



Spring 1996

## Richard Norton Smith Named Library Director

In December, the Archivist of the United States **John W. Carlin** announced the selection of **Richard Norton Smith** as the new Director of the Gerald R. Ford Library and Museum. Richard most recently served as the Director of the Reagan Library and Executive Director of the Reagan Foundation and Center for Public Affairs in Simi Valley, California. He joined the Ford Library and Museum staff in March 1996. His office is located at the Ford Museum in Grand Rapids, Michigan. According to **Marty Allen**, Chairman of the Gerald R. Ford Foundation, "in the short time he has been with us Richard has made a significant impact with the '41 Men' exhibit, which he arranged, and exciting plans for future Library and Museum activities."



Director Richard Norton Smith acquaints Michigan Governor John Engler and Representative Vernon J. Ehlers with the Museum's new exhibit, "41 Men."

**"... tremendous ability to involve the public and make known the tremendous resources available in the libraries."**

When he made the appointment, **Governor Carlin** stated, "I am sure that Richard will bring the same high level of energy and dedication to his new position as he has exhibited consistently in the past. Richard has been extremely

successful in bringing out the full potential of all the libraries where he has served. I applaud Richard's tremendous ability to involve the public and make known the tremendous resources available in the libraries. He will be a great asset to the Ford Museum as it continues work toward a major renovation. With Richard's leadership, this promises to be an exciting time for the Ford Library and Museum."

**President Ford** expressed his pleasure regarding the appointment.

**"Richard Norton Smith** brings to the position a strong program background and a distinguished record of achievements. I am confident he will make major contributions to the Library and Museum and be a great asset to the Grand Rapids community and the University of Michigan."

Prior to his Reagan Library position, Richard was Director of the Herbert Hoover Library and Acting Director of the Dwight D. Eisenhower Library. He

is also the author of seven books on American history and politics. These include *Thomas E. Dewey and His Times*, which was among three finalists for the 1983 Pulitzer Prize, and his most recent work, *Patriarch: George Washington and the New American Nation*. In the spring of 1997, Houghton Mifflin will publish his groundbreaking biography of *The Chicago Tribune's* Colonel Robert R. McCormick, based upon exclusive access to McCormick's papers. Richard received a B.A. in history from Harvard University.

**"He is also the author of seven books on American history and politics."**

**Jim Kratsas**, who served most capably as Acting Director of the Gerald R. Ford Library and Museum, has resumed his position as Deputy Director and Curator of the Museum.

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## A Letter from the Director

Writing to his friend **John Adams** in the spring of 1816, **Thomas Jefferson** declared, "I prefer the dreams of the future better than the history of the past." Jefferson wasn't often wrong, but this was one instance where his distaste for dead traditions blinded him to the inescapable fact that past and future are inseparably linked. One hundred eighty years later, inhabitants of a historically illiterate age, we can all dream of a time when history lives for average Americans with a force and relevance that make it an essential part of our culture—even our popular culture.

Clearly such a possibility was on

else who invested time, talent, and enthusiasm to make this once in a lifetime undertaking a reality.

Although a fraction of what a similar project would cost at the Smithsonian or other museums, that \$50,000 is no small amount. Thus our gratitude is correspondingly large to **Marty Allen** and all the Trustees of the Ford Foundation who have made possible "41 Men" and who are fueling a dramatic expansion of the Museum's educational and cultural outreach.

On a personal note I'd like to express my thanks to everyone, beginning with **President Ford**, who has made my first

weeks on the job so enjoyable. When people ask if this is really my fourth Presidential Library/Museum, I tell them I've saved the best for last. My respect for my new colleagues in Grand Rapids and Ann Arbor is equaled only by the pleasure of sampling the delights of life in both communities (notwithstanding 9 inches of "lake effect snow" which made my first weekend in Grand Rapids memorable.)

