

Henry Ford: Driving America Into the Future

Junior Division

Group Documentary

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Process Paper: 500 Words

Process Paper

For our 2015 National History Day Project, we have decided to research Henry Ford. Ever since we were little, we have been interested in engineering and how things work. We thought of many innovators throughout history who have invented or engineered something that has changed people's lives. Some different leaders we were considering were Thomas Edison, the Wright Brothers, and Nikola Tesla. Although all these people fit this year's theme, we decided to go with Henry Ford because we can relate to him. His innovations greatly affect the lives of people just like us.

We conducted our research for our project in an organized manner. While one group member spent their time researching secondary sources, the other researched primary sources. This way, we made sure to research both types of sources. We found our primary sources on online archives and museum websites, and we found our secondary sources on credible history websites and a variety of books. We conducted one of our interviews at Cal Poly Pomona with Professor John Lloyd. Then, we went to the Automotive Driving Museum where we interviewed two specialists. The last interview we conducted was at the Petersen Automobile Museum with Chief Curator Leslie Kendall. Our best source was *The Henry Ford* because it had many pictures and primary documents that provided further insight for our documentary. Once we finished citing, our bibliography contained many different sources, showing the diversity in our research.

We created our project by following several organized steps. Our first step was to create the project outline, which consisted of the script and the music, pictures, and videos that we would use for each section of our documentary. Next, we created our documentary using Windows Movie Maker but only inserted the pictures and videos. Then, we recorded our voice-

over so that it coordinated with the pictures and videos on the screen. Lastly, we added the music into each section, creating the right mood and feel for that specific part of our documentary.

Henry Ford represents the theme of Leadership and Legacy. First of all, he showed strong leadership qualities when he invented the automobile assembly line, which forever changed the way that manufacturing works in factories. Today, industries all around the globe, not just the automobile industry, use Ford's assembly line to make manufacturing more speedy and inexpensive. Ford's Model T was the first car made affordable to the middle class, not only changing their daily lives but changing transportation and the infrastructure of America. The fact that many other car companies of the time adopted his ideas and that his ideas are still being put into practice today shows the affect he still has over the industry. In addition, we are reminded of Henry Ford's legacy every day when we sit down in our cars to go to work or school. In all, Henry Ford was the first to create cars that the middle class could afford, which has forever changed the daily lives of the average American.

Annotated Bibliography

Primary Sources

Advertisements

“1st to "Grow" Automobile Parts on the Farm.” Advertisement. *Benson Ford Research Center*. N.p., 2014. Web. 28 July 2014. <<http://collections.thehenryford.org/ExpertGallery.aspx>>.

This advertisement from the Benson Ford Research Center is about how the Ford Motor Company produced its own automobile parts on different farms. Ford was the first automobile manufacturer to do this. Some of the things produced on the farms were small car parts, such as gear shift knobs and oil for paints. These farms were a big benefit to Ford; they saved the company money because they did not have to buy parts from other companies. In addition, Ford experimented with the soybean. He was also the first person to use the soybean as a major industrial tool. The soybeans were used for synthetic enamels and plastic parts on cars. This advertisement shows that Ford was the first person to produce his own parts on farms and to use the soybean, helping his company flourish and save money. This source provided insight on how Ford was very innovative and resourceful for our documentary.

"At the Auto Show -- See the Ford Last!" *Detroit Journal* [Detroit] 1927: n. pag. *The Henry Ford*. Web. 6 Nov. <<http://collections.thehenryford.org/Collection.aspx2014.?start=80&keywords=%22Ford+Model+T+automobile%22>>.

This advertisement from the *Detroit Journal* is one of many advertisements that emphasize the Model T's price. However, this advertisement in particular gave the idea that although the Model T was not as fancy as other cars of the time, it provided all the necessities needed for a reliable car and had a great price as well. This idea gave buyers a whole new outlook on the Model T and the benefits of buying one. We used this idea in our documentary while describing the Model T.

‘Cancel Distance & Conquer Weather.’ Advertisement. *Ladies Home Journal* (1924): n. pag.

This 1924 advertisement published in the *Ladies Home Journal* is titled "Cancel Distance and Conquer Weather." The advertisement states that the Model T could handle any weather condition, which was an appealing quality to customers. This advertisement also makes the Model T seem dependable. Durability and dependability were what buyers thought separated Fords from the rest of the cars. Ford's ability to stand out in his industry made him a leader. This source gave us a new outlook on the Model T in our documentary.

“Consider the Unseen Values When You Buy a Motor Car.” Advertisement. *Benson Ford Research Center*. N.p., 2014. Web. 28 July 2014. <<http://collections.thehenryford.org/ExpertGallery.aspx>>.

This 1929 advertisement was promoting the Model A. The Model A came out nineteen years after the Model T had first been built. Ford wanted this car to be as successful as the Model T, so he made the car last longer and provided the driver with a smoother, quieter ride. We used this advertisement to show that although the Model T was a top-seller in the motor industry, Ford was still able to improve on his car designs and create and even better automobile.

“Dependable as the Doctor Himself.” Advertisement. *Saturday Evening Post* 18 Apr. 1925: n. pag.

This 1925 advertisement featured in the *Saturday Evening Post* is titled "Dependable as the Doctor Himself". The ad uses similes to compare a doctor to Ford cars. A doctor is dependable, just like a Ford automobile. A Ford automobile is also trustworthy like a doctor. Mr. Ford used a figure everyone was familiar with in his advertisement. This propaganda tactic, called "plain folks", was effective in getting people to buy his products. We learned that Ford was smart in his marketing techniques as well as in his manufacturing.

\$52.24 For Parts For Two Years on Two Ford Cars. Advertisement. *The Henry Ford. The Henry Ford*, n.d. Web. 6 Nov. 2014. <<http://collections.thehenryford.org/Collection.aspx?start=80&keywords=%22Ford+Model+T+automobile%22>>.

This advertisement features information on the amount the fire department of Hartford had to pay for two Ford cars in two years. The total of costs, including accidents, repairs, and spare parts came out to \$52.25. This amount of money was extremely low, especially for two cars. This proves that Ford was an excellent automobile maker because he was able to make durable cars while still selling them at a cheap price.

“The Ford Four Cylinder.” Advertisement. *The Henry Ford. The Henry Ford*, n.d. Web. 6 Nov. 2014. <<http://collections.thehenryford.org/Collection.aspx?start=80&keywords=%22Ford+Model+T+automobile%22>>.

This advertisement called "The Ford Four Cylinder" was used to sell Model T's. Ford made the important technology and low price of his car stand out so that it would seem appealing to buyers. He used a special material called vanadium steel which provided a stronger, lighter, and more durable car than other automobile makers were selling. Ford was very clever and used different resources to make his cars stand out above the rest. Other companies would soon use his techniques, showing his legacy and the affect he had in the industry. In our documentary, we talked about how these characteristics of the Model T led to increasing sales.

“The Ford Stands the Searchlight of Criticism.” Advertisement. *Munsey's Magazine* 1903: n. pag. *The Henry Ford*. Web. 1 Oct. <<http://collections.thehenryford.org/Collection2014..aspx?start=80&keywords=ford+motor+company>>.

This source is an advertisement located in *Munsey's Magazine*. It is titled "The Ford Stands the Searchlight of Criticism", advertising that the Ford was the most practical car of the time. The advertisement states that "An unbiased examination by competent automobile designers proves the mechanical construction of the Ford to be the best...". Even other automobile designers that were competing against Ford were willing to admit that Ford cars were the best. This source shows that Ford cars were the top cars of the time because competitors were willing to admit that Ford cars were better than their own.

“It is Bringing People Together.” Advertisement. *Saturday Evening Post*: n. pag. *Benson Ford Research Center*. Web. 28 July 2014. <<http://collections.thehenryford.org/ExpertGallery.aspx>>.

This advertisement from the *Ladies' Home Journal* is about the Model T bringing people together. The advertisement says that the performance of the Model T was reliable, so the driver could relax. It also tells us that the Model T carried people to get places to be with others in their community. This advertisement shows that the Model T was believed to have been a more than a car; it was a way to bring people together in a community. This source supports the claim in our documentary that cities expanded since people were able to travel more.

“The Latest and Best Boss of the Road.” Advertisement. *Harper's Magazine* 1904: n. pag. *The Henry Ford*. Web. 1 Oct. 2014. <<http://collections.thehenryford.org/Collection.aspx?start=100&keywords=ford+motor+company>>.

This advertisement from *Harper's Magazine* is titled "The Latest and Best Boss of the Road". It advertises Ford's 1904 model as "so simple that a boy of 15 could operate it". At the time, other cars were steam-powered and gas-powered. However, Ford cars were simpler to operate, were much quieter, and had less noise. This advertisement proves that Ford cars were more advanced than other cars of the time.

1959 Ford Advertising Proof, "Safe Place to Put Your Money". Advertisement. *Saturday Evening Post* 2 May 1959: n. pag. *The Henry Ford*. Web. 9 Oct. 2014. <<http://collections.thehenryford.org/Collection.aspx?start=40&expert=0&themes=4&filetypes=0>>.

This source is an advertisement from the *Saturday Evening Post*. The advertisement ensured buyers of Ford cars that they would save money if they bought from his company. His cars could go 4000 miles without changing oil, and the muffler lasted twice as long as other cars. This source shows that the happiness of the customers was in Ford's best interest, and his cars were economically sound. In our documentary, we used our knowledge from this source to explain why many people wanted to buy the Model T.

1937 Ford Standard V-8 Roadster Advertisement, "Distinctive Beauty Born of Usefulness". Advertisement. *Saturday Evening Post* 1937: n. pag. *The Henry Ford*. Web. 9 Oct. 2014. <<http://collections.thehenryford.org/Collection.aspx?start=20&expert=0&themes=4&filetypes=0>>.

This source is an advertisement for the Ford Standard V-8 Roadster in the *Saturday Evening Post*. The advertisement describes the car as "beautiful". It talks about the outside and inside features of the car and how they provide a "simple, distinguished design". This advertisement shows that people of the time valued beauty and luxury in the cars they bought.

"Freedom for the Woman Who Owns a Ford." *Designer* Oct. 1924: n. pag. *The Henry Ford*. Web. 9 Nov. 2014. <<http://collections.thehenryford.org/Collection.aspx?start=80&keywords=%22Ford+Model+T+automobile%22>>.

This 1924 advertisement featured in *Designer* magazine caters to women buyers. Ford realized that they were potential buyers in the market, so he gave the idea through the advertisement that the Model T would give them freedom. This seemed appealing to many women and brought many buyers to Ford Motor Company. This clever tactic by Ford gave buyers a whole new outlook on the Model T.

Opening the High-Ways to All Mankind. Advertisement. *Country Gentleman* 1924: n. pag. *The Henry Ford*. Web. 17 Jan. 2015. <<http://www.thehenryford.org/>>.

