

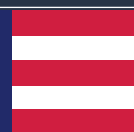


2022

# ANNUAL REPORT



NATIONAL CONSTITUTION CENTER



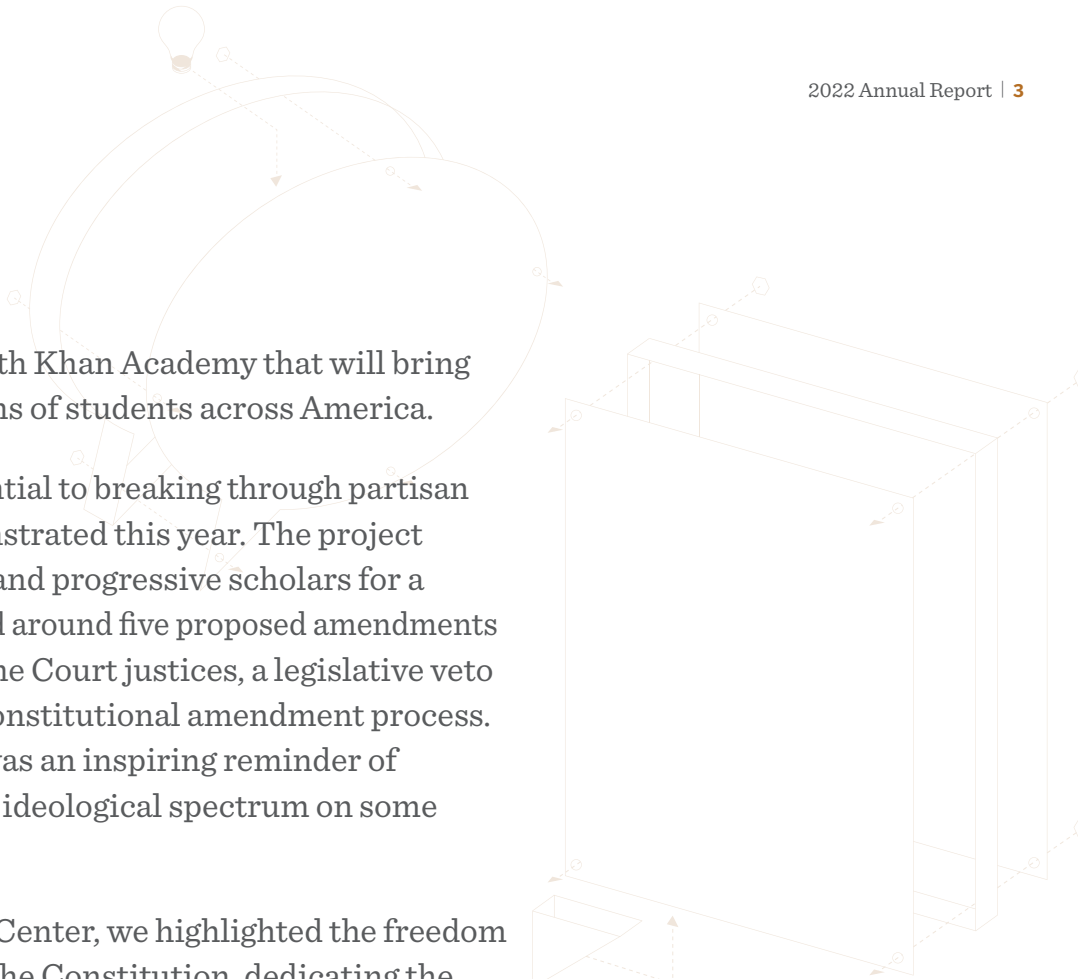
A close-up portrait of Jeffrey Rosen, a man with short, graying hair, wearing a white dress shirt and a dark suit jacket. He is smiling slightly and looking towards the camera. The background is a blurred red and white.

## FROM JEFFREY ROSEN

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,

A handwritten signature in black ink, appearing to read 'Jeffrey Rosen', written in a cursive style.

**Jeffrey Rosen**  
President and CEO

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*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.*

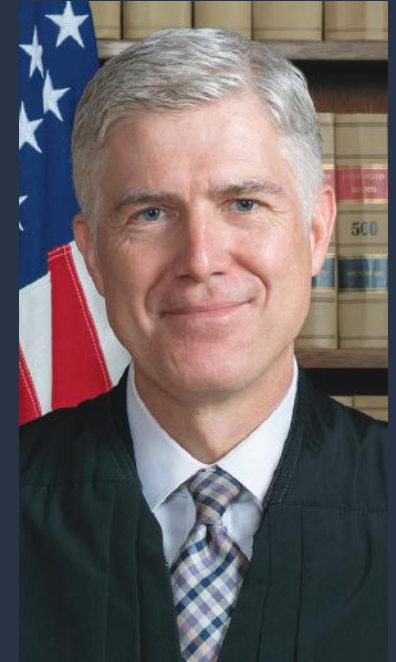
# WELCOMING HONORARY CO-CHAIR JUSTICE STEPHEN BREYER



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 }







# HEADQUARTERS FOR CIVIC EDUCATION

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](https://constitutioncenter.org/constitution) to explore!



