president & chairman’s letter 4

director’s report
fiscal year 2011 5

curatorial 9

acquisitions 9

exhibitions 12

the public dimension 15

education & visitor experience 16

advancement 18

finance & administration 21

contributors & donors 22

staff 25

in memoriam 26
Dear Friends of Norman Rockwell Museum,

On behalf of our fellow Trustees, we are happy to present the Museum’s 2010-2011 Annual Report. We are truly honored to represent such an extraordinary group of Trustees—men and women who give so much time, energy, financial support, and thoughtful direction to our Museum.

We marvel at what appears to be ever-increasing love and appreciation of Norman Rockwell’s paintings and illustrations. At the Museum itself, we enjoyed very robust attendance of 130,000 visitors from all over the world this past year. Thanks to the various traveling exhibitions on loan from our Museum (12 museums and 9 different exhibitions) appearing in cities such as Raleigh, Dayton, Brooklyn, El Paso, and Tacoma and many others, over 600,000 people a year have been thronging to various museums to see and appreciate Rockwell’s art.

This Fall will mark the 25th Anniversary of Laurie Norton Moffatt’s appointment as Museum Director. Let us all join together to celebrate this incredible woman who has dedicated her entire career to our beloved Museum. Under her leadership, and with the support of our Board, an expanding and energetic National Council, our tireless staff, and the many exhibitors, patrons, and members; our future is filled with the excitement of sharing the Museum and our collections with people of all ages—not only in Stockbridge, but also around the country and, indeed, around the world.

We salute you and thank you for your ongoing support of Norman Rockwell Museum.

Anne Morgan
President

Thomas L. Pulling
Chairman

Our Mission
Norman Rockwell Museum is dedicated to education and art appreciation inspired by the legacy of Norman Rockwell. The Museum preserves, studies, and communicates with a worldwide audience the life, art, and spirit of Norman Rockwell in the field of illustration. The Museum is a gathering place for reflection, involvement, and discovery through the enjoyment of the artist’s work. Norman Rockwell’s unique contributions to art and society, popular culture, and social commentary influence the Museum’s collections and programs.

Our Values
The Museum celebrates diversity through the values of respect, kindness, decency, and humor, and honors the tenets of equality, democracy, and freedom. The Museum values freedom of expression through visual images created for mass audiences; is a cultural gathering place with a global reach; serves audiences beyond our gallery walls; is a forum for lively civic dialogue; and fosters scholarship in American visual studies.

Our Vision
Norman Rockwell Museum aspires to make Norman Rockwell’s artistic legacy and his unique expression of enduring American values within the rich visual legacy of American illustration art available to all audiences, and especially to new generations. Through exhibitions and programs in Stockbridge presented on our beautiful campus; through traveling exhibitions presented in the nation’s premier museums; and through the infinite internet community, the Museum has expanded its reach in recent years to serve millions of visitors and viewers.
director’s report

What, you might ask, do the Peace Corps, space travel, the civil rights movement, and the Four Freedoms have in common? Each of these major events in American history commemorated a significant anniversary this past year, and Norman Rockwell created the emblematic visual images that still resonate with us today. Norman Rockwell Museum is honored to be called on to lend the artist’s iconic images and provide programs related to these important moments, and this past year saw an abundance of such requests worldwide.

Art Touching Lives

Norman Rockwell Museum believes in the importance of the visual image to touch and transform lives. Illustration art, or art for the people, tells stories and reminds us what is important in our lives. The Museum pioneered several original exhibitions of national importance, including William Steig: Love and Laughter; Witness: The Art of Jerry Pinkney; and “Ice Age” to the Digital Age: The 3D Animation Art of Blue Sky Studios. The Museum also launched its new Distinguished Illustrators series with Elwood’s World: The Art and Animations of Elwood H. Smith. Our Norman Rockwell collection received special focus through such themed exhibitions as Travels with Norman, and It’s a Dog’s Life: Norman Rockwell Paints Man’s Best Friend. We also continued our bi-annual tradition of outdoor sculpture exhibition with Robot Nation, inspired by Blue Sky Studios’ animated film, Robots.

In addition to producing an ambitious roster of curated exhibitions, the Museum’s curatorial team is managing an impressive array of 17 traveling shows – with museum bookings spanning the nation and Canada through 2015. Last year, the Museum presented eight different exhibitions in 12 cities around the nation. Our staff presented lectures and programs at many of these venues, and also hosted member outreach events.

Annually the Museum reaches more than 600,000 visitors, with 130,000 visitors received in Stockbridge, and more than 500,000 served across the country. Norman Rockwell Museum also led a group of Trustees and National Council members to the landmark Norman Rockwell show, Telling Stories: Norman Rockwell from the Collections of George Lucas and Steven Spielberg, which was on view last year at the Smithsonian American Art Museum in Washington, D.C.

Historic Anniversaries

When The Four Freedoms— as articulated by President Franklin Delano Roosevelt — reached their 70th anniversary, The United States Ambassador to Ethiopia turned to Norman Rockwell Museum to help bring these important concepts of democracy to life through the eyes of Ethiopian artists. When the Peace Corps turned 50 years old this year, The Berkshire County Chapter of Peace Corps volunteers held their reunion at the Museum, surrounded by Rockwell’s illustrations of Peace Corps travels, which included Ethiopia. When NASA commemorated the 50th anniversary of man’s flight into space, Rockwell’s moon landing images were included on the tour from The Smithsonian’s Air and Space Museum. And finally, the Museum was deeply honored to have received a request from President Barack Obama to loan Norman Rockwell’s painting, The Problem We All Live With, to hang in the White House upon the occasion of the 50th anniversary of Ruby Bridges’ historic walk to integrate the William Frantz Elementary School. No one painted the remarkable images of these important life moments more compellingly than Norman Rockwell, and his art remains timelessly relevant in teaching and signifying what we cherish most as a nation.

Building Community

The Museum continues to be a valued resource and active community citizen in the Berkshire County region, working with schools, community groups, cultural partners, and cultural literacy to enrich the lives of all area residents through art and important public programs. The Museum’s Community Council of regional advisors
brings perspectives and suggestions to us on meaningful collaboration with the many community groups in our region, making for a rich tapestry of volunteers.

Of particular note, the Museum’s new Four Freedoms Forums: Town Hall Meetings convened, in an effort to encourage conversation, civil discourse, and deeper understanding on important issues in the nation on a local, community level. Topics for the first year’s Forum included: Health and Wellness; Food Sustainability; Immigration and Citizenship; and Sustainable Energy. These topics were suggested by our Community Council, and many regional health/wellness practitioners, farmers, food growers, chefs, energy suppliers, and immigrant support groups participated as discussion leaders, and engaged the community in deepening its awareness, and bridging wide-ranging opinion on important topics of the day.

Norman Rockwell Museum continues to build its social network community of more than 5,000 followers on Facebook and Twitter, engaging people from all over the world. Our website is visited annually by more than 325,000 unique visitors.

**Fiscal Stability**

The Museum continues to deepen its fiscal strength through diversified earned revenue streams, development resources, prudent and proactive budget management, and aggressive debt reduction. In June, we retired our long-term debt—the $3.5 million Massachusetts Industrial Finance Agency Bond we were issued in 1991 to build the new Museum building—closing out our 20 year mortgage. Our board and staff hold the vision of building the Museum’s reserves from its current $3 million level to $20 million, which will allow us to sustain our vibrant exhibition and program roster, and continue to touch people across the nation and internationally through our extraordinary art treasures.

**Growing and Sharing the Collections**

In January of 2011, Norman Rockwell Museum celebrated the launch of ProjectNORMAN; the culmination of eight years of work to make the art and archives collections accessible to people the world over through an online digital collections database. Now anyone can log on the Museum’s website and browse our collection, which consists of nearly 40,000 records. Rich content continues to be uploaded, and the Museum is pleased to have received ongoing grant funding to sustain this important program.

Our art collections continue to grow at an amazing pace, and we are honored to announce that David Macaulay, our new Artist Laureate, has chosen Norman Rockwell Museum as the home for a major collection of his work. The traveling exhibition of Macaulay’s work has been one of our most popular shows, touring more than 20 cities nationwide.

When the Boston Museum of Fine Arts opened the much-awaited New American Wing this past fall, Rockwell’s beloved and iconic painting, *New Kids in the Neighborhood*, held a prominent position in the stunning new galleries, loaned from our permanent collection.

**A Glimpse of the Future**

Norman Rockwell Museum stands on a firm foundation. With virtually no debt, an iconic growing art collection, strong operating revenues and philanthropic support, and a global audience that continues to draw meaning and enrichment from Norman Rockwell and our many exhibitions, the Museum is weathering the recession reasonably well. Still, the Museum remains undercapitalized in its reserves and endowment when benchmarked against our peer institutions, leaving us vulnerable to the economic swings of today’s times.

The Board of Trustees and staff have outlined three major goals for the year ahead to strengthen the Museum:

1. Build endowment and capitalization solutions.
2. Expand and diversify the art collection and provide for enhanced collections management space and digital storage.
3. Create digital engagement experiences for next generation audiences and increase internet and e-commerce capacity.
In closing, I want to commend and thank our board of trustees and staff, surely the Museum’s greatest asset beyond Rockwell’s art itself. The Museum would not be where it is now, 41 years later, if it were not for the keen oversight, expertise, creative vision, and tireless dedication of these remarkable individuals.