This advertisement in the *Country Gentleman* magazine does not promote a specific car model but the Ford Motor Company as a whole. The ad tells us that "the company is a transformative, service oriented and mission-based organization -- optimistic and future-focused". This advertisement was just one of a series of sixteen ads, all of which convey the same message about the company.

Organized Economies. Advertisement. *Saturday Evening Post* 1924: n. pag. *The Henry Ford*. Web. 17 Jan. 2015. <<http://www.thehenryford.org/>>.

This advertisement in a 1924 edition of the *Saturday Evening Post* talks about the organization of the Ford Motor Company. Thirty-two out of thirty-five Ford branches were assembly plants, which lowered the amount of freight cars used to ship parts. This saved the company money. In addition, shortage and overproduction were avoided by precise schedules. This advertisement proves that a lot more work and planning went into the Ford Motor Company than just inventing new cars. We showed this in our documentary with footage of the assembly line.

"S Roadster." Advertisement. *The Henry Ford*. *The Henry Ford*, 2011. Web. 29 Oct. 2014. <<http://www.thehenryford.org/>>.

This advertisement found in the Benson Ford Research Center is about the Ford Models N, R, and S. These cars were priced at about \$750, an affordable price for the average middle class family at the time. Not only were these cars affordable, but they worked just

as well as the more expensive cars. These cars were sold even before the Model T, proving that from the beginning, the number one priority of the Ford Motor Company was to produce affordable cars.

“The Tourist Camps Invite You!” Advertisement. *The Henry Ford*. The Henry Ford, n.d. Web. 6 Nov. 2014. <<http://collections.thehenryford.org/Collection.aspx?start=80&keywords=%22Ford+Model+T+automobile%22>>.

This advertisement, called "The Tourist Camps Invite You!" is about motorists traveling and staying at road camps. Henry Ford used this idea to sell his products. He claimed that a Ford car required a very small investment and would be very reliable in a long road trip. This made it seem exciting to buy a Ford car and go on a nice vacation. Ford cars were not only used to commute to places cheaply and easily, but they were used for leisure and travel as well.

The 25 Millionth Ford Has Just Been Built. Advertisement. *Detroit Journal* [Detroit] Feb. 1937: n. pag. *The Henry Ford*. Web. 17 Jan. 2015. <<http://www.thehenryford.org/>>.

This advertisement from the *Detroit Journal* tells us that the 25th million Ford was just built on the Rouge Plant assembly line. This ad was featured in a number of newspapers to promote "the quality and value" of Ford automobiles. In addition, the ad shows the 1896 Quadricycle and the new Ford with Henry and his son standing in between them. This advertisement shows the big improvement that Ford made in his cars by comparing his first and newest model. The advertisement also emphasizes the number of cars Ford manufactured and what a successful business he was running.

“Watch the Fords Go By!” Advertisement. *Saturday Evening Post* 24 Feb. 1940: n. pag. *Benson Ford Research Center*. Web. 28 July 2014. <<http://collections.thehenryford.org/ExpertGallery.aspx>>.

This advertisement from the *Saturday Evening Post* promoted Ford expositions' "Road of Tomorrow" experience. The advertisement had people looking forward to better, faster, and more colorful Ford cars in the future, such as the Ford V-8. The Ford V-8 was considered "the quality car in the low-price field". This advertisement shows that Ford kept producing affordable cars that people looked forward to buying.

“A Welcome Member of the Family.” Advertisement. *Ford Newspaper 68* [Dearborn] 4 May 1924: n. pag. *The Henry Ford*. Web. 6 Nov. 2014.< <http://collections.thehenryford.org/Collection.aspx?start=80&keywords=%22Ford+Model+T+automobile%22>>.

This newspaper advertisement called "A Welcome Member of the Family" made Ford cars appealing to families. It promotes the idea that Ford cars made family life more "convenient and enjoyable". Since Ford cars were efficient, Henry thought that if the work for the day was sped up by using his cars, there would be more time for family.

This advertisement brought a whole new group of buyers into Ford's business. This source is reflected in our documentary when it shows a family riding in one of Ford's cars.

“We Make the Most Advanced Family Wagon in America.” Advertisement. *The Henry Ford*. The Henry Ford, n.d. Web. 8 Nov. 2014. <<http://collections.thehenryford.org/index.aspx>>.

This 1985 Chrysler advertisement was trying to sell their minivan. Their minivan catered to families, just like Ford's cars did. The ad also shows a comparison of their vehicle versus another company's vehicle. The competition in the auto industry was very tough at the time, as shown through this ad. The comparisons are one example of how the companies tried to stand out. However, Ford did not stand out through comparisons. He stood out through the quality and the prices of his vehicles. He expressed the quality of his company through his cars, instead of by mentioning other companies.

“We Paint Ford Cars With Soy Beans.” Advertisement. *Benson Ford Research Center*. N.p., 2014. Web. 28 July 2014. <<http://collections.thehenryford.org/ExpertGallery.aspx>>.

This 1935 advertisement from the Benson Ford Research Center is about farming being used to produce Ford cars. The Ford Motor Industry owned hundreds of thousands of acres of farmland that were used to produce parts of cars. Many of the farms were for rubber, but a lot of the farms grew soybeans. The soybeans were developed into enamel used to paint cars by Ford chemists. This advertisement proves that a lot more went into Ford than just selling cars; it took many different skills even to build one car. We used our knowledge from this source to find footage of rubber plantations for our documentary.

“When Ford Speaks the World Listens-For in all the World No Car Like This.” Advertisement. *The Henry Ford*. The Henry Ford, n.d. Web. 6 Nov. 2014. <<http://collections.thehenryford.org/Collection.aspx?start=80&keywords=%22Ford+Model+T+automobile%22>>.

This source is an advertisement for the Ford Model T. The Model T was sold for prices as low as \$600, which was affordable for the average middle-class family of the time. This is extremely important because it changed the way the middle class traveled. Instead of walking around town, people were able to drive to where they wanted to go and were able to commute farther distances. Ford was a revolutionary leader who affected the lives of many people. We used this source in our documentary to explain how the lives of the middle class changed with Ford's Model T.

“Where the Nearest Neighbor May be Miles Away.” Advertisement. *Saturday Evening Post*: n. pag. *Benson Ford Research Center*. Web. 28 July <<http://collections.thehenryford.org/ExpertGallery.aspx>>.

This advertisement from the *Saturday Evening Post* is about the stability and reliability of the Model T. It talks about how the car was a necessity for long-distance travel because it could keep going without service for many days. It also says the car was "light and rugged", which could be useful in a situation where the car needed to keep running on a long road. This advertisement shows that the Model T had many things going for it such as reliability, strength, and stability. We used this description of the Model T to help convey to the audience of our documentary what a great car it was.

“Within the Means of Millions.” Advertisement. *The Henry Ford*. The Henry Ford, n.d. Web. 9 Nov. 2014. <<http://collections.thehenryford.org/Collection.aspx?start=80&keywords=%22Ford+Model+T+automobile%22>>.

This 1925 Ford advertisement shows factory workers, who did not own much money, driving home in Model T's. This image gave people the idea that if factory workers could own a Model T, they could too. Ford wanted to prove that he had largely affected the lives of ordinary Americans by making a vehicle in their reach. Due to this, many more people owned automobiles, commuted farther distances, and traveled much more easily and cheaply.

You Can Own this Car Today. Advertisement. *The Henry Ford*. The Henry Ford, 2015. Web. 11 Feb. 2015. <<http://www.thehenryford.org/>>.

This Model T advertisement from *The Henry Ford* was used in our documentary while describing the popularity of the Model T. The Model T was advertised to be a car that anyone could own, meaning that it was in the price range of the ordinary American. This was unlike any car that had been on the market before, so many people wanted to buy one. Many advertisements of the time emphasized this feature of the Model T, drawing in customers.

Brochures

The New Ford V-8 Cylinder Car. 1932. Benson Ford Research Center. Web. 29 July 2014. <<http://collections.thehenryford.org/ExpertGallery.aspx>>.

This trade brochure promoted the new Ford V-8 Cylinder Car. This car had a new type of engine but was still very affordable. The engine was very light and inexpensive; it could still power the car, making it unlike any other because other cars with V-8 cylinder engines were very heavy and expensive. This article shows that Ford was able to make an inexpensive product that other companies were charging much more money for, proving that Ford's number one priority was to make affordable automobiles.

On Your Way to Two 1939 Fairs, You are Cordially Invited to Visit the Ford Rotunda and Rouge Plant. Dearborn: n.p., 1939. The Henry Ford. Web. 8 Nov. 2014. <<http://collections.thehenryford.org/index.aspx>>.

This brochure titled "On Your Way to Two 1939 Fairs, You are Cordially Invited to Visit the Ford Rotunda and Rouge Plant" features information on Ford's Rotunda building on his Rouge Plant. Ford recreated a World's Fair on his Rouge Plant, hoping that people who had gone to a World's Fair before would want to come visit his buildings. Henry Ford was very resourceful in his ways of getting customers to learn more about him. He made his company seem exciting and made people want to buy his products. These clever tactics make up the qualities of a leader.

Some Ignition Problems and Their Solution. n.p., 1910. The Henry Ford. Web. 9 Nov. 2014. <<http://collections.thehenryford.org/Collection.aspx?start=80&keywords=%22Ford+Model+T+automobile%22>>.

This brochure titled "Some Ignition Problems and Their Solution" has information on how to fix problems with Ford cars. This brochure suggests that some early Ford models had malfunctions and were not put together as well as his later models. This proves that Ford made improvements on the vehicles that he sold and that he learned from his mistakes. Both of those qualities make up a leader.

Catalogs

O.J. Mulford Advertising Co., comp. *The Blue Ribbon Car. N.p.: Ford Motor Company, 1904. The Henry Ford. Web. 29 Oct. 2014. <<http://collections.thehenryford.org/Collection.aspx?start=40&keywords=%22Ford%2c+Henry%2c+1863-1947%22>>.*

This source is a sales catalog that the Ford Motor Company created to advertise his earlier cars. These cars were considered "Blue Ribbon" vehicles and were preliminary to the Model T. The Model T was similar in design to some of these cars but was much more efficient and inexpensive than all of them. The Model T took many different car designs and ideas which resulted in a product that changed the lives of Americans. We used this source to describe the Model T in our documentary.

Letters

Anderson Carriage Company. "Anderson Carriage Company Letter to Customer Henry Ford about His Detroit Electric Car, 1910." Letter to Henry Ford. 1910. The Collections of Henry Ford. Benson Ford Research Center, Dearborn. *The Henry Ford. Web. 29 Oct. 2014. <<http://collections.thehenryford.org/Collection.aspx?start=60&keywords=%22Ford%2c+Henry%2c+1863-1947%22>>.*

This source is a letter that the Anderson Carriage Company wrote to Henry Ford. The company wanted Mr. Ford to purchase their Detroit Electric vehicle. The Detroit Electric had much lower costs associated with it than other cars from different companies. The Anderson Carriage Company advertised their vehicle to Henry Ford in hopes that he would tell other people about it. This proves that Henry Ford really was a leader of the automobile industry because if he was willing to buy a specific car, other people would be too.

