George Washington urged Congress to create a national university for the ‘education of our youth in the science of government.’ In creating the National Constitution Center, Congress finally answered Washington’s call. We believe what we’re doing is urgently important to the future of American democracy.

JEFFREY ROSEN
President and CEO
National Constitution Center
FROM
JEFFREY ROSEN

In these extraordinary times, interest in the Constitution is greater than it’s been in any of our lifetimes, and people across America are turning to the National Constitution Center for balanced, trusted, and nonpartisan constitutional education and debate.

With all the challenges of this unprecedented year, 2020 also provided Americans of all ages and backgrounds meaningful opportunities to learn about the Constitution. This was the year that the National Constitution Center’s classes, podcasts, and programs reached record numbers of learners online, across America and around the globe, making constitutioncenter.org the third most visited museum website in America.¹

My colleagues and I are grateful to all of you who are engaging with our inspiring mission: bringing together people of all ages and perspectives “to increase awareness and understanding of the U.S. Constitution among the American people.”

Thank you for learning more about our work, and for joining us as we learn together about the greatest vision of human freedom in history, the U.S. Constitution.

With appreciation,

JEFFREY ROSEN
President and CEO, National Constitution Center

¹As of October 2020 according to data from SEMRush
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## Teacher Advisory Board

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The Center’s online Interactive Constitution, the centerpiece of its educational efforts, unites scholars from across the legal and philosophical spectrum to explore areas of agreement and disagreement about the history, text, and meaning of nearly every provision of the Constitution. With live classes, educational videos, and constitutional lesson plans, the Interactive Constitution has transformed how teachers bring the Constitution into the classroom and how learners of all ages educate themselves about the Constitution.
With a new design and enhanced functionality, the Interactive Constitution: Classroom Edition launched on Constitution Day 2019, giving the Center a robust platform to support remote online learning in ways that allowed us to reach hundreds of thousands of remote learners during the pandemic.

NEW AND IMPROVED

- Enhanced Functionality
- Media Library
- Classroom Resources
- The Drafting Table
- Classroom Exchanges

OVER 750,000 APP DOWNLOADS

#3 MOST-VISITED MUSEUM WEBSITE IN AMERICA

Data as of October 2020 according to data from SEMRush
SCHOLAR EXCHANGES

In March, 2020, a week after the COVID-19 shutdowns and school closings nationwide, the National Constitution Center immediately launched new online learning initiatives, making available free, interactive classes about the Constitution to middle, high school, and college students across the country.

The 30-minute classes, offered three days a week, combine lively lecture and dialogue. They are presented live through Zoom and YouTube, allowing students to ask questions, respond to prompts, and share resources in real time.

A FEW OF THE TOPICS WE’VE COVERED

- The Electoral College
- Slavery in America
- Voting Rights
- First Amendment Freedoms of Speech and Press
- Landmark Supreme Court Cases

On Fridays, special guests join for a conversation geared toward learners of all ages. Participants have learned from guests including:

1. The Honorable Neil M. Gorsuch
   Associate justice of the U.S. Supreme Court

2. Emily Bazelon
   Staff writer at The New York Times Magazine and Truman Capote Fellow for Creative Writing and Law at Yale Law School

3. Ken Burns
   Renowned American filmmaker and documentarian

4. Ali Velshi
   Television journalist and anchor

OVER 32,000 STUDENTS REACHED

20 COUNTRIES WITH PARTICIPANTS

Data for spring 2020 season of classes
Thank you so much for **PROVIDING THESE OPPORTUNITIES FOR OUR STUDENTS FROM A NONPARTISAN STANDPOINT.** I think [students] get lost in the politics sometimes, so much so that they miss hearing some of the foundations.

*HIGH SCHOOL TEACHER*

*Florida*
Like all of the National Constitution Center’s educational offerings, the Scholar Exchanges are grounded in the Center’s unique approach focusing on:

- **Historical storytelling**
- **Constitutional rather than political questions**
- **Fostering civil dialogue and reflection**

In August 2020, as part of a continued effort to bring constitutional education to communities across the country, the National Constitution Center announced a full schedule for live virtual classes and other course offerings for the 2020-2021 academic year, allowing teachers to plan for the school year whether learning in person or remotely.

