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2001 will be remembered primarily as the year of “9/11,” the year when the world changed. For this museum and many of our sister institutions, it was also a year colored by economic slowdown and softer tourist traffic from traveling Americans and foreign visitors. In spite of, or perhaps, because of these events, places like Henry Ford Museum & Greenfield Village took on even deeper national significance. In 2001, this most American of American places continued to serve our citizens by reminding them who we are as a people and what has made us great and enduring.

We will remember 2001 for things besides 9/11. The very first graduating class from Henry Ford Academy, proudly receiving their diplomas on the stage of the Anderson Theater. Our superb chefs opening our new catering kitchen in time for the holiday season. Staff members from all parts of the museum family gladly helping our Educational Team launch a terrific new program to accompany the Shackleton IMAX® film. We will remember, especially, the magical evening with Mrs. Rosa Parks, at eighty-eight years old, as she helped us all welcome “her” bus to Henry Ford Museum & Greenfield Village, the bus on which the modern civil rights movement began. And yes, we will remember 9/11, and the way a steady stream of travelers who were stranded in Detroit came to Henry Ford Museum & Greenfield Village in the afternoon, exhausted by grief and shock, to walk quietly and touch American culture and history for reassurance.

Every year since 1929, Henry Ford Museum & Greenfield Village has served society, locally and nationally, by being here and being available. By working as hard as possible to create better, stronger, and more exciting programs, exhibits, and experiences for our guests. By providing value. By being authentic. By demonstrating every day how ordinary Americans can shape a better future.

Especially in a year like 2001, it is our great privilege to lead a very talented team in this unique and marvelous institution. Let us turn this report over to some of the folks who really run this place. They will share some of the many accomplishments of our collective work for 2001, a year that, for all of its difficulty, was still about value, service, and moving forward.
“People from ordinary backgrounds have changed the world. You can too!” is the theme for the creation of new visitor experiences outlined in ten-year master plans that we completed in 2001 for both Henry Ford Museum and Greenfield Village. Many staff, aided by a talented team of outside advisors, worked diligently to define the shape of the evolving Henry Ford Museum & Greenfield Village. Now the real work begins.

The museum master plan calls for new programs and changing exhibit galleries that will transform visitors from observers into participants in the social, cultural, and technological innovations of our past. The village master plan is a blueprint for restoring one of America’s greatest treasures. It calls for renovating the aging underground infrastructure, creating new galleries to showcase collections, and improving visitor accessibility and the “back-in-time” immersion experience of “America’s Hometown.” Both master plans include strategies to increase visitor amenities, display more of the collections, deepen educational value, and broaden food and retail options.

These ambitious but achievable plans are already underway. Once realized, they will set new standards in our field for education, hospitality, and memorable, meaningful visitor experiences. Ultimately, they will strengthen Henry Ford Museum & Greenfield Village’s service to its visitors, the community, and the nation as a creative, active, and innovative resource.

Watch our progress as we begin implementing these bold plans over the next several years. New exhibits, new construction, new signage, and new programs will mark our path as we continue the transformation of this unique historical treasure.

— Patricia E. Mooradian
Vice President, Program and Marketing
CATERING KITCHEN

Joining the museum’s food service staff just prior to the 2000 holiday season, we were amazed at the success of the operation, despite the lack of adequate workspace and equipment. For us, talk of a new kitchen facility was music to our ears; watching that dream unfold was breathtaking. During the yearlong construction period, the Food Service Team fed employees and Henry Ford Academy students, executed catered events, and provided food and service to the village restaurants and concessions—all with little workspace, only one stove, and limited cooking equipment and food transport systems. Although challenging, the experience made our team more creative, efficient, and strong.

We were thrilled when our new facility opened in November. The new kitchen greatly improved our working conditions and made our systems much more efficient. We can now handle multiple simultaneous functions in the museum, village, Lovett Hall, and Eagle Tavern; and, because we can take on more events, we’ve attracted new customers and increased business.