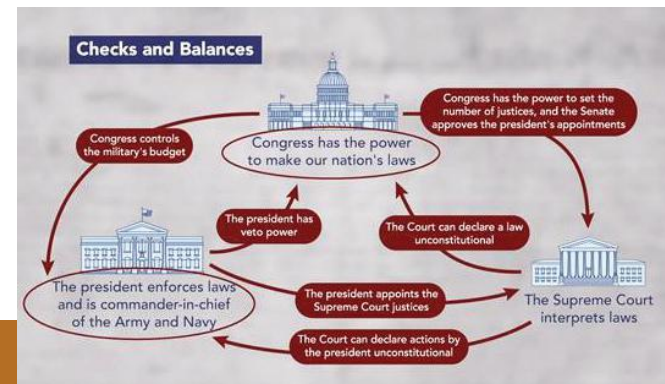
# CONSTITUTION 101 AND FOUNDERS' LIBRARY

## 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](https://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  
ed resources — **these 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 FOUNDERS' LIBRARY *[cont.]*

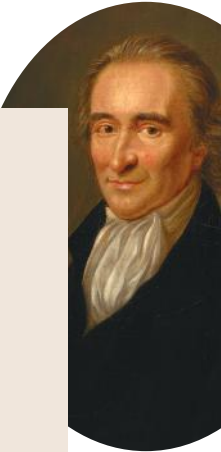
## FOUNDERS' LIBRARY

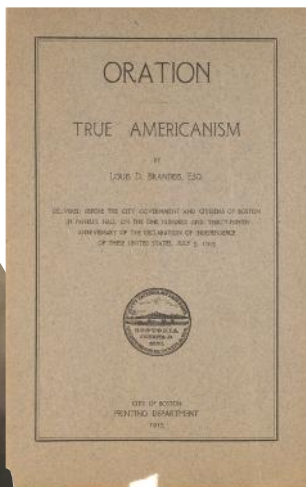
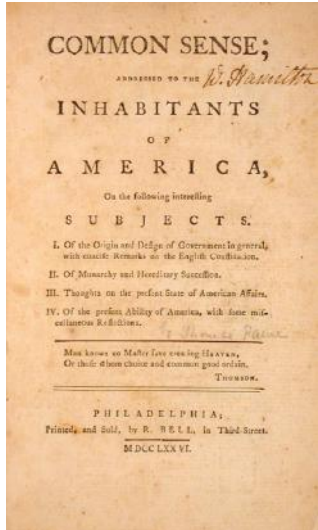
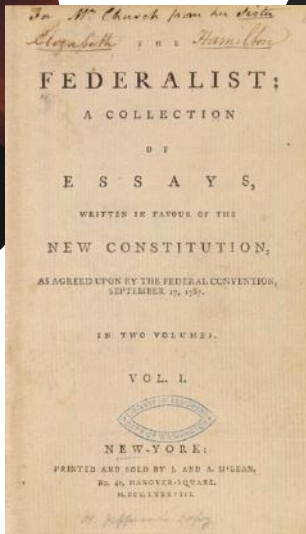
To support *Constitution 101*'s focus on primary texts, we convened teams of scholars from diverse backgrounds to curate a selection of more than 170 primary texts that span American constitutional history — from the philosophical works that influenced the Founding generation to the most important speeches, 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](https://constitutioncenter.org/founderslibrary) or [constitutioncenter.org/caselibrary](https://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](https://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	Pakistan
Canada	Panama
Greece	Philippines
Guatemala	Singapore
India	Spain
Jordan	Switzerland
Mexico	U.K.
Nicaragua	



We reached nearly **150,000 students, teachers, and learners of all ages** through our virtual classes, tours, and workshops.





