

Annual Report 2005

“Memories of our lives, of our works and our deeds
will continue in others.”

▪ Rosa Parks

A Welcome from the Chairman and the President

The unmatched history experiences at **The Henry Ford** inspired more than 1.6 million visitors in 2005 and stirred the imaginations of new friends and partners. We presented more of our world-class collections with the exhibit *Vintage Couture*, produced a national exhibit, *Behind the Magic*, in partnership with Walt Disney Imagineering, and created the new permanent exhibit, *With Liberty and Justice for All*. We celebrated the first-year anniversary of the *Ford Rouge Factory Tour*, the 20th anniversary of the opening of Firestone Farm and the 50th anniversary of Rosa Parks' quiet act of resistance that changed the definition of freedom for all Americans.

We recruited information technology companies to join our Inspiration Project capital campaign, bringing in a \$1 million gift from Cisco Systems. Bill Gates toured our campus and announced a \$1 million contribution. Tony Affuso, President of UGS, joined us with his company's \$1 million gift. Five hundred donors rallied to meet a \$13 million challenge from The Kresge Foundation, which contributed another \$3 million to the campaign. We successfully matched a \$7.5 million challenge to the business community issued by the Ford Motor Company Fund, resulting in many first-time donations from local and national corporations.

Steven K. Hamp, our highly regarded president, turned over the mantle of leadership to take on a new role at Ford Motor Company. Steve has served **The Henry Ford** with passion and distinction for over 27 years. We are delighted that our board has elected him to continue that service as a trustee.

We thank all the donors and stakeholders who share our vision to make **The Henry Ford** America's greatest history attraction. Their investments today will inspire the dreams of our children and many generations to come.



William Clay Ford, Jr.
CHAIRMAN



Patricia E. Mooradian
PRESIDENT



On the cover: Rosa Parks rides in the front of a Montgomery city bus following the end of the bus boycott on December 26, 1956. In 2005, **The Henry Ford** celebrated the 50th anniversary of Rosa Parks' courageous, quiet act of resistance with music, literature and reenactments (see page 14).



Meet the President

As president, Patricia E. Mooradian oversees every aspect of **The Henry Ford's** business operations and cultural experiences. With more than 25 years' experience in management, strategic planning and communications, and a commitment to mission and vision, she is the driving force behind the institution's transformation.

Since joining us in 2000, Patricia has developed a 10-year strategic plan, focusing on increased attendance, new visitor experiences, new educational products and benchmark hospitality. She has restructured our daily operations, streamlined internal systems and procedures, introduced new tourism and sales initiatives and spearheaded **The Henry Ford's** brand development.

In 2002, Mooradian introduced the *Benson Ford Research Center*® to our campus and led the restoration of *Greenfield Village*® in 2003 and the opening of the *Ford Rouge Factory Tour* in 2004. She also executed the planning and development of *Henry Ford Museum's*® flexible gallery space and the permanent exhibits *Dymaxion House*, *Heroes of the Sky* and *With Liberty and Justice for All*.

Patricia believes that combining her knowledge and love of history, arts and culture with her years of experience is her chance to make a difference in the lives of others.

“**The Henry Ford** matters to people—we give people inspiration and hope,” she said.

“I am passionate about our mission and the importance of the work we do.”

“Patricia is a skilled and seasoned leader and a warm and generous person. Her strategic vision has driven an enormous amount of our current transformation.”

■ Steven K. Hamp



Left: Patricia Mooradian welcomes visitors to the opening of *Behind the Magic* on September 21.

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Visitor
Experiences

Ford Rouge Factory Tour: The First Year

More than 200,000 people from around the world had visited *Ford Rouge Factory Tour* by the time we celebrated its first anniversary on May 3, 2005. But it was visitors of a different species who often stole the show at Ford Motor Company's Rouge complex. A gyrfalcon, a non-migratory raptor that very rarely ventures south of the Arctic Circle, made the swales surrounding the Tour's visitor center its temporary home during the winter of 2005. Bird enthusiasts from as far as Kentucky traveled to Dearborn to catch a glimpse. The falcon joined bald eagles, foxes, coyotes, double-crested cormorants, horned grebes and other elusive critters as honored guests and residents during the Tour's first year.

