

the 2008 annual report



“We are here for **experience**, and experience is a preparation to know the **truth** when we meet it.”

▪ Henry Ford

“To do for the **world** more than the world does for you – that is **success**.”

▪ Henry Ford

welcome and thanks
FROM THE CHAIRMAN AND THE PRESIDENT

The year 2008 was tremendously challenging from an economic perspective. The collapse of the financial markets, a national housing and mortgage crisis, rising unemployment and unprecedented restructuring within the American automobile industry have all placed great strain on local businesses, service organizations and families within our region and throughout our country. At the same time, the election of our first African American president served as a compelling reminder of our nation's ability to overcome its challenges and to find opportunity where opportunity had previously been denied.

That sense of hope, optimism and the "can do" spirit embedded in the American character was also evident throughout the year here at **The Henry Ford**. Through the continued generosity of our many stakeholders, donors, members and patrons, our organization was able to enhance its visitor experience, launch a strategic initiative on innovation and strengthen its educational impact and profile. Yet we maintained the many programs and special events that have become cherished traditions for our more than 1.5 million visitors each year.

Those are the stories we tell on the pages of this report. And, importantly, we are honored to recognize those corporations, foundations, organizations, agencies and individuals who have contributed their time and financial resources to support this institution and its mission to inspire people to help create a better future.

We are proud of what we were able to accomplish in 2008, particularly because of the challenging environment in which we all had to operate. We are equally proud of all of those whose generosity made those accomplishments possible. We hope that in this and the years to come, you will stay active in and supportive of **The Henry Ford** and its efforts to serve as a catalyst for inspiring a new culture of innovation in America. *Thank you.*

Bill

William Clay Ford, Jr.
CHAIRMAN



Patricia

Patricia E. Mooradian
PRESIDENT



FRONT COVER FROM TOP: Edsel and Henry Ford with the first 1908 Model T in Dearborn, Michigan in May 1927. From the collections of The Henry Ford. ID THF22100. LEFT: There is nothing quite like the feeling of riding through the streets of *Greenfield Village* in a Model T. RIGHT: *Greenfield Village's* Ragtime Street Fair weekend-long celebration. BACK COVER FROM LEFT: After major restoration the Martha-Mary Chapel stands straight and sound again, all 51 feet and 10 inches. The John F. Kennedy presidential limousine. Lah-De-Dahs and Nationals playing baseball down in Walnut Grove.

ENHANCING THE EXPERIENCE



Photo Credit: Rudy Ruzuska

ABOVE: It took steady hands — and many components — to assemble a 1923 Ford Model T. This “exploded” display of a soft-top beauty shows just how intricate the car was that helped put the world on wheels. More than 7,000 parts went into every vehicle. From start to finish, moving this centerpiece exhibit to its new, more prominent location took more than 400 hours.

OPPOSITE PAGE: At 1.2 million pounds, this mega-machine is one of the largest locomotives ever built. With a redesigned display, *Henry Ford Museum* visitors can now climb inside the Allegheny’s cab.

As a leading authority on American history and the American experience, **The Henry Ford** is a powerful resource for framing and addressing some of the most challenging issues of our time. Visitors to our campus are immersed in the stories of America’s past, with the goal of inspiring the next generation of innovators, entrepreneurs and visionaries. To make our stories more explicitly relevant to today’s audiences, we made a series of enhancements to *Henry Ford Museum* in 2008.

MADE IN AMERICA

The Made in America exhibit now provides a direct experience of the early days of the auto industry. Easier access from the Museum Plaza, combined with new interactive and hands-on activities, engages visitors more fully. Guests can help build an actual Model T from the ground up, or they can volunteer to work on a simulated assembly line to build a wooden Model T. Wall and flooring improvements, expanded lighting and video and new project signage have made the experience more engaging and compelling.

ALLEGHENY

The Allegheny locomotive, a longtime visitor favorite, is a monument to the mechanical might of the first half of 20th-century America. A redesigned display allows visitors to go somewhere they have never been able to visit — the Allegheny’s cab. There, they can view the complex array of controls from the engineer’s point of view. Improved lighting, upgraded technology and new graphics combine to give visitors a more in-depth experience than ever before. An interactive kiosk with a virtual tour of the interior also has been installed for visitors who are unable to climb stairs.