### CLASS HIGHLIGHTS

- 01** Filmmaker **Ken Burns** and historian **Erica Armstrong Dunbar** joined us for a discussion of *Benjamin Franklin*, a new documentary that explores the life of the scientist, inventor, writer, diplomat, and signer of the Declaration of Independence and Constitution.
- 02** **Zach Greenberg** (Foundation for Individual Rights in Education), **Graham Lee** (St. Joseph's University), and **David French** (*The New York Times*) joined us for a series looking at the clauses of the First Amendment and the freedoms it guarantees.
- 03** **Clark Neily** (Cato Institute) joined us for a discussion about the Second Amendment and its protection of the right to keep and bear arms.
- 04** **Ashley D. Farmer** (University of Texas at Austin) joined us for a conversation on the civil rights movement, with a particular focus on the role of Black women.



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* }

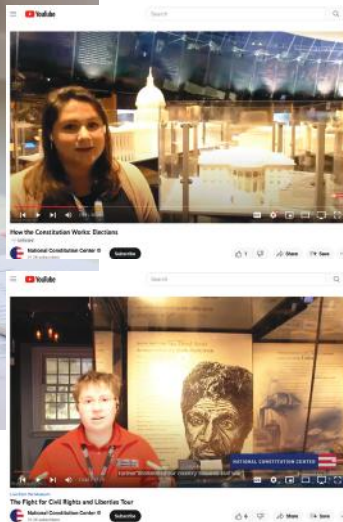
# EDUCATIONAL PROGRAMS *[cont.]*

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## 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
- 19th Amendment
- Signers’ Hall
- 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.

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## 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.

*We Be People*





## SUMMER TEACHER INSTITUTE

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.

**CIVIL DIALOGUE**

**CONSTITUTIONAL THINKING SKILLS**

**HISTORICAL FOUNDATIONS THROUGH STORYTELLING**

# PROFESSIONAL DEVELOPMENT *[cont.]*

## PARTNERSHIPS

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



**Crystal Bridges**  
Museum of American Art

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.



Serving Students • Supporting Communities • Leading Educators

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.

