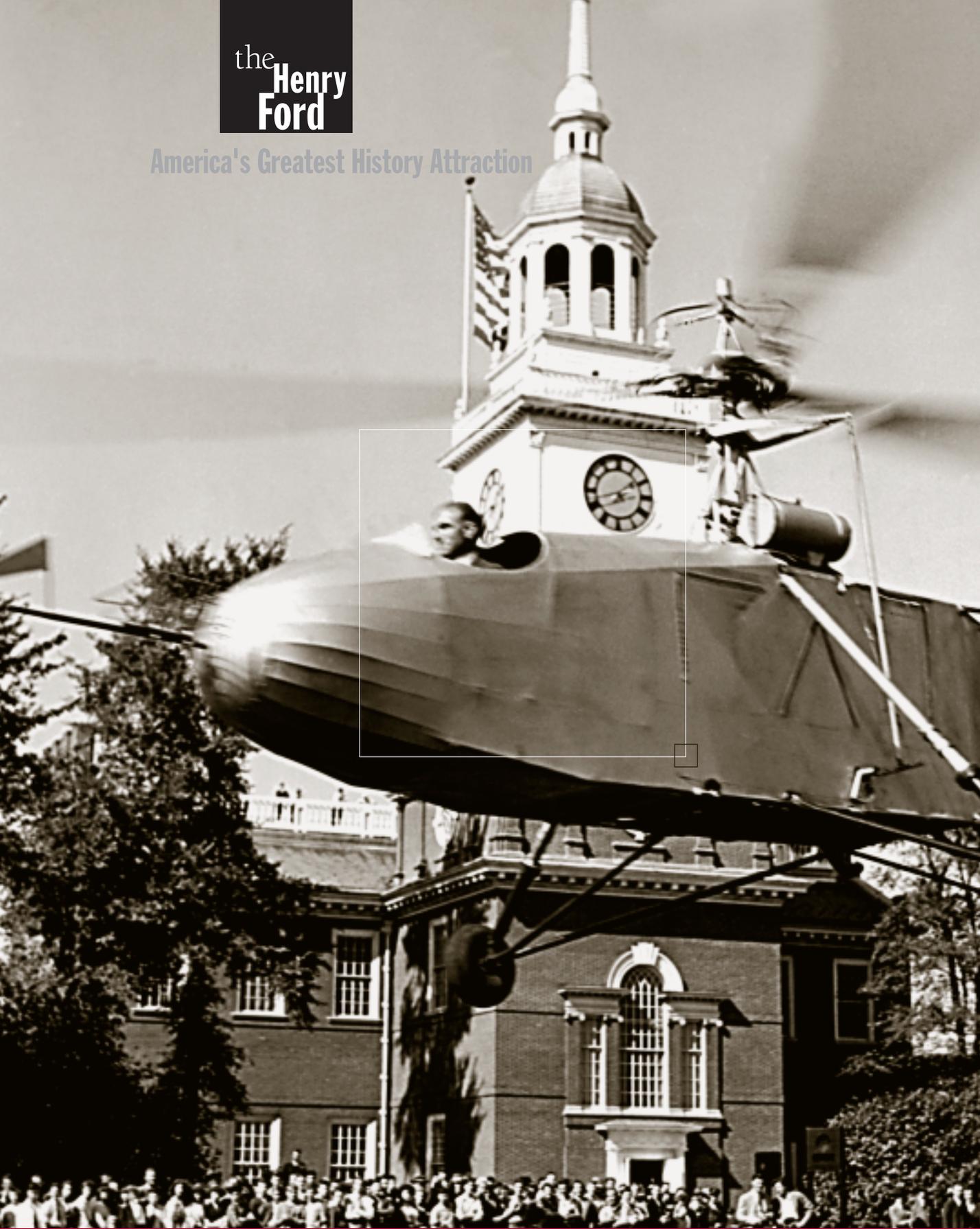


the
**Henry
Ford**

America's Greatest History Attraction



Annual Report 2003

“Thinking always ahead, thinking always of trying to do more,
brings a state of mind in which nothing is impossible.”

■ Henry Ford

A Welcome from the Chairman and the President

One day, amidst the dust and commotion of the most extensive restoration project in our history, **William Clay Ford**, grandson of founder Henry Ford and Chairman Emeritus of our Board of Trustees, visited **The Henry Ford**. He learned about the scale and ambition involved in the restoration of *Greenfield Village* as well as our plans to reinvigorate *Henry Ford Museum* with a new generation of exhibitions.