Detroit Automobile Company. "Agreement between Detroit Automobile Company and Henry Ford." Letter to Henry Ford. 24 July 1899. Benson Ford Research Center. Collections of the Henry Ford, Dearborn. *The Henry Ford*. Web. 5 Nov. 2014. <<http://collections.thehenryford.org/Collection.aspx?start=60&keywords=%22Ford%2c+Henry%2c+1863-1947%22>>.

This source is a letter about an agreement between the Detroit Automobile Company and Henry Ford. The Detroit Automobile Company was Ford's first automobile company. This agreement was concerning Ford's job as Mechanical Superintendent. However, this did not last since the company went out of business from putting out poor cars. This source proves that Mr. Ford was a great leader because he persevered through all of his failures until he achieved his goal of making a good car affordable to the middle class.

Ford, Henry. "Letter from Henry Ford Concerning Auto Racing, 1902." Letter to Milton Bryant. 6 Jan. 1902. Fair Lane Papers subgroup. Benson Ford Research Center Collections, Dearborn. *The Henry Ford*. Web. 9 Oct. 2014. <<http://collections.thehenryford.org/Collection.aspx?start=20&collectionid=1610>>.

This source is a letter that Henry Ford wrote to his brother-in-law, Milton Bryant. Henry Ford was in the forefront of American racing, and he wanted to stay there because there were opportunities for advertising and earning lots of money. Investors in Ford's second company, the Henry Ford Company, did not like that he was interested in racing, and he was bought out of it. This source shows that Henry Ford at one point had a second company that turned into Cadillac. It also proves that not only did Ford produce great luxury cars, but he produced award-winning race cars as well.

Wife of Assembly Line Worker. Letter to Henry Ford. 23 Jan. 1914. The Collections of the Henry Ford. Benson Ford Research Center, Dearborn. *The Henry Ford*. Web. 29 July 2014. <<http://collections.thehenryford.org/ExpertGallery.aspx>>.

This source is a letter from the wife of an assembly line worker in one of Ford's factories writing to Henry Ford. She was not happy with the way her husband was being treated on the job, and she wanted Ford to investigate the working conditions in his assembly lines. This letter shows that although assembly lines provided many people with work, the jobs didn't have adequate working conditions and not everyone was happy with their job. We used the ideas from this source to explain what the working conditions were like in Ford's factories in our documentary.

Magazine Articles

Anderson Electric Car Company. "How Would You Like to Have These Master Minds Help You Choose Your Electric Car?" *Saturday Evening Post* 28 Mar. 1914: n. pag. *The Henry Ford*. Web. 5 Nov. <<http://collections.thehenryford.org/Collection.aspx?start=60&keywords=%22Ford%2c+Henry%2c+1863-1947%22>>.

This source is a magazine article from *The Saturday Evening Post*. It is about Thomas Edison and Henry Ford each owning three Detroit Electric vehicles. The company wanted to persuade people to buy their product by putting Henry Ford and Thomas Edison, two well-known people, into their advertisement. This article proves that Henry Ford was a leader of the automobile industry because other companies looked up to him and used him to advertise their products.

"The Highways of the Sky." *The Literary Digest* 18 Aug. 1928: n. pag. Benson Ford Research Center. Web. 22 July 2014. <<http://www.thehenryford.org/research/collections.aspx>>.

This article from the *Literary Digest* is about the increased use of air travel in the twentieth century. Air travel was being used more often for the transportation of products, people, and the military. The Ford tri-motor airplane became especially popular because it "proved the safety and efficiency" in commercial service. Lots of Ford resources were needed to make this plane because it was in high command. This article shows that Ford was successful in producing many different modes of transportation, such as ships, cars, and planes. We used this source to learn more about Henry Ford's involvement in World War II.

McGarry, WM A. "Henry Ford at Work." *The Executive Magazine* 1 Sept. 1927: n. pag. The Franklin Institute. Web. 22 July 2014. <<http://learn.fi.edu/learn/case-files/ford/file.html>>.

This 1927 article from *The Executive Magazine* explains a big change Ford made in his company. In 1906, Ford developed the Model N. After the Model N, Ford "was hailed as a worker of industrial miracles". However, in 1908, Ford discontinued the Model N, claiming to have plans for "a new and more efficient car". Many people did not agree with Ford's decision to take away this car. "He was followed to his home by men who wept on his shoulder and begged him not to give up a sure thing." The Model N had made Ford fourteen million dollars before the demand lessened. This article shows that Ford made a mistake by giving up the Model N because it was a big profit maker for the company and was a popular car among buyers.

Randel, John. "The Kane-Pennington Motor." *American Machinist* 1895: n. pag. Benson Ford Research Center. Web. 22 July 2014. <<http://www.thehenryford.org/research/collections.aspx>>.

This article from the *American Machinist* is just one of many magazine articles that automobile manufacturers such as Henry Ford used to keep their products up to date on the latest improvements. The magazine article displays a diagram of a new motor, called the Kane-Pennington motor. Ford's Quadricycle had an engine that was based on this magazine article. This source shows that automobile inventors all used similar designs and machinery, but some were more successful and creative than others, such as Henry Ford.

Newspaper Articles

"The Big Hill Climbing Contest This Afternoon." *Detroit Journal* [Detroit] 1908: n. pag. *OT - More Ford early history, Racing Results, News Articles*. Web. 21 July 2014. <<http://www.mtfca.com/discus/messages/257047/329167.html?1356148205>>.

This newspaper article from the *Detroit Journal* describes a hill climb racing event where Ford cars did well. In the first event, the Model N was very successful. Drivers with the Model N placed in first, second, and fourth place. In the second event, a Model K came in ninth place out of twelve cars. However, the Model K sold for less than \$5000. This article shows that the Ford Motor Company was successful in producing quick, competition-winning race cars in addition to everyday travel cars.

"Mr. Ford Foresees a Better Division of the Profits to Be Found in Life." *The New York Times* [New York] 13 Sept. 1931: n. pag. *The New York Times*. Web. 16 July 2014. <<http://graphics8.nytimes.com/packages/pdf/automobiles/Henry-Ford-NYT.pdf>>.

This 1931 newspaper article from the *New York Times* is written by Henry Ford himself. He wrote that the future "is so full of promise as to make the present seem drab in comparison." In addition, he wrote that the "newest thing in the world is the human being. And the greatest changes are to be looked for in him". Ford's words teach that his accomplishments in the auto industry were just the beginning of more successes in the future, and that humans will create more amazing things in time. We used our knowledge from this source in our documentary to show how Ford was always finding new ways to improve his company with the Model T, Fordlandia, and the automobile assembly line.

"Ford Announces Plans for a New Low-Priced Car." *Detroit Journal* [Detroit] 26 May 1927: n. pag. *The Franklin Institute*. Web. 21 July 2014. <<http://learn.fi.edu/learn/case-files/ford/pursuit.html>>.

This newspaper article from the *Detroit Journal* is about Ford's plans for a new car to succeed the Model T. At first, the Ford Motor Company had no time to produce a new model because the Model T continued to be sold at such a high pace. But, Ford said "With the new Ford we propose to continue in the light-car field which we created on the same basis of quantity production we have always worked, giving high quality, low price and constant service". Although Ford had big plans for a new motorcar, he still believed that the Model T "blazed the way for the motor industry and started the movement for good roads everywhere." This newspaper article shows that the Model T was the beginning of more advanced motor cars and that Henry Ford lead the motor industry into higher growth and production rates. We used what we learned from this source in the Model T section of our documentary.

"Ford Fires All His Men Who Join Colors." *Chicago Tribune* [Chicago] 1919: n. pag. *Diggin' History*. Web. 21 July 2014. <<https://historydepot.wordpress.com/page/12/>>.

This newspaper article from the *Chicago Tribune* caused Ford bad press. There were reports that he wanted to fire his employees who were part of the Michigan National Guard. Ford announced that "any employees of the Ford Motor Company who are members of the Michigan National Guard will not only not receive pay while absent, but will forfeit their jobs as well". This announcement clearly implies that Ford did not want his employees in this organization. This article shows that Ford did not want to be involved with war but became involved anyways, which was another controversial aspect of Ford's character.

Ford Motor Company. "Articles of Association of Ford Motor Company." 16 June 1903. Benson Ford Research Center. Web. 29 July 2014. <<http://collections.thehenryford.org/ExpertGallery.aspx>>.

This source is the Articles of Association which established the Ford Motor Company. The articles have the name, the purpose, the operations, the capital stock, the number of shares, the term of years, and the names of the stockholders of the company. However, according to the articles, Henry Ford was not president. After he became president, all his great products came out, such as the Model T. Ford was the real leader of the Ford Motor Company and was able to make it a successful business.

"New Ford Sedan \$975." *Ford Times* [Dearborn] Oct. 1914: n. pag. *The Henry Ford*. Web. 8 Nov. 2014. <<http://collections.thehenryford.org/Collection.aspx?start=80&keywords=%22Ford+Model+T+automobile%22>>.

This 1914 newspaper article from the *Ford Times* features an advertisement for the different types of Model T's. Ford sold this vehicle in the form of coupes and sedans. The advertisement shows the reader the benefits of each style. The sedan was "smart and roomy" and the coupe had "comfort and style". Mr. Ford wanted to produce cars that people of all different kinds would like. He was interested in the happiness of his customers, not only the money. We used the information from this source in the Model T section of our documentary.

"Ford to Own Ships, Make Tires, Extend \$5 a Day Schedule." *Detroit Journal* [Detroit] 1914: n. pag. *Ford News Center*. Web. 21 July 2014. <<http://corporate.ford.com/news-center/press-releases-detail/677-5-dollar-a-day>>.

This newspaper article from the *Detroit Journal* advertises Henry Ford's new \$5 a day schedule. Ford shortened work hours from nine to eight hours a day and ensured that no employee would get paid less than five dollars per day. This doubled the average auto worker's wage, and it was all caused by the success of the assembly line. This source shows that Henry Ford led the automobile industry by setting a good example of working conditions and wages. We used this source in the working conditions section of our documentary.

"'Gold Rush' is Started by Ford's \$5 Offer." *Detroit Journal* [Detroit] 7 Jan. 1914: n. pag. *The Henry Ford*. Web. 29 July 2014. <<http://collections.thehenryford.org/ExpertGallery.aspx>>.