---

### 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.



*“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

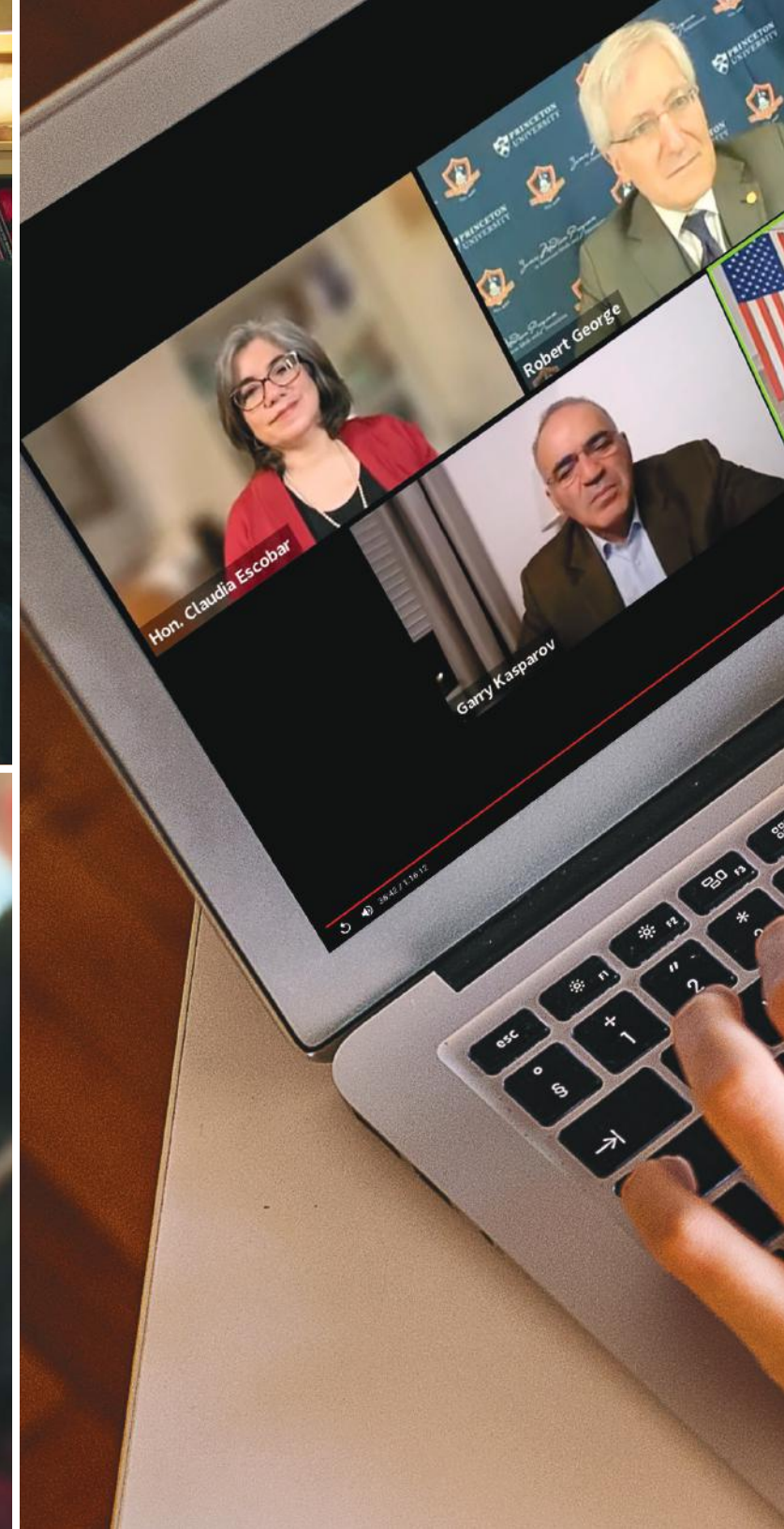


### KHAN ACADEMY PARTNERSHIP

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.*









# 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*





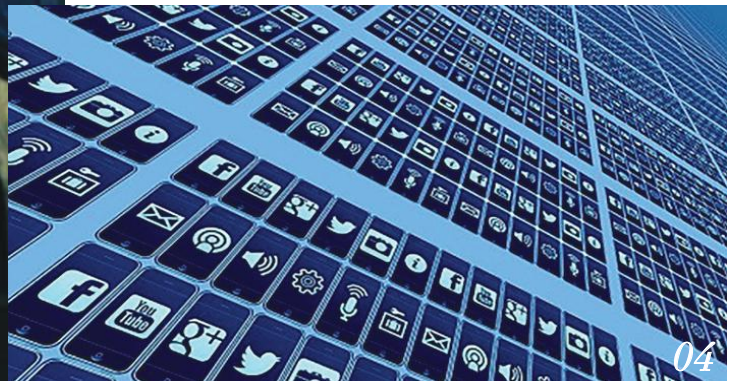
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02



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04

*In celebration of the unveiling of the First Amendment tablet at the National Constitution Center, free speech defenders Randall Kennedy of Harvard Law School, Nadine Strossen of New York Law School, and Greg Lukianoff of the Foundation for Individual Rights in Education join for a discussion of Why the First Amendment matters today.*

# 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 Scheppele** (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.***



# 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.

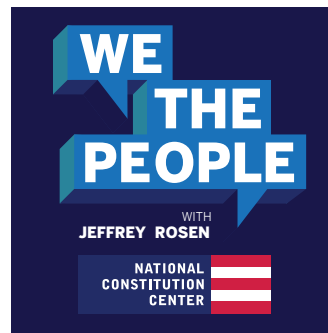
## WE THE PEOPLE CROWDFUNDING CAMPAIGN

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.

