



*Loggers among Sitka spruce  
trees and a few western  
hemlocks in Lincoln County,  
Oregon, 1930. Photo by  
Berthold M. Hemme.*





***We're perfectly positioned to use the story of the du Pont family and company as a lens through which a diverse group of customers are inspired by the history and practice of American innovation in science, technology, and engineering.***



**Henry B. duPont IV**  
**President**

This past year we were immersed in strategic planning as we looked at where we'd like Hagley to be by the year 2020. For a mature institution such as Hagley, such long-term thinking is critical to our continued success. We have many unique opportunities here. And I don't use the word "unique" lightly. Where else is such an important historic industrial site so well preserved and backed by the depth of collections housed in the library?

We're perfectly positioned to use the story of the du Pont family and company as a lens through which a diverse group of customers are inspired by the history and practice of American innovation in science, technology, and engineering to develop products and solutions that improve the lives of people around the world. We're not leaving our past behind, nor shelving the wonders of the powder yards, the du Pont family home, nor restored French garden, but rather we will be using them to tell a broader story.

It's an exciting time! Stay tuned.

I'd like to thank you—our donors, members, and friends. Your support for our Hagley Annual Fund, Eleutherian Mills Residence Endowment, and specialty funds helps keep our programs and collections strong. Through the Nor' Easter Foundation, I offered a challenge grant of up to \$100,000 for donations to the Hagley Annual Fund that were new gifts, or that were above what a donor had previously given. This fall our members and friends will receive a similar solicitation because I believe in Hagley and all it stands for.

I look forward to the opportunity to see you at the museum and library to thank you in person for your support and participation in our programs and activities. In the pages of this annual report you'll gain a sense of what we did in 2012, how we engaged with our communities, and how we used the donations you entrusted to us.

As this report goes to press, we prepare to say goodbye to Geoff Halfpenny, our executive director since 2007. Geoff and his wife Pat will return to their home in the United Kingdom after many exciting years in Delaware. We wish them the very best for a fulfilling retirement. Rest assured, Hagley is in capable hands under the interim leadership of Dr. Barbara E. Benson. The Board of Trustees has put together a search committee which is now actively working to bring an innovative leader to our museum and library.

Sincerely,

Henry B. duPont IV  
President

**Cover: Thomas A. Edison and Dr. Charles Proteus Steinmetz examining porcelain insulators, 1922. Photo by General Electric Company.**

**This year's annual report features photos from Hagley's exhibition, "100 Years of Picturing The Nation's Business: Photographs from the Collection of the Chamber of Commerce of the United States of America."**





***Each year brings new exciting developments thanks to the enthusiasm and dedication of a talented Board and staff.***



***Executive Director  
Geoff Halfpenny***

This report, as always, is full of wonderful news about another great year at Hagley! A year during which you hopefully got more acquainted with all that Hagley has to offer, and a year when you took greater advantage of your membership. Each year brings new exciting developments thanks to the enthusiasm and dedication of a talented board and staff (paid and unpaid), often inspired by you, our members and supporters, who constantly give us the feedback that we need about how much you value Hagley and our meaningful role in society. I hope that you enjoy reading about 2012 at Hagley, and that some of the comments bring back fond memories.

### **Museum Division**

In 2012 the museum division built on the advances and successes of previous years in all areas of our operation. Our focus was squarely placed on expanding the learning opportunities for our visitors, sharing more of what we have with our audiences, caring responsibly for the cultural resources entrusted to us, and growing our involvement with our communities.

We started the year with the creation and filling of a new museum educator position focused on creating new events and programs for families with young children. Though Hagley has always been a place for families, we are now placing them front and center as we develop activities and

programs available during on-site visits. In the spring, we launched our new initiative at NatureFest—an event inspired by the du Pont family's love of nature and the outdoors and combining celebrations of Earth Day, Arbor Day, and May Day into one fun-filled event. Family programming continued through the year with additional activities at the ever-popular Bike and Hike, Creek Kids, Hayrides, and Christmas at Hagley. We celebrated the opening of the Summer Olympics with our own Water Balloon Olympics, offered two sessions of summer camp, and finished out the busy fall with another new event—All-American Day—that centered around the final game of Delaware's 19th Century Base Ball League. In its sixth year, Hagley's Creek Kids Youth Leadership Program has developed into a nine-month opportunity for area high school students to learn and practice twenty-first century life and leadership skills. These future leaders put their skills into practice while planning and implementing a series of fun summer events for families. In addition to all of our new ventures, we also remained committed to growing Hagley favorites of Invention Convention with new partners, the Hagley Car Show with strong attendance, and the Craft Fair with new artisans and record revenue. Returning visitors to Hagley found two new exhibitions on the upper property: "The American Eagle: Symbol of Freedom and Enterprise to

***Hagley visitors enjoyed a wide range of events in 2012. The annual Car Show (top), summer Bike and Hike evenings (middle), and Creek Kids (bottom).***

the du Pont Family” in the Eleutherian Mills Residence and a new orientation exhibition that introduces visitors to the du Pont family home and the people who lived there.