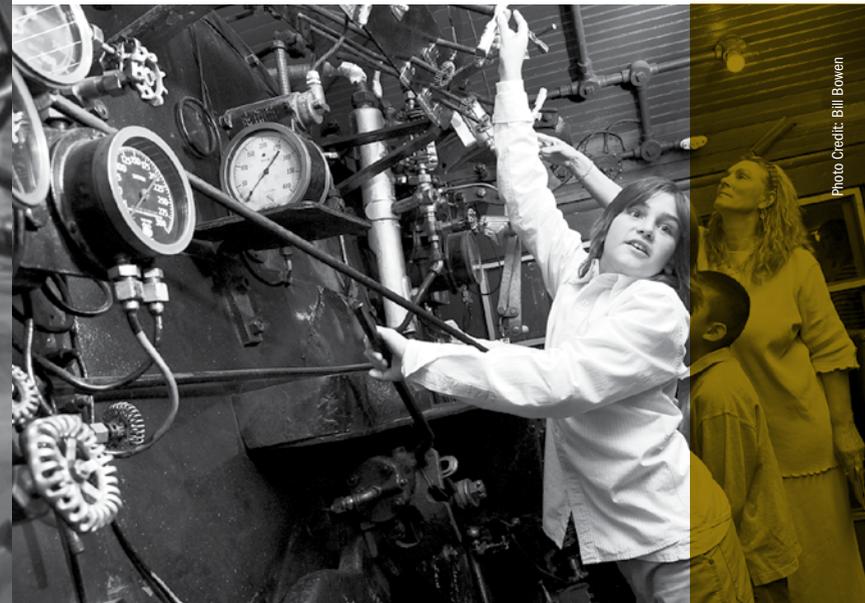


Photo Credit: Bill Bowen

CONTENTS

- 2 Enhancing the Experience
- 6 Collecting Innovation
- 8 Traveling Exhibitions
- 10 Building Capacity through Collaboration
- 14 Educating for the 21st Century
- 18 Sustaining Cherished Traditions
- 23 Board of Trustees, Vision, Mission and Donor Recognition

COLLECTIONS PLATFORMS

The **Henry Ford's** collections are among the finest ever assembled to document the American experience. But only about 10 percent of our entire collection — which numbers 1 million three-dimensional objects and 25 million two-dimensional objects — is on exhibit at any given time. In order to make more of these pieces accessible to guests, we are installing state-of-the-art exhibit cases called collections platforms along the widest aisles of *Henry Ford Museum*. In them, we will display artifacts previously unavailable to our visitors. Two exhibit cases have already been installed. One showcases a significant portion of our telephone collection and the other features hand-woven coverlets used in American homes during the 1800s. This exquisite collection was a recent gift of the Fred and Margaret Brusher family.

AGRICULTURE, FURNITURE AND TRANSPORTATION EXHIBITS

We initiated a concept-planning process for enhancements to the agriculture and furniture exhibits. Additionally, a complete redesign of our signature transportation exhibition is already underway. The redesign includes a new exhibit that focuses on auto racing, highlighting the achievements of American racing innovators Dan Gurney, Lyn St. James and others.

WIENERMOBILE™ CAFÉ

The Wienermobile Café has long been a visitor favorite. In an effort to serve customers more efficiently and make the experience more fun, we have extensively remodeled the café. The new layout improves movement throughout the dining area. Just as important, it elevates the overall aesthetics of the café and includes new flooring and seating, as well as upgraded lighting, a new color scheme and updated signs and graphics.



LEFT: It's an all-new look for our popular café.
BELOW: The biggest hit so far is our giant, five-foot-long hot dog bun — just big enough to hold a visitor.



Photo Credit: Rudy Ruzicka

MODEL T CENTENNIAL

The Model T Ford transformed nearly every aspect of American economic and social life by giving us unprecedented personal mobility. Its success was so far-reaching that the auto industry became the engine of the U.S. economy. The availability of affordable cars powered the rapid growth of suburbs and the building of the interstate highway system. Shopping malls proliferated. Family road trips flourished. Even the nature of courtship was altered. In turn, this sweeping shift spurred the growth of the American middle class.

To honor the centennial of this American icon in 2008, **The Henry Ford** launched a series of programs, most of which continue today. Among them are “Build a Model T,” where visitors have the opportunity to build a Model T from the ground up; an expanded “Henry’s Assembly Line,” where visitors build wooden Model T’s on a simulated assembly line; and an expanded “History Hunters” program. Other Model T-related activities include a scavenger hunt through our exhibits, collections focused on the Model T and a pair of all-new dramatic programs. In “Henry’s T,” guests hear Henry Ford explain how he was inspired to build his first Model T. “Model T Medley,” performed by our own Village Trio and *Greenfield Village* Quartet, is a musical revue that mixes period songs with humor and a dash of history.

MARTHA-MARY CHAPEL STEEPLE RESTORATION

Henry Ford envisioned *Greenfield Village* as a traditional American town, its center a village green with a town hall at one end and a chapel at the other. One of those Village cornerstones, Martha-Mary Chapel, has undergone extensive renovations. Last year, conservators rebuilt the steeple superstructure, saving as many architectural elements as possible. Work was complete by the Village’s opening day, and the chapel was ready to serve the many guests who choose it as a location for weddings and other events.