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 }





01



## 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.

02



03



04



# 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.



GEORGE F. WILL



CRISTINA RODRIGUEZ



WILFRED CODRINGTON III



SHERRILYN IFILL



KURT LASH



HAHRIE HAN



HASAN KWAME JEFFRIES



MELISSA MURRAY



THEODORE M. SHAW



MARTHA MINOW



DAVID FRENCH



KIM WEHLE

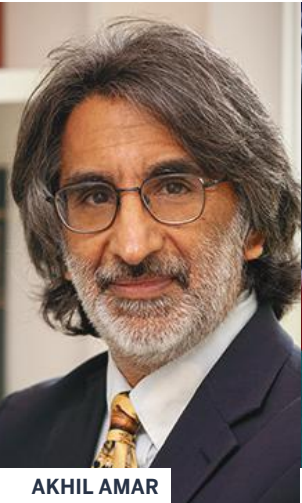


WILLIAM B. ALLEN



SARAH ISGUR





AKHIL AMAR



CHRISSY HOULAHAN



J. MICHAEL LUTTIG



THEODORE R. JOHNSON



DOROTHY WICKENDEN



MARTHA S. JONES



SANDEEP VAHEESAN



ROBERT P. GEORGE



CATHERINE ZUCKERT



THAVOLIA GLYMPH



REIHAN SALAM



COLLEEN SHEEHAN



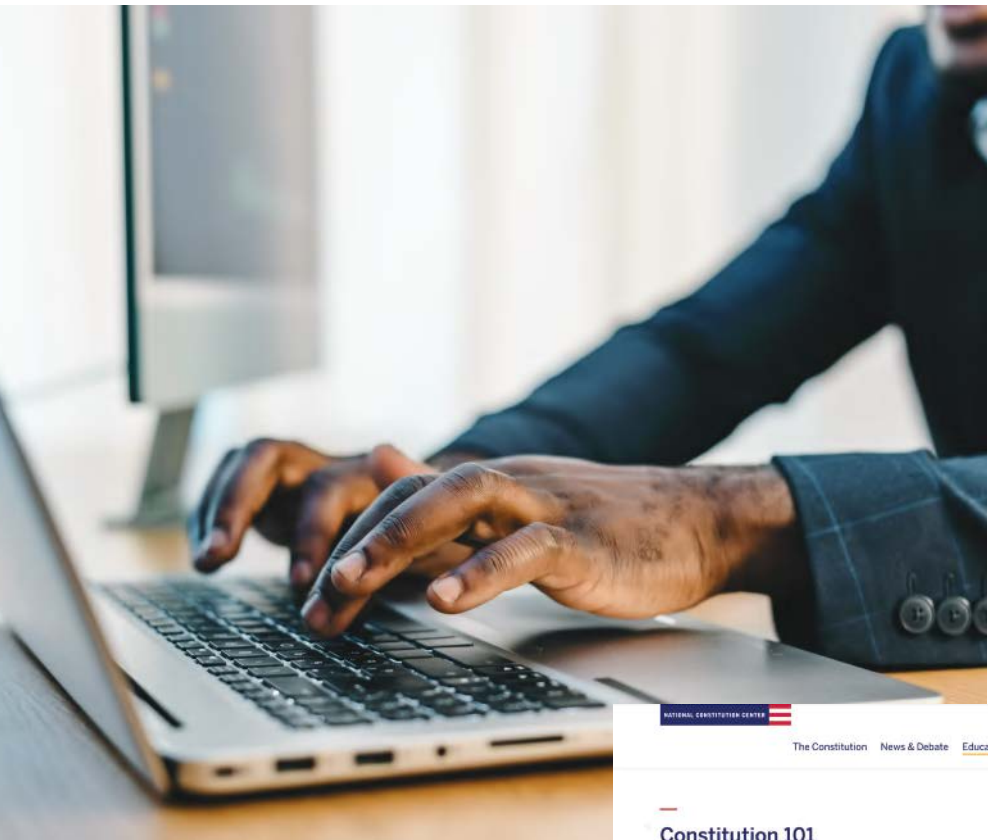
SEAN MORALES-DOYLE



ANNE APPLEBAUM



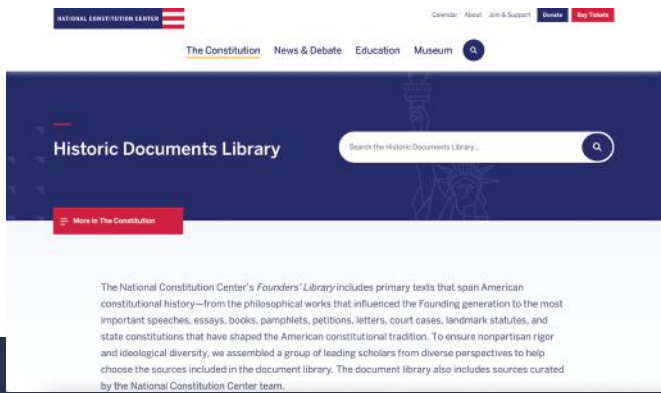
# CONSTITUTIONCENTER.ORG



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*.





“THE REAL SAFEGUARD OF  
DEMOCRACY... IS EDUCATION.”

FRANKLIN D. ROOSEVELT

From FDR's Message for America: Education Week, September 27, 1938.  
Another cooperating source: FDR Presidential Museum and Library.

NATIONAL  
CONSTITUTION  
CENTER



Build A More Perfect Union at  
**ConstitutionCenter.org**

## 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](http://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"



In this image provided by Two Films, Grace Norkun, a student from Hilliard High School in Hilliard, Ohio, and her classmates participate in a National Constitution Center Peer-to-Peer Exchange with students from Ruben High School in Wayne, Pa., in March 2019. (National Constitution Center/Two Films via AP)





## 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.



LIVE AT THE NATIONAL CONSTITUTION CENTER

Live at the National Constitution Center  
**Election Integrity and Voting Rights: Should We Rewrite the Rules?**  
Exploring recent proposals to protect the integrity of our election process