Hagley has more than 50,000 historic objects in its collection. Last year we launched our first complete inventory of our object collection so that we can ensure the highest standard of care for these precious items and so that we can easily share them with the public. The project made great progress in 2012 with 30,000 objects inventoried, nearly 50,000 documentary photographs taken, and more than 20,000 database records updated. All of this

care and preservation. This survey will provide us with a roadmap of the steps we need to take over the next ten years to ensure the highest standard of care of this National Historic Landmark.

In 2012, Hagley continued to build on our reinvigorated commitment to our community. We recognize that we have much to offer and that we can serve a much larger audience through collaborations. This year our partners included Goodwill of Delaware and Delaware County, American Chemical Heritage Society, 4-H Club, local Boy Scouts and Girls Scouts, the Delaware Museum of Natural History, the Brandywine Conservancy, and the African American Museum of Philadelphia. We welcomed the Wilmington Grand Prix to pass through Hagley on their community bike ride, and we welcomed back the Children’s Beach House for their Plein Air Art competition. We participated in programs in the community including the Hockessin Festival of Trees and the WJBR Holiday Party. We gathered support for the Food Bank of Delaware, the Tri-State Bird Rescue & Research, the Delaware Solid Waste Authority, Goodwill, People and Paws Assisting Wounded Warriors, and the Sunday Breakfast Mission. Our greatest partners and collaborators are our army of volunteers. Seven hundred forty-two of them donated nearly 20,000 hours of service to Hagley that empowered us to serve more people, provide more memories, teach and preserve more history and science, share more collections, and have more fun. Overall museum visitation increased 2 percent over 2011 with 55,170 on-site visitors; Bike and Hike saw an average of 150 visitors each evening in July and August, and October Saturday Hayrides saw 578 visitors who enjoyed crafts, hot cider, and bluegrass music!



**Crowd in New York City outside the offices of the New York American watching board with news on the sinking of the Titanic, 1912. Photo by Brown Brothers.**

