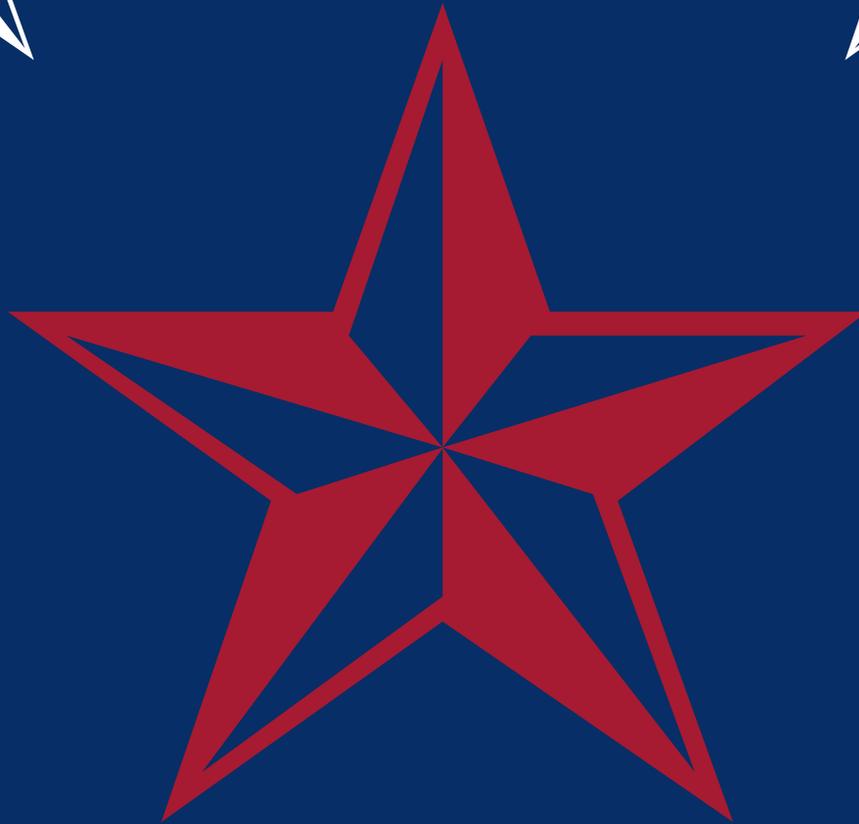


**PAST.
PRESENT.
FUTURE.**



2010-2011 ANNUAL REPORT



It is our pleasure to share with you the Mystic Seaport Annual Report for the Fiscal Year 2010-2011 ("FY2011"), ending April 30, 2011. You will notice that we have changed the format significantly this year in order to provide you with a more comprehensive view of the Museum and its programs to complement the traditional report on institutional philanthropy and finances. Additionally, this year's Annual Report will be produced solely as an online document so that we can provide more relevant information to our members and other interested parties without incurring additional costs to the Museum. We have also chosen to follow the lead of a number of other not-for-profit organizations by shortening the listing of donors to those that have supported the Museum in one manner or another at a leadership level of \$100 or greater.

Our new format will allow you to more deeply explore and understand the extensive offerings that exist at Mystic Seaport. The Museum's enormous scope provides a wide range of opportunities for our members and guests to engage with the American maritime experience. Our mission is to inspire, and I believe the content of this report will show the numerous ways in which we continue to fulfill that mission.

A handwritten signature in white ink, appearing to read "Steve", located below the main text.

STEPHEN C. WHITE,
PRESIDENT



A MESSAGE FROM

Richard R. Vietor,
CHAIRMAN OF THE BOARD



A lot of good things are happening at Mystic Seaport that I believe show our mission continues to resonate with all Americans. Despite a challenging financial environment, our most recent fiscal year again demonstrated a year of progress. You will find within the following pages snapshots of things that our dedicated staff accomplished during the year.

Since its founding in 1929, Mystic Seaport has had to navigate both good and difficult economic times. The last few years have posed a severe challenge to the strength and durability of the Museum. Nevertheless, we remain unwavering in our commitment to present America's maritime history, culture, and artifacts, which underlie our unique national character and inform how the economic foundation of our great country was created. We can do this thanks to the unparalleled collections, staff, and visitor services at Mystic Seaport, and the financial support of our generous members, volunteers, donors, and friends. Thank you all for continuing to believe in Mystic Seaport, its mission, and all it does.

What do we envision for the months and years ahead? Our vision is not complicated: We seek to significantly influence how new generations engage with our nation's past, present, and future.

Trustees and staff are working to identify, protect, and fund those core educational, collection, and watercraft assets that meet our criteria for inspiration, knowledge, authenticity, stewardship, and community. With their optimal use, we believe that we can create the exhibitions that tell the great maritime story of America to coming generations.

Perhaps the best example is our current restoration of the *Charles W. Morgan* and our plans to take her on a ceremonial 38th Voyage. You will learn within this report how the physical restoration is progressing, how the fund raising is tracking, what the education department is planning in support of the voyage, even how our Collections Department continues to identify and collect important artifacts related to the vessel.

Why is it so important for us to undertake such a large and expensive project at this time? The answer is she is not just an object but an encompassing idea. She is a ship from the past with a message about the future. She is the living spirit of American enterprise—a spirit that was forged on our coasts, is global in scope, and where risk, courage, and sacrifice were not abstract ideas but a way of life. The work that is being carried out today at the Museum demonstrates that the spirit of American enterprise is alive and well at Mystic Seaport!

All of us who cherish Mystic Seaport owe a debt of thanks to you, the current stewards of our Museum. And those of you, who, like me, believe that our best days lie over the near horizon, I welcome and appreciate your continuing support.

RICHARD R. VIETOR,
CHAIRMAN OF THE BOARD



A MESSAGE FROM

Stephen C. White,
PRESIDENT

Throughout this reformatted report you will find our efforts to thank the many volunteers and donors whose support enabled the Museum to offer the kinds of programs essential to understanding the American maritime experience, and that help maintain America's leading maritime collection, which provides the content for that experience. Also, you will read about the strength of our volunteer program and our fundraising initiatives. But allow me to highlight a few numbers: More than 1,100 volunteers contributed some 85,000 hours of work across all departments of the Museum. Our fundraising efforts yielded over \$7,000,000 in contributed revenue resulting from our Annual Fund, the *Charles W. Morgan* Campaign, bequests, grants, restricted projects, and gifts in kind. Clearly, there continues to be broad and deep support for our mission and programs, and we are even more grateful for such tremendous support during these challenging economic times.

Key priorities for FY2011 included: continuing the *Charles W. Morgan* restoration and programming for the 38th Voyage, revisiting the Campus Master Plan, initiating a business-model study, developing enhanced marketing initiatives, and actively pursuing collaboration with other mission-consistent organizations. Tremendous progress was made on all fronts, and you will find commentary on these matters throughout the Annual Report. We made excellent progress on the *Morgan* this past year, and the project remains on budget and on schedule. Furthermore,

we completed the review of our Campus Master Plan, which helped inform a number of decisions that should be made regarding the Museum's campus, and in particular helped us determine what immediate steps should be taken regarding physical plant enhancement and preparations for the potential of new exhibit galleries. Our new marketing firm, Adams & Knight, was hired to work with the Museum to create a new marketing message and an entirely new presentation. The results were outstanding and helped us improve our visitation numbers and stop

what had been several years of declining attendance. Finally, we believe that collaborative outreach with other organizations with a shared mission would strengthen the Museum. Thus, Mystic Seaport entered into agreements with the Ocean Classroom Foundation, Sailors for the Sea, and the Herreshoff Marine Museum. The last is of great significance to both institutions and will allow for the co-creation of programs, joint exhibits, and operational efficiencies for both parties.



