



NATIONAL CONSTITUTION CENTER



2016-2017 ANNUAL REPORT



FROM JEFFREY ROSEN

It has been an exceptional two years at the National Constitution Center. Fulfilling our mission to increase awareness and understanding of the Constitution on a nonpartisan basis, we have expanded our educational programs across America, brought together thought leaders of all perspectives for constitutional conversations on all media platforms, and welcomed visitors of all ages to Philadelphia to learn about, debate, and celebrate the greatest document of human freedom ever written, the U.S. Constitution.

In this report, you will read about the centerpiece of our educational efforts, the *Interactive Constitution*, which has received more than 19 million unique visits since it launched in 2015, making the Center's website the fifth most visited museum website in America. The *Interactive Constitution* brings together the top liberal and conservative scholars in America to discuss areas of agreement and disagreement about every clause in the Constitution. In cooperation with the Federalist Society and the American Constitution Society, it is being distributed with partners like the College Board to learners across America and around the world.

As we broaden our audiences online, we continue to invest in our interactive exhibits, from *Headed to the White House* to *Alexander Hamilton and the Foundation of America's Financial System*, welcoming hundreds of thousands of schoolchildren, families, and visitors to Philadelphia, the birthplace of the Constitution, to be inspired by the stories of America's quest for freedom.

Through our *We the People* podcast, *America's Town Hall* programs at home and around the country, and our daily blog, *Constitution Daily*, we bring together educators, historians, journalists, and public officials of all viewpoints to discuss issues ranging from the history of the presidency to future of digital privacy and free speech. Special thanks to our donors and Members for their passion for constitutional education and life-long learning about the Constitution. Their engagement with the National Constitution Center makes all of our urgently important work possible. If you are not yet a Member of the National Constitution Center, please use this report to learn more about work and join us in inspiring all Americans to learn more about the U.S. Constitution!

With appreciation,

A handwritten signature in black ink that reads "Jeffrey Rosen". The signature is fluid and cursive, written in a professional style.

Jeffrey Rosen
President and CEO
National Constitution Center



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You make me so **PROUD TO BE AN AMERICAN.** I wasn't born here, I became **A CITIZEN**...Everything you talk about, I went through...

VISIT



THE MUSEUM OF WE THE PEOPLE

In February 2016, as the presidential election approached, the Center opened **Headed to the White House**, an exhibit created using artifacts, interactives, and multimedia, to take visitors from the campaign trail to the Oval Office. In July 2016, the Center opened its second exhibit timed to coincide with the presidential election, **Powers of the President**. The exhibit explored the nature of executive power under the Constitution, and how various presidents exercised it. The Center welcomed nearly 10,000 visitors for PoliticalFest, a festival celebrating political history, government, and the election season, hosted by the Philadelphia 2016 Host Committee for the Democratic National Convention.



