

2025 ANNUAL REPORT

**MYSTIC
SEAPORT
MUSEUM**





“We see an institution that remains a national leader in maritime preservation and interpretation while expanding its ability to inspire new generations of learners, visitors, supporters, and scholars.”

A MESSAGE FROM THE PRESIDENT AND CEO

Over the past year, Mystic Seaport Museum has experienced a period of profound challenges. Like many institutions navigating a rapidly changing cultural, economic, and philanthropic landscape, we were compelled to make some difficult decisions to ensure the long-term health and sustainability of the Museum. These actions included reductions in staff and the suspension of programs that have long been valued by our members and visitors. Such choices were painful, and their impact was felt throughout our community.

Moments like these also provide the clearest opportunity to ask fundamental questions: What makes this Museum essential? What should never change? And where should we focus our energy for the future? Those conversations reaffirmed the principles that have guided Mystic Seaport Museum for nearly a century—stewardship, educational purpose, authenticity, and connecting people with the maritime world. One of the privileges of leading this institution is seeing firsthand the dedication of our staff, volunteers, members, and supporters. Even during difficult moments, I was reminded daily that the Museum's greatest strength is not simply the collections we preserve, but the people who bring them to life.

Today, we continue to face both internal and external pressures. The costs of preserving collections, maintaining a historic campus, and delivering meaningful educational experiences continue to rise. At the same time, museums everywhere are competing for attention, resources, and relevance in an increasingly complex world. These realities demand discipline, focus, and the strength to make difficult choices.

Through reflection, we can clarify our priorities, focus on our core, and realign our resources to support our mission. With the continued interest and support of our members, donors, and volunteers, we are building a stronger foundation for the future. We are rededicated to the vision that Mystic Seaport Museum will be financially resilient, intellectually vibrant, and deeply connected to the communities it serves. We see an institution that remains a national leader in maritime preservation and interpretation while expanding its ability to inspire new generations of learners, visitors, supporters, and scholars.



None of this would be possible without your commitment. Your support sustains not only the Museum's operations, but also the enduring belief that our maritime heritage matters. As we move forward, we do so with humility about the challenges before us, confidence in the strength of our institution, and optimism about what can be achieved together. The year behind us tested our resolve. The years ahead offer the opportunity to emerge stronger. Thank you for believing in this Museum and in the work we do together. Your support gives us the confidence to make difficult decisions today so that future generations will inherit an institution worthy of the vision that created it nearly a century ago.

A handwritten signature in black ink that reads "CFreeman". The signature is stylized, with the first letters of the first and last names being large and prominent.

Christopher Freeman



“What makes Mystic Seaport Museum special is that it was never meant to be a museum you simply walk through. It's a place you step into—where the sea, the vessels, and the stories of the people who sailed them feel close enough to touch.”

A MESSAGE FROM THE CHAIR OF THE BOARD

Our President and CEO, Chris Freeman, has described the past year as challenging, and I know exactly what he means. I became Board Chair in May 2025, and over the intervening months, several unanticipated developments have called on the Trustees and our leadership team to make some tough decisions. Some were not easy, and I won't pretend otherwise. But they were made with a single question in mind: what will keep this Museum strong for the next generation? When you hold something in trust, as we do, you sometimes have to make difficult short-term choices so the Museum can thrive over the long term. That is the responsibility we carry, and we do not take it lightly.

We have a thoughtful, deeply committed Board and an energetic, creative staff focused on making this place the very best it can be. Together, we will keep the Museum fully aligned with its mission, and prepare to launch it into its second century.

I have been a supporter of the Museum ever since my young family made our first visit some thirty years ago. I think often of that day, and of all the families who will make their own first visit in the years to come. What makes Mystic Seaport Museum special is

that it was never meant to be a museum you simply walk through. It's a place you step into—where the sea, the vessels, and the stories of the people who sailed them feel close enough to touch. Where else can you find historic vessels and artifacts to study and admire, side by side with opportunities to enjoy a beautiful day on the water, music and refreshments on shore, and a 19th-century seaport village, working shipyard, and marina, all in one place? We don't just preserve our heritage; we keep it living, so that every visitor can feel part of it. That is what we are working to protect, and it's what will carry us forward.

It is often said that the most important part of a ship is the crew. Over these past many months, I have had the privilege of working closely with our crew—senior management, staff, volunteers, Trustees, all the people who make this Museum vibrant. The Museum is in good hands, from stem to stern. In particular, I have seen firsthand the thoughtfulness and dedication that goes into leading this institution. Chris Freeman and his team have navigated a challenging year with steady judgment and a clear sense of purpose. That is exactly the kind of leadership this place deserves. Whatever challenges lie ahead, we will face them together.