We also pay tribute to two extraordinary people in the Museum family. We are saddened to lose the vibrant community leadership and friendship of one of the Museum’s longest friends, John H. “Jack,” Fitzpatrick, whose family were dear friends of Norman Rockwell and amazing patrons to the Museum and many other arts and educational organizations in the Berkshires and beyond. We also said goodbye to a longtime friend and employee of the Museum, Allen Bell, our manager of safety and warehouse, who passed away unexpectedly on the eve of his 15th anniversary with the Museum. Please see the tributes to each of these special friends.

Devoted to ensure the fiduciary stability and stewardship of our treasured Norman Rockwell and American Illustration collections, the Museum’s extended family, past and present, remains integral to our future.

Laurie Norton Moffatt
Director/CEO
Stockbridge
September 2011
board of trustees

OFFICERS
Thomas L. Pulling
Chairman
Anne H. Morgan
President
Perri Petricca
First Vice President
Michelle Gillett
Second Vice President
Peter Chase Williams
Clerk

TRUSTEES
Lillian Bender
Ruby Bridges
Alice Carter
Bruce Cole, Ph. D.
Peter de Sève
Walter & Mary Jo Engels
John V. Frank
Dr. Mary Grant
William Hargreaves
Steven Hirsch
Lucy Holland
Richard Kelly
George & Valerie Kennedy
Mark Krentzman
Edward Lamont
Timothy McCann
Don Mclucas
Deborah S. McMenamy
Wendell Minor
Duncan Pollock
Cynthia Rockwell
Mark Selkowitz
John Spellman
Steven Spielberg
Murray Tinkelman
Jamie Williamon

TRUSTEES EMERITI
Lila W. Berle
Jane P. Fitzpatrick
Paul Ivory
David Klausmeyer
Norma G. Ogden
Richard B. Wilcox
Lee Williams

national council members
Dr. Malouf & Therese
Abraham
Robert & Lonna Berridge
Jim & Marty Bush
Peter & Pam D’Ambrosio
Carl & Eunice Feinberg
Timothy & Susan Fidler
Nancy Fitzpatrick &
Lincoln Russell
John G. & Pamela Goode
Johnny & Beth Haney
Louise A. Holland
Deborah D. Hoover
Robert & Lynne Horvath
Carol Konner
Barry & Pamela Kriebel
Ron & Diane Disney Miller
Edward L. Pulling
Elhu & Susan Rose
John & Laura Savio
Marion A. Simon, Ed. D.
Ted Slavin & Patricia Rubin
Frederick B. & Carole Taylor
Jamie & Laura Trowbridge
Ron & Marilyn Walter
Judy Francis Zankel

illustrators advisory board
Natalie Asencios
Steve Brodner
John Burgoyne
Kinuko Craft
Teresa Fasolino
Frances Jetter
Wendell Minor

*Barbara Nessim was named Norman Rockwell Museum’s Inaugural
Artist Laureate in 2009-2010

*Barbara Nessim
Tim O’Brien
C.F. Payne
Marc Rosenthal
Ruth Sanderson
Elwood Smith
curatorial

Advancing our role as a premier repository for illustration art with Norman Rockwell central to our mission, we have accessioned an extraordinary 1,113 original artworks into our permanent collection this year, made possible through the generosity of 11 enthusiastic donors. In addition, important artifacts, including rare examples of Rockwell’s earliest reference photography and a complete set of J.C. Leyendecker Saturday Evening Post covers, to name just a few, enriched the Archives greatly.

Norman Rockwell Museum holds the largest and most significant collection of art and archival materials relating to the life and work of Norman Rockwell. Preserving, organizing, digitizing, and making these holdings accessible is one of our most important strategic goals. The Norman Rockwell Art Collection (775 works) and Norman Rockwell Archive (823 cubic feet) inspire a vibrant year-round exhibition program in Stockbridge, an ambitious national traveling exhibitions program, and dozens of humanities programs reaching diverse audiences. Ongoing preservation and processing, made possible by significant grant funding, has brought our archival collection within reach for biographers, historians, researchers, curators, collectors, students, Museum staff, and others who seek out resources relating to Rockwell’s life and working process, and his impact on published imagery, society, and culture during the 20th century.

In the past year, we have greatly expanded public access to our collections. A collection-level finding aid and accompanying record group structure governing the Archive’s correspondence collection at large has been established; the arrangement and description of this collection has been refined to reflect archival standards; fan mail, business correspondence, and assorted periodicals have been processed; and a standard practice manual has been created, including a collecting and accessioning protocol that will enable the Museum to manage the collection with consistency, regardless of staff changes.

This winter, important parts of our collections were made broadly accessible for the first time through an online searchable database on our website, and by exporting data to collaborative art library systems nationwide. More than 30,000 images of Norman Rockwell’s drawings, paintings, photographs, selected correspondence, illustrated print material and studio contents, as well as art and ephemera relating to the work of other noted American illustrators, have been published online to date.

acquisitions

DONATIONS OF ART TO THE PERMANENT COLLECTION

Thanks to the generosity of our donors, an extraordinary 1,113 original works by 22 prominent American illustrators were accessioned into the collection, greatly expanding the Museum’s holdings. Several artists are now broadly represented, making deepened scholarship possible.

The largest collection of original drawings, cartoons, and cover illustrations by artist William Steig (1907-2003) now resides at the Museum, made possible by Jeanne Steig, whose collages and sculptures were on view with those of her husband’s in last year’s exhibition William Steig: Love & Laughter.

A rare and beautiful collection of 80 early life drawings by Edmund F. Ward (1892-1991), Rockwell’s roommate and Art Students League classmate, was generously provided by Richard Kelly of the The Kelly Collection of American Illustration. Illustrators Maud Bogart Humphrey (1864-1940) and Louis John Rhead (1857-1926) are now represented in the collection through Mr. Kelly’s generosity this year.

Donated by Jean Blakeman, more than 100 original life drawings by renowned anatomy and figure drawing teacher George Bridgman (1864-1943) offer important insights. An influential figure for Rockwell, Ward, and many Art Students League students, Bridgman is best known for his contributions to American art education, particularly through his popular series of books, which are still referenced today.
Family treasures, 29 exquisite etchings and drawings by social realist Isabel Bishop (1902-1980), were generously provided by Lila Berle, whose parents had a close relationship with the artist. Acclaimed for her depictions of New York City and women engaged in domestic tasks, Bishop also taught at the Art Students League, where she emphasized the importance of drawing from life.

Original illustrations by Norman Rockwell’s nephew, Richard Rockwell (1920-2006), an accomplished courtroom and comic book artist, were generously donated by illustrator Murray Tinkelman, who was a personal friend. An important women’s magazine illustration by Al Parker (1906-1985)—the Museum’s first—now accompanies our extensive collection of Parker tear sheets with thanks to Mr. Tinkelman.

Robert T. Horvath also continued to build the Museum’s collection with donations of several important original works, including drawings by George Evans (1920-2001) and Cory Kilvert (1879-1946), and paintings by Henry J. Soulen (1888-1965), William Balfour Ker (1877-1918), Bradshaw Crandell (1896-1966), Edwin Roscoe Shrader (1878-1960), and Alice Beach Winter (1877-1970), accompanied by the 1929 Needlecraft Magazine on which her cover art appeared.

Powerful World War II themes are reflected in donations of art from Steven Hirsch, who continued to enrich this aspect of the Museum’s collection with original works by Manuel Bromberg (b. 1917), Harry Sternberg (1904-2001), and James Barre Turnbull (1909-1976).

We are also grateful to gifted portraitist Everett Raymond Kinstler, who donated original works by three masters of the Golden Age; J.C. Leyendecker (1874-1951), Howard Chandler Christy (1872-1952), and James Montgomery Flagg (1877-1960), who was a close friend of the artist.

A beautiful Flagg drawing donated by Cathy and Pamela Deely features a portrait of their grandfather, Owen McMahon Johnson (1878-1952), an American writer best remembered for his Lawrenceville Stories, popular tales set in a prestigious prep school. The Deelys also contributed an elegant ink drawing by Frederick Stuart Church (1842-1924).

This year, reportage artist Candace Eaton donated 16 works created on location in America’s courthrooms. Her powerful pastel drawings document contentious legal proceedings involving celebrity figures, including Leona Helmsley and O.J. Simpson, among others. We are most grateful to all of our donors for these important additions in support of the Museum’s illustration collecting mission.