This newspaper article from the *Detroit Journal* is about Ford's guarantee that no employee working for him would receive less than \$5 a day. This was big news across the country because Ford was the first company to give any worker this much money for "unskilled" work. Thousands of men rushed to see if they could get a job at the Ford Motor Company. However, this \$5 day included company inspections that made sure employees were not spending their money on luxuries. Although the inspections were a bit intrusive, the employees didn't mind because they were getting paid a lot. This source shows that Ford's \$5 day was a really big deal, and the workers were willing to go through anything, even inspections, because they wanted and needed the money. We used this article in the introduction of our documentary.

"Henry Ford Gives \$10,000,000 In 1914 Profits To His Employees." *The Detroit Journal* [Detroit] 1914: n. pag. *The Ford Story - Newsroom*. Web. 16 July 2014. <http://www.ford.net.my/about/news2013/heritage_revolution.asp>.

This newspaper article from the *Detroit Journal* is about how Henry Ford "gives \$10,000,000 in 1914 profits to his employees". Workers in his company were paid much more money than workers in other companies in the auto industry. This article shows that Henry Ford was not only a successful industrialist but was also a generous employer. His generosity toward his employees helped create the middle class. We used this idea of good treatment of his employees in the working conditions section of our documentary.

"Henry Ford Says." *Detroit Journal* [Detroit] 27 Dec. 1908: n. pag. *OT - More Ford Early History, Racing Results, News Articles*. Web. 21 July 2014. <<http://www.mtfca.com/discus/messages/257047/329167.html?1356148205>>.

This 1908 newspaper article from the *Detroit Journal* explains the benefits of the Model T. The Model T was priced at \$850 and had a 20 horsepower engine. It held five passengers and was made as a touring car, coupe, or landaulet. The article states "No car under \$2000 offers more; none at over \$2000 offers more except in trimmings". This article shows that the Model T was a very low-priced car for the amount of luxuries the buyer received, and Ford was able to make a high quality car that more people could afford. We used this article to describe the price of the Model T in our documentary.

"The International Jew: The World's Problem." *The Dearborn Independent* [Dearborn] 22 May 1920: n. pag. *Anti-Semitism in the U.S.: "The International Jew."* Web. 21 July 2014. <<https://www.jewishvirtuallibrary.org/jsource/anti-semitism/ford.html>>.

This article from Ford's newspaper, *The Dearborn Independent*, clearly signifies that Ford was anti-Semitic. For instance, the article states that Jews were "poor in his masses, he yet controls the world's finances". This means Ford thought that Jews were not faithful, but they still got to control finances. In addition, the article says the Jewish race has "never been intelligent nor has it been able to make itself intelligible". This quote implies

that Henry Ford was against the Jews because he thought they were not smart. This article could lead someone to think that Ford really did not make cars that he thought everyone should have, showing that he had enemies. We used this article as an image in the anti-Semitism section of our documentary.

Pictures

"Assembly Line." *Henry Ford, Assembly Lines and the Model T*. Weebly, n.d. Web. 8 Jan. 2015. <<http://bkimhistory12.weebly.com/henry-ford-assembly-lines-and-the-model-t.html>>.

This photograph from the website *Henry Ford, Assembly Lines, and the Model T* shows many workers bent over one Model T on the assembly line. The workers in this picture had to work very long days, with no breaks or a place to sit and rest. These conditions took a toll on the workers' bodies, so they demanded more pay, which led to Ford's \$5 work day. We used this picture in our documentary to describe the bad working conditions in Ford's factories.

Bank Note Company of New York. "Edison Illuminating Company-New Jersey 1892." *The Gift of History*. American Institute of Certified Public Accountants, n.d. Web. 7 Jan. 2015. <<http://scripophily.net/edelilcoxx.html>>.

This 1892 certificate from the Edison Illuminating Company was used in our documentary when we described Ford's job at the company.

"Blight-stricken Rubber Tree." *The Ruins of Fordlandia*. WordPress, 27 Aug. 2010. Web. 8 Jan. 2015. <<https://circa71.wordpress.com/2010/08/27/the-ruins-of-fordlandia/>>.

This photograph from *WordPress* shows a small, dead tree on Fordlandia. We used this picture in our documentary to show the lack of thought and planning that went into the plantation.

Car blueprints. "Ford Quadricycle Blueprints." *Ford Quadricycle Blueprints*. N.p., 2014. Web. 7 Jan. 2015. <<http://www.fordrob.com/ford/ford-quadricycle-blueprints/>>.

This photo from *Ford Quadricycle Blueprints* shows some detailed blueprints of Henry Ford's Quadricycle. His drawings were very detailed and specific, showing his ability to make a functional vehicle. We used this picture in our documentary while describing the features of the Quadricycle.

Clara and Henry Ford. *Dixie Dancers Square Dance Club*. N.p., n.d. Web. 6 Jan. 2015. <http://www.floridasquaredance.com/dixiedancers/henry_ford_page.htm>.

This photograph is used in our documentary to show what Henry Ford and Clara Ford looked like as a married couple. Clara Ford's devotion to Henry was originally tested when Henry moved to Detroit to start his own automobile company. Clara widely

supported her husband in all of his decisions, good or bad, which was what allowed them to stay married until Henry's death.

"The Dearborn Independent." *The Dearborn Independent*. Rational Revolution, 22 May 2013. Web. 8 Jan. 2015. <http://rationalrevolution.net/special/library/dearborn_independent.htm>.

This photo of the *Dearborn Independent* from Rational Revolution displays the cover of Ford's newspaper. We used this picture in our documentary while describing his anti-Semitism, which was Ford's uglier side.

The Dearborn Independent. *HenryFord.fr*. HenryFord.fr, n.d. Web. 8 Jan. 2015. <<http://www.henryford.fr/critiques/dearborn-independent/>>.

This photograph is of the cover of Henry Ford's *Dearborn Independent*. Ford bought this paper specifically to let out a stream of articles criticizing the Jewish people. His uglier side of anti-Semitic views is greatly expressed in these articles, which were published for about nine months. Ford believed the Jews had caused the First World War and that they were the "world's problem". The fact that many around America adopted these views shows the affect as a leader he had among his followers. This picture's headline shows in our documentary how Ford used his leadership skills to influence his followers to have the same ideas as him.

"Edsel Ford." *Wikipedia*. Wikimedia Foundation, 13 Dec. 2014. Web. 8 Jan. 2015. <http://en.wikipedia.org/wiki/Edsel_Ford>.

This is a picture of Edsel Ford, Henry Ford's son, while he was still young. Around the age that he was in the photo, Edsel took over his father's position as head of the Ford Motor Company. Though Edsel became president of the company, all major decisions were still made by his father, showing Henry Ford's strong leadership characteristic but at the same time his controlling side. As time went on, Henry pushed Edsel, determined to make his son just like him, causing the two to grow apart. When Edsel developed stomach cancer, Henry refused to accept that fact and continued to be hard on his son. Edsel eventually died from cancer, and Ford would continue to believe throughout his life that he had been the cause of his son's death.

1814. *Popular Mechanics*. Hearst Communication, n.d. Web. 6 Jan. <<http://www2015.popularmechanics.com/technology/engineering/extreme-machines/a-brief-history-of-the-steam-engine#slide-5>>.

This image is used in our documentary to show what sparked Henry Ford's first interest in engineering. While Ford was in Detroit during vacation, he came across a steam engine similar to the one showed in the image. Since that point, he dreamt of building an engine such as that. This early spark in engineering was what made Ford interested in cars, which eventually led him to establishing the Ford Motor Company.

Evolution of the Ford Car. 1949. Benson Ford Research Center. The Collections of the Henry Ford, Dearborn. The Henry Ford. Web. 6 Nov. <<http://collections2014.thehenryford.org/Collection.aspx?start=80&keywords=%22Ford+Model+T+automobile%22>>.

This source is a photograph that shows the evolution of a Ford car from 1896 to 1949. It shows multiple cars in a timeline-like manner, so that the viewer can compare the cars and their changes over time. Ford's first cars did not have a roof, but his later cars were enclosed with windows and a roof. Another improvement that Ford made on his cars was the style and sharpness of them. Ford wasn't any ordinary automobile maker because but he continued to change his cars to fit the needs and preferences of his customers. We used this picture in our documentary while describing Ford's first plans for the Quadricycle.

"A Failed Attempt to Bring Main Street to the Amazon." *Pyramid Beach. WordPress, 9 Dec. 2010. Web. 8 Jan. 2015.* <<http://pyramidbeach.com/2010/12/09/fordlandia/>>.

This photograph from *WordPress* shows Henry Ford sitting on a bushel of hay in Fordlandia. His expression was very solemn, showing us that he was disappointed in his plantation. We used this picture in our documentary while describing Fordlandia and why it was created.

Fordlandia. 2014. The Henry Ford. Benson Ford Research Center, Dearborn. The Henry Ford. Web. 8 Jan. 2015. <<http://www.thehenryford.org/images/THF57430.jpg>>.

This photograph from *The Henry Ford* shows two workers standing among a field of rubber in Fordlandia. This picture is used in our documentary to show how the plantation let both Henry Ford and the workers down.

Fordlandia Employee Housing. 1933. The Henry Ford. Benson Ford Research Center, Dearborn. The Henry Ford. Web. 8 Jan. 2015. <<http://www.thehenryford.org/research/rubberPlantations.aspx>>.

This photograph from *The Henry Ford* shows the employee housing on Fordlandia. Ford required all workers to live in these houses, which were the style seen in Dearborn. Although the workers were not used to this lifestyle, Ford made them live there anyway, showing his controlling side. We used this picture in our documentary while describing why Fordlandia was a failure.

Fordlandia Hospital. 1931. The Henry Ford. Benson Ford Research Center, Dearborn. The Henry Ford. Web. 8 Jan. 2015. <<http://www.thehenryford.org/images/THF57423.jpg>>.

This photograph from *The Henry Ford* shows a hospital in Fordlandia. The plantation was like a small city, containing all the necessities that one needs to live. This shows Henry Ford's controlling side because he wanted to control every aspect of the workers'

lives, such as where they went and how they lived. We used this picture in our documentary while describing life on Fordlandia.

Ford Motor Company. "Henry Ford Starts a Car Company." *C Net*. CBS Interactive Inc., 18 June 2013. Web. 7 Jan. 2015. <<http://www.cnet.com/pictures/henry-ford-starts-a-car-company-or-three-pictures/2/>>.

This photo from *C Net* displays a building with a sign titled "Detroit Automobile Company". This was Henry Ford's first company, but it soon failed. We used this picture in our documentary while we described Ford's early life and work.

Locations of Ford Village Industries. Map. Dearborn, 1942. The Collections of Henry Ford. Benson Ford Research Center, Dearborn. The Henry Ford. Web. 29 July 2014. <<http://collections.thehenryford.org/ExpertGallery.aspx>>.