Finally, he paused and said, **“My grandfather would have approved of this.”**

Our transformation project is guided by a **comprehensive ten-year strategic plan** that challenges us to be the best for each visitor every day and to present an even broader spectrum of the American experience, bringing our most powerful stories to life in brand-new ways. The successful completion of the *Greenfield Village* restoration project and *Heroes of the Sky* exhibition demonstrates an important strategy for moving forward—investing donor funds and community expertise wisely and leveraging our successes to move beyond internal needs and contribute to the wider community.

With the participation of **hundreds of visionary supporters, businesses and friends**, in two short years we have achieved 65 percent of our strategic plan goals. By 2011, we expect to attract two million visitors to the region each year and generate 75 percent of our revenue from earned income sources.

Our growth—in vision and visitors—will resonate far beyond our walls. As the gateway attraction of Michigan’s \$15 billion tourism industry, our impact on the region’s economic transformation, education and quality of life is immeasurable. To ensure **The Henry Ford’s** role as the inspiration for future generations, we invite you to join us in this epic adventure. In the spirit of Americans like Rosa Parks and Thomas Edison, we remind you that, **“Ordinary people have changed the world—you can, too!”**



William Clay Ford, Jr.
CHAIRMAN



Steven K. Hamp
PRESIDENT



“There is always a way to do it better...find it!”

■ Thomas Edison, Henry Ford's mentor and inspiration
for the creation of *Greenfield Village*

Vision Statement

By 2011, **The Henry Ford** will be the benchmark history attraction in America, setting the standards in our field for educational value, hospitality, and meaningful, memorable, and mission-satisfying visitor experiences.

Mission Statement

The Henry Ford provides unique educational experiences based on authentic objects, stories and lives from America's traditions of ingenuity, resourcefulness and innovation. Our purpose is to inspire people to learn from these traditions to help shape a better future.

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Left: More than 10,000 members and donors of **The Henry Ford** celebrated the reopening of *Greenfield Village* on June 10, 2003.



Campus Development
and Infrastructure

Greenfield Village Restoration Completed

After nearly three years of planning and nine months of construction, a more welcoming, easy-to-navigate *Greenfield Village* posed an interesting paradox to returning members and guests in June 2003—**everything was different, yet nothing had changed.**

Improvements like miles of **new paved roads and sidewalks**, striking **new landscape features**, and the configuration of **seven themed historic districts** visually transformed the Village and at the same time solidly **maintained the soul and founding intentions** of the institution.

Hundreds of businesses, foundations and individuals helped us find the best way to replace the Village's failed infrastructure and make above-ground improvements while preserving its historical integrity. Together, we built a 21st-century foundation for *Greenfield Village* that will protect this American treasure and serve our mission to inspire, teach and entertain tens of millions of visitors for the next hundred years. **The community's investment** in this historic construction project is truly a gift for the future—a lasting legacy for our region, state and country.

More than ever, *Greenfield Village* is the best **place to rediscover the sights, sounds and sensations** of America's past.

Partnership Highlight “The contractors and suppliers that are involved in this project are the biggest and best in Michigan. They're working very hard to make sure that the Village ends up being something better. Everyone looks forward to the day they can bring their kids and say, ‘I worked on this project.’”

■ Michael Nystrom, Assistant Executive Director, AUC,
Michigan's Heavy Construction Association,
January 2003

Rouge River Oxbow Restoration Continues

The restored *Greenfield Village* oxbow was dedicated on October 10, 2003, as part of **Rouge 2003, the annual watershed update** for everyone who works to save the river. *Henry Ford Academy* students, whose Village campus overlooks the oxbow, collected water samples during the ceremony and officially accepted responsibility as stewards of the restored waterway.

Residents who work and live on southeast Michigan's Rouge River are the major beneficiaries of the Village's new storm drainage system via the river's reconnected *Greenfield Village* oxbow. The restored oxbow habitat was one of the first projects of the **Rouge River Gateway Partnership, a unique public-private partnership** that aims to provide public access to the river for recreation and education while celebrating its history and culture.



Above: *Henry Ford Academy* students stock largemouth bass in the restored Rouge River oxbow.

The Henry Ford Gears Up for New Factory Tour Attraction

Ford Motor Company's massive Rouge complex has been one of the wonders of the modern world for nearly 90 years. For decades the public—from local school-children to international guests—flocked to see its marvels. By the 1970s, most automakers eliminated public plant tours because of increasing security and safety concerns. Thanks to the landmark 21st-century renovation of the 2,000-acre Rouge complex, the public will once again become a daily presence in the state-of-the-art facility. The Henry Ford and Ford Motor Company worked throughout 2003 to build and test *Ford Rouge Factory Tour*, a unique approach to a behind-the-scenes experience for visitors.



The Factory Tour includes an immersive theater experience.



Watch an F-150 go down the line at the Rouge Factory.

