.1 million visitors**—the second time that
we've had back-to-back years with over 2 million guests.

We hosted ***Big Blue Live***, a live television event that celebrated Monterey Bay
as an **ocean conservation success story** of global significance.

Our education programs were recognized with a
Community Impact Award from *The Silicon Valley Business Journal*.

The **White House honored** our own Sarah-Mae Nelson for her work
interpreting the effects of **climate change** on ocean health to our visitors.

We're playing a **leading role** in the fight for a **plastic-free ocean**, and
backed state and federal actions that will phase out plastic microbeads.



JULIE PACKARD
Executive Director

Due in great part to our amazing family of donors, the Monterey Bay Aquarium enjoys an enviable position among ocean conservation organizations. We're the most admired public aquarium in the United States, where we inspire millions of people to care more—and do more—for the ocean. We're a leader in education—reaching tens of thousands of students each year, bolstering the skills that science teachers bring to classrooms throughout California and inspiring a new generation of dynamic young ocean advocates. And we've grown to become an influential international champion of ocean initiatives.

You have helped us become more effective than ever before in our mission to protect and restore the ocean and the animals that call it home.

I'm so proud of what we accomplished together in 2015, with your wonderful generosity making possible so many important successes.

For the second time in our 31-year history, we welcomed more than 2 million visitors to the Aquarium in

back-to-back years. Our visitors told us, in greater numbers than ever, that they learned something new about ocean conservation during their visit—and were inspired to take action on behalf of the ocean.

As you know so well, since our opening we've shared the unique story of Monterey Bay and its ecosystems in our exhibits. Last August, we brought that story to millions more across the

country and in Great Britain when we hosted an incomparable live television event from our back decks: *Big Blue Live*.

Over six nights, BBC and PBS celebrated the health of the bay's wildlife and ecosystems on prime-time television—spotlighting its recovery as a conservation success story of global significance.

The decline and rebirth of Monterey Bay carries lessons that inform every-

thing we do. It demonstrates that the ocean is resilient, and can recover when people take action to protect it. The bay's vitality is the product of human actions dating back more than a century: the 1911 treaty that ended the fur trade for sea otters and seals, creation of the first marine protected area off Pacific Grove in the 1930s, the ban on commercial whaling and the explosion of environmental legislation in the 1970s, better management of commercial fisheries over the past two decades and creation of a network of marine protected areas along the California coast less than a decade ago.

There's much more to be done, of course, both here and around the world. Your support is enabling us to lead change on many fronts. I'm proud to say that our work is now global in scope, and in its impact on the future of the ocean.

We played a strong role in advising the Obama Administration on shaping regulations to end illegal, unregulated and unreported fishing on the high seas. Our work influenced the final federal rules and subsequent legislation to keep seafood from destructive fisheries out of the U.S. market.

We were part of a U.S. delegation to international scientific advisory bodies working to reverse severe population declines that have reduced Pacific bluefin tuna to just 2.6 percent of their historic level. And we welcomed nearly 200 experts from around the

world for the first Bluefin Futures Symposium to share data and ideas that will put bluefin tuna fisheries on a sustainable trajectory.

As part of our new initiative to stem the flow of ocean plastic pollution, we championed the legislative campaign in California that banned plastic microbeads in personal care products, and subsequently supported successful federal legislation that will phase out microbeads nationwide.

In the face of growing threats to ocean health from the impacts of climate change, we stepped up our response. We mobilized public support for bold action at the COP21 climate negotiations in Paris, and identified the steps needed to respond to the effects of rising sea level on the Aquarium and the communities of the Monterey Peninsula.

We advanced initiatives to support sustainable seafood production around the world—bringing our respected Seafood Watch program to a global audience. We brought business and government leaders together in Southeast Asia to shape new standards for sustainable aquaculture, and welcomed Indonesia's progressive fisheries minister to the Aquarium in Monterey. We helped colleagues in Brazil, Japan and Europe advance their sustainable seafood initiatives, and worked with partners in Mexico to move toward sustainable fishing and aquaculture in the Gulf of California.

We welcomed new business partners in 2015, including Disney Parks and Resorts, and celebrated the accomplishments of partners like Aramark, which now sources 100 percent of its tuna from sustainable sources.

Knowing how critical it is to foster the next generation of ocean leaders, we're also deepening our investment in education programs. We're committed to helping thousands of children and young adults become science and ocean literate, confident and ready to act on behalf of the future of our planet.

To that end, we completed design for our new Center for Ocean Education and Leadership in 2015, and expect to break ground by the end of this year. I'm grateful for the generosity that our community of donors and friends has shown thus far and look forward to enlisting support from many more of you so we can make this important new center a reality.

Our vision of a future with a healthy and productive ocean that sustains all life is within reach, and it all starts with awareness of the ocean's value. With our status as the best place in the world to experience and learn about the ocean, the Monterey Bay Aquarium is truly driving change on a global scale. Thank you for your confidence and support that make it all possible.

CHAIRMAN'S LETTER



STEPHEN C. NEAL
Chairman

From my earliest days as a Trustee of the Monterey Bay Aquarium, I have been impressed and deeply gratified by how our education programs are transforming and inspiring young lives. That power to transform and inspire is the driving force behind our ambitious decision to create a new Center for Ocean Education and Leadership.

Preschool children and their families are filled with enthusiasm when they participate in our morning programs for Head Start students. There's equal enthusiasm in the voices of our educators—the people who can spark what we hope will become a lifelong connection with ocean animals.

Our Discovery Lab classrooms are filled with energy every weekday as

busloads of students arrive, from all over California. Our talented teachers offer science education lessons, complete with live-animal elements, that those students carry with them when they return to their classrooms. Imagine the impact when we can offer experiences like these to every student who visits!

Out in the exhibit galleries, I'm amazed by the young men and women—Teen Conservation Leaders—who are sharing what they've learned with our visitors each day. We are building long-term relationships with these dedicated young people, and they are enhancing and cementing their roles as next-generation ocean conservation leaders. Our long-term partnership with Pajaro Valley schools is having a further transformative effect on many teens who have become the first in their families to attend college.

Each summer, and in workshops

throughout the school year, hundreds of science teachers come to the Aquarium for professional development programs. They return home better equipped to use ecosystem-based learning approaches in their classrooms. They are deeply dedicated to their craft and to their students.

Our education programs are changing lives—and we know they will do so much more effectively when we have the facilities to deliver the same programs to twice as many students and teachers. I am grateful to all of you for embracing the vision behind the Center for Ocean Education and Leadership—and for your financial support that is turning the vision into a reality.

On behalf of our Board of Trustees, thank you.