**2021 GUEST SCHOLARS TO INCLUDE:**

1. **The Honorable Stephen J. Breyer**
   Associate justice of the U.S. Supreme Court

2. **Sal Khan**
   American educator and founder of the free online educational platform Khan Academy

3. **Jamelle Bouie**
   *New York Times* columnist and political analyst for CBS News

4. **Mary Gay Scanlon**
   U.S. Congresswoman and American attorney

All sessions are archived and available for asynchronous learning on the *Interactive Constitution*. Teachers can also access additional resources such as videos, slides, and assessments, or even schedule a private exchange.
PROFESSIONAL DEVELOPMENT

The National Constitution Center hosted a range of professional development opportunities for educators, working to empower classrooms throughout the country with the tools, knowledge, and pedagogical practice they need to understand the Constitution and its relevance to American’s lives.

The Center’s TEACHER ADVISORY BOARD continues to help develop and evaluate materials on the Interactive Constitution to best support students. The board currently includes 22 educators from traditional-public, charter, parochial, and independent high schools and middle schools across the United States with approximately 250 years of combined teaching experience.
After closing its museum doors in March 2020, the National Constitution Center launched virtual tours in April — bringing visitors into its key exhibits. Thanks to the generosity of George Blumenthal, visitors from around the globe could experience Signers’ Hall, American Treasures, and Civil War and Reconstruction from home.

When able to reopen to the public in August 2020, the Center welcomed back visitors with free admission all month, thanks in part to support from PECO.
THE 19TH AMENDMENT

To commemorate the centennial anniversary of voting rights for women, the Center opened *The 19th Amendment: How Women Won the Vote* on August 26, 2020, the anniversary of the amendment’s ratification. This exhibit traces the triumphs and struggles that led to the ratification of the 19th Amendment, and features some of the many women who transformed constitutional history — including Elizabeth Cady Stanton, Alice Paul, and Ida B. Wells — and allows visitors to understand the long fight for women’s suffrage.

THE 19TH AMENDMENT: HOW WOMEN WON THE VOTE IS MADE POSSIBLE THANKS TO THE GENEROUS SUPPORT OF:

- Horace W. Goldsmith Foundation
- Mauree Jane and Mark W. Perry
- John P. & Anne Welsh McNulty Foundation
- The Snider Foundation
- The McLean Contributionship
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- Sarah and David Andrews
During the women’s suffrage movement, suffragists produced a range of items to promote their cause. Our ephemera wall features more than 40 artifacts, including banners, buttons, dinnerware, and posters from both suffragist and anti-suffragist movements.
THE 3,000-SQUARE-FOOT EXHIBIT FEATURES NEARLY 100 ARTIFACTS, INCLUDING:

- Rare printing of the *Declaration of Sentiments* from the first women’s convention at Seneca Falls
- Ballot box used to collect women’s votes in the late 1800s
- Pennsylvania’s ratification copy of the 19th Amendment
- Various “Votes for Women” ephemera

In developing a low contact experience, the Center created interactives optimized for visitors to access in-gallery on personal mobile devices or online.

**THE AWAKENING**

Explore this interactive map to discover how women’s suffrage at the state level paved the way for the 19th Amendment.

**THE DEBATES**

Listen to the range of arguments that were advanced in the long fight for women’s suffrage.
Another permanent exhibit, Civil War and Reconstruction: The Battle for Freedom and Equality explores how constitutional clashes over slavery set the stage for the Civil War and how the 13th, 14th, and 15th Amendments to the Constitution more fully embraced the Declaration of Independence’s promise of freedom and equality for all.
The 13th, 14th, and 15th Amendment sections of the exhibit help visitors learn the history of the constitutional amendments which ended slavery, required states to respect individual rights, promised equal protection to all people, and expanded the right to vote to African American men. Visitors can dive deeper into the drafting process using the Drafting Table interactives located in each section.
How did drafters of the Reconstruction Amendments deliberate on the path to the final text of the 13th, 14th, and 15th Amendments?

How did we get to final proposal of the amendment that ended gender discrimination in voting?

For online audiences, interactive content made exhibit experiences available to all learners:

**OFFICEHOLDERS BY THE NUMBERS**
Discover the stories of African American men who held political office during Reconstruction.