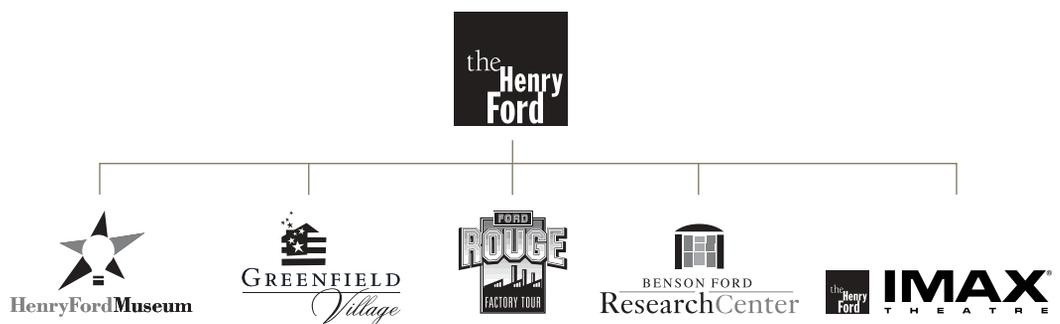
New Destination Positioning Awakens **The Henry Ford** Brand

Because **The Henry Ford** is a major destination composed of five distinct attractions, **a major institutional rebranding took place in 2003** to help purposely distinguish all attractions from each other and from **The Henry Ford** itself. To establish and maintain these distinctions, individual brand identities were created and publicly introduced through integrated marketing strategies which positioned **The Henry Ford** as a multi-day, multi-venue destination.

Each brand identity was designed to reflect the unique qualities, personality and core value of the attraction. While a brand is made up of many attributes, the visual identities were the most noticeable changes. They have become **recognizable signatures** for each attraction and the destination in all advertising, printed communications and signage.

Destination Positioning Brings Notable Results in 2003

- Membership increased from under 30,000 to more than 50,000 member households.
- Worldwide press coverage included 1,382 articles (including a front-page, above-the-fold item in the *Wall Street Journal*), 200,700,000 readers, \$3,979,000 in equivalent advertising.
- Hotel partnerships grew to more than 40, with all packages now available on a new domain: **www.historyvacations.com**. Each partner experienced an increase in visitors to **The Henry Ford**; several reported leisure traffic exceeded corporate for the first time.



Right: In 2003, a transformed campus and a new visual identity greeted visitors to the newly restored *Greenfield Village* at **The Henry Ford**.



GREENFIELD



New Experiences

Heroes of the Sky Takes Flight in Henry Ford Museum

By the end of 2003, *Henry Ford Museum* matched the **level of excitement** of the *Greenfield Village* reopening with spectacular openings and new experiences of its own.

Henry Ford Museum was cleared for takeoff to celebrate the **100th anniversary** of the Wright brothers' historic flight at Kitty Hawk with the September 18, 2003, opening of an **all-new permanent exhibit, *Heroes of the Sky***, presented by Northwest Airlines.

Fifteen historic airplanes interpret storylines that bring to life the lofty accomplishments of America's pioneering aviators, who shaped the skies with their minds, hearts and even their lives. Visitors to this **43,000-square-foot exhibition** are awed by and draw inspiration from these heroic stories of perspiration and innovation from the first forty years of aviation.

Heroes of the Sky is a powerful blend of education and entertainment that is on a whole new scale for *Henry Ford Museum*. This is just the first example of new exhibits and programming that will rightly place **The Henry Ford** as one of the top history attractions in the world.

Donor Highlight

"Northwest Airlines is proud to be a key partner of *Henry Ford Museum*, one of the world's finest museums devoted to the art and science of transportation. We are especially pleased that the new *Heroes of the Sky* exhibit is now open, allowing visitors to see the contributions of the men, women and aircraft that made American aviation the standard for the world to emulate."

■ Richard Anderson, CEO, Northwest Airlines

Left: See and learn what Richard Byrd's expedition battled to reach the North Pole at *Heroes of the Sky* in *Henry Ford Museum*.

Rosa Parks Bus Experience Opens to the Public

The newly restored Rosa Parks bus made its official debut in *Henry Ford Museum* on February 1, 2003. It starred as the inspiration and backdrop for telling the story of civil rights in America.

As part of the fanfare, the sounds of freedom resonated throughout *Henry Ford Museum* in February during *Celebrate Black History!*, a tribute to the modern American civil rights movement with song, marches and speeches. Visitors learned about the many people from ordinary backgrounds who demonstrated great individual courage and group commitment to help change the world. Visitors joined the fight by lending their voices and handmade signs to daily marches through the Museum to the Rosa Parks bus, creating a powerful and moving image of today's defenders of freedom.



"Protesters" march and sing during Black History Month.

The Rosa Parks bus is now on display in *Henry Ford Museum*.

