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Dear Friends,

Nearly two and a quarter centuries since its signing, the Constitution continues to inspire discussions that drive our national discourse, and more Americans than ever look to the Constitution Center as a forum for this essential dialogue. The five-year strategic plan sets forth a series of goals that will help our nation build on the vision of “We the People” by educating one another about our Constitution, celebrating our freedoms, and embracing our roles as citizens.

Specifically, the strategic plan focuses on five concrete objectives:

- » Engaging millions of people in the study of Constitutional history and the principle of active citizenship
- » Making the National Constitution Center an essential destination for visitors to Philadelphia, alongside the Independence Hall and the Liberty Bell
- » Leading a drive for accessible, up-to-date information on Constitutional issues and creating opportunities for people to join the effort
- » Becoming the foremost resource on Constitutional history for students and educators
- » Enhancing the strength and sustainability of the National Constitution Center as a whole

The goals outlined are broad and aggressive, but they are achievable. The plan will empower the Constitution Center to reach many more people than we currently serve and build national awareness for the organization and its initiatives.

On behalf of our Board of Trustees, our staff and our millions of visitors and participants, thank you for all of your continued support as we move forward into the exciting next phase of the Center’s life.

Sincerely,



*Bill Clinton*  
William Jefferson Clinton  
CHAIRMAN, BOARD OF TRUSTEES



*David Eisner*  
David Eisner  
PRESIDENT & CEO

A more perfect union where  
 “We the People” know our  
**CONSTITUTION**, celebrate our  
**FREEDOMS**, embrace our role  
 as **CITIZENS** and inspire the **WORLD**.

## OUR VISION

of the United States, in Order to form a more perfect Union,  
 establish Justice, insure domestic Tranquility, provide for the common defence,  
 promote the general Welfare, and secure the Blessings of Liberty  
 to ourselves and our Posterity, do ordain and establish this Constitution

Describing the world as we would like to imagine it, our Vision paints a picture of the place we aspire to reach and the ultimate outcome that motivates our work and sets the direction for what we do.

This Vision revolves around the ideal relationship between “a more perfect union”—the clarion purpose for the Constitution—and “We the People,” that is, American citizens. In this vision, that relationship is based on Americans acting in four ways to make the union more perfect. We:

### » KNOW OUR CONSTITUTION

Because the Constitution is fundamentally predicated on governance by “We the People,” citizen understanding of our Constitutional framework is an essential element of our future as a country. As Thomas Jefferson said, “Whenever the people are well-informed, they can be trusted with their own government.”

### » CELEBRATE OUR FREEDOMS

Freedom and liberty are not simple byproducts of the greatest system of government the world has ever seen; they are the underlying foundation on which the system was built, and as illuminated by our Declaration of Independence, they represent the “unalienable” and “self-evident” rights our Constitution was created to protect.

### » EMBRACE OUR ROLE AS CITIZENS

A government of “We the People” requires citizens not only to fulfill our duties, but to invest ourselves—and our time, talent and treasure—in the betterment of our communities and our country.

### » INSPIRE THE WORLD

Although we have no pretension or ambition that the U.S. Constitution should apply to other governments or citizens, we proudly recognize that we are stewards of the most free and effective system of government in the world, based on the oldest and shortest Constitution. For more than 200 years, the world has looked to America to set the pace of freedom, and we acknowledge that being true to our Vision will mean continuing to set that pace.

## Illuminate **CONSTITUTIONAL IDEALS** and inspire **ACTS OF CITIZENSHIP**.

### OUR MISSION



The Mission states—as actively, clearly and concisely as possible—what the Center means to do in order to reach the ideal state described in the Vision.

The two elements of this Mission, “illuminate Constitutional ideals” and “inspire active citizenship,” reflect our desire to fuel both of the twin engines of citizen knowledge and citizen engagement that propel “We the People” toward a brighter future.

Although the word “illuminate” calls to mind a visual revelation that we might expect from a physical exhibit, it also embraces more virtual forms of education and sharing. And, we anticipate illuminating “Constitutional ideals” in many different ways—through direct examination of the text, study of its history, display of artifacts, reflections of experts and scholars, debates between opposing advocates, review of Supreme Court decisions, experiential learning and all the myriad other forms of education.

By “inspire active citizenship,” we anticipate elevating our participants’ knowledge of and excitement about the role of “We the People” to such a level that they will naturally find outlets to act upon their enthusiasm. We will build awareness of best practices around citizen action, and make it easy to connect with organizations that can support citizen-based activities; however, “inspire” does not include creating guilt, preaching, or otherwise presupposing that our visitors or viewers are insufficiently active as citizens without us.

