2022 has been a year to remember at the National Constitution Center. It’s been so meaningful to serve as America’s leading platform for constitutional education and to bring together constitutional scholars, historians, and thought leaders of diverse perspectives for civil dialogue about the constitutional issues at the heart of American life.

We were thrilled to welcome Justice Stephen Breyer to join Justice Neil Gorsuch as our honorary co-chair. Justice Breyer is an inspiring champion for civic education, and he has devoted his career to educating Americans of all ages about the constitutional principles that unite us. In September, before an audience of middle and high school students, he helped us launch our Constitution 101 initiative.

Constitution 101 is a free online course for learners of all ages designed to provide a basic understanding of constitutional text, history, structure, and interpretation over time. It includes teaching material that allows high school teachers to introduce the course in their classrooms and videos that teach the habits of civil dialogue, encouraging students to engage in respectful discussions with people who think differently than they do. Each of the 15 modules, on topics from the principles of the American Revolution to free speech and religious liberty, focuses on primary texts from our new Founders’ Library, which features more than 170 influential documents and 50 landmark Supreme Court cases from the Founding to the Civil Rights era, selected by leading historians of diverse perspectives.
We were also excited to launch a new partnership with Khan Academy that will bring *Constitution 101* and our *Founders’ Library* to millions of students across America.

Developing long-term constitutional thinking is essential to breaking through partisan gridlock, as our Constitution Drafting Project demonstrated this year. The project brought together teams of conservative, libertarian, and progressive scholars for a virtual constitutional convention. The delegates united around five proposed amendments to the Constitution, including term limits for Supreme Court justices, a legislative veto for Congress, and a streamlined impeachment and constitutional amendment process. In the words of one of our team leaders, the project was an inspiring reminder of “the possibility for agreement across the political and ideological spectrum on some practical and important reforms.”

Earlier in the year, during a moving ceremony at the Center, we highlighted the freedom of conscience protected by the First Amendment to the Constitution, dedicating the newly installed 50-ton marble First Amendment Tablet. Engraved with the 45 words of the First Amendment, the tablet is now the majestic focal point of the NCC’s Grand Hall Overlook, shining over Independence Mall. It will serve as the anchor for a new First Amendment gallery slated to open in 2023.

The freedoms enshrined in the First Amendment continue to inspire nations around the world in their resistance to authoritarian tyranny, as we have most recently seen in Ukraine. In November, we honored **Ukrainian President Volodymyr Zelenskyy** with the Liberty Medal, in recognition of his heroic defense of liberty in the face of Russian tyranny. The evening was an uplifting reminder of what courage looks like when deployed in the defense of freedom and democracy.
As we look forward to America’s 250th birthday celebration in 2026, we will continue to bring civic knowledge and thoughtful debate to learners everywhere through the following core strategies:

- Expand the NCC’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;
- Upgrade our education center to offer an unparalleled museum experience to all visitors and extend the learning experiences we provide beyond our walls through hybrid and virtual programming; and
- 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 deliberation on which the future of the Republic depends.

I’m so grateful to all of you who have joined our community over the past year. It’s an honor for all of us at the NCC to bring people together to learn about, debate, and celebrate the greatest vision of freedom in human history, the U.S. Constitution. Here’s to lots of learning and light in 2023!

With appreciation,

Jeffrey Rosen
President and CEO
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## Thank You

## Financial Statements
To conclude our Constitution Day celebrations and help launch our new Constitution 101 curriculum, Justice Breyer joined us at the Center for a conversation with 200 middle and high school students on the importance of civics education in America.
WELCOMING HONORARY CO-CHAIR
JUSTICE STEPHEN BREYER

In August, we were excited to welcome U.S. Supreme Court Justice Stephen G. Breyer as the National Constitution Center’s new Honorary Co-Chair. Justice Breyer, who retired from the Court in June, joins his colleague, Justice Neil M. Gorsuch, in working with us to champion civic education and inspire Americans everywhere to learn about the constitutional principles that unite us.

“Justice Breyer and I share a commitment to inspiring Americans to learn about the U.S. Constitution. I look forward to working together with the National Constitution Center to champion civic education in the years ahead.”

HONORARY CO-CHAIR JUSTICE NEIL GORSUCH

I am honored to join the National Constitution Center in its efforts to educate Americans about the U.S. Constitution and the rule of law. The nonpartisan work of the National Constitution Center is essential, and I look forward to working with Justice Gorsuch to promote civil dialogue and debate.

HONORARY CO-CHAIR JUSTICE STEPHEN BREYER
Through a mixture of history lessons, constitutional storytelling, and interactive experiences grounded in our highly acclaimed Interactive Constitution, which has been viewed more than 70 million times since its launch in 2015, the National Constitution Center teaches learners to think like constitutional scholars.

INTERACTIVE CONSTITUTION

The National Constitution Center unites America’s leading scholars from diverse legal and philosophical perspectives to explore the text, history, and meaning of the U.S. Constitution. The Interactive Constitution is a nonpartisan tool and has allowed learners of all ages to engage with the text of the Constitution, discover how experts agree and disagree about its history and meaning, and explore arguments on all sides of the constitutional debates at the center of American life. Visit constitutioncenter.org/constitution to explore!
CONSTITUTION 101

More than a year in the making and developed in response to student and teacher demand, Constitution 101 is an asynchronous, semester-long course designed to provide learners with a basic understanding of constitutional text, history, structure, and interpretation over time. The curriculum is currently available for high school students, with each module including detailed materials for classroom educators, as well as opportunities for guided discovery and practice and tools to check for understanding. There is also a summary version for learners of all ages found at constitutioncenter.org/course.

