

CONSTITUTING



AMERICA



National Impact Plan

**“Liberty cannot  
be preserved  
without a general  
knowledge among  
the people.”**

**–John Adams**

# Constituting America National Impact Plan

## Executive Summary

A decade ago, Constituting America set out to change the culture around the Constitution — to make it relevant and engaging to young people, to make it cool to be engaged with its principles. Most critically, we wanted to find brand-new audiences, to reach students who most needed these messages. Since then, our lean operation has achieved some astonishing successes for a liberty-minded organization: partnerships with institutions like the U.S. Department of Education and Major League Baseball. A huge and growing audience on Generation Z's beloved Snapchat. And for us, the most exciting part is that more than 50% of our classroom presentations have been in Title I schools — a population that no one else in our space is reaching.

During the 2021-2022 school year, we launched exciting pilot programs in several states, with a goal to become the curriculum provider of choice in key metro areas and school districts. One year in, we are seeing a deep impact in our target states, as their students are finding that the Constitution and its principles can be interesting, engaging, and relevant to their lives — particularly that understanding and embracing these principles can change their lives. Based on these results, we are preparing for a major national scale-up of our operations, targeting at least fourteen additional states in the next three years, and are pleased to share our comprehensive plan with you.

# Introduction

"Test scores are down, and violence is up. Parents are screaming at school boards, and children are crying on the couches of social workers," wrote *The Washington Post* earlier this year. They blame the pandemic for the crisis in our schools, but the truth is that our education system has been failing for decades: failing to inspire a love of learning or even to teach students even the most basic concepts, failing to inculcate a love of country and of our founding principles, failing to prepare the next generation for the demands of responsible citizenship in a free society.

That's why Constituting America was founded in 2010, with a vision to reach young people through the institutions and media that they already trust in order to, quite simply, make the Constitution cool again.

The verdict from classrooms has been glowing: Teachers are impressed, with 88% saying their students are now better prepared to be active and engaged citizens, and 91% saying they'd urge their fellow teachers to invite Constituting America to their school in the future.

Classrooms across the country also tune in to our Constitutional Chats podcasts, where 95% of attendees report learning something new about the Constitution, while 99% "find this way of learning about the Constitution fun and informative."



*99% of podcast attendees "find this way of learning about the Constitution fun and informative"*



*95% of podcast attendees report learning something new about the Constitution*



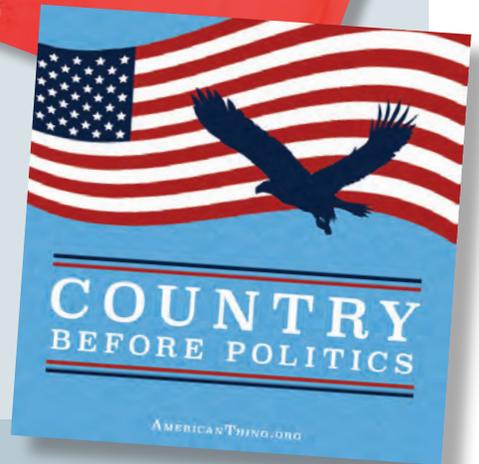
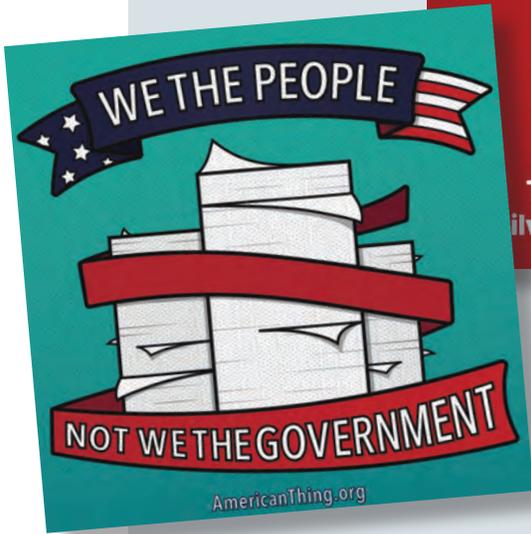
*91% of teachers said they'd urge their fellow teachers to invite Constituting America to the school in the future*



*88% of teachers said their students were now better prepared to be active and engaged citizens*

We're excited our constitutional education programs are moving the needle in the classroom. We conduct pre and post testing of students to measure what they are learning. As an example, the results listed below from a recent school demonstrate our impact and are extremely encouraging. As an average, students who participate in our program progress from answering 6 out of 10 questions correctly on the pre test to answering 9 out of 10 correctly on the post test.