This source is a map that shows all the locations of Ford village industries in southeast Michigan and Ontario. In just these two areas alone, there were eighteen active hydro plants, three hydro-power stations, seven plant sites that were proposed, and three Henry Ford personal projects. The image of this map really helps visualize how large the Ford Motor Company really was and how many people it took to keep the company running on all sites.

1902 Map of Cork County, Ireland, Showing the Area Where Henry Ford's Ancestors Lived. Map. Dearborn, 1902. The Collections of the Henry Ford. Benson Ford Research Center, Dearborn. Print.

This source is a map showing the area where Henry Ford's ancestors lived, in Cork County, Ireland. Henry's grandfather, John, was born in Cork County, and Henry's father, William, had a farm in which he leased in 1819. Henry's ancestors moved to America in 1847, and they left their farm in Ireland. This source gave us knowledge about about Henry Ford's heritage, such as where his family came from and how they made a living.

Ford Motor Company. Engineering Photographic Department. *Benson Ford, Henry Ford II, Edsel Ford, and Henry Ford at Fair Lane, Dearborn, Michigan, 1931. 1931. Photograph. Collections of Henry Ford. Benson Ford Research Center, Dearborn.*

This source is a picture of Henry Ford along with some of his friends. They are standing on Ford's estate called Fair Lane. Fair Lane had 1300 acres of farmland and was surrounded by nature. He lived on the estate with his wife, Clara. Many guests and family members went to Fair Lane to visit the Fords. This source shows that Henry Ford had lots of money to spend on luxuries because his company was so successful.

Ford Motor Company Photographic Department. *"The Only Car under \$2395 with a V-8 Engine," Artwork for Ford Advertisement. 1933. Image. Benson Ford Research Center. The Collections of the Henry Ford, Dearborn.*

This source is an image that was featured in one of Ford's V-8 engine advertisements. The image depicts the power and stability of one of these engines. It also says that the price of a V-8 engine was between \$460 and \$600, and its closest competitor had an engine the price of \$2395. This huge difference in price makes the statement that Ford made his engines simply and cheaply so that his customers could afford them. This price difference also raised the amount of buyers he had since everyone wanted to see what it would be like to drive a car like Ford's.

"German World War II Economics: Raw Material--Rubber." *Children in History*. CIH, 8 June 2014. Web. 8 Jan. 2015. <<http://histclo.com/essay/war/ww2/eco/raw/rub/w2ern-rub.html>>.

This photograph from *Children in History* was taken on an East Indies rubber plantation. It shows workers next to rubber trees, and was used while we described the production of rubber during our documentary.

"Henry Ford." *Bio*. A&E Television Networks, 2015. Web. 08 Jan. 2015.

This is a picture of Henry Ford. We used this photo as the closing picture of our documentary.

The Henry Ford. "Fordlandia Aerial View." *Flickr*. Yahoo, 13 Jan. 2010. Web. 8 Jan. 2015. <<https://www.flickr.com/photos/thehenryford/4327435671/>>.

This photo taken from *The Henry Ford* shows an aerial view of Fordlandia. In this picture, it is easy to see the size and vastness of the plantation, giving a real image of what a big deal it was. We used this picture in our documentary while describing Fordlandia.

Henry Ford. *The Henry Ford Estate*. The Henry Ford Estates, n.d. Web. 6 Jan. 2015. <<http://www.henryfordestate.org/>>.

This photo of Henry Ford is used at the beginning of our documentary after using a series of pictures depicting Ford's accomplishments throughout his lifetime and ways he changed and led the world to a new era of transportation.

"Henry Ford." *Reference for Business*. Advameg Inc., n.d. Web. 8 Jan. 2015. <<http://www.referenceforbusiness.com/businesses/A-F/Ford-Henry.html>>.

This photograph from *Reference for Business* shows Henry Ford in his later years. We used this picture in our documentary while we described Ford's death.

The Henry Ford. "Rubber Trees in 1937." *Atlas Obscura*. Atlas Obscura, 2014. Web. 8 Jan. 2015. <<http://www.atlasobscura.com/places/fordlandia>>.

This photograph taken from *The Henry Ford* shows a worker on Fordlandia standing among a vast field of rubber trees. We used this picture in our documentary to show how Ford could not manage a plantation this large.

***Henry Ford and the Quadricycle on Broadway, New York, 1910.* 1910. The Henry Ford. Benson Ford Research Center, Dearborn. *The Henry Ford*. Web. 7 Jan. 2015. <<http://www.thehenryford.org/exhibits/showroom/1896/photos.html>>.**

This 1910 photo from *The Henry Ford* displays Mr. Ford sitting proudly on his Quadricycle. We used this picture in our documentary as we were describing how the Quadricycle was a great accomplishment for him and how it was just the beginning of a long life of success.

"Henry Ford, July 27, 1925." *Time*. Time Inc., 2015. Web. 8 Jan. <<http://content2015.time.com/time/covers/0,16641,19250727,00.html>>.

This picture from *Time* shows an old *Time* magazine cover with Henry Ford's face on it. It was used in our documentary while we described his accomplishments.

Henry Ford's \$5-a-Day Revolution. *Sime Darby Motors*. Sime Darby Motors, n.d. Web. 8 Jan. 2015. <[http://www.simedarbymotors.com/Henry_Ford's_\\$5-a-Day_Revolution.aspx](http://www.simedarbymotors.com/Henry_Ford's_$5-a-Day_Revolution.aspx)>.

This picture is used in our documentary to express the importance of Ford's \$5 day salary and how it greatly revolutionized the automobile industry as well as other industries around the nation. The photo is of an advertisement reading: "Ford to own ships, make tires, extend \$5 a day schedule." Ford's increased salary as well as his eight hour workday drew in workers from all around, and at the time it was a big deal if someone could retain a job at the Ford Motor Company because of the ample amount of workers. This advertisement depicts how important these events were and how they greatly affected working conditions in factories for future generations to come. It is shown in our documentary when we describe how he drew his workers in.

Henry Ford's Death in a Newspaper Article. *Think Link*. ThinkLink, 2014. Web. 8 Jan. 2015. <<http://www.thinklink.com/scene/510476227039985665>>.

This photograph from *Think Link* shows the headline of Henry Ford's death in a newspaper. We used this picture in our documentary while describing his death.

"Henry Ford's Failed Town: Fordlandia." *Sometimes Interesting*. WordPress, 30 Aug. 2011. Web. 8 Jan. 2015. <<http://sometimes-interesting.com/2011/08/30/henry-ford%E2%80%99s-failed-town-fordlandia/>>.

This photograph from the website *Sometimes Interesting* shows houses on Fordlandia. These houses were American-style, which was not what the Brazilian workers were used to. This shows Henry Ford's controlling side because he tried to control how the workers

on the plantation lived. We used this picture in our documentary while we described how he created Fordlandia.

"Henry Ford, Socialist." *As it Ought to Be*. WordPress, 20 Apr. 2011. Web. 8 Jan. 2015. <<http://asitoughttobe.com/2011/04/20/henry-ford-socialist/>>.

This picture from Henry Ford's memoir, "My Life and Work" shows workers building car engines on the assembly line. The work they were doing was very meticulous, and required lots of skill. These workers did the same job every day, over and over again, creating boredom and muscle strains. We used this photo in our documentary while describing bad working conditions in Ford's factories.

Highland Park Ford Plant. *World Socialist Web Site*. World Socialist Web Site, 5 Mar. 2014. Web. 6 Jan. 2015. <<http://www.wsws.org/en/articles/2014/03/05/ford-m05.html>>.

This photograph shows Model T's lined up outside Ford's Highland Park Plant. The vast amount of Model T's outside the plant shows how popular the car was, which in turn shows how many people were able to afford it. With the majority of America's population being able to afford the Model T, their daily lives were significantly changed. With Ford cars filling the roads around the country, the development of transportation was significantly changed. The invention of the Model T still affects our lives today. This picture is shown in the introduction of our documentary to immediately convey to the audience how successful the Model T was by how many cars are shown in the picture.

Jensen, Jens. *Dam and adjoining Rock Work on River Rouge*, "Fair Lane, Dearborn, Michigan, June 1915. Chart. 1915. Collections of The Henry Ford, Dearborn. The Henry Ford. Web. 8 Sept. 2014. <<http://www.thehenryford.org/museum/index.aspx>>.

This is a blueprint of the dam and adjoining rock work on River Rouge. Henry Ford hoped to use the power of the river on his manufacturing plant. Therefore, he decided to put a dam in the river to harness the power. This source shows that Henry Ford was very resourceful and used the things around him to help his company. He was also very intelligent to place his plant right next to the river so that he could use it to give the plant energy.

Johnstone, Will B. "Farm Products." Comic strip. *The Henry Ford*. The Henry Ford, n.d. Web. 5 Nov. 2014. <<http://collections.thehenryford.org/Collection.aspx?start=100&keywords=%22Ford%2c+Henry%2c+1863-1947%22>>.

This source is a comic strip drawn by Will B. Johnstone. The comic strip was created to make fun of how Mr. Ford grew his own soybeans on plantations to create small plastic car parts. The comic strip provided the image that soybeans should not be used to create car parts, and that those car parts were not reliable. This proves that not everyone in America agreed with Ford's ways of manufacturing cars.

Karm, Bob. "Henry Ford." *PDX Retro*. Steve's PC Repair, 2010. Web. 6 Jan. 2015. <<http://pdxretro.com/2012/07/company-founder-born-on-this-day-in-1863/>>.

This photograph from *PDX Retro* is one of the only pictures of Henry Ford as a child. We used this picture in our documentary as we were describing Ford's childhood. From the attire that he is wearing in this photograph, we can infer that Henry's family was not very rich, and he made his career on his own without any money to help him.

"1921 Ford Model T." *Bold Ride*. Bold Ride, n.d. Web. 8 Jan. <<http://www.com/2015..boldride/1921/ford-model-t/#gallery/2>>.

This is a picture of Ford standing next to his 1921 Model T, the car that changed the world. With the Model T came a completely new lifestyle for Americans all around the country. Automobiles became the main source of transportation, so people could travel longer distances for longer amounts of time. This took away the usage of other methods of transportation, like horses. Because of increased automobile usage, cities expanded and more roads and highways were built. Without the Model T, few would own automobiles today. This picture is used in the conclusion of our documentary to show that the Model T was a big part of who Henry Ford was.

***A Picnic With the Model T*. 1920. Alexander Turnbull Library, New Zealand. *Teara-The Encyclopedia of New Zealand*. Web. 5 Jan. 2015. <<http://www.teara.govt.nz/en/photograph/39294/a-picnic-with-the-model-t>>.**

This photo from the Alexander Turnbull Library depicts a family in the 1920's having a picnic in their Model T. We used this image in our documentary to illustrate how the Model T changed the live of the ordinary American. This picture clearly explains this idea because not only were people able to drive in their Model T, but they were able to incorporate it into other activities in their daily lives, just like this family was doing in the image.