VISIT thehenryford.org

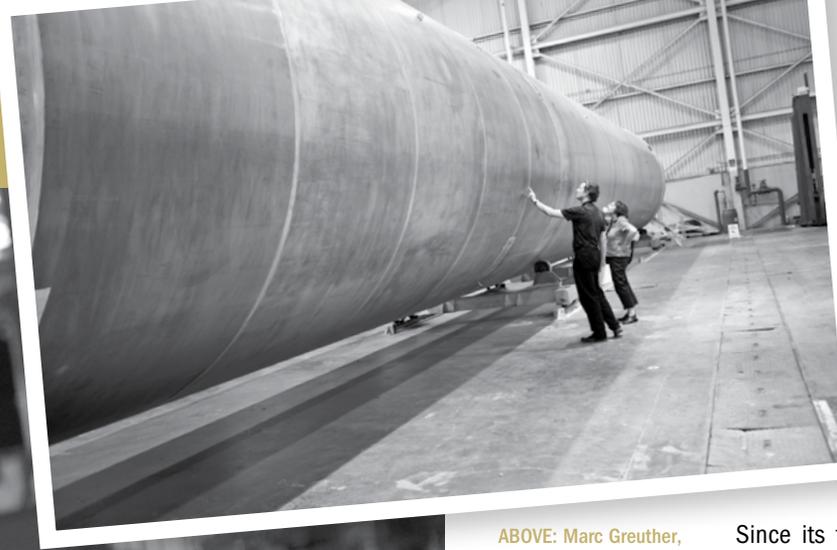
As part of our ongoing efforts to be more accessible to the public, **The Henry Ford** launched a redesigned website in 2008, reaching more than 2 million people. The design enables visitors to access an abundance of information directly from the home page. Teachers, for instance, can link to educator-specific activities with a single click. By streamlining the site, we have made it easier and quicker for guests to plan their visits. Please visit the site at thehenryford.org.

“There is safety in small beginnings and there is unlimited capital in the experience gained by growing.”

■ Henry Ford



The Henry Ford oral history interview with Elon Musk in Hawthorne, California — the home of Musk's company, SpaceX.



ABOVE: Marc Greuther, curator of Industry, and Judy Endelman, director of the Benson Ford Research Center at SpaceX in Hawthorne, California.

Photo Credit: Michelle Andonian, Michelle Andonian Photography

The Henry Ford is home to one of the most remarkable collections ever assembled: more than 26 million objects, documents and buildings that capture the traditions and stories of more than 300 years of American life. Our collections, and the way they are presented, provide a powerful platform to examine virtually every person or social issue that makes up the American experience.

DEVELOPING AN INNOVATION PLATFORM

Since its founding in 1929, **The Henry Ford** has been a resource center that focuses on American innovation. Throughout our history, we have amassed an unparalleled collection of artifacts exploring American innovation and ingenuity across multiple fields and disciplines, from agriculture and industry to domestic life, transportation and power generation.

Unlike the works you find in fine art museums, the artifacts collected by **The Henry Ford** were not acquired for their aesthetic value. Rather, it was their utilitarian value and their impact on the world that were considered most significant. It is their potential to inspire future generations to innovate that remains important. Since its inception, **The Henry Ford** has provided an environment, both educational and inspirational, designed to affect positive change in the world by influencing the mindset of American culture.

That institutional heritage was reaffirmed in 2008 when **The Henry Ford** adopted an “Innovation Platform” as an essential component of its brand identity and value. The overarching goals of this initiative are to promote a new talent base of innovative thinkers, to encourage creative problem-solving and to instill a realistic hope for economic prosperity made possible through innovation and entrepreneurial effort.

CONTEMPORARY INNOVATORS

The Collecting Innovation Today initiative is the first activity of this new Innovation Platform. It preserves the stories of some of the most forward-looking thinkers in 21st-century America. In 2008, **The Henry Ford** conducted in-depth video interviews with 13 of America's most influential contemporary innovators. Among them were Steve Wozniak (Apple Inc.), Pierre Omidyar (eBay Inc.), Elon Musk (SpaceX, Tesla Motors), Bill McDonough (architect of the Ford Rouge complex) and Lyn St. James (Indy racing legend). These oral histories will be used to teach, inspire and promote the kind of innovation that is critical to America's future. Each hour-long interview was captured on high-definition digital video by professional videographers working with **The Henry Ford's** curators and archivists. Educational products based on the interviews will be made available to schools and the general public through the *Benson Ford Research Center*. They also will be available on **The Henry Ford** micro site onInnovation.com.

This initiative is supported, in part, through a special fund established in response to an event at **The Henry Ford** for women business leaders. More than 100 women attended the dinner, which featured speaker Meg Whitman, CEO of eBay. Afterward, several attendees asked how they could help **The Henry Ford**. As a response, we formed the Collecting Innovation Fund with seed money from these generous donors.



Photo Credit: Michelle Andonian, Michelle Andonian Photography

Susana Hunter, a quilter from the Black Belt Region of the South, pieced together hundreds of colorful quilts. Thirty of her quilts were featured in Quilting Genius 2: The Improvisational Quilts of Susana Allen Hunter along with other handmade items. Shown above is Susana's work hat.



LEFT: Exclusive to Henry Ford Museum, the famed Batmobile from the movies "Batman" (1989) and "Batman Returns" (1992).