These are exciting days, a period of institutional renewal on a massive

scale. In the weeks to come you will be hearing of several new initiatives, including nationally and internationally visible conferences scheduled for the Library in Ann Arbor as well as the Museum in Grand Rapids; of greatly increased efforts to promote public use of both facilities; and of newly strengthened relations between the Library and Museum, and the communities served by both. At the same time we continue to make progress in finalizing design work on the new permanent exhibits to open next year.

More than simple renovation, these displays represent a total rethinking of the Ford story, employing the perspective of fifteen years, and a complete

re-invention of the Museum utilizing the latest technology to enable visitors to become participants in, and not merely observers of, the Ford presidency.

Behind everything we do is an administrative approach more entrepreneurial and less bureaucratic than you might typically associate with a government institution. For example: using \$44,000 from the Museum's Trust Fund, we have created a new gift shop whose April 13 opening was timed to coincide with the inauguration of "41 Men." Having doubled our inventory, we hope to more than double our sales.

Inevitably, times of change are times of challenge. The challenge for us, beyond filling the very large shoes of **Frank Mackaman**, is to reintroduce American's 38th President to generations for whom the name of **Gerald Ford** carries a different meaning than it did in 1981. Ironically, there has never been a better time to re-examine the Ford presidency, or to gain a fuller appreciation for the character and leadership of this steady, inclusive man who, almost singlehandedly, restored faith in our country and confidence in ourselves during a time of profound distrust of institutions at all levels.

In some mostly depressing ways, little seems to have changed since the Seventies hit their cynical trough. A generation after **President Ford** left office, vast numbers of citizens feel alienated from Washington and suspicious of those in power. Their unhappiness is bipartisan. What has happened—or failed to happen—in the years since 1977 to account for this dismal mood? What can be done to overcome the widespread belief that modern government barely notices, let alone reflects, the values of those who pay its bills and suffer its consequences?

These and other timely questions will engage the attention of **President Ford**, current and former members of Congress, nationally respected journalists and others participating in a one day Ford Library conference to be held September 26 in Ann Arbor. The program's title, "The Trouble with Washington..." says it all. It also suggests the role that this institution and its supporters can play in influencing the current policy debate and in sharing President Ford's unmatched experience and perspective with Americans in search of themselves on the brink of a

*Richard Norton Smith in a live "Whad'ya Know?" interview with host Michael Feldman.*

**President Ford's** mind when he returned to Grand Rapids in April to formally inaugurate "41 Men," the Ford Museum's spectacular new exhibit of personal memorabilia from each of America's presidents. The President did not exaggerate when he called the temporary display, running through November 3, "the largest and most historically significant" in the Museum's fifteen years. That it came together at all, much less in a period of three months and for a budget of under \$50,000, testifies to the extraordinary dedication and professionalism of my colleagues, led by Jim Kratsas, Mark Steck, our newly hired Registrar Don Holloway, Barbara Packer and everyone

COURTESY DARLENE KACZMARCZYK



## "41 Men" Opens in April

new century. Through programs like "The Trouble with Washington..." the Ford Foundation makes history even as archivists preserve it and museum people showcase it.

Which brings us back to "41 Men." Admittedly untraditional in its approach to the American past, the new exhibit affords what **President Ford** has called "the personal history" of the nation's highest office, a history not often found in history books. Here are the private as well as public lives of leaders who, when not greeting diplomats or making speeches, collected stamps and went fishing and gazed up at the stars, like the rest of us. Together their stories add up to an unforgettable lesson in American history.

Today much of that history is under assault. "Like a legacy entrusted by one generation to the next," **the President** told his Grand Rapids audience in opening '41 Men,' "our heritage belongs to every American. It is not the exclusive property of the professional historian. Nor is it the plaything of the Hollywood screen writer. To Americans in search of meaning it shines a light on the path ahead. For



COURTESY DARLENE KACZMARCZYK



COURTESY DARLENE KACZMARCZYK

*President Ford introduced the Museum's new temporary exhibit and it's new Director...*

*...at two public receptions.*

lives end, customs change, and fads come and go, but history endures, to cast its glow of inspiration and perspective. And by that light we can all find our way home."