I want to close with a simple thank you. To the members, donors, volunteers, and staff who make this Museum what it is. Thank you for your trust, your generosity, and your belief in this place. Because of you, Mystic Seaport Museum has been a source of discovery and connection for generations. And because of you, I have every confidence it will be for generations to come.

Best regards,

Richard Clary



2025 BY THE NUMBERS

MEMBERS, VISITORS, AND ACTIVITIES

11,080 households held a Museum membership.

209,935 visitors attended the Museum.

4,624 toured the waterfront on *Mystic Seaport Express*.

23,564 cruised the river on *Sabino*.

1,183 sailed aboard *Breck Marshall*.

9,658 borrowed a boat from the Boathouse.

1,663 attended Wintertide.

4,561 attended Pirate Days.

8,830 attended the WoodenBoat Show.

7,106 attended the International Sea Glass Festival.

2,641 attended What Lurks Beneath: A Halloween Experience.

1,237 people, including **556** children, attended the Community Trick or Treat.

6,504 attended Lantern Light Village.

1,600 attended the Annual Community Carol Sing.

71 boxes of canned goods and **\$1,800** were collected at the Community Carol Sing and donated to the Pawcatuck Neighborhood Center.





EDUCATION

31,457 students and adults participated in education programs: summer camps, sailing programs, school field trips, and after-school, in-school, homeschool, virtual, overnight, and Planetarium programs.

VOLUNTEERS

512 active volunteers supported the Museum with their time.

37,361 volunteer hours included greeting visitors, helping to maintain our fleet of watercraft, transcribing historic documents, interpreting our formal galleries, crafting exhibit components, helping with special events, and much more.

MARINA AND CHARTERS

838 vessels visited the Museum's marina between May 15 and November 30.

8 Museum boats were chartered a total of **114** times.

SHIPYARD

Shipwrights performed work on **11** major vessels, including the Museum's own *Charles W. Morgan*, in the Henry B. du Pont Preservation Shipyard.



2025 LOOKING BACK

JANUARY-MARCH

EVENTS

- Annual Wintertide 3-day public event over Presidents' Day weekend
- Adventure Series: Olympic Horizons

EXHIBITIONS

- *SPINELESS: A Glass Menagerie of Blaschka Marine Invertebrates* closed.

SHIPYARD

- Winter Shipyard Tours
- *Sabino* hauled for routine maintenance.
- Work continues on Jamestown Settlement's *Susan Constant*.

AWARDS

- Museum Named #2 Best Open-Air Museum by USA Today's 10Best Readers' Choice Award for second year!





APRIL-JUNE

EVENTS

- Annual Pirate Days 2-day public event
- Naturalization Ceremony
- Juneteenth programming
- WoodenBoat Show and Small Craft Workshop

EXHIBITIONS

- *Fish and Forrest* reopened.
- *Monstrous: Whaling and Its Colossal Impact* opened.

SHIPYARD

- *Charles W. Morgan* hauled for routine maintenance.
- Work continues on restoration of the Noank smack *Emma C. Berry*.
- The Hays and Ros Clark Shiplift received a renewal—upgrading the Synchrolift software.

LAUNCHES

- Schooner *Brilliant* launched following a winter of structural work and repowering.
- SeaClass: The Maritime Classroom, Digital Learning, Season 1, Whaling
- Summer of the *Morgan*

PUBLICATIONS

- *Mainsheet: A Journal of Multidisciplinary Maritime Studies*, Issue 2

AWARDS

- Schooner *Brilliant* was honored with “Best in Show” at the WoodenBoat Show.
- Received Award of Excellence from the American Association for State and Local History (AASLH) for *Mainsheet: A Journal of Multidisciplinary Maritime Studies*.
- Received a Silver Telly Award for Find Your Sea Story Mini Documentary Series.
- Received a Silver Stevie Award for the Find Your Sea Story Marketing Campaign.



JULY-SEPTEMBER

EVENTS

- Summer of the *Morgan*
- *Sabino* Music Cruises every Thursday
- JAWSFest
- Woodies Car Show
- *Charles W. Morgan* Birthday Weekend
- International Sea Glass Festival
- 40th Annual *Moby-Dick* Marathon
- Antique Marine Engine Expo
- Made by Hand, Made for Sea: Maritime Trades Day
- Antique and Classic Boat Rendezvous
- By Land and By Sea Antique Vehicle Show

SHIPYARD

- Schooner *Virginia* arrives from the Nauticus Foundation in Norfolk, Virginia
- Work continues on restoration of the schooner *L. A. Dunton*
- Museum received significant donation of longleaf pine timber from the National Park Service in Boston—more than 300 timbers, totaling 50,600 board feet—to aid in the restoration of the *L. A. Dunton*.

