Our Foundation’s Origin and Mission

President Ford, with the encouragement of trusted advisors, established the Gerald R. Ford Presidential Foundation on September 18, 1981, in Grand Rapids, Michigan. The Foundation’s purpose is to foster increased awareness of the values that formed his life, the virtues that defined his character, the achievements that marked his career, and the legacy that inspires a better future. America’s 38th President lived by the virtues of integrity, honesty, candor, and courage. The Foundation, inspired by President Ford’s example, promotes character formation, civic engagement, public service, historical literacy, and the search for common ground for the greater good.

The Foundation is a private, non-profit corporation that supports the exhibits and programs of the Gerald R. Ford Presidential Library & Museum. The Library is located in Ann Arbor, Michigan, home of President Ford’s alma mater, the University of Michigan. The Museum is located in Grand Rapids, Michigan, President Ford’s hometown. While the National Archives and Records Administration of the U.S. Government funds the operations and maintenance of the Gerald R. Ford Library & Museum, many of the Library & Museum’s public activities are funded with the support of the Foundation. The Museum’s rotating exhibits, renowned speakers, educational programs, and community events are among the activities supported by the Foundation.

The Foundation’s work is made possible through generous donations by individuals and organizations. The Foundation has established the Ford Forum, an initiative for students and young professionals that fosters deep understanding of the virtues necessary for community thriving, civic engagement, and responsible government. The Foundation supports distinguished public service through its medals, excellence in journalism through its awards, and quality scholarship through its grants.

If you believe that integrity is never out of season, if you love learning about our nation’s history and politics, if you enjoy world-class exhibits, we invite you to join Friends of Ford, our membership community. You’ll enjoy free admission to the Museum, early notification of special events, and many other benefits. To join our community, please contact the Gerald R. Ford Presidential Foundation at 616.254.0396 or email ford@38foundation.org.
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“During my more than a half-century of living and working in Washington, D.C., in my semi-humble opinion, Gerald Ford was the most emotionally secure president I have observed.”

~The Late Mark Shields

Read his obituary on page 17.

Editorial Staff
Gleaves Whitney
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www.geraldrfordfoundation.org | www.fordforum.org
Dear Friends of Ford,

On July 22, the Michigan Wolverine football team came to Grand Rapids and spent more than two hours at the Museum. The historic visit by the team, which at the end of last season ranked second nationally in the College Football Playoff, included the players, Coach Jim Harbaugh, assistant coaches, staff from Schembechler Hall, and family members. It was the culmination of several months of planning led by the Gerald R. Ford Presidential Foundation with an enthusiastic assist by Museum staff.

The visit exceeded all expectations. It was a truly moving event that began when some 200 Wolverines settled themselves in the auditorium and heard stories and lessons from several of our trustees—Wayman Britt, Jim Hackett, and Buzz Thomas (via Zoom). Nate Miller was also on hand to talk to the players and coaches. They spoke about their time at Michigan and underscored the importance of virtue in life, academics, and athletics. Marty Allen, chairman emeritus, added the perspective of an Irishman from Notre Dame! At one point, Coach Harbaugh stood up and, in what I call a “Monticello moment,” traded stories with the trustees that linked Gerald Ford to Bo Schembechler to Jim Harbaugh to today’s players. Afterward, the Wolverines split into groups and toured the permanent exhibits, with trustees and docents available to field questions at the Willis Ward story, Nixon pardon, Saigon “ladder to liberty,” and burial site. Our visitors from Ann Arbor were also able to spend time with the outstanding exhibit of the Sistine Chapel, arguably the most popular exhibit ever to come to the Ford. At the end, we all returned to the auditorium where Greg Ford and I thanked our visitors and said we hope to start an annual tradition in which the Michigan Wolverines find inspiration at the Ford.

As President Ford often said, the opportunity to go to the University of Michigan was “the luckiest break I ever had!”

July 22 turned out to be a red-letter day for the Foundation and Museum. Judging by Coach Harbaugh’s praise and the extensive media coverage, including Sports Illustrated, I cannot help but think that President Ford was looking out on all those Wolverines with satisfaction and leading another round of Hail to the Victors!

The Wolverine visit is the culmination of an energetic season at the Ford. It started when we were able, once again, to host in-person programs at the Museum after a hiatus of some 26 months. Yes, 26 months! Since May of 2022 we’ve opened the world-class Sistine Chapel exhibit with four talks; hosted Richard Norton Smith, Brian Lamb, Garrett Graff, and Tevi Troy at our 50th anniversary legacy events on Watergate; welcomed our colleague Mark Updegrove from the LBJ Foundation; and carried on the annual wreath-laying ceremony to remember the life and legacy of President and Mrs. Ford.

A good summer, indeed. I want to give a shout-out to our Foundation team—to Marty, Rachel, Jeff, Lauren, Amy, Abby, Reegan, and Sam—who have worked so hard to host so many first-class programs. They along with our Museum colleagues are the best. Stay tuned for our upcoming programs as well as the rollout of our Ford Leadership Forum. It’s shaping up to be a great fall.

None of these achievements would be possible without you, our valued Friends of Ford. Thanks for championing the Ford. Thanks for being our victors valiant.

My best,

Sincerely,

Gleaves Whitney
Executive Director
Gerald R. Ford Presidential Foundation
Abigail Vander Vliet  
Donor Analyst and Executive Assistant

Abby is the donor analyst and executive assistant for the Gerald R. Ford Presidential Foundation. She received her Bachelor of Arts in Business Management and Political Science from Hope College. Abby brings experience from West Michigan for-profit and non-profit organizations. Her work at the Foundation includes donor outreach, program development, office management, and other administrative duties. She enjoys hiking, traveling, photography, reading, and spending time with her family and dogs. Her recent adventures include hiking the Salkantay trail to Machu Picchu in Peru and hiking at Chiricahua National Monument in Arizona.

Samuel Jacobs  
Foundation Intern

Sam serves as an intern for the Gerald R. Ford Presidential Foundation. He helps at events, organizes the office, and completes other projects for fellow staff members. Sam graduated in 2022 from Grand Valley State University with a degree in Public Administration and is currently pursuing a Masters of Public Administration. At GVSU, Sam helped lead non-partisan voter engagement efforts during the 2020 election cycle and was on the executive board of the GVSU Campus Activities Board. Additionally, Sam earned the rank of Eagle Scout, scouting’s highest rank, in July 2016. In his spare time, Sam loves to fish and be outdoors, as well as spend time with family and friends.

Reegan Zomer  
Ford Leadership Forum Intern

Reegan is an intern for the Ford Leadership Forum. A student at Davenport University, she studies General Business and will be graduating in April 2023. The Ford Leadership Forum has three programmatic aims that Reegan is focused on fulfilling: leadership development, civic engagement, and community betterment. With the Forum, Reegan is developing programs and events, recruiting students, creating mentorship guidelines, and more. Her mission is to instill the values of President Ford in the students of the Forum. Reegan also assists with Foundation programs and events. In her free time she loves to hike, be on the water, and spend time with her friends and family.
Michael Jandernoa is the Foundation’s new Chairman

Mike was President/CEO of Perrigo Company from 1983 to 2000, Chairman of the Board from 1991 to 2003, and continued to serve on the Board of Directors until 2017. Perrigo is a leading global healthcare supplier that develops, manufactures, and distributes over-the-counter and generic prescription pharmaceuticals.

Mike is a graduate of the University of Michigan and was a CPA, having worked at BDO Seidman for seven years prior to joining Perrigo in 1979.

He serves on the Board of Directors of Business Leaders for Michigan, West Michigan Policy Forum, TalentFirst, Hopen Life Science Fund, Cirius Therapeutics, Lacks Enterprises, ADAC Automotive, Gerald R. Ford Presidential Foundation, UoM President’s Advisory Board, and GVSU Foundation.

In addition, Mike has founded or cofounded the following organizations: Jandernoa Entrepreneurial Mentoring, Bridge Street Capital Partners, Grand Angels, and 42 North Partners, a family office focusing on investments, entrepreneurship, and community.

