



**MYSTIC
SEAPORT
MUSEUM**

2019 ANNUAL REPORT

FRONT COVER

Venice: Looking Across the Lagoon at Sunset, 1840, J.M.W. Turner (1775–1851), Accepted by the nation as part of the Turner Bequest 1856 © Tate, 2019

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Visitor exploring *Death in the Ice: The Mystery of the Franklin* exhibit © Mystic Seaport Museum

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North end campus architectural rendering © Beinfield Architecture

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Student exploring the *Streamlined: From Hull to Home* exhibit © Mystic Seaport Museum

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Visitors exploring *J.M.W. Turner: Watercolors from Tate* exhibit © Mystic Seaport Museum

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A MESSAGE FROM STEPHEN C. WHITE | PRESIDENT AND CEO

Please enjoy the 2019 Annual Report of Mystic Seaport Museum. By all accounts, it was a momentous and memorable year for all elements of the program and across our campus from the Shipyard to the McGraw Gallery Quadrangle. We began the year in the Collins Gallery in the Thompson Exhibition Building with *Death in the Ice: The Mystery of the Franklin Expedition*, detailing the fate of Sir John Franklin and his men, including artifacts from the newly discovered wrecks of the HMS *Terror* and HMS *Erebus* in the Northwest Passage. In April, we transitioned to *Streamlined: From Hull to Home*, primarily featuring boats and objects from our collection. It celebrated the maritime origins of the iconic American 20th-century design style, including a spectacular display of outboard engines. In September, our Shipyard crew launched the *Mayflower II* on a beautiful day, highlighting the successful partnership between Mystic Seaport Museum and Plimoth Plantation. And all year long, the Museum grounds were alive with special programming and participatory activities which are the hallmark of the visitor experience. We concluded the year with the groundbreaking exhibition, *J.M.W. Turner: Watercolors from Tate* that ran from October 5, 2019 to February 23, 2020.

With the opening of the Turner exhibition, the Museum recognized the full vision of the late Wade Thompson and the promise of a dynamic exhibiting schedule throughout the McGraw Gallery Quadrangle. As we've concluded the second year of the four-year Era of Exhibitions schedule, the Turner exhibition, featuring the most comprehensive exhibition of Turner watercolors ever displayed in the United States, made it clear to our members and new visitors that the vision of an all-season, all-weather museum had found its full stride. The exhibition catapulted the Museum onto the national stage with press from the *Boston Globe*, the *Wall Street Journal*, and the *PBS NewsHour*. Record numbers of visitors found lines out the door and packed galleries, even in the middle of winter. Wade would be proud!

Over the last several months, the Museum has also explored deepening partnerships with other organizations to strengthen the Museum's financial position while remaining true to its core mission. We announced the agreement with the Global Foundation for Ocean Exploration (GFOE) to build a small building east of the South Parking Lot to service its remote operated vehicles (ROVs) that explore the ocean depths. Additionally, GFOE will create an exhibition for our visitors to witness in real time what the ROVs "see." The Museum also announced that it was developing plans to replace the Latitude 41° Restaurant & Tavern building with a new restaurant and banquet hall closer to the Mystic River that would include a small boutique hotel. Plans for the project are still unfolding, with the hope that construction for the project will begin in 2022.

In closing, 2019 also marked three major leadership transitions at the Museum. Michael S. Hudner was elected as Chairman of the Board at the May Annual Meeting to succeed J. Barclay Collins, II. We welcome Mike's dedicated leadership and passion for the Museum. We then said goodbye to Nicholas Bell, senior vice president for Curatorial Affairs, who left us to become president of the Glenbow Museum in Calgary, Alberta, Canada. Nicholas was the architect for the spectacular Era of Exhibitions schedule, taking us through 2021. In December 2019, I announced my intention to retire. I will stay on in 2020 until the search for a new president is completed and that person has started work. It has been an exciting 11+ years leading the institution from the depths of the 2009 recession, through the 38th Voyage of the *Charles W. Morgan*, and to the fulfillment of the McGraw Gallery Quadrangle featuring the Thompson Exhibition Building. Together, with remarkable staff and a dedicated, generous Board of Trustees, the Museum is squarely headed in a direction that captures the vision of our magnificent institution: To reimagine the interchange between maritime heritage and broader contemporary culture. I am immensely proud of our achievements and know that the next 10 years, as we point towards the Museum's centennial celebration, will be equally as successful and memorable!