PROMENADE & INFRASTRUCTURE

The Facilities Team dedicated hundreds of hours to the planning and initial infrastructure design work on the Greenfield Village Master Plan during 2001. We are in the design development stage and should have drawings by June 2002.

The museum promenade project continues, with completion expected in spring of 2002. This will offer a wonderful restoration to the original grandeur of our museum. We have also installed an elevator and are completing a beautiful new entrance plaza to the William Clay Ford Hall of American Innovation.

Museum exterior painting was completed in 2001, and the long-awaited roof project will be finished in spring 2002. The last sections of roof under restoration are the six penthouses with cupolas and the powerhouse roof. These roofs were completely covered in lead that was installed when the museum opened in 1929. The new material is lead covered copper and should last another seventy years.

Left: Executive Chef Ali Majed and Executive Sous Chef Lloyd Titus in our new state-of-the-art catering kitchen.
The new Benson Ford Research Center, under construction in 2001, represents another landmark for our institution. Our former research center, located in Lovett Hall, has long served a broad audience by collecting, organizing, and making accessible our nationally significant archival, library, photographic, and special collections. Throughout 2001, we watched with anticipation as the new 66,000 square foot, $17 million facility took shape. For the first time, fragile portions of our artifact collections and the entirety of our large library and archival collections will be housed in modern, climate-controlled storage.

Some of the most significant archival documents in our collections are the pre-1955 records of the Ford Motor Company that we have owned since 1964. In 2001, our relationship with the company expanded and changed. Most significantly, the company will speed the donation of additional historical records to the museum, which means that the resources available to researchers will grow steadily in both size and chronology. To begin this new commitment, the company donated the results of its 3 1/2-year study on the activities of its German subsidiary, Ford-Werke, during the World War II era. In addition to a major report, the study resulted in more than 98,000 pages of documents gathered from more than thirty archival repositories on two continents. The company’s willingness to make its history public is highly unusual for a major U.S. corporation, and its support of our public research center is unique in the nation.

— Mark Greene
Head of Research Center Programs
COTSWOLD COTTAGE RESTORATION

Cotswold Cottage, one of the most beloved buildings in Greenfield Village, began a long-awaited restoration in 2001. The cottage, which was originally built in the Cotswold region of southwest England in the 17th century, was restored and modified on site in 1929 and moved to Greenfield Village in 1930. Restoring damaged stonework was the major project for 2001. To do this, we contracted with English stonemasons, C. Rogers Company, from Swindon, England. They sent Johnny Anderson, a mason who has spent his entire career working with Cotswold buildings in England and who has been instrumental in preserving this architectural heritage.

Johnny has blended modern technology with centuries-old craft traditions in his work on our Cotswold Cottage. With his remarkable skills and knowledge, and his engaging personality, Johnny is a great addition to Greenfield Village for staff and visitors alike. An ingenious, solar-powered audio sign, designed and built by our own construction staff, interprets his restoration work for visitors, providing a glimpse of the many ways we are working to enhance the Greenfield Village visitor experience. Johnny will complete the careful restoration of this treasured landmark in 2002.

— Jim McCabe
Curator of Buildings
SMARTFUN®

Our full palette of educational programs, products, and services targeted at field-trippers to Henry Ford Museum & Greenfield Village were re-energized in 2001. New initiatives and all-time favorites were organized under a fresh, updated image as SmartFun for Schools. Through promotional materials, teacher festivals, education conferences, and countless conversations with education professionals during 2001, we asked one pretty powerful question. “Is the next Thomas Edison or Rosa Parks sitting in your classroom?” Our every energy and effort to plan, implement, and grow our education offerings is focused on motivating dreamers, encouraging inventors, and inspiring radical thinkers—the very spirit of innovation that will shape America’s future.

FOLLOW ME!

Against all odds, every single member of his crew survived. He set out for Antarctica in 1914, aspiring to cross the continent on foot—something no one else had ever accomplished. But, Sir Ernest Shackleton’s expedition took a turn for the worst when the frozen sea crushed his ship. Too far from reaching his final destination, this savvy leader adjusted his goal: get every man home alive.

