

Return of Organization Exempt From Income Tax

OMB No. 1545-0047

Form **990**

Department of the Treasury
Internal Revenue Service

Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except private foundations)
Do not enter social security numbers on this form as it may be made public.
Go to www.irs.gov/Form990 for instructions and the latest information.

2023

Open to Public
Inspection

A For the 2023 calendar year, or tax year beginning and ending																												
B Check if applicable: <input type="checkbox"/> Address change <input type="checkbox"/> Name change <input type="checkbox"/> Initial return <input type="checkbox"/> Final return/terminated <input type="checkbox"/> Amended return <input type="checkbox"/> Application pending	<table border="1" style="width:100%; border-collapse: collapse;"> <tr> <td colspan="2">C Name of organization THE NEWARK MUSEUM ASSOCIATION</td> <td rowspan="4">D Employer identification number 22-1487275</td> </tr> <tr> <td colspan="2">Doing business as THE NEWARK MUSEUM OF ART</td> </tr> <tr> <td>Number and street (or P.O. box if mail is not delivered to street address)</td> <td>Room/suite</td> </tr> <tr> <td colspan="2">49 WASHINGTON STREET</td> </tr> <tr> <td colspan="2">City or town, state or province, country, and ZIP or foreign postal code NEWARK, NJ 07102</td> <td>E Telephone number 973-596-6550</td> </tr> <tr> <td colspan="2">F Name and address of principal officer: LINDA C. HARRISON SAME AS C ABOVE</td> <td>G Gross receipts \$ 29,973,953.</td> </tr> <tr> <td colspan="2">I Tax-exempt status: <input checked="" type="checkbox"/> 501(c)(3) <input type="checkbox"/> 501(c) () (insert no.) <input type="checkbox"/> 4947(a)(1) or <input type="checkbox"/> 527</td> <td>H(a) Is this a group return for subordinates? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No</td> </tr> <tr> <td colspan="2">J Website: WWW.NEWARKMUSEUM.ORG</td> <td>H(b) Are all subordinates included? <input type="checkbox"/> Yes <input type="checkbox"/> No</td> </tr> <tr> <td colspan="2">K Form of organization: <input checked="" type="checkbox"/> Corporation <input type="checkbox"/> Trust <input type="checkbox"/> Association <input type="checkbox"/> Other</td> <td>H(c) Group exemption number</td> </tr> <tr> <td colspan="2">L Year of formation: 1909</td> <td>M State of legal domicile: NJ</td> </tr> </table>	C Name of organization THE NEWARK MUSEUM ASSOCIATION		D Employer identification number 22-1487275	Doing business as THE NEWARK MUSEUM OF ART		Number and street (or P.O. box if mail is not delivered to street address)	Room/suite	49 WASHINGTON STREET		City or town, state or province, country, and ZIP or foreign postal code NEWARK, NJ 07102		E Telephone number 973-596-6550	F Name and address of principal officer: LINDA C. HARRISON SAME AS C ABOVE		G Gross receipts \$ 29,973,953.	I Tax-exempt status: <input checked="" type="checkbox"/> 501(c)(3) <input type="checkbox"/> 501(c) () (insert no.) <input type="checkbox"/> 4947(a)(1) or <input type="checkbox"/> 527		H(a) Is this a group return for subordinates? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	J Website: WWW.NEWARKMUSEUM.ORG		H(b) Are all subordinates included? <input type="checkbox"/> Yes <input type="checkbox"/> No	K Form of organization: <input checked="" type="checkbox"/> Corporation <input type="checkbox"/> Trust <input type="checkbox"/> Association <input type="checkbox"/> Other		H(c) Group exemption number	L Year of formation: 1909		M State of legal domicile: NJ
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Part I Summary

Activities & Governance	1	Briefly describe the organization's mission or most significant activities: THE NEWARK MUSEUM OF ART OPERATES FOR THE BENEFIT OF THE PUBLIC AS A MUSEUM OF SERVICE.		
	2	Check this box <input type="checkbox"/> if the organization discontinued its operations or disposed of more than 25% of its net assets.		
	3	Number of voting members of the governing body (Part VI, line 1a) 24		
	4	Number of independent voting members of the governing body (Part VI, line 1b) 24		
	5	Total number of individuals employed in calendar year 2023 (Part V, line 2a) 205		
	6	Total number of volunteers (estimate if necessary) 162		
	7a	Total unrelated business revenue from Part VIII, column (C), line 12 46,048.		
7b	Net unrelated business taxable income from Form 990-T, Part I, line 11 0.			
Revenue	8	Contributions and grants (Part VIII, line 1h) 10,997,488.	Prior Year	Current Year
	9	Program service revenue (Part VIII, line 2g) 476,996.	10,997,488.	14,832,939.
	10	Investment income (Part VIII, column (A), lines 3, 4, and 7d) 1,307,424.	476,996.	760,004.
	11	Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e) 90,703.	1,307,424.	2,444,653.
	12	Total revenue - add lines 8 through 11 (must equal Part VIII, column (A), line 12) 12,872,611.	90,703.	121,169.
	12	Total revenue - add lines 8 through 11 (must equal Part VIII, column (A), line 12) 12,872,611.	12,872,611.	18,158,765.
Expenses	13	Grants and similar amounts paid (Part IX, column (A), lines 1-3) 0.	0.	0.
	14	Benefits paid to or for members (Part IX, column (A), line 4) 0.	0.	0.
	15	Salaries, other compensation, employee benefits (Part IX, column (A), lines 5-10) 8,962,175.	8,962,175.	10,529,123.
	16a	Professional fundraising fees (Part IX, column (A), line 11e) 0.	0.	0.
	b	Total fundraising expenses (Part IX, column (D), line 25) 3,071,837.		
	17	Other expenses (Part IX, column (A), lines 11a-11d, 11f-24e) 16,771,354.	16,771,354.	9,529,345.
	18	Total expenses. Add lines 13-17 (must equal Part IX, column (A), line 25) 25,733,529.	25,733,529.	20,058,468.
19	Revenue less expenses. Subtract line 18 from line 12 -12,860,918.	-12,860,918.	-1,899,703.	
Net Assets or Fund Balances	20	Total assets (Part X, line 16) 63,384,634.	Beginning of Current Year	End of Year
	21	Total liabilities (Part X, line 26) 3,371,777.	63,384,634.	65,299,415.
	22	Net assets or fund balances. Subtract line 21 from line 20 60,012,857.	3,371,777.	4,393,740.
22	Net assets or fund balances. Subtract line 21 from line 20 60,012,857.	60,012,857.	60,905,675.	

Part II Signature Block

Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete. Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge.

Sign Here	Signature of officer	Date			
	SAYAKA ARAKI, CFO Type or print name and title				
Paid Preparer Use Only	Print/Type preparer's name	Preparer's signature	Date	Check if self-employed <input type="checkbox"/>	PTIN
	GARRETT M. HIGGINS	GARRETT M. HIGGINS	10/31/24		P00543209
	Firm's name	Firm's EIN			
	PKF O'CONNOR DAVIES ADVISORY, LLC	87-3231666			
	Firm's address	Phone no.			
	245 PARK AVENUE, 12TH FLOOR	212-286-2600			
	NEW YORK, NY 10167				

May the IRS discuss this return with the preparer shown above? See instructions ☒ Yes ☐ No

Part III Statement of Program Service AccomplishmentsCheck if Schedule O contains a response or note to any line in this Part III ☒**1** Briefly describe the organization's mission:

NMOA MISSION STATEMENT IS: WE WELCOME EVERYONE WITH INCLUSIVE EXPERIENCES THAT SPARK CURIOSITY AND FOSTER COMMUNITY.

2 Did the organization undertake any significant program services during the year which were not listed on the prior Form 990 or 990-EZ? ☐ Yes ☒ No

If "Yes," describe these new services on Schedule O.

3 Did the organization cease conducting, or make significant changes in how it conducts, any program services? ☐ Yes ☒ No

If "Yes," describe these changes on Schedule O.

4 Describe the organization's program service accomplishments for each of its three largest program services, as measured by expenses. Section 501(c)(3) and 501(c)(4) organizations are required to report the amount of grants and allocations to others, the total expenses, and revenue, if any, for each program service reported.

4a (Code:) (Expenses \$ 5,880,220. including grants of \$ 0.) (Revenue \$ 314,905.)
EXHIBITIONS AND FACILITIES:

SEEING AMERICA

ON MARCH 9, 2023, THE NEWARK MUSEUM OF ART OPENED THE REINSTALLATION OF ITS SEEING AMERICA 18TH & 19TH CENTURY GALLERIES TO THE PUBLIC. THE NEWLY REINTERPRETED AND RENOVATED GALLERIES PRESENT FRESH PERSPECTIVES ON AMERICAN ART, USING SLAVERY AND BLACK HISTORY AS A LENS TO FOREGROUND ISSUES OF RACE, REPRESENTATION, AND POWER IN AMERICA. TO ADDRESS THE ERASURE OF BLACK AND NATIVE HISTORIES IN AMERICAN ART, THIS LONG-TERM INSTALLATION INTEGRATES NEW COMMISSIONS ALONGSIDE BOTH CONTEMPORARY AND HISTORICAL ARTWORKS FROM THE MUSEUM'S COLLECTION. THIS

4b (Code:) (Expenses \$ 5,283,549. including grants of \$ 0.) (Revenue \$ 17,379.)
REGISTRAR AND CURATORIAL:

THE NEWARK MUSEUM OF ART'S VAST AND DIVERSE COLLECTIONS OF MORE THAN 300,000 OBJECTS, RANKS, IN TERMS OF ITS HOLDINGS, AMONG THE TOP 12 MUSEUMS NATIONALLY.

THE MUSEUM'S COLLECTION COMPRISES ARTWORK IN THE DEPARTMENTS OF AMERICAN ART, ARTS OF THE AMERICAS, ARTS OF THE ANCIENT MEDITERRANEAN, ARTS OF GLOBAL AFRICA, ARTS OF GLOBAL ASIA, DECORATIVE ARTS, NUMISMATICS, AND A NATURAL SCIENCE COLLECTION. THE MUSEUM IS ALSO THE HOME OF THE HISTORIC BALLANTINE HOUSE.

4c (Code:) (Expenses \$ 3,549,483. including grants of \$ 0.) (Revenue \$ 503,182.)
EDUCATION AND PUBLIC PROGRAM:

FROM A CHILD'S FIRST ENCOUNTER WITH A MUSEUM THROUGH TO HIGH SCHOOL GRADUATION AND BEYOND, THE NEWARK MUSEUM OF ART CENTERS THE LEARNER IN ALL ITS SCHOOL AND FAMILY PROGRAMS. HANDS-ON EXPERIENCES SUPPORT THE EDUCATIONAL, SOCIAL, AND CULTURAL NEEDS OF ITS AUDIENCE, PROVIDING INNOVATIVE AND ENGAGING SCHOOL AND FAMILY PROGRAMMING FOR VISITORS OF ALL AGES TO TAKE PART IN LIFELONG LEARNING. THESE PROGRAMS ARE DESIGNED TO ATTRACT DIVERSE AUDIENCES AND TO ADDRESS THE SPECIFIC NEEDS OF LOCAL, STATEWIDE, AND EVEN NATIONAL COMMUNITIES. NMOA OFFERS ONSITE, IN-PERSON EXPERIENCES FOR CHILDREN, FAMILIES AND ADULTS WHILE CONTINUING TO OFFER VIRTUAL FIELD TRIPS AND ONLINE LEARNING

4d Other program services (Describe on Schedule O.)

(Expenses \$ including grants of \$) (Revenue \$)

4e Total program service expenses 14,713,252.