Powerful words, these, supplying incentive to match for anyone who cares about historical preservation, access and interpretation. I can assure you that everyone at the Ford Library and Museum takes the President's words as marching orders. And we invite you, as friends and supporters of both institutions, to share your own comments and ideas on how best to realize the President's charge.



*"41 Men" gives a view of the "personal history" of the American Presidency.*



*Director Richard Norton Smith guides visitors through more than 250 hand-picked items.*



## Alan Greenspan Delivers Fourth Simon Lecture



Chairman Greenspan addressed a capacity crowd about economic and technological changes in western society.

A capacity crowd of more than 850 people heard Federal Reserve Board Chairman **Alan Greenspan** deliver the Gerald R. Ford Foundation's fourth William E. Simon Lecture on Public Affairs in the Ambassador Ballroom of the Amway Grand Plaza Hotel on November 8. **President Ford** gave a warm introduction to both Simon and Greenspan in which he recounted his long friendship and association with them. Greenspan was President Ford's Chairman of the Council of Economic Advisers.

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**"...technological changes that are sweeping through the economy and altering people's lives and work arrangements."**

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In thanking the President for the introduction, the Chairman praised Ford's long career, noting that many of the causes he had championed over the years are in the ascendancy in the United States today. He then went on to talk about technological changes that are sweeping through the economy and altering people's lives and work arrangements. Although the changes have caused widespread feelings of insecurity, he

## Gerald R. Ford Foundation Research Grant Awards

The Gerald R. Ford Foundation semi-annually awards grants of up to \$2,000 to support research in the Ford Library's collections. For grant application forms and information, please contact Geir Gundersen, Gerald R. Ford Library, 1000 Beal Avenue, Ann Arbor, MI 48109 or call (313) 741-2218 (Internet: [geir.gundersen@fordlib.nara.gov](mailto:geir.gundersen@fordlib.nara.gov)). Application deadlines are March 15 and September 15. The recipients of the fall 1995-spring 1996 awards and their topics are:

Allida M. Black  
Pennsylvania State University at Harrisburg  
*Who Elected Them Anyway: First Ladies and Politics from Betty Ford through Hillary Rodham Clinton*

Emily Walker Cook  
Babson College  
*Women's Rights Policy in the Ford, Carter, and Reagan Years*

Nicholas Cull  
University of Birmingham (England)  
*U.S. Public Diplomacy in the Ford Years (USIA/Voice of America)*

Rebecca Deen  
Ohio State University  
*The Context of Choice: Presidential Decision Making in the Ford Administration*

Norman H. Finkelstein  
Brookline, MA Public Schools/Hebrew College  
*Friends Indeed: The Special Relationship Between Israel and the United States*

Gerald L. Gutek  
Loyola University of Chicago  
*Educational Policies and Legislation During the Ford Administration, 1974-76*

Ken Heineman  
Ohio University, Lancaster Campus  
*God is a Conservative: Politics and Morality in Contemporary America*

Sidney L. Jones  
Brookings Institution  
*Economic History and Analysis Project: Studying the Role of Dr. Paul W. McCracken*

Terence Kehoe  
Ohio Historical Society  
*The Persistence of Cooperation: Government Regulation of Great Lakes Water Pollution, 1960-78*

Craig Kaplowitz  
Vanderbilt University  
*Mexican-Americans, Ethnicity, and Federal Policy*

Charles M. Lamb and James Twombly  
SUNY at Buffalo  
*Presidents, Federalism, and Fair Housing Policy*

Ian Mylcreest  
Monash University (Australia)  
*The Promise of Individual Rights (Censorship/Obscenity, Abortion, Gay Rights)*

Dale W. Nelson  
Journalist  
*Who Speaks for the President (Role of Presidential Press Secretaries)*