SELECTED UNITS

- Constitutional Conversations and Civil Dialogue
- Principles of the American Revolution
- The Legislative Branch: How Congress Works
- The Executive Branch and Electoral College
- The Judicial System and Current Cases
- The 14th Amendment: Battles for Freedom and Equality
“More excellent and high quality pedagogical gifts to our citizenry meet and exceed the moment.”

ANONYMOUS TEACHER
Review of Constitution 101

“[Students] found the videos, materials, and activities engaging and helpful. I found that the students came away with a better understanding than with other resources.”

ANONYMOUS TEACHER
Review of Constitution 101
CONSTITUTION 101 AND FOUNDER’S LIBRARY [cont.]

FOUNDER’S LIBRARY

To support Constitution 101’s focus on primary texts, we convened teams of scholars from diverse backgrounds to curate a selection of more than 170 primary texts that span American constitutional history — from the philosophical works that influenced the Founding generation to the most important speeches, essays, books, pamphlets, petitions, letters, court cases, landmark statutes, and state constitutions that have shaped the American constitutional tradition. We also launched a Supreme Court Cases Library featuring more than 50 landmark cases. Visit constitutioncenter.org/founderslibrary or constitutioncenter.org/caselibrary to explore!

SCHOLAR TEAMS

- LANDMARK CASES
  - Ilan Wurman (Arizona State University) and Caroline Fredrickson (Georgetown)

- THE INTELLECTUAL FOUNDATIONS OF THE AMERICAN FOUNDING
  - Jeffrey Rosen (NCC), Paul Rahe (Hillsdale), and Colleen Sheehan (Arizona State University)

- THE FOUNDING ERA
  - William Allen (Michigan State) and Jonathan Gienapp (Stanford)

- THE ANTEBELLUM ERA
  - Laura Edwards (Princeton) and Kurt Lash (University of Richmond)

- THE CIVIL WAR AND RECONSTRUCTION
  - Allen Guelzo (Princeton) and Darrell Miller (Duke)

- THE GILDED AGE AND THE NEW DEAL
  - William Forbath (University of Texas) and Kenneth Kersch (Boston College)

- THE CIVIL RIGHTS ERA
  - Christopher Brooks (East Stroudsburg) and Theodore Shaw (University of North Carolina)
HISTORIC DOCUMENT EXAMPLES

- Plato, *The Laws and The Republic* (circa 367-380 BC)
- John Locke, *A Letter Concerning Toleration and Two Treatises on Government* (1689-1690)
- Thomas Paine, *Common Sense* (1776)
- Alexander Hamilton and James Madison, *Federalist 10, 37, 68, 70, and 72* (1787-1788)
- Tecumseh, *Speech at Vincennes* (1810)
- Fredrick Douglass, *The Constitution: Is it Pro-Slavery or Anti-Slavery?* (1860)
- United States of America v. Susan B. Anthony: Closing Arguments (1873)
- Louis Brandeis, *True Americanism: Fourth of July Oration* (1915)
- Franklin Delano Roosevelt, *Address on Constitution Day* (1937)

LANDMARK SUPREME COURT CASE EXAMPLES

- *Marbury v. Madison*
- *Dredd Scott v. Sandford*
- *Korematsu v. United States*
- *Brown v. Board of Education of Topeka*
- *Miranda v. Arizona*
- *Tinker v. Des Moines Independent Community School District*
- *United States v. Nixon*
- *Dobbs v. Jackson Women’s Health Organization*
EDUCATIONAL PROGRAMS

From public classes featuring scholars and constitutional experts, to peer-to-peer exchanges connecting classrooms across the country to practice civil dialogue and reflection, to teacher professional development programs, the Center offers programming for learners of all ages. Visit constitutioncenter.org/liveclasses to view past programs and to register for upcoming programs.

BY THE NUMBERS

In the 2021–2022 academic year, we reached:

- Nearly 50,000 learners across more than 100 sessions of public scholar exchanges
- Nearly 10,000 learners across more than 400 sessions of private and peer-to-peer exchanges, moderated by more than 150 judges, historians, and law professionals
- More than 80,000 asynchronous learners
- More than 5,000 virtual guided museum tour participants
- More than 3,000 educator professional development program participants from every level and type of school system and district, across 65 sessions

Participants across all programs represented all 50 states, Washington, D.C., and 15 other countries:

- Brazil
- Canada
- Greece
- Guatemala
- India
- Jordan
- Mexico
- Nicaragua
- Pakistan
- Panama
- Philippines
- Singapore
- Spain
- Switzerland
- U.K.
That was such an amazing experience not just for me but my students as well. I haven’t seen them that engaged and question-filled all year! They clapped for themselves and asked when we can do it again after we logged off! Thank you for this amazing opportunity.