00:00:00

SHARE SUBSCRIBE COOKIE POLICY DESCRIPTION



# RESTORING THE *Guardrails of Democracy*

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

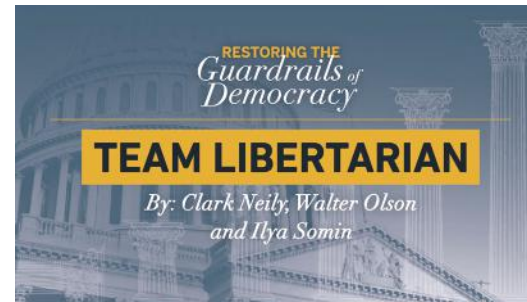
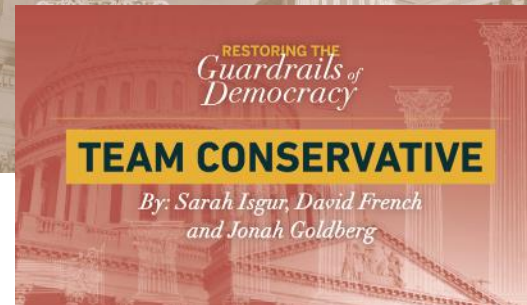
**Clark Neily** and **Walter Olson** (Cato Institute),  
and **Ilya Somin** (Antonin Scalia Law School at  
George Mason University)

## 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**.



# SPECIAL PROJECTS *[cont.]*

## 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)

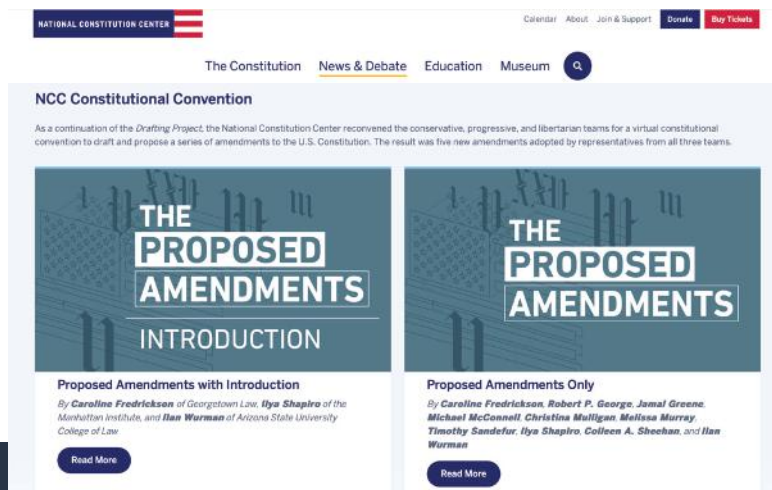
### TEAM LIBERTARIAN

**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**.*







## 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



## 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.







JUDGING

NATIONAL  
CONSTITUTION  
CENTER

MUSEUM OF

# WE THE PEOPLE



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.





DEDICATION CEREMONY  
OF THE  
**FIRST  
AMENDMENT  
TABLET**  
MAY 2, 2022



NATIONAL CONSTITUTION CENTER   
**FREEDOM FORUM**

SPEECH,  
OF THE PEOPLE PEACEABLY  
THE GOVERNMENT FOR A RE...  
THE FIRST AMENDMENT TO THE CONSTITUTION OF THE





# FIRST AMENDMENT TABLET AND GALLERY PLANNING

## FIRST AMENDMENT TABLET DEDICATION

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 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**.*

“**May 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 splendorous 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 }

Congress shall make no law respecting an establishment of **religion**, or prohibiting the free exercise thereof; or abridging the freedom of **speech**, or of the **press**; or the right of the people peaceably to **assemble**, and to **petition** the Government for a redress of grievances.

{ **THE FIRST AMENDMENT**  
*United States Constitution* }



## *A LOOK AHEAD*

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.

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### **FIRST AMENDMENT GALLERY**

