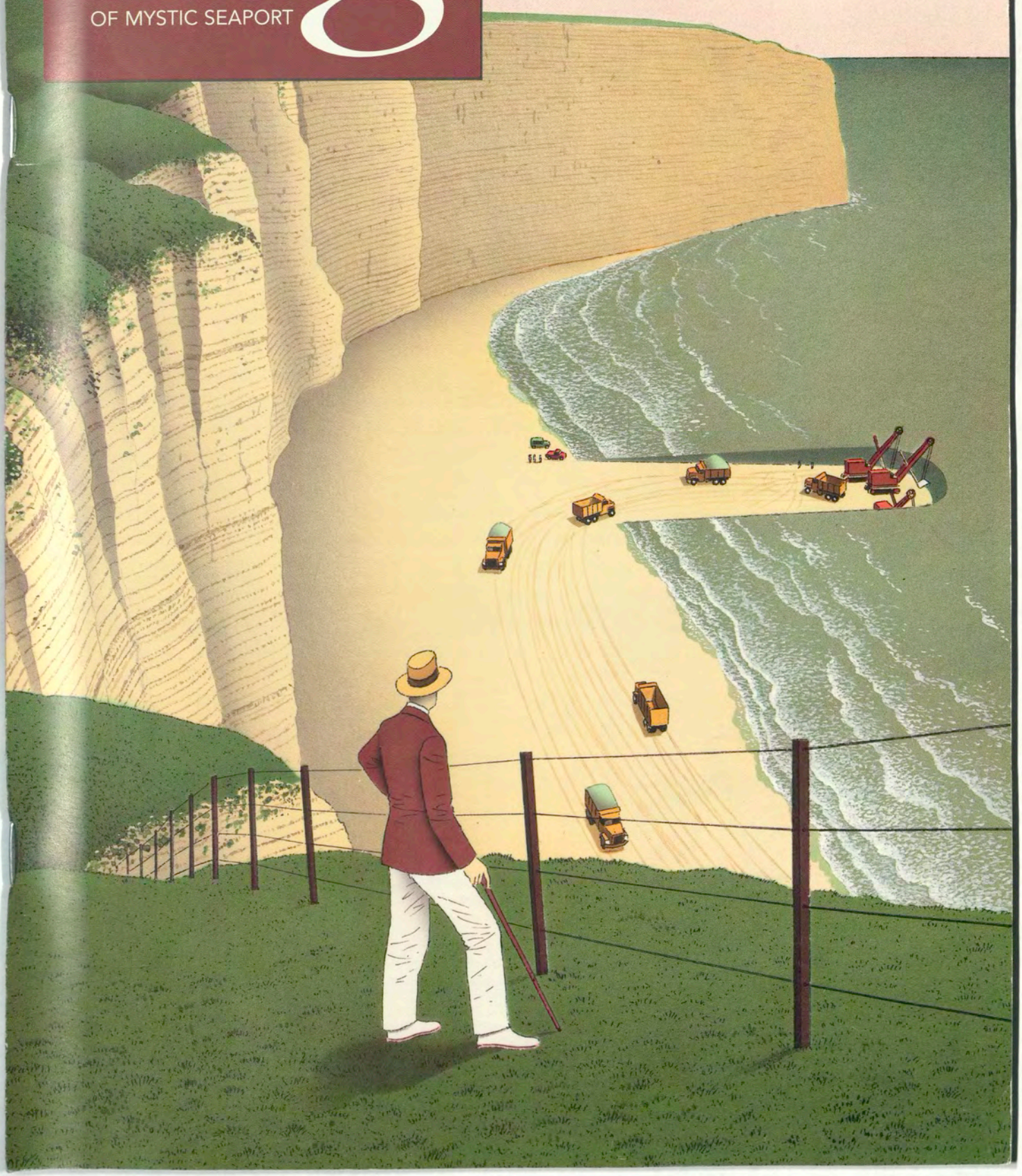
The Log OF MYSTIC SEAPORT

Mystic Seaport
Annual Report,
2002-03

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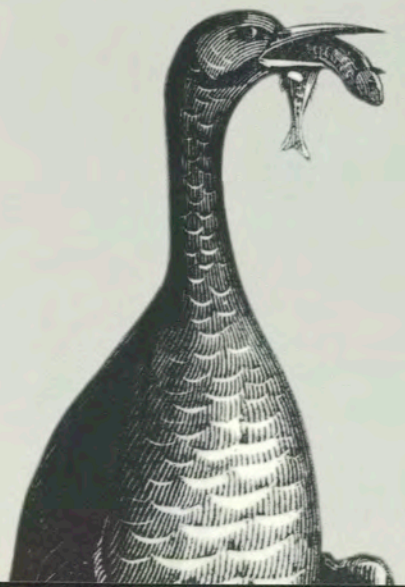
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The Log of Mystic Seaport
Vol. 55, Nos. 1,2
Published quarterly for members
Circulation 22,300

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The Log of Mystic Seaport (ISSN 0024-5828) is published quarterly by Mystic Seaport Museum, Inc., 75 Greenmanville Avenue, P.O. Box 6000, Mystic, CT 06355-0990. Subscriptions are by membership only, beginning at $40.00.

Submissions of previously unpublished articles and illustrations concerning the American maritime experience are welcome.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 Sponsors

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Life is our life's work.

ROLEX

Sightings | Doug Teeson, President and Director

The G. W. Blunt White Library is one of the most prized major assets at Mystic Seaport. Built in 1965, the present library building was designed to house the Museum's collections of imprints and manuscripts, and to provide classrooms and support for the graduate-level Munson Institute, and later the Williams College-Mystic Seaport Maritime Studies Program. With its many strengths in the collections of books and manuscripts, it is one of the leading sources in this country to which scholars turn for in-depth research on American maritime subjects. Named for G.W. Blunt White (1895-1962), an ardent yachtsman and devoted officer and Trustee of the Museum, the Library has seen the doubling and redoubling of its collections, to a point where the Museum is now actively planning new facilities to cope with rapidly accelerating growth.

Recently, thanks to generous support from the Andrew W. Mellon Foundation and a growing number of other public and private sponsors, the Library's collections are being made more widely accessible via the Internet. A click on the Library's Web site *(www.mysticseaport.org/library/home.cfm)* will reveal a steadily growing trove of digitized treasure—in print and picture. The online catalog and finding aids already cover the entirety of the Library's vast holdings, which currently include more than 1,000,000 manuscripts, 9,000 maps and charts, 70,000 volumes of books and periodicals, 1,000 ships registers, 1,200 logbooks, 2,000 rolls of microfilm, 600 audiotaped oral history interviews and sound archives, and 200 videotaped interviews. Currently, the digitized parts of the collection include a searchable *Lloyds Register* (1859-1895); Connecticut vessel, master, and owner registrations from the late eighteenth century; images of passenger ships; and selected books and manuscripts. The Museum is actively seeking sponsors who will support the digitizing of additional holdings, and is working at the cutting edge of software developments that will soon enable single-point Web access to *all* the Museum's collections.

Beyond books, manuscripts, and charts, the Library holds well over 100,000 individual drawings of all types of vessels. Managed by the Library's Ships Plans Division, they are archived in the Daniel S. Gregory Ships Plans Library in the newly renovated section of the Rossie Mill known as the Collections Research Center (CRC). In a huge vault filled with flat files, yacht plans and small boat plans sit side by side with drawings of fishing draggers and lighthouses. Comprising original drawings and copies, the collection ranges from the late nineteenth century through the late twentieth. Many prominent naval architects, yacht designers, shipbuilders, and boatyards have donated their plans to Mystic Seaport for preservation. Researchers are able to access these drawings for a variety of purposes, including boatbuilding, vessel restoration, ship model-making, genealogy, historical writing, and general interest. To inquire about the availability of specific plans, please send email to shipsplans@mysticseaport.org.

The Fellows of the G.W. Blunt White Library, a group of special Library friends, are long-time supporters of academic pursuits in maritime fields. They provide various types of support for the Library, including sponsorship of the annual Gerald E. Morris Prize Article Contest and other prizes and awards for scholarship. This issue of *The Log* contains the 2003 Morris Prize Article. Titled "There Will Always Be An Elco," it was written by former Williams-Mystic student Ed Stern. Stern used the manuscripts (and photo) collections at Mystic Seaport to analyze why the Electric Launch Company folded in the late-1940s. I hope as you enjoy Mr. Stern's prize-winning article—and its companion by Williams-Mystic Teaching Fellow Richard King—you will appreciate all the more the wellspring of maritime knowledge from which the author drew his facts: the G.W. Blunt White Library at Mystic Seaport. (That Web site again is *www.mysticseaport.org/library/home.cfm.* Enjoy!)


The "bow-oarsman" pulls the second oar. He tends the whale line while the whale is being lanced. He is the most experienced foremast hand in the boat.
a replica of the chock pin worn sometimes in the hat of a boat steerer as a badge of office.
The "boat-steerer" p whale at which time h iron. After the whale "boat-header" at th
for lancing by the bo The American whaleman of all the equipment in the the crew. He ehjoys a berth mi
This is the 18' long midship oar pulled by the "midship oarsma
The "after oarsman" pulls the stroke oar. He coils line as it is brought aboard, while they are pulling up o the whale. He also bails the boat.
He assists the boat steerer in maintaining the boat's equipment. He's the lightest man in the boat.
tub-oarsman" has a two-tined oar lock low his oar to be clear of the tub-line.
ob is also to throw water on the ead as the line runs out so it won't m from the friction.
e "boat-header" is generally a mate or aptain. He is the officer in charge of the He steers the boat with the 20' or 23' oar until the whale has been which time he trades places with er and lances the cisely the right n experienced . He
shouts encouragement as they row to the whale — he may even promise them his house and land in Nantucket if they would just pull harder.

Illustrating the Sea

A Unique New Show at the Maritime Gallery at Mystic Seaport

The Maritime Gallery at Mystic Seaport presents *Illustrating the Sea,* a unique art show featuring works by many of the most famous illustrators working in America today. Here, visitors will be afforded the rare opportunity of viewing and purchasing original paintings, sculpture, and drawings by artists whose work they see regularly in the daily press. From the covers of the *New Yorker* and the *New York Times Book Review* to animated films and children's books come these popular artists to give us their view of the nautical world. Here will be seen pirates, fanciful seabirds, a blue-jeaned mermaid, and new visions of Moby-Dick. A good number of the 80 or so images were created especially for this show. All tastes will be satisfied as the work ranges from comic-strips to finely detailed oil paintings.

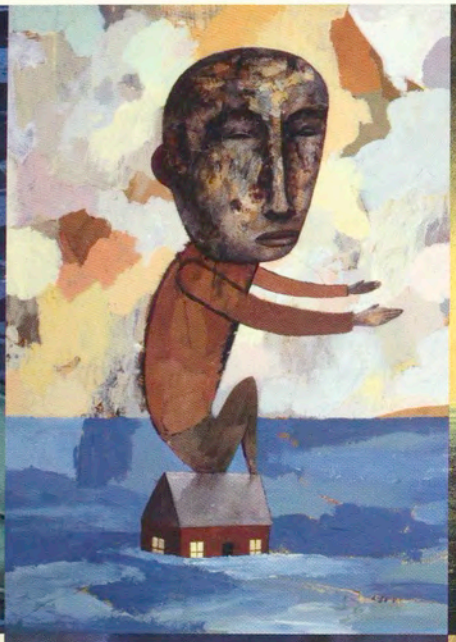
America's foremost illustrators take on nautical subjects

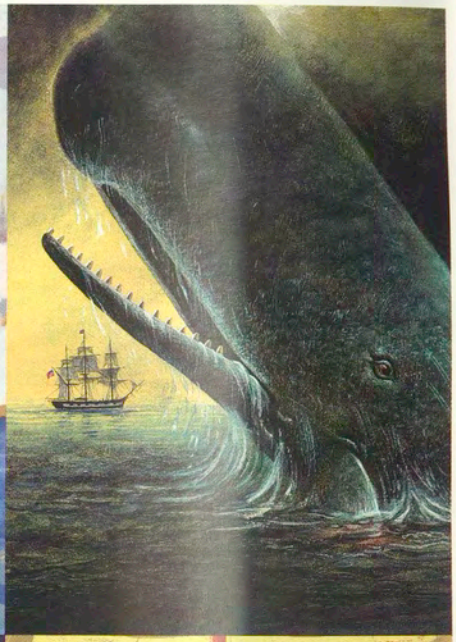
Some of the contributors are actual living legends, such as Jack Davis of *Mad Magazine* fame, who was a progenitor of a whole school of cartooning, and Seymour Chwast, a pioneer in design and modern illustration. Bernie Fuchs, an award-winner of note echoes the great era of the painter/illustrator of the past. Others in the show include Peter de Sève, who created the characters in *Ice Age* and in other Disney films along with his familiar *New Yorker* covers; R.O. Blechman, who years ago delighted TV viewers with the famous "talking stomach" commercials; Gary Kelley, whose frieze of notable authors can be seen over the Starbucks Coffee counters in Barnes & Noble bookstores and is probably the most famous illustrator in America; Bonnie Timmons whose work was seen in the TV series *Caroline in the City* and in many books and magazines; Joe Ciardiello, who is one of the best caricaturists in the business today (seen here illustrating Moby-Dick); and another Moby-Dick illustrator, Bill Sienkewicz, who has taken comicbook art to the highest level; Gene Hoffman, a renowned educator, graphic designer, and sculptor who sometimes works in discarded materials such as coffee stirrers and soda-can pull-tabs; Kinuko Craft, an amazing painter familiar for her covers on books and *Time* magazine; Bob Kessel, who recently illustrated an entire issue of the *New York Times Book Review* and creates exquisite paintings on the computer; and Brad Holland who is one of the most popular magazine, poster, and book illustrators in the country and has probably won more awards from the Society of Illustrators than any other living artist. All these and many others are for the first time exhibiting together in one show.

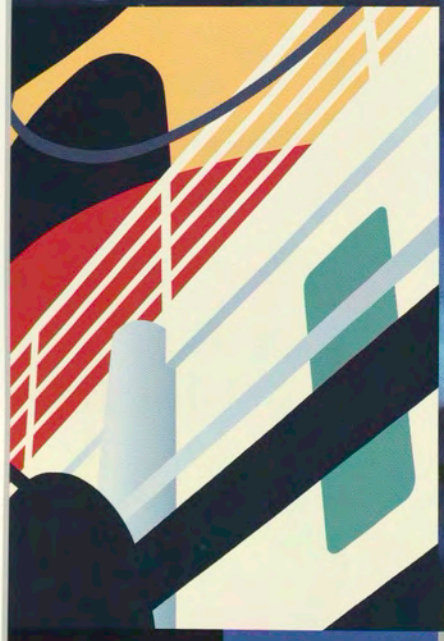
This one-of-a-kind show, curated by Randall Enos, will be on view from 13 March through 18 April, 2004. The Gallery is open 10:00 a.m. to 5:00 p.m. daily. The entire show can be seen at the Gallery Web site: *http://www.mysticseaport.org/gallery* ■

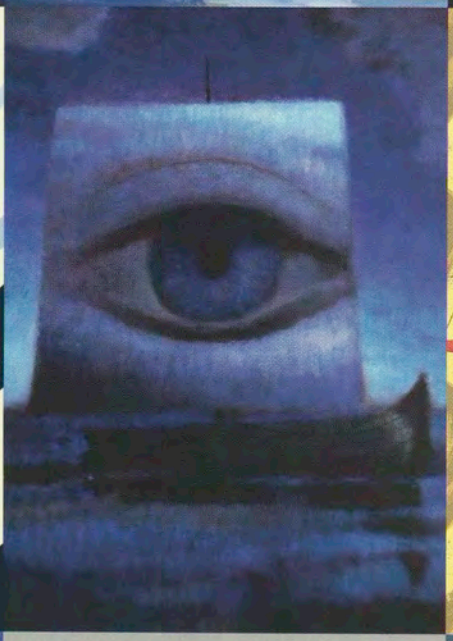
left: ***Whale Crew*, mixed media by Randall Enos. A selection from the show appears on the following two pages.**

