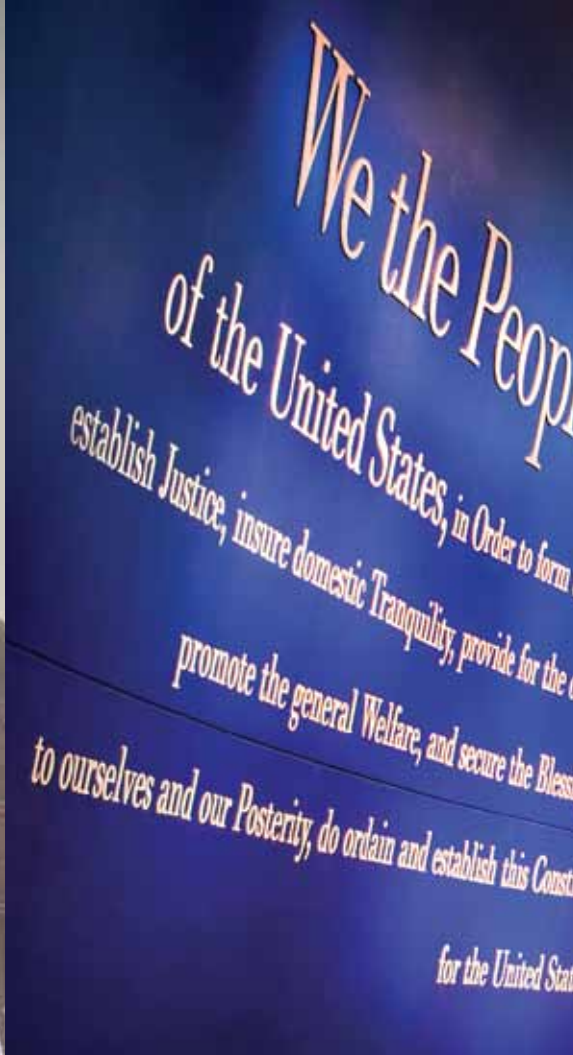


NATIONAL CONSTITUTION CENTER



*celebrating* PHILADELPHIA *engaging* THE NATION *inspiring* THE WORLD

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## *Dear Friends,*

These are extraordinary times—for the world, for the United States, and for the National Constitution Center.

There can be no doubt that we are in the midst of an era of great change; to borrow a phrase from Franklin Roosevelt, we continue to progress “under the framework and in the spirit and intent of the American Constitution.” Promoting understanding and appreciation of this framework is increasingly important, for it is at times when new challenges and opportunities are emerging that an active and informed citizenry is most critical to ensuring the strength of our democracy.

As you read the following pages, we think you will be impressed to see how the National Constitution Center is engaging with ever-greater numbers of Americans and individuals around the globe. The economic downturn affected revenues in 2009, but smart decisions and budgetary restraint led the Center through the fiscal year to emerge on solid financial ground. In the coming months, we look forward to sharing a new strategic plan that will chart a course for the Center through 2015.

At the beginning of a new decade, and a new chapter in the life of the Center, we offer our sincerest thanks to all who have contributed to the remarkable achievements of this young and vital institution.

And, we look forward to welcoming you on your visits to the Center.

Sincerely,



President Bill Clinton  
CHAIRMAN, BOARD OF TRUSTEES



David Eisner  
PRESIDENT & CEO



NATIONAL CONSTITUTION CENTER

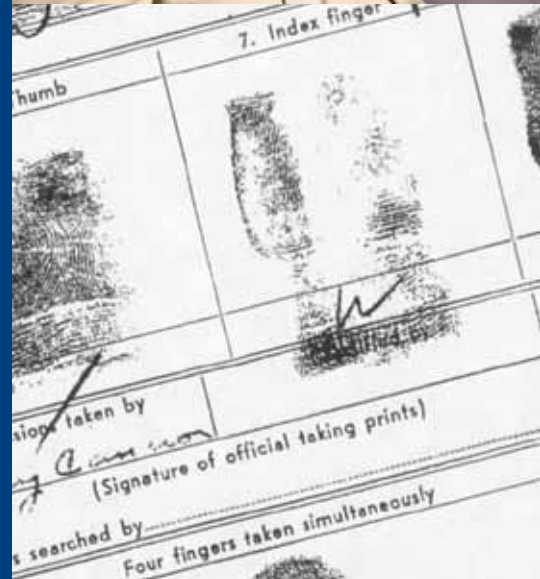
# ENHANCING THE *museum* EXPERIENCE

AS THE NATIONAL CONSTITUTION CENTER DEVELOPS AND PRESENTS GROUNDBREAKING FEATURE EXHIBITIONS, IT IS BUILDING ON THE MOMENTUM OF A REMARKABLE YEAR.

**In 2009, the Center attracted new and diverse audiences with the world premiere of *AMERICA I AM: THE AFRICAN AMERICAN IMPRINT*, as well as additional feature exhibitions that offered rare insights into the lives and legacies of international figures.**

Encountering more than 200 artifacts culled from every period of U.S. history, visitors to *America I AM* journeyed through nearly five centuries of courage, conviction and creativity, exploring how African Americans have shaped American culture. Items on display included correspondence between Abraham Lincoln and Frederick Douglass; Rosa Parks' fingerprint card from the arrest that sparked the Montgomery Bus Boycott; and the key from the cell where Martin Luther King, Jr., authored his famous "Letter from Birmingham Jail." "In these objects," as one *New York Times* reviewer put it, "in the glimpses of trial and triumph, there is an epic American story to be told." Developed in partnership with Tavis Smiley, *America I AM* debuted at the Center on January 15 and ran through May 3, kicking off a four-year national tour.

*America I AM* is sponsored nationally by Walmart and was presented locally at the National Constitution Center by Coca-Cola. Additional support was provided by the National Endowment for the Humanities.