**IN THEIR OWN WORDS**
Listen to recollections of slavery and freedom from formerly enslaved individuals.
After closing its museum doors in March 2020, the National Constitution Center launched virtual tours in April—bringing visitors into its key exhibits. Thanks to the generosity of George Blumenthal, visitors from around the globe could experience Signers’ Hall, American Treasures, and Civil War and Reconstruction from home.

When able to reopen to the public in August 2020, the Center welcomed back visitors with free admission all month, thanks in part to support from PECO.

The Center has this great exhibit on Reconstruction and the theatre project, **FOURTEEN**, brings life to it. It makes it shine.

**FOURTEEN**

In conjunction with the exhibit, the Center presented **FOURTEEN**, a 35-minute theatrical performance that shed light on the Reconstruction era and the passage of the 14th Amendment through dramatic interpretation of original texts.

With educational resources, video clips of the performance, and interviews with the creative team and scholars, the lessons of **FOURTEEN** had even further reach beyond the Center’s theater.

Also created in conjunction with the exhibit was *The Great Problem to Be Solved*, a one-actor in-gallery performance based on the words of poet and abolitionist Frances Ellen Watkins Harper, a key African American figure of the Reconstruction era.
CIVIC HOLIDAYS

In person and online, the Center honors the nation’s civic holidays: occasions such as Martin Luther King Jr. Day, Veterans Day, Independence Day, and Constitution Day where the Center hosts special programs and activities to draw attention to the history and significance of these major holidays.

Several of these family-friendly civic holidays are presented with free or discounted admission through the generosity of sponsors. In 2020, TD Bank sponsored free admission for Presidents Day, also as sponsors of African American History Month, and PECO sponsored free admission for Constitution Day on September 17, 2020.

During Presidents Day Weekend, the Center’s first floor transformed into an informational headquarters where visitors learned about the executive branch of government as outlined in Article II of the Constitution. Visitors also explored the ins and outs of the Electoral College, and tested their knowledge of past U.S. presidents.
CONSTITUTIONAL AMBASSADORS PROGRAM

More than just a field trip, the Constitutional Ambassadors experience for high school students begins in the classroom; continues with a daylong educational experience at the Center, including live theatre; and follows students back to their classrooms, where they engage in real-time conversations on constitutional issues with other classrooms across America through the Classroom Exchanges.
I’m proud that the school district is partnering with the Center on the launch of this nationwide program. This is a unique opportunity, and I can’t wait to see how our students take their knowledge out into the world, be models in their communities, and inspire their peers as constitutional ambassadors.

DR. WILLIAM R. HITE, JR.  
Superintendent  
The School District of Philadelphia
The National Constitution Center has welcomed numerous notable guests to discuss constitutional issues at the heart of American life. In the past year, America’s Town Hall hosted in-person and virtual events with speakers including Justice Ruth Bader Ginsburg, Senators Mike Lee and Chris Coons, Hillary and Chelsea Clinton, George Will, Condoleezza Rice, and Nancy Pelosi, as well as public officials, journalists, historians, and other thought leaders from all perspectives.

Moving from in-person programs — both at the Center and around the country — to virtual ones hosted on Zoom, allowed the Center to expand its participant pool, as well as broaden its reach. Holding these free, timely, conversations online, the programs have attracted thousands of livestream viewers and introduced the Center to new audiences around the globe.

Hillary Rodham Clinton and her daughter, Chelsea Clinton, join the Center as they unveil their new book, The Book of Gutsy Women: Favorite Stories of Courage and Resilience.
FEATURED VIRTUAL TOWN HALL TOPICS

• **COVID AND THE CONSTITUTION**
  As part of an ongoing partnership with the Center for Excellence in Governance at the National Association of Attorneys General, the Center hosted a bipartisan discussion about the role and function of state attorneys general in the coronavirus crisis with Montana Attorney General **Tim Fox** and New Jersey Attorney General **Gurbir S. Grewal**.