Form 990 (2023)

Part IV Checklist of Required Schedules

	Yes	No
1 Is the organization described in section 501(c)(3) or 4947(a)(1) (other than a private foundation)? <i>If "Yes," complete Schedule A</i>	1 X	
2 Is the organization required to complete <i>Schedule B, Schedule of Contributors</i> ? See instructions	2 X	
3 Did the organization engage in direct or indirect political campaign activities on behalf of or in opposition to candidates for public office? <i>If "Yes," complete Schedule C, Part I</i>	3	X
4 Section 501(c)(3) organizations. Did the organization engage in lobbying activities, or have a section 501(h) election in effect during the tax year? <i>If "Yes," complete Schedule C, Part II</i>	4	X
5 Is the organization a section 501(c)(4), 501(c)(5), or 501(c)(6) organization that receives membership dues, assessments, or similar amounts as defined in Rev. Proc. 98-19? <i>If "Yes," complete Schedule C, Part III</i>	5	X
6 Did the organization maintain any donor advised funds or any similar funds or accounts for which donors have the right to provide advice on the distribution or investment of amounts in such funds or accounts? <i>If "Yes," complete Schedule D, Part I</i>	6	X
7 Did the organization receive or hold a conservation easement, including easements to preserve open space, the environment, historic land areas, or historic structures? <i>If "Yes," complete Schedule D, Part II</i>	7	X
8 Did the organization maintain collections of works of art, historical treasures, or other similar assets? <i>If "Yes," complete Schedule D, Part III</i>	8 X	
9 Did the organization report an amount in Part X, line 21, for escrow or custodial account liability; serve as a custodian for amounts not listed in Part X; or provide credit counseling, debt management, credit repair, or debt negotiation services? <i>If "Yes," complete Schedule D, Part IV</i>	9	X
10 Did the organization, directly or through a related organization, hold assets in donor-restricted endowments or in quasi-endowments? <i>If "Yes," complete Schedule D, Part V</i>	10 X	
11 If the organization's answer to any of the following questions is "Yes," then complete Schedule D, Parts VI, VII, VIII, IX, or X, as applicable.		
a Did the organization report an amount for land, buildings, and equipment in Part X, line 10? <i>If "Yes," complete Schedule D, Part VI</i>	11a X	
b Did the organization report an amount for investments - other securities in Part X, line 12, that is 5% or more of its total assets reported in Part X, line 16? <i>If "Yes," complete Schedule D, Part VII</i>	11b	X
c Did the organization report an amount for investments - program related in Part X, line 13, that is 5% or more of its total assets reported in Part X, line 16? <i>If "Yes," complete Schedule D, Part VIII</i>	11c	X
d Did the organization report an amount for other assets in Part X, line 15, that is 5% or more of its total assets reported in Part X, line 16? <i>If "Yes," complete Schedule D, Part IX</i>	11d	X
e Did the organization report an amount for other liabilities in Part X, line 25? <i>If "Yes," complete Schedule D, Part X</i>	11e X	
f Did the organization's separate or consolidated financial statements for the tax year include a footnote that addresses the organization's liability for uncertain tax positions under FIN 48 (ASC 740)? <i>If "Yes," complete Schedule D, Part X</i>	11f X	
12a Did the organization obtain separate, independent audited financial statements for the tax year? <i>If "Yes," complete Schedule D, Parts XI and XII</i>	12a X	
b Was the organization included in consolidated, independent audited financial statements for the tax year? <i>If "Yes," and if the organization answered "No" to line 12a, then completing Schedule D, Parts XI and XII is optional</i>	12b	X
13 Is the organization a school described in section 170(b)(1)(A)(ii)? <i>If "Yes," complete Schedule E</i>	13	X
14a Did the organization maintain an office, employees, or agents outside of the United States?	14a	X
b Did the organization have aggregate revenues or expenses of more than \$10,000 from grantmaking, fundraising, business, investment, and program service activities outside the United States, or aggregate foreign investments valued at \$100,000 or more? <i>If "Yes," complete Schedule F, Parts I and IV</i>	14b	X
15 Did the organization report on Part IX, column (A), line 3, more than \$5,000 of grants or other assistance to or for any foreign organization? <i>If "Yes," complete Schedule F, Parts II and IV</i>	15	X
16 Did the organization report on Part IX, column (A), line 3, more than \$5,000 of aggregate grants or other assistance to or for foreign individuals? <i>If "Yes," complete Schedule F, Parts III and IV</i>	16	X
17 Did the organization report a total of more than \$15,000 of expenses for professional fundraising services on Part IX, column (A), lines 6 and 11e? <i>If "Yes," complete Schedule G, Part I. See instructions</i>	17	X
18 Did the organization report more than \$15,000 total of fundraising event gross income and contributions on Part VIII, lines 1c and 8a? <i>If "Yes," complete Schedule G, Part II</i>	18 X	
19 Did the organization report more than \$15,000 of gross income from gaming activities on Part VIII, line 9a? <i>If "Yes," complete Schedule G, Part III</i>	19	X
20a Did the organization operate one or more hospital facilities? <i>If "Yes," complete Schedule H</i>	20a	X
b If "Yes" to line 20a, did the organization attach a copy of its audited financial statements to this return?	20b	
21 Did the organization report more than \$5,000 of grants or other assistance to any domestic organization or domestic government on Part IX, column (A), line 1? <i>If "Yes," complete Schedule I, Parts I and II</i>	21	X

Part IV Checklist of Required Schedules (continued)

	Yes	No
22 Did the organization report more than \$5,000 of grants or other assistance to or for domestic individuals on Part IX, column (A), line 2? <i>If "Yes," complete Schedule I, Parts I and III</i>	22	X
23 Did the organization answer "Yes" to Part VII, Section A, line 3, 4, or 5, about compensation of the organization's current and former officers, directors, trustees, key employees, and highest compensated employees? <i>If "Yes," complete Schedule J</i>	23	X
24a Did the organization have a tax-exempt bond issue with an outstanding principal amount of more than \$100,000 as of the last day of the year, that was issued after December 31, 2002? <i>If "Yes," answer lines 24b through 24d and complete Schedule K. If "No," go to line 25a</i>	24a	X
b Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception?	24b	
c Did the organization maintain an escrow account other than a refunding escrow at any time during the year to defease any tax-exempt bonds?	24c	
d Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year?	24d	
25a Section 501(c)(3), 501(c)(4), and 501(c)(29) organizations. Did the organization engage in an excess benefit transaction with a disqualified person during the year? <i>If "Yes," complete Schedule L, Part I</i>	25a	X
b Is the organization aware that it engaged in an excess benefit transaction with a disqualified person in a prior year, and that the transaction has not been reported on any of the organization's prior Forms 990 or 990-EZ? <i>If "Yes," complete Schedule L, Part I</i>	25b	X
26 Did the organization report any amount on Part X, line 5 or 22, for receivables from or payables to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons? <i>If "Yes," complete Schedule L, Part II</i>	26	X
27 Did the organization provide a grant or other assistance to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor or employee thereof, a grant selection committee member, or to a 35% controlled entity (including an employee thereof) or family member of any of these persons? <i>If "Yes," complete Schedule L, Part III</i>	27	X
28 Was the organization a party to a business transaction with one of the following parties? (See the Schedule L, Part IV, instructions for applicable filing thresholds, conditions, and exceptions):		
a A current or former officer, director, trustee, key employee, creator or founder, or substantial contributor? <i>If "Yes," complete Schedule L, Part IV</i>	28a	X
b A family member of any individual described in line 28a? <i>If "Yes," complete Schedule L, Part IV</i>	28b	X
c A 35% controlled entity of one or more individuals and/or organizations described in line 28a or 28b? <i>If "Yes," complete Schedule L, Part IV</i>	28c	X
29 Did the organization receive more than \$25,000 in noncash contributions? <i>If "Yes," complete Schedule M</i>	29	X
30 Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? <i>If "Yes," complete Schedule M</i>	30	X
31 Did the organization liquidate, terminate, or dissolve and cease operations? <i>If "Yes," complete Schedule N, Part I</i>	31	X
32 Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? <i>If "Yes," complete Schedule N, Part II</i>	32	X
33 Did the organization own 100% of an entity disregarded as separate from the organization under Regulations sections 301.7701-2 and 301.7701-3? <i>If "Yes," complete Schedule R, Part I</i>	33	X
34 Was the organization related to any tax-exempt or taxable entity? <i>If "Yes," complete Schedule R, Part II, III, or IV, and Part V, line 1</i>	34	X
35a Did the organization have a controlled entity within the meaning of section 512(b)(13)?	35a	X
b If "Yes" to line 35a, did the organization receive any payment from or engage in any transaction with a controlled entity within the meaning of section 512(b)(13)? <i>If "Yes," complete Schedule R, Part V, line 2</i>	35b	
36 Section 501(c)(3) organizations. Did the organization make any transfers to an exempt non-charitable related organization? <i>If "Yes," complete Schedule R, Part V, line 2</i>	36	X
37 Did the organization conduct more than 5% of its activities through an entity that is not a related organization and that is treated as a partnership for federal income tax purposes? <i>If "Yes," complete Schedule R, Part VI</i>	37	X
38 Did the organization complete Schedule O and provide explanations on Schedule O for Part VI, lines 11b and 19? Note: All Form 990 filers are required to complete Schedule O	38	X

Part V Statements Regarding Other IRS Filings and Tax ComplianceCheck if Schedule O contains a response or note to any line in this Part V ☐

	Yes	No
1a Enter the number reported in box 3 of Form 1096. Enter -0- if not applicable	1a	200
b Enter the number of Forms W-2G included on line 1a. Enter -0- if not applicable	1b	0
c Did the organization comply with backup withholding rules for reportable payments to vendors and reportable gaming (gambling) winnings to prize winners?	1c	

Part V Statements Regarding Other IRS Filings and Tax Compliance (continued)

		Yes	No
2a Enter the number of employees reported on Form W-3, Transmittal of Wage and Tax Statements, filed for the calendar year ending with or within the year covered by this return	2a 205		
b If at least one is reported on line 2a, did the organization file all required federal employment tax returns?	2b	X	
3a Did the organization have unrelated business gross income of \$1,000 or more during the year?	3a	X	
b If "Yes," has it filed a Form 990-T for this year? If "No" to line 3b, provide an explanation on Schedule O	3b	X	
4a At any time during the calendar year, did the organization have an interest in, or a signature or other authority over, a financial account in a foreign country (such as a bank account, securities account, or other financial account)?	4a		X
b If "Yes," enter the name of the foreign country See instructions for filing requirements for FinCEN Form 114, Report of Foreign Bank and Financial Accounts (FBAR).			
5a Was the organization a party to a prohibited tax shelter transaction at any time during the tax year?	5a		X
b Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction?	5b		X
c If "Yes" to line 5a or 5b, did the organization file Form 8886-T?	5c		
6a Does the organization have annual gross receipts that are normally greater than \$100,000, and did the organization solicit any contributions that were not tax deductible as charitable contributions?	6a		X
b If "Yes," did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible?	6b		
7 Organizations that may receive deductible contributions under section 170(c).			
a Did the organization receive a payment in excess of \$75 made partly as a contribution and partly for goods and services provided to the payor?	7a	X	
b If "Yes," did the organization notify the donor of the value of the goods or services provided?	7b	X	
c Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 8282?	7c		X
d If "Yes," indicate the number of Forms 8282 filed during the year	7d		
e Did the organization receive any funds, directly or indirectly, to pay premiums on a personal benefit contract?	7e		X
f Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract?	7f		X
g If the organization received a contribution of qualified intellectual property, did the organization file Form 8899 as required?	7g		
h If the organization received a contribution of cars, boats, airplanes, or other vehicles, did the organization file a Form 1098-C?	7h		
8 Sponsoring organizations maintaining donor advised funds. Did a donor advised fund maintained by the sponsoring organization have excess business holdings at any time during the year?	8		
9 Sponsoring organizations maintaining donor advised funds.			
a Did the sponsoring organization make any taxable distributions under section 4966?	9a		
b Did the sponsoring organization make a distribution to a donor, donor advisor, or related person?	9b		
10 Section 501(c)(7) organizations. Enter:			
a Initiation fees and capital contributions included on Part VIII, line 12	10a		
b Gross receipts, included on Form 990, Part VIII, line 12, for public use of club facilities	10b		
11 Section 501(c)(12) organizations. Enter:			
a Gross income from members or shareholders	11a		
b Gross income from other sources. (Do not net amounts due or paid to other sources against amounts due or received from them.)	11b		
12a Section 4947(a)(1) non-exempt charitable trusts. Is the organization filing Form 990 in lieu of Form 1041?	12a		
b If "Yes," enter the amount of tax-exempt interest received or accrued during the year	12b		
13 Section 501(c)(29) qualified nonprofit health insurance issuers.			
a Is the organization licensed to issue qualified health plans in more than one state? Note: See the instructions for additional information the organization must report on Schedule O.	13a		
b Enter the amount of reserves the organization is required to maintain by the states in which the organization is licensed to issue qualified health plans	13b		
c Enter the amount of reserves on hand	13c		
14a Did the organization receive any payments for indoor tanning services during the tax year?	14a		X
b If "Yes," has it filed a Form 720 to report these payments? If "No," provide an explanation on Schedule O	14b		
15 Is the organization subject to the section 4960 tax on payment(s) of more than \$1,000,000 in remuneration or excess parachute payment(s) during the year? If "Yes," see the instructions and file Form 4720, Schedule N.	15		X
16 Is the organization an educational institution subject to the section 4968 excise tax on net investment income? If "Yes," complete Form 4720, Schedule O.	16		X
17 Section 501(c)(21) organizations. Did the trust, or any disqualified or other person engage in any activities that would result in the imposition of an excise tax under section 4951, 4952 or 4953? If "Yes," complete Form 6069.	17		

Part VI Governance, Management, and Disclosure. For each "Yes" response to lines 2 through 7b below, and for a "No" response to line 8a, 8b, or 10b below, describe the circumstances, processes, or changes on Schedule O. See instructions.

Check if Schedule O contains a response or note to any line in this Part VI

☒**Section A. Governing Body and Management**

	1a	1b	Yes	No
1a Enter the number of voting members of the governing body at the end of the tax year If there are material differences in voting rights among members of the governing body, or if the governing body delegated broad authority to an executive committee or similar committee, explain on Schedule O.	24			
b Enter the number of voting members included on line 1a, above, who are independent		24		
2 Did any officer, director, trustee, or key employee have a family relationship or a business relationship with any other officer, director, trustee, or key employee?			2	X
3 Did the organization delegate control over management duties customarily performed by or under the direct supervision of officers, directors, trustees, or key employees to a management company or other person?			3	X
4 Did the organization make any significant changes to its governing documents since the prior Form 990 was filed?			4	X
5 Did the organization become aware during the year of a significant diversion of the organization's assets?			5	X
6 Did the organization have members or stockholders?			6	X
7a Did the organization have members, stockholders, or other persons who had the power to elect or appoint one or more members of the governing body?			7a	X
b Are any governance decisions of the organization reserved to (or subject to approval by) members, stockholders, or persons other than the governing body?			7b	X
8 Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following:				
a The governing body?			8a	X
b Each committee with authority to act on behalf of the governing body?			8b	X
9 Is there any officer, director, trustee, or key employee listed in Part VII, Section A, who cannot be reached at the organization's mailing address? If "Yes," provide the names and addresses on Schedule O			9	X

Section B. Policies (This Section B requests information about policies not required by the Internal Revenue Code.)

