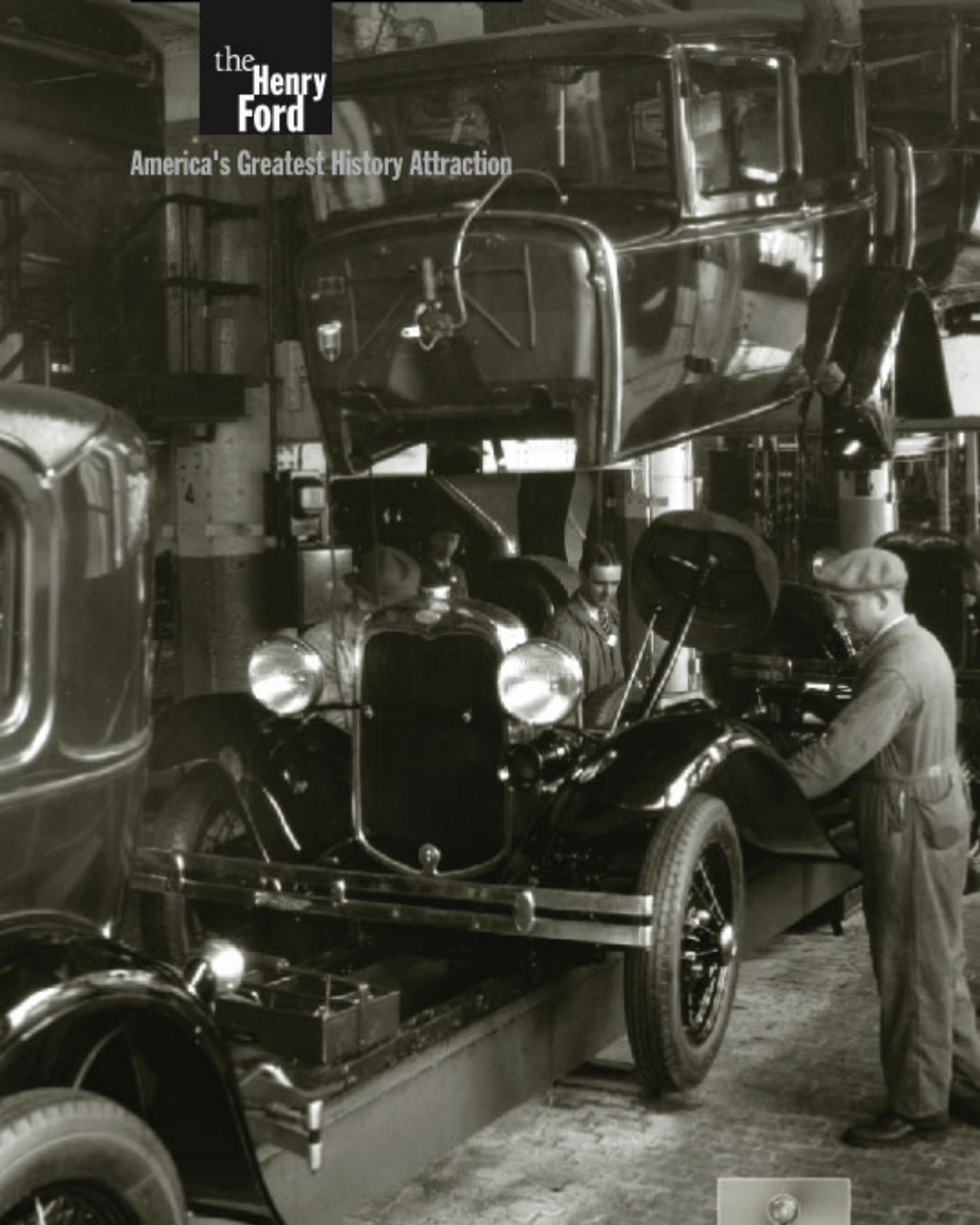


the  
**Henry  
Ford**

America's Greatest History Attraction



Annual Report 2004

“Coming **together** is a beginning. Keeping together is **progress**.  
Working together is **success**.”

■ Henry Ford

## A Welcome from the Chairman and the President

Where do great ideas come from? Who will plant the seeds of inspiration for generations to come? How can we ensure a better tomorrow? Who will be the next Edison or Einstein, the next John F. Kennedy or Rosa Parks? Who will be the next ordinary person with an idea that changes the world? **The Inspiration Project: The Campaign to Transform The Henry Ford** rises to answer these important questions.