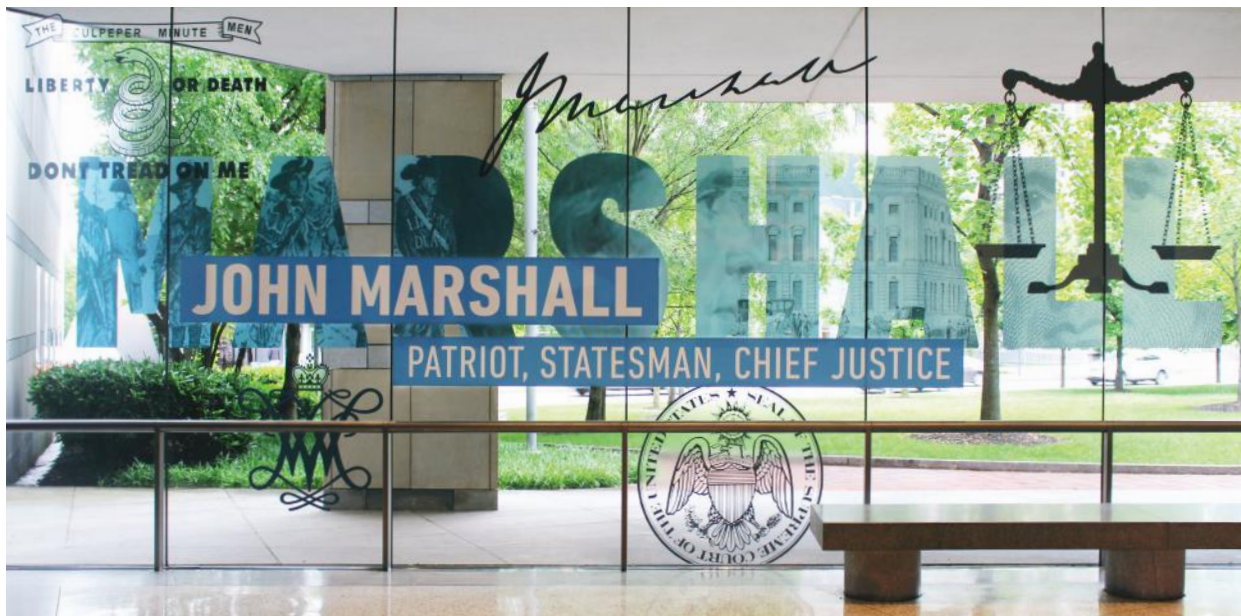
In 2016, the National Constitution Center opened **Headed to the White House**. Using the U.S. Constitution as its launch pad, this hands-on exhibit took visitors from the campaign trail to Inauguration Day all in one visit.



After a six-month renovation, the Center reopened the Sidney Kimmel Theater to present **Freedom Rising** (top), the 17-minute 360-degree live theatrical production that tells the story of the U.S. Constitution and the American quest for freedom. Renovations to the theater included new seating and carpeting and major upgrades to the theater's audio, visual, and lighting systems. The renovations and technical enhancements included greater accessibility for visitor with disabilities, including devices that offer closed captioning and assisted listening for visitors with hearing impairments and audio descriptions for the visually impaired. The upgrades were made possible by a generous \$2 million contribution from the Sidney Kimmel Foundation.

Other renovations included the addition of a brand new exhibit gallery in May 2017, which showcases the most significant constitutional documents in American history. In partnership with the Historical Society of Pennsylvania, the Center opened **American Treasures: Documenting the Nation's Founding** (right), an exhibit that illuminates the founding era through priceless drafts of the U.S. Constitution, including the very first handwritten drafts by Pennsylvania delegate James Wilson. The exhibit also features an interactive component that allows visitors to compare the evolving texts of the earliest drafts of the Constitution in the gallery and online.





Additional exhibits featured at the National Constitution Center through 2016 and 2017 included:

- *Alexander Hamilton and the Foundation of America's Financial System*
- *American Spirits: The Rise and Fall of Prohibition*
- *John Marshall: Patriot, Statesman, Chief Justice*

The Center also opened *Philadelphia 1787*, a new permanent display in the main exhibit, which pieces together life in Philadelphia at the time of the birth of a new nation. The exhibit features over 80 artifacts which have been cared for by Independence National Historical Park.

As of 2017, a virtual tour of the National Constitution Center can be accessed online by people around the world through Google Arts & Culture.

CIVIC HOLIDAYS

On civic holidays, the Center welcomes thousands of visitors, family, and friends, to learn about important moments in our nation's history.

The Center plans onsite and online programming to engage learners of all ages for celebrations including **Independence Day, Veteran's Day, Bill of Rights Day, Martin Luther King Jr. Day, and Flag Day.** Many of these days are sponsored for free or discounted admission. Bringing thousands of visitors into the museums, the Center is grateful to Macy's, TD Bank, and Wawa, for supporting these special days.



During the week of Independence Day 2016, Wawa sponsored two free admission days and the John Templeton Foundation sponsored free admission on July 4. The combined free museum days allowed the Center to welcome over 22,000 visitors that week.