	Yes	No
10a Did the organization have local chapters, branches, or affiliates?	10a	X
b If "Yes," did the organization have written policies and procedures governing the activities of such chapters, affiliates, and branches to ensure their operations are consistent with the organization's exempt purposes?	10b	
11a Has the organization provided a complete copy of this Form 990 to all members of its governing body before filing the form?	11a	X
b Describe on Schedule O the process, if any, used by the organization to review this Form 990.		
12a Did the organization have a written conflict of interest policy? If "No," go to line 13	12a	X
b Were officers, directors, or trustees, and key employees required to disclose annually interests that could give rise to conflicts?	12b	X
c Did the organization regularly and consistently monitor and enforce compliance with the policy? If "Yes," describe on Schedule O how this was done	12c	X
13 Did the organization have a written whistleblower policy?	13	X
14 Did the organization have a written document retention and destruction policy?	14	X
15 Did the process for determining compensation of the following persons include a review and approval by independent persons, comparability data, and contemporaneous substantiation of the deliberation and decision?		
a The organization's CEO, Executive Director, or top management official	15a	X
b Other officers or key employees of the organization	15b	X
If "Yes" to line 15a or 15b, describe the process on Schedule O. See instructions.		
16a Did the organization invest in, contribute assets to, or participate in a joint venture or similar arrangement with a taxable entity during the year?	16a	X
b If "Yes," did the organization follow a written policy or procedure requiring the organization to evaluate its participation in joint venture arrangements under applicable federal tax law, and take steps to safeguard the organization's exempt status with respect to such arrangements?	16b	

Section C. Disclosure

17 List the states with which a copy of this Form 990 is required to be filed SEE SCHEDULE O

18 Section 6104 requires an organization to make its Forms 1023 (1024 or 1024-A, if applicable), 990, and 990-T (section 501(c)(3)s only) available for public inspection. Indicate how you made these available. Check all that apply.
☒ Own website ☒ Another's website ☒ Upon request ☐ Other (explain on Schedule O)

19 Describe on Schedule O whether (and if so, how) the organization made its governing documents, conflict of interest policy, and financial statements available to the public during the tax year.

20 State the name, address, and telephone number of the person who possesses the organization's books and records
SAYAKA ARAKI, CFO - 973-596-6681
49 WASHINGTON STREET, NEWARK, NJ 07102

Part VII Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent ContractorsCheck if Schedule O contains a response or note to any line in this Part VII ☐**Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees****1a** Complete this table for all persons required to be listed. Report compensation for the calendar year ending with or within the organization's tax year.

- List all of the organization's **current** officers, directors, trustees (whether individuals or organizations), regardless of amount of compensation. Enter -0- in columns (D), (E), and (F) if no compensation was paid.

- List all of the organization's **current** key employees, if any. See the instructions for definition of "key employee."

- List the organization's five **current** highest compensated employees (other than an officer, director, trustee, or key employee) who received reportable compensation (box 5 of Form W-2, box 6 of Form 1099-MISC, and/or box 1 of Form 1099-NEC) of more than \$100,000 from the organization and any related organizations.

- List all of the organization's **former** officers, key employees, and highest compensated employees who received more than \$100,000 of reportable compensation from the organization and any related organizations.

- List all of the organization's **former directors or trustees** that received, in the capacity as a former director or trustee of the organization, more than \$10,000 of reportable compensation from the organization and any related organizations.

See the instructions for the order in which to list the persons above.

☐ Check this box if neither the organization nor any related organization compensated any current officer, director, or trustee.

(A) Name and title	(B) Average hours per week (list any hours for related organizations below line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC/1099-NEC)	(E) Reportable compensation from related organizations (W-2/1099-MISC/1099-NEC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(1) LINDA C. HARRISON, DIRECTOR CEO AND BOARD SECRETARY	50.00			X				458,996.	0.	86,903.
(2) SAYAKA ARAKI CFO	50.00			X				208,669.	0.	40,718.
(3) CATHERINE EVANS INBUSCH, DEPUTY DIR., COLLECTIONS/CURATORIAL STRATEG	50.00				X			202,393.	0.	39,661.
(4) PETER WILDEROTTER, DEPUTY DIR. PHILANTHROPY & EXTERNAL RELATIONS	50.00				X			201,432.	0.	40,185.
(5) STEPHANIE LYLES, DEPUTY DIR. OF PEOPLE, CULTURE, & OPERATION	50.00				X			192,665.	0.	37,947.
(6) DAVID MAY SR. DIR., FACILITIES OPERATIONS	50.00					X		149,035.	0.	44,596.
(7) SHIRLEY THOMAS DEPUTY DIR. LEARNING & ENGAGEMENT	50.00					X		147,704.	0.	45,001.
(8) TIMOTHY WINTEMBERG, SR. DIR., STRATEGIC INNO. PROJECTS & DESIGN	50.00					X		155,108.	0.	18,585.
(9) KATHERINE PLACE ASTLE DIRECTOR OF GRANT & FUND COMPLIANCE	50.00					X		116,719.	0.	28,868.
(10) SILVIA F. FANTONI, DEPUTY DIR., LEARNING & ENGAGEMENT THRU JUN 2023	50.00					X		113,676.	0.	18,958.
(11) ALLEN J. KARP CO-CHAIR	15.00	X		X				0.	0.	0.
(12) ERIC FITZGERALD REED CO-CHAIR	15.00	X		X				0.	0.	0.
(13) ROBERT H. DOHERTY VICE PRESIDENT	8.00	X		X				0.	0.	0.
(14) MARSHALL B. MCLEAN VICE PRESIDENT	8.00	X		X				0.	0.	0.
(15) SHAHID J. MALIK TREASURER THRU FEB 2023	10.00	X		X				0.	0.	0.
(16) MARC E. ANDERSON TREASURER	10.00	X		X				0.	0.	0.
(17) MILES BERGER TRUSTEE	2.00	X						0.	0.	0.

Part VII Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees (continued)

(A) Name and title	(B) Average hours per week (list any hours for related organizations below line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC/1099-NEC)	(E) Reportable compensation from related organizations (W-2/1099-MISC/1099-NEC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(18) JOSEPH L. BUCKLEY TRUSTEE	2.00	X						0.	0.	0.
(19) ELEONORE K. COHEN TRUSTEE	2.00	X						0.	0.	0.
(20) LEE ANN DILLON TRUSTEE	2.00	X						0.	0.	0.
(21) DAHLIA ELSAYED TRUSTEE	2.00	X						0.	0.	0.
(22) PETER T. ENGLT TRUSTEE	2.00	X						0.	0.	0.
(23) CHRISTINE C. GILFILLAN TRUSTEE	2.00	X						0.	0.	0.
(24) MEHA JAIN TRUSTEE	2.00	X						0.	0.	0.
(25) CURTIS A. JOHNSON, ESQ. TRUSTEE	2.00	X						0.	0.	0.
(26) JOSEPH LEE TRUSTEE	2.00	X						0.	0.	0.
1b Subtotal								1,946,397.	0.	401,422.
c Total from continuation sheets to Part VII, Section A								0.	0.	0.
d Total (add lines 1b and 1c)								1,946,397.	0.	401,422.

2 Total number of individuals (including but not limited to those listed above) who received more than \$100,000 of reportable compensation from the organization

13

- 3** Did the organization list any **former** officer, director, trustee, key employee, or highest compensated employee on line 1a? If "Yes," complete Schedule J for such individual
- 4** For any individual listed on line 1a, is the sum of reportable compensation and other compensation from the organization and related organizations greater than \$150,000? If "Yes," complete Schedule J for such individual
- 5** Did any person listed on line 1a receive or accrue compensation from any unrelated organization or individual for services rendered to the organization? If "Yes," complete Schedule J for such person

	Yes	No
3		X
4	X	
5		X

Section B. Independent Contractors

1 Complete this table for your five highest compensated independent contractors that received more than \$100,000 of compensation from the organization. Report compensation for the calendar year ending with or within the organization's tax year.

(A) Name and business address	(B) Description of services	(C) Compensation
EVERGREENE ARCHITECTURAL ARTS, INC., 253 36TH STREET, SUITE 5-C, BROOKLYN, NY 11232	RESTORATION SERVICES	454,993.
NTT, LLC 41 MAPLEWOOD AVENUE, MAPLEWOOD, NJ 07040	MARKETING & CREATIVE DESIGN SERVICES	272,491.
3NOM SOLUTIONS, 1086 TEANECK ROAD, SUITE 3C, TEANECK, NJ 07666	COMPUTER SYSTEMS DESIGN SERVICES	253,666.
KSS ARCHITECTS 337 WITHERSPOON STREET, PRINCETON, NJ 08542	ARCHITECTURAL SERVICES	209,809.
BOLLINGER ATELIER 227 S ROCKFORD DR, TEMPE, AZ 85288	RESTORATION SERVICES	118,165.

2 Total number of independent contractors (including but not limited to those listed above) who received more than \$100,000 of compensation from the organization

8

SEE PART VII, SECTION A CONTINUATION SHEETS

Form 990 (2023)

Part VII Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees (continued)

(A) Name and title	(B) Average hours per week (list any hours for related organizations below line)	(C) Position (check all that apply)						(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(27) MEGAN MYUNGWON LEE TRUSTEE	2.00	X						0.	0.	0.
(28) JUDITH LIEBERMAN TRUSTEE	2.00	X						0.	0.	0.
(29) CHRISTINE MASON TRUSTEE	2.00	X						0.	0.	0.
(30) RONALD L. NORSWORTHY TRUSTEE	2.00	X						0.	0.	0.
(31) DR. ADRIENNE A. PHILLIPS TRUSTEE	2.00	X						0.	0.	0.
(32) BLENDIA PINTO TRUSTEE	2.00	X						0.	0.	0.
(33) OMMEED SATHE TRUSTEE	2.00	X						0.	0.	0.
(34) PHILIP K. SMITH, III TRUSTEE	2.00	X						0.	0.	0.
(35) ROGER SMITH TRUSTEE	2.00	X						0.	0.	0.
Total to Part VII, Section A, line 1c										

Part VIII Statement of RevenueCheck if Schedule O contains a response or note to any line in this Part VIII ☐

				(A) Total revenue	(B) Related or exempt function revenue	(C) Unrelated business revenue	(D) Revenue excluded from tax under sections 512 - 514
Contributions, Gifts, Grants and Other Similar Amounts	1 a Federated campaigns	1a					
	b Membership dues	1b	344,190.				
	c Fundraising events	1c	588,216.				
	d Related organizations	1d					
	e Government grants (contributions)	1e	11,451,605.				
	f All other contributions, gifts, grants, and similar amounts not included above ...	1f	2,448,928.				
	g Noncash contributions included in lines 1a-1f	1g	\$				
	h Total. Add lines 1a-1f			14,832,939.			
Program Service Revenue	2 a EDUC PGMS & WORKSHOPS	Business Code	900099	303,635.	303,635.		
	b REGISTRATION FEES		900099	199,547.	199,547.		
	c EXHIBITION AND LOAN FEES		900099	143,709.	143,709.		
	d ADMISSIONS		900099	95,734.	95,734.		
	e MEMBERSHIP DUES & TOURS NTD		900099	17,379.	17,379.		
	f All other program service revenue						
	g Total. Add lines 2a-2f			760,004.			
	3 Investment income (including dividends, interest, and other similar amounts)			1,421,917.			1421917.
4 Income from investment of tax-exempt bond proceeds							
5 Royalties							
Other Revenue	6 a Gross rents	6a	(i) Real 302,919.				
	b Less: rental expenses ...	6b	128,791.				
	c Rental income or (loss)	6c	174,128.				
	d Net rental income or (loss)			174,128.			174,128.
	7 a Gross amount from sales of assets other than inventory	7a	(i) Securities 12,175,892.	(ii) Other 22,886.			
	b Less: cost or other basis and sales expenses	7b	11,176,042.	0.			
	c Gain or (loss)	7c	999,850.	22,886.			
	d Net gain or (loss)			1,022,736.			1022736.
	8 a Gross income from fundraising events (not including \$ 588,216. of contributions reported on line 1c). See Part IV, line 18	8a	130,370.				
	b Less: direct expenses	8b	349,259.				
	c Net income or (loss) from fundraising events			-218,889.			-218,889.
	9 a Gross income from gaming activities. See Part IV, line 19	9a					
	b Less: direct expenses	9b					
	c Net income or (loss) from gaming activities						
	10 a Gross sales of inventory, less returns and allowances	10a	236,558.				
b Less: cost of goods sold	10b	161,096.					
c Net income or (loss) from sales of inventory			75,462.	75,462.			
Miscellaneous Revenue	11 a PARKING LOT INCOME	Business Code	900099	84,532.		46,048.	38,484.
	b INSURANCE RECOVERY		900099	5,936.			5,936.
	c						
	d All other revenue						
	e Total. Add lines 11a-11d			90,468.			
12 Total revenue. See instructions			18,158,765.	835,466.	46,048.	2444312.	

Part IX Statement of Functional Expenses

Section 501(c)(3) and 501(c)(4) organizations must complete all columns. All other organizations must complete column (A).