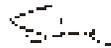
On October 21, 2004, this bold initiative was presented to 250 community leaders who gathered to commemorate **The Henry Ford's** landmark **75th anniversary** and the **many extraordinary moments in its history** that have inspired generations. They also learned about the host of endeavors that are carrying us toward an even brighter future with new and revitalized exhibits and galleries, improved services and facilities, and robust new programming.

**The Inspiration Project** is helping us secure the funds necessary to develop these experiences. The scope of investors in this effort is truly inspiring. By the end of 2004, we accomplished 75 percent of our strategic plan goals and raised more than 75 percent of the campaign's \$155 million goal—a fitting accomplishment for our 75th anniversary.

We thank our investors and join them in inviting everyone who believes in the value of this institution to make a contribution to the **Inspiration Project**. Dollars invested wisely today will be an inspiration to the ordinary visitors who may someday transform all of our daily lives into extraordinary ones.



William Clay Ford, Jr.  
CHAIRMAN



Steven K. Hamp  
PRESIDENT





Mission  
and Vision

## Vision Statement

By 2011, **The Henry Ford**<sup>®</sup> 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.

### Donor Spotlight:

The Inspiration Project is, by far, the largest capital campaign ever undertaken by **The Henry Ford**. We are grateful to Ford Motor Company for continuing its longtime tradition of extraordinary support through its leadership of the campaign's corporate fund-raising effort. Recognizing the importance of diversifying our donor base and attracting new investors, the Ford Motor Company Fund issued a \$7.5 million challenge to the corporate community whereby Inspiration Project commitments will be matched dollar-for-dollar to raise \$15 million. Ford Motor Company President Jim Padilla and a blue-chip group of executive volunteers are using this incentive to encourage other businesses to join in this endeavor. Thanks to the participation of Ford Motor Company, we have forged many new relationships, including our first entrée into the information technology industry, which resulted in a \$1 million campaign gift from Cisco Systems.

## Contents

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Left: Visitors travel through the streets of *Greenfield Village* in Model T's.



Visitor  
Experiences

## Greenfield Village® Opened for its First Full Year

On April 1, 2004, *Greenfield Village* reopened for its **first full year after completing a spectacular \$60 million restoration**, establishing a firm foundation for creating new and inspiring experiences.

### Tea for a Crowd at Cotswold

**English stonemason Johnny Anderson** blended modern technology with centuries-old craft tradition to restore the Village's much beloved Cotswold Cottage. A new gallery featuring more than 70 pieces from our **Parke English Pewter collection** is right at home inside the early 17th-century dwelling. Its restored gardens are the idyllic setting for a new 1920s-style dining experience we call **Tea at the Cotswold Cottage**. During its 10-week debut in 2004, more than 4,000 visitors enjoyed such delicacies as scones with Devonshire cream and jam and sandwiches made from Clara Ford's favorite nut bread recipe. Restoration of Cotswold Cottage was made possible through the generosity of Sheila Ford Hamp.

### Traveling through the Past

It was smooth sailing on new roads for the 60,000 people who toured *Greenfield Village* in a Model T. **In 2004, 71 percent of the Village's daily visitors** enjoyed a ride through the past via our very own historic railroad, Model T's, horse-drawn omnibuses, classic steam boat, Model AA bus and 1913 carousel. The development of **Henry Ford's Model T** program was supported through the generous contributions of Edsel and Cynthia Ford, Ford Motor Company Fund and the Michigan Department of Transportation.