**Opposite: Old Faithful, Skilled Machinist, 1925. Photo by Lewis Hine.**

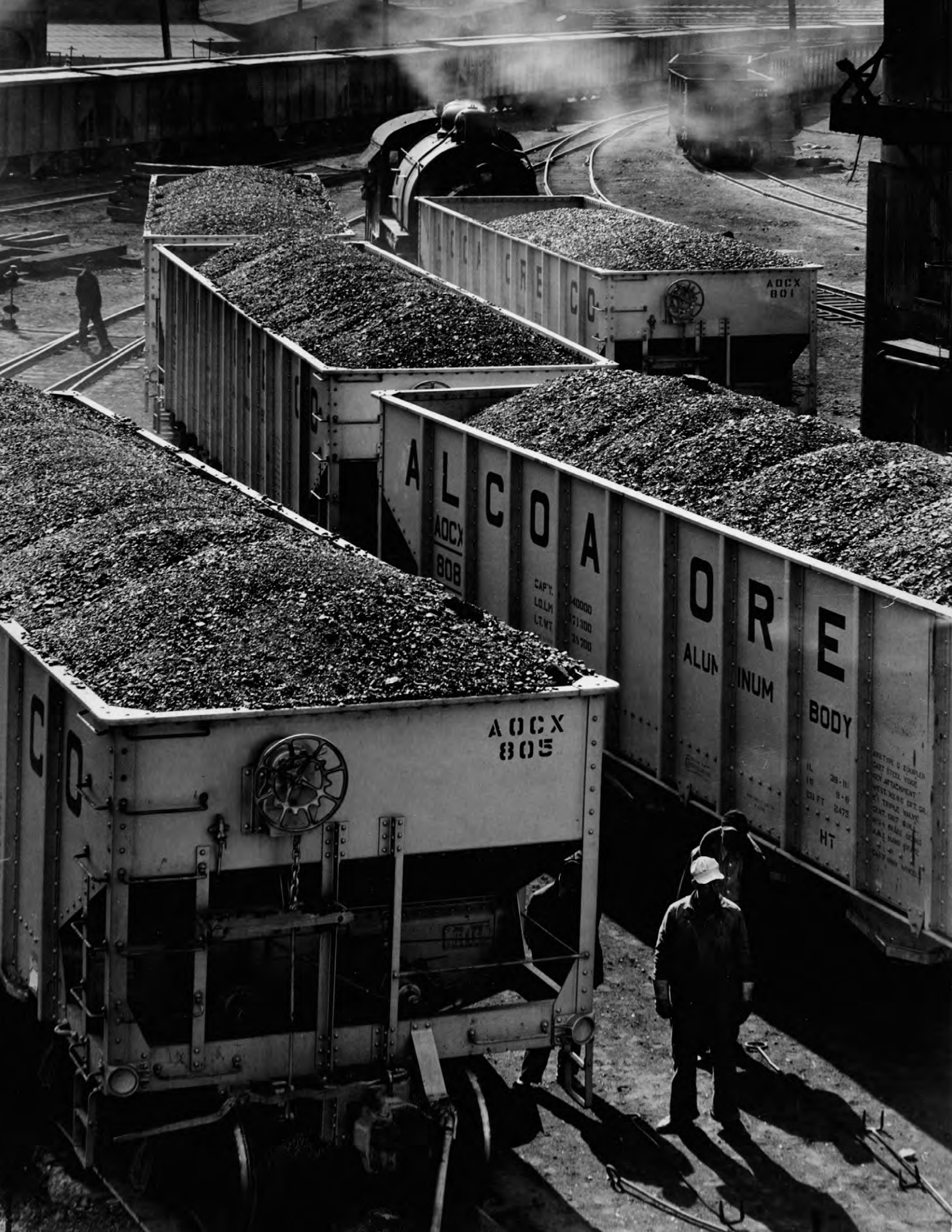
work will enable us to provide greater use of our collections, both by our own staff and by the general public. In 2012, nearly 60 researchers came to spend time with our artifact collection. Key items were loaned to other institutions, including the Metropolitan Museum of Art, the National Constitution Center, and the New-York Historical Society. Sharing our collections this way helps us to reach a much broader audience and reveal parts of our story to people who may never come to Delaware. And, in 2012, a sampler from our collection was reproduced as a kit for sale so that people could enjoy having a piece of Hagley in their homes. Part of the responsibility of having a historic collection is making sure that it stays safe. In the spring of 2012, Hagley revised its disaster plan for our collections and trained a large group of staff to be able to act quickly and properly in the case of a threat to our collections. In addition, almost 200 individual objects received conservation treatment to ensure that they would be around in the future. Finally, one of the most significant steps we took this year in the stewardship of our collections was the completion of a comprehensive preservation survey of the historic structures in our care. This project documented the condition of every historic structure on our property (261 in all!) and prioritized their needs for

## Library Division

The library division had another good year in all areas of its operations. Collections development remained robust at 948 linear feet of records acquired, with the largest accession being the research library on the history of salt, bequeathed to the library by the late Carol Litchfield. Most other new accessions were small, but of high research value, including the papers of T. Peter Brody (developer of the now-ubiquitous technology of active-matrix flat screens), Lunt Silversmiths, the Charles Weeth fireworks collection, and the photographs of James Yeager, staff photographer for Bethlehem Steel from the 1930s to 1970s. Most prominent of additions to existing collections were the DuPont Company minute books of the directors, the executive committee, and the “bonus books.” These volumes document the major decisions of the company from 1899 to ca. 1940, as it made its transition from America’s leading explosives manufacturer to the nation’s leading chemical firm, thanks to the institutionalizing of research and development laboratories. In addition, we made selections from Sunoco’s technical library at its Marcus Hook refinery (shut down soon thereafter), from the Wilmington Public Library (closed for renovations), the U.S. Chamber of Commerce, and the National Association of Manufacturers. The library undertook the first phase







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of an oral history project, digitizing the transcripts of the Hagley oral histories. Most were taken in the 1950s through the 1970s of former residents of the Hagley property and vicinity, and we will eventually make a selection available for use onsite and online.