Check if Schedule O contains a response or note to any line in this Part IX

☒

Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.	(A) Total expenses	(B) Program service expenses	(C) Management and general expenses	(D) Fundraising expenses
1 Grants and other assistance to domestic organizations and domestic governments. See Part IV, line 21				
2 Grants and other assistance to domestic individuals. See Part IV, line 22				
3 Grants and other assistance to foreign organizations, foreign governments, and foreign individuals. See Part IV, lines 15 and 16				
4 Benefits paid to or for members				
5 Compensation of current officers, directors, trustees, and key employees	1,509,569.	256,550.	431,982.	821,037.
6 Compensation not included above to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B)				
7 Other salaries and wages	6,565,483.	4,695,415.	551,145.	1,318,923.
8 Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions)	635,607.	520,234.	65,712.	49,661.
9 Other employee benefits	953,308.	759,761.	31,189.	162,358.
10 Payroll taxes	865,156.	656,380.	42,511.	166,265.
11 Fees for services (nonemployees):				
a Management				
b Legal	73,685.		73,685.	
c Accounting	101,057.		101,057.	
d Lobbying				
e Professional fundraising services. See Part IV, line 17				
f Investment management fees	186,984.		186,984.	
g Other. (If line 11g amount exceeds 10% of line 25, column (A), amount, list line 11g expenses on Sch O.)	2,857,668.	2,192,631.	471,675.	193,362.
12 Advertising and promotion	458,652.	346,707.	16,501.	95,444.
13 Office expenses	977,171.	798,771.	73,474.	104,926.
14 Information technology	194,750.	169,968.	22,628.	2,154.
15 Royalties				
16 Occupancy	868,825.	849,833.	5,403.	13,589.
17 Travel	190,476.	133,232.	44,357.	12,887.
18 Payments of travel or entertainment expenses for any federal, state, or local public officials				
19 Conferences, conventions, and meetings	287,409.	165,373.	87,335.	34,701.
20 Interest	92,170.	63,597.	12,904.	15,669.
21 Payments to affiliates				
22 Depreciation, depletion, and amortization	1,405,609.	1,335,330.	28,111.	42,168.
23 Insurance	371,917.	356,569.	6,139.	9,209.
24 Other expenses. Itemize expenses not covered above. (List miscellaneous expenses on line 24e. If line 24e amount exceeds 10% of line 25, column (A), amount, list line 24e expenses on Schedule O.)				
a ACQ OF WORKS OF ART	889,079.	889,079.		
b REPAIRS & MAINTENANCE	527,407.	481,935.	19,364.	26,108.
c COLLECTIONS CARE	34,000.	34,000.		
d OTHER OPERATING EXPENSE	12,486.	7,887.	1,223.	3,376.
e All other expenses				
25 Total functional expenses. Add lines 1 through 24e	20,058,468.	14,713,252.	2,273,379.	3,071,837.
26 Joint costs. Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation. Check here <input type="checkbox"/> if following SOP 98-2 (ASC 958-720)				

Part X Balance SheetCheck if Schedule O contains a response or note to any line in this Part X ☐

		(A) Beginning of year		(B) End of year
Assets	1 Cash - non-interest-bearing	4,278,263.	1	4,546,566.
	2 Savings and temporary cash investments	4,449,088.	2	1,877,217.
	3 Pledges and grants receivable, net	2,054,098.	3	1,358,379.
	4 Accounts receivable, net		4	
	5 Loans and other receivables from any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons		5	
	6 Loans and other receivables from other disqualified persons (as defined under section 4958(f)(1)), and persons described in section 4958(c)(3)(B)		6	
	7 Notes and loans receivable, net		7	
	8 Inventories for sale or use	129,742.	8	181,393.
	9 Prepaid expenses and deferred charges	171,986.	9	86,426.
	10a Land, buildings, and equipment: cost or other basis. Complete Part VI of Schedule D	10a 67,419,518.		
	b Less: accumulated depreciation	10b 53,948,490.		
		13,746,934.	10c	13,471,028.
	11 Investments - publicly traded securities	38,514,311.	11	43,695,562.
	12 Investments - other securities. See Part IV, line 11		12	
	13 Investments - program-related. See Part IV, line 11		13	
	14 Intangible assets		14	
15 Other assets. See Part IV, line 11	40,212.	15	82,844.	
16 Total assets. Add lines 1 through 15 (must equal line 33)	63,384,634.	16	65,299,415.	
Liabilities	17 Accounts payable and accrued expenses	1,311,727.	17	2,319,968.
	18 Grants payable		18	
	19 Deferred revenue		19	
	20 Tax-exempt bond liabilities		20	
	21 Escrow or custodial account liability. Complete Part IV of Schedule D		21	
	22 Loans and other payables to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons		22	
	23 Secured mortgages and notes payable to unrelated third parties	2,012,000.	23	2,012,000.
	24 Unsecured notes and loans payable to unrelated third parties		24	
	25 Other liabilities (including federal income tax, payables to related third parties, and other liabilities not included on lines 17-24). Complete Part X of Schedule D	48,050.	25	61,772.
	26 Total liabilities. Add lines 17 through 25	3,371,777.	26	4,393,740.
Net Assets or Fund Balances	Organizations that follow FASB ASC 958, check here <input checked="" type="checkbox"/>			
	and complete lines 27, 28, 32, and 33.			
	27 Net assets without donor restrictions	45,878,483.	27	46,101,973.
	28 Net assets with donor restrictions	14,134,374.	28	14,803,702.
	Organizations that do not follow FASB ASC 958, check here <input type="checkbox"/>			
	and complete lines 29 through 33.			
	29 Capital stock or trust principal, or current funds		29	
	30 Paid-in or capital surplus, or land, building, or equipment fund		30	
	31 Retained earnings, endowment, accumulated income, or other funds		31	
32 Total net assets or fund balances	60,012,857.	32	60,905,675.	
33 Total liabilities and net assets/fund balances	63,384,634.	33	65,299,415.	

Form 990 (2023)

Part XI Reconciliation of Net AssetsCheck if Schedule O contains a response or note to any line in this Part XI ☐

1	Total revenue (must equal Part VIII, column (A), line 12)	1	18,158,765.
2	Total expenses (must equal Part IX, column (A), line 25)	2	20,058,468.
3	Revenue less expenses. Subtract line 2 from line 1	3	-1,899,703.
4	Net assets or fund balances at beginning of year (must equal Part X, line 32, column (A))	4	60,012,857.
5	Net unrealized gains (losses) on investments	5	2,792,521.
6	Donated services and use of facilities	6	
7	Investment expenses	7	
8	Prior period adjustments	8	
9	Other changes in net assets or fund balances (explain on Schedule O)	9	0.
10	Net assets or fund balances at end of year. Combine lines 3 through 9 (must equal Part X, line 32, column (B))	10	60,905,675.

Part XII Financial Statements and ReportingCheck if Schedule O contains a response or note to any line in this Part XII ☒

	Yes	No
1 Accounting method used to prepare the Form 990: <input type="checkbox"/> Cash <input checked="" type="checkbox"/> Accrual <input type="checkbox"/> Other _____ If the organization changed its method of accounting from a prior year or checked "Other," explain on Schedule O.		
2a Were the organization's financial statements compiled or reviewed by an independent accountant? _____ If "Yes," check a box below to indicate whether the financial statements for the year were compiled or reviewed on a separate basis, consolidated basis, or both: <input type="checkbox"/> Separate basis <input type="checkbox"/> Consolidated basis <input type="checkbox"/> Both consolidated and separate basis	2a	X
b Were the organization's financial statements audited by an independent accountant? _____ If "Yes," check a box below to indicate whether the financial statements for the year were audited on a separate basis, consolidated basis, or both: <input checked="" type="checkbox"/> Separate basis <input type="checkbox"/> Consolidated basis <input type="checkbox"/> Both consolidated and separate basis	2b	X
c If "Yes" to line 2a or 2b, does the organization have a committee that assumes responsibility for oversight of the audit, review, or compilation of its financial statements and selection of an independent accountant? _____ If the organization changed either its oversight process or selection process during the tax year, explain on Schedule O.	2c	X
3a As a result of a federal award, was the organization required to undergo an audit or audits as set forth in the Uniform Guidance, 2 C.F.R. Part 200, Subpart F? _____	3a	X
b If "Yes," did the organization undergo the required audit or audits? If the organization did not undergo the required audit or audits, explain why on Schedule O and describe any steps taken to undergo such audits _____	3b	X

Form 990 (2023)

Department of the Treasury
Internal Revenue Service

Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

2023

**Open to Public
Inspection**

Name of the organization

THE NEWARK MUSEUM ASSOCIATION

Employer identification number

22-1487275

Part I	Reason for Public Charity Status. (All organizations must complete this part.) See instructions.
---------------	---

The organization is not a private foundation because it is: (For lines 1 through 12, check only one box.)

- 1 ☐ A church, convention of churches, or association of churches described in **section 170(b)(1)(A)(i).**

2 ☐ A school described in **section 170(b)(1)(A)(ii).** (Attach Schedule E (Form 990).)

3 ☐ A hospital or a cooperative hospital service organization described in **section 170(b)(1)(A)(iii).**

4 ☐ A medical research organization operated in conjunction with a hospital described in **section 170(b)(1)(A)(iii).** Enter the hospital's name, city, and state: _____

5 ☐ An organization operated for the benefit of a college or university owned or operated by a governmental unit described in **section 170(b)(1)(A)(iv).** (Complete Part II.)

6 ☐ A federal, state, or local government or governmental unit described in **section 170(b)(1)(A)(v).**

7 ☒ An organization that normally receives a substantial part of its support from a governmental unit or from the general public described in **section 170(b)(1)(A)(vi).** (Complete Part II.)

8 ☐ A community trust described in **section 170(b)(1)(A)(vi).** (Complete Part II.)

9 ☐ An agricultural research organization described in **section 170(b)(1)(A)(ix)** operated in conjunction with a land-grant college or university or a non-land-grant college of agriculture (see instructions). Enter the name, city, and state of the college or university: _____

10 ☐ An organization that normally receives (1) more than 33 1/3% of its support from contributions, membership fees, and gross receipts from activities related to its exempt functions, subject to certain exceptions; and (2) no more than 33 1/3% of its support from gross investment income and unrelated business taxable income (less section 511 tax) from businesses acquired by the organization after June 30, 1975. See **section 509(a)(2).** (Complete Part III.)

11 ☐ An organization organized and operated exclusively to test for public safety. See **section 509(a)(4).**

12 ☐ An organization organized and operated exclusively for the benefit of, to perform the functions of, or to carry out the purposes of one or more publicly supported organizations described in **section 509(a)(1)** or **section 509(a)(2).** See **section 509(a)(3).** Check the box on lines 12a through 12d that describes the type of supporting organization and complete lines 12e, 12f, and 12g.

a ☐ **Type I.** A supporting organization operated, supervised, or controlled by its supported organization(s), typically by giving the supported organization(s) the power to regularly appoint or elect a majority of the directors or trustees of the supporting organization. **You must complete Part IV, Sections A and B.**

b ☐ **Type II.** A supporting organization supervised or controlled in connection with its supported organization(s), by having control or management of the supporting organization vested in the same persons that control or manage the supported organization(s). **You must complete Part IV, Sections A and C.**

c ☐ **Type III functionally integrated.** A supporting organization operated in connection with, and functionally integrated with, its supported organization(s) (see instructions). **You must complete Part IV, Sections A, D, and E.**

d ☐ **Type III non-functionally integrated.** A supporting organization operated in connection with its supported organization(s) that is not functionally integrated. The organization generally must satisfy a distribution requirement and an attentiveness requirement (see instructions). **You must complete Part IV, Sections A and D, and Part V.**

e ☐ Check this box if the organization received a written determination from the IRS that it is a Type I, Type II, Type III functionally integrated, or Type III non-functionally integrated supporting organization.

f Enter the number of supported organizations _____

g Provide the following information about the supported organization(s). _____

g Provide the following information about the supported organization(s).						
(i) Name of supported organization	(ii) EIN	(iii) Type of organization (described on lines 1-10 above (see instructions))	(iv) Is the organization listed in your governing document?		(v) Amount of monetary support (see instructions)	(vi) Amount of other support (see instructions)
			Yes	No		
Total						

Part II Support Schedule for Organizations Described in Sections 170(b)(1)(A)(iv) and 170(b)(1)(A)(vi)

(Complete only if you checked the box on line 5, 7, or 8 of Part I or if the organization failed to qualify under Part III. If the organization fails to qualify under the tests listed below, please complete Part III.)

Section A. Public Support

Calendar year (or fiscal year beginning in)	(a) 2019	(b) 2020	(c) 2021	(d) 2022	(e) 2023	(f) Total
1 Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.")	9102999.	10716404.	10258347.	10997488.	14832939.	55908177.
2 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
3 The value of services or facilities furnished by a governmental unit to the organization without charge						
4 Total. Add lines 1 through 3	9102999.	10716404.	10258347.	10997488.	14832939.	55908177.
5 The portion of total contributions by each person (other than a governmental unit or publicly supported organization) included on line 1 that exceeds 2% of the amount shown on line 11, column (f)						1267359.
6 Public support. Subtract line 5 from line 4.						54640818.