#### Visitor Mail

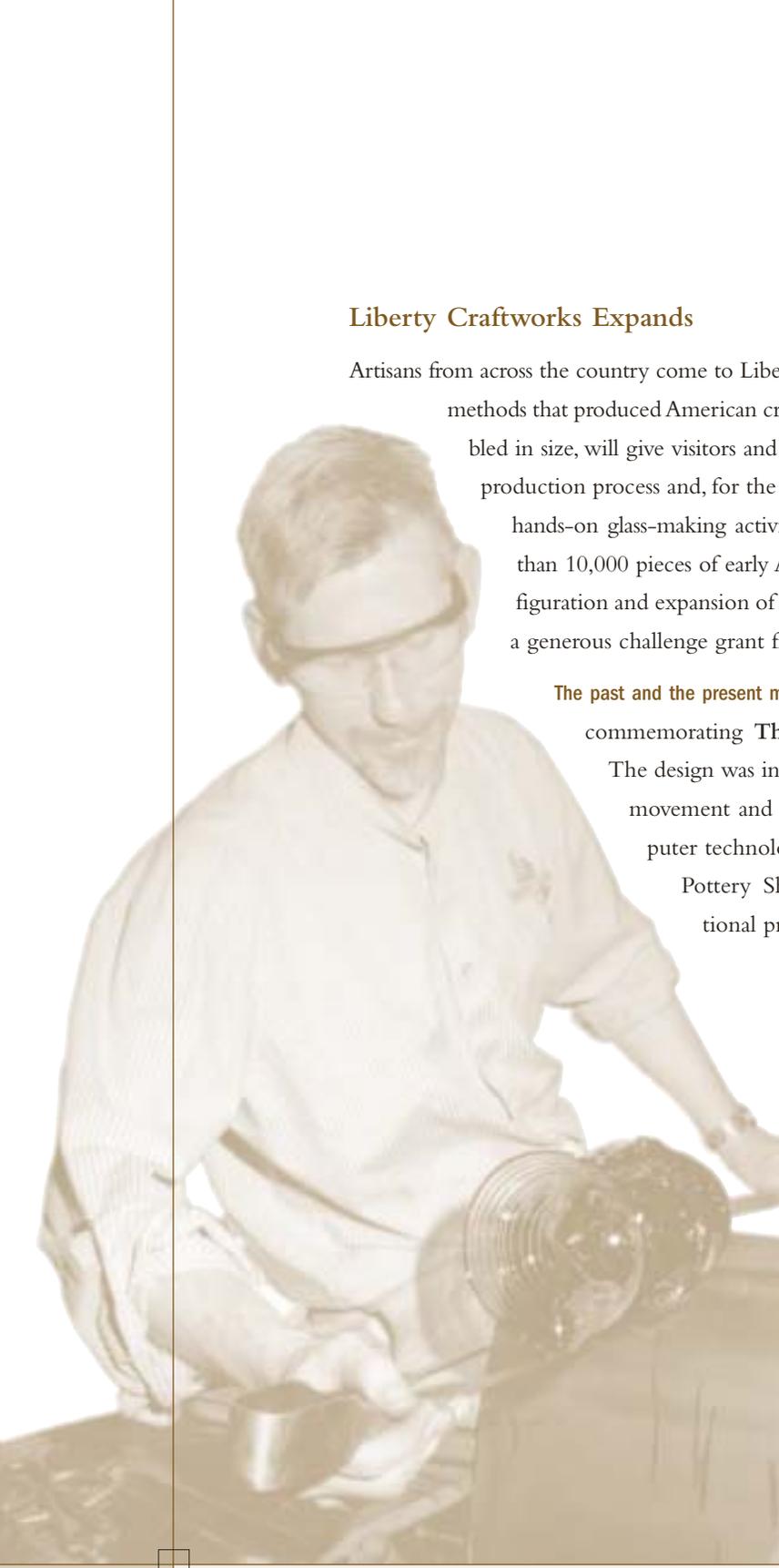
"What a gift Henry Ford has made to our nation, and how fortunate we are that it is being so well maintained. I tell everyone down here about it."

■ Linda Witt, Gladstone, Missouri

## Liberty Craftworks Expands

Artisans from across the country come to Liberty Craftworks to learn the historical methods that produced American crafts. **The newly expanded Glass Shop**, doubled in size, will give visitors and apprentices a better look at the glass production process and, for the first time, provide daily visitors with hands-on glass-making activities. The Glass Shop produces more than 10,000 pieces of early American glass each year. The reconfiguration and expansion of the Glass Shop was made possible by a generous challenge grant from The Kresge Foundation.

**The past and the present merge beautifully with a limited-edition tile** commemorating **The Henry Ford's 75th anniversary**. The design was inspired by the American Arts & Craft movement and brought to life using modern computer technology. Each tile was hand-made in the Pottery Shop by Village potters using traditional production techniques.



Age-old techniques are demonstrated daily in the Glass Shop.



Commemorative tiles made by *Greenfield Village* artisans celebrate our 75th anniversary.

## Holiday Nights Reimagined

Forty-thousand people celebrated the **magic of 200 years of Christmas traditions** during 12 evenings in December 2004. The expanded **Greenfield Village Holiday Nights** program—America’s premier holiday celebration—was better than ever in the transformed *Greenfield Village*.

### “The Studio” Dresses Holiday Nights for Success

More than 100 “strollers” dressed in festive period clothing enchanted visitors of all ages during *Greenfield Village* Holiday Nights. A talented staff of researchers and sewers create inspiration through authenticity in **The Studio—our newly renovated and expanded period clothing and uniform department**. With new equipment and a fourfold increase in work space, the team can now outfit more than 450 staff in period clothing and presenter uniforms each year.