Special guests visit the Gerald R. Ford Presidential Museum

Sailors from CVN 78

Caledonia Pipes and Drums

Grand Rapids Fire Department

United States Army

Jim Harbaugh and Foundation staff members Rachel Siglow and Amy Wilcox

Mo Rocca

Jim Hackett, Wayman Britt, and Nathan Miller

Commander Richard Rosenbusch

Jeff Polet, Michael Van Denend, and Gleaves Whitney

Gerald R. Ford Presidential Foundation
(CNN) — Many politicians these days seem to think they have to play dirty to win, that truth is optional and that they don’t have to accept the results if they lose. We have news for them: American voters are fed up with scorched-earth campaigning and want their leaders to act like adults. They want candidates to follow the rules of decency and civility. They want national healing and reconciliation.

To that end, on September 13, the Carter Center, the Gerald R. Ford Presidential Foundation, and 50 other organizations — including businesses, suburban moms and former lawmakers from across the political spectrum — launched the Candidate Principles for Trusted Elections. They are a simple set of ideals fundamental to the successful functioning of democracy. We are calling on candidates for state and federal offices to commit to support and abide by these five principles:

1. Honest Process: Cooperate with election officials, adhere to rules and regulations, and refrain from knowingly propagating falsehoods about the electoral process.

2. Civil Campaign: Encourage a peaceful election atmosphere during the pre-election, polling, counting, and post-election periods. Denounce any attempt to intimidate, harass, threaten, or incite violence against opponents, their supporters or election workers.

3. Secure Voting: Respect voters’ freedom to exercise their lawful rights to register and vote, free from interference, obstruction or intimidation.

4. Fair Oversight: Encourage political parties and others to train poll-watchers on the election process and appropriate roles and behaviors, responsibilities and obligations.

5. Trusted Outcomes: Make claims of election irregularities in accordance with the law and acknowledge the legitimacy of the outcomes after the results have been certified and all contestations decided.

The Carter Center has made a name for itself internationally by serving as an impartial observer of 113 elections in 39 countries since 1989. In 2020, as the US partisan divide and rhetoric grew ever sharper, the Center felt it should begin putting that expertise to use at home.

We’re doing that by educating voters about how our electoral processes work and encouraging more nonpartisan election observation in the US. We’re also building networks of politically diverse local leaders in Georgia, North Carolina, Florida and Arizona — four states marked by especially fierce political division — but candidates, individuals and organizations everywhere are encouraged to sign on.

As the November election approaches, some candidates already have taken heed.

In Georgia, Republican Brad Raffensperger, Democrat Bee Nguyen, and Libertarian Ted Metz — rival candidates for secretary of state, the office most directly involved in conducting elections — have together committed to the Candidate Principles for Trusted Elections. Democratic gubernatorial candidate Stacey Abrams has joined them. By signing their names, these candidates have staked their reputation and character to carrying out a civil, issue-oriented campaign and accepting the results. We applaud their leadership and call on other sets of competing candidates to do likewise.

American history celebrates leaders who have exemplified decency and reconciliation. Our own organizations were founded by former presidents who held vastly different political views yet believed it was possible to disagree while still liking and respecting each other.

President Gerald R. Ford, a Republican, led the country out of and beyond the bitter divisions of Watergate. President Jimmy Carter, a Democrat, has dedicated his life to building hope in our country and many others. Despite having competed fiercely against each other in their bids to win the White House in 1976, Ford and Carter worked together for decades after their presidencies, embodying the ideal of healing that is essential to a thriving republic.

Spirited competition is inevitable in a democracy, even essential to it. At the same time, the United States clearly needs healing now — healing centered on reestablishing shared trust in our most important institution, our electoral system. If America is going to preserve fair elections — indeed, if it is going to preserve the republic — our politicians must return to these bedrock values.

Individual voters and grassroots organizations can make a difference. Ask your candidates to lead by example and agree to the Candidate Principles for Trusted Elections. Speak to your family members and social networks on behalf of fair and peaceful elections.

Although they are frequently drowned out by louder voices at far ends of the political spectrum, most voters want their leaders to exemplify common decency and common sense, even in the heat of a campaign. It is high time for our candidates — the people aspiring for positions of public service — to take the lead in helping to heal our country.
University of Michigan Football


Coach Harbaugh said that he wanted his team to learn about Gerald Ford, “...not just because he is a former president who played Michigan football, but because I believe Ford is the most distinguished Michigan alum ever.” Beyond the presidency, Gerald Ford had strong ethical ideals that guided him during his time at Michigan and throughout his life.

“It really goes back to all learning is not done in the classroom,” Harbaugh said. “This is for us as a team, to be together, to learn, to get out of our comfort zone and go see things and connect in our own state, in the state of Michigan. It is such a phenomenal state. Everything you can imagine learning outdoors is here in addition to learning about Gerald Ford. This is where our fan base is. It’s a real blessing to have this opportunity to go around the state of Michigan.”

Harbaugh also shared a personal story.

When Harbaugh was 12 years old, he begged Michigan head coach Bo Schembechler to be his caddy for the Michigan Pro Am, where Ford was also golfing. Schembechler said yes, and Harbaugh was able to spend the day with Schembechler and Ford on the golf course, and gave him a memory he’ll never forget.

“I carried around this big huge bag,” Harbaugh said. “It was probably about as big as I was at the time. I remember what a gentleman President Ford was. Even though sometimes I was walking across the line or getting the flag when I wasn't supposed to, they were all very nice to me. There were secret service in trees. They had machine guns in golf bags. I remember that like it was yesterday.”

Because the Ford was a stop on the team’s Michigan tour, the Foundation, Library & Museum had the privilege of showing current Michigan football players what a former player, alum, and president did to better the world around him.

“Gerald Ford was a true gentlemen, one of the finest presidents we’ve had.”

~Coach Jim Harbaugh
On April 23rd, The Ford Leadership Forum held its first deep-learning seminar, attended by 27 students from six local colleges and universities. Our theme was “Free Speech and Civil Discourse,” and participants wrestled with significant writings on these questions as well as important and often bedeviling questions. Why does free speech matter so much? What are the limits of free speech? What kinds of speech should be tolerated and which kinds not? Who does the tolerating? What is the relationship between speech and the pursuit of truth? On the issue of civility, the students struggled through discussions about what the conduct of civility actually entails, as well as exploring the virtues that support civil life. Much of the conversation revolved around how we can maintain civility when dealing with issues that are divisive in their nature, and what common ground people might be able to find so that they might live peacefully with one another in spite of their disagreements.

The readings were selected by the new director of the Ford Forum, Jeff Polet, who also set up the structure of the student’s interaction and helped facilitate their conversation. But the students made the seminar their own with their incisive reading and probing questions. Student response was enthusiastic. As one participant noted:

“I am so grateful to have had the opportunity to attend the Leadership Forum—I was inspired by the depth of thought and diversity of opinions that were represented around our little square.”

The Ford Leadership Forum will be running a number of similar seminars with local students over the coming year.

Coming Soon to the Ford Leadership Forum

While the Foundation has been busy hosting many important events reflecting on the happenstances that resulted in Gerald Ford ascending to the presidency, the Ford Leadership Forum has been toiling behind the scenes to create substantive programs that address a fundamental deficit in our political system: the lack of leaders and citizens who possess sufficient virtue to make this republican system of government work as it ought.

Many readers may be familiar with the story of Elizabeth Willing Powel asking Benjamin Franklin upon the conclusion of the Constitutional Convention what government had been created. “A republic,” he is said to have replied, “if you can keep it.” Regardless of the story’s authenticity, the sentiment was widely shared that our Constitutional system was always going to be difficult to maintain, but that it absolutely required men and women of virtue if it had any chance. How to create virtuous citizens and leaders will always be a central challenge for us.

The Ford Leadership Forum’s website will address this problem in two ways: first, by providing the general public with a series of thought-provoking original essays that explore the question of the relationship between virtue and public life; and, second, by alerting the public to programs being run by the Forum that deal with the same issue of virtue-anchored citizenship and leadership.