The library was proud to make three collections available to the public after processing and conservation work. The William Pahlmann Papers, documenting the work of the influential mid-century interior designer, caps the library's collections documenting design. The producers of the popular AMC television series *Mad Men* consulted it in developing sets for the show. Images from the Univac Division of Sperry Corporation, which helped midwife the American computer industry, were rehoused and cataloged, and computer historians took immediate notice. Finally, the blueprints and drawings of the Philadelphia Savings Fund Society Building, developed by architects George Howe and William Lescaze, received extensive care along with the photographic negatives taken of the building when it opened in 1932. Still in process is the massive Z. Taylor Vinson Transportation Collection, containing the catalogs and promotional materials of virtually every automobile produced in the world between the late 1880s and 2010; it will become available in early 2014.

The biggest news concerning our digital initiatives in 2012 was the development of a digital preservation platform for digital documents. While our scanned photographs and documents have been available to the public via [digital.hagley.org](http://digital.hagley.org), preserving the born-digital documents we are beginning to acquire presents special challenges. These files often become inaccessible as the software that created them obsolesces; yet, in the current age, strategic decision making takes place in digital formats like e-mail and video files and is often never committed to paper. As recently as 2011, only a handful of large repositories with deep financial resources (e.g., national archives of wealthy nations) could afford adequate digital preservation systems. The library worked with Tessella, an international leader in digital preservation solutions, to define a system scaled for mid-sized repositories and their budgets. This system, Preservica, made its appearance in 2012, and Hagley is its first user. Hagley's capacity to collect born-digital documents, critical to its collecting mission, is assured.

Library staff curated "100 Years of Picturing the Nation's Business," featuring photographs from the U.S. Chamber of Commerce collection at Hagley. Reproductions of these photographs were exhibited at the Chamber's offices in Washington, D.C., starting in April, and the exhibit opened at Hagley with the original prints in September. The digital companion exhibit, as well as some smaller exhibits, can be seen at [www.hagley.org](http://www.hagley.org).

Exhibits of library materials can be appreciated away from Hagley as well. Two traveling exhibits, "Centuries of Progress," featuring materials from our world's fairs, and "Say It With Snap!" featuring a selection of Mather & Company workplace motivation

posters designed in the 1920s and 1930s, continue their tour around the nation as part of the Mid-America Arts Alliance traveling exhibitions program, ExhibitsUSA. The online exhibit, "History of Product Packaging," resulted from a collaborative effort between the library and a University of Delaware History Department graduate research seminar, taught by Professor Kasey Grier.

The Center for the History of Business, Technology, and Society spearheads much of the library's programming. In March, center staff produced a short film, "A Conversation with Edward Loper: African American Painter," based on an interview taken as part of the "A Separate Place" oral histories, featuring the alumni of African American schools built or improved by P. S. du Pont during



the segregation era. "A Separate Place" was placed on the website with a teacher's guide and ancillary materials for use in classrooms.

The center's public lecture series features scholars with recent publications related to, or drawing on, Hagley's collections. In May, Dr. David Suisman of the University of Delaware spoke on *Selling Sounds: The Commercial Revolution in American Music*, his prize-winning book on how music became big business in America. In November, Dr. Albert Churella discussed the main themes from the first volume of his planned two-volume history of the Pennsylvania Railroad. Titled "The Unique Railroad of the World: Why the Pennsylvania Railroad was Different from All the Others," the discussion drew a record crowd of 270 to the Soda House Auditorium. A recording is available online at [www.hagley.org/library/center/Churella\\_lecture.html](http://www.hagley.org/library/center/Churella_lecture.html). The library's outreach to the scholarly community is assured through active engagement with the key scholarly organizations whose

**H. Ladd Plumley, president of the Chamber of Commerce of the United States, meeting with President John F. Kennedy at the White House, November 19, 1962. Photo by Abbie Rowe.**

**Opposite: Railroad cars loaded with aluminum ore, 1947. Photo by Margaret Bourke-White.**

members use the collections at Hagley. The Business History Conference, the largest business history organization in North America, is managed by the center's staff. In addition, the center organizes six well-attended research seminars each year.



**American Airlines publicity photograph showing a DC-3 and a stagecoach, 1949. Photographer unknown.**

**Opposite: Docking the S. S. United States at Southampton, England, August 1954. Photo by Joe Covello.**

**Following pages: The Thinker, Hollywood Dam, California, 1931. Photo by Hiromu Kira.**

The library has many other partnerships beyond those forged through scholar organizations like the Business History Conference and through our grants-in-aid program that encourages young scholars to explore our collections. One important partner in helping us reach our communities is the University of Pennsylvania Press, whose publication of our conference volumes allows us to serve scholars efficiently. Our collaborations with several departments and programs at the University of Delaware reveal that our relevance to the university's mission is both broadening and deepening. We would not have been able to achieve the success with the Edward Loper film without the collaboration of the Delaware Humanities Forum, the Delaware Heritage Commission, the Delaware Historical Society, and the Christina Cultural Arts Center. We are grateful that these organizations shared in the work and promoted the effort to their communities.