#### Visitor Mail

“My husband and I both remarked on the way home that we couldn’t remember a nicer holiday evening event. The best gift we could have was seeing the delight on our children’s faces.”

■ Kathleen Hawkins and family, Ann Arbor, Michigan



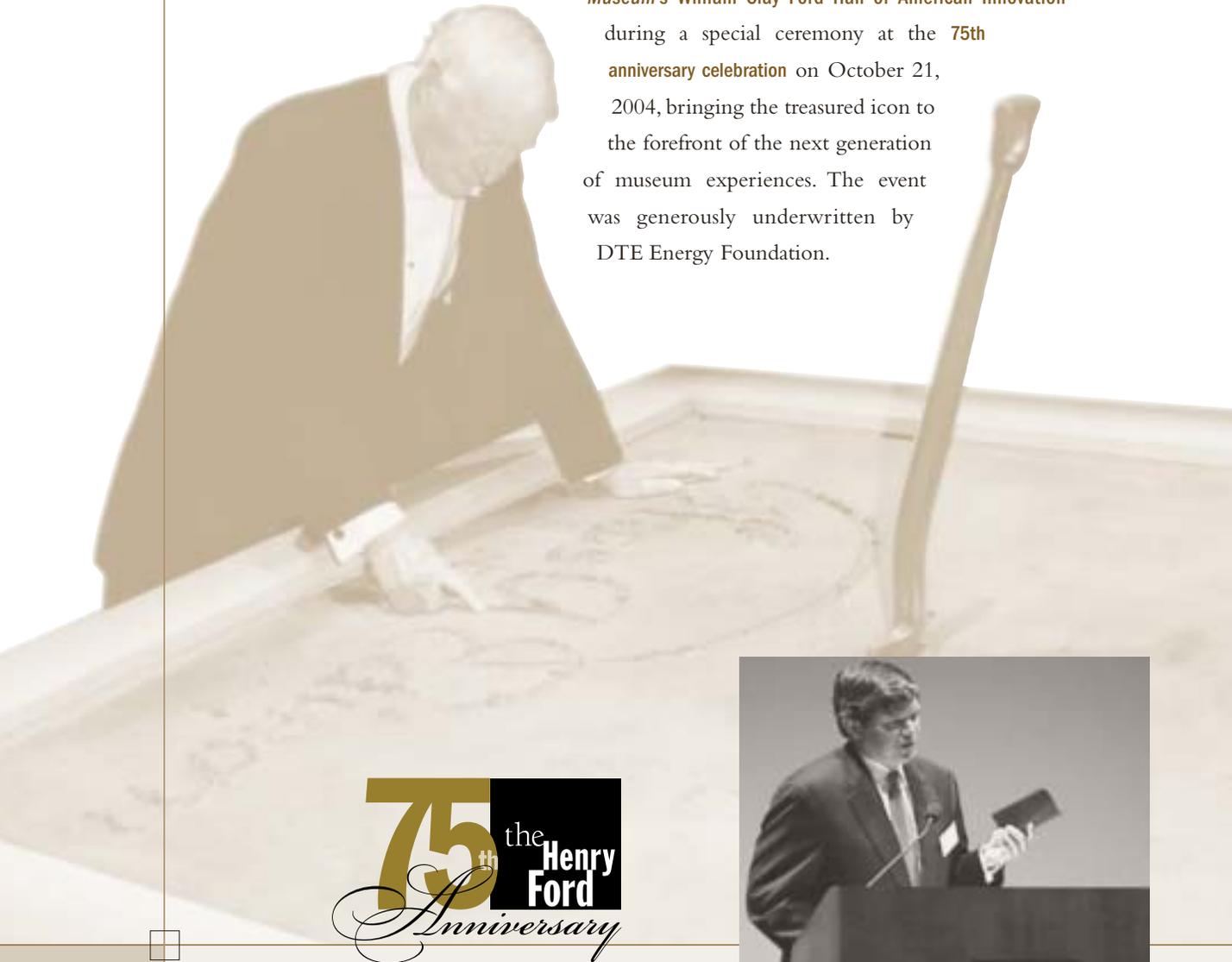
Visitors enjoy ice skating during Holiday Nights.



Carolers in period costumes sing throughout the Village.