Foundation staff are excited by the initiative and are working behind the scenes to create a website with content worthy of our namesake.
Virtue and Leadership

By Jeff Polet, Director of the Ford Leadership Forum

We live in a constitutional system of government, but all polities have a constitution. A political constitution may be taken as referring not only to the fundamental law of the regime, but also to its overall health, as in when we say that a person has a “healthy constitution.”

One of the trickiest problems in politics is how to get people into positions of leadership. It’s extraordinarily difficult, if not impossible, for a political body to be better than its leaders. The reader might imagine different options: hereditary succession, drawing lots, elections, appointments, allow rivals to battle it out via palace intrigue or, more openly, by having them engage in a death match in the Roman Colosseum. Our Constitutional system settled on elections as the best system, but not as a perfect one.

As a result, we too frequently end up with bad leaders, ones who might be well-formed in the petty arts of popularity but not well-formed in the arduous task of governing. Plato reflected on this long ago in his dialogue The Statesman he commented on the difficulty of political leadership. Politics involves both ruling and being ruled, and the interests of those who are ruled don’t always line up with those doing the ruling. Plato was always interested in finding a standard of evaluation that would apply to both equally, so that rule would be to the good of all parties.

Plato compares the statesman to a weaver, someone who can weave all the different threads of a community into a harmonious fabric. The statesman rises above all the factions and can represent all their interests without being captured by any of them. Bad leaders “do not act on any sound or self-consistent principle. See how they pursue the immediate satisfaction of their desire by hailing with delight those who are like themselves and by disliking those who are different. They assign far too great an importance to their own likes and dislikes.”

The social fabric results from wise leaders weaving together unlike things, just as marriage is a weaving together of unlike things. But note: the Stranger in Plato’s dialogue avoids the simple idea that a good leader must combine good things with bad things; rather, the challenge rests in harmonizing competing elements we recognize as good. The central political problem, therefore, is not separating good from evil or the lesser from the greater. The problem is that people who disagree are usually both making moral claims, and we sometimes have to sacrifice one moral good in order to accomplish another, and that means politics will always have a tragic element.

Plato contrasts the virtues of courage and moderation and, after demonstrating how they oppose one another, argues for their reconciliation. Wayward courage, all motion and energy, gets too aggressive. A polity formed solely on the basis of courage will always be at war and will in the process hasten its demise. Moderation, all repose and an excessive concern for peace, makes people soft and hastens the end of the regime because it will be unable to protect itself. A good regime, therefore, marries together in Plato’s words) the masculine virtue of courage with the feminine virtue of moderation, acknowledging that the latter more nearly relates to justice than the former.

In his discussion of the natural law Aquinas observes that humans, even in their sinful condition, retain four natural and morally right inclinations: sociability, procreation, the desire to know, and the instinct for self-preservation. In some ways, modern politics might be thought of as a truncation of the natural law so that the instinct for self-preservation is elevated at the expense of all the others. In Hobbes, the avoidance of an untimely death grounds the legitimacy of sovereign power, not only for the individuals within the polity but for the polity itself. And to that end, he argues, “Force and Fraud” are the two cardinal virtues that direct sovereign activity with regard to other sovereignties.

The fundamental obligation of the statesman is to preserve the regime. That may sound crass, but consider this thought experiment: assume that you are put in charge of something; would you want that thing to end on your watch? Part of the reason we procreate is so that our lineage doesn’t end with us. It is a debt we pay to those who have gone before us.

The good leader, therefore, possesses, among other attributes, a keen sense of responsibility. The leader knows that others have been placed in his or her care, that the leader is somehow responsible for the citizen’s well-being, and that this is an enormous task under the best of circumstances. But we seldom enjoy the best of circumstances. So leaders must at times prudently and with firm conviction lead the public through dark woods without a map and stormy seas without a compass. Not everyone is fit for this task.

Young readers of this essay will not appreciate how uncertain and tumultuous the early 70s were. American history has had its inflection points, those moments where the whole thing might have fallen apart. This was one of those times, and those times call for persons of both vision and courage, leaders who will choose the morally right over the politically expedient, to get America to the other side. One reason I’m so excited to join the Gerald R. Ford Presidential Foundation is because our namesake was indisputably a man of firm virtue. Simon and Garfunkel once sang “Where have you gone, Joe DiMaggio? A nation turns its lonely eyes to you.” I think we live in a time where we might rightly substitute the name “Gerald Ford” for “Joe DiMaggio.”
August 9, 2022, was the 48th anniversary of President Ford’s Swearing In as the 38th President of the United States.

For the first 140 years of our republic, Presidents were sworn in on March 4. This date coincided with the day the federal government began operations under the Constitution drafted in 1789.

In the early 1930s, the ratification of the 20th Amendment of the Constitution resulted in the March date coming to an end. This change was adopted to significantly reduce the “lame duck” period following the November elections. The Swearing-In date was changed to January 20 and it has remained the same ever since.

Since the adoption of the 20th Amendment, only three modern Presidents have had what historians call an “Extraordinary Inauguration,” President Truman following the death of FDR in 1945, President Johnson following the assassination of John F. Kennedy in 1963, and President Ford following the resignation of President Nixon in 1974. Of these three, Gerald Ford was the only President who did not have an inauguration event on January 20.

President Ford never gave a traditional “inaugural address” to the nation. He was given the oath of office in the White House East Room, given by Chief Justice Warren Burger, who by the way needed to be flown from the Netherlands by the Air Force because of this special circumstance. However, following his Swearing In at 12:05 PM on August 9, 1974, the President did give a Swearing-In speech, which not only reflected the tenor of the day but provided a transitional narrative from a period of gray Watergate skies to the hopeful promise of a renewed America.

“The Oath I have taken today was the same oath taken by George Washington and by every President under the constitution. But I assume the Presidency under extraordinary circumstances, never before experienced by Americans. This is an hour of history that troubles our minds and hurts our hearts. I feel it is my first duty to make an unprecedented compact with my countrymen, not an inaugural address, not a fireside chat, not a campaign speech. Just a straight talk among friends.

“I believe that truth is the glue that holds government together, and not only government, but civilization itself. I expect to follow my instincts of openness and candor, with full confidence that honesty is always the best policy in the end.

“I am acutely aware that you have not elected me as your President by your ballots, and so I ask you to confirm me as your President with your prayers. And I hope that such prayers will also be the first of many... [Y]ou have not chosen me by secret ballot, neither have I gained office by any secret promises. I have not campaigned either for the Presidency or the Vice Presidency. I have not subscribed to any partisan platform. I am indebted to no man, and only to one woman—my dear wife, Betty—as I begin this very difficult job... My fellow Americans, our long national nightmare is over. Our Constitution works; our great Republic is a government of laws and not of men. Here the people rule.”

~Gerald R. Ford, remarks upon taking the Oath of Office as President
President Gerald R. Ford was born on July 14, 109 years ago. To mark his birthday, members of the Ford family led a wreath-laying ceremony at the Gerald R. Ford Presidential Museum.

The ceremony included remarks from the family, the laying of wreaths, and a moment of silence. Four wreaths were placed over President Ford’s gravesite—by the Ford family; President Joseph Biden; healthcare workers of West Michigan; and the Ford School at the University of Michigan and Ford Institute at Albion College.

As part of a long-standing tradition, the sitting President of the United States sends a wreath to the burial site of each deceased President on that President’s birthday. Beginning in 2007, Mrs. Ford added significantly to that tradition by having three additional wreaths placed at the site. It is now a beloved tradition led by Susan Ford Bales and other members of the Ford Family, and supported by the Gerald R. Ford Presidential Foundation, Gerald R. Ford Presidential Library & Museum, and Friends of Ford.

This July 14, President Ford was honored by Boy Scouts of America, West Michigan healthcare workers, members of the Michigan National Guard, and many others.