Sincerely yours,
Stephen C. White





The architect's rendering of the proposed Delamar Mystic Hotel's north side as seen from the river. (Credit: Beinfield Architecture)

A MESSAGE FROM MICHAEL S. HUDNER | CHAIRMAN OF THE BOARD

Dear Friends,

It is a great honor and privilege to have become Board Chairman of the Museum in 2019. It is daunting and exciting to have a leadership role among such a remarkable set of institutional assets, including an outstanding staff, volunteers, membership, donor base, collections, including most notably watercraft, and an extraordinarily able, committed and generous Board of Trustees.

Mystic Seaport Museum had a successful year and as we look back at the many achievements taking place in all corners of the Museum, we have much of which to be proud. This past December, Mystic Seaport Museum began its 10th decade. Now is the time to give serious thought to the Museum's future – what will we look like when we reach the Centennial Anniversary?

Since its founding in 1929, Mystic Seaport Museum has evolved into a national icon as the country's preeminent maritime museum, maintaining its character through good times and many challenges and as a renowned maritime heritage institution. The Museum has had a deep commitment to assuring the continuing significance and relevance of our mission and institutional assets to a broader and more diverse public. Numerous mile-stones of the past few years bear this out, notably the 38th Voyage of the *Charles W. Morgan*, the development of the McGraw Gallery Quadrangle and the Thompson Exhibition Building, followed by a succession of wonderful exhibitions such as *The Vikings Begin* and *J.M.W. Turner: Watercolors from Tate*. These accomplishments resonated with the public and represent new ways of extracting meaning and connection of our maritime heritage to broader contemporary culture. The Museum has also announced that a new Delamar hotel and waterfront dining establishment will be developed on the site of Latitude 41° Restaurant & Tavern, scheduled to begin construction in 2022. To use the line from a recent fundraising campaign, Mystic Seaport Museum is indeed a "Museum in Motion!"

Now, I would like to express my deep gratitude and appreciation to the Museum's myriad supporters for your generosity during 2019. The *America and the Sea Award* Gala surpassed its goal while creating a magical evening. New and renewing members continued their involvement, forming the core of our Museum family. Through the generosity of the *America and the Sea Society* participants and other donors, the Annual Fund raised a record amount. The Era of Exhibitions fund is nearing completion ahead of schedule. Your support is what keeps the Museum in motion and allows the development and public presentation of diverse and extensive offerings of events, exhibitions, and programs. All of this increases the value proposition we are able to offer to our visitors. We are hoping to make their visits unforgettable experiences, worthy of many repeats.

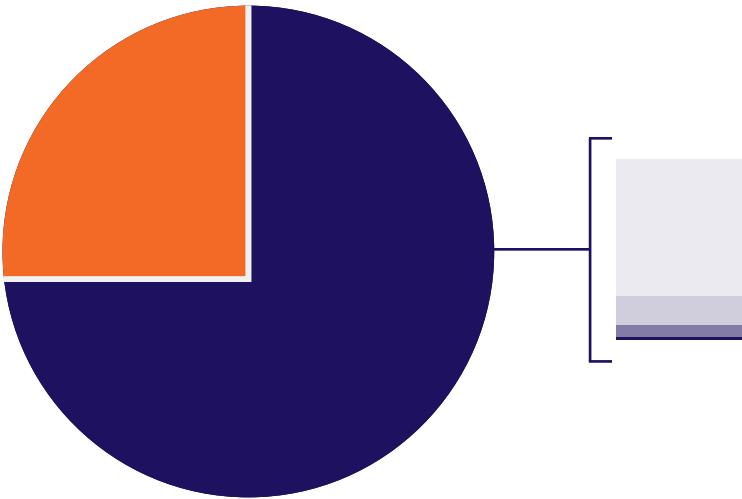
In conclusion, I offer my most sincere thanks to Steve White and Barclay Collins, two of the Museum stalwarts with whom I have been privileged to work closely for a number of years. Steve announced he will retire in 2020 after a worthy successor has been found, and the search process is well underway. Steve managed numerous challenges and successes with equal aplomb for the past 11 years. His time at the helm began in the midst of the 2008 financial collapse. He inspired the *Morgan's* 38th Voyage and oversaw the development of the Thompson Exhibition Building. Barclay preceded me as chairman of the Museum's Board of Trustees. He remains an involved trustee providing wise counsel and thoughtful, passionate leadership. He has been a force in building the Annual Fund and the success of the annual gala, as well as funding the Collins Family Gallery.