Question	Answers	Before Presentation	After Presentation
What is the Constitution?	<ul style="list-style-type: none"> <li><input checked="" type="radio"/> a. The Supreme law of the land for everyone.</li> <li><input type="radio"/> b. The law of the land for officials only.</li> <li><input type="radio"/> c. A document that can be interpreted in any way to further a political agenda.</li> <li><input type="radio"/> d. Declared our independence from Great Britain.</li> </ul>	<p>49%</p>	<p>84%</p>
The Constitution outlines 3 branches of Government in Articles I, II, and III. What are the 3 branches of Government?	<ul style="list-style-type: none"> <li><input type="radio"/> a. General Assembly, Circuit Court, House of Burgess</li> <li><input checked="" type="radio"/> b. Judicial, Legislative, Executive</li> <li><input type="radio"/> c. General Assembly, Circuit Court, Judicial</li> <li><input type="radio"/> d. Legislative, Executive, Administrative</li> </ul>	<p>62%</p>	<p>95%</p>
What order did Our Founders put them in?	<ul style="list-style-type: none"> <li><input type="radio"/> a. Alphabetical</li> <li><input checked="" type="radio"/> b. Legislative, Executive, Judicial</li> <li><input type="radio"/> c. They really didn't care what order it was in</li> <li><input type="radio"/> d. Executive, Legislative, Judicial</li> </ul>	<p>40%</p>	<p>91%</p>
What are our unalienable rights in the First Amendment?	<ul style="list-style-type: none"> <li><input type="radio"/> a. Freedom of Religion</li> <li><input type="radio"/> b. Freedom to Assemble</li> <li><input type="radio"/> c. Freedom of Press</li> <li><input type="radio"/> d. Freedom to Petition the Government</li> <li><input type="radio"/> e. Freedom of Speech</li> <li><input checked="" type="radio"/> f. All of the Above</li> </ul>	<p>65%</p>	<p>97%</p>
What does "unalienable rights" mean?	<ul style="list-style-type: none"> <li><input type="radio"/> a. The government gives us our rights</li> <li><input checked="" type="radio"/> b. We are born with rights</li> <li><input type="radio"/> c. Only some are born with rights</li> <li><input type="radio"/> d. All of the above</li> </ul>	<p>50%</p>	<p>93%</p>
Is our form of government a Republic or a Democracy?	<ul style="list-style-type: none"> <li><input checked="" type="radio"/> a. Republic</li> <li><input type="radio"/> b. Democracy</li> </ul>	<p>46%</p>	<p>98%</p>



We are achieving this level of impact for several important reasons. First, our student programs are profoundly engaging and interactive, including meaningful debate, living history, and even national competitions. In presenting these programs, we have secured national partnerships with the U.S. Department of Education, Major League Baseball, and the American Legion. Our chair, Cathy Gillespie, also serves on the U.S. Semiquincentennial Commission, charged by Congress with planning commemorations of the 250th anniversary of the signing of the Declaration, giving us an important seat at the table for our nation's birthday celebration. These institutional relationships not only significantly boost our nationwide reach, but also provide an important stamp of approval for school bureaucracies that might otherwise view programs like ours with suspicion.