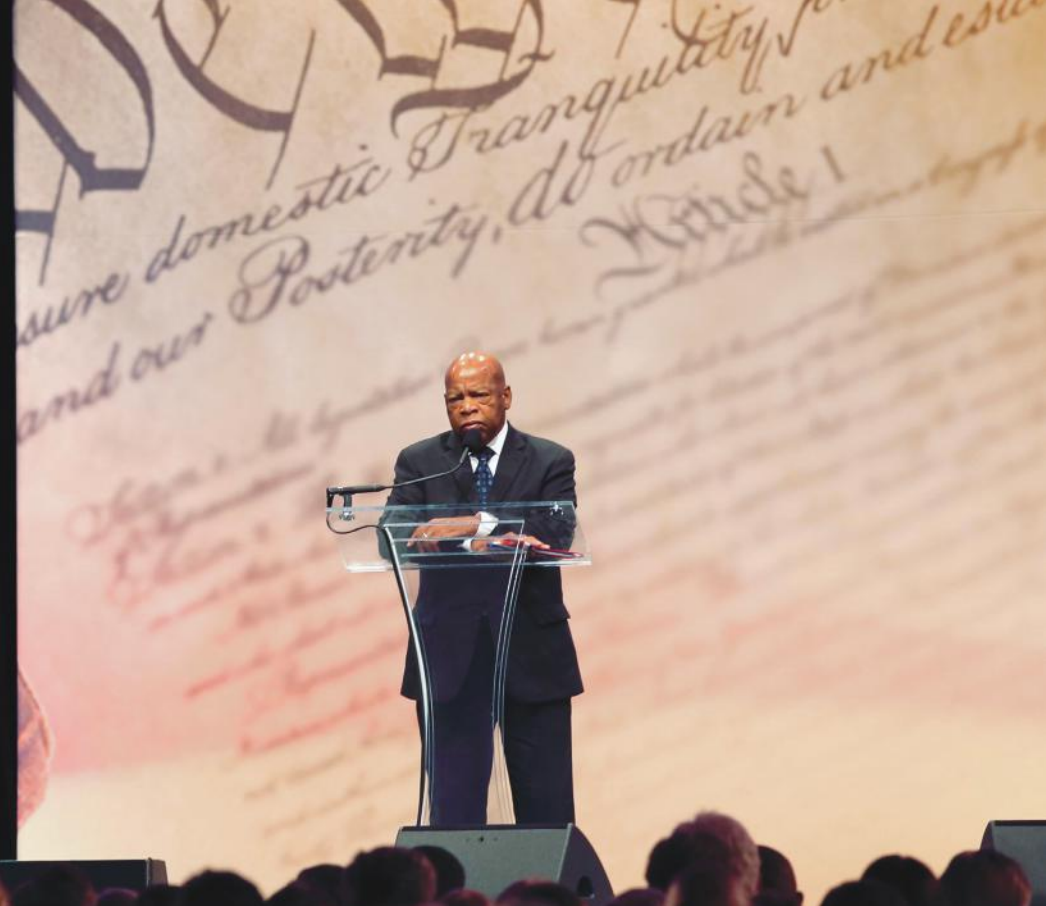
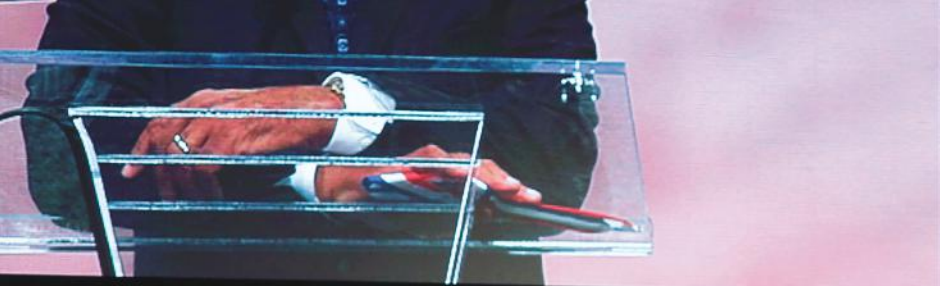


In honor of Presidents Day, TD Bank sponsored free admission, allowing the Center to welcome 1,892 visitors in 2016 and 4,286 in 2017.





On the 230th anniversary of the signing of the U.S. Constitution, nearly 4,000 visitors joined the National Constitution Center to commemorate the most influential charter of freedom in American history.



