



“...we shall have reproduced American life as lived; and that, I think is the best way of preserving at least a part of our history and tradition.”

■ HENRY FORD

VISION STATEMENT

Within ten years, *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.

DECEMBER 2001



William Clay Ford, Jr.
Chairman



Steven K. Hamp
President

In 2001, the Board of Trustees of *The Henry Ford* endorsed a new multiyear strategic plan submitted by staff leadership. It contained ambitious master plans for both Henry Ford Museum and Greenfield Village, plus goals for the new Benson Ford Research Center, Henry Ford Academy and many other less visible aspects of life in this great institution. While broad in its intentions, all aspects pointed to a single vision: Within ten years, *The Henry Ford* will be the benchmark history attraction in America.

Our vision is bold, but achievable. The dictionary defines a benchmark as “a point of reference for judging value, quality, change or the like; a standard to which others can be compared.” Becoming the national standard is a worthy and challenging goal for all of us.

And we are well on our way. In 2002, our first full year implementing the plan, we welcomed our sixth year hosting Henry Ford Academy, opened the magnificent new Benson Ford Research Center and closed Greenfield Village to begin the largest outdoor museum restoration project in American history. We began installing *Heroes of the Sky*, the first of a new generation of major exhibitions in Henry Ford Museum, and began earnest work on the Ford Rouge Factory Tour, the one and only major automotive plant tour in America, to open in spring 2004, and much more.

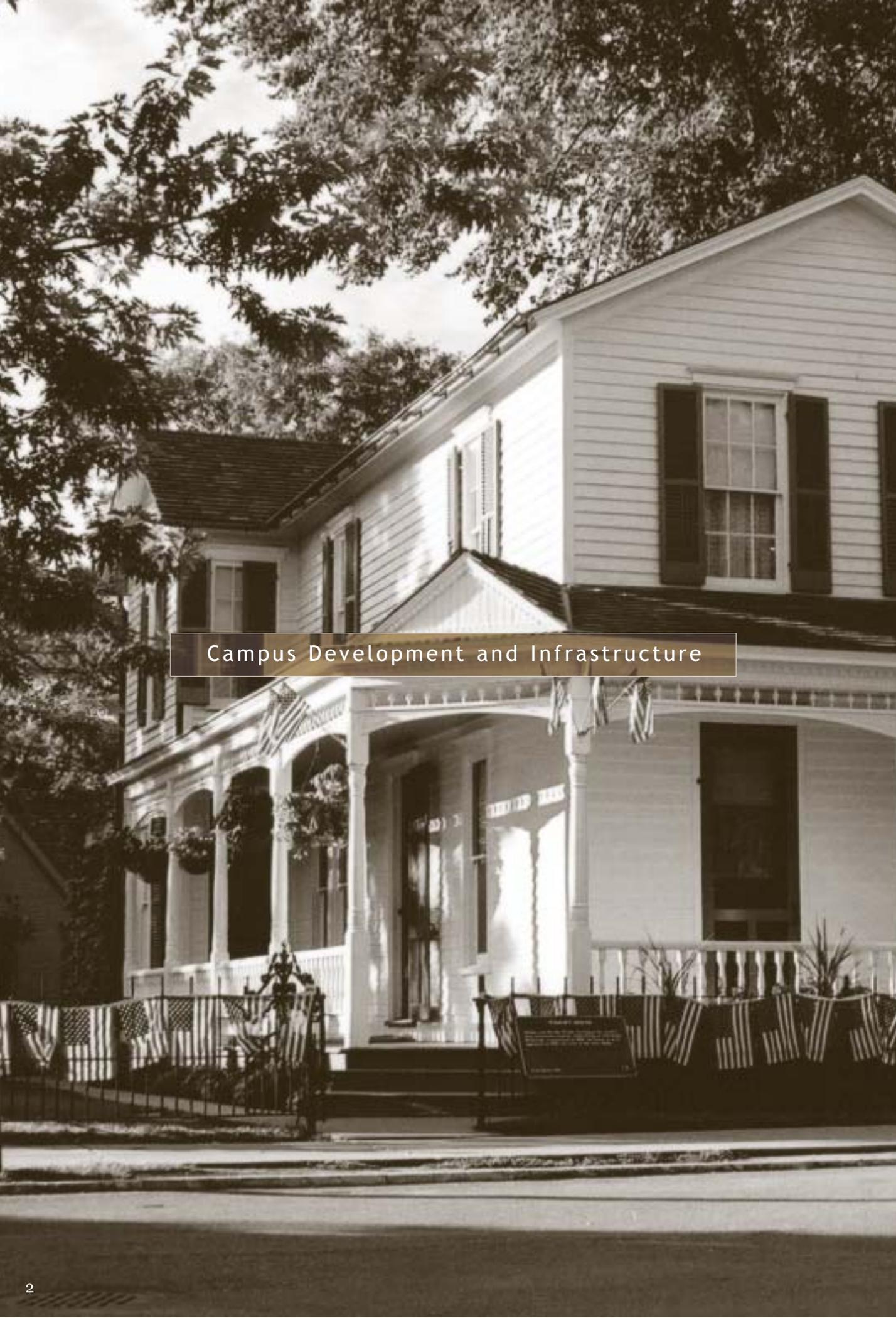
Our vision announces our intention to raise the bar for this venerable institution. We already perform exceptionally well in many areas, but we know that we can grow in others. We aim to be the best. Watch us, join us, visit us, support us in our journey.