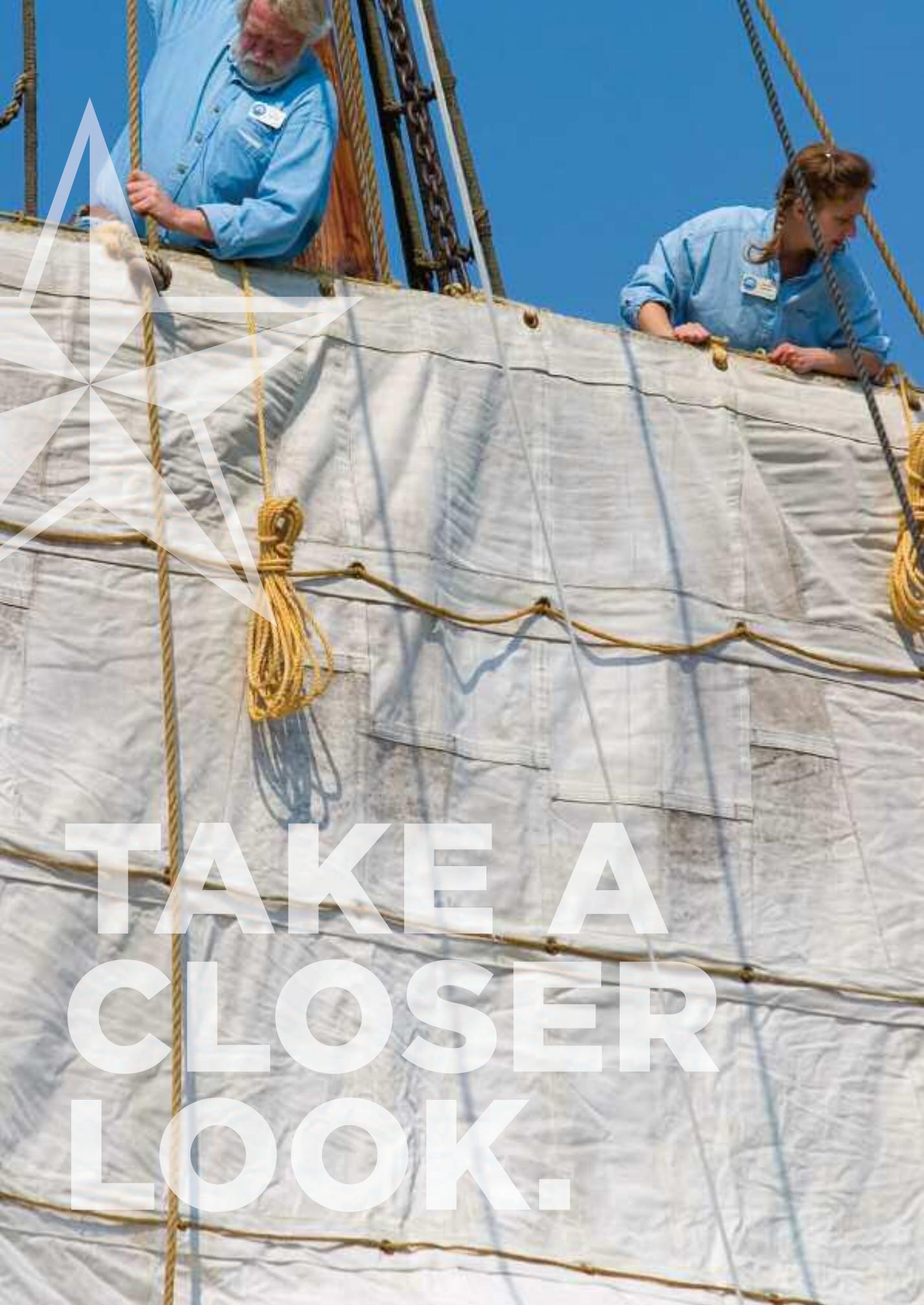


Building on a strong FY2011, the Museum is poised for an even stronger FY2012. The restoration of the *Charles W. Morgan* will turn outward as we enter the exterior planking phase, and our messaging with corporate and individual donors will focus on the theme of the “Spirit of American Enterprise.” In our view, the *Charles W. Morgan* symbolizes the core of the American spirit that lifted the United States to its place as the global leader it is today, and the *Morgan’s* 38th Voyage will be the full manifestation of that message. Applications for grant funding for the *Morgan* project continue with some early favorable reviews and support from the National Endowment for the Humanities. The Campus Master Plan work will continue this year with a focus on fine-tuning a vision for enhanced exhibit galleries and the implementation of the recommendations from last year’s study to deal with deferred maintenance and infrastructure improvements.

Mystic Seaport remains strong due to your sustaining support in so many ways, and we hope that you will continue to include the Museum as one of your top philanthropic priorities. Please let us know how we are doing, and we thank you in advance.

STEPHEN C. WHITE,
PRESIDENT





**TAKE A
CLOSER
LOOK.**



A MESSAGE FROM

Susan Funk,
EXECUTIVE VICE PRESIDENT



Over the past year, Mystic Seaport has implemented a variety of strategies that support the institution's vision to embrace public history and significantly influence how new generations engage with our nation's past, present, and future. From collections and preservation to education and exhibitions, the activities and programs of the Museum have provided visitors, researchers, and students with unprecedented access to the unique assets of the nation's largest maritime museum.

These assets include the Henry B. duPont Preservation Shipyard, the Collections Research Center, the Williams-Mystic Marine Science Center, the waterfront village, exhibition galleries, and the beautiful Mystic River. As you read about the inspiring activities of each department, you will see that the qualities of creativity, innovation, and an enduring commitment to accuracy and authenticity define the Mystic Seaport experience. These qualities are evident in exhibits like *Skin & Bones: Tattoos in the Life of the American Sailor* and *TUGS!*, where visitors are encouraged to share their stories about tattoos or working on a ship. They allowed Museum visitors to watch skilled shipwrights at work restoring the *Charles W. Morgan* with both traditional tools and state-of-the-art technology. They inspired important donations of artifacts, photographs, and ships plans; prompted close to 250,000 users to the collections pages on the web; and brought over 29,000 students to the campus to study history, art, science, and literature.

This year we are experimenting in new media, adding high-definition podcasts to our YouTube channel, and live webcasting the 26th annual *Moby-Dick* Marathon while providing contextual tidbits of museum-quality information via Twitter. The Education Department's Online Learning Community is breaking new ground in Museum/teacher partnerships as we explore ways to better serve the educational audiences.

The vibrant exchange between visitors, students, volunteers, and staff creates a dynamic learning environment. Whether engaged in a traditional museum experience or logging on to use the latest technology, Museum patrons consistently comment on the incredible sense of place, the knowledge and friendliness of the staff and volunteers, and the memorable moments when they encounter their own connections to maritime history.