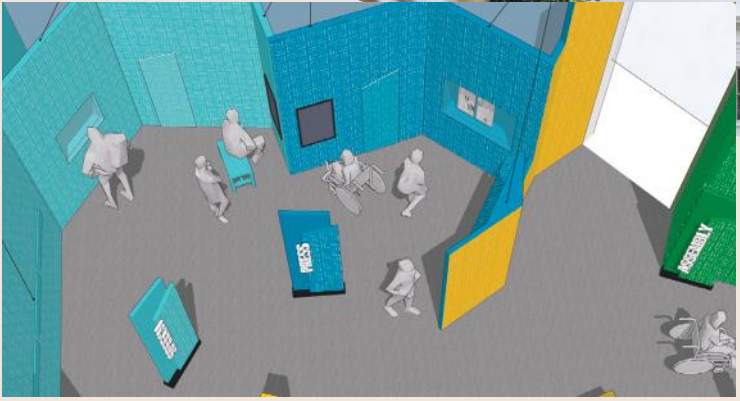
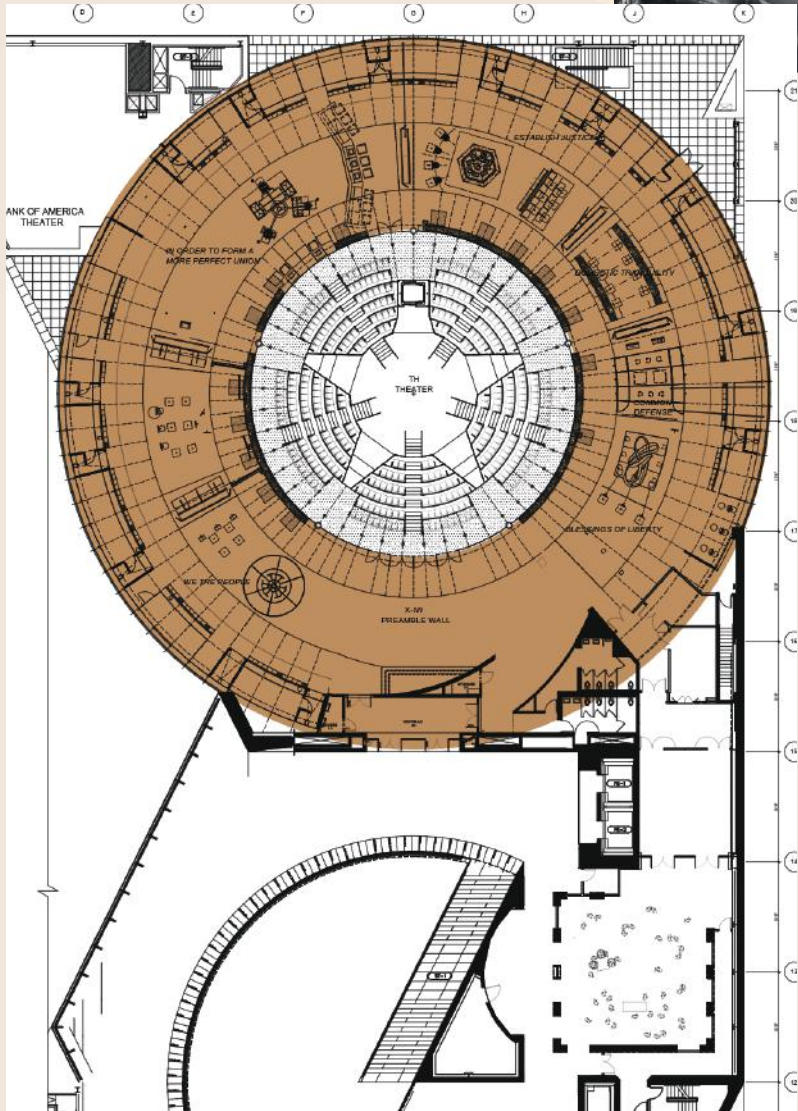
The First Amendment Tablet will serve as the anchor for our new First Amendment gallery, which will open in 2023. The goal of this gallery is to provide visitors with a firm understanding of why the First Amendment remains a pillar of our nation's constitutional system and how the amendment has been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



When the Legislature cannot be convened against  
**Article V.**  
 Both Houses shall deem it necessary, shall pro  
 vides, shall call a Convention for proposing Am  
 1. Legislatures of three fourths of the se  
 and that no Amendment  
 the Ninth St





# CELEBRATIONS AND CIVIC HOLIDAYS

Every month brings new in-person and virtual celebrations and activities at the National Constitution Center.

Visit [constitutioncenter.org/calendar](https://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:

- 01* 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.



**peco**<sup>SM</sup>

AN EXELON COMPANY

On-site admission was free thanks to our friends at **PECO**.





**02** 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**.

**03** 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.



**04** 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.

**05** “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.]*

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## 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.



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## 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.







## BLACK 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.



## WOMEN'S HISTORY MONTH

Our March programming lifted up some of the lesser-known 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.

## SCOUT 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.]*

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### 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**.



On-site museum admission was free 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)

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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 ZELENSKY }

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Our 1787 Society, named for the year the Constitutional Convention proposed the U.S. Constitution, recognizes our dedicated annual supporters of \$1,000 and more. Annual support from 1787 Society Members makes it possible for the Center to educate millions of learners of all ages across the country.