This powerful story of dynamic leadership resonated for the public throughout the better part of 2001. Made larger than life through the IMAX film Shakleton’s Antarctic Adventure, the sweeping story of courage, compassion, and perseverance also proved a great foundation for the museum’s new MAX-imum education program called Follow Me! Hundreds of fifth-through ninth-grade students engaged in this full day leadership expedition where teamwork, collaboration, creativity, and a little elbow grease went a long way toward propelling students “across the Weddel Sea” and through a series of group challenges. The program culminates by awarding Polar Medals to each student, celebrating their individual leadership contributions to the day’s efforts and activities.

— Dorothy Ebersole
Education Team Leader

— Ann Loshaw
Education Team Leader
DYMAXION HOUSE COMPLETION

Although Henry Ford acquired many of the treasures in our collection, others have come to us more recently. In 1991, the Graham family of Wichita, Kansas, offered the museum Buckminster Fuller’s Dymaxion House, which had been their family home since 1948. Fuller conceived his idea for the aluminum house in 1928, but it wasn’t realized until 1945 when the post-war demand for inexpensive housing inspired a plan to mass-produce it in a Wichita aircraft factory. Although the Dymaxion House never went into full production, Fuller’s idea was that the structure’s three thousand parts, shipped in a steel tube, would take ten laborers only two days to erect. Unfortunately, Fuller underestimated the complexity of the task. It took us more than ten years to dismantle the house, move it to Dearborn, catalog the parts, replace and repair many of them, and finally reassemble the house in Henry Ford Museum! Dymaxion House: A New Way of Living opened to an enthusiastic public in October 2001.

THE DETROIT PUBLISHING EXHIBIT

One of the delights of working at Henry Ford Museum & Greenfield Village is the opportunity to work with an unparalleled American history collection. Henry Ford collected at such an intensive pace that, fifty-five years after his death, we are still discovering amazing treasures to identify, organize, and catalog. So, it was with great satisfaction in June 2001 that we mounted the first exhibit of photographs from the Detroit Publishing Company collection. Ford acquired this collection of over 50,000 photographs and lithographs in 1937, some twelve years after the company declared bankruptcy. After years of work identifying and organizing the collection, we were finally able to exhibit over 100 stunning color lithographs and vintage prints depicting life in the late 19th and early 20th century.

— Judith E. Endelman
Director, Historical Resources
We acquired the Rosa Parks bus in late October through an auction conducted on the Internet, an event that received extensive media attention. For the past thirty years, the bus has been “hiding in plain sight,” sitting in a field near Montgomery, Alabama. Recently, researchers discovered a scrapbook from the Montgomery City Bus Lines that identified this bus as the specific one on which Rosa Parks was arrested. We outbid the Smithsonian Institution and the City of Denver, Colorado for the opportunity to display this icon of the American civil rights movement and an international symbol of the struggle for human rights.

On December 1, 2001, we hosted a very special reception in honor of Mrs. Parks, who is often called “the mother of the civil rights movement.” Co-hosted by the Rosa and Raymond Parks Institute for Self-Development and underwritten by Delphi, the event proved a fitting welcome for the latest national landmark artifact in our collection, the 1948 General Motors bus on which Mrs. Parks challenged “Jim Crow” laws in 1955 by refusing to give up her seat to a white man.

—William S. Pretzer
Curator
For the Experience Design Team, 2001 will be remembered as the year in which we “set the bar higher” in our work to develop the next generation of visitor experiences at Henry Ford Museum & Greenfield Village. The team has created and defined a new experience development process, leveraging our incredibly diverse staff and unmatched collection, to help us to achieve our institutional goals. Focusing on process and “pushing the visitor experience envelope,” we’ve put our new strategies to the test in the ongoing development of two new experiences set to open in 2003—Heroes of the Sky and Journey to the Model T.

