



# 5 YEARS OF EXCELLENCE

AND THE 2008 ANNUAL REPORT

FEATURED ARTICLES

**Benjamin Franklin's Shoe** PAGE 4

**A Road Rich with Milestones** PAGE 10

**Today and Tomorrow: 2008 Annual Report** PAGE 16

**2008 Financials** PAGE 22



me and the rest of the seniors... the opportunity to visit the National Constitution Center... I am grateful for this experience because it gave me a sense of patriotism... since Jim Chambliss...

Thank you once again for the opportunity to attend the Annenberg Teachers Institute. The knowledge I gained there will benefit me and my students. I appreciate your willingness to help me earn credits through UND. The institute ran smoothly with excellent speakers, one of the more exceptional professional developments I've attended.

On behalf of West Baltimore Middle School, we would like to thank you, the staff, and the grant providers for all that you provided to make this trip possible. We recognize how beneficial field trips are, and know that this most amazing experience that we had would not have been so successful without the great the assistance and hard work you put into scheduling our trip, and the hospitality from all the staff at the National Constitution Center.

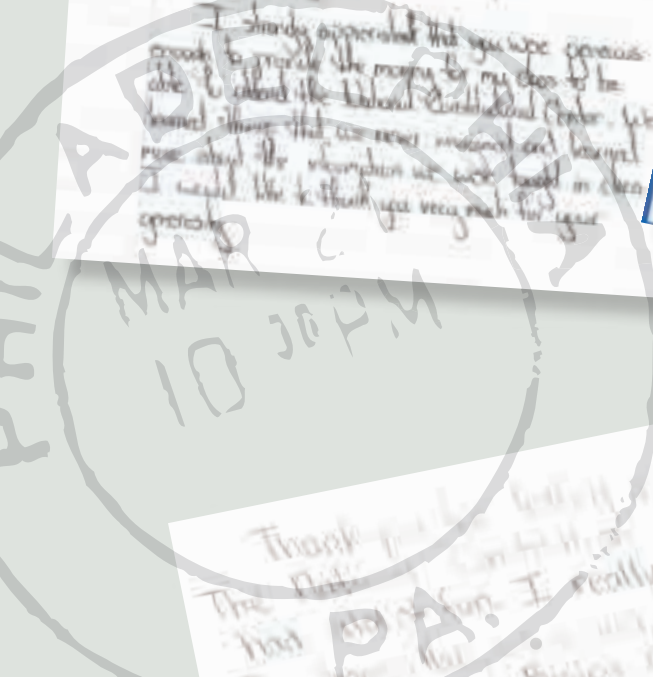
The students and teachers found Freedom Rising, taking the presidential oath, signing the Constitution, and meeting the delegates. I found the work packets to be very helpful - kept the students focused and engaged. The entire experience was excellent! This was the best field trip I have ever organized. Due to your support, many more students than I originally anticipated were able to come along and share in this exhilarating experience.

Thank you for giving us a chance to go to the National Constitution Center. It was fun.

We voted in voting booths for presidents like George Washington. I voted for George Washington twenty times. Also we saw a big stack of lawbooks that twisted and turned, and it was a lot. There was a second theater where some actors sat in the audience. We said the pledge of allegiance. One character wouldn't say "and it's God because it was a part of her religion. Another character said she should say it out of

A couple of weeks ago our government lesson did about how the government works and we to work. Even though we learn different things about the government, it was much better to physically see what was going on in the government at that time to the president. Instead of us just listening or reading and trying to remember what was going on at that time period.

I strongly appreciate that you were generous enough to provide the money for my class to be able to attend the National Constitution Center. We learned things that we never imagined and learned more about the importance we were taught in class. I would like to thank you very much for your generosity.



Thank you for... what... I really enjoyed... The Freedom... I also... were not allowed to vote... old too... Thank you for...

Thank you and your staff for a wonderful experience in Philadelphia! The facility is absolutely fantastic. I certainly developed better perspective on these men we call "founding fathers"! Tell Professor Bimes to keep up the Squire Hall lecture - it is a real winner. Again - thanks!

WE, the People of the United States, a more perfect Union, establish Justice, Tranquility, provide for the common Defense, promote the General Welfare, and secure the Blessings of Liberty to Ourselves and our Posterity, do ordain and establish this Constitution for the United States of America.



LETTER FROM THE EDITORS



Dear Friends:

Exceptional. That is the only word that can fully describe the remarkable strides the National Constitution Center has made in the past five years. Since opening its doors on July 4, 2003, it has developed into one of the most esteemed institutions for the ongoing study, discussion and celebration of the United States' most cherished document.

We're pleased to present a celebration of the Center's first five years and the 2008 Annual Report. In the following pages you will read about the Center's earliest days and the milestones it has experienced. You will learn about the moving exhibitions it has developed and presented over the years. You will look back at the many robust public conversations led by national figures that have occurred on site, and you will be introduced to a new and innovative international initiative destined to carry the Center boldly into the future.

It has been a true pleasure to work for this venerable institution, informing and inspiring *We the People*. We both look forward to witnessing the Center's future achievements and we are honored that the next chapter of this story will be written by the Center's new Chairman, President Bill Clinton.

Sincerely,

President George H. W. Bush  
Chairman, Board of Trustees  
2007-2008

Joseph M. Torsella  
President and CEO  
1996-2003  
2006-2009

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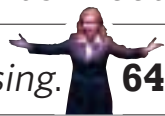




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## The Center by the Numbers

**525** Arch Street, the Center's street address, was chosen because the Constitutional Convention began in Philadelphia on **5/25/1787**.  **5.4** million visitors have experienced the Center since it opened on **July 4, 2003**.  **85,000** square feet of Indiana limestone was used in construction of the Center. The limestone comes from the same quarry used to build the Empire State Building.  **50** artists took **18** months to produce the **42** bronze statues in *Signers' Hall*.  It takes **17** hours to read every word and use every interactive in the permanent exhibit.  **1.13** million visitors have added their own signatures to the Constitution in *Signers' Hall*.  **57** flags hang in the Grand Hall Overlook representing **50** states, **5** territories, the District of Columbia and the United States of America.  **551** volunteers have donated their time and energy to the Center.  **162** public programs about constitutional issues have been held at the Center.  **14,168** educators receive the Center's monthly newsletter.  **10.7 million** people watched the **2008** Democratic Primary Presidential Debate broadcast from the Center.  On **224** occasions the words "freedom" or "free" are spoken during the daily performances of *Freedom Rising*.  **648,464** lunches have been eaten in the school lunchroom since **2003**.  **57,640** buses have dropped off visitors to Independence Mall at the Center.  **525** light bulbs illuminate an exhibition in the temporary gallery space.  **50** states and **1** territory have been represented at the Center's national summer teacher institutes. 



BENJAMIN FRANKLIN'S SHOE

NATIONAL CONSTITUTION CENTER

*Benjamin Franklin's*

SHOE



5 YEARS OF EXCELLENCE



# The National Constitution Center celebrated its fifth anniversary on July 4, 2008, but its full life story stretches back much further. Two decades, say some. One century, say others.

Technically, the idea to create “a permanent memorial to the Constitution” was conceived in 1886, as a way to commemorate the Constitution’s centennial in 1887. But the lofty plan got lost in the long march of history, and didn’t resurface again for a full 100 years, when Philadelphia’s civic leaders, including then Mayor Bill Green, decided the city should do something special to mark the Constitution’s 200th birthday. In response, a small band of 30 true believers led by businessman A.E. “Ted” Wolf formed a Board of Directors for the yet-to-exist National Constitution Center. They established an organization with a formal plan to create that long-desired memorial to the Constitution and, with the backing of Senator Arlen Specter, successfully persuaded Congress to pass the Constitution Heritage Act of 1988, calling for a national landmark “to increase the awareness and understanding of the Constitution among the American people.” The legislation was signed by President Ronald Reagan, but even an official decree from Washington was not enough to turn the lapsed vision into a reality. There was a long list of critical details the nascent board could not agree upon. What sort of information should the Center offer? Where in the city should it be located? How should it be funded?

“There were people who wanted it to be a think tank,” Wolf recalled, “and there were people who wanted it to be a *We the People* type of place that cast a broad net.” There were those who believed it rightly belonged on Independence Mall, alongside America’s most treasured landmarks. Others bristled at the thought. The divide among the members was wide and contentious. So divisive, Wolf said, “at one meeting in the late eighties, half the board walked out.” Again the years passed, almost a decade this time, as the project languished.