• **POLICING IN AMERICA**
  The Center also hosted a national town hall on policing and the Constitution featuring a keynote conversation with Judge **Theodore McKee** of the U.S. Court of Appeals for the Third Circuit, followed by a wide-ranging discussion with **Monica Bell** of Yale Law School, **David French** of The Dispatch, **Janai Nelson** of the NAACP Legal Defense and Educational Fund, and **Theodore Shaw** of the University of North Carolina School of Law on qualified immunity for police officers, the history of policing and protest, and the future of the American idea.

• **CONGRESS IN TIMES OF CRISIS**
  Historians **Edward Ayers** of the University of Richmond and **Joanne Freeman** of Yale University and political scientist **Norman Ornstein** of the American Enterprise Institute convened for a discussion of Congress in tumultuous eras, from the nation’s founding, to the Civil War, to today.
Supreme Court Justice Ruth Bader Ginsburg speaks with Jeffrey Rosen at an America's Town Hall held at the National Museum of Women in the Arts in Washington, D.C., December 17, 2019.
Thank you for always keeping your programs balanced. I truly appreciate watching respectful political discussions with people of differing political opinions.
To mark the 100th anniversary of the ratification of the 19th Amendment, which gave women the right to vote, the National Constitution Center launched the Women and the Constitution initiative. A celebration of women’s equality and leadership, the initiative includes the new long-term exhibit on the 19th Amendment, constitutional conversations and debates, podcast episodes, blog posts, and educational materials for learners of all ages. In conjunction with the initiative, the Center hosted a range of programs on the untold stories of women’s suffrage and the unfinished work of gender equality.

U.S. Secretary of State Madeleine Albright — America’s first female secretary of state — joined the Center to reflect on her career in public service and women’s leadership.

This program was made possible through the generous support of The John P. & Anne Welsh McNulty Foundation and was part of the Center’s celebration of the 100th anniversary of the 19th Amendment.
SCOTUS REVIEW LIVE

When the Supreme Court announced it was hearing its spring 2020 oral arguments by telephone and making live audio available, the Center partnered with C-SPAN to provide commentary immediately following each argument. Jeffrey Rosen was joined live on C-SPAN and cspan.org by attorneys and scholars involved in the cases to break down the legal and constitutional issues.

CLERKS AT 100

To celebrate the 100th anniversary of Supreme Court clerkships, the Center convened more than 350 former clerks and their guests representing 51 Supreme Court terms and 25 justices in a celebration of the Constitution. The October 2019 event at the National Portrait Gallery in Washington, D.C., featured remarks from Clare Cushman of the Supreme Court Historical Society, author and entrepreneur Isaac Lidsky, Judge Guido Calabresi of the U.S. Court of Appeals for the Second Circuit, and a keynote conversation between Justice Anthony M. Kennedy, Justice Neil M. Gorsuch, and Justice Stephen G. Breyer moderated by David Rubenstein. As part of the weekend, the Center also co-hosted a symposium with the George Washington Law Review on the institution of clerkships.

A MADISONIAN CONSTITUTION FOR ALL

As part of the National Constitution Center’s bipartisan national initiative, A Madisonian Constitution for All, the Center brought together a diverse group of America’s leading constitutional scholars for an essay series examining the state of American constitutional democracy today through the lens of James Madison. In conjunction with the national initiative, the Center partnered with The Atlantic on the website, The Battle for the Constitution, which explores the issues and controversies surrounding the Constitution from a constitutional rather than a political perspective.
In a mass media marked chock full of sound bites and hot takes, this podcast offers one of the few sources of intelligent, orderly, pertinent and bipartisan dialogue and debate about the actions of the U.S. government. This is exactly what every American needs to hear.

Through its two podcasts, *We the People with Jeffrey Rosen*, a weekly show of constitutional debate, and *Live at the National Constitution Center*, audio from the Center’s *America’s Town Hall* programs, the Center’s podcasts engage listeners in balanced, timely debate about the Constitution, and feature some of the best minds discussing nuanced constitutional issues throughout history and in today’s headlines.

**THE CENTER CONVENED EXPERTS TO DISCUSS COVID-19 AND THE CONSTITUTION**

- Civil Liberties and COVID-19
- Is COVID-19 Hurting Global Democracy?
- State Attorneys General on Coronavirus
- Religion, the Constitution, and COVID-19 Restrictions
- Voting, Coronavirus, and the Constitution
- The Pandemic, the President, and the 25th Amendment
Constitution Daily, the Center’s blog, covers news stories and reflects on important dates in history. Its stories are often cited by major national outlets, and are an essential resource for the general public, journalists, and educators in breaking down the constitutional news of the day.