SUSAN FUNK,
EXECUTIVE VICE PRESIDENT



A MESSAGE FROM

Education, K-12

With a reinvigorated team and a new focus on professional outreach, FY2011 was a good year for the Education Department. Our overall number of students increased by one percent to 29,000 students across all of our programs. We successfully completed our first year of a very exciting partnership with West Broad Street Elementary School in Pawcatuck, CT, where Mystic Seaport's educational programs have been fully integrated into the curriculum. We have expanded our outreach to underserved students with our guided tours and our Treworgy Planetarium programming.

As we look ahead to FY2012 we are energized by how well our summer programs have done; in fact, this past summer we surpassed our projected revenue numbers for our summer programs. We are poised to hire a Program Manager who can guide the Treworgy Planetarium into its next phase, by developing a long-term strategic plan and expanding and enhancing its reach and programming. Don Treworgy's legacy inspires us to find a leader who can propel the Treworgy Planetarium to a new universe of possibilities and growth.



We are midway into a two-year grant to create a dynamic and interactive Online Learning Community, where teachers, students, and families work together with Museum staff to create a vibrant learning experience both online and on site. We are excited about a new relationship with a Marine Science Magnet School in Miami, FL, which will be joining us this winter for a Ship to Shore overnight program. None of this would be possible without our incredibly hardworking and creative staff whose energy, passion, and commitment to education permeates the high-quality programming it provides.

SARAH CAHILL,
DIRECTOR OF MUSEUM EDUCATION AND OUTREACH

29,000 STUDENTS IN ALL PROGRAMS.



Williams-Mystic continued to attract some of the finest students from around the country and enrolled its largest semester ever in spring 2011, with 25 students representing 11 colleges.

Human-induced and natural disasters were the central focus of our Gulf of Mexico and Pacific Northwest field seminars, as we studied the impacts of the largest accidental oil spill in the history of the petroleum industry in Louisiana, and as we evacuated the Oregon Coast in the face of an oncoming tsunami wave generated nine hours earlier in Japan.

Completing a multi-decade plan, all of the Williams-Mystic administrative staff and faculty are now located in one building. Campus-wide renovations of the program's physical plant continue. We have consolidated our facilities from nine to eight buildings, which also involved the restoration of a signature program residence, Mallory House, now returned to its original use as available housing.

The Munson Institute held a very successful program funded by the National Endowment for the Humanities (NEH) in the summer of 2010, with a full enrollment of 24 students and visiting faculty from around the country. We are pleased to report that Munson has been funded by the NEH for another program in the summer of 2012.

Scholarly works for the year included the completion of four books by Williams-Mystic faculty: Richard King's *Lobster* (Reaktion/University of Chicago Press), Glenn Gordinier's *Surfing Cold Water* (Flat Hammock Press), Jim Carlton's *Alien Marine Crustaceans* (Springer), and *Assessing the Relationship Between Propagule Pressure and Invasion Risk in Ballast Water* (National Academy of Sciences, Washington, D.C.).

JAMES T. CARLTON, PH.D.,
DIRECTOR, WILLIAMS-MYSTIC

A MESSAGE FROM

**Williams-Mystic and
the Munson Institute**



25 STUDENTS FROM 11 COLLEGES.



A MESSAGE FROM
Exhibits

TUGS! opened in the spring of 2010 in the Schaefer Exhibit Hall. This exciting exhibit uses stories, images, artifacts, activities, and audio/visual programs to present the powerful story of the tug and barge industry in America. The show includes many interactive components, including a simulator in which visitors can engage in a mission and “dock” a tug, and radio-controlled tugs outside in a pool. There is a nearly universal fascination with tugboats, and the information and activities are layered so that both adults and children connect to the show. Through funding provided by the Connecticut Commission on Culture and Tourism we were able to bring a variety of real tugs to Mystic Seaport as part of two “*TUGS!* Blast” events.

In March of 2011, we opened *Skin & Bones: Tattoos in the Life of the American Sailor*. Developed by Philadelphia’s Independence Seaport Museum, this exhibit examined the historic ties between tattoo communities and seamen. The show explored the symbolism and meaning of tattoos and their direct connection to sailors. The exhibit featured a wealth of stories, artifacts, videos, and a colorful cast of characters. To celebrate the show we hosted a weekend event called “Tattoos & Tallships,” which included a variety of activities for family audiences.

One of the ongoing goals of the Exhibits Department is to maintain a five-year plan for exhibits. To this end, the Connecticut Humanities Council funded an evaluator to test various ideas that have been proposed. Based on in-depth visitor surveys, the Museum is advancing work on three future exhibits: *Search for Speed*, *Sinister Seas*, and *Shipwreck*. Concurrently, work funded by the NEH continues on the Greenman family’s story and active involvement in abolitionism and women’s suffrage in Mystic.

The new show, *Neptune’s Orchestra*, opened in October. This is an exciting interactive exhibit that examines American sailors’ connections to music. There will be opportunities to listen to music, experiment with handmade instruments, and even make a cardboard box banjo.

JONATHAN SHAY,
DIRECTOR OF EXHIBITS AND INTERPRETATION





The Interpretation Department continues to find new ways to creatively engage our audiences, and experiential learning is an important part of our approach. Visitors dipped candles and made old-fashioned toys and Christmas cards in a new program called “Christmas by the Sea.” A new activity center on the third floor of the Stillman Building called “Pastimes and Playthings” provides a variety of games, activities, books, and pretend-play for families, allowing them to engage with one another in a warm and playful environment.

“Nav Quest” is a new self-guided navigation challenge that invites visitors to find their way around the Museum using a variety of navigational tools. To date, over 450 kits have been checked out and enjoyed by visitors of all ages.

Last year’s successful “Earn Your Sea Legs” activity sheets were redeveloped for 2011. More than 700 “green hands” have rolled a cask, steered a boat, and sung a chantey. Other new activities this year include calligraphy, ropemaking, and “Sea Monsters and Sketches,” a combined storytelling and art activity.

Our interpretive crafts staff continues to train and refine its skills, making the shops in our village productive and lively spaces. Over the winter, Coggeshall Farm contracted with the Museum to produce a wide variety of coopered containers. We are also producing historically accurate whaleboat line tubs for use by our demonstration squad. Our print shop creates promotional materials and visitor takeaways.

Additionally, through the support of an anonymous family foundation, our roleplaying program is progressing with the development of two new *Morgan*-related characters, so we can better interpret our 19th-century whaling story.

JONATHAN SHAY,
DIRECTOR OF EXHIBITS AND INTERPRETATION

A MESSAGE FROM
Interpretation





Significant additions to the Collections this past year include not only art and objects such as a watercolor by F.S. Cozzens of the *Charles W. Morgan*, but also the boat plans collection of Walt Walters, including some of his Donzi designs. Two tons of film were donated from the Alfred Palmer Collection, and added to this was a donation by Bill Koch of two high-definition digital video cameras and editing stations. The latter will greatly enhance the Museum's output of more programming, commercials, documentaries, podcasts, and more.