JEANINE BUTTERWORTH
Camden’s Promise Charter Schools, Camden, NJ
CONSTITUTIONAL AMBASSADORS PROGRAM & YOUNG CITIZENS SCHOLARSHIP PROGRAM

- As field trips resumed in 2021–2022, more than 3,000 students representing more than 50 schools took part in our immersive hybrid Constitutional Ambassadors Program, which begins in the classroom, continues through tours and guided activities on-site, and continues the learning experience long after their visits through our peer-to-peer exchange program.

- More than 2,000 students joined us through our Young Citizens Scholarship Program, which subsidizes transportation costs and admission fees for students who might not otherwise be able to participate.
VIRTUAL MUSEUM CLASSES & TOURS

To ensure we can reach learners wherever they are, we also continue to expand our live virtual tour and museum offerings, annually attracting thousands of participants.

MOST POPULAR VIRTUAL TOURS IN 2021–2022

- “We the People” exhibit
- Signers’ Hall
- 19th Amendment
- Civil War and Reconstruction

Introduced for the 2022–2023 school year, our new virtual museum experiences targeted at younger learners in grades 3–8 offer live virtual tours, workshops, activities, and demonstrations that bring the immersive engagement of a museum visit to students across the country.

The fact that my students in rural Southwest Iowa can learn directly from constitutional experts in Philadelphia would simply never occur otherwise.

MIKE CORMACK
Southwest Valley Social Studies, Corning, Iowa
PROFESSIONAL DEVELOPMENT

From in-person workshops to monthly webinars, the Center provides a variety of professional development opportunities to help educators across all learning environments and levels of expertise integrate civic education and civil dialogue into their lesson plans.

TEACHER ADVISORY BOARD & TEACHER ADVISORY COUNCIL

Our Teacher Advisory Board and Teacher Advisory Council now include more than 400 educators representing all types of educational environments across 48 states and Washington, D.C. Council members not only provide key input on our materials to ensure they reflect diverse perspectives and best practices for teaching constitutional and civic topics, but play an essential role in helping connect us to and strengthen ties with schools and students we might not otherwise reach.
Every summer, the Center hosts educators from across the country to work with peers, scholars, facilitators, and our education team to deepen their knowledge of constitutional topics, and discover and develop innovative, nonpartisan ways to make the content relevant to their students. In 2022, the Center reached more than 160 teachers through both in-person and virtual multi-day workshops focusing on the Bill of Rights, Constitutional Conversations, Principles of the American Revolution, and Voting Rights Amendments.
PROFESSIONAL DEVELOPMENT [cont.]

PARTNERSHIPS

The Center works with many institutions to bring professional development opportunities to teachers wherever they are.

The Center’s education team collaborated on a one-week Summer Teacher Institute session at Crystal Bridges Museum of American Art. The session focused on using art and primary source documents to incorporate civics into teachers’ curriculum and offered a deep dive into the Center’s First Amendment learning module.

Later that month, Jeffrey Rosen gave a keynote address at the opening of a new exhibit at Crystal Bridges, “We the People: The Radical Notion of Democracy,” framing the relationship between the Declaration of Independence and the Constitution and how the First Amendment protects the freedom of conscience.

In a joint session with iCivics, the Center introduced teachers to our approach to constitutional thinking skills and our educational resources, focusing specifically on how they align with the Educating for America (EAD) roadmap.

Members of the National Constitution Center’s education team participated in a series of three professional learning webinars with Share my Lesson. Topics included how to teach the U.S. Constitution, the Reconstruction Amendments, and Voting Rights Amendments.

The Center has partnered with the Los Angeles County Office of Education to provide monthly virtual tours and workshops open to educators nationwide since 2020.

We partnered with the CATO Institute through summer workshops and individual sessions at schools, including several workshops at the Sphere Summit, a summer program in Washington, D.C., and sessions at schools throughout the greater Philadelphia area.
A LOOK AHEAD

CONSTITUTION 101

Our ultimate goal is to see Constitution 101 adopted by classrooms across the country as their core civics curriculum. Through this course, we aim to give students the knowledge and comfort to talk about civics and share their voice and perspective, thus improving the health of our democracy at all levels of society. This will be a multi-year effort, with a multi-layered approach.

KHAN ACADEMY PARTNERSHIP

Through an exciting new partnership with Khan Academy, we will springboard the high school version of Constitution 101 into a tool for students across Khan’s millions of users. This includes bringing the ideas of civics to life through video interviews with scholars, public officials, immigrants, and Supreme Court justices from both the right and left, across the political and ideological spectrum, to weigh in on every topic. We are also developing exercises, hints, and rationales to advance student mastery of concepts.

The partnership with Khan Academy is made possible through the support of the Yass Foundation for Education.

“IT’S CRUCIAL THAT STUDENTS UNDERSTAND THE CONSTITUTION in order to become engaged citizens. We’re grateful to be working with the National Constitution Center to offer a new course that we think will help foster active civic life at an important moment in our history.”

SAL KHAN
Founder and CEO of Khan Academy

“TOGETHER, THE NCC AND KHAN ACADEMY will teach the fundamental principles of the Constitution and civil dialogue, offering a meaningful, nonpartisan solution to our national civics crisis.”