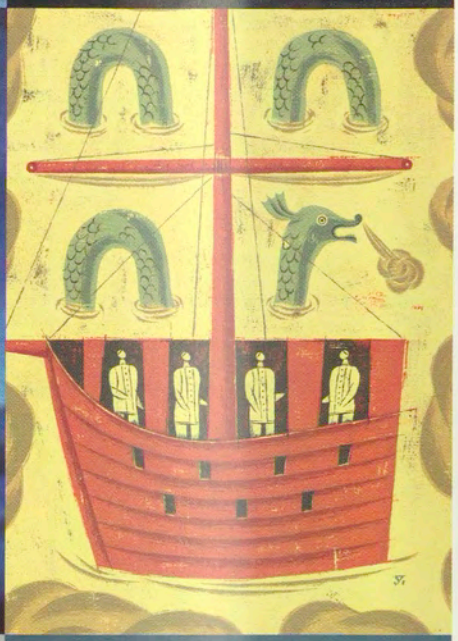




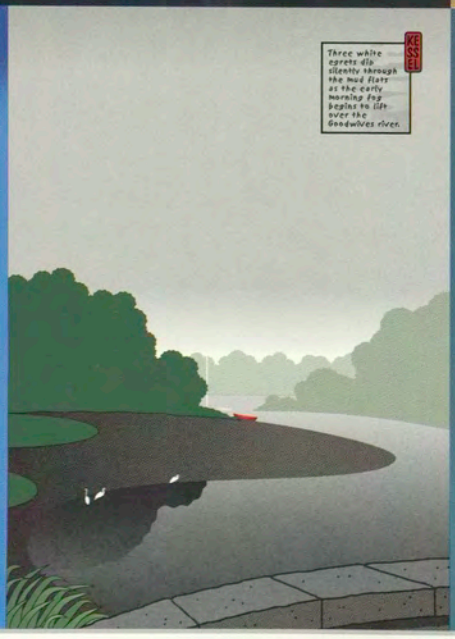


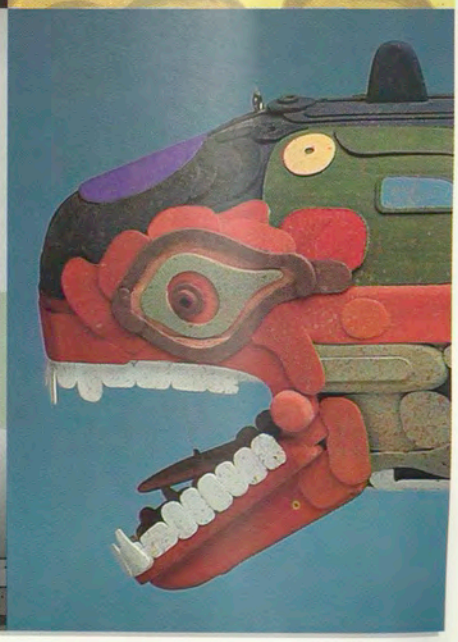




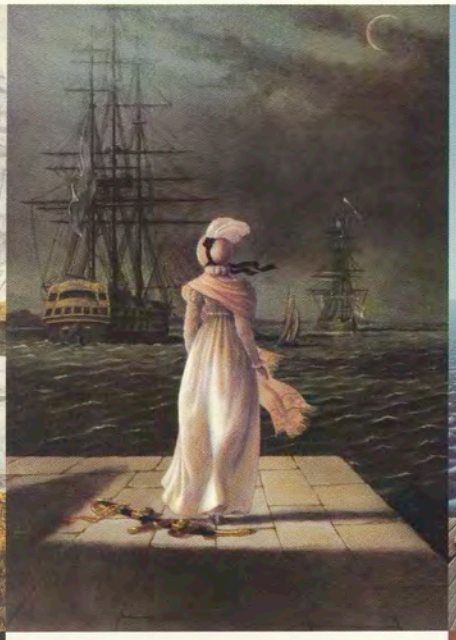




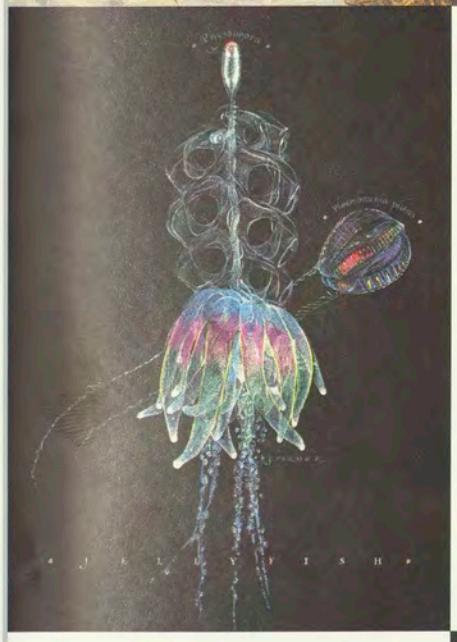

Three white egrets dip silently through the mud flats as the early morning fog begins to lift over the Goodwives river.

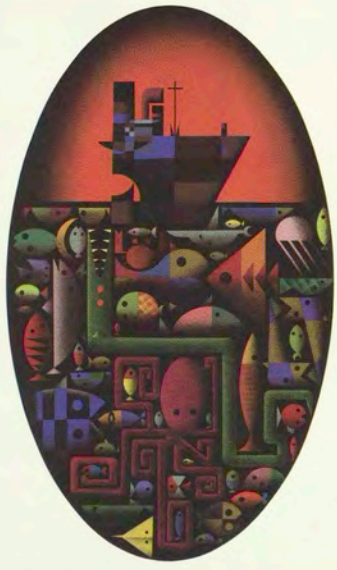




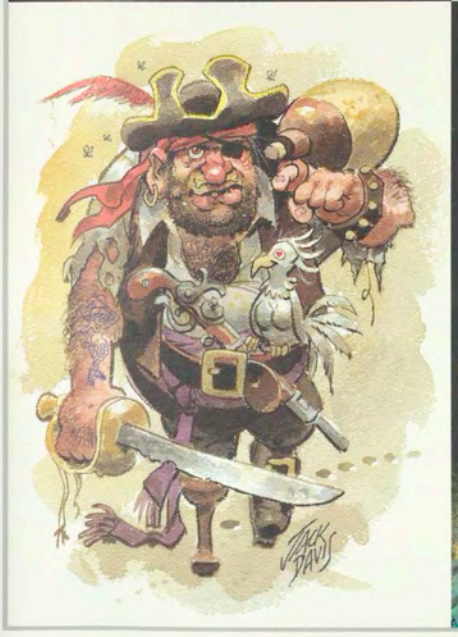


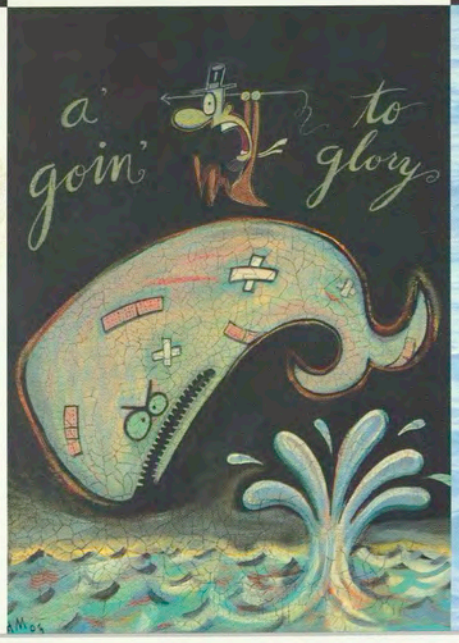












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View the entire show on our website: www.mysticseaport.org/gallery



"There will always be an Elco"[1]

The Demise of the Electric Launch Company

Ed Stern | Winner of the 2003 Gerald E. Morris Prize Article Contest

It was one little boat
That taught me the joy of boats
It was one brown fiddle
That wove me the spell of notes
It was one wee lad
That led me to love his kind
I have been lucky
These things in my life to find
— *Elisabeth Shane* [2]

During the first half of the twentieth century, the Electric Launch Company (Elco) built vessels of the highest quality for recreational, commercial, and military use throughout the world. An Elco boat was, and still is, a symbol of the finest craftsmanship and attention. Elco launches were sought by the most discerning class in America and the world, with clients such as John Jacob Astor IV, Admiral George Dewey, the De Beers diamond mining family, and King Edward VI. Public and private businesses used Elco boats for a variety of ferry services and as police boats. Parks, hotels, resorts, and even streetcar companies used Elco launches. Elco's designer Irwin Chase and general manager Henry Sutphen pioneered the development of early "autoboats" and introduced a two-step planing hull in 1911, although this phase of Elco's growth lasted only a short while. Elco was already deeply involved in the cruising yacht market when Chase and Sutphen refined planing hull design, and with the military success of its subchasers in World War I and its PT boats in World War II, Elco's name was resonant with an image of elegance, strength, and power. Why then did this fine example of American manufacturing shut its doors in 1949?[3]

Post-World War II America experienced many social and economic changes. A middle class of Americans became the driving force in the nation's economy and businesses reformed their practices to serve this economic bracket. Elco traditionally built yachts for the upper class, but the company also explored more affordable yacht designs; incorporating Elco quality and an affordable price tag. Despite the effort of Sutphen and the rest of Elco's management and work force, Elco could not endure post-war changes. There are several possible reasons why Elco failed to survive after World War II: excessive overhead, market anticipation, material and labor issues, and bureaucratic pressure from Elco's parent company–Electric Boat. Even Elco's superior quality, no matter how simply applied, could have contributed to its termination; but before we explore Elco's end we should first understand its roots.

In 1893, the World's Columbian Exposition was held in Chicago. Throughout the grounds was a series of canals, and in the middle of the Exposition was a lagoon, the Grand Basin. Fair-goers could travel these waters in imported Venetian gondolas or in one of the 55 36-foot launches contracted for the Exposition through the Electric Launch and Navigation Company. Several different companies actually built the launches, although Charles D. Mosher, the launches' New York-based designer, supervised all construction. Praised by *Scientific American* and *The Rudder* as a favorite at the exposition, the launches

booked 200,925 miles in 66,375 trips and carried 1,026,346 passengers.[4]

Orders began to flow in for these impressively quiet electric launches. Surprisingly, Elco did not build any boats in its own facility until 1900 because until then Elco did not even have a shop. The history of Elco in the 1890s is not entirely clear, but it appears to Elco historian Bill Swanson that "Elco was the middleman, farming out the hull contracts, free-lancing the design work, and installing Griscom's motor's and Rice's batteries." Lawyer-financier Isaac Leopold Rice, who had already purchased Electro Dynamic from William Griscom's family after Griscom's death, purchased Elco in 1899. Rice also purchased the Holland

After Luders left in 1906, Sutphen hired naval architect Irwin Chase, a University of Michigan graduate. Just before World War I, Glenville Sinclair Tremaine joined Elco as Chase's assistant. In 1923, Tremaine became Elco's chief naval architect, or works manager, with Chase as managing constructor. Both men served under Henry Sutphen, whom they affectionately nicknamed "the Boss."[6]

Elco made its mark during World War I. In 1915, Sutphen received a British order for 550 80-foot motor launches needed as subchasers in the eastern Atlantic and Mediterranean. In 488 days, 15 days ahead of schedule, Elco delivered the final subchaser. Nicknamed the "Mosquito fleet," the





left: **Introduced at the 1892-93 Chicago World's Columbian Exposition, electric launches remained popular for several decades until they were priced out of the market by gasoline-powered boats. Here, decorated for the Fourth of July 1909, the 36-foot Elco launch *Babs* makes a silent turn along the waterfront of Lake Charles, Louisiana.** E.E. Barnett photo. (Mystic Seaport 1988.112.45) / right: **Developed about 1914 as one of the first standardized yachts for production building, the Elco Cruisette remained popular through the 1920s. This 34-footer was photographed in November 1920.** (© Mystic Seaport, Rosenfeld Collection, 1984.187.5164F)

Torpedo Boat Company, and on 7 February 1899 Rice merged these various companies under a new name, The Electric Boat Company.[5]

A year after Rice purchased Elco, he purchased land along the shore of Newark Bay in Bayonne City, New Jersey, to support Elco's main construction plant. Isaac Rice served as the president of Electric Boat and Henry R. Sutphen, involved since 1892, ran the Elco division. Sutphen hired Alfred "Bill" Luders, Elco's first designer, in 1900.

Elco motor launches served Britain with distinction. Elco built a total of 722 subchasers for Britain, France, Italy, and the United States. Elco did well after the war and through the 1920s, but languished with the rest of America's economy through the Great Depression.[7]

During the depression, Elco was reduced to carrying only four employees in 1933: Sutphen, Chase, Tremaine, and Tremaine's assistant, Alfred "Bill" Fleming. Somehow Elco survived this stagnant

period. In 1938, President Franklin D. Roosevelt personally requested that Sutphen develop a fleet to aid General Douglas MacArthur in the Philippines. The product was the PT (patrol torpedo) boat. Based on the experience of producing subchasers during the First World War, Sutphen and the rest of Elco began planning for their part in the second. Throughout the depression, Elco invested an average of just under $400,000 each year on buildings, machinery, furniture, and fixtures. In 1939, this number was $404,000. In early preparation for the United States' involvement in the expanding global war, Elco spent $1,323,000 in 1940 on modifying and expanding the plant. In 1941 Elco invested $1,448,000. Over the next four years, the investment rose to $1,954,000. Between 1940 and 1945, Elco's plant grew to twice its size and three times its prewar capacity. All of this went toward preparing and optimizing PT-boat production.[8]

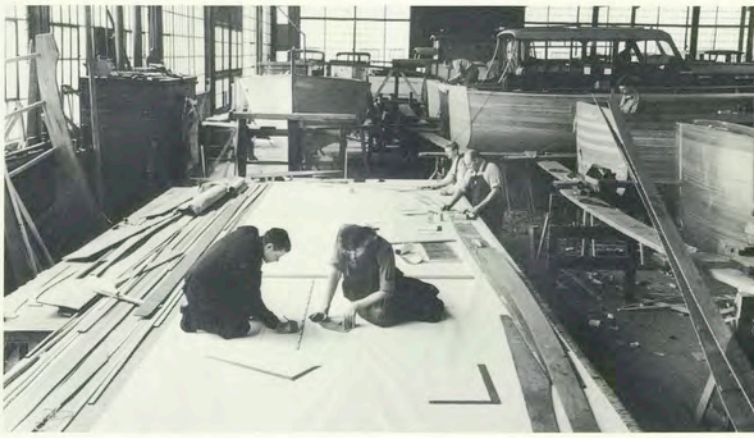
Elco built 399 of the 600 PT boats used during World War II, including PT-109, the boat John F. Kennedy commanded. The company built these boats at the incredible rate of one every 60 hours, having 32 under construction on the day Japan surrendered in August 1945.[9]

Soon after V-J Day the military halted all its contracts, and by Christmas of 1945 Elco had laid off 2,000 of its 3,000 employees. It was time again for Elco to readjust to peacetime production. However, Elco could not easily dispose of the machinery or expanded plant in Bayonne, and needed to find some profitable use for the plant quickly enough to satisfy its parent company Electric Boat. What Henry had achieved during the war was about to destroy his life's work. In addition to its own costs, Elco also carried the employees of nearby Electro Dynamic, who contributed nil to boat production, on their budget. On top of this overhead was the investment needed to convert Elco back to yacht production.[10]

With the end of fighting in 1945, America needed to readjust itself from the war machine it had been back to a more productive and peaceful state. Businesses were hurriedly reconverting their production to support local and national markets rather than an overseas war. This readjustment came as millions of soldiers and sailors returned to the labor market, and commerce lagged unavoidably.