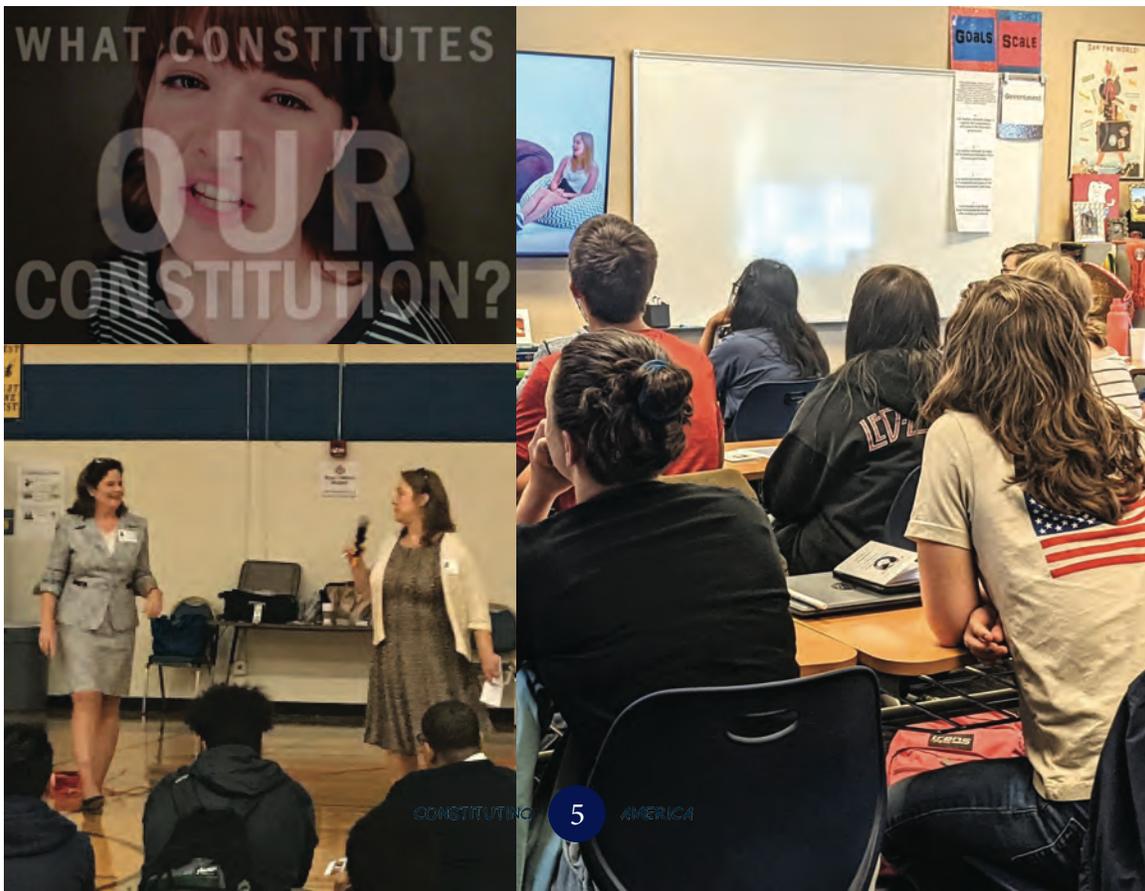
Our footprint in both traditional and digital media has exploded over the past several years, with our student-developed PSA campaigns reaching more than 138 million households, and our impressions on the major social media platforms of choice for Generation Z reaching into the millions this year.

Finally, through our national contests, we are developing a large and diverse pool of dynamic young leaders who act as ambassadors, not only for our programs but for our principles. Many of our contest winners stay involved with Constituting America for years afterward, taking part in podcasts, peer teaching, and more. Through this program, we are building a network of young people who are deeply attached to the Constitution and its principles and committed to helping others learn. It's clear that this program is inspiring the younger generation to see our founding principles and documents, and the history that undergirds them, as something exciting and inspiring; we are creating a generation who not only understands the Constitution but is passionately committed to upholding it.

# Core Programs

Our core classroom program, the "George Washington Speaking Initiative," visits schools in person or virtually to introduce students to the principles of Constitutional government and emphasize the irrelevance for today. Presenters come from a variety of backgrounds, including master teachers, military veterans, and members of our national board who have achieved success in civic life. Presentations can be tailored to any age or demographic group and any classroom setting, with some of our most effective and successful presentations taking place in science, English, or art classrooms, as we strive to show young people how adherence to Constitutional principles can affect every facet of their lives. Programs are also highly interactive, with group discussions, friendly competitions, real-world examples, and lively debate.

Meanwhile, our "How to Have a Civil Civic Conversation" program gives students hands-on experience in the art of meaningful, productive debate — just as the Founders intended. This unique program allows students to first discuss where they currently stand on a hot-button issue. Then our instructors guide them through the key principles that undergird productive discussion, focusing on constructive listening, identifying common ground, and using evidence to support their points. They spend some time reading perspectives from the other side and then revisit their earlier debate. Finally, students come together and create mock legislation that addresses all perspectives — again, in the same spirit that animated the Founders and made our republic possible.

