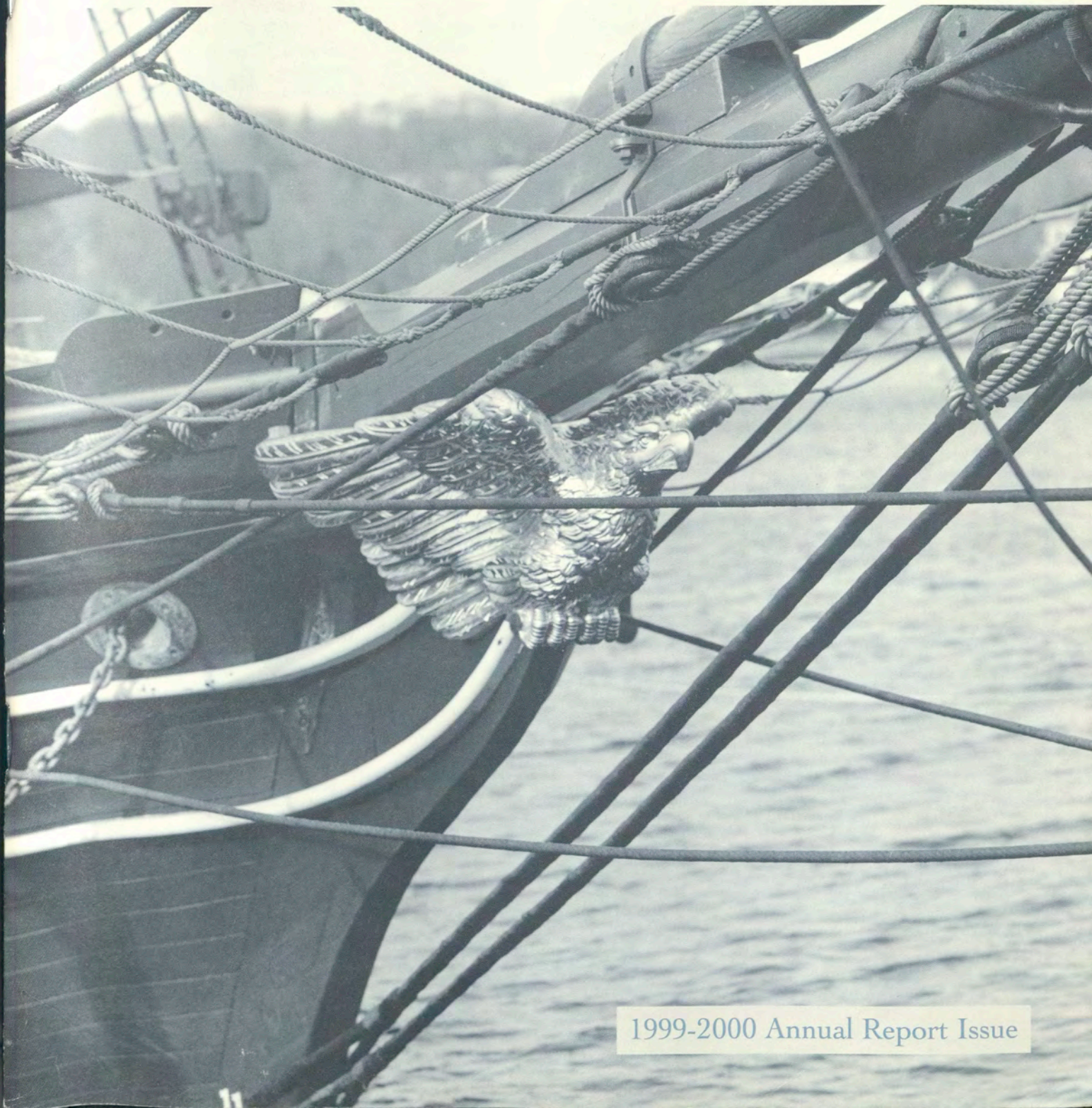
The Log *of* Mystic Seaport®

Autumn/
Winter
2000

Volume 52, No.2,3



1999-2000 Annual Report Issue

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On the cover: Carved by former Mystic Seaport staff member Gary Anderson, the *Amistad*'s eagle figurehead still gleams after its first season at sea. (Dennis Murphy photo)

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Submissions of previously unpublished articles and illustrations concerning the American maritime experience are welcome. Editorial guidelines, and information on the annual Gerald E. Morris Prize Article Contest, are available from the Editor. *The Log of Mystic Seaport* is abstracted in *American History and Life* and *Historical Abstracts*.

Mystic Seaport Gratefully Acknowledges its Sponsor

Pfizer
Life is our life's work.

Sightings

As reported in recent issues of *The Log,* J. Revell Carr is retiring from the presidency of Mystic Seaport at the end of December, after 23 years of outstanding leadership. On behalf of our Board of Trustees, I would like to say how appreciative we are of his service, and for the success of the Museum under his guidance.

During the past 23 years, our Museum has grown and flourished. Its budget, for example, is more than twice its 1978 size. Support for the Museum has grown tremendously as well: membership has nearly doubled, to more than 27,000 today, and fund-raising has become an increasingly important source of income. Gifts now contribute about $2.5 million of annual operating income, and the draw from the endowment provides another $1.8 million. In 1989, we launched a $21 million capital campaign, which actually realized over $41 million by the time it was completed last year. The endowment, thanks to a happy combination of contributions and a strong stock market, stands at $47 million, more than four times its size in 1977.

Revell built the collections—the core of the Museum—in several areas. Most notably, the watercraft collection—perhaps Mystic Seaport's most distinguishing feature—grew from about 225 boats in 1978 to a current total of nearly 500. Of all the Museum's fine exhibits during this time, probably the most ambitious and effective is the current *Voyages: Stories of America and the Sea.* Our great shipyard, which has kept our unique collection of floating watercraft in shape, at last realized a long-held ambition to build a vessel from the keel up, and the product of their craftsmanship, the *Amistad,* has done much to broaden the awareness of the collective importance of maritime history. After many years of planning and fund-raising, we are nearing completion of a world-class collections research facility. Less quantifiably, but perhaps even more important, during Revell's tenure the stature of the Museum continued to grow, strengthening its position as one of the world's eminent maritime museums.

As chairman of the Board of Trustees, I had the challenge to lead the search for a strong successor, well aware that Revell would be the proverbial "tough act to follow." Members of the search committee included six of our most dedicated and experienced trustees: James F. English, Jr., William D. Forster, Joseph C. Hoopes, Jr., Timothea S. Larr, Robert G. Stone, Jr., and Richard R. Vietor. I am most grateful for their diligent work. In what was a worldwide search, it came as a nice surprise to find our best candidate rather close to home. After six months, and interviews with a number of well-qualified candidates, we were most fortunate to make contact with Admiral Douglas H. Teeson, currently the Superintendent of the U.S. Coast Guard Academy in New London. As an educational institution whose content is substantially ships and the sea, the Coast Guard Academy has a strong affinity of mission with Mystic Seaport. When we found that Admiral Teeson was scheduled to retire next June, it appeared to offer a natural opportunity. On learning more about Admiral Teeson, both in person and from extensive references, we were convinced he was the best person for the job.

Of course, with several months between Revell's retirement in December and Doug's availability in June, we had the additional task of finding someone to fill the gap. Happily, we found a great person for this job right on our own board. After some persuading by our executive committee, James F. English, Jr., a trustee of the Museum for more than ten years, and formerly president of Trinity College, agreed to serve as acting president from January to June.

With Doug Teeson, and Jim English in the interim, I think we have the leadership in place to build on Revell Carr's long and distinguished tenure, and advance the Museum over the years to come.



William E. Cook
CHAIRMAN,
BOARD OF TRUSTEES

Mystic Seaport

Becoming the Museum of America and the Sea

1990-2000

A Chronology

1990

The 1926 dragger *Florence* is relaunched after extensive restoration.

June—Completion of feasibility study of Rossie Mill building (acquired by the Museum in 1972) for renovation as the Museum's collections management area.

27 July—The Museum celebrates the completion of its 60th year with a gala to benefit its education programs.

Clark Greenman House, the Museum's administration building, repainted in the color scheme it had in the late 1870s.

Mystic Seaport's first Elderhostel program is held.

Stillman Society established in order to recognize donors of bequests and planned gifts.

Volunteers donate 39,596 hours of service this year.

Attendance: 439,076
Membership: 19,039

1991

The 150th anniversary of the *Charles W. Morgan* is commemorated with amajor exhibit, *A Reflection of America,* made possible by the Chubb Group of Insurance Companies.

"Tale of a Whaler," a participatory theatrical play, is presented throughout the summer, providing a fun and imaginative way to learn about the life of a whaler.

Benjamin A.G. Fuller resigns as curator. William N. Peterson becomes senior curator; Stuart L. Parnes becomes director of exhibitions.

Volunteers donate 37,530 hours of service this year.

Attendance: 444,662
Membership: 20,800



In 1995, Robert G. Stone, Jr., passed the gavel to William E. Cook as chairman of the Board of Trustees. Stone, a business executive, joined the Museum in 1963, became a trustee in 1975, and served as chairman of the board from 1989 to 1995. Cook, a yacht designer on Cape Cod, joined the Museum in 1965, became a trustee in 1986, and was elected chairman in 1995. (Mary Anne Stets photo)

1992

After a review of its mission and its opportunities, Mystic Seaport expands its thematic focus to become The Museum of America and the Sea.