TOP: IN AN ORIGINAL THEATER PIECE PERFORMED WITHIN *AMERICA I AM*, ACTRESS WENDY STATON PORTRAYS A MEMBER OF THE FIRST BATTALION OF AFRICAN AMERICAN WOMEN TO SERVE OVERSEAS DURING WORLD WAR II.

BOTTOM: (FROM RIGHT TO LEFT) TAVIS SMILEY, CORNEL WEST AND DOUGLASS MCDONALD STUDY A YORUBA EPA MASK AT THE OPENING OF *AMERICA I AM*.



*Bonaparte Crossing the Alps by the Great Saint Bernard Pass*  
JEAN-BAPTISTE MAUZAISSE WITH JACQUES-LOUIS DAVID

From May 29 through September 7, visitors enjoyed a unique window into the private life of legendary historical figure Napoléon Bonaparte and learned about the significant connections between the United States and this complex political leader whose actions reshaped the landscapes of both Europe and America. Curated from the collection of First Empire authority Pierre-Jean Chalençon, **NAPOLÉON** featured over 300 items—described by the *Wall Street Journal* as “artifacts of astonishing intimacy and power”—including personal effects, original artworks, and furniture from the Bonaparte palaces.

*NAPOLÉON* was sponsored locally by Shire Pharmaceuticals. Additional support was provided by the National Endowment for the Humanities.



*Sword of the Chief of Heralds, Used to Proclaim Napoléon Emperor*  
1804

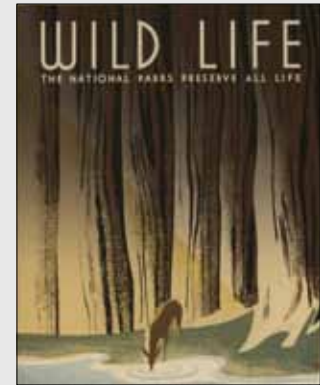


*Participants create temporary structures out of reclaimed materials at a community workshop in West Philadelphia, part of Into the Open's free, off-site programming.*



*Photograph courtesy of Carol H. Feeley*

In 2009, the Center began presenting smaller-scale exhibitions and multi-site collaborations in Posterity Hall. **POSTERS FOR THE PEOPLE** explored the values and aesthetics of New Deal America, while **INTO THE OPEN** showcased architectural projects promoting civic engagement. The latter was accompanied by two large-scale installations on the Center's front lawn. Additional *Into the Open* content was on view at the Slough Foundation, which partnered with the Center in presenting a series of public programs in nontraditional settings throughout Philadelphia.



*Work Pays America*

VERA BOCK

*Wild Life*

FRANK S. NICHOLSON

*Democracy .. a Challenge*

ARTIST UNKNOWN



## A CORE EXHIBITION AS FRESH AS THE NEWS

BECAUSE THE STORY OF OUR NATION IS CONTINUALLY UNFOLDING, THE CENTER HAS UPDATED ITS CORE EXHIBITION TO REFLECT HISTORIC EVENTS OF RECENT YEARS. THE **RICHARD AND HELEN DeVOS EXHIBIT HALL**—PRESENTING A PANORAMA OF AMERICAN HISTORY THROUGH THE LENS OF THE CONSTITUTION—NOW FEATURES NEW ARTIFACTS, IMAGES, AND TEXT THAT ILLUMINATE LANDMARK OCCURRENCES, INCLUDING THE ELECTION OF BARACK OBAMA AS PRESIDENT AND THE ONGOING ECONOMIC CRISIS. **FREEDOM RISING** HAS BEEN UPDATED WITH NEW MEDIA, AND THE CENTER WILL CONTINUE TO REFRESH ITS CORE EXHIBITION AS MORE CHAPTERS ARE WRITTEN IN **THE STORY OF WE THE PEOPLE.**



### NEW INDUCTEE TO THE AMERICAN NATIONAL TREE

*A powerful expression of diversity, the American National Tree features the stories of 100 individuals who have shaped our constitutional history. In 2009, Harvey Milk was inducted into this signature exhibit, in recognition of his pioneering role as a leader in the gay rights movement.*

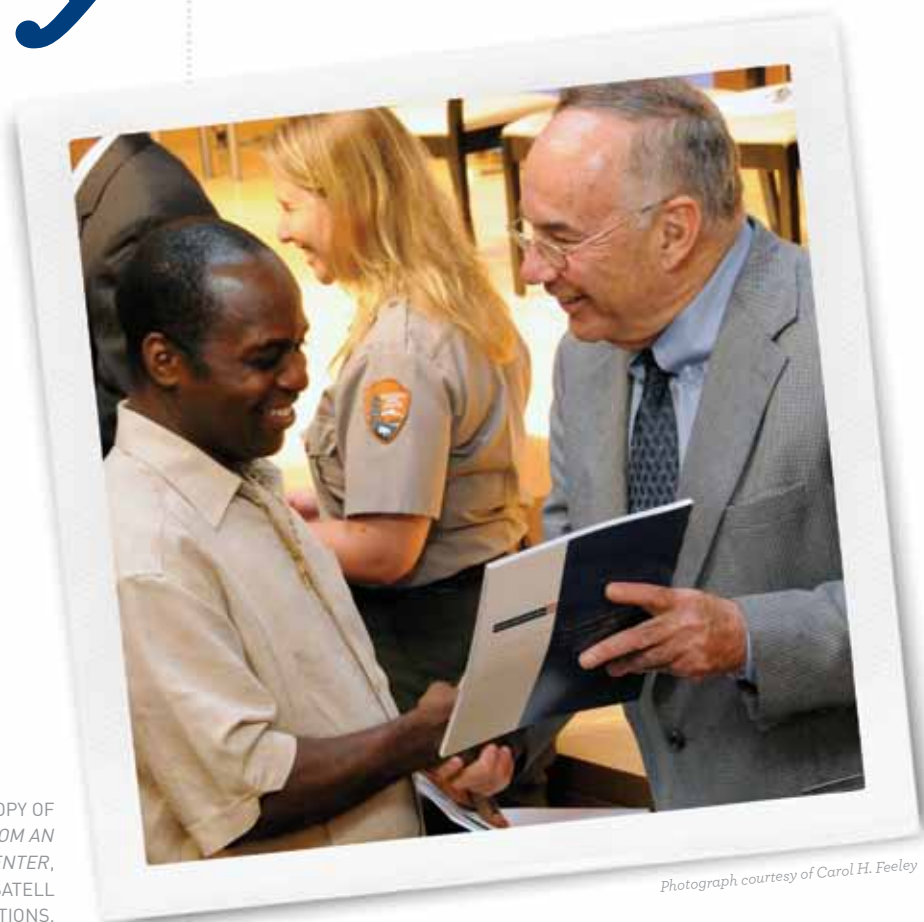
# TOWARD A MORE **INFORMED** *citizenry*