When the DeVos Learning Center re-opened after being closed during the pandemic, the Michigan Center for Civic Education teamed up with the National Constitution Center to host the Project Citizen Research Program. PCRP focuses on empowering teachers and their students to engage in public policy that betters their communities. This year’s conversations illuminated the theme, “In Pursuit of Happiness.” The teachers from around the nation explored local, state, and national collaboration to inform the practice of democracy. The DeVos Learning Center and Gerald R. Ford Presidential Foundation look forward to hosting our dedicated classroom teachers every year.

“We appreciate your partnership with our Project Citizen program. Our teachers had a wonderful time and left with a lot of information to engage students in civic education and public service.”

~Barbara Gazda, MCCE President
Wayman Britt has been a leader in athletics, business, and government. As captain of the University of Michigan basketball squad, he helped lead the team to the 1976 national championship game. He held several management positions at international office furniture maker Steelcase before turning to the public sector, where he eventually became administrator/controller of Kent County in West Michigan where he fostered a culture of accountability and excellence. He also earned a reputation for working to nurture greater opportunities for all young people. He currently is president of Wayman Britt Enterprises, using his knowledge and experience to inspire others to reach their potential and to grow their leadership and performance management abilities.

Wayman serves on numerous boards and councils, including those of the Gerald R. Ford Presidential Foundation, Experience Grand Rapids, President Ford Field Service Council Boy Scouts of America, the Right Place, Michigan Fitness Foundation, and Trinity Health Michigan.

Growing up in poverty on a North Carolina tobacco farm during the Jim Crow era of racial discrimination, an African American kid envisioned a bigger world and a better life. Wayman Britt’s story is a tale about pursuing dreams, realizing them—and then dedicating his life to helping others imagine and achieve better lives.

In *Fulfilling the Dream*, Wayman shares his personal account of growing his skills through life experiences. He was captain of a college basketball team that went to the NCAA finals; grew into a management role for an international company; and became administrator for one of Michigan’s largest counties. Along the way, he became a dynamic leader and role model in the communities he served.

In this captivating story, Wayman candidly tells of the hard work, the determination, and the faith in God that let him overcome challenges and achieve success. He takes readers through his quest to open up the American Dream to people long excluded.

This compelling account of the way Wayman found his life mission will stimulate the reader to reflect on how the individual accomplishments of one person contribute to building a society that matches Martin Luther King Jr.’s “dream” of opening opportunities to every citizen.
“Hostages No More”  
Betsy DeVos


In her book, DeVos unleashes her candid thoughts about working in the Trump administration, recounts her battles over the decades to put students first and details the reforms America must pursue to fix its long and badly broken education system. And she has stories to tell: DeVos offers blunt insights on the people and politics that stand in the way of fixing our schools.

Watch the recorded program by visiting www.geraldrfordfoundation.org/hostages-no-more-with-betsy-devos/

“Watergate Girl”  
Jill Wine-Banks

On October 12, the Ford welcomed Jill Wine-Banks to discuss her book, *The Watergate Girl: My Fight for Truth and Justice Against a Criminal President*. Wine-Banks took us inside her trial-by-fire experience as a Watergate prosecutor and examine the legacy of Watergate fifty years on. Jill is currently an MSNBC legal analyst, appearing regularly on primetime and daytime shows. She also has been a guest on podcasts, PBS, Canadian and Australian networks, Sirius XM, NPR and other radio shows, including the Stephanie Miller Show.

Watch the recorded program by visiting www.geraldrfordfoundation.org/watergate-girl-with-jill-wine-banks/

“Russia: Revolution and Civil War”  
Sir Antony Beevor

On October 11, Sir Antony took us back to 1917, when a devastating struggle took place in Russia following the collapse of the Tsarist empire. Many regard this savage civil war as the most influential event of the modern era. The struggle became a world war by proxy as Winston Churchill deployed weaponry and troops from the British empire, while armed forces from the U.S., France, Italy, Japan, Poland, and Czechoslovakia played rival parts.

Watch the recorded program by visiting www.geraldrfordfoundation.org/russia-revolution-and-civil-war-with-sir-antony-beevor/

“Fulfilling the Dream”  
Wayman Britt

On October 27, the Ford welcomed Foundation Trustee, Wayman Britt, to discuss his newest book, *Fulfilling the Dream*. Wayman was joined on stage by Foundation trustee John Kennedy for a moving conversation to show how one’s accomplishments can better their community.

Watch the recorded program by visiting www.geraldrfordfoundation.org/fulfilling-the-dream/
The Gerald R. Ford Presidential Foundation announced the winners of the 35th annual Gerald R. Ford Journalism Prize for Distinguished Reporting in 2021 at its annual meeting held virtually June 6. Winners are Matt Viser, White House reporter for The Washington Post, and Megan Eckstein, naval warfare reporter for Defense News. Viser received honors for “Distinguished Reporting on the Presidency,” while Eckstein was awarded for “Distinguished Reporting on National Defense.” Each year the two prizes are presented to the winners and include a $5,000 award, one for each prize. The announcement was made by Michael Ford, son of President and Mrs. Gerald R. Ford and chairman of the Foundation.

Viser covers the inner workings of the Biden administration and focuses on the biographical details that help explain the current president's actions and decision-making. Viser grew up in Tennessee and graduated from the University of North Carolina at Chapel Hill. He went on to work for The Boston Globe, where he covered Boston City Hall, the Massachusetts State House, and several presidential campaigns. Viser has received a number of awards for his political coverage, including the White House Correspondents’ Association's Merriman Smith Award, and the Everett McKinley Dirksen Award for Distinguished Reporting of Congress.

Viser was awarded the prize for producing balanced, well-sourced reporting of the president's efforts to connect with fellow Americans in moments of grief. He was also the first journalist to detail White House efforts to address legal and ethical concerns surrounding the sale of artworks created by the president's son. For his unique, broad, authoritative contribution to chronicling the Biden presidency, the committee recognized his work for this year's Gerald R. Ford Journalism Prize for Distinguished Reporting on the Presidency.

Eckstein, who covers the Navy and Marine Corps for Defense News, was awarded for her coverage of naval warfare beyond the tedium of weekly beat reporting. Her insightful reporting reveals a keen analytic sense for the early identification of soon-to-emerge issues. Eckstein's extensive sourcing and research, sharpened by her desire to be on the scene, is a sterling example of reportorial values and excellence that the Gerald R. Ford Foundation seeks to recognize and reward.

Before joining Defense News in 2021, Eckstein worked for six years for USNI News, where she covered Navy and Marine Corps operations, concept development, acquisition, and personnel. She has earned several awards and citations, including the Military Reporters and Editors’ 2021 MRE Journalism Contest winner, and Best Military Repair, Maintenance and Overhaul submission, Defence Media Award. Eckstein is a graduate of the Philip Merrill College of Journalism at the University of Maryland.

Honorable mention was given to a team of reporters from The Associated Press. Led by Kristin M. Hall, James LaPorta, and Justin Pritchard, their series titled “AWOL Weapons” directed an uncomfortable spotlight on the U.S. military services' inability to accurately account for small arms and explosives that were lost or stolen from their inventories. Facing bureaucratic intransigence and stonewalling, against the backdrop of a lack of consistent data keeping across the Army, Navy, Marines, and Air Force on missing weapons, the AP team doggedly pursued this public safety issue for a decade. Forced to create their own independent database of missing small arms—which also includes grenade-launchers and machine guns—the AP team's unflagging interest in this issue forced the military services to develop consistent standards of reporting on missing firearms and resulted in real changes in tracking service inventories. The AP team, which included Jeannie Ohm, Jason Dearen, Justin Myers, Raghu Vadarevu, Natalie Castaneda, Peter Hamlin, Jerry Schwartz, and Serginho Roosblad, was recognized for their steadfast determination to see this effort to fruition despite bureaucratic roadblocks and stymied Freedom of Information requests.
Featured Friend of Ford—Bentley

Our featured Friend of Ford this month is Bentley! He is an 8-year-old Great Pyrenees who walks by the Gerald R. Ford Presidential Museum daily. Bentley enjoys his long walks in the park and visiting his friends at the Foundation and Museum. He is a local celebrity for the restaurants, museums, and residents. If you see Bentley, be sure to say hi and give him a few pets for us!