Mystic Seaport produces a temporary America's Cup Museum in San Diego during the America's Cup competition.

Exterior restoration of the Buckingham House.

Summer—First annual Antique Marine Engine Exposition at Mystic Seaport.

Munson Institute of American Maritime Studies faculty—

Benjamin W. Labaree, William M. Fowler, John B. Hattendorf, Jeffrey J. Safford, and Edward W. Sloan—begin work on the book, *America and the Sea: A Maritime History.*

August—Mystic Seaport offers "A Taste of History" celebration of nineteenth-century maritime foodways.

Gerald E. Morris retires as Librarian, to be succeeded by Paul O'Pecko.

21 September—using sails made by Australian sailmaker and Mystic Seaport volunteer Don Lucas, the Noank smack *Emma C. Berry* sails again during tests in Fishers Island Sound.

5 October—Steamboat *Sabino* designated a National Historic Landmark by the National Parks Service.



In recognition of a long life devoted to small craft, including 25 years on the staff of Mystic Seaport, John Gardner (1905-1995) received the William P. Stephens Award at the Museum's Yachting History Symposium in 1992. Considered the inspiration for the renewal of interest in traditional small craft in the 1970s, John Gardner was a tireless teacher, researcher, and writer who made Mystic Seaport a center for the collection, construction, and study of American small craft. (Mary Anne Stets photo)



Through the 1990s, Mystic Seaport's longest-distance volunteers were Don and Myra Lucas of Australia, who spent the summers of 1989, 1991, 1993, 1996, 1998, and 2000 at the Museum. Their visits combined international good feeling and a lot of hard work. With many years of traditional sailmaking experience, Don Lucas worked with Gary Adair of the Shipyard staff to outfit the Sail Loft as a working exhibit, where visitors might find Don at his bench roping a sail. The two produced sails and other canvas work for many of the Museum's watercraft, including the Charles W. Morgan. *They documented their work thoroughly, creating an archive of traditional sailmaking practice as a legacy of these visits. (Judy Beisler photo)*

November—Mystic Seaport registers "mystic.org" as World Wide Web address on the Internet.

The Museum is awarded a $500,000 challenge grant from the National Endowment for the Humanities for the $2.5 million America and the Sea Endowment.

The Campaign for Mystic Seaport, launched in 1989 with a goal of $21.5 million, stands at $13 million in gifts and pledges.

Volunteers donate 45,458 hours of service this year.

Attendance: 435,524
Membership: 21,536

1993

In an international museum exchange program, Librarian Paul O'Pecko is selected to represent Mystic Seaport at Hobson Wharf, New Zealand's National Maritime Museum.

Significant corporate support for The Campaign for Mystic Seaport is generated through the efforts of Museum Trustee Wade Thompson.

L. Francis Herreshoff's beautiful 1945 ketch *Quiet Tune* is donated to the Museum.

Museum acquires large compound steam engine from tugboat *Pegasus*, which is installed as an exhibit in the Shipyard.

4 November—Fishing schooner *L.A. Dunton* designated a National Historic Landmark by the National Parks Service.

Volunteers donate 44,256 hours of service this year.

Attendance: 422,492
Membership: 23,679



The Cuban fishing boat Analuisa *was a notable addition to the Museum's watercraft collection in 1994. Used by two groups of Cuban refugees to come to America, the boat represents the spirit of immigration to America through the centuries. As shown here, the* Analuisa *was installed as the featured artifact at the entrance to the Museum's new* Voyages *exhibit, where she was visited in September 2000 by members of the Cuadras family who had used the boat to flee to a new life in America. (Bill Grant photo)*

1994

The Campaign for Mystic Seaport receives a $10 million grant from the State of Connecticut. The overall goal is raised from $21.5 million to $38.4 million.

The Museum's Board of Trustees adopts a 10-year strategic plan.

March—Mystic Seaport website (now http://www.mysticseaport.org) introduces online presence of the Museum on the Internet.

29 April—The formerly for-profit Mystic Seaport Museum Stores is merged into the nonprofit Museum.

Completion of plans for the American Maritime Education and Research Center, a 150,000-square-foot collections area in the Rossie Mill building. Plans include a boat hall for storage and access to the Museum's watercraft collection as a second phase.

Completion of the restoration of the carry-away boat *Regina M.,* which had come to Mystic Seaport in 1941 and was finally restored to her appearance as a sloop-rigged sardine carrier from Passamaquoddy Bay, Maine, ca. 1910.

Our Grandfathers' Boats opens as a new interpretation of watercraft in the North Boat Shed.

Burrows House exhibit altered to reflect the house's ownership by Seth W. and Jane L. Burrows in the 1860s and 1870s.

Summer—Audio programming installed in Boardman School, Fishtown Chapel, and Block Island Life-Saving Station exhibits.

State of Connecticut awards Mystic Seaport and the Connecticut Afro American Historical Society a grant to develop plans for a recreation of the schooner *Amistad,* to be used for educational purposes.

12 October—*Emma C. Berry* designated a National Historic Landmark by the National Parks Service.

10 November—Cuban refugee boat *Analuisa* arrives at Mystic Seaport after Museum requests an example of a Cuban or Haitian refugee boat from the U.S. Coast Guard for the Museum's Watercraft Collection. The Coast Guard conveys title to the boat to the Museum on 2 February 1995.

December—Mystic Seaport acquires Brustolon House, the former George Greenman & Company store building along Greenmanville Avenue.

726 volunteers donate 44,626 hours of service this year.

Attendance: 422,507
Membership: 20,143



Produced for the 150th anniversary of the Charles W. Morgan, *the participatory play,* A Tale of a Whaler, *has engaged and amused visitors to Mystic Seaport during a number of summers since 1991. A comic melodrama based on the true story of a young woman who disguised herself as a man to follow her lover to sea, the play invites children to play roles and answers many of the basic questions about whaling and the* Charles W. Morgan. *(Judy Beisler photo)*

1995

Town of Stonington approves plans for structural conversion of Rossie Mill building into American Maritime Education and Research Center.

Mystic Seaport receives its 10-year reaccreditation from the American Association of Museums, one of only 41 museums nationwide to be accredited three times.

July—Mystic Seaport participates with an activity booth at the Special Olympics World Games in New Haven, Connecticut.

Northern half of Rossie Mill building gutted for conversion to American Maritime Education and Research Center.

Scholars from around the country meet at Mystic Seaport for a highly successful conference that addressed, for the first time in this country, the issues of "Race, Ethnicity and Power in Maritime America."

William E. Cook succeeds Robert G. Stone, Jr., as chairman of the Board of Trustees.

598 volunteers donate 42,477 hours of service this year.

Attendance: 476,996
Membership: 21,116

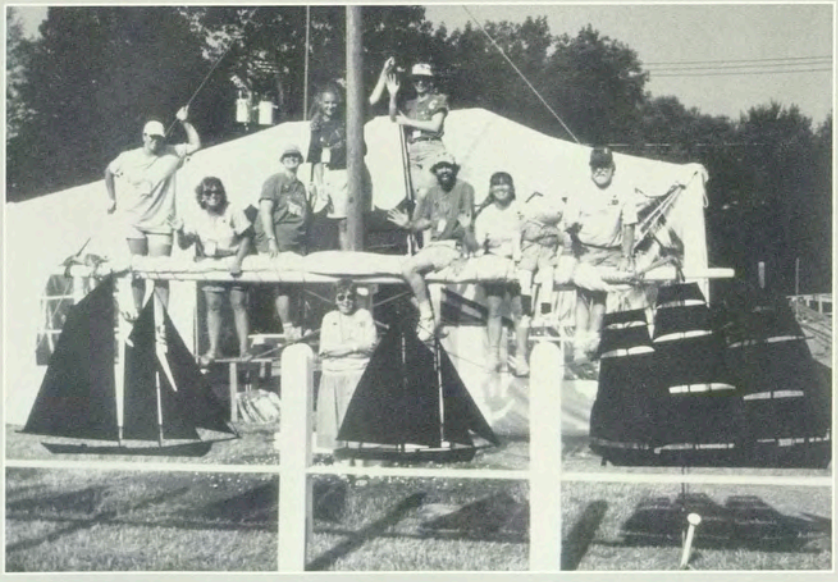
1996

Construction continues on the American Maritime Education and Research Center.

Mystic Seaport and several African American organizations in Connecticut incorporate Amistad America, Inc., a nonprofit corporation to plan



In June 1996 and 1997, Mystic Seaport hosted the WoodenBoat Show, an extremely popular showcase for wooden-boat builders and suppliers. The show was so well received that it returned in 2000. (Claire White-Peterson photo)



Mystic Seaport staff and volunteers helped visitors try a variety of maritime skills at the Special Olympics World Games, held in New Haven, Connecticut, in July 1995. (Sue Ellen Thompson photo)



The eastern-rig dragger Roann, *one of the last surviving examples of this important model of New England fishing vessel, was acquired by Mystic Seaport in 1997. Here Museum President and Director Revell Carr* (right) *poses with* Roann*'s original owner and captain, Roy W. Campbell of Martha's Vineyard* (second from right), *Zella Westcott, wife of* Roann*'s second owner, the late Chet Westcott* (left), *and* Roann*'s last owner and captain, Tom Williams* (rear). *Through a special fund-raising effort, an endowment was created to provide for her maintenance. (Mary Anne Stets photo)*

the construction and operation of the Freedom Schooner *Amistad.*

30 May—Franklin Kneedler retires as deputy director.

June—WoodenBoat Show held at Mystic Seaport for the first time.