Coming in at nearly 40,000 square feet and set in the heart of the museum, Heroes of the Sky will allow guests to feel the thrill of wing-walking with bi-plane barnstormers, experience the challenge of arctic navigation with Admiral Byrd, and witness history in the making with the Wright brothers at Kitty Hawk. Throughout this dramatic exhibit, we will combine compelling storytelling techniques with our incredible collection—transforming the traditional museum experience.

In the village, Journey to the Model T will allow visitors to “meet” Henry Ford—tracking his progress from a Michigan farm boy, through the development of the Quadricycle, to the realization of the Model T. Using our unique collection of historic structures and vehicles, we will transport the visitors into living history—allowing guests to tour the village in an actual Model T and demonstrating how one ordinary person changed the world.

As you can probably tell, I’m excited about our future. We’ve got a lot of work ahead, but our team is committed to delivering world-class experiences. We’ve recently laid the groundwork and by 2003 you’ll see the next step. See you there!

— Scott Mallwitz
Director, Experience Design
CANDLELIGHT VIGIL

Perhaps the most memorable demonstration of our involvement in the community came in the wake of the tragic events of September 11. We worked closely with Mayor Michael A. Guido’s office to host the City of Dearborn’s Peace and Unity Vigil on the evening of September 19, 2001. An all-day rain threatened the planned outdoor event’s ability to attract participation by local residents. But, as if on cue, just fifteen minutes before the planned start of the evening’s candlelight vigil, the rain stopped, the clouds cleared, and the sun actually shone on the estimated twenty-five hundred people from all faiths and backgrounds who gathered on the lawn in front of the museum, in the very shadow of our own “Independence Hall.”

This was an important event that sent a clear message of community unity and its respect for diversity, not just to local residents, but also to national audiences who had focused attention on Dearborn—home to one of the country’s largest Arab American populations—in the wake of September 11. It was a moving moment for all those in attendance and one of the proudest moments in this institution’s storied history.

— George A. Moroz
Director, External Relations

*Left:* All faiths and backgrounds demonstrated community unity at the Peace and Unity Vigil held on the evening of September 19, 2001.

*Top Right:* William Clay Ford Jr. assists with the passing of the flame during the candlelight vigil.

*Bottom Right:* City of Dearborn, Vanguard Voices Choir, community leaders, and citizens gathered together at our very own “Independence Hall.”
Henry Ford Museum & Greenfield Village was very active in the greater community during 2001. Our partnership with The Arts League of Michigan continued to develop and present terrifically entertaining, high energy, and educational programs about the Harlem Renaissance movement. Our Anderson Theater continued to serve as the host site for the performance season of the Plowshares Theatre Company, Michigan’s only professional African-American acting ensemble. Our efforts to reach other communities of color that make up our region’s cultural tapestry included a special concert in Lovett Hall that featured Native American music legend, Floyd Red Crow Westerman, and award-winning singer/songwriter, Joanne Shenandoah.

— George A. Moroz
Director, External Relations

Now more than ever it is essential that communities join together to recognize and celebrate those things, both great and small, that distinguish them as a people and a place of national prominence. In 2001, the Henry Ford Museum IMAX® Theatre did just that by producing a story six stories tall and six minutes long! Celebrate Detroit! is the first-ever large format signature film written, directed, and produced about the great city of Detroit. Our many neighborhoods, communities, cultural icons, and traditions were brought to life on the big screen in honor of the city’s 300th birthday. Celebrate Detroit! truly embodies the power of community…the sense of home…and the pride of a people.

— Joanna Haas
Director, Henry Ford Museum
HENRY FORD ACADEMY

Henry Ford Academy was pleased to share a number of successes with Henry Ford Museum & Greenfield Village and Ford Motor Company, its two sponsoring organizations, in 2001. We proudly graduated the academy’s first students, the Class of 2001, in celebratory commencement exercises in June. Eighty-one graduating students exuberantly received their diplomas in front of family and friends, and the museum and academy staffs shared their enthusiasm. The Class of 2001 is fully prepared for success well past their years at the academy. Eighty-eight percent of the graduating seniors were accepted into universities, colleges, and U.S. military service. The Class of 2001 included one National Merit Scholar and twenty-eight recipients of scholarships for academic excellence from the State of Michigan.