Most industries readjusting from the war effort





left: **Elco chief designer Glenville S. Tremaine poses between two large utility boats, hull numbers 2853 and 2854, in October 1934. Joining the company as an assistant just before World War I, Tremaine became the head naval architect and works manager in 1923. He was the man who locked the door when the firm folded 26 years later.** (© Mystic Seaport, Rosenfeld Collection 1984.187.70100F) / right: **Elco was known both for its pioneering efforts in standardized construction and for its meticulous detail and fine finish work. Here, two employees loft lines while others prepare molds and finish off the stock cruisers in the shop in April 1938.** © Mystic Seaport, Rosenfeld Collection 1984.187.53531)

slumped immediately after the war and, being this country's largest producer of PT boats, Elco was no exception. On V-J Day, Elco had 32 PT boats at various stages of completion. The military immediately cancelled their orders, and Elco lost a potential billing total of $3,157,512. Two months after the close of the war, Elco designers began developing new pleasureboat models, and Elco completed several prototypes in 1946. This happened amidst great frustrations in obtaining materials and labor.[11]

This readjustment was a tangible and physical one, but change also occurred on a different scale. Americans changed their refocus from the war back to themselves, their families, homes, and careers. By the end of World War II, average wages were higher and living conditions better than those experienced in the 1920s. Some aspects of this new standard of living were the novel ideas of the two-day weekend and paid vacation time. Although it took a few years for the market to develop fully, public demand for luxuries such as boats and second cars grew rapidly also. Riding this fresh demand, the boating market swelled. Companies like Owens and Chris-Craft thrived, but Elco did not. Elco instead suffered from poor sales and high transition costs between 1946 and 1949. In 1946 alone, Elco lost $1,727,627. The next year was an improvement, but a loss of $849,000 through the end of September 1947 was by no means encouraging. Elco could not make enough money to satisfy the executives at its parent Electric Boat.[12]

It seems that the very quality of Elco yachts was one factor in the company's demise. A consulting firm, Armstrong & Company, had this to say about Elco. "The design, specifications and appurtenances of the Elco boats are unquestionably of the finest in quality, workmanship, and all details of finish and equipment." Henry Sutphen deserved such praise as "a pioneer in American motorboating." Henry must have been the driving force behind the quality for which Elco was known; the company refused to turn out shoddy yachts. All materials and components used were the best available, and the designers





left: **Completed by the brand-new Elco Naval Division in the spring of 1940, the 70-foot PT-10 was the first production PT boat, modeled on the British-built PT-9, designed by Hubert Scott-Paine and brought to the U.S. by Elco in 1939. Elco obtained the contract for these boats without competitive bidding. When the 70-footers proved too short and lightly built for U.S. Navy use the 10 completed boats were transferred to Great Britain. Elco continued with a 77-foot and then an 80-foot model. Elco's output totaled 385 PTs through the war. The firm's major competitor was Higgins Industries of New Orleans, which built 199 to a Sparkman & Stephens design (Huckins contributed another 18 PTs). Morris Rosenfeld photographed PT-10 the day Secretary of the Navy Knox came to inspect the boat in October 1940.** (©Mystic Seaport, Rosenfeld Collection, 1984.187.99428F) / right: **The Elco Yacht Division also contributed to the war effort, producing its stock cruiser yachts in a version modified for U.S. Army service.** (© Mystic Seaport, Rosenfeld Collection, 1984.187.102782F)

and builders took great care to make their work stand out above all others and earn the respect and goodwill that was embodied in an Elco boat. After World War II though, obtaining materials like the best African mahogany and Burmese teak was a dilemma. Engines were hard to obtain also, since those engine manufacturers needed time as well to shift back to peacetime production. Elco was not alone in its struggle to obtain materials. In 1946, the entire industry suffered from the lack of available wood, let alone the fine imported teak used by Elco.[13]

Further complicating the situation was Elco's struggle to find more dedicated craftsmen than it currently employed. During the war, citizens gainfully employed in America regularly worked overtime. Between 1941 and 1945, the average workweek rose from 40.6 to 45.2 hours, with companies grudgingly paying time-and-a-half for overtime. Women also helped alleviate in the labor shortage throughout the war by helping the industry where they could. All of this extra income and no hike in the cost of living provided many Americans with better lives than they had experienced in a long time. Since there was little to spend their income on aside from War Bonds, employees saved much of their earnings. By V-J Day, Americans had a tremendous urge to spend saved income. With such a demand, prices were unavoidably set to skyrocket as soon as rationing and wartime controls were gone.[14]

As prices rose, the once gainfully employed were losing their jobs as wartime production ceased. Returning to a more normal employment size with the elimination of its naval division, Elco laid off two-thirds of its labor force, although it still had to hunt for profitable work for the remaining thousand. Unions pledged not to strike during the war, but once the war ended many unions went on strike for wage hikes. Without a war, the need for overtime work no longer existed, and wages dropped back to regular 40-hour earnings. With rising costs and a sharp drop in earnings, the burden on American households to maintain the financial status they enjoyed during the war ballooned. Union members wanted to earn in 40 hours what they used to earn in 50, and Elco was not shielded from these developments. Elco's labor contract expired on 30 June 1947. Within days the employees petitioned for a 15-cent hourly wage increase and other benefits. Elco took the matter to the New Jersey Conciliation Board, and they settled on a 6-cent increase without additional benefits. The union voted not to strike, but the vote was "extremely close." This increased Elco's labor rate 5 percent and possibly contributed to higher prices on finished yachts. Similar circumstances affected most of American industry and fostered a widespread rise in cost-of-living standards.[15]

With prices on the rise and consumers rapidly spending their savings, people focused on the necessities instead of the luxuries, but only for a short while. In 1947, the American public spent over $900 million on recreational boating. In the first three months of 1947, Elco sold more boats than it did in all of 1946. The boating industry accelerated through the rest of the decade, but by the time it shifted to high gear, Elco was already gone.[16]

A crucial question to ask when examining Elco's failure is why so few people bought Elco boats. It was certainly not because of a poor reputation or a substandard product. Reports from Elco dealers stated "their customers are 100% sold on our boats." The hope of Preston Sutphen, by this time managing Elco for his 72-year-old father, was that "satisfied customers will encourage their friends to buy Elco boats." Elco's reliance on word-of-mouth proved insufficient, because Elcos were not selling.[17]

As the Armstrong report said, "the distribution of the population of the United States is extremely favorable to the boat building industry in that 70% of the population live in areas close to the coastal waters or near navigable lakes and rivers." This percentage does not prove much by itself, since the Armstrong Report determined the geography

of suitable shoreline for motorboats to be over 115,000 miles. What makes more sense was the report's explanation of modernization along the waterfront for recreational boating:

"Boating facilities have been greatly improved by the construction of more and better motorboat basins, slips and harbors. As of June 1, 1946, approximately 150 marinas were in various stages of planning and construction throughout the country . . . [Some include] the Mission Bay Development at San Diego . . . the Edgewater and Gordon Park projects at Cleveland . . .[and the] Washington Channel project."[18]

The Armstrong Report further classified just how much shoreline an Elco yacht was suited to travel, but explaining the industry's market this way is very risky and rather strange. "Elco's market is found in those waterways under Federal control. These include coastal water and waterways tributary thereto, the Great Lakes, the principal rivers of the Mississippi River System, together with their important tributaries, and a few other specific bodies of water such as Lake Champlain. In general, therefore, it might be said that expressed in terms of 'miles of shoreline' Elco's market is limited to approximately 15,000 mi. or about 13% of the total miles of shoreline."[19]

The waters the Armstrong Report defines were for Elco and all of Elco's competitors. Of the competition, Chris-Craft was the only company larger than Elco. A sample of the grasp Elco had on the market, measured in number of vessels sold, shows Elco lagging behind its competitors.

Number of Vessels Sold Between 1 October 1946 –30 September 1947.[20]

	Vessels sold	Market Percentage
Chris-Craft (cabin cruisers only)	1,600	30.8
Churchwood (Steelcraft)	1,200	23.1
Elco	260	5.0
All Others	2,140	41.1
Total	5,200	100.0

This table does not address the net sales of each company, where Preston Sutphen argued Elco would show a much larger percentage. What this chart fails to emphasize is that Elco sold 260 boats in one year, or one boat every day and a half. For a company the size of Elco, these sales are commendable considering the situation at the time. Then again, to boaters at a marina this may be an indicator of how invisible Elco was along the waterfront.[21]

Another indicator of Elco's visibility was its dealer network. Eighteen dealers and two retail organizations, Port Elco, New York, and Port Elco, Miami, were all Elco offered for the public to see its boats firsthand. Chris-Craft, on the other hand, had about 300 dealers throughout the United States. Preston Sutphen knew that Elco was not as visible as it should have been in a shifting market, and he continued pressing for dealer expansion in all of his reports to Electric Boat's president. He still was upbeat about the prospects of the postwar sales possibilities. The number of companies competing with Elco was considerably reduced from prewar numbers. Preston noted that, "due to various problems including labor costs and material procurement problems . . . [the field is left to] Elco, Chris-Craft, Matthews, Owens, and a few others . . . Elco has the best reputation for building good boats at fair value prices. The work done by Elco in PTs during the war is not only known throughout the country, but throughout the world."[22]

With the PT boat, Elco had a distinct advertising

advantage. To soldiers in the Pacific, World War II was an aquatic war. The Pacific theater introduced many thousands of young men to boats and boating, and those in the industry believed that a new market of returning servicemen would want a boat of their own. One of Elco's postwar models, a 27-foot Sport Cruiser, was advertised as based on the lines of a PT boat. The ad slogan on the 27-footers noted, "She's PT proven . . . and a 'home afloat' . . . The new Elco 27' is PT bred!" In addition, every major boating publication of the day ran full-page Elco ads, where at the bottom of each the ad read "By the builder of the famous Elco PT." Elcos were selling, but still not in the way Electric Boat would prefer.[23]

The Armstrong Report was literally saying that cheaper, lower-quality boats would sell well and that there was no market for high quality. On 11 June 1946 a 27-foot Elco sport cruiser listed for $5,700. This cruiser was an exception to the prices of Elco boats; most models listed for more than $10,000. Preston received a letter from his father Henry on 8 January 1947, which expressed fear that Elco might price itself right out of the market. Preston acknowledged this fear, but when the Armstrong Report echoed this concern, Preston took a much more defensive stance. "Elco prices are admittedly higher than competition but our product and reputation is recognized to be superior and should be appreciated . . . . Several builders, viz. Owens, Richardson, Higgins, have





left: **Preston O. Sutphen (left) took over operation of Elco from his father after World War II. He is shown here in 1946 with General and Mrs. Richard Sutherland on board *Sentani*, ex-*Celestial*, their 48-foot Elco cruiser built in 1936.** (Mystic Seaport 1988.112.68) / right: **As popular is its boats were, Elco did not make them easily accessible to the boating public through boat dealers. Its main outlets were the two Port Elcos, one on Park Avenue in New York, the other in Florida. Here is Port Elco near Miami, with several different stock cruisers at the pier in this 1940 photo.** (© Mystic Seaport, Rosenfeld Collection 1984.187.95461F)

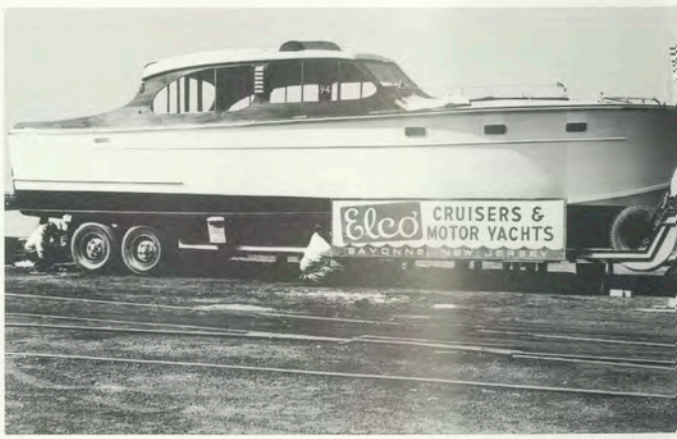
Armstrong proposed that perhaps the problem existed in higher production costs. A section of their report opened: "Elco boats are constructed of the finest materials and with the best of workmanship. In this connection, however, there is some doubt in our minds as to the necessity or need for the closeness of fits used in Elco boats and, as well, the need for the most expensive materials unless it can be established that a market exists for such high quality manufacture at a profitable sales price."[24]

lost customer good will by unsatisfactory performance of boats sold during the past year."[25]

Chase, Tremaine, and Sutphen fought Armstrong's point of view and refused to compromise quality, which meant Elco still built some of the best yachts, and coincidentally some of the most expensive. The Armstrong Report argued "it is doubtful if there would be many purchases of boats selling in excess of $10,000 by individuals in the income brackets below $10,000 of real

income." This conclusion came from the report's analysis of the estimated tax returns for 1947 and the buying power shift between 1935-36 and 1945. Preston felt that there was still a substantial market for larger Elcos because "there are 145,600 persons with net Income After Taxes of $20,000 or more. This is a substantial number of prospects for the purchase of boats." Where the Armstrong Report and Preston agreed was in the shift in buying power. Assuming zero population growth, there was an incredible jump in the percentage of people earning between $4,000 and $6,000. This was the new middle class. More than this increase, the drop in consumers earning over $10,000 affected Elco. As of 1945 there were 33 percent fewer people earning between $10,000 and $15,000 and 83 percent fewer people earning over $15,000; but then again there was a war on. Both Preston and the Armstrong Report suggested that it would be beneficial if Elco had a smaller boat suited for the middle-income classes. By the early summer of 1948, a boater could have his own Elco Marinette for between $3,990 and $5,320, but by this time it was too late for Elco. Too much money had been lost for too long due in large part to the role Elco played in producing PTs.[26]





left: **Elco claimed its 27-foot stock cruiser, developed in 1946, was an offshoot of the PT design. Nearly 20 of them are under construction in this January 1947 photo.** (© Mystic Seaport 1988.112.97) / right: **In June 1947, a new 40-foot express cruiser—hull number 3894—is prepared for delivery on a trailer complete with advertising banner.** (Mystic Seaport 1988.112.12)

It could not have been clearer: "Elco's basic problem is the Overhead burden of a large plant designed and machined for boat manufacture." Elco spent more in 1946 than it had ever spent in any one year before or during wartime production. Elco consumed $2,138,000 reorganizing the plant, designing five new boats, and developing new business in laminated wood products.[27]

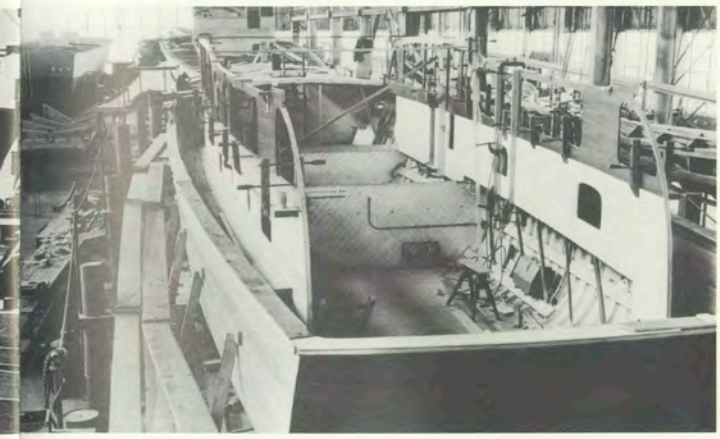
Management investigated any opportunity to cut overhead. Material costs were high, but only a 5 percent reduction was sensible due to the cost of potential design changes and lower retail values that would negate the savings. Both Elco and the consulting firm scrutinized labor, and Elco developed a wage incentive program that the Armstrong Report also recommended. Armstrong theorized a potential for up to 30 percent savings, but it was just a theory. When Electric Boat's new president, John J. Hopkins, hired the Armstrong consulting firm to examine Elco, Elco's management had already taken great strides. There was still potential for reduction of labor and materials overhead, but the Armstrong report noted: "with regard to manufacturing overhead . . . it is our conclusion that no further reduction can be effected. . . . In the matter of selling, general and administrative overhead, it is our opinion that no substantial opportunity exists to economize." The most frustrating dilemma with reorganizing Elco

and reducing overhead was that any change ultimately resulting in savings required a significant initial investment. Electric Boat understood this, but Elco had already spent millions on preparing for war and subsequent retooling for the peacetime market. Then again, Elco had also brought enough money in from PTs, yachts, and other products to completely clear its debt. Whether the coffers were dry or not, John J. Hopkins was not interested in spending any more.[28]

Recognizing the debilitating effects of this dilemma, the Armstrong Report concluded, "we reluctantly recommend to you that the business of building and selling Elco cabin cruisers be abandoned and liquidated." Hopkins identified with this message and, amidst protests from Elco's management, Preston Sutphen received a letter on 7 January 1948 from Hopkins setting an ultimatum for the company. Elco had to empty its lot of unsold boats and turn a profit in one year, or else. Ultimately, Elco never realized that one-year goal.[29]