JEFFREY ROSEN
President and CEO of National Constitution Center

MIDDLE SCHOOL CORE CURRICULUM

We are designing a version of the Constitution 101 curriculum targeted at grades 5–8, including age-appropriate versions of our learning exercises, materials, and Founders’ Library.

CONSTITUTIONAL FELLOWS

More than 20 high school educators representing all types of learning environments have been selected to help us pilot and evaluate the Constitution 101 curriculum. Participants will work closely with our team and build connections with each other through guided coaching, focus groups, and other professional development opportunities.
AMERICA’S TOWN HALL

Our America’s Town Hall series, weekly We the People and Live from the National Constitution Center podcasts, and special programs that convene scholars to examine some of our most fundamental democratic ideas offer Americans a model for how to disagree without being disagreeable: bringing together thought leaders and learners of different perspectives for rigorous debate and discussion on the meaning and relevance of the U.S. Constitution.

“I am ever so grateful to The National Constitution Center. As a “lifelong learner,” your institution is for me a virtual university.”

ANONYMOUS
Online Participant
AMERICA’S TOWN HALL PROGRAMS

From the latest issues in the news, to perspectives from experts and public officials, America’s Town Hall discussions reach thousands live and through our publicly archived Media Library.

HIGHLIGHTS

01 RULE OF LAW IN AMERICA AND ABROAD: A COMPARATIVE VIEW

Foreign dissidents and legal experts, including Garry Kasparov (Renew Democracy Initiative), Judge Claudia Escobar (former magistrate of the Court of Appeals of Guatemala; George Mason University), Robert P. George and Kim Lane Scheppelle (Princeton University) joined us to examine the rule of law in constitutional systems around the world.

Presented in partnership with the Renew Democracy Initiative and the SNF Paideia Program at the University of Pennsylvania.

02 ABORTION LAW IN THE U.S. AND ABROAD AFTER ROE

Teresa Stanton Collett (University of St. Thomas School of Law, Minnesota), David French (The New York Times), Katherine Mayall (Center for Reproductive Rights), and Mary Ziegler (UC Davis School of Law) discussed the global state of abortion rights in the wake of the Dobbs decision.

Presented in partnership with and sponsored by the Center for Constitutional Design at Arizona State University’s Sandra Day O’Connor College of Law.

03 ELECTIONS, SPEECH, AND POLITICAL DISINFORMATION

Election law expert Richard L. Hasen, Sarah Isgur (The Dispatch), and free speech expert Catherine Ross explored leading proposals to combat disinformation in American elections.

Presented in partnership with the Renew Democracy Initiative and the SNF Paideia Program at the University of Pennsylvania.

04 SOCIAL MEDIA AND PUBLIC HEALTH: A CONVERSATION FEATURING STATE ATTORNEYS GENERAL

Attorneys General Doug Peterson (Nebraska) and Phil Weiser (Colorado) joined us to discuss social media, public health, and the law.

Presented in partnership with and sponsored by the Center for Constitutional Design at Arizona State University’s Sandra Day O’Connor College of Law.
Thoughtful, respectful discussion among distinguished scholars. I’m a lawyer, but you certainly don’t need to be one to enjoy this podcast. Highly recommend.

{ REVIEW FROM APPLE PODCASTS August 2022 }

WE THE PEOPLE PODCASTS

Over the course of a Supreme Court term that inspired intense public debate and discussion, an average of more than 100,000 listeners each month joined Jeffrey Rosen and our We the People podcast for weekly explorations of the cases and constitutional issues in the news, along with deep dives into constitutional history.

WE THE PEOPLE CROWDFUNDING CAMPAIGN

Thanks to the generous support of the John Templeton Foundation and nearly 650 individuals representing all 50 states and Washington D.C., the Northern Mariana Islands and Puerto Rico, and seven countries, the National Constitution Center received a matching gift of $234,000 to support We the People’s vital programming and help us reach new audiences.
HIGHLIGHTS

01 MLK, THE DECLARATION, AND THE CONSTITUTION
William Allen (Michigan State University) and Hasan Kwame Jeffries (The Ohio State University) joined us for a look at some of Dr. King’s most significant speeches and writings and his reflections on America’s founding documents.

02 FOOTBALL, FAITH, AND THE FIRST AMENDMENT
A two-part look at the issues at stake in the Supreme Court case Kennedy v. Bremerton School District, featuring Nicole Garnett (Notre Dame Law School) and Rachel Laser (Americans United for Separation of Church and State).

03 WHAT IS THE “INDEPENDENT STATE LEGISLATURE DOCTRINE”?"
Vikram Amar (Illinois College of Law) and Evan Bernick (Northern Illinois University College of Law) discussed the authority state legislatures have to create laws around elections.

04 THE EPA, FEDERAL POWER, AND THE FUTURE OF CLIMATE REGULATIONS
In a two-part series, Jonathan Adler (Case Western Reserve University School of Law) and Lisa Heinzerling (Georgetown University Law Center) examined the Supreme Court’s opinion in West Virginia v. Environmental Protection Agency and its implication for the authority of federal agencies.
LIFTING UP ALL VOICES

We are grateful to the constitutional experts and thought leaders who join us each week to provide their diverse perspectives on the constitutional issues at the heart of American life.
The NCC remains on average the fourth-most visited individual museum website in the country, reaching more than 1 million unique visitors on average each month.