581 volunteers donate 40,197 hours of service this year.

Attendance: 427,297
Membership: 21,831

1997

March—Mystic Seaport serves as a movie set in scenes from Steven Spielberg's epic retelling of the *Amistad* story.

Completion of exterior reconstruction of northern half of Rossie Mill building for conversion to American Maritime Education and Research Center.

The Greenmanville Avenue Streetscape Project is made possible with funds from the federal government's ISTEA (Intermodal Surface Transportation and Efficiency Act) Enhancement Program. A collaboration between Mystic Seaport, the Town of Stonington, and the State of Connecticut to improve the streetscape from I-95 to downtown Mystic, the project includes new paving, new sidewalks and plantings to encourage pedestrians, and fencing along the Museum's frontage to suggest the fencing there about 1870.

June—*Roann,* one of the last wooden eastern-rig draggers, joins the Museum's fleet of historic vessels.

WoodenBoat Show returns to Mystic Seaport.

October—Connecticut Humanities Council awards Mystic Seaport a planning grant to develop the exhibit *Voyages: Stories of America and the Sea.*

483 volunteers donate 40,253 hours of service this year.

Attendance: 420,642
Membership: 21,456

1998

6 January—Mystic Seaport takes over operation of Seamen's Inne restaurant after many years of leasing the facility to outside operators.

8 March—*Amistad*'s 2-ton, 50-foot keel, made of South American purpleheart, is laid in a moving international



Bruce E. Newcomb's restored 1926 Ford Model T huckster wagon, parked at the Museum's Geo. H. Stone & Company Store exhibit, represents the popular antique vehicle show, "By Land and Sea," first held at Mystic Seaport in 1998. (Jennifer M. Stich photo)

celebration inaugurating numerous *Amistad*-related programs and signaling the start of construction of the vessel.

Museum creates comprehensive website of *Amistad* sources, "Exploring *Amistad* at Mystic Seaport," http://amistad.mysticseaport.org, with funding from the National Endowment for the Humanities, the George A. & Grace L. Long Foundation, the Connecticut Humanities Council, and other private donors.

July—*America and the Sea: A Maritime History* is published and receives enthusiastic reviews. It is called "a must for every library."

Renovation of the Museum's North and South Parking Lots.

"By Land and by Sea," a display of antique vehicles, held at Mystic Seaport for the first time.

October—First Outdoor History Museums gathering held at Mystic Seaport.

Mystic Seaport receives notification of its largest gift from an individual donor: a $5 million bequest commitment towards the Museum's endowment, putting The Campaign for Mystic Seaport over its goal.

578 volunteers donate 37,927 hours of service this year.

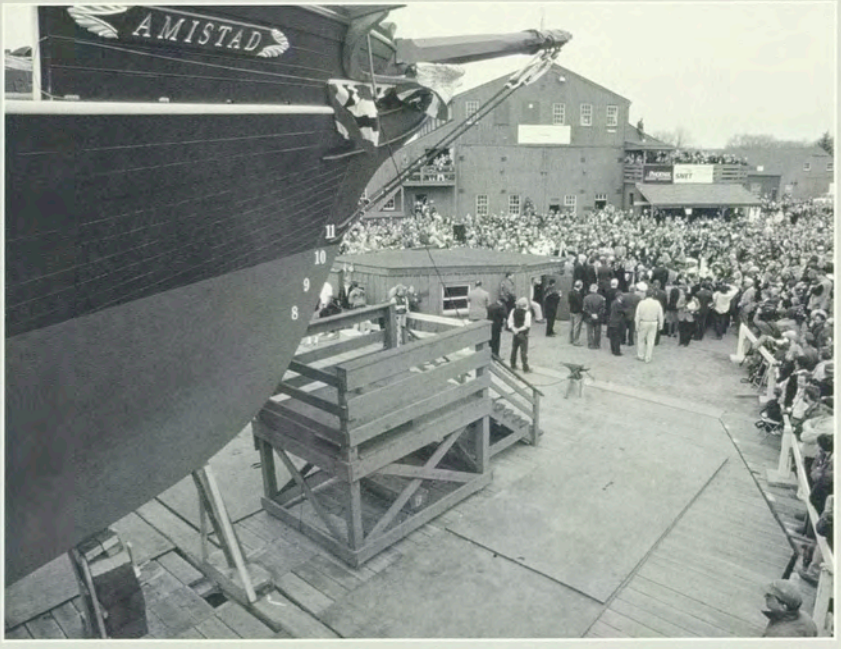
Attendance: 422,221
Membership: 23,746

1999

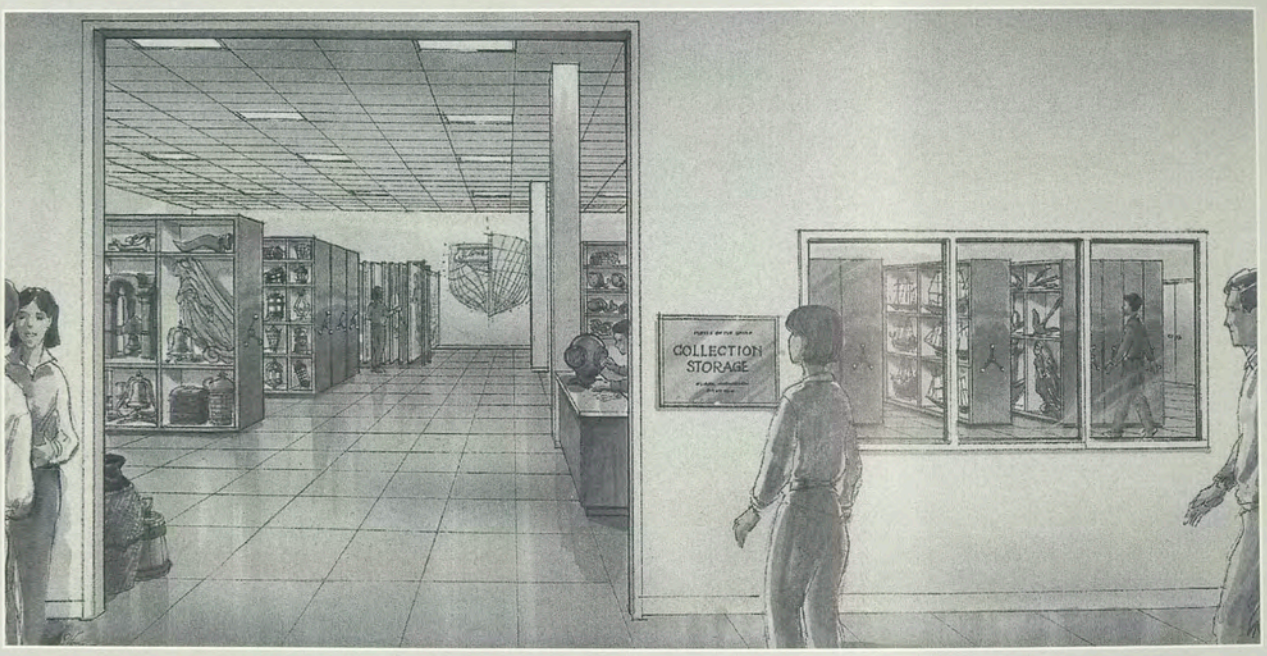
January—completion of *Amistad* framing; planking begins.

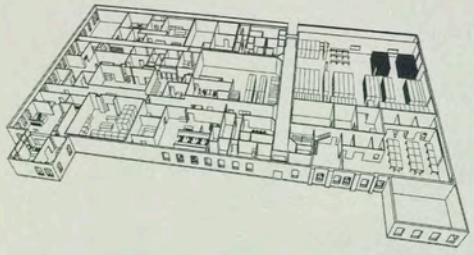


For three days in March 1997, the streets and waterfront of Mystic Seaport were restyled to represent New Haven for the Steven Spielberg film Amistad. *Here, Matthew McConaughey (center) as attorney Roger S. Baldwin stalks the street in search of an interpreter for the Africans. (Mary Anne Stets photo)*



More than 10,000 spectators turned out for the launch of the freedom schooner Amistad *on the Museum's lift dock on 25 March 2000. The ceremony included several acts symbolic of freedom, including the breaking of a chain on the anvil visible at the foot of the steps. (Bill Grant photo)*





The concept for the American Maritime Education and Research Center became a reality through the 1990s. Beginning in 1995, the northwest section of the Rossie Mill building was renovated and outfitted with sophisticated climate-control, fire-safety, and storage systems for the Museum's varied collections, ships' plans, photographs, and film and video archives. The collections and staff will begin moving into the complex in 2001. These renderings suggest the layout.

4 June—*Amistad* "shutter plank" installed; planking completed.

22 June—New Galley restaurant opens.

June—Melville and the Sea Conference held at Mystic Seaport.

July-September—*Native Legacy* canoe exhibit in renovated Stillman Building.

Mystic Seaport receives $252,978 U.S. Department of Education Fund for the Improvement of Education grant to develop teacher training and programs for new learning formats.

G.W. Blunt White Library receives $50,000 Library of Congress grant to digitize primary resource material on westward expansion.

Mystic Seaport receives $40,000 National Endowment for the Humanities grant to develop an America and the Sea website, in collaboration with other maritime museums.

G.W. Blunt White Library receives $383,000 Andrew W. Mellon Foundation grant to create nineteenth-century American Merchant Marine Digital Library.