A handwritten signature in dark ink, appearing to read "Bill".

A handwritten signature in dark ink, appearing to read "Steve".

TABLE OF CONTENTS

Welcome	1
Campus Development & Infrastructure	2
New Experiences	8
Community	16
Mission Statement	20
Board of Trustees	20
Financial Report	21
Donor Recognition	22



Campus Development and Infrastructure

GREENFIELD VILLAGE RESTORATION PROJECT



Transformation of the millpond at Liberty Craftworks historic district in Greenfield Village.

Greenfield Village is the best place to rediscover America, with more than 300 years of American experiences and traditions coming alive through the sounds, sights and sensations of the past.

But, after 73 years and many millions of visitors, the effects of pedestrian traffic, weather and the passage of time became increasingly evident. Numerous sewer cave-ins and power outages in early 2002 left no doubt — the Village was in dire need of an updated underground support system, paved roads and new sidewalks. For the safety and comfort of visitors, staff, livestock and the historic structures, the Village was temporarily closed on September 17, 2002, for the largest and most comprehensive physical rehabilitation in its history, quite possibly the largest ever undertaken by a National Historic Landmark.

The enormity of the project provided opportunities to advance other master plan goals to enhance the educational impact and improve visitor experiences in Greenfield Village. Beginning this transformation process now, in tandem with the underground rehabilitation project, will result in tremendous cost savings and better construction efficiencies over the long term. The Greenfield Village grand reopening in June 2003 will offer new attractions, programs and amenities to rival any in the industry.

- 35 miles of underground systems
- 11 miles of new road and sidewalk
- Tens of thousands of trees
- 300 lampposts
- Expanded parking
- New entry plaza and ticketing area
- New 6,900-square-foot retail store
- Restored Loranger Gristmill and new millpond
- Henry Ford's Model T experience
- ...and much more!

"This is the foundation for the future that will make all the incredible experiences even better."

■ CHRISTIAN ØVERLAND, GREENFIELD VILLAGE DIRECTOR

PARTNERS IN TRANSFORMATION

The sheer scope and cost of such a project were more than *The Henry Ford* could take on alone, so it looked to the construction industry and labor for help. AUC — Michigan's Heavy Construction Association — was among the first to respond. Representing 500 companies across the state, AUC and its member organizations have generously donated time, effort, value engineering, experience and cash to the underground restoration project, helping to significantly reduce cost to the institution.

Other major partners contributing to this massive undertaking to transform Greenfield Village include Walbridge Aldinger and its many subcontractors, labor unions, suppliers and the Associated General Contractors of America, Detroit Chapter. The National Park Service has expressed keen interest in these unprecedented collaborations. The Greenfield Village project could serve as a model for forging new business partnerships to help protect other National Historic Landmarks.

“We feel an obligation to help preserve and perpetuate this national treasure by offering our expertise and assistance in this rebuilding program.”

■ BOB PATZER, AUC EXECUTIVE DIRECTOR

All donors to the Greenfield Village Transformation Project will be listed in the 2003 Annual Report.



On the job in Greenfield Village.

RESTORING THE ROUGE RIVER OXBOW

The Rouge River, which flows through the Village in the property beyond Walnut Grove, originally formed an “oxbow” on our campus. In 1971, the river was modified and straightened with a cement causeway to provide flood control, eliminating the oxbow meander. While this protected nearby neighborhoods from flooding, the historical



significance of the Rouge River now merits reclaiming the natural flow of the oxbow. Recent advances in land use methodology allowed this to be accomplished without re-creating the original flood risk.

Many partners — businesses, municipalities and organizations — participated in a Clean Michigan Initiative to restore the oxbow's 11 acres of wetlands and re-establish the waterway's natural flow. A range of fish, amphibians, waterfowl, birds and small mammals already call the site home, along with a spectacular display of native wildflowers and grasses. Besides helping to save one of the great river systems in the Midwest, the effort provides a platform to extend our stories of American innovation, resourcefulness and ingenuity into the natural world.



The restoration of the Rouge River oxbow in Greenfield Village would have delighted The Four Vagabonds (a.k.a. Thomas Edison, John Burroughs, Henry Ford and Harvey Firestone), who loved to experience nature together. At right, Henry Ford and Thomas Edison share their love of nature with President Warren Harding.



HEINZ PRECHTER PROMENADE DEDICATION

In September, the beautifully restored promenade in Henry Ford Museum was dedicated in honor of Heinz C. Prechter, a respected leader of the metropolitan Detroit community remembered for his civic involvement and loyal service as Vice Chairman of *The Henry Ford* Board of Trustees.

