

ANNUAL

REPORT

2011 – 2012



NATIONAL CONSTITUTION CENTER



EXECUTIVE

MESSAGE



During my more than 14-year tenure at the National Constitution Center, it has been a privilege to be part of the transformation of a truly powerful idea.

Uniquely dedicated to bringing the U.S. Constitution accessibly to life, this now-internationally recognized institution has not only established itself as an accredited museum; it has also become a vibrant

civic education headquarters and town hall, engaging millions every year through a variety of platforms that meet “We the People” where they are, both onsite and online.

Highlighted in the following pages are just some of the strides the Constitution Center made in 2011 and 2012—from building creative capacity in developing original exhibitions to launching a variety of thoughtfully targeted education initiatives to increasing programmatic reach as a leading venue for national debates on contemporary constitutional issues. These and other accomplishments were only possible with the support and guidance of our dedicated Board of Trustees.

In addition to its Board, the National Constitution Center owes a debt of gratitude to all of its friends and supporters—from individual members and volunteers to institutional funders and its Corporate Council. The transformation I am honored to be a part of has always been (and continues to be) a group effort, the result of remarkable generosity from many and diverse stakeholders. On behalf of the Constitution Center, it is my great pleasure to thank this group not only for their financial support, but their time, energy and goodwill throughout 2011 and 2012.

It continues to be a pleasure working with and for all of you, and I look forward to being part of this institution’s many new, transformative successes yet to come.

Very truly yours,

Vince Stango
Chief Operating Officer

ILLUMINATING THE PAST

THROUGH MULTIFACETED FEATURE EXHIBITIONS



At the heart of the National Constitution Center's presentation of *Fighting for Democracy*, a team of actors—including Akeem Davis, pictured here—brought to life the true stories of seven patriotic Americans who chose to make great sacrifices for their country during World War II, even while certain fundamental rights were being denied them at home.

In January 2011, the National Constitution Center joined the esteemed ranks of the fewer than 5% of its peers nationwide to be accredited by the American Alliance of Museums (AAM).

In its accreditation report, AAM cited the Constitution Center as “an outstanding example of an institution that uses a wide variety of tools ... to expand its audience.” Critical among these tools are the museum’s feature exhibitions, utilizing increasingly diverse interpretive

approaches to connect visitors of all backgrounds with accessible and thought-provoking experiences.

The fifth original feature exhibition to debut at the Constitution Center in as many years, *Art of the American Soldier* demonstrated beyond a doubt the museum’s well-developed creative capacity and visionary promise. Echoing visitor feedback, the *Wall Street Journal* declared that *Art of the American Soldier* “makes clear that even in the age of digital photography, the artist’s eye often captures what the lens cannot.” Curated from roughly 15,000 paintings

and sketches—created by more than 1,000 soldier-artists who served during World War I through recent enlistments in Iraq—this exhibition represented the first major public presentation to showcase and thoughtfully interpret an unparalleled collection of artworks that had spent decades in archival storage.

The Constitution Center’s decision to present the Japanese American National Museum’s *Fighting for Democracy* was driven by a special opportunity for deliberate experimentation. Building on the Constitution Center’s unique strengths in museum theatre, this document-based exhibition was creatively enhanced to the point of transformation. Anchored by an original 30-minute multimedia production, *Fighting for Democracy* at the Constitution Center truly gave voice to its subject matter. Interweaving performance and narration with three live actors in seven roles, this historically accurate piece infused peer-generated content with the energy of new media and was praised by visitors as something vividly felt—sparking personal reflection on civil rights, immigration, and other issues of ongoing relevance and debate.

“[*Art of the American Soldier*] makes clear that even in the age of digital photography, the artist’s eye often captures what the lens cannot.” — *The Wall Street Journal*

Art of the American Soldier | September 2010 – March 2011

Fighting for Democracy: Who is the “We” in “We the People”? | October 2011 – January 2012

On My Honor: 100 Years of Girl Scouting | May – December 2012



Additional 2011 – 2012 Exhibitions

From the Absence of Many to the Presence of All
The Unfinished Business of Women’s Equality
October 2010 – March 2011

Spies, Traitors, & Saboteurs
Fear and Freedom in America
March 2011 – January 2012

Discover the Real George Washington
New Views from Mount Vernon
July – September 2011

The President’s House
Their Untold Stories in Quilts
July – September 2011

From Asbury Park to the Promised Land: The Life and Music of Bruce Springsteen
February – September 2012

INFORMING

THE PRESENT

THROUGH INNOVATIVE CIVIC EDUCATION INITIATIVES



A seventh-grade student from Brandywine Springs School in Wilmington, Delaware, adds his signature to the museum's commemorative 225th-anniversary Constitution.

Despite growing consensus on the importance of civic learning, the U.S. Department of Education's 2010 benchmark assessment of students' progress in civics found only 22% of eighth graders to be at or above proficiency.