Many other individuals and organizations expressed their confidence in the library through financial support. The National Endowment for the Arts, the National Historical Publications and Records Commission, the Council on Library and Information Resources, and CONSUL all supported the processing of collections at Hagley, making it possible for visitors to experience the documents much sooner than they otherwise would have. Our partnerships with the Bridgeman Art Library and Adam Matthew Digital have expanded our hold on more distant communities through digitization projects. We expect the number and

volume of these digitization partnerships to grow. The Andrew W. Mellon Foundation and the Pew Charitable Trusts supported other library operations, such as training. The U.S. Chamber of Commerce, the National Association of Manufacturers, Wawa Incorporated, and Avon Products all supported their collections and their incorporation into exhibits. These partnerships and resources made it possible for the library to maintain a large and growing volume of circulation (more than 8,200 items onsite and more than 690,000 online) to a steady stream of visitors onsite and an exploding number of users online. Careful stewardship and promotion of high-demand materials through strategic partnerships puts the library in a strong position within an increasingly vibrant informational ecosystem.

### **External Affairs and Development**

For the External Affairs and Development Department, 2012 was focused on increasing revenue for the Hagley Annual Fund, Residence Fund, rentals, and small revenue-producing projects like the Hagley calendar. Overall giving for 2012 was 227 percent over goal due in large part to a major gift from the estate of Carol Litchfield. Thanks to a generous challenge grant and an unrestricted gift, the Hagley Annual Fund finished 44 percent over its goal, with gifts coming in from 336 donors! Thank you for continuing to see Hagley as a worthy recipient of your charitable giving—this is an amazing achievement!

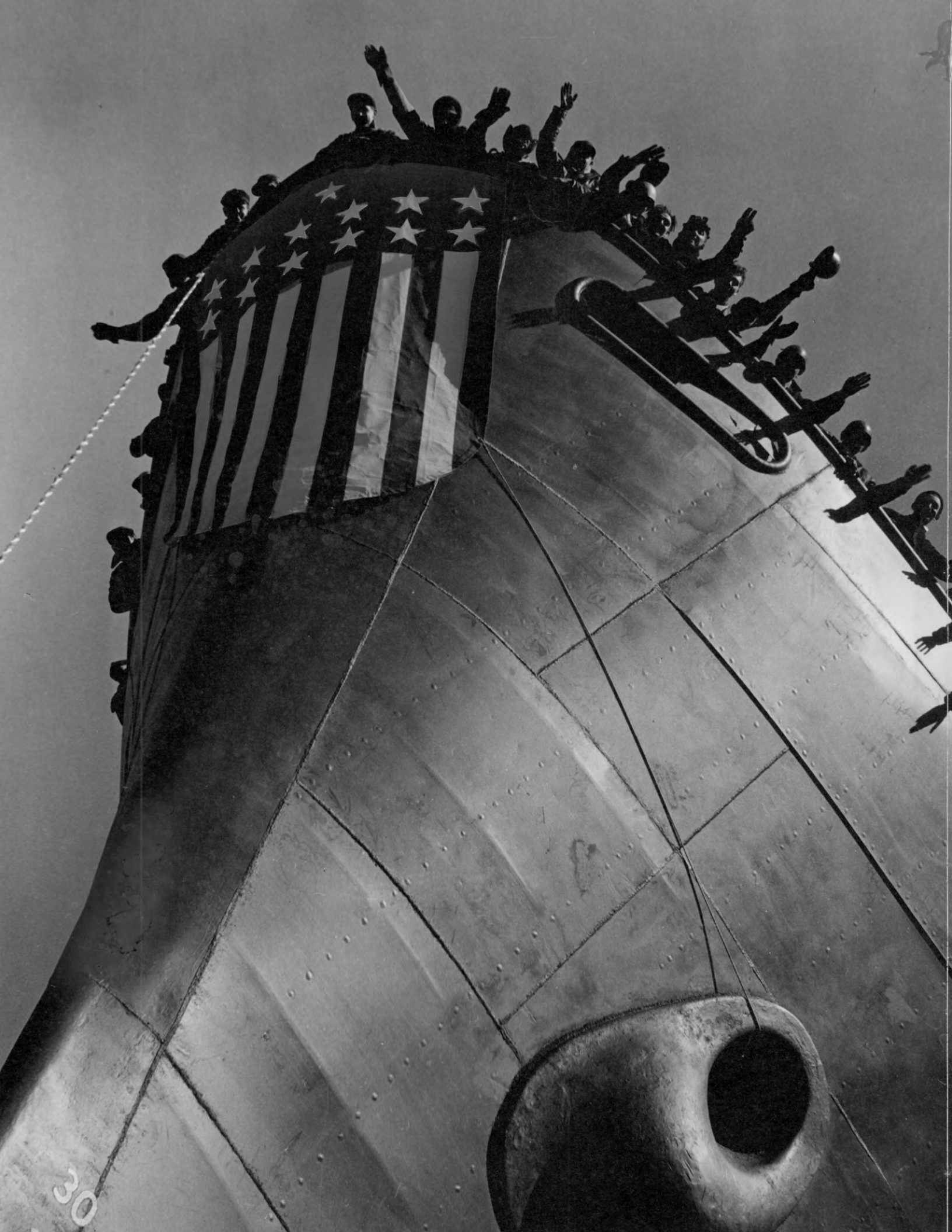
A major accomplishment in 2012 was a 4.3 percent growth rate in memberships. We ended the year with 2,896 memberships! We continue to work hard on recruiting new members and on retaining existing ones. Please spread the word—membership at Hagley is a great deal!

