

I ♥ THE  
CONSTITUTION

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2023

# ANNUAL REPORT

NATIONAL CONSTITUTION CENTER



NATIONAL  
CONSTITUTION  
CENTER

*We the People* of the United States  
do hereby declare our independence  
and we therefore do solemnly swear to support the Constitution



We the People  
the United States, in Order to form a more  
ice, insure domestic Tranquility, provide for the comm  
promote the general Welfare, and secure the Bl  
elves and our Posterity, do ordain and establish this Constitution  
for the United States of America.



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# FROM JEFFREY ROSEN

2023 was a year of meaningful anniversaries at the Center! It's been 35 years since our founding, 20 years since we opened our doors as the Museum of We the People, and 10 years since I had the privilege of joining this wonderful institution.

A few highlights from a memorable year:

- Our new First Amendment gallery offers an inspiring exploration of the five freedoms of the First Amendment and why they matter today.
- Our newly launched *Constitution 101* core curriculum offers learners of all ages videos, primary texts, and access to America's greatest constitutional scholars of diverse perspectives to teach about our founding principles and to foster the habits of civil dialogue.
- Our America's *Town Hall* series and *We the People* podcasts feature constitutional thought leaders engaged in civil conversation, serving as a model for thoughtful deliberation across America.

As we prepare for America's 250th birthday in 2026, we're excited to continue to serve as America's leading platform for nonpartisan civic education and civil dialogue about the Declaration of Independence, the Constitution, and the American idea.

Thanks so much to our community of members and supporters across America. Your passion, engagement, and dedication to our inspiring mission makes our work possible. Here's to lots of light and learning in the year ahead!

With appreciation,



**Jeffrey Rosen**

President and CEO





Constitution High School  
An Educational Partnership with  
The National Center  
and  
The Gilder Lehrman  
of American History  
Corporate Support  
for American History

School District of Philadelphia  
Founding Statement of Constitution High School  
We hereby declare on this eighteenth day of  
September, the year two thousand six that we the  
parents of the School District of Philadelphia  
our founding

# HEADQUARTERS FOR CIVIC EDUCATION

February 2006

**Constitution High Established**

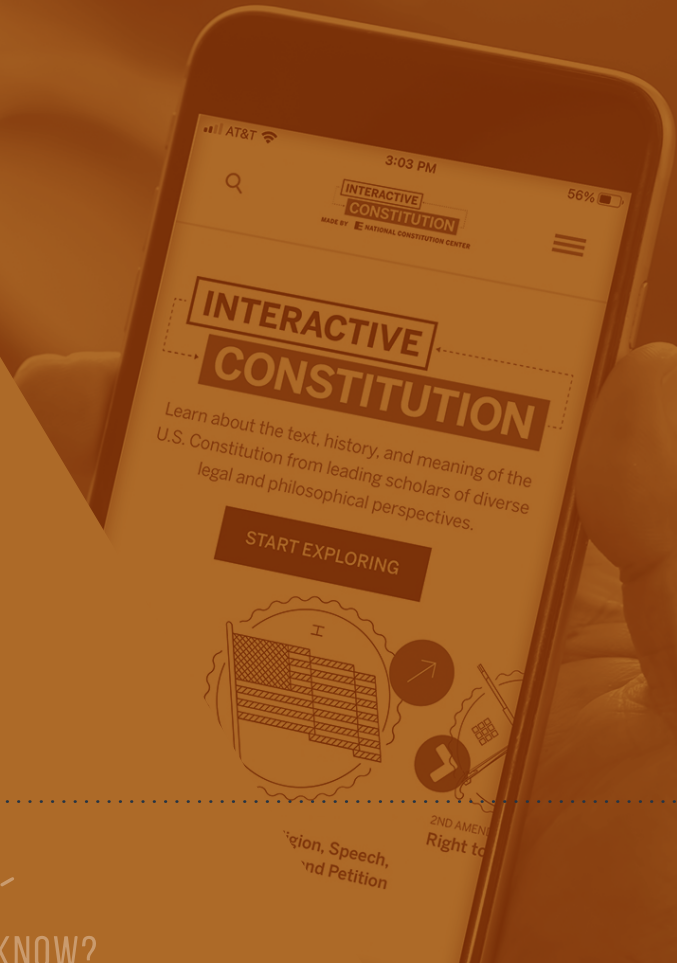
The Center bolsters its education initiatives, including establishing Constitution High School, a magnet school within the School District of Philadelphia dedicated to empowering students through active citizenship.

# HEADQUARTERS FOR CIVIC EDUCATION

Over the years, the National Constitution Center has established itself as a trusted resource for nonpartisan civic education for hundreds of thousands of students, educators, and lifelong learners.

From our role in the 2006 founding of Constitution High School, a magnet school in Philadelphia dedicated to empowering students through active citizenship, to the launch of our *Constitution 101* core curriculum last year, we continue to introduce new programming and resources that can fill the gap in American civic education and allow students to engage thoughtfully with peers of different perspectives.

Our educational programming and resources are grounded in our highly acclaimed *Interactive Constitution*, which allows visitors to engage with the text of the Constitution clause by clause and discover how experts agree and disagree about its history and meaning.



DID YOU KNOW?

## 86 MILLION

Since its launch in 2015, the *Interactive Constitution* has reached more than 86 million visitors.



**“The *Interactive Constitution* makes looking at or navigating the Constitution really easy.** It brings it to life for my students, and they really appreciate that.”

**AMY ELSASS**

*Constitutional Fellow, Miamisburg High School, Ohio*

# CONSTITUTION 101 CORE CURRICULUM

Launched in September 2022, *Constitution 101* is an asynchronous online curriculum that provides high school students and adult learners with a basic understanding of the Constitution's text, history, structure, and caselaw.

Drawing on more than 170 historical texts and 50 landmark Supreme Court cases, the course allows learners to study the historical and philosophical foundations of America's founding principles from a range of voices, while inspiring learners to engage with the constitutional text, looking at diverse viewpoints from a nonpartisan perspective.