On hot days, Bentley stops at Liberty’s Drinking Station outside the front doors of the Museum for our thirsty four-legged friends. If you have pets that you walk downtown, bring them to Ah-Nab-Awen Park to stop and say hello to the Foundation and Museum staff and get a treat.

Want to be a featured Friend of Ford? Send an email to lvelting@38foundation.org with a short message about yourself and what you love about Gerald R. Ford and Betty Ford.

Milestones

Mark Shields (1937–2022)

“Shields served in the U.S. Marine Corps before beginning his career in politics. He then worked as a political strategist, holding leadership roles in the campaigns of politicians including Robert F. Kennedy (1925–1968), Edmund Muskie (1914–1996), and Sargent Shriver (1915–2011). Shields began writing a weekly column for the Washington Post in 1979, which led to onscreen commentary. In 1987, he joined “PBS NewsHour” as a regular political commentator, remaining with the show until his retirement in 2020. Shields was also a regular panelist on CNN’s “Capital Gang” and PBS’ “Inside Washington.” As a commentator, he became known for his down-to-earth views and humor. Shields also wrote the book “On the Campaign Trail” about the 1984 presidential race.”


Elizabeth Athanasakos (1927–2022)

Our condolences go out to the family of Elizabeth Athanasakos, lawyer, feminist, and President Ford’s selection as presiding officer of the National Commission on the Observation of International Women’s Year, 1975. We are grateful for her service to her country and the world.

“Elizabeth, a pioneer in Broward's legal community, died at her home surrounded by family and friends in Fort Lauderdale, Florida, on Tuesday, August 2, 2022, just a few days short of her 95th birthday. Betty moved to Broward County from New York in 1957, the year she was admitted to The Florida Bar. She continued to practice law in Broward County until her death. In addition to daily law practice, Betty served in numerous local, state, national and international leadership capacities associated with women's rights and human rights. She was appointed to national women's rights committees by Presidents Richard Nixon, Gerald Ford and Jimmy Carter.”

Read her full obituary at: https://www.legacy.com/us/obituaries/sunsentinel/name/elizabeth-athanasakos-obituary?id=36166737
Greetings! After a few months back in the Great Lakes State, I can assure everyone that construction barrels are INDEED the state bush!! I’ve traveled to and from the Library several times since I last wrote, and I can just provide this nugget of wisdom - avoid US-127 if at all possible!

I am happy to announce that the Library & Museum onboarded an Education Specialist in May. Dr. Richard Weld (a native Grand Rapidian!) joins us from the National Air and Space Museum at the Smithsonian Institution where he served as Visitor Services Coordinator. Please welcome Richard back to the area!!

We have kept busy at both sites over the summer months. In March, the Library reopened the Research Room to in-person visits. It has been so nice to see researchers access the records again, and I know that the staff have been happy to have them return! In June, the Romanian Ambassador to the United States, Andrei Muraru, visited the Library. Staff provided a one-hour guided tour which included pertinent documents from the collections regarding relations between the U.S. and Romania. Ambassador Muraru, who is a trained historian, told staff that the visit was the highlight of his day!! We also have a new exhibit in place in Ann Arbor, Gerald Ford: A Sporting Life. The exhibit showcases the significance of sports in the life of our 38th President with artifacts, photographs, and documents rarely seen before now.

Since my last letter, the Library and Museum hosted and co-sponsored programs with the Foundation, including several on the Sistine Chapel and two on the 50th anniversary of Watergate. We are busy preparing our 2023 programs and we hope to see you (in person or virtually) then!

In Grand Rapids, the Sistine Chapel exhibit opened in late May. While attendance has not yet returned to pre-pandemic levels, we have happily hosted nearly 20,000 visitors to the Museum this year! In May, the Library and Museum launched an online exhibit about Ford and the 1976 presidential campaign. You can view this exhibit at your leisure by visiting: https://www.fordlibrarymuseum.gov/museum/exhibits/1976election/index.html. The Sistine Chapel exhibit closed on September 11, with staff quickly changing over to "ArtPrize" which opened on September 15. Our exhibits team is also planning a small Watergate exhibit that opened in early October. You will have the opportunity to see artifacts related to this historic event, including one of the audiotape recorders used in the Nixon White House.

The Museum also hosted some VIPs this summer. In addition to the University of Michigan football team visiting (Go Blue!), we provided a private tour of the exhibits to the former Ambassador to Ukraine, Marie Yovanovitch. Mo Rocca of CBS Sunday Morning News also traveled to Grand Rapids to discuss the "Whip Inflation Now!" program with Dr. Mirelle Luecke. Mirelle and her team, as well as staff from the Library, prepared for this visit by sharing many artifacts, documents, and photographs from our collections. You can check out this program on CBS Sunday Morning!!

In the meantime, please be sure to follow us on Facebook, Instagram, and Twitter for the latest news and updates. Stay safe and see you soon!

All the best,

Brooke Clement
Director
Gerald R. Ford Library & Museum

Upcoming Temporary Exhibit:

**America at the Crossroads: The Guitar and a Changing Nation**

The exhibit will be at the Gerald R. Ford Presidential Museum from January 27, 2023-May 28, 2023. Get your tickets online at https://www.fordlibrarymuseum.gov/visit-museum.aspx
Dr. Richard Weld is the new education specialist at the Gerald R. Ford Museum. A Rockford High School graduate (many, many years ago), he went on to degrees in history, archaeology, and anthropology. He has worked in public and private education for eight years and in museums for another sixteen on top of that, all around the country and overseas. He comes to us fresh from eleven years working in the Education & Visitor Experience Division at the Smithsonian Institution National Air and Space Museum. He's glad to be back home in West Michigan, and will be focusing on broadening outreach, inclusivity, and getting kids more involved in their communities.

On June 28, the Gerald R. Ford Presidential Library hosted the Romanian Ambassador to the United States, Andrei Muraru, for a one hour guided tour and overview of Library operations. Supervisory Archivist Geir Gundersen led the tour, which also included the Romanian Consul General in Chicago and members of the Romanian Embassy staff. As part of the tour, the Library highlighted selected documents and audiovisual materials on US-Romanian bilateral relations during the Ford administration, including President Ford’s trip to Romania on August 2-3, 1975. As a trained historian, Ambassador Muraru shared some of his own insights while reading the briefing papers and memoranda of conversations from President Ford’s meetings with Romanian President Nicolae Ceausescu and other Romanian officials, and seeing the photographs and video news coverage of Ford’s trip to Romania presented by Audiovisual Archivist Elizabeth Druga. The staff received much positive feedback from the group and the Ambassador remarked that the visit to the Ford Library was the highlight of the day!

Dr. Mirelle Luecke joined the team in February 2022 as the new supervisory curator at the Gerald R. Ford Presidential Museum. She comes to the Gerald R. Ford Presidential Library & Museum after having worked at several museums and arts organizations around the country. Trained as an American historian with a background in public and social history, she is passionate about sharing stories of the nation's history and encouraging the public to engage with the legacies of the past. Since joining the Museum, Mirelle has been hard at work developing exhibitions and conducting research in the collections. She oversaw the installation of the traveling exhibit Michelangelo's Sistine Chapel, created the exhibit Gerald Ford: A Sporting Life, now on view at the Library in Ann Arbor, and is currently developing the exhibit Exploring Watergate, to open at the Museum in October. She is looking forward to celebrating the anniversaries of Gerald Ford's Vice Presidency and Presidency with new exhibits in 2023 and 2024.

The Gerald R. Ford Presidential Library & Museum have updated their logo! Lauren Velting, of the Gerald R. Ford Presidential Foundation, created the new logo as one of her first tasks when she joined the Foundation team in November of 2020. Congratulations to Lauren and the Gerald R. Ford Presidential Library & Museum.
Come Try a Scavenger Hunt at the Museum!

In June, the Museum launched a program to give kids who come with their family a new way to enjoy a visit to the Gerald R. Ford Presidential Museum. When they get their tickets, the Museum staff ask them if they want to try a scavenger hunt. If they say “Yes,” they get a copy of the activity sheet and a small pencil.