JOHN LEWIS receiving the **2016 Liberty Medal** on September 19, 2016, at the National Constitution Center.

2016 LIBERTY MEDAL

U.S. Representative **John Lewis** was awarded the National Constitution Center's **2016 Liberty Medal** during the 28th Annual Liberty Medal Ceremony on Monday, September 19, 2016.

Representative Lewis, who along with Hosea Williams, led the 1965 march across the Edmund Pettus Bridge in Selma, Alabama, on "Bloody Sunday," was recognized for his courageous dedication to civil rights and the Constitution.

The selection of Representative Lewis came as part of the National Constitution Center's commemoration of the 150th anniversaries of the 13th, 14th, and 15th amendments to the Constitution.



JOHN McCAIN receiving the **2017 Liberty Medal** presented by Vice President Joe Biden on October 16, 2017, at the National Constitution Center.

2017 LIBERTY MEDAL

On October 16, 2017, Vice President Joe Biden, Chair of the National Constitution Center’s Board of Trustees, presented the **2017 Liberty Medal** to his longtime friend U.S. Senator **John McCain** for his lifetime of sacrifice and service.

“It has been my greatest privilege in life to swear an oath to protect and defend the Constitution of the United States, beginning with my enlistment in the Navy and continuing through my service in the United States Senate,” said Senator McCain. “Each time I have raised my right hand, I do so with enormous weight of the people who elected me to serve.

“John epitomizes statesmanship,” said Vice President Biden, Chair of the National Constitution Center’s Board of Trustees. “In our over two decades serving together in the United States Senate, there were few others I could count on to be as honest, respectful, and decent as John. His heroic sacrifice for his country and dedicated service to his constituents are unquestionable and unmatched. It will truly be an honor to award the Liberty Medal — my first as Chair of the National Constitution Center’s Board of Trustees — to my very good friend, John McCain.”



There's **SO MUCH TO LEARN.**

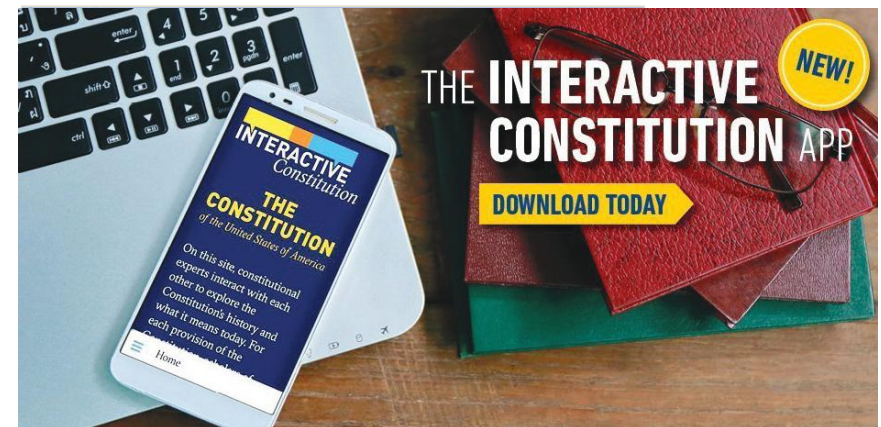
I'll have to come back.

LEARN

INTERACTIVE *Constitution*

constitutioncenter.org/interactive-constitution

In 2016, the National Constitution Center introduced a free mobile app version of its acclaimed **Interactive Constitution**, the free online platform bringing scholars from across the legal and philosophical spectrum together to explore the meaning of each provision of the Constitution. As a core feature of the Center's efforts to educate all Americas, the *Interactive Constitution's* nonpartisan and ideologically balanced explainers help teachers and students to have informed, respectful, and up-to-date discussions and debates about the Constitution. The *Interactive Constitution* presents the full text of the Constitution alongside clickable essays that explain its roots, structure, and significance written by leading legal scholars in America. Two years into its launch, the *Interactive Constitution* has been viewed by more than 19 million unique viewers and the app has been downloaded almost 500,000 times.