THE NATIONAL CONSTITUTION CENTER LEADS THE COUNTRY IN PROMOTING KNOWLEDGE OF THE CONSTITUTION'S HISTORY, APPRECIATION OF ITS IDEALS, AND AWARENESS OF CONTEMPORARY CONSTITUTIONAL ISSUES.

Through a comprehensive array of programs and partnerships, the Center increased its impact in 2009, further establishing itself as a valuable resource for civic education and engagement.

In partnership with the Annenberg Foundation and the National Endowment for the Humanities, last year the Center's **SUMMER TEACHER INSTITUTES** served 180 educators, with participants traveling from 36 states and representing every grade level. Using the core exhibition as a primary resource, these intensive weeklong sessions demonstrated how teachers can use artifacts, multimedia, and other materials to integrate constitutional issues across curricula. In addition to these summer institutes, the Center's year-round professional development program for educators doubled in size, offering single- and multi-day workshops to approximately 1,000 teachers.

A NEWLY NATURALIZED CITIZEN RECEIVES A COPY OF *THE AMERICAN NATIONAL TREE: BIOGRAPHIES FROM AN EXHIBIT AT THE NATIONAL CONSTITUTION CENTER*, PUBLISHED THROUGH A GENEROUS GIFT FROM ED SATELL AND PROGRESSIVE BUSINESS PUBLICATIONS.



Photograph courtesy of Carol H. Feeley



*“This is about basic rights—ours and theirs. You can’t decide in advance what ideas are good or bad. You have to hear people out.”*

ACTOR JAMES IJAMES PLAYS THE PART OF A NATIONAL PARK SUPERINTENDENT IN *LIVING NEWS*.

Photograph courtesy of Jacques-Jean Tizidou



Taking the National Constitution Center experience on the road, the **TRAVELING HISTORY AND CIVICS PROGRAM** engaged more than 20,000 students at 130 schools through specially designed shows and workshops. Among those served were students at 60 Philadelphia schools who enjoyed Center programs at no cost, thanks to support from GlaxoSmithKline with additional funding from Lincoln Financial. To further increase access, **YOUNG CITIZENS SCHOLARSHIPS** funded museum admission and provided transportation stipends for approximately 15,000 students from schools serving high concentrations of low-income families.

*Please see page 25 for a complete list of Young Citizens donors.*

**CONSTITUTION DAY** programming continued to grow in breadth and depth, with special events and activities leading up to and through the 222nd anniversary of the Constitution’s signing on September 17. Highlights included a naturalization ceremony and the debut of an original play commissioned in partnership with Scholastic—titled *What’s Now, What’s Next?*—exploring youth civic engagement and what it means to stand up for one’s beliefs. Reaching across the country, a redesigned Constitution Day website received more than 70,000 unique visits, providing resources to help educators and community leaders plan and promote their own events, while results from the Center’s annual poll on constitutional issues were covered in more than 200 media outlets nationwide.

## LIVING NEWS

Now in its fourth year of production, **LIVING NEWS** has become a cornerstone of the Center’s original theater programming. This fast-paced, interactive play opens with two students debating whether including the words “under God” in the Pledge of Allegiance is a violation of the First Amendment. Subsequent scenes feature a range of characters grappling with constitutional issues in their everyday lives—from privacy and security to immigration, gun control, and same-sex marriage. In 2009, *Living News* was performed over 300 times for more than 15,000 students.

Held in the Bank of America Family Theater, *Living News* performances for school groups are followed by moderated discussions during which students ask questions, share which characters they agree or disagree with, and reflect on how their opinions on specific issues might have changed. While originally developed and continually updated for school groups, *Living News* also resonates strongly with the general public, encouraging visitors of all ages to better understand how the Constitution provides a framework for addressing the nation’s most difficult questions.

*Living News is made possible through generous contributions from Verizon, Boeing, the Connolly Foundation, the Institute of Museum and Library Services, and Lincoln Financial.*