“The Center continued to struggle financially, and we faced a deficit of some \$400,000 going into 1997,” said John C. Bogle, founder of The Vanguard Group and one of the Center’s earliest

boosters, recalling those fractious days. At one particularly memorable board meeting, Mayor Edward G. Rendell came to voice his concern and Trustee Steven J. Harmelin took the opportunity to ask, “Well, Mr. Mayor, would you be willing to serve as Chairman?” The mayor surprised the Board by saying yes, and it was then that the Center’s story changed.

Rendell instantly breathed new life into the project, bringing with him a palpable sense of urgency, plenty of political cachet, and a young dynamic partner named Joe Torsella, whom he appointed as President of the Center. Bogle remembers that he dubbed the duo the “dream team” as they proceeded to tirelessly lobby decision-makers, appeal to financial backers, and prod civic leaders to reinvigorate enthusiasm for the construction of the Center. Soon the Board was reenergized and united, certain even if they had to accomplish it through sheer will, they would finally bring the National Constitution Center project to fruition. Within six months, the Rendell/Torsella team had raised enough money not only to cover the deficit, but to also bank a surplus of \$7,000 in the coffers. Another major issue seemed to have come together as well—the exact location of the building. Earlier, the National Park Service had agreed to allow the Center to stand on Independence Mall, and by 1998 it was decided the Center would occupy the northern end, directly across from Independence Hall. Or at least that’s what the Board thought when it invited a group of United States Senators to come to Philadelphia, see the future site of the Center, and listen to testimony requesting \$65 million in federal funding for the construction of the building. They were thrilled when the Appropriations Committee for the Department of Interior agreed to hold a rare on-site subcommittee hearing at historic Carpenters’ Hall. But this was a project plagued with setbacks, and it was about to experience yet another.



**I moved to Philadelphia in 1980** from California. My office was located at 4th and Market Streets, and my brother and I used to walk through Independence Park, between Market and Chestnut, over to a little deli for lunch. This was back in 1981-82, when the city was going through tough economic times, and when if you did that, you were more likely to get mugged than to have a positive historical experience. I would look at this great mall and I would feel somewhat disappointed. Here were these national treasures with real history somewhat going to waste. So when Joe made his first presentation to me about the National Constitution Center, and he explained his vision for a beautiful building near Independence Hall and a beautiful grass mall in between, I thought this is what Philadelphia and the country need, a beautiful place to share the ideals that the Founding Fathers envisioned. I was confident from the beginning that the Center would become a national landmark drawing visitors from all over the United States.

—*Lawrence J. Kent, Chairman, Executive Committee*

The day of the Senate hearing—March 9, 1998—the Center’s backers prayed for sunshine. They wanted to take the senators on a walk across the lawn of Independence Mall, hoping the lawmakers would breathe in the project’s potential as they stood on the empty landscape where the Center would one day stand. But clouds threatened.

This was a critical meeting, a make or break moment that would determine whether the proposed Center would get the federal funds without which it simply could not proceed. Rendell and Torsella had worked assiduously behind the scenes with Senators Specter and Rick Santorum of Pennsylvania polishing the testimony they would present. They would talk about the money they planned to raise from private donors (which eventually totaled more than \$77 million with major early gifts from Mrs. Elizabeth Moran, Ambassador and Mrs. Walter Annenberg, Richard and Helen DeVos, Sidney Kimmel, the Dorrance H. Hamilton Charitable Trust, the William Penn Foundation, the Pew Charitable Trusts and others). They would mention the \$30 million in state funds they intended to secure. They would describe all the innovative and interactive displays they planned to include in the permanent exhibition, and they would take particular pride in informing the lawmakers that the National Park Service had already included the construction of the Center in its General Management Plan, a detailed long-term schematic to spruce up the park site with a brand new visitors center, improved parking facilities and a new Liberty Bell pavilion.

“It was supposed to be a dog and pony show,” said Santorum, who attended the hearing on that gray morning. “But suddenly the Park Service started being coy about the testimony. We thought they were going to be cooperative, but we were blindsided.”

The hearing began with polite pleasantries—Senator Ted Stevens of Alaska thanked Rendell for hosting a supper with “his lovely wife

A banner displays the famous words engraved on the front of the building.



Midge” the previous evening. Senator Pete Domenici of New Mexico observed that the U.S. Constitution is sacred to all Americans—and the hearing continued with Rendell telling the story of the long, hard road the Center had traveled. “In the United States of America,” the Mayor testified, “we have museums dedicated to the peanut, to the pound cake, to gourds, to insects, to NASCAR racing and to Barbara Streisand; and yet, we do not have a museum dedicated to the most important document in this country’s history and maybe, respectfully, in the history of the world.”

Rendell explained how the Park Service had worked the Center into its General Management Plan, adding if the Center were to receive the \$65 million in federal funds for construction it was seeking, it would not ask for operating funds.

“The price for this critically important project, put in that



The Center's steel frame begins to rise in 2001.



context, I think, is a relatively modest one...so it is our hope that we can do this," he said.

It was all going as planned. Until an unexpected written statement from the Park Service was introduced into the record.

"It said they were unalterably opposed to the funding of a Constitution Center in Independence Park, and it was clear the senators had been primed with hostile questions about our assumptions that the Park Service was on board with us," recalled Torsella. "It felt like we got hit in the head with a two-by-four." Rendell and Torsella were stunned, almost speechless, as they watched the mood of the hearing sour. Outside, rain fell. "That was really the low point," Torsella said. "Ed and I were completely discouraged."

"I remember leaving that hearing, walking with Ed," said Senator Santorum. "He kept saying, 'It's over, it's over,' and I said to him it's not over, we are going to make this happen, give me a couple of weeks." Santorum kept his word, reaching out to Senators Slade Gorton of Washington and Specter, and figuring a way the three lawmakers from opposite ends of the nation could slowly patch the project back together, ultimately convincing Congress to allocate \$63.5 million.

Finally, with funds secured, the building would rise. But what would go inside?



**H**ow do you build an institution around an idea? That's what people kept asking Torsella whenever he attempted to explain that the National Constitution Center would offer visitors a unique glimpse into the history and ongoing relevance of America's most

revered document. "It's not an idea like gravity or the combustion engine," he said. "What people saw was a legal document, and those people told us it would be impossible to create good content."

Even unabashed history buffs like Ken Burns had trouble picturing it. "I became aware of the Center because it was being built across the street from WHYY (the public radio and television station), which is a frequent stop in my travels," Burns said. "To be honest, I was quite suspicious of the whole endeavor because one of the most difficult things to do is make tangible the abstract ideas behind the making and the interpretation of the Constitution. That is why I am incredibly impressed with what the Center has accomplished."

"The rap on the Center was, 'Huh?' Nobody could imagine it," Torsella remembers. "They'd ask, 'How can you possibly make it a place where people want to go? What are you going to have in there, a case with Benjamin Franklin's shoe?'"

The only way to tackle the situation was to hire the best of the best. So, backed by the Board, Torsella selected Ralph Applebaum, known for creating the U.S. Holocaust Memorial in Washington, D.C., to be the exhibit designer. In addition, Torsella, himself a Rhodes Scholar, pulled together a blue-ribbon panel of scholars and advisers. Chaired by Richard Beeman of the University of Pennsylvania and Gordon Wood of Brown University, the panel also included Supreme Court Justices Sandra Day O'Connor, Stephen Breyer and Antonin Scalia; Douglas Kmiec of Pepperdine University Law School; Michael Les Benedict of Ohio State University; Akhil Reed Amar of Yale Law School and others. Torsella also hired historian Dr. Steve Frank, currently the Vice President of Education and Exhibits, to get things started.

"Joe would come to Penn once a week and we would lock ourselves in a conference room and make decisions about what should be emphasized in this museum," Beeman recalled. "The history of the United States of America is vast, and we had to build exhibitions that would educate third-graders, fifth-graders, adults and constitutional junkies. Ultimately, we had to take this document which seems dry and dull and make it come to life." After months of discussion, dissection, and deliberation they realized that the theme for the permanent exhibit was right in front of them, in the three powerful words that begin the Constitution—*We the People*.