Section B. Total Support

Calendar year (or fiscal year beginning in)	(a) 2019	(b) 2020	(c) 2021	(d) 2022	(e) 2023	(f) Total
7 Amounts from line 4	9102999.	10716404.	10258347.	10997488.	14832939.	55908177.
8 Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources	1483361.	815,789.	2100406.	1559725.	1724836.	7684117.
9 Net income from unrelated business activities, whether or not the business is regularly carried on			748.			748.
10 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.)	69,242.	8,884.	404,087.	106,246.	44,420.	632,879.
11 Total support. Add lines 7 through 10						64225921.
12 Gross receipts from related activities, etc. (see instructions)					12	3,203,391.
13 First 5 years. If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and stop here						<input type="checkbox"/>

Section C. Computation of Public Support Percentage

14 Public support percentage for 2023 (line 6, column (f), divided by line 11, column (f))	14	85.08	%
15 Public support percentage from 2022 Schedule A, Part II, line 14	15	84.99	%
16a 33 1/3% support test - 2023. If the organization did not check the box on line 13, and line 14 is 33 1/3% or more, check this box and stop here. The organization qualifies as a publicly supported organization			<input checked="" type="checkbox"/>
b 33 1/3% support test - 2022. If the organization did not check a box on line 13 or 16a, and line 15 is 33 1/3% or more, check this box and stop here. The organization qualifies as a publicly supported organization			<input type="checkbox"/>
17a 10% -facts-and-circumstances test - 2023. If the organization did not check a box on line 13, 16a, or 16b, and line 14 is 10% or more, and if the organization meets the facts-and-circumstances test, check this box and stop here. Explain in Part VI how the organization meets the facts-and-circumstances test. The organization qualifies as a publicly supported organization			<input type="checkbox"/>
b 10% -facts-and-circumstances test - 2022. If the organization did not check a box on line 13, 16a, 16b, or 17a, and line 15 is 10% or more, and if the organization meets the facts-and-circumstances test, check this box and stop here. Explain in Part VI how the organization meets the facts-and-circumstances test. The organization qualifies as a publicly supported organization			<input type="checkbox"/>
18 Private foundation. If the organization did not check a box on line 13, 16a, 16b, 17a, or 17b, check this box and see instructions			<input type="checkbox"/>

Schedule A (Form 990) 2023

Part III Support Schedule for Organizations Described in Section 509(a)(2)

(Complete only if you checked the box on line 10 of Part I or if the organization failed to qualify under Part II. If the organization fails to qualify under the tests listed below, please complete Part II.)

Section A. Public Support

Calendar year (or fiscal year beginning in)	(a) 2019	(b) 2020	(c) 2021	(d) 2022	(e) 2023	(f) Total
1 Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.")						
2 Gross receipts from admissions, merchandise sold or services performed, or facilities furnished in any activity that is related to the organization's tax-exempt purpose						
3 Gross receipts from activities that are not an unrelated trade or business under section 513						
4 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
5 The value of services or facilities furnished by a governmental unit to the organization without charge						
6 Total. Add lines 1 through 5						
7a Amounts included on lines 1, 2, and 3 received from disqualified persons						
b Amounts included on lines 2 and 3 received from other than disqualified persons that exceed the greater of \$5,000 or 1% of the amount on line 13 for the year						
c Add lines 7a and 7b						
8 Public support. (Subtract line 7c from line 6.)						

Section B. Total Support

Calendar year (or fiscal year beginning in)	(a) 2019	(b) 2020	(c) 2021	(d) 2022	(e) 2023	(f) Total
9 Amounts from line 6						
10a Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources						
b Unrelated business taxable income (less section 511 taxes) from businesses acquired after June 30, 1975						
c Add lines 10a and 10b						
11 Net income from unrelated business activities not included on line 10b, whether or not the business is regularly carried on						
12 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.)						
13 Total support. (Add lines 9, 10c, 11, and 12.)						

14 First 5 years. If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and **stop here** ☐

Section C. Computation of Public Support Percentage

15 Public support percentage for 2023 (line 8, column (f), divided by line 13, column (f))	15	%
16 Public support percentage from 2022 Schedule A, Part III, line 15	16	%

Section D. Computation of Investment Income Percentage

17 Investment income percentage for 2023 (line 10c, column (f), divided by line 13, column (f))	17	%
18 Investment income percentage from 2022 Schedule A, Part III, line 17	18	%

19a 33 1/3% support tests - 2023. If the organization did not check the box on line 14, and line 15 is more than 33 1/3%, and line 17 is not more than 33 1/3%, check this box and **stop here**. The organization qualifies as a publicly supported organization ☐

b 33 1/3% support tests - 2022. If the organization did not check a box on line 14 or line 19a, and line 16 is more than 33 1/3%, and line 18 is not more than 33 1/3%, check this box and **stop here**. The organization qualifies as a publicly supported organization ☐

20 Private foundation. If the organization did not check a box on line 14, 19a, or 19b, check this box and see instructions ☐

Part IV Supporting Organizations

(Complete only if you checked a box on line 12 of Part I. If you checked box 12a, Part I, complete Sections A and B. If you checked box 12b, Part I, complete Sections A and C. If you checked box 12c, Part I, complete Sections A, D, and E. If you checked box 12d, Part I, complete Sections A and D, and complete Part V.)

Section A. All Supporting Organizations

	Yes	No
1 Are all of the organization's supported organizations listed by name in the organization's governing documents? <i>If "No," describe in Part VI how the supported organizations are designated. If designated by class or purpose, describe the designation. If historic and continuing relationship, explain.</i>		
2 Did the organization have any supported organization that does not have an IRS determination of status under section 509(a)(1) or (2)? <i>If "Yes," explain in Part VI how the organization determined that the supported organization was described in section 509(a)(1) or (2).</i>		
3a Did the organization have a supported organization described in section 501(c)(4), (5), or (6)? <i>If "Yes," answer lines 3b and 3c below.</i>		
b Did the organization confirm that each supported organization qualified under section 501(c)(4), (5), or (6) and satisfied the public support tests under section 509(a)(2)? <i>If "Yes," describe in Part VI when and how the organization made the determination.</i>		
c Did the organization ensure that all support to such organizations was used exclusively for section 170(c)(2)(B) purposes? <i>If "Yes," explain in Part VI what controls the organization put in place to ensure such use.</i>		
4a Was any supported organization not organized in the United States ("foreign supported organization")? <i>If "Yes," and if you checked box 12a or 12b in Part I, answer lines 4b and 4c below.</i>		
b Did the organization have ultimate control and discretion in deciding whether to make grants to the foreign supported organization? <i>If "Yes," describe in Part VI how the organization had such control and discretion despite being controlled or supervised by or in connection with its supported organizations.</i>		
c Did the organization support any foreign supported organization that does not have an IRS determination under sections 501(c)(3) and 509(a)(1) or (2)? <i>If "Yes," explain in Part VI what controls the organization used to ensure that all support to the foreign supported organization was used exclusively for section 170(c)(2)(B) purposes.</i>		
5a Did the organization add, substitute, or remove any supported organizations during the tax year? <i>If "Yes," answer lines 5b and 5c below (if applicable). Also, provide detail in Part VI, including (i) the names and EIN numbers of the supported organizations added, substituted, or removed; (ii) the reasons for each such action; (iii) the authority under the organization's organizing document authorizing such action; and (iv) how the action was accomplished (such as by amendment to the organizing document).</i>		
b Type I or Type II only. Was any added or substituted supported organization part of a class already designated in the organization's organizing document?		
c Substitutions only. Was the substitution the result of an event beyond the organization's control?		
6 Did the organization provide support (whether in the form of grants or the provision of services or facilities) to anyone other than (i) its supported organizations, (ii) individuals that are part of the charitable class benefited by one or more of its supported organizations, or (iii) other supporting organizations that also support or benefit one or more of the filing organization's supported organizations? <i>If "Yes," provide detail in Part VI.</i>		
7 Did the organization provide a grant, loan, compensation, or other similar payment to a substantial contributor (as defined in section 4958(c)(3)(C)), a family member of a substantial contributor, or a 35% controlled entity with regard to a substantial contributor? <i>If "Yes," complete Part I of Schedule L (Form 990).</i>		
8 Did the organization make a loan to a disqualified person (as defined in section 4958) not described on line 7? <i>If "Yes," complete Part I of Schedule L (Form 990).</i>		
9a Was the organization controlled directly or indirectly at any time during the tax year by one or more disqualified persons, as defined in section 4946 (other than foundation managers and organizations described in section 509(a)(1) or (2))? <i>If "Yes," provide detail in Part VI.</i>		
b Did one or more disqualified persons (as defined on line 9a) hold a controlling interest in any entity in which the supporting organization had an interest? <i>If "Yes," provide detail in Part VI.</i>		
c Did a disqualified person (as defined on line 9a) have an ownership interest in, or derive any personal benefit from, assets in which the supporting organization also had an interest? <i>If "Yes," provide detail in Part VI.</i>		
10a Was the organization subject to the excess business holdings rules of section 4943 because of section 4943(f) (regarding certain Type II supporting organizations, and all Type III non-functionally integrated supporting organizations)? <i>If "Yes," answer line 10b below.</i>		
b Did the organization have any excess business holdings in the tax year? <i>(Use Schedule C, Form 4720, to determine whether the organization had excess business holdings.)</i>		

Part IV Supporting Organizations (continued)

	Yes	No
11 Has the organization accepted a gift or contribution from any of the following persons?		
a A person who directly or indirectly controls, either alone or together with persons described on lines 11b and 11c below, the governing body of a supported organization?		
11a		
b A family member of a person described on line 11a above?		
11b		
c A 35% controlled entity of a person described on line 11a or 11b above? If "Yes" to line 11a, 11b, or 11c, provide detail in Part VI .		
11c		

Section B. Type I Supporting Organizations

	Yes	No
1 Did the governing body, members of the governing body, officers acting in their official capacity, or membership of one or more supported organizations have the power to regularly appoint or elect at least a majority of the organization's officers, directors, or trustees at all times during the tax year? If "No," describe in Part VI how the supported organization(s) effectively operated, supervised, or controlled the organization's activities. If the organization had more than one supported organization, describe how the powers to appoint and/or remove officers, directors, or trustees were allocated among the supported organizations and what conditions or restrictions, if any, applied to such powers during the tax year.		
1		
2 Did the organization operate for the benefit of any supported organization other than the supported organization(s) that operated, supervised, or controlled the supporting organization? If "Yes," explain in Part VI how providing such benefit carried out the purposes of the supported organization(s) that operated, supervised, or controlled the supporting organization.		
2		

Section C. Type II Supporting Organizations

	Yes	No
1 Were a majority of the organization's directors or trustees during the tax year also a majority of the directors or trustees of each of the organization's supported organization(s)? If "No," describe in Part VI how control or management of the supporting organization was vested in the same persons that controlled or managed the supported organization(s).		
1		

Section D. All Type III Supporting Organizations

	Yes	No
1 Did the organization provide to each of its supported organizations, by the last day of the fifth month of the organization's tax year, (i) a written notice describing the type and amount of support provided during the prior tax year, (ii) a copy of the Form 990 that was most recently filed as of the date of notification, and (iii) copies of the organization's governing documents in effect on the date of notification, to the extent not previously provided?		
1		
2 Were any of the organization's officers, directors, or trustees either (i) appointed or elected by the supported organization(s) or (ii) serving on the governing body of a supported organization? If "No," explain in Part VI how the organization maintained a close and continuous working relationship with the supported organization(s).		
2		
3 By reason of the relationship described on line 2, above, did the organization's supported organizations have a significant voice in the organization's investment policies and in directing the use of the organization's income or assets at all times during the tax year? If "Yes," describe in Part VI the role the organization's supported organizations played in this regard.		
3		

Section E. Type III Functionally Integrated Supporting Organizations

1 Check the box next to the method that the organization used to satisfy the Integral Part Test during the year (see instructions).			
a <input type="checkbox"/> The organization satisfied the Activities Test. Complete line 2 below.			
b <input type="checkbox"/> The organization is the parent of each of its supported organizations. Complete line 3 below.			
c <input type="checkbox"/> The organization supported a governmental entity. Describe in Part VI how you supported a governmental entity (see instructions).			
2 Activities Test. Answer lines 2a and 2b below.			
a Did substantially all of the organization's activities during the tax year directly further the exempt purposes of the supported organization(s) to which the organization was responsive? If "Yes," then in Part VI identify those supported organizations and explain how these activities directly furthered their exempt purposes, how the organization was responsive to those supported organizations, and how the organization determined that these activities constituted substantially all of its activities.			
2a			
b Did the activities described on line 2a, above, constitute activities that, but for the organization's involvement, one or more of the organization's supported organization(s) would have been engaged in? If "Yes," explain in Part VI the reasons for the organization's position that its supported organization(s) would have engaged in these activities but for the organization's involvement.			
2b			
3 Parent of Supported Organizations. Answer lines 3a and 3b below.			
a Did the organization have the power to regularly appoint or elect a majority of the officers, directors, or trustees of each of the supported organizations? If "Yes" or "No" provide details in Part VI .			
3a			
b Did the organization exercise a substantial degree of direction over the policies, programs, and activities of each of its supported organizations? If "Yes," describe in Part VI the role played by the organization in this regard.			
3b			

Part V Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations

- 1 ☐ Check here if the organization satisfied the Integral Part Test as a qualifying trust on Nov. 20, 1970 (*explain in Part VI*). See instructions.
All other Type III non-functionally integrated supporting organizations must complete Sections A through E.