Eric Nonacs  
London School of Economics  
*Angola and the "National Interest": A Case Study in U.S. Cold War Policymaking*

Daniel Skidmore-Hess  
Armstrong State College (Georgia)  
*Globalization and the Crisis of Liberalism in the United States*

Thomas S. Smith  
Riverside, LA Public Schools/Northwestern State University at England Airpark (Louisiana)  
*Let the Word's of My Mouth ... Gerald Ford's Presidential Speeches and Public Comments Designed to Restore Confidence in Government*

Wynne Pomeroy Waller  
Columbia University  
*The Presidency and Public Opinion Polling: The Ford and Carter Administrations*

Ralph E. Weber  
Marquette University  
*American Foreign Intelligence: The Presidents and Their Directors of the Central Intelligence Agency*

Thomas W. Zeiler  
University of Colorado  
*Beyond the Nixon Shocks: U.S.-Japanese Economic Relations, 1973-1977*



maintained that most of them will lead to our improved material well-being. He then went on to deliver a probing talk about the ties between Wall Street and Main Street and of economic changes in western society.

Greenspan described the economies of Eastern Europe and the former Soviet Union as highly inefficient. Socialism, promising to bring greater equality, succeeded instead in leveling living standards throughout society; all being "equally shabby." Greenspan named innovation and entrepreneurship as most important attributes of the West's competitive market economy. Wall Street, the center for finance, continually assesses ideas and innovations that seem likely to be successful. Main Street is the place where consumers make decisions to buy or not to buy. The two are interwoven. That is why neither "would remain healthy for long if the other were ailing.... Both will do well in a growing economy with little or no inflation."

Addressing perceptions of inequality in the economy today, he referred to the "creative destruction" inherent in capitalist economies. As the old is swept away, innovation overcomes previous limitations. "Nowhere is this more evident than in the computer industry," Greenspan said. "Structural changes flowing out of these innovations reach well beyond the computer industry itself. Computers, along with advanced telecommunications technologies, have enormous potential for reordering economic arrangements that have been in place so long as to have been thought permanent."

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**"Socialism...succeeded instead in leveling living standards throughout society; all being 'equally shabby.'"**

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Until workers and consumers make the necessary personal investment in training, there are likely to be serious mismatches between "the skills of workers and technologies that have changed considerably. These mismatches are affecting pay differentials between the skilled and the unskilled." Training for young people and re-training for older workers is the key to a better future.

The Chairman ended on an optimistic note saying, "Over time, as workers acquire new skills and as computer applications continue to become evermore user friendly, the present mismatches should diminish—and, I would predict, some of the recent stretching out of the income distribution will diminish as well."

The speech, which was co-hosted by the Economic Club of Grand Rapids, was broadcast on a delayed basis by Grand Valley and University of Michigan public radio. Copies of Chairman Greenspan's remarks are available by writing or calling the Library.



*Alan Greenspan, President Ford and William E. Simon at the Amway Grand.*

## Presidential Teleconference

President Ford teleconferenced with Grand Valley State University students on October 17, in a Gerald R. Ford Foundation-sponsored event. Speaking from the Annenberg Center in Rancho Mirage, California, the President addressed the questions of twenty of the school's top history, political science, and journalism undergraduates who had assembled on the campus. During the session the President discussed the accomplishments of his administration, integrity in politics and government service, and current political events. The program, hosted by Matt McLogan of Grand Valley State, was later broadcast on Grand Rapids and Kalamazoo public television stations.

In his comments the President recalled how his administration "restored trust and confidence in the nation's Capitol and healed the wounds of Watergate and the Vietnam War." He cited the hard work and leadership that was required to make people believe their government had returned to a high moral standard. To accomplish that task, he appointed a Cabinet and staff of impeccable integrity and broad experience.