So, I am deeply indebted to Steve and Barclay for their profound passion and commitment for all things Mystic Seaport Museum. From all of us, I would like to say: THANK YOU, STEVE AND BARCLAY!

On behalf of the entire Museum family, I want to thank each and every one of you for your ongoing generous support.

Cordially yours,
Michael S. Hudner

COMPREHENSIVE FUNDRAISING



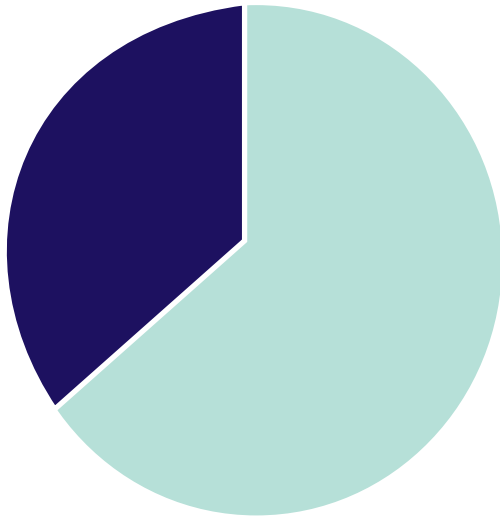
CONTRIBUTED REVENUE BY SECTOR: \$9 MILLION

TRUSTEES	25%
ALL OTHERS	75%

ALL OTHERS BROKEN DOWN

INDIVIDUALS	57%
FOUNDATIONS	12%
CORPORATIONS	5%
GOVERNMENT	1%

\$9 million represents funds raised in 2019 for purposes with restrictions and without restrictions.