In April, the academy successfully completed the rigorous, multi-year North Central Association of Colleges and Schools (NCA) accreditation process and was recommended for full accreditation. NCA accreditation assures academy students, families, and colleges across the country that the academy’s curriculum, faculty, and continuous improvement strategies meet national standards for educational excellence.

Academy campuses in the museum and the village received the 2001 James D. MacConnell Award, a national award that recognizes excellence in educational facility planning, design, and construction that effectively responds to the demands of the academy’s program.

The academy was also honored with a 2001 Summit Award from the Michigan Association of Public School Academies, which recognizes strong initiatives, achievements, and practices that have been adopted by or prompted improvement at other schools.

― Cora Christmas
Principal, Henry Ford Academy
During his January 2002 State of the Union address, President Bush said that our country needs “mentors to love children.” It’s nice to know that the president supports our Youth Mentorship Program, even if he doesn’t know about our twelve year partnership with Wayne-Westland community schools.

If I had the chance, I would tell the president all about the achievements of our program and our students during 2001. Two talented young women graduated from our program and high school in a moving ceremony in the Greenfield Village Town Hall. We formed a partnership with the High/Scope Educational Research Foundation to provide training for our staff and leadership development for our students. YMP students built a second sandbox at Vandenberg Elementary School as part of their Service-Learning project, and they published their first-ever YMP Yearbook. Museum employees continued to meet the call to service—over thirty museum employees have participated in our program over the years with patience and compassion. Finally, YMP is collaborating with other museums through the Midwest YouthALIVE! Network, which held its first conference during 2001.

I am thrilled that the president is asking all Americans to considering mentoring a child. The YMP is another example of our institution putting innovative ideas into action, and it sure is nice to know that we have been on the right track for years.

—Ty C. James
Director, Youth Mentorship Program
DESTINATION MARKETING

The “Midwest’s #1 Family Vacation Destination” continued to welcome visitors from around the world through new travel packages designed to appeal to business travelers, motorcoaches, and family vacationers.

*Time Traveler* magazine, winner of the Michigan Museum Association’s Institutional Advancement Award, is our new official group and tour planning guide that acquaints users with our diverse collections, programs, events, and exhibits. This fresh, unique publication provided many firsts in our group sales department. For the first time in our history, all of our products were consolidated into one all-inclusive guide. This also marked the first time that we competitively marketed Henry Ford Museum & Greenfield Village more than one year in advance to travel planners. And, it was the first time any Michigan institution used a comprehensive theme-itinerary builder concept, offering ideas for an extended travel experience using the vast array of Michigan’s other cultural resources and special events. In this way, our own strength serves as a regional tourism gateway to help promote tourism statewide.

We also expanded leisure travel opportunities with the introduction of Great Escape Weekend Hotel Packages. Designed to help breathe new life in our hotel partnership program, package options and pricing were made available for the first time on our Web site, offering direct links to hotel reservation systems. Even though the program was only launched in late fall, by the end of 2001, hotel participation doubled, and we had over forty times the number of hotel package web hits over the previous year, building optimism for regional tourism in the coming years.

— Carol Zazo
Director, Marketing & Sales
OXBOW PROJECT

The Rouge River, which flows through Greenfield Village, originally formed an “oxbow” on our campus. In 1971, the river was channeled with a cement causeway to protect nearby neighborhoods from flooding. Today, we recognize the historical significance of the Rouge River and the value of reclaiming the natural flow of the oxbow. Recent advances in land use methodology allow this to be accomplished without re-creating the original flood risk. Therefore, we have partnered with the State of Michigan, Wayne County, the City of Dearborn, and others to restore the oxbow through a $2 million grant from the Clean Michigan Initiative. This effort is supported by businesses, organizations, and municipalities up and down the Rouge, working together to preserve this vital waterway as a valuable recreational and quality-of-life community resource.