Section A - Adjusted Net Income		(A) Prior Year	(B) Current Year (optional)
1	Net short-term capital gain	1	
2	Recoveries of prior-year distributions	2	
3	Other gross income (see instructions)	3	
4	Add lines 1 through 3.	4	
5	Depreciation and depletion	5	
6	Portion of operating expenses paid or incurred for production or collection of gross income or for management, conservation, or maintenance of property held for production of income (see instructions)	6	
7	Other expenses (see instructions)	7	
8	Adjusted Net Income (subtract lines 5, 6, and 7 from line 4)	8	

Section B - Minimum Asset Amount		(A) Prior Year	(B) Current Year (optional)
1	Aggregate fair market value of all non-exempt-use assets (see instructions for short tax year or assets held for part of year):		
a	Average monthly value of securities	1a	
b	Average monthly cash balances	1b	
c	Fair market value of other non-exempt-use assets	1c	
d	Total (add lines 1a, 1b, and 1c)	1d	
e	Discount claimed for blockage or other factors (<i>explain in detail in Part VI</i>):		
2	Acquisition indebtedness applicable to non-exempt-use assets	2	
3	Subtract line 2 from line 1d.	3	
4	Cash deemed held for exempt use. Enter 0.015 of line 3 (for greater amount, see instructions).	4	
5	Net value of non-exempt-use assets (subtract line 4 from line 3)	5	
6	Multiply line 5 by 0.035.	6	
7	Recoveries of prior-year distributions	7	
8	Minimum Asset Amount (add line 7 to line 6)	8	

Section C - Distributable Amount			Current Year
1	Adjusted net income for prior year (from Section A, line 8, column A)	1	
2	Enter 0.85 of line 1.	2	
3	Minimum asset amount for prior year (from Section B, line 8, column A)	3	
4	Enter greater of line 2 or line 3.	4	
5	Income tax imposed in prior year	5	
6	Distributable Amount. Subtract line 5 from line 4, unless subject to emergency temporary reduction (see instructions).	6	
7	<input type="checkbox"/> Check here if the current year is the organization's first as a non-functionally integrated Type III supporting organization (see instructions).		

Schedule A (Form 990) 2023

Part V Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations (continued)**Section D - Distributions**

		Current Year
1	Amounts paid to supported organizations to accomplish exempt purposes	1
2	Amounts paid to perform activity that directly furthers exempt purposes of supported organizations, in excess of income from activity	2
3	Administrative expenses paid to accomplish exempt purposes of supported organizations	3
4	Amounts paid to acquire exempt-use assets	4
5	Qualified set-aside amounts (prior IRS approval required - <i>provide details in Part VI</i>)	5
6	Other distributions (<i>describe in Part VI</i>). See instructions.	6
7	Total annual distributions. Add lines 1 through 6.	7
8	Distributions to attentive supported organizations to which the organization is responsive (<i>provide details in Part VI</i>). See instructions.	8
9	Distributable amount for 2023 from Section C, line 6	9
10	Line 8 amount divided by line 9 amount	10

Section E - Distribution Allocations (see instructions)	(i) Excess Distributions	(ii) Underdistributions Pre-2023	(iii) Distributable Amount for 2023
1 Distributable amount for 2023 from Section C, line 6			
2 Underdistributions, if any, for years prior to 2023 (reasonable cause required - <i>explain in Part VI</i>). See instructions.			
3 Excess distributions carryover, if any, to 2023			
a From 2018			
b From 2019			
c From 2020			
d From 2021			
e From 2022			
f Total of lines 3a through 3e			
g Applied to underdistributions of prior years			
h Applied to 2023 distributable amount			
i Carryover from 2018 not applied (see instructions)			
j Remainder. Subtract lines 3g, 3h, and 3i from line 3f.			
4 Distributions for 2023 from Section D, line 7: \$			
a Applied to underdistributions of prior years			
b Applied to 2023 distributable amount			
c Remainder. Subtract lines 4a and 4b from line 4.			
5 Remaining underdistributions for years prior to 2023, if any. Subtract lines 3g and 4a from line 2. For result greater than zero, <i>explain in Part VI</i> . See instructions.			
6 Remaining underdistributions for 2023. Subtract lines 3h and 4b from line 1. For result greater than zero, <i>explain in Part VI</i> . See instructions.			
7 Excess distributions carryover to 2024. Add lines 3j and 4c.			
8 Breakdown of line 7:			
a Excess from 2019			
b Excess from 2020			
c Excess from 2021			
d Excess from 2022			
e Excess from 2023			

Schedule A (Form 990) 2023

Part VI

Supplemental Information. Provide the explanations required by Part II, line 10; Part II, line 17a or 17b; Part III, line 12; Part IV, Section A, lines 1, 2, 3b, 3c, 4b, 4c, 5a, 6, 9a, 9b, 9c, 11a, 11b, and 11c; Part IV, Section B, lines 1 and 2; Part IV, Section C, line 1; Part IV, Section D, lines 2 and 3; Part IV, Section E, lines 1c, 2a, 2b, 3a, and 3b; Part V, line 1; Part V, Section B, line 1e; Part V, Section D, lines 5, 6, and 8; and Part V, Section E, lines 2, 5, and 6. Also complete this part for any additional information.
(See instructions.)

SCHEDULE A, PART II, LINE 10, EXPLANATION FOR OTHER INCOME:**PARKING LOT INCOME**

2019 AMOUNT: \$ 64,531.

2020 AMOUNT: \$ 8,884.

2021 AMOUNT: \$ 4,085.

2022 AMOUNT: \$ 28,735.

2023 AMOUNT: \$ 38,484.

INSURANCE RECOVERY

2021 AMOUNT: \$ 250,000.

2022 AMOUNT: \$ 69,969.

2023 AMOUNT: \$ 5,936.

BOOK SALE/ OTHER REVENUE

2019 AMOUNT: \$ 4,711.

2021 AMOUNT: \$ 150,002.

2022 AMOUNT: \$ 7,542.

Schedule B
(Form 990)Department of the Treasury
Internal Revenue Service**Schedule of Contributors**Attach to Form 990, 990-EZ, or 990-PF.
Go to www.irs.gov/Form990 for the latest information.

OMB No. 1545-0047

2023

Name of the organization

Employer identification number

THE NEWARK MUSEUM ASSOCIATION

22-1487275

Organization type (check one):

Filers of:**Section:**

Form 990 or 990-EZ

☒ 501(c)(3) (enter number) organization☐ 4947(a)(1) nonexempt charitable trust **not** treated as a private foundation☐ 527 political organization

Form 990-PF

☐ 501(c)(3) exempt private foundation☐ 4947(a)(1) nonexempt charitable trust treated as a private foundation☐ 501(c)(3) taxable private foundationCheck if your organization is covered by the **General Rule** or a **Special Rule**.**Note:** Only a section 501(c)(7), (8), or (10) organization can check boxes for both the General Rule and a Special Rule. See instructions.**General Rule**☐ For an organization filing Form 990, 990-EZ, or 990-PF that received, during the year, contributions totaling \$5,000 or more (in money or property) from any one contributor. Complete Parts I and II. See instructions for determining a contributor's total contributions.**Special Rules**☒ For an organization described in section 501(c)(3) filing Form 990 or 990-EZ that met the 33 1/3% support test of the regulations under sections 509(a)(1) and 170(b)(1)(A)(vi), that checked Schedule A (Form 990), Part II, line 13, 16a, or 16b, and that received from any one contributor, during the year, total contributions of the greater of **(1)** \$5,000; or **(2)** 2% of the amount on (i) Form 990, Part VIII, line 1h; or (ii) Form 990-EZ, line 1. Complete Parts I and II.☐ For an organization described in section 501(c)(7), (8), or (10) filing Form 990 or 990-EZ that received from any one contributor, during the year, total contributions of more than \$1,000 *exclusively* for religious, charitable, scientific, literary, or educational purposes, or for the prevention of cruelty to children or animals. Complete Parts I (entering "N/A" in column (b) instead of the contributor name and address), II, and III.☐ For an organization described in section 501(c)(7), (8), or (10) filing Form 990 or 990-EZ that received from any one contributor, during the year, contributions *exclusively* for religious, charitable, etc., purposes, but no such contributions totaled more than \$1,000. If this box is checked, enter here the total contributions that were received during the year for an *exclusively* religious, charitable, etc., purpose. Don't complete any of the parts unless the **General Rule** applies to this organization because it received *nonexclusively* religious, charitable, etc., contributions totaling \$5,000 or more during the year \$**Caution:** An organization that isn't covered by the General Rule and/or the Special Rules doesn't file Schedule B (Form 990), but it **must** answer "No" on Part IV, line 2, of its Form 990; or check the box on line H of its Form 990-EZ or on its Form 990-PF, Part I, line 2, to certify that it doesn't meet the filing requirements of Schedule B (Form 990).

For Paperwork Reduction Act Notice, see the instructions for Form 990, 990-EZ, or 990-PF.

Schedule B (Form 990) (2023)

Name of organization	Employer identification number
THE NEWARK MUSEUM ASSOCIATION	22-1487275

Part I Contributors (see instructions). Use duplicate copies of Part I if additional space is needed.

(a) No.	(b) Name, address, and ZIP + 4	(c) Total contributions	(d) Type of contribution
<u>1</u>		\$ <u>5,664,952.</u>	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
<u>2</u>		\$ <u>4,000,000.</u>	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
<u>3</u>		\$ <u>1,423,100.</u>	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
<u>4</u>		\$ <u>650,000.</u>	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
<u>5</u>		\$ <u>440,000.</u>	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
<u>6</u>		\$ <u>350,000.</u>	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)

Employer identification number

22-1487275

Part II

(a) No. from Part I	(b) Description of noncash property given	(c) FMV (or estimate) (See instructions.)	(d) Date received
	<div><div></div><div></div><div></div><div></div></div>	\$	
(a) No. from Part I	(b) Description of noncash property given	(c) FMV (or estimate) (See instructions.)	(d) Date received
	<div><div></div><div></div><div></div><div></div></div>	\$	
(a) No. from Part I	(b) Description of noncash property given	(c) FMV (or estimate) (See instructions.)	(d) Date received
	<div><div></div><div></div><div></div><div></div></div>	\$	
(a) No. from Part I	(b) Description of noncash property given	(c) FMV (or estimate) (See instructions.)	(d) Date received
	<div><div></div><div></div><div></div><div></div></div>	\$	
(a) No. from Part I	(b) Description of noncash property given	(c) FMV (or estimate) (See instructions.)	(d) Date received
	<div><div></div><div></div><div></div><div></div></div>	\$	
(a) No. from Part I	(b) Description of noncash property given	(c) FMV (or estimate) (See instructions.)	(d) Date received
	<div><div></div><div></div><div></div><div></div></div>	\$	
(a) No. from Part I	(b) Description of noncash property given	(c) FMV (or estimate) (See instructions.)	(d) Date received
	<div><div></div><div></div><div></div><div></div></div>	\$	
(a) No. from Part I	(b) Description of noncash property given	(c) FMV (or estimate) (See instructions.)	(d) Date received
	<div><div></div><div></div><div></div><div></div></div>	\$	

Name of organization

Employer identification number

THE NEWARK MUSEUM ASSOCIATION**22-1487275****Part III**

Exclusively religious, charitable, etc., contributions to organizations described in section 501(c)(7), (8), or (10) that total more than \$1,000 for the year from any one contributor. Complete columns (a) through (e) and the following line entry. For organizations completing Part III, enter the total of exclusively religious, charitable, etc., contributions of **\$1,000 or less** for the year. (Enter this info. once.) \$ _____

Use duplicate copies of Part III if additional space is needed.

(a) No. from Part I	(b) Purpose of gift	(c) Use of gift	(d) Description of how gift is held
	(e) Transfer of gift		
	Transferee's name, address, and ZIP + 4		Relationship of transferor to transferee
	(e) Transfer of gift		
	Transferee's name, address, and ZIP + 4		Relationship of transferor to transferee
	(e) Transfer of gift		
	Transferee's name, address, and ZIP + 4		Relationship of transferor to transferee
	(e) Transfer of gift		
	Transferee's name, address, and ZIP + 4		Relationship of transferor to transferee
	(e) Transfer of gift		
	Transferee's name, address, and ZIP + 4		Relationship of transferor to transferee

SCHEDULE D
(Form 990)

Department of the Treasury
Internal Revenue Service

Supplemental Financial Statements

Complete if the organization answered "Yes" on Form 990,
Part IV, line 6, 7, 8, 9, 10, 11a, 11b, 11c, 11d, 11e, 11f, 12a, or 12b.

Attach to Form 990.

Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

2023

Open to Public
Inspection

Name of the organization

THE NEWARK MUSEUM ASSOCIATION

Employer identification number

22-1487275

Part I

Organizations Maintaining Donor Advised Funds or Other Similar Funds or Accounts. Complete if the organization answered "Yes" on Form 990, Part IV, line 6.

	(a) Donor advised funds	(b) Funds and other accounts
1 Total number at end of year		
2 Aggregate value of contributions to (during year)		
3 Aggregate value of grants from (during year)		
4 Aggregate value at end of year		
5 Did the organization inform all donors and donor advisors in writing that the assets held in donor advised funds are the organization's property, subject to the organization's exclusive legal control?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
6 Did the organization inform all grantees, donors, and donor advisors in writing that grant funds can be used only for charitable purposes and not for the benefit of the donor or donor advisor, or for any other purpose conferring impermissible private benefit?	<input type="checkbox"/> Yes	<input type="checkbox"/> No

Part II

Conservation Easements. Complete if the organization answered "Yes" on Form 990, Part IV, line 7.