**WEBSITE UPDATE**

The NCC’s website got a refresh over the summer, simplifying navigation and more seamlessly connecting our educational content with the rest of the website to make it even easier for learners to access resources like the Interactive Constitution, Constitution 101, and the Founders’ Library.
BILLBOARD CAMPAIGN

As part of our July 4th celebrations, we launched an inspiring four-week digital billboard campaign across the Pennsylvania–New Jersey corridor featuring uplifting quotes from key figures throughout American history and inviting people to learn more at constitutioncenter.org.

Made possible with in-kind support from Interstate Outdoor Advertising.

CONSTITUTION DAILY BLOG

Constitution Daily covers current events and reflects on important dates in history, making it an essential resource for breaking down the constitutional news of the day.

HIGHLIGHTS

• On This Day series looks at everything from the birthdays of important historical figures to important dates in constitutional history.

• Fascinating facts on presidents, Congress, and the Supreme Court.

• The latest on Supreme Court cases by our contributor Marcia Coyle, former chief Washington correspondent for The National Law Journal.
THE CENTER IN THE NEWS

As America’s leading platform for nonpartisan constitutional education and civil dialogue, local and national news outlets often seek out our opinion and analysis. A few highlights from 2022 include:

TELEVISION

• MSNBC
  Ketanji Brown Jackson’s first day of hearings

• C-SPAN
  Jeffrey Rosen on Constitution Day 2022

RADIO

• WHYY
  Justice Breyer’s legacy and the future of the Supreme Court

• KYW Newsradio
  NCC explores the Constitution’s relationship with Black history, ending slavery and beyond

PRINT

• Jeffrey Rosen for The Atlantic
  “The whole point was to avoid mob violence”

• Associated Press
  “How the Constitution teaches students to disagree civilly”
ROSEN AND VELSHI
‘A MORE PERFECT UNION’

Throughout the year, Jeffrey Rosen and MSNBC anchor and NCC board of trustees member Ali Velshi examined current events from a constitutional perspective through a series of 2-minute videos on some of the most important Supreme Court cases of the term, along with discussion on important constitutional figures throughout history and up to the present day.
SPECIAL PROJECTS

RESTORING THE GUARDRAILS OF DEMOCRACY INITIATIVE

Beginning with a single Town Hall that grew into a series, the Restoring the Guardrails of Democracy initiative brings together America’s leading constitutional scholars and thought leaders of diverse perspectives to identify reforms that could preserve the institutional guardrails on which democracy depends. Programming under this initiative in 2022 included:

ELECTION 2022: ARE WE READY?
Edward Foley (The Ohio State University), David French (The New York Times), and Ilya Somin (George Mason University; the Cato Institute) discussed proposed electoral reforms. Ken Randall, dean at the Antonin Scalia Law School of George Mason University, also provided introductory remarks.

ELECTION INTEGRITY AND VOTING RIGHTS: SHOULD WE REWRITE THE RULES?
Charles C.W. Cooke (National Review), Edward B. Foley (The Ohio State University), Michael T. Morley (Florida State University Law), and Dawn Teele (SNF Agora Institute) debated the merits of recent proposals to protect the integrity of our election process.
The National Constitution Center also commissioned three teams — conservative, libertarian, and progressive — who delivered their reports in 2022 identifying potential reforms that could address current threats to American democracy and strengthen its institutional guardrails.

**TEAM CONSERVATIVE**
Sarah Isgur, Jonah Goldberg, and David French of The New York Times

**TEAM LIBERTARIAN**
Clark Neily and Walter Olson (Cato Institute), and Ilya Somin (Antonin Scalia Law School at George Mason University)

**TEAM PROGRESSIVE**
Edward B. Foley (The Ohio State University) and Franita Tolson (USC Gould School of Law)

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Made possible with support from the Stavros Niarchos Foundation (SNF) and Mike and Jackie Bezos.
CONSTITUTION DRAFTING PROJECT

In late 2020, the National Constitution Center brought together three teams of leading constitutional scholars — team conservative, team libertarian, and team progressive — to draft and present their ideal constitutions. All three teams converged around basic reforms, including the need to strengthen congressional oversight of the president and to increase Congress’s control over federal spending and regulations. We reconvened the teams in 2022 for a virtual constitutional convention on Zoom to see if they could agree on proposed amendments to the Constitution. The result was five pathbreaking amendments adopted by representatives from all three teams.

TEAM CONSERVATIVE

Ilan Wurman (team leader; Arizona State University), Michael McConnell (Stanford Law School), Colleen A. Sheehan (Arizona State University)

TEAM LIBERTARIAN

Ilya Shapiro (team leader; Manhattan Institute), Timothy Sandefur (Goldwater Institute), Christina Mulligan (Brooklyn Law School)

TEAM PROGRESSIVE

Caroline Fredrickson (team leader; Georgetown University Law Center), Jamal Greene (Columbia Law School), Melissa Murray (New York University Law School)

Project launched in 2020 with support from Jeff Yass.
A LOOK AHEAD

LIFELONG LEARNERS
For those seeking a deeper dive on key constitutional topics, we will develop online seminars for lifelong learners, including a plan of study that explores the Founders’ understanding of the pursuit of happiness and the classical and Enlightenment philosophers that influenced and inspired their moral and political philosophies.