The factory's restored habitat and 10.4-acre living roof attract wildlife to the region and help purify rainwater as part of the site's storm-water management system. The Rouge complex shows the world that people, plants, animals and industry can successfully live and work with each other. The Wildlife Habitat Council has designated the Ford Rouge Visitor Center a wildlife habitat area.

Visitor Mail

"To experience the evolution of this complex from the dirty, sweltering giant of my youth to a NASA-like clean room and environmentally friendly facility was remarkable."

■ David Jackson, Long Island City, New York

Factory Facts

- 20,000 honeybees in three hives attract wildlife
- 12,500-gallon cistern collects rainwater for reuse
- 50% of visitor center's building materials are of recycled content
- 2 visitor motor coaches burn Ultra Low Sulfur Diesel, reducing harmful emissions by 90%

Left: The 10.4-acre sedum roof is one of the features of the mammoth industrial complex that *Ford Rouge Factory Tour* visitors see and learn about on the Observation Deck. The environmentally friendly roof will last twice as long as a traditional roof.

Celebrating 20 Years on the Farm

On June 29, 1985, former U.S. President Gerald Ford dedicated Firestone Farm, adding the first living history agricultural experience for *Greenfield Village* visitors. Peter Cousins, Curator of Agriculture in 1984, promised that Firestone Farm would be “a working, living, historical farm where one can see, feel, smell, hear and participate in yesteryear.”

Peter’s promise has been more than fulfilled since that day. Twenty years later, Firestone Farm is an integral part of the signature *Greenfield Village* “back-in-time” experience. About 500,000 annual visitors watch 19th-century America come alive with scenes straight from the nation’s agricultural revolution.

Firestone Fashion

Far from the fields of her husband’s ancestral home, Elizabeth Parke Firestone worked in tandem with inventive couturiers in Europe and New York to create her own personal style that often inspired the fashion trends of her day. Mrs. Firestone knew that looking great would be a key professional asset to her industrialist husband, Harvey S. Firestone, Jr. In the 1950s, she was named one of the “Best Dressed Women in the World” by the Couture Group of the New York Dress Institute.

The collection of clothing she amassed is a testament to her keen sense of style and attention to detail. Before she died in 1990, Mrs. Firestone donated more than 1,000 designer dresses, shoes, gloves and accessories to **The Henry Ford**, inspiring the exhibit *Vintage Couture: The 1920s–1960s Fashions of Elizabeth Parke Firestone* that graced the Museum Gallery from March 4 through July 13, 2005.



Twenty-first century schoolchildren help Firestone Farm workers tend fields painstakingly recreated just as they were in the 1880s near Columbiana, Ohio.



Conservator Fran Faile consults with Mrs. William Clay Ford, daughter of Elizabeth Parke Firestone, regarding a vintage couture dress for the exhibit.

The Magic “Behind the Magic”

“The Main Village, which includes the Railroad Station, is built around a village green or informal park. ... Around the park will be built the town. At one end will be the Railroad Station; at the other end, the Town Hall.”

Although they evoke *Greenfield Village*, these words were penned by Walt Disney in 1948 describing his dream for a family-friendly amusement park. That dream was realized in 1955 when Disneyland opened in Anaheim, California.

But in 1948, Disneyland was still a concept. Earlier that August, Disney had come to Dearborn to study Henry Ford’s *Greenfield Village*, his second visit in eight years. By the end of the month, his idea to recreate small-town America as a family amusement park was becoming a vision.

Nearly 60 years later, Walt Disney Imagineering turned once again to **The Henry Ford** for inspiration by partnering with us to create *Behind the Magic—50 Years of Disneyland*. It is the world’s first exhibit to include original art and artifacts focused on the creation and history of Disneyland. Over 40,000 people visited *Behind the Magic* during its world premiere in the Museum Gallery.



© Disney

This 1954 concept for Walt Disney’s proposed Main Street U.S.A. in Disneyland was created by artist Herb Ryman. Copyright Disney, Walt Disney Imagineering Art Collection.

Walt Disney shows the world his plans for “the happiest place on Earth.” Photo 1955.