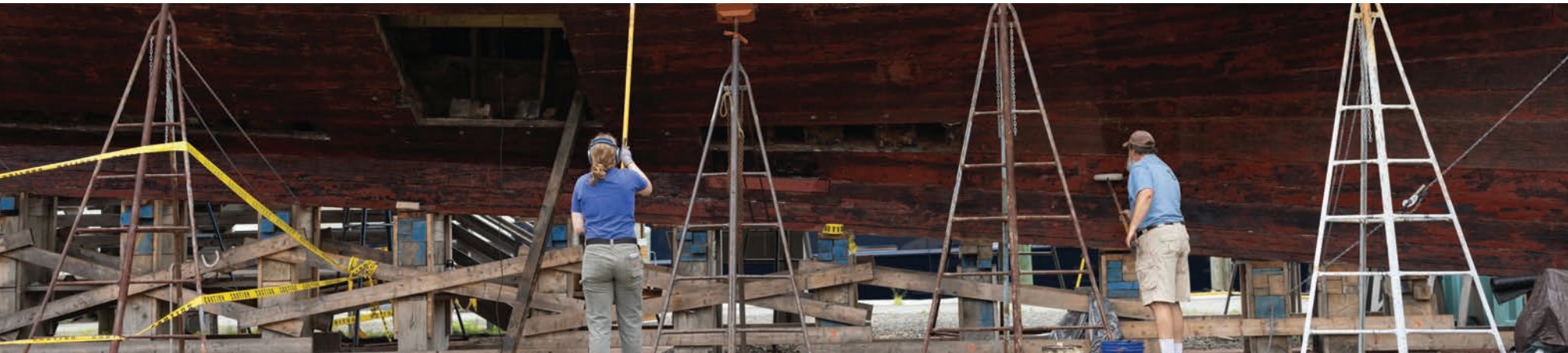
OCTOBER-DECEMBER

EVENTS

- Foodways and Fisheries
- What Lurks Beneath
- Community Trick-or-Treat
- Lantern Light Village
- Community Carol Sing
- Kids Countdown to the New Year

SHIPYARD

- Paint Shop crew continues to repair and refinish watercraft destined for the upcoming exhibition of the American Watercraft Collection in the Wells Boat Hall.



“Our enduring strength lies not in any one collection or program, but in the extraordinary combination of collections, knowledge, craftsmanship, and experiences that make this museum unlike any other.”



RETURNING TO OUR ROOTS

In 2025, Mystic Seaport Museum took the opportunity to reexamine our mission and the extraordinary combination of collections, expertise, craftsmanship, education, and experiences that sets us apart. Looking back across nearly a century of history revealed a consistent pattern: every defining moment—from rescuing the *Charles W. Morgan* in 1941 and building a living Seaport Village, to establishing the Henry B. du Pont Preservation Shipyard and launching the *Morgan* on a 38th voyage—strengthened the Museum by building upon its core mission rather than departing from it.

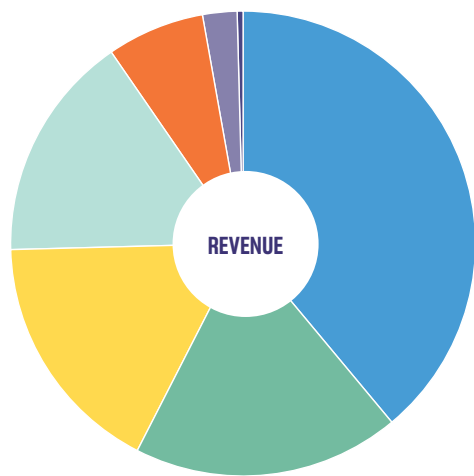
That philosophy shaped decisions across the Museum. The exhibition *Monstrous: Whaling and Its Colossal Impact* drew almost entirely from our own collections. Construction continued on the Wells Boat Hall, future home of the incomparable American Watercraft Collection. Like the Collections Research Center before it, the Wells Boat Hall represents another investment in preserving and sharing nationally significant collections for generations to come. We launched the first season of SeaClass, creating a digital museum that extends our reach far beyond Mystic and continues a tradition of embracing new ways to connect audiences with our collections and expertise, while the *Mystic Seaport Museum Magazine* continued to reveal the remarkable stories held within our collections.

Looking inward also meant investing in the future. Just as the Mariner Training Program helped shape generations of mariners beginning in the 1940s, the Maritime Adventure Program continues that legacy by introducing young people to maritime careers and strengthening the workforce pipeline that supports the nation's maritime industrial base and growing need for skilled maritime professionals.

These efforts underscore an important truth about Mystic Seaport Museum. Our enduring strength lies not in any one collection or program, but in the extraordinary combination of collections, knowledge, craftsmanship, and experiences that make this museum unlike any other. Here, research informs interpretation, education inspires lifelong learning, shipwrights preserve traditional skills in the shipyard, the Seaport Village and the specialists who provide demonstrations bring a 19th-century maritime community to life, and historic vessels carry visitors onto the water to experience maritime history firsthand.