"Everything in the building had to exist to invite people into citizenship," Torsella explained. "There is a great Walt Whitman quote: *The powerful play goes on, and you will contribute a verse*, which to me always spoke to what this place is all about. Once we articulated the idea that you enter as a visitor and you leave as a citizen, that drove everything"—from the openness of the architecture, to the strong focus on interactivity in the permanent exhibit, to the you-are-there sensation of *Signers' Hall*, where visitors are invited to add their own signature to the document that makes *We the People* one.

Final adjustments to the exhibition continued right up until the

Center's opening, with every word that would be seen by the public receiving intense scrutiny. The Center staff was determined to present the history and ideals of the Constitution in a non-partisan, user-friendly and intellectually provocative manner, and the task kept Torsella awake at night.

"When we received what was supposed to be the final version of the labels for the exhibition," Torsella recalled, "they were too simplistic and politically biased. I knew we would be embarrassed if they were left like that." So once again, huddled with a small team of advisors and staff, Torsella set about rewriting the entire narrative, ridding it of any political leanings and adding more intellectual heft.

"Subsequently," said Steve Frank, "the labels won an award of excellence from the American Association of Museums." Equally telling, the exhibition won verbal praise from two Supreme Court Justices—Stephen Breyer and Antonin Scalia—who rarely see eye to eye. After experiencing the exhibition for the first time, Scalia said: "It's a rare encounter with a Constitution interpretation that I can walk through without coming out with hard feelings. I had none at all."

"They'd ask, 'How can you possibly make it a place where people want to go? What are you going to have in there, a case with Benjamin Franklin's shoe?'"

The building itself had to reflect the theme of inclusion, too, and to find the right architect the Board established a committee headed by Gary Hack, dean of the School of Design at the University of Pennsylvania, to conduct a search. The committee invited proposals, but with a twist. The architects had to present their ideas verbally. No sketches. No maquettes.

"We interviewed the best architects in the world," recalled Board

Below: Flags from every state and five territories grace the Grand Hall Overlook. Far right: Visitors add their names to the Constitution in *Signers' Hall*.



**One thing I remember** during the Center's construction was when we were deciding what the exterior materials would be. The contractors created a mock up of all the materials we were considering. Harry Cobb [the architect] wanted a blasted limestone, a roughed up looking limestone, which looked beautiful in the sunshine. Luckily, the morning we were going to see it, it had rained all night and what this roughed up face of limestone looked like was bad concrete when it was wet. We talked about it, because we wanted the building to be stately—inviting to everybody—but stately, and we didn't want the fellow who brought his family all the way from Kansas to think we'd built this monument to the greatest document of our country out of bad concrete. Joe made the final decision to go with smooth limestone, not the blasted limestone, and it was the rain that helped us come to that decision. —*W. Joseph Duckworth, Board of Trustees*

Trustee W. Joseph Duckworth, who was on the selection committee. “We wanted them to talk about their ideas, to make sure they understood what the Center was about, the essence of it.” There were frontrunners, to be sure. But, Duckworth said, when Henry N. Cobb of the renowned firm of Pei Cobb Freed & Partners spoke about his plan for the Center, the entire committee knew the search was over.

“I remember talking about how the whole point of the National Constitution Center is to proclaim the active engagement of the Constitution with the life of the people of our nation,” Cobb said. “The task was to shape the building to communicate a sense of that engagement while at the same time honoring its position opposite Independence Hall.”

Transparency was a word Cobb used often. Contemporary was another. No brick, he insisted, because that would “confront Independence Hall with a brick building many times bigger than itself,” and that, he said, would be disrespectful. Instead he designed what the *Philadelphia Inquirer* called “a thoughtful work of architecture that distills our core national values into an easy-to-read physical form.” Its two-story façade made entirely of windows, which Cobb calls the building’s front porch, allows visitors standing outside to see a grand American flag surrounded by flags from every state while visitors inside experience a visual connection with Independence Hall. Cobb explained one of the most talked about elements of the building—the words of the Constitution’s Preamble etched into the stone near the entranceway—was an idea that came from Governor Rendell, who believed the words of liberty should be writ large for the citizens of today and their posterity.



It’s hard to impress Philadelphians on the Fourth of July. But when the National Constitution Center opened its doors on Independence Day 2003, the event was met by an enthusiastic crowd assembled on its lawn. *The New York Times* called the city’s new treasure a building “destined to take its place among the nation’s leading public monuments.” On that hot sunny day, Supreme Court Justice Sandra Day O’Connor received the Liberty Medal on a stage in front of the building. Small cannons shot streamers into the air in celebration. Four military jets soared over the site. Wynton Marsalis and Ray Charles performed beloved American tunes and, despite the collapse of a wooden frame onto the stage that injured Torsella, Mayor John Street and two others, the Center’s doors swung open and welcomed America.

Inside, visitors were greeted with the spacious public spaces designed by Cobb, evoking a feeling of freedom and pride. They got their first introduction to the Center’s exhibition inside the star-shaped Kimmel amphitheater where *Freedom Rising*, the 17-minute theatrical orientation program, is performed. It remains one of the most powerful and popular segments of the Center experience,



Mrs. Leonore Annenberg

## They chose

to support the Center because, for the Annenbergs, it wasn’t a facility as much as it was a symbol of what makes our country great. Following the groundbreaking ceremony, Mrs. Annenberg told me, very quietly, that this is exactly what the Annenberg Foundation should be doing. At the most basic

level, Ambassador and Mrs. Annenberg believe in supporting institutions and organizations that meet the essential needs of the public, and there is not anything more essential than preparing citizens to fulfill their obligations toward democracy.

—Gail Levin, Executive Director, Annenberg Foundation, on Mrs. Leonore Annenberg

seamlessly transporting audience members through more than 200 years of constitutional history. Supreme Court Justice O’Connor has deemed it “the best 17-minute civics lesson in the country.”

Strolling onto a darkened stage, a live actor begins the program by asking: “We the People. Who are we? What makes us a people?” Complemented by a mesmerizing montage of state-of-the-art sounds and images, the narrator takes visitors on a journey through the precarious days of the American Revolution, the Civil War, the Great Depression, the Civil Rights Movement and other key historic moments, bringing the drama, tension and inspiration of the Constitution to life. Donna Lawrence, who produced the program, said she began working on *Freedom Rising* in 2001, a full two years before the Center opened, and about three months before the terrorist attacks of September 11.

“You can imagine how that changed the environment in which we were working,” she said. “It reminded us all how vital the Constitution is, and how it comes into play every day in this country. It was just so obvious how important a place like the Center was going to be.” Motivated to do justice to the Framers’ call for a “more perfect Union,” Lawrence and scriptwriter Peter Ryan polished the narrative for months, intensely focused on creating a program that could not only convey the historic audacity of a government of self-rule, but one that would also inspire modern visitors to embrace that power themselves. “If you count all the drafts and all the polishing, I’d be shocked if it didn’t go through 40 or 50 drafts,” she said.

The result is a gripping program with the power to bring tears to the eyes of adults and make even the rowdiest of school groups fall silent in rapt attention. Former First Lady Laura Bush liked the show so much that she asked for it to be performed at the White House on September 17th, Constitution Day, 2008, and Zuhair Mohsin Mohammed Abdulazeez, the mayor of the city of Mosul in Iraq, who visited the Center in May 2008, called it “remarkable.” ■



A ROAD RICH WITH MILESTONES



**A Road Rich w**

5 YEARS OF EXCELLENCE

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**YEARS**

# With *Milestones*

In five short years the Center has accomplished the highest of ambitions. It has become one of Philadelphia's top three sites: the Hall, the Bell and the Constitution Center.

It has become a requisite stop for educators, students, and citizens from around the globe, and it has established itself as America's town hall where the best and brightest choose to participate in national conversations about the most important issues facing our nation.

Daily achievements, both large and small, have fueled the Center's rapid rise, and it would be impossible to chronicle them all. But there are, to be sure, a handful of truly transformational moments that have lifted the Center to its current standing: its lineage of extraordinary executive leadership; its successful introduction of popular temporary exhibitions; its development of groundbreaking educational programming supported by a landmark \$6.4 million grant from the Annenberg Foundation; its solid financial standing and business plan; its high-caliber public programming; and, its assumption of the selection and presentation of the prestigious Liberty Medal.

In many ways, the story of the Center's first five years is similar to the story of the document that it heralds. Like the Constitution, the

Center continues to adapt, while staying true to the fundamental notion of *We the People*.