## Henry Ford Museum® Cornerstone Rededicated

Weighing more than 4,200 pounds and adorned with Thomas Edison's distinctive signature and a shovel used by agriculture legend Luther Burbank, **The Henry Ford's symbolic cornerstone** honors the common genius of the American people and celebrates the union of science, industry and agriculture. The cornerstone was rededicated and relocated in the plaza of *Henry Ford Museum's William Clay Ford Hall of American Innovation* during a special ceremony at the **75th anniversary celebration** on October 21, 2004, bringing the treasured icon to the forefront of the next generation of museum experiences. The event was generously underwritten by DTE Energy Foundation.



At the 75th anniversary celebration, "Thomas Edison" re-enacts the signing of the cornerstone after it is unveiled in its new location.



DTE Energy Chairman Anthony Earley reads from Alexander Dow's diary entry for October 21, 1929, detailing his participation in the Museum's opening festivities.

## Public Access to Collections Increases

The Museum Gallery and the *Benson Ford Research Center's* modern collection storage facilities are **inspiring new ideas for exhibits and programs** that continue to bring more of our world-class collections out for public display. These experiences are already attracting more first-time visitors and enticing repeat visits to our campus.

Thirty rare quilts from **The Henry Ford's** permanent collection were displayed in a spectacular exhibit inside the Museum Gallery in *Henry Ford Museum* in 2004. **Quilting Genius showcased the art of 200 years of quilt making** and celebrated the talents of the extraordinary individuals who created them. Nearly 25 percent of visitors to the Museum said that Quilting Genius was their reason for visiting **The Henry Ford**, many for the first time.

More than 50,000 environmentally sensitive artifacts like those in our quilt collection have been moved to the *Benson Ford Research Center's* controlled storage areas, thanks to **a grant awarded by the National Endowment for the Humanities (NEH)**. The four-year grant project was cited by the NEH for being a model for other museums that have collections storage needs.

### Visitor Mail

“What I saw and learned that day is beyond words—there was a bit of literally everything in that museum.”

■ Heather Adam-Cerri, Frankfort, New York



The Museum Gallery is host to *Quilting Genius* and other special exhibits of the collections of **The Henry Ford**.



Thousands of artifacts are stored in new controlled environments in *Benson Ford Research Center*.

## Ford Rouge Factory Tour Opens

Still a majestic wonder, it's **definitely not "the Rouge" your parents remember**. Dark interiors and grimy surfaces have been replaced by today's state-of-the-art auto manufacturing technologies that are cleaner, more productive and safer than those from the past. The all-new *Ford Rouge Factory Tour* is **a behind-the-scenes journey in which visitors explore American auto manufacturing history and innovations** and then watch today's technology at work building Ford F-150s. Presented in partnership with Ford Motor Company, the long-anticipated Factory Tour opened in May 2004 as our special 75th anniversary gift to the community.

Much more than a tourist attraction, the *Ford Rouge Factory Tour* is a partnership that, according to *The Detroit News*, is "truly a glimpse at our industrial, labor-intensive past and a telescope into the knowledge and information age of our future," reminding everyone of the need to **inspire and prepare today's generation for success in tomorrow's workplace**.

### Visitor Mail

"I intend to take the tour again with a friend who will be visiting soon from Ireland. Thank you for providing such a wonderful experience."

■ Mary E. Seymour, Dearborn, Michigan



The Art of Manufacturing Theater presents a multisensory experience of the Rouge factory.



Part of the *Ford Rouge Factory Tour*, F-150s in production go down the assembly line.