Mystic Seaport receives $950,000 Kresge Foundation challenge grant to complete construction of the Collections Research Center portion of the American Maritime Education and Research Center in the Rossie Mill building.

December—New York Yacht Club Station 10 taken to New York Yacht Club's Newport, Rhode Island, facility after 50 years on loan at Mystic Seaport.

594 volunteers donate 50,764 hours of service this year.

Attendance: 421,901
Membership: 24,110

2000

President and Director J. Revell Carr announces his intention to retire at the end of 2000.

Publication of Olin Stephens's memoir, *All This and Sailing, Too.*

Mystic Seaport participates in the Connecticut History Online project funded by the Institute for Museum and Library Services. This collaboration between Mystic Seaport, the Connecticut Historical Society, and the Thomas J. Dodd Center at the University of Connecticut will put up to 5,000 Connecticut images from each institution on the Internet for educational access at http://www.lib.uconn.edu/cho.

25 March—launch of the freedom schooner *Amistad* from the Museum's lift dock, with 10,000 people in attendance.

13 June—Freedom Schooner *Amistad* sails for the first time.

Construction proceeds on interior of American Maritime Education and Research Center in Rossie Mill building for installation of collections and occupation by curatorial, photographic, film and video, and ships plans staffs in 2001.

19 June—*Voyages: Stories of America and the Sea,* the Museum's signature exhibit, opens in the Stillman Building.

WoodenBoat Show returns to Mystic Seaport.

2 July—Freedom Schooner *Amistad* completed and turned over to Amistad America, Inc., for operation.

July-August—*Brilliant* participates in New London's OpSail 2000 and then wins Boston-Halifax and Halifax-England sail training races, making her first transatlantic crossing since 1933. She goes on to sail in European waters before crossing to the Caribbean late in 2000.

Mystic Seaport acquires Christmas shop property next to the North Parking Lot.

October—U.S. Coast Guard Rear Admiral Douglas H. Teeson named Mystic Seaport's new president, to assume duties after retirement in July 2001. Trustee Emeritus James F. English, Jr., named to serve as interim president from 1 January to 30 June 2001.

31 December—J. Revell Carr's last day as president and director after 31 years on the staff, including 23 years as the Museum's director.

Museum now has 499 watercraft.

G.W. Blunt White Library now contains 75,000 books, nearly a million pieces of manuscript material, 1,300 logs and journals, 10,000 charts, 100,000 sheets of ships' plans, and 900 Sound Archive tapes.

Museum now employs 350 full-time and 130 part-time staff members, with an additional 200 in the summer.

Membership, December 2000: 27,484



Mystic Seaport's signature exhibit, Voyages: Stories of America and the Sea, *opened in the renovated Stillman Building on 19 June 2000. Organized in seven thematic sections, the exhibit offers an overview of American maritime activities past and present, including immigration, river and ocean trades, the U.S. Navy, recreation, fisheries, and the sea as inspiration for creative expression. This view from the immigration section into the component on river and coastal trade suggests the intricate design of the exhibit. (Bill Grant photo)*

J. Revell Carr

An Appreciation of 31 Years at Mystic Seaport

A long time ago I received a phone call from an old friend, Ernest Dodge, Director of the Peabody Museum of Salem, about a young man named Revell Carr who was completing graduate work at the University of Pennsylvania and wanted to enter the museum world. I should hire him at once as he would go far. I told Ernest I had no openings, but said I would see him. I did, and saw what Ernest saw. I made a job for him as research associate in the Education Department where he flourished. Later, when Curator Ed Lynch left I saw in Rev what I wanted and appointed him curator. He quickly made a name for himself and was asked to become director of the Philadelphia Museum. He came to me for advice. I knew him well by this time and saw in him a perfect successor for my job when I retired in two years. I told him to stick around, and everyone knows how sound my judgment was.

Waldo C.M. Johnston
former Director, Mystic Seaport



Waldo C.M. Johnston, Mystic Seaport director from 1965 through 1977, brought Revell Carr to the Museum in 1969 and appointed him curator in 1970. (Lester D. Olin photo)



During Revell Carr's term as the Museum's director and then president, Mystic Seaport's endowment grew 400 percent to $47 million. With Chairman of the Board Robert G. Stone (left) *and Vice Chairman William C. Ridgway III* (right), *he oversaw the Development Department's $21 million capital campaign, which raised $41 million from 1989 to 1999. (Mary Anne Stets photo)*

During my twenty-five years as an "active trustee" of Mystic Seaport, the most stimulating period of time was when I served as president for five years and chairman for one year working closely with Revell. So much took place during that time of growth it's impossible to write about it in a short space. What comes to mind are a few of the more emotional experiences we shared:

The excitement of winning the Australian Whaleboat challenge "Down Under" and on the Mystic River. Rev trained with our staff and helped mold this winning team.

The frightening moments of canceling the annual Members' Day meeting and preparing for Hurricane Gloria.

The triumph of successfully purchasing the remarkable Rosenfeld Collection, while another interested party was waiting in the wings! Rev did a superb job during tough negotiations overseas despite the time difference.

The happiness during Rev's marriage to Barbara in the Museum's Fishtown Chapel (including finding kerosene lanterns for the minister to read by).

Revell Carr will always be remembered with great admiration for his remarkable contribution, zeal, great humor, and professionalism. I salute him for a job well done.

Rudolph J. Schaefer III
Mystic Seaport President and Chairman Emeritus of the Board of Trustees

One of the reasons that Mystic Seaport has grown to its preeminent status in the world has been Revell Carr's insistence upon authenticity. As a result, about 20 years ago Rev decided that the gravestones in the Fishtown

Chapel yard had to go because they did not belong there. The Pilots spent a bright fall Saturday digging up the headstones and answering visitors' questions about grave robbing and other macabre practices. It was one of the more fun Pilots' projects.

William C. Ridgway III
Vice Chairman of the Board of Trustees

Working with J. Revell Carr when I was chairman of the Board of Trustees from 1989 to 1995 was one of the most rewarding experiences that I have ever had. To see a person so dedicated was an inspiration, not only to me, but to all the Trustees and Staff. It was during this period, and under Revell's encouragement, that the Museum expanded its theme to become "The Museum of America and the Sea," which will always be a reminder of his good work.

Robert G. Stone, Jr.
Chairman Emeritus of the Board of Trustees

It's fair to say that Revell Carr gave *WoodenBoat* its "first big break." In the summer of 1974, when the magazine was still an untested idea, Revell offered me an opportunity to exhibit, at that year's Small Craft Workshop in June, whatever material I could put together in order to promote the impending fall launch of the new magazine. This was an almost unheard-of opportunity—a virtually unknown boatbuilder with a precarious idea for an enterprise securing exhibition space on hallowed museum grounds. Of course, my exhibit was pretty primitive: merely a bulletin board, to which was tacked a collection of photographs and notes about what would be in the first issue, and a pile of index cards, for all the subscription orders. (We did sign up two subscribers, but more importantly, we made a number of the right people aware of what was coming.)

Revell was curator then, and I'll not forget his considerable energy and grasp. Maynard Bray, Mystic Seaport's shipyard supervisor, had brought me to Revell's home to make my case, and in comparison with other curators I'd met, Revell seemed an entirely different breed. Neither stuffy, self-important, nor distanced, he was clearly a man who loved ideas, and whose curatorial mission was infused with an unusual dynamism. What he wanted for the Museum was for it to be as fully alive as possible, in all ways possible. But though it would have been easy for Revell to say no to the idea of an unknown would-be magazine promoting itself on museum grounds, he showed no hesitation. Whereas some museum curators might in those days have been reluctant to collaborate in anyway with a private, for-profit endeavor, or with anything "not invented here," Revell was completely at ease with an idea that seemed to share and celebrate the common love of wooden boats and yachts that was, in part, the Museum's mission.

In the ensuing years, I've had the great privilege of working much more closely with Revell, and I have always found his energy,



Joining the Museum's "hands-on" members' group, the Pilots, in one of their semiannual work projects, Revell Carr helps reshingle the ropewalk roof in 1977. (Mary Anne Stets photo)

style, and approach to be wonderfully and thoroughly consistent with the curator I first met in 1974. His approach has been exemplary: His strong understanding of, and commitment to, artifacts and to scholarship only deepened his commitment to expanding the Museum's curatorial mission.

And it obviously foreshadowed the style he would bring with him when he rose to the position of director. He brought to these roles here a great sense of intelligence, mission, vision, and rigor. And his determination to encourage in people with talent and ability the opportunity to do the best they possibly could for Mystic Seaport has enabled enormous accomplishments here. This, in part, is his extraordinary legacy: that a

museum must never be artifacts alone, but a synthesis of these treasures with the people who tend them, and the passion and imagination they bring to their work. Revell will be an exceedingly tough act to follow, and I will personally miss him greatly, but he has set Mystic Seaport's splendid stage with the highest of standards, the finest of people, and the brightest of futures.

Jon Wilson
Chairman & Editor-in-Chief,
WoodenBoat

Revell Carr has ably guided Mystic Seaport with courage, integrity, sensitivity, imagination, and intelligence. I can think of no more descriptive or supportive statement regarding his leadership for all those years than that old New England expression, "Finest Kind."

Frank Kneedler
former Deputy Director

For more than 20 years, Revell Carr has been the leader in maritime preservation. His stature in this field is largely based on his own personality and unequaled depth of knowledge, not simply on the reputation of the institution he represents so ably. Indeed, Mystic Seaport is more the beneficiary of Revell's talents, and we have prospered because of his long relationship with us.