DIVERSE VOICES
We will continue to lift up new voices from noted scholars and thought leaders who can offer a range of diverse perspectives.

LANDMARK SUPREME COURT CASES
We will leverage public interest around the issues raised by the cases before the Supreme Court to reach new audiences.

CONSTITUTION DRAFTING PROJECT
We will continue the conversation around our Constitution Drafting Project with events and podcast episodes further exploring each of the proposed amendments, along with a virtual program for young learners to help them gain insight into the role of Congress and the amendment process.

FIVE CONSTITUTIONAL AMENDMENTS PROPOSED BY THE CENTER’S VIRTUAL CONSTITUTIONAL CONVENTION

01 setting eighteen-year term limits for Supreme Court justices
02 allowing for legislative vetoes of executive and regulatory actions
03 reforming the process for presidential impeachment
04 ending the natural born citizenship requirement for the presidency
05 making it easier to amend the Constitution
The National Constitution Center continues to deliver programming that engages in-person, virtual, and hybrid audiences alike: inspiring them to explore the stories, concepts, and conversations inspired by our galleries in their own homes and communities. This year, we made significant investments in our physical space, with information technology and audio-visual upgrades throughout our building’s public spaces and meeting rooms, and began a major renovation of the F.M. Kirby Auditorium. We also installed a magnificent First Amendment tablet on our Grand Hall Overlook and began the development of a new permanent First Amendment exhibit.
On May 2, 2022, the National Constitution Center formally dedicated our 50-ton marble First Amendment Tablet, engraved with the 45 words of the First Amendment to the U.S. Constitution. Formerly adorning the façade of the Newseum in Washington, D.C., the tablet now overlooks historic Independence Mall. We marked the occasion with scholarly debate and speeches from a variety of luminaries:

- **Randall Kennedy** (Harvard Law School), **Nadine Strossen** (New York Law School), and **Greg Lukianoff** (Foundation for Individual Rights in Education) joined us for a spirited discussion of why the First Amendment matters today.

- **Jan Neuharth** of the Freedom Forum and **Judge J. Michael Luttig** (U.S. Court of Appeals for the Fourth Circuit, Retired), also gave moving remarks to honor the occasion, followed by an official dedication from Jeffrey Rosen.

“The shining words of the First Amendment Tablet inspire future generations with this self-evident truth: Reason will always combat error as long as individuals are free to follow the dictates of conscience wherever it boldly leads.”

JEFFREY ROSEN

“We will observe that there is no more constitutionally inspiring — and awe inspiring — landscape in America than this splendid panoramic of Independence Mall, with Independence Hall and the nation’s Constitution Center standing vigil at either end. And now, overlooking it all, this majestic monument to the First Amendment to the United States Constitution, finally displayed in its full constitutional context.”

JUDGE J. MICHAEL LUTTIG

The First Amendment tablet was donated to the Center by the Freedom Forum and the design and installation of the tablet at the Center was made possible by Judge J. Michael Luttig and Elizabeth Luttig.
The Center is engaged in the first major renovation of the core exhibit gallery since the building opened in 2003. As the Center enters its third decade of operations, it will reimagine more than 20,000 square feet of exhibit space into new galleries focused on themes such as the first amendment; founding principles; and immigration, citizenship, and the American dream.

**FIRST AMENDMENT GALLERY**

The First Amendment Tablet will serve as the anchor for our new First Amendment gallery, which will open in 2023. The goal of this gallery is to provide visitors with a firm understanding of why the First Amendment remains a pillar of our nation’s constitutional system and how the amendment has been tested, interpreted, and enshrined over time.

The gallery will focus on the amendment’s text, founding stories, history (including landmark Supreme Court cases), and relevancy today. Visitors will be able to delve deeper into each of the five freedoms in individual exhibit sections: religious liberty, free speech, free press, right to assemble, and right to petition.

We are collaborating with a distinguished, diverse board of free speech and religious liberty scholars on the exhibit’s content.
CELEBRATIONS AND CIVIC HOLIDAYS

Every month brings new in-person and virtual celebrations and activities at the National Constitution Center. Visit constitutioncenter.org/calendar to see what’s happening this month or on the horizon.

CONSTITUTION DAY

In a celebration spanning across two full days on September 16 – 17, 2022, the National Constitution Center paid tribute to the Constitution with free admission courtesy of PECO, and a variety of programs:

Our annual naturalization ceremony, during which 50 immigrants from across the globe took the Oath of Allegiance to officially become citizens of the United States. Judge John R. Padova, senior judge of the U.S. District Court for the Eastern District of Pennsylvania presided, and Dr. Jem Spectar, president of the University of Pittsburgh at Johnstown and a naturalized U.S. citizen originally from Cameroon, delivered remarks.

On-site admission was free thanks to our friends at PECO.
A keynote on “Originalism: A Matter of Interpretation,” featuring Emily Bazelon (New York Times Magazine), Rich Lowry (National Review), Steven Mazie (The Economist), and Ilan Wurman (Arizona State University), presented in partnership with the National Review Institute.