A MESSAGE FROM
Collections

We currently have pieces on loan to more than 40 Museum exhibitions, including a Maine-made quilt that has a number of nautical design elements in individually made blocks. It is one of an exact pair of quilts that were apparently produced in Portland, Maine during the Civil War and were sold to raise funds for wounded soldiers and sailors. The Buttersworth Traveling Exhibit just returned from the Chesapeake Bay Maritime Museum, and it is our intention to also send it to the Maritime Museum of San Diego and The Mariners' Museum in Newport News.

The Collections are heavily used for research, not just on site but online. Our research pages over the last year at library.mysticseaport.org (not including the Rosenfeld Collection) received more than 240,000 individual visits and 990,000 page views from 171 different countries.

Grants from the Institute for Museum and Library Services and the Gladys Kriebel Delmas Foundation are helping us catalog and digitize the Collections for public use. We have made it a priority to add a wealth of information to this service.

Recent publications include *Fly Rails and Flying Jibs: Coasting Schooner Photographs* by Thomas I. Goddard and others, as well as new editions of the online journal *CORIOLIS: an Interdisciplinary Journal of Maritime Studies*.

PAUL O'PECKO,
VICE PRESIDENT FOR COLLECTIONS AND RESEARCH
AND LIBRARY DIRECTOR





A MESSAGE FROM

Watercraft Preservation



Restoration of the *Charles W. Morgan* continues to go well and remains on schedule and budget. Sourcing of materials is an ongoing challenge; however, excellent white oak from Virginia has been recently acquired for bottom planking. Ceiling planking in the hold was completed in early fall and work has begun on stem, bow framing, and other exterior elements of her hull. Present emphasis is on milling timber for planking, erecting scaffolding, and a winter cover. We will be increasing staff to maintain our projected pace.

The Shipyard continues to meet essential responsibilities in maintaining our watercraft and supporting the activities dependent on our vessels. We also provide significant contributions of labor and other support toward Museum events. *Joseph Conrad* received several new yards and the *L.A. Dunton* received a new bowsprit this spring. While much work remains for her complete restoration, *Roann's* mechanical systems successfully underwent sea trials in early August. Routine inspection and maintenance of the Hays and Ros Clark Ship Lift was carried out.

Our transient dockage business continues to be successful. In addition, we had three long-term berth rentals during the summer of 2010 and two in 2011. We are always looking to refine this very competitive business. Recent incentives that have proved popular include a "fifth night free" card and a courtesy van for transportation to local merchants.

The Boathouse, *Sabino*, and *Necessity* continue to be popular with Museum visitors as means to get out on the water in a variety of craft.

The *Brilliant* Teen Program was nearly sold out for the past two summers. She was again sponsored to participate in the Oyster Bay Spring Classic, three weekends of racing at the west end of Long Island Sound. While there, we have had guests sail aboard and been able to interact with individuals and yacht clubs to promote the Museum to new audiences. As part of her adult fall season, *Brilliant* participated in the Great Chesapeake Bay Schooner Race.

We had another successful year of watercraft events. This year, the Antique & Classic Boat Rendezvous honored the Rybovich sportfishing boats, introducing us to these boat owners, the boats, and the Rybovich family. The WoodenBoat Show continues to be our largest event of the season and had more visitors through the gate in 2011 than in 2010. We also hosted the 20th annual Antique Marine Engine Exposition, the largest marine engine event in the country, and we celebrated the 20th anniversary of Coastweeks Regatta.

DANA HEWSON,
CLARK SENIOR CURATOR OF WATERCRAFT AND
VICE PRESIDENT FOR WATERCRAFT PRESERVATION
AND PROGRAMS



A MESSAGE FROM

Visitor Services

In FY2011, more than 250,000 visitors passed through the gates of Mystic Seaport. They were people from all over the country and all over the world, and they came to the Museum with an extraordinary range of interests and enthusiasms.

Focused efforts in the Visitor Services Department have led to great opportunities to meet many of the goals from the Museum's strategic plan and new vision to embrace public history. Special events such as the "TUGS! Blasts" and "Tattoos & Tallships" focused resources and promotion around an exhibit theme that included programs, products, activities, and events while capturing the "voice" of our visitors through oral history videos that can now be viewed on YouTube. A newly developed corporate group package of programs, activities, and team-building workshops supports the Museum's pursuit of new business opportunities. Staff and volunteer collaborations such as the Visitor Information Team provided a positive, seamless experience for each Museum guest. New special events such as Summer Sunday Evenings helped to create unique opportunities for access to the Museum's assets by increasing the evening use of the village and grounds.

The Museum has taken great care, and made significant financial investments in our physical plant, to enhance visitor access to our grounds and buildings, while still providing an immersive experience of 19th-century maritime life and culture. Currently the Visitor Services Department is working on improving the fleet of wheelchairs that are offered free of charge to visitors who are in need of assistance in navigating the campus. With roadways that vary between compressed stone dust, loose dirt or cobblestones, and paved roadways, rugged wheelchairs with stout tires are required. With special funding support the Museum expects to have a new fleet of wheelchairs and rollator-walkers that are suitable for our outdoor environment.

JENNY DOAK,
DIRECTOR OF VISITOR SERVICES AND SPECIAL PROJECTS





A MESSAGE FROM
the Office of
Volunteer Services

The Office of Volunteer Services has seen a consistent increase in numbers since FY2006, when current accounting was initiated. Over a six-year period, the volume of active volunteers has increased from 608 in 2005 to 1,172 in 2011. The average number of hours worked per active volunteer is now 73 per year. The number of hours accrued by volunteers has increased from 30,672 in FY2006 to 85,021 in 2010-2011.

The success of the volunteer program is a direct result of the increased number of positions available to volunteers and the improved quality and talent of the individuals who come as volunteers. At present, the enrollment of new volunteers has kept pace with the increased need for their services to satisfy the greater demand from departments requesting their assistance. Weekend events have drawn heavily from

Volunteer Services and the success of these events and programs has been based partly on the increased availability of these individuals. These new volunteers have been recruited from Navy and Coast Guard bases, schools, retirement communities, and the pool of residents who have recently relocated or are newly retired.

Future plans call for increased utilization of volunteers in teams as well as individuals.



RHODA HOPKINS ROOT,
 COORDINATOR OF VOLUNTEER SERVICES

**85,021 HOURS
 VOLUNTEERED.**
**1,172 ACTIVE
 VOLUNTEERS.**



A MESSAGE FROM

Marcy Withington,
EXECUTIVE VICE PRESIDENT

In FY2011, Mystic Seaport launched “Earn Your Sea Legs,” a new integrated marketing campaign that encourages families to break away from their same old summer routines and reconnect with America’s seafaring past. The campaign features television, online, and social media initiatives that highlight the memorable and authentic activities at Mystic Seaport. At the center of the campaign is the “Earn Your Sea Legs” website, www.earnyoursealegs.com, where visitors are able to find out more information, download special coupons, and purchase tickets online. The “Earn Your Sea Legs” campaign is the first collaboration between Mystic Seaport and its new agency of record, Adams & Knight, an integrated marketing firm based in Avon, CT.