The Prechter Promenade runs the length of Henry Ford Museum and operates as a free walkway for visitors. The restoration project returned the promenade to its original 1929 opening grandeur. Inlaid wall cases feature new mini-exhibits of artifacts, offering visitors information about Museum and Village collections, exhibitions, programs and amenities.

“Heinz Prechter brought excitement, fun and a commitment to excellence to the automotive industry. It is a fitting tribute that he will be remembered in a place whose purpose is to inspire people to learn from our traditions of ingenuity and innovation.”

■ WILLIAM CLAY FORD, JR., CHAIRMAN AND CEO, FORD MOTOR COMPANY



William Clay Ford, Jr. and Mrs. Waltraud E. Prechter help dedicate the restored promenade in Henry Ford Museum in honor of Heinz C. Prechter.

BENSON FORD RESEARCH CENTER OPENING

Looking like it has always been there, the new Benson Ford Research Center was officially dedicated in March 2002 by longtime supporters Mr. and Mrs. Paul D. Alandt and Mr. and Mrs. Benson Ford, Jr.

Elegant rooflines, arched windows and other architectural elements adapted from Lovett Hall and Henry Ford Museum give the new 66,000-square-foot Benson Ford Research Center its historic ambiance. Inside, however, is a thoroughly modern public facility built to support many purposes.

Storage areas feature modern advances in collection preservation, including environmental controls to protect delicate materials. The public reading room incorporates 21st-century research technologies. Library, archives, registrars, research and curatorial staff have new, consolidated office space, bringing them closer to their work and easing interactions with other Museum staff and the thousands of outside researchers and students who use our research services each year.

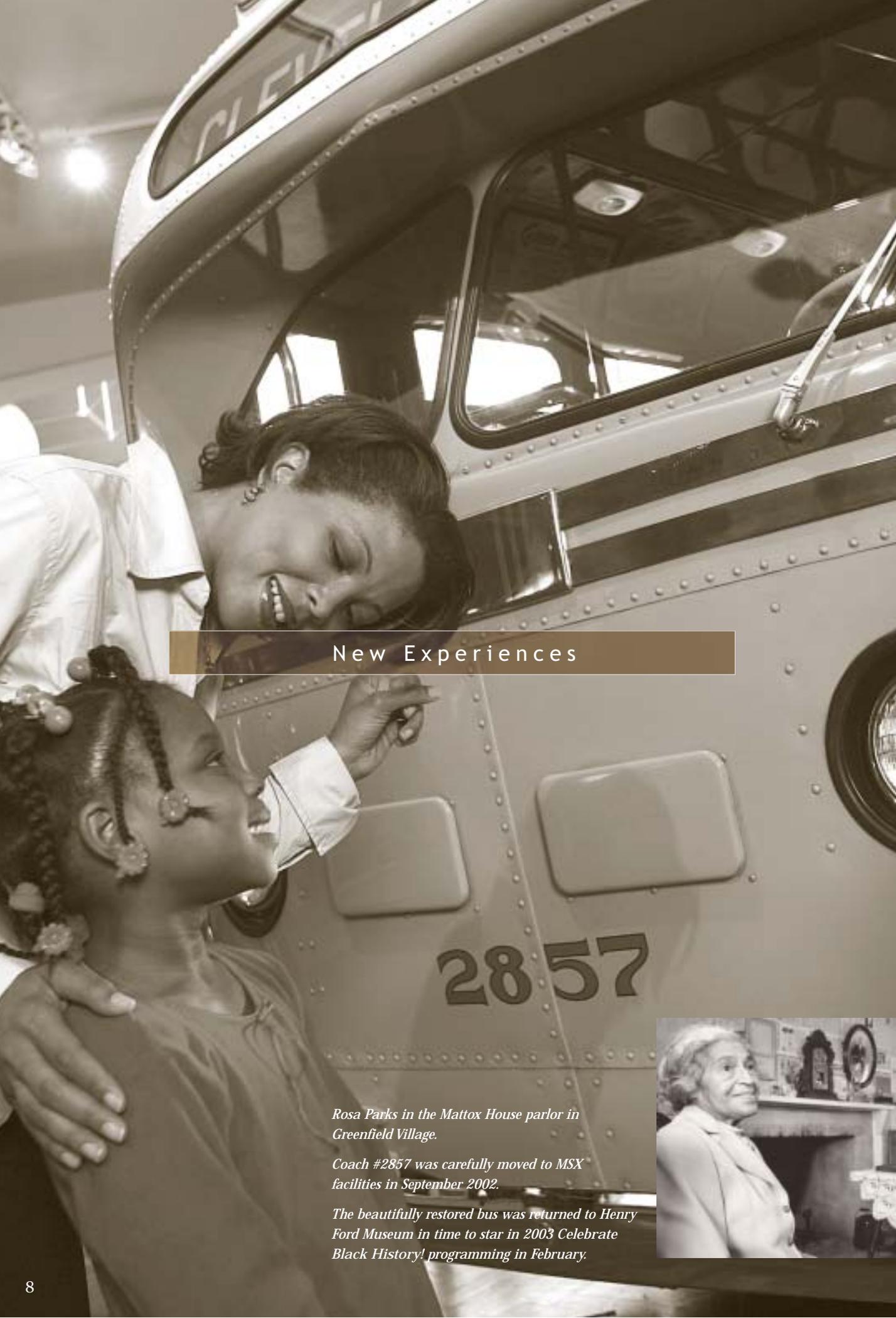
More than 26 million items are housed in the Research Center