New Museum Gallery Opens with *Bond. James Bond* Exhibit

He was so dashing and debonair that we asked him to stay a couple of extra weeks.

The exhibition *Bond. James Bond* made its North American debut at *Henry Ford Museum* on June 28, 2003. Celebrating 40 years of James Bond in film, the high-tech, state-of-the-art exhibit explored the science and art of the Bond movies through the world's greatest collection of original 007 objects, concept drawings, storyboards and costume designs. More than 60,000 visitors discovered their own aptitude for espionage during the exhibition's 28-week stay.

Bond. James Bond was the first traveling exhibition to visit *Henry Ford Museum's* new 8,000-square-foot *Museum Gallery*. This space is designed to function as a changing gallery, allowing us to host two or three world-class traveling exhibits each year. The *Museum Gallery* will also be used to exhibit unique items from our collection that have been rarely, if ever, displayed before the public.



Bond. James Bond travels to the new *Museum Gallery*.



Bond visitors take a walk through the Cold War era.

Model Ts Become a New Signature Experience

Thanks to wider, safer roads and new pedestrian sidewalks in *Greenfield Village*, we added a **fleet of Model Ts** to the Village's menu of historic transportation rides. Visitors can now enjoy a "fresh-from-the-factory" ride through *Greenfield Village* in the vehicle that an international jury of automotive journalists and experts voted "Car of the Century" in 1999.

The **popular Model T rides** are part of *Henry Ford's Model T* district and the newest program in *Greenfield Village*, which opened just in time to join the Ford Motor Company roster of 2003 centennial activities. The program focuses on the pivotal moments in Henry Ford's life, from his early days on the Ford homestead through the founding of Ford Motor Company.

Two of Ford Motor Company's rarest production automobiles were also restored to running condition by our conservation staff for the Ford Centennial. The first is the **1905 Model B**, one of only six known to exist and the only Model B running. The other classic is **the first Ford Mustang**. Built in 1964, the white Mustang bears serial number 1 and has been in **The Henry Ford's** collections since 1966. Both cars were proudly paraded through *Greenfield Village* during *Motor Muster* in June and *Old Car Festival* in September.

Partnership Highlight "We were impressed from the minute we walked through the gate. The new fountain and paved roads look great! The presenters throughout the Village did a terrific job."

■ Lois A. Martin, Michigan State University, Tourism Resource Center



Take a ride around *Greenfield Village* in a Model T.



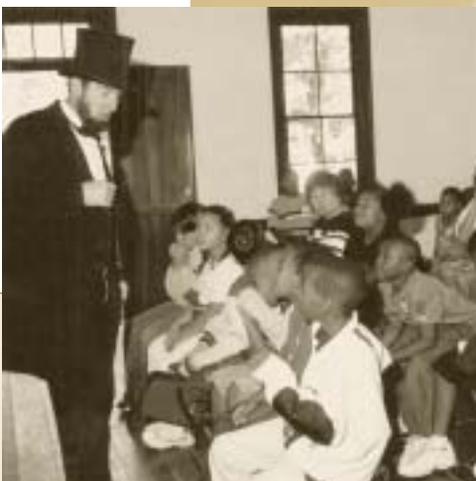
This restored 1964 1/2 Mustang bears serial number 1.

New Programming Defines Future of Experiential Learning

Field trips at The Henry Ford help educators meet their curriculum objectives in an amazing array of subjects: history, art, language arts, math, science, economics, career exploration and more.

The new *Democracy on the Green* program was a sellout in the transformed *Greenfield Village* in fall 2003. The three-hour field trip advances student understanding of core democratic values through participatory activities that make civics and history come alive.

Also new for 2003 were *Museum Quests*, web-based lesson planners that use our exhibits from beginning to end, all right from the classroom. *Museum Quests* are designed to provide teachers with direction and structure for their visit, make links to curriculum content standards, and promote investigating, observing, creating, discovering, collaborating, imagining and problem solving. *Heroes of the Sky* is the inspiration for the first *Museum Quest*. It suggests activities for constructing a timeline and building a board game based on the themes and stories from the exhibit.



"Democracy on the Green" explores civics in a whole new way.

Above: George Washington Carver School at Richmond Hill, Georgia; circa 1940.



World Series of Historic Baseball is a Home Run

Back in 1867, the Detroit area hosted the World's Tournament of Base Ball, with twenty-four clubs from the United States and Canada competing for the title. In August 2003, the tradition returned at *Greenfield Village* with the **World Series of Historic Baseball**. Eighteen clubs from throughout the Midwest competed in the series, which is now an annual event in the Village's *Walnut Grove* district and is presented through the generous support of Cynthia and Edsel B. Ford II.