***Port Huron Steam Traction Engine Pulling Dump Wagons, circa 1895*. July 1876. The Collections of Henry Ford. Benson Ford Research Center, Dearborn. *The Henry Ford*. Web. 9 Oct. 2014. <<http://collections.thehenryford.org/Collection.aspx?start=20&collectionid=1610>>.**

This source is a photo that Henry Ford kept in a picture frame since he wanted to see it every day. The picture is of the first steam traction engine that Ford ever saw when he was a child. He "never forgot the revelation of what could be done by a machine moving over the road under its own power." This picture is used in our documentary to show Ford's first inspiration to build automobiles.

"Social and Political Impact of the Second Phase of the Industrial Revolution." *Industrial Revolution Reference Library*. Ed. James L. Outman, Matthew May, and Elisabeth M. Outman. Vol. 1: Almanac. Detroit: UXL, 2003. 171-207. *World History in Context*. Web. 8 Jan. 2015.

This picture is used in our documentary to show how working conditions were like with the assembly line on Ford's factory floors. The photo shows workers hunched over wooden wheels on a table with metal parts in the bins below. Every time a worker would finish attaching a specific part, the wheel would move to the next person, which would attach another part to the wheel. This process went on all day, making the muscles of the workers sore from repeating the same movements over and over again. To draw back workers, Ford shortened his work hours to eight a day. In addition, he paid the workers \$5 a day; this was twice the amount that most employers were paying at the time, revolutionizing the automobile industry and influenced other industries to do the same.

"Some Assembly Required." *World Science Festival*. Science Festival Foundation, 30 July 2014. Web. 8 Jan. 2015. <<http://www.worldsciencefestival.com/2014/07/assembly-required/>>.

This picture of finished Model T's on the assembly line is used in the conclusion of our documentary. This photo is used to recap the importance of the assembly line and Model T and how they were a big part of Ford's legacy. Both together increased the efficiency of manufacturing in factories all around the nation and changed the way people travelled.

Tapajos River, 50 miles east of Santarem, Para State, Brazil. *Forgotten Fordlandia: Destruction by a Fungus*. Greg Grandin, 2010. Web. 8 Jan. 2015. <<http://lsb380.plbio.lsu.edu/highway%20markers%20folder/Fordlandia.html>>.

This picture from *The Henry Ford* shows workers, some being children, on Fordlandia. They were all very unhappy and overworked. We used this picture in our documentary while describing the working conditions and wages on Fordlandia.

Underwood & Underwood. *Fordson Farmer*. Oct. 1922. Benson Ford Research Center, Dearborn. *The Henry Ford*. Web. 29 July 2014. <<http://collections.thehenryford.org/ExpertGallery.aspx>>.

This image from the Benson Ford Research Center displays a man who made a Model T into a convertible chapel. The Model T was able to support many things such as an organ and a steeple. Henry Ford used stories like this to advertise the Model T as a "sturdy, versatile automobile that could change ordinary Americans' lives". This photo gave us knowledge on how the Model T was used for a variety of different things, making it more than just a car.

***William Ford Arrives in America*. 1847. The Collections of the Henry Ford. Dearborn. *Henry Ford 150*. Web. 6 Jan. 2015. <http://www.henryford150.com/wp-content/uploads/timeline/main/THF76853_Illustration-FarmResidenceOfWilliamFord_187641.jpg>.**

This photograph from *The Henry Ford 150* displays an image of the farm of William Ford, Henry's father. The farm was very large, with lots of work to be done on it. The image also shows horse-drawn carriages on the farm, showing how daily life was before

the invention of the Model T. We used this picture in our documentary to show that a farm life was not what Ford wanted.

Workers outside an early Ford Motor Co. plant. In 1914, Henry Ford announced the \$5 workday, which more than doubled daily wages. *Crain's Detroit Business*. Crain Communications, 6 June 2014. Web. 8 Jan. <<http://www.crainsdetroit2015.com/article/20140601/NEWS/306019993/built-by-immigrants-foreign-born-workers-integral-part-of-detroits>>.

This photograph shows mobs of workers crowded outside a Ford Motor Company plant after the \$5 workday was announced. In a time where finding a job was tough, Ford offered a wage that was twice the salary in most workplaces of the time. The \$5 wage per day and eight hour workday revolutionized the automobile industry and positively changed working conditions of other factories in the industry as well as other industries all around the nation. The amount of workers in this photograph wanting to get a job at one of Ford's factories shows in our documentary how big of a deal this event really was.

Scrapbooks

"Scrapbook." 1914. *Newspaper Articles*. Comp. Ford Motor Company. N. pag. *Benson Ford Research Center*. Web. 29 July 2014. <<http://the term of years>>.

This source is a scrapbook of all the newspaper articles from around the country that were based upon topics of interest of the Ford Motor Company or of the company itself. Henry Ford's office compiled all of the newspaper articles. All the articles followed the announcement of Ford's five-dollar day. This scrapbook shows that the Ford Motor Company was very organized and went through lots work to get the information they needed. They were also concerned with what others were writing in newspapers and the publicity they were getting.

Videos

***American Road, The (Part III)*. *Internet Archives*. Internet.com, n.d. Web. 5 Jan. 2015. <https://archive.org/details/american_road_3?start=299.5>.**

This video is used to show how Henry Ford affected the daily lives of all in America. One scene shows a crowded street with cars weaving around each other. Before Ford, the street would have been filled with pedestrians and other forms of transportation. With Ford's Model T came the chance for most in America to afford a car, leading to a change in their daily lives. Because more and more cars were being used, the development of cities such as the one showed in the video started to grow, and the amount of roads and highways became significantly larger. Another clip from this video we used showed Ford driving around the snowy streets of Detroit in his Quadricycle with his wife Clara. This clip was used to show Ford's earliest form of a car, which eventually evolved into the Model T.

Colt, Sarah, dir. *Henry Ford*. PBS, 2012. *American Experience*. Web. 14 Jan. 2015. <<http://www.pbs.org/wgbh/americanexperience/films/henryford/player/>>.

We used clips of Fordlandia from this video as part of our documentary. Fordlandia was Henry Ford's rubber plantation. Located in Brazil, he drew workers in from all around because of the high wages and free health care and housing he offered on the plantation. The video shows the Brazilian workers being forced to live a Dearborn-like lifestyle, not what they were accustomed to. Children were forced to go to school, and everyone was required to attend public dances and gatherings. The fact that Ford imposed on the workers a lifestyle that they were not accustomed to was part of the reason that Fordlandia fell.

***Ford Model T*. YouTube. YouTube, 7 Nov. 2008. Web. 14 Jan. 2015. <<https://www.youtube.com/watch?v=IXkxl8dSXb4>>.**

This video shows how the Model T is made on the assembly line from the start until it is driven off. The assembly line was what allowed vast numbers of cars to be produced per day, and because of that, other industries adopted similar methods. This video also includes a special scene that we used at the beginning of our documentary in which a family is sitting in a Ford Model T, weaving in and out of hills, laughing and having fun. This specific scene shows that the Model T was a family car and could be used for anything.

***Ford Model T Assembly*. YouTube. YouTube, 1 Apr. 2013. Web. 14 Jan. 2015. <https://www.youtube.com/watch?v=PZnGWJ_6BwU>.**

This video clip from the King Rose Archives shows interesting scenes from Ford's assembly line and the Highland Park factory. Different parts moved on overhead chains and on conveyor belts throughout the factory, and at the end, when all of the cars were assembled, they were driven off the assembly line, one after another. This scene shows the extensive amount of Model T's that Ford could produce in just a minute using his revolutionary invention of the assembly line. We used parts of this video in our documentary to display how the assembly line worked.

***Henry Ford's Mirror of America (Part I) (1962)*. Internet Archives. Internet.com, n.d. Web. 14 Jan. 2015. <<https://archive.org/details/HenryFor1962>>.**

This video is used in our documentary to show how life was like before cars. One scene shows a horse struggling to pull a wagon through thick mud, with one part of the wagon in bad condition because of the stress being put on it. The farmer gets down from the horse to try to repair the wagon. Another scene shows a person next to a broken-down wagon, contemplating how to fix it. With the Model T, all of these problems went away. Ford made the lives of all in America change for the better.

***The History of the Model T Ford, Documentary. Full*. YouTube. YouTube, 23 July 2013. Web. 14 Jan. 2015. <<https://www.youtube.com/watch?v=Oqd1Q0FFeoc>>.**

This video is used in our documentary to show the durability and sturdiness of the Model T. Some of the scenes included show a Ford Model T rolling down a bumpy hill and reaching the bottom safely, splashing through water, and making tight turns around rolling hills. The Model T was so good for America because it could be used for almost anything, which allowed most families to be able to use one. Its simple design allowed it to be fixed the seldom times it needed to. Because of the Model T, Henry Ford became the leader of the automobile industry.

2013 Ford Mustang Assembly Line. YouTube. YouTube, 10 Jan. 2014. Web. 11 Feb. 2015. <<https://www.youtube.com/watch?v=tjhDAPI2t2w>>.

This video clip is used in our documentary to show how the assembly line is still used in factories today. The video shows the assembly of a 2013 Ford Mustang, and techniques used to assemble the car matched old footage of the assembly line during Ford's time. The assembly line still being in use today proves that Ford did have a lasting legacy on manufacturing. Despite the technological advances in our society, his methods and philosophies are still being applied in modern factories.

Secondary Sources

Articles

"Ford, Henry 1863-1947." *American Decades*. Ed. Judith S. Baughman, et al. Vol. 1: 1900-1909. Detroit: Gale, 2001. *Gale Virtual Reference Library*. Web. 29 Oct. 2014.

This article explains opposing viewpoints of Henry Ford. Though he was a successful man, he had many faults. One of these faults was his anti-Semitism. His publishing of a series of articles was detrimental to his reputation, and many did not take him seriously afterward. In addition, he was willing to fight unions using any method as long as it would eliminate them, including a private force. Because he was such a strong leader, he did not want to give up his title as president of the Ford Motor Company in his later years, even if his judgment was not as good as before. This negatively impacted the company. In all, because it was in his nature to be a leader and take charge, Ford committed some questionable acts that made others see another side of him. This source was used in our project as a way to look at Ford's other side and explore the parts of him that some may not know about. By providing multiple viewpoints, we are able to better explain the person that Ford was.

"Fordlandia." *Atlas Obscura*. Atlas Obscura, n.d. Web. 2 Nov. 2014. <<http://www.atlasobscura.com/places/fordlandia>>.