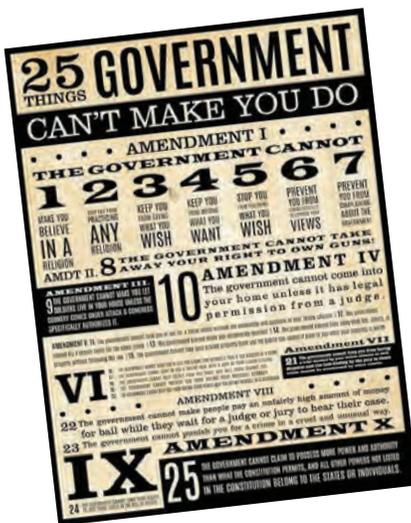


Our 90-Day Studies offer an in-depth historical, philosophical, and practical exploration of a major topic in constitutional history. Past studies have covered topics including the classic works in economics and government that inspired the Constitution (and ensured its passage), the structure and function of each of the branches of government in turn, our country's presidential elections, the unique role of state and local governments in our federal system, and the fascinating and inspiring stories of each of the 56 individuals who signed the Declaration of Independence. Altogether, this initiative has produced 1,336 essays by more than 207 Constitutional scholars, historians and public officials, all archived and searchable on our website for use in classrooms, homeschool co-ops, and by curious individuals.



through the Roman Republic and then the Roman Empire, the Republic of Venice and the Holy Roman Empire, the Netherlands and their attempts at a united government, Machiavelli and the Sun King. The study spends time on the lessons learned from early modern English politics and struggles between the king and Parliament, before beginning its exploration of the American democratic republic with the Mayflower Compact and early colonial governing structures.

The next phase of the study guides students through debates around the Constitution and Bill of Rights, showing them how the Framers sought to avoid the pitfalls and learn the lessons of all of these earlier attempts at good government. Where other curricula might merely touch on this information, our American Exceptionalism 90-Day Study leads students to deeply examine the thought processes of the Framers as they considered questions like the nature of man, the role of virtue, and the limits of governmental power. Finally, the study examines a wide range of evil and failed experiments in government since the American Founding, from the French Revolution through Nazi Germany and the Chinese Cultural Revolution.



Our current study, we believe, is our most vital and vibrant study yet. "American Exceptionalism Revealed: The Historic Rise and Fall of Worldwide Regimes."

"American Exceptionalism Revealed" traces a comprehensive history and analysis of the various experiments in government that humans have tried over the past three millennia. The study begins in Ancient Greece and moves

Finally, our flagship program is the “We The Future” Contest, a nationwide scholarship competition for students in kindergarten through college, law, and graduate school. Contest categories include song, film, essay, speech, STEM and Entrepreneurial products, as students use their specialties and passions to creatively express what the Constitution means to them. Winners receive college scholarships — with \$234,820 awarded over the past decade — and join us for an all-expenses-paid trip to a major city where they receive mentoring from national leaders in government, journalism, entertainment, and the arts. Our student winners’ creations also form the backbone of a national culture-change campaign. Their Constitution-themed PSAs have reached over 138 million households via 275 television stations; achieved over 105 million Nielsen verified radio impressions in major markets such as Chicago, Detroit, Las Vegas, and Washington, DC; our students' winning Constitution-themed songs have achieved over 169 million impressions on 81 radio stations across the nation, and their Constitution-themed short films have been viewed by over 60,000 attendees via 78 film festival acceptances.