Latitude 41° Restaurant & Tavern opened April 27, 2010. Owned by Mystic Seaport and operated by the Mystic-based company Coastal Gourmet, Inc., Latitude 41° offers guests new American cuisine made with the highest quality and freshest ingredients. Formerly known as the Seamen’s Inne, the restaurant underwent extensive renovations before the grand reopening. In addition to lunch and dinner service, the restaurant’s indoor and outdoor venues are available for weddings, receptions, meetings, and corporate and special events. Full event planning services are also offered.

MARCY WITHINGTON,
EXECUTIVE VICE PRESIDENT

**TREWORGY
PLANETARIUM**
Discover how mariners of
old used the night sky to
navigate the seas.
Programs daily.

**RESTORING
THE LAST
WOODEN
WHALESHIP**
Climb aboard the
Charles W. Morgan and
get an up-close
look at this National
Historic Landmark
vessel’s major
restoration.



LATITUDE 41° OPENED APRIL 27, 2010.



In FY2011, the Advancement Department made significant strides in fundraising for a number of important Museum initiatives. In total, the fundraising team raised \$6,622,024 in gifts and bequests during the fiscal year. The Membership Department hit its adjusted goal with total revenue of \$1,263,500. In all, the Advancement Department is continuing to grow and thrive. We expect this momentum to continue into FY2012 and beyond.

Part of this success is due to a reorganization of the department staff. There were several personnel changes and reassignments in the Advancement Department and we are confident that we have a strong team in place. Chris Freeman moved from his position as Major Gift Officer to Director of Individual Giving. Chris has been an integral part of the fundraising team at Mystic Seaport since October of 2004, which will serve him well as he heads up the *Charles W. Morgan* Campaign. To round out the Campaign team, Tim Trautman was added as a Major Gift Officer.

Betsy Carr was hired as the Annual Fund Director. She has been a successful development officer at a number of institutions. Most recently, Betsy was in charge of major gifts at the Yale School of Music. Along with Andrew Breece, the new Annual Fund Coordinator, Betsy has brought focus and organization to the Annual Fund.

Dana Green took over the Advancement Associate position, following a successful internship at the Museum. Dana has an extensive background in fundraising, most recently with the *USS Constitution* Museum in Boston.

NAT ARATA,
VICE PRESIDENT FOR ADVANCEMENT



A MESSAGE FROM

Nat Arata,
VICE PRESIDENT OF ADVANCEMENT



**\$6,622,024 IN
GIFTS AND BEQUESTS.**



A MESSAGE FROM

the Annual Fund

I am pleased to report that the Annual Fund total of \$1,116,054 for FY2011 was the best result since 2008 and was in fact the fifth-best result to date in the Museum's history. We also experienced a modest growth in the number of donors. While falling short of our goals, we are pleased with the upward trend and are indebted to our generous donors. Every gift really does make a difference.

One of our opportunities for growth is that only 7.6 percent of Mystic Seaport members are donors to the Annual Fund. How to add to that number is one of our biggest ongoing challenges. Maintaining a steadily increasing number of donors is critical to a successful and vibrant Annual Fund. Each year the Museum counts on the Annual Fund to provide the resources that go directly to where the need is greatest, thus keeping the Museum strong and debt-free.

Again this year, members of the America and the Sea Society, the leadership gift society for the Annual Fund, received special benefits and were invited to behind-the-scenes tours of the Collections Research Center, for an excursion on board the *Sabino* during the Antique & Classic Boat Rendezvous, and to the opening of the new exhibit, *Skin & Bones: Tattoos in the Life of the American Sailor*. We are making plans for additional special events in the coming year for our most generous donors.

The FY2012 Annual Fund effort is getting underway with renewed vigor and we are optimistically pursuing a goal of \$1,200,000. Reaching that goal will again require help from all our members and friends. We look forward to hearing from you.

BETSY CARR,
DIRECTOR OF THE ANNUAL FUND



ANNUAL
FUND TOTAL
\$1,116,054.



As of July 30, 2011, \$5,017,198 had been raised toward the restoration and 38th Voyage of the *Charles W. Morgan*. More than 500 Mystic Seaport members and friends have contributed to this remarkable project. For FY2011, \$1,671,956 in new pledges and gifts was received, over three times the amount raised in the prior fiscal year. The momentum is building as we look toward relaunching the *Charles W. Morgan* on July 21, 2013.

The following year, in 2014, the *Morgan* will go to sea once more for a ceremonial 38th Voyage. This return to the sea will be her first trip under sail in almost a century. At this moment three syndicates, led by Museum trustees, have been formed, each committed to raising \$1,000,000 for each of the three masts: Fore, Main, and Mizzen. A group of local Mystic Seaport supporters, led by a Museum trustee and a longtime Museum member, has committed to raise an additional \$1,500,000 to "Sail the *Morgan* 2014."

The restoration portion of the campaign is 75 percent funded. We launched the public phase of this campaign in November of this year and we invite all of our members and friends to help us raise the remaining funds necessary to "Sail the *Morgan* 2014."

Step forward and join us as a shareholder or plank owner in this worthwhile effort by contacting the Advancement Department at 860.572.5365.

CHRIS FREEMAN,
DIRECTOR OF INDIVIDUAL GIVING

A MESSAGE FROM

the Charles W. Morgan Campaign



**\$5,017,198
RAISED TOWARDS
RESTORATION.**



A MESSAGE FROM
Membership

Membership continued to be strong in FY2011. More than 16,220 member households joined or renewed their memberships, resulting in over \$1,263,500 in dues and records set for the months of December and April. Much of this success can be attributed to strong renewal rates among members and member recruitment drives conducted in November 2010 and March 2011.

During the year, more than 41,300 members visited the Museum and more than 5,000 members participated in one or more of our 50 member programs. In addition to our successful programs like River Jazz, Pirate Days, Mystic Seaport America's Cup Regatta, Travel Program (Sailing the Greek Islands), Maritime Author Series, Trick-or-Treat, and Beer Tasting, we also offered two new programs: Appraisal Day and a Jack O'Lantern Walk. By expanding our Adventure Series to include extreme-sports speakers (e.g., Big Wave Surfing) we saw a 25 percent increase in new attendees to this longstanding program.

In August of 2011, membership was expanded to include a new Corporate Membership program, offering local and national business and corporations an array of membership plans providing access to our exhibits and events for their employees, executives, and their clients. Corporate memberships start at just \$250 and can be purchased online. Plans are to actively recruit corporate members this fall.

CHERYL MATTSON,
 DIRECTOR OF MEMBERSHIP



**41,300
 MEMBERS
 VISITED THE
 MUSEUM.**



A MESSAGE ON

Donor Events

The Advancement Department of Mystic Seaport hosted several donor-related events, most notably the inaugural Rum Runners' Rendezvous and the annual *America and the Sea Award* Gala.

On July 24, 2010, more than 130 people enjoyed rum cocktails provided by Rémy Cointreau for the first ever Rum Runners' Rendezvous. Partygoers danced the night away under a tent, dined on cuisine catered by our new partner Coastal Gourmet, and listened to Felix and the Cats, a nine-piece swing band, all set to the theme of the roaring '20s.