## LIBERTY MEDAL HONORS STEVEN SPIELBERG

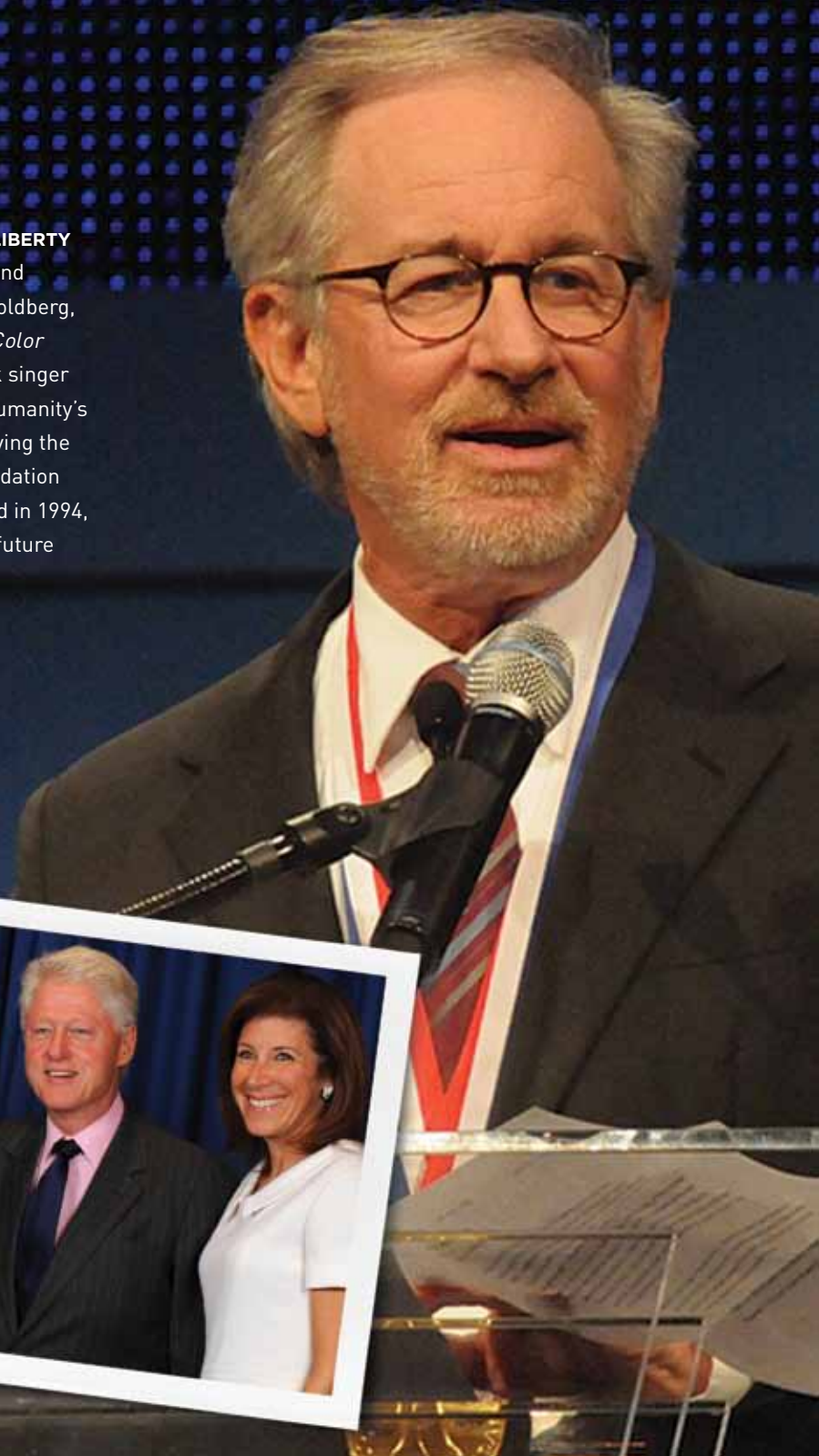
On October 8, 2009, Bill Clinton and Linda E. Johnson presented the **LIBERTY MEDAL** to Steven Spielberg in recognition of the filmmaker's artistic and personal commitment to the preservation of human rights. Whoopi Goldberg, who made her motion picture debut in Spielberg's adaptation of *The Color Purple*, participated in the public ceremony, along with legendary folk singer Richie Havens. Best known for inspiring millions through stories of humanity's triumph over tyranny, Spielberg has also dedicated himself to preserving the testimonies of survivors and witnesses of genocides. The Shoah Foundation Institute for Visual History and Education, which Spielberg established in 1994, preserves nearly 52,000 video testimonies from 56 countries, so that future generations will never forget the tragedy of the Holocaust.

*Photograph courtesy of Carol H. Feeley*



*Photograph courtesy of Susan Beard Design*

*Photograph courtesy of Carol H. Feeley*





Photographs courtesy of Carol H. Feeley

## THE PETER JENNINGS PROJECT FOR JOURNALISTS AND THE CONSTITUTION

Recognizing the importance of constitutionally informed reporting to ensuring the integrity of our democracy, this annual conference honors the legacy of Peter Jennings by helping professional and student journalists understand constitutional issues more deeply. Marking its third year in 2009, from February 27 through March 1 the **PETER JENNINGS PROJECT** brought together 43 journalists from across the country and, for the first time, around the world. Attendees included media professionals working for a diversity of outlets—from the Association of Afghan Blog Writers to *BBC World News America*, CNN, EcoNews Africa, the *New York Times*, NPR, *Politico*, the Sri Lanka Press Institute, and the *Wall Street Journal*. Among their many experiences in Philadelphia, participants analyzed federal cases in small-group workshops and enjoyed prime seats at special events, including a moot Supreme Court hearing featuring legal scholars Kenneth Starr and Erwin Chemerinsky arguing the constitutionality of the War Powers Resolution.

*The Peter Jennings Project is made possible through generous funding from the Annenberg Foundation, with additional support from the Walt Disney Company.*

# *dialogue* DISCOURSE & DEBATE

A PREMIER VENUE FOR PROMINENT VOICES IN THE NATIONAL CONVERSATION, THE CENTER IS REACHING OUT TO EVER-GREATER NUMBERS OF CITIZENS, FACILITATING DISCUSSIONS THAT LINK PAST TO PRESENT AND TAKE ON AMERICA'S MOST PRESSING CONCERNS.

In 2009, the National Constitution Center continued to expand its role as America's town hall, serving as an inclusive forum that drew scholars and experts of all stripes.