# Our National Build-Out

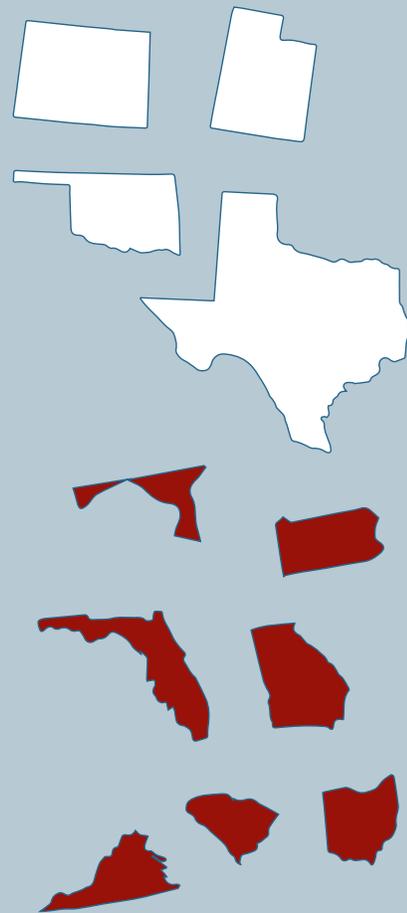
Over the past year, Constituting America has been focusing on several high-value target states with opportunities to deeply impact the local school systems and establish ourselves as a curriculum provider of choice. Buoyed by that success, we are seeking significant philanthropic investment for a three-phase nationwide scaling of our proven model.

1

## Phase One (2022-23 School Year):

Based on current operating resources, for the 2022-2023 school year we will focus our efforts in twelve states — Colorado, Utah, Oklahoma, and Texas, where our buildout has already begun — Maryland, Pennsylvania, Florida, Georgia, Virginia, South Carolina, Ohio, and Washington, DC, where we are poised to begin the same level of outreach and investment.

These states were chosen to leverage relationships with schools, funders and potential speakers. We are proud to have received dedicated funding from the Daniels Fund for our efforts in Colorado, the Sorenson Legacy Foundation to fund our work in Utah, the Hatton W. Sumners Foundation for our Oklahoma work, and the Wayne Duddleston Foundation to make our efforts in Texas possible. We have chosen the states of Virginia, Maryland, Pennsylvania, and Washington, DC because our staff and board have deep roots and connections in those states and the District of Columbia that offer partnership opportunities. We selected Georgia because we have had significant previous success with our outreach in that state, particularly in recruiting entrants to the “We The Future” Contest, and plan to leverage that success to make connections with schools in that state. Finally, a member of our speaking team is an award-winning former teacher in Florida; our executive director hails from South Carolina and has strong relationships there, and our educational consultant, an award-winning Texas teacher, is originally from Ohio with strong relationships there, so we are confident that we can leverage all those into partnership opportunities.

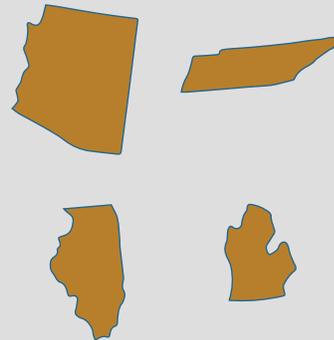


Consideration was also given to the shifting educational landscape in various communities across the country. As an example, Virginia has been at the forefront of national education news, as parents there fight to become more involved in their children's education. Florida, meanwhile, has recently passed a law requiring students to successfully complete a one-semester civics education course in order to be promoted to high school. We also focus on states where students can most benefit from stronger constitutional understanding, and many of our Phase One target states are critical to our country's future leadership and require the next generation to not only understand our freedoms protected by the U.S. Constitution, but to embrace them.

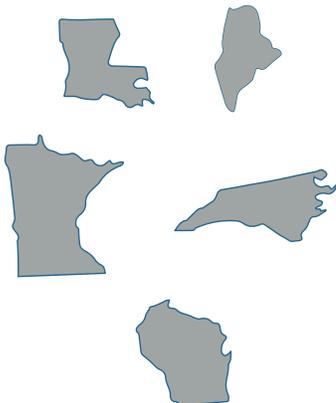
2

### Phase Two (2023-24 School Year):

In phase two of our national buildout, Constituting America will target areas of greatest need in the battlefield of ideas, where the left has most infiltrated the culture. Our Phase Two target states include those where the balance of both intellectual and cultural power has tilted sharply towards the left; where a powerful counterweight is needed to help students understand and embrace Constitutional principles.



Therefore, in Phase Two, we will maintain efforts in our Phase One states, with a goal of adding three additional states. Possible targets include Arizona and Tennessee, where all students pass a civics test before graduating from high school (with Tennessee students required to pass the United States citizenship and immigration test); Illinois, and Michigan.