**5**

Five months after the Center's spectacular opening, Joe Torsella stepped down to pursue new ventures, including a run for Congress. His departure introduced a potentially dangerous void in the institution's executive leadership at a time when it could least afford to lose momentum. But because the Center had already garnered a national reputation for excellence, the job opening attracted a slate of top-notch candidates, and in March 2004, veteran *Time* magazine journalist Richard Stengel took the helm.

"Their focuses as CEO were a little different," said Lawrence J. Kent, Chairman of the Board of Trustee's Executive Committee. "Joe had worked hard on raising the capital needed just to get the Center open, and that was one important mission. Then, Rick was able to come in and focus on the exhibition and education mission."



Left: A Pennsylvania farmer celebrates the opening of the National Constitution Center. Above: President Bill Clinton discusses his memoir with E.J. Dionne of the *Washington Post*.

Under Stengel’s guidance, the Center quickly broadened the breadth of its public programming with regular presentations and special events featuring national figures such as former President Bill Clinton, who spoke about his just-published memoirs at the Center in June 2004 and signed 1,000 books in one hour. Within months, prominent lawmakers, political advisors, filmmakers, historians and journalists knew that the Center was a place where the ongoing dialogue of modern democracy not only was respected, but actively fostered, fed, and applauded. In April 2005, Stengel arranged for the Center to sponsor a rare interview with three sitting Supreme Court Justices, conducted by Tim Russert of NBC News at the National Archives, raising the Center’s profile as a national leader in civic engagement even higher.

At the same time, the Center continued to bolster its educational initiatives. In February 2006, it received a generous grant from the Annenberg Foundation intended to “answer the call of citizenship, to build civic engagement (and) to prepare the next generation of civic leaders.” The \$6.4 million gift allowed the Center to create four new programs—the *Peter Jennings Project for Journalists and the Constitution*; a live real-time internet deliberation by America’s high school students on constitutional issues called *The Exchange*; curriculum development for Constitution Day; and a series of summer teacher institutes. The grant also made it possible for the Center to help establish Constitution High School, a magnet school within the School District of Philadelphia, created through a partnership with the Gilder Lehrman Institute of American History; and, PennCORD, a coalition of state and national organizations committed to implementing civic education in classrooms in every Pennsylvania community. The gift additionally funded an original exhibition, *Headed to the White House*, developed by the Center to explain the excitement and pageantry of the electoral process. Today, the Center provides thousands of teachers across the nation

Stengel said he saw programming, education and exhibitions as “three legs of the stool required for museums in this day and age to remain economically and intellectually vital.”

with regularly updated lesson plans and classroom projects through its website, and about 200,000 schoolchildren from every state visit the Center annually.

In a recent interview, Stengel said he saw programming, education and exhibitions as “three legs of the stool required for museums in this day and age to remain economically and intellectually vital.”

## 5

Not surprisingly, the Center’s first foray into the changing exhibition realm wound up being nothing less than a full-scale national touring exhibit of its own making. “We had originally planned to present our first changing exhibition three years after opening,” said Steve Frank, Vice President for Education and Exhibits. “But we ended up presenting it after only 18 months.”

With the help of a \$1 million gift from the Lincoln Financial Group, the Center created *Lincoln: The Constitution and the Civil War*, exploring the issues of presidential power in wartime by telling the dramatic story of Lincoln’s struggle to save the Union and erase slavery from the Constitution. The critically acclaimed exhibition drew more than 190,000 visitors during its five-month run, and has subsequently traveled to Oklahoma City, Seattle, the Truman Presidential Library in Missouri, and Fort Wayne, Indiana. The



Left: A visitor experiences the *Benjamin Franklin* exhibition.  
 Below: PennCORD students from across Pennsylvania visit the Center.



exhibition will continue touring through 2009, the bicentennial of Lincoln's birth.

That success was immediately followed by another. In December 2005, the Center opened the world premiere of the international blockbuster *Benjamin Franklin: In Search of a Better World*. Serving as the centerpiece of Philadelphia's city-wide celebration of the Franklin tercentenary, the exhibition drew crowds that spilled out the Center's front doors and extended a full city block, setting attendance and revenue records that boosted admission by

75 percent and increased membership by one-third.

"I'm a big believer in magic moments and turning points for institutions, and without question, the changing exhibitions put the Center in the museum limelight," said Meryl Levitz, president and CEO of the Greater Philadelphia Tourism Marketing Corporation. "Beside the fact that *Franklin* was a good exhibit, I think it helped to put a very accessible and inviting face on

the National Constitution Center early on. It immediately personified what the Center is about."

Since then, the Center has presented seven temporary exhibitions on topics ranging from the impact of sports on American history (*Sports: Breaking Records, Breaking Barriers* and *Baseball As America*); to citizens' commemorations of September 11, 2001 (*9/11: A Nation Remembers*); first-hand accounts of landmark moments in



**I started working at the Center on September 10, 2001**, about a year after groundbreaking. The first assignment I got was going to pick up a copy of the Constitution that we had arranged to acquire from Bob McNeil. It's the copy that we display, the Pennsylvania Packet copy, which is the first public printing of the Constitution. So I made the appointment for the next day, which was September 11th. I remember I called him after the attacks, and he wanted to keep the appointment. He was up in Flourtown, an area I wasn't familiar with. I remember that, as I drove, I had to stop constantly along the way to ask for directions. I spoke to waitresses in diners, gardeners mowing the lawns of some of these vast estates. Everywhere I went there was this need to talk about what happened that day, and from all these people I felt a deep sense we were all in something horrible and historic together. That feeling of unity was palpable.

The recognition of what had happened that day, and what I'd done, took some time to sink in. I realized I had done something very appropriate, that the feeling of unity I'd felt was not just a result of the tragedy, but the result of what the Constitution stands for and how it makes us one people. I stopped in the office the next morning before bringing the Constitution to the rare books library at Penn for safe-keeping until the Center opened. This was our first treasure, and everyone had been eagerly anticipating its arrival and wanted to see it. We gathered in a conference room. On any other day there would have been loud congratulations, but we just stood there. The room was completely silent. —*Dr. Steve Frank, Vice President of Education and Exhibits*



Left: First Lady Laura Bush gets a private tour of the *First Ladies* exhibit. Above: MTV's SuChin Pak moderates *The Exchange*.

our nation's story (*Eyewitness: American Originals from the National Archives*); the ever-changing role of America's First Ladies (*First Ladies: Political Role & Public Image*); moving images of the multi-cultural population suffering genocide in Darfur (*DAFUR/DARFUR*); and, most recently, the Center's second originally-developed traveling exhibition (*Headed to the White House*), showing the pageantry and importance of presidential elections.

"One of the fundamental messages of this place is that the Constitution did not have just one founding moment, that there have been a series of founding moments," said Frank. "The changing exhibitions, and the ones we develop ourselves, allow us to delve into those moments in more depth."



**I can't tell you how many times** I've heard people ask, "Why isn't civics taught like this?" You just say the word civics and people yawn. But when you really touch on the core issues of democracy, they are electrifying and they stimulate a lot of emotions and a lot of thinking. We've had the opportunity to provoke that thinking in a wonderful way. We wanted people, as they walked out, to feel connected to some fundamental concepts in a way they had never been before, and to actually perceive the events and issues swirling around them in their day-to-day lives in a new and more insightful way. This show is an emotional connection into the meaning and role of the Constitution. If every student in America could have this experience it would change the way people look at their citizenship.—*Donna Lawrence, producer of Freedom Rising*

Today it seems as if the Liberty Medal Ceremony and the National Constitution Center were tailor-made for one another. But their union was not, in fact, predestined. It was the result of good timing, tenacity, and an unwavering belief among civic leaders that Philadelphia deserved to be the home of a world-class humanitarian award.

Established in 1988 by the *We the People 200* organization as part of the national celebration of the bicentennial of the U.S. Constitution, the Liberty Medal was awarded by the City of Philadelphia on July 4 of each year to world leaders dedicated to the preservation and promotion of global freedom. But bestowing the Medal on that day required the solemn ceremony to compete with boisterous parades, fireworks, picnics and all the other hoopla Independence Day inspires. In 2003, the ceremony moved away from Independence

Hall to the front lawn of the brand new National Constitution Center, giving it a much-needed face lift with a fresh backdrop and the additional excitement of the Center's grand opening. It also planted the seed of a possible permanent home for the flagging award, taken over in 2004 by the Philadelphia Foundation. What followed was a series of discussions between Rick Stengel, Center Trustee Stephen J. Harmelin, and the Foundation's Chairman Craig Lewis.