Hall of Fame Detroit Tigers **broadcasting legend Ernie Harwell** called the August 9, 2003, game between the Columbus Capitals of Columbus, Ohio, and the Kent Base Ball Club from Grand Rapids, Michigan.

The 2003 Grand Champions, the Clodbuster Base Ball Club from the Carriage Hill Living History Farm in Ohio, were the first champions to be recognized on the **World Series of Historic Baseball trophy** created by Village artisans.

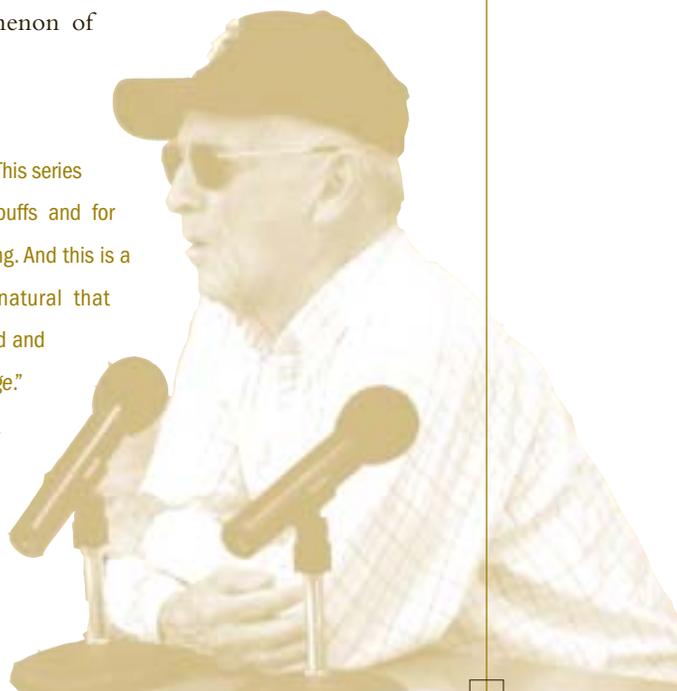
The 2003 *World Series of Historic Baseball* was a part of a **2003 "Summer of Sports"** collaboration of the seven largest public history museums in Michigan.

Each museum took a look at the cultural phenomenon of sports in Michigan.

Donor Highlight

"Baseball is as American as the Model T. This series is exciting for baseball fans, history buffs and for everyone looking for a great family outing. And this is a wonderful setting—it is fitting and natural that the origins of this pastime are preserved and celebrated right here in *Greenfield Village*."

- Edsel B. Ford II, great-grandson of Henry Ford and sponsor of Historic Baseball



Left: America's national pastime is celebrated at *Greenfield Village*.

Above: Ernie Harwell announces Historic Baseball in *Greenfield Village*.



Community

Henry Ford Academy at the Head of its Class

Henry Ford Academy Social Studies teachers Mike Flannery and Karen Galley know all about **the power of living history to inspire and motivate** young learners.

Mr. Flannery's ninth graders experienced firsthand the various manufacturing processes of the 17th and 18th centuries as they learned about the economies of the period and compared them to our 21st-century economy.

Ms. Galley's eleventh graders explored the *Bond, James Bond* exhibit to learn about the tactics used during the Cold War between the United States and Russia.

Using the resources of **The Henry Ford**, Ford Motor Company and other community organizations is a vital part of the learning process for all Academy students. Academy teachers regularly use them to meet curriculum objectives in history, art, language arts, math, science, economics, career exploration and more.

Since it opened in 1997, the Academy's innovative partnerships and hands-on approach to student learning continues to capture the attention of Wayne County, Michigan, residents eager to provide their children with the best public school opportunities available. Recruitment for the Class of 2007 resulted in nearly 500 student applicants from 26 Wayne County communities. As always, the 100 students who will begin their freshman year at the Academy in September 2004 were selected by a blind lottery.

Henry Ford Academy Class of 2003

- 95% attendance rate for 2002-2003 school year
- 94% graduated in June 2003
- 86% planned to attend a post-secondary school or join the military
- 30% received the Michigan Merit Award

Benson Ford Research Center Partners in Education

“Digitally Dressed” is a two-year collaborative project with **Detroit’s Wayne State University** to create a universally accessible, research-quality Web portal for accessing a multi-institutional collection of 5,000 digital images of clothing and accessories representing fashion in the United States between 1800 and 2000. The first shared historic costume database in existence will be used to explore the significant cultural changes occurring in America during this period of urban transformation. The **Institute of Museum and Library Services** funds this project.

Herman Miller has been one of the world’s foremost furniture designers since 1905. In 1988, the company asked **The Henry Ford** to lead a consortium of museums to hold its collection of historic Herman Miller furniture. Thanks to funding from Herman Miller, we are **collaborating with Wayne State University** to make the records from the collections available via a publicly accessible database.