BOARD OF TRUSTEES

Stephen C. Neal, *Chairman*

Peter S. Bing, *Chairman Emeritus*

Julie Packard, *Vice Chairman and Executive Director*

Susan Bell

Meg Caldwell

Samantha Campbell

Caroline Getty

Juan Govea

M.R.C. Greenwood

William Landreth

Joan Lane

Michael A. Mantell

Connie Martinez

Pietro Parravano

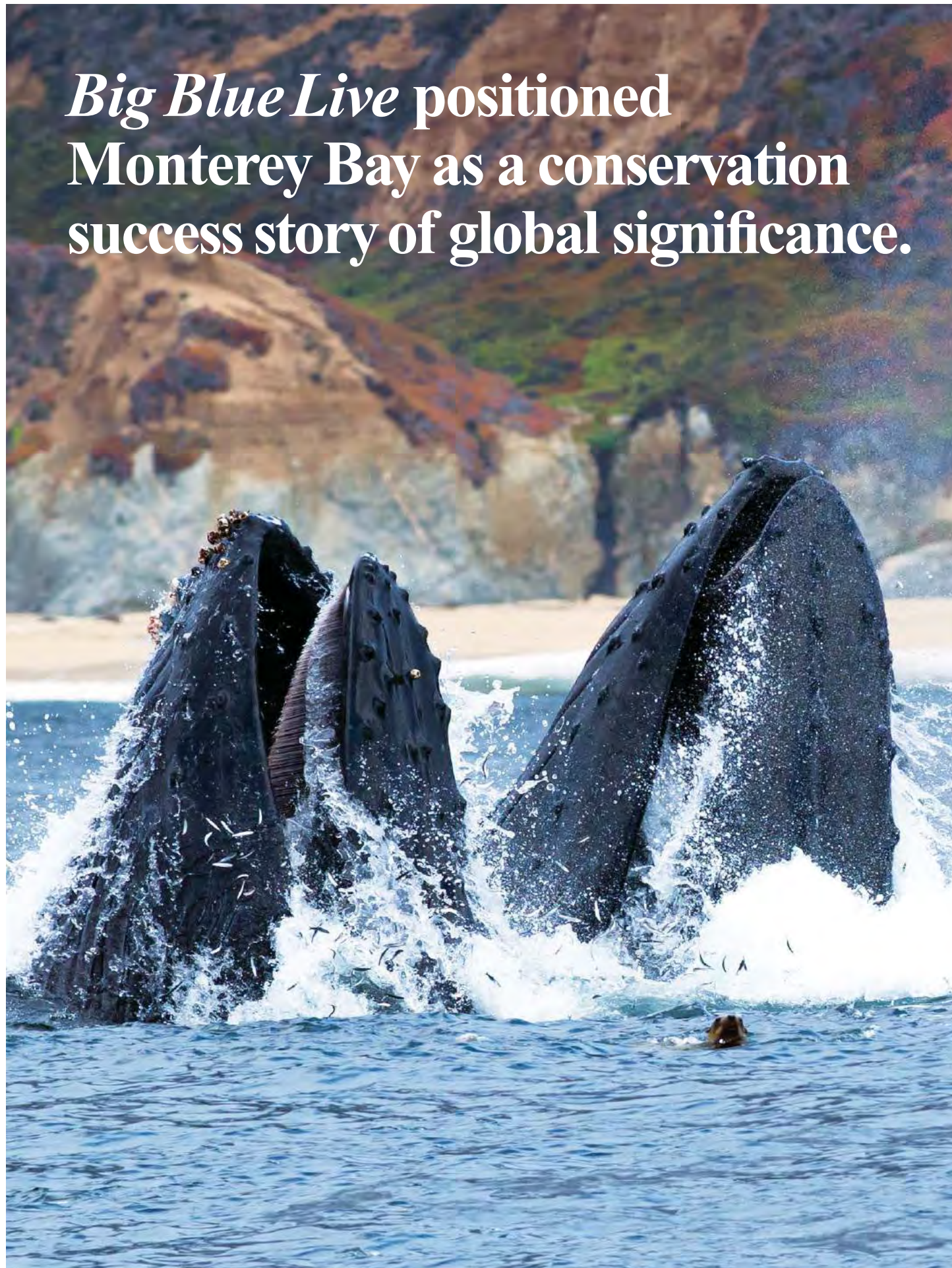
Christopher Scholin

Mark Wan

Gideon Yu



Big Blue Live positioned Monterey Bay as a conservation success story of global significance.



The Program

Our back decks were the primary set for this worldwide television phenomenon on BBC and PBS. The nine hours of live programs were captivating, as the weather, animal activity and ocean anomalies combined to create a hugely engaging viewer experience with rare blue whales, mysterious great white sharks, sea otters and more.

In the end, *Big Blue Live* was a story of hope that proved ocean ecosystems are resilient and can recover if given a chance—and with a helping hand from people like you, who come together to make a difference.



BBC personalities Liz Bonnin and Matt Baker hosted *Big Blue Live* and were also featured in stories about animals at the Aquarium and in Monterey Bay.



The Production

Big Blue Live was the first co-produced joint broadcast event for BBC and PBS—and the Monterey Bay Aquarium. The unprecedented live television series was over a year in the making, and ultimately involved about 450 people responsible for everything from cameras to catering, boats to beach scouts and more. It's the biggest media event we've ever staged at the Aquarium—much larger than even *Star Trek IV*. In the end, *Big Blue Live* exceeded all of our high expectations for this inspiring program—in content, audience size and reaction—and in sharing with the world the message that conservation works.



Conservation scientist M. Sanjayan, on left, also hosted the *Big Blue Live* series as well as several stories about wildlife conservation in and around Monterey Bay.



The Popularity

An astounding 75 million BBC and PBS viewers watched *Big Blue Live* on television and online. The program was also highly successful on social media. PBS, BBC and Aquarium social media teams collaborated to produce imaginative and engaging animal and conservation stories that significantly amplified the reach of the programs—and were eventually seen by over 25 million viewers. Notable content included the broadcasts themselves, videos about Aquarium exhibit animals and the recovery of Monterey Bay, and a series of fun contests. Fans and followers were actively engaged with us and each other during the broadcasts—including on some social media platforms at the highest levels we've ever seen.



The Aquarium was the main set for *Big Blue Live* on BBC and PBS that positioned Monterey Bay as a conservation success story of global significance.

Monterey Bay Aquarium's Global Impact

With your support and encouragement, our ocean policy, conservation research and sustainable seafood programs are making a real difference for ocean health around the world. Here are highlights of what we accomplished over the last year.



Seafood Partnerships

Our leadership is recognized by colleagues around the world. In collaboration with our business partners, we're working in Sri Lanka, and with ASEAN nations in Southeast Asia, to improve fishing and fish-farming methods. We're active on six continents—in countries from South Africa to Japan, Mexico and Brazil—to build the capacity of regional sustainable seafood movements, and to strengthen our collective impact by coordinating efforts.

White Shark Science

We concluded a record field season, tagging and tracking adult and juvenile white sharks off the coasts of California and Mexico. Our field researchers have identified 117 individual white sharks, 43 new animals in 2015 and one shark that returned to the Farallon Islands for a record 27th year. Partnering with the Monterey Bay Aquarium Research Institute and others, we're developing a camera tag that will reveal what adult sharks are doing far offshore near Hawaii, at the "White Shark Café."

Plastic Pollution

Plastics threaten the health of marine life in the global ocean. We championed the California campaign that banned plastic microbeads in consumer products. The legislation inspired swift, bipartisan Congressional action on a national ban. And we forged a network of leading U.S. aquariums that will campaign to eliminate other major sources of plastic pollution.

Bluefin Tuna

Our science and policy teams traveled to Ecuador, southern California, Japan and Samoa to address the crisis facing Pacific bluefin tuna. We welcomed experts from 14 countries around the world to Monterey for a first-ever Bluefin Futures Symposium to seek ways to recover bluefin tuna in the Atlantic, Pacific and Southern oceans. Satellite tags we've deployed on Pacific bluefin tuna have recorded 106,937 days of data about their migrations. We've placed 1,254 tags on these fish, whose population has declined by 97 percent since the 1980s.

Engaging with Business

Seafood Watch business partners use their purchasing power to transform fishing and aquaculture practices—in big ways. Aramark shifted to 100 percent sustainable tuna for the 2.5 million pounds of canned albacore and skipjack it serves annually. Seafood purchased for Disney Parks and Resorts in the U.S. is now guided by our Seafood Watch standards.