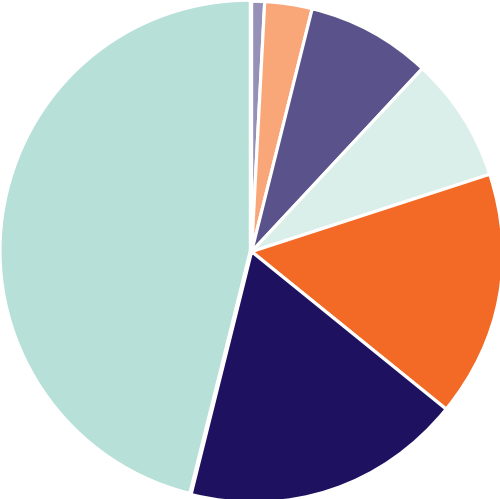
CONTRIBUTED REVENUE BY PURPOSE

WITHOUT RESTRICTIONS	68%
WITH RESTRICTIONS	32%

FINANCIALS

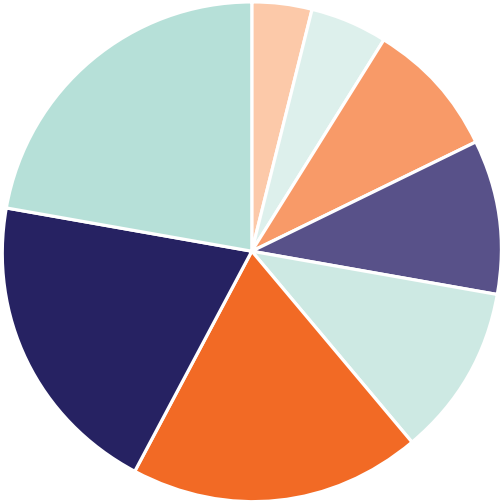
MUSEUM OPERATING INCOME | 2019

GIFTS, GRANTS AND BEQUESTS	46%
GATE ADMISSIONS	18%
PROGRAM FEES	16%
MUSEUM STORE AND FOOD/STORE CONCESSIONS	8%
MEMBERSHIP	8%
MISCELLANEOUS	3%
SALE OF PUBLISHED MATERIAL, FILM AND VIDEOS	1%



MUSEUM OPERATING EXPENSE | 2019

WATERCRAFT	22%
GENERAL AND ADMINISTRATIVE	20%
VISITOR EXPERIENCE	19%
CURATORIAL, LIBRARY AND PUBLICATIONS	11%
EDUCATION	10%
FUNDRAISING	9%
COMMUNICATIONS	5%
MUSEUM STORES	4%



MYSTIC SEAPORT MUSEUM AT A GLANCE

VISITORS AND MEMBERS

248,547 visitors through our gate in 2019
627,134 unique visitors to the website in 2019
12,861 member households

STAFF AND VOLUNTEERS

345 staff
677 volunteers
50,574 volunteer hours in 2019

EDUCATION

32,000 students and adults served by the Education Department

EXHIBITIONS

Opened 4 new exhibitions in 2019

COLLECTIONS & RESEARCH

More than 1.5 million feet of film footage
More than 1.3 million photographs; one of the largest maritime photographic archives in North America
More than 1 million pieces in our manuscript collection, including 1,500 logbooks, journals, ledgers, and diaries
200,000 sheets of naval architecture drawings
75,000 books
More than 10,000 nautical charts and maps dating from 1650 to present
5,800 paintings, drawings, and prints
2,000 ship models
1,400 pieces of scrimshaw
1,100 nautical instruments
550 oral histories
540 watercraft dating from 1824 to present
150 Munson Institute lectures and sound recordings from 1960 to the present
75 figureheads from 1800 to present

THE AMERICA AND THE SEA SOCIETY

2019 ANNUAL FUND

(Gifts received from January 1, – December 31, 2019) Gifts at the America and the Sea Society level have a tremendous philanthropic impact on every program museum-wide. Support to this leadership gift society reflects a deep commitment to the vitality of Mystic Seaport Museum and is an affirmation of our mission to preserve our maritime heritage for the benefit of future generations.

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Mystic Seaport Museum 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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Endowment is the bedrock upon which Mystic Seaport Museum stands. Gifts to endowments help to build a strong foundation of annual support, ensuring the continued growth and future success of the Museum. These gifts help to inspire future generations by supporting experiential learning and passing on the gift of knowledge. A strong endowment enables us to carry out superlative stewardship of our peerless collections. Endowment gifts help forge a legacy of support for the preservation of our story as a people and as a nation. Each of the funds listed below remains open to new gifts. New named funds may be established with a minimum gift of \$100,000 which may be pledged over time. You may also make a gift to the General Endowment which provides annual operating support each and every year. Please consider directing a legacy gift to endowment through your estate plans and help us safeguard Mystic Seaport Museum for future generations.