...an **INTERNET SENSATION.**

especially among young people...

USA Today



We will work with the National Constitution Center
to **TRANSFORM CONSTITUTIONAL EDUCATION** and
bring the Interactive Constitution not only to AP students,
but to **EVERY STUDENT IN AMERICA.**

DAVID COLEMAN, President and CEO, The College Board

EXPANDED *INTERACTIVE* CONSTITUTION RESOURCES

The National Constitution Center has created 15 lesson plans using the *Interactive Constitution*. Of these, seven were developed in partnership with the College Board, which has distributed the *Interactive Constitution* to Advanced Placement students. In June 2017, the Center hosted two weeklong Summer Teacher Institutes, bringing together 60 teachers from around the country to learn how to use the *Interactive Constitution* in their classrooms. In total, the Center has organized or participated in 40 educator workshops, institutes, and conferences, throughout 18 cities, 13 states, and Washington, D.C., introducing the *Interactive Constitution* and other classroom resources directly to 3,000 educators.



TEMPLETON STUDENT CONTESTS

To reach students in middle and high school, the Center offered essay, short story, and playwriting contests which received over 300 submissions from 6th, 8th, 11th, and 12th graders from more than a dozen states. Contest winners and their teachers received nearly \$75,000 in prizes. First place winners and their families attended award ceremonies at the Center and student-playwrights' works were professionally produced and performed for 5,880 visitors in over 266 performances during the 2016 and 2017 summer seasons.

CIVIC LITERACY CONTESTS

Open to all Philadelphia schools, these contests challenged teachers to develop innovative, multi-year plans to use the *Interactive Constitution* to enhance their school-wide civics and constitutional literacy instruction. Between 2015 and 2017, with the generous support of the John Templeton Foundation, the Center awarded prizes totaling \$525,000 to nine schools.



THE LAUDER PROJECT: LEARNING MODULES AND VIRTUAL EXCHANGES

With the generous support of Laura and Gary Lauder, the Center launched two learning modules designed to promote constitutional literacy and civil dialogue. "Discussions That Make a Difference" teaches students foundational rules civil dialogue, while the module on security versus liberty empowers students to engage in meaningful conversation about historical and modern Fourth Amendment questions using essays from the *Interactive Constitution*. Starting in fall 2018, teachers will register their classes to participate in online, real-time conversations with students from classrooms from around the country.

POLICING PROJECT

Over two years, under the leadership of former Philadelphia and Washington D.C. police chief Charles Ramsey, the ***Policing in a More Perfect Union*** program has trained a total of 1,700 police recruits and officers, uniting them with students from Constitution High School. Designed to give recruits a historical and contemporary understanding of the Bill of Rights, the program continues to expand, welcoming to the Center police departments from New Jersey, Virginia, and Delaware.

I was
INSPIRED AND ENCOURAGED
to listen more and talk less.

Town Hall attendee after program

DEBATE

JOIN *the* CONVERSATION
NATIONAL CONSTITUTION CENTER

Join the conversation online! Follow us on Twitter @
#AmericasTownHall to submit your tweets, thoughts, and

VISIT LEARN DEBATE
NATIONAL CONSTITUTION CENTER

AMERICA'S TOWN HALL

As **America's Town Hall**, the National Constitution Center hosts thought leaders, scholars, authors, and journalists for conversations and debates about the most significant constitutional topics of our time. To provide constitutional context for the 2016 presidential election, Center hosted programs that explored topics such as:

- The history of presidential campaigns
- The legacy of Ronald Reagan
- How presidents have shaped the Constitution
- The role of party politics in economic inequality
- The presidency of George Washington
- 9/11 from inside the White House
- Hillary Clinton and Donald Trump's interpretations of the Constitution
- Constitutional clashes between the president and Congress
- Differences between a Clinton and Trump Supreme Court
- The media's role in the election
- The constitutional legacy of President Obama

In 2016 and 2017, the National Constitution Center welcomed over 20,000 individuals to its America's Town Hall programs at home in Philadelphia and in cities across the country.





The award-winning show Intelligence Squared U.S. returned to the Center for a live debate.