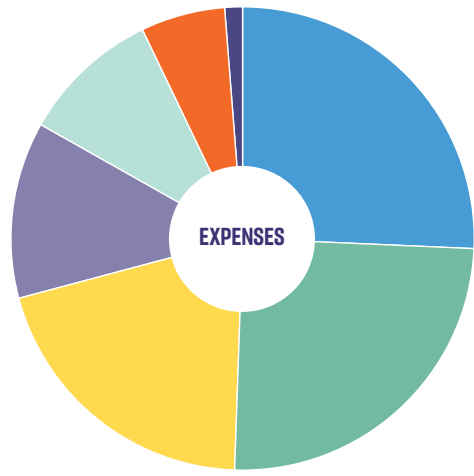
By returning to our roots, we are not looking backward—we are applying the lessons that have guided Mystic Seaport Museum for nearly a century. The remarkable resources we have preserved continue to provide the strongest foundation for innovation, ensuring that the nation's leading maritime museum continues to create opportunities for everyone to find their sea story.

FINANCIALS FOR THE YEAR ENDING DECEMBER 31, 2025 (amounts in '000s)



MUSEUM OPERATING REVENUE

GIFTS, GRANTS, AND BEQUESTS	\$8,361
GATE ADMISSIONS	3,986
PROGRAM FEES	3,663
MISCELLANEOUS	3,395
MEMBERSHIP	1,459
RETAIL AND FOOD SERVICES	514
SALE OF PUBLISHED MATERIAL, VIDEO, AND FILM	88
TOTAL OPERATING REVENUE	\$21,466



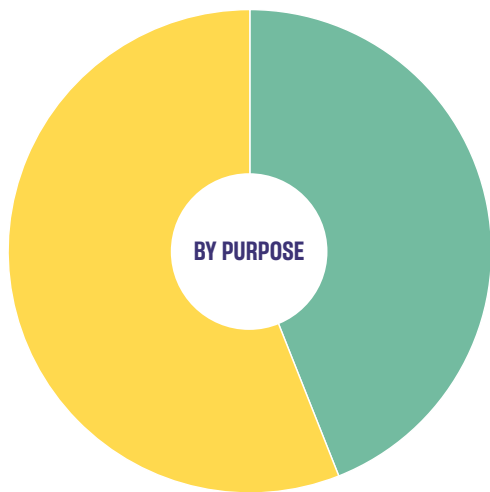
MUSEUM OPERATING EXPENSES

GENERAL AND ADMINISTRATIVE	\$6,165
WATERCRAFT	5,961
VISITOR EXPERIENCE	4,870
CURATORIAL, LIBRARY, AND PUBLICATIONS	2,957
EDUCATION	2,329
FUNDRAISING	1,412
MUSEUM STORES	297
TOTAL OPERATING EXPENSES	23,991
OPERATING LOSS	(\$2,526)

INVESTMENT INCOME**	\$1,086
ENDOWMENT BALANCE AS OF DECEMBER 31, 2025	\$60,559

**Net realized and unrealized gain/(loss) on investments were \$7.3 million in FY25.

COMPREHENSIVE FUNDRAISING *(amounts in '000s)*



CONTRIBUTED REVENUE BY PURPOSE

	WITHOUT RESTRICTIONS	\$3,679	44%
	WITH RESTRICTIONS	\$4,682	56%



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THE AMERICA AND THE SEA SOCIETY 2025 ANNUAL FUND

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 deep commitment to the vitality of Mystic Seaport Museum and is an affirmation of our goal to preserve our maritime heritage for the benefit of future generations. (Gifts received from January 1-December 31, 2025)

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Mystic Seaport Museum has grown since 1929 from a small historical association on the banks of the Mystic River to become the preeminent American maritime museum of the 21st century. The Museum's founders, Carl Cutler, Charles Stillman, and Edward Bradley understood the fundamental significance of our country's maritime heritage when they founded this institution. It has been through the dedicated leadership, vision, commitment and generosity of our greatest donors that the Museum has continued to grow and evolve. The Carl C. Cutler Society was created to recognize and celebrate those donors who have given over a million dollars in cumulative giving. (List as of December 31, 2025)

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In 1938, Mystic Seaport Museum (then the Marine Historical Association) received a generous bequest from the Estate of Charles K. Stillman, one of the Museum's three founders. As the first bequest to the Museum, this significant gesture helped 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 Museum. 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 Museum has established the Charles K. Stillman Legacy Society, named in honor of the Museum's early benefactor. 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 the list, please contact the Advancement Department at 860-572-5365 or advancement@mysticseaport.org. (List as of December 31, 2025)

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Volunteer Services Manager





**“The greatest
use of a life is
to spend it on
something that
will outlast it.”**

– William James
philosopher, psychologist, educator

We extend our sincere gratitude to all
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