Twenty-eight percent failed to meet even a basic achievement level (which includes being able to explain "why it is important that citizens share the values and principles expressed in the nation's core documents").

Such findings—along with similarly worrisome results from surveys of adults' civic literacy—demonstrate a clear need for innovative approaches to civic education. With this in mind, in 2011 and 2012 the Constitution Center dedicated significant resources to developing new programming platforms, expanding both the scope and reach of the museum's civic education initiatives.

Piloted in September 2010 with a Constitution Day webcast featuring Sandra Day O'Connor, the museum's *Constitution Hall Pass* program was conceived to engage middle- and high-school students nationwide. Growing to include a resource archive of eight video lessons by September 2012, this free and ongoing web-based program has received significant praise from educators who appreciate its unique effectiveness as a distance-learning tool. Each original 15- to 25-minute video is connected by theme and

release schedule to important dates on America's civic calendar, presented with supporting discussion materials, and launched with an interactive feature that allows viewers across the country to chat with subject experts in real time. Through collaborations with promotion and distribution partners including Channel One News, use of *Constitution Hall Pass* grew steadily—reaching classrooms in 48 states and the District of Columbia and attracting hundreds of thousands who tuned in 'live' for "Constitution Day 2012: The Presidency."

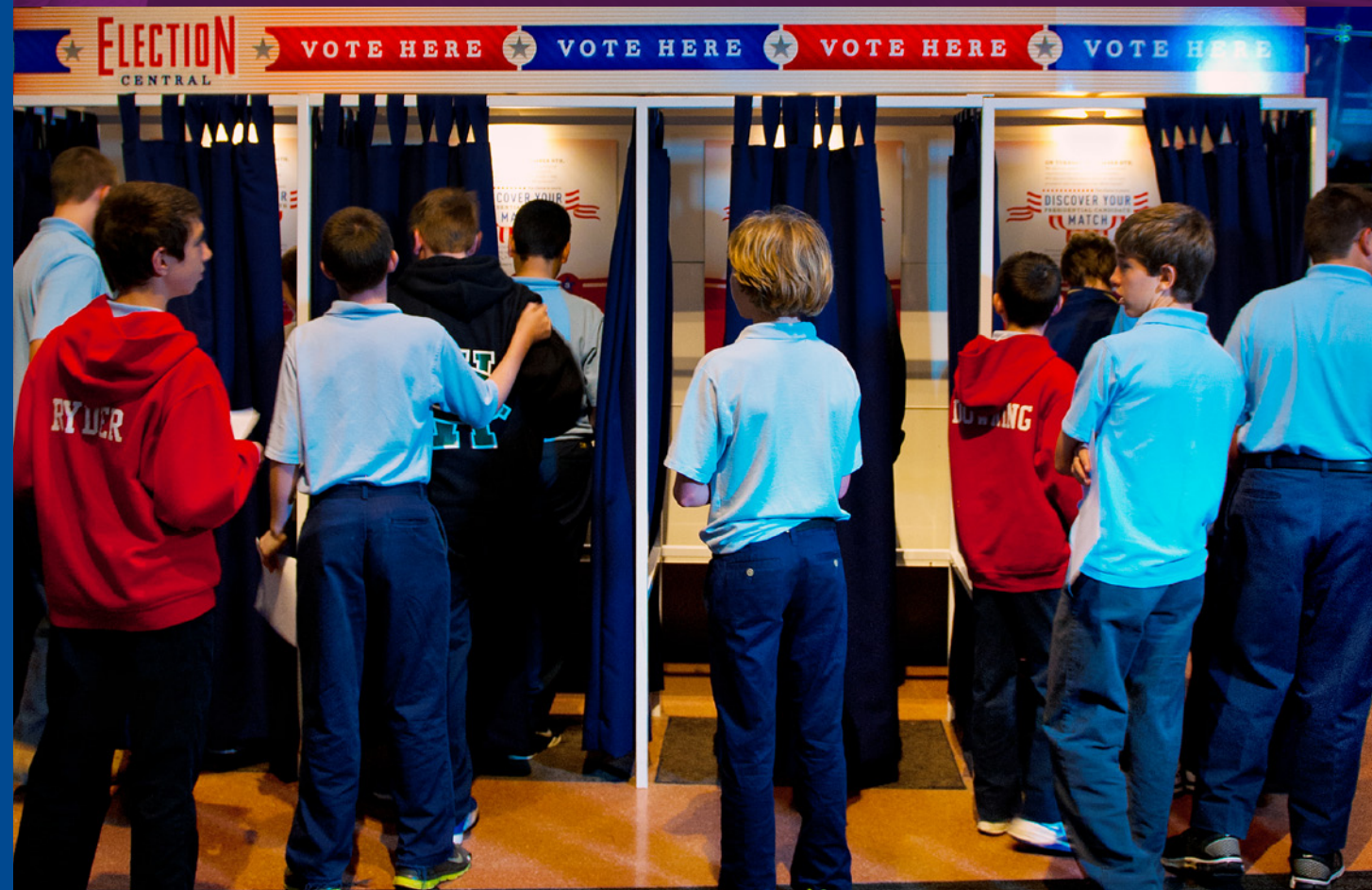
On January 25, 2011, the museum's *Constitution Daily* blog officially launched with real-time coverage of President Barack Obama's State of the Union Address. Dedicated to offering smart commentary and conversation about contemporary constitutional issues, this online platform for civic education and engagement saw its direct readership more than quintuple through 2012, with *Constitution Daily* content reaching an additional 360,000 people during September of that year through the start of an ongoing distribution partnership with Yahoo News. Managed and written primarily by Constitution Center staff, the museum's blog also regularly features original contributions from outside scholars, lawyers, public officials, and other informed voices to represent a true cross-section of constitutional interpretation.