"My board and I thought it was the perfect venue," Lewis said. "Especially since you can look back at every one of the awardees and find a story that lends itself to a struggle for liberty and freedom, the same story the Constitution Center tells."

In June 2006, the Center assumed all responsibility for selecting and awarding the Medal. It moved the date of the annual



Below: Mikhail Gorbachev receives the Liberty Medal.

2008



ceremony closer to September 17—Constitution Day—and reinvigorated the event’s public prestige by presenting accompanying programming that invites conversation about the work the recipient has done, and providing live webcasts of the ceremony to a global audience.

In 2006, former Presidents George H.W. Bush and William J. Clinton received the Medal for the creative partnership they formed to foster disaster relief and recovery initiatives following the tsunami in Southeast Asia and Hurricanes Katrina and Rita in the United States. In 2007, the Medal was awarded to U2 front man and global activist Bono and DATA (Debt, AIDS, Trade, Africa), for helping focus public attention on eradicating AIDS and extreme poverty in Africa. And in 2008, Russian leader Mikhail Gorbachev was honored for his courageous role in ending the dangerous, decades-long Cold War and ushering freedom to millions who lived behind the Iron Curtain.

“We don’t often get the opportunity in life to take a situation and affect its outcome in a way that allows us to step back and say, ‘Wow,’” Lewis said. “But in this case, it’s all turned out better than any of us could have ever imagined.”

## 5

After two years of Stengel’s leadership, change came once again. “I remember we were all crestfallen when we got the announcement that Rick was leaving,” Board Trustee Joe Duckworth recalled. “We sat there for a moment and then Jack Bogle said, ‘I’ve already called Joe.’”

Torsella returned in 2006, agreeing to serve as a transitional President and CEO. At the outset of his second term, Board Chairman Jack Bogle told Torsella it was time to pass the Chairman’s seat to somebody else.

“It had been the way a lot of things go at the Center,” Bogle said, “I had originally agreed to be Chairman for six months, and I did it for seven-and-a-half years.” Bogle’s decision led to a serious



**The most memorable moment** I’ve had at the Center recently was during the 2008 Liberty Medal ceremony. I was standing in the room with the statues of the Founding Fathers, watching Gorbachev walk among them and contemplate the birth of this country. He was there with President Bush 41, and I said, “What are you thinking?” He said, “So powerful, so powerful.” It was a real moment of hope, right there, to see a man like him and all that he has represented, bringing about the end of Soviet Power, standing in the room with the American Founding Fathers contemplating freedom. Amazing. —*Tom Brokaw, NBC Special Correspondent*

deliberation among the Trustees about who the new Chairman should be. There were plenty of deserving candidates on the board itself, including Larry Kent, founder of the private investment firm Kent & Kent.

“But I told them if I was elected, I would not serve,” Kent said. “I remember thinking that we are the *National Constitution Center* and we need somebody with a much larger profile.”

“Joe got right to work on it,” Bogle explained, adding Torsella, in his typical manner, aimed high.

Earlier that year, the Center had awarded the Liberty Medal to former Presidents Bush and Clinton, and Torsella knew, from its earliest days, the Center held a special place in President Bush’s heart. The president had been associated with the Center since its inception, and in 1997 helped to narrate a video promoting the yet-to-be Center. Still, Torsella knew extending an invitation to lead the Board of Trustees was a long shot, particularly since after leaving the White House President Bush had declined to actively serve as the head of any institution. But Torsella persuaded him, writing in a letter that the “Trustees have been considering who would best represent the highest aspirations of this place to America, and Mr. President, you are our first, best, and only choice.”

In January 2007, the Center proudly announced the 41st president of the United States of America had been elected Chairman of the Board, and was expected to serve for one year. In 2008, President Bush agreed to extend his term for another year, further affirming the Center’s new stature. In January 2009, the Center continued its legacy of exceptional leadership, welcoming President Bill Clinton as its newest Chairman of the Board. ■

# Today AND Tomorrow





## 2008 ANNUAL REPORT

If there is such a thing as a distinct moment in time when an institution comes of age, 2008 was that moment for the National Constitution Center.

Answering the Framers' call to "form a more perfect Union," the Center worked to broaden the definition of *We the People* by attracting the nation's top authors, speakers and thinkers to discuss vital issues facing the nation with the public; observing Constitution Day with a naturalization ceremony and education programs; presenting an original exhibition encouraging citizen participation in the election process; and, cementing its position as America's town hall by playing a key role in the presidential campaign.

Over the course the year, the Center hosted the final and most-watched Presidential Primary Debate between the two history-making Democratic candidates, Senator Hillary Rodham Clinton and then-Senator Barack Obama; served as a campaign stop for two town hall rallies for Senator John McCain; and, was selected by candidate Obama to be the site of his seminal speech on race in America.

"I dare you to name another five-year-old organization in the country that has had anything like the national impact that the Constitution Center has had," said Trustee Joe Duckworth.

### 2008

When the Center decided to launch a year-long initiative called *Election '08: The Power of We* to inspire the public to learn more about the excitement of presidential elections, there was no way of knowing that America was about to experience an election that not only would present history-making candidates on both the Republican and Democratic tickets, but also would become one of the most closely-followed elections in a generation.

Keeping to its goal of expanding the definition of *We the People*, the Center made plans to pull out all the stops regarding programming, exhibitions and education during the campaign

by debuting an originally designed traveling exhibition titled *Headed to the White House*, launching a youth voter registration challenge throughout the city of Philadelphia, presenting a rich slate of national programs focused on key campaign issues, developing special classroom teaching material about presidential campaigns, and establishing a special *Election '08* website for students and teachers.

On Constitution Day—September 17—*Headed to the White House*, made possible through the support of the Annenberg Foundation, the Pew Charitable Trusts, the John S. and James L. Knight Foundation, Pennoni Associates Inc. and Beneficial Bank, opened to the public. Popular with both young and old, the exhibition provided a step-into-their-shoes perspective into what it takes to become President of the United States. Choosing whether to play the role of the presidential candidate, a campaign manager, or a political journalist, visitors made their way through every step of a national campaign, leading up to election day and ultimately ending their experiences by taking a seat behind the desk in a recreation of the Oval Office. Between September and December, more than 42,000 visitors attended the exhibition.

Also on Constitution Day, the Center hosted what has become an annual tradition, with the District Court for the Eastern District of Pennsylvania performing a moving naturalization ceremony for new citizens. Seventy-seven foreign-born men and women from 31 different countries raised their hands and collectively took the Oath of Citizenship in Kirby Auditorium, officially becoming part of *We the People*. Distinguished guest Dikembe Mutombo, a well-known philanthropist, professional basketball player, and a naturalized citizen from the Democratic Republic of the Congo, attended the event and offered an inspirational address to America's newest citizens.



**The opportunity** the National Constitution Center has, that other museums don't, is to demonstrate the tension inherent in our democracy. We can disagree here in America, and people died for that right. Walk into *Signers' Hall* and you see there was tension between the signers and the dissenters. It makes you start thinking about the Constitution in terms of the issues we face today. The Center shows how the document continues to resonate.

—*Meryl Levitz, President & CEO, Greater Philadelphia Tourism Marketing Corporation*



Presidential candidate Barack Obama delivers his now-famous race speech at the National Constitution Center's Kirby Auditorium.

In the days before the Center opened to the public, when it was just a dream, one of the goals the staff held out to inspire themselves was to one day host a presidential debate. In 2008, that dream became a reality. The Democratic Presidential Primary Debate, held on April 16, 2008, was broadcast nationally on ABC from the Center's intimate Kimmel Theater.

For the television network, the round amphitheater, where *Freedom Rising* is performed daily, presented both a vexing challenge and a unique opportunity to produce a one-of-a-kind political broadcast, said Bob Murphy, Vice President of ABC News.

"The fact that there were only two candidates and seats that rise up from the stage created an almost Roman coliseum kind of setting," he said. "The audience was so very close, almost on the same level as the candidates. It was hard to make it work, but it was a dramatic and powerful production." Broadcast live, the debate was seen by an estimated 10.7 million viewers, the largest audience for any of the more than 20 primary debates in the 2008 election cycle.