3

### Phase Three (2024-25 School Year):

In Phase Three, we will maintain and expand target states from years one and two, and add three additional states from among the following possible targets: Louisiana, Maine, Minnesota, North Carolina, and Wisconsin. By the end of year three — in time for the start of the landmark 250th birthday celebrations of the Declaration of Independence — Constituting America will have full-scale operations in nearly half the states.

**Programming:** Our signature classroom presentations will remain the core of Constituting America’s programming as we expand the map of our target states. Key to this plan, as outlined in the next section, is the addition of program staff who will lead outreach to schools and help us increase the number of classroom presentations we are able to schedule. Supplementing this direct outreach, we will run social media ads targeted to teachers to help them find our free resources — something that teachers always need!

As we expand nationally, we will also look to grow the reach of our weekly Constitutional Chats live show and podcast. With primarily only word-of-mouth promotion, in just two years we have thousands who listen to our podcast live, and hundreds of thousands who stream and download it. We have calculated that by spending only \$100 per episode (just \$5,000 total per year) to promote it on the three leading podcast platforms of YouTube, iTunes, and Spotify, we could grow our listening base by over half a million listeners. To further build listener loyalty, we will offer completion certificates to those who listen to an entire series.

As we seek to grow the impact of our 90-Day Studies — and especially of our current study, “American Exceptionalism Revealed: The Historic Rise and Fall of Worldwide Regimes” — we will continue to offer them via audio as well as print, in keeping with the clear interests of online audiences, for whom audio and podcasts continue to be very popular. Our next goal for this initiative, therefore, is to retain the services of a professional voiceover artist to record our essay collections as a podcast series. Similar to Constitutional Chats, we will advertise on YouTube, iTunes, and Spotify to develop our audience. We have already garnered more than 1.5 million lifetime views of our 90-Day Studies, and have calculated that for every \$10,000 we spend on YouTube ads, we will gain an additional million new views.

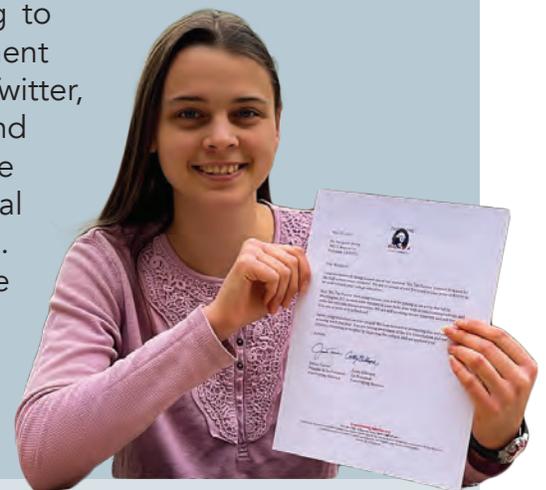
Meanwhile, our “We The Future” Contest winners represent the very best of America — bright, creative, entrepreneurial, and patriotic. We already do a great deal to encourage their growth and development, including scholarships and mentor meetings to propel their careers, and winner trips to visit important historical sites and meet with constitutional scholars, in order to encourage their intellectual development. In the years immediately ahead, we would like to



increase our offerings to our Youth Advisory Board of past winners, providing an online platform for networking and socializing, increasing our online offerings to them, launching a book club, hosting quarterly meetings, and keeping them engaged in our activities. In turn, we will also leverage their reach within their families, schools, and communities to recruit contest entries from their peers and help us build nationwide connections.

The time is also ripe to launch a Constituting America Alumni Association of young adults who have been involved with and benefited from our programs. We would like to offer them access to the same services and opportunities as our younger alumni — opportunities to network, socialize, and support one another, both online and in person. For our adult alumni, we also envision inviting them to guest host our live Constitutional Chats Podcast and school speeches, helping them to attain internships, and offering help and support in their career paths, particularly for those entering careers in education and history, government and politics, or other cultural impact professions. Ultimately, we would like to further develop this extensive network of ambassadors, not only for our work, but for the Constitution, our Founding documents, and our founding principles.