A “judges on judging” event featuring Judges Marjorie Rendell, Cheryl Ann Krause, and Stephanos Bibas of the U.S. Court of Appeals for the Third Circuit, who discussed the federal courts of appeal and their role in the federal court system, and how judges approach cases.

Professors Hasan Kwame Jeffries (The Ohio State University), Akhil Reed Amar (Yale University), and Colleen Sheehan (Arizona State University) on the issues and events in early America that led to the Constitutional Convention, using the official launch of our Founders’ Library as a guide for discussion and exploration.

“Common Ground and Compromise: A Congressional Conversation,” featuring former U.S. Representatives Jim Gerlach (R-PA), Jason Altmire (D-PA), Ric Keller (R-FL), and Peter Deutsch (D-FL) sharing their experiences from the campaign trail, what a day in the life of a member of Congress looks like, and the importance of bipartisanship and working across the aisle.
CELEBRATIONS AND CIVIC HOLIDAYS [cont.]

ALL TOGETHER NOW: A CELEBRATION OF EQUALITY

A new winter programming series from January – March, All Together Now was launched to highlight how “We the People” have worked throughout history to expand human rights and make our nation, and the Constitution itself, more inclusive, and to lift up the stories of the abolitionists, suffragists, and civil rights leaders who have fought for freedom and equality.

Special thanks to TD Bank for sponsoring Black History Month and free admission on President’s Day, and to Wawa for their sponsorship of a free admission day in honor of Women’s History Month.

MARTIN LUTHER KING, JR. DAY

In the spirit of service emulated by Martin Luther King Jr., the National Constitution Center organized the donation of books and school supplies for Philadelphia school students.

Special thanks to TD Bank for sponsoring Black History Month and free admission on President’s Day, and to Wawa for their sponsorship of a free admission day in honor of Women’s History Month.
B**LACK HISTORY MONTH**

- Our February programming honored the achievements and rich heritage of African Americans, and the impact their stories have had on constitutional history.

- We also celebrated Presidents Day with special events for all ages, from exploring Article II and the role of the executive branch, to a presidential costume contest for young visitors.

W**OMEN’S HISTORY MONTH**

Our March programming lifted up some of the lesser-sung figures who have transformed our constitutional understanding and our nation’s history over the years, as well as the fantastic historians, scholars, and experts who engage with us today.

S**COUT DAYS**

In April, we welcomed members of Cub Scouts, Scouts BSA, and Girl Scouts of the USA for educational programs including exhibit tours and interactive trivia games, Q and A sessions with judges, law enforcement officers, park rangers, elected officials — and of course, the opportunity to work toward their badges.
CELEBRATIONS AND CIVIC HOLIDAYS [cont.]

SUMMER OF RED, WHITE, AND YOU!

From Flag Day on June 14 through the end of July, the National Constitution Center offered an array of in-person and online events encouraging visitors to explore how they are a part of the story of We the People.

JUNETEENTH

Our Juneteenth programming featured special tours of our Civil War and Reconstruction: The Battle for Freedom and Equality exhibit, along with programs highlighting figures from the Reconstruction era.
WAWA HOAGIE DAY

An annual favorite for in-person visitors, we kicked off July and our Independence Day celebrations with free admission and hoagies courtesy of Wawa.

INDEPENDENCE WEEK

- From scholarly talks, to workshops on flag etiquette, to a Revolutionary War encampment on the Center’s front lawn, our in-person and virtual activities celebrating America’s birthday offered something for everyone.

- July continued the exploration of what it means to be We the People with themed weeks examining how we got to forming “a more perfect Union,” the First Amendment, Women and the Constitution, and Battles for Equality.
LIBERTY MEDAL CEREMONY

On November 7, 2022, the National Constitution Center awarded the 34th Annual Liberty Medal to Ukrainian President Volodymyr Zelenskyy for his heroic defense of liberty in the face of Russian tyranny. The ceremony included remarks from:

- **Chris Coons**, U.S. senator
- **Jane Ferguson**, special correspondent, PBS NewsHour
- **Iryna Mazur**, honorary consul of Ukraine to Philadelphia
- **Jeffrey Rosen**, president and CEO, National Constitution Center
- **Volodymyr Zelenskyy**, president of Ukraine (by video)

It also featured recorded congratulatory remarks from President **George W. Bush**, remarks from columnist and author **George F. Will** read by Jeffrey Rosen, and a special performance by the Ukrainian Children’s Choir Soloveiky with soloist **Yuliya Stupen**.

“Every day, ‘the rocket’s red glare, the bombs bursting in air’ do not stop Ukrainians in their pursuit of freedom. Because it is also the land of the free and the home of the brave.”

**IRYNA MAZUR**
Honorary Consul to Ukraine in Philadelphia

“President Zelenskyy has reminded the West of what the West is, and why it matters. He has reminded us how thin is the crust of civilization — of the rule of law rather than of raw force. But he has also reminded us of how sturdy this crust can be when defended by sturdy people unwilling to see it crumble.”

**GEORGE F. WILL**
When after the beginning of the Russian invasion, I said ‘the president is here,’ when millions of Ukrainians decided at the same time ‘we are here’ and we will not surrender, and when the world supported us, saying ‘democracies are here,’ then it meant and still mean[s] — freedom is here, human dignity is here, law is here. And one day it will definitely mean peace is here.”