DONATIONS OF ORIGINAL ILLUSTRATION ART

**Tea for Two**
Alice Beach Winter (1877-1970)
Cover illustration for Needlecraft Magazine, February 1929
Mixed media on board
Gift of Robert T. Horvath

**Untitled**
William Balfour Kerr (1877-1918)
Oil on canvas
Gift of Robert T. Horvath

**Untitled**
Bradshaw Crandell (1896-1966)
Oil on canvas
Gift of Robert T. Horvath

**The Orphan**
Edwin Roscoe Schrader (1878-1960)
Oil on canvas
Gift of Robert T. Horvath

"I Bent Low On My Knees and Flung Myself Forth"
Louis John Rhead (1857-1926)
Gift of Richard Kelly/Kelly Collection of American Illustration

**Mother and Children**
Maud Humphrey Bogart (1865-1940)
1898. Watercolor and gouache on board
Gift of Richard Kelly/Kelly Collection of American Illustration
Gift

Collection of 185 Life Drawings Created at the Art Students League in New York
Edmund F. Ward (1892-1991)
c. 1914. Charcoal on paper
Gift of Richard Kelly/Kelly Collection of American Illustration

Collection of 19 Etchings and 9 Drawings
Isabel Bishop (1902-1988)
Ink, pencil, and gouache on paper
Gift of Lila W. Berle

Collection of 109 Anatomical and Life Drawings
George Bridgman (1864-1943)
Demonstration pieces and book illustrations, Charcoal and pencil on paper
Gift of Jean Blakeman

Collection of 779 New Yorker Cover Illustrations and Cartoons, Published and Unpublished Drawings, Studies, and Doodles
William Steig (1907-2003)
Ink, pencil, watercolor, and colored pencil on paper
Gift of Jeanne Steig

Collection of 16 Reportage Drawings
Candace Eaton
Pastel and pencil on paper
Gift of Candace Eaton

Central Park Jogger Trial, New York City
Richard Rockwell (1920-2006)
1989. Original reportage drawing
Mixed media on paper
Gift of Murray and Carol Tinkelman

Untitled
Richard Rockwell (1920-2006)
c. 1950. Illustration for Black Diamond Western Comics, Lev Gleason
Publications, Ink on paper
Gift of Murray and Carol Tinkelman

Untitled
Richard Rockwell (1920-2006)
c. 1950. Illustration for Black Diamond Western Comics, Lev Gleason
Publications, Ink on paper
Gift of Murray and Carol Tinkelman

Untitled
Alfred Charles Parker (1906-1985)
c. 1940. Gouache on board
Gift of Murray and Carol Tinkelman

Untitled (Bound Man)
Harry Sternberg (1904-2001)
c. 1935. Lithograph on paper
Gift of Steven Hirsch

Untitled (D-Day Landing)
Manuel Bromberg (b. 1917)
c. 1944. Gouache and charcoal on paper
Gift of Steven Hirsch

Fort Driant, Maginot Line (Seated Soldier with Letter)
Manuel Bromberg (b. 1917)
1944. Ink on paper
Gift of Steven Hirsch

Russian Air Force Bombs Berlin
James Barre Turnbull (1909-1976)
c. 1940. Gouache, ink, and charcoal on paper
Gift of Steven Hirsch

P-38 and Aluminum Companies
James Barre Turnbull (1909-1976)
c. 1940. Gouache, ink, and charcoal on paper
Gift of Steven Hirsch

Men Smoking Cigars
James Barre Turnbull (1909-1976)
c. 1940. Gouache, ink, and charcoal on paper
Gift of Steven Hirsch

The Black Cat
John Fenton
Illustration for The Black Cat by Edgar Allen Poe. Gouache on board
Gift of Steven Hirsch

Untitled (Christy Girl)
Howard Chandler Christy (1872-1952)
Gouache and watercolor on board
Gift of Everett Raymond Kinstler

Portrait of John T. McCutcheon,
Dean of American Cartoonists
James Montgomery Flagg (1877-1960)
Charcoal on paper
Gift of Everett Raymond Kinstler

Portrait of Richard Casey
James Montgomery Flagg (1877-1960)
1941. Illustration for the Associated Press Wire Service, April 29, 1941.
Charcoal on paper
Gift of Everett Raymond Kinstler

Portrait of Owen Johnston,
American Author
James Montgomery Flagg (1877-1960)
1910. Charcoal on paper
Gift of Cathy and Pamela Deely

“It’s hard work not to say damn sometimes” (Bear Artist at Easel)
Frederick Stuart Church (1842-1924)
1913. Ink on paper. Tipped into dinner program honoring A.W. Drake.
Gift of Cathy and Pamela Deely
exhibitions

A Day in the Life: Norman Rockwell’s Stockbridge Studio
May 1 through October 31, 2010 and 2011
Travel back in time to October 1960, when Norman Rockwell was hard at work on his classic painting Golden Rule. This historic installation of Rockwell’s Stockbridge Studio offers new insights on the working methods of America’s favorite illustrator.

Norman Rockwell’s 323 Saturday Evening Post Covers
On view through February 6, 2011
An exciting look back at The Saturday Evening Post, featuring every one of Norman Rockwell’s cover illustration tearsheets for the noted American publication, created over the course of 47 years from 1916 to 1963.

Norman Rockwell’s Art of Scouting
May 29 through November 27, 2010
An insightful look at Norman Rockwell’s extensive body of work for The Boy Scouts of America through original tearsheets, personal mementos, and props.

William Steig: Love & Laughter
June 12 through October 31, 2010
A laugh-out-loud exhibition on the art of William Steig, featuring the artist’s brilliant covers, cartoons, and drawings for The New Yorker, original illustrations for beloved novels and picture books, and the eloquent art of Jeanne Steig.

Rockwell and the Movies
July 3 through October 31, 2010
Original paintings, vintage posters, lobby cards, and portraits created by Rockwell for such feature length films as The Magnificent Ambersons (1941), The Song of Bernadette (1943), Along Came Jones (1945), The Razor’s Edge (1946), Cinderella (1960) and the 1966 remake of the classic, Stagecoach.

Norman Rockwell: Home for the Holidays
November 20, 2010 through January 17, 2011
The spirit of the season came home to millions of Americans through Rockwell’s holiday illustrations in their favorite magazines, and on cards. His enduring images were on view in this special holiday installation of original artworks and objects.

Witness: The Art of Jerry Pinkney
November 13, 2010 through May 31, 2011
A master of the American picture book, Jerry Pinkney’s heartwarming original works reflect personal and cultural themes, and explore the African-American experience. The power of classic literature and the meaning of visual storytelling in our lives are conveyed in the work of this legendary illustrator.

Travels with Norman
January 22 through June 19, 2011
Discover Norman Rockwell as a citizen and traveler of the world through never-before-seen views of the artist at work and play in locations as far flung as the Black Mountains of North Dakota, Pakistan and Ethiopia. Images from Molly Rockwell’s own slide collection, now preserved and digitized, were shared publicly for the first time.

25th Annual Berkshire County High School Art Show
February 5 through March 6, 2011
A lively and diverse exhibition of original artworks by Berkshire County high school students in celebration of the region’s talented youth.

Elwood’s World: The Art and Animations of Elwood H. Smith
February 19 through May 30, 2011
Meet Elwood Smith, the creator of high-grade humorous illustrations. Elwood’s World features the artist’s original imagery for such prominent publications as The New York Times and Sports Illustrated, beloved children’s books as The Truth About Poop and Hot Diggity Dog; and wild two- and three-dimensional animations.

“Ice Age” to the Digital Age: The 3D Animation Art of Blue Sky Studios
June 11 through October 31, 2011
Enjoy this interactive look at the art of animation! Storyboards, character designs, digital modeling and more from Blue Sky Studios (Ice Age, Robots), offered an exciting behind-the-scenes look at the process of creating animated movies in the 21st century.
## Traveling Exhibitions

**9 Different Exhibitions, 12 Different Museums / Venues in 12 Cities Across the Nation**

- **American Chronicles: The Art of Norman Rockwell**
  - North Carolina Museum of Art, Raleigh, North Carolina
    - November 7, 2010 through January 30, 2011
  - Tacoma Art Museum, Tacoma, Washington
    - February 26 through May 30, 2011

- **Norman Rockwell and the American Family**
  - Aurora History Museum, Aurora, Colorado
    - May 3 through July 24, 2011

- **Norman Rockwell: Behind the Camera**
  - Brooklyn Museum of Art, Brooklyn, New York
    - November 19, 2010 through April 10, 2011

- **Norman Rockwell’s Home for the Holidays**
  - Ella Sharp Museum of Art & History, Jackson, Michigan
    - October 23, 2010 through January 8, 2011
  - New Bedford Free Public Library, New Bedford, Massachusetts
    - December 10, 2010 through January 15, 2011

- **Norman Rockwell: Sports**
  - Louisville Slugger Museum and Factory, Louisville, Kentucky
    - March 19 through August 14, 2011

- **Norman Rockwell’s Tom Sawyer and Huckleberry Finn**
  - Minnesota Marine Art Museum, Winona, Minnesota
    - June 15 through August 8, 2010
  - Mark Twain House and Museum, Hartford, Connecticut
    - March 10 through September 6, 2011

- **LitGraphic: The World of the Graphic Novel**
  - James A. Michener Museum of Art
    - September 25, 2010 through January 30, 2011

- **Dinotopia: The Fantastical Art of James Gurney**
  - Norton Museum of Art, West Palm Beach, Florida
    - June 10 through September 5, 2010

- **Stockbridge Models Project**
  - Stockbridge Town Hall, Stockbridge, Massachusetts
    - Ongoing