COMING  
SOON

## Middle School Curriculum

*Constitution 101* for middle school students is slated to launch in 2025. This version will feature new videos and activities to reinforce and assess student learning designed to provide additional background for this age group, while remaining brisk and engaging.



DID YOU KNOW?

## 550,000 VIEWS

Within the first 12 months of the curriculum's launch, *Constitution 101* videos were viewed more than 550,000 times, and the course materials were downloaded more than 60,000 times.

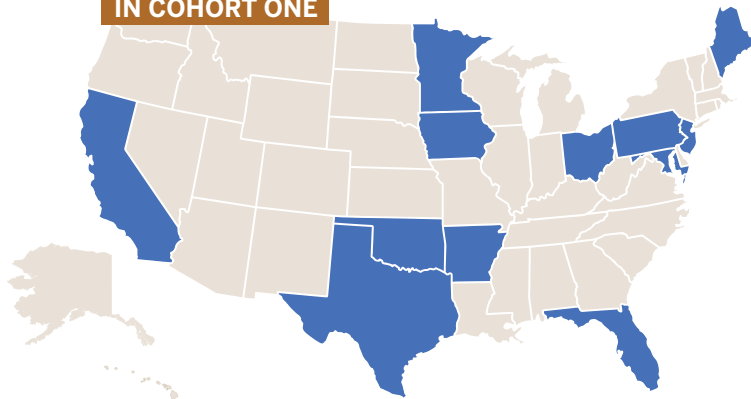




## Constitutional Fellows

To help pilot *Constitution 101* and provide feedback and evaluation on the course, the Center selected 23 educators from a variety of schools and school districts across the country.

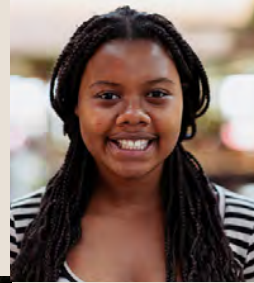
### STATES REPRESENTED IN COHORT ONE



“As we approach America’s 250th birthday in 2026, **we have the opportunity to reverse our civics spiral and revitalize knowledge of the ideals, rooted in the Declaration of Independence and the Constitution, that unite us.** It will be up to all of us — students and parents, teachers and senators — to rise to the challenge.”

**SAL KHAN** and **JEFFREY ROSEN**

*“How We Can Repair Our Democracy and Build a More Perfect Union,” TIME op-ed, May 5, 2023*



## Constitution 101 with Khan Academy

The National Constitution Center and Khan Academy are teaming up to launch a version of *Constitution 101* in September 2024, introducing the curriculum to Khan’s network of more than 8 million students and teachers. The course will feature conversational interviews with dozens of constitutional scholars and noted public figures and is grounded in Khan Academy’s signature approach to student mastery. Just a few of the featured experts include:

- **Jeb Bush**, former governor
- **Carol Berkin**, historian
- **Joseph Ellis**, historian
- **Francis Ford Coppola**, director
- **Alberto Gonzalez**, former U.S. Attorney General
- **Linda Greenhouse**, journalist
- **Fareed Zakaria**, journalist



# EDUCATIONAL PROGRAMS

In total, through live and asynchronous programming, the National Constitution Center directly reached **812,929** students, teachers, and lifelong learners during the 2022–2023 school year. Our actual reach is even greater, as many of our unique visitor metrics represent teachers using our materials in their classrooms.

## Live Online Classes and Virtual Museum Experiences

Part lecture, part lively conversation, our online educational offerings allow students to practice civil dialogue skills, apply critical thinking and active listening skills, and learn about how the Constitution affects their lives.

In 2023, we offered a mix of public, private, and peer-to-peer live classes as well as interactive guided tours of our exhibits.



DID YOU KNOW?

## A NEW SERIES

We introduced a new series, Civic Stories, for 3rd-5th grade learners, designed to bring the fun and excitement of a field trip to students in the classroom through workshops, activities, and demonstrations.







# 2023 LIVE CLASSES



**Public classes:**  
**20,000** live viewers across  
**44** states and **11** countries



**Private and peer-to-peer classes:**  
**10,000** students across **40** states



**Virtual museum experiences:**  
**13,000** learners



## **Constitutional Ambassadors and Young Citizens Scholarship Program**

More than 5,000 students in the 2022-2023 academic year took part in our Constitutional Ambassadors program, an immersive learning experience that begins in the classroom, provides students the opportunity to tour the Center and connect with constitutional experts, and continues post-visit. More than 6,000 learners visited the Center through our Young Citizens Scholarship Program, which helps subsidize admission and travel costs for students who might not otherwise have the opportunity to visit the Center in person.

# PROFESSIONAL DEVELOPMENT

This year, we reached more than 3,000 educators with offerings ranging from in-person and virtual training sessions with individual schools and school districts across the country, to a monthly webinar series with the Los Angeles County Office of Education.

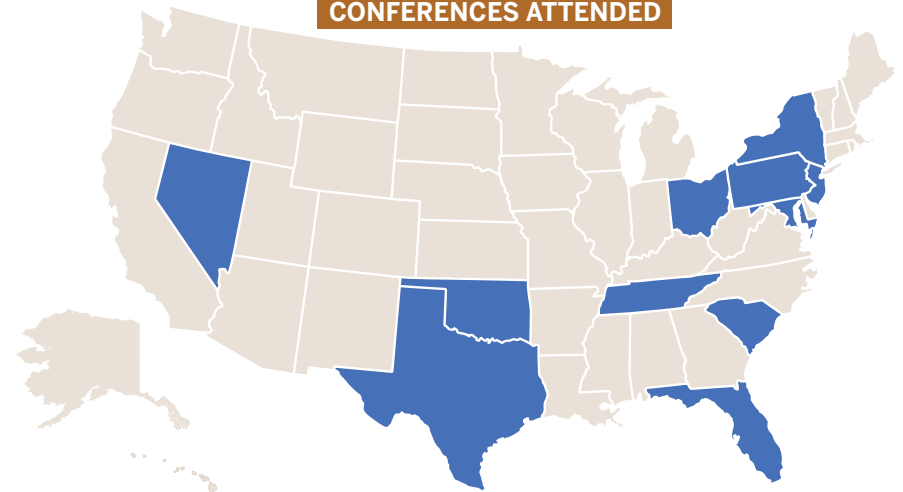


“What I like about the National Constitution Center is **I can take the materials that are presented to me**, put them on a table, and **bring in the most liberal or most conservative person** in my district, parent or student, and **they would say, yeah, these are the type of things we should learn about our country.**”

**MIKE CORMACK**  
*Constitutional Fellow,  
Southwest Valley School District, Iowa*

The Center’s education team also attended several social studies conferences across the country, giving presentations, hosting workshops, and distributing materials about our offerings.

