

Gerald R. Ford Foundation *Newsletter*



Fall 1991

Powell Speaks at Foundation Annual Meeting

The tenth annual meeting of the Gerald R. Ford Foundation's Board of Trustees took place at the Capitol Hill Club in Washington, D.C., on June 3, 1991.

After the election of members and officers, the Board adopted the Foundation's budget for 1991-92. Members heard reports on Foundation-sponsored research, the journalism awards program, the Museum's upcoming tenth anniversary celebration, and the Ford Colloquium program started at the Library last spring. Trustees also discussed plans for mounting a major Foundation fund raising effort designed to substantially increase endowment principle and support a variety of Library and Museum programs, the most prominent of these projects being an extensive renovation of the Museum's permanent exhibit.

Archivist of the United States **Don Wilson** briefed meeting attendees on a variety of ongoing National Archives programs designed to develop public support for agency activities. He emphasized the importance of the Ford Foundation's continuing support of the Library and Museum as part of this agency-wide initiative.

In his remarks, President Ford strongly endorsed the upcoming effort to increase the Foundation's endowment. He also expressed his pleasure at the Library's success in securing new collections of papers from former administration officials



General Colin Powell, Chairman of the Joint Chiefs of Staff, addressed Foundation members and guests following the annual meeting.

and asked that others in attendance seriously consider donating their papers.

The day's activities were capped by an outstanding post-dinner program. The Chairman of the Joint Chiefs of Staff, General **Colin Powell**, delivered a moving address to assembled Foundation guests concerning the emerging world geo-strategic situation and his personal experiences during a recent review of forces in the Middle East. He

spoke at length about the high quality and character of American military men and women and credited the Ford administration for decisions resulting in the level of military readiness reflected in the success of Operation Desert Storm.

The program concluded with a performance by the U.S. Army Chorus.

INSIDE...

Museum Anniversary	2
"Entertaining" Show	5
Journalism Prizes	6
Grants	10
Coming Events	11

Museum Celebrates 10th Anniversary

President and Mrs. Ford, members of their family, foreign dignitaries, special guests, and the general public joined forces on September 5th and 6th to celebrate the tenth anniversary of the opening of the Gerald R. Ford Museum in Grand Rapids.

The special events got under way with a thank you breakfast for Museum staff and volunteers on September 5th. President Ford was on hand to extend his appreciation to the group for their work, noting that their efforts are what make the Museum a success.

That evening the Gerald R. Ford Foundation hosted a dinner at the Museum for Foundation and Liaison Committee members and out of town dignitaries. At the dinner former British Prime Minister **James Callaghan** called the Ford Museum a "treasure" and "an incredible experience for young people to see democracy at work." Of President Ford Callaghan said, "You know a man when you see him as he is—when you see him with his neighbors and see how they revere him."

On Friday, September 6th, thousands of area students, families, and business leaders attended the dedication of a section of the Berlin Wall donated to the Museum by businessman and Foundation trustee



James Callaghan, Helmut Schmidt, President Ford, and Carla Hills share a light moment during the heads of state symposium.



James Callaghan, Carla Hills, President Ford, Mrs. Ford, and Helmut Schmidt in front of the Berlin Wall section outside the Ford Museum.

Frederik G. H. Meijer. They heard remarks by President Ford, Lord Callaghan, **Helmut Schmidt** (former chancellor of West Germany), and current U.S. ambassador to Italy **Peter Secchia.** The 4' X 11' wall segment is on permanent display on the Museum's front plaza.

Highlighting the anniversary celebration was a symposium featuring Ford, Callaghan, Schmidt, and U.S. Trade Representative **Carla Hills.** Their comments, placing current international trade issues in historical perspective, were applauded by many area teachers who had brought their students to hear the world leaders.

Carla Hills predicted that "the next twelve months are going to be critical for the world economy and geopolitical stability. Our current global negotiations may be the last best chance this century not only to prime the economic pump, but also

to build a new world order." She said, "The sound of crashing walls in Berlin is being echoed by the sound of other walls crumbling. As the people are choosing liberty and tearing down the political barriers that have separated them from us, so too are they choosing to rip down confining economic barriers."

Helmut Schmidt noted that "the destruction of the Soviet empire will have consequences which will be felt for the next fifty years."

Lord Callaghan focused on third world issues and pointed out that "85 to 90% of the increase in world population over the next 25 years is not going to be in our comfortable democracies; it's going to be in the third world. The pressure of population is going to be pressing hard upon all of us and we have to find a remedy."