Policy Leadership

We're sought as a trusted advisor by the White House, federal agencies and state leaders in California on a wide range of issues, including reduction of ocean plastic pollution, combatting illegal and unregulated fisheries, advancing domestic and international protections for sharks, and maximizing the effectiveness of ocean conservation provisions in international trade agreements around the Pacific Rim.

Inspiring Future Ocean Leaders



While we expand our conservation impact beyond Monterey Bay, we remain dedicated to nurturing future ocean stewards at home. For over 30 years, our free visits and education programs for

schoolchildren have encouraged young people to embrace their curiosity about science and the natural environment. Now we're preparing to double the reach of our programs for students and teachers through our new **Center for Ocean Education and Leadership** on Cannery Row.

At a time when threats to the ocean grow more urgent each day, **this is our most important undertaking**—one that will benefit the planet for generations to come.

We've continued our \$165 million campaign, which includes \$65 million for the LEED-certified building and expanded programs for teachers and students.



Life-Changing Experiences

You make it possible for schoolchildren from all backgrounds to visit the Aquarium, to learn about the marine environment and to ultimately become confident, science-literate and ready to act on behalf of the natural world. We're proud to share just a few of the many life-changing experiences that happen every day because of your support.

Young Women in Science

"I love the Aquarium because being a scientist was just a dream, but with the Aquarium's help, it's almost within reach." - Sage S.

"If it wasn't for Young Women in Science I wouldn't have found my love of the ocean, I wouldn't be aware of our environment, I wouldn't have become a Teen Conservation Leader and most importantly, I wouldn't have gained the knowledge and understanding of what impact we have on this world."

- Mariah P.

Teen Conservation Leaders

"Being a conservation leader is part of my identity [now]. It means going above and beyond to connect with the environment and, more importantly, to connect others with the environment. It means learning all that you can and then sharing that knowledge with others, combining your knowledge and actions to help conserve our oceans."

- Felicia D.

"The Aquarium changed how I thought, how I felt, and what I did in my interactions with the ocean environment. I was able to follow my curiosity while being surrounded by teens who not only care about the same issues I do, but have the desire to act on them as well."

- Katie R.

Teachers

"Being involved as a partner in building the Watsonville Area Teens Conserving Habitats program has been the most personally and professionally rewarding endeavor of my teaching career."

- Gary Martindale

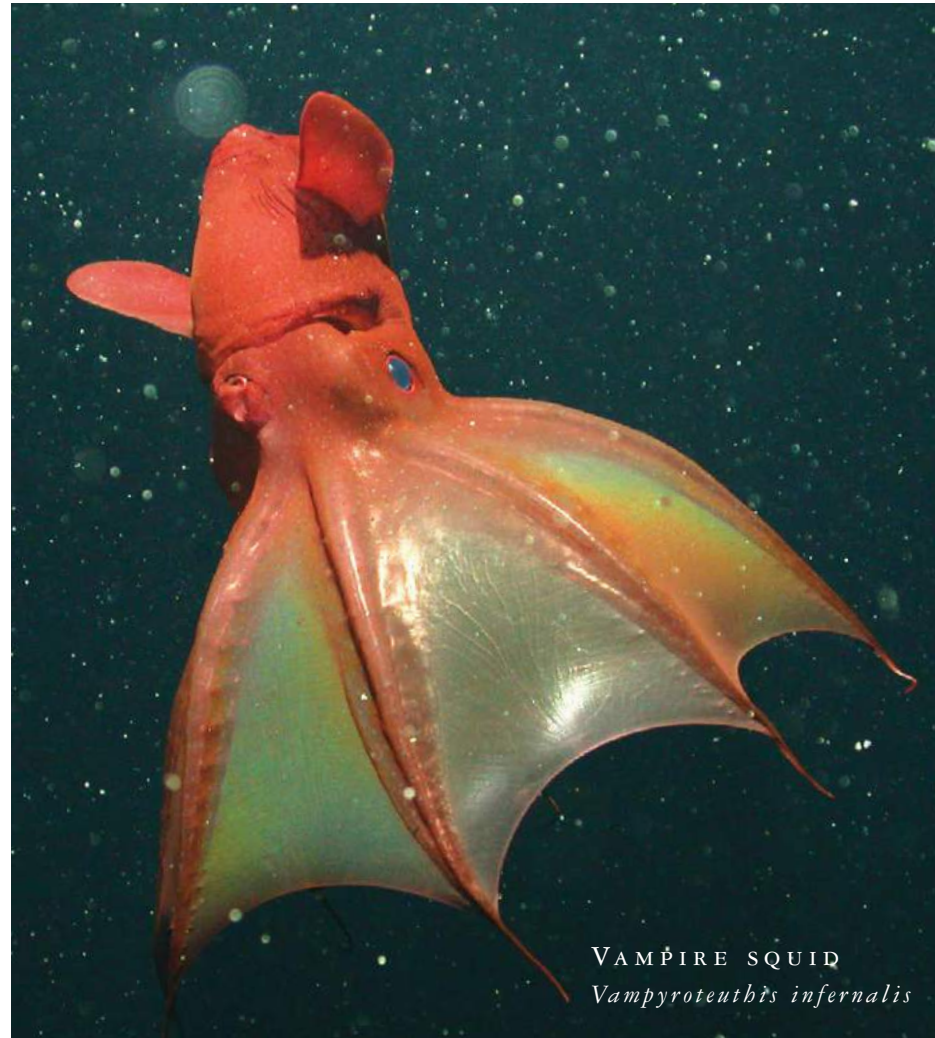
"Thanks to the Aquarium workshop, I am better able to bring science into my classroom. It really gave me a backbone to believe that I can do this."

- Teresa Day, Teacher Institute participant

Teens Conserving Habitats

"The Aquarium's program has inspired me to be a lifelong advocate for sustainability and environmentalism in all aspects of life."

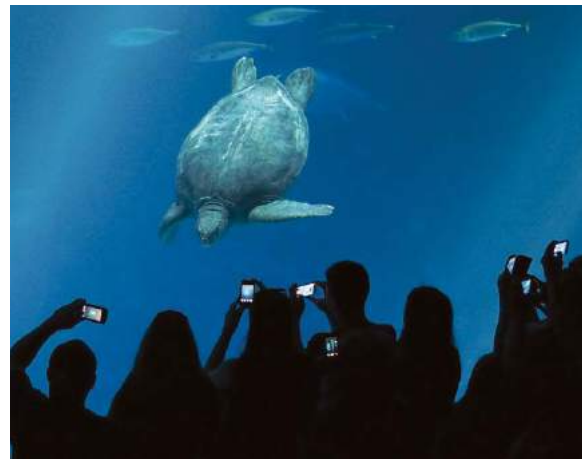
- Anthony B.



Continuing over 30 Years of Innovation in Sharing Amazing Animals

Our *Tentacles* team boosted the wow factor of the breakthrough special exhibition in 2015 when they introduced visitors to several species of deep-sea cephalopods. We were the first in the world to debut the mysterious vampire squid, and among the first to show the cock-eyed squid and the *Japetella* octopus. Another uncommon animal became an international media sensation after a research colleague at the Monterey Bay Aquarium Research Institute dubbed the as-yet-unnamed *Opisthoteuthis* species “*adorabilis*”—the “adorable” octopus. Your support is critical to our success in bringing uncommon animals like these to the public. Thank you.