## Art & Archival Donors

### Lenders to the Permanent Collection
- Anonymous Lender
- American Legion Post #193, Winchendon, Massachusetts
- Steward Babbott
- Carlos D. De Mattos
- Kay Dore
- The Dowd Family
- Phillip M. Grace
- Virginia and Douglas Haight
- The Estate of Thomas Hoving
- Oliver C. Kempton, Jr.
- Herbert Lobsenz
- Idella Ludwig
- Marino Family Trust
- Family of Angus Macdonald
- John and Nan MacEwen
- Kelly Meany
- Elizabeth Montgomery/
  - Family of William S. Miles
- Don Mott
- The Musselman Family
- Lowell Paddock
- Pfizer Inc.
- Gail and Thomas Rockwell
- Jarvis Rockwell
- Peter Rockwell
- Kenneth Salem
- Mrs. Mary Alice Schwarz
- Nelson Severinghaus
- The Stuart Family
- Sun-Maid Growers of California
- Williams High School
- Alumni Association

### Archival and Library Donations
- David Drake
- Marcia Gellert
- Linda Gumble
- William Hargreaves
- Robert T. Horvath
- David Lowell Johnson
- and Thomas Johnson
- Laurie Kendall
- Nancy Lindemeyer
- Ann Lamone White
- Marina Wilber
- Mary Brunelle Williams
- Zielonka
exhibition loans

LENDERS TO NORMAN ROCKWELL MUSEUM EXHIBITIONS

Ice Age to the Digital Age: The 3D Animation Art of Blue Sky Studios
Blue Sky Studios/20th Century Fox          William Joyce
Peter de Sève                           Greg Couch
Chris Wedge

Elwood’s World: The Art and Animations of Elwood H. Smith
Elwood H. Smith and Maggie Pickard

Witness: The Art of Jerry Pinkney
Jerry Pinkney
Mimi Kayden

William Steig: Love & Laughter
Jeanne Steig
Eric Carle Museum of Picture Book Art

Building Books: The Art of David Macaulay
David Macaulay

Dinotopia: The Fantastical Art of James Gurney
James Gurney

LitGraphic: The World of the Graphic Novel
Dave Sim                                    Frans Masereel
Barron Storey                               Terry Moore
Lisa Thamasett                              New York Society Library
Estate of Lynd Ward                         Jessica Abel
Lauren Weinstein                           Sue Coe/Galerie St. Etienne
Mark Wheatley                              Howard Cruse
Niko Henrichon                             Scott Eder
Mark Kalesniko                             Estate of Will Eisner
Peter Kuper                                 Brian Fies
Estate of Harvey Kurtzman                  HA Galleries
Matt Madden                                Marc Hempel

Picturing Health: Norman Rockwell and the Art of Illustration
Pfizer Inc                                  Teresa Fasolino
American College of Cardiologists          Frances Jetter
Melinda Beck                                Stephen Ledwidge
Cathie Bleck                                Gregory Manchess
Guy Billout                                 Peter de Sève
Juliette Borda                              Whitney Sherman
Charles Cross                               Elwood Smith
Cora Lynn Deibler                          Mark Ulriksen
Cathy Dineen

Norman Rockwell: Behind the Camera
Berkshire Museum                            Memorial Art Gallery
Brooklyn Museum                             National Press Club
Columbus Museum of Art                      Smithsonian Air and Space Museum
Mary Whalen Leonard                         Taubman Museum of Art

Norman Rockwell: Sports!
National Baseball Hall of Fame
the public dimension

The number of diverse communications channels has exploded over the past few years, offering new opportunities and challenges for the Museum to reach both existing and new audiences. Marketing efforts and resources are now being applied to multiple media arenas, as never before.

OUR DIGITAL COMMUNITY

With more than 434,000 visits this past year, the Museum’s website, www.nrm.org, attracts traffic from 204 different countries from around the world. While 79% of our web visitors are from the U.S., 21% are international, led by Japan, Canada, and France, respectively. Google’s website analytics application points to some impressive quantitative and qualitative gains. The launch of ProjectNORMAN, offering viewers first-time access to over 40,000 images in the Museum’s collections and archives, helped to grow the website’s page views to over 1.5 million, and increase the average pages viewed per visit by 34%. The site’s “Visit” page saw a 75% jump in views, and a visitor survey conducted at the Museum confirms that a growing number of physical visits have been credited to www.nrm.org.

The importance of social networking websites continued to grow, with the Museum nearly doubling our friendship connections on Facebook. This year we utilized our Twitter account in a new way, providing live coverage of the Four Freedoms Forums series. We produced many new online videos and posted on the Museum’s website, YouTube, and ArtBabble pages. In every case, these sites were extremely helpful in getting the word out about the Museum’s many offerings, with users sharing posts, tweets, and videos with their own friends and contacts.

MEDIA

Norman Rockwell Museum continued to attract significant press both nationally and internationally. Some highlights include:

- CBS Evening News
- PBS/WNET
- The Wall Street Journal
- Live Mint (India)
- The Boston Globe
- The Hartford Courant
- Hessischer Rundfunk TV (Germany)
- KD Viikkolehti (Finland)
- The Huffington Post
- BBC World News Service made repeated contact and visits to the Museum this year, demonstrating the heightened interest in Rockwell’s work in the United Kingdom and Europe.

COLLABORATION AND PARTNERSHIPS

The Museum’s key collaborations with other cultural venues in the region, including American Icons (ticket package program with Chesterwood, Hancock Shaker Village and The Mount), and dual ticket offers with The Clark, Tanglewood, and Mass MoCA, continue to attract new audiences and offer new publicity opportunities that benefit all. We are grateful to our regional partners, including lodging and dining establishments, cultural and arts organizations, entertainment and sports attractions, local media, state and regional tourism, and town chambers, for their cooperative spirit in the area of cross-promotion.

### ATTENDANCE

<table>
<thead>
<tr>
<th>Total Visitation</th>
<th>128,676</th>
</tr>
</thead>
<tbody>
<tr>
<td>Daily Visitation, children</td>
<td>11,471</td>
</tr>
<tr>
<td>Daily Visitation, college students</td>
<td>4394</td>
</tr>
<tr>
<td>Group Tourism</td>
<td>13,239</td>
</tr>
<tr>
<td>School Programs, on site</td>
<td>3,948</td>
</tr>
<tr>
<td>School Programs, off site</td>
<td>308</td>
</tr>
<tr>
<td>Scout Programs</td>
<td>1082</td>
</tr>
<tr>
<td>Family Days</td>
<td>224</td>
</tr>
<tr>
<td>Adult Public Programs</td>
<td>4,550</td>
</tr>
<tr>
<td>Other Youth Public Programs</td>
<td>920</td>
</tr>
<tr>
<td>Festivals and Community Days</td>
<td>4,095</td>
</tr>
<tr>
<td>Shared Ticket Incentives</td>
<td>7,272</td>
</tr>
<tr>
<td>Audio Tours</td>
<td>9,461</td>
</tr>
<tr>
<td>Library Passes</td>
<td>4,342</td>
</tr>
</tbody>
</table>
education & visitor experience

PUBLIC PROGRAMS

This year exciting learning experiences engaged audiences of all ages at Norman Rockwell Museum and in communities throughout the nation. In Stockbridge alone, we held 82 different programs attended by more than 11,000 people. We reached out to educators and school groups, children and families, teens and tweens, students and scholars, seniors, artists, and Rockwell and illustration aficionados—connecting art, culture, technology, and the world around us through our collections and programs.

The Museum’s 2010 American Storyteller Lecture and Performance Series drew inspiration from William Steig: Love & Laughter, and from the many iconic Rockwell artworks on view. Leading comic commentators Robert Mankoff, Cartoon Editor of The New Yorker, and cartoonist and author Liza Donnelly, explored the art of humor as it has evolved through the decades, while Jeanne Steig offered insights into the art and philosophy of one of America’s most beloved humorists—her husband William Steig.

Funny business also took center stage last winter and spring in Elwood’s World: The Art and Animations of Elwood H. Smith, the Museum’s inaugural Distinguished Illustrator exhibition. Elwood Smith shared his expertise in a Business of Art program exploring creative approaches to self-promotion.

Brian Hoard and Elizabeth Buttlar talked about their passion for the moving image with children and families. Illustrator Mary Jane Begin, shared her knowledge of the children’s book market with aspiring creators.

Summer workshops for the young and young at heart offered lively opportunities for artistic discovery. The Summer Art Club engaged children in onsite drawing and painting as a tool for seeing, and Create Together offered hands-on, interactive parent-child experiences in the Museum’s galleries. Outstanding illustrator and watercolorist Dennis Nolan explored the painting and image-making process with an enthusiastic, week-long, filled-to-capacity adult class. Teens rolled up their sleeves in Got Ink? Comics and Graphic Novels, a week-long look at the world of art and pictures with educator and graphic novelist, Tim Callahan.

Helping the Boy Scouts celebrate their 100 year anniversary, the Museum hosted more than 1,000 Scouts with a special one-day program—Norman Rockwell and the Art of Scouting. John Csatsari and son Jeff Csatsari discussed their recent book, Norman Rockwell’s Boy Scouts, and many scouts earned the Rockwell Award patch.