## CONFERENCES ATTENDED





## Teacher Advisory Board and Council

The 16 members of our Teacher Advisory Board support the Center in developing and evaluating new educational materials, while the 468 members of our Teacher Advisory Council share best practices for teaching constitutional and civic topics and serve as ambassadors for the Center’s educational programming and resources. Members of the Teacher Advisory Board and Council represent all levels of education and types of learning environments, and every state but Wyoming.

## Summer Teacher Institutes

More than 140 teachers joined us in July for intensive, multi-day in-person workshops. Topics included Constitutional Conversations and Civil Dialogue and the First Amendment, and virtual sessions on *Constitution 101* and the 14th Amendment.



**“The National Constitution Center’s resources are fabulous because we know that they are nonpartisan, they are unbiased.** They are based in primary source material in an age where students seem to be struggling with media literacy.”

### TRISH EVERETT

*Teacher Advisory Board and Constitutional Fellow,  
Pine Crest School, Florida*



# AMERICA'S TOWN HALL

*April 2005*  
**Supreme Court Justices Interview**

The Center sponsors a rare interview with Supreme Court Justices Sandra Day O'Connor, Antonin Scalia, and Stephen G. Breyer at the National Archives, raising the Center's profile as a national leader in civic engagement.

A group of people, including a woman with glasses and a man in a suit, are seated in a room, engaged in conversation. The background shows a staircase and a wall with a grid pattern.

## AMERICA'S TOWN HALL

In a time of unprecedented political polarization, the National Constitution Center provides a forum where constitutional experts and thought leaders can convene to model respectful dialogue on important constitutional topics.

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By bringing new voices and audiences into these convenings, we are working to generate transformational ideas and bring about a shift in public discourse.

# AMERICA'S TOWN HALL PROGRAMS

The Center's *America's Town Hall* series features panel discussions on constitutional topics, illuminating how these issues intersect across our country's past, present, and future.



## Notable programming from 2023 includes:

### “Civic Virtue and Citizenship”

Authors **Christopher Beem**, **Richard Haass**, and **Lorraine Pangle** discussed the concepts of civic virtue and citizenship in democratic societies.

### “Women and the American Idea”

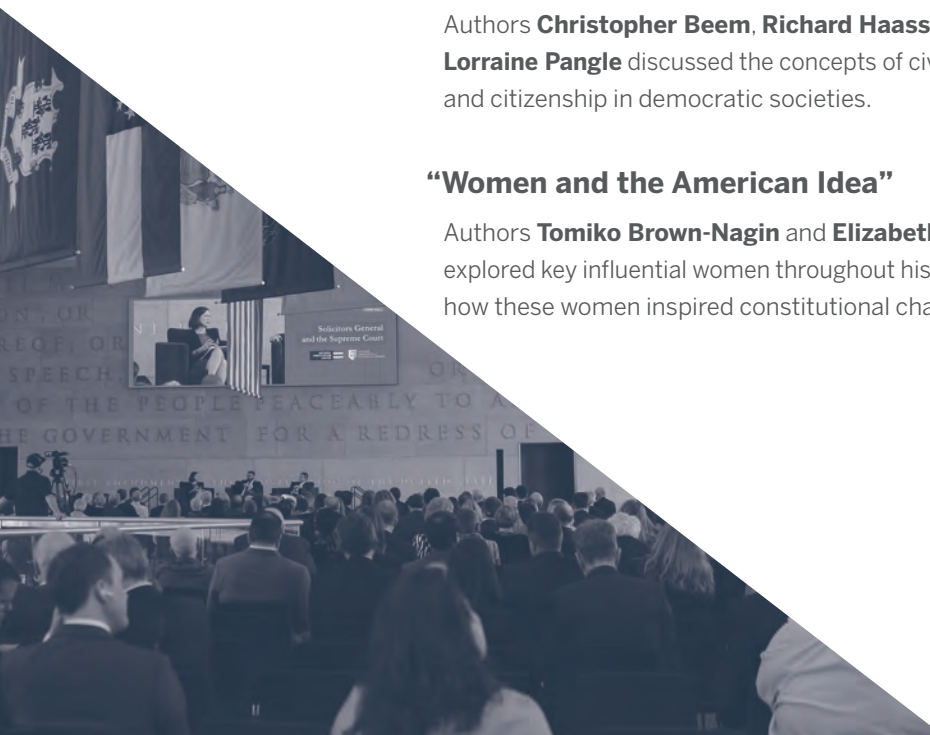
Authors **Tomiko Brown-Nagin** and **Elizabeth Cobbs** explored key influential women throughout history and how these women inspired constitutional change.

### “The Shadow Docket Debate”

Journalist **Adam Liptak** and professors **Jennifer Mascott** and **Stephen Vladeck** explored the history of and current debates surrounding the Supreme Court's “shadow docket”—cases in which the Court issues emergency orders and summary decisions without oral argument.

### “Deliberation and Democratic Norms in America”

Professors **Ronnie Janoff-Bulman**, **Matthew Levendusky**, and **Kenji Yoshino** explored the roots of America's political divide and various strategies for overcoming partisan gridlock.