Reaching Visitors & Inspiring Conservation



More than 2 million guests enjoyed our live animal exhibits and special visitor programs, and in the process, learned more about our vital work to protect ocean habitats

and wildlife. A visit to the Aquarium is our best tool for inspiring people to care more—and do more—for ocean conservation. In fact, 95% of our visitors say their visit inspired them to consider taking action on behalf of the ocean. Last year, we invited visitors to take a deeper look at the conservation stories behind the animals we exhibit and the ecosystems we interpret with **new programs, animal stories and outreach activities.**



Turning the Tide

A dynamic new summer deck show shared the rich fishing history and incredible rebirth of Monterey Bay. Told on both land and sea (a first for us!), "Turning the Tide: The Story of Monterey Bay" wove a tale about the region's diverse cultural history. The show featured theatrical interpretations of particular tools and talents each culture used to harvest the bay's living bounty.

Saving Endangered Species

In May, we marked Endangered Species Day with 229 Association of Zoos and Aquariums (AZA) colleagues across the country with a new initiative: AZA SAFE—Saving Animals From Extinction. We drew attention to sea turtles, sharks, African penguins and other animals whose kin are struggling in the wild. And we shared positive news about how we're making a difference for their survival.



Frequent Flyers (with Flippers)

We're one of 10 U.S. aquariums to foster baby loggerhead sea turtles rescued off North Carolina. Here, the wee turtles charm our visitors while we share the story of their endangered species. After a year or two, they've grown large enough to join other rescued juvenile sea turtles that are fitted with satellite tags and released into the Atlantic Ocean.

Big Love for Giant Sea Bass

With their hefty weight and wide, wide lips, the giant sea bass we exhibit hold a special place in the hearts of our visitors, and especially our members and donors. We house several of these critically endangered fish, ranging from babies to adults 30 years old. By studying individuals at different life stages, we could help strengthen laws protecting these gentle giants.

¡Viva Baja! Begins

We prepared for our 2016 special exhibition, *¡Viva Baja! Life on the Edge*, which opened March 19. *¡Viva Baja!* explores a unique and fragile place, where life thrives on the edge of sand and sea but whose future hangs in a delicate balance. Exhibits feature a rainbow of tropical fishes and invertebrates, plus iconic desert animals.



Conservation Chicks

We welcomed a penguin chick and a common murre chick into our avian collection; both hatched from eggs laid by exhibit birds. These fuzzy additions were among several penguin and murre chicks that have hatched here over the past few years. Some birds we keep; some we send to other accredited institutions as part of species survival plans governed by the Association of Zoos and Aquariums.

Thank You, Volunteers!

In more ways than ever, Aquarium volunteers enhance our mission to inspire conservation of the ocean. In 2015, over 1,300 volunteers contributed over 163,000 hours of service in 79 different work areas, notably in education and animal care. Our volunteer community hails from all over central and northern California—86 cities in all—and volunteers range in age from teenagers to folks in their 90s.



Conservation Works—Bringing Sea Otters Back from the Brink

Besides *Big Blue Live*, we witnessed another success story—two, actually—closer to home: Wild sea otters delivered pups in our Great Tide Pool in December and March. The most recent birth happened before our eyes—and was witnessed by a lucky crowd of guests, members, staff and volunteers who cheered (quietly) as mom deftly handled her newborn and groomed it into a fluffy phenomenon. This adorable event was made possible by people like you supporting conservation of this threatened species. Not long ago, sea otters were hunted to near extinction. Thanks to legislative protection and a change of heart toward these furriest of sea creatures, the sea otter population is rebounding to steady levels in Monterey Bay.

FINANCIAL INFORMATION

For the year ending December 31, 2015

SUPPORT AND REVENUES

	2015	2014
Admissions.....	\$43,131,000	\$40,295,000
Contributions and Grants	16,899,000	35,828,000
Memberships.....	12,156,000	11,348,000
Endowment Distribution.....	4,224,000	3,893,000
Merchandising and Food Services.....	4,047,000	4,199,000
Fee-Based Programs.....	1,885,000	2,636,000
Rental Facilities and Other	2,667,000	2,612,000
Total Support and Revenues	\$85,009,000	\$100,811,000

EXPENSES—PROGRAM SERVICES

Marine Life Exhibition and Care	\$33,661,000	\$31,200,000
Education and Outreach Programs.....	12,545,000	11,578,000
Guest Services and Marketing Programs	12,258,000	12,325,000
Conservation and Science Programs	7,221,000	6,423,000
Merchandising and Food Services.....	2,782,000	2,946,000

EXPENSES—SUPPORT SERVICES

Management and General	10,328,000	8,074,000
Rental Facilities	1,328,000	1,320,000
Development.....	2,972,000	3,279,000
Membership Services	1,879,000	1,980,000
Total Expenses	\$84,974,000	\$79,143,000

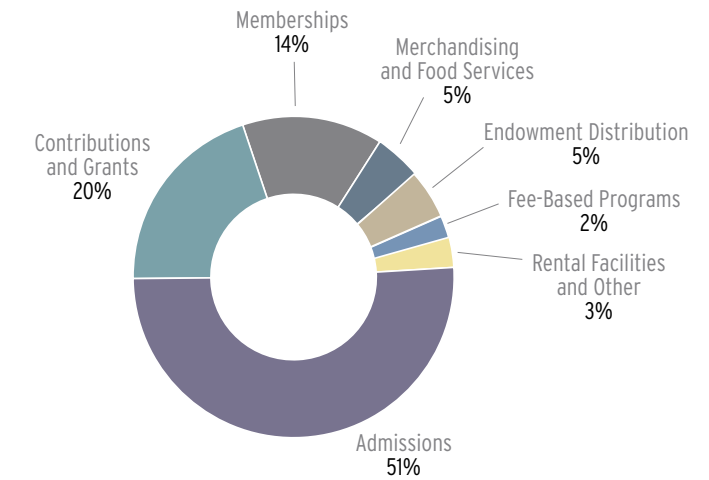
Capital expenditures during 2015 of \$11 million included development of the special exhibit *¡Viva Baja! Life on the Edge*, main entrance and auditorium improvements, planning and design for the new Center for Ocean Education and Leadership, new visitor programs, digital resources for Seafood Watch and expansion of animal holding and care facilities. Copies of the 2015 audited financial statements will be available online in August 2016.

AQUARIUM ATTENDANCE

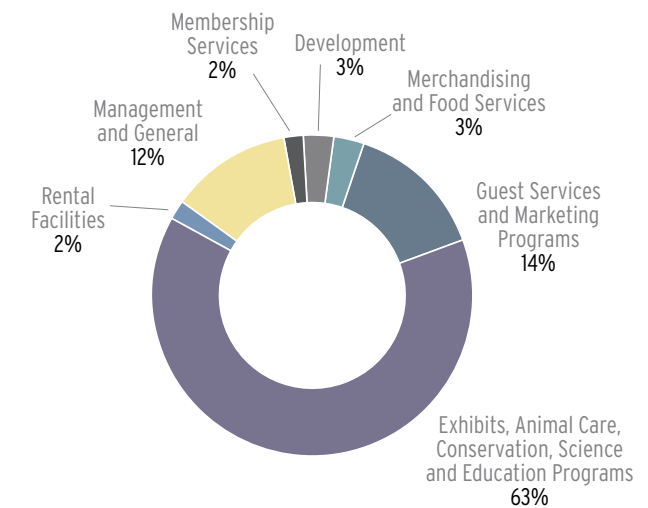
	2015	2014
General Admission	1,086,086	1,033,943
Member Visits	511,276	523,169
Community Days / Free Visits	216,868	255,115
Free School Visits	112,881	107,643
Group Visits.....	122,993	116,118
Private Events	34,431	30,189
Total Attendance	2,084,545	2,066,177