When we imagine the Center succeeding at scale in this Mission, we see a robust institution attracting millions of visitors to learn about the Constitution and reaching many millions more online, through other media and through traveling exhibitions and programs. The excitement around what we share is measurable and results in millions of people not only knowing more, but participating more eagerly and effectively as members of “We the People.”

Entrepreneurial **STEWARDSHIP**  
 Civic **ENGAGEMENT**  
 Clear-eyed **INDEPENDENCE**  
 Philadelphia and **BEYOND**

**OUR GUIDING PRINCIPLES**



If our Vision is our aspiration for how we want the world to look, and our Mission is what we are going to do to achieve that aspiration, then our Guiding Principles are the values we hold dearest in pursuing our Mission.

**BY IDENTIFYING WHAT WE VALUE MOST, THESE FOUR GUIDING PRINCIPLES DEFINE HOW WE DO WHAT WE DO:**

» **ENTREPRENEURIAL STEWARDSHIP**

We are current, innovative and bold. Even as we focus on long-term impact and sustainability, we reflect the revolutionary idealism that birthed America and that animates our Constitution.

» **CIVIC ENGAGEMENT**

We value knowledge and awareness; we love action; and, we aspire to actions that change the world.

» **CLEAR-EYED INDEPENDENCE**

We salute our founders' accomplishments and acknowledge their limitations. We strive for inclusion; we bridge partisan divides; and, we strongly believe that airing debates and disagreements fosters better solutions.

» **PHILADELPHIA AND BEYOND**

We honor the ideas and ideals that were forged in Philadelphia, and we promote them here, across our nation and around the world.

## OUR *five* STRATEGIC OBJECTIVES

Our Strategic Objectives represent our highest level priorities over the life of the Strategic Plan. The Five Strategic Objectives—**REACH**, **MUST-SEE**, **SPEAK**, **TEACH** and **THRIVE**—represent choices and will, more than any other element of our Strategic Plan, determine the allocation of resources and energy over the next five years.

### TO GUIDE ITS GROWTH AND DEVELOPMENT OVER THE NEXT FIVE YEARS, THE NATIONAL CONSTITUTION CENTER WILL:

#### REACH

Engage millions across our country—and around the world—with Constitutional history and principles, and with active citizenship.

#### MUST-SEE

Make visiting the National Constitution Center as essential to the historic Philadelphia experience as Independence Hall and the Liberty Bell.

#### SPEAK

Lead the nation in providing accessible, current information and opportunities to engage on Constitutional issues.

#### TEACH

Become the best resource on the history and relevance of the U.S. Constitution for students and teachers.

#### THRIVE

Enhance the strength and sustainability of the National Constitution Center.

# 1 reach

Engage millions across our country—and around the world—with Constitutional history and principles, and with active citizenship.

## OBJECTIVE ONE

This objective embraces a central challenge facing the Center: expanding our reach beyond the physical presence of the Center itself and driving our intellectual property—exhibits, programs, resources and knowledge—to millions.

### AS SPECIFIC STRATEGIES TOWARD ACCOMPLISHING THIS OBJECTIVE, WE WILL:

- » Create a feature exhibition business model that supports original content, distributes exhibits to other museums and galleries, and multiplies the number of people that benefit from our exhibits.
- » Develop web and mobile offerings that will build the Center's relationship with communities of people who care about the Constitution in general or about specific issues or causes with Constitutional dimensions.
- » Maximize coverage by traditional media intermediaries. That is, deliver programs and messages in a way that attracts traditional coverage.
- » Focus on additional media distribution channels that allow the Center to distribute exclusive, NCC-branded content; these channels would include, but are not limited to, an on-site Media Center, satellite uplink capacity, robotic cameras in the F.M. Kirby Auditorium, video production of VIP guest interviews, and a regularly-scheduled radio presence.
- » Build the Liberty Medal into a nationally-recognized and anticipated annual event.
- » Design and implement new research and evaluation strategies—especially focused on market data, customer usage, satisfaction data, and impact analysis.
- » Build relationships with targeted international visitors and civic actors by engaging them in programming, dialogue and exhibitions.
- » Connect people—without preachiness, obligation or guilt—to varied partners that offer broad opportunities for action and civic engagement.
- » Target professional communities that require continuing education, especially lawyers and teachers, to deliver accredited distance learning programming.

# 2 must-see

Make visiting the National Constitution Center as essential to the historic Philadelphia experience as Independence Hall and the Liberty Bell.

## OBJECTIVE TWO



Philadelphia is home to the most historic square mile in America, representing colonial times, our Declaration of Independence, our American Revolution, the creation of the Constitution that frames our system of government and the seat of power for the first two U.S. Presidents. Although visitors already flock to see the iconic Liberty Bell and the room in Independence Hall where the Declaration of Independence and the Constitution were signed, the next several years offer unparalleled opportunities to attract even more people.