{ UKRAINIAN PRESIDENT VOLODYMYR ZELENSKYY }
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To learn more about ways to support the National Constitution Center’s work, please contact Toby Stock, chief strategy officer, at tstock@constitutioncenter.org, or Lauren Sylling, vice president of strategy & development, at lsylling@constitutioncenter.org.
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## STATEMENT OF ACTIVITIES
### AS OF SEPTEMBER 30, 2022

### OPERATING REVENUE AND SUPPORT

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<th>WITHOUT DONOR RESTRICTION</th>
<th>WITH DONOR RESTRICTION</th>
<th>TOTAL</th>
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<tr>
<td><strong>Operating</strong></td>
<td><strong>Designated Endowment</strong></td>
<td><strong>Total</strong></td>
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<tr>
<td>Admissions and Other Operating Revenue</td>
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<td>$2,243,829</td>
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<tr>
<td>Membership Revenue</td>
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<td>189,473</td>
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<tr>
<td>Federal and State Grants and Contracts Contributions</td>
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<td>1,418,696</td>
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<tr>
<td>Special Events Revenue</td>
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<tr>
<td>Investment Income</td>
<td>25,000</td>
<td>25,000</td>
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<tr>
<td>Gain on forgiveness of loan payable - Paycheck Protection Program</td>
<td>0</td>
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<tr>
<td>Investment Spending Policy Withdrawal</td>
<td>3,300,000</td>
<td>(2,154,668)</td>
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<tr>
<td>Net Assets Released from Restrictions</td>
<td>7,638,746</td>
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<tr>
<td><strong>Total Revenues and Support</strong></td>
<td>$18,842,942</td>
<td>$(8,501,845)</td>
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### OPERATING EXPENSES

<table>
<thead>
<tr>
<th><strong>Program Services</strong></th>
<th><strong>Total Program Services</strong></th>
<th><strong>General and Administrative</strong></th>
<th><strong>Total Expenses</strong></th>
<th><strong>Change in Net Assets</strong></th>
<th><strong>Net Assets at Beginning of Year</strong></th>
<th><strong>Net Assets at End of Year</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Museum Programming and Operations</td>
<td>$8,460,331</td>
<td>$8,460,331</td>
<td>$4,350,835</td>
<td>$4,350,835</td>
<td>$786,550</td>
<td>$67,157,656</td>
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<tr>
<td>Town Halls</td>
<td>2,942,508</td>
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<tr>
<td>Education and Outreach</td>
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<td>2,017,297</td>
<td>2,017,297</td>
<td>2,017,297</td>
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<td>115,110,901</td>
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<td><strong>Total Program Services</strong></td>
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<td>$13,420,136</td>
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<td>$(7,715,295)</td>
<td>$(7,715,295)</td>
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<tr>
<td>General and Administrative Fundraising</td>
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<tr>
<td><strong>Total Expenses</strong></td>
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<td>$18,056,392</td>
<td>$4,350,835</td>
<td>$4,350,835</td>
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<td>67,157,656</td>
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<tr>
<td><strong>Net Assets at Beginning of Year</strong></td>
<td>$45,107,635</td>
<td>$45,107,635</td>
<td>$45,107,635</td>
<td>$45,107,635</td>
<td>$7,715,295</td>
<td>115,110,901</td>
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<tr>
<td><strong>Net Assets at End of Year</strong></td>
<td>$107,395,606</td>
<td>$107,395,606</td>
<td>$107,395,606</td>
<td>$107,395,606</td>
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</table>
# Statement of Financial Position

**As of September 30, 2022**

<table>
<thead>
<tr>
<th>ASSETS</th>
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<tbody>
<tr>
<td>Cash</td>
<td>$15,559,066</td>
</tr>
<tr>
<td>Accounts Receivable</td>
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</tr>
<tr>
<td>Prepaid Expenses</td>
<td>$93,922</td>
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<tr>
<td>Contributions Receivable, net</td>
<td>$8,051,319</td>
</tr>
<tr>
<td>Investments</td>
<td>$60,650,484</td>
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<tr>
<td>Property and Equipment, net</td>
<td>$70,970,197</td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td><strong>$155,414,240</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>LIABILITIES</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounts Payable and Accrued Expenses</td>
<td>$1,510,728</td>
</tr>
<tr>
<td>Deferred Revenue</td>
<td>$1,082,861</td>
</tr>
<tr>
<td><strong>Total Liabilities</strong></td>
<td><strong>$2,593,589</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>NET ASSETS</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>WITHOUT DONOR RESTRICTIONS</td>
<td></td>
</tr>
<tr>
<td>Operating</td>
<td>$67,944,206</td>
</tr>
<tr>
<td>Designated Endowment</td>
<td>$39,451,400</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$107,395,606</strong></td>
</tr>
<tr>
<td>WITH DONOR RESTRICTIONS</td>
<td>$45,425,045</td>
</tr>
<tr>
<td><strong>Total Net Assets</strong></td>
<td><strong>$152,820,651</strong></td>
</tr>
</tbody>
</table>

| TOTAL LIABILITIES AND NET ASSETS | **$155,414,240** |