

Bold Science for Our Blue Planet

OUR MISSION

We study the foundation of global ocean health and use our discoveries to improve the future for all life on the planet.



OUR VISION

We envision a world where scientific understanding of the ocean turns the tide on global challenges and unlocks its full potential to support society.



Meeting the Moment

Ocean science is at an inflection point.

Rapid environmental change is accelerating pressure on marine systems. At the same time, the research landscape is shifting — bringing new constraints on traditional funding while creating opportunities for innovation, application, and collaboration.

For more than 50 years, Bigelow Laboratory for Ocean Sciences has built a model defined by independence, scientific excellence, and adaptability. That model positions us to meet this moment.

Over the coming years, we will protect what makes us exceptional while strategically expanding into areas where our science can drive solutions, partnerships, and economic impact.

OUR APPROACH

We may adapt our approach and shift effort, but we will remain grounded in what sets our lab apart:

- An **independent and nimble** research model that is **led by scientists**
- Deep **commitment** to understanding the microbes that make all life in the ocean possible
- A **culture of collaboration** that bridges basic science, applied solutions, and entrepreneurship
- **Next-generation training ground** where students and early-career scientists gain hands-on experience alongside global leaders



Photo: Kerry Thurtlow

Photo: Brian Thompson

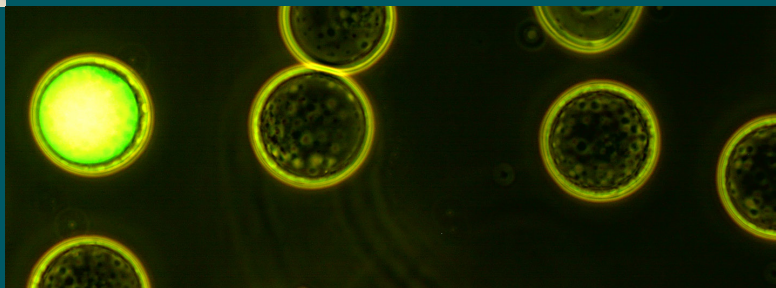




Photo: Consigli Construction

Our Strategic Pillars

1 SUSTAIN EXCELLENCE

Protecting our scientific foundation while strengthening financial resilience

We will maintain the strength of our core research enterprise while diversifying revenue and expanding partnerships to ensure long-term stability.

PRIORITIES:

- Sustain high-impact, curiosity-driven research
- Compete successfully across a changing funding landscape
- Grow non-federal revenue through partnerships, services, and philanthropy
- Invest in tools, infrastructure, and leadership necessary for our laboratory to best leverage emerging opportunities

2 SEAWEED AND MICROALGAE

Advancing foundational science with growing global impact

We are a world-renowned hub of research and technology around seaweed and microalgae. As the home of the National Center for Marine Algae and Microbiota since 1980, we maintain one of the most diverse collections of marine algae in the world.

Leveraging that vast genetic potential, we're building core knowledge about the applications of algae to transform the way we feed the world, cure disease, and build a sustainable future.

PRIORITIES:

- Advance discovery and cultivation science
- Support aquaculture and industry innovation
- Translate our research into real-world applications
- Strengthen a growing sector that supports coastal economies and sustainable development

Learn more and see our latest updates at bigelow.org/algae.

Photo: Robert Mitchell/Mook Sea Farm



3 BLUE BIOTECHNOLOGY

Unlocking the potential of marine life for innovation and impact

From microbes to complex marine organisms, the ocean holds vast untapped potential. Our laboratory is accelerating discovery and translation — turning world-class ocean research into high-value products, businesses, and jobs that strengthen coastal and rural communities.

PRIORITIES:

- Advance genomic and physiological discovery
- Develop next-generation research tools and platforms
- Expand partnerships with industry and entrepreneurs
- Support the growth of an innovation ecosystem to bolster Maine's position as a national leader in blue biotechnology

Learn more and see our latest updates at bigelow.org/biotech.