Witness: The Art of Jerry Pinkney inspired Witnessing History, a powerful series of first-person performances reflecting upon the lives of three powerful African American women: Sojourner Truth, portrayed by Debra Zuill; Harriet Tubman by Gwendolyn Quezaire-Presutti; and Elizabeth Freeman, known as Mum Bett, portrayed by Tammy Denease Richardson which were enthusiastically received by visitors of all ages. Caldecott Medalist Jerry Pinkney joined us on several occasions to share his art and experience with teachers, students, and an appreciative public. His generous involvement made programs like Teaching History Through the Arts possible. This full day of lectures, tours, and workshops for educators inspired fresh consideration of the interrelationship between history, art, and music in the classroom. Meet the Pinkneys celebrated the creativity of Jerry’s family, including his wife, author Gloria Jean Pinkney, and children’s book creators Brian Pinkney and Andrea Davis Pinkney.

A new community initiative that created opportunities for civic dialogue on the important issues of our day was piloted during our Four Freedoms Forums, a series of “town hall” meetings focusing on health care, food, immigration, and renewable energy. We were very grateful to the many dedicated professionals who spoke at these engaging forums, and to the well-informed audiences who joined the conversation. The Museum created the Four Freedoms Forums with an advisory group of com-
munity members who worked with staff to make the series a success.

We cast a spotlight on the rich history of the Museum’s site and its surroundings this year. Well-received Historic Property Walks explored the Linwood Estate’s bucolic landscape and legacy before becoming home to Norman Rockwell Museum. In addition, a popular Stockbridge Cemetery Walk during Halloween week explored the historic burial ground and the lives of many prominent figures interned there— including Rockwell himself.

**SCHOOL PROGRAMS, OUTREACH, & COLLABORATIONS**

Interactive, curriculum-based programs for school groups, K-12, inspired students to explore language arts (Narrative and Nuance), studio arts (Art and Inspiration), and social studies (Moments in History) through original works of art by Norman Rockwell. Interrogative teaching methods, drawing as a tool for seeing, creative writing in the galleries, and close up encounters with historical artifacts relating to the works on view brought the Museum’s collections into focus for students and their teachers, who offered enthusiastic feedback about their experiences. Popular resource packets for educators, available on CD, and downloadable lesson plans, remained a popular way to bring Norman Rockwell into the classroom.

In addition, Museum educators conducted a curriculum-based in-service program for Berkshire County art and music teachers that explored the ties between music and the visual arts, a productive collaboration that will continue this year. Colleges from around the Northeast brought students for advanced tours and behind-the-scenes discussions of our Archives that extended their classroom learning in illustration art, history, education, and women’s studies.

More than 200 students and their families attended the celebratory opening for our 25th Annual Berkshire County High School Art Show, with children’s book illustrator Ruth Sanderson as the opening commentator who spoke passionately about her own path as a professional artist. This energetic installation presented two and three-dimensional artworks from students at BArT Charter School, Berkshire School, Drury High School, Lee Middle and High School, Lenox Memorial High School, Miss Hall’s School, Monument Mountain Regional High School, Mount Everett Regional High School, Mount Greylock Regional High School, Pittsfield High School, St. Joseph Central High School, Taconic High School, and Wahconah Regional High School.

The Museum’s collaborations with Multicultural BRIDGE continued to bring interactive programs promoting literacy, tolerance, healthy living, and respect for the environment to the regional youth. Literacy Network of South Berkshire joined us for a series of visits promoting literacy through art. The Berkshire Choral Festival and other outstanding cultural partners also shared their talents with Museum visitors.

Outreach visits to many schools, libraries, museums, and communities near and far brought the art of Norman Rockwell to a broad spectrum of organizations and their constituents. We visited Manchester Community College, Norwich University, and Salem State University; Clifton Park/Half Moon Public Library and New Bedford Public Library; Mark Twain House and Museum, Minnesota Marine Art Museum, Ella Sharp Museum, and senior communities at Melbourne Place and Kimble Farm in Berkshire County, among others. In addition, the Museum conducted programs at Road Scholar, formerly known as Elderhostel, in Tacoma Washington. Our own Curator of Education Tom Daly received a prestigious Massachusetts Cultural Competency Award this year for his dedication to community and his outreach endeavors.
ROCKWELL CENTER FOR AMERICAN VISUAL STUDIES

Norman Rockwell Museum is home to the Rockwell Center for American Visual Studies, the nation’s first research institute devoted to illustration art. With the goal of advancing scholarship relating to published imagery, the Rockwell Center awarded its first Fellowships this year to Dr. Michael Lobel, Associate Professor of Art History in Modern and Contemporary Art, Criticism, and Theory, School of Humanities at Purchase College, State University of New York; and to S. Jaleen Grove, a Ph.D. candidate at the State University of New York at Stony Brook. Their research will be accessible to the public in the Archives and through programs presented at the Museum, to be made broadly available online.

“Becoming an Artist: John Sloan, the Ashcan School, and Popular Illustration” is Dr. Lobel’s subject of inquiry, and “A Cultural Trade: Canadian Commercial Illustration at Home and in the United States” will be explored by Ms. Grove.

The Rockwell Center’s website features ongoing essays in visual culture, resources in illustration art, information about blogs and partner institutions, and current news about the field. It is extremely popular—the site has had more than 236,000 visitors since February 2010, currently about 400 viewers per day. This year, the Center welcomed two new Illustration Network Partners, the Center for Historic American Visual Culture of the American Antiquarian Society in Worcester, Massachusetts, and the National Scouting Museum in Irving, Texas.

This past year, the Center launched an annual Lecture Series to engage audiences with scholars, practicing illustrators, and bloggers and commentators. The program began with an outstanding lecture by Dr. Jennifer A. Greenhill, Assistant Professor of Art History, University of Illinois in Champaign, who presented Imperiled Illustrators: J.C. Leyendecker and Norman Rockwell and the War at the Saturday Evening Post to much acclaim. This summer, illustrator Peter de Sève discussed his work as a premier character designer for animation in conjunction with “Ice Age” to the Digital Age: The 3D Animation Art of Blue Sky Studios.


advancement

Development income provides essential support for basic Museum operations and programs. It is with infinite gratitude that we continue to recognize our generous and loyal friends—our donors, individual and corporate members, foundations, corporations, and government agencies. With their contributions, and through the generosity of the Museum Trustees and National Council members, the Museum has been able to undertake important conservation and preservation activities under ProjectNORMAN, major national exhibitions, popular educational programs, and new initiatives such as the Rockwell Center’s Fellows Program. This year, the Museum raised new funds from a growing community of supporters large and small.

Grants

Grant funding represents a major portion of development revenue. Grants facilitate preservation and conservation efforts, underwrite exhibitions and programs, support general operations, and fund capital improvements and renovations. This past fiscal year, the Museum secured nearly $400,000 in grant awards.

The Museum received two substantial federal grants from Save America’s Treasures and the National Endowment for the Humanities to support conservation of rare, damaged full-scale drawings, posters, and photographs, and digitization of unique videotaped interviews and documentaries illuminating Rockwell’s life and career. Both projects help preserve important artwork and reference materials—ultimately making them available to the public through new exhibitions and publications. This preservation effort also is supported by a grant from Tourism Cares, while re-glazing of the iconic Four Freedoms oil paintings is supported by a grant from the Foundation of the American Institute for Conservation of Historic and Artistic Works, matched by a gift from James and Tina Potuto Kimble.

The Henry R. Luce Foundation awarded a grant to support the delivery and installation of Rockwell’s painting,
The Problem We All Live With, in the White House for the summer of 2011.

Two foundations supported the 2011 summer and fall blockbuster exhibition Ice Age to the Digital Age: The 3D Animation Art of Blue Sky Studios: Time Warner Cable awarded a Connect A Million Minds grant for the exhibition’s youth-centered programs, as well as for advertising. Greylock Federal Credit Union also supported the exhibition and its programs.

The Museum’s major fall/winter exhibition, Witness: The Art of Jerry Pinkney, received a grant from the Max and Victoria Dreyfus Foundation, and additional support from Little Brown & Company, and Penguin Books USA. Berkshire Bank awarded a two-year grant to support the Museum’s School Education Program, while The Lehman Foundation awarded funding for the Rockwell Center for American Visual Studies’ new Fellows Program, which offers competitive stipends to senior graduate-level students and scholars.

A Stockbridge Community Preservation Committee grant will help restore the marble steps of Linwood House, the campus’ handsome 1859 “Berkshire Cottage,” which houses administration offices and opens to the public for periodic history presentations, community meetings, art receptions, and more. An important historical and cultural resource to the Town of Stockbridge, Linwood was designed by the famous architect Calvert Vaux, who designed New York’s Central Park with Frederick Law Olmsted. Although restoration of Linwood has been ongoing, gradual deterioration of its marble stairs reached a critical point, making it a preservation priority. Work is scheduled to begin in FY2012.