Tapping into that heightened interest, the Center's education staff offered a variety of substantive classroom materials, and teacher training, about the history and contemporary impact of presidential

politics. They created two election-related programs for the Center's unique interactive project, *The Exchange: A Marketplace of Student Ideas*, which allows students around the globe to engage in real time conversations about constitutional issues. *Setting the Student Agenda for 2008* and *Setting the Student Platform in 2008* invited students to deliberate on how the next president of the United States should address the issues important to America's youth. Following a curriculum developed by the Center, students representing urban, suburban and rural communities from six states participated in the May and September internet conferences, hosted by SuChin Pak of *MTV News*. A DVD of *The Exchange* was subsequently distributed to 2,000 additional schools in November, and through the Center's continued partnership with Scholastic Inc. and its *UpFront* student magazine, *The Exchange* reached almost half a million high school students in 2008.

Knowing teachers need fresh inspiration, too, the Center put a new spin on its successful summer teacher institutes by offering three instead of two workshops to teachers of grades K-12. In 2008, the Center received more than 800 applications for the institutes, with a diverse field of participants hailing from 46 states and Puerto Rico. The topic, *Changing the Constitution: Politics and Law in American Constitutional Development* proved extremely popular and in response the Center offered two sessions in late July—one at the Center itself and another held simultaneously at the Ronald Reagan Presidential Library's new Walter and Leonore

Annenberg Presidential Learning Center in California. The Center also offered a five-day institute titled *Teaching the Presidential Election* in June.

## 2008

The debate was seen by an estimated 10.7 million viewers, the largest audience for any of the more than 20 primary debates in the 2008 election cycle.

In addition to focusing on the presidential election, the national programs at the Center in 2008 touched on, among numerous other topics, the 200th anniversary of the abolition of the American slave trade, and the renewed environmental movement in America.

### *The Legacy of 1808*

series featured historians, journalists, authors and filmmakers such as Katrina Browne, director of the critically acclaimed documentary, *Inheriting the Trade*, about her family's quest to face its slave-trading past.

The *Red, White, Blue, and Green* speaker series included conversations with economist Jeffrey Sachs, former Speaker of the House Newt Gingrich and former Greensburg, Kansas, Mayor John Janssen on environmental issues from both the business and public policy perspectives.

Offering a total of 47 public programs over the year, the Center welcomed public dialogue with, among others, political commentator Cokie Roberts, news veteran Tom Brokaw, Senator Bill Bradley, retired CIA agent Valerie Plame Wilson, journalist Howard Fineman and historian Richard Brookhiser.

Below Left: Campaign buttons loaned by Al Brindisi for the *Headed to the White House* exhibit.

Below Right: Former Speaker of the House Newt Gingrich signs his book on environmentalism at an evening program.



In March, the Center hosted the second annual *Peter Jennings Project for Journalists and the Constitution*. Thirty mid-career journalists from print, broadcast and on-line media participated this year as Jennings Fellows, experiencing dynamic workshops led by constitutional scholars alongside 30 high school journalists and their faculty advisors, plus six college journalists sponsored by *USA Today*.

Focusing on the theme “The Constitution in Our Midst: Civil Rights and Civil Liberties,” the conference included a moot court with distinguished lawyers Charles Ogletree, the Harvard Law School Jesse Climenko Professor of Law, and Kathleen Sullivan, the Stanley Morrison Professor of Law and Former Dean of Stanford Law School, arguing a case about who qualifies for racial preferences in college admission as America becomes increasingly multiracial. Lynn Sherr of ABC News moderated a panel discussion addressing the continued challenges and emerging issues faced by women in the legal profession with Supreme Court Justice Ruth Bader Ginsburg; and, NPR correspondent Nina Totenberg led a conversation about

interrogation and the Geneva Accords with John Yoo, Professor of Law at University of California at Berkeley Law School; Larry Thompson, former deputy Attorney General of the United States; Rear Admiral John Hutson; and, Brigadier General David R. Irvine.

Educational packets, including a DVD of the moot court, were distributed free of charge to 7,500 high school and middle school journalism teachers nationwide.

## 2008

On December 10—World Human Rights Day and the 60th anniversary of the Universal Declaration on Human Rights—the Center took another step toward its goal of broadening the definition of *We the People* by formally announcing its decision to launch an International Engagement Program dedicated to promoting constitutional principles in emerging democracies. The initiative will employ the exceptional civic learning programs developed by the Center to guide nations hungry for information

Joe Torsella visits with students at Marefat High School in Kabul, Afghanistan.





“A unique opportunity for the Center to take its programming beyond our walls and beyond our shores...”

—Joseph M. Torsella

about fostering democracy and the rule of law. These initiatives are being implemented with a particular focus on the development of democracy in Afghanistan.

“In drafting the Constitution, the framers looked both at home and abroad to find wisdom, and, in turn, the American experience has inspired and informed other countries,” Torsella said. “The International Engagement Program provides a unique opportunity for the Center to take its programming beyond our walls and beyond our shores to help promote liberty and constitutionalism. We are extremely proud of this project and look forward to seeing it develop.”

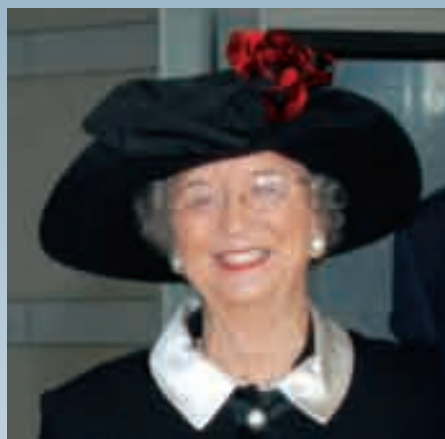
≡ 2008

The future of the Center, says one of the key men behind its beginnings, is boundless. “I honestly believe that there is no place with more potential to make a profound effect on our society,” Trustee Ted Wolf remarked in a recent interview. The institution he and a handful of others envisioned more than two decades ago has not only come to fruition, but has exceeded all expectations, showing no signs of ceding its forward stride.

“Every time I walk inside the Center, I feel an immense feeling of patriotic pride that I don’t experience anywhere else,” said Trustee Richard R. Beeman. “I’m looking forward to the Center becoming the nation’s primary resource for knowledge and expertise about the Constitution’s past as well as its present.”

In late 2008, Joe Torsella announced that he would step down as President and CEO in the early weeks of 2009, adding that he expects the Center to continue to flourish.

“This place is a lot like the story it tells, which is to say it is not static,” he said. “We didn’t open and say *ta-da* we’re through. It’s a place that, like America and the Constitution itself, is so dynamic it keeps adapting and changing, while keeping true to its core vision of what *We the People* ultimately can be.” ■



**In today’s world,** more than ever, we need to encourage understanding of our Constitution, especially the Bill of Rights, and its relevance to our daily lives. Our children and youth need to have interactive experiences in museums that hold their interest without patronizing them. My grandchildren and I have always enjoyed the *Freedom Rising* theater presentation when we’ve visited. I love how they incorporate live actors to make the experience more compelling. *Signers’ Hall* is another of my favorite exhibits—walking around the life-sized sculptures of the Constitution signers makes me feel part of a fascinating time in our history. Visiting school groups seem to always like that area, too. And with my interest in horticulture, I like walking around the Center to enjoy the well-designed landscaping that incorporates native flowers and species from colonial times. It’s beautiful in every season!

—Dorrance H. Hamilton, *The Hamilton Family Foundation*



Despite the current state of the national economy, the financial performance of the Center has remained particularly strong for a five-year-old institution. In fiscal year 2008, the Center continued to make significant progress towards establishing itself as a financially stable organization on a long-term operating basis. Admission and visitor-related earned revenue represented 38% of the Center's 2008 revenue, reflecting the importance of maintaining the Center's strategy of presenting new changing exhibitions each fall and spring while also increasing base attendance. Admission pricing will never, and should never, reflect the true economic cost of providing visitors with the experience of everything that the Center has to offer. Therefore, contributed support is critical to our continued existence. In 2008, contributed gifts comprised 44% of revenue, aiding the Center in its ongoing development into an enduring national treasure.

At the end of 2008, the Center's endowment stood at \$36.6 million, supporting approximately 9% of operations. While these are healthy numbers for a young institution, they are not yet at the level required to shield the Center from sustained downturns in earned revenue or annual contributions.