Finally, we will continue to build our already robust social media following, which even without a full-time, dedicated effort is among the largest followings of any Constitution education organization in the country. Tellingly, Constituting America is currently neck and neck with the National Constitution Center, whose budget is more than 16 times our size — in our number of YouTube subscribers, and we have surpassed them in our number of Instagram followers. As we execute our national buildout, we will also carry out a campaign of organic outreach and paid advertising to increase overall followers as well as post engagement on all platforms — Facebook, YouTube, Instagram, Twitter, and Snapchat — in order to reach more teachers and students. Our campaign will focus on creating more high-quality content that is interesting and educational to social media users and likely to be shared by them. We currently have an average of over 200,000 people seeing our content each day, reaching 76 million people per year. With our new campaign, we plan to increase that reach to 100 million.



### **Staffing and Infrastructure:**

Throughout its early years, Constituting America has relied on a core team of liberty-loving volunteers of all ages. Those volunteers, working with just half a dozen regular presenters, have developed, produced, and promoted our programs and materials, built a national network of partners, and coordinated a contest with 50-state reach.

As we have sought to scale up, our first major hire has been a full-time executive director capable of marshaling staff and resources toward our ambitious vision.

Elizabeth Pinkerton assumed the role in October of 2021, after previously serving as the Director of the President's Commission on White House Fellowships in the Trump-Pence Administration and as a Special Assistant to the President for Intergovernmental Affairs in the White House of George W. Bush.

Our next key hire will be regional directors (initially part-time roles) managing our outreach within assigned states. Our regional directors will make direct contact with teachers and administrators, attend conferences, book presentations, prepare briefing materials, and ship pocket Constitutions and prizes to schools. Initially, our West/Midwest Director will manage Utah, Colorado, and Ohio; our

Mid-Atlantic Director will manage Maryland, Pennsylvania, and Washington, DC; our director for the South will manage Virginia, South Carolina, and Georgia; and our Southwest/Southeast Director will manage Texas, Oklahoma, and Florida.

Our next planned leadership hire will leverage one of our key strengths —

meeting students where they are to make the Constitution cool again. A Director of Cultural Impact will manage our student-produced public service advertisements that are created through the "We The Future"



Contest, ensuring maximum visibility on both well-established and emerging media platforms. The Director of Cultural Impact will oversee the professional recording of winning songs and work with GrassRoots Promotion Company of Nashville, to distribute songs to radio; oversee the packaging and distribution of winning PSAs and build relationships with radio and television stations to air them; and enter our students' films into film festivals, collaborating with festival teams for maximum exposure and impact.

The person in this role will also be tasked with promoting these songs, videos, and multimedia products via a variety of platforms, as well as managing our live Constitutional Chats Podcasts, and overseeing related social

media. Currently, these responsibilities are shared by several people, none of whom is able to devote much time or focus, and our runaway success at seeing our products reach national audiences demonstrates that there is huge potential for growth if only we are able to focus sustained efforts here. In order to increase our impact, we would like to make this a full-time, dedicated position to fully focus on our cultural impact efforts. This individual would work with the regional directors to strategically build on our outreach efforts, serving as a media liaison and overseeing all public-facing materials, including the management of our website.

As we deepen engagement with our contest winners and adult alumni, we will also add to our team a Director of Mentorship Programs. This person will manage the promotion of the “We The Future” Contest, including recruiting and processing entries, communicating with entrants and winners, securing contest judges and coordinating the judging, scheduling mentor opportunities and directing our annual Winner Mentor Trip. The person in this role will also organize and coordinate our contest winners as they serve as volunteer ambassadors for the Constitution and its principles as part of our Youth Advisory Board and planned Alumni Association.

As we grow, reaching more states and finding our way into more classrooms, there will also be a pressing need for more Presenters/School Speakers to lead classroom programs. To increase our programming at the scale suggested above, we will need to add at least six more part-time School Speakers (with our Regional Directors also giving some presentations). We recruit our presenters from among the ranks of former teachers, military veterans, historians, Constitutional experts from partnering organizations like the Ashbrook Center and Heritage Foundation, volunteer attorneys from the Federalist Society, and our past “We The Future” Contest winners.