One of the students praised the Helsinki Accords for their contribution to the eventual collapse of the Soviet

Union, an assessment with which President Ford agreed. The President reiterated how the signing of the document in August 1975 by Communist leaders **Leonid Brezhnev** and **Erich Honecker** elevated human rights on both sides of the Iron Curtain and stimulated uprisings in both their countries.

He added that the U.S. was close to signing significant arms reduction agreements with the Soviets during his first term, and that, given four years, his administration would have surpassed his successor's arms control record.

President Ford optimistically assessed the United States' future after commenting on issues of current concern and controversy, including balancing the federal budget, welfare reform, media objectivity, term limits, and third party candidates. "We've won two wars against aggression and oppression, overcome the tragedy of the Depression when unemployment was 50% in Michigan, overcome 7 economic recessions since the end of World War II, defeated the Soviet Union and the Warsaw Pact with our allies. We didn't get there by being 'whiners and weepers.'"



## Archives Assignment a Long-running Hit



*The Library encourages organized groups to arrange for an "archival excursion" related to their interests.*

Footnote-laden books and seminar papers are the most widely-recognized fruits of archival research. It can be surprising, then, to learn that the majority of the Library's research room visitors pursue more informal goals.

Between 1988-95, for example, the task of over 500 communications majors has been to conduct a 2-hour reconnaissance on behalf of a mock news editor or documentary film producer. The assignment has served as a general introduction to archives for undergraduates in the course *Information Sources for the Mass Media*, taught by University of Michigan professor Jon Hall.

Each student chooses a topic from a list of over 40, then selects pertinent files or audiovisual material from a preprinted "shopping list." The student browses the files he or she has selected, surmises what other related material might be at the Ford archives, and writes-up a scouting report for his or her mock employer. Topics relate to current events, such as cable TV deregulation, earthquake prediction, the JFK assassination, and Vietnam MIAs and POWs. A classroom talk by the Library's chief archivist, David Horrocks, complements the exercise. Student visits are spread over several weeks, thus avoiding traffic jams in the research room.

Student response has been gratifying. Almost all arrive at the archives wary of this new experience. But a sense of discovery soon prevails, and the students frequently settle-in for longer stays than required. According to Professor Hall, "...feedback from the students has been

uniformly positive. Routinely, they remark how astounded they were to see the notes taken at presidential Cabinet meeting, or copies of previously secret memorandums. Several told me it was like 'having a front-row seat to history.' Anonymous exit surveys confirm these impressions. When the winter 1994 class was asked to circle a response to the statement "The exercise ought to be kept in the curriculum," their overwhelming choice was "strongly agree."

Close collaboration between the archives staff and Communications

Department faculty Jon Hall and his predecessor, professor Marion Marzolf—and continuous tinkering based especially on student feedback—have made the program a success. The program has inspired adaptations extending to others, as well. Recent examples include an exploration of presidential speechwriting by a visiting Ball State University class and diplomatic history research by an Eastern Michigan University class. The Library is pleased to arrange comparable "archival excursions" with other organized groups.

## U.S. Archivist Visits Ann Arbor



*Governor Carlin conducts a "vision session" at the Library.*

The historic ties linking the National Archives, the Gerald R. Ford Foundation, and the University of Michigan were renewed in March at a luncheon meeting hosted by University President **James Duderstadt** and **Mrs. Duderstadt**. The Archivist of the United States, **John W. Carlin**, Library Director **Richard Norton Smith**, and Foundation Trustee (and former Archivist) **Bob Warner** joined the Duderstadts and others from the University.

During his visit **Governor Carlin** met with the Library Director and held discussions with the staff on his vision for the agency and how the National Archives can prepare itself to serve the needs of 21st

century America. Risk-taking, flexibility, and creative thinking will be essential if the agency is to keep up with rapid changes in information technology, rising space management costs, and other urgent challenges.