There are nine questions on the sheet. If the kids follow them in order it takes them through the exhibits to see some of the most interesting stories on display. Of course, their parents are encouraged to help them, so it’s a family experience.

When they’re done, they head to the gift shop, where they can turn in their pencil for someone else to use, and the store staff check their work. They don’t have to get all of the answers right, this isn’t a school test, but if they did their best they get a “Win with Ford” button made by our education staff.

In July, over 200 kids completed the scavenger hunt and got their buttons. We’re very excited to have a new way to help kids take part in the family trip to the Museum!

Valued Vocabulary:

Republic (noun): a government in which supreme power resides in a body of citizens entitled to vote and is exercised by elected officers and representatives responsible to them and governing according to law.

Cabinet (noun): a government in which the real executive power rests with a cabinet of ministers who are individually and collectively responsible to the legislature.

Pardon (verb): an expression of the President’s forgiveness and ordinarily is granted in recognition of the applicant’s acceptance of responsibility for their crime and established good conduct for a significant period of time after conviction or completion of sentence.
1. What was Gerald R. Ford’s name when he was born?

2. When he played football at the University of Michigan, Gerald Ford’s Number was 48. Whose number was 61?

3. What inscription did Betty have put on the cigarette lighter she gave to Congressman Ford?

4. Which President relocated the Oval Office to its current location in the West Wing of the White House?

5. In what year was Betty Ford presented the Woodrow Wilson Award?

6. How many Americans and Vietnamese were carried from the U.S. Embassy roof in Saigon to American ships waiting off shore?

7. What did the Girl Scouts use to put over 8,000 letters on this Declaration of Independence plaque for the Bicentennial?

8. Who sits on the President’s right side in the cabinet room?

9. How long is the real U.S.S. Gerald R. Ford aircraft carrier?
Each year, the Gerald R. Ford Presidential Foundation hosts our America’s First Ladies event to celebrate the impact of our first ladies and to support our educational and leadership programs. This year, our event featured the West Michigan debut of She Did All That – Betty Ford: Speaking Out, Saving Lives, a documentary play written, produced, and directed by Lisa Rafferty. This documentary play offers insight into the life of an extraordinary first lady—how she broke down societal taboos and empowered women throughout the United States, bringing breast cancer and addiction to the forefront of American conversation.

All audiences, but most especially those community members from her hometown, appreciate this accurate depiction of Mrs. Ford’s character and accomplishments. She is our beloved First Lady and this annual event hosted by the Gerald R. Ford Presidential Foundation preserves her incredible legacy.
“The Ironies of Watergate and Three Presidencies: Nixon, Ford, and Carter, — and Beyond”
Dr. Tevi Troy
On the evening of June 16, presidential historian and former White House aide Dr. Tevi Troy kicked off our 50th anniversary of Watergate celebrations. Dr. Troy spoke about the ways in which Watergate continued to affect the presidencies immediately after the Watergate scandal, but also how Watergate continues to resonate in the national consciousness and in subsequent administrations. Dr. Troy’s presentation drew from his multiple books on the presidency including, most recently, *Fight House: Rivalries in the White House from Truman to Trump*, which the *Wall Street Journal* named one of the best political books of 2020. That book also included an extensive treatment of the Ford administration, and the many rivalries that took place within it.


“When Watergate Changed the World”
Garrett Graff
Fifty years after five well-dressed burglars were caught inside the Watergate offices of the Democratic National Committee, the resulting scandal that brought down Richard Nixon’s presidency continues to reverberate in modern American politics. Bestselling author and journalist Garrett M. Graff, whose new book *Watergate: A New History* serves as the definitive history of the scandal that came to define all others, discussed its modern legacy, how it shaped modern Washington, and how the actual events of 1971-1974 are actually so much stranger, wilder, and weirder than our popular memory.

Watch the event by visiting: https://geraldrfordfoundation.org/when-watergate-changed-the-world/

“The Crisis that Started it All: Watergate”
Richard Norton Smith and Brian Lamb
In the middle of the night on June 17, 1972, five men were arrested and charged with breaking into the Democratic National Committee headquarters in the Watergate complex. These men had ties to the Committee to Re-Elect the President (CREEP) and, following their arrest, officials within the Nixon administration orchestrated a cover-up. The Watergate break-in sparked a series of events that, over the next 26 months, would propel an unassuming Midwesterner into the Oval Office. Our nation’s history and Gerald Ford’s life would never be the same. Richard Norton Smith and Brian Lamb spoke of stories never told before.

Watch the event by visiting: https://geraldrfordfoundation.org/the-crisis-that-started-it-all-watergate/

“Swinging and Swearing In”
John Shea Trio
On August 9, 2022, we celebrated the 48th anniversary of the swearing-in of our 38th President. Swing music and dancing on the Museum’s plaza! Music provided by The John Shea Trio with special guest Max Colley III (Trumpet).
“Not by Bread Alone: Why We Need Beauty”
Jeff Polet

Our newly appointed director of the Ford Leadership Forum, Jeff Polet, opened our Evenings to Remember Speaker Series. “Beauty will save the world,” Dostoevsky wrote. But how? What difference does it practically make in our private and public lives? Beauty is intimately related to morality and justice, and thus a good society cannot be formed or sustained without attention to Beauty’s demands. And hardly any constellation of art exceeds the beauty of the Sistine Chapel.

Watch the event by visiting: https://geraldrfordfoundation.org/not-by-bread-alone-why-we-need-beauty-with-jeff-polet/

“The Fictive Architecture of Michelangelo in the Sistine Chapel”
Duncan Stroik

Michelangelo, the Renaissance painter, sculptor, and architect, is probably best known for his figures: the monumental David, the gracefully lifeless Christ in the Pietà, and the energy of the Creation of Adam. This last example is one of the scenes of salvation history depicted in the famous Sistine Chapel ceiling. In this lecture, Stroik took a closer look at the Sistine Chapel. How was Michelangelo influenced by the existing architecture of the chapel, and how did he add to it with the architectural elements in his frescoes?

Watch the event by visiting: https://geraldrfordfoundation.org/the-fictive-architecture-of-michelangelo-in-the-sistine-chapel/

“Michelangelo and the Art of Difficulty”
Henry Luttikhuizen

At the height of the Italian Renaissance, many artists including Michelangelo actively pursued difficult projects. The challenge was not merely the completion of a tough task. On the contrary, it was intimately tied to the ability of concealing one’s manual labor. Michelangelo frequently strove to give the appearance that he was capable of overcoming great difficulties with ease. Yet, when he wrote about his experience of painting the Sistine Chapel, Michelangelo complained of sore muscles and other ailments. Luttikhuizen examined Michelangelo’s preoccupation with difficulty and reconsidered the relationship between physical exhaustion and intellectual agility in early sixteenth-century Italy.

Watch the event by visiting: https://geraldrfordfoundation.org/michelangelo-and-the-art-of-difficulty-with-henry-luttikhuizen/

“Unlocking the Secrets of the Sistine Chapel”
Elizabeth Lev

Elizabeth Lev traced the exciting historical context of the paintings of the Sistine Chapel. From its inauguration in 1480, the Sistine Chapel saw three major painting cycles over 70 years. The cycles corresponded to a major geopolitical shift—the discovery of the New World and circumnavigation of the globe—whose impact can be seen in the artwork. Botticelli, Ghirlandaio, Perugino and, of course, Michelangelo documented the expanding world view of the age through the visual arts, while painting for the elite body of men charged with the task of running the universal church.