The Benson Ford Research Center Serves Scholars

Grant Hutchens was a fifth grader in Omaha, Nebraska, in 1992 when his teacher assigned a report on automobiles. He contacted **The Henry Ford** for help, and we gladly mailed him an envelope stuffed with materials. Grant graduated from college in 2004 with a degree in mechanical engineering. Today he is working his dream job for NASCAR's Evernham Race Team in North Carolina. In 2005, Grant's father was compelled to tell us how our response 13 years earlier had fueled his son's passion for all things automotive. "You have made a profound impact on my son's life and career choice," wrote Don Hutchens. "You have made a difference."

More than 5,000 researchers—from youngsters like Grant to seasoned scholars—visited or contacted the *Benson Ford Research Center* for inspiration in 2005. Today we are sharing even more of our scholarship and knowledge with new publications and a series of seminars and free lectures.

Visitor Mail

"In my 30-plus years of conducting research at facilities in the United States, Europe and Latin America I have never encountered such a skilled, dedicated and courteous group. Each of them [in the Benson Ford Reading Room] had a firm grasp of the holdings and their significance from a research standpoint."

■ Professor William I. Woods, University of Kansas



The Research Center houses nearly 150,000 journals that document the American experience from the late 18th century to the present.

A free lecture at the annual Motor Muster is part of the ongoing Ideas and Innovations lecture series presented by the *Benson Ford Research Center*.

Roll Up Your Sleeves

Sixteen youngsters stared incredulously inside the Tin Smith Shop in *Greenfield Village*, where each individual part of a disassembled Model T lay neatly on the floor. Their mission: to put all those parts together and get it running by the end of the day. A cadre of trained counselors and two dedicated volunteers with expertise in antique vehicles were on hand to guide the campers on the road to success. That afternoon, happy faces streaked with grease revealed the outcome: mission accomplished!

The project is part of our new weeklong summer Discovery Camp program we call Roll Up Your Sleeves for youth entering the eighth grade. According to volunteers Michael Choffnes and Gordon Michael, the experience offers many learning opportunities that the campers can use every day, like understanding fractions and how to care for tools. Most importantly, it was a rollicking good time that required teamwork and a fair amount of sweat equity.

Roll Up Your Sleeves is on a fast track to becoming a stand-alone school and youth group field trip experience for students of all ages. It is supported, in part, by the Collectors Foundation.

Volunteer Comment “It was especially fun working with girls who had never before used a tool. They wore their grease like badges of honor, refusing to wash it off before going home.”