President Ford closed the symposium by warning that "we had better solve our trade problems in a more responsible way....Trade is going to be an increasingly important ingredient in insuring the prosperity of our country and other countries."



President Ford and Carla Hills with Ambassador and Mrs. Peter Secchia, co-chairs of the 10th anniversary celebration.

"I hope and trust that a portion of the Berlin Wall here in Grand Rapids will be a reminder to future generations that on one side, if I can simplify it, was good and on the other side was evil,...a reminder to younger generations that if a country and its allies work together for results that are in the best interest of humanity, in time those policies can and will be successful."

President Ford

"This ridiculous piece of concrete will remind future generations of what awful things dictators can bring about and that it is necessary to stand up against dictators."

Helmut Schmidt

"This wall, conceived in infamy, erected in tyranny, was eventually destroyed by the faith and the overwhelming desire of mankind for freedom."

Lord Callaghan

Friday's activities were capped off with a black tie gala in the Ambassador Ballroom of the Amway Grand Plaza Hotel. Everyone attending thoroughly enjoyed the special comments from President Ford, the entertainment provided by The United States Army Chorus and Strings, and the 10th anniversary video salute produced by the Amway Corporation.

In addition to the scheduled events, President Ford took time out of his busy schedule on Saturday morning to greet Museum visitors. Approximately 500 people had the privilege of shaking hands with him as he strolled through the gallery. One lucky Boy Scout troupe arrived just in time to have their photograph taken with him.



Mrs. Ford and Peter Secchia talking with Mr. and Mrs. Robert Hartmann.



Frederick G. H. Meijer and James Callaghan



Betty Ford and Betty Gillett, wife of Foundation trustee Richard M. Gillett, view the "Entertaining in Style" exhibit.

Entertaining in Style

The President and Mrs. Ford request the pleasure of your company at the Gerald R. Ford Museum's exhibit "Entertaining in Style." This invitation is valid through November 20, 1991. Please arrive at the Pearl Street entrance between 9:00 a.m. and 4:45 p.m. Monday through Saturday, or between noon and 4:45 p.m. on Sundays. Dress is casual and comfortable shoes are recommended.

Guests viewing the exhibit will see a sparkling array of White House tableware, displayed with an intriguing assortment of entertaining memorabilia from our nation's first families. James Monroe is the first president represented in the exhibition, Ronald Reagan the most recent.

Dolley Madison, John Quincy Adams, Jefferson Davis, and Zachary Taylor all wrote to say they would be pleased to attend functions at the White House. Dinner guests were not shy about asking the host, or guests of note, to sign invitations or menus. Presidents and first ladies were even known to provide favorite recipes on White House stationery.

The tableware set out for all to enjoy is as unique as the presidents, and as varied as the food served on it. Punch was served with a silver



"Entertaining in Style" provides a glimpse into White House social events.

"The tableware set out for all to enjoy is as unique as the presidents, and as varied as the food served on it."

ladle during President Monroe's administration. Rutherford and Lucy Hayes commissioned Theodore Davis, an artist with *Harper's Weekly*, to design plates with various flora and fauna. Each piece is unique. Jacqueline Kennedy selected simple crystal with no etching or design.

Entertaining styles have been as diverse as the tableware used. In the early years of our nation, White House receptions were the most common form of entertaining. At these public events the president, and often the first lady, would be on hand to greet visitors. Head of State dinners, with extensive protocol arrangements and high quality entertainment, are now the norm. Between these extremes we have seen picnics and lawn parties, bridge clubs and auxiliary luncheons, dances, birthdays and weddings.

Guests at "Entertaining in Style" will also be able to experience a lively video presentation—a visual and audio montage of entertainers and entertainment during official White House functions.

Please accept our invitation to visit the Gerald R. Ford Museum to enjoy this glittering new exhibition.



Table service on display in the "Entertaining in Style" exhibit

Journalism Prizes Awarded, Winners Interviewed

President Ford presented the third annual Gerald R. Ford Prizes for Distinguished Reporting during a nationally broadcast June gathering at the National Press Club in Washington, DC. The two \$5000 awards, sponsored by the Gerald R. Ford Foundation, are designed to recognize those journalists whose high standards for accuracy and substance help foster a better public understanding of the presidency and national defense issues.

Susan Page of *Newsday* won the prize for reporting on the presidency. The selection panel praised her "balanced and even-handed" reporting. They said, "Page writes about both the president and the presidency, a distinction which is often confused. Page understands the difference. Furthermore, she helps her readers understand."