With the debut of President's House, the opening of the National Museum of American Jewish History, the planning for the American Revolution Center, the expansion of Philadelphia's Convention Center and a likely 25% increase in hotel capacity all taking place during the life of this Strategic Plan, the Center has the opportunity to become the preeminent place that gives context and meaning to the historical bounty people come here to find.

### TO BECOME THAT TOP-OF-MIND, MUST-SEE DESTINATION, WE WILL:

- » Infuse the *Story of We the People* core exhibit with new interactivity and the capacity to engage audiences outside the building, especially through a stronger focus on current Constitutional issues.
- » Prioritize audience building over revenue production in planning and operations until visitorship and marketshare climb significantly.
- » Position the Center as providing the key artifacts and necessary context to an integrated Mall experience.
- » Reposition the Center as an anchor tenant of Independence Mall by engaging in strategic partnerships to win more overnight visitor stays.
- » Leverage our 10th anniversary in 2013 to refresh, upgrade and reintroduce the Center.
- » Utilize the entire building to attract and excite visitors, including innovative use of interactive and multimedia technology that drives attendance by both national tourists and regional visitors.
- » Leverage online educational programming to generate visitorship and to increase the value of a visit.
- » Implement new video and audio technologies inside and outside of the building to draw tourists from Independence Mall, enliven the Grand Hall, and revitalize Citizens' Café and the Overlook.
- » Accelerate testing the marketshare impact of multiple strategic investments in areas including, but not limited to, group sales, "street" marketing, commercial partnerships with other paid destinations, pricing and couponing.
- » Target new audiences through diverse programming and partnerships.
- » Utilize existing celebrations and observances of civic holidays to attract visitors to Independence Mall and the National Constitution Center.
- » Project our visual, physical and staff presence across the Mall.
- » Provide Constitutions in every hotel room in Philadelphia (and eventually the region).



# 3

# speak

Lead the nation in providing accessible, current information and opportunities to engage on Constitutional issues.

## OBJECTIVE THREE



At no time in recent memory, and perhaps not for generations, has the Constitution been so central to political dialogue. From the enduring national security and civil liberties concerns of our post-9/11 world to ongoing issues of presidential power, from states' rights and the Constitutional questions arising from the financial crisis to immigration and healthcare reform, not a day passes when the Constitution is not key to our political debates.

Our opportunity is twofold: first, to bring together the information and points of view on these current issues in a way that is most accessible to Americans; and, second, to become a national town hall for Constitutional dialogue where advocates and partisans on all sides come to make their case and where Americans can feel safe both watching the exchanges and participating in them.

### TO REALIZE THE POTENTIAL OF THESE OPPORTUNITIES, WE WILL:

- » Publish and distribute original materials and multimedia content online.
- » Target and build new audiences through online dialogue and social networking.
- » Curate commentary online as an immediately responsive, 24-hour source for news and information on current Constitutional issues.
- » Expand and recast our relationships with leading journalists, scholars and experts to include production of NCC-branded content and representation of the Center in the media.
- » Produce flagship programs like Constitution Newswire, Supreme Court Preview, The Peter Jennings Project for Journalists and the Constitution, and Constitution Hall Pass on regular cycles that build expectations among loyal and growing audiences.
- » Capture the energy behind the 2012 elections to become an expected venue for national debates, town halls and political speeches.
- » Produce and disseminate metrics on the nation's current civic engagement and attitudes on the Constitution and become the national leader in the analysis and discussion of these metrics.
- » Provide a world class forum for inspired dialogue and debate.

# 4

# teach

Become the best resource on the history and relevance of the U.S. Constitution for students and teachers.

## OBJECTIVE FOUR



Understanding one's role as a citizen is a critical and often overlooked ingredient for success in life. Multiple studies show that effective civic education both contributes to greater academic success in subjects like Math and English and drives reductions in behaviors linked to dropping out of school, like absenteeism, teen pregnancy, and the use of drugs and alcohol.

Reaching well over one million students annually, including more than 200,000 who spend time in our exhibits, theaters and activity rooms, the Center is poised to play an even more important role in the national campaign to ensure that our next generation is prepared to succeed as students, professionals, family members, and citizens.

### TO PLAY AN ESSENTIAL ROLE IN THE EDUCATION OF OUR NATION'S STUDENTS, WE WILL:

- » Develop strategic distribution and commercial partnerships that enable us to shift our curriculum model from retail to wholesale and scale our teacher training activities.
- » Produce and deliver the single most viewed and expected Constitution Day programming to middle and high schools.
- » Become the one-stop place for teachers to find programming to support the entire calendar of civic holidays observed by schools.
- » Develop and maintain a national student civics award that education and civic organizations distribute to thousands of deserving middle and high school students.
- » Build national models around the programs stemming from our partnership with Constitution High School.
- » Build district-level collaborations with school administrators and state-level incentives to provide regional schools with funded and virtual field trips to the Center, as well as in-school programming.