Watch the event by visiting: https://geraldrfordfoundation.org/unlocking-the-secrets-to-the-sistine-chapel
“Hiding in Plain Sight”  
Sarah Kendzior  
Sarah Kendzior, author of Hiding in Plain Sight: The Invention of Donald Trump and the Erosion of America, conversed with Jonathan Hanson, political scientist and lecturer in statistics at the University of Michigan Gerald R. Ford School of Public Policy.  
Watch the event by visiting: https://geraldrfordfoundation.org/sarah-kendzior-hiding-in-plain-sight/  

“The Twilight of Democracy”  
Anne Applebaum  
Pulitzer Prize winning historian, journalist and commentator Anne Applebaum delivered the keynote lecture of the spring 2022 Democracy in Crisis series, in conversation with University of Michigan Gerald R. Ford School of Public Policy Dean Michael S. Barr.  
Watch the event by visiting: https://geraldrfordfoundation.org/the-twilight-of-democracy/  

“Women in Uniform” (Panel)  
Colonel Bridget Brozyna, Lorrenna Black, and Sarah Anderson  
Colonel Bridget Brozyna, ret. U.S. Air Force, Lorrenna Black, MAJ, U.S. Army Reserves, and Sarah Anderson, U.S. Marine Corp, discussed their experiences as women in the military. This event was held in conjunction with the “Women in Uniform” temporary exhibit that was on display until May 6, 2022.  
Watch the event by visiting: https://geraldrfordfoundation.org/women-in-uniform-women-who-served-panel/  

“Incomparable Grace: JFK in the Presidency”  
Mark K. Updegrove  
In his book, Updegrove offers readers a gripping new assessment of his tenure in the Oval Office, revealing how JFK’s first months were marred by setbacks: the botched Bay of Pigs invasion, a disastrous summit with the Soviet premier, and a mismanaged approach to the Civil Rights movement. But the young president soon proved that behind the glamour was a leader of uncommon fortitude and vision.  
Watch the event by visiting: https://geraldrfordfoundation.org/incomparable-grace-jfk-in-the-presidency-with-mark-updegrove/
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USS Gerald R Ford Expected to Deploy for First Time in October 2022
By Diana Stancy Correll
Navy Times

The aircraft carrier Gerald R. Ford and its strike group are slated to deploy from Naval Station Norfolk in October for a "service-retained deployment" in the Atlantic.

While underway, the strike group will work alongside allies and partners targeting "innovation and interoperability" as the crew becomes better acquainted with the vessel's new capabilities, according to 2nd Fleet Commander Vice Adm. Daniel Dwyer.

"This will be a service-retained deployment, providing the Ford Strike Group Commander a chance to test the carrier's air operability prior to embarking on its first global force management deployment next year," Dwyer told reporters Sept. 26.

"This historic service-retained deployment is an opportunity for the U.S. Navy to come together with other members of the NATO alliance to exercise and train within the Atlantic and its littorals while testing out advanced technologies on the first new class of U.S. aircraft carrier in more than 40 years," Dwyer said.

To prepare for the more routine deployment in 2023, the Ford will undergo eight phases conducting tasks such as air defense exercises, maritime domain awareness, long-range maritime strikes, distributed maritime operations, anti-submarine warfare exercises, as well as naval integration, Dwyer said.

Nearly all of Carrier Air Wing 8 will embark on the Ford, including all eight squadrons comprising F-18 Super Hornets, E-2D Advanced Hawkeyes and EA-18G Growlers, along with MH-60 Sierra and MH-60 Sea Hawk helicopters.

The Ford's carrier strike group also includes the destroyers Ramage, McFaul and Thomas Hudner, the cruiser Normandy, the replenishment oiler Joshua Humphreys, dry cargo ship Robert E. Peary and U.S. Coast Guard cutter Hamilton.

The carrier was originally scheduled to deploy in 2018, but encountered multiple technical problems, equipment malfunctions and delays as at least 23 new technologies were incorporated into the design since construction of the ship kicked off in 2005. Systems like the advanced weapons elevators and the Electromagnetic Aircraft Launch System also experienced challenges.

The Ford's post-delivery test and trials began in October 2019 and concluded in May 2021. In the summer of 2021, the ship conducted three shock trials — marking the first time a carrier has conducted underwater shock testing since the Theodore Roosevelt did so in 1987.

The Ford then completed a six-month maintenance availability at Huntington Ingalls Industries-Newport News Shipbuilding in Newport News, Virginia, followed by sea trials at Naval Station Norfolk this year.
Opinion: How did Queen Elizabeth II become a cultural icon?
By Gerald R. Ford Presidential Foundation Trustee Roger B. Porter

What about Britain's Queen Elizabeth II has inspired such an outpouring of affection? It is hard to think of anyone else in our time who would have prompted such a widespread display of admiration.

Queen Elizabeth neither craved attention nor was bored with it. She seemed genuinely interested in others and curious about ideas, developments and politics. At the same time, she embraced her role which she saw as decidedly apolitical and institutional. She was a living symbol of dignity, someone to whom others could relate and believe that she understood them and their concerns.

She devoted the whole of her long life to serving the common good. She thrived on entertaining guests, including selecting books she thought her guests would enjoy that she would place on the shelves in the rooms they would occupy when they visited her at Balmoral Castle.

She was willing to discipline family members when their actions threatened the reputation of the monarchy. She could be firm and determined when necessary yet at the same time thoughtful and compassionate.

The love of her people freely flowed to her. Her charisma, which I experienced up close twice, was genuine — regal yet warm, at once charming and confident.

The first prime minister with whom she met as queen, Winston Churchill, was born in 1874. The last prime minister, Liz Truss, with whom Elizabeth met two days before her passing, was born in 1975.

For the better part of a century, she engaged with thousands of leaders and millions of citizens from across the globe. She helped to usher in and guide a new age, arguably the most momentous in history. More than any royal in Britain's long and illustrious history, she helped the monarchy to adjust and adapt in a way that democracy could flourish while preserving powerful traditions that instill a sense of community and common purpose.

A commitment to duty

The first element of her success rested on her profound sense of duty. Her ascension to the monarchy was the product of circumstance rather than choice. The abdication of Edward VIII in 1936 when she was 10 and the premature death of her father George VI hastened by some of his lifestyle choices, brought her to the throne at the age of 25.

Along with other members of the royal family, she had served during World War II and adjusted to the possibility that one day she would ascend to the throne. It came earlier than expected. On her 25th birthday she spoke of her impending lifetime of service and pledged, “My whole life, whether it be long or short shall be devoted to your service, and to the service of our great imperial family to which we all belong.”

The performance of duty is often difficult, demanding, under-appreciated and inconvenient. She remained steadfast and took her responsibilities seriously. Numerous knowledgeable sources have revealed that she read the briefs submitted to her carefully and asked probing questions. At the same time, she never disclosed her counsel, a pattern that was reciprocated by the prime ministers and others whom she advised.

Duty is even more impressive when performed over a sustained period of time. It is not easily sustained by sheer willpower. A second element is essential.

Her great love

In the process of fulfilling her duties she developed a great love of those whom she served. She saw them up close and witnessed their courage, selflessness and goodness. She realized that despite their imperfections, they shared her vision of a society that consistently sought improvement, that approached the future with optimism and a sense of purpose.

In her 2016 Christmas address to the nation, she observed: "I often draw strength from meeting ordinary people doing extraordinary things — volunteers, carers, community organizers and good neighbors — unsung heroes whose quiet dedication makes them special. They are an inspiration to those who know them. And their lives frequently embody a truth expressed by Mother Teresa of Calcutta. She once said: ‘Not all of us can do great things but we can do small things with great love.’"

A people’s trust she earned

Not least, Queen Elizabeth II was trusted by those whom she met at home and abroad. That trust was enhanced by the privacy she maintained about her conversations, her views and her preferences. Hers was a leadership that was principled without being judgmental.

Trust is earned not commanded. It is grounded in discretion. She did not disclose her conversations and never hinted at her preferences among the 13 U.S. presidents with whom she met, all since Harry Truman with the exception of Lyndon Johnson. She counseled weekly with the 15 British prime ministers whom she appointed.

This inspired candor in her conversations. Sometimes this candor was on public display as in a state dinner at the White House on May 8, 2007 when she spoke about the special relationship of the U.K. and the U.S. “Administrations in your country and governments in mine may come and go but talk we will, listen we have to, disagree from time to time we may, but united we must always remain.”