James Kitfield of *National Journal* won for national defense issues. He was commended for his "diverse and rich group of stories that showed real understanding of logistics, strategy, budget, and bureaucratic politics." The panel called his article on the logistical aspects of Desert Storm an "outstanding reportorial effort."

Both Page and Kitfield agreed to answer a few questions regarding their work.

Questions for Susan Page

Q. In covering such a range of White House issues, how do you develop subject area expertise?

A. White House reporters are journalism's generalists, covering issues ranging from arms control to the Middle East to abortion rights to family leave, not to mention the president's thyroid and his son's business practices. I try to read widely; when a topic becomes newsworthy, there are resources to mine on Capitol Hill and at universities and think tanks, as well as in the administration. The fact is, I've received a broader education in history and political science at the White House than I ever did at school. White House reporters develop a sink-or-swim reflex in



President Ford with this year's journalism prize winners, Susan Page and James Kitfield.

tackling unfamiliar topics. (I get the impression some presidents might feel the same way.)

Q. What event has surprised you most during your coverage of the presidency?

A. In the Reagan administration, the Iran-Contra scandal. In the Bush administration, the failure of the Democrats to act as an effective opposition, even given the president's political vulnerabilities.

Q. If you had an hour-long personal interview with George Bush, in which you could ask any five questions, what would they be?

A. (1) Why did you choose Dan Quayle as your running mate? Any second thoughts?

(2) You've denied having anything to do with alleged efforts in 1980 to postpone release of the Tehran hostages until after the presidential election. Do you believe anyone else connected with the Reagan-Bush campaign was involved in such an effort?

(3) Why didn't you become more engaged when you learned as vice president that President Ronald Reagan was involved in an arms-for-hostages trade with Iran? Why didn't you weigh in against such a scheme?

(4) Your campaign exploited racial fears in 1988 with the issue of Willie Horton and prison furloughs; there are signs your campaign will try to do the same in 1992 with the issue of job quotas. Do you have any concern that these political acts will have national consequences, exacerbating racial divisions in this country?

(5) What's the single best decision you've made as president? What's the worst?

Q. What changes have you seen in George Bush's style with the press?

A. In making the transition from vice president to president, Bush underwent a transformation in his dealings with the press. As vice president, he was an interviewer's nightmare: cautious, close-mouthed, anxious not to break ground. As president, however, he has approached the press with enormous confidence. He holds a full-fledged news conference about every other week; he answers questions on the fly several times a week; he regularly agrees to interviews. The informal give-and-take with reporters plays to his strength, his hands-on involvement with policymaking, while not displaying his discomfort with set events.

Q. George Bush the president will soon be George Bush the candidate again. You have covered the past three presidential campaigns. How are the press, and you specifically, gearing up for the presidential campaign?

A. There was considerable dissatisfaction among political reporters after the 1988 election about the job we had done—a feeling that we had failed to focus on important issues that the candidates wanted to ignore (the nation's underclass, international competitiveness, the brewing savings and loan and banking crises), and that the candidates' paid commercials were not critically analyzed in news columns. Political parties may be failing to address the problems that most concern voters (and non-voters); the same charge might be made about the media. There is, I think, a determination to try to do better in 1992—to focus on important issues, even if the campaigns don't, and to monitor aggressively political commercials, especially negative ones.



Susan Page

Q. If you could change the way the current White House deals with the press, what would you suggest?

A. The current White House has a double-barrelled advantage with the press. The president himself is accessible, and his press secretary, Marlin Fitzwater, is well liked and respected. As a result, there has been little attention to the great concern at this White House—by both the president and his blustery chief of staff, John Sununu—with avoiding and plugging “leaks.” Senior officials are less available than during the Reagan or Carter administrations. That makes it more difficult to write not only gossip insider stories about feuds but also stories that discuss the complicated ways policies are debated and formed, and the trade-offs involved.

“As president [Bush] has approached the press with enormous confidence.”

Q. What qualities do you respect in a journalist? Who (today or in history) embodies them?

A. Curiosity, skepticism, independence, open-mindedness, a continuing ability to be outraged by wrongdoing, a concern about the way policies affect people, and a willingness to see shades of gray as well as black-and-white. Some of the reporters I've known who best display those qualities are Sam Donaldson of ABC News, Anthony Marro of *Newsday*, Gerald Seib of *The Wall Street Journal*, Helen Thomas of UPI, and Robert Timberg of *The Baltimore Sun*.