At Mystic Seaport Revell is for me the perfect leader: Widely respected, intuitive, deeply knowledgeable on all topics, clear in his vision, and appropriately instructive. No one could ask for more. At conferences the respect and admiration the field has for him—and hence Mystic Seaport—are immediately apparent. Presentations and conversations often begin with, "well, we are not Mystic Seaport, but this is what we have been able to do,"or some other praise for our institution, which has been so ably led and represented by Revell Carr.

I have known Revell all of my 23 years here and have worked directly for him since I became a department director in 1985. In Revell's departure I am losing a confidant, boss, colleague, and friend whom I have always felt I could be completely open with and who would be completely (but never brutally) open with me in return. I will miss him dearly.

Dana C. Hewson,
Vice President for Watercraft Preservation and Programs

In 1975, when my work in the Museum's Education Department was ending, Revell—who was then Mystic Seaport's curator—hired me as the "Village Conservation Assistant." This was a new and multifaceted job to say the least. In fact, I think he created it partly out of kindness for an exuberant but soon-to-be-unemployed historian. Yet Revell also understood that at any time of the day fully half of the Museum's visitors were to be found in "the Village" and that this important aspect of the Mystic Seaport experience needed a good deal more attention, both physically and historically, than it was getting at that time. So I was just as likely to



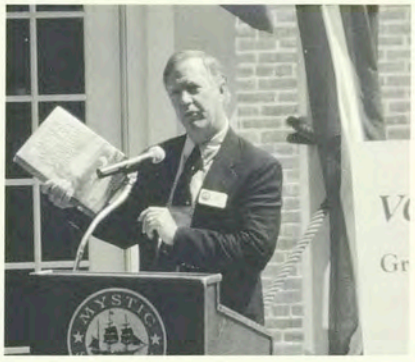
A strong supporter of the Museum's small craft efforts, Revell Carr occasionally had a chance to use the boats himself. Here, he rows his sons Revell Jr. and Geordie upriver in a Rangeley boat in 1979. (Kenneth E. Mahler photo)



Among the notable vessels that called at Mystic Seaport during Revell Carr's directorship was the Danish training ship Georg Stage, *successor to the Museum's* Joseph Conrad *as a training vessel for the Danish merchant marine. In both 1989 and 1995 the Museum hosted the transatlantic traveler and her crew. (Mary Anne Stets photo)*



As Mystic Seaport prepared to build a recreation of the Amistad, *Revell Carr welcomed Steven Spielberg and his DreamWorks motion picture crew to the Museum in March 1997 to film scenes for the movie* Amistad. *(Mary Anne Stets photo)*



Having proposed that the Museum expand its mission to represent the relationships between America and the sea in 1992, Revell Carr saw it realized in the publication of America and the Sea: A Maritime History *in 1998 and the opening of the exhibit,* Voyages: Stories of America and the Sea, *in 2000. (Claire White-Peterson photo)*

be mopping an exhibit floor as researching nineteenth-century coastal business signs and, by the way, loving every minute of it!

While there never was enough money to accomplish all the historical revisions and maintenance that needed to be done, Revell was always supportive of the need. When we proposed, for example, that the quaint and picturesque—but historically inaccurate—steeple that sat atop the Fishtown Chapel be removed, Revell grimaced at first, but gamely took the proposal to "the front office" and made the case. The Fishtown Chapel was built in 1889 and never had a steeple until it came to Mystic Seaport in 1949. The original donors apparently decided that, if they were going sponsor the restoration of the chapel, it was going to have a steeple. Twenty-five years later we felt that the historical integrity of the building, as well as that of Mystic Seaport, was at risk if we knowingly perpetuated such a highly visible inaccuracy. I don't know how Revell did it. The chapel, with it's diminutive steeple, was dear to the hearts of many and may have been, after the *Charles W. Morgan*, the most photographed object at Mystic Seaport. But he convinced those who needed convincing that it was the right thing to do, and it was done! I have never forgotten the courage it must have taken, not only to present such an unpopular idea, but also to get the administration and the trustees actually to agree to it.

Now Revell is retiring and it is already hard for me to imagine Mystic Seaport without his guiding influence. Nevertheless, I am convinced not only that Mystic Seaport will survive, but that it will continue on to bigger and better things, thanks to the leadership and direction he has so ably provided.

There is, perhaps, one good thing about Revell leaving. Since I won't be typing his name so often, maybe now my computer spell check will stop insisting that R-e-v-e-l-l be spelled "R-a-v-i-o-l-i !"

William N. Peterson
Senior Curator



Coming to Mystic Seaport as research associate in 1969, Revell Carr developed a training program for interpreters who explain the Museum's exhibits to visitors. Here, in 1970, he talks with a group of interpreters. (Lester D. Olin photo)

It never fails to amaze me that a man who is as involved as Revell is in all the Museum's doings can have the recall that Revell does for facts, faces, names, and events. I suppose it is part of his nature as a curator at heart. He has always supported the Library (for which I am grateful), education at the Museum, and maritime history scholarship in general, but I think it is his natural curiosity that has led him to learn and retain so many facts and figures about this place and its subject matter. It is always heartening to see Revell charge into the stacks or the reference room of the Library to track down that last little detail about a house flag or a marine painter. And how many times, I wonder, have I gotten a call that starts out, "I seem to recall seeing a picture of. . . ," which would then send me scurrying through our collection to see if he was right or not. His interest in the Museum's people, collections, and knowledge is appreciated and will be missed.

Paul J. O'Pecko
Library Director

Certainly some of the most far reaching and enduring projects that occurred during Revell Carr's years at Mystic Seaport are its publications, such as *Marine Paintings and Drawings at Mystic Seaport Museum* and *Dictionary of Marine Artists, America and the Sea, Voyages*, and *The Charles W. Morgan*, recently updated. These volumes have traveled far and wide, been used for research and reference, and as catalogs by picture researchers from publishing houses both here and abroad.

Two collection monographs, *Silent Pilots* and *Graven by the fishermen themselves*, and our vessel catalog, *Mystic Seaport Museum Watercraft*, have also placed our collections before the world. *"Mystic Built"* brought the history and story of Mystic's world-famous shipyards and the vessels they built out of obscurity, correcting the myth of Mystic having been a major port in the nineteenth century and placing it correctly as the major shipbuilding center in Connecticut.

When all is said and done it has been a busy thirty-one years!

Philip Budlong
Associate Curator

As a member of the International Congress of Maritime Museums, it has been my privilege to participate in a number of its conferences held all over the world. Each time, I have been impressed by the enormous respect and admiration expressed for our museum by museum colleagues everywhere. Revell has served the organization in several capacities, including that of president. The respect shown for Mystic Seaport is but a reflection of Revell's talented leadership qualities in the maritime museum world.

Nancie B. Greenman
Volunteer

When Revell became director of Mystic Seaport, there was some concern as to whether he would show the way to meaningful innovations. He has exceeded my hopes and expectations. The Museum is well established as the leader in its field, and I am grateful to Revell for making it happen.

Ellen Scott

During a house tour on Block Island in the early 1970s, I began conversing with a dear little white-haired woman about the many fascinating objects in a glass case. When she learned that I was on the staff of Mystic Seaport she brightened up and recounted this little episode: "I had this spyglass which I sent to Bausch and Lomb, but they returned it as they could do nothing with it. I decided to wrap it up and send it off to Mystic."

"Oh," I said, "to Revell Carr?"

"Yes," she replied, "though I thought he was a little green behind the ears! But you know,
I received the nicest letter from him."

At an event some years later, I was with a small group that included Revell. After each person was intro-

duced one turned to me and asked, "And what is your position here?"

"Oh," I said, "I'm just an interpreter."

Revell heard my remark and almost bellowed out to me, "You must never say you are *just* an interpreter!" He then proceeded to explain to the group how important the role of interpreters is at Mystic Seaport in helping visitors understand and appreciate the various exhibits.

Eleanor E. Watson
Volunteer

An Ode (defined as marked by exaltation of feeling, varying in lengths of line, and complexity of stanza forms), to Revell

For innovations—changes in concepts, names, and appellations—broadening of education routines and internet impact;

For successful campaigns to financial strength and endowment increase;

For plant expansion—bigger and better (marked only by lights dissension and yacht club removal);

For growth in all personnel aspects—numbers of members and volunteers and strengthened staff;

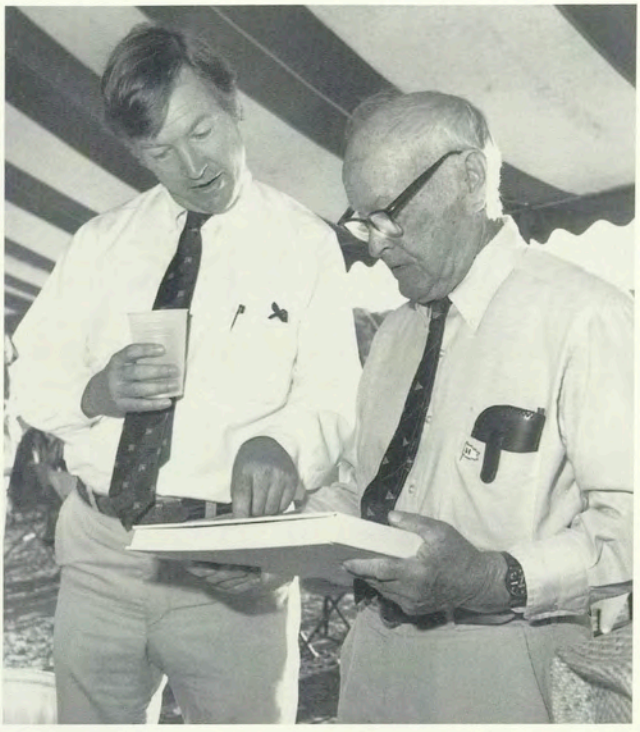
For increase in reputation and fame throughout the world.