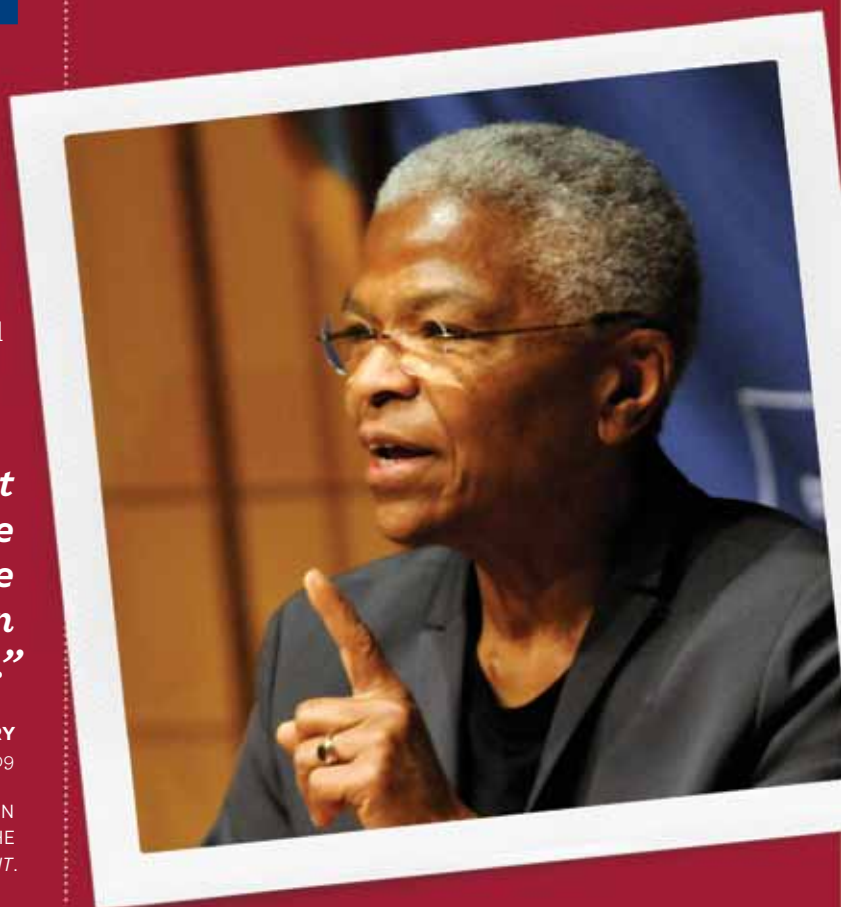
From the economy to national security, Supreme Court controversies, and the beginning of a historic presidency, Center programs addressed a variety of issues unfolding in real time.

*“I think that we have a great opportunity to make more change that will resolve some of these discrimination problems...in our lifetimes.”*

**MARY FRANCES BERRY**

February 3, 2009

MARY FRANCES BERRY TELLS THE STORY OF THE U.S. COMMISSION ON CIVIL RIGHTS, PART OF THE CENTER'S PROGRAMMING IN SUPPORT OF THE WORLD PREMIERE OF *AMERICA I AM: THE AFRICAN AMERICAN IMPRINT*.





**“One man’s imperial presidency is another man’s noble use of presidential power to advance the public good.”**

**JON MEACHAM**

*American Lion: Andrew Jackson in the White House*  
November 11, 2008

**“I am asking the government to demand that in this new economy...fund managers controlling enormous amounts of money... be required to stand up and observe the rights and responsibilities of corporate citizenship, and I don’t think that’s too much to ask.”**



**JOHN C. BOGLE**

Trustee and Chair Emeritus

*Seventh Annual John M. Templeton, Jr., Lecture on Economic Liberties and the Constitution: The Culture that Gave Rise to the Current Financial Crisis*

May 13, 2009



One of the Center’s signature education programs, **THE EXCHANGE** is a national forum

that encourages young people to find their voices as citizens. This past year, the Exchange reached more than 340,000 high school students, fostering discussions on topics including “Is the Constitution color-blind?,” “Should the United States reduce immigration?,” and “Should a clean and healthy environment be a constitutional right?”

Participants carefully considered these and other questions, learning how to “do” democracy through deliberation with their peers. Culminating in live, internet-based video conferences, all Exchange curricula are designed to impel students to master the facts and understand differing perspectives and points of view, whether they agree with them or not.

*The Exchange is generously supported by the Annenberg Foundation and Scholastic.*

# ADDRESS AMERICA

SIX WORDS TO INSPIRE A NATION

In the weeks leading up to January 20, 2009, many Americans anxiously anticipated Barack Obama's inaugural address. Through an online collaboration with *SMITH* magazine, the Center invited the public to share the half-dozen words they hoped to hear in the president's speech. Accompanied by a lesson plan for middle- and high-school students, **ADDRESS AMERICA: SIX WORDS TO INSPIRE A NATION** creatively engaged thousands in reflecting on the historical and contemporary context of this unprecedented inauguration. A panel of judges—including Farai Chideya and Stephen Dubner—recognized six finalists among the submissions, including the grand prize-winning entry,

# DIVIDED BY FEAR, UNITED IN HOPE.



*“I have no doubt that we will come out of this a stronger and better nation because of the fundamental fabric of this country of innovation and entrepreneurship. But I also believe that government policies can make...progress harder or easier.”*

**CARLY FIORINA**

*The Future of the American Economy*

October 13, 2008



*“There are extremely difficult questions that lawyers in the executive branch grappled with about the president's commander-in-chief authorities. ... I think, in retrospect, the administration didn't draw the line in the optimum place, because they wound up trying to keep Congress out of things that eventually Congress came into at a time, and in a way, that was less advantageous.”*

**DOUGLAS FEITH**

*Behind the Scenes: The Executive Response to 9/11*

February 28, 2009



***“The initial American ideal is that we’re each of us supposed to be committed revolutionaries in an ongoing way, to hold our own government accountable.”***

**NAOMI WOLF**  
*Give Me Liberty*  
October 20, 2008



## PLAIN, HONEST MEN

In March 2009, Trustee and Vice Chair of the Center’s Distinguished Scholars Advisory Panel Richard Beeman published *Plain, Honest Men: The Making of the American Constitution*. Met with widespread acclaim, Beeman’s dramatic and engrossing narrative received the 2010 George Washington Book Prize, honoring the most important new work on America’s founding era. The jury of scholars who bestowed the award described *Plain, Honest Men* as “the fullest and most authentic account of the Constitutional Convention ever written.”