The National Constitution Center also hosted Town Hall programs as part of the 2016 Democratic National Convention in Philadelphia. Award-winning presidential historian **Edward Larson**, constitutional scholar **Akhil Reed Amar**, and founding director of the Washington Library at Mount Vernon **Douglas Bradburn** joined the Center for a conversation on Washington's conception of the presidency during the Democratic National Convention in Philadelphia. Historians **Annette Gordon-Reed** and **Sean Wilentz**, and Lincoln biographer **Sidney Blumenthal** joined the Center to participate in a program in Independence Hall exploring the historic definitions of a constitutional crisis.

In partnership with Intelligence Squared U.S. Debates, the Center hosted a debate on the motion "Has the President Usurped Congressional Power?" with **Michael McConnell**, director of the Stanford Constitutional Law Center and professor at Stanford Law School, **Carrie Severino**, chief counsel and policy director of the Judicial Crisis Network, **Adam Cox**, professor at the New York University School of Law, and **Eric Posner**, professor at the University of Chicago Law School. ABC News correspondent **John Donovan** moderated.



FREEDOM DAY

The National Constitution Center's third **Freedom Day** celebration — featuring the nation's top thought-leaders in law, media, education, government, and business — explored what James Madison would have thought of American democracy today. Featured speakers included Pulitzer prize-winning columnist **George F. Will**, New York Times, Co. CEO **Mark Thompson**, *The Wall Street Journal* Weekend Review editor **Gary Rosen**, and leaders of organizations across the ideological spectrum, from the ACLU to the Heritage Foundation to the Aspen Institute.

In conjunction with the Center's *Policing in a More Perfect Union* project, the Center hosted Town Hall programs with former Commissioner **Charles H. Ramsey** on the challenge of policing in a Democratic society, as well as a discussion

Joining Jeffrey Rosen in conversation for Freedom Day 2017 is Caroline Frederickson, president of the American Constitution Society and Lee Liberman Otis, president of The Federalist Society.

with director of the Policing Project at NYU School of Law **Barry Friedman** on the changing role of police — from neighborhood beat cops to NSA analysts.

In partnership with Microsoft, the Center launched *A Twenty-First Century Framework for Digital Privacy*, a white paper series and public program convening privacy experts to consider the future of the Fourth Amendment in the digital age. Panelists included Vice President of the Competitive Enterprise Institute **Jim Harper**, associate professor of law at American University **Jennifer Daskal**, and Milton R. Underwood Chair in Law at Vanderbilt School of Law **Christopher Slobogin**.

AMERICA'S TOWN HALL HIGHLIGHTS

Additional America's Town Hall highlights from 2016 and 2017 included conversations with:

- U.S. Deputy Attorney General **Rod Rosenstein** on the Constitution and justice in America
- Filmmakers **Ken Burns** and **Lynn Novick** on their documentary *The Vietnam War*
- Public policy expert **Anne-Marie Slaughter** on gender equality in America
- Presidential historian and best-selling author **Jon Meacham** on *The American Odyssey of George H.W. Bush*
- Former U.S. Secretary of Defense **Robert M. Gates** in conversation with CNN's **Barbara Starr** on big institutions and smart leadership
- Former head of the nation's largest school system **Joel Klein** on the problems plaguing public education
- New York Times Co. CEO **Mark Thompson** on free speech and political rhetoric
- Legendary journalist **Bob Schieffer** on the changing role of media

CLE CREDITS

In fall 2017, the National Constitution Center began offering **Continuing Legal Education** credit for its *America's Town Hall* series of constitutional conversations and debates. The courses provide smart constitutional programming while serving the education needs of the legal community across the United States. The Center's CLE programs, which can be attended in-person or on-demand online, are accredited in various states.



Muslim-American Gold Star father and 2016 Democratic National Committee speaker **Khizr Khan** speaks with National Constitution Center Scholar-in-Residence Michael Gerhardt about the American dream and the importance of the Declaration of Independence and Constitution.

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The National Constitution Center is grateful for the generous contributions of its many supporters. Every effort was made to ensure the accuracy of this listing. In the event of error or omission, please contact Rebecca Bolden in the Development office at 215.409.671.