We all thank you as our leader and administrator and friend through it all.

I've enjoyed over 25 years of association with you here, a source of pride and deep satisfaction to me.

Perhaps we should dub you as Admiral also!

Steve Lee
Volunteer



Revell Carr encouraged Mystic Seaport's book publishing program as an important way of disseminating knowledge and communicating with a broader public. Trustee Waldo Howland's informative and engaging books, titled A Life in Boats, *were prime examples of the accessible expertise found in many of the Museum's publications. (Mary Anne Stets photo)*



Revell Carr addressed the gathering when the International Congress of Maritime Museums met at Mystic Seaport in 1978. During his term, Mystic Seaport has remained a leader in this effort at international cooperation among maritime museums. (Mary Anne Stets photo)



At the beginning of July 2000 Mystic Seaport turned over the recreated schooner Amistad *to Amistad America, Inc. Revell Carr wished farewell to George Bellinger as the "freedom schooner" prepared to set off for OpSail 2000 and her first season of educating students and the public in the lessons of leadership and cooperation represented in the* Amistad *story. (Bill Grant photo)*



As curator, Revell Carr shared his enthusiasm for maritime artifacts with donors, Museum staff, and visitors alike. (Mary Anne Stets photo)

Annual Report of Mystic Seaport

The Museum of America and the Sea

A Year of Fulfillment, 1999-2000

J. REVELL CARR



Mystic Seaport began its eighth decade with another momentous year. During the fiscal year that ended in April 2000, the Museum was more secure financially than ever before, and there was no doubt that its collections and programs were fulfilling its mission of creating a broad public understanding of the relationship of America and the Sea. With so many aspects of the year brilliantly successful, we were disappointed at the continued "flat" attendance. As the year came to an end, however, there was an up-turn in attendance and clear evidence that our programs and projects were attracting the broad public we seek as part of our mission.

The most significant single event of the 1999-2000 fiscal year was the successful launch of the *Amistad* on 25 March 2000, on time and on budget. The talented staff of the Shipyard had done a magnificent job in building this vessel while sustaining the usual high level of care for our other vessels. The *Amistad,* however, was a project that touched and was aided by virtually every department in the Museum, and this magnificent vessel is a credit to the entire staff. Throughout the year, visitors benefited from viewing the construction as well as from special *Amistad*-related exhibitions and interpretive programing.

While that exciting project was approaching its conclusion, the Museum staff was at work on a major long-term exhibition that would also require the participation of virtually the whole Museum. The planning and preparation for our "signature" exhibition, *Voyages: Stories of America and the Sea,* was a comprehensive task. If preparing the Stillman Building for first the *Native Legacy* exhibit of canoes and kayaks and then the installation of the complex *Voyages* exhibition were not enough, the Facilities Management Department had to maintain the entire Museum complex

In the renovated Stillman Building, part of the Museum's collection of fine and folk art is displayed in a new setting in one section of the Museum's new signature exhibit, Voyages: Stories of America and the Sea. *(Bill Grant photo)*

as well as completing the new Galley Restaurant and making major infrastructure improvements, such as fiber-optic wiring to all buildings. Since its opening in June 1999, the new Galley has met all expectations as a fresh, efficient dining facility that complements the good food and service of the Tavern, on-the-grounds vending, catering, and the more formal dining experience at the Seamen's Inne.

The Curatorial Department was fully engaged in preparation for the June 2000 opening of the *Voyages* exhibit as was, of course, the Exhibitions Department headed by Stuart Parnes. Stuart, who served the Museum magnificently for 27 years, made *Voyages* his final exhibition as he announced he was to become the Director of the Connecticut River Museum. While the exhibition was being prepared, constructed, and installed, the Museum Education Department and Interpretation Department were at work developing the programs that would amplify the themes of the exhibit.

Through the year, the Communications Department worked diligently to develop public awareness of both the *Amistad* launch and the *Voyages* opening. The Development Department was fully engaged as well. In addition to raising funds to build our endowment and, through the successful Annual Fund effort, support our operations, the department succeeded in matching up the *Voyages* project with the ideal corporate partner, Northeast Utilities.

For the first time ever, the Museum's membership exceeded 26,000 during this fiscal year. To serve them, in addition to its usual popular events the Membership Department structured special programs related to both the *Amistad* and the *Voyages* exhibit. Keeping all of the administrative and financial aspects in perfect order was the responsibility of the Administrative Services and Finance Departments.

Of course both the *Amistad* and the preparations for *Voyages* drew heavily on the talents of the Photography and Licensing Department and the Film and Video Archives. Naturally, the G.W. Blunt White Library used its staff and collections to support both these project while they continued to serve the students from our strong university programs, the graduate-level Munson Institute and the undergraduate Williams College-Mystic Seaport Maritime Studies Program, as well as other visiting scholars and staff. The Library was also engaged in converting significant aspects of its collections into digital form through several important grants from the Andrew W. Mellon Foundation, the Culpepper Foundation, and the Library of Congress. Developing the capability to make our resources available electronically involved not only the interdepartmental Collections Committee (CollComm) and Collections Management group, but also the Internet Strategies and Information Services Department, which worked to support the staff needs for computer service while also supporting both the *Amistad* project and *Voyages* exhibit.

The Mystic Seaport Museum Stores and its Trade Sales Division developed special products related to the *Amistad*, its launch, and the *Voyages* exhibition, and made real strides in marketing the Museum's fine publications, particularly Olin Stephens's very successful autobiography, *All This and Sailing, Too*. We continued to expand our licensing efforts as we explored the conventional avenues as well as the emerging opportunities envisioned through the development of "Mystic E-port," our global electronic presence. To assist in this area, the staff of many departments worked hard with consultants from IBM to shape our strategy.

In addition to the exhibition *Voyages*, there were the real voyages carried out in our on-the-water programs. The John Gardner Boat Shop, the Boathouse boat livery, the *Conrad* Program, and the *Brilliant* Program all had successful years. Captain George Moffett of the *Brilliant*, and many others, made a special effort throughout the year to prepare the *Brilliant* for a transatlantic voyage in the summer and fall of 2000.

A highlight of the year was the news that, in recognition of our efforts, the Kresge Foundation of Troy, Michigan, had made a significant challenge grant. When the challenge is met, it will complete the financing of the Collections Research Center in the American Maritime Education and Research Center. This project has been a dream of mine for decades, and I am gratified to see its completion in sight.

Midway through the fiscal year, I announced that I would retire at the end of the calendar year 2000. I have had the honor and privilege of serving on this staff for 31 years and as chief executive officer for 23. It seemed like the right time, particularly with so many projects coming to fruition. I look back on this spectacular year, my last full year at the helm, and see that it is indeed the product of many years—even decades—of collecting, planning, and building facilities and resources, both financial and human. And I am confident, as I pass on the leadership role to others, that with those same physical, financial, and human assets Mystic Seaport is prepared for the future and will thrive as the Museum of America and the Sea.

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Stillman Society

In 1938, Mystic Seaport (then the Marine Historical Association) received a generous bequest from the 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 lifetime, 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 call our Vice President for Development and Communications, Christopher M. Cox, at 860.572.5365.

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Gifts in Memory and Gifts in Honor

Mystic Seaport welcomes donations made in memory or in honor of members, staff, families, or friends of the Museum. Unless directed toward a special fund or program, these gifts are added to the Museum's Endowment, and the income is used in support of Museum collections, programs, and activities.

Donors of Memorial and In Honor Gifts, and those remembered, are listed in the Annual Report issue of *The Log of Mystic Seaport* and thus become part of the permanent archive of the Museum.

Memorials

Each year on Members Day, those in whose name a Memorial Gift has been made, and members and friends who have died, are remembered during the Annual Meeting. In addition, a book is purchased in their name for the G.W. Blunt White Library and marked with a bookplate bearing their name. The book remains in the Library as a permanent remembrance. Names so honored are recorded on an index so that families and friends who visit the Library may find the corresponding book.

Gifts in memory of the following individuals were received during Fiscal Year 1999-2000:

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Gifts in honor of the following individuals were received during Fiscal Year 1999-2000:

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Named Funds at Mystic Seaport

Mystic Seaport encourages the establishment of named funds, both restricted and unrestricted. 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
The Blair Lighthouse Endowment
Dorothy E.R. Brewington Curatorial Acquisitions Fund
The *Brilliant* Endowment Fund
The Gladys Brooks Library Endowment Fund
The Gladys Brooks Manuscripts Conservation Endowment Fund
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Thomas J. Watson, Jr., 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.

In keeping with the recommendation of the Finance Committee of the Board of Trustees of Mystic Seaport, the endowment draw for fiscal year 1998-1999 was 5.25 percent of a 12-quarter rolling average.