57%

INCREASE IN ONSITE STUDENT ENGAGEMENT

Tapping into increased civic interest during the buildup to the presidential election, in early 2012 the museum reimagined its voting booth exhibit, which previously invited museumgoers to 'vote' for their favorite U.S. president. After contemporizing and reinventing the space with new layers of interactivity—focused on understanding policy positions on their own merits, distinct from the espousing candidates—student interaction with this exhibit increased from 12% in 2011 to a remarkable 69% in 2012, with average engagement time more than doubling for both student and adult visitors.



INSPIRING

THE FUTURE

THROUGH SUBSTANTIVE DIALOGUE ON TIMELY ISSUES



Dr. Robert M. Gates shares his thoughts on the future of the U.S. military during a Q-and-A session with audience members including ROTC students as part of an afternoon program preceding the 2011 Liberty Medal Ceremony.

Throughout 2011 and 2012, the National Constitution Center continued to serve as an inclusive forum for public discourse, inviting leading voices and experts of all stripes to weigh in on a variety of topics—from national security to Supreme Court controversies to the many and varied aspects of 21st-century elections.

Offering an exceptional diversity of perspectives of 40-plus individuals who convened at

the museum in March 2011 for *Can We Talk? A Conversation about Civility and Democracy in America*. Supported by the National Endowment for the Humanities as part of its *Bridging Cultures* program, this interactive and interdisciplinary weekend forum explored the current state of public discourse, with special focus on the issue of civility in the context of the roles that dissent and protest play in U.S. politics. Conference participants—representing fields including history, journalism, law, philosophy, political science, sociology and more—embraced the challenge of generating ideas about what kinds of tools, systems or frameworks might contribute to greater civility without impeding the vibrancy of American

democracy. A morning panel discussion and afternoon town-hall exchange were both open to the general public, and all forum events were webcast live, including small-group breakout sessions that were also live-blogged by museum staff members.

“*COMPROMISE HAS BECOME A DIRTY WORD—TOO OFTEN SYNONYMOUS WITH A LACK OF PRINCIPLES OR ‘SELLING OUT.’ YET, OUR ENTIRE SYSTEM OF GOVERNMENT HAS DEPENDED UPON COMPROMISE. THE CONSTITUTION ITSELF IS A BUNDLE OF COMPROMISES.*”

— **DR. ROBERT M. GATES**

Liberty Medal Acceptance Speech
September 22, 2011

SELECT 2011 – 2012 PROGRAMS

Supreme Court Justice Stephen Breyer on Democracy with Adam Liptak
October 19, 2010

Former Secretary of Defense Donald Rumsfeld in Conversation with Presidential Historian Michael Beschloss
February 9, 2011

Gov. Ed Rendell and Gov. Christine Todd Whitman on Political Polarization
April 9, 2012

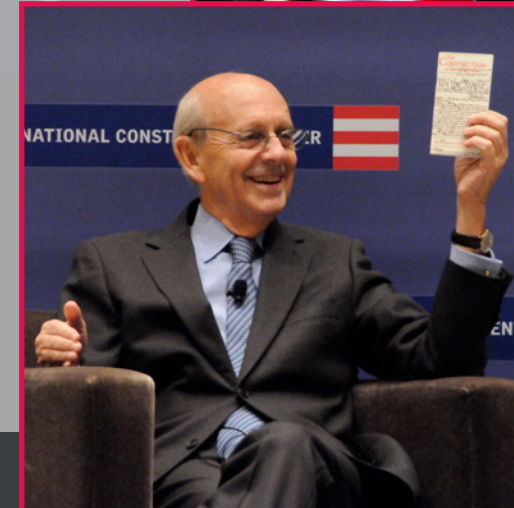
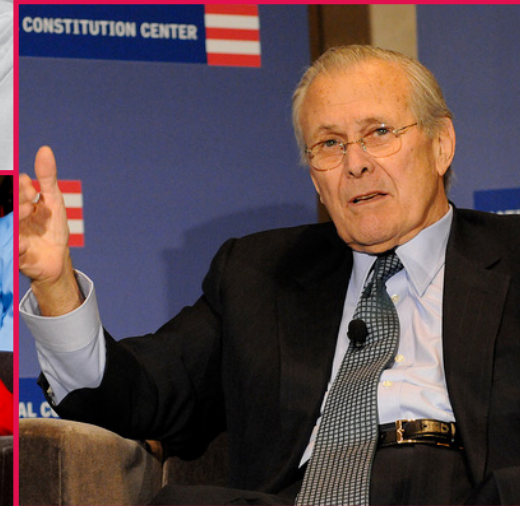
Amy Gutmann and Dennis Thompson with Andrea Mitchell on American Government and the Spirit of Compromise
May 2, 2012