Highland Street Foundation awarded a grant to support participation in Free Fun Fridays, a popular summer program promoting free admission on consecutive Fridays to cultural attractions throughout the Commonwealth; the Museum’s July 22nd event drew more than 950 visitors. Massachusetts Cultural Council (MCC) awarded an operating grant through its Cultural Investment Portfolio initiative. Last fall, the Museum hosted a MCC
delegation site visit, which focused on Norman Rockwell Museum’s public value. Site visits provide an open dialogue among stakeholders, create opportunities for networking, and encourage cultural leaders to advocate for increased investment in the arts at the state level.

Membership and Individual Giving
Museum membership and individual giving represent a substantial portion of our development income. This year, more than 1,850 members and donors made commitments totaling $608,789. The number of new members increased by 31% over FY10, and membership renewals resulted in a 3% increase during the same period. Website membership enrollment increased by 34% this year.

The Museum continues to promote the popular North American Reciprocal Museums (NARM) program, which for our Illustrator’s Roundtable members ($125 and above,) provides membership privileges to more than 500 North American museums. This year, we saw a 25% increase in memberships and renewals with NARM.

Library memberships provide library members the ability to “check out” a free admission pass for up to two patrons at a time. Intended to provide more access to the Museum for those who might not otherwise afford admission, the program has shown a 43% increase in library pass visitation and a 14% increase in library memberships, over FY10. The Museum has 91 library memberships from Massachusetts, Connecticut, New York, and Vermont participating in this program.

The Corporate Membership Program continued to be a challenge in FY11. The Museum is determined to maintain and build a strong base of business supporters, and is committed to revitalizing this important program. We appreciate the many ways in which the Berkshire business community supports Norman Rockwell Museum.

Special Events
The Museum is ever grateful to the following friends and Trustees who gracedously hosted events during FY11 – Bobbie Crosby, Sally Hill Cooper, Richard and Mary Kelly, Hans and Kate Morris, and Mark and Betsey Selkowitz. These lovely events brought in new friends and donors, and helped deepen many of our existing relationships.

An exciting preview event was held in June to celebrate the opening of Ice Age to the Digital Age: the 3D Animation Art of Blue Sky Studios. The Ice Hot Party was a festive summer evening affair and included a tribute to award-winning illustrator, Blue Sky Studios’ lead character designer and Museum Trustee, Peter de Sève. Our gracious sponsors, donors, and attendees helped make this a successful fundraising event for the Museum.

Off-site events with donors, Trustees, and National Council members included a private tour of Telling Stories: Norman Rockwell from the Collections of George Lucas and Steven Spielberg at the Smithsonian American Art Museum in Washington, D.C. last October and an opening event for Norman Rockwell: Behind the Camera at the Brooklyn Museum in December.

National Council
Members of the Museum’s National Council are wonderful ambassadors for the Museum’s mission in their home regions across the country and the world. Each year in September, Council members are invited to an annual weekend in Stockbridge to learn about our programs, share ideas, and advise on key strategies. In September, 2010, the Annual National Council Weekend theme was Growing an Art Collection - Sustaining A Museum, which included a private exhibition tour, a look at the Museum’s recent illustration art acquisitions, attending the Annual Board Meeting, a review of the Museum’s Master Plan, and several festive gatherings, including a farm-to-table farewell dinner with the best of the Berkshire’s farms represented.

Many individuals, businesses, foundations, and government agencies contribute to the success of Norman Rockwell Museum each year and we honor and appreciate each of our donors.
finance & administration

The primary goal of the 2011 fiscal year was to continue to build a strong financial foundation for the future. The downturn in the national economy presented a significant challenge to produce revenues this year, and we anticipate much of the same in the years ahead. However, Norman Rockwell Museum has achieved a great deal of success in developing additional sources of revenue, while working diligently to maintain a very efficient and effective operation.

HIGHLIGHTS OF THE 2011 OPERATING YEAR

- Increased attendance by 6% from previous year.
- Generated over $2.2 million in admissions income and net store operations from our nearly 130,000 visitors.
- Produced gross sales from our store website that surpassed last year’s results by 20%.
- Generated over $535,000 from Traveling Exhibition fees.
- Received over $820,000 in memberships, contributions, and gifts from individuals and corporations from across the country.
- Paid off our long-term debt, which will position us securely for the future.

FINANCIAL STATEMENTS AS OF JUNE 30, 2011

CONDENSED STATEMENT OF FINANCIAL POSITION

<table>
<thead>
<tr>
<th>Assets</th>
<th>Liabilities and Net Assets</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and cash equivalents</td>
<td>$ 58,155</td>
</tr>
<tr>
<td>Receivables</td>
<td>$78,495</td>
</tr>
<tr>
<td>Store Inventory</td>
<td>539,094</td>
</tr>
<tr>
<td>Line of Credit</td>
<td>300,000</td>
</tr>
<tr>
<td>Investments</td>
<td>621,731</td>
</tr>
<tr>
<td>Deferred Income</td>
<td>625,223</td>
</tr>
<tr>
<td>Property and Equipment</td>
<td>2,846,312</td>
</tr>
<tr>
<td>Total Liabilities &amp; Net Assets</td>
<td>1,003,718</td>
</tr>
<tr>
<td>Total assets</td>
<td>$ 8,327,618</td>
</tr>
</tbody>
</table>

CONDENSED STATEMENT OF OPERATIONS

<table>
<thead>
<tr>
<th>Operating Revenues</th>
<th>100%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Admissions Income</td>
<td>$1,397,793</td>
</tr>
<tr>
<td>Gross Profit from Store Operations</td>
<td>824,625</td>
</tr>
<tr>
<td>Traveling Exhibition Fees</td>
<td>535,220</td>
</tr>
<tr>
<td>Other Earned Revenues</td>
<td>102,228</td>
</tr>
<tr>
<td>Contributions &amp; Gifts</td>
<td>623,753</td>
</tr>
<tr>
<td>Memberships</td>
<td>194,366</td>
</tr>
<tr>
<td>Grants</td>
<td>389,600</td>
</tr>
<tr>
<td>Reserves Draw for Operations</td>
<td>148,140</td>
</tr>
<tr>
<td>Total Revenue</td>
<td>$4,215,725</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Operating Expenses</th>
<th>100%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Exhibitions &amp; Education</td>
<td>1,302,994</td>
</tr>
<tr>
<td>Collections Care</td>
<td>466,085</td>
</tr>
<tr>
<td>External Relations</td>
<td>427,215</td>
</tr>
<tr>
<td>Facilities &amp; Depreciation</td>
<td>814,033</td>
</tr>
<tr>
<td>Communications &amp; Marketing</td>
<td>560,109</td>
</tr>
<tr>
<td>Administration &amp; Business Operations</td>
<td>890,498</td>
</tr>
<tr>
<td>Total Expenses</td>
<td>$4,460,934</td>
</tr>
</tbody>
</table>

Change in net assets from operations $ (245,209)

Net change in assets $ 139,128

The condensed statements of financial position and operations are derived from Norman Rockwell Museum’s June 30, 2011 audited financial statements by Wolf and Co., whose report expressed an unqualified opinion on those statements. A complete copy is available upon request.
contributors & donors

Norman Rockwell Museum is grateful to the following donors for their generous support from July 1, 2010 through June 30, 2011.

$100,000 AND UP
Anonymous
Kelvin, Peter & Gregory Cross
Valerie & George Kennedy
National Endowment for the Arts
Save America's Treasures Grant

$50,000 AND UP
National Endowment for the Humanities

$25,000-$49,999
Jane & Neil Golub
Louise Holland
Richard & Mary Kelly
Massachusetts Cultural Council
Barbara Nessim & Jules Demchick
Town of Stockbridge Community Preservation Fund

$10,000-$24,999
Berkshire Bank
Berkshire Life Insurance Co. of America
Nick & Ruth Boraski
Jack & Jane Fitzpatrick
Country Curtains
Red Lion Inn
The Henry Luce Foundation
Hess Foundation
Mark Krentzman & Caroline Vanderlip
Legacy Banks Foundation
Max & Victoria Dreyfus Foundation
Anne Morgan & Jim Kelley
Perri Petricca
Eileen & Thomas Pulling
Carole & Frederick B. Taylor
Time Warner Cable/Connect A Million Minds

$5,000-$9,999
Country Curtains
Walter & Mary Jo Engels
John & Pamela Goode
Hachette Book Group

Joseph & Mary Jane Handler
Paul & Maureen Hickey
Highland Street Foundation
Steven & Susan Hirsch
James Kimble & Tina Potuto
Kimble
Ann & Tim McCann
Don & Barbara McLucas
Craig & Laurie Norton Moffatt
Stephen & Sandra Muss
Penguin Group (USA) Inc.
Duncan & Christen Pollock
Robert Lehman Foundation, Inc.
Lucy Holland & Charlie Schulze
Nelson & Ginny Severinghaus
Tourism Cares

$2,500-$4,999
Therese & Malouf Abraham
Peter & Pamela D'Ambrosio
Edgar A. Thronson Foundation
Susan & Timothy Fidler
Nancy Fitzpatrick & Lincoln Russell
Foundation of the American Institute for Conservation of Historic and Artistic Works (Tru Vue Grant)
John V. Frank
Greylock Federal Credit Union
Chara Haas
J. Mark & Beth Haney
Deborah Hoover
Valerie & Jay Ireland
Frederick & Renee Keator
Jamie Kiggen & Ani Shaker
Pam & Barry Kriebel
Ron & Diane Disney Miller
Edward L. Pulling
Elhu & Susan Rose
Sylvia Silverberg
Marion Simon
John Spellman & Cynthia McCollum
Marilyn & Ron Walter
Cindy & Lee Williams
Judy Francis Zankel