■ Michael Choffnes



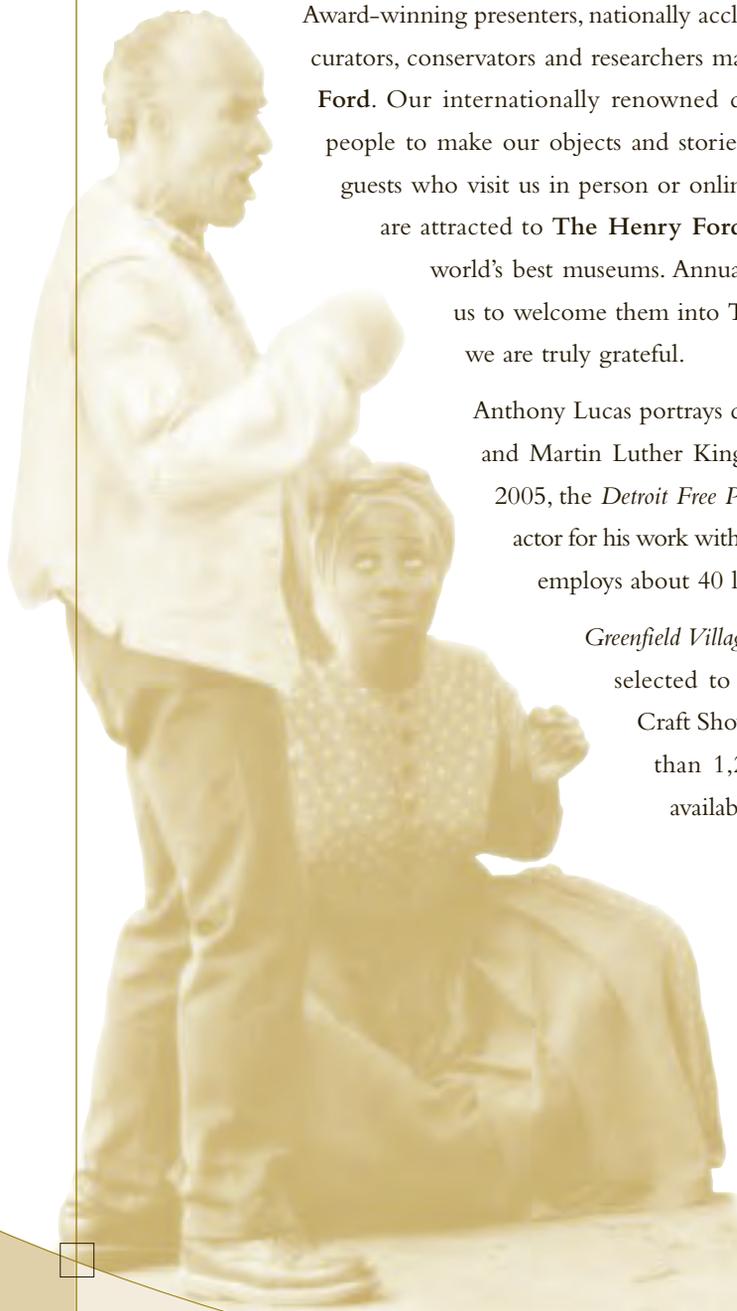
Youngsters roll up their sleeves to reassemble a dismantled Model T as a part of their Discovery Camp experience.

People Making History at The Henry Ford

Award-winning presenters, nationally acclaimed artisans and a crew of talented curators, conservators and researchers make history every day at **The Henry Ford**. Our internationally renowned collections depend on these special people to make our objects and stories relevant for the millions of annual guests who visit us in person or online at www.TheHenryFord.org. They are attracted to **The Henry Ford** because of its standing among the world's best museums. Annual fund support makes it possible for us to welcome them into **The Henry Ford** family, and for that we are truly grateful.

Anthony Lucas portrays characters as diverse as Elijah McCoy and Martin Luther King, Jr. in the Village and Museum. In 2005, the *Detroit Free Press* nominated him for best featured actor for his work with Plowshares Theatre. **The Henry Ford** employs about 40 local actors every year.

Greenfield Village Master Glassblower Jeff Mack was selected to show his work at the Smithsonian Craft Show in Washington, D.C., in 2005. More than 1,200 artisans competed for the 120 available spots in this prestigious exhibition.



Anthony Lucas and Stacey Weddle are Br'er Rabbit and Br'er Wolf in the storytelling segment of "How I Got Over," a regular theatrical presentation for visitors to *Greenfield Village*.

Shearing sheep is just one way our talented and knowledgeable costumed presenters immerse our guests in the sights and sounds of America's past.

Master Potter Ryan Forrey was honored when two of his teapots were selected for the 2005 ceramic exhibition co-hosted by the national Council on Education for Ceramic Art and the Chinese Ceramic Art Council at the International Ceramic Art Conference, in Yixing, China.

We receive hundreds of comments each year commending our staff and presentations. Clearly, our donors' investments are truly making a meaningful difference in the lives of our visitors.

Teacher Mail

“It was wonderful for me to watch my children share their excitement about what they've learned and to see their curiosity satisfied by the patient explanations that the presenters gave. I hope that your presenters realize that the experience that my students had will last for a long time.”

■ Nancy Timm, St. Michael Lutheran School, Wayne, MI.

Student Mail

“I learned a lot about the past that I never knew before and it was more fun than reading it out of our social studies books. I got to ask a lot of questions and get the answers.”

■ An elementary school student



Creations by *Greenfield Village* Master Glassblower Jeff Mack have been recognized by the Smithsonian.



Works by *Greenfield Village* Master Potter Ryan Forrey are on display in the Yixing Ceramic Museum in China.