Photo Credit: Rudy Ruzicka



Photo Credit: Rudy Ruzicka

The Henry Ford's 9,000-square-foot flexible gallery space hosts up to three nationally significant traveling exhibits annually. In 2008, the exhibits were remarkably varied, offering a memorable complement to the artifacts in our permanent collection.

QUILTING GENIUS 2: THE IMPROVISATIONAL QUILTS OF SUSANA ALLEN HUNTER

These eye-catching quilts, with their abstract, asymmetrical and modern designs, were created by Alabama quilter Susana Allen Hunter (1912-2005). Living in one of the rural South's poorest, most isolated areas, she had no access to published quilting patterns. As a result, her creations took on an almost improvisational style as she crafted them from the scraps of whatever materials she could lay her hands on. Sometimes that meant sugar sacks or worn-out clothes. But as limited as her materials were, the quilts and other handmade items we exhibited were a testament to Susana Allen Hunter's talent, imagination and resourcefulness.

CHOCOLATE: THE EXHIBITION

From the Mexican rainforest to the palaces of Europe and beyond, this exhibit examined how entrepreneurs around the world turned an extravagance of the elite into an affordable pleasure for the masses. Through video, interactive displays, photos and more than 200 artifacts, the exhibit explored the fascinating history of this popular indulgence.

OUT OF THIS WORLD: EXTRAORDINARY COSTUMES FROM FILM AND TELEVISION

As entertaining as it was enlightening, this exhibit explored how costume design incorporates color, style, scale, materials, historical traditions and cultural cues in order to engage audiences. Organized by the Science Fiction Museum and Hall of Fame in Seattle, it featured more than 40 costumes and pieces of movie memorabilia from some of Hollywood's most remarkable works. Among them were "The Wizard of Oz," "Star Wars," "Blade Runner," "Terminator," "Batman" and popular television programs such as "Star Trek" and "Battlestar Galactica." Exclusive to **The Henry Ford's** presentation was the Batmobile driven by Michael Keaton in "Batman" (1989) and "Batman Returns" (1992) and the 1959 Cadillac ambulance Ghostbusters Ecto-1 featured in the "Ghostbusters" movies.

LEFT: More than 200 artifacts from **The Henry Ford** collection were employed to help explain the impact of chocolate on America's history and culture.

BUILDING CAPACITY THROUGH COLLABORATION



Arbor Day tree planting [sugar maple] with representatives from the USDA, U.S. Forest Service, Henry Ford Academy and The Henry Ford.

Perhaps you've seen the words etched in stone on a wall in Josephine Ford Plaza: "Everything of significance we do today we do in partnership with others." It's a philosophy we hold most dear. Through partnerships with schools, community groups, local businesses and government, we endeavor to involve as wide a variety of stakeholders as we possibly can.

MODEL T OF THE FUTURE

As part of our Model T Centennial activities, *Henry Ford Museum* partnered with the College for Creative Studies to display 11 student designs for a Model T for the 21st century. The goal was to capture the spirit, innovation and sociological impact of the original Model T in a futuristic vehicle. Working with input from Ford Motor Company designers, historians and futurists, junior-level students developed concepts to update the style, function and sustainability of the Model T. The students incorporated a myriad of cutting-edge technologies, aerodynamic shapes, weight reductions, environmentally friendly materials, alternative powertrains and fuel sources. The students' futuristic Model T's, exhibited in *Henry Ford Museum* during July and August 2008, demonstrated **The Henry Ford's** continued commitment to promoting innovation.

NATIONAL GET OUTDOORS DAY

The U.S. Forest Service selected *Greenfield Village* as one of 54 sites around the country to host the first annual National Get Outdoors Day. Get Outdoors Day was created to encourage all of us, especially young people, to step outside and enjoy the bounty of our nation's parks, forests, refuges and related lands and waters. The day's programming helped connect the environmental and agricultural practices of America's past with contemporary issues, such as environmental sustainability, nutrition and healthy food choices. As part of the celebration, **The Henry Ford** hosted the USDA undersecretary for Food, Nutrition and Consumer Services and the associate chief of the U.S. Forest Service.

BELOW: Visitors learn firsthand about the outdoors through a presentation by our historic horseback riding Forest Ranger during National Get Outdoors Day.



Photo Credit: Rudy Ruzsiska

"Most of the big advances have been the work of several generations."

■ Henry Ford

CAMP SCHOLARSHIPS

As part of our effort to diversify attendance and provide equal access to our resources for all southeastern Michigan residents, **The Henry Ford** expanded the Send a Kid to Camp program. For the second year in a row, **The Henry Ford** partnered with the Arab Community Center for Economic and Social Services (ACCESS), Cornerstone Schools and Southwest Solutions to provide subsidized admissions to our popular summer Discovery Camp for economically disadvantaged youth from Metro Detroit's African-American, Arab-American and Latino communities. The program awarded full scholarships to 65 students, enabling them to join more than 500 other campers in activities such as feeding farm animals, glassblowing and learning about native plants and insects. The program enriches all participants, and we hope to find additional partners and donors to sustain this initiative in future years.