This article explains why Fordlandia started and why it was unsuccessful. First of all, Fordlandia started because the Ford Motor Company, doing well and in need of rubber for their tires, could not get rubber from the rubber manufacturers in Asia due to a large increase in the price. So, Ford thought he would take matters into his own hands and build a plantation in the middle of the Amazon. Unfortunately, his project was

unsuccessful. The main reason was that he established a lifestyle that was not native to the Brazilians; he required them to do certain things like go to dances and to read-alouds. In other words, he created a miniature America, with restaurants, hospitals, libraries, and other establishments similar to those back at home. Because of this and the fact that the rubber trees were not growing, Fordlandia failed. This source was used in our documentary to show how Ford's leadership was so strong that it sometimes had a negative impact on the people around him.

"Fordlandia: The Failure of Ford's Jungle Utopia." *NPR Books*. NPR, 6 June 2009. Web. 2 Nov. 2014. <<http://www.npr.org/templates/story/story.php?storyId=105068620>>.

This article explained how life was like on Fordlandia, Henry Ford's rubber plantations. Life on the plantations was much like it was in America at the time, which was what he wanted. Unfortunately, this lifestyle did not work. He was very controlling of his workers, monitoring what they ate to what they did on a daily basis, trying to create a "different type of worker". Because he had a particular idea of what he wanted for his workers, Ford was not only a leader of the automobile industry; he tried to lead all of his workers to success. In the end, although Ford made an attempt to take matters into his own hands like a leader, the Amazon ecosystem was not right for growing rubber, and the need for rubber had to be taken elsewhere. This source provided information about Fordlandia that we put into our script.

"Ford Motor Company's Brazilian Rubber Plantations." *Webpath Express*. Follett School Solutions, n.d. Web. 30 Oct. 2014. <<http://www.thehenryford.org/research/rubberPlantations.aspx>>.

This article explains Ford's leadership qualities by providing information on his two rubber plantations in Brazil; their names were Fordlandia and Belterra. He established these plantations in hopes to supply enough rubber for his car tires as well as providing a better working opportunity for the people living in Brazil. However, these plantations failed for a number of reasons, the biggest being that Ford tried to run these plantations like he ran the factories in Dearborn. The people of Brazil did not agree with that way of life and eventually left. This event shows Ford's leadership by attempting to create better jobs for Brazilians and to produce his own rubber. But, his failure suggests that Ford was a controlling man who did not want to adopt any of the ways of life from the jungles of Brazil.

"Ford's assembly line starts rolling." 2014. The History Channel website. Oct 27 2014, 8:56 <<http://www.history.com/this-day-in-history/fords-assembly-line-starts-rolling>>.

This article explains the importance of Henry Ford's assembly line. Ford did not actually invent the assembly line; he got the idea from other industries, such as the meat-packing industry. However, he was the first to make an automobile assembly line, and reduced the time it took to make a car from twelve hours to two hours. This made the manufacturing of his cars much more efficient, which allowed the Ford Motor Company to grow. The assembly line was made of pulleys, conveyor belts, and other interesting contraptions. The workers would each be assigned a specific job and would carry out that job for the

full work day. This source was used in our project to show how Ford's moving assembly line contributed to the success of the Model T as well as his company as a whole.

"Henry Ford Changes the World, 1908." *Eyewitness to History.com*. Ibis Communications, 23 Oct. 2014. Web. 26 Oct. 2014. <<http://www.eyewitnesstohistory.com/ford.htm>>.

This source was used in our documentary to better explain the importance of Henry Ford's work and how his legacy affects us today. Ford did not create the first moving assembly line; however, he made the first automobile assembly line, forever changing the way business and manufacturing works. Also, the cheap mass production of his Model T's, due to the assembly line, significantly lowered their prices, allowing the middle class to be able to afford cars. Without Ford, only the rich would have cars, forever changing the way the middle class travels.

"Henry Ford Leaves Edison to Start Automobile Company." *History*. A&E Television Networks, 2014. Web. 14 Oct. 2014. <<http://www.history.com/this-day-in-history/henry-ford-leaves-edison-to-start-automobile-company>>.

This article explains Ford's transition from being chief engineer at the Edison Illuminating Company to starting his own company, the Detroit Automobile Company. Ford worked at Edison Illuminating Co. to gain expertise on electricity and general knowledge. All of the things he learned about being an electrician eventually led up to Ford making his first working gas engine and a few weeks later his first "horseless carriage," or a Quadricycle, as he called it. After his first few successes, Henry and a pool of investors went on to establish his first company: the Detroit Automobile Company. This company ended up a failure but was just another obstacle Ford had to overcome to become the most successful man of his time. Providing information about prior events leading up to Ford founding the Ford Motor Company helped us provide background information in our documentary.

"Henry Ford marries." 2014. The History Channel website. Oct 28 2014, 9:05 <<http://www.history.com/this-day-in-history/henry-ford-marries>>.

This article describes the marriage between Henry Ford and Clara Bryant Ford. Clara was always very supportive of her husband, which contributed to the successes of the Ford Motor Company. Both enjoyed to live in luxury, adopting a home named Fair Lane in their later years, which included extravagant swimming pools, a dance floor, and a bowling alley. While Ford was at business, Clara enjoyed gardening and traveling; however, most of her life was centered on Henry, showing how much of a sacrifice it took to make and maintain such a successful business as the Ford Motor Company.

"Model T." *History*. A&E Television Networks, 2010. Web. 26 Oct. 2014. <<http://www.history.com/topics/model-t>>.

This article explains the importance of the Model T. The Model T was the first car made affordable to the middle class. Besides that, its durability and practicality made the model

so popular that over 15 million were manufactured. The Model T was the car that caused the Ford Motor Company to thrive, and it changed the lives of the average American. We used this information to convey that instead of the rich being the only able to own cars, it was well within reach for an average family to own a car too. This changed the way the middle class traveled. Over time, the Model T developed nicknames, its most famous one being "Tin Lizzie".

"On This Day: Henry Ford Introduces \$5 Workday." *Webpath Express*. Follett School Solutions, Inc., 5 Jan. 2012. Web. 30 Oct. 2014. <<http://goo.gl/gihO3b>>.

This article describes the benefits and consequences of Henry Ford establishing a minimum wage of \$5 for his workers, as well as bettering hours and working conditions. There were many benefits to Ford raising his salary; first of all, fewer workers would leave the company, and the better workers would stay. In addition, the increasing amount of workers created higher manufacturing rates, as proven by his profits doubling. Also, by employees earning more money, they were able to afford the cars they were manufacturing, which also increased profits. However, many other company owners believed that he was harming his company. But, in the end, Ford paying his workers \$5 a day benefited his company.

Osborn, Ron. "Edsel Bryant Ford." *Edsel.com*. Edsel.com, 5 Feb. 2011. Web. 14 Oct. 2014. <<http://www.edsel.com/pages/edslford.htm>>.

This article gives a summary of Edsel Ford's life, his works, and the way he was treated by his father, Henry Ford. Edsel Ford became President of the Ford Motor Company at the age of twenty-five in place of his father. But, Edsel "lived in the shadow of his father so much that very little is known about him today." Though he was President of the company, Henry made all major decisions and overlooked his son's position. Not only did Henry not trust Edsel's decisions; he barely let him make any at all. As well as being power-hungry, Ford ridiculed and humiliated his son often. This article was used to show the other side of Henry Ford, which provided us with many different ways to look at him, helping us better understand the man that he was.

Books

Baldwin, Neil. *Henry Ford and the Jews: The Mass Production of Hate*. New York City: PublicAffairs, 2001. Print.

This book explores Henry Ford and his anti-Semitic beliefs, starting from its origins to how it spread around the globe. When Ford was young, he studied from a book called *The McGuffey Reader*, which set the impression that the Jews did not believe in God. Most of the boys his age did not remember or deem important these biased attacks on the Jews, but Henry did. This and other factors eventually led to his anti-Semitic views. He went on to publish well-known books such as the *International Jew* and even bought the *Dearborn Independent* to express his views and opinions. This book does a good job of showing the other side of Ford. We used this source to show how Ford's anti-Semitism

affected his legacy; many adopted his beliefs, but at the same time, others disagreed with him. Because the topic was so controversial, to this day, many look at Ford differently.

Bankston, John. *Henry Ford and the Assembly Line*. N.p.: Mitchell Lane Publishers, 2004. Print.

Henry Ford and the Assembly Line, written by John Bankston, covers the importance of Henry Ford's automobile assembly line. The assembly line drastically affected the way cars were constructed. At first, cars took many long hours to build. But, with the assembly line, cars were being produced quicker and more easily than before. Parts moved along on a conveyor belt as workers stood by and each performed a specific task. For instance, one worker would put a screw in, and the next would fasten it; the whole time the belt was still moving. This method was so successful that cars were being built in just over an hour. The assembly line also improved the working conditions of workers in Ford's plants, for they did no longer have to pick up heavy parts. As well as the working conditions being improved, the workers' salaries were also raised. In fact, they were nearly doubled. This book was used in our script to show how Ford's invention of the automobile assembly line was just another way that Ford led the auto industry.

Ford, Carin T. *Henry Ford: The Car Man*. Berkeley Heights: Enslow, 2003. Print.

This book briefly covers Henry Ford's life, showing his early interest in machines to his failures in other companies before he started the Ford Motor Company. Ford created a car that most could afford and rely on. He also changed the way cars were manufactured and put together, called the assembly line. The assembly line was one of the most important factors that made his cars affordable. Besides a being a leader in the auto industry, Ford loved to help others around him. He donated money to many charities and even started his own trade school. His legacy reflected the trusting and persevering person that he was.

Gregory, Josh. *Henry Ford: Father of the Auto Industry*. N.p.: Children's Press, 2014. Print.

This book, written by Josh Gregory, gave us an overview of Henry Ford's life. It showed how his early interest in machines led to a successful car company, which then led to cars that most could afford and depend on. Ford went through many struggles as he made his way to the top, but he eventually became the most important leader in the car industry to this day. Because of his perseverance and courage, most people own and drive cars. We used our knowledge from this book to convey to the audience how through Ford's sacrifice and hard work came a great reward: building an affordable and reliable car that changed the way Americans travel.

Italia, Robert. *Great Auto Makers and Their Cars*. Minneapolis, MN: The Oliver Press, 1955. Print.

This book gives an overview of Henry Ford's life as well as other important leaders in the auto industry. Starting at his earliest years, the author describes Ford as a curious young

boy who spent his free time in a blacksmith's shop instead of working on his father's farm. He loved to design his own machines, which led him to move to Detroit at the age of seventeen. He found his first job at the Edison Illuminating Company, becoming an expert on electricity. After gathering knowledge in Detroit, he set out to start his own company. After failing a few times, he finally established the Ford Motor Company, and his career took off from there. In the end, Ford became one of the most successful businessmen of his time and forever changed the way we live our lives today.

McCarthy, Pat. *Henry Ford: Building Cars for Everyone*. Berkeley Heights: Enslow, 2002. Print.