FINANCIAL INFORMATION

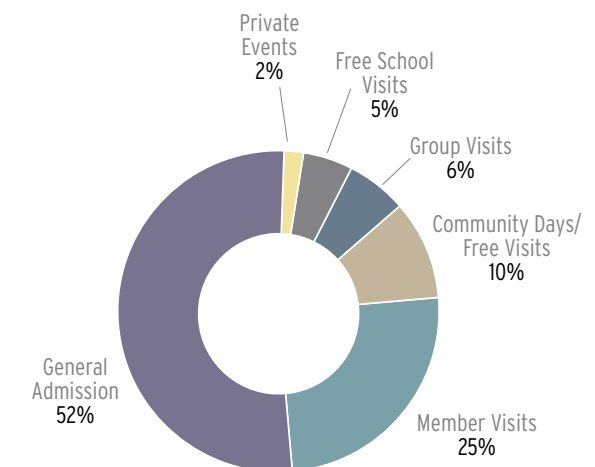
2015 SUPPORT AND REVENUES



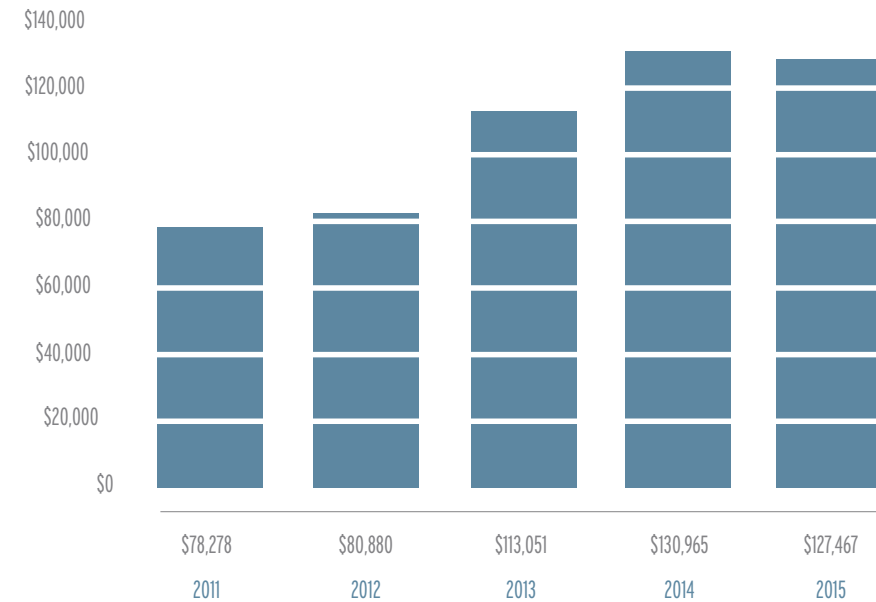
2015 EXPENSES



2015 ATTENDANCE



ENDOWMENT FUND GROWTH, IN THOUSANDS



Growing our endowment is a top priority and we greatly appreciate our donors whose gifts today and through their wills and trusts are helping to build this important fund. Their investment in the future will have a lasting significance for the Aquarium and the world's ocean.

Knowing that conservation will be a never-ending task, our Board of Trustees established the *Endowment Fund for the Future of the Ocean* in 1996, with a generous gift of \$1 million from Jane and Marshall Steel Jr. Since that time, many donors have contributed to our Endowment that provides a secure source of funding for our education programs, conservation and science initiatives and exhibits, every year...forever.

Our programs inspire students to care about and care for the ocean and we're proud that over 2.2 million schoolchildren have visited the Aquarium since opening

our doors in 1984. Working with teachers and school administrators, we play a critical role in students' learning by engaging them in science and discovery, but without free admission these visits would not be possible. To ensure that schoolchildren in the future enjoy the same opportunity, we established the *Children's Education Endowment* in 2011. Over time we plan to grow this fund and secure free access for all of our visiting students.

Our total endowment in 2015 was \$127 million* and \$4.2 million was distributed from the fund—providing valuable support for our programs to inspire conservation of the ocean and free admission for thousands of schoolchildren and their teachers.

*Our total endowment includes both donor-restricted and board-designated gifts.

A Special Thank You to Our Ocean Legacy Donors



JACK STEELE PARKER
Founding Aquarium Trustee
1984-1997

Our trustees play a pivotal role in advancing the Aquarium's mission to inspire conservation of the ocean by generously sharing their time, experience and financial support. Founding trustee Jack Parker was no exception, and we wish to recognize his generosity and dedication to the Aquarium.

Jack and Elaine Parker were close friends of the Packard family. Jack was proud to serve as our trustee and considered the Aquarium to be a "world treasure." He was thrilled to see it succeed and wanted to leave a gift that would allow it to continue to grow and thrive after his and Elaine's lifetimes. Through his very generous bequest, he created a legacy that will inspire future generations of ocean stewards for many years to come.

In his note to Julie on the occasion of our 25th anniversary, Jack wrote, "You have done a magnificent job. Dave was a great longtime friend and I miss him still, but YOU have made the difference in carrying out his family dream. We are all very grateful."

We deeply appreciate Jack and Elaine Parker and the following donors for their generous bequests received in 2015. Their gifts will have a lasting significance for the Aquarium and the ocean.

- Johnnie Adkisson
- Marjorie Callow
- Philip and Elizabeth Diether
- James Lee Hafner
- Sue E. Hovda
- Nancy Maytag Love
- George and Jo Ann Martin
- Janet Morris Musson
- Anne Tewksbury
- Olivia B. Thebus
- Hugh Van Valkenburgh
- Robert J. Webster
- Sally Wienke

We also wish to express our gratitude to our 411 Ocean Legacy Circle donors for their commitment to the Aquarium and to a brighter future for us all.

If you have included a gift to the Monterey Bay Aquarium in your will or trust, please contact Mary Mullen at mmullen@mbayaq.org or 831-648-4913. We would like to thank you and welcome you into our Ocean Legacy Circle.

Thank You

We are honored to recognize the following donors for their gift received in 2015.

EXECUTIVE LEADERSHIP COUNCIL OF THE PACKARDS' CIRCLE

The Executive Leadership Council recognizes individual and family foundations that support the Aquarium with gifts of \$100,000 or more annually.

\$1 million and above

Anonymous
S.D. Bechtel, Jr. Foundation
Roberta and David Elliott
The David and Lucile Packard Foundation
Wendy and Eric Schmidt
Denise Littlefield Sobel
Gideon and Susie Yu

\$500,000 and above

The Walton Family Foundation, Inc.

\$250,000 and above

Bill and Tammy Crown
Kelly and Scott Dale
Jeanne and Bill Landreth
Charles and Helen Schwab Foundation

\$100,000 and above

Anonymous
Craig Barrett and Barbara McConnell Barrett
Helen and Peter Bing
William K. Bowes, Jr. Foundation
Burgermeister Family Fund
The Keith Campbell Foundation for the Environment
Samantha Campbell
Tim Dattels and Kristine Johnson
Pilar and Lew Davies
John and Jean De Nault
John and Ann Doerr
The Dunsbaugh-Dalton Foundation, Inc.
Nancy Eccles and Homer M. Hayward Family Foundation
Flora Family Foundation
Susan Ford Dorsey and Mike Dorsey
Bill and Melinda Gates
The Hearst Foundations

The William and Flora Hewlett Foundation
Jen-Hsun and Lori Huang
Franklin P. and Catherine Johnson
Vinod and Neeru Khosla
Lakeside Foundation
Pierre Lamond
Martin Lipton
Steve and Agatha Luczo
Ludwick Family Foundation
Mac and Leslie McQuown
Gordon and Betty Moore Foundation
Morgan Family Foundation
Michael Moritz and Harriet Heyman
Stephen C. Neal and Michelle S. Rhyu
Susan and Lynn Orr
Paul and Sandy Otellini
Carrie and Greg Penner
Arthur Rock and Toni Rembe
Skoll Foundation
Meg Whitman and Griffith Harsh
Bill and Janne Wissel

LEADERSHIP COUNCIL OF THE PACKARDS' CIRCLE

The Leadership Council of the Packards' Circle recognizes individuals and family foundations that support the Aquarium with gifts ranging from \$10,000 to \$99,999 annually.