FOODWAYS INITIATIVES

We continued to use our broad knowledge of traditional farming practices, cooking and heritage foods to energize the national movement toward sustainable and locally produced foods. **The Henry Ford's** Food Service department has expanded its network of local and regional growers, producers and distributors, spending as many of its purchasing dollars in the local economy as possible. We collaborate with other local businesses, schools and nonprofits to strengthen the regional food system. As our work on this front has become more widely known, our business model has provided a framework for other groups. Inspired by **The Henry Ford**, Wayne State University adopted local sourcing practices and established its own garden and composting program. The two institutions' food experts are now engaged in an ongoing exchange of information and a visiting chef initiative. With help from our Wayne State colleagues, **The Henry Ford** Food Service department has established its own pilot composting project.

A food service staff member prepares some of the hundreds of ears of corn served at Ragtime Street Fair.



A stylish blown-glass vase created in our Liberty Craftworks Glass Shop.



Photo Credit: Michelle Andonian - Michelle Andonian Photography

GRAND PRIXMIERE II

For the second consecutive year, the Detroit Grand Prix weekend festivities were kicked off by **Grand Prixmiere II - Dancing with the Cars**, sponsored by **The Henry Ford** and the Belle Isle Women's Committee. Activities included cocktails with the drivers, dinner at checker-flagged tables, informative and humorous driver interviews, live music and dancing. It was the pre-prix party! Honorary hosts included Sarah and Tony Earley, Cynthia and Edsel Ford, Sue and Bob Nardelli, Kathy and Roger Penske, and Kathy and Rick Wagoner. More than 575 guests attended, and a power team of local, national and international corporations joined the racing community to help these two stellar organizations raise funds to further their respective missions.



Grand Prixmiere guest Danica Patrick at the official kickoff party for the 2008 Detroit Belle Isle Grand Prix.

NATIONAL RETAIL SALES

The Henry Ford's line of signature products is quickly becoming a nationally recognized retail brand. The popularity of our products reflects the increased interest in traditional and handcrafted goods. *Henry Ford Museum* and *Greenfield Village* brands were represented and marketed by MODA International Marketing at the June 2008 Licensing Show in New York City. Possible branded product lines include *Greenfield Village* Signature Food - Rooted in the American Farm; Garden House Collection; Quilt Collection; The Henry Ford - Design by Innovation; and the Henry's Garage line of car care products.

Event Network, **The Henry Ford's** retail partner, is now selling *Greenfield Village* fine art glass pieces at the Museum of Science and Industry (Chicago) and *Greenfield Village* pottery at the New York State Museum (Albany). This is part of our national retail sales plan to gain broader exposure for our craft products. All of the products are handcrafted by **The Henry Ford's** professional artisans, many of whom are winners of major awards, with their work exhibited both nationally and internationally.

The Henry Ford's new Pictorial Souvenir book features photography by Michelle Andonian, a Pulitzer Prize-nominated photographer. Her magnificent photos highlight our most significant collections and experiences. The Pictorial Souvenir book, along with other signature products from **The Henry Ford**, is available both in our stores and online.

“The wisdom of life is to keep on planting. Some ... never plant after youthful imagination dies, and they reap only the one crop which they planted in youth. Plant every season and life will be a succession of harvests.”

■ Henry Ford

EDUCATING FOR THE 21ST CENTURY

Here, students get to experience the sights, smells and sounds of every aspect of history. Not just the history they've read about in books. We introduce them to how people actually lived and worked — even how they played — long ago.

Photo Credit: Bill Bowen



It is clear from our mission statement that education is at the heart of everything we do at **The Henry Ford**. Our staff is engaged in a dialogue with educators at every level nationally to develop effective approaches and curricula to enable thousands of learners to achieve new levels of performance and accomplishment. These dialogues are intended to improve the quality of education nationwide and to prepare future generations to better deal with society's growing complexity.

A DYNAMIC EDUCATION STRATEGIC PLAN

The education department, under the leadership of the new director of education, developed a Five-Year Education Strategic Plan to optimize our resources to prepare students for the demands of the 21st century. Conversations with numerous internal and external stakeholder groups helped us form goals and objectives aimed at increasing our visibility and value to constituents at the local, state, national and international levels. We developed and affirmed the following goals:

- To be a catalyst for change in American education.
- To be a leading authority on, and resource for, American history and the American experience.
- To provide access to our unique and compelling resources to enrich the teaching of, and learning about, the American experience.

CULTURAL UNDERSTANDING FOR STUDENTS AND ADULTS IN MUSEUM EDUCATION (C.U.SAME)

As part of **The Henry Ford's** effort to provide people of all demographics with equal access to cultural experiences, we collaborated with several organizations to offer a cultural awareness and understanding summer program for diverse middle school youth. Participating organizations were the Arab American National Museum, Shalom Street Museum, Charles H. Wright Museum of African American History, Hostelling International and the Michigan Roundtable for Diversity and Inclusion. After visiting the three culture-specific museums, the final event was a visit to *Henry Ford Museum's* With Liberty and Justice for All exhibit and the creation of four murals that captured student ideas about diversity and community.