## “Five New Amendments: Next Steps for Constitutional Change”

Last year, the National Constitution Center brought together three teams of progressive, libertarian, and conservative scholars for an online constitutional convention. After a week of dialogue, deliberation, and compromise, the delegates came to a consensus on proposals for five constitutional amendments.

In March, the leaders of those teams — **Caroline Fredrickson**, **Ilan Wurman**, and **Ilya Shapiro** convened at the Center for Constitutional Design at ASU’s Sandra Day O’Connor College of Law in Washington, D.C. to discuss those amendments and the next steps for constitutional reform.



## “The State of Free Expression in the U.S. and Abroad”

Free-speech advocates **Garry Kasparov**, **Evan Mawarire**, and **Suzanne Nossel** joined us for a special discussion on the state of free expression in the United States, Russia, Zimbabwe, and around the world.

# WE THE PEOPLE PODCAST

Each week, National Constitution Center President and CEO **Jeffrey Rosen** sits down with legal scholars, historians, and other constitutional experts to share the best arguments on all sides of the constitutional issues at the center of American life with listeners around the country and across the world.



## A few highlights from this year's episodes include:



### “The Future of Affirmative Action”

**William B. Allen** and **Hasan Kwame Jeffries** discussed the history of affirmative action, the then-pending cases before the Court, and how the outcome of the Court's ruling could affect the future of affirmative action programs across the country.

### “303 Creative and Other Key Cases From SCOTUS's 2022-23 Term”

**David Cole** and **David French** examined a major First Amendment decision about the intersection of free expression rights and anti-discrimination laws, along with other significant cases from the Supreme Court term.

### “Presidents, Prosecutions, and the Rule of Law”

**Oona Hathaway** and **Jameel Jaffer** broke down the legal and constitutional significance of the federal indictment against former President Trump and potential outcomes of the prosecution.







DID YOU KNOW?

## + 100,000 DOWNLOADS EACH MONTH

The Center's first podcast made its debut in 2005 on iTunes, where it was downloaded 19,000 times in its first month of release. Today, *We the People* averages more than 100,000 downloads each month.



**“This podcast is wonderful for learning more about the application of the Constitution in our democracy.** It provides practical explanations and helps people understand how our government was designed to work, with some cool historical analysis thrown in. **I am loving all the great guests and information!”**

**5-STAR REVIEW ON APPLE PODCASTS**

*August 2023*





FLOYD ABRAMS



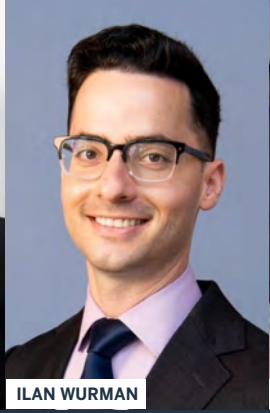
SG LINDSAY SEE



WILFRED CODRINGTON III



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ILAN WURMAN



JEANNIE SUK GERSEN



# LIFTING UP ALL VOICES



HASAN KWAME JEFFRIES



JUDGE LEONDR A KRUGER



STEPHEN VLADECK



JUDGE NEOMI RAO



JACK RAKOVE



RANDALL KENNEDY



ROSALIND DIXON



JUDGE JAMES HO



JANELLE BOUIE



RUTH MARCUS



SUZANNE NOSSEL



RAMESH PONNURU

We are grateful to the constitutional experts and thought leaders who join us to provide their diverse perspectives on the constitutional issues at the heart of American life.



OLIVIER ZUNZ



JUDGE BERNICE DONALD



SG BARBARA UNDERWOOD



ADAM LIPTAK



MARY SARAH BILDER



JACOB MCHANGAMA



NADINE STROSSEN



KENJI YOSHINO



RICHARD HAAS



JAMEEL JAFFER



JEN MASCOTT



WILLIAM B. ALLEN



JIN HEE LEE



HW BRANDS



ANASTASIA BODEN



TOMIKO BROWN-NAGIN

# THE CENTER IN THE NEWS

News outlets from across the country frequently turn to the National Constitution Center for constitutional opinion and analysis, or to highlight what's happening at the Center.



DID YOU KNOW?

**+ 500,000 VIEWS  
EACH MONTH**

Our *Constitution Daily* blog launched in 2011 as we covered President Obama's State of the Union Address in real time. Today, the blog is viewed more than 500,000 times a month.

A few selections from 2023 include:

## TV

### MSNBC

"Jeffrey Rosen on the Supreme Court and presidential immunity"

### NewsNation

"Jeffrey Rosen on Supreme Court Affirmative Action decision"

### C-SPAN

"Jeffrey Rosen on the 14th Amendment"

## RADIO

### NPR

"History and civics scores drop for U.S. eighth graders on national test"

### WHYY

"Salman Rushdie addresses rising authoritarianism during First Amendment Summit in Philadelphia"