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The President's Council is an invitation-only community of philanthropic leaders who support the National Constitution Center with their financial and intellectual resources. Members are deeply engaged in the civic life of their communities and help advance the Center's nonpartisan educational mission by enhancing its reach with students, teachers, parents, and school and district leaders in their part of the country and beyond.

### LEGACY SOCIETY

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's work, please contact **Toby Stock**, chief strategy officer, at [tstock@constitutioncenter.org](mailto:tstock@constitutioncenter.org), or **Lauren Sylling**, vice president of strategy & development, at [lsylling@constitutioncenter.org](mailto:lsylling@constitutioncenter.org).



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# STATEMENT OF ACTIVITIES

AS OF SEPTEMBER 30, 2022

	WITHOUT DONOR RESTRICTION			WITH DONOR RESTRICTION	TOTAL
	Operating	Designated Endowment	Total		
<b>OPERATING REVENUE AND SUPPORT</b>					
Admissions and Other Operating Revenue	\$ 2,243,829		\$ 2,243,829		\$ 2,243,829
Membership Revenue	189,473		189,473		189,473
Federal and State Grants and Contracts	1,418,696		1,418,696		1,418,696
Contributions	4,026,546		4,026,546	\$ 12,475,353	16,501,899
Special Events Revenue	25,000		25,000		25,000
Investment Income	652	\$ (6,347,177)	(6,345,525)	(3,373,897)	(9,720,422)
Gain on forgiveness of loan payable - Paycheck Protection Program	0		0		0
Investment Spending Policy Withdrawal	3,300,000	(2,154,668)	1,145,332	(1,145,332)	0
Net Assets Released from Restrictions	7,638,746		7,638,746	(7,638,746)	0
<b>Total Revenues and Support</b>	<b>\$ 18,842,942</b>	<b>\$ (8,501,845)</b>	<b>\$ 10,341,097</b>	<b>\$ 317,378</b>	<b>\$ 10,658,475</b>
<b>OPERATING EXPENSES</b>					
PROGRAM SERVICES					
Museum Programming and Operations	\$ 8,460,331		\$ 8,460,331		\$ 8,460,331
Town Halls	2,942,508		2,942,508		2,942,508
Education and Outreach	2,017,297		2,017,297		2,017,297
<b>Total Program Services</b>	<b>\$ 13,420,136</b>	<b>\$ 0</b>	<b>\$ 13,420,136</b>	<b>\$ 0</b>	<b>\$ 13,420,136</b>
General and Administrative	\$ 4,350,835		\$ 4,350,835		\$ 4,350,835
Fundraising	285,421		285,421		285,421
<b>Total Expenses</b>	<b>\$ 18,056,392</b>		<b>\$ 18,056,392</b>		<b>\$ 18,056,392</b>
Change in Net Assets	\$ 786,550	\$ (8,501,845)	\$ (7,715,295)	\$ 317,378	\$ (7,397,917)
Net Assets at Beginning of Year	\$ 67,157,656	\$ 47,953,245	\$ 115,110,901	\$ 45,107,667	\$ 160,218,568
<b>Net Assets at End of Year</b>	<b>\$ 67,944,206</b>	<b>\$ 39,451,400</b>	<b>\$ 107,395,606</b>	<b>\$ 45,425,045</b>	<b>\$ 152,820,651</b>

# STATEMENT OF FINANCIAL POSITION

AS OF SEPTEMBER 30, 2022

<b>ASSETS</b>	
Cash	\$ 15,559,066
Accounts Receivable	89,252
Prepaid Expenses	93,922
Contributions Receivable, net	8,051,319
Investments	60,650,484
Property and Equipment, net	70,970,197
<b>Total Assets</b>	<b>\$ 155,414,240</b>
<b>LIABILITIES</b>	
Accounts Payable and Accrued Expenses	\$ 1,510,728
Deferred Revenue	1,082,861
<b>Total Liabilities</b>	<b>\$ 2,593,589</b>
<b>NET ASSETS</b>	
WITHOUT DONOR RESTRICTIONS	
Operating	\$ 67,944,206
Designated Endowment	39,451,400
Total	\$ 107,395,606
WITH DONOR RESTRICTIONS	
	\$ 45,425,045
<b>Total Net Assets</b>	<b>\$ 152,820,651</b>
<b>TOTAL LIABILITIES AND NET ASSETS</b>	<b>\$ 155,414,240</b>





NATIONAL CONSTITUTION CENTER



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