TEACHING THE TEACHERS

The Henry Ford regularly makes its resources available to schools and other organizations. In 2008, the education department hosted multiple Teaching American History (TAH) professional development workshops for teachers from Plymouth-Canton, Waterford and Kalamazoo RESA schools in Michigan, as well as Tuscaloosa schools in Alabama. Working with the TAH grant coordinator, **The Henry Ford's** education department developed these one- to five-day workshops, highlighting sites, exhibits, artifacts and primary source material to correspond with selected topics and themes associated with each grant. The workshops provide teachers with valuable classroom tools, while teacher feedback helps **The Henry Ford** better serve the educational community.

HENRY FORD ACADEMY: POWER HOUSE HIGH

Henry Ford Academy, the highly successful charter high school on our campus, focuses some of the best thinking from the business, nonprofit and public education worlds on preparing students for life in the 21st century. In 2008, Henry Ford Learning Institute opened the first in what we hope will be a national network of small schools modeled after Henry Ford Academy. Henry Ford Academy: Power House High opened in August as part of Chicago Public Schools' Renaissance 2010 initiative. Chicago's goal is to develop or transform 100 schools in the city by 2010. Henry Ford Academy: Power House High will eventually serve 460 students. It is the first school in **The Henry Ford's** effort to replicate the success of the original Henry Ford Academy through Henry Ford Learning Institute's innovative "public schools in public spaces" philosophy.

YOUTH MENTORSHIP PROGRAM

Our national award-winning Youth Mentorship Program (YMP) completed its 18th year in June 2008 and continues to serve as a superb example of how cultural organizations can change young lives. YMP, conducted in partnership with Wayne-Westland Community Schools, offers high school students who are at risk of not graduating intensive daily, onsite one-on-one encounters with mentoring adult staff to learn job skills, earn high school credit and explore talents for future careers.



LEFT: In the Youth Mentorship Program, senior students mentor first-graders from Vandenberg and Patchin elementary schools.



RIGHT: Visitors meet Thomas Edison through a dramatic presentation of "Edison's Light Fantastic" where they hear about one of his most "electrifying" inventions — the world's first practical incandescent light bulb.



ABOVE: In this *Henry Ford Museum* hands-on activity, visitors work together to assemble a miniature wooden Model T using the station and moving assembly line methods.

“Education is not preparation for life, but a part of life — a continuous part.”

■ Henry Ford

SUSTAINING CHERISHED TRADITIONS

Visitors can catch the excitement of historic baseball games on Saturdays and Sundays, June through August, in *Greenfield Village*.



Photo Credit: Michelle Andonian, Michelle Andonian Photography

As Michigan's most-visited cultural tourism attraction, **The Henry Ford** excels at providing "meaningful, memorable and mission-satisfying experiences" to 1.5 million visitors per year. From the opening of *Greenfield Village* in April to the last evening of Holiday Nights in *Greenfield Village* in December, signature events in the village immerse guests in the sights, sounds and sensations of America's past.

CIVIL WAR REMEMBRANCE

Held annually on Memorial Day weekend, *Greenfield Village's* Civil War Remembrance holds a special place in our annual programming. On the one hand, it is a reflective occasion to honor those who have fought and died to preserve our nation. On the other, it provides a festive beginning to southeastern Michigan's precious summer season. Hundreds of military re-enactors, civilians, musicians and historic presenters – all in period costume – give visitors a sense of life during this turbulent American era. Building upon the popularity of the "Enlist in the Army" program introduced in 2007, we introduced "Mustering In" and "Drilling on the Village Green" programs, where visitors can muster in and drill with a federal officer. Visitors also were treated to Civil War-era vendors – "sutlers," they were called – who hawked their period wares along Main Street. Also new in 2008 were several extensive collections of Civil War-era civilian clothes and accoutrements displayed in the Village Pavilion.

HISTORIC BASEBALL

More than a century ago, the new game called "base ball" (two words in those days) was swiftly becoming America's favorite pastime. Every summer weekend, *Greenfield Village* celebrates the sport as it was played in 1867 by hosting historic baseball games. Vintage clubs from around the Midwest travel to *Greenfield Village* to compete against the home teams, the Lah-De-Dahs and the Nationals. The season culminates with the World Tournament of Historic Base Ball™. In 2008, 16 vintage ballclubs gathered for a two-day round robin contest. For the second year in a row, *Greenfield Village's* own Lah-De-Dahs won the tournament.



Enjoying a soft-serve cool treat from the Frozen Custard stand in *Greenfield Village*.