Community
Collaborations

The Great Outdoors

In 2005, a circa-1905 Forest Service ranger traveled our woods and trails on horseback, mesmerizing *Greenfield Village* visitors with tales of adventure and hard work in the outdoors at the turn of the 20th century. He wasn't an apparition, but rather the happy result of an unprecedented partnership with the United States Forest Service that developed through our mutual goals to increase public participation in the out-of-doors. The Forest Service's contributions were numerous and vital to the success of our Great Outdoors programming, a regional effort initially funded by the Community Foundation of Southeastern Michigan.

Our partnership with the Forest Service is expanding so that we can inspire many more people to enjoy the outdoors, appreciate clean watersheds and participate in nature conservation. The Great Outdoors in *Greenfield Village* is more than just a place to visit—it is a living legacy where our children and generations to come can grow and thrive.

Pennies for Pines

The Pennies for Pines program was initiated in 1931 by Forest Service employee Margaret March Mount to encourage children to help reforest America.

In 2005, we told that story and distributed 65,000 red oak and eastern white pine seedlings and planting instructions to our visitors.



Left: A turn-of-the-20th-century Forest Service ranger “talks trees” with 21st-century visitors in the Village.

Children can plant their own tree through the Pennies for Pines program.

Celebrating Rosa Parks

The Henry Ford bought the Rosa Parks bus in a suspense-filled online auction in 2001. We rescued it from an Alabama field, brought it to Dearborn and raised the funds to fully restore it to its 1955 appearance. We made it physically accessible to our visitors and gave it a starring role in our new exhibit, *With Liberty and Justice for All*. We are steadfast in our commitment to care for it and keep its meaning alive.

The Henry Ford is honored to be the steward of the ordinary city bus Rosa Parks transformed into a symbol of freedom for all Americans. On October 25, the world said farewell to Rosa Parks, but the celebration of her life and work continue.

In February, classical composer Hannibal Lokumbe came to town for the Detroit Symphony Orchestra's (DSO) premiere of his original work *Dear Mrs. Parks*. He visited *Henry Ford Museum* to perform and talk with Detroit-area high school students about the relevance of the civil rights movement in contemporary life. The program was created in partnership with the DSO and funded by the National Endowment for the Arts.

Tens of thousands of people filed past the famous bus when it was placed outside the Charles H. Wright Museum of African American History where Rosa Parks lay in honor on the day before her Detroit funeral. The next day, November 2, the bus was returned to The Henry Ford, and the public was invited to pay tribute to an American heroine.



Classical composer Hannibal Lokumbe performed at the Museum during Celebrate Black History! and led discussions about the civil rights movement.



Mourners could see the icon up close at the Charles H. Wright Museum of African American History, where Rosa Parks lay in honor before her funeral.

On December 1, **The Henry Ford** celebrated the 50th anniversary of Rosa Parks' courageous act of resistance with music, literature, images and speeches. Visitors were especially moved by the young student writers who read their winning essays and poems about Rosa Parks and the inspiration she brought to their own lives. The Celebrate Rosa Parks program was sponsored by the Episcopal Diocese of Michigan and supported by Michigan Radio and Michigan Television.

"I remember studying about Rosa Parks in the third grade. I remember visiting her bus at the Henry Ford Museum. I sat in the very same seat that she refused to give up. It made me feel special, like I was a part of history, too."

■ Lauren Hall, Grade 6

"So next time you get on the bus
Sit where you want and
Remember what Rosa Louise Parks did for us."

■ Brittany Braxies, Grade 5

"My life was changed long before it began. It was all because of a small statured woman with a heart bigger than anyone of her time."

■ Glen Hicks, Grade 11

"Laws and people changed
Nothing was the same
And that's why we know her name."

■ Destinee Massic, Grade 4

"At my school, I participate in student government. I am active in soccer, church, dance and Girl Scouts. There are things I'm active in because I am encouraged by Rosa Parks."

■ Daynna Myers, Grade 6

"(Rosa Parks) allowed me to believe that I should reach for my goals, even if they are outrageous."

■ Melissa Arafat, Grade 10



Visitors received free admission to *Henry Ford Museum* to pay tribute to Rosa Parks in conjunction with her funeral.