1 Purpose(s) of conservation easements held by the organization (check all that apply).

☐ Preservation of land for public use (for example, recreation or education) ☐ Preservation of a historically important land area

☐ Protection of natural habitat ☐ Preservation of a certified historic structure

☐ Preservation of open space

2 Complete lines 2a through 2d if the organization held a qualified conservation contribution in the form of a conservation easement on the last day of the tax year.

	Held at the End of the Tax Year
a Total number of conservation easements	2a
b Total acreage restricted by conservation easements	2b
c Number of conservation easements on a certified historic structure included on line 2a	2c
d Number of conservation easements included on line 2c acquired after July 25, 2006, and not on a historic structure listed in the National Register	2d

3 Number of conservation easements modified, transferred, released, extinguished, or terminated by the organization during the tax year

4 Number of states where property subject to conservation easement is located

5 Does the organization have a written policy regarding the periodic monitoring, inspection, handling of violations, and enforcement of the conservation easements it holds?

☐ Yes ☐ No

6 Staff and volunteer hours devoted to monitoring, inspecting, handling of violations, and enforcing conservation easements during the year

7 Amount of expenses incurred in monitoring, inspecting, handling of violations, and enforcing conservation easements during the year

8 Does each conservation easement reported on line 2d above satisfy the requirements of section 170(h)(4)(B)(i) and section 170(h)(4)(B)(ii)?

☐ Yes ☐ No

9 In Part XIII, describe how the organization reports conservation easements in its revenue and expense statement and balance sheet, and include, if applicable, the text of the footnote to the organization's financial statements that describes the organization's accounting for conservation easements.

Part III

Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets.

Complete if the organization answered "Yes" on Form 990, Part IV, line 8.

1a If the organization elected, as permitted under FASB ASC 958, not to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide in Part XIII the text of the footnote to its financial statements that describes these items.

b If the organization elected, as permitted under FASB ASC 958, to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide the following amounts relating to these items.

(i) Revenue included on Form 990, Part VIII, line 1

(ii) Assets included in Form 990, Part X

2 If the organization received or held works of art, historical treasures, or other similar assets for financial gain, provide the following amounts required to be reported under FASB ASC 958 relating to these items:

a Revenue included on Form 990, Part VIII, line 1

b Assets included in Form 990, Part X

LHA For Paperwork Reduction Act Notice, see the Instructions for Form 990.

Schedule D (Form 990) 2023

Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets (continued)

3 Using the organization's acquisition, accession, and other records, check any of the following that make significant use of its collection items (check all that apply).

- a ☒ Public exhibition
 b ☒ Scholarly research
 c ☒ Preservation for future generations
 d ☒ Loan or exchange program
 e ☐ Other _____

4 Provide a description of the organization's collections and explain how they further the organization's exempt purpose in Part XIII.

5 During the year, did the organization solicit or receive donations of art, historical treasures, or other similar assets to be sold to raise funds rather than to be maintained as part of the organization's collection? ☐ Yes ☒ No

Part IV Escrow and Custodial Arrangements Complete if the organization answered "Yes" on Form 990, Part IV, line 9, or reported an amount on Form 990, Part X, line 21.

1a Is the organization an agent, trustee, custodian, or other intermediary for contributions or other assets not included on Form 990, Part X? ☐ Yes ☐ No

b If "Yes," explain the arrangement in Part XIII and complete the following table:

	Amount
c Beginning balance	1c
d Additions during the year	1d
e Distributions during the year	1e
f Ending balance	1f

2a Did the organization include an amount on Form 990, Part X, line 21, for escrow or custodial account liability? ☐ Yes ☐ No

b If "Yes," explain the arrangement in Part XIII. Check here if the explanation has been provided in Part XIII ☐

Part V Endowment Funds Complete if the organization answered "Yes" on Form 990, Part IV, line 10.

	(a) Current year	(b) Prior year	(c) Two years back	(d) Three years back	(e) Four years back
1a Beginning of year balance	41,616,121.	61,174,318.	43,057,160.	42,234,820.	38,418,187.
b Contributions	4,066.	10,293.	18,824,588.	75,339.	89,726.
c Net investment earnings, gains, and losses	5,185,244.	-5,700,629.	4,979,222.	4,417,853.	5,705,421.
d Grants or scholarships					
e Other expenditures for facilities and programs	2,095,299.	13,674,963.	5,487,621.	3,507,498.	1,822,324.
f Administrative expenses	186,984.	192,898.	199,031.	163,354.	156,190.
g End of year balance	44,523,148.	41,616,121.	61,174,318.	43,057,160.	42,234,820.

2 Provide the estimated percentage of the current year end balance (line 1g, column (a)) held as:

- a Board designated or quasi-endowment 69.1640 %
 b Permanent endowment 30.8360 %
 c Term endowment .0000 %

The percentages on lines 2a, 2b, and 2c should equal 100%.

3a Are there endowment funds not in the possession of the organization that are held and administered for the organization by:

- (i) Unrelated organizations? _____
 (ii) Related organizations? _____

	Yes	No
3a(i)		X
3a(ii)		X
3b		

b If "Yes" on line 3a(ii), are the related organizations listed as required on Schedule R? _____

4 Describe in Part XIII the intended uses of the organization's endowment funds.

Part VI Land, Buildings, and Equipment

Complete if the organization answered "Yes" on Form 990, Part IV, line 11a. See Form 990, Part X, line 10.

Description of property	(a) Cost or other basis (investment)	(b) Cost or other basis (other)	(c) Accumulated depreciation	(d) Book value
1a Land				
b Buildings		61,990,252.	49,016,329.	12,973,923.
c Leasehold improvements				
d Equipment		3,998,286.	3,738,152.	260,134.
e Other		1,430,980.	1,194,009.	236,971.
Total. Add lines 1a through 1e. (Column (d) must equal Form 990, Part X, line 10c, column (B))				13,471,028.

Schedule D (Form 990) 2023

Part VII Investments - Other Securities

Complete if the organization answered "Yes" on Form 990, Part IV, line 11b. See Form 990, Part X, line 12.

(a) Description of security or category (including name of security)	(b) Book value	(c) Method of valuation: Cost or end-of-year market value
(1) Financial derivatives		
(2) Closely held equity interests		
(3) Other		
(A)		
(B)		
(C)		
(D)		
(E)		
(F)		
(G)		
(H)		
Total. (Col. (b) must equal Form 990, Part X, line 12, col. (B))		

Part VIII Investments - Program Related.

Complete if the organization answered "Yes" on Form 990, Part IV, line 11c. See Form 990, Part X, line 13.

(a) Description of investment	(b) Book value	(c) Method of valuation: Cost or end-of-year market value
(1)		
(2)		
(3)		
(4)		
(5)		
(6)		
(7)		
(8)		
(9)		
Total. (Col. (b) must equal Form 990, Part X, line 13, col. (B))		

Part IX Other Assets

Complete if the organization answered "Yes" on Form 990, Part IV, line 11d. See Form 990, Part X, line 15.

(a) Description	(b) Book value
(1)	
(2)	
(3)	
(4)	
(5)	
(6)	
(7)	
(8)	
(9)	
Total. (Column (b) must equal Form 990, Part X, line 15, col. (B))	

Part X Other Liabilities

Complete if the organization answered "Yes" on Form 990, Part IV, line 11e or 11f. See Form 990, Part X, line 25.

1. (a) Description of liability	(b) Book value
(1) Federal income taxes	
(2) REFUNDABLE ADVANCES	61,772.
(3)	
(4)	
(5)	
(6)	
(7)	
(8)	
(9)	
Total. (Column (b) must equal Form 990, Part X, line 25, col. (B))	61,772.

2. Liability for uncertain tax positions. In Part XIII, provide the text of the footnote to the organization's financial statements that reports the organization's liability for uncertain tax positions under FASB ASC 740. Check here if the text of the footnote has been provided in Part XIII ... ☒

Schedule D (Form 990) 2023

Part XI Reconciliation of Revenue per Audited Financial Statements With Revenue per Return

Complete if the organization answered "Yes" on Form 990, Part IV, line 12a.

1	Total revenue, gains, and other support per audited financial statements	1	20,801,909.
2	Amounts included on line 1 but not on Form 990, Part VIII, line 12:		
a	Net unrealized gains (losses) on investments	2a	2,792,521.
b	Donated services and use of facilities	2b	
c	Recoveries of prior year grants	2c	
d	Other (Describe in Part XIII.)	2d	122,139.
e	Add lines 2a through 2d	2e	2,914,660.
3	Subtract line 2e from line 1	3	17,887,249.
4	Amounts included on Form 990, Part VIII, line 12, but not on line 1:		
a	Investment expenses not included on Form 990, Part VIII, line 7b	4a	186,984.
b	Other (Describe in Part XIII.)	4b	84,532.
c	Add lines 4a and 4b	4c	271,516.
5	Total revenue. Add lines 3 and 4c . (This must equal Form 990, Part I, line 12.)	5	18,158,765.

Part XII Reconciliation of Expenses per Audited Financial Statements With Expenses per Return

Complete if the organization answered "Yes" on Form 990, Part IV, line 12a.

1	Total expenses and losses per audited financial statements	1	19,909,091.
2	Amounts included on line 1 but not on Form 990, Part IX, line 25:		
a	Donated services and use of facilities	2a	
b	Prior year adjustments	2b	
c	Other losses	2c	
d	Other (Describe in Part XIII.)	2d	122,139.
e	Add lines 2a through 2d	2e	122,139.
3	Subtract line 2e from line 1	3	19,786,952.
4	Amounts included on Form 990, Part IX, line 25, but not on line 1:		
a	Investment expenses not included on Form 990, Part VIII, line 7b	4a	186,984.
b	Other (Describe in Part XIII.)	4b	84,532.
c	Add lines 4a and 4b	4c	271,516.
5	Total expenses. Add lines 3 and 4c . (This must equal Form 990, Part I, line 18.)	5	20,058,468.

Part XIII Supplemental Information

Provide the descriptions required for Part II, lines 3, 5, and 9; Part III, lines 1a and 4; Part IV, lines 1b and 2b; Part V, line 4; Part X, line 2; Part XI, lines 2d and 4b; and Part XII, lines 2d and 4b. Also complete this part to provide any additional information.

PART III, LINE 1A:

THE VALUE OF THE MUSEUM'S COLLECTIONS HAS BEEN EXCLUDED FROM THE STATEMENTS OF FINANCIAL POSITION AND GIFTS OF ART OBJECTS ARE EXCLUDED FROM REVENUE IN THE STATEMENTS OF ACTIVITIES. PURCHASES OF ART OBJECTS BY THE MUSEUM ARE RECORDED AS DECREASES IN NET ASSETS IN THE STATEMENTS OF ACTIVITIES. THE MUSEUM'S POLICY IS TO UTILIZE BOARD DESIGNATED ACQUISITION FUNDS TO ACQUIRE NEW OBJECTS FOR ITS COLLECTIONS. PROCEEDS FROM THE SALE OF COLLECTION ITEMS ARE REFLECTED AS INCREASES IN NET ASSETS IN THE STATEMENTS OF ACTIVITIES.

PART III, LINE 4:

THE NEWARK MUSEUM OF ART'S VAST AND DIVERSE COLLECTIONS OF MORE THAN

Part XIII Supplemental Information (continued)

300,000 OBJECTS, RANKS, IN TERMS OF ITS HOLDINGS, AMONG THE TOP 12 MUSEUMS
NATIONALLY.

THE MUSEUM'S COLLECTION COMPRISES ARTWORK IN THE DEPARTMENTS OF AMERICAN
ART, ARTS OF THE AMERICAS, ARTS OF THE ANCIENT MEDITERRANEAN, ARTS OF
GLOBAL AFRICA, ARTS OF GLOBAL ASIA, DECORATIVE ARTS, NUMISMATICS, AND A
NATURAL SCIENCE COLLECTION. THE MUSEUM IS ALSO THE HOME OF THE HISTORIC
BALLANTINE HOUSE.

25 PURCHASES, 2 GIFTS, AND 1 TRANSFERS WERE ACCESSIONED INTO THE PERMANENT
COLLECTION; 42 OBJECTS WERE DEACCESSIONED FROM THE PERMANENT COLLECTION.

PART V, LINE 4:

THE PRIMARY OBJECTIVE OF THE MUSEUM'S ENDOWMENT FUNDS IS TO PROVIDE A
STABLE STREAM OF INCOME TO SUPPORT ITS OPERATIONS WHILE SEEKING TO
MAINTAIN THE PURCHASING POWER OF THE ENDOWMENT ASSETS.

PART X, LINE 2:

THE MUSEUM RECOGNIZES THE EFFECT OF INCOME TAX POSITIONS ONLY IF THOSE
POSITIONS ARE MORE LIKELY THAN NOT TO BE SUSTAINED. MANAGEMENT HAS
DETERMINED THAT THE MUSEUM HAS NO UNCERTAIN TAX POSITIONS THAT WOULD
REQUIRE FINANCIAL STATEMENT RECOGNITION OR DISCLOSURE. THE MUSEUM IS NO
LONGER SUBJECT TO EXAMINATIONS BY THE APPLICABLE TAXING JURISDICTIONS FOR
PERIODS PRIOR TO 2020.