## PRINT

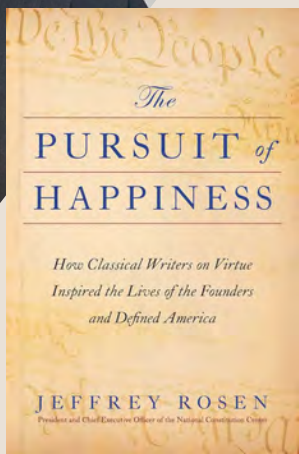
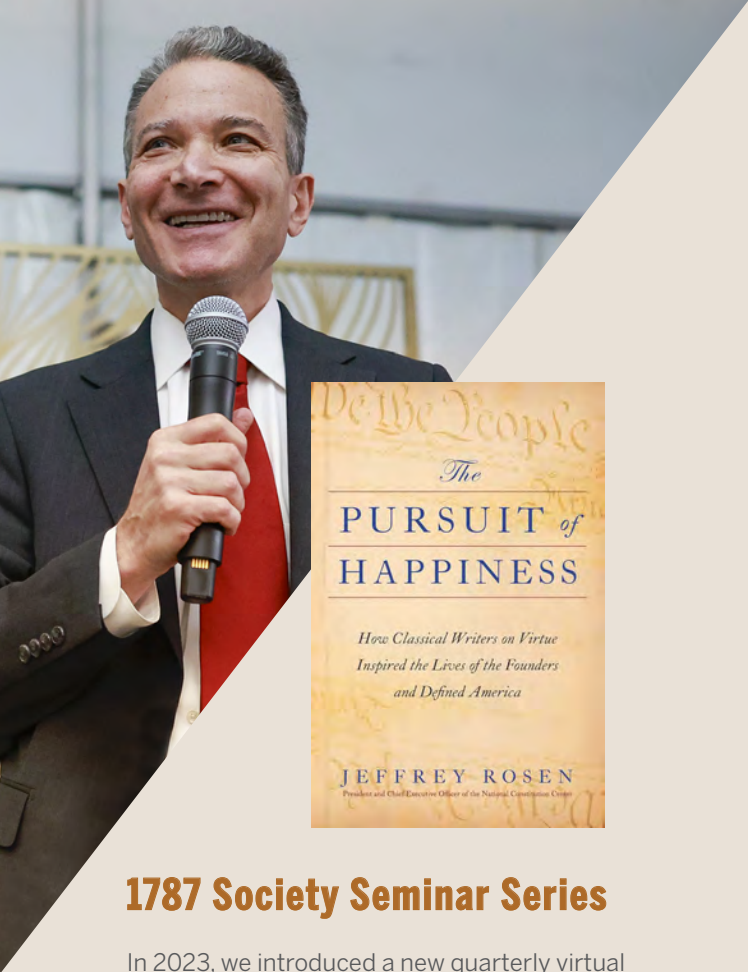
### Jeffrey Rosen and Sal Khan, *The Washington Post*

"How ideological foes united on ideas for amending the Constitution"

### Jeffrey Rosen, *The Wall Street Journal*

"The Founders Anticipated the Threat of Trump"





## 1787 Society Seminar Series

In 2023, we introduced a new quarterly virtual seminar series on the founders and the pursuit of happiness for members of our 1787 Society. Each session, Jeffrey Rosen leads a small group discussion on the founders and the classical texts that inspired their personal and political philosophy. This quest is also the focus of Rosen's new book, *The Pursuit of Happiness: How Classical Writers on Virtue Inspired the Lives of the Founders and Defined America* (Simon & Schuster, 2024).



# NCC ACROSS AMERICA

As America's 250th birthday approaches, we will convene citizens in cities across the country in a series of dialogues to address the essential principles of the American idea, embodied in the Declaration of Independence and the Constitution.

These dialogues will feature a diverse gathering of the country's top historians, constitutional scholars, and thought leaders. They will take place at presidential libraries, historic sites, and other civic institutions, attracting broad audiences of educators, business and civic leaders, parents, and students.



Must be the ultimate *Museum of We the People*

Day!

# MUSEUM OF WE THE PEOPLE

July 2006  
**Center Welcomes a Special Visitor**

The Center welcomes its three millionth visitor. Katherine Teder and her son Nicholas, age 10, of Cary, North Carolina, were greeted with applause, balloons, and confetti by the National Constitution Center staff.



## MUSEUM OF WE THE PEOPLE

Since opening our doors in 2003, the National Constitution Center has welcomed more than 10 million visitors to Independence Mall, just steps from where the Declaration of Independence and the Constitution were drafted and signed.

We bring the Constitution and the story of We the People to life for visitors from across the greater Philadelphia area, the country, and the world. Our 20th anniversary marked the opening of our newest exhibit, *The First Amendment*, and the first step in our ambitious plan to reimagine the visitor experience for the 21st century.

# FIRST AMENDMENT GALLERY

On September 6, 2023, the National Constitution Center opened *The First Amendment*. Through personal stories, artifacts, and interactives, the gallery brings to life the five freedoms of the First Amendment – religious liberty, free speech, free press, the freedom of assembly, and the right to petition – and why they matter today.



This gallery has many opportunities for visitors to test their knowledge of the First Amendment and the protections it provides through a variety of interactive activities.

## The gallery features more than 20 artifacts highlighting the five freedoms, including:

- An anti-Vietnam War armband worn by the Tinker family and associated with the landmark student speech case, *Tinker v. Des Moines*
- *The New York Times*' 1971 publication of the classified "Pentagon Papers"
- A draft opinion with handwritten edits from U.S. Supreme Court Justice Louis Brandeis
- A pennant from the 1963 March on Washington for Jobs and Freedom.



Mary Beth Tinker Family



Loan, Freedom Forum's Newseum Collection



In developing the exhibit, the Center consulted with a Scholarly Advisory Board composed of America's leading experts on the First Amendment, including religious liberty and free speech scholars of diverse perspectives.





**“The only thing we have in common is our Constitution and our national narrative... and we need great storytellers to tell that story. And when [kids] come here [to the Center], they begin to learn that story.”**

**AKHIL REED AMAR**

*National First Amendment Summit*



## NATIONAL FIRST AMENDMENT SUMMIT



## National First Amendment Summit

To celebrate the gallery opening, the National Constitution Center convened a summit in September 2023 to examine the current state of free expression and the threats it faces today. Following a keynote conversation between author and free speech advocate **Salman Rushdie** and PEN America CEO **Suzanne Nossel**, leading experts participated in a series of panels:

- **Akhil Reed Amar, Jacob Mchangama, and Stephen Solomon** in conversation with **Jeffrey Rosen** on “The Origins of the First Amendment and Its Central Role in Democracy.”
- **Floyd Abrams, Jameel Jaffer, and Lyrissa Lidsky** in conversation with **Bruce Brown** on “The First Amendment in the Courts.”
- **Will Creeley, Jeannie Suk Gersen, and Nadine Strossen** in conversation with **Jeffrey Rosen** on “The First Amendment on Campus and Online.”