With all of this media content available through the Interactive Constitution, and tagged according to relevant constitutional text, users are able to access the Center’s content easily, making accessible the best voices on every issue, and giving learners the ability to connect relevant constitutional issues with the history, text, and meaning of every provision of the Constitution.
I am so impressed with the way in which the **NCC adapted so quickly** to distancing and closure requirements, and **I’m taking advantage of as many remote programs as I can.**
CONSTITUTION DAY

Justice Neil M. Gorsuch joined the Center’s Scholar Exchanges for a wide-ranging conversation with Jeffrey Rosen and 14,000 students from around the country participating on Zoom.

Throughout the day, the Center hosted live exhibit tours, a rousing reading of the preamble over Zoom, and connected with students and teachers nationwide via social media.

Civic education should empower the American youth to realize that this is their Constitution — it’s not mine.

{ JUSTICE NEIL M. GORSUCH }
On the evening of Constitution Day, the Center awarded Justice Ruth Bader Ginsburg with the 2020 Liberty Medal in a moving tribute in words and music. The video, which was produced by NBCUniversal, featured tributes from family and friends of the justice, including Gloria Steinem and Jennifer Lopez, as well as world renowned opera singers including Denyce Graves and Renée Fleming.

It was my great good fortune to have the opportunity to participate in the long effort to place equal citizenship stature for women.

JUSTICE RUTH BADER GINSBURG

After the airing of the tribute video, the Center hosted a special conversation with former law clerks of Justice Ginsburg, Amanda Tyler and Kelsi Corkran, who shared stories of the justice and her immense impact.
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*Includes in-kind support*

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1787 SOCIETY
The 1787 Society is named for the year of the Constitutional Convention in Philadelphia. Individuals from all parts of the country enjoy unique engagement opportunities and support the Center’s efforts to increase civic education and expand civil dialogue with an annual gift of $1,000 or more.

PRESIDENT’S COUNCIL
The President’s Council is an invitation-only community of philanthropic leaders who participate in premier gatherings and events and help advance the Center’s mission by enhancing its reach in their part of the country and beyond. Members of the President’s Council support the Center with an annual commitment of $25,000 or more.

LEGACY GIVING
Few philanthropic gestures are as deeply meaningful as those made through planned gifts. There are numerous ways you can include the National Constitution Center in your estate plans and you may choose to be recognized by name or anonymously.

To learn more about ways to support the National Constitution Center including the 1787 Society, President’s Council, and planned giving opportunities, contact Development.

Rebecca Bolden, rbolden@constitutioncenter.org
Toby Stock, tstock@constitutioncenter.org

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Richard Goldberg and Deborah Weinstein
Alice G. Gosfield and Edward F. Shay
Mary Lou and Irwin Gross
David and Ann Harrison
Sharon Strite and Thomas Hickey
Arve and Constance Holt
Osagie and Losenge Imasogie, Esq.
Christine Jacobs
Jewish Federation of Greater Philadelphia
Kaminstein Family
Katherine Hatton and Richard Bilotti Fund of the Princeton Area Community Foundation
Elaine W. Kaufman
Steve and Mary Sue Kitchen
Berton† and Sallie Korman
Philip and Jill Lawrence
H. Gordon Leggett and Madeline E. Miller
George and Margaret Leone
William A. Loeb
Louis Nayovitz Foundation
Adam Meyerson
Stephanie and Michael Naidoff
Benjamin and Meta Neilson
Zoe Pappas
William H. Parker and Mary B. Parker
Deborah and Jamshed Patel
David Peterson
Judy Pote
Elizabeth and Hershel Richman
Mr. Mark Rindner and Ms. Younjee Kim
Theodore R. Robb
Gerald and Betsy Rorer
Jay L. Rosen
Capt. Patrick Sansbury
The Saramar Charitable Fund
Serve to Lead Foundation
Bryna S. Scott
Hanna and Dan Shapira
Patricia Stern
Michael Strizzi
Gary and Lynda Swenson
Karin Takiff and John Franck
Robert S. Taylor
Joanne Ventura and Steven Neuner
Judith Wellington
William Goldman Foundation
William Penn Foundation
Steve and June Wolfson
Richard E. Woosnam and Diane Dalto Woosnam
Robert Zadek