Students and teachers at the **University of Michigan-Dearborn and other universities and high schools** will learn all about the “**Automobile in American Life and Society**” through a Web site and online archive for studying and teaching about the impact of the automobile and the auto industry on American life, labor and culture. This project is funded by the **National Endowment for the Humanities**.

Digital projects, curator chats, lecture series and publications are a few of the ways that the *Benson Ford Research Center* will lend its expertise and resources to the wider public in the coming years—all part of its long-term strategic plan to broaden and promote access to its services.

Visitor Highlight

“I was at the *Benson Ford Research Center* library to do some research and was so impressed. The service was more than I would have ever expected. I really got personalized attention, and the staff really knew their stuff.”

■ Becky Winkler, visitor

Above: Marshmallow sofa designed by George Nelson, circa 1956, for the Herman Miller Company, Zeeland, Michigan.

Thomas The Tank Engine™ Reaches Out to Autistic Children

Thomas the Tank Engine™ visited *Greenfield Village* in September, to the delight of thousands of young fans during **Day Out With Thomas™**. Reverend Wilbert Awdrey of England based his Thomas stories and illustrations on true railroad tales to comfort and entertain his young son in 1945.

Thomas the Tank Engine™ has reached millions of children in the past 60 years, but he has a special meaning for kids with autism, who often respond to his expressive face and the circular nature of train travel. **The Henry Ford** hosted 25 Detroit-area families who are raising an autistic child to an exclusive evening with **Day Out With Thomas™**, eliciting rare smiles from the children and heartfelt appreciation from their parents and siblings.

Youth Mentorship Program Presents at Michigan Summit

The Henry Ford's Youth Mentorship Program (YMP) was one of twenty presenting programs at the October 2003 Michigan Mentoring Summit hosted by **Michigan's First Gentleman, Daniel Granholm Mulhern.**

Three YMP students, YMP staff and mentors from **The Henry Ford**, as well as staff from Wayne-Westland Community Schools all prepared their own remarks for the program. We were honored that Mr. Mulhern chose to attend the YMP presentation and proud that he asked his staff to attend the repeat session. The invitation to participate and Mr. Mulhern's interest affirms the YMP's position as a model program for mentoring Michigan high school youth.



A special event with Thomas the Tank Engine™.



Daniel Granholm Mulhern at the Michigan Mentoring Summit.

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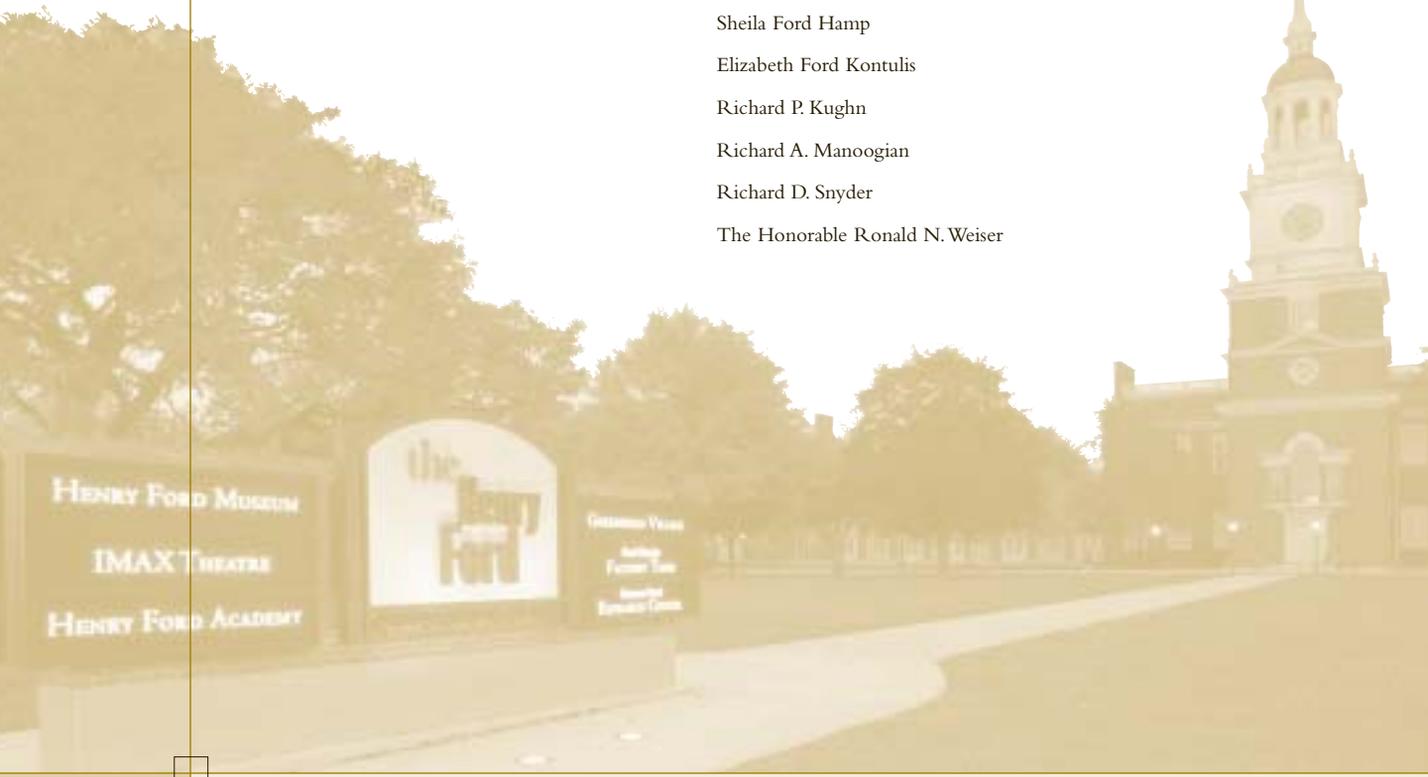
Elizabeth Ford Kontulis