**“The First Amendment was one of the reasons why I decided to come and live in America. It was one of the great American values that made me think, ‘That’s a place I’d like to live, if, if those are the values of the society.’”**

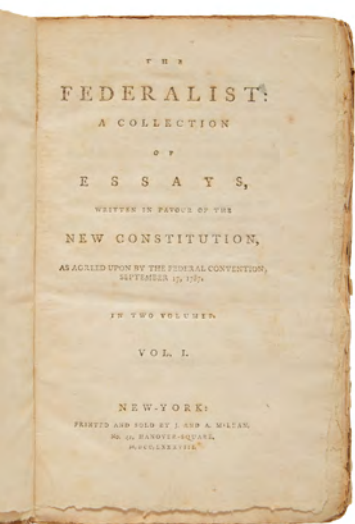
**SALMAN RUSHDIE**

*National First Amendment Summit*

# AMERICA'S FOUNDING PRINCIPLES GALLERY AND BEYOND

The First Amendment gallery is just the start of our vision for the future of our core “We the People” exhibit. Plans are already under way for the next phase, our Founding Principles gallery, which we plan to open in 2026, in celebration of America’s 250th birthday.

National Constitution Center board member **Judge J. Michael Luttig** and **Elizabeth A. Luttig** pledged cornerstone support for the gallery and announced the loan in perpetuity of a first-edition, two-volume set of *The Federalist* and a rare original printing of the Acts of the First Session of the First Congress for display in the gallery.

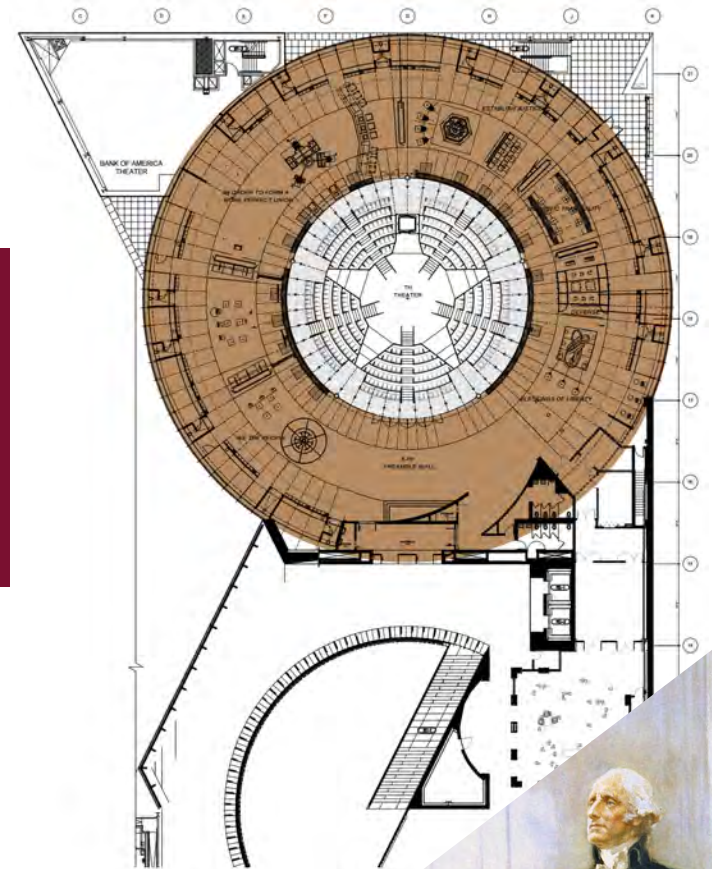


Courtesy of Sotheby's



**“The Federalist Papers stand in testament and tribute to the American tradition of respectful, reasoned deliberation about matters of profound national consequence that the National Constitution Center strives to model today — almost 250 years after publication of the Federalist Papers.”**

**JUDGE J. MICHAEL LUTTIG**





February

## Black History Month

We recognized the achievements and rich heritage of African Americans and the impact their stories have had on constitutional history with special tours of our Civil War and Reconstruction exhibit.



February

## Presidents Day

We explored the role of the executive branch, and the individuals who have held the office of the president throughout American history with activities like presidential trivia, a Kids Town Hall, and costume contest.



America's Most Convenient Bank®

# CELEBRATIONS & CIVIC HOLIDAYS

March

## Women's History Month

We told the stories of the extraordinary women throughout American history who have fought for freedom and equality with tours of our exhibit on the 19th Amendment, our Four Harriets of History program, and a suffragette story corner.



May

## Memorial Day Weekend ▶

We remembered America's fallen service members by exploring how a nation remembers through flag ceremonies and discussions on U.S. memorials through history and across the country.



June

## ◀ Juneteenth

We celebrated America's second Independence day and the oldest national commemoration of the ending of slavery in our country with shows and a special guest from the Philadelphia Phillies.



July

## ◀ Independence Week ▶

We marked America's birthday with scholarly talks, an interactive Independence Day show and demonstrations by Revolutionary War reenactors, flag history and etiquette workshops, and Colonial-era arts and crafts.



# September CONSTITUTION DAY

Our favorite holiday, marking the ratification of the U.S. Constitution, was made even more special this year by the opening of our First Amendment gallery.

## Our two-day celebration, September 17-18, included:

- A naturalization ceremony for 48 new U.S. citizens, presided over by **The Honorable John R. Padova**, senior judge of the U.S. District Court for the Eastern District of Pennsylvania, and featuring keynote remarks by **Colin Diver**.
- Student Town Halls with **Simon Tam**, whose appeal to the Supreme Court is highlighted in our First Amendment exhibit, and **Mary Beth Tinker**, the plaintiff in *Tinker v. Des Moines*.
- A panel with **The Honorable Marjorie Rendell**, **Cheryl Ann Krause**, and **Stephanos Bibas**, judges on the U.S. Court of Appeals for the Third Circuit, exploring how judges approach cases, using recent and historic First Amendment cases as examples.
- A live program with **William B. Allen**, **Colleen Sheehan**, and **Jonathan Gienapp** on major debates at the Convention and how those discussions shaped the future of the United States.
- A keynote discussion between constitutional law experts **Marci Hamilton** and **Michael McConnell**, exploring the history of religious liberty in America.