# 5 thrive

Enhance the strength and sustainability of the National Constitution Center.

## OBJECTIVE FIVE



The Center is emerging from the economic downturn in a state of solid financial health. Meeting its priorities as outlined in this plan will require incremental growth of the Center's operating budget and moderate outlays of capital over the next five years. In order to fully succeed in each area of the Plan, we must be equally as diligent and aggressive in growing our sources and types of revenue as we are in developing world-class programming and distribution mechanisms.

**THREE STRATEGIES WILL BE CRITICAL TO BUILDING THE SUSTAINABLE FINANCIAL BASE THAT THE CENTER REQUIRES:**

### 1

Maximize earned revenues.

### 2

Expand and diversify the base of philanthropic support.

### 3

Build the endowment.

To ensure that we accomplish our **GOALS**, we must establish and develop an assessment strategy to chart our **SUCCESS** and measure the **IMPACT** of this Strategic Plan.

## MEASURING OUR SUCCESS



We will track progress by examining detailed aspects of the Five Objectives of the Strategic Plan. We will measure, benchmark and then set specific targets to work toward in each of these areas.

In the first year of the Strategic Plan, together with the Board of Trustees, the Center's staff will focus our assessment efforts on measuring and benchmarking to ensure that we set targets in January 2012 that are both aggressive and achievable during the five years of the plan.

Prior to the start of each fiscal year, the Center's stakeholders will work together to identify the major priorities and initiatives for the coming year. These initiatives will be strongly tied to the objectives outlined in this plan. Each will include a detailed work plan to be presented to the Board of Trustees and executed by the staff.

At the conclusion of each fiscal year, the Center's staff will create a report on the outcomes of the major initiatives for the concluding budget cycle, including detailed consideration of the progress made in achieving the goals of this Strategic Plan.

A list of annual priorities, revised annual and five-year targets and a report on the previous year's outcomes will be shared with the Board prior to each annual Strategic Plan discussion.

In early 2010, the National Constitution Center's Board of Trustees directed the staff to develop a new **FIVE-YEAR PLAN** to usher the Center into a new stage of **GROWTH** and **SUSTAINABILITY**.

## PROCESS & ACKNOWLEDGMENTS

Preparations for the 2011-2015 Strategic Plan began with a directive from the National Constitution Center's Board of Trustees to incoming President & CEO David Eisner in the beginning of 2010.

Rather than employing a consultant, the planning process was managed internally as a way to generate investment from employees and ensure that the plan that emerged became an energizing roadmap, and not a dusty document on a bookshelf.

During the course of the planning process, senior staff from the Center facilitated interviews and information sharing sessions with groups of stakeholders, including:

- » 3 all-staff employee sessions
- » 10 sessions with groups of employees
- » 7 sessions with Mall Partner organizations
- » 8 sessions with Philadelphia nonprofit organizations
- » 6 sessions with financial supporters of Center programs
- » 5 sessions with municipal and state policymakers
- » 4 sessions with Philadelphia tourism organizations

At the same time, the Center's Board of Trustees participated in the planning process in three board meetings, at some length in a June 2010 strategic planning retreat, as well as three Executive Committee meetings.

The Board approved the Five-Year Strategic Plan unanimously at its January meeting, and directed the staff to continue to build alignment between the plan and the Center's financial, programmatic and marketing initiatives.

The National Constitution Center would like to thank all of the organizations and partners who provided invaluable insights as we developed this Strategic Plan. We are especially grateful to Independence National Historical Park, Independence Visitor Center Corporation, African American Museum in Philadelphia, Historic Philadelphia Inc., Philadelphia Convention and Visitors Bureau, Greater Philadelphia Tourism Marketing Corporation, the Office of the City Representative, The Pew Charitable Trusts, National Archives and Records Administration and Constitution High School.

The Center is also appreciative of the contributions to the plan made by our representatives in government, including the office of Senators Robert P. Casey, Jr., and Arlen Specter, Congressman Robert Brady, Governor Edward G. Rendell, Mayor Michael Nutter, and members of the Pennsylvania General Assembly.

Finally, the Center thanks the thousands of museum members and members of the 1787 Society who responded to surveys and participated in meetings to improve the plan.

REACH MUST-SEE **SPEAK**

TEACH THRIVE REACH

**MUST-SEE** SPEAK TEACH

THRIVE REACH MUST-SEE

MUST-SEE SPEAK **TEACH**

REACH MUST-SEE SPEAK

TEACH THRIVE **REACH**

MUST-SEE SPEAK TEACH

**THRIVE** REACH MUST-SEE

**NATIONAL CONSTITUTION CENTER**



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