Entering its sixth year of operation, the Center continues to commit itself to exploring new forms of mission-related business enterprises, and also dedicates itself to ensuring the contributions our supporters make are used in a fiscally responsible and forward-thinking manner. In 2008, the Center generated a total of \$1.8 million in both rentals and catering, which represents a 28% increase over FY07. Varied in scope, size and theme, these popular events provide visitors with yet another way to connect with the Constitution. ■



## Operating Activities / Fiscal Year 2008

REVENUE	17,919,457
Admissions & Business Enterprises	6,789,224
Membership	352,033
Contributions <sup>1</sup>	4,507,878
Release of Temporarily Restricted Funds	2,984,796
Government	1,589,496
Endowment Draw/Interest Income	1,696,030

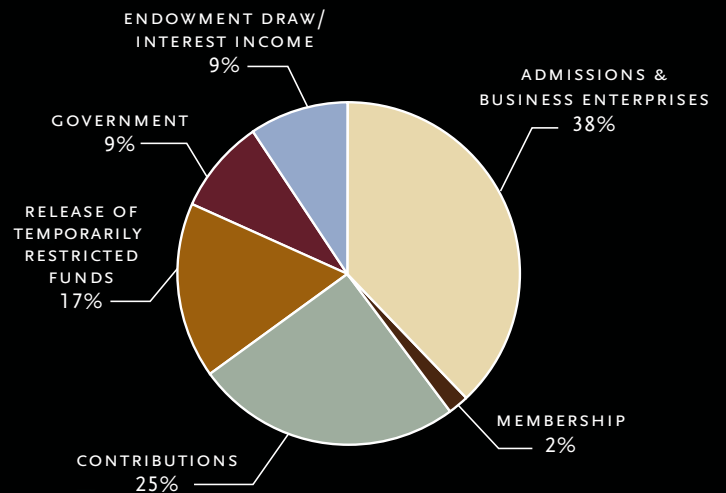
EXPENSES	16,550,241
Education & Exhibits	3,017,919
Public Programs & National Initiatives	2,362,526
Visitor Services	633,237
Business Enterprises	2,784,146
Building Operations	3,534,397
Administration, HR & IT	2,523,678
Development	1,518,697
Membership	175,641

NET OPERATING INCOME/LOSS	1,369,217
Revenues	17,919,457
Expenses	16,550,240
Change in Net Assets from Operating Activities	1,369,217
Change in Net Assets (Temporarily Restricted Contributions and Capital Expenditures)	-1,228,124
Building Depreciation	-5,751,146
Nonoperating Items:	
Contributions (Endowment, Other)	1,640,000
Investment Returns	-5,683,336
Increase in Net Assets	-9,653,389

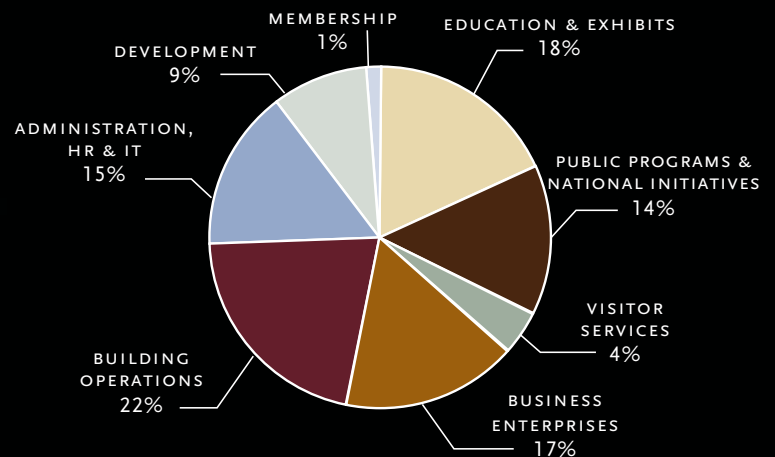
NET ASSETS BEGINNING OF YEAR	160,055,239
NET ASSETS END OF YEAR	150,401,850

<sup>1</sup> Contributions do not include restricted funds raised in fiscal year but designated for expenses in future years.

### FY 2008 REVENUE



### FY 2008 EXPENSES



## Questions for President George Bush

**It is rare for you to agree to serve as Chairman of an institution, so why the National Constitution Center?**

I was a big supporter of this Center being built, back when it was just an idea. It's easy to forget that the Constitution is a huge part of what makes our country so great. From generation to generation, it's our guiding light. So I was honored to be a part of this place that reminds all of us that the Constitution is still a part of our daily lives.

**Can you describe a moment that you experienced at the Center that clarified in your mind what the place is all about?**

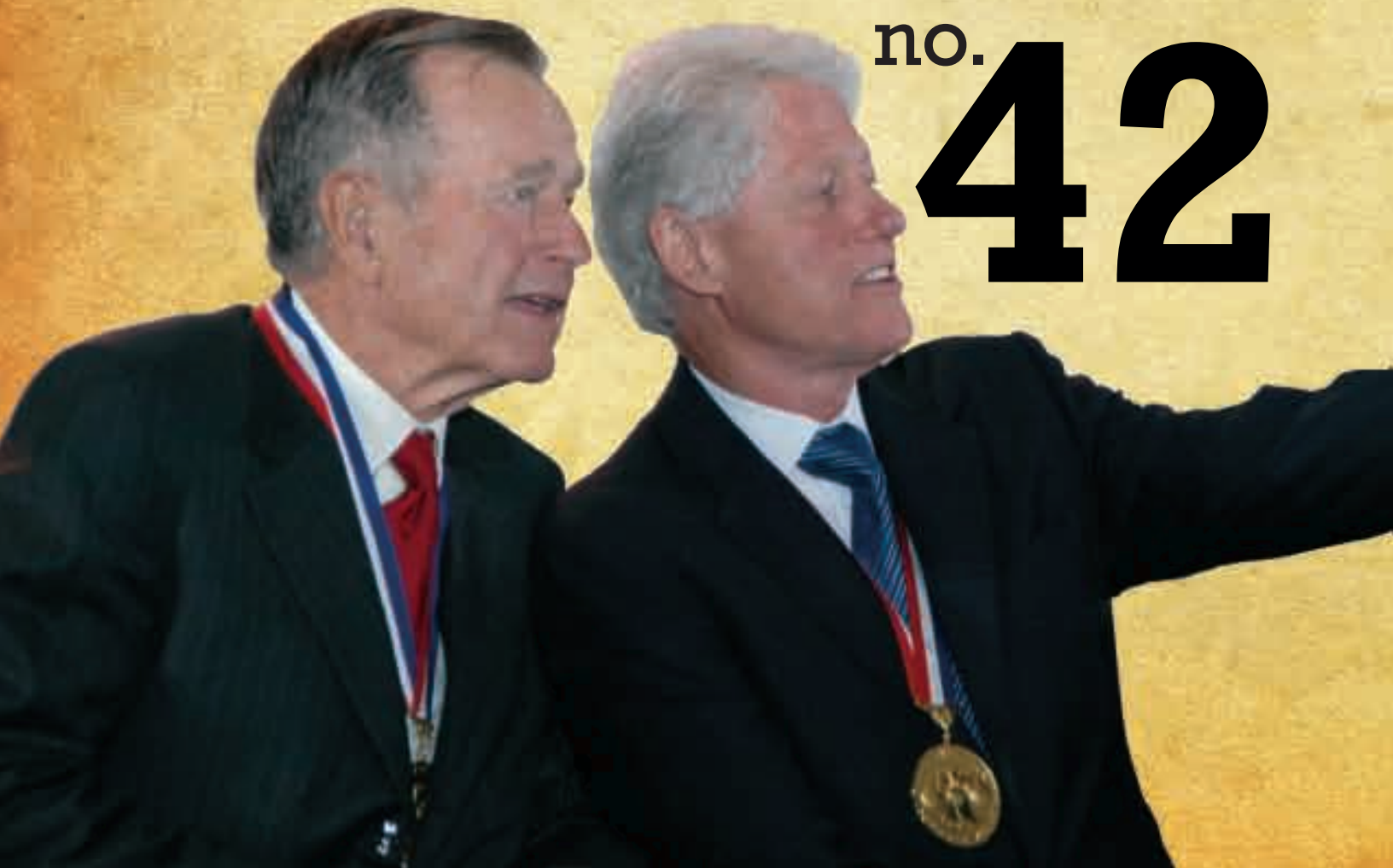
Probably when I met with some school children who were part of a summer camp program at the Center. They were excited about being there, and about learning the history of our country. And that was exciting for me.