Celebrate Rosa Parks featured a reenactment of the Montgomery bus boycott to honor the 50th anniversary of Rosa Parks' courageous act.

Slow Food for Busy Lives

America's Industrial Revolution may have changed the way Americans traveled around their towns and cities, but family farmers were among the first to reap benefits from the new-age machinery. **The Henry Ford** celebrated early farming traditions in 2005 by partnering with regional agricultural groups to teach our visitors about today's family farms and their cornucopia of tasty products that can't be found in fast food restaurants or supermarkets.

We started by seeking out heirloom, organic and traditionally processed ingredients from local farmers. Our first Farmer's Market let visitors take home their own taste of history from Southeast Michigan family farmers and food purveyors. A special evening in Eagle Tavern treated diners to a "Slow Food" culinary experience that featured the best ingredients brought forth by yesterday's farming traditions.

We are excited about this new way to connect our food offerings with the other mission-based programs at **The Henry Ford**. The coming years will bring more experiences that celebrate, interpret and educate visitors on the tastes and traditions of American and Michigan foodways.



The Farmer's Market offers healthy traditional produce to visitors and a healthy dose of support to local family farms and agricultural groups.



Learning about traditional farming methods and the origins of our food is part of the *Greenfield Village* experience.

Teaching America's Industrial Revolution

Sixty-nine educators from 30 states spent a week at **The Henry Ford** in 2005, learning innovative ways to incorporate recent scholarship and historic sites into teaching American history. Designed to ignite teachers' curiosity and deepen their knowledge of the human dimensions of America's Industrial Revolution, the workshop was developed by **The Henry Ford's** Education Team and funded by the National Endowment for the Humanities (NEH) through its We the People grant program. NEH has awarded us a second grant to repeat the workshop in 2006.

Participant Comments "The American Industrial Revolution workshop at **The Henry Ford** was probably the most enriching and satisfying experience of my educational career."

"This has been one of the best learning experiences I ever had. I know my unit on the Industrial Revolution will improve by 1,000%."

"Everyone and everything we came into contact with in *Greenfield Village* were living examples of the work ethic that existed during America's Industrial Revolution. It gave me a refreshing experience and renewed my zeal for teaching."



NATIONAL
ENDOWMENT
FOR THE
HUMANITIES

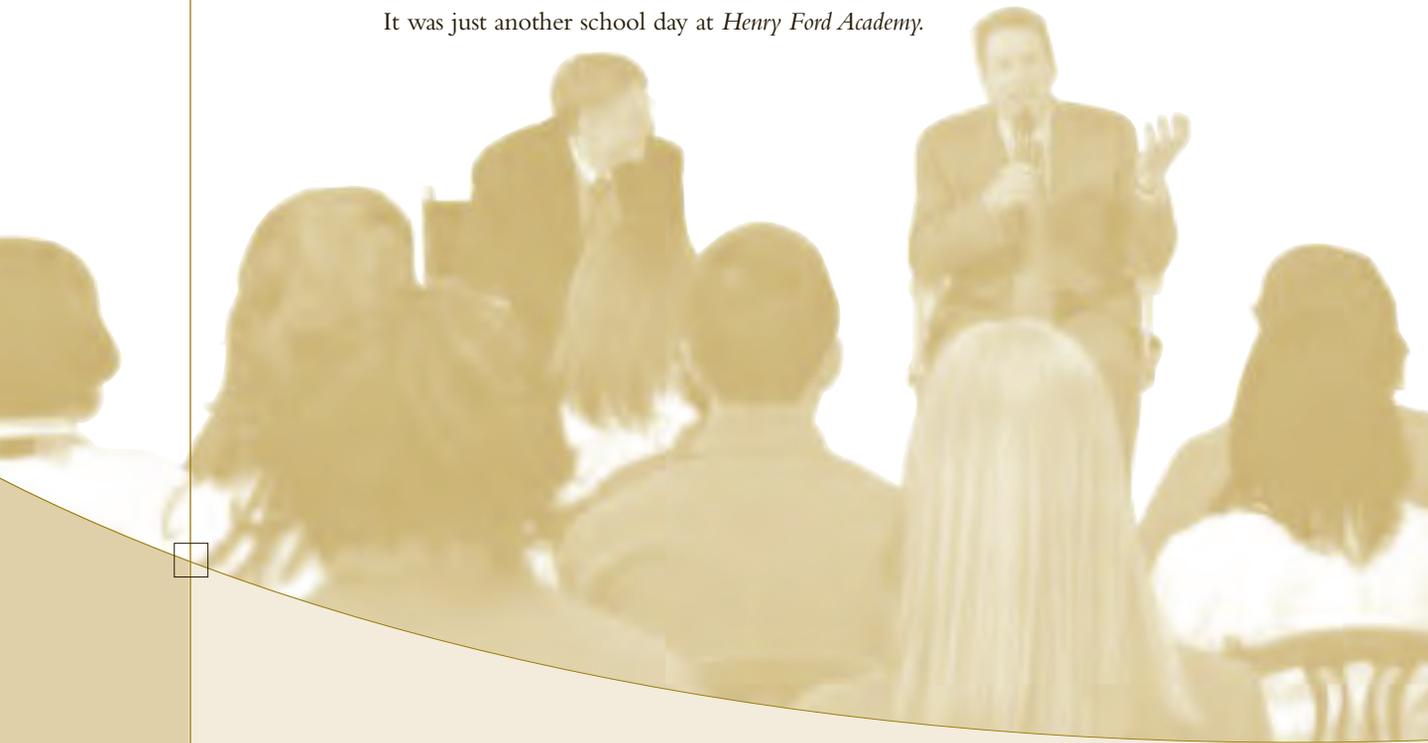
Teachers try their hand at using the industrial-revolution-age machinery they teach about in the classroom.