“White House reporters are journalism's generalists.”

Q. How does your personal and political philosophy affect the subjects on which you report and the way in which you report them?

A. Like most reporters, I make a good-faith effort not to have my personal views affect my reporting. But I think reporters do tend to have certain attitudes that affect the stories we're attracted to and the ways we report them; leading that list are skepticism of authority and sympathy for the underdog, which are, of course, attitudes particularly annoying to any White House—an institution of great authority, inhabited by politics' biggest winner.

Questions for James Kitfield

Q. 1990 was certainly an exciting year for anyone who covers national security issues. What was the most significant moment for you?

A. Like most journalists covering defense or national security issues, I was struck by an immediate sense of impending national crisis when I first learned that Iraq had invaded Kuwait on August 2nd. Anyone who has followed military preparations for Mid-East contingencies, and seen how often we have been pulled to the brink of combat and beyond in that part of the world in the past decade, understood the implications of a full invasion of Kuwait by Iraq (as opposed, for instance, to just a grab of contested islands along the border). The most significant moment, however, came early in the crisis when George Bush said unequivocally, "This will not stand." The President of the United States was committing the country not just to a deterrent presence in Saudi Arabia, but to reversing the invasion of Kuwait. Given the character of Saddam Hussein, it was clear to me then that the countdown to war had officially started.

"The end of the Cold War has done nothing to change that conviction that NATO serves an invaluable function."

Q. What is the biggest issue Defense Secretary Dick Cheney faces?

A. How to cut the defense establishment by 25% during a period of great international instability, and not in the process negate many of the gains the military made during the 1980s build-up.

Q. How would you evaluate the overall media coverage of the Gulf War? Strengths? Weaknesses?

A. While I think the media in general did an admirable job covering the war given the circumstances, many aspects of the coverage troubled me. Given the inordinate amount of control over the media by the Saudis and the Pentagon, as well as by the Iraqis—all three of which have a fundamental distrust of the media—the picture that emerged was almost of an antiseptic war played out on video screens. That is an extremely dangerous perception to have about war. I believe both the Pentagon and the media as a whole will have to compromise on ways to avoid the preponderance of "media pool" coverage that characterized Desert Shield and Desert Storm.

"The most obvious challenge of writing for a monthly is not to have a story blown out of the water by events in the time it takes to get published."

Q. Does the ever-present television coverage of defense issues—CNN, C-SPAN, etc.—influence what you choose to write about and the way you write it?

A. Not really. TV responds to prerogatives that are very different from those that govern defense coverage in a monthly magazine—topical news tags, strong video images, 30-second to three-minute video vignettes, dramatic (and sometimes sensational) angles that often present an issue with the contrast turned up high to black and white. In writing in-depth monthly features on issues of national security, I feel it is my job to explore behind the headlines and fill in the gray areas.

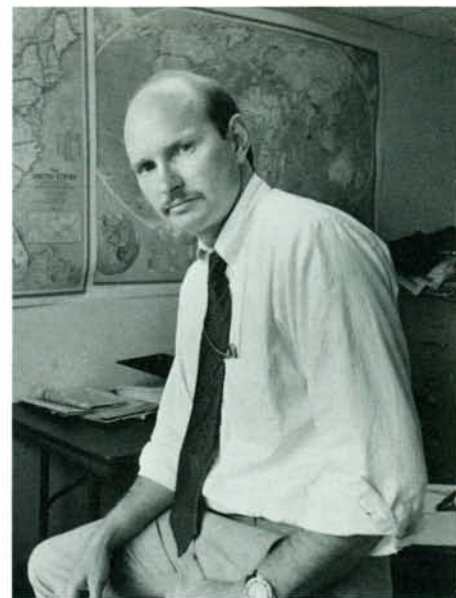


Photo by Bruce Reedy

James Kitfield

Q. What is the most misunderstood area of current U.S. defense policy?

A. Probably weapons acquisition. Most people get their news from TV, and the mind-boggling complexities of weapons procurement defy 30-second, or even five-minute, TV video bites. That leaves the public with the overriding impression of vastly overpriced weapons that don't work, made by corrupt officials out to loot the Treasury. Weapons are frequently overpriced, many don't work as advertised at one time or another in their development, and there clearly are corrupt players in the game. It's just as true, however, to point out that a weapon that proves superior to your enemy's may prove an ultimate bargain, weapons that fail a test can succeed in a war, and there are many more honest players in the defense acquisition arena than dishonest ones.