Health Care on Trial

A Moot Court Event with Neal Katyal and Charles Rothfeld | March 20, 2012

Can We Talk?

A Conversation about Civility and Democracy in America | March 26–27, 2011



FINANCIAL STATEMENTS

Reflecting the financial position of the National Constitution Center at September 30, 2012 and 2011, the following statements of financial position and statements of activities summarize information derived from the Center's audited financial statements.

A complete set of financial statements can be obtained by contacting the Center's administrative offices at (215) 409-6739.

STATEMENTS OF FINANCIAL POSITION

SEPTEMBER 30, 2012 AND 2011

ASSETS	2012	2011
Cash and Cash Equivalents	\$2,839,813	\$3,669,328
Grant and Other Receivables	2,014,958	3,667,099
Contributions Receivable, Net	96,903	445,498
Investments	46,860,662	42,156,539
Prepaid Expenses	19,954	41,777
Property and Equipment, Net of Accumulated Depreciation of \$53,631,075 in 2012 and \$47,555,992 in 2011	95,804,794	97,442,123
TOTAL ASSETS	\$147,637,084	\$147,422,364
LIABILITIES		
Line of Credit	\$1,500,000	
Accounts Payable	1,662,548	296,648
Accrued Expenses	1,341,540	749,971
Deferred Revenue	310,668	525,757
TOTAL LIABILITIES	\$4,814,756	\$1,572,376
NET ASSETS		
Unrestricted	\$115,085,040	\$120,229,374
Temporarily Restricted	14,392,288	12,275,614
Permanently Restricted	13,345,000	13,345,000
Total Net Assets	\$142,822,328	\$145,849,988
TOTAL LIABILITIES AND NET ASSETS	\$147,637,084	\$147,422,364

STATEMENTS OF ACTIVITIES

YEARS ENDED SEPTEMBER 30, 2012 AND 2011

OPERATING REVENUE AND SUPPORT	2012	2011
Admissions and Other Operating Revenue	\$5,568,466	\$4,983,377
Membership Revenue	330,514	373,171
Federal and State Grants and Contracts	1,879,688	2,438,267
Contributions	5,484,278	6,976,324
Special Events Revenue	1,365,938	1,001,000
Interest and Dividend Income	471,413	530,199
TOTAL OPERATING REVENUES AND SUPPORT	\$15,100,297	\$16,302,338
OPERATING EXPENSES		
Program Services		
Education and Exhibits	\$2,879,664	\$2,873,056
Public Programs and Civic Initiatives	2,737,008	2,669,347
Museum Operations	12,601,144	11,828,750
TOTAL PROGRAM SERVICES	18,217,816	17,371,153
General and Administrative Development	3,748,593	4,103,548
Loss on Uncollectible Contributions	2,606,717	2,143,904
	74,288	6,043
TOTAL EXPENSES	\$24,647,414	\$23,624,648
Change in Net Assets from Operating Activities	\$(9,547,117)	\$(7,322,310)
NON-OPERATING ACTIVITIES		
Contributions		\$800,000
Net Realized/Unrealized Gains on Investments	6,519,457	(40,869)
TOTAL NON-OPERATING REVENUE AND SUPPORT	\$6,519,457	\$759,131
Change in Net Assets	\$(3,027,660)	\$(6,563,179)
Net Assets at Beginning of Year	145,849,988	152,413,167
NET ASSETS AT END OF YEAR	\$142,822,328	\$145,849,988

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The 2011 Liberty Medal was awarded to former U.S. Secretary of Defense **Robert M. Gates**, honoring a stalwart nonpartisan leader who has defended the Constitution, promoted diplomacy, and advocated tirelessly for the welfare of American troops.

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The 2012 Liberty Medal was awarded to boxing legend and Olympic gold medalist **Muhammad Ali**, honoring his humanitarian efforts fighting for world peace, equal rights, religious liberty, and cross-cultural understanding.

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