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The National Constitution Center is tremendously grateful to those individuals, corporations and foundations that have made a significant investment in our work.

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Pepper Hamilton LLP
The Philadelphia Contributionship
Insurance Company
Philadelphia Eagles
Philadelphia Insurance Companies
Philadelphia Union Foundation
Pitcairn
PNC Financial Services Group
PNC Foundation
Schwab Charitable
Sharp Corporation
Subaru of America Foundation
The Sunoco Foundation
Sunoco, Inc.
TD Bank
TD Charitable Foundation
Team Clean, Inc.
University of Pennsylvania
Vanguard Charitable Endowment Program
Wawa, Inc.
Wells Fargo Company
Wells Fargo Foundation
Wells Fargo Philanthropy Fund
Zubatkin Owner Representation

The official registration and financial information of the National Constitution Center may be obtained from the Pennsylvania Department of State by calling toll free, within Pennsylvania 800.732.0999. Registration does not imply endorsement.

STATEMENT OF ACTIVITIES

AS OF SEPTEMBER 30, 2017 AND 2016

	2017	2016
OPERATING REVENUE AND SUPPORT		
Admissions and Other Operating Revenue	\$ 4,004,312	\$ 4,106,955
Membership Revenue	282,360	259,694
Federal and State Grants and Contracts	323,150	1,267,198
Contributions	8,342,005	8,346,792
Special Events Revenue	407,880	1,004,175
Interest and dividend income	1,468,002	1,311,577
Total Operating Revenues and Support	\$ 14,827,709	\$ 16,296,391
OPERATING EXPENSES		
Program Services		
Education and Exhibits	\$ 1,176,396	\$ 1,520,614
Public Programs and Civic Initiatives	2,039,812	3,395,128
Museum Operations	11,131,695	11,462,538
Total Program Services	\$ 14,347,903	\$ 16,378,280
General and Administrative	\$ 4,337,476	\$ 3,763,720
Development	1,133,550	1,347,659
Total Expenses	\$ 19,818,929	\$ 21,489,659
Change in Net Assets from Operating Activities	\$ (4,991,220)	(5,193,268)
NON-OPERATING ACTIVITIES		
Net Realized/Unrealized Gains on Investments	\$ 5,195,096	5,648,479
Total Non-Operating Revenue and Support	\$ 5,195,096	5,648,479
Change in Net Assets	\$ 203,876	455,211
Net Assets at Beginning of Year	\$ 143,424,657	\$ 142,969,446
Net Assets at End of Year	\$ 143,628,533	\$ 143,424,657

2017

STATEMENTS OF FINANCIAL POSITION

AS OF SEPTEMBER 30, 2017 AND 2016

	2017	2016
ASSETS		
Cash and Cash Equivalents	\$ 2,352,877	\$ 2,839,379
Grant and Other Receivables	443,186	737,907
Contributions Receivable, Net	5,408,808	6,439,116
Investments	59,170,954	55,199,862
Prepaid Expenses	405,436	336,642
Property and Equipment, Net of Accumulated Depreciation of \$76,773,973 in 2017 Depreciation of \$73,040,476 in 2016	79,378,678	82,438,074
Total Assets	\$ 147,159,939	\$ 147,990,980
LIABILITIES		
Line of Credit	\$ 1,500,000	\$ 2,387,500
Accounts Payable	331,032	930,695
Accrued Expenses	920,314	799,953
Deferred Revenue	780,060	448,175
Total Liabilities	\$ 3,531,406	\$ 4,566,323
NET ASSETS		
Unrestricted	\$ 105,277,596	105,255,967
Temporarily Restricted	25,005,937	24,823,690
Permanently Restricted	13,345,000	13,345,000
Total Net Assets	\$ 143,628,533	\$ 143,424,657
TOTAL LIABILITIES AND NET ASSETS		
	\$ 147,159,939	\$ 147,990,980

NATIONAL CONSTITUTION CENTER



Independence Mall • 525 Arch Street • Philadelphia, PA 19106
215.409.6767 • constitutioncenter.org