\$50,000 and above

Bloomberg Philanthropies
The Cheng Family Foundation
Steven and Roberta Denning
Claire Giannini Fund
Mimi and Peter Haas Fund
Joanne and Arthur Hall
Lucille M. Jewett
The Dirk and Charlene Kabcenell Foundation
Betty White Ludden
Anneke Neal
Peter and Dian Nielsen
Yuanbi and Paul Ramsay

\$25,000 and above

Anonymous
Lyn and David Anderson
Elizondo/Campbell Foundation
John H.N. Fisher and Jennifer Caldwell
Peggy Fossett
Frances Hellman and Warren Breslau
Wendy W. Kwok
Worth and Andy Ludwick
Susan and Jay Mandell
Ian McNish
John and Libby Otte
Kristi and Tom Patterson

The Quattrone Family
John and Donna Shoemaker
Barbara Swain
Priscilla and Curtis Tamkin
Pinkie and Dennis Terry
The Woo Family

\$10,000 and above

Anonymous
Chuck and Janet Adams
Ned and Jimi Barnholt
The Peggy and Jack Baskin Foundation
The Baylor Family
Robert and JoAnna Behl
The Bell Family Fund
Jim and Roberta Bell
Berger North Foundation
The Caplice Family Charitable Fund
Maria Cardamone and Paul Matthews
Peter Cartwright
Linda and Randall Charles
Helen E. Charpentier
Robert and Bobbé Christopherson
Willis W. & Ethel M. Clark Foundation
Katy and Jason Curl
Jack H. Davis

James and Nairi Davis
Thomas and Marilyn Draeger
June Duran Stock
William C. and Barbara Edwards
Anthony Escalle Family
John and Jane Evans
Patricia Fata
Spencer and Calla Fleischer
Francis Family Foundation
Tully and Elise Friedman
James and Susan Gaither
Edward and Mary Gallo
The Gentleman Family
Drew and Katie Gibson
Cindy Gilbert and David Greenstein
Genevieve and Jay Gudebski
The Harvey Family
James C. Hillegass
William Knox Holt Foundation
Mark Horowitz
Kathy and Bob Jaunich
Jaws & Paws
Johnson Ohana Charitable Foundation
Bob A. Johnson
Neil and Stephanie Johnston
Robert L. Jones and Catherine A. Rivlin
The Kadoorie Family

LEADERSHIP COUNCIL OF THE PACKARDS' CIRCLE, *continued*

Andrew and Lura Kaplan	Yvonne Muzzy	Suzanne Francoeur Taunt and Robert Oliver Taunt III
Yasuo and Kikumi Kida	John and Marilyn Nickel	The Tevanian Family
Amy King and Sam King	Lowell and Wilda Northrop	Leon Thomas and Betty Thomas Bird
José and Barbara Kirchner	Vernon T. and Jane Bindl Oi	Yvonne Thorstenson and Brian Strom
William Kreysler and Jacquelyn Giuffre	John and Tama Olver	Kirsi and Erik Tiemroth
Alan and Caron Lacy	David and Joan O'Reilly	Terri Tienken
Joan F. Lane	Laura and Kevin O'Shea	The Turner-Gilliland Family Fund
Will and Stacey Lawton	Pamela Pescosolido	James and Karen Tyler
Douglas Lee and Kellee Noonan	Pisces Foundation	Jack and LaDonna Valenti
Jane A. Lehman and Alan G. Lehman Foundation	Mary K. Powell	Donald L. and Anna T. Waite
Bob and Mary Litterman	Nancy Buck Ransom Foundation	Jack Wheatley
Edmond D. Lock	Redwood Serenity Fund	Wiancko Charitable Foundation
Bonnie Lockwood and Merrick Rayle	Stephanie Reib and Thomas Weber	Alan Williams
George Lucas Family Foundation	Maura and Hal Richardson	Jeanne and H. Michael Williams
Connie and Bob Lurie	Leigh and Eddie Robinson	Greg and Nancy Wilson
Kevyn and Colt McAnlis	Rossi Family Foundation	David and Susan Wirshup
The Eugene McDermott Foundation	Nancy B. Roth	Ward and Priscilla Woods
The McElwee Family	Daryl and Mandy Salm	George E. Young Jr.
Peter and Joan McKee	Sand Hill Foundation	Judi and Dave Zaches
Rod and Peggy McMahan	The Schink-Knowles Family	
The McMurtry Family Foundation	Sara and Patrick Schmitz	
W. J. Michaely and Jancy Rickman	Jan and Bob Scott	
Forrest and Cynthia Miller	Pat C. Seawell	
Joanna Miller	Jeanette B. Sechrist	
John and Nadine Mills	Connie and Kevin Shanahan	
Willy and Jim Mitchell	George and Charlotte Shultz	
Susan and Bill Montgomery	Colin and Erin Smith	
Dean and LaVon Morton	Lonnie and Cheryl Smith	
John Murphy and Cassandra Briggs	Willard Smucker Foundation— Susan Smucker Wagstaff, Trustee	
	George Somero and Amy Anderson	
	Stephens Family	
	Candis Stern	
	Stephen and Lynn Storey	

PACKARDS' CIRCLE

The Packards' Circle recognizes individuals and family foundations that support the Aquarium with gifts ranging from \$2,500 to \$9,999 annually.