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Mrs. Joseph W. Walden
Mr. and Mrs. John M. Washburn, Jr.
Mr. and Mrs. William D. Webster
Mr. and Mrs. Andrew Yates
Mrs. Wilbur F. Young
Mr. and Mrs. John D. Zittel

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William Ames
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Charles Beran
Peter Biancani
Courtney Bigger
J. Bigger
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William Blaiklock
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Vivian Buntin
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Amy Bush
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Spencer Butts
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Patrice Champagne
Lucia Chase
Marcus Chase
Dick Cheney
Jan Christensen
Paul Cipriani
Joanne Clark
Robert Cocks
Marilyn Coffey
Virginia Colbeth
Thorton Cole
James B. Collins
Drew Congdon
James Congdon
Linda Conley
Christina Connor
Liz Connor
Patrick Connor
Daniel Connors
Geoffrey Constantine
Robert Constantine
Jennifer V. Convey
Catherine Cook
Peter Coope
Virginia Coope
Joan Corcoran
Janet Cotton
Marie Cox
Molly Cox
Cynthia Crabb
Cynthia Crabbe
Dana Crook
Alicia Crossman
Edward Crotty
Millicent Crouch
Samantha D'Amico
Ruth Daniels
Nellie Davis
David DeAngelis
Elenya Delacruz
John DeLucco
Ann den Tex
Karel den Tex
Oliver Denison
Henry Desjardins
Charlie Detwiler
Elise Detwiler
Erin Deveau
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Kathryn Ann Dickson
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Jack Dobbin
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Julia Doering
Dennis M. Doherty
William P. Dorr
William Dougherty
Allyssa Drake
Helen Dudek
Shirley Duff
William Duff
Jane Durborow
Robin Durrschmidt
Kyra M. Dwyer
Erin Eames
James F.X. Egan
Bill Engstrom
Gail M. Ettinger
Dick Everett
Kurt Eylke
Meagen Faillace
Thomas Faria
Nancy Farrall
Robert Farrall
Don Farrington
Donald S. Farrington
R.D. Farwell
Joy Fast
Nick Fast
Valerie Fast
Christopher Fay
Max Fentress
Marian Ely Ferry
Amy Fetherston
Barry Finn
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Rob Follett
William Follett
Gina Forbes
Jim Forrest
Daniel L. Fortin
Margaret Fowl
Thomas W. Fox
Lucas Freye
Herbert S. Frisbie
Nancy Frisbie
Peter Frisch
Wendy Frisch
Megan Frost

The condensed consolidated financial statements presented below have been derived from the Museum's audited financial statements, copies of which are available upon request.

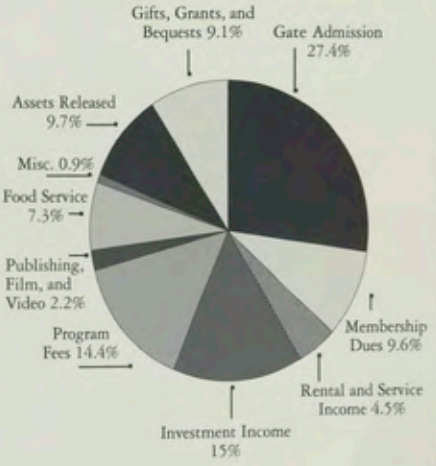
Condensed Consolidated Balance Sheet

	April 28, 2000	April 30, 1999
Assets		
Current		
Cash	$882,600	$1,562,600
Accounts, Grants and Interest Receivable	1,418,900	2,003,600
Promises to Give - Current	1,200,600	274,100
Merchandise and Other Inventories	1,829,500	1,958,200
Prepaid Expenses	544,300	470,100
Total Current Assets	5,875,900	6,268,600
Non-Current		
Promises to Give - Noncurrent	749,300	382,600
Investments	47,993,600	44,169,800
Other Inventories	2,930,900	1,274,800
Goodwill	328,500	400,000
Fixed Assets - Net	20,524,600	18,670,900
Total Assets	$78,402,800	$71,166,700
Liabilities and Net Assets		
Current Liabilities		
Notes Payable	$3,978,300	$3,600,000
Accounts Payable and Accrued Expenses	1,722,600	1,782,800
Deferred Revenue	211,500	267,200
Other Current Liabilities	132,100	154,600
Total Current Liabilities	6,044,500	5,804,600
Non-Current Liabilities		
Notes Payable	118,500	265,500
Deferred Support and Revenue	628,000	689,100
Other Liabilities	2,288,400	385,200
Total Liabilities	9,079,400	7,144,400
Net Assets		
Unrestricted		
Management Designated	24,986,800	23,684,600
Net Equity in Fixed Assets	19,705,900	17,312,500
Total Unrestricted Net Assets	44,692,700	40,997,100
Restricted		
Temporarily Restricted	5,384,500	3,953,200
Permanently Restricted	19,246,200	18,572,000
Total Net Assets	69,323,400	63,522,300
Total Liabilities and Fund Balances	$78,402,800	$71,166,700

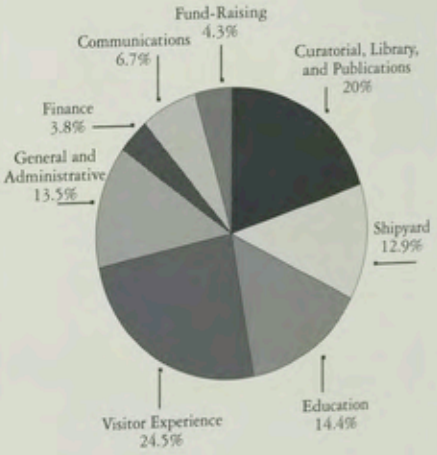
Condensed Consolidated Statement of Operating Activity

	Year Ended April 28, 2000	Year Ended April 30, 1999
Operating Fund		
Revenue and Support		
Revenue		
Gate Admissions	$3,643,800	$3,694,400
Membership Dues	1,268,700	1,232,200
Rental and Service Income	597,400	598,100
Investment Income	1,986,700	1,710,300
Program Fees	1,915,000	1,942,500
Publishing, Film and Video	290,200	504,300
Food Services	970,200	877,500
Miscellaneous	118,300	92,200
Assets Released from Restriction	1,282,600	786,400
Total Revenue	12,072,900	11,437,900
Support		
Gifts, Grants, and Bequests	1,207,000	1,098,400
Total Revenue and Support Before Auxiliary Operations	13,279,900	12,536,300
Revenue from Store Operations	6,653,900	6,155,100
Revenue from Seamen's Inne Operations	3,881,200	3,837,200
Total Revenue and Support	$23,815,000	$22,528,600
Expenses		
Program Expenses		
Curatorial, Library, and Publications	$2,595,100	$2,381,200
Shipyard	1,677,000	1,699,100
Education	1,862,900	1,722,000
Visitor Experience	3,175,200	2,863,300
Total Program Expenses	9,310,200	8,665,600
Supporting Expenses		
General and Administrative	1,750,200	1,790,100
Finance	488,700	399,100
Communications	873,400	932,300
Fund-Raising	553,500	427,200
Total Supporting Expenses	3,665,800	3,548,700
Total Expenses Before Auxiliary Operations	12,976,000	12,214,300
Expense of Store Operations	6,347,200	5,999,200
Expense of Seamen's Inne	3,951,900	4,063,200
Total Expenses	23,275,100	22,276,700
Excess of Support and Revenue Over Expenses	539,900	251,900
Transfers for Fixed Assets	282,400	132,900
Transfers for Auxiliary Operation's Depreciation	233,700	
Excess of Support and Revenue Over Expenses and Fixed Asset Transfers	$23,800	$119,000

Museum Income
(excludes Store & Inne)



Museum Expense
(excludes Store & Inne)



Membership Benefits and Dues, 1999-2000

Basic Membership Benefits:

Admission for a full year; discounts on the following: guest admissions, dockage, classes, programs, Mystic Seaport Museum Store purchases*, Seamen's Inne Restaurant**, Rosenfeld decorative prints, Ships' plans, and videos from the Film and Video Department; a subscription to the *Wind Rose* and *The Log of Mystic Seaport*; express entry at the Visitor Reception Center (seasonal); and members' only events such as Members' Day in September.

Individual $35 ($30 at renewal***)
Basic membership benefits for one named adult. Tax-deductible portion: $20.

Dual $45 ($40 at renewal***)
Basic membership benefits for two named adults at the same address. Tax-deductible portion: $20.

Family $55 ($50 at renewal***)
Basic membership benefits for two named adults at the same address and their children OR grandchildren 18 and under. Tax-deductible portion: $20.

Participating $100 ($90 at renewal***)
Basic membership benefits for two named adults at the same address and their children OR grandchildren 18 and under, plus 2 guest passes (one-time use) per year and admission privileges at over 40 select maritime museums in the United States and Canada. Tax-deductible portion: $29.

Sustaining $175 ($160 at renewal***)
Basic membership benefits for two named adults at the same address and their children OR grandchildren 18 and under, plus 2 guest passes (one-time use) per year, admission privileges at over 40 select maritime museums in the United States and Canada, and one night free dockage (the second night of visit). Tax-deductible portion: $93.

Associate $250
Basic membership benefits for two named adults at the same address and their children OR grandchildren 18 and under, plus 6 guest passes (one-time use) per year, admission privileges at over 40 select maritime museums in the United States and Canada, and one night free dockage (the second night of visit). Tax-deductible portion: $169.

Benefactor $500
Basic membership benefits for two named adults at the same address and their children OR grandchildren 18 and under, plus 8 guest passes (one-time use) per year, admission privileges at over 40 select maritime museums in the United States and Canada, and one night free dockage (the second night of visit). Tax-deductible portion: $419.