On November 3, 2010, the Museum held its fifth annual *America and the Sea Award* Gala and presented the award to Dr. Sylvia Earle in New York City. Dr. Earle has been at the forefront of deep-ocean exploration for four decades. She has been called "Her Deepness" by *The New Yorker* and *The New York Times*, and named *Time* magazine's first hero for the planet. She was the first woman to walk freely on the ocean floor, and is currently an Explorer-in-Residence at the National Geographic Society. Most recently she led the Google Ocean Advisory Council, a team of 30 marine scientists providing content and scientific oversight for the Ocean in Google Earth. The *America and the Sea Award* honors and celebrates those who embrace the scholarship, exploration, adventure, aesthetics, competition, and freedom that the sea inspires.



DANA GREEN,
ADVANCEMENT ASSOCIATE

IN 2010
WE HOSTED
DONOR-
RELATED
EVENTS.



On behalf of the Board of Trustees of Mystic Seaport Museum, Inc. (MSM), I am pleased to provide the financial report for Fiscal Year 2010-2011.

The Museum's operating and financial results were stable and similar to the prior year, with revenues up slightly and attendance flat in large part due to inclement weather during the peak season. The appeal, experience, and use of the waterfront continue to be central to the visitor experience and are the heart of many of the Museum's operations and programs. These were all stable year-over-year, which also reflects success in presenting the *Charles W. Morgan* as a "restoration in progress" in the Shipyard to offset its former prominence in its berth at the center of campus. Also noteworthy were the net contributions from educational programs, which improved substantially due to 10 percent higher enrollment in the Williams-Mystic program.

Importantly, MSM's financial condition improved as the value of the endowment increased 15 percent to \$42 million as of fiscal year end. This reflected improved market values of the securities in MSM's portfolio, which is externally managed. Gifts to the Museum, including grants, bequests, and funds for designated projects, and the *Charles W. Morgan* restoration project in particular, increased substantially over recent years, including a \$5 million bequest expected to be disbursed in 2018. The Museum continues to be debt free.

A MESSAGE FROM

Peter Gleysteen,
TREASURER



**THE VALUE
OF THE
ENDOWMENT
INCREASED
15 PERCENT.**



As you know from the Chairman's and President's messages, and as discussed in prior years, the *Charles W. Morgan* project is a multi-year endeavor of critical importance and vast scope. Spending on the vessel's restoration continued on schedule, was on budget, and was undertaken in concert with fund raising so to pace expenditures with funds inflows, while maintaining a cushion relative to near-term projected disbursements. As of April 30, 2011, approximately \$5 million in incremental fund raising was projected to complete the restoration and \$4 million for the planned 38th Voyage plus exhibition and educational programming on her return.

As reported in the past, an ongoing goal is to reduce the contribution from the Museum's endowment to fund operations. While endowment funding and other contributions are essential to all not-for-profit institutions, it remains a priority for MSM to achieve a better balance between key sources of financial support and its earned revenues, together with continued re-prioritization of resource utilization. A joint management and trustee task group was formed to further evaluate all aspects of the Museum's operating model and strategy. A recommendation is expected to be made in the fiscal year ending May 2012.

I join our Chairman and all the trustees in thanking the Museum's staff and management for their dedication, hard work, and flexibility. MSM has unique maritime assets, tangible and intangible, but the most valuable is this team, so ably assisted by many volunteers.

PETER GLEYSTEEEN,
TREASURER



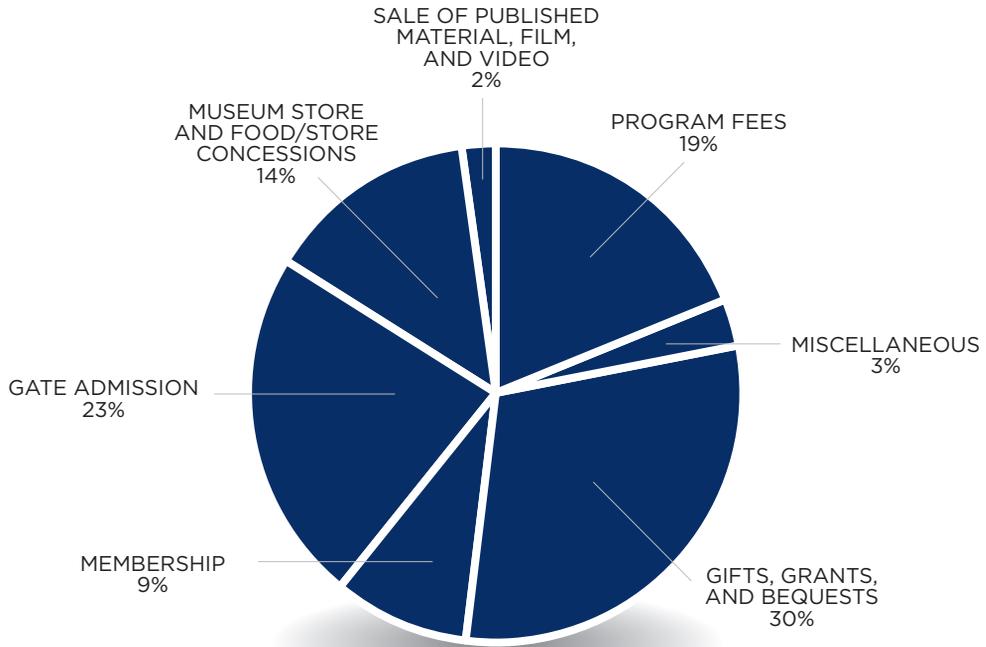
STATEMENTS OF FINANCIAL POSITION (IN THOUSANDS) — APRIL 30, 2011

	2011	2010
ASSETS		
Current assets:		
Cash and cash equivalents	\$226	\$88
Short-term investments	1,492	1,904
Accounts, grants, and interest receivable	1,739	1,571
Promises to give, current	1,400	1,595
Merchandise and other inventories, net of reserves	547	652
Prepaid expenses	329	314
Total current assets	5,733	6,124
Promises to give, noncurrent	6,699	2,088
Investments	52,069	46,530
Perpetual trust held by others	1,979	1,843
Other inventories, net of reserves	77	75
Property, plant and equipment, net of accumulated depreciation	23,708	25,963
TOTAL ASSETS	\$90,265	\$82,623
LIABILITIES AND NET ASSETS		
Current liabilities:		
Accounts payable and accrued expenses	\$549	\$886
Deferred revenue	403	458
Other current liabilities	48	51
Total current liabilities	1,000	1,395
Deferred revenue	2,584	2,466
Other liabilities	117	124
Total liabilities	3,701	3,985
Commitments and contingencies		
NET ASSETS		
Unrestricted	25,068	27,951
Temporarily restricted	26,923	18,611
Permanently restricted	34,573	32,076
Total net assets	86,564	78,638
Total liabilities and net assets	\$90,265	\$82,623