***“The issue of slavery was omnipresent in the Convention. It ultimately did not fully shape the Constitution, but we can’t understand the debates—we can’t understand the Convention—without understanding what one historian has called the paradox of the nation’s core, this extraordinary American dilemma.”***

**RICHARD BEEMAN**  
March 23, 2009

ABOVE: RICHARD BEEMAN TAKES QUESTIONS FROM THE AUDIENCE FOLLOWING A DISCUSSION OF *PLAIN, HONEST MEN* AT A PUBLIC PROGRAM PRESENTED BY THE CENTER.

# GOING GLOBAL

JUST AS THE STORY OF THE U.S. CONSTITUTION IS CONNECTED TO STORIES OF FREEDOM AROUND THE WORLD, SO, TOO, DOES THE NATIONAL CONSTITUTION CENTER SEEK CONNECTIONS BEYOND AMERICA'S SHORES.

Initially focusing on Afghanistan, the Center's **INTERNATIONAL ENGAGEMENT PROJECT** launched on Human Rights Day in December 2008 with a variety of civic education programs.

To date, the project's initiatives have included partnering with Kabul University in developing a series of books on democracy for newly literate Afghan citizens; working with the United Nations to create voter education guides in Dari and Pashto, the country's most commonly spoken languages; and promoting independent media. In addition to these overseas efforts, the Center has introduced international components to existing national programs, including the Peter Jennings Project for Journalists and the Constitution. In Philadelphia, the Center has developed robust relationships with the city's consular corps and continues to welcome visitors and delegations from around the globe. Notable guests in 2009 included President of the Constitutional Court of Korea Kang-Kook Lee, Russian Ambassador to the United States Sergey Kislyak, and Israeli Minister Benny Begin.

AFGHAN GIRLS SHARE A PLAYFUL MOMENT AT THE MAREFAT SCHOOL IN KABUL, AFGHANISTAN.





# BEING we THE PEOPLE بودن ما مردم

Made possible by a generous grant from Museums and Community Collaborations Abroad—a program of the U.S. Department of State in partnership with the American Association of Museums—**BEING WE THE PEOPLE:**

**AFGHANISTAN, AMERICA AND THE MINORITY IMPRINT** is more than a photography exhibition. A combination of physical and virtual sites in dialogue, it represents both the culmination and the perpetuation of months of exchange between two groups of students, one from Constitution High School in Philadelphia and one from Marefat High School in Kabul, Afghanistan.

In July 2009, these two groups began working together to visually explore how minorities in different democracies define the concept of citizenship. Following parallel curricula of assignments and critiques, each group was provided with equipment and training in documentary photography. Over the course of seven months, these students ventured into their communities, capturing images of freedom, religious expression, protest and more—all the while sharing photographs and ideas online. The exhibition that ultimately developed from this collaborative exploration was curated by the photographers themselves, when, in March 2010, the Afghan students traveled to Philadelphia and met their American counterparts in person.

Featuring 70 images that the students carefully paired to evoke striking differences and startling similarities between life in Afghanistan and the United States, *Being We the People* debuted simultaneously at the Center and the National Museum in Kabul in May 2010. Invited to interact with the exhibition through digital touch-screen displays, visitors in both countries were able to view hundreds of additional photographs and recommend their own image pairings. Via internet connectivity, votes were tallied and shared between both sites in real time.

*To participate in this ongoing exchange, visit the interactive gallery at [www.constitutioncenter.org/BeingWe](http://www.constitutioncenter.org/BeingWe), underwritten by Verizon.*