† In remembrance
IN KIND SUPPORT
2019 LIBERTY MEDAL

Advanced Staging Productions
AFR Event Furnishings
Allied Barton Security Services
Brands Imaging
Brûlée Catering
Campbell Studios
EventQuip
The Independence Visitor Center
Karen Homer, HKH Innovations
The National Park Service
Party Rental, Ltd.
Penncora Productions, Inc.
Peter Van Beever Studio
Pro Vision Productions Inc.
The Total Table, Inc.
Vision Furniture Int’l

$500-$999

George Ahern and Marge McEntee
AYCO Charitable Foundation
Sally and Mo Barron
Scott Beerbower
Frank G. and Suzanne Binswanger
Jean G. Bodine
Rebecca Bolden and Jeff Auerbach
Frank Borchert and Momoko Kishimoto
Dr. Carolyn Burns
Laura Carter
Kay Clegg
The Dalton School
Michael and Rhoda Danziger
Rodney D. Day
John and Linda Donovan
Saul and Roberta Epstein
Dr. John Gibson and Dr. Colleen Hanlon
William Gill
Cheryl and Jonathan Green
Daniel E. Hamilton and Drenan Dudley
Henry and Barbara Howell
Barry Kaufmann
Joy Wilf Keiser and Bennett Keiser
James Leyden
Loyal Legion Memorial Fund
Christopher Meade and Stella Schuhmacher
Howard and Barbara Meyers
Deborah Peikes and Robert Cohen
Ed Purce
Hon. John J. Rufe (ret.) and Hon. Cynthia M. Rufe, USDC-EDPA
Michael and Mary Ellen Schattman
Jennifer Scullion
Frank and Kathleen Seidman
Rheta Smith
H. Marcia Smolens and Richard Rubin
Lawrence and Bonnie Solish
Leslie Spornberger Jones
TIAA Charitable
GIFTS IN MEMORY

IN MEMORY OF
HARVEY BURSTEIN

Arthur and Barbara Fields
Scott Stevens

IN MEMORY OF
NANCY GRAYSON

Joel Cooperman
Christine Gale
Jessica Gardner
Gerald A. Kean
Mara Lipschutz
Barry and Deborah Lurie
George and Adrienne Martin
Brianna Quade
Beth A. Twiss Houting
Jessica Wade
August Widmaier

IN MEMORY OF
ALAN REED

Lawrence Berger
Rebecca Bolden
Bill and Laura Buck
George Connell
Rodney Day
Kell and Kate Dramsgaard
James Durham
Thomas and Susan Elliott
Deirdre Frank
Philip and Amy Geier
Steve Griffith
Henry and Barbara Howell
Judy and John Keller
Amy Kelly
David King
Chick and Cheryl Kozloff
James Leyden
Howard Meyers
Judy Neer
John O’Brien
George and Isabel Shattuck
David and Carolyn Wakefield
Walter White
Richard Zarin

IN MEMORY OF
JOSEPH SPIEVAK

Pam Karmazsin
Karen Kent

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 215.409.6741.

The National Constitution Center is a 501(c)(3) tax exempt nonprofit, nonpartisan private organization. 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, 2020**