"At the Directors' meeting of January 22nd it was resolved that Elco was not authorized to produce additional boats." Elco was not out of business, just out of the yacht business. The exploration into other lines of manufacture was dubious at best, but opportunity presented itself in the form of bowling pin production, laminated car body panels for Plymouth, domestic home doors, and even baseball bats. The navy was still interested in developing the PT, and Elco had a PT design in the works. Preston continued to cut overhead when he could in an effort to save the company, but this was to no avail. The estimated loss for 1948, as submitted in April of that year, was $427,000. With yacht construction frozen, "bowling pins and PT boat [design work] cannot provide sufficient volume to eliminate heavy losses." Elco was not going to survive, and Preston probably knew it long before he wrote, "As Director and Vice President of the Company and in view of the estimated loss for 1948 and the probable losses in 1949, I believe the Board should give careful consideration to closing out Elco business as promptly as possible and disposing of the plant . . . It is with great regret that I come to the above conclusion."[30]

On New Year's Eve in 1949, little more than four years after V-J Day, the last man left Elco for good. Elco historian Bill Swanson could not have put the final action of Elco's last employee more simply, "[Tremaine] padlocked the gate, handed the keys to an Electric Boat night watchman, and drove home."[31]





left: **Bent and clamped in place, the mahogany superstructure of this new 62-foot cruiser takes shape in March 1946.** (Mystic Seaport 1988.112.65) / right: **Completed in October 1946 in elegantly simple style, the main saloon of the 62-footer shows Elco's continuing attention to detail, even as it fought to stay afloat in the postwar marketplace.** (Mystic Seaport 1988.112.86)

The primary reasons for Elco's demise were that the overhead burden had not been anticipated or managed successfully and new demand was not readily understood. Elco's perception of its most affordable boat was somewhere above $4,000, more than Electric Boat and Armstrong figured a young family was willing to spend. Due to their personal relationship with Elco, Henry and Preston may not have seriously considered other options for reorganization after World War II. The thousand employees they kept may still have been too many for Elco's original purpose of building custom yachts. Also, Elco could have sold much of the extra machinery they had from building PTs instead of carrying it as a capital equipment cost.[32]

The public knew Elco was synonymous with quality, but many could not afford or did not want to pay for that caliber of yacht. Still, a significant market persisted and Elco could have survived if resistance from Electric Boat had not been so fierce. Elcos were peerless among semi-custom yachts; Henry Sutphen's vision just extended further than Electric Boat preferred. ■



■ **NOTES**

1. The words of Electric Boat President John Hopkins at the 1948 Christmas party, just four months before he shut Elco down, William C. Swanson, email message to author, 25 February 2002.

2. From a 1931 Elco brochure.

3. The name Electric Launch Company was shortened to Elco in 1909; William C. Swanson, *Launches and Yachts: The 1902 Elco Catalog* (Waldorf: Swanson Marine Enterprises, 1984), ix; Swanson, email message to author, 10 April 2002; John Niven, C. Canby, and V. Welsh, eds., *Dynamic America* (Groton: Doubleday & General Dynamics, 1960), 43; Donald W. Fostle, *Speedboat* (Mystic: Mystic Seaport Museum Stores, 1988), 106-108; the term "autoboat" is a shortened form of "automobile boat," but we should deconstruct the word "automobile" further. An automobile was not specifically a car, but anything that was "auto"matically "mobile," or self-powered. An "automobile" distinguished itself from vehicles and vessels of the era that were not self-powered, such as wagons, barges, carriages, and canalboats pulled by mules, horses, or oxen. "Autoboats" were different from launches because they were much faster and roughly equivalent to what we call runabouts today. Autoboat style deliberately mimicked the look of cars, such that autoboats had accessories like folding canvas tops, the same as convertibles. In those days, it was considered flattering to compare a boat to a car, though later on it became the worst kind of insult, Swanson, email message to author, 24 February 2002.

4. Swanson, *Launches and Yachts*, viii.

5. Ibid, xii; the Electro Dynamic Company of Philadelphia produced Griscom's motors. Also from Philadelphia were Rice's batteries, built by the Electric Storage Battery Company. Exide, the more recent name of this battery company, might be more familiar. Niven, *Dynamic America*, 71.

6. Swanson, *Launches and Yachts*, xv; Henry Sutphen's leadership extended beyond the scope of Elco. Working with Ira Hand in 1904, Henry Sutphen created the immensely popular Motorboat Show. Sutphen also co-founded and served as president of the National Association of Engine and Boat Manufacturers. The N.A.E.B.M. is now known as the NMMA, Swanson, email message to author, 19 February 2002.

7. Niven, *Dynamic America*, 111.

8. George S. Armstrong & Co., Inc., Report on Elco Division of Electric Boat Company, November 20, 1947, Collection 213, box 12, page 35, G.W. Blunt White Library, Mystic Seaport.

9. Swanson, *Launches and Yachts*, xviii; William C. Swanson, "ELCO," *Nautical Quarterly* 30 (Summer 1985): 27.

10. Preston L. Sutphen to John J. Hopkins, 14 April 1948, Elco Personnel Overhead, Coll. 213, box 7, folder 1, page 2, G.W. Blunt White Library.

11. Henry R. Sutphen, Operations at Elco and Dynamic After V-J Day and During 1946, written between April and June 1947, Coll. 213, box 5, folder 3, page 1, G.W. Blunt White Library; of the 32 PT boats under construction, about half were close enough to completion that Elco was allowed to finish them, and the rest were destroyed before much had been done, Swanson, email message to author, 9 April 2002.

12. Sutphen, Operations at Elco and Dynamic After V-J day and During 1946, 1; like everyone else, Elco was in a transitional state. These losses weren't exactly due to poor sales—they also

included every transitional cost—plus Elco now carried twice as much physical plant and equipment as it had in 1940; Armstrong, Report on Elco.

13. By 1946, Electric Boat was a giant defense-contracting empire that included Wright, Consolidated Aircraft, Stromberg-Carlson, and other defense subsidiaries on top of its own submarine construction. At this time, aerospace technology was preparing take off and become a whole new industry of its own. Admiral Hyman Rickover was beginning the effort to develop nuclear-powered submarines at Electric Boat. Company executives transferred PT production from Bayonne to Groton and redesigned the PT for aluminum construction. Through this reworking, Elco became a tiny bump on Electric Boat's corporate hide, building wooden pleasure boats for rich people once again. Electric Boat's new president John J. Hopkins was thoroughly defense-minded and bottom-line oriented. He claimed that he hired Armstrong to make Elco "more cost-efficient." Glen Tremaine and the others at Elco believed that Armstrong was told what conclusion Hopkins wanted to hear: "Elco was sure a nice bunch of folks and built great boats, but...." Hopkins told Tremaine and Chase, "there is no future in pleasure boating." When they told Hopkins that Elco had just produced $10 million in profits building the PTs, Hopkins replied, "That's water over the dam," Swanson, email message to author, 25 February 2002; Armstrong, Report on Elco, 11; Niven, *Dynamic America*, 43; Wallace Van Nostrand, *Giant Killers, The Story of the Elco PT Boats* (Bayonne, New Jersey: Electric Boat, ca. 1945); Fostle, *Speedboat*, 201.

14. Fostle, *Speedboat*, 201; David A. Shannon, *20th Century America, vol. 3: World War II and Since* (Chicago: Rand McNally College Publishing Company, 1974), 61, 90; the women who helped build PT boats were on the floor and in the weld shop just like their fellow male employees, Van Nostrand, *Giant Killers*, Videocassette.

15. Shannon, *20th Century America*, 90; Preston L Sutphen, Report on Elco Boat Business, 10 July 1947, Coll. 213, box 5, folder 3, page 10, G.W. Blunt White Library.

16. Fostle, *Speedboat*, 201; H.R. Sutphen, Operations at Elco and Electro Dynamic During 1947, written between April and June 1947, Coll. 213, box 5, folder 3, page 1, G.W. Blunt White Library.

17. Preston L. Sutphen, Report on Elco Boat Business, 11-12; in 1940 Elco split into yacht and naval divisions. Preston was vice-president in charge of the naval division throughout World War II. After Pearl Harbor, of course, the non-naval division virtually ceased to exist until late 1945; Bill Swanson explains the situation this way, and it is significant enough to quote directly: "Well, here's where we get into serious interpretation problems. Between 1946 and 1949 [Elco] sold 396 boats. I think that's pretty good— nearly a hundred a year. And that's also close to what they were selling during the latter part of the 1930s, after rebounding from the Depression. So, are 100 boats a year good? Or bad? Reasonable or unreasonable? Gus Evansen . . . said the scuttlebutt was they were expected to be building/selling a *thousand* boats a year, not a hundred. Well, I believe they were probably told that, and if you were Hopkins and wanted to kill off Elco—and he surely did—you'd set a quota for them that was impossible to meet. And considering how Elco rose to challenges—550 80-footers in 488 days during WWI, building a PT every 60 hours during WWII—then you had to set that "impossible" quota really, really high. You can't really compare Elco figures with Chris-Craft figures, because Chris-Craft sold a big bunch of little boats—open runabouts, basically—whereas Elco sold 35-, 45-, and 57-footers. Not the same thing at all. Elco had never ever sold a thousand a year in its entire 57-year career," Swanson, email message to author, 25 February 2002.

18. Armstrong, Report on Elco, 12, 13.

19. "This is why people should never hire efficiency experts," Swanson, email message to author, 25 February 2002; Armstrong, Report on Elco, 13-14.

20. Armstrong, Report on Elco, 18.

21. Preston L. Sutphen, Inter-Department Memo: Re. Comments on Armstrong Report, 4 December 1947, Coll. 213, box 6, folder 3, page 2, G.W. Blunt White Library.

22. Sutphen, Report on Elco Boat Business, 11; Sutphen, Comments on Armstrong Report, 4; Sutphen, Report on Elco Boat Business, 13.

23. Elco promotional circular, Coll. 213, box 4, folder 1, G.W. Blunt White Library; this is what the ads said, but beyond some custom detailing the boats were not PT's in a technical sense, Swanson, email message to author, 25 February 2002; Elco advertisement, *Motor Boating* (September 1948): 20.

24. Armstrong, Report on Elco, 20.

25. Elco price list, 11 June 1946, Coll. 213, box 15, folder 1, G.W. Blunt White Library; Sutphen, Comments on Armstrong Report, 3.

26. Armstrong, Report on Elco, 21; Sutphen, Comments on Armstrong Report, 3; Armstrong, Report on Elco, figure 8 between 20-21; Elco price list, June 7, 1948, Coll. 213, box 15, folder 1, G.W. Blunt White Library.

27. Preston L. Sutphen to John J. Hopkins, 15 April 1948, Estimated Profit & Loss Statement–1948, Coll. 213, box 7, folder 1, page 2, G.W. Blunt White Library; Armstrong, Report on Elco, 35; Sutphen, Operations at Elco and Dynamic After V-J day and During 1946, 1; the issue of reorganization costs was a paradox for Elco: instructed to develop new products quickly, the company needed to spend freely. But once it began to invest in developing new products and technologies—at considerable expense—Hopkins criticized the company for excessive expenditures, Swanson, email message to author, 9 April 2002.

28. Armstrong, Report on Elco, 4; Swanson, email message to author, 9 April 2002.

29. Armstrong, Report on Elco, 5.

30. Sutphen, Elco Personnel Overhead, 1; Sutphen, Estimated Profit & Loss Statement–1948, 1-2.

31. Swanson, *Launches and Yachts*, xix.

32. A capital equipment cost in this case is the idle equipment once used to build PTs. On a P&L statement this is tallied as a loss of 100 percent of the tools' original cost, detracting from any profits the company may otherwise have. Even if the tool has paid for itself ten times over, when it sits idle for a long time it becomes a capital equipment cost. If Elco had sold the extra machinery, even at 10 percent of its original value, it would have been recorded as a loss for only one year instead of a repeated capital equipment cost year after year, Swanson, email message to author, 9 April 2002.

Ed Stern researched this essay while a student in the Williams College-Mystic Seaport Maritime Studies Program. This essay was selected by the Fellows of the G. W. Blunt White Library at Mystic Seaport as the 2003 Gerald E. Morris Prize Article.

SOLUBLE PACIFIC
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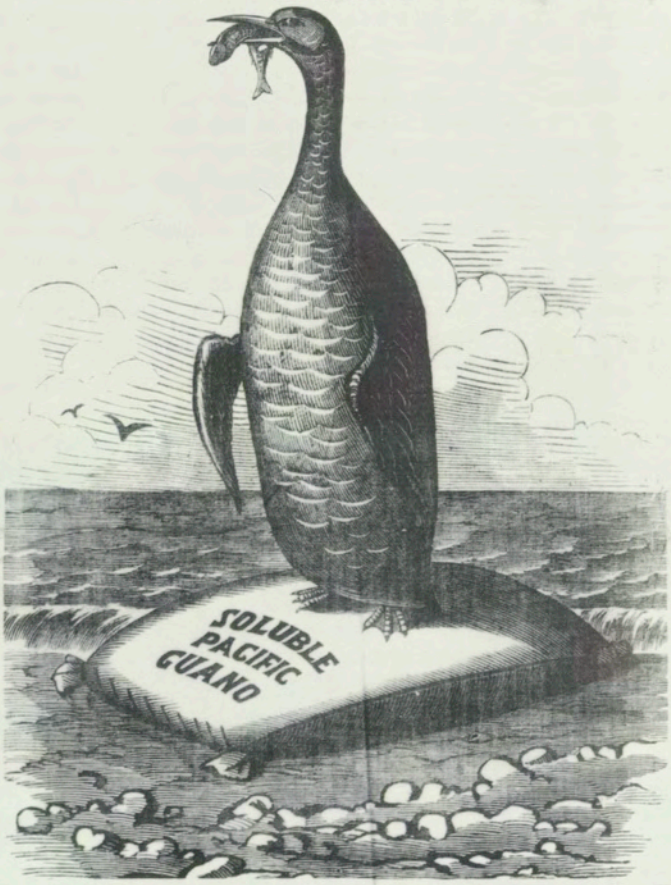
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"The Most Valuable Bird in the World"

A Maritime History of the Cormorant

Richard J. King



In 2004, the cormorant is perhaps the most common seabird on the Mystic River. Every day, from May until October, these black-plumed divers scatter along the length of the river to fish and rest on pilings. They often stand motionless with their wings spread. On any summer evening at dusk, a dozen or more cormorants stand on the electric lines that span the Mystic River, just north of I-95. Right after the sun goes down, hundreds of cormorants return to their islands off the river's mouth. After fishing the waters of Stonington Harbor, Groton Long Point, the Mystic River, and Fishers Island Sound, cormorants sleep on South Dumpling Island, Liddy Island, Rock Island, Whaleback Rock, and Gates Island, all within a few miles of the Mystic River. Gates Island, a sparse pile of rocks just east of the Mystic River, has the highest local population of cormorants, supporting approximately four hundred breeding adults.[1]

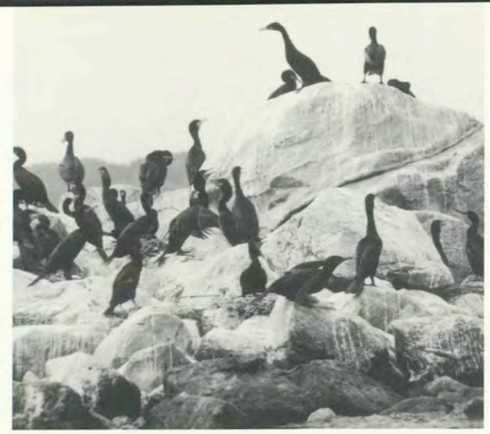
Cormorants are a fixture on the Mystic River estuary, yet few locals or visitors know much about them. The cormorant is featured with other birds on public education signs near the drawbridge in downtown Mystic and on Middle Wharf near the *Charles W. Morgan* at Mystic Seaport, but few who notice them know the diverse, cosmopolitan, and intriguing maritime history of this seemingly common seabird.