DID YOU KNOW?

## Naturalization Ceremony

The Center's first Constitution Day naturalization ceremony was held in 2008. It has been an annual tradition ever since.



October

# LIBERTY MEDAL CEREMONY

The Liberty Medal honors men and women of courage and conviction who strive to secure the blessings of liberty to people around the globe.

On October 27, 2023, the National Constitution Center awarded the 35th Annual Liberty Medal to acclaimed journalist **Judy Woodruff** and patriotic philanthropist and business leader **David Rubenstein** for their inspiring work in modeling and promoting civil dialogue about the shared values of liberty that unite Americans.



“We look around the world, we see **most countries don’t have what we have. But our Founding Fathers recognized it, the men who wrote the Constitution. And there’s no better time than now to rededicate ourselves to fulfilling the vision that they laid out here in this city** near this place.”

JUDY WOODRUFF



DID YOU KNOW?

## ESTABLISHED IN 1988

While the Liberty Medal was established in 1988 to commemorate the bicentennial of the Constitution, the Center first began administering the award in 2006, honoring Presidents **George H.W. Bush** and **Bill Clinton**. Other past recipients include Ukrainian President **Volodymyr Zelenskyy**, U.S. Supreme Court Justice **Ruth Bader Ginsburg**, U.S. Senator **John McCain**, U.S. Representative **John Lewis**, and **Malala Yousafzai**.



**“I urge all of you, when you go home tonight to think about what more you can do, to educate Americans, educate your children, your grandchildren, and to educate your neighbors and other people about American history and what you can do in a way that helps people learn more about our country’s history.”**

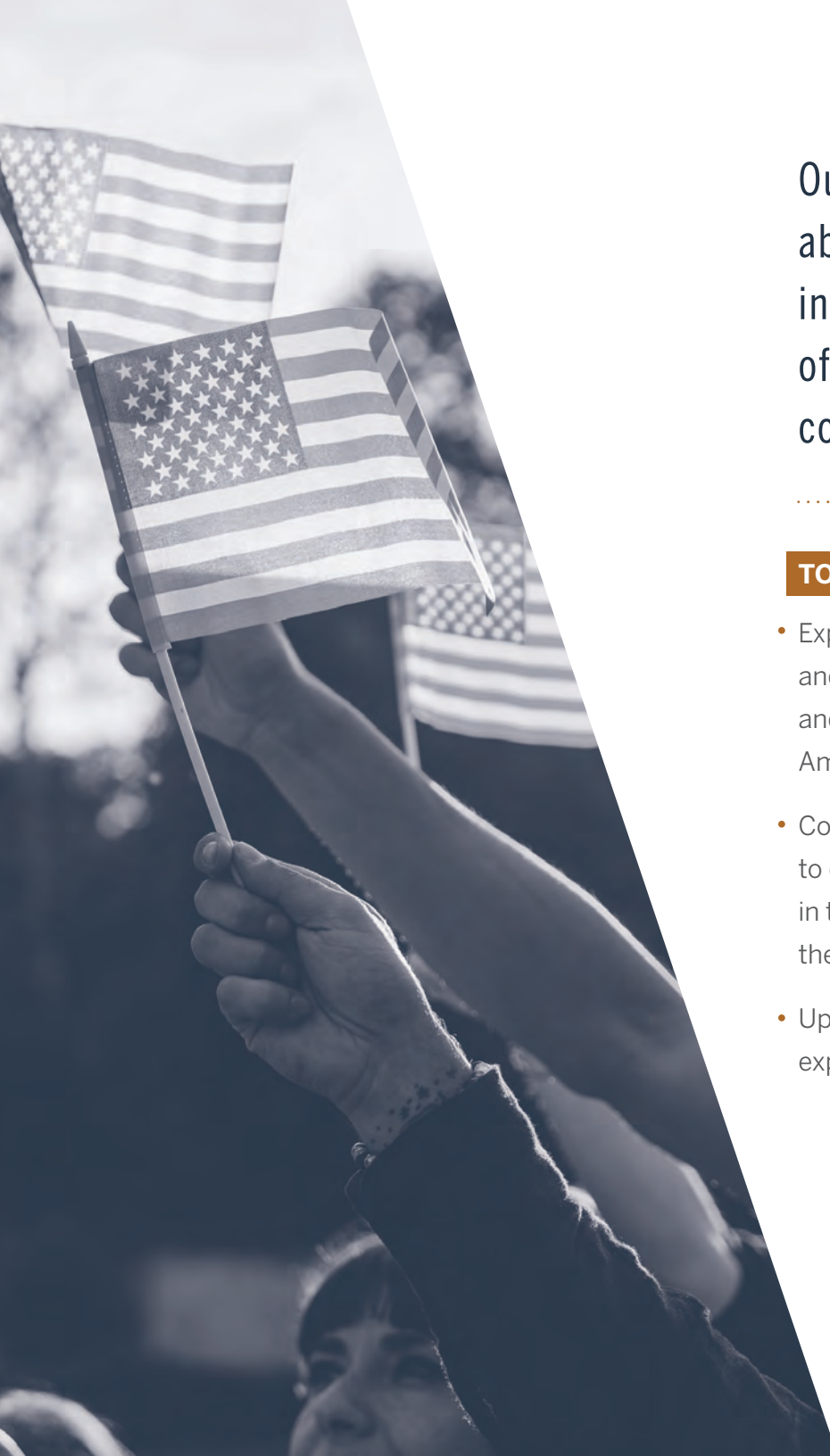
**DAVID RUBENSTEIN**



# LIBERTY MEDAL

NATIONAL CONSTITUTION CENTER 





Our important mission to disseminate information about the U.S. Constitution on a nonpartisan basis in order to increase awareness and understanding of the Constitution among the American people continues to guide all that we do.