### OPERATING REVENUE AND SUPPORT

<table>
<thead>
<tr>
<th>Description</th>
<th>Operating</th>
<th>Designated Endowment</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>WITH DONOR RESTRICTION</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Admissions and Other Operating Revenue</td>
<td>$1,664,270</td>
<td></td>
<td>$1,664,270</td>
</tr>
<tr>
<td>Membership Revenue</td>
<td>$299,824</td>
<td></td>
<td>$299,824</td>
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<tr>
<td>Federal and State Grants and Contracts</td>
<td>$734,626</td>
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<td>$734,626</td>
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<tr>
<td>Contributions</td>
<td>$3,958,086</td>
<td></td>
<td>$3,958,086</td>
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<tr>
<td>Special Events Revenue</td>
<td>$22,200</td>
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<td>$22,200</td>
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<tr>
<td>Investment Income</td>
<td>$2,293</td>
<td>$2,292,460</td>
<td>$2,294,753</td>
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<tr>
<td>Investment Spending Policy Withdrawal</td>
<td>$2,875,000</td>
<td>$-1,877,148</td>
<td>$997,852</td>
</tr>
<tr>
<td>Net Assets Released from Restrictions</td>
<td>$6,949,556</td>
<td></td>
<td>$6,949,556</td>
</tr>
<tr>
<td><strong>Total Revenues and Support</strong></td>
<td>$16,505,855</td>
<td>$415,312</td>
<td>$16,921,167</td>
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</tbody>
</table>

### OPERATING EXPENSES

<table>
<thead>
<tr>
<th>Description</th>
<th>Operating</th>
<th>Designated Endowment</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>WITH DONOR RESTRICTION</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Museum Programming and Operations</td>
<td>$8,386,315</td>
<td></td>
<td>$8,386,315</td>
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<tr>
<td>Town Halls</td>
<td>$2,063,627</td>
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<td>$2,063,627</td>
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<tr>
<td>Education and Outreach</td>
<td>$1,845,840</td>
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<td>$1,845,840</td>
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<tr>
<td><strong>Total Program Services</strong></td>
<td>$12,295,782</td>
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<td>$12,295,782</td>
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<tr>
<td>General and Administrative</td>
<td>$3,375,180</td>
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<tr>
<td>Fundraising</td>
<td>$689,653</td>
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<td>$689,653</td>
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<tr>
<td><strong>Total Expenses</strong></td>
<td>$16,360,615</td>
<td>$415,312</td>
<td>$16,360,615</td>
</tr>
</tbody>
</table>

### Change in Net Assets

- **Net Assets at Beginning of Year**: $64,240,863
- **Net Assets Released from Restrictions**: $6,949,556
- **Net Assets at End of Year**: $64,386,103

### TOTAL

- **Net Assets at Beginning of Year**: $8,386,315
- **Change in Net Assets**: $560,552
- **Net Assets at End of Year**: $105,659,171

**2020 Annual Report | 40**
STATEMENT OF FINANCIAL POSITION
AS OF SEPTEMBER 30, 2020

<table>
<thead>
<tr>
<th>ASSETS</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash</td>
<td>$7,183,997</td>
<td></td>
</tr>
<tr>
<td>Accounts Receivable</td>
<td>126,070</td>
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<tr>
<td>Prepaid Expenses</td>
<td>150,184</td>
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</tr>
<tr>
<td>Contributions Receivable, net</td>
<td>7,086,614</td>
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<tr>
<td>Investments</td>
<td>63,347,531</td>
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</tr>
<tr>
<td>Property and Equipment, net</td>
<td>76,035,227</td>
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</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td><strong>$153,929,623</strong></td>
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</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>LIABILITIES</th>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounts Payable and Accrued Expenses</td>
<td>$1,130,882</td>
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<tr>
<td>Deferred Revenue</td>
<td>912,187</td>
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</tr>
<tr>
<td>Line of Credit</td>
<td>1,000,000</td>
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</tr>
<tr>
<td>Loan payable – Paycheck Protection Program</td>
<td>1,110,700</td>
<td></td>
</tr>
<tr>
<td><strong>Total Liabilities</strong></td>
<td><strong>$4,153,769</strong></td>
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</table>

<table>
<thead>
<tr>
<th>NET ASSETS</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>WITHOUT DONOR RESTRICTIONS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operating</td>
<td>$64,386,103</td>
<td></td>
</tr>
<tr>
<td>Designated Endowment</td>
<td>41,273,068</td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$105,659,171</strong></td>
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</tr>
<tr>
<td><strong>WITH DONOR RESTRICTIONS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>$44,116,683</td>
<td></td>
</tr>
<tr>
<td><strong>Total Net Assets</strong></td>
<td><strong>$149,775,854</strong></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>TOTAL LIABILITIES AND NET ASSETS</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td><strong>$153,929,623</strong></td>
</tr>
</tbody>
</table>