MOTOR MUSTER

Motor Muster in *Greenfield Village* represents a particularly fertile period of innovation in automotive technology. In addition to the usual rich mix of cars, trucks, motorcycles and bicycles manufactured between 1933 and 1976, the 2008 Motor Muster event included a sizable contingent of vehicles produced for use in World War II. These vehicles were displayed adjacent to the Cotswold Cottage compound, which was transformed into a circa 1944 motor depot. In 2008, the Village stayed open until 9pm Saturday and featured a re-created USO show. There was also a commemoration of General Motors' centennial, as well as showcases of the Chevrolet Impala (50 years old in 2008) and Model T Bucket hot rods. More than 750 people exhibited vehicles, setting a new vehicle participant record for this perennial visitor favorite.

RAGTIME STREET FAIR

The second annual Ragtime Street Fair celebrated American musical innovation. This blend of dixieland, barbershop and various African-American musical influences would give birth to the most American of all music forms – jazz. Keystone Kops, vintage cars of the ragtime era and dozens of staff and volunteers in period dress combined to create a vibrant environment in the heart of *Greenfield Village*. Fetters & Sons shop – next to the Wright Cycle Shop – featured phonograph demonstrations. The 2008 weekend introduced a politician named Theodore Roosevelt (played by one of our actors), who interacted with guests and passed out campaign buttons for the 1912 presidential election. The weekend culminated with a Saturday evening concert by the River Raisin Ragtime Revue and a New Orleans-style jazz parade, giving our guests a jubilant farewell as it led them to the village gates.

OLD CAR FESTIVAL

The Old Car Festival, limited to vehicles built before 1933, illustrates the radical impact the automobile had on everyday Americans' lives. The Model T's role in changing the American landscape was of particular note in 2008, and a large number of Pontiac and Oakland automobiles were also on hand to commemorate the 100th anniversary of General Motors. Special presentations celebrated the centennial of the famous New York-to-Paris race and the victory of our "Old 16" Locomobile in the prestigious 1908 Vanderbilt Cup.

HALLOWE'EN

Halloween in *Greenfield Village* is so entertaining that children don't realize they are learning about history. In addition to a visual feast of more than 800 hand-carved jack-o'-lanterns lighting an 11-stop treat path, the 2008 event featured a faux 18th-century cannon, loaned to **The Henry Ford** by Bog Gilmore of Ohio. It was used on Captain Jack Aubrey's (played by Russell Crowe) HMS *Surprise* in the film "Master and Commander: The Far Side of the World." Using computer software to sync up lights and speakers, the cannon fired on command. Compressors and air tanks were connected to create water explosions (25- to 30-foot water geysers) simulating the cannonball's impact near the shore. Music, other lighting effects and a host of new costumed characters added to the experience. The event sold out 10 days in advance.

HOLIDAY NIGHTS

As part of our effort to broaden guests' experiences, **The Henry Ford** added two dates to Holiday Nights in *Greenfield Village* between Christmas and New Year's Day on which visitors interacted with Father Time instead of Santa Claus. These nights proved a big hit and will be offered again in 2009. Several program elements were added and refreshed in 2008, including a Winter Snow Village display in the pavilion, Keystone Kops on Main Street and photo opportunities in the Tintype Studio just off Main Street.

Many visual effects make Halloween in *Greenfield Village* a classic celebration.



Photo Credit: Michelle Andonian, Michelle Andonian Photography

At Motor Muster, visitors cruise more than 500 classic vehicles along the tree-lined roadways of *Greenfield Village*.

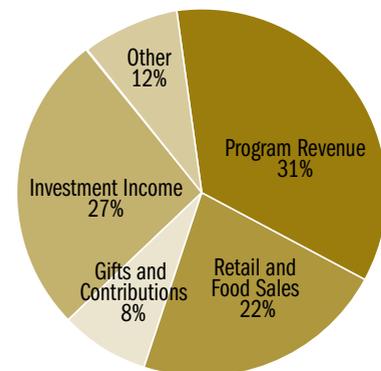


FINANCIAL REPORT

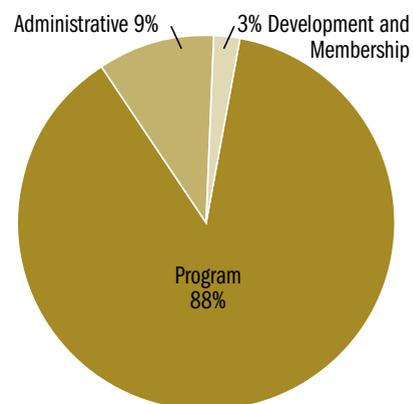
Revenue (in thousands)	2008 (unaudited)	2007
Admissions	\$12,180	\$12,090
Membership	4,089	4,100
Restaurants and Catering	10,342	9,725
Retail	1,242	1,221
Other Earned Income	4,472	4,391
Gifts and Contributions	4,005	3,844
Investment Income	14,337	13,851
Other	1,595	1,649
	\$52,262	\$50,871
Expenses		
Program	\$44,216	\$42,199
Administrative	4,716	4,555
Development and Membership	1,646	1,449
	\$50,578	\$48,203
Capital Investments	\$896	\$656
Surplus (Deficit)**	\$788	\$2,012
Fundraising expenses as a percentage of total revenue:		3.15%
Fundraising and administration expenses as a percentage of total revenue:		12.17%