\$5,000 and above

Anonymous	David L. Harrington	Henry Taniguchi
Neno Aiello and Judith Appleby	James and Joyce Harris	Jim Turek and Hope Giles
Gladys H. Anenson	Adrienne S. Herman	James Valentine
Louise Audet and Paul Griffin	Kathleen and George Hill	Jeanne and Leonard Ware
Susan K. Barnes and Guy L. Tribble	Barbara Hiller	Bill and Mary Ann Westfield
Rudy and Mary Bergthold	Chris Jaffe and Kate Karriker-Jaffe	Brenda K. Wood
Jan and Larry Birenbaum	Mark Kohalmy and Carrie Lawton	Linda and Koichi Yamaguchi
Margaret J. Bohn	Nancy and Joseph Kovalik	William York and Shawn Lampron
Borch Foundation	Elena and Jim Lawson	Marsha McMahan Zelus
Donald and Marianne Bradley	Peter Y. Lee	Gordon and Jane Zook
Michael and Sheila Brand	Jack and Ruth Lemein	
Steven and Karin Chase	The Liencre Family	\$2,500 and above
A.M. Chavez	Jane Lubchenco and Bruce A. Menge	Anonymous
Joseph and Tina Clark	Sally and Don Lucas	George and Judith Abbott
Gary and Mary Cary Coughlan	Diane J. Mahony	William and Jeanette Abbott
Keith and Kimberly Cox and Family	Lars and Marin Mapstead	Airtec Service
Leonore Daschbach	Frank and Judith Marshall Foundation	Susan Akers
James and Julia Davidson	Gordon Martin	Jonathan and Joy Alferness
Nancy and Hugh Ditzler	May Family Foundation	John C. Ameling and Susan A. Charbonneau
William and Nancy Doolittle	John and Charlotte McConkie	James and Elizabeth Anderson
Phyllis J. Dorricott	Sandra McLellan Behling and Marie McLellan Heck	Ken and Robin Anderson
Heather Downs	Lenore and Dale Meyer	Julie Antonio and Mitchell Rubinstein
Karen and Phil Drayer	Nancy S. Mueller and Robert A. Fox	Bad Fish Brewing Company
The Ducommun and Gross Family Foundation	Helen and Ned Nemacheck	Debbie and Paul Baker
Michael and Juanita Duggleby	Lori S. Nye	Sue and John Ballard
Marlene and Duane Dunwoodie	Tamara Ogorzaly and John S. Scurci	Thomas and Christine Banks
Ken Endelman and Rosalind Van Auken	Parker and Crosland LLP	Charles L. Barndt Jr.
Judy Estrin	Anne Pattee	Albert and Pamela Bendich
Frank and Marcella Ettin	Sharon and Judd Perry Family	Catherine Bengtson
Ted and Shannon Farrell	Bert and Janet Peterson	Tony and Cheryl Berumen
The Shauna M. and Kevin B. Flanigan Family Foundation	Kathy Reavis and David Strohm	John and Geri Bettencourt
Alfred and Patricia Friedrich	Walter and Ramona Reichl	Joseph Beyer and Lisa Damico
The Garton Family	Kanwal and Ann Rekhi	Edward and Margaret Bierman
T. D. and Doreen Geiszler	Paul Rembert	Lanetta E. Bishop
Greg Gilley	Rodger Rickard and Diane Talbert	Gary and Carolyn Bjorklund
Michele Goins and Candice Philbrick	Susan Roux, MD	Charles K. Bliss and Caroline Bowker
Marcia and John Goldman	Nancy Ruskin	Charlene Boarts
Drew and Myra Goodman	Craig and Kelly Ruybalid	Kirk and Rebecca Bocek
Eileen Hamilton	The Schleyer Foundation	Betty Boege
Ruth and Ben Hammett	Mark Shull and Rebecca Ward	Anne Bonaparte and Judd Williams
Noble and Lorraine Hancock	Tracey and Bob Simpson	Caroline Booth
Karen and Richard Hargrove	George and Elisabeth Skou	Olive and John Borgsteadt
	Douglas Soo	Peter and Johnnie Borris
	Livia and Christopher Stone	

PACKARDS' CIRCLE

Barbara F. Borthwick and
Marilyn A. Steinhart
Ginger Brown and Thomas Savarino
Lisa and Josh Brown
Charles J. Bruhn, MD
Bobbie Buell
Nancy Buerkel-Rothfuss and
Rick Buerkel
Tom and Caitlin Butler
Ted and Lesley Canfield
Cyr Ann and James Castle
John and Agnes Caulfield
John and Margaret Celton
Charl Chapman and Aaron Barnes
Judy and Joe Chappell
Don and Elissa Chennavasini
Steven and Susan Cheu
Brenda H. Christensen and
Thomas W. Barry
Anne and Terry Clark
David and Helen Clark
Mike and Connie Clark
Bruce Clarke and Paula Ignatowicz
George Climo
Lu and Woody Clum
Vicki Coe and Scott Mitchell
Mary G. Colburn
James Cole
John and Lesley Colgrove
Sandy and Shaun Collard
Hannah and Kevin Comolli
Edward and Joan Conger
Frank Cravens
Yogen and Peggy Dalal
Joffa and Ellen Dale
Iris and Stephen Dart
James and Vega Day
Sandy and Cathy Dean
The DeCoursey Family
Frank and Debby Degnan
Charles de Guigne
Barbara W. Deméré
Denise Devereaux and Steve Sharpe
Lee and Mary Alice Dickerson
Robert and Cynthia Dimand
Matt Domenici
Roberta Dooley
Linda Dotson and Andrew Forster
John and Karen Dowdell
Mike and Connie Dowler
Friedrich and Kristin Drees
James Ducker and Johanna Kroenlein
Kathleen and Eric Duncan
Sharon B. Duvall
Margaret Eaton and Ron Yara
Tom and Sally Edsall
The Engel Family
Tina and Bruce Fairbanks
Robert B. Fenton Family
Gloria and Chase Fenton
Jamie Feuerstein
Jeffrey and Nicole Finley
Sean and Michelle Fitts
James Forster and Joan LaMahieu
Bill and Karen Frederick
Stephanie and William Frederick
Barry and Patty French
Susan French and Robert Hassing II
Dorothy Furgerson and Carrie Reid
John and Diane Furlan
The Galloway Family
Sameer Gandhi and Monica Lopez
Tony Garowski and Rusty Rooks
Stephanie Gatto and Alison Affrunti
Paul J. and Linda Bain Geiger
Luise Genzinger and Guenter Roeck
David and Susan Gill
Jay and Ravi Gill
Regan Gill and Ernesto Reyes
Joseph and C.J. Golden
Gery and Linda Gomez Family Trust
Neil and Diane Goodhue
Larry and Patty Goodman
Ray and Ann Graf
Ken and Sue Greathouse
The Greene Family
M.R.C. Greenwood
Allan Grimes and Cindy Jarvis
Ruth and Umang Gupta
Thomas and Kipp Gutshall
Eric and Elaine Hahn
Bill Hannon Foundation
Andy and Jennifer Harris
Marilyn Harris
Roger and Mary Hayashi
Michael Heffernan and Tracy Wick
Alfred and Kathy Herbermann
Jennifer and Timothy Ho

Carol Lee Holland
Jean Hontalas
Jeanne Hori and Tami Garcia
Jeff and Debbie Hotter
Ann Lee Hover
Larry and Marcia Hulberg
Robert Hum and Lori Prince
John and Norma Humphries
Carolyn and Quincy Hunsicker
Maureen Inman
William Ivie and Heather Murphy
Nancy Jackson and Jaime Delgadillo
Robert and Harriet Jakovina
Anna and Steven James
Nancy Jaxon
Jim and Kristi Jenkins
Susan Jenkins
Geeske Joel and Urs Hoelzle
Desmond Johnson and Theresa Nakatani
S. Allan and Marguerite L. Johnson
James Clinton Jones, MD
Brian Judd
Les Junge and Holly Joseph
Jeff and Tara Kahler
Jiyoung and Jason Kang
Mr. and Mrs. Warren J. Kaplan
Victoria Kelleher-Christie
Todd and Lisa Kennedy
Patricia A. Kincaid
The Jeremy King Family
Christie and Terry Kirk
Jan M. Kohlmoos
Barbara Korp and Andrew St. Laurent
Dana and Sharon Krone
William and Kathleen Krueger
Don and Thelma Kuehn
Barbara and David Laidlaw
Dennis and Cynthia Lange
The Laurits Family
Lenfestey Family Foundation
Karen Lenoski
Mike Light and John Lum
Dennis and Alisha Lin
Jan Lipson Family
Layne Lisser and Kay Lubansky
Jim and Kathryn Lodato
Liz and Sean Lynch
Colin Ma, MD and
Laurie Christensen, MD