- **1,000,000 photographs**
- **Three miles of archival material**
- **100,000 books**

Now, the most fragile of our collections can be exhibited in the Research Center's environmentally controlled flexible gallery space. In 2002, the gallery featured two rotations of the extraordinarily beautiful collection of Elizabeth Parke Firestone's couture dresses dating from the early 1900s through 1970.



*Featured in 2002 were exhibitions
The Fabulous Fifties and A Busy Life:
The Fashions of Elizabeth Parke Firestone.*



New Experiences

Rosa Parks in the Mattox House parlor in Greenfield Village.

Coach #2857 was carefully moved to MSX facilities in September 2002.

The beautifully restored bus was returned to Henry Ford Museum in time to star in 2003 Celebrate Black History! programming in February.



RESTORING AN AMERICAN ICON

The gleaming, new General Motors diesel bus that rolled off a Pontiac, Michigan, assembly line in 1948 was numbered Coach #2857. It ferried passengers in Terre Haute, Indiana, until 1954, when it joined the Montgomery City Bus Lines in Alabama. One year later, on December 1, 1955, Coach #2857 became the scene of one of the earliest and most dramatic events of the American civil rights movement.

People were not thinking about icons that day; they were focused on Rosa Parks and the implications of her quiet refusal to give up her seat on a bus to a white man. Eventually retired from service and set in a field to languish as a storage shed for 30 years before we acquired it in 2001, it was no surprise that the fragile bus would require extensive restoration before it could fulfill its role as an important symbol.

MSX International, an automotive engineering and technical firm headquartered in Southfield, Michigan, was selected to work with Museum conservators to restore the bus to its 1955 condition. Post World War II artifacts like Coach #2857 are often made of contemporary materials that require modern facilities and technologies to restore. Business relationships with companies like MSX are crucial to our collection strategy to collect and preserve more artifacts that tell important stories about the last half of the 20th century and the beginning of the 21st.

Few stories are as important as Mrs. Parks' quiet act of defiance that initiated a new era in the American quest for freedom and equality.

The Rosa Parks bus is an official project of Save America's Treasures, a public-private partnership between the National Park Service and National Trust for Historic Preservation. These grants help ensure that the nation's priceless cultural heritage will be passed on to future generations of Americans. Generous donations were also made by Delphi Automotive Systems, Ford Motor Company Fund, DaimlerChrysler Fund, National City Bank, United Auto Workers and various individuals.

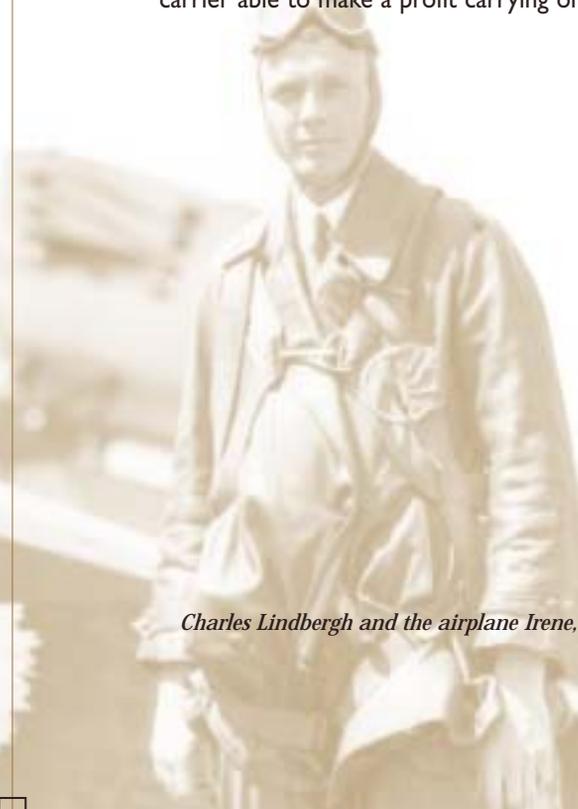


THE GREATEST SHOW “OFF” EARTH

Grand things are happening behind the construction walls in Henry Ford Museum for *Heroes of the Sky: Adventures in Early Flight*, a major 40,000-square-foot exhibit opening in September 2003. *Heroes of the Sky* commemorates the centennial of flight — 100 years since the Wright Brothers first took to the skies and realized their dream of human air travel. It covers the “golden age” of commercial aviation (1903-1939) and the American aviation pioneers who captured the imagination of the entire world and ultimately changed transportation history.