## Awards and Distinctions

- Winner of the **2004 Award for Outstanding Commitment to the Preservation and Care of Collections**, Heritage Preservation and the American Institute of Historic and Artistic Works.
- Awarded the **2004 Eastern Region Medal of Honor** from the United States Forest Service for the *Greenfield Village* Great Outdoors program.
- Master Glassblower Jeff Mack was awarded the prestigious **Pilchuck Glass School Corning Award** in 2004.
- Named **2004 Employer of the Year** by the Dearborn Commission on Disability Concerns.
- Recipient of the **2004 Dearborn Chamber of Commerce Business Recognition Award** in honor of **The Henry Ford's** 75th anniversary.
- Awarded a **Save America's Treasures** grant in 2004 for the restoration of the Goldenrod land speed racer.
- *Greenfield Village* Chautauqua (1984) named a Michigan Humanities Council **30 Outstanding Projects of the Past 30 years: 1974–2004**.
- Winner of the prestigious **2004 Dibner Award for Excellence in Museum Exhibits**, presented by the Society for the History of Technology, for the Heroes of the Sky exhibit in *Henry Ford Museum*.
- Recipient of the Giant Screen Theater Association's **2004 Lifelong Learning Award for Best Educational Program** for the American Trailblazers MAX-imum Educational Program.
- WH Canon awarded the Associated Landscape Contractors of America's **2004 Environmental Improvement Grand Award** for the *Greenfield Village* Restoration Project.
- *Greenfield Village* Restoration Project winner of the **2004 Chairman's Award** from the Michigan Green Industry Association that honors those who contribute to the quality of the environment and the magnificence of the landscape through leadership and example.
- *Greenfield Village* Restoration Project winner of the American Council of Engineering Companies' **2004 National Recognition Award** for engineering services provided by Wade Trim and the **2004 Award of Excellence** from the Michigan Concrete Paving Association.
- Recipient of two prestigious **11th Annual Thea Awards** from the Themed Entertainment Association. Awards for Outstanding Achievement were given to *Greenfield Village* in the Extreme Makeover category and to the *Ford Rouge Factory Tour* in the Visitor Center category.
- **The Henry Ford** and Ford Motor Company joint recipients of the **2004 AIA (American Institute of Architects) Award of Honor for Sustainable Design** for the *Ford Rouge Factory Tour* Visitor Center.



Community  
Collaborations

## Henry Ford Academy Graduates Fourth Class

The *Henry Ford Academy* finished its **seventh year** and graduated its **fourth class** in 2004. More than 50 percent of the students across all grades received awards for academic achievement, excellent attendance, school participation and leadership.

In November 2004, a visitor named Colin sent us a letter lauding an employee named Ashlie Cheers, who gave “110 percent to ensure my visit was great.” Ashlie even persuaded him to buy a membership. **“It’s employees like her that make families like us come back for years to come,”** Colin wrote. Colin might be surprised to learn Ashlie is one of more than 400 *Henry Ford Academy* students who attend school on our campus. Co-chair of the 2004–2005 Robotics Team, Ashlie has demonstrated the self-initiative and critical thinking skills all Academy students are challenged to achieve. We are honored that Ashlie and the other Academy students are members of **The Henry Ford** family and are helping us achieve our mission to be **America’s Greatest History Attraction®**.

Caring for the land and inspiring action is a job members of the *Henry Ford Academy* Environmental Club are very serious about and one reason they earned an invitation to attend the November 2004 **USDA Forest Service Centennial Forum Eastern Regional Conference** in Chicago. The Academy Environmental Club—the only high school group at the conference—shared perspectives about land stewardship with other environmental groups. According to Daryl Pridgen, Urban Outreach program manager with the U.S. Forest Service, Academy students were selected to participate because of “their high level of self-motivation and demonstrated maturity and leadership in the Metro Detroit community.” Student experiences at *Henry Ford Academy*—public speaking, going to school in a public place and daily encounters with adults other than teachers and staff—prepared them to shine at this event. Several of them were selected to **represent the Chicago Regional Forum at the Forest Service Centennial Congress in Washington, DC**, in January 2005.



## America Votes

The Henry Ford celebrated its 75th anniversary with the entire world in 2004. A partnership with America Online to **select the top 10 innovations from among 75 innovations over 75 years** resulted in 2.5 million worldwide online votes. Residential air conditioning was the winner. The top 10 vote getters were:

- 10 Polio Vaccine
- 9 Frozen Food
- 8 The Internet
- 7 Social Security Act
- 6 Broadcast Television
- 5 Cell Phones
- 4 Global Positioning Satellites
- 3 Personal Computer
- 2 Penicillin
- 1 Air Conditioning

## Congratulations

“I congratulate the participants in your survey for having chosen penicillin as the second-most influential innovation of the last 75 years and also salute **The Henry Ford** on its 75th anniversary.”

■ Kevin Brown, Alexander Fleming Laboratory Museum, London, England



Posters announced the voting in conjunction with **The Henry Ford's** 75th Anniversary.

## U.S. Mint Commemorative Coin Dedicated

“Thomas Edison” was the guest of honor at the Village’s Menlo Park Laboratory during the January 2004 unveiling of the **Thomas Edison Coin commemorating the 125th anniversary of the light bulb**. The United States Mint honored **The Henry Ford** by making it the official site of the dedication and the premier location to purchase the \$1 coin. The United States Mint used archival images from *Benson Ford Research Center™* to design the Thomas Edison Coin.