**Governor Carlin's** visit to Ann Arbor, following up on an earlier tour of the Museum in Grand Rapids, was only the latest in an extensive series of discussions he has had with National Archives personnel around the country. Far more than showing the flag, the Archivist's travels have enabled him to hear the ideas and solicit the input of people in the field—an important element in designing a new strategic plan for the Archives.



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Ex Officio  
Richard Norton Smith

## "41 Men" Takes Off

In response to the national publicity generated by President Ford's participation in its opening, the Museum's new "41 Men" exhibit is drawing crowds larger than at anytime since 1993's World War II display. During the exhibit's first three weeks, attendance is up 45% over last year's level. Even greater improvements are being racked up in the Museum's newly refurbished Gift Shop, which opened to coincide with "41 Men."

In the weeks leading up to April 13, Gift Shop staff worked closely with Director Richard Norton Smith to diversify product and greatly expand the range of offerings to history minded customers. The work seems to be paying off, with sales up over 200% since April 13. In the works is a new Gift Shop catalogue showcasing many of the items added to our inventory. This is designed to further boost the shop's national visibility and sales.

*The Museum's newly refurbished Gift Shop opened to coincide with "41 Men."*

Among other things, the Shop now features books autographed by Presidents Ford and Carter, as well as Mrs. Ford, Rosalyn Carter and Barbara Bush. Among the most popular new items with visitors is a t-shirt/sweatshirt paying tribute to the world's four greatest cities: London-Paris-Rome-and Grand Rapids. The shirts have suitable landmarks (ranging from Big Ben and the Colosseum to—what else?—the Ford Museum) representative of each city. For more information about the Shop, please call (616) 451-9263.



## Upcoming Events and Museum Exhibits

April 12-November 24, 1996

"41 Men." A blockbuster exhibit featuring 250 personal artifacts from each of America's presidents, including Calvin Coolidge's 800-pound electric horse, a shawl worn by Abraham Lincoln, Thomas Jefferson's spectacles, FDR's famous Yalta cape, Gerald Ford's football sweater, JFK's White House rocking chair—and the Monroe Doctrine inscribed on a penny!

May 11-September 22, 1996

"The Bicentennial Quilt." A display of some favorite quilts given to President and Mrs. Ford twenty years ago during the Nation's Bicentennial.

SUNDAY JUNE 16, 1996

The Museum treats Dads to free admission on Father's Day.

JUNE 28-30, 1996

"White House Weekend." In conjunction with "41 Men," the Museum celebrates with a recreated White House lawn party, and performances by actors portraying Presidents Theodore Roosevelt and Calvin Coolidge. Rex Scouten, Curator of the White House, will give a slide show and lecture the evening of June 28.

JULY 14, 1996

The Museum celebrates President Ford's birthday with free admission and a birthday cake (served at noon.)

SEPTEMBER 26, 1996

"The Trouble with Washington..." The Library hosts a major conference examining popular disenchantment with the political process as symbolized by our nation's Capitol, featuring over a dozen nationally prominent journalists, members of Congress, historians and political activists. President Ford will offer his own reflections on the state of the political process in 1996—how it has changed since 1976—and how it might be improved.

OCTOBER-DECEMBER, 1996

"Flexing the Nation's Muscle: Presidents, Physical Fitness, and Sports in the American Century." A memorable look at America's Presidents and the sports they engage in.

LATE FALL, 1996-EARLY WINTER, 1997

"A Tribute to Jackie." A showing of 75 photographs by Jacques Lowe, official photographer of the Kennedys from the Senate days (1958) through the Kennedy White House administration.

**Next Annual Meeting:  
June 3, 1996**





Opening reception for Museum exhibit "41 Men." (l-r: Gig Gruel, Katy and Cal Danhof, President Ford, Jan Brander)

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.

#### **The Gerald R. Ford Foundation Newsletter**

**Editor:** Nancy Mirshah

**Contributors:** Richard Holzhausen, David Horrocks, Barbara Packer, Richard Norton Smith

## **Gerald R. Ford Foundation**

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