Heroes of the Sky was awarded one of only thirteen 2002 Implementation Grants from the National Endowment for the Humanities for the creative ways that it will engage visitors in history-based discovery and learning.

Heroes of the Sky will display 15 airplanes from the collections, including the newly restored historic Douglas DC-3 with its 95-foot wingspan. The DC-3 was the first commercial carrier able to make a profit carrying only passengers.



Charles Lindbergh and the airplane Irene, 1927.



Wing walker Lillian Boyer.

Heroes of the Sky “promises to change the way the history of technology is presented in American museums.”

■ NANCY E. ROGERS, DIVISION OF PUBLIC PROGRAMS
DIRECTOR, NATIONAL ENDOWMENT FOR THE HUMANITIES

SOUNDS OF AMERICA

The glorious *Sounds of America* now emanate from the former Stephen Foster Memorial, enticing visitors to explore the ways in which Americans have made music in their homes and communities. Selected objects from the nationally recognized collection of more than 600 musical instruments is on display, many for the first time, in the new *Sounds of America* gallery.

Sounds of America demonstrates how we are finding new ways to put more of our world-class collections on public display. In Greenfield Village, plans are underway to create gallery space to display items from the glass and pottery collections. A new flexible gallery space under construction in Henry Ford Museum will host exciting traveling exhibits as well as objects from the collections. The first rotation in 2003 is *Bond. James Bond*, a traveling exhibit from London.



Orville Wright in Wright airplane, 1909.

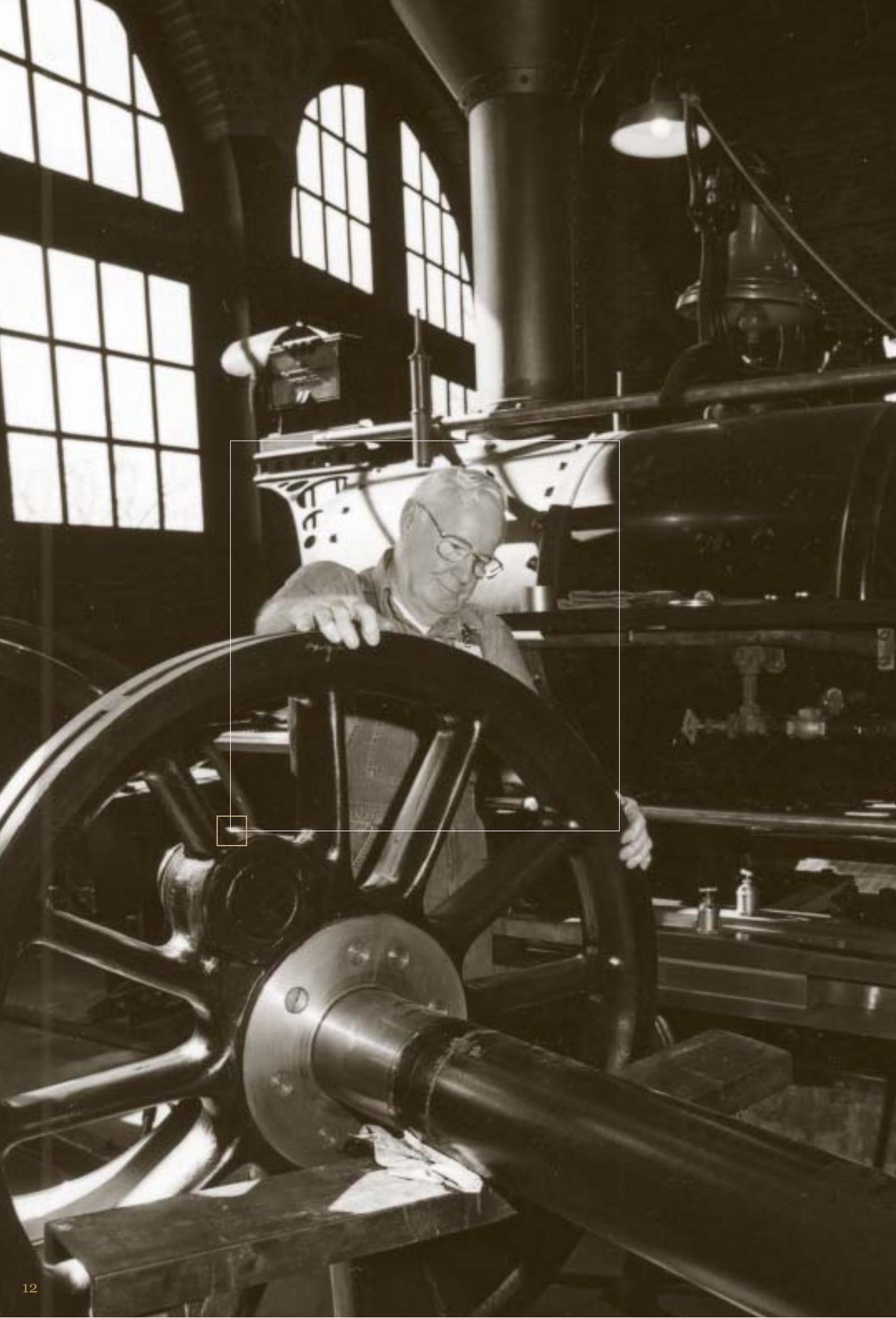


Heroes of the Sky construction wall.