# National Impact Plan Build Out Budget for 2022-2023 School Year

## School Presentations

Line Item	Description	Cost
Staff	Regional Directors (2 Part Time + 2 Full Time = 4)	\$216,000
Travel	200 Trips: Approx 50 flights \$1,000/day/4= \$200,000 Approx 50 long drive \$300/day/2 = \$30,000 Close by 100: \$100/day/1 = \$10,000	\$240,000
Materials/ Shipping	200 schools X \$150 Shipping 200 schools X 150 kids X \$5 for CA American flag stickers, pencils & sunglasses	\$30,000 Shipping \$150,000 Materials
AV & Equipment	Webcams, speakers = \$300 X 12 states; Remote AV Tech = \$200/day X 200 schools	\$3,600 Equipment \$40,000 AV Tech
Speaker Stipends	200 schools X \$1,000 each	\$200,000
Promotion	Social media	\$80,000
Outreach & Engagement	Conference participation to recruit new schools	\$20,000
<b>TOTAL</b>		<b>\$979,600</b>

## 90-Day Study

Line Item	Description	Cost
Staff	90-Day Study Director	\$48,000
Writers	90 writers free of charge; Paying Two Scholar Study Consultants	\$5,000
Podcast voice talent	\$75 X Podcast X 90	\$6,750
Ad Promotions	\$1 per 100 views on YouTube Goal of 2,000,000 views	\$20,000
Podcast Production	Content creating, editing 3 Hours X \$35 X 90	\$9,450
Social Media & Graphics, Video Contractors	Monthly \$4,700; includes YouTube ad buys	\$56,400
Website	Hosting and editing	\$11,000
<b>TOTAL</b>		<b>\$156,000</b>

# National Impact Plan Build Out Budget for 2022-2023 School Year

## *Mentorship Program & Impacting the Culture*

Line Item	Description	Cost
Staff	Director of Cultural Impact	\$72,000
Staff	Director of Mentorship	\$72,000
Ambassador Advisory Board	Pay contractors to manage \$1,000/Month	\$12,000
Winner Mentor Trip	30-40 people including participants, their parents and staff — flights, lodging and meals	\$50,000
Scholarships	Essay & PSA Winner Scholarships	\$30,000
Social Media	Ads on YouTube, Facebook, Instagram, Snapchat	\$170,000
Promoting winners' PSAs on TV & Radio	PSA air time on TV = \$20,000 & Radio \$30,000 with Nielsen Tracking equivalent to \$300,000	\$50,000
Promoting winners songs on Radio	Songs air time on Radio	\$15,000
Film Festival	Submitting Films	\$15,000
<b>TOTAL</b>		<b>\$486,000</b>

## *Core Staff & Administrative*

Line Item	Description	Cost
Staff	Executive Director; Program Director; Two Administrators	\$280,000
Accounting & Legal & Supplies	Yearly independent audit, 990 preparation, state filings, misc legal consultation and bookkeeping	\$72,000
Fundraising	Most is done as in-kind or volunteer	\$110,000
<b>TOTAL</b>		<b>\$462,000</b>

**Total Organizational Budget for 2022-2023 School Year \$2,083,600**



CONSTITUTING



AMERICA

[www.CONSTITUTINGAMERICA.ORG](http://www.CONSTITUTINGAMERICA.ORG)

# Constituting America's Mission

At Constituting America we educate and empower America's rising generations. We offer free interactive presentations to schools. We teach students of all ages how to effect change in their government by using the 'tools in their toolbox' found in the Constitution, and show them how to have a 'civil, civic conversation.' Our nationwide scholarship contest is unique. We are the only Constitutional education foundation to professionally promote the works of our winning students on television and radio and in movie theaters and publications. Our annual 90-day online study draws Constitutional scholars and professors from across the nation into conversation with the general public. Through our programs, Constituting America is keeping the torch of liberty ablaze, one student at a time.



SUPPORT OUR  
PROGRAMS



*"Three Branches" by Conrad Ainslie Bauman Award winner Addie Nester*

Constituting America is a Combined Federal Campaign Approved Charity, #37961

**[ConstitutingAmerica.org](http://ConstitutingAmerica.org) | [AmericanThing.org](http://AmericanThing.org)**

P.O. Box 1988 Colleyville, Texas 76034 1-888-937-0917

Constituting America is recognized as exempt from federal income taxes by the Internal Revenue Service and is described in Section 501(c)(3).

Constituting America is eligible to receive tax deductible contributions under Section 170(b)(1)(A)(iv).

Federal ID#: 27-2083548.

