Contents

Introduction: Ice and Ice Breaking 1
1. The Beginning 9
2. The Testing 24
3. The Perils of Green Bay 43
4. A Dangerous Lake Michigan 59
5. From Out of the Blue 73
6. The Men Who Built It 85
7. The Winter of 1917 98
8. The Voyage of the No. 4 113
11. Prosperity and Improvement 152
12. A Profound Influence 163
13. The Men Who Built It—Continued 176
14. The Decline 191
16. Rebirth and Defeat: The Final Years 219
Epilogue 242
Appendix: Ann Arbor Ships and Their Disposition 247
Notes 253 Bibliography 273 Index 277