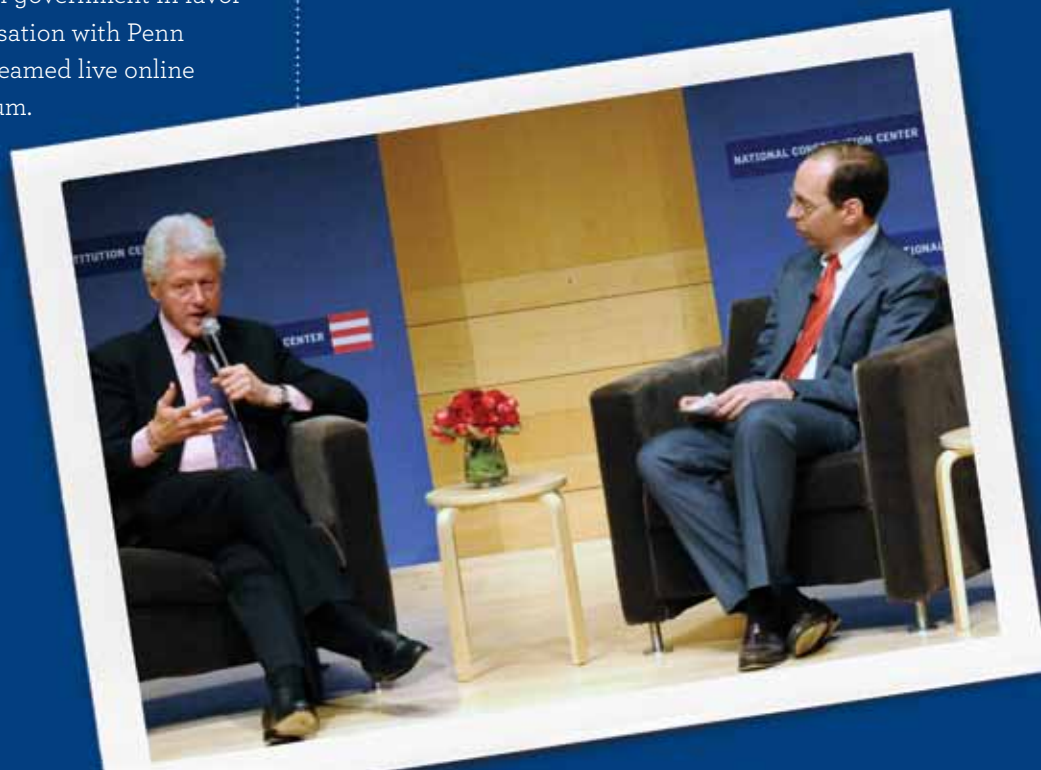
# GLOBAL REACH

## *How Constitutional Ideas Travel*

On April 28, 2009, Center Chairman and former U.S. President Bill Clinton discussed how the American constitutional experience has influenced political thought and policy initiatives in other countries, as well as the challenges of nurturing democracy abroad. “The biggest problem I see with trying to export our constitutional system is not selling majority rule,” he commented. “It’s selling diversity and minority rights, and limitations on government in favor of individual liberty.” Clinton’s conversation with Penn Law Professor Jacques deLisle was streamed live online from the Center’s F.M. Kirby Auditorium.

*“The thing that enabled us to be here after all those years since the Constitution was ratified was not just that we had honest elections. ... It’s that the rest of us who were on the other side were safe. We kept expanding the circle of opportunity so that we could lose and be safe.”*

—PRESIDENT *Bill Clinton*



Photographs courtesy of Carol H. Feeley

# 2009 FINANCIALS

STATEMENTS OF FINANCIAL POSITION  
SEPTEMBER 30, 2009 AND 2008

**FY**  
2009

Reflecting the financial position of the National Constitution Center at September 30, 2009 and 2008, the following statements of financial position, and the related statements of activities and cash flows, 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.*

<b>ASSETS</b>	<b>2009</b>	<b>2008</b>
Cash and Cash Equivalents	\$ 9,601,586	\$ 10,721,790
Contributions Receivable, Net	4,567,054	6,675,126
Grant and Other Receivables	1,048,660	999,980
Prepaid Expenses	291,026	271,483
Investments	40,093,680	36,624,434
Property and Equipment, Net of Accumulated Depreciation of \$35,621,789 in 2009 and \$29,775,553 in 2008	94,123,249	99,385,558
<b>Total Assets</b>	<b>\$ 149,725,255</b>	<b>\$ 154,678,371</b>
<b>LIABILITIES</b>		
Accounts Payable	\$ 714,294	\$ 926,080
Accrued Expenses	1,282,036	1,939,337
Deferred Revenue	1,254,615	1,411,104
<b>Total Liabilities</b>	<b>\$ 3,250,945</b>	<b>\$ 4,276,521</b>
<b>NET ASSETS</b>		
Unrestricted	\$ 128,319,612	\$ 129,883,457
Temporarily Restricted	6,443,698	9,418,393
Permanently Restricted	11,711,000	11,100,000
<b>Total Net Assets</b>	<b>\$ 146,474,310</b>	<b>\$ 150,401,850</b>
<b>TOTAL LIABILITIES AND NET ASSETS</b>	<b>\$ 149,725,255</b>	<b>\$ 154,678,371</b>

**FY**  
2009

**STATEMENT OF ACTIVITIES**  
YEAR ENDED SEPTEMBER 30, 2009

	Unrestricted	Temporarily Restricted	Permanently Restricted	2009 Total
<b>OPERATING REVENUE AND SUPPORT</b>				
Admissions and Other Operating Revenue	\$ 6,093,083			\$ 6,093,083
Membership Revenue	356,735			356,735
Federal and State Grants and Contracts	1,708,830			1,708,830
Contributions	3,459,734	870,767		4,330,501
Special Events Revenue	659,450			659,450
Interest and Dividend Income	865,505			865,505
Net Assets Released from Restrictions	4,525,853	(4,525,853)		0
<b>Total Operating Revenues and Support</b>	<b>\$ 17,669,190</b>	<b>\$ (3,655,086)</b>	<b>\$ 0</b>	<b>\$ 14,014,104</b>
<b>OPERATING EXPENSES</b>				
Program Services				
Education and Exhibits	\$ 3,409,967			\$ 3,409,967
Public Programs and Civic Initiatives	2,245,226			2,245,226
Museum Operations	10,027,578			10,027,578
<b>Total Program Services</b>	<b>15,682,771</b>			<b>15,682,771</b>
General and Administrative	3,360,637			3,360,637
Development	1,623,057			1,623,057
Loss on Uncollectible Accounts	41,392		25,000	66,392
<b>Total Expenses</b>	<b>\$ 20,707,857</b>	<b>\$ 0</b>	<b>\$ 25,000</b>	<b>\$ 20,732,857</b>
Change in Net Assets from Operating Activities	\$ (3,038,667)	\$ (3,655,086)	\$ (25,000)	\$ (6,718,753)
<b>NON-OPERATING ACTIVITIES</b>				
Federal Grants			\$ 566,000	\$ 566,000
Contributions			70,000	70,000
Net Realized/Unrealized Gains on Investments	1,474,822	680,391		2,155,213
<b>Total Non-Operating Revenue and Gains</b>	<b>\$ 1,474,822</b>	<b>\$ 680,391</b>	<b>\$ 636,000</b>	<b>\$ 2,791,213</b>
Change in Net Assets	\$ (1,563,845)	\$ (2,974,695)	\$ 611,000	\$ (3,927,540)
Net Assets at Beginning of Year	129,883,457	9,418,393	11,100,000	150,401,850
<b>Net Assets at End of Year</b>	<b>\$ 128,319,612</b>	<b>\$ 6,443,698</b>	<b>\$ 11,711,000</b>	<b>\$ 146,474,310</b>