PACKARDS' CIRCLE

Mackenzie Family Fund
Dave and Evie Macway
Sally L. Maggio
Major-Siciliano Family
The Chris & Melody Malachowsky
Family Foundation
Joe and Sheila Mark
Kristopher and Alison Marshall
Gene and Daneen Matts
Thomas and Mary McCary
Lillian R. McCleary
Phil and Carolyn McIntyre
James Medeiros and Lori Kraus
John and Mary Melo
Ana Mendez and Rajeev Jayavant
Victor Merlino
Richard and Grace Merrill
Gayle Mester
Phyllis and Fred Meurer
Joyce and Pat Milligan
Sharon and Michael Mitchell
Ania Mitros and Seth Laforge
Clara and Nate Moehlman
Tom and Dodi Monti
Mark Moore and Lucia Valerio
Robert and Mary Ann Moore
Robert and Marion Morelli
David and Shara Morishige
Kevin and Mary Murphy
Paul and Judy Myers
Susan and John Myers
Jill Nelson Lynch
Thanh Nguyen and Linda Tran
Diana Nichols
Nor Cal Veterinary Specialty Group
Sally and Craig Nordlund
Dave and Debi Normington
Ron and Katerina Nydam
Tom and Lillian Oliveri
The Olker Family
Jeff and Jennifer Olsen
Ruthann Olsen
Peter and Kim Osterkamp
John and Karen O'Sullivan
Laura and Tom Overett
Christopher and Donna Paisley
Dick and Sandi Pantages
Betty-Jo Petersen
Patrick and Anne Petruno

Liz and Mike Phillips
The Pickert Family
William C. and Sandra L. Pitts
Ann M. Pope and William S. Pope
Vaughan and Margot Pratt
The Prella Family
Peter and Penny Purdue
Anne and Sam Raimondi
Brent Ramerth and Kalinda Lisy
Carol Ann Randle
Morgan L. Rankin
The Rapparini Family
Charles Rennie and Teresa Nakashima
Jack and Margo Restruck
Brian and Francia Reyes
James P. Rhemer
Donald and Susan Rice
Ellen Duff Richardson
Larry and Kathi Ridley
Betsy Riker and David Smith
Anmarie B. Roache
Alice L. Robertson
Craig and Laurel Robertson
Stephen and Beth Robie
Robert Rogers and Astrid Atkinson
Rich and Janet Rowley
Allen and Cindy Ruby
Patricia and Glenn Rudebusch
Pam and Al Rudolph
Carey and Scott Rutigliano
James and Kathleen Ryan
Robert Ryon
Jessie Sanders and Brian McGauley
Steve Schramm and Diane Schweitzer
Carlleen and Lary Scott
Jerry Seibert Family
Dennis Shen and Amy Hsu
Roderick and Laurie Shepard
Michael and Claire Silver
Pamela Silver and Jeff Way
Paul H. and Karen L. Simmons
Joseph Slafkosky and Susan Hurst
The Slonek Family
Joanne Smalley
Gordon Smith
Te Smith
William H. Smith
Maurine and Mark Solomonson
Virginia W. Srsen
Matthew and Alexis Stauffer
Dean and Joanne Storkan
Stottlemeyer Family
Robert Sudduth and
Deborah Love-Sudduth
John and June Sullivan
Summers Family Fund
Carl Sutton and Hollie Wilent
Janet and Harold Tague
James and Cheryl Teare
Christopher Thompson and Yves Zsuttu
Peter and Anne Thorp
Maureen Murphy Tolson
TOSA Foundation
Brian and Pamela Uitti
Ricardo and Maria Vallejo
James Vanlandingham
Mary Vinciguerra and Gail Pinnell
Kathryn Vizas and Lisa Osborn
Sophia and Matthew Waddell
Jeptha and Elizabeth Wade
Larry and Maria Wagner
Jefferson Waldron and Gail Korich
Ted and Cynthia Walter
Robert Warmack
The Watkins Family
Keith and Sandra Wells
James and Jo Westbrook
Annette Wheeler and Daniel Kelly
John Wied and Cindy Andersen
Jeffrey and Jeanine Wilkinson
Henry Dean Willard
Williams Family Giving Fund
R. Austin Williams and Lauren Williams
Peg and Charles Winston
Melanie and Alan Wirtanen
Bertram and Joyce Witham
Jack and Haydee Wong
Tim and Starleen Wood
Gail and Chris Wright
Jerry and Sheila Wroblewski
Andrée Hest and Deborah Wyatt
Bill and Sherry Young
Mona Zander and Ed Zander
John and Dulcinea Zink
André and Kathleen Zunino

D O N O R S

We appreciate the following Institutional Contributors and Business Partners

\$250,000 and above

Anonymous
HP Corporate Fund
Monterey Peninsula Foundation,
host of the AT&T Pebble Beach
National Pro-Am

\$100,000 and above

Anonymous
Adobe Systems Inc.
Cisco Systems Foundation
Ernst & Young
Goldman, Sachs & Co.
HP Inc.
Institute of Museum and Library Services
Intel Corporation
Lenovo
Salesforce
Service Systems Associates

\$50,000 and above

Resources Legacy Fund
Verizon Foundation

\$25,000 and above

Anonymous
Bridgewater Fund
Chevron
FedEx
Google
McKinsey & Company
Microsoft Corporation
National Science Foundation
SAP
Union Bank

\$10,000 and above

The Bank of America Charitable Foundation
Children's Miracle Network,
Salinas Valley Memorial Hospital
Clover Stornetta Farms, Inc.
Driscoll's
Earthbound Farm
General Electric
Heidrick & Struggles
The Hess Collection Winery
IBM
Kellogg Supply, Inc.
Newman's Own Foundation
Niman Ranch
Pebble Beach Company Foundation
Pew Charitable Trusts
SK Hynix
Wells Fargo
Whole Foods Market

\$5,000 and above

Frank M. Booth, Inc.
Center for Ocean Solutions
Scott Corwon Fund of the Community
Foundation for Monterey County
The Dow Chemical Company
Finch Montgomery Wright LLP
Fisheries Research Agency
GreenLeaf
InterContinental The Clement Monterey
Johnson & Johnson
Mars, Inc.
Northrop Grumman Corporation
Ocean's Halo Seaweed Chips
Pacific Gas and Electric Company
Peet's Coffee & Tea
Rudolph and Sletten, Inc.
Spottswoode Estate Vineyard and Winery

\$2,500 and above

American Tuna Inc.
The Apple Lane Foundation
The Beagle Charitable Foundation
Becton Dickinson Foundation
Chambers & Chambers
EHDD
Epicurean Group
Genentech
Granite Construction Company
Minnesota Zoo Foundation
The Morrison & Foerster Foundation
Nordic Naturals
Portola Hotel & Spa
Sierra Nevada Brewing Company
Sternberg Charitable Foundation
The Paul Walker Foundation
The Wharf Marketplace
Wildlife Computers



Editors: Karen Jeffries and Ken Peterson Vice President of Development: Nancy Enterline Art Director: Jim Ales Designer: Jennifer Chambliss
Photo Research: Kris Ingram and Victoria von Ehrenkrook Photos: Corey Arnold (2), Charlene Boarts (14), Jim Capwell/DiveCentral.com
(6, 7 top left, 7 top center, 7 top right), Brandon Cole (inside front cover), Steve Haddock/Monterey Bay Aquarium Research Institute
(13 right), Monterey Bay Aquarium Research Institute (12 left, 12 13 center), Tyson V. Rininger/Monterey Bay Aquarium (cover, 7 bottom left,
7 bottom center, 7 bottom right, 11 center, 15 left, 16-17), Ashley Schill (inside back cover), Spike: Stealing Beauty Photography (5), Kim Swan/
Monterey Bay Aquarium (11 left), Claudia Tibbs/Monterey Bay Aquarium (11 right), Randy Wilder/Monterey Bay Aquarium (15 center, 15 right),
courtesy of Jack Steele Parker (21).

© 2016 Monterey Bay Aquarium. All rights reserved. Printed on 100% post-consumer waste paper.

The mission of the
Monterey Bay Aquarium
is to inspire conservation
of the ocean.

Thank you!



Monterey Bay Aquarium®

886 CANNERY ROW, MONTEREY, CA 93940
831.648.4800 MONTEREYBAYAQUARIUM.ORG