Q. For several years you lived and worked in West Germany editing *Overseas Life* magazine. Has your experience in Europe affected your approach to what you write?

A. My experiences in Europe have given me an abiding interest in the need for international military cooperation among allies, and thus made me a firm supporter of NATO. The end of the Cold War has done nothing to change that conviction that NATO serves an invaluable function. Military organizations that train together, talk to each other, and work out common problems are that much less likely to become distrustful of each other. Throughout history, distrust between men in uniform has often led, directly or indirectly, to wars.

Q. With defense news being made *daily*, what are some of the challenges of writing for a monthly publication?

A. The most obvious challenge of writing for a monthly is not to have a story blown out of the water by events in the time it takes to get published. When events are breaking fast, as during the past year, that becomes doubly hard. The advantage of a monthly is you have more time to do a good job, and the beat forces you to take the long-view.

Q. Have you ever discovered a real "scoop" that you couldn't print for national security reasons? Has that information since been released?

A. The kind of reporting I concentrate on does not normally lend itself to discovery of lots of topical "scoops." I have been asked not to print classified information I discovered. After weighing the reason for the request, from whom it came, and the importance to my story, I have to date always complied. That's not to say that under certain circumstances I might not decide it was more important to the public need to know to publish classified information.

"That's not to say that under certain circumstances I might not decide it was more important to the public need to know to publish classified information."

Spring Colloquium Planned

Plans are under way for the second annual Gerald R. Ford Colloquium to be held at the Ford Library in Ann Arbor during the first week of April 1992.

Next year's topic will be "National Security Requirements for the '90s." Although the roster of speakers is not firm at this time, several major figures from both inside and outside the Defense establishment have been invited to contribute.

The published proceedings of the first Gerald R. Ford Colloquium (April 1991), on "German Reunification, the Atlantic Alliance, and American Foreign Policy" are available from the Library.

PROCEEDINGS OF THE GERALD R. FORD COLLOQUIUM

German Reunification,
the Atlantic Alliance, and
American Foreign Policy

April 11, 1991



Frank H. Mackaman and Richard L. Holzhause
Editors

Gerald R. Ford Library
1000 Beal Avenue
Ann Arbor, Michigan 48109
Phone 313-666-2218

GERALD R. FORD FOUNDATION

President Ford
and Betty Ford
Honorary Co-Chairmen

BOARD OF TRUSTEES

Martin J. Allen, Jr.
Chairman

Michael G. Ford
Vice-Chairman

Robert M. Warner
Secretary

John G. Baab
Treasurer

Susan Ford Bales
Robert E. Barrett
Philip W. Buchen
Dean Burch
Richard Cheney
William T. Coleman, Jr.
Harold L. Davidson
Marvin Davis
Richard M. DeVos
Leonard K. Firestone
Max Fisher
John G. Ford
Richard A. Ford
Steven M. Ford
Richard M. Gillett
George Grassmuck
Robert P. Griffin
Robert T. Hartmann
Carla Hills
Roderick M. Hills
Robert L. Hooker
G. Richard Katzenbach
Thomas E. Kauper
Henry Kissinger
Lawrence B. Lindemer
John O. Marsh, Jr.
F. David Mathews
Frederik G.H. Meijer
Terrence O'Donnell
Paul O'Neill
Leon W. Parma
James M. Paxson
Donald Rumsfeld
Brent Scowcroft
Peter F. Secchia
L. William Seidman
Jordan Sheperd
William E. Simon
Wyatt A. Stewart, III
Harry A. Towsley
Jay Van Andel
Werner Veit
Frank Zarb

Trustees Ex Officio
Don W. Wilson
Frank H. Mackaman

Research Grants Awarded

Ten scholars representing a wide spectrum of research interests and background won Gerald R. Ford Foundation research grants last spring. Half of them have already begun, if not completed, their examination of the holdings of the Ford Library.

The Library's excellent resources on economic policy, both foreign and domestic, attracted three of the scholars. **Sylvia Maxfield** and **Diane Kunz**, both of Yale University, will study "U.S. Business and International Monetary Policy" and "The Financial Diplomacy of the American Century," respectively. **Alba Alexander**, University of Chicago, will examine "The Political Boundaries of American Tax Reform, 1942-86."

Political files, particularly the records of the President Ford Committee, prompted **Brian Mirsky**, of the University of Georgia, and **Bernard Yamron**, of Brown University, to apply for grants. Mirsky's topic is "Development of the Republican Party in the South: Party Efforts During the Ford Administration." Yamron is researching "From Whistlestops to Hollywood Polispots: Political Advertising and Presidential Politics, 1948-80."