**TOGETHER, WE WILL WORK TO:**

- Expand the Center’s online constitutional education classes, programs, and resources to empower learners of all ages to think more deeply and critically about the Constitution and the core principles of the American idea;
- Convene the nation’s top thinkers bringing diverse perspectives to discuss and debate our most important constitutional issues; in the process, generating transformational ideas and modeling the respectful civil dialogue; and
- Upgrade our education center to offer an unparalleled museum experience to all visitors, both in person and virtually.

**Please join us and the supporters featured in these pages as we bring civic education and civil dialogue to people of all ages and backgrounds.**





# BOARD OF TRUSTEES

As of February 15, 2024

## HONORARY CO-CHAIRS

**The Honorable Stephen G. Breyer**  
*Associate Justice, Supreme Court  
of the United States (ret.)*

**The Honorable Neil M. Gorsuch**  
*Associate Justice, Supreme Court  
of the United States*

## CHAIR

**Doug DeVos**  
*Co-Chair of the Board of Directors, Amway*

## VICE CHAIR

**Mike George**  
*Retired CEO, Qurate Retail, Inc.*

## PRESIDENT & CEO

**Jeffrey Rosen**  
*President and Chief Executive Officer,  
National Constitution Center*

## CHAIR EMERITI

**The Honorable Joseph R. Biden**  
*46th President of the United States*

**The Honorable Jeb Bush**  
*43rd Governor of the State of Florida*

**The Honorable William J. Clinton**  
*42nd President of the United States*

**The Honorable Edward G. Rendell**  
*Former Governor, Commonwealth of Pennsylvania*

**A.E. "Ted" Wolf**  
*Civic Leader and Philanthropist*

## IN REMEMBRANCE

**John C. Bogle**  
*Founder and Chief Executive,  
The Vanguard Group*

**The Honorable George H. W. Bush**  
*41st President of the United States*

## TRUSTEE EMERITI

**Stephen J. Harmelin, Esq.**  
*Of Counsel, Dilworth Paxson LLP*

**Lawrence J. Kent**  
*Founder, Kent & Kent*

## IN REMEMBRANCE

**The Honorable Sandra Day O'Connor**  
*Associate Justice, Supreme Court  
of the United States*

# BOARD OF TRUSTEES

As of February 15, 2024

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# STATEMENT OF ACTIVITIES

AS OF SEPTEMBER 30, 2023

	WITHOUT DONOR RESTRICTION			WITH DONOR RESTRICTION	TOTAL
	Operating	Designated Endowment	Total		
<b>OPERATING REVENUE AND SUPPORT</b>					
Admissions and Other Operating Revenue	\$ 2,869,367	\$ -	\$ 2,869,367	\$ -	\$ 2,869,367
Membership Revenue	175,665	-	175,665	-	175,665
Federal and State Grants and Contracts	2,222,864	-	2,222,864	-	2,222,864
Contributions	2,202,222	-	2,202,222	\$ 10,972,205	13,174,427
Special Events Revenue	568,032	-	568,032	-	568,032
Investment Income (loss)	77,080	5,137,543	5,214,623	2,730,903	7,945,526
Investment Spending Policy Withdrawal	3,300,000	(2,167,336)	1,132,664	(1,132,664)	-
Net Assets Released from Restrictions	11,328,485	-	11,328,485	(11,328,485)	-
<b>Total Revenues and Support</b>	<b>\$ 22,743,715</b>	<b>\$ 2,970,207</b>	<b>\$ 25,713,922</b>	<b>\$ 1,241,959</b>	<b>\$ 26,955,881</b>
<b>OPERATING EXPENSES</b>					
PROGRAM SERVICES					
Museum Programming and Operations	\$ 9,241,600	\$ -	\$ 9,241,600	\$ -	\$ 9,241,600
Convenings	3,312,403	-	3,312,403	-	3,312,403
Education and Outreach	1,926,972	-	1,926,972	-	1,926,972
<b>Total Program Services</b>	<b>\$ 14,480,975</b>	<b>\$ 0</b>	<b>\$ 14,480,975</b>	<b>\$ 0</b>	<b>\$ 14,480,975</b>
General and Administrative	\$ 3,756,163	-	\$ 3,756,163	-	\$ 3,756,163
Fundraising	1,164,974	-	1,164,974	-	1,164,974
<b>Total Expenses</b>	<b>\$ 19,402,112</b>	<b>-</b>	<b>\$ 19,402,112</b>	<b>-</b>	<b>\$ 19,402,112</b>
Change in Net Assets	\$ 3,341,603	\$ 2,970,207	\$ 6,311,810	\$ 1,241,959	\$ 7,553,769
Net Assets at Beginning of Year	\$ 67,944,206	\$ 39,451,400	\$ 107,395,606	\$ 45,425,045	\$ 152,820,651
<b>Net Assets at End of Year</b>	<b>\$ 71,285,809</b>	<b>\$ 42,421,607</b>	<b>\$ 113,707,416</b>	<b>\$ 46,667,004</b>	<b>\$ 160,374,420</b>

# STATEMENT OF FINANCIAL POSITION

AS OF SEPTEMBER 30, 2023

<b>ASSETS</b>	
Cash	\$ 12,669,549
Accounts Receivable	113,173
Prepaid Expenses	107,414
Contributions Receivable, net	10,345,382
Investments	65,305,733
Property and Equipment, net	74,734,567
<b>Total Assets</b>	<b>\$ 163,275,818</b>
<b>LIABILITIES</b>	
Accounts Payable and Accrued Expenses	\$ 1,575,090
Deferred Revenue	1,326,308
<b>Total Liabilities</b>	<b>\$ 2,901,398</b>
<b>NET ASSETS</b>	
WITHOUT DONOR RESTRICTIONS	
Operating	\$ 71,285,809
Designated Endowment	42,421,607
Total	\$ 113,707,416
WITH DONOR RESTRICTIONS	
	\$ 46,667,004
<b>Total Net Assets</b>	<b>\$ 160,374,420</b>
<b>TOTAL LIABILITIES AND NET ASSETS</b>	<b>\$ 163,275,818</b>



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