$1,000-$2,499
Michael Bakwin
Robert & Geraldine Becker
Lila W. Berle
Peter & Helen Bing
Bradley & Terrie Bloom
Bruce & Sharon Bottomley
Judy Caywood
William Cohn & Rita Kasky
Nic & Mary Cooper
Barbara Priester Deely
The Dobbs Family Foundation
GE Foundation
GE Global Research Center
Nancy & William Goessel
Mary Grant & James Canavan
Felda & Dena Hardymon
William Hargreaves
Estelle Hendrickson
Lola Jaffe
Martin & Wendy Kaplan
Robert & Sally Kennedy
David & Suzanne Klausmeyer
Anabel & John Konwiser
Dr. & Mrs. Eugene Leibowitz
Dan & Judy Magrath
Martin & Joan Messinger
Joel & Leslie Morris
Rick & Jane Nowak
David & Janet Offensend
Mary Pope Osborne
Kevin & Joyce Parks
Robert A.M. Stern Architects, LLP
Mark & Marie Schwartz
William & Martha Selke
Aso Tavitian
Robert & Elisabeth Wilmers

$500-$999
Anonymous
Marjorie Ackerman
Henry W. D. Bain
Harry I. Barney
Lillian Bender
Marty & Jim Bush
Dorothy Byrne
Cain Hibbard Myers & Cook

Andrew & Jane Cohen
Catharine B. Deely
Excelsior Printing Company
Eunice & Carl Feinberg
Richard & Monique Gershon
Michelle & Chuck Gillette
Linda J. Gorham
Susan & Richard Grausman
Scott & Ellen Hand
Gene & Lynn April Hartline
Evelyn F. Hitchcock
Robert & Lynne Horvath
The Inn at Stockbridge
Nancy Kalodner
Isabel & Barry Knispel
Gretchen Long
Daphne & Bob McGill
Wendell & Florence Minor
Judith & Lorne Norton
Michael & Ramelle Pulitzer
Tom Rockwell
Peter & Cinny Rockwell
Ann Schutt
Mark & Betsey Selkowski
Alan & Sandra Solomon
Troy's Promotions
Chris Wedge & Jeanne Markel
Wheeler & Taylor, Inc.
Peter C. Williams

$250-$499
Alarms of Berkshire County
Jay Alik
Judge & Mrs. Jeffrey Atlas
Austen Riggs Center
Mary G. Avery
Sara & Robert Awe
Douglas & Mary Baske
Jack & Carolyn Batty
Bella Flora
Young Presidents Organization
Berkshire School
Daniel Bernstein
George & Roberta Berry
Leslie & Leslie Sue Blatt
Melanie & Howard Brandston
Ann F. Brown

LEGACY SOCIETY

Norman Rockwell Museum gratefully acknowledges and recognizes those individuals who have made provision for the Museum as a beneficiary in their estate plans:

Lila W. Berle
Robert & Lonna Berridge
Adele Brennan*
Mary-Amy Cross*
Linda B. Day
Catharine B. Deely
James Thomas Duff*
Caroline Dwight Bain

Jewel Flower Evans*
John V. Frank
Mary-Amy Cross Hentschel*
Robert T. & Lynne Horvath
George D. & Valerie P. Kennedy
Bill Millis
Molly* & Norman* Rockwell
Salvatore* & Shirlee* Scoma

Mickey & Arlene Sego
Laughran Vaber
Cindy & Lee Williams
Claire Williams
Ralph Wilson*
Jerome R. Zipkin*
Richard M. Ziter
‘Deceased’
Gary Charles Florence Bernard Dean
24 Ramon Daniel Robert Ken
Joan Karl Al Linda Alan Eileen David Donnie Mrs. Sandra Amy Joseph Anthony Peter I.
Library Stephanie Cecelia Laura Bruce David D'Nodal Cutillo & Raymond Mary Sargent Sewall Quackenbush & Rabb-Liu Schieneman & Roop D. Mrs. Prescott Schreiber Mrs. Prescott Richard Siegel Siegel

LIBRARY MEMBERS

IN-KIND GIFTS
Eleanor Clendinning Sally Hill Cooper Bobbie Crosby Walter & Mary Jo Engels Donna Epton Faber-Castell Garnet River Richard & Mary Kelly Mr. & Mrs. Michael Kirchner Kwik Print, Inc. Louisville Slugger Museum & Factory Marian’s of the Immaculate Conception Hans & Kate Morris Pixologic, Inc. Barry Poppel QualPrint Peter & Christy Rathbun Francis Sanders & Dave Griffin Savory Harvest Catering Mark & Betsey Selkowitz Bernie & Judy Shaw Stockbridge Country Club Sun-Maid Growers of California Dr. & Mrs. Anthony Terrana Times Union Wacom Technology Corp. Debra Wilder Claire Williams Winetasting.com

staff

Priscilla Anthony
Joseph Aubert
Allen Bell
Alisa Blanchard
Leslie Boudreau
Mark Carey
Jeremy Clowe
Holly Coleman
Thomas Daly
Kathy Dowler
Jessika Drmacich
Michael Duffy
Melinda Georgeson
James Gilbert
Deborah Hanson Greene
Daniel Heck
Russell Horton
Margit Hotchkiss
Corry Kanzenberg

Customer Service Researcher
Manager of Visitor Services
Manager of Warehouse & Safety
Office Manager
Gift Shop Floor Coordinator
Maintenance Assistant
Manager of Media Services
Director of Human Resources
Curator of Education
Membership Manager
Manager of Museum Store
Chief Educator
Library Assistant
Development Officer
Webmaster
Exhibition Manager
Director of Marketing & Communications
Curator of Archival Collections

Frank Kennedy
Jennifer Lilethtal
Martin Mahoney
Ellen Mazzer
Mary Melius
Thomas Mesquita
Crystal Missaggia
Laurie Norton Moffatt
Stephanie Plunkett
Joyce K. Schiller

Judy Shaw
Wesley Shufelt
Terry Smith
Ann Sterlin
Laura Tota

Charles Urquhart
Edward Ziarnik

Information Technology Manager
Bookkeeper/Development Coordinator
Manager of Collections & Registration
Sales & Marketing Coordinator
Manager of Traveling Exhibitions
Collections/Registrar Assistant
Warehouse Assistant
Director/Chief Executive Officer
Deputy Director Chief Curator
Curator/Rockwell Center for American Visual Studies
Assistant to the Director for Special Projects
Facilities Manager
Chief Operating Officer
Executive Assistant to the Director
Communications Receptionist/
Visitor Services Associate
Associate Director of Museum Advancement
Maintenance Assistant

VOLUNTEERS


MUSEUM STORE/WAREHOUSE

Leslie Boudreau, Elias John Fernandez-Aubert, Sherdyl Fernandez-Aubert, Patricia Feinman, Sarah Goethe-Jones, Kyle Hatch, Charlotte Hern, D. Elizabeth Land, Susan Mani, Crystal Missaggia, Sally Melville

Sarah Browne, Elizabeth Came, Bethany Gordon, Jessica Man, Chelsea Moser, Claire Murphy, Craig Perras, Gordon Polglase, Alicia Soos, Stephanie Van Bramer, Daniella Zarlengo

INTERNS

Marge Blair, Dennis Carpenter, Peri Caverly, George Church, Barbara Clarke, Daniel Colello Jr., Judy Daly, Thomas Daly, Alfred DeMaio, Valerie DeMarasse, John DeShazo, Rob Doane, Kathy Dubree, Patricia Feinman, Sheila Gershoff, Stephen Gershoff, James Gilbert, Elaine Gunn, Joyce Hovey, Kenneth Ingram, Beverly Kaplan, Rebecca Karpus, Gino Longo, Shaun Mackie, Sherilyn Mindermann, Tyler Moore, Jessika Morosko, Larson Powell, Ramelle Pultizer, Danielle Ross-Haughn, Barbara Rundback, Robert Stevens, Stephen Sykes, Beverly Thompson, Laura Tota, Claire Williams, Meg Williamson

VISITOR SERVICES

25
Jack Fitzpatrick was known in many ways by many people: as a father, husband, businessman, patron, philanthropist, advocate, Senator, and friend, especially to his beloved wife Jane. Jack’s role in Norman Rockwell Museum’s history began with his long-time friendship with Norman Rockwell. A close personal friend to the Fitzpatricks, Rockwell frequented The Red Lion Inn, which was located across the street from his home on South Street in Stockbridge. The artist enjoyed visiting with Jack and Jane, and regularly entertained guests at the Inn, which the Fitzpatricks lovingly restored and used to house their flagship Country Curtains store.

The Fitzpatricks also served as models for Rockwell. Pert and pretty, Jane posed as Becky Sharp, the anti-heroine from William Makepeace Thackeray’s novel Vanity Fair; and Jack played the part of her handsome suitor. Photographs of the couple’s posing (found in the Norman Rockwell Museum Archives) record a young and attractive couple, who had recently relocated to Stockbridge to make their home, and breathe new life into the Inn, a historic town centerpiece.