In 2012, the Golden Pheasants membership group (for the young and young at heart) emphasized new mission-driven programs showcasing our business- and history-based exhibits. We added a spring and a fall reception where we invited established professionals to join Golden Pheasants members at a midweek happy hour. The spring event was held at the Visitor Center and showcased the Civil War exhibit, and the fall event was coordinated with the library division with a special case exhibit highlighting our Seagram's collection. Guests were invited to try a signature drink, join in a history hunt related to the exhibit, participate in unique tastings, and enjoy light refreshments. Best of all, each event featured blasts from our carbide cannon!

Fireworks at Hagley, sponsored by Wilmington Trust/M&T Bank, featured "The Sport of Kings." The theme was selected because Hagley's collections detail aspects of the horse racing industry in the papers of both William du Pont, Jr., and those of builder John McShain. On two evenings, thousands of Hagley members picnicked and enjoyed the pyrotechnic spectacular.

The special events department had an extremely successful year promoting Hagley as a quality venue to outside clients in addition to managing a multitude of internal events. Fifteen





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weddings, twenty-four corporate meetings, five nonprofit fundraisers and three private events enjoyed our Hagley hospitality! The department worked with Salon Pasca and Anastasia's Bridal and Dress Salon on a wedding photo shoot producing more than a thousand photographs, and many of these were used on our updated wedding website, [www.hagleyweddings.com](http://www.hagleyweddings.com).

Media attention continued to be strong in 2012, with 327 articles written about or including Hagley in magazines, newspapers, and electronic media. This is a 26 percent increase over 2011! Local outlets included *The News Journal*, *Signature Brandywine*, *Community News*, *Daily Local News*, *Delaware Today*, *Delaware Business Blog*, and *Dover Post*. Hagley was also included in travel industry publications, such as Amtrak's *Arrive*, *USA Today Travel*, and *US Airways Magazine*. We were also highlighted in *Yahoo News*, *Digital Journal*, *Chicago Tribune*, and *Philadelphia Sun*. Hagley events and programs were discussed on WHY? Delaware news program, First, and on WDEL. The marketing office handled 130 media inquiries, and Hagley hosted 45 media visits and interviews with media. Hagley reached millions of people through media in 2012.

The Brandywine Museums and Gardens Alliance (BMGA) once again offered a single-rate admission ticket program to its eleven members, including Hagley, during the summer of 2012. More than 1,000 passports were sold this year, compared to 261 in 2011, and almost 4,000 museum visits generated, compared to 2,600 in 2011!

Our social media reach continued to expand with 1,297 Facebook followers; 972 Twitter followers, and 404 people checked in on Foursquare.

Our publications office continues to create publications to keep our members informed and inspired. Involved with everything from exhibitions to events to the website, we welcome your feedback on what you've read and seen so that we may continue to serve you well.

The facilities division often goes without mention in annual reports, but Hagley would be a lesser place were it not for the attention paid to a wide range of operations, including: flower arranging, building maintenance, garden and grounds maintenance, horticultural and arboricultural developments, painting, carpentry, stone masonry, reception/switchboard, custodial activities, and signage production and placement. This was a particularly busy year, with the division responding to more than 400 requests for service and assistance on top of general duties!