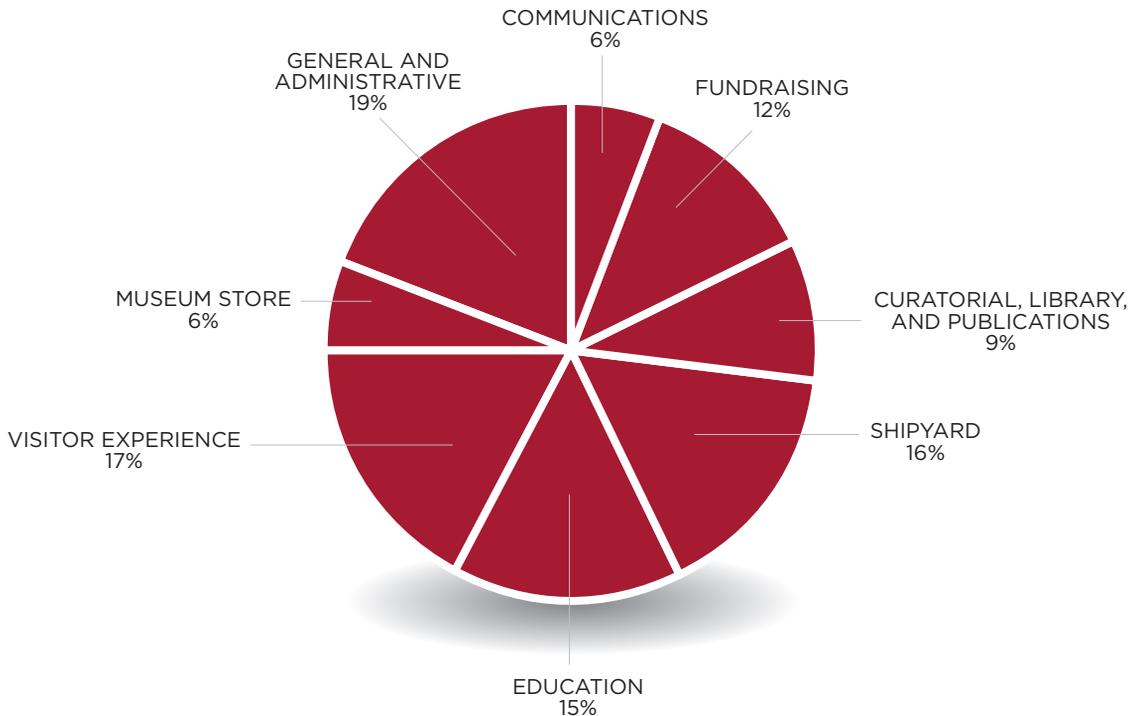
STATEMENT OF ACTIVITIES (IN THOUSANDS) — FOR THE YEAR ENDED APRIL 30, 2011

	UNRESTRICTED	TEMPORARILY RESTRICTED	PERMANENTLY RESTRICTED	TOTAL 2011	TOTAL 2010
REVENUE					
Gifts, grants, and bequests	\$2,583	\$6,818	\$2,401	\$11,802	\$5,313
Gate admissions	3,171	-	-	3,171	3,261
Program fees	2,621	40	-	2,661	2,361
Membership	1,281	-	-	1,281	1,300
Museum store operations	990	-	-	990	1,049
Retail stores rental income	816	-	-	816	822
Sales of published material, film, and videos	204	3	-	207	227
Food services rental income	119	-	-	119	310
OTHER SUPPORT:					
Net realized and unrealized gains on investments	-	4,332	135	4,467	8,006
Investment Income	97	976	2	1,075	964
Change in split interest agreements	(21)	315	29	323	574
Miscellaneous	258	2	4	264	120
Other rental income and fees	67	-	-	67	83
Net assets released from restrictions	4,248	(4,248)	-	-	-
Total revenue and other support	16,434	8,238	2,571	27,243	24,390
EXPENSES					
PROGRAM EXPENSES:					
Shipyard	3,256	-	-	3,256	3,069
Visitor experience	2,997	-	-	2,997	3,076
Education	2,780	-	-	2,780	2,630
Curatorial	2,304	-	-	2,304	2,680
Museum store	1,061	-	-	1,061	1,167
SUPPORT EXPENSES:					
General and administrative	4,963	-	-	4,963	5,431
Fundraising	1,956	-	-	1,956	1,387
Total operating expenses	19,317	-	-	19,317	19,440
Excess (deficiency) before transfers	(2,883)	8,238	2,571	7,926	4,950
Transfer-clarification of donor intent/other transfers	-	74	(74)	-	-
Change in net assets	(2,883)	8,312	2,497	7,926	4,950
Net assets, beginning of year	27,951	18,611	32,076	78,638	73,688
Net assets, end of year	\$25,068	\$26,923	\$34,573	\$86,564	\$78,638

MUSEUM OPERATING INCOME FISCAL YEAR 10-11



MUSEUM OPERATING EXPENSE FISCAL YEAR 10-11





**WE
SALUTE
YOU.**

VOLUNTEERS

ONE OF MYSTIC SEAPORT'S GREATEST STRENGTHS IS ITS CORPS OF VOLUNTEERS. AN ESSENTIAL COMPONENT SINCE THE EARLIEST DAYS OF THE MUSEUM'S EXISTENCE, TODAY MORE THAN 1,172 INDIVIDUALS DONATE COUNTLESS HOURS EACH YEAR, PERFORMING TASKS INDISPENSABLE TO THE OPERATION OF THE MUSEUM - 85,021 IN THE FISCAL YEAR OF 2010-2011 ALONE.

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William Healy

8,000+ Hours

Frank Murphy
Barry Thorp

7,000+ Hours

Anne Johnson

6,000+ Hours

Horace Lamb
Jack MacFadyen
Neal O'Connell

5,000+ Hours

Lawrence Jacobsen
George W. Lipphardt

4,000+ Hours

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Mildred Hodgson
William Huizing
Becky Jackson
Robert LaFrance
William Michael
W. Hart Perry, Jr.
Helen Smith
Marilyn Sorenson

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James Collins
Cynthia Crabb
James Creem
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Marcia Drum
Bernadette Kalinowski
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Peter Littlefield
Margaret Mitchell
Ralph Slater
William Steinmayer
Ronald Sticht
Donald Sullivan
Lionel Taylor
William Webster

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Richard Burke
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Virginia Colbeth
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Chris Greaves

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Gus Bourneuf, Jr.
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THE STILLMAN SOCIETY

IN 1938, MYSTIC SEAPORT (THEN THE MARINE HISTORICAL ASSOCIATION) RECEIVED A GENEROUS BEQUEST FROM ESTATE OF DR. CHARLES K. STILLMAN, ONE OF THE MUSEUM'S THREE FOUNDERS. AS THE FIRST BEQUEST TO THE MUSEUM, THIS SIGNIFICANT GESTURE HELPED TO ESTABLISH AN ENDOWMENT FOR THE MUSEUM'S PROGRAMS AND FUTURE OPERATIONS. IT ALSO BEGAN WHAT HAS BECOME A TRADITION OF PLANNED GIVING AT MYSTIC SEAPORT. SINCE THEN, A GREAT MANY INDIVIDUALS HAVE MADE GENEROUS GIFTS TO THE MUSEUM IN THEIR WILLS OR ESTATE PLANS.

IN ORDER TO RECOGNIZE THEIR GENEROSITY, MYSTIC SEAPORT HAS ESTABLISHED THE STILLMAN SOCIETY, NAMED

IN HONOR OF THE MUSEUM'S EARLY BENEFACTOR. MYSTIC SEAPORT IS PLEASED TO RECOGNIZE THESE SPECIAL DONORS DURING THEIR LIFETIMES, NOT ONLY TO ACKNOWLEDGE THEIR GENEROSITY PERSONALLY, BUT TO CELEBRATE THE ROLE THE STILLMAN SOCIETY PLAYS IN THE GROWTH AND DEVELOPMENT OF THE MUSEUM.