## Historic Parade Figures March into Museum

Decades of Thanksgiving Day parade **vintage papier-mâché heads** marched into the Museum Gallery in November 2004. **Heads Up!**, the first-ever exhibit of this legendary collection, featured figures from the Detroit-based Parade Company’s collection of more than 400 papier-mâché heads that have starred in the Detroit America’s Thanksgiving Parade since 1924.

### Visitor Mail

“I have been visiting the Museum since 1988, and every year it is like visiting for the first time. The new additions and improvements made to the Museum and *Greenfield Village* make return visits a pleasure.”

■ Anthony Lio, Thornhill, Ontario, Canada



U.S. Mint coin commemorates the 125th anniversary of the light bulb.



Heads Up! showcased decades of vintage parade heads in the Museum Gallery.

## Great Outdoors Hooks Families

Program Manager Cathy Cwiek was blocks away in the Village’s Porches & Parlors historic district when **she heard a young boy’s unmistakable whoop of joy**. Cathy knew immediately what that meant—he had caught a fish, one of the first to be taken from the Village’s restored Oxbow.

The youngster was taking part in the **Great Outdoors, a regional grant program initiated by the Community Foundation of Southeastern Michigan** to teach families to experience, appreciate and enjoy the outdoors. One of 12 grant recipients, our program offers a series of workshops inspired by the outdoor explorations of the “Four Vagabonds:” Henry Ford, Thomas Edison, Harvey Firestone and John Burroughs. The U.S. Forest Service (USFS) and **The Henry Ford** have established an unprecedented partnership to present the Great Outdoors program to our visitors. The Forest Services welcomes this opportunity to reach out to urban audiences, who benefit from the training and expertise in outdoor and environmental education that their staff bring to the program.



Arab American children from Dearborn, Michigan, learn the basics of hiking and wildlife identification at a Great Outdoors workshop. According to our program partners at the Arab Community Center for Economic and Social Services, some of these children have never even touched a tree.

## Heroes of the Sky Big Culture Lesson

The Henry Ford became a new classroom in 2004 for the fifth-grade students attending Barth Elementary School in Romulus, Michigan. In partnership with Romulus Community Schools, we created **a model curriculum around the Heroes of the Sky exhibit and the Wright Brothers Home and Bicycle Shop**. Barth fifth graders and teachers made multiple visits to our campus during the year, using the art, history, science and culture of flight to make real-world connections with Language Arts, Science and Social Studies. The project was supported by the Michigan Council for Arts and Cultural Affairs.

Romulus is home to Detroit Metropolitan Airport, one of the world's busiest airports. Many Romulus parents work at the airport, and **aviation culture is a significant part of student and community life** in Romulus. Student achievement was so inspiring during the project pilot that the curriculum has been modified for Barth's fourth and sixth grades.

### Teacher Mail

"The project ignited students' curiosity. They have learned to take ownership of their education and initiate the study of things that they want to know more about."

■ Amanda Shattuck, fifth-grade teacher  
Barth Elementary School, Romulus, Michigan



Heroes of the Sky is part of an inspiring model curriculum.



The accomplishments of the Wright brothers serve as a basis for a unique educational experience.

## Landmarks in American History Teacher Workshop

Educators from as far away as Alaska have applied to come to **The Henry Ford** in summer 2005 to **explore the story of America's Industrial Revolution** during weeklong Teacher Workshops supported by the National Endowment for the Humanities. The workshops are part of the Endowment's "We the People" initiative to encourage and strengthen the teaching, study and understanding of American history and culture.

Using the resources of *Greenfield Village*, America's Industrial Revolution workshop will **draw together leading humanities scholars, innovative master teachers and Museum staff** in collaboration with teacher-participants to develop powerful lesson plans relating to industrialization.

### Teacher Mail

"Both the Village and Museum did what every museum should do, but rarely does—transport guests to another world of learning and feeling."

■ Brooke Applegate, School Visits Coordinator  
Page Museum Education, Los Angeles, California



NATIONAL  
ENDOWMENT  
FOR THE  
HUMANITIES

National Endowment for the Humanities  
**WE**  
the People

## Youth Mentorship Program Changes Lives

**YMP Student Highlight** “I feel like I belong. I’ve never felt that way before.”

■ Nathan\*, Youth Mentorship Program participant

When he joined the **Youth Mentorship Program (YMP)**, Nathan was floating among three separate households and straying off track in school. Today, he is on the honor roll, considering college and—like many program students—will be one of the first in his family to graduate from high school. The YMP has helped Nathan and scores of other students gain the skills and resources they need to be successful wherever they go. Nathan’s story illustrates how profoundly the Youth Mentorship Program, a 15-year partnership with Wayne-Westland Community Schools, can change young lives.