**Note: Excludes depreciation

2008 Operating Support and Revenue



2008 Operating Expenditures



BOARD OF TRUSTEES

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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: Christine and Richard Jeryan's relationship with The Henry Ford began in the fall of 1986, when they got married in Martha-Mary Chapel. Since then, they have been exceptionally generous with both their talents and their resources. The museum and village have both benefited from their involvement, as they have participated in everything from exhibit design and special events to the 2008 Volunteer Annual Fund campaign. But their greatest passion

has been for the village Weaving Shop. The Jeryans are both very experienced weavers and have been instrumental in our visitor weaving program and in the restoration of our 19th-century Jacquard loom. When Richard retired as an engineer from Ford in 2006, he made it his mission to restore the loom so visitors could see this remarkable artifact in action. Invented in 1801, the Jacquard loom revolutionized textile-making. Using a series of punch cards, it enabled more complex patterns even as it sped up the weaving process. Richard and Christine traveled to England to study the Jacquard in more depth. When they got back, Richard combined his engineering know-how with his newfound expertise and returned the loom to working order. The Jeryans also purchased seven small looms for our hands-on summer program, where visitors have the opportunity to weave bookmarks. Thank you, Richard and Christine, for helping make the Greenfield Village Weaving Shop an even more special visitor experience!



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It has been said that when the going gets tough, the tough get going. That adage truly speaks to the extraordinary dedication of **The Henry Ford's** constituency!

Despite a very challenging economic climate, our members, donors, community partners and visitors made a significant statement about the value they place on this institution through their support of the 2008 Annual Fund. More than 1,500 new donors joined our loyal contributors, resulting in a 12 percent increase in giving. Together, they enabled us to secure \$120,000 in matching monies from a MASCO Corporation Foundation challenge grant.

Once again, 100 percent of the Board of Trustees and senior management team donated to the Annual Fund, and we were thrilled by record-breaking participation from our staff and volunteers.

The Henry Ford is grateful to everyone who believes in the importance of our venues, collections and programs and who demonstrated their conviction through monetary support during 2008.

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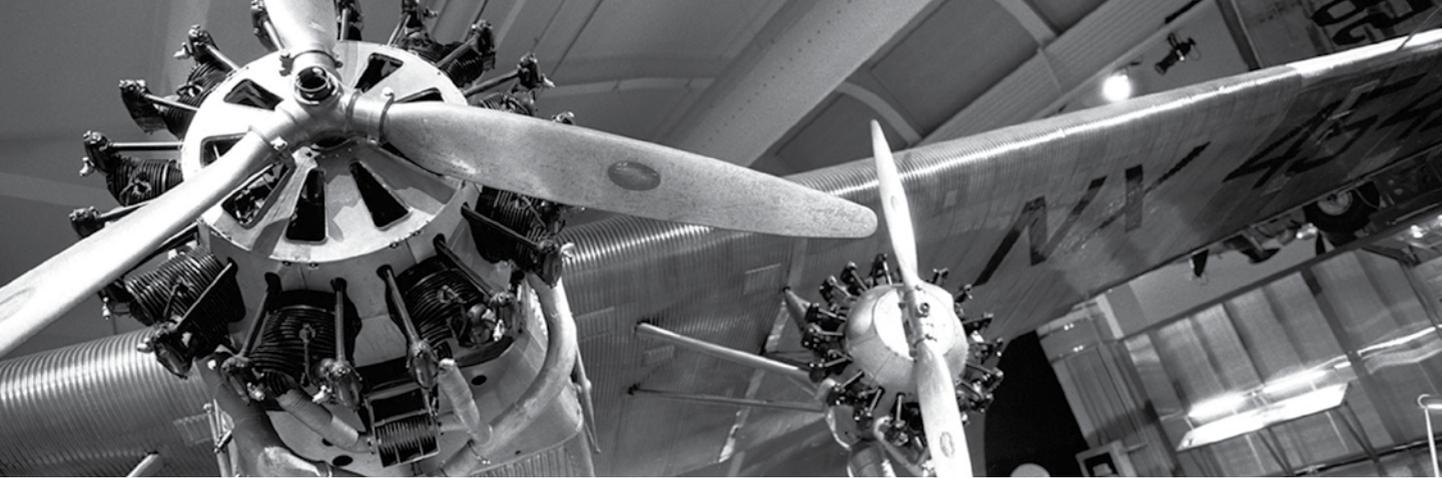


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PAGE 28 DC-3; PAGE 29 Herschell-Spillman
Carousel; PAGE 32 Turntable near the DT&M
Roundhouse; PAGE 33 Rosa Parks Bus; PAGE 36
Factory Tour Assembly Line; PAGE 37 Model T;
PAGE 40 Quadricycle; Page 41 Menlo Park.