Just Another School Day at Henry Ford Academy

Friday, April 29, 2005, was just another school day for the 446 students attending *Henry Ford Academy*. The day began with the usual morning chat around lockers, then students were off to attend classes in the Museum and Village. At lunchtime, **The Henry Ford's** Employee Dining Room was, as usual, resplendent with their enthusiasm for the brief respite. Later, about 100 students spent time talking with two of the world's most influential businessmen—Bill Gates and Bill Ford. The two industrial giants invited Academy students to ask questions about the workforce of the future. Ford and Gates offered insightful answers to student queries about technology, employment issues and the talents necessary to succeed in agile corporations.

The following Monday, Darla Marburger from the U.S. Department of Education dropped in to see how a high school operates collaboratively and successfully in a unique museum setting. *Henry Ford Academy* was one of 11 exemplary charter schools chosen to host tours for state and federal officials during National Charter Schools Week. Ms. Marburger ended her visit by presenting a Presidential Proclamation commending *Henry Ford Academy* for being a national model of excellence—for the second time in the school's eight-year history.

It was just another school day at *Henry Ford Academy*.



Bill Gates and Bill Ford talk business with *Henry Ford Academy* students.

Students Thrive on Creativity

Ishmael spends his afternoons taking pictures with his mentor, Rudy, **The Henry Ford's** photographer. Samantha and her mentor, Meg, are often mistaken for sisters when they work together sewing garments in **The Studio**, our period clothing department. Brittany is writing stories for a newsletter with her mentor, Julianne, in the Institutional Advancement office.

Adult mentors in the Youth Mentorship Program (YMP) at **The Henry Ford** are trained to help at-risk students discover their own creative powers and to use that newfound talent in their daily lives. The journey to discovery yields many surprises for students and enables them to succeed, often for the very first time.

The program was founded by Steve Hamp 16 years ago in partnership with Wayne-Westland Community Schools. It has since become a national model for addressing the needs of teenagers. The partners share expenses but rely on the generosity of local and national funders to operate. New donors Bank One and the Janus Foundation joined old friends like Marshall Field's Community Giving and the Young Women's Home Association of Detroit to support the program in 2005.

See page 32 for information on how you can support programs like the YMP through the newly established Steven K. Hamp Endowment for Education Programs.



Rudy and Ishmael pose in the photography studio.



Samantha and Meg at work in **The Studio**.