Richard P. Kughn

Richard A. Manoogian

Richard D. Snyder

The Honorable Ronald N. Weiser



Financial Report for 2003

Operating Revenue (thousands)	2003 (unaudited)	2002
Admissions	\$10,081	\$9,350
Membership	4,252	2,216
Restaurants & Catering	8,198	6,814
Retail	4,713	4,045
Other Earned Income	3,104	1,849
Gifts and Contributions	4,126	4,031
Investment Income	10,930	11,311
Other	1,864	1,419
	\$47,268	\$41,035
Operating Expenses		
Program	\$39,214	\$35,421
Administrative	4,288	4,104
Development & Membership	899	896
	\$44,401	\$40,421
Capital Investments	\$2,448	\$1,373
Surplus (Deficit)*	\$419	\$(760)

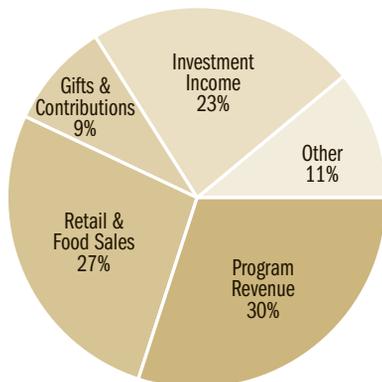
*Deficit in 2002 due to the effect of closing *Greenfield Village* for major reconstruction.

Fundraising expenses as a percentage of total revenue: 1.90%

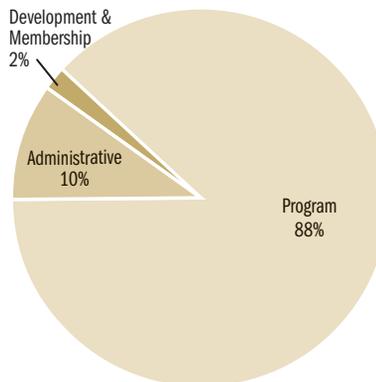
Fundraising and administration expenses as a percentage of total revenue: 10.97%

Note: Excludes campaign activities; excludes depreciation.

2003 Operating Support & Revenue



2003 Operating Expenditures



The Clara Bryant Ford Society

Throughout this report, you have read testimonials from people who have been affected and inspired by the recent transformation of **The Henry Ford**. While we are proud of the work that has been done recently to realize our vision to become America's Greatest History Attraction, the reality is that **we are building upon foundations that were laid by several generations before us.**

If it were not for Henry Ford, Thomas Edison, Rosa Parks, the Wright brothers, Buckminster Fuller, George Washington Carver and so many others, we would have no stories to tell. And if it were not for generations of thoughtful donors, we would have no place in which to tell those stories. By supporting **The Henry Ford**, you are **affirming our place as an American treasure.** You are also creating a foundation which assures that **The Henry Ford** continues to be strong and viable for the benefit of future generations.

In 2003, to enhance our ability to attract donors who wish to **support not only our current operations but our future as well,** **The Henry Ford** introduced a formal planned giving program. Planned gifts come in many forms: gifts by bequest (such as in your will or living trust), charitable gift annuities, life insurance, life estates and charitable trusts. Planned gifts often have a very favorable impact on reducing taxes on your estate, and some can even provide you with increased income in your retirement years.