Presented by  NORTHWEST
AIRLINES

Supported by  NATIONAL
ENDOWMENT
FOR THE HUMANITIES





TORCH LAKE RESTORATION

The Torch Lake — the nation's oldest operating locomotive — returned to the main rail line in Greenfield Village after a six-year restoration effort. Manufactured in 1873, the steam engine hauled copper in Michigan's Upper Peninsula. Visitors witnessed much of the restoration work in the Village's DT&M Roundhouse, one of only seven operating roundhouses in the country.

RIDING THE RAILS WITH THOMAS THE TANK ENGINE™

Thomas the Tank Engine welcomed 53,000 visitors for a *Day Out With Thomas™* in April, introducing new audiences to Greenfield Village and its historic railway system. According to event producer Baker Leisure Groups, organization and professionalism made our *Day Out With Thomas* program its most successful ever.



James Kelly, longtime donor and volunteer, working in DT&M Roundhouse.



Thomas the Tank Engine™ in front of the DT&M Roundhouse, Greenfield Village.

MAX-IMUM EDUCATION

Awe-inspiring IMAX® technology and feature films continue to have broad appeal for tourists and area residents — especially for our student field-trippers and their teachers. *MAX-imum Education* uses a unique blend of large-format IMAX film and student activities that result in high-impact learning.

Follow Me!, our first MAX-imum Education experience, complements the IMAX film Shackleton's Antarctic Adventure and supports the Michigan Curriculum Framework for social studies and career and employability.

The newest MAX-imum Education experience, American Trailblazers, is based on the IMAX film *Lewis & Clark: Great Journey West* and will help third- through fifth-graders meet the Michigan Curriculum Framework content standards and benchmarks for social studies and language arts. In 2003, visitors to Henry Ford Museum can watch these students become *American Trailblazers* as they encounter history on their own mapping expedition.

One hundred fifty area educators learned about *American Trailblazers* at a complimentary Teacher Training Workshop in October. By November, more than 2,000 students were already registered to participate, which is an unprecedented response to a new educational program at *The Henry Ford* and a testament to the quality of our field trip programs for both teachers and young scholars.



MAX-imum Education experience in Henry Ford Museum.



DEMOCRACY ON THE GREEN

Abraham Lincoln practicing law in the Logan County Courthouse. Suffragists speaking out at Town Hall. Ordinary citizens pursuing life, liberty and justice for all. The newest Greenfield Village participatory field trip program, *Democracy on the Green*, immerses students in the values that shaped our nation's foundation. The three-hour program is the result of a collaborative effort with area educators to develop new resources and field trip experiences that focus on the civic perspective of the Michigan Curriculum Framework for social studies.

We look forward to offering *Democracy on the Green* in the newly restored Village (with a fully integrated sound system) to make civics and social studies “come alive” even more for thousands of student participants.

“It put much more meaning to the words of the core values we have been discussing.”

■ TEACHER COMMENT CARD, RANDOLPH ELEMENTARY SCHOOL,
LIVONIA, MICHIGAN

“This was probably the best field trip I've ever taken my students to.”

■ TEACHER COMMENT CARD, MAURICE SPEAR CAMPUS,
ADRIAN, MICHIGAN



Democracy on the Green in Greenfield Village.



Community

HENRY FORD ACADEMY

Henry Ford Academy was honored with numerous awards for its innovations in education reform and quality learning experiences. Educational institutions around the country are exploring ways to replicate this model.

The academy ranked first in the 2002 Governor's Cup Awards for the most Merit Award winners in the Public School Academy League. Merit Awards are based on MEAP (Michigan Educational Assessment Program) scores.

Academy Principal Cora Christmas was named 2002 Administrator of the Year by the Michigan Association of Public School Academies for excellence in administration for style and vision that bring real-world experiences into the classroom.

Science teacher Jacqueline Moore-Willis was one of five Michigan teachers honored with a 2002 Tribute to Science and Technology Award by the Impression 5 Science Center in Lansing. This annual award recognizes the state's best teachers for classroom lessons that integrate technology and provide creative hands-on opportunities for students to apply knowledge.

The Henry Ford Academy Senior Mastery Process was a winner of the 2002 Governor's Excellence in Practice Award, recognizing successful, sustained practices and programs that are outstanding in themselves yet part of a broader career preparation system.

"The experience of working with a professional in the field of car design enhanced my knowledge of the workplace. I realized the importance of professionalism and the realities of deadlines."