**STATEMENTS OF CASH FLOWS**  
YEARS ENDED SEPTEMBER 30, 2009 AND 2008

**FY**  
2009

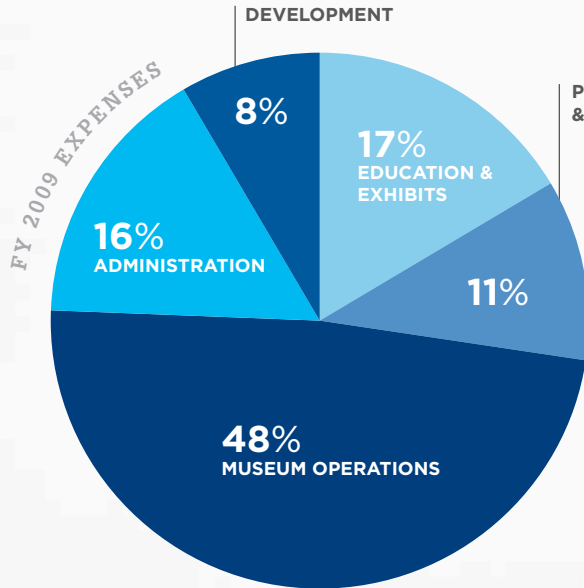
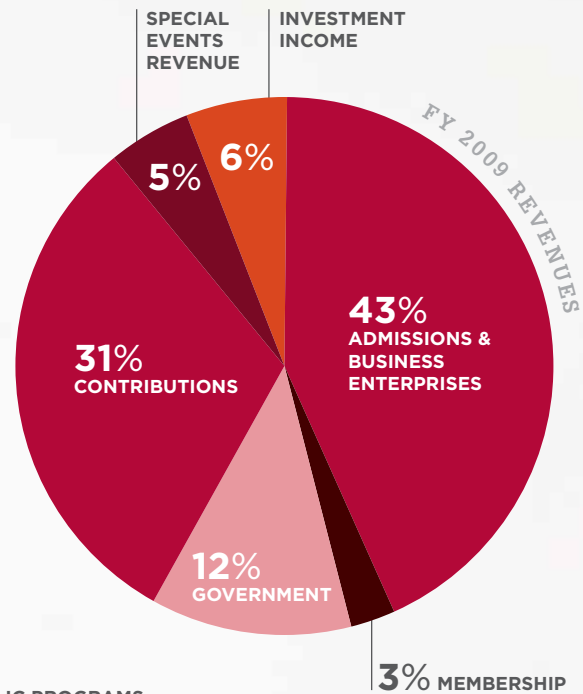
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>	<b>2009</b>	<b>2008</b>
Change in Net Assets	\$ (3,927,540)	\$ (9,653,389)
Adjustments to Reconcile Change in Net Assets to Net Cash Provided by Operating Activities		
Depreciation	5,846,236	5,784,436
Loss on Uncollectible Accounts	66,392	153,970
Contributions for Long-Term Investment	(636,000)	(1,640,000)
Net Realized and Unrealized (Gains) Losses on Investments	(2,155,213)	5,683,336
Changes in Operation Assets and Liabilities		
Contributions Receivable	1,884,180	1,349,580
Grant and Other Receivables	(48,680)	(600,829)
Prepaid Expenses	(19,543)	65,533
Accounts Payable and Accrued Expenses	(869,087)	971,996
Deferred Revenues	(156,489)	(29,761)
<b>Net Cash Provided by Operating Activities</b>	<b>\$ (15,744)</b>	<b>\$ 2,084,872</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>		
Capital Expenditures	\$ (583,927)	\$ (512,277)
Proceeds from Sales of Investments	11,090,312	17,974,237
Purchases of Investments	(12,404,345)	(20,598,651)
<b>Net Cash Used in Investing Activities</b>	<b>\$ (1,897,960)</b>	<b>\$ (3,136,691)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>		
Proceeds from Contributions Restricted For		
Investment in Endowment	\$ 711,000	\$ 1,240,000
Investment in Property and Equipment	82,500	859,500
<b>Net Cash Provided by Financing Activities</b>	<b>\$ 793,500</b>	<b>\$ 2,099,500</b>
<b>Net Increase (Decrease) in Cash and Cash Equivalents</b>	<b>\$ (1,120,204)</b>	<b>\$ 1,047,681</b>
<b>Cash and Cash Equivalents, Beginning of Year</b>	<b>10,721,790</b>	<b>9,674,109</b>
<b>Cash and Cash Equivalents, End of Year</b>	<b>\$ 9,601,586</b>	<b>\$ 10,721,790</b>

**FY**  
2009

**REVENUES AND EXPENSES**  
YEAR ENDED SEPTEMBER 30, 2009

**FY 2009 REVENUES**

Admissions & Business Enterprises	\$ 6,093,083
Membership	356,735
Government	1,708,830
Contributions	4,330,501
Special Events Revenue	659,450
Investment Income	865,505
<b>Total Operating Revenues and Support</b>	<b>\$ 14,014,104</b>



**FY 2009 EXPENSES**

Education & Exhibits	\$ 3,409,967
Public Programs & Civic Initiatives	2,245,226
Museum Operations	10,027,578
Administration	3,360,637
Development (Includes Contributions, Membership and Events)	1,689,449
<b>Total Expenses*</b>	<b>\$ 20,732,857</b>

\*Includes \$5,846,236 in depreciation expense

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