Cormorants, of the family *Phalacrocoracidae*, are seabirds that live in colonies next to salt and fresh water. They dive under the surface to catch fish. Cormorants will also eat an occasional crab, a small lobster, an insect, a small turtle, a frog, an octopus, or whatever else presents itself. Depending on the chosen method of taxonomy, between 27 and 39 different species of cormorants live worldwide. Cormorants live beside every major body of water, both salt and fresh, except the central Pacific Ocean.[2]

Most scholars believe the word "cormorant" comes from the Latin, *corvus marinus*, meaning "sea-raven," which is mentioned in the Reichenau Glosses of the eighth century. The genus name, *Phalacrocorax*, translated literally from the Greek, means "bald crow" or "bald raven." In Spanish and French, the word for cormorant is *cormárn* and *cormoran* respectively, but names vary by region and species. The bird is *kormoran* in German. In Hindi the cormorant is *pankowwa* or *jal-kowwa*, which means "water crow." In Old Testament Hebrew, the word for cormorant is *shalak*.[3]

The Eskimos of Labrador and Newfoundland used the name *okaitok* for cormorant, meaning

left: **The fanciful bird on this advertising poster for Soluble Pacific Guano, ca. 1860, bears only the vaguest resemblace to a cormorant, but the image does suggest the process of turning fish into guano.** (Mystic Seaport 1952.1046)



Double-Crested Cormorants gather around their nests on Gates Island in 2001. (Author photo)

"the one without a tongue."[4] Cormorants are a mostly silent bird, except for the sound of a shrill feeding request when they are very young and a pig-like grunt when they are adults at a breeding colony. In Great Britain and other English-speaking countries, cormorants are known almost interchangeably as "shags." In the British Isles, one species of cormorant (*Phalacrocorax aristotelis*) has the common name Shag.

In English, particularly in the seventeenth and eighteenth centuries, the word cormorant meant "greedy" and ravenous." (Consider "raven" here.) Cormorant or "cormorous," as an adjective, is defined as "greedy, rapacious, gluttonous"; cormorant, as a noun, means "an insatiably greedy or rapacious person."[5]

Many authors in English literature used the word cormorant with this definition. William Shakespeare used the word cormorant in four of his plays. In *Love's Labours Lost,* Shakespeare has his King Ferdinand begin the first act with a speech that includes, "When, spite of cormorant devouring Time." In 1693, in his popular comedy *The Old Bachelor*, William Congreve wrote, "Why, what a cormorant in love am I." Samuel Taylor Coleridge, most famous for his poem featuring an Albatross—"Rime of the Ancient Mariner"—wrote the following in 1796, about his intense, all-encompassing desire to read: "I am, and ever have been, a great reader, and have read almost everything—a library cormorant."[6]

The European cormorants of Shakespeare, Congreve, and Coleridge look similar to the cormorants on the Mystic River, but they are a different species. The cormorants that nest in Southern New England are Double-Crested Cormorants (*Phalacrocorax auritus*).[7] The common name derives from two horn-like tufts that appear on their heads for a short time during the breeding season. Double-crested adults appear all black from a distance, but, especially during breeding, their feathers are a mixture of bronzes, blacks, and iridescent greens and purples. Double-Crested Cormorants have orange skin on their faces and bright green eyes.

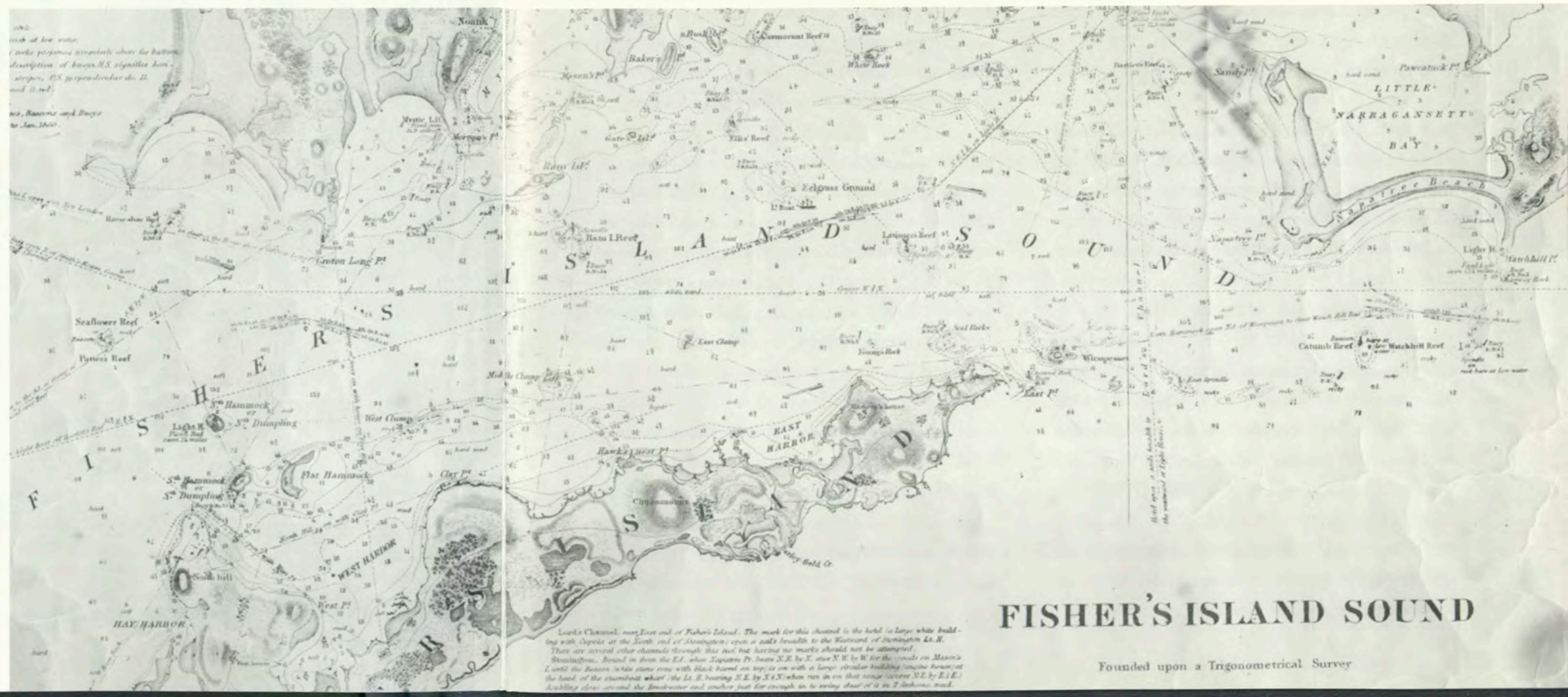
In addition to their ability to fly and migrate great distances, cormorants are superior swimmers and fishers. To propel themselves underwater, they have short legs and wide black feet with all four toes webbed. To fish, cormorants have a long neck and a hooked beak for nabbing slippery and squirmy prey. Double-Crested Cormorants prefer to dive in shallow coastal waters, but they have been reported to dive to depths of more than 100 feet.

Mystic's Double-Crested Cormorant is not an introduced species, but its nesting in this area is recent as far as ornithologists and historians can tell. In fact, the best sources record cormorants nesting on the islands of Fishers Island Sound only within the last 25 years. Although environmental historians do not have quantitative records of cormorants nesting in Southern New England, older records suggest that cormorants probably nested in the area at the time of European contact.[8]

Since European contact, the New England cormorant population has fluctuated. In the seventeenth century, Captain John smith observed cormorants in New England. In the mid-nineteenth century, when John James Audubon surveyed the area, he did not find cormorants nesting along the Southern New England coast. Ornithologists considered cormorants extirpated from all of New England at the end of the nineteenth century, largely due to islanders and fishermen hunting the bird for sport and to protect fish populations. Cormorant habitat was also lost to island settlers and quarries. The birds returned to Maine in the late 1920s to nest. The coastal nesting grounds of the Double-Crested Cormorant have been expanding southward ever since, and cormorant populations have increased rapidly in many parts of the country.

Cormorants might not have nested at the mouth of the Mystic River before the 1980s, they most certainly have been a historical presence in the area. The birds flew through Fishers Island Sound during migrations to their winter grounds in the Southern states the Caribbean, stopping to fish the local waters for days or weeks. Probably reflecting the observations of early mariners, an 1847 nautical chart of Fishers Island Sound

below: **The 1847 chart of Fishers Island Sound (corrected to 1864) includes Cormorant Reef at top center, north of Ellis Reef and east of Baker's Island. Gates Island is about at center, east of Ram Island.** (G.W. Blunt White Library, Mystic Seaport)



Early European settlers never seemed to enjoy the ***strong, oily taste of cormorants,*** *but they surely* ***ate cormorant eggs*** *along with the other seabird eggs they gathered...*



names a Cormorant Reef a half mile to the north of Gates Island. There was also a Cormorant Rock just off the mouth of the Thames River (both names remain on the charts today).

When early European navigators arrived, using cormorants to identify landmarks, they found Native Americans using cormorants for food. Roger Williams observed Native Americans hunting cormorants in the Massachusetts-Rhode Island area in 1643. William Wood also watched New England natives hunting for these birds. He wrote in 1634: "[Cormorants] used to roost upon the tops of trees, and rockes, being a very heavy drowsie creature, so the Indians will goe in their Cannowes in the night, and take them from the Rockes, as easily as women take a Hen from roost; No ducking ponds can affoard more delight than a lame Cormorant, and two or three lusty Dogges."[9]

Forty years later, John Josselyn described Native Americans hunting cormorants in Saco Bay, Maine: "[Cormorants] roost in the night upon some Rock that lyes out in the Sea: thither the Indian goes in his Birch-Canow when the moon shines clear. . . . So soundly do they sleep that they will snore like so many Piggs . . . he clambreth to the top of the Rock, where walking softly he takes them as he pleaseth, still wringing off their heads; when he hath slain as many as his Canow can carry he gives a shout which awakens the surviving Cormorants, who are gone in an instant."[10]

Early European settlers never seemed to enjoy the strong, oily taste of cormorants, but they surely ate cormorant eggs along with the other seabird eggs they gathered. The early fishermen of New England also caught cormorants for bait to hook cod, since the bird's flesh held up well under water.[11]

One of the most famous mariners to dine on cormorants was the naturalist Georg Wilhelm Steller, who discovered that the Spectacled Cormorant (*Phalacrocorax perspicillatus*) made a fine meal for the shipwrecked sailors of Captain Vitus Bering's expedition, returning from an exploration of Alaska and the Aleutian Islands in 1741. These cormorants were almost twice the size of the average cormorant and nearly flightless. Steller wrote that one Spectacled Cormorant was enough to feed three starving men. Russian mariners, the mammals they introduced, and the natives they hired were able to render the Spectacled Cormorant extinct by the mid-nineteenth century, just as they had done to Steller's more famous discovery, the sea cow.

Early explorers ate cormorants in the area of Patagonia, Cape Horn, and Antarctica. They either took up the practice out of necessity, or they learned to eat cormorants from the tribes of Tierra del Fuego. The Fuegian Indians of the Beagle Channel ate cormorant and used parts of the bird for necklaces, leather punches, and sausage skins.[12]

Early Antarctic explorers and sealers were interested in seabird eggs as well as their meat. During an 1834-35 sealing voyage aboard the American schooner *Talma*, of New London, Connecticut, the captain recorded the crew eating eggs and arriving in "Egge Harbour." In 1881, the New London bark *Trinity* was shipwrecked on Heard Island in the

south Indian Ocean. The crew was able to survive on seabird eggs, collecting 3,003 for the season. Sailing along the Antarctic rim, these sealers probably ate a variety of eggs, including those of the local cormorant, the Antarctic Blue-eyed Shag *(Phalacrocorax atriceps)*.[13]

In the twentieth century the cormorant became the delicacy of the Antarctic region. Whale-catchers found it easy to hunt cormorants and particularly enjoyed their taste. In 1929, L.H. Mathews studied Antarctic seabirds as part of a larger study called *The Discovery Reports*. He wrote: "[Antarctic cormorants] have a peculiar habit when approached by the whale ships at sea: they fly up towards the vessel and, keeping the same speed as it, fly alongside the crow's nest at the foremast head. This is often the cause of their destruction, as they can easily be knocked down so that they fall on deck, and they are much sought after as a table delicacy in South Georgia." A.G. Bennet, in his 1932 work *Whaling in the Antarctic*, wrote: "shag is another delicacy (!) among whalers."[14]

In Antarctica and the region around Cape Horn, cormorants served sailors by providing much more than nourishment. Mariners perceived cormorants as navigational aids and pilots, keeping ships off the rocks and saving their lives.

When Captain Cook sailed from England on his second voyage in 1772, he was unable to penetrate the Antarctic pack ice, and he dismissed the idea of a southern continent. Cook found shags (cormorants) throughout the region. Just before Christmas 1774, bound round Cape Horn from the west, Cook encountered an island he named Shag Island. In January of 1775, Cook discovered the island of South Georgia. Because cormorants do not stray far from land he wrote: "The shags and the soundings were our best pilots." He would go on to write that the cormorants seldom traveled "more than half a mile from their rocks." An unidentified mariner would later name the islands just to the northwest of South Georgia Shag Rocks.[15]

Just as they do in Southern New England, nautical charts of Antarctic waters identify several locations with shag or cormorant in their name. Because of the acrid smell of cormorant guano, men named a small, ice-free island in the South Orkneys, Shagnasty Island, in 1947. Since 1931, charts have identified an appendage jutting out from South Georgia as Shag Point. The British Graham Land Expedition of the 1930s named a small island near the Biscoe Islands, Shag Rock. Over the last few decades, biologists have been studying Antarctic Blue-Eyed Shags on Cormorant Island, two miles to the southwest of Anvers Island and the United States Palmer Research Station in Antarctica.[16]

The number of locations named after cormorants speaks to the visibility of this seabird around the Antarctic Peninsula—and perhaps to its utility as a bird that signals land. Like Captain Cook, such early sealers as Nathaniel Palmer of Stonington, Connecticut, surely used these birds as they navigated this remote, uncharted area. Scientists have not yet delineated a definite radius of how far the Antarctic cormorant will stray from land, but ornithologist Graham Harris, an expert on the area, gives the Antarctic Blue-Eyed Shag a maximum foraging radius of 18 miles. Regardless, any prudent mariner used all hints necessary to locate his vessel, and knowledge of the habits and rookeries of cormorants and other seabirds helped save ships in many parts of the world, especially in Antarctica. Simple log entries show that cormorants and their islands were part of daily navigation. On 5 October 1870, Alfred Turner, master of the sealing schooner *Flying Fish* of New London, wrote in his log: "This day begins with strong breeze from N three Ice Burgs in site at 1 PM made Shag Rocks baring SSE dis 12 m at 4 PM 4 Ice Burgs in site hove too at 7 PM so ends."[17]

The most famous navigator to use cormorants as a navigational aid was Ernest Shackleton. Shackleton and ship's captain F.A. Worsley lost their ship *Endurance* to the Weddell Sea ice pack in 1916. After the ship's company struggled

to Elephant Island, Shackleton and Worsley left most of the expedition's crew there and set out in a small boat for South Georgia. After an 800-mile voyage in a decked whaleboat, traversing some of the most treacherous waters in the world, they finally saw, after 14 days, a bit of floating plant life. Hours later, they saw the Antarctic Blue-Eyed Shag. This bird signaled that their navigation had been correct and that they might actually survive their journey. In his account of the voyage, titled *South*, Shackleton compares the cormorant to a faithful lighthouse: "An hour later we saw two shags sitting on a big mass of kelp, and knew then that we must be within ten or fifteen miles of the shore. These birds are as sure an indication of the proximity of land as a lighthouse is, for they never venture far out to sea. We gazed ahead with eagerness, and at 12:30 p.m., through a rift of clouds, McCarthy caught a glimpse of the black cliffs of South Georgia. . . . It was a glad moment. Thirst ridden, chilled, and weak as we were, happiness irradiated us."

Worsley concurred in his account of the voyage, "Fifteen miles offshore we saw the first shag. The sight of these birds is a guarantee that you are within fifteen miles of the land, as they hardly ever venture farther out."[18]

Just as cormorants helped ships' officers to navigate and keep their sailors fed, these seabirds also served to line their pockets with money. The New England whalers of the nineteenth century, while exploring the eastern Pacific for whales, discovered rich deposits of guano off the South American coast. The bird feces on these islands was the finest fertilizer yet known. Merchants and governments rushed to ship this guano home for a desperate agricultural demand in Europe and the expanding United States.