The first phase, completed in November 2001, included clearing and dredging the original riverbed and riverbank stabilization along the oxbow banks. In spring 2002 we will initiate the flow of water from the river via underground pipes. Trees, grasses, and other plantings will be established on the island and alongside the riverbed.

The Oxbow Restoration Project will provide habitat for fish and wildlife, as well as create a fourteen-acre island that will be used for future camps, scouting programs, a canoe livery, nature programs, Native American programs, and walking trails. It is an extraordinary opportunity for us to participate in saving one of the great river systems in the Midwest, and an effort that gives us a platform to extend our stories of innovation, resourcefulness, and ingenuity into the natural world.

— Christian Øverland
Director, Greenfield Village
AIRPORT STORE

Think Detroit. Think cars. The Motor City got its nickname for obvious reasons—it is the gateway to the headquarters of America’s automobile industry. Henry Ford Museum & Greenfield Village is a major destination for more than 1.5 million visitors every year. Passengers walking through the aisles of the Detroit-Wayne County Metropolitan Airport’s new McNamara Terminal can share in the experience of the museum and village by shopping at the Henry Ford Museum Store.

This new retail opportunity will increase our revenues without the expense and burden of operating an on-site store. Of course, the greatest perk is our increased visibility, marketing our museum to the many travelers coming through this busy airport hub. My team and I will continue to be actively involved in the design of the space, the merchandise selection decisions, and ensuring a high standard of customer service—making it a seamless, signature Henry Ford Museum & Greenfield Village experience.

— Terri Anderson
Director, Retail Sales

NEW WEB SITE DESIGN

The Henry Ford Museum & Greenfield Village web site enjoyed unprecedented growth and success in 2001, and extended its reach to the international community. After months of planning and intense scrutiny, the three thousand-page site showed off a completely new look in September. The response from our virtual visitors has been overwhelmingly positive and supportive.

In addition to the new design, we’ve worked hard to offer our cyber guests more amenities and information about our events, programs, and experiences. Our web site includes an online press room, group and tour planning guide, online exhibits, a “This Day in History” feature, Henry Ford Museum & Greenfield Village TV and radio commercials, an online library catalog, online membership purchases, IMAX movie trailers, and much, much more! The web site transformation has paid off in a big way. The site received 69,991,614 hits for the year—nearly double the hits it received just two years ago. We have much more in the works for 2002. Stop by and see what we’re up to at www.hfmgv.org.

— Lani Chisnell
Web Developer
We are honored to welcome Richard D. Snyder as the newest member of our board of trustees. Rick Snyder is CEO and founder of Ardesta, LLC, located in Ann Arbor, Michigan. Ardesta is an industry accelerator for the small tech industry that includes nanotechnologies and microsystems. In 1997, Rick founded Avalon Investments, Inc., a venture capital company targeted at investments in technology ventures. From 1991 to 1997, he served as executive vice president and then president and COO of Gateway, Inc., where he was responsible for all aspects of company operations and helped develop the company’s strategic direction. During his tenure with Gateway, the company grew from one location with 700 employees focused on selling desktop PCs in the U.S., to operations on four continents with over 11,000 employees selling a broad line of desktop and portable PCs and servers. Rick continues to serve on the Gateway board of directors.

Heinz Prechter became a member of the Henry Ford Museum & Greenfield Village board of trustees in 1989 and was named vice chairman of the board in 1993. During his tenure, he served us in many important ways. He helped secure funding from the State of Michigan for the museum’s IMAX Theatre as a catalyst for community economic development. He directly supported the institution’s $40 million capital campaign to address the many long-deferred infrastructure needs of Henry Ford Museum. In September 2000, he served as the institution’s and board’s representative by welcoming 750 new citizens to an Immigration Naturalization Service swearing-in ceremony in Lovett Hall, where he shared his own personal American success story and encouraged the new citizens to pursue their own American dream. He introduced the museum to many, many new friends, all inspired by his love and enthusiasm for this great American institution. He was loved by us all, and his vision and enthusiasm made us better.