This book, written by Pat McCarthy, shows how Henry Ford grew from being a small farm boy to being the most influential leader in the car industry. Ford first started to show an interest in mechanics as a young child, always taking apart his toys and watches and then putting them back together. After a trip to Detroit at the age of twelve, his imagination was sparked, and it was from that point forward that he knew he wanted to build cars. Slowly but surely, he built up his reputation. He had many failures along the way, but that did not stop him from becoming the influential leader that he was. Eventually, the Ford Motor Company was established, and that was when cars started to be affordable for the middle class. We learned from this book that Henry Ford had to jump through many hoops, try and fail time and time again with numerous companies, and make many sacrifices to become the person he eventually became. Without Ford, everyday people would not own reliable cars like we do today.

McDowell, Pamela. *Henry Ford*. New York: Weigl, 2014. Print.

This book, written by Pamela McDowell, briefly summarizes the important factors that made Henry Ford a major leader in the automobile industry. From his very early years to the day he died, Ford was always interested in cars. One important point of his life was when he started the Ford Motor Company; this was when middle class buyers first became interested in purchasing automobiles. His models were reliable and affordable, which is why even his own employees were able to afford a car. We used our knowledge from this book to convey that Henry Ford was the first person who made automobiles affordable to the middle class, making him a major leader in the industry.

Temple, Bob. *Henry Ford: Automobile Manufacturer and Innovator*. N.p.: Child's World, 2003. Print.

This book, *Henry Ford: Automobile Manufacturer and Innovator* summarizes how Henry Ford grew from being a farm boy to a successful businessman who changed the world we live in today. Ford always had an interest in machines when he was young, and that interest grew into a dream that took many years of ups and downs to fulfill. After failures in two companies, Ford and his wife gave up everything to pursue the goal of making a car for the middle class. Soon after the development of the Ford Motor Company, the goal was reached, and Henry Ford still remains today the most influential leader in the car industry.

Zacharias, Gary. *1900-1920: The Twentieth Century*. Michigan: Greenhaven Press, 2004. Print.

This book summarizes major events that occurred in the 1900s-1920s. One of these events took place in 1903, when "Ford Creates New Ways to Make and Sell Cars". In this section, Ford himself wrote about his successes in the Ford Motor Company. He started with the Model A and how he built it. He did this by focusing on the important factors that he wanted to make sure to incorporate, and then designed the car. Ford then moved on to the Model T, where he explained his ideas about only creating one simple model and the reactions of those around him. He finally ended with the assembly line, where he showed his first inspiration for it and how it slowly but surely became the first moving assembly line ever built for automobiles. We drew from Ford's own words that there were many steps behind the making of the Model T, and if it were not for those previous steps, the car would have never been "every man's car".

Interviews

Carlson, Alec. Personal interview. 29 Mar. 2015.

We conducted this interview with Alec Carlson at the Automotive Driving Museum. Alec Carlson has been driving a Model T since he was twelve years old, so he was able to provide us with knowledge about the car's characteristics and the role it played in history. One of the key points Mr. Carlson brought up was that at the time, the Model T made up over 65% of the cars on the road, showing how affordable and easy to handle it really was. This interview was incorporated into our project by providing us with information about the properties of the Model T, which we put into our script. Some of those properties included how the car could go over almost any terrain, showing that it could be used for almost any purpose. This research really helped us convey how much the Model T changed the life of the everyday American.

Kendall, Leslie. Personal interview. 3 Apr. 2015.

We interviewed Leslie Kendall, the chief curator of the Petersen Automobile Museum. Mr. Kendall provided us with information on the opposing side of the Model that we were not able to get from most of our other sources. He explained how at first, most of America's population loved the Model T. Over time, many came to dislike it as better looking and more luxurious cars were put on the roads. Mr. Kendall was also knowledgeable about Fordlandia, explaining how Ford was trying to build a community in a place that it could never survive. This interview was used in our project to explain the opposing views of the Model T, showing the other side to the car that put America on wheels. We also used this interview in our documentary to show the faults of Fordlandia.

Lloyd, John. Personal interview. 6 Jan. 2015.

We conducted this interview at Cal Poly Pomona with Professor John Lloyd. We asked him a series of questions, such as how the lives of the people of America were changed after the production of the Model T. Some of the key things he mentioned were that cities expanded outward and that the usage of streetcars and other transportation was significantly diminished because of Ford's invention. Professor Lloyd also mentioned Ford's "uglier side", or his anti-Semitic views. The Dearborn Independent greatly influenced Ford's legacy, but in a negative way. Ford's assembly line "revolutionized" the automobile industry; four Model T's could be produced in a minute instead of about one per week. Professor Lloyd's expertise on the history of Ford's time drastically improved our documentary.

O'Brien, Maurice. Personal interview. 29 Mar. 2015.

We interviewed Maurice O'Brien, a docent at the Automobile Driving Museum. Mr. O'Brien has a personal connection to Henry Ford, his home in Ireland being only two miles from where Ford's grandfather lived. He was very knowledgeable on the Model T itself, remembering specific facts such as how much the Model T cost for every year that it was in production. The Model T's price never went up, and this was due to Ford's efficient method of producing it: the assembly line. This interview was used in our project to provide us with more information about the production of the Model T, which we put into our script. Also, another person's account and opinions about Henry Ford helped us to broaden our research and gain a better understanding of the legacy that Ford left behind.

Music

Adagio Con Amore. Sad Violin. Digital file.

We used this song in our documentary while showing how the *Dearborn Independent* affected Henry Ford's legacy.

Autumn Walk. Composed by Brad Jacobsen. Digital file.

We used this song in our documentary while describing Henry Ford's early life.

Becoming One of the People. Composed by James Horner. Digital file.

This song was used in our documentary while describing the rise and fall of Fordlandia, Henry Ford's rubber plantation.

In the Morning Light. Composed by Yanni. Digital file.

We used this song during our documentary's conclusion.

***Jovial Joe.* Digital file.**

We used this ragtime in our documentary while describing the assembly line.

***Kiss the Rain.* Composed by Yiruma. Digital file.**

We used this song in our documentary during a very sad time: Henry Ford's death.

***Majestic.* Immediate. Digital file.**

We used this song in our documentary while introducing Henry Ford's rubber plantations.

***Pennsylvania Polka.* Die-Hard Polka Band. Digital file.**

We used this polka in our documentary while describing the Model T.

***Soul's Lament.* Composed by Philip Wesley. Digital file.**

We used this song in our documentary while introducing the bad working conditions in Ford's factories.

***Sunflower Slow Drag.* Composed by Scott Joplin. Digital file.**

We used this ragtime in our documentary while describing Henry Ford's Quadricycle.

***Zeitgeist Theme.* Composed by Peter Joseph. Digital file.**

We used this song for the introduction of our documentary.

Websites

Bell, Tom W. "Fordlandia: Henry Ford's Amazon Dystopia." *Foundation for Economic Education*. Foundation for Economic Education, 19 Feb. 2013. Web. 2 Nov. 2014. <http://fee.org/the_freeman/detail/fordlandia-henry-fords-amazon-dystopia#>.

This webpage describes the control Henry Ford exercised over his workers at the Ford Motor Company factories and on Fordlandia. Back in the United States, Henry watched over all aspects of his workers' lives at the communities he built for them directly next to his factories. He tracked daily things, such as what they ate, the curriculum for their kids at school, and even the way they decorated their homes. This attitude was carried over to Fordlandia, which created social problems. In addition, the environment of the Amazon was not adequate for rubber trees. Insects and animals killed the trees, which was also a factor of the failure of the plantation. In the end, Henry Ford lost more money than he gained, and the little rubber manufactured in Fordlandia never came out on a Ford car. We used the information from this website to show in our documentary that Ford had

such a strong leadership quality that he sometimes took too much control over his projects, leading to a different outcome than he expected.

"Henry Ford." *Bio*. A&E Television Networks, 2014. Web. 09 Oct. 2014. <<http://www.biography.com/people/henry-ford-9298747#synopsis>>.

This biography of Henry Ford gives an overall summary of his life and achievements. It also focuses on some of the finer points of Ford's life, such as his anti-Semitism and his philanthropic contributions. The site also includes some of his quotes. One memorable one is "The only real mistake is the one from which we learn nothing" (Ford). This quote shows that Ford learned from his mistakes. If he made a mistake or if there was a flaw in the design of one of his cars, he didn't give up and found a way to work past it, which was one factor that made him successful. However, the quote that shows his true leadership is: "You don't have to hold a position in order to be a leader" (Ford). We used this source to show that without Ford's driven personality and his take-charge attitude, cars affordable to the middle class may not exist today.

"Henry Ford II Led the Company into Prosperity and Strengthened Its Global Presence." *Ford Motor Company*. Ford Motor Company, n.d. Web. 1 Nov. 2014. <<http://corporate.ford.com/our-company/heritage/innovators-news-detail/654-henry-ford-ii>>.

Henry Ford II succeeded Henry Ford as president of the Ford Motor Company. In Henry Ford's later years, the company was not doing so well, as his judgment was not as good as it used to be. Henry Ford II, Edsel Ford's oldest son, took over as leader of the company. After taking over all major functions, the company took a step in the right direction. Previously, the Ford Motor Company was family-owned, the Ford family owning all of its shares. But, when Ford II made the company public, it instantly started to do better. Henry Ford II's leadership after the death of his grandfather saved the Ford Motor Company.

"The Life of Henry Ford." *The Henry Ford*. The Henry Ford, 2013. Web. 9 Oct. 2014. <<http://www.thehenryford.org/exhibits/hf/default.asp>>.

This webpage from The Henry Ford Museum has articles starting from Ford's early years to his legacy. As a child, Henry discovered his love for mechanics and engineering as he took up an interest in fixing watches. As time went on, Ford developed an education in electrical engineering by working at the Edison Illuminating Company and learned more about gas engines at the Detroit Dry Dock Company. After accumulating all of the skills necessary, Ford went on to start his own business. He failed the first two times but eventually founded the Ford Motor Company, and his career took off from there. We used our knowledge from this website to include in our documentary that it took many steps and failures along the way for Ford to achieve what he did, not only showing the leader that he was but the determined person that he was as well.

Vaugen, Daniel. "1906 Ford Model N." *conceptcarz*. 1998-2014 Conceptcarz.com, Dec. 2010. Web. 22 July 2014. <<http://www.conceptcarz.com/vehicle/z7400/Ford-Model-N.aspx>>.

This webpage is all about Ford's Model N, which came out in 1906. This car was more successful than most of Ford's previous models for a few reasons. Because the Model N was cheaper than all the other cars of the time, the Ford Motor Company became very popular. In fact, it became the top auto producer, selling the most cars. It was also sturdier and more reliable than other cars because of the materials it was made out of. The steel that Ford used could withstand more bumps, and the car also went faster, which were both big improvements from his previous models. In the end, these major improvements were what really made the Ford Motor Company the most successful automobile producer and were the basis to Ford's Model T.