To honor individuals who support The Henry Ford through planned gifts, we have created the Clara Bryant Ford Society. When you inform us that you have provided for **The Henry Ford** in your estate, not only will you become a member of the Clara Bryant Ford Society, but we can provide you with sample language that should appear in your will or trust. We can also work with you and your legal, tax or financial planners to maximize your gift and the tax savings that can result from it, while preserving the amount that you pass on to your heirs.

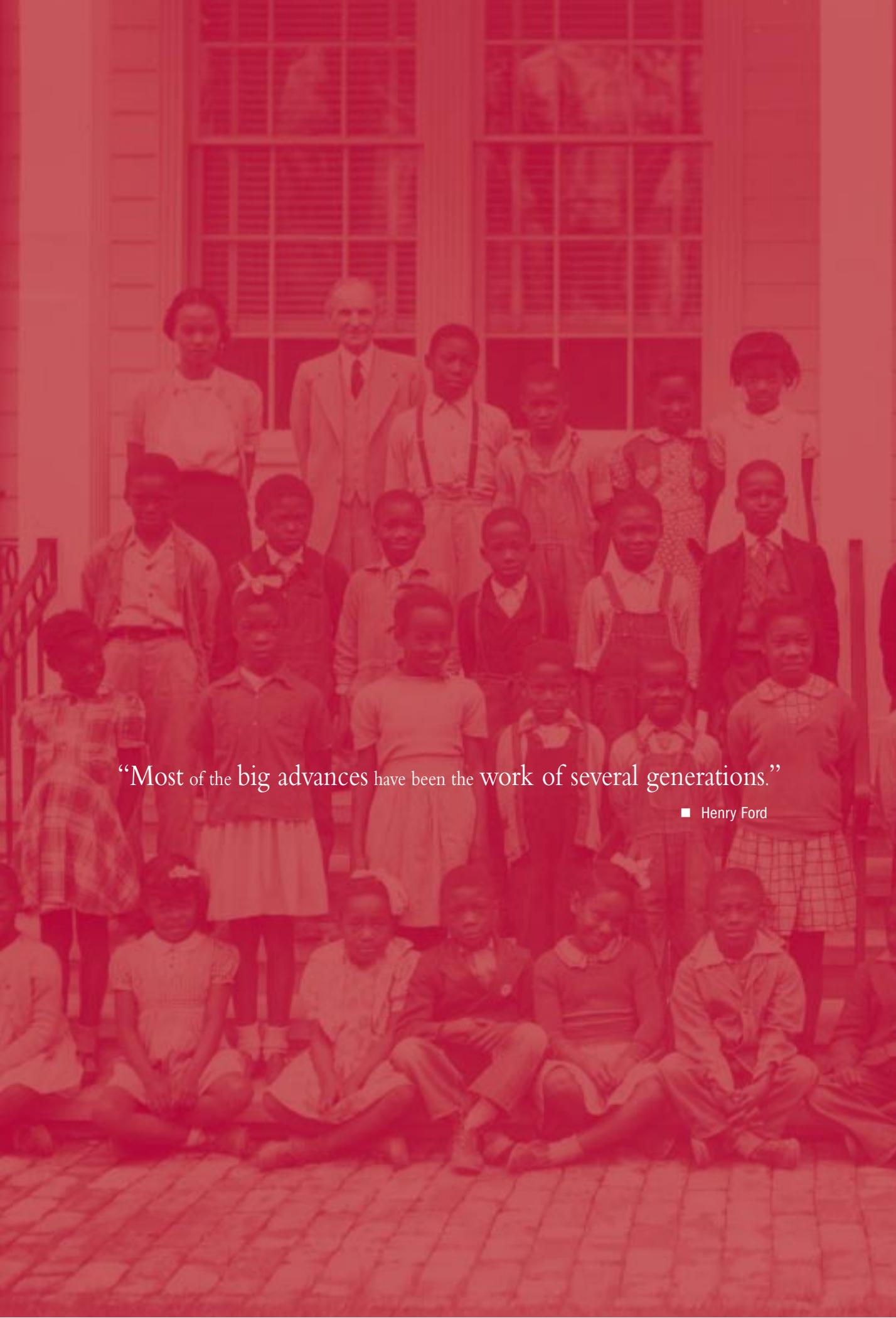
At **The Henry Ford**, the big advances of tomorrow are **being built by today's generation.** Please know how much we appreciate your support.

Left: Henry and Clara Ford at Fair Lane; 1925.

All photographs are from the collections of **The Henry Ford**.

Front cover: Igor Sikorsky, inventor of the first successful helicopter, lands his invention on the front lawn of **Henry Ford Museum**; 1943.

Inside back cover: Henry Ford with students at the George Washington Carver School at Richmond Hill, Georgia; circa 1940.



“Most of the big advances have been the work of several generations.”

■ Henry Ford

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