Life $3,000 (Single Payment)
Basic membership benefits for the lifetime of two named adults at the same address and their children OR grandchildren 18 and under, plus 10 guest passes (one-time use) per year, admission privileges at over 40 select maritime museums in the United States and Canada, one night free dockage (the second night of visit), and a maritime art print upon joining. Tax-deductible portion: $2,000.

**10 percent discount on any purchase of $5 or more from Mystic Seaport Museum Stores, excluding items on sale, original art, and Stobart prints. Maximum discount: $100 per purchase.*

***10 percent discount, excluding alcoholic beverages.*

****Renewal discounts are available only if membership dues are paid before expiration.*

Total Membership Enrollment

Fiscal year 1998-99: 25,093
Fiscal year 1999-00: 25,469

Total Membership Income

Fiscal year 1998-99: $1,232,200
Fiscal year 1999-00: $1,268,700

Total Membership by Category

Individual	4,419
Dual	5,955
Family	12,838
Participating	872
Sustaining	377
Associate	100
Benefactor	33
Corporate	12
Honorary	149
State Official	189
Life	526

New Life Members, 1999-00

Mr. Chip Behal
Mr. Kenneth R. Deed
Mr. and Mrs. Benjamin A.G. Fuller
Mr. and Mrs. Wesley W. Oliver
Mr. and Mrs. Christian S. Tremo
Ms. Margot F. Wolf

Benefactor Members, 1999-00

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Mr. and Mrs. James D. Bishop
Mr. Jesse M. Bontecou
Mr. and Mrs. Henry S. Burgess
Mr. Clinton W. Davis, Jr.
Mr. and Mrs. Bruce C. Ferguson
Mr. and Mrs. Steven T. Florio
Mr. and Mrs. Robert D. Guthrie
Mr. Christopher J. Haig
Mr. and Mrs. William P. Herlihy
Mr. and Mrs. Walter C. Keenan
Mr. and Mrs. Robert C. Kyle
Mr. and Mrs. David R. Larr
Mr. and Mrs. Richard B. Leather
Mr. Gordon McGovern
Mr. James C. Meade
Mr. Carleton Mitchell
Mr. and Mrs. Robert L. Newell
Mr. and Mrs. Dennis C. O'Dowd
Mr. William T. Okie, Jr., and Ms. Deborah Sherman
Mr. and Mrs. George Racine
Mr. and Mrs. Philip Ratcliffe
Mr. and Mrs. Jay R. Rhoads, Jr.
Mr. and Mrs. Hugh R. Smith
Mr. and Mrs. Robert G. Stone, Jr.
Mr. Nicholas Streeter
Mr. and Mrs. Daniel Thorne
Mrs. Gene Tunney
Mrs. Lynne A. Warren
Mrs. George T. Weymouth
Mr. William H. White
Mr. Stuart S. Wright

Associate Members, 1999-00

Mr. and Mrs. Fred A. Allardyce
Mr. Harold E. Bigler, Jr.
Cmdr. John F. Brooks and Dr. Jeanne Brooks
Mr. Gene Brown
Mr. and Mrs. Joseph T. Callaghan
Mr. and Mrs. Nicholas Cannistraro
Mr. Jackson C. Chapman
Mr. James M. Clark
Mr. and Mrs. William E. Cook
Mr. Edward D. Cosden, Jr.
Mr. and Mrs. Robert L. Cox
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Mr. John H. Deane
Mr. and Mrs. William D. DeCamp
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Mr. Lyttleton B.P. Gould, Jr.
Mr. Robert H. Gould
Mr. and Mrs. William A. Griffin
Mr. and Mrs. Anthony P. Halsey
Mr. and Mrs. James Harvie
Mr. and Mrs. Harvey Hubbell IV
Ambassador Karl F. Inderfurth
Mr. A.W. Ivers, Jr.
Mr. and Mrs. Michael C. Jensen
Mr. and Mrs. William B. Jerome
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Capt. Harold Kaplan
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Ms. Marta Jo Lawrence
Mr. and Mrs. Gordon Leitner
Dr. and Mrs. William A. Lieber
Mr. Bruce Lockwood
Mr. and Mrs. James M. Lyon
Mr. and Mrs. Wilford C. Lyon, Jr.
Mr. Henry Allen Mark
Mr. Jerry Mashaw and Ms. Anne MacClintock
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Mr. and Mrs. Jacques Megroz
Mr. Arthur Meisler
Mrs. C. Shepard Merrill
Mr. Michael K. Miller and Ms. Celeste Dzialo
Mr. and Mrs. Robert E. Morris, Jr.
Ms. Stephanie Murray
Mr. and Mrs. Peter B. Nalle
Ms. Mary G. Neary
Mr. and Mrs. Richard E. Nopper, Jr.
Mr. Richard W. Pendleton, Jr.
Mr. and Mrs. Frank E. Pilling
Mr. and Mrs. Richard C. Pisano
Mr. and Mrs. James C. Pitney
Mrs. Nancy R. Posel
Mr. Alexander Puchillo
Mr. Stan Rogovin
Mr. William B. Ruger
Dr. and Mrs. Nicholas R. Salerno
Mr. John Scarano and Mr. Richard Scarano
Mr. Bernard M. Schwarz
Mrs. Lelan F. Sillin, Jr.
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Mr. and Mrs. John M. Skenyon
Mr. and Mrs. G. Gaddis Smith
Mr. Edward W. Snowdon
Mr. and Mrs. Craig J. Stalk
Mr. Timothy G. Stillman
Mr. and Mrs. Ted Stone
Mr. Jackson P. Sumner
Mr. and Mrs. Ray Teborek
Mr. G.T. Thayer III
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Mr. Richard D. Webb
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Dr. Christoph Winter
Mr. Edward F. R. Wood, Jr.
Mr. L. Randall Yates

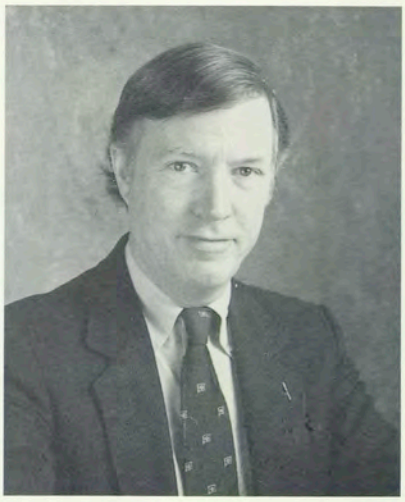
Mystic Seaport Salutes!

J. REVELL CARR

A few weeks after I joined Mystic Seaport's Education Department as a full-time employee in 1969, a young man named J. Revell Carr joined the staff as research associate. He was probably the first person to hold this position at Mystic Seaport, and certainly the first in the Education Department.

Revell's responsibilities included conducting research to support our interpretation and school group programs, compiling exhibit handbooks, and developing the first training program for interpreters. Before Revell arrived, experienced staff passed on stories and facts to new staff, and most of the information about exhibits was contained in one thick, gray, three-ring binder. The work that he started has led to the outstanding interpretation program Mystic Seaport has today.

I didn't work as closely with Revell during his years as curator, but I always felt that he was committed to enhancing the Museum's unique learning experience. Whether he was assessing maritime paintings, reinterpreting the ropewalk exhibit, or developing the *New England and the Sea* exhibit, it was clear that he truly believed in the power of artifacts—"the real stuff of history"—to affect visitors in both mind and heart. During this



last year of Revell's tenure, we have seen strong confirmation of his belief. Both the Cuban refugee boat *Analuisa,* on display in the new *Voyages* exhibit, and the reconstruction of the schooner *Amistad* have touched visitors in ways the written word never can.

Revell's years at Mystic Seaport have seen growth and progress, challenges and changes, and an impressive list of accomplishments. In his years as director and president, he has guided Mystic Seaport in ways that have made it stronger and more accessible. I know that I have benefited from his council in regard to collections, research, education programs, publications, personnel matters, and so many other areas. He has always offered his advice with style, tact, propriety, and compassion.

While reading *Maritime Life & Traditions* the other evening, I found that the "The Essay" was the final chapter of Olin Stephens's new autobiography, *All This and Sailing, Too.* Contemplating his life's work, our trustee and advisor Olin Stephens remarks: "I have lived well with the hope that it is the activity that must count, the process, the doing. The result is only what happens." These words brought to mind Mystic Seaport's extraordinary working environment and Revell's essential role in making it happen.

I know I speak for many on the staff in expressing to Revell our sincere thanks for his help and encouragement; his leadership and vision; his warmth and sense of humor; his understanding and thoughtfulness; his inclusiveness and work to insure that every level of the staff can be heard; and his dedication and willingness to accept unusual assignments.

Please join me in saluting Revell, who means so much to all of us, and who has meant so much to Mystic Seaport.

Jane Keener

Stories of America and the Sea
are told in books and legends,
but no more vividly
than in people's faces.



You're invited to experience *Voyages: Stories of America and the Sea*, Mystic Seaport's most exciting and comprehensive exhibit ever. You'll come face-to-face with fascinating people like the Inuits, pictured here, who provided a home away from home for whaling captain George Comer in the early 1900s. Comer's story and countless others are told in a multimedia experience your whole family won't want to miss. To learn more, call 1.888.9SEAPORT or visit us online at www.mysticseaport.org.

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