In 1969 The Red Lion Inn reopened under the Fitzpatrick ownership, and the Old Corner House opened its doors. Jane and Jack were among the founding friends and patrons who saved this historic home which later became the Norman Rockwell Museum. Jane served on the Board of Trustees, but it was Jack who was the ardent art fan—he even commissioned Norman Rockwell to do an elegant portrait of Jane. During this period in Rockwell’s life, he began issuing limited edition signed prints of his iconic paintings, and Jack was avidly acquiring a collection of every title. Many of these prints would eventually grace the walls of the Inn, residing in guest rooms, hallways and decorating his office. In time, he began to collect original paintings—he was a true connoisseur of Rockwell’s work.

Without the Fitzpatricks, Norman Rockwell Museum would not be the museum it is today. They have, in fact, been generous patrons of the Museum for over forty years. The new museum building’s main barrel vaulted gallery is named for the Fitzpatrick Family, and Jack even hosted the Annual Red Lion Invitational Golf Tournament each year as a fundraiser for the Museum. That’s the nature of this couple—dedicating their work and philanthropy, their company executives, and personal resources to make the community a better place.

From education to theatre, music and art, Jack and Jane were there—setting the example, the leadership pace, investing in Stockbridge and the Berkshire community to preserve the region’s grace and history. In time, numerous additional buildings in the center of town joined the Inn as gracious accommodations, and Blantyre was reborn under the loving attention to detail of Jane and her daughter Ann Fitzpatrick Brown. Jack often stayed in the background. It was Jane who served on the Museum board, Berkshire Theatre Board, Boston Symphony Orchestra Board; and later her daughters Ann and now Nancy, current owner of the Red Lion Inn, who has put her own creative flair to work for the Inn and many Berkshire artistic businesses and artists. Nancy also serves on the Museum’s National Council.

It is difficult to imagine Norman Rockwell Museum without Jack Fitzpatrick and his family. We are a community museum, built by the citizens of Stockbridge in response to the public demand to see Rockwell’s artwork. Jack and Jane believed in the Museum, as friends of Norman Rockwell and Henry H. Williams, Jr., another early leader, who served as treasurer of the Museum for many years. During my 25 year tenure as Director of the Museum, I have been mentored, educated and supported by Jack and Jane at every turn. Somehow we all thought this day would never come—that Jack was an immortal giant, in heart and mind. The passing of the Senator marks the end of an era, and leaves a legacy that will inspire the same kind of civic-minded leadership and philanthropy that is the hallmark of the entire Fitzpatrick family.

Our hearts go out to Jane, his beloved wife, friend and partner of 67 years; and his daughters, Nancy and Ann. Norman Rockwell Museum cherishes your friendship.

Laurie Norton Moffatt
IN MEMORIAM:

Allen Bell
(1944 – 2011)

Norman Rockwell Museum, Manager of Safety and Warehouse

Allen, “engineered” the annual holiday train and village display.

Norman Rockwell Museum has lost a dear friend.

Allen Bell, Manager of Security and Warehouse, looked out for us all. He would have celebrated his 15th anniversary with the Museum on September 24th, 2011. Sadly, he died unexpectedly at home just before we were to commemorate his anniversary.

Rarely have I known anyone who reached across the Museum to every staff member, and every volunteer. Whether calling to see if you made it home safely on a stormy night; brushing off windshields on a snowy winter’s eve; checking on you when you were working late and a last security call had not yet come through; or just sending a little humorous pick-me-up, Allen took care of us all.

Allen had a marvelous sense of humor. Right when you needed it the most, a little joke would arrive. I used to wonder where he found his jokes. “The children’s magazine Highlights” he told me one day. “I read them at the doctor’s office.”

Allen began work at the Museum as a distribution assistant 15 years ago on September 24, 1996. He was promoted to manager of warehouse and fulfillment in February 1998 and was so dedicated to the Museum that he was promoted again in 2002 to warehouse and safety manager. He led the annual safety training of all staff and was an active leader in our emergency preparedness planning. One of his most recent responsibilities was overseeing the Museum’s safety during Tropical Storm Irene.

Allen was the go-to guy. Over the years, any obscure request that arose, we needed to look no further. Allen could locate things no matter how hard they were to find. His warm humor carried us through many a tight situation, but in cases of real emergency, his years of training and drilling our staff in preparedness, carried the day. His caring dedication to the Museum always left us feeling like we were in good hands.

He was an important part of our museum family and will be dearly missed.

Laurie Norton Moffatt
COVER President Barack Obama, Ruby Bridges Hall, Norman Rockwell Museum Director Laurie Norton Moffatt, and Museum President Anne Morgan, view Norman Rockwell’s *The Problem We All Live With*, hanging in a West Wing hallway near the Oval Office, July 15, 2011. Official White House Photo by Pete Souza. Courtesy The White House. All rights reserved.

PAGE 2 Photo of Norman Rockwell Museum gallery. ©Norman Rockwell Museum. All rights reserved.

PAGE 4 Norman Rockwell Museum President Anne Morgan and Chairman Thomas L. Pulling, Photo ©Norman Rockwell Museum. All rights reserved.


PAGE 8 The Problem We All Live With, Norman Rockwell, 1963. Norman Rockwell Museum Collections. ©NRELC: Niles, IL

PAGE 9 Untitled Drawing (Woman with Birdcage), William Steig, 1971. Norman Rockwell Museum Collections, gift of Jeanne Steig. ©William Steig. All rights reserved. / Tea for Two, Alice Beach Winter, 1929. Norman Rockwell Museum Collections, gift of Robert T. Horvath. All rights reserved.

PAGE 10 Mother and Children, Maud Humphrey Bogart, 1898. Norman Rockwell Museum Collections, gift of Richard Kelly. All rights reserved. / Untitled, Richard Rockwell, 1950. Norman Rockwell Museum Collections, gift of Murray and Carol Tinkelman. All rights reserved. / Untitled, Alfred Charles Parker, 1940. Norman Rockwell Museum Collections, gift of Murray and Carol Tinkelman. All rights reserved. / Untitled (Christy Girl), Howard Chandler Christy, Norman Rockwell Museum Collections, gift of Everett Raymond Kinstler. All rights reserved.

PAGE 11 Russian Air Force Bombs Berlin, James Barre Turnbull, 1940. Norman Rockwell Museum Collections, gift of Steven Hirsch. All rights reserved. / From the Collection of 109 Anatomical and Life Drawings, George Bridgman. Norman Rockwell Museum Collections, gift of Jean Blakeman. All rights reserved. / From the Collection of 185 Life Drawings Created at the Art Students League in New York, Edmund F. Ward, 1914. Norman Rockwell Museum Collections, gift of Richard Kelly. All rights reserved.


PAGE 13 Photos ©Norman Rockwell Museum. All rights reserved.

PAGE 14 Character study of Scout from Ice Age. ™ & ©Twentieth Century Fox Film Corporation. All Rights Reserved. / Illustration from Angely by David Macaulay. ©2002 David Macaulay. All rights reserved. / Illustration from the Dino Topia series by James Gurney. ©James Gurney. All rights reserved. / Cover illustration for The System by Peter Kuper. ©1996 Peter Kuper. All rights reserved. / Reference photo for Norman Rockwell’s The Bartender’s Birthday, 1941. Photo by Gene Pelham. Norman Rockwell Museum Collections. ©NRELC: Niles, IL

PAGE 15 Image collage from Norman Rockwell Museum Digital Collections. All rights reserved.

PAGE 16 Photos of artist Jerry Pinkney and wife/author Gloria Pinkney, and student attending art workshop. ©Norman Rockwell Museum. All rights reserved.

PAGE 17 Photo of Alexandria Esheyigba, student at Miss Hall’s School, with her digital photo Golden Days, part of the 25th Annual Berkshire County High School Art Show. ©Norman Rockwell Museum. All rights reserved. / Photo of Boy Scout visitor to Norman Rockwell Museum. ©Norman Rockwell Museum. All rights reserved. / Photo of Mary Jane Begin. Courtesy Mary Jane Begin. All rights reserved.

PAGE 18 Artwork by Elwood H. Smith. ©Elwood H. Smith. All rights reserved. / Photo of Elwood H. Smith at Norman Rockwell Museum. ©Norman Rockwell Museum. All rights reserved.

PAGE 19 Photos from opening weekend of “Ice Age” to the Digital Age: The 3D Animation Art of Blue Sky Studios. ©Norman Rockwell Museum. All rights reserved.

PAGE 20 Photo of Norman Rockwell’s Stockbridge studio and Peter Rockwell sculptures on Norman Rockwell Museum’s grounds. ©Norman Rockwell Museum. All rights reserved.

PAGE 25 Photos ©Norman Rockwell Museum. All rights reserved.


PAGE 27 Photo of Allen Bell at Norman Rockwell Museum. ©Norman Rockwell Museum. All rights reserved.

BACK PAGE Photo of Norman Rockwell Museum (exterior). ©Norman Rockwell Museum. All rights reserved.