I have traditionally been using this closing paragraph to announce news of staff changes, and this year is no exception. The main difference is that I am announcing my own retirement and repatriation to the UK, so this will be my last annual report! When I accepted this position, I remarked that this was the culmination of my professional career, and this has certainly proved to be the case. I want to thank each



and every one of you for your support over the last six years and want to encourage you to maintain your support of this amazing institution. Over the coming months you will be hearing a great deal about Hagley's future as the board and staff follow a recently approved strategic plan addressing Hagley's Relevance, Stewardship, and Sustainability. I look forward to keeping an eye on developments as my successor works with you all to achieve the vibrant Hagley of 2020, and beyond!

Geoff Halfpenny  
Executive Director

**Photographing New York City, 1911. Photo by Underwood and Underwood.**

**Opposite: High-speed photograph of Wes Fesler kicking a football, 1934. Photo by Harold E. Edgerton.**



*Fashioning warm air elbows for Lennox Furnace Company, 1925. Photo by Theodor Horydczak.*



**Hagley thanks all of our donors for their generosity and kindness. Your support is greatly needed and genuinely appreciated. The following is a consolidated list which includes Hagley Benefactor, Patron, and Sponsor members, Corporate members, Hagley Annual Fund donors, Residence Fund donors, those who have included Hagley in their estate plans, and other individuals, businesses, and institutions making financial or in-kind contributions in 2012.**

**We strive for accuracy in our donor listings; names appear as the donors have requested. Please contact the development office at (302) 658-2400, ext. 303, with any changes or corrections.**

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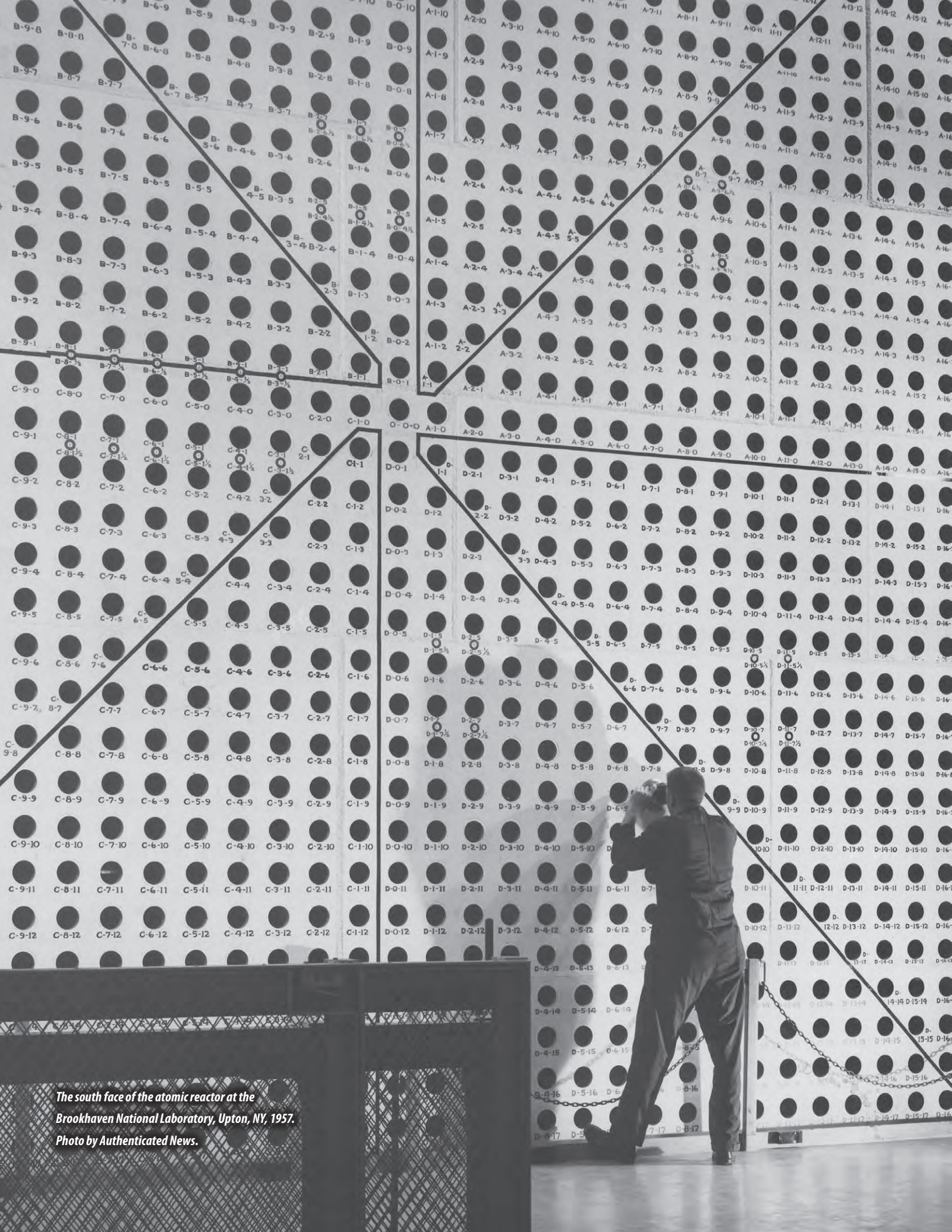
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*The south face of the atomic reactor at the Brookhaven National Laboratory, Upton, NY, 1957. Photo by Authenticated News.*