IF YOU BELIEVE THAT YOU QUALIFY FOR MEMBERSHIP AND WOULD LIKE TO ADD YOUR NAME TO OUR LIST, PLEASE CONTACT THE ADVANCEMENT DEPARTMENT AT 860.572.5365 OR ADVANCEMENT@MYSTICSEAPORT.ORG.

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NAMED FUNDS AT MYSTIC SEAPORT MUSEUM

MYSTIC SEAPORT ENCOURAGES THE ESTABLISHMENT OF NAMED FUNDS, FOR BOTH RESTRICTED AND UNRESTRICTED PURPOSES. FUNDS MAY BE CREATED TO SUPPORT DIFFERENT PROGRAMS OF THE MUSEUM OR MAY BE ESTABLISHED FOR UNRESTRICTED USE. THE FUNDS APPEAR PERMANENTLY ON THE BOOKS OF MYSTIC SEAPORT IN RECOGNITION OF THEIR ONGOING SUPPORT OF THE MUSEUM'S WORK. NAMED FUNDS ARE ESTABLISHED WITH A GIFT OF \$100,000 OR MORE AND, ONCE ESTABLISHED, ADDITIONS MAY BE MADE AT ANY TIME. CURRENTLY, THE FOLLOWING FUNDS SUPPORT MYSTIC SEAPORT:

American Seamen's Friend
 Society Endowment Fund
 George H. Blacker Collections
 Endowment
 The Blair Lighthouse
 Endowment
 The Brilliant Endowment Fund

The Gladys Brooks

Library Endowment Fund
 The Gladys Brooks
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 Endowment Fund
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 Support the Curator of
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 Anita E. and James E. Chapman
 Maritime Research Fund
 C. Thomas Clagett,
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 William E. Cook
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 Sr. Memorial Scholarship
 Carl C. Cutler Endowment Fund
 Deborah Davenport and
 Stewart Stender Endowment
 for Collections
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 Endowment Fund
 Henry B. duPont
 Endowment Fund
 Henry B. duPont Preservation
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 Horace W. Fuller Memorial Fund
 The General Library
 Endowment Fund
 Mitchell Gibbons-Neff Sail
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 Endowment Fund
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 Research and Public Program
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 Property Development at
 Mystic Seaport
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 Andrea Lee Memorial
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 Memorial Fund
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 Pilots Endowment Fund
 The Russell S. Reynolds,
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 Roann
 Endowment
 Francis Day Rogers Curatorial
 Endowment Fund
 Rudolph J. Schaefer Building
 Endowment Fund
 Elizabeth and Franz Schneider
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 The Peter Jay Sharp Foundation
 Fund for Maritime
 Educational Opportunity
 Merrill Stubbs Endowment
 The Donald T. Treworgy
 Planetarium Endowment Fund
 Wade F. B. Thompson
 Endowment Fund
 Watercraft Endowment
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 Endowment Fund

MYSTIC SEAPORT ALSO HAS A UNIVERSAL ENDOWMENT THAT GENERATES INCOME TO SUPPORT THE OPERATING BUDGET, WHICH BENEFITS ALL DEPARTMENTS. CONTRIBUTIONS TO THIS FUND ARE MOST WELCOME.

THE ANNUAL DRAW FROM ENDOWMENT IS DETERMINED BY A RECOMMENDATION FROM THE FINANCE COMMITTEE OF THE BOARD OF TRUSTEES OF MYSTIC SEAPORT.

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 B & H Ocean Carriers
 Citizens Bank
 Coastal Gourmet
 Condé Nast Publications, Inc.
 Connecticut Light & Power
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 Mediawave
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 Sperry Tents
 Sprigs & Twigs, Inc.
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MATCHING GIFT COMPANIES

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 Ameriprise Financial Gift
 Matching Program
 AT&T Foundation
 Bank of America
 Matching Gift Foundation
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 Charitable Foundation
 Dominion Foundation-

Matching Gift Program
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 General Electric Foundation
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 Matching Gifts Program
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 Matching Gifts Program
 IBM Corporation
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 Matching Gifts
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 Gift Foundation
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 Gift Center
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 Companies Foundation
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 Tiffany & Co. Matching
 Gift Program
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 Matching Gift Center
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 Matching Gift Program
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LIBRARY FELLOWS

LIBRARY FELLOWS SUPPORT THE ACTIVITIES OF THE G.W. BLUNT WHITE LIBRARY AT MYSTIC SEAPORT. THE MOST COMPREHENSIVE MARITIME LIBRARY IN THE COUNTRY. FELLOWS IDENTIFY APPROPRIATE ADDITIONS TO THE LIBRARY'S HOLDINGS, ENCOURAGE RESEARCH AND HELP TO FINANCE LIBRARY ACQUISITIONS.

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THE MARITIME GALLERY AT MYSTIC SEAPORT IS THE NATION'S FOREMOST GALLERY SPECIALIZING IN CONTEMPORARY MARINE ART AND SHIP MODELS. PATRON MEMBERS OF THE MARITIME GALLERY ARE DISCRIMINATING COLLECTORS WHO LOVE THE ART OF THE SEA.

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PILOT PROGRAM

THE PILOT PROGRAM WAS ESTABLISHED IN 1973 TO GIVE MEMBERS A GREATER UNDERSTANDING OF THE MUSEUM'S DAY-TO-DAY OPERATIONS. TODAY, PILOTS PAY YEARLY DUES IN ADDITION TO THEIR MEMBERSHIP DUES, AND CONVENE AT MYSTIC SEAPORT TWO WEEKENDS EACH YEAR TO VOLUNTEER ON A WIDE RANGE OF HANDS-ON PROJECTS. DEPARTMENTS FROM ALL AREAS OF THE MUSEUM WELCOME HELP FROM THE PILOTS.

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 Mr. and Mrs. John Behne
 Ms. Marylou Belles
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 Mr. and Mrs. Andrew Yates

MEMBERSHIP

Total Membership Income

Fiscal Year 2010-2011:
 \$1,347,230

Total Membership Enrollment

Fiscal Year 2010-2011:
 16,224

Membership Category	Count
Dual	5,034
Family	3,720
Individual	3,524
Mariner	1,227
Grandparent	1,040
Sustaining	531
Life	489
Honorary	208
Neighbor	152
Associate	130
Library	98
Benefactor	56
Champion	15
Total	16,224

Member Milestones for 2010-2011

THE FOLLOWING MEMBERS ARE CELEBRATING SIGNIFICANT MEMBER MILESTONES. WE OFFER GREAT THANKS TO ALL OUR MEMBERS FOR THEIR LOYAL SUPPORT OF MYSTIC SEAPORT AND ITS MISSION FOR SO MANY YEARS. YOUR MEMBERSHIP NOT ONLY HELPS TO FUND THE ONGOING WORK ASSOCIATED WITH BUILDING AND MAINTAINING MYSTIC SEAPORT, IT ALSO ENSURES THE CONTINUED VITALITY AND EXCELLENCE OF THE INSTITUTION.

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 Mrs. William C. Ridgway, Jr.

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