Also on the political front, **Michaelyn Chou**, of the University of Hawaii, received a grant to help support her work on a biography of Senator Hiram Fong, tentatively titled "Man of the Pacific."

Two ethnic studies were funded this spring. **George Pierre Castile** of Whitman College examined White House files for his study of "Presidential Policy and Native American Self-Determination." **Steven Reschly**, University of Iowa, took advantage of the temporary transfer of a segment of Bureau of Labor Statistics records from the National Archives to the Ford Library to enhance his research on "The Old Order and the New: Alternative Modernizations in Rural Ethnic and Amish Communities."

Although much documentation of foreign affairs and national security issues of the Ford administration is still security classified and unavailable for research, both **Michael Dunne**, of the University of Sussex

(United Kingdom), and **Kathryn Olmsted**, of the University of California at Davis, found their visits to the Ford Library to be quite worthwhile. Dunne was studying "Foreign Policy and the Institutional Crisis of the 1970s: Case Studies from the Presidency of Gerald R. Ford." Olmsted's topic was "The Congressional and Journalistic Investigations of the Intelligence Community, 1974-76."

The application deadline for the next round of grants is March 15, 1992. Contact David Horrocks, Supervisory Archivist, Gerald R. Ford Library, 1000 Beal Avenue, Ann Arbor, MI 48109, for further information.



Students in University of Michigan professor Peg Steneck's freshman seminar on contemporary issues receive orientation prior to beginning their individual research projects at the Ford Library.

COMING EVENTS AT THE MUSEUM

Through November 17: "Hobbies Hobbies Hobbies," a feature exhibit highlighting the various hobbies of our nation's 20th century presidents.

Through November 20: "Entertaining in Style," an exhibition which offers a glimpse of social life in the White House from the times of John Adams to Ronald Reagan.

November 20, 1991 through February 29, 1992: "Allied Artists," paintings by President Dwight D. Eisenhower and Sir Winston Churchill.

December 1, 1991: Lecture by Professor Donald Goldstein, co-author of *At Dawn We Slept*, 3:00 p.m.

December 2: Slide lecture on "The Homefront" by Dick Harms of the Grand Rapids Public Library, 7:30 p.m.

December 4: Lecture on the Holocaust by David Mandel, Auschwitz survivor, 7:30 p.m.

December 5: Film *Mein Kampf* introduced by Museum curator Jim Kratsas, 7:30 p.m.

December 6: Big Band Dance featuring music by Bruce Early's 17-piece band. 7:30-11:30 at the Grand Valley Armory. Admission charged.

December 7 and 8: "Decorate the President's Christmas Tree," ornament workshops for children ages six through eleven. Advance registration required.

January 4-February 16, 1992: "Oliphant's Presidents," a retrospective exhibition of editorial cartoonist Pat Oliphant's work.

Beginning January 9, 1991: Political Film Series. Running for six consecutive Thursdays. 7:30 p.m. Admission: Adults \$2, Seniors \$1.50, Children 15 and under free.



On September 20, Charles Bowsher, Comptroller General of the United States, toured the Library along with Dean Robert Warner of the University of Michigan School of Information and Library Studies, his host for a lecture on campus.



Supervisory Archivist David Horrocks chats with visitors from the Moscow [USSR] State Historical and Archival Institute.



A different view of the Berlin Wall section dedication, September 6, 1991. (See page 2)

The Gerald R. Ford Foundation Newsletter

Editor: Karen Holzhausen

Contributors: Kellee Green, Richard Holzhausen, Frank Mackaman, Barbara Packer, Leesa Tobin.

The Gerald R. Ford Foundation is a private, non-profit corporation whose programs are supported entirely by contributions and bequests in an effort to honor Mr. Ford's lifelong commitment to public service. The focus of the Foundation is on community affairs and educational programs, conferences, symposia, research grants and special projects that improve citizen interest and understanding of the challenges that confront government, particularly the presidency. Inquiries regarding contributions should be addressed to Martin J. Allen Jr., Chairman, Gerald R. Ford Foundation, 303 Pearl Street, NW, Grand Rapids, Michigan 49504.

Gerald R. Ford Foundation

1000 Beal Avenue
Ann Arbor, Michigan 48109

NON-PROFIT
ORGANIZATION
U.S. POSTAGE
PAID
Permit No. 25
ANN ARBOR