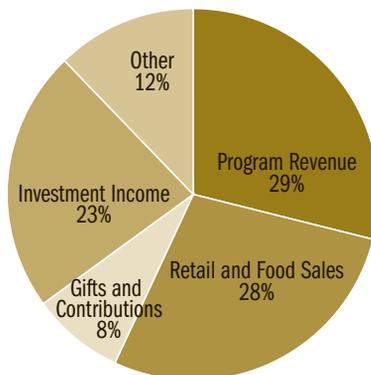
Financial Report

Revenue (in thousands)	2005 (unaudited)	2004
Admissions	\$9,432	\$11,893
Membership	4,313	3,974
Restaurants and Catering	9,286	9,752
Retail	4,196	4,671
Other Earned Income	3,135	2,008
Gifts and Contributions	3,926	4,094
Investment Income	11,154	10,379
Other	2,560	2,597
	\$48,002	\$49,368
Expenses		
Program	\$42,103	\$42,652
Administrative	4,763	4,916
Development and Membership	1,117	1,034
	\$47,983	\$48,602
Capital Investments	\$764	\$631
Surplus (Deficit)	\$(745)	\$135

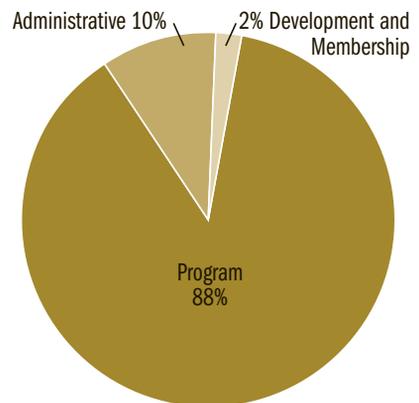
Fundraising expenses as a percentage of total revenue: 2.33%
 Fundraising and administration expenses as a percentage of total revenue: 12.25%

Note: Excludes campaign activities; excludes depreciation.

2005 Operating Support and Revenue



2005 Operating Expenditures



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Vision Statement

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.

Donor Highlight

Thanks to donations from hundreds of members and supporters, we met a \$13 million fundraising challenge from the Kresge Foundation. The Foundation contributed a very generous \$3 million to renovate and refurbish the Village's 75-year-old Sandwich Glass Plant into a state-of-the-art production facility that brings visitors even closer to the action. This is just one of the projects we've undertaken through The Inspiration Project, our comprehensive campaign to transform The Henry Ford into America's Greatest History Attraction®.

Steven K. Hamp Endowment for Education Programs

On January 17, 2006, we hosted a special tribute event to honor Steven K. Hamp's 27 years of inspired leadership and dedicated service to **The Henry Ford** and his innumerable contributions to the community. Despite the many roles Steve assumed during his time at **The Henry Ford**—from Senior Intern to President—one constant has been his unflagging devotion to education and the educational value that this cultural institution can uniquely provide.

As a senior manager, administrator and president, Steve was also keenly aware of how vulnerable **The Henry Ford's** education programs are to yearly budget fluctuations and external economic conditions. During Steve's January tribute event, we addressed that very real concern by announcing the establishment of the Steven K. Hamp Endowment for Education Programs. The interest earned from this new permanent endowment will support the broad array of **The Henry Ford's** educational programs. Particular emphasis will be placed on those that are innovative in the museum field, provide meaningful contact with students or were begun and nurtured during Steve's tenure.

The new endowment will support our national-award-winning Youth Mentorship Program, youth classes and camps, programs for underserved student populations and other youth-serving educational initiatives.

Inaugural gifts to the new endowment now total more than \$3.5 million and additional gifts to the endowment in any amount are most welcome. You can help make a difference in the lives of children by contacting our Office of Institutional Advancement at 313.982.6115 to ask about contributing to the Steven K. Hamp Endowment for Education Programs.

Teacher Mail

"Our children do not get the opportunity to go anywhere other than their neighborhoods. They talked about the pioneer days for a long time afterward. **The Henry Ford** made it possible for these students to experience history."

■ Kathy Simpson, Toledo Academy of Learning

“The highest use of capital is not to make more money,
but to make money do more for the betterment of life.”

▪ Henry Ford

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