**What is the one best piece of advice you offered to President Bill Clinton about being Chairman of the National Constitution Center?**

Stay out of the way of the outstanding staff and Board of Trustees; they know what they are doing. I also told him I hoped he could visit the Center a little more than I could and participate in more of the programs. I wished I had lived a little closer.

no. **41** and

no. **42**





**Who is your favorite Founding Father?**

I have always been partial to Benjamin Franklin. He did so much, and served our country in so many ways. But sometimes I don't think he gets all the credit he deserves, since he was never President. He was a true public servant, and a brilliant man.

**You originally agreed to serve only one term as Chairman, why did you step up for a second?**

Have you ever tried to say no to Joe Torsella and Larry Kent? Impossible. My advice to everyone is just to say "yes." But I was

secretly thrilled when they asked because I was enjoying being Chairman and wasn't ready to step down.

**If you could rub a magic lantern and grant one wish to the Center, what would it be?**

That all of their ideas and programs could be funded. It's so competitive right now in the fundraising arena, so I know it's tough. But I believe strongly that as more and more people learn about the mission of the Center and the great work they are doing, they will want to be a part of it. I hope so. ■

## Questions for President Bill Clinton

**Your signature graces one of the steel beams that forms the foundation of the National Constitution Center building—what sort of place were you envisioning when you penned your name?**

Before the National Constitution Center was established, there was no institution solely dedicated to promoting and appreciating our Constitution. When ground first broke on the Center, I had high hopes that it would serve as a place that would work to keep the vision of our Founding Fathers alive and to ensure that each generation of Americans understood exactly what they were trying to do and why it has stood the test of time. It has certainly surpassed all of my expectations.

**Tell the truth. At that groundbreaking, did you think the Center would ever become a success?**

Absolutely, and I have not been disappointed.

**Can you describe a moment that you experienced at the Center that has stayed with you?**

The Center became the home of the Liberty Medal in 2006, the same year that former President Bush and I received it. President Bush and I had spent a lot of time together over those past two years to raise awareness and funds for the victims of Hurricane Katrina and the tsunami in Southeast Asia, so it was terrific to be together again to receive the same honor I had helped present 13 years earlier to two men I deeply respect: Nelson Mandela and F.W. de Klerk. Both events were significant moments in my life, and I am still humbled by the honor.

**Who is your favorite Founding Father?**

If I had to pick just one, I would probably choose Thomas Jefferson. He understood that no individual and no society was or could ever be perfect—much less our own—but that our responsibility as citizens was to try anyway. The more I read about



our Founding Fathers, the more I have come to respect their ability to foresee challenges that did not yet exist and provide a framework to solve them that has endured more than two centuries of change. Even though Jefferson wasn't at the Constitutional Convention, he greatly influenced the creation of the document with his vision of a Constitution that values differing points of view as a way to form a more perfect Union—a task whose completion will always remain before us.

**What is the one best piece of advice that President George Bush has offered about being Chairman of the National Constitution Center?**

Accept the position, then stay out of the way of the outstanding staff and Board of Trustees; they know what they are doing. He also told me he's glad I live a little closer to Philadelphia than he does, so I could visit the Center often and participate in as many of the programs as my schedule allows.

**What sort of imprint do you hope your Chairmanship will make?**

I believe this opportunity to chair a great institution will leave more of a mark on me than I will leave on it. I am just passing through. But in the meantime, I hope to share my love and respect for the Constitution and help to instill in visitors to the Center a larger sense of what it means to be an American. In our increasingly interdependent world, we so often take for granted that we are here today because of ordinary citizens who fought for the right to be free. As we face new challenges at home and abroad, we will need this same dedication and innovation to confront them, and we cannot hope to be successful in the future without first learning from the successes of the past.

# Gifts and Grants

## Fiscal Year 2008

### Unrestricted Gifts and Grants

#### CHAIRMAN'S CIRCLE

*The Chairman's Circle recognizes individual donors and family foundations who contribute \$25,000 or more annually in support of the National Constitution Center.*

#### \$500,000 and above

Ira Lubert\* and Independence Capital Partners  
Samuel I. Newhouse Foundation^

#### \$100,000 to \$499,999

Lawrence J.\* and Mary A. Kent  
Kenneth G. and Elaine A. Langone^  
The Whitehead Foundation^

#### \$50,000 to \$99,999

Anonymous  
1675 Foundation  
David Berger Foundation  
Mary and David\* Boies  
Richard\* and Helen DeVos Foundation  
Lynne and Harold Honickman  
The Jay and Terry Snider Foundation

#### \$25,000 to \$49,999

Anonymous (2)  
Shahara Ahmad-Llewellyn\*  
Audrey and Yale\* Asbell  
Mr.\* and Mrs. John C. Bogle  
Douglas\* and Maria DeVos Foundation  
Honorable Peter G. Fitzgerald\*  
Julia W. Frick  
Dr. Amy Gutmann\*  
Linda E. Johnson\*  
Marguerite and Gerry Lenfest  
Paul S. Levy\*/Paul and Karen Levy Family Foundation  
Mrs. J. Maxwell Moran  
Alan\* and Louise Reed  
Ed Satell  
Tracey and Shanin Specter  
Mr. and Mrs. George Strawbridge, Jr.  
Ambassador Peter Terpeluk\*

Stanley B. Tulin\*  
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**CONSTITUTIONAL CROSSINGS**

**ACROSS**

- 1 Eban of Israel
- 5 "Excessive \_\_\_ shall not be required": Eighth Amendment
- 9 Pitchfork-shaped letters
- 13 Crescent-shaped letters
- 14 Veep who in 1972 said "There is room for all of us—and for our divergent views—under the First Amendment"
- 16 The Fifteenth Amendment prohibits denying the right to vote based on it
- 17 Brewed beverages
- 18 "Vive \_\_\_!" (old French cry)
- 19 High draft rating
- 20 Subject of the Twenty-Second Amendment
- 23 Work wk. start
- 24 Maiden name precursor
- 25 Unruly mob
- 28 Constitution's introduction
- 33 Fred Astaire's sister
- 34 Greek god of war
- 35 Give permission to
- 36 A subject of the First Amendment
- 40 Massive weight
- 41 Big shots

- 42 Nebraska city
- 43 Heads of the House
- 46 Come to
- 47 22-Down, to Lafayette
- 48 Lion's home
- 49 Subject of the Nineteenth Amendment
- 57 Notorious czar
- 58 Like Poe stories
- 59 Course of events
- 61 Bill stamp
- 62 Patriotic bird
- 63 Like years in which House members are elected
- 64 Stately trees
- 65 Golfer's needs
- 66 Transmit

**DOWN**

- 1 Congress creation
- 2 Horn sound
- 3 "... the right of the people to keep and \_\_\_ Arms shall not be infringed": Second Amendment
- 4 "... the right of the people peaceably to \_\_\_ ...": First Amendment
- 5 Irving Berlin's real last name
- 6 Like some cheddar
- 7 Concerning
- 8 Clinton chief of staff
- 9 Like the leader of the Senate, as per Article I
- 10 Rational
- 11 Champagne bucket
- 12 Jeans joint
- 15 "... nor shall be compelled in any criminal case to be a \_\_\_ against himself": Fifth Amendment
- 21 Did some shoemaking work
- 22 Place for the U.S.S. Constitution
- 25 River transports
- 26 \_\_\_ in the bucket
- 27 Fashion designer Geoffrey
- 28 Items used onstage
- 29 Some whistle blowers
- 30 Unpromising
- 31 Café con \_\_\_
- 32 Patriot Allen
- 34 Arab chieftain: Var.
- 37 Administer
- 38 "The Congress shall have \_\_\_ to lay and collect taxes on incomes": Sixteenth Amendment
- 39 Issues out
- 44 Modifies, as the Constitution
- 45 Documentary filmmaker Burns
- 46 Certain campaign costs

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Answer on Page 31

- 49 Use a sponge
- 50 Shape of a White House office
- 51 Hurt badly
- 52 Membership in Congress
- 53 Incite
- 54 Dossier
- 55 "He shall from time to time \_\_\_ to the Congress Information of the State of the Union": Article II

- 56 Genesis setting
- 60 "... shall \_\_\_ at noon on the 20th day of January ...": Twentieth Amendment

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