

THE MONTEREY BAY AQUARIUM RESEARCH INSTITUTE

MBARI

The Monterey Bay Aquarium Research Institute (MBARI) was established to develop better equipment, instrumentation, systems and procedures for scientific research in the deep waters of the ocean. It is located on the Monterey bay where deep canyons which provide easy access to ocean depths in excess of 5000 feet are close to shore. The bay includes a wide variety of marine life and deep water geology, and oceanography features relevant to nearly every discipline of ocean science. While the work of MBARI will be focused on the deep waters of the Monterey Bay, close cooperation will be maintained with the wide variety of other ocean science activity around the bay with the objective of helping to develop the Monterey Bay into a world class center involving all aspects of ocean science.

For MBARI to be able to develop better equipment, instrumentation, systems and procedures for ocean research it is desirable to have a close working relationship between the professional people who are doing the development and the professional people who will be doing the scientific research. This will contribute to better design objectives, better tradeoff's between performance and cost during the development, better evaluation by testing and operation under the super-vision of the users. This close teamwork will also be conducive to innovative

contributions to the main mission from all of the professional people in the organization.

For these reasons the professional staff of MBARI is to include professional people to develop better equipment, instrumentation, systems, and procedures, together with scientists to do ocean research, and these two groups of professional people are to be on a co-equal position in the organization. The management structure to meet this objective will be established by the board of directors, and it may be modified from time to time to accommodate the interests and capabilities of the professional leadership of the organization.

Because the primary goal of MBARI is to develop better equipment, systems, and procedures for deep ocean research it is essential that the ocean scientists on the staff have their primary interest in supporting this goal. We believe this is an opportunity to participate in the advancement of ocean science on a broad scale that in the long run will be more important and more exciting than an individual contribution or a team contribution in a specific area **in a particular discipline of ocean science.**

It is the policy of MBARI to provide operating funding for the major professional staff activity. This policy was established to enable all of the professional people to devote their time and talent to their work without having to spend time applying for federal or other grants and making unnecessary

reports on their research work.

There are some advantages that can come from outside funding and guidelines will be established from time to time for the level and type of outside funding that would be appropriate for professional people on the MBARI staff.

MBARI will provide the funding needed to develop and acquire the new equipment, instrumentation, systems and procedures in addition to the *funding for the operations*. Funding will not be provided for equipment for traditional ocean research except to the extent it is necessary for the main mission of MBARI, Deep Ocean research. Guidelines will be established from time to time under which equipment which is not needed for the main mission may be acquired.

Although success in its main mission should enable MBARI to make significant contributions to important goals of worldwide ocean science, such as the development of an overall system concept for areas like the Monterey Bay, it is not necessary for MBARI to have enduring specific ocean research goals except those which will support its main mission, or those which can be uniquely supported by its main mission.