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2017	Edward and Diane Straker Endowment	To support the preservation and practice of the trades
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2002	Peter Jay Sharp Fund for Maritime Educational Opportunity	To support school/youth education outreach programming,
2002	Marigold Endowment	To support the care and maintenance of Marigold
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1989	Sven Hansen Wooden Boatbuilding Fund
1989	Horace W. Fuller Memorial Fund
1986	PILOTS Endowment Fund
1986	Andrea Lee Memorial Endowment
1986	<i>Brilliant</i> Endowment
1984	<i>Charles W. Morgan</i> Endowment
1984	Preservation Shipyard Endowment
1984	New Shoreham Life Saving Station Endowment
1984	General Library Endowment
1983	Gladys Brooks Library Endowment
1983	Charles Thomas Clagett Jr. Endowment
1983	Thomas J. Watson Endowment
1982	Rudolph J. Schaefer Building Endowment
1980	Thomas J. Watson, Jr. Endowment
1980	Franz and Elizabeth Schneider and Timothea S. Larr Small Craft Preservation Endowment

1980	Merrill Stubbs Endowment
1980	Margaret W. Pierce Endowment Fund for Interpretation
1979	American Seamen's Friends Society Endowment
1978	Marion G. Larkin Endowment
1976	Cruising Club of America Endowment
1976	Edward John Noble Endowment Education programs
1970	Henry B. duPont Preservation Shipyard Fund
1970	Archibald Campbell Denison Memorial Endowment
1964	Mildred C. Mallory Memorial Endowment
1961	Rick Marcellus and Rick Steele Memorial Endowment Fund
1959	Daniel S. Morrell III Memorial Fund
1958	Wesley E. Morse Endowment
1958	Harvey Conover Memorial Endowment
1955	Thomas S. Greenman House Endowment
1955	George Gordon Breed Fund

1954	Frank and Cora Munson Endowment Fund
1950	Henry B. Plant Memorial Endowment
1946	Carl C. Cutler Endowment Fund Chair of American Maritime History
1945	Lewis Austin Storrs Memorial Endowment Fund

1941	Clifford D. Mallory Memorial Fund
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To support the conservation of manuscripts
To provide merit and need based financial aid to students attending the Williams-Mystic Program
To preserve traditional boat building skills and demonstrate their importance
To support the care of the collections with a preference for items related to the New York Yacht Club
To provide general support
At the discretion of the President with preference being given to maritime research
To support the small boat shop and small boat building projects
To support symposia, publications and financial assistance for “at sea” programs
To support the PILOTS program
To support sail education
To support the preservation of *Brilliant* and the continuation of her program
To support ongoing maintenance of the *Charles W. Morgan*
To support the Henry B. duPont Preservation Shipyard
To maintain the New Shoreham Lifesaving Station
To support the G. W. Blunt White Library
To use for acquisition and conservation of books for the library
To support the shipyard, ships and watercraft preservation
General Support
To maintain the Schaefer Building
To provide general support
To support the small craft preservation activities of the Museum

To maintain the Thomas Oyster House
To support the interpretation program
To the G. W. Blunt White Library and its collections including ASFS archives
To support the library
To support the Crusing Club of America collection

To provide general support
To support mariner training
To maintain the membership building
To provide financial assistance to participants in youth training programs
To support youth training
To support youth training
To benefit the youth training programs
To maintain the Thomas S. Greenman House
To provide financial assistance to worthy young people who wish to participate in our education programs
To support the Frank C. Munson Memorial Chair for American Maritime Studies
To maintain the Plymouth Cordage Company Ropewalk

To purchase artifacts, preferably ship models and books and to maintain these collections
To maintain the Mallory Building and Mallory Family Collections

DURING OUR LIVES, THROUGH WORD AND DEED

WE LEAVE OUR IMPRINT ON THE INDIVIDUALS AND INSTITUTIONS ABOUT WHICH WE CARE DEEPLY

The legacy we bequeath conveys the story of our own lives and accomplishments just as the exhibits and programs at Mystic Seaport Museum convey to us stories of the accomplishments of our forebears.

Please consider including Mystic Seaport Museum in your long-term plans so that you may:

- Build a strong financial foundation to ensure the continued growth and future success of Mystic Seaport Museum
- Forge your own legacy of support for the preservation of our story as a people and a nation
- Inspire future generations through experiential learning and the gift of knowledge

To learn more about including Mystic Seaport Museum in your will or estate plan please call the Advancement office at 860.572.5365.

www.mysticseaport.org/support/legacy-giving