■ AARON KULIK, HENRY FORD ACADEMY CLASS OF 2002

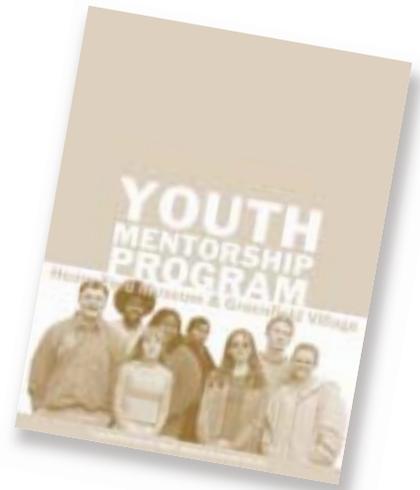
Henry Ford Academy Principal Cora Christmas congratulates 2002 graduate Timothy Pizzino.

GOVERNOR'S AWARDS

President Steven K. Hamp earned the Governor's Award for Arts & Culture Civic Leadership for his work as chairman of the Southeastern Michigan Cultural Coalition and his effort to help make the Detroit area an international cultural destination for tourism.

YOUTH MENTORSHIP PROGRAM

The Youth Mentorship Program is a model 13-year partnership between *The Henry Ford* and Wayne/Westland Community Schools. A workbook based on the YMP model provides a step-by-step process for creating meaningful mentorship partner programs for at-risk youth. The publication, made possible by a grant from the Institute of Museum and Library Services, was distributed to school districts and cultural organizations across the country.



EDISON INSTITUTE / GREENFIELD VILLAGE ALL-SCHOOLS REUNION

In September 2002, we hosted a group of people with a unique link to *The Henry Ford* — alumni and friends of the Edison Institute Schools, Edison Institute of Technology and Greenfield Village School that operated on our campus between 1929 and 1969. The All-Schools Reunion attracted 335 people from 22 states and Germany and provided them with a forum for reconnecting with each other and becoming acquainted with key progress and development within the institution.

“In addition to the ‘fun’ things, we had a vast amount of knowledge at our fingertips. We made use of the Museum as well as all the buildings in the Village. Mr. Ford gave us many opportunities that we would never have had.”

■ ANNE MEYER, GREENFIELD VILLAGE SCHOOL ALUMNUS



Archives and manuscripts stack area, Benson Ford Research Center.



Stella Lee of Korea's Samsung Transportation Museum doing research in Benson Ford Research Center.

COLLECTIONS SYMPOSIUM

Nearly 200 museum professionals from around the country attended *Choices and Challenges: Collecting by Museums and Archives*, the first national symposium on collecting strategies for both curators and archivists. We intend to continue this important professional collaboration by making this symposium the first in a series of national conversations.

The conference and the proceedings (available online at www.TheHenryFord.org) were made possible by a grant from the Americana Foundation.

AMERICA'S GREATEST COLLECTIONS MANAGERS

The entire collections operation at *The Henry Ford* — from preservation to theme-based collecting strategies — is considered an international benchmark. We regularly host museum professionals and students from all over the world who want to learn more about it and improve their own operations. In 2002, visitors included representatives from the Smithsonian Institution in Washington, D.C., and a student intern from the Republic of Georgia.

“The need to visit *The Henry Ford* is obvious. There is much to gain from seeing *The Henry Ford's* interpretation and display techniques in addition to their management of the collection.”

■ JEREMY CHRABASCZ, CURATOR OF FURNISHINGS,
INDIANA STATE MUSEUM

“We have searched for a benchmark institution for a long time. Quite naturally, most everyone has recommended *The Henry Ford* to us.”

■ STELLA LEE, CURATOR OF AUTOMOBILES,
SAMSUNG TRANSPORTATION MUSEUM, KOREA



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.

BOARD OF TRUSTEES

William Clay Ford, Chairman Emeritus
William Clay Ford, Jr., Chairman
Steven K. Hamp, President and Secretary
Ralph J. Gerson, Treasurer
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FINANCIAL REPORT FOR 2002

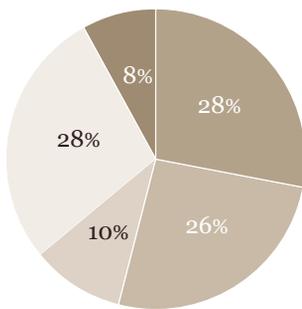
OPERATING REVENUE <i>(in thousands)</i>	2002	2001
Admissions	\$9,350	\$8,987
Membership	2,216	2,443
Restaurants and Catering	6,814	7,267
Retail	4,045	3,990
Other Earned Income	1,849	2,065
Gifts and Contributions	4,031	3,152
Investment Income	11,311	11,572
Other	1,419	1,003
	\$41,035	\$40,479

OPERATING EXPENSES

Program	\$35,421	\$35,192
Administrative	4,104	4,081
Development and Membership	896	825
	\$40,421	\$40,098
Capital Investments	\$1,373	\$1,265
Surplus (Deficit)	\$(760)	\$(885)