The primary producer of guano, and the creator of the finest product, was the cormorant. The cormorant of the coast of Peru is the Guanay Cormorant *(Phalacrocorax bougainvillii)*. Feeding off the anchoveta schools of the Humbolt Current, Guanay Cormorants used to live by the millions on deserted rocky islands off the coast of Ecuador, Peru, and Chile. Over thousands of years the birds' feces accumulated on these islands to depths of more than 100 feet because the area receives no rain. Compared to the other guano birds of the Peruvian coast, Guanay Cormorants produced the highest quality guano, the most guano per bird, and the most guano by sheer numbers. In particular, chemists discovered that the balance of nitrogen, phosphorus, and other elements in the guano fertilizer from the Chincha Islands, just off Peru, was the absolute finest yet found on Earth.[19]

The guano rush boomed from approximately 1840 through 1870. Recognizing the value of this natural resource, Peru nationalized the mining of guano in 1842 and profited greatly until artificial nitrates were developed for agricultural fertilizer. The maritime trade for seabird guano off the Peruvian coast has been overshadowed by the more romantic California trade that resulted from the gold rush and spurred the construction of elegant clipper ships. But guano fit conveniently into the California trade as a valuable return cargo from the Pacific (an alternative to a transpacific passage for Chinese tea before returning to the East Coast). Homeward-bound merchant ships stopped at the Chincha Islands and at other guano islands to load the stinking cargo that would be processed as fertilizer for the farms of the United States and Europe. On one day in 1853, a visitor counted 130, including approximately six clipper ships, at anchor off the Chinchas. The Mystic-built clipper ship *B.F. Hoxie* anchored off the Chincha Islands in 1857 to load guano. Simeon G. Fish, a crew member on board the *B.F. Hoxie*, wrote at the Chinchas in his journal, "Quite a number of ships arrived today, for one the famous clipper 'Great Republic.'"[20]

In 1860, 43 percent of all fertilizer used by the United States came from seabird guano. The preeminent ornithologist and author of the area,

Dr. Robert Cushman Murphy, wrote, "More than ten million tons [of guano] were extracted between 1851 and 1872 from one small group of islands [the Chincha Islands], representing an average annual exportation to the value of twenty or thirty millions of dollars." Guano import companies helped towns in New England grow and prosper. For example, engineers built the railroad that extended to Woods Hole, Massachusetts, to dispatch guano from the Pacific Guano Company, sending the town's product to Boston and on the rapidly expanding agricultural industry of the American West.[21]

The cormorants and the guano trade had an impact beyond their economic and agricultural effects. The trade aroused significant military and diplomatic conflict involving nations that claimed ownership to the Chinchas and other guano islands. The United States, Spain, and other European countries involved their navies, looking to make a profit and protect their mariners and the farmers who wanted cheap fertilizer. The United States passed the Guano Islands Act in 1856. This permitted American citizens to claim newly discovered or uninhabited islands in both the Pacific and the Caribbean, in the name of the United States, if these islands were to provide potential guano profits.[22]

The mining of the guano on these Peruvian islands was brutal and difficult. Men were brought from around the world, mostly from China, to die with guano pick-axes in their hands. The heat and guano dust were unbearable and asphyxiating, the food and accommodations provided were criminal. After a visit to the Chincha Islands in 1853, Captain George Washington Peck wrote: "[Guano Trade labor is] brought here in English vessels—the fact is notorious . . . it is moreover, the worst and most cruel slavery of all forms of slavery that exist among civilized nations. It was universally said so by captains who had visited every quarter of the globe; I am sure I never saw anything like it on the plantations." Before Simeon G. Fish of the *B.F. Hoxie* even visited the Chincha Islands, he had heard of their reputation. He wrote on 10 February 1857, before setting sail from Callao: "Awful!! Lay at the Chincha's 90 days!! Horrible to relate!!" After the *B.F. Hoxie* arrived, Fish wrote: "These islands present a most uncomfortable appearance not a green thing on them I pity the poor fellows that work on them." After less than three weeks at anchor, he wrote: "I wish I was in any part of the world but this. I am sick and tired of it."[23]



By 1860, after nearly 20 years of exploitation, the mass of guano on the Chincha Islands had been considerably reduced. Miners carved footsteps into the face of the dried phosphates and hacked off pieces that piled up at the bottom of the face. These were carted by wheelbarrow to push-cars on rails that carried the material to the precipitous edge of the islands for transfer to ships. (Mystic Seaport 1994.107.1.25)

As a result of the rapacious mining during the guano rush, over-fishing, and a series of El Nino years, the seabird population off the coast of Peru decreased dramatically. Cormorants are



above: **A Peruvian photographer captured part of the fleet waiting to load guano at the Chincha Islands, ca. 1860. At least one of the vessels displays the fine lines and tall rig of a clipper ship. A few ships could be accommodated at a loading wharf, but much of the guano was dumped down canvas chutes into the ship's holds, during calm weather, or into small lighters that carried it off to the moored ships during windy periods.** (Mystic Seaport 1994.107.1.17) / below: **Two guano miners—perhaps Chinese who worked in virtual slavery on the islands—are dwarfed by the layered guano that accumulated over thousands of years. Through the 1850s, tens of thousands of Chinese were indentured or kidnapped to work in the Chinchas, follwed by smaller numbers of Pacific islanders. Living on top of guano and breathing its acrid dust—which turned to a gummy slime when fog settled over the islands—these workers endured and often died under some of the most debilitating conditions for nineteenth-century workers.** (Mystic Seaport 1994.107.1.18)

easily disturbed in their nesting colonies, and the millions of birds needed a supply of fish. At the start of the twentieth century, Peru formed a Guano Administration and began major conservation efforts. Bird populations rebounded. The Guano Administration protected nest sites and planned a mining rotation. Men were stationed on islands to protect the birds and the harvest. The Guano Administration asked guards to shoot gulls, vultures, and condors that might endanger Guanay Cormorant populations. Today, however, the populations of cormorants and other guano-producing seabirds are a fraction of what they were before the guano rush began more than 150 years ago.

Guano has been harvested continually since the guano rush at various volumes. Ornithologist Dr. R.E. Coker wrote, "The fowl which dwelt on the South Chincha Island alone, when it was visited in 1907, might well be regarded as an asset representing a value of several million dollars." In 1925, Dr. Robert Cushman Murphy declared the cormorant "the most valuable bird in the world."[24]

To the mariners off the coast of Peru, cormorants meant money. Across the Pacific Ocean, around the watery parts of China and Japan, cormorants were not seen as cash, food, or navigational aids. Men saw cormorants as a means to catch fish, to earn favor with the emperor, and to connect to God.

More than 1,300 years ago, Asian cultures learned how to harness the cormorant's ability to catch fish. Methods vary, but in general, a fisherman releases his cormorants into a river with a string, leather, or ring around each bird's neck, thus restricting the cormorants from swallowing a fish after catching it. The fisherman calls the cormorants back to his boat, often using a rope leash, where each cormorant deposits the fish into his hands or his basket.



Most scholars believe fishing with cormorants in China has been conducted since at least the Sung Dynasty (960-1298 AD).[25] It was widespread and commercial over a great part of China, but now cormorant fishing occurs predominantly in the Yangtze Basin. Today, for hundreds, if not thousands, of Chinese, cormorant fishing is still conducted on a subsistence basis. Chinese fishermen raise their cormorants from chicks. They place an egg from proven parents underneath a domestic hen. In many cases, the cormorants raised this way are so fully domesticated that the birds fish without neck-collars.

In Japan, cormorant fishing, called *ukai*, has been practiced since at least 612 AD. The cormorant used for ukai in Japan is the Temmick's Cormorant *(Phalacrocorax capillatus)*, captured from the northern seacoast. In the sixteenth century, Lord Nobunaga Oda helped further the fishing method of ukai, treating cormorant fishermen with respect and granting them the honorable position of "U-Sho," which means Master Cormorant Fisherman. In Japan, U-Shos made a portion of the leash used to lead their cormorants with whale baleen. Cormorants caught a particular fish, the ayu *(Plecoglossus altivelis)*. Lord Oda declared this ayu "sweet," thus granting the fish and ukai a special status at his castle.[26]

During the time of the Tokugawa Shogunate, beginning in the seventeenth century, ukai came under direct control of the government. Fishermen needed to deliver some of their catch to Edo Castle in Tokyo. To protect ukai, the government outlawed dams, weirs, and net-fishing on the Nagara River, anywhere near where ukai was taking place. Today, there are still Master Cormorant Fishermen in Japan, granted this position and funded by the Imperial Household. Ukai is not conducted for subsistence any longer in Japan, but it is a tourist attraction and maintains the cultural traditions of the country, particularly in Gifu City. Mr. Junji Yamashita, an U-Sho by birth in Gifu City, explained that, for him, the cormorant, and no other animal, is "a bridge between God and humans."[27]



U-Sho with a fishing cormorant in Gifu City, Japan, in 2003.
(Author photo)

In 2004, the Double-Crested Cormorant of the Mystic River area is rarely considered a conduit to religion. The guano the cormorants deposit on local islands is not used for fertilizer. Their guano does not make anybody wealthy, cause military conflict between nations, or cause the death of laborers. In this age of Radar and GPS, few navigators in the sounds of Block Island, Fishers Island, and Long Island use the cormorant for navigation in the fog or when approaching the shore. Cormorants provide no sustenance for mariners or provide bait for fishermen. Instead, the cormorant angers some fishermen who see the bird as competition, annoys some coastal property owners who do not like the bird's guano, as well as complicating the job of some wildlife managers who feel cormorants are pushing out other seabird species. On the other hand, amateur and professional bird watchers love to discover the cormorant's brilliant colors and watch this bird fly, dive, and spread its wings when standing on the piling of a dock along the Mystic River. The cormorant stands as a symbol of how different maritime peoples around the world can perceive and utilize a particular animal in such vastly different ways. The Mystic River's cormorant has a maritime history that is as diverse and rich as its home. ■

NOTES

1. 2001 population from a nest count by the author.

2. Peter Harrison, in *Seabirds*, rev. ed. (Boston: Houghton Mifflin,1985) lists 27-28 species; Charles G. Sibley and Burt L. Monroe Jr., in *Distribution and Taxonomy of Birds of the World* (New Haven: Yale University Press, 1990), list 38 species based on DNA-DNA hybridization species; Paul A. Johnsgaard, in *Cormorants, Pelicans, and Darters of the World* (London: Smithsonian Institution Press, 1993), adapts from the taxonomy put forth by Siegel and Causey (1988) and proposes 33 living cormorant species in two genera.

3. James Murray, Henry Bradley, W.A. Craige, and C.T. Onions, eds. *The Oxford English Dictionary*, vol. 2, "C" (Oxford: Clarendon Press, 1933, 1961), 994 (hereafter cited as *OED*); Donald J. Borror, *Dictionary of Word Roots and Combining Forms* (Palo Alto, California: National Press Books 1971), 29, 73; Salim Ali and S. Dillon Ripley, *Handbook of the Birds of India and Pakistan*, vol. 1 (New York: Oxford University Press, 1968), 35; D'Arcy Wentworth Thompson, *A Glossary of Greek Birds* (London: Oxford University Press, 1936), 131.

4. Oliver Luther Austin Jr., *The Birds of Newfoundland Labrador* (Cambridge, Massachusetts: Nuttall Ornithological Club,1932), 33.

5. Jeff Stein, ed. *The Random House Dictionary of the English Language*, Unabridged (New York: Random House, 1966), 325; *OED*, 2, "C," 995.

6. William Aldis Wright, ed., *The Complete Works of William Shakespeare*, Cambridge edition (Garden City, New York: Garden City Books, 1936), "Love's Labours Lost," Act 1, Sc. 1., 279; *OED*, 2, "C," 905; John Livingston Lowes, *The Road to Xanadu: A Study in the Ways of the Imagination* (Boston: Houghton Mifflin, 1927), 131.

7. The Great Cormorant *(Phalacrocorax carbo)* can also be found passing through the Mystic River in the late fall and the early spring, but it does not nest in the area and occurs in smaller numbers. The Great Cormorant is a larger bird with white on its face and a white patch on its thigh when breeding. The Great Cormorant is common in Europe.

8. Julie Victoria, Connecticut Department of Fish and Wildlife, to author, 14 June 2001; the work of Ferren and Myers (1998), as summarized in the Draft Environmental Impact Statement, seems to suggest a likelihood of pre-European populations of nesting Double-Crested Cormorants in Rhode Island, but they cannot be certain, L.R. Wires, F.J. Cuthbert, D.R. Drexel, and A.R. Joshi, "Status of the Double-Crested Cormorant *(Phalacrocorax auritus)* in North America," final report to U.S. Fish and Wildlife Service (2001), 176.

9. Howard L. Mendall, "The Home-life and Economic Status of the Double-Crested Cormorant," *Maine University Studies*, ser. 2, 38 (Orono: University of Maine Press, 1936), 6.

10. Paul J. Lindholdt, ed., John Josselyn, *Colonial Traveler: A Critical Edition of Two Voyages to New-England* (Hanover: University Press of New England, 1988), 73-74.

11. Farley Mowatt, *Sea of Slaughter* (New York: Bantam Books, 1986), 45.

12. Luis Abel Orquera and Ernesto Luis Piana, *La Vida Material y Social de los Yamana* (Buenos Aires: Eudeba-Universidad de Buenos Aires, 1999), 60, 145, etc.

13. Journal, schooner *Talma*, 1834-1835, Records of Lawrence & Company, 1822-1904, Collection 25, vol. 129, G.W. Blunt White Library, Mystic Seaport; Journal, bark *Trinity*, Log 771, G.W. Blunt White Library, Mystic Seaport.

14. L.H. Mathews, "The Birds of South Georgia," in *The Discovery Reports*, vol. 1 (:), 561-92, pls. 45-46. Cambridge: Cambridge University Press, 1929, 584; A.G. Bennet, *Whaling in the Antarctic* (New York: Henry Holt and Co., 1932), 208, The "!" is Bennet's.

15. Robert Cushman Murphy, *Oceanic Birds of South America*, vol. 2 (New York: Macmillan, 1936), 885, 886; Fred G. Alberts, *Geographic Names of the Antarctic* (Washington, D.C.: National Science Foundation, 1981), 764.

16. Alberts, *Geographic Names*, 175, 764.

17. Graham Harris, *A Guide to the Birds and Mammals of Coastal Patagonia* (Princeton: Princeton University Press, 1998), 50; Journal, schooner *Flying Fish*, 1870-1871, Records of Lawrence & Company, 1822-1904, Collection 25, vol. 125, G.W. Blunt White Library, Mystic Seaport.

18. Sir Ernest Shackleton, *South* (1919; New York: Signet, 1999), 179; F.A. Worsley, *Shackleton's Boat Journey* (New York: W.W. Norton, 1998), 140.

19. Jimmy Skaggs, *The Great Guano Rush* (New York: St. Martin's Griffin, 1994), 140-43.

20. Benjamin W. Labaree et al, *America and the Sea: A Maritime History* (Mystic: Mystic Seaport, 1998), 286; A.B.C. Whipple, *The Challenge* (New York: William Morrow, 1987), 230; Log 893, G.W. Blunt White Library, Mystic Seaport.

21. Skaggs, *Great Guano Rush*, 15; Robert Cushman Murphy, *Bird Islands of Peru* (New York: G.P. Putnam's Sons, 1925), 55; Mary Lou Smith, *The Book of Falmouth: A Tricentennial Celebration: 1686-1986* (Falmouth, Massachusetts: Falmouth Historical Commission, 1986), 10-13.

22. Skaggs, *Great Guano Rush*, 56-57, 65-66.

23. Murphy, *Bird Islands of Peru*, 113; Journal, ship *B.F. Hoxie*, 1856-1857, Log 893, G.W. Blunt White Library, Mystic Seaport.

24. Murphy, *Oceanic Birds of South America*, 900; Murphy, *Bird Islands of Peru*, 71.

25. Christine E. Jackson, "Fishing with Cormorants," in *Archives of Natural History* 24:2 (1987): 189-211, 189, 196.

26. Jackson, "Fishing with Cormorants," 189; Zempei Yamashita, "Cormorant Fishing on the Nagara River," *Oceanus* 30:1 (1987): 83-85, 83.

27. Yamashita, "Cormorant Fishing,"; Junji Yamashita to author, 7 August 2001, Gifu City, Japan, translation by Munro Johnson.

Richard King is Teaching Fellow to the Humanities in the Williams College-Mystic Seaport Maritime Studies Program.