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William Ranson\*  
 Mrs. W. Latimer Snowden, Jr.

**In Honor of George Vogt**

Randall M. Miller

**In Memory of My Grandmother,**

Emily Tybout duPont

Emily Belin Bramhall

**In Memory of Emily**

Tybout du Pont

Elizabeth Bramhall

**In Memory of Dorcas Farquhar**

Karen D. Farquhar

**In Memory of John Fitch**

John & Karen Light

**In memory of Edith &**

Tom Talley Green

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**In Memory of Fay Potter Robb**

Mr. & Mrs. David A. Robb

**In Memory of Lloyd B. Russell**

Betty Dewhirst Russell

\*deceased



*Young visitors create their own inventions at Hagley's Invention Convention.*



*Area artists demonstrate and sell their crafts at the Hagley Craft Fair.*

# FINANCIAL REPORT

**The financial statements of Eleutherian Mills—Hagley Foundation are audited annually by Cover & Rossiter, Certified Public Accountants. Statements are available from the Finance Office upon request.**

ASSETS	2012	2011
Current Assets:		
Cash and cash equivalents	\$ 697,400	\$ 1,291,953
Accounts receivable	98,549	84,531
Grants receivable	-	-
Pledges receivable	150,000	150,000
Inventories	96,268	94,340
Prepaid expenses	<u>320,760</u>	<u>88,952</u>
Total Current Assets	<u>1,362,977</u>	<u>1,709,776</u>
Noncurrent Assets:		
Investments, at market:		
Endowment*	125,259,474	112,474,285
Other	<u>3,162,057</u>	<u>3,761,098</u>
Total Investments	<u>128,421,531</u>	<u>116,235,383</u>
Pledges receivable	657,833	775,698
Split interest agreement, at market	1,828,167	1,860,682
Land, buildings and equipment, net of accumulated depreciation	18,166,088	18,626,660
Artifacts, exhibits, and models	<u>-</u>	<u>-</u>
Total Noncurrent Assets	<u>149,073,619</u>	<u>137,498,423</u>
TOTAL ASSETS	<u>\$ 150,436,596</u>	<u>\$ 139,208,199</u>
LIABILITIES AND NET ASSETS		
Current Liabilities:		
Accounts payable and other liabilities	\$ 133,197	\$ 107,917
Accrued expenses	33,688	73,725
Deferred revenue	<u>65,332</u>	<u>58,385</u>
Total Current Liabilities	<u>232,217</u>	<u>240,027</u>
Noncurrent Liabilities:		
Accrued post-retirement benefits	<u>129,894</u>	<u>141,283</u>
Total Liabilities	<u>362,111</u>	<u>381,310</u>
NET ASSETS:		
Unrestricted:		
Board designated for long-term investment	96,794,857	87,353,094
Other unrestricted	<u>19,867,536</u>	<u>21,107,577</u>
Total Unrestricted	116,662,393	108,460,671
Temporarily restricted	13,559,104	10,816,915
Permanently restricted	<u>19,852,988</u>	<u>19,549,303</u>
Total Net Assets	<u>150,074,485</u>	<u>138,826,889</u>
TOTAL LIABILITIES AND NET ASSETS	<u>\$ 150,436,596</u>	<u>\$ 139,208,199</u>

**\*Some investment funds totaling \$10,525,458 are reported here at 9/30/12 market values due to timing of the 12/31/12 investment reports.**



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