Her people trusted her words in part because she did not promise what could not be delivered. She did not suggest that all would be well, that the path would be smooth or adversity avoided. Instead her optimism was anchored in reality. She did not make hasty or rash promises. She counseled prudence and realism dealing skillfully with a changing world rather than resisting the tide of history. She saw her role as cultivating unity during a time of change. Her legacy of duty, love and trust is worth admiring and emulating.
The family of Gerald and Betty Ford was saddened to hear of the passing of Queen Elizabeth II and express heartfelt condolences to all the members of her family and to people throughout the Commonwealth.

"It was remarkable that the Queen came from the United Kingdom to the United States to visit us in 1976 on our Bicentennial,” said Steve Ford, son of President and Mrs. Ford. “Looking back on this historic moment, what stands out is the iconic photograph of my father dancing with the Queen. The Queen was dad’s favorite dance partner of all – after Mom.”

Steve Ford went on to explain how important the shared values of the two countries, represented by the Queen and the President, were during the Cold War when the world was a dangerous place and required the West’s unbreakable solidarity.

Queen Elizabeth was born between two world wars and ascended to the throne a mere seven years after the second, serving her nation and the remnants of the empire well and honorably for 70 years, making her the longest reigning monarch in English history. Her passing marks the end of an era of great change that she helped stabilize with her steady and prudent rule. During that time, she met with countless heads of state, including 13 of 14 US presidents.

We at the Gerald R. Ford Presidential Foundation mourn her passing, but remember fondly the graciousness she showed by visiting the United States while it celebrated the Bicentennial of its Declaration of Independence from English rule. On that occasion President Ford welcomed her by noting, “Your first state visit to America in 1957 marked the 350th anniversary of the settlement of Jamestown, the first permanent British colony in this new land. You honor us again by coming to share our Bicentennial observance in the new spirit of optimism and cooperation generated by this great occasion.”

Queen Elizabeth, in turn, referred to the common heritage and traditions that have always united the two nations, even during the crisis of the Revolution. Further, the Queen deftly observed: “For nearly 170 years there was a formal constitutional link between us. Your Declaration of Independence broke that link, but it did not for long break our friendship.

"John Adams, America's first Ambassador, said to my ancestor, King George III, that it was his desire to help with the restoration of 'the old good nature and the old good humor between our peoples.' That restoration has long been made, and the links of language, tradition, and personal contact have maintained it,” said the Queen.

As the Ford children noted, “Our father was thrilled that the Royal Family accepted the invitation to celebrate the Bicentennial, thus reaffirming the bonds of friendship between the two nations, and demonstrating that political differences can be resolved by good will, mutual cooperation and respect, and shared values.

“We will long remember the dance shared between our father and the Queen, not only for their grace and dignity, but as a symbol of harmony.

“We express our deep condolences to the Royal Family, and to all members of the Queen's commonwealth, who rightly mourn the passing of a monarch who embodied the virtues of a leader and rightly earned the people's affection. We extend our best wishes as well as our prayers to King Charles III. May he continue to live by the virtues his mother possessed.

"Finally, we wish eternal peace upon the repose of Elizabeth's soul. We can't help but wonder whether, had she been Queen in 1776, America would have ever had cause to separate, and that may be the highest compliment we can pay her.”

Images provided by the Gerald R. Ford Presidential Library & Museum. Learn more about Queen Elizabeth II and her relationship with the Ford family by visiting https://www.fordlibrarymuseum.gov/library/exhibits/qe2/qe2.asp
Why Give to the Ford?

Dear Friends of Ford:

One year ago, when our Ford Leadership Forum was just an idea, I asked for your support to make it a reality. You delivered. Because of your generosity, our Foundation was able to bring retired Hope College political scientist Jeff Polet on board to lead the Forum in 2022. Over the past months, Jeff has hosted seminars for students from six Michigan colleges and universities—including Albion College's Ford Institute—and also our first out-of-state students from Alabama. Jeff is also overseeing the development of the Forum's website which, when it rolls out in December, will feature first-rate events, readings, and webcasts.

Many of you contributed to the Forum last year to get it started, and the family, trustees, and staff are grateful. Today I am writing to ask those of you who were so generous last year to continue your support this year. And I am asking those of you who did not contribute to please consider doing so. Let's get as close to 100 percent participation as possible. With a fresh infusion of resources, we will be able to set up our Washington DC program, fund seminars for students at Ford Forums around the nation, and further develop our website with essays by some of the best writers in America.

Your donation will be put to good use. In our seminars with students and young professionals, we stress President Ford's virtue-anchored leadership. Despite all the political rancor in America today, we believe more than ever that the virtues of integrity, leadership, and service are desperately needed for our republic to heal. These virtues are universal. They are also unifying because they transcend the limits of party, race, or gender.

We also encourage future leaders to find common ground for the greater good. In our diverse society, such an effort involves principled compromise. It also requires taking citizens deeper into the heart of the American experience, where understanding eclipses partisanship. This is what President Ford did when he addressed the American people at his swearing-in on August 9, 1974, and in the Bicentennial celebration held at Valley Forge on July 4, 1976.

Let's be ambitious for the Ford. Let's honor the 38th President by resolving to do more to further his legacy. This is our time to speak to a divided nation; our opportunity to raise up a new generation of virtue-anchored leaders.

Thank you for standing with the Gerald R. Ford Presidential Foundation and for supporting our Ford Leadership Forum.

All my best,

Please donate by visiting www.geraldfordfoundation.org/donate or by contacting Abby Vander Vliet at 616.254.0396 or email ford@38foundation.org. See page 35 for additional information.
“History will judge us not by what we say today, but by what we do tomorrow — not by the promises we make, but by the promises we keep.”
~Gerald R. Ford, August 1, 1975.

**Upcoming Events**

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**Exhibits**

October 7, 2022-May 24, 2024: **Exploring Watergate**
November 19, 2022-December 31, 2022: **Gerald R. Ford Presidential Express**
January 27, 2023-May 28, 2023: **America at the Crossroads: The Guitar and a Changing Nation**

*Events that are preceded by a 5:30 PM reception at the Gerald R. Ford Presidential Museum.

For more information on our upcoming events and partnerships, please visit www.GeraldRFordFoundation.org
Join Friends of Ford!

Billie Jean King and First Lady Betty Ford in the West Sitting Hall at the White House, 7/21/1975. Image courtesy of the Gerald R. Ford Presidential Library & Museum

Yes, I want to be a member of Friends of Ford!

Become a member of Friends of Ford to help support the Foundation’s civic and leadership initiatives as well as the Library and Museum’s exciting exhibits and programs. Join us as we seek to enhance public understanding of American history, government, and culture.

- Participate in special Library and Museum activities that are not open to the general public
- Free admission to the Gerald R. Ford Presidential Museum
- Advance notification of speakers and exhibits at both the Library and Museum
- Invitation to exclusive exhibit tours by staff members
- Foundation Newsletters
- 10% discount on merchandise at the Museum Store
- Free admission to other Presidential Libraries and Museums
- Membership card
- Check out our membership levels by visiting www.geraldfordfoundation.org/membership

For further information, please contact the Gerald R. Ford Presidential Foundation at 616.254.0396 or email ford@38foundation.org.

Attached is an application envelope for your convenience. Memberships are tax-deductible to the limits allowed by the IRS.

The Gerald R. Ford Presidential Foundation is a tax-exempt 501 (c)3 organization. Gerald R. Ford Presidential Foundation, 303 Pearl Street NW, Grand Rapids, MI 49504-5353 616-254-0396

Back cover: Overcoming an awkward moment: Queen Elizabeth and President Ford dance to “The Lady Is a Tramp.” The Queen and Prince Philip visited the United States in July 1976 as part of the Bicentennial celebrations commemorating our nation’s 200th birthday. They traveled to Philadelphia, Washington, DC, Virginia, New York, Connecticut, and Massachusetts. At the White House, President and Mrs. Ford hosted a state dinner in the royal couple’s honor. Mrs. Ford later recalled that this state dinner was one of the “most glamorous” during her time at the White House. Image courtesy of the Gerald R. Ford Presidential Library & Museum.

www.geraldfordfoundation.org | www.fordforum.org