NOTES

1. 2001 population from a nest count by the author.

2. Peter Harrison, in *Seabirds*, rev. ed. (Boston: Houghton Mifflin,1985) lists 27-28 species; Charles G. Sibley and Burt L. Monroe Jr., in *Distribution and Taxonomy of Birds of the World* (New Haven: Yale University Press, 1990), list 38 species based on DNA-DNA hybridization species; Paul A. Johnsgaard, in *Cormorants, Pelicans, and Darters of the World* (London: Smithsonian Institution Press, 1993), adapts from the taxonomy put forth by Siegel and Causey (1988) and proposes 33 living cormorant species in two genera.

3. James Murray, Henry Bradley, W.A. Craige, and C.T. Onions, eds. *The Oxford English Dictionary*, vol. 2, "C" (Oxford: Clarendon Press, 1933, 1961), 994 (hereafter cited as *OED*); Donald J. Borror, *Dictionary of Word Roots and Combining Forms* (Palo Alto, California: National Press Books 1971), 29, 73; Salim Ali and S. Dillon Ripley, *Handbook of the Birds of India and Pakistan*, vol. 1 (New York: Oxford University Press, 1968), 35; D'Arcy Wentworth Thompson, *A Glossary of Greek Birds* (London: Oxford University Press, 1936), 131.

4. Oliver Luther Austin Jr., *The Birds of Newfoundland Labrador* (Cambridge, Massachusetts: Nuttall Ornithological Club,1932), 33.

5. Jeff Stein, ed. *The Random House Dictionary of the English Language*, Unabridged (New York: Random House, 1966), 325; *OED*, 2, "C," 995.

6. William Aldis Wright, ed., *The Complete Works of William Shakespeare*, Cambridge edition (Garden City, New York: Garden City Books, 1936), "Love's Labours Lost," Act 1, Sc. 1., 279; *OED*, 2, "C," 905; John Livingston Lowes, *The Road to Xanadu: A Study in the Ways of the Imagination* (Boston: Houghton Mifflin, 1927), 131.

7. The Great Cormorant *(Phalacrocorax carbo)* can also be found passing through the Mystic River in the late fall and the early spring, but it does not nest in the area and occurs in smaller numbers. The Great Cormorant is a larger bird with white on its face and a white patch on its thigh when breeding. The Great Cormorant is common in Europe.

8. Julie Victoria, Connecticut Department of Fish and Wildlife, to author, 14 June 2001; the work of Ferren and Myers (1998), as summarized in the Draft Environmental Impact Statement, seems to suggest a likelihood of pre-European populations of nesting Double-Crested Cormorants in Rhode Island, but they cannot be certain, L.R. Wires, F.J. Cuthbert, D.R. Drexel, and A.R. Joshi, "Status of the Double-Crested Cormorant *(Phalacrocorax auritus)* in North America," final report to U.S. Fish and Wildlife Service (2001), 176.

9. Howard L. Mendall, "The Home-life and Economic Status of the Double-Crested Cormorant," *Maine University Studies*, ser. 2, 38 (Orono: University of Maine Press, 1936), 6.

10. Paul J. Lindholdt, ed., John Josselyn, *Colonial Traveler: A Critical Edition of Two Voyages to New-England* (Hanover: University Press of New England, 1988), 73-74.

11. Farley Mowatt, *Sea of Slaughter* (New York: Bantam Books, 1986), 45.

12. Luis Abel Orquera and Ernesto Luis Piana, *La Vida Material y Social de los Yamana* (Buenos Aires: Eudeba-Universidad de Buenos Aires, 1999), 60, 145, etc.

13. Journal, schooner *Talma*, 1834-1835, Records of Lawrence & Company, 1822-1904, Collection 25, vol. 129, G.W. Blunt White Library, Mystic Seaport; Journal, bark *Trinity*, Log 771, G.W. Blunt White Library, Mystic Seaport.

14. L.H. Mathews, "The Birds of South Georgia," in *The Discovery Reports*, vol. 1 (:), 561-92, pls. 45-46. Cambridge: Cambridge University Press, 1929, 584; A.G. Bennet, *Whaling in the Antarctic* (New York: Henry Holt and Co., 1932), 208, The "!" is Bennet's.

15. Robert Cushman Murphy, *Oceanic Birds of South America*, vol. 2 (New York: Macmillan, 1936), 885, 886; Fred G. Alberts, *Geographic Names of the Antarctic* (Washington, D.C.: National Science Foundation, 1981), 764.

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18. Sir Ernest Shackleton, *South* (1919; New York: Signet, 1999), 179; F.A. Worsley, *Shackleton's Boat Journey* (New York: W.W. Norton, 1998), 140.

19. Jimmy Skaggs, *The Great Guano Rush* (New York: St. Martin's Griffin, 1994), 140-43.

20. Benjamin W. Labaree et al, *America and the Sea: A Maritime History* (Mystic: Mystic Seaport, 1998), 286; A.B.C. Whipple, *The Challenge* (New York: William Morrow, 1957), 230; Log 893, G.W. Blunt White Library, Mystic Seaport.

21. Skaggs, *Great Guano Rush*, 15; Robert Cushman Murphy, *Bird Islands of Peru* (New York: G.P. Putnam's Sons, 1925), 55; Mary Lou Smith, *The Book of Falmouth: A Tricentennial Celebration: 1686-1986* (Falmouth, Massachusetts: Falmouth Historical Commission, 1986), 10-13.

22. Skaggs, *Great Guano Rush*, 56-57, 65-66.

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24. Murphy, *Oceanic Birds of South America*, 900; Murphy, *Bird Islands of Peru*, 71.

25. Christine E. Jackson, "Fishing with Cormorants," in *Archives of Natural History* 24:2 (1997), 189-211, 189, 196.

26. Jackson, "Fishing with Cormorants," 189; Zempei Yamashita, "Cormorant Fishing on the Nagara River," *Oceanus* 30:1 (1987): 83-85, 83.

27. Yamashita, "Cormorant Fishing,"; Junji Yamashita to author, 7 August 2001, Gifu City, Japan, translation by Munro Johnson.

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Mystic Seaport Annual Report, 2002-03

A Joint Message from the Chairman and the President of the Board of Trustees

Fiscal Year 2002-03

In November 2002, with great joy, Mystic Seaport commissioned its new Collections and Research Center. The "CRC" occupies a fully transformed acre of floor space in the Museum's old Rossie Velvet Mill building, across the road from the Seaman's Inne. This proud new facility includes thoughtfully designed workspaces for curatorial and research staff, and state-of-the-art storage environs for Mystic Seaport's truly amazing variety of rare artifacts from America's grand maritime history. Museum members whose generosity helped create the CRC can take great pride in this important commitment to the accessibility and stewardship of the Museum's collections. Most of our huge collections are now in "viewable storage": photography, scrimshaw, ship models, half models, ships plans, paintings, and other objects. Scholars, artists, authors, enthusiasts, and researchers are delighted with the abundance of "one-stop shopping" for their interests. Members' tours of the exciting new facility are becoming increasingly popular. Our guests are awed by the variety and depth of the reserve collections. (Member tours of the new Collections Research Center are available by appointment, and can be arranged by calling the Membership Office.)

Meanwhile, the "Mystic e-Port" concept advanced on the promises of twenty-first-century techno-access. Support from the Mellon Foundation has been particularly helpful with our ongoing digitizing efforts. A bonus from the project was the inception of a cadre of "virtual volunteers," whose work on their home computers helped index thousands of pages from a comprehensive set of nineteenth-century ship registers. A generous grant from a private donor enabled the Ships Plans section, using a wide-format scanner, to rapidly catalog and digitize the newly acquired works of famous boat designer William Garden. Several other grants and gifts from a variety of sources are helping to keep Mystic Seaport in the forefront of the "wired museum" movement. *Digital Voyages,* funded in part by the Connecticut Humanities Council, opens Web access to materials from the Museum's current long-term *Voyages* exhibit, as well as to the object collection and library databases. The *Digital Arctic Project,* funded by the Gladys Krieble Delmas Foundation, and *Maritime Adventures,* a literary enrichment program funded by the Edward S. Moore Foundation, round out our grant-supported efforts to open the Musuem to the world.

As if to demonstrate even further the value of the Museum's intellectual properties and storytelling powers, 2002-03 was a good year for the Museum's publishing group. New titles include Mark Starr's *Building a Greenland Kayak,* which will be stocked by L.L. Bean and other prominent distributors. *Fish House Opera,* a frank look at contemporary fishing issues in North Carolina, is an interesting new direction for the Museum's publishing.

A star of this year's exhibit season was *The Photography of Carleton Mitchell,* a stunning sampling of more than 20,000 images donated to Mystic Seaport by the distinguished writer, photographer, sailor, and adventurer. Mitchell's writings and photographs have long since made the islands of the Caribbean into dream destinations for cruising sailors, and the exhibit featured some of his best original works in those exotic locations. It was doubly thrilling to have "Mitch" himself here at the Museum for the exhibit opening. (The complete collection of Carleton Mitchell's works can be viewed on the Museum's Web site at *http://www.mysticseaport.org/research/ro-cmitchell.htm*)

On a glorious late September weekend, Mystic Seaport and Williams College jointly celebrated the 25th Anniversary of the Williams College-Mystic Seaport Program in Maritime Studies. Over 700 alumni, families, and friends enjoyed a weekend of celebration, renewal, and fellowship. Williams College president Morty Shapiro, attending with a group of leading Williams faculty and staff, announced a generous endowment gift for exchanges of faculty visits between the Museum and Williams campuses. To top off the occasion, and with over half the targeted amount already committed from leading donors, we announced the public phase of a campaign to raise some $6 million for a new Marine Studies Center for this exemplary educational program.

On the more junior end of the educational spectrum, the Museum is visited every year by over 50,000 elementary school students on field trips. *On Board and Online,* a project funded by the U. S. Department of Education, created a series of interactive study tour kits—"Quests"—that lead students on tours of the Museums primary themes. The new kits, designed to be completed as a group challenge, will enhance the Museum as a learning environment for these important young visitors.

A new evening experience was added to the Museum's portfolio, modeled on the success of the now classic *Lantern Light Tours*. Themed to the Halloween season, *Nautical Nightmares* treats its audiences to some frightening looks at maritime history, including shipwrecks, haunted lighthouses, and the like. The program got off to a strong start and will be repeated next year.

Although several of our annual events were hard hit by adverse weekend weather, one exception was this year's Model Yacht Regatta. Our third, it was by far the largest, with over 130 models and skippers in five classes, pursuing six different championships. Complementing the event, the American Model Yachting Collection has been created as part of the Museum's G. W. Blunt White Library collection. This new archive began with the transfer of the Dr. Theodore Houk collection, and positions Mystic Seaport as a leader in this growing field. Meanwhile, the Museum is working with the American Model Yacht Association to create a collection representing all AMYA classes. All of these achievements reflect a growing relationship with the model yacht community, stemming from a presentation on the history of model yachting at a Yachting History Symposium several years ago.

In January 2003, the National Rowing Foundation and Mystic Seaport co-hosted the first Rowing History Symposium. Thanks to the initiative of Adjunct Curator of Rowing Hart Perry, the National Rowing Foundation made a helpful donation to Mystic Seaport for "the preservation and display of rowing history and for related activities directed to the sport of competitive rowing."

Despite these and many more significant advances, however, the increasing costs of doing business, coupled with dips in attendance in late summer and on into the fall, resulted in a deficit outlook for this budget year and the next one. With few alternatives at hand, the Museum was forced to reduce its payroll expenses for 2003-04 by nearly a million dollars, or 10 percent. Although most of this was achieved by allowing vacant positions to go unfilled, a small number of the Museum's employees were let go. This is something no employer wants to do, and regrettably some

very good talent was lost. Thankfully, though, the Museum's Members, Trustees, friends, and sponsors came through with record levels of support for the Annual Fund, which finished the year 2.1 percent over its original goal of $980,526. Nevertheless, the Museum finished the year in the red by an amount that precluded deserved salary increases, and added to a backlog of needed maintenance to infrastructure.

In view of a growing host of new opportunities for growth and change, as well as the ongoing challenges to strengthen its financial position, the Museum initiated a comprehensive look at its future, in the form of a Program and Campus Master Plan. Assisting in this effort is a nationally prominent consortium of planners, architects, engineers, market analysts, and museum designers. The results of this project will guide the Museum's strategic efforts to continually refresh and renew the visitor experience; become an all-weather cultural and educational asset to the community, region, state, and nation; achieve sustainable excellence in the stewardship of all its collections, in particular the historic vessels and buildings; and attract and retain the top talent among museum professionals. Next year's annual report will reflect the results of this singularly important initiative

Underscoring the need for a comprehensive renewal plan, an inspection of the Museum's 30-year-old lift dock showed it to be in need of significant repair before it could again haul any of the Museum's major vessels out of the water. In the face of the need to begin soon on the third phase of restoration work to the *Charles W. Morgan*, this news was a setback. A fund-raising initiative was quietly begun and over a million dollars was quickly raised toward the goal of a restored and enhanced ship lift that will permit the Museum to lift vessels as large as the *Charles W. Morgan* and move them ashore for major work. (In January of 2004, it was announced that the State of Connecticut had granted $2 million to the project, provided the Museum raises a matching amount.) By enhancing as well as repairing the lift dock, we will greatly increase the overall productivity of the Museum's famous Henry B. duPont Preservation Shipyard. Adding the ability to haul vessels ashore will mean that restoration work can occur even while a replica project is underway and/or another vessel is drydocked for routine work.

As your Museum's Chairman and President, we are privileged to bring you this report. With a rising stock market restoring the prospective yield from the endowment, and a strengthening economy, some of the pressures on the Museum's bottom line have already abated. And we can't imagine a repeat of 2002-03's run of bad weather! So we are optimistically looking forward to the 2003-04 season. Meanwhile, we hope you will continue to support Mystic Seaport in every way possible for you.

William D. Forster
Chairman of the Board

Douglas H. Teeson
President and Director

Statement of Financial Position (in 000s)

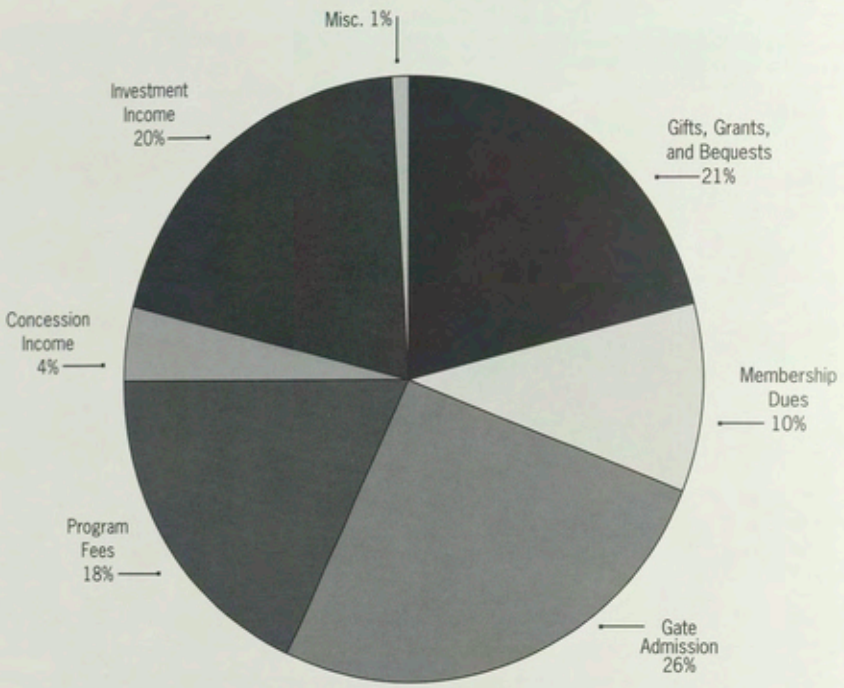
The condensed consolidated financial statements presented below have been derived from the Museum's audited financial statements, copies of which are available upon request.