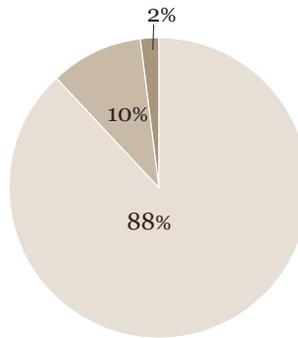
Fundraising as a percentage of total revenue: 2%
 Fundraising and Administration as a percentage of total revenue: 12%

Note: Excludes campaign activities; excludes depreciation



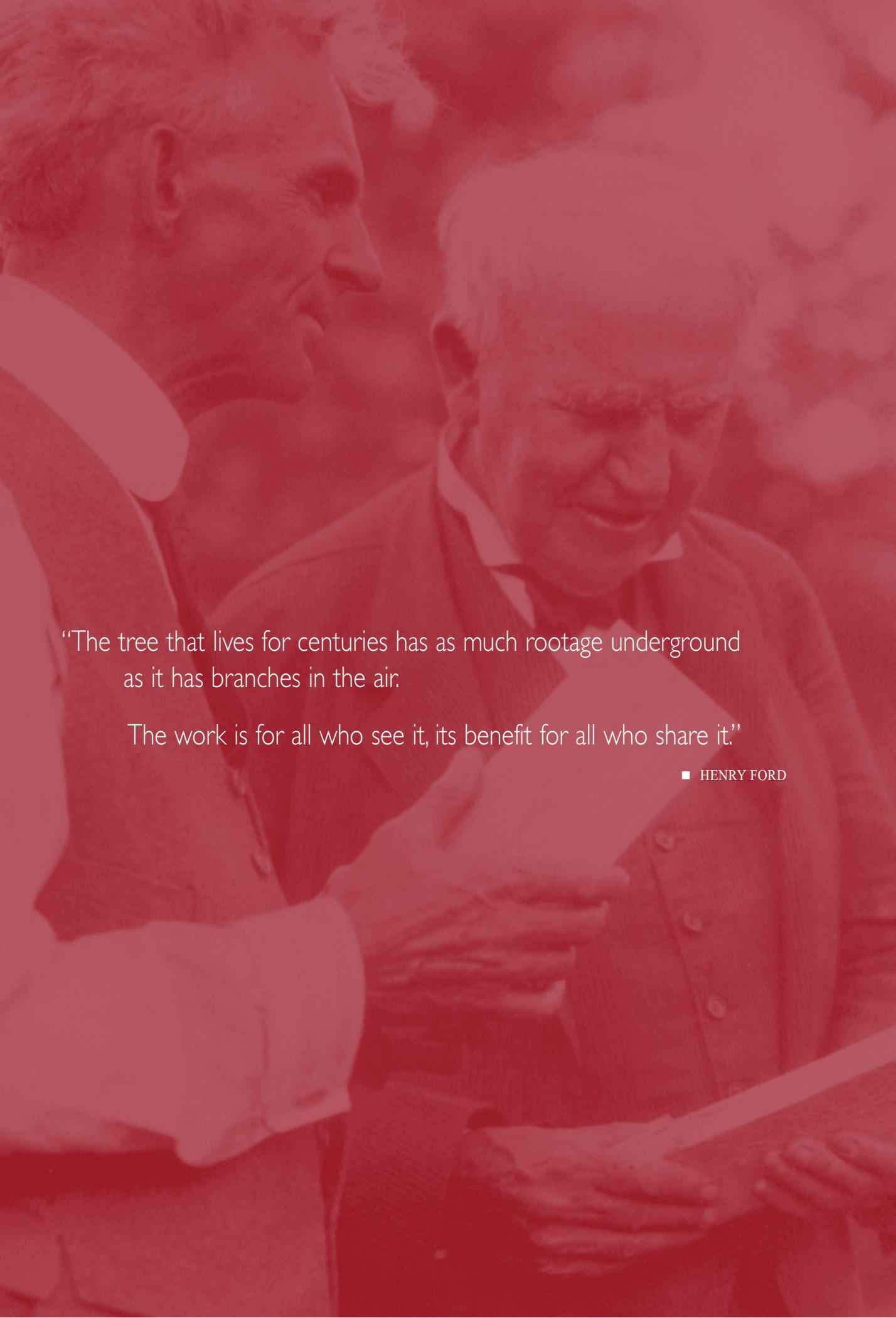
2002 OPERATING SUPPORT AND REVENUE

28% Program Revenue
 26% Retail and Food Sales
 10% Gifts and Contributions
 28% Investment Income
 8% Other



2002 OPERATING EXPENDITURES

88% Program
 10% Administrative
 2% Development and Membership

A red-tinted photograph of two men in suits. The man on the left is looking towards the man on the right, who is looking down at a document he is holding. The background is blurred, suggesting an indoor setting with other people.

“The tree that lives for centuries has as much rootage underground as it has branches in the air.

The work is for all who see it, its benefit for all who share it.”

■ HENRY FORD

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