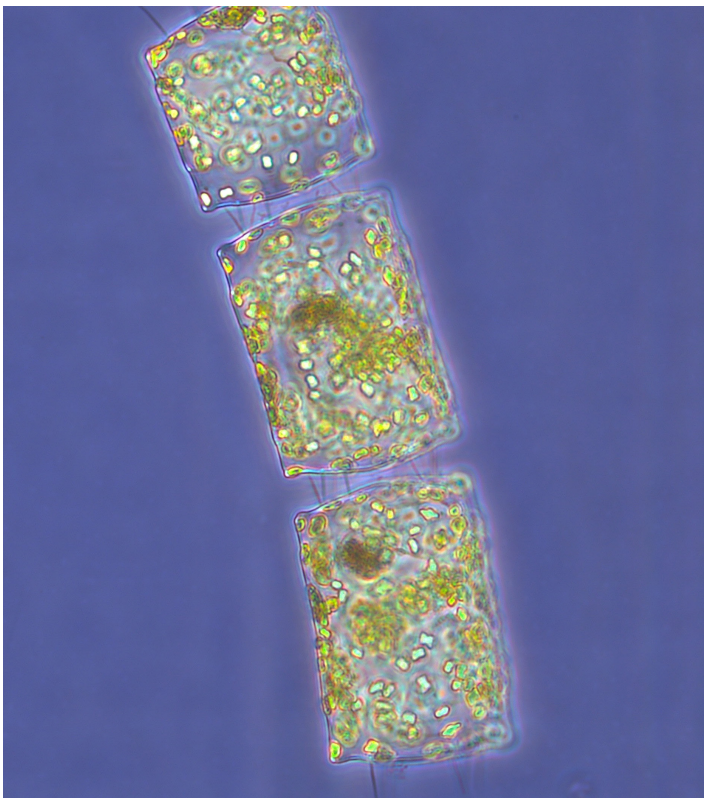


Photo: Ben Twining

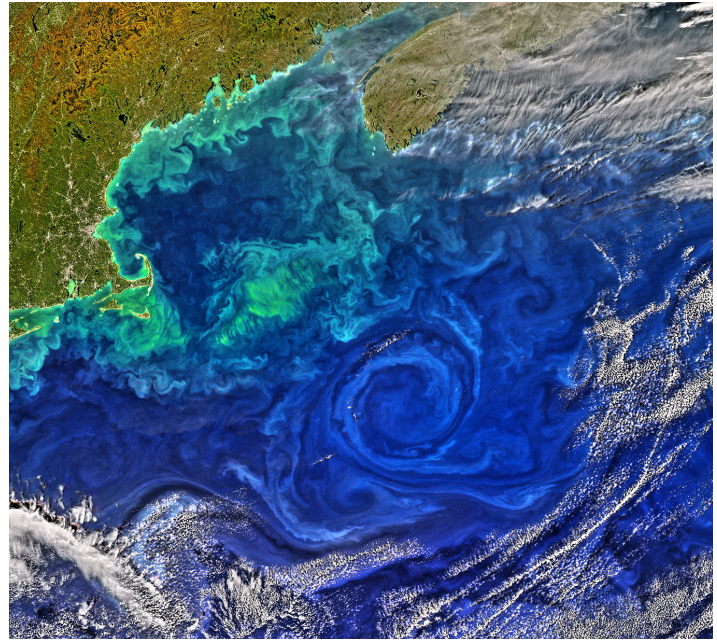


Photo: NASA

4 OCEAN MONITORING AND FORECASTING

Leveraging data to identify marine risks and opportunities

We are expanding what's possible in ocean monitoring and forecasting by working to predict hazards to human health, increase resilience, and provide communities and stakeholders data to make informed decisions and solve real-world problems.

Leveraging state-of-the-art research infrastructure, long-running monitoring programs, our data-science expertise, and the latest AI and molecular advances, our scientists are developing ocean forecasting tools that are responsive to societal needs and reveal new opportunities in a changing ocean.

PRIORITIES:

- Expand long-term observation and data collection
- Develop next-generation forecasting tools
- Integrate emerging technologies and data systems
- Deliver insights that support resilience, resource management, and human health.

Learn more and see our latest updates at bigelow.org/forecasting.

5

EMPOWER THE NEXT GENERATION

Training future ocean leaders and building the blue economy workforce

At a time of disruption in science and education, our laboratory is providing inspiration and serving as a training ground for the next generation of ocean scientists, innovators, and professionals.

PRIORITIES:

- Expand immersive undergraduate programs like Sea Change Semester
- Build new graduate and institutional partnerships
- Strengthen postdoctoral training and mentorship
- Cultivate professional development programming aligned with the demands of the blue economy

Learn more and see our latest updates at bigelow.org/education.



Photo: Yoon Byun



Photo: Gabe Souza

OUR COMMITMENT

This plan is a call to action. At a time of rapid change, Bigelow Laboratory is stepping forward — with focus, urgency, and purpose. Achieving these goals will require all of us: our scientists and staff, students and partners, supporters, policymakers, and community. Together, we will sustain excellence, inspire innovation, and build a future where ocean science delivers real solutions for people and the planet.



BIGELOW LABORATORY FOR OCEAN SCIENCES is an independent, nonprofit research institute that studies the foundation of global ocean health and uses our discoveries to improve the future for all life on the planet.

LEARN MORE about our ocean discoveries, solutions, and inspiration at **bigelow.org**.



Photos, top to bottom: Gabe Souza; Jessica Waller; Kim Nutt