In May 2004, the **YMP proudly graduated five students from high school** in a special ceremony held in the *Greenfield Village* Town Hall. Program students spend four afternoons a week working side by side with their mentors from all areas of **The Henry Ford**. Each student participant improved his or her grade point average during the 2004-2005 school year.

\*Name changed to protect student privacy.



The Youth Mentorship Program brings youths and adults together for a mutually beneficial experience.



YMP students learn valuable skills while working side by side with their mentor.

## Board of Trustees

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The Honorable Ronald N. Weiser

### Donor Highlight

Richard A. Manoogian exemplifies what it means to be a stakeholder in **The Henry Ford**. In addition to his invaluable volunteer service as a member of our Board of Trustees, Mr. Manoogian is a major individual donor to The Inspiration Project, the campaign to transform **The Henry Ford**. Moreover, Masco Corporation, the company he leads as Chairman, CEO and Director, provided \$240,000 to **The Henry Ford** in 2004 through two Masco REACH Challenge grants to support our annual operations and school field-trip scholarship program. **The Henry Ford** is extremely grateful to be a beneficiary of the generosity of this dedicated volunteer, individual and corporate donor.



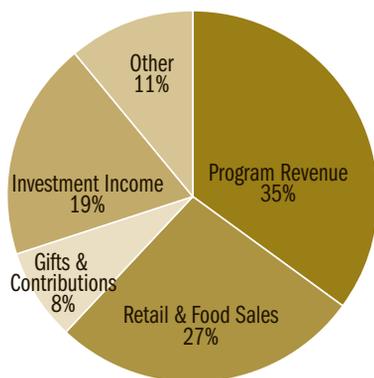
## Financial Report for 2004

<b>Revenue (in thousands)</b>	<b>2004 (unaudited)</b>	<b>2003</b>
Admissions	\$15,131	\$10,072
Membership	3,974	4,252
Restaurants & Catering	9,751	8,198
Retail	4,767	4,713
Other Earned Income	3,198	3,104
Gifts and Contributions	4,094	4,104
Investment Income	10,379	10,930
Other	2,630	1,843
	<b>\$53,924</b>	<b>\$47,216</b>
<b>Expenses</b>		
Program	\$46,275	\$37,729
Administrative	4,841	4,495
Development & Membership	1,020	899
	<b>\$52,136</b>	<b>\$43,123</b>
Bond Interest and Fees	\$591	\$413
Capital Investments	631	2,336
<b>Surplus (Deficit)</b>	<b>\$566</b>	<b>\$1,344</b>

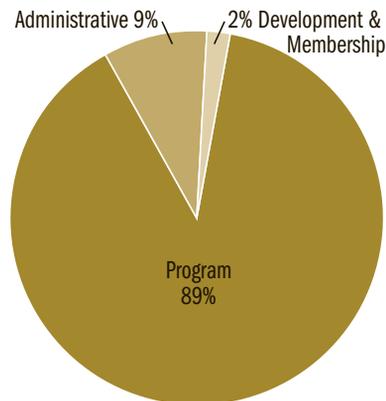
Fundraising expenses as a percentage of total revenue: 1.89%  
 Fundraising and administration expenses as a percentage of total revenue: 10.87%

Note: Excludes campaign activities; excludes depreciation.

### 2004 Operating Support & Revenue



### 2004 Operating Expenditures



## Leave Your Mark on History

Leave your mark on history at America's Greatest Attraction while supporting the renovation of *Greenfield Village*. More than 230 benches have been installed throughout *Greenfield Village* and *Henry Ford Museum* for the comfort and enjoyment of the thousands of children and adults who visit us each day from down the street and around the world. With a gift of \$5,000, **your name or the name of a loved one can grace a bench of your choosing** in selected areas of our campus. A gift of \$10,000 offers you the opportunity to personally select the bench of your choice from those available throughout the Village, in Josephine Ford Plaza or outside *Henry Ford Museum*. **A bronze plaque with raised lettering will commemorate your gift**, while the proceeds support the continued restoration of *Greenfield Village*.

The Inspiration Project is building on the foundation that was laid several generations ago. Your gift today affirms our place as an American treasure for the benefit of future generations. To make a gift and select your bench or for more information about this program, contact the Institutional Advancement office at 313.982.6115.



New benches throughout **The Henry Ford** campus offer beautiful resting places for visitors.

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



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phone 313.271.1620 ■ [www.TheHenryFord.org](http://www.TheHenryFord.org)