	25 April 2003	26 April 2002
Assets		
Current Assets:		
Cash	$ 28	$ 87
Accounts, Grants, and Interest Receivable	514	593
Promises to Give, Current	1,096	2,428
Merchandise and Other Inventories	2,770	2,891
Prepaid Expenses	216	576
Total Current Assets	4,624	6,575
Noncurrent Assets:		
Promises to Give, Noncurrent	5,461	5,257
Investments	40,550	42,569
Perpetual Trust Held by Others	1,522	1,758
Other Inventories	837	459
Goodwill	114	185
Property, Plant, and Equipment, Net of Accumulated Depreciation	24,113	25,088
Total Assets	77,221	81,891
Liabilities and Net Assets		
Current Liabilities:		
Notes Payable	6,462	6,707
Accounts Payable and Accrued Expenses	1,522	1,596
Deferred Revenue	208	193
Other Current Liabilities	84	78
Total Current Liabilities	8,276	8,574
Deferred Revenue	653	687
Other Liabilities	179	196
Total Liabilities	9,108	9,457
Net Assets:		
Unrestricted		
Board Designated	14,899	18,504
Net Equity in Fixed Assets	22,237	23,379
	37,136	41,883
Temporarily Restricted	4,391	4,513
Permanently Restricted	26,586	26,038
Total Net Assets	68,113	72,434
Total Liabilities and Net Assets	77,221	81,891

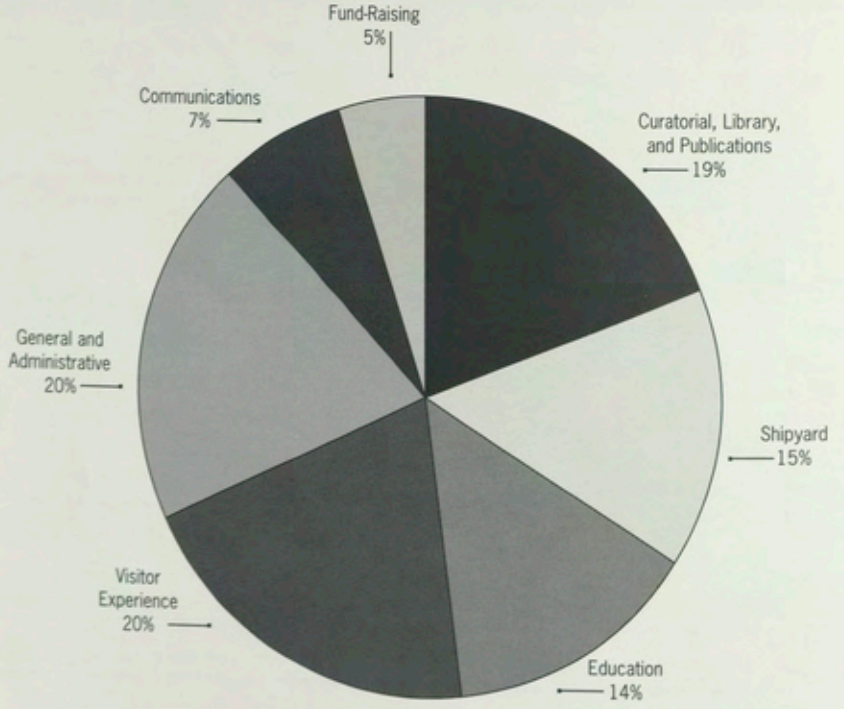
Statement of Activities (in 000s)

	Unrestricted							
	Operating	Board Designated	Plant	Unrestricted Total	Temporarily Restricted	Permanently Restricted	2003 Total	2002 Total
Revenue from Operations:								
Gifts, Grants, and Bequests	$ 1,428	967	303	2,698	1,443	509	4,650	7,377
Membership	1,249	—	—	1,249	—	—	1,249	1,342
Gate Admissions	3,305	—	—	3,305	—	—	3,305	3,509
Program Fees	1,989	—	—	1,989	11	—	2,000	2,166
Sales of Published Material, Film, and Video	286	—	—	286	8	—	294	311
Food Services Rental Income	600	—	—	600	—	—	600	641
Other Rental Income and Fees	77	—	—	77	—	—	77	65
Investment Income	1,022	75	—	1,097	15	4	1,116	1,156
Changes in Split Interest Agreements	—	(36)	—	(36)	(84)	238	118	(71)
Net Realized and Unrealized Losses on Investments	1,574	(2,507)	—	(933)	—	(231)	(1,164)	(1,601)
Miscellaneous	93	(7)	51	137	—	—	137	226
Net Assets Released from Restriction	1,298	10	202	1,510	(1,510)	—	—	—
Total Revenue and Support before Auxiliary Operations	12,921	(1,498)	556	11,979	(117)	520	12,382	15,121
Revenue from Museum Store Operations	5,850	—	—	5,850	—	—	5,850	6,106
Total Revenue from Operations	18,771	(1,498)	556	17,829	(117)	520	18,232	21,227
Operating Expenses								
Program Expenses:								
Curatorial, Library, and Publications	2,446	9	911	3,366	—	—	3,366	3,294
Shipyard	2,015	25	159	2,199	—	—	2,199	2,374
Education	1,866	86	61	2,013	—	—	2,013	2,439
Visitor Experience	2,740	2	319	3,061	—	—	3,061	2,956
Support Expenses:								
General and Administrative	2,219	161	474	2,854	—	—	2,854	2,481
Finance	482	—	13	495	—	—	495	546
Communications	982	—	9	991	—	—	991	1,008
Fund-Raising	639	770	40	1,449	—	—	1,449	1,351
Auxiliary Expenses:								
Expenses of Museum Store Operations	5,939	—	186	6,125	—	—	6,125	6,250
Total Operating Expenses	19,328	1,053	2,172	22,553	—	—	22,553	22,699
Excess (Deficiency) from Operations, before Transfers	(557)	(2,551)	(1,616)	(4,724)	(117)	520	(4,321)	(1,472)
Transfer for Purchases of Fixed Assets	(414)	(60)	474	—	—	—	—	—
Changes in Net Assets	—	(23)	—	(23)	(5)	28	—	—
Change in Net Assets, before Transfer of Loss to Board Designated	(971)	(2,634)	(1,142)	(4,747)	(117)	520	(4,321)	(1,472)
Transfer of Loss to Board Designated	971	(971)	—	—	—	—	—	—
Change in Net Assets	—	(3,605)	(1,142)	(4,747)	(117)	520	(4,321)	(1,472)
Net Assets, Beginning of Year	—	18,504	23,379	41,883	4,513	26,038	72,434	73,906
Net Assets, End of Year	$ —	14,899	22,237	37,136	4,391	26,586	68,113	72,434

Museum Operating Income
(excludes Store)



Museum Operating Expense
(excludes Store)



DONORS OF ACTUAL GIFTS RECEIVED BETWEEN 27 April 2002 and 25 April 2003
(Does not include pledges or membership dues)

Mystic Seaport is changing the way we list your names. Beginning with this Annual Report, donor societies will refer only to donors to the Annual Fund, which constitutes unrestricted giving, important dollars that can be used to support all Museum purposes.

Beginning with the America and the Sea Society (donors of $1,000 and above), all donors to the Annual Fund will be assigned a giving level named for one of the Museum's historic vessels.

Gifts to other funds are equally important and welcome, and all donors to other funds will be listed alphabetically by name.

If you have questions about way we list your name or any other aspect of the Annual Report, please call Katherine Cowles at 860.572.5365 or by email katherine.cowles@mysticseaport.org.

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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, Douglas Seaberg, at 860.572.5365.

Hugh Trumbull Adams
Mrs. William L. Ames
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Tom and Nancy Baker
Richard A. Baker
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Capt. Bob and Lorraine Morecraft
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Mrs. Michelle P. Norelli, In Memory Of Neil V. Norelli
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Olin J. Stephens II
Charles R. Walgreen Jr.
Mr. Roy D. Welch
Stan and Nancy Wells
Shelley Bindloss White
William Blunt White
Mrs. John O. Zimmerman
Donors wishing to remain anonymous, 6

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 Memorials 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 2002-03:

Mr. Peter Allport
Mr. William Ames
Mr. Robert P. Anderson III
Mr. George B. Armstead Jr.
Hon. David M. Barry
Mr. Junuis O. Beebe
Mr. Robert G. Bergeron
Mr. Robert L. Bien
Mr. Robert Blundon
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Mr. Dudley W. Butler
Mr. Franklin Cole
Mr. John R. Deupree
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Mrs. Anor Van Winkle
Mr. Robert Van Winkle
Mr. John C.A. Watkins
Mr. Edward B. Watson Jr.
Mr. J. Todd Wilkins
Mr. Max Wolf

Gifts In Honor

Gifts in honor of the following individuals were received during Fiscal Year 2002-03:

Mr. Raymond G. Andrews
Miss Virginia R. Colbeth
Mr. Howard W. Davis
Mr. L. Kellsey Dodd
Mr. William D. Forster
Mr. Peter McCracken
Douglas H. Teeson

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 Named Funds support Mystic Seaport.

American Seamen's Friend Society Endowment Fund
George H. Blacker Collections Endowment
The Blair Lighthouse Endowment
The *Brilliant* Endowment Fund
The Gladys Brooks Manuscripts Conservation Endowment Fund
The Gladys Brooks Library Endowment Fund
J. Revell Carr Endowment to Support the Curator of Small Craft
Anita E. and James E. Chapman Maritime Research Fund
Charles W. Morgan Endowment Fund
C. Thomas Clagett Jr. Endowment Fund
Harvey Conover Memorial Endowment Fund
William E. Cook Endowment Fund
Thomas B. Crowley Sr. Memorial Scholarship
Carl C. Cutler Endowment Fund
Franklin J. Dickman Endowment Fund
Henry B. duPont Endowment Fund
Henry B. duPont Preservation Shipyard Fund
Horace W. Fuller Memorial Fund
The General Library Endowment Fund
Thomas S. Greenman House Endowment Fund
Sven Hansen Wooden Boat Building Fund
The Kyle Endowment for Intellectual Property Development At Mystic Seaport
Captain George Lawrence II Memorial Endowment Fund
Andrea Lee Memorial Endowment Fund
Clifford D. Mallory Memorial Fund
Clifford D. Mallory Jr. Memorial Endowment Fund
Margaret Pynchon Mallory Endowment Fund
Mildred C. Mallory Memorial Endowment Fund
Rebecca Sealy Mallory Garden Fund
The Edward S. Moore Foundation Youth Education Endowment Fund
Frank and Cora Munson Endowment Fund
Endowment for Humanities Research and Public Program Development
Edward John Nobal Endowment Fund
Penzance Foundation, Mr. and Mrs. Hays Clark Endowment to Support the Curator of Watercraft
The Margaret W. Pierce Endowment for Interpretation
Pilots Endowment Fund
The Russell S. Reynolds Jr. Endowment Fund
Roann Endowment
Francis Day Rogers Curatorial Endowment Fund
Rudolph J. Schaefer Building Endowment Fund
Elizabeth and Franz Schneider and Timothea S. Larr Small Craft Endowment Fund
Merrill Stubbs Endowment
Wade F.B. Thompson Endowment Fund
Watercraft Endowment
Thomas J. Watson Jr. Endowment Fund

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Corporate Sponsors

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American International Group, Inc.
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BP America
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Deutsche Bank Americas Foundation US Matching Gift Program
Exxon Mobil Corporation
Exxon Corporation
FleetBoston Financial Foundation
FM Global
The Gillette Company
General RE Corporation
Genesee and Wyoming, Inc.
Hartzell Propeller, Inc.
The Hartford Courant
The Hartford Steam Boiler Inspection and Insurance Company
High Temperature Technologies
The Home Depot
IBM Corporation
Johnson & Johnson
Josiah Macy, Jr. Foundation
The JP Morgan Chase Foundation
Kemper Insurance Company
Moody's Corporation
Mass Mutual Financial Group
McGraw-Hill Companie, Inc.
Merrill Lynch & Co. Foundation, Inc.
Microsoft Corporation
National Grid
Pfizer, Inc.
Pitney Bowes, Inc.
The Prudential Foundation
RBC Dain Rauscher
SBC Matching Gift Program
Saint-Gobain Corporation Foundation
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Textron, Inc.
The Stanley Works
Times Mirror
United Technologies Corporation
United Technologies Matching Gift Center
UPS Foundation
Vanguard Group
John Wiley & Sons, Inc.
Xtra Corporation

MYSTIC SEAPORT MEMBERSHIP OFFICE

Membership Benefits and Dues, 2002-03

Basic Membership Benefits: Admission for a full year; discounts on the following: guest admissions, dockage, classes, programs, Mystic Seaport 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), admission discounts at reciprocal outdoor history museums; and members'-only events such as Members' Day in September.

Individual $40
($35 at renewal***)
Basic membership benefits for one named adult.
Tax-deductible portion: $40

Dual $50
($45 at renewal***)
Basic membership benefits for two named adults at the same address.
Tax-deductible portion: $50.

Family $60
($55 at renewal***)
Basic membership benefits for two named adults at the same address and their children OR grandchildren 18 and under.
Tax-deductible portion: $60

Grandparent $60
($55 at renewal***)
Basic membership benefits for two named adults at the same address and their grandchildren 18 and under.
Tax-deductible portion: $60

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: $7

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: $140

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: $172.

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: $396.

Life $3,000
(Single Payment)
Basic membership benefits for 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, and one night free dockage (the second night of visit), and a maritime art print upon joining.
Tax-deductible portion: $2,000.

Library $500
(Single Payment)
Membership for public libraries. Benefits include one Library Pass for each day of the week (Monday through Sunday), entitling two adults and their children or grandchildren, 18 and under, to free admission to the Museum on the day that is printed on the card. Subscription to *The Log of Mystic Seaport* and *The Wind Rose*.

**10 percent discount on any purchase of $5 or more from Mystic Seaport 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 2001-02: 25,228
Fiscal year 2002-03: 22,518

Total Membership Income
Fiscal year 2001-02: $1,342,000
Fiscal year 2002-03: $1,249,000

Member Category Count

Family1	11,008
Dual	5,614
Individual	3,468
Participating	916
Life	559
Sustaining	276
Grandparent	186
Honorary	166
Neighbor Member	134
Associate	101
Benefactor	43
Library	31
Corporate	2
Corporate Supporter	6
Corporate Benefactor	1
Corporate Sponsor	4

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East Providence Public Library
Granby Public Library
Henry Carter Hull Library
Killingly Public Library
Killingworth Library Association, Inc.
Library for the Blind and Physically Handicapped
Licia and Mason Beekley Community Library
Old Lyme Phoebe Griffin Noyes Library Association
Mansfield Public Library
Middlebury Public Library
Mystic and Noank Library
Narragansett Public Library
National Library Service for the Blind and Physically Handicapped
Newport Public Library
North Smithfield Public Library
Pearle L. Crawford Memorial Library
Plainville Public Library
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Ritter Memorial Library
Talking Books Plus
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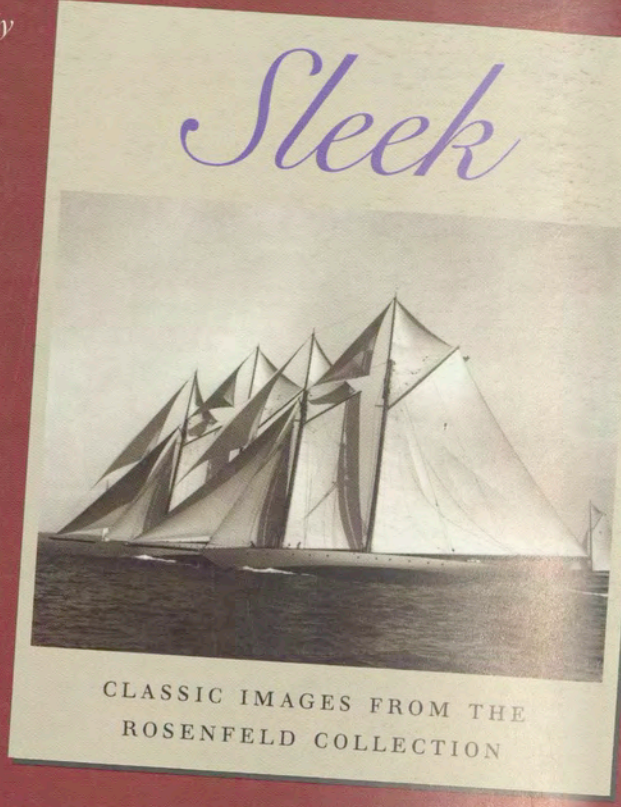
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