PART XI, LINE 2D - OTHER ADJUSTMENTS:

RENTAL EXPENSES REPORTED IN PART VIII, LINE 6B 122,139.

Part XIII Supplemental Information (continued)

PART XI, LINE 4B - OTHER ADJUSTMENTS:

PARKING LOT INCOME REPORTED IN PART VIII, LINE 11 84,532.

PART XII, LINE 2D - OTHER ADJUSTMENTS:

RENTAL EXPENSES REPORTED IN PART VIII, LINE 6B 122,139.

PART XII, LINE 4B - OTHER ADJUSTMENTS:

PARKING LOT INCOME REPORTED IN PART VIII, LINE 11 84,532.

Department of the Treasury
Internal Revenue Service

Supplemental Information Regarding Fundraising or Gaming Activities

Complete if the organization answered "Yes" on Form 990, Part IV, line 17, 18, or 19, or if the organization entered more than \$15,000 on Form 990-EZ, line 6a.

Attach to Form 990 or Form 990-EZ.

Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

2023

Open to Public Inspection

Name of the organization

THE NEWARK MUSEUM ASSOCIATION

Employer identification number

22-1487275

Part I

Fundraising Activities. Complete if the organization answered "Yes" on Form 990, Part IV, line 17. Form 990-EZ filers are not required to complete this part.

1 Indicate whether the organization raised funds through any of the following activities. Check all that apply.

- a** ☐ Mail solicitations
- b** ☐ Internet and email solicitations
- c** ☐ Phone solicitations
- d** ☐ In-person solicitations
- e** ☐ Solicitation of non-government grants
- f** ☐ Solicitation of government grants
- g** ☐ Special fundraising events

2 a Did the organization have a written or oral agreement with any individual (including officers, directors, trustees, or key employees listed in Form 990, Part VII) or entity in connection with professional fundraising services?

☐ Yes☐ **No**

b If "Yes," list the 10 highest paid individuals or entities (fundraisers) pursuant to agreements under which the fundraiser is to be compensated at least \$5,000 by the organization.

(i) Name and address of individual or entity (fundraiser)	(ii) Activity	(iii) Did fundraiser have custody or control of contributions?		(iv) Gross receipts from activity	(v) Amount paid to (or retained by) fundraiser listed in col. (i)	(vi) Amount paid to (or retained by) organization
		Yes	No			
Total						

3 List all states in which the organization is registered or licensed to solicit contributions or has been notified it is exempt from registration or licensing.

Part II Fundraising Events. Complete if the organization answered "Yes" on Form 990, Part IV, line 18, or reported more than \$15,000 of fundraising event contributions and gross income on Form 990-EZ, lines 1 and 6b. List events with gross receipts greater than \$5,000.

		(a) Event #1	(b) Event #2	(c) Other events	(d) Total events (add col. (a) through col. (c))
		ANNUAL SPRING GALA (event type)	(event type)	NONE (total number)	
Revenue	1 Gross receipts	718,586.			718,586.
	2 Less: Contributions	588,216.			588,216.
	3 Gross income (line 1 minus line 2)	130,370.			130,370.
Direct Expenses	4 Cash prizes				
	5 Noncash prizes				
	6 Rent/facility costs	128,414.			128,414.
	7 Food and beverages	72,101.			72,101.
	8 Entertainment				
	9 Other direct expenses	148,744.			148,744.
	10 Direct expense summary. Add lines 4 through 9 in column (d)				349,259.
11 Net income summary. Subtract line 10 from line 3, column (d)				-218,889.	

Part III Gaming. Complete if the organization answered "Yes" on Form 990, Part IV, line 19, or reported more than \$15,000 on Form 990-EZ, line 6a.

		(a) Bingo	(b) Pull tabs/instant bingo/progressive bingo	(c) Other gaming	(d) Total gaming (add col. (a) through col. (c))
Revenue	1 Gross revenue				
Direct Expenses	2 Cash prizes				
	3 Noncash prizes				
	4 Rent/facility costs				
	5 Other direct expenses				
	6 Volunteer labor	<input type="checkbox"/> Yes _____ % <input type="checkbox"/> No	<input type="checkbox"/> Yes _____ % <input type="checkbox"/> No	<input type="checkbox"/> Yes _____ % <input type="checkbox"/> No	
	7 Direct expense summary. Add lines 2 through 5 in column (d)				
	8 Net gaming income summary. Subtract line 7 from line 1, column (d)				

9 Enter the state(s) in which the organization conducts gaming activities: _____

a Is the organization licensed to conduct gaming activities in each of these states? ☐ Yes ☐ No

b If "No," explain: _____

10a Were any of the organization's gaming licenses revoked, suspended, or terminated during the tax year? ☐ Yes ☐ No

b If "Yes," explain: _____

- 11** Does the organization conduct gaming activities with nonmembers? ☐ Yes ☐ No
- 12** Is the organization a grantor, beneficiary or trustee of a trust, or a member of a partnership or other entity formed to administer charitable gaming? ☐ Yes ☐ No
- 13** Indicate the percentage of gaming activity conducted in:
- | | | |
|--------------------------------------|------------|---|
| a The organization's facility | 13a | % |
| b An outside facility | 13b | % |
- 14** Enter the name and address of the person who prepares the organization's gaming/special events books and records:

Name _____

Address _____

- 15a** Does the organization have a contract with a third party from whom the organization receives gaming revenue? ☐ Yes ☐ No

b If "Yes," enter the amount of gaming revenue received by the organization \$ _____ and the amount of gaming revenue retained by the third party \$ _____

c If "Yes," enter name and address of the third party:

Name _____

Address _____

- 16** Gaming manager information:

Name _____

Gaming manager compensation \$ _____

Description of services provided _____

☐ Director/officer ☐ Employee ☐ Independent contractor

- 17** Mandatory distributions:

a Is the organization required under state law to make charitable distributions from the gaming proceeds to retain the state gaming license? ☐ Yes ☐ No

b Enter the amount of distributions required under state law to be distributed to other exempt organizations or spent in the organization's own exempt activities during the tax year \$ _____

Part IV Supplemental Information. Provide the explanations required by Part I, line 2b, columns (iii) and (v); and Part III, lines 9, 9b, 10b, 15b, 15c, 16, and 17b, as applicable. Also provide any additional information. See instructions.

Part IV	Supplemental Information <i>(continued)</i>
----------------	--

[illegible]

**SCHEDULE J
(Form 990)**

Department of the Treasury
Internal Revenue Service

Compensation Information

For certain Officers, Directors, Trustees, Key Employees, and Highest
Compensated Employees
Complete if the organization answered "Yes" on Form 990, Part IV, line 23.
Attach to Form 990.
Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

2023

Open to Public
Inspection

Name of the organization

THE NEWARK MUSEUM ASSOCIATION

Employer identification number

22-1487275

Part I Questions Regarding Compensation

1a Check the appropriate box(es) if the organization provided any of the following to or for a person listed on Form 990, Part VII, Section A, line 1a. Complete Part III to provide any relevant information regarding these items.

- | | |
|--|--|
| <input type="checkbox"/> First-class or charter travel | <input type="checkbox"/> Housing allowance or residence for personal use |
| <input type="checkbox"/> Travel for companions | <input type="checkbox"/> Payments for business use of personal residence |
| <input type="checkbox"/> Tax indemnification and gross-up payments | <input type="checkbox"/> Health or social club dues or initiation fees |
| <input type="checkbox"/> Discretionary spending account | <input type="checkbox"/> Personal services (such as maid, chauffeur, chef) |

b If any of the boxes on line 1a are checked, did the organization follow a written policy regarding payment or reimbursement or provision of all of the expenses described above? If "No," complete Part III to explain

2 Did the organization require substantiation prior to reimbursing or allowing expenses incurred by all directors, trustees, and officers, including the CEO/Executive Director, regarding the items checked on line 1a?

3 Indicate which, if any, of the following the organization used to establish the compensation of the organization's CEO/Executive Director. Check all that apply. Do not check any boxes for methods used by a related organization to establish compensation of the CEO/Executive Director, but explain in Part III.

- | | |
|---|---|
| <input checked="" type="checkbox"/> Compensation committee | <input type="checkbox"/> Written employment contract |
| <input type="checkbox"/> Independent compensation consultant | <input checked="" type="checkbox"/> Compensation survey or study |
| <input checked="" type="checkbox"/> Form 990 of other organizations | <input checked="" type="checkbox"/> Approval by the board or compensation committee |

4 During the year, did any person listed on Form 990, Part VII, Section A, line 1a, with respect to the filing organization or a related organization:

a Receive a severance payment or change-of-control payment?

b Participate in or receive payment from a supplemental nonqualified retirement plan?

c Participate in or receive payment from an equity-based compensation arrangement?

If "Yes" to any of lines 4a-c, list the persons and provide the applicable amounts for each item in Part III.

Only section 501(c)(3), 501(c)(4), and 501(c)(29) organizations must complete lines 5-9.

5 For persons listed on Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the revenues of:

a The organization?

b Any related organization?

If "Yes" on line 5a or 5b, describe in Part III.

6 For persons listed on Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the net earnings of:

a The organization?

b Any related organization?

If "Yes" on line 6a or 6b, describe in Part III.

7 For persons listed on Form 990, Part VII, Section A, line 1a, did the organization provide any nonfixed payments not described on lines 5 and 6? If "Yes," describe in Part III

8 Were any amounts reported on Form 990, Part VII, paid or accrued pursuant to a contract that was subject to the initial contract exception described in Regulations section 53.4958-4(a)(3)? If "Yes," describe in Part III

9 If "Yes" on line 8, did the organization also follow the rebuttable presumption procedure described in Regulations section 53.4958-6(c)?

Yes No

1b

2

4a

4b

4c

5a

5b

6a

6b

7

8

9

For Paperwork Reduction Act Notice, see the Instructions for Form 990.

Schedule J (Form 990) 2023

Part II Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees. Use duplicate copies if additional space is needed.

For each individual whose compensation must be reported on Schedule J, report compensation from the organization on row (i) and from related organizations, described in the instructions, on row (ii). Do not list any individuals that aren't listed on Form 990, Part VII.

Note: The sum of columns (B)(i)-(iii) for each listed individual must equal the total amount of Form 990, Part VII, Section A, line 1a, applicable column (D) and (E) amounts for that individual.

(A) Name and Title		(B) Breakdown of W-2 and/or 1099-MISC and/or 1099-NEC compensation			(C) Retirement and other deferred compensation	(D) Nontaxable benefits	(E) Total of columns (B)(i)-(D)	(F) Compensation in column (B) reported as deferred on prior Form 990
		(i) Base compensation	(ii) Bonus & incentive compensation	(iii) Other reportable compensation				
(1) LINDA C. HARRISON, DIRECTOR CEO AND BOARD SECRETARY	(i)	364,448.	90,000.	4,548.	54,654.	32,249.	545,899.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
(2) SAYAKA ARAKI CFO	(i)	204,914.	2,500.	1,255.	25,592.	15,126.	249,387.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
(3) CATHERINE EVANS INBUSCH, DEPUTY DIR., COLLECTIONS/CURATORIAL STRATEG	(i)	197,651.	2,500.	2,242.	21,963.	17,698.	242,054.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
(4) PETER WILDEROTTER, DEPUTY DIR. PHILANTHROPY & EXTERNAL RELATIONS	(i)	199,653.	0.	1,779.	25,662.	14,523.	241,617.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
(5) STEPHANIE LYLES, DEPUTY DIR. OF PEOPLE, CULTURE, & OPERATION	(i)	189,149.	2,500.	1,016.	24,546.	13,401.	230,612.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
(6) DAVID MAY SR. DIR., FACILITIES OPERATIONS	(i)	140,288.	5,000.	3,747.	18,205.	26,391.	193,631.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
(7) SHIRLEY THOMAS DEPUTY DIR. LEARNING & ENGAGEMENT	(i)	147,030.	0.	674.	18,421.	26,580.	192,705.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
(8) TIMOTHY WINTEMBERG, SR. DIR., STRATEGIC INNO. PROJECTS & DESIGN	(i)	153,785.	0.	1,323.	18,585.	0.	173,693.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
	(i)							
	(ii)							
	(i)							
	(ii)							
	(i)							
	(ii)							
	(i)							
	(ii)							
	(i)							
	(ii)							
	(i)							
	(ii)							
	(i)							
	(ii)							
	(i)							
	(ii)							

Part III Supplemental Information

Provide the information, explanation, or descriptions required for Part I, lines 1a, 1b, 3, 4a, 4b, 4c, 5a, 5b, 6a, 6b, 7, and 8, and for Part II. Also complete this part for any additional information.

PART I, LINE 7:

INDIVIDUALS REPORTED ON FORM 990, PART VII, SECTION A AND SCHEDULE J, PART

II RECEIVED BOARD APPROVED DISCRETIONARY PERFORMANCE BONUS IN 2023. THE

AMOUNT IS REPORTED ON FORM 990, PART VII IN COLUMN (D) AND/OR SCHEDULE J,

PART II, COLUMN B(III).

**SCHEDULE M
(Form 990)**

Department of the Treasury
Internal Revenue Service

Noncash Contributions

Complete if the organizations answered "Yes" on Form 990, Part IV, lines 29 or 30.
Attach to Form 990.
Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

2023

Open to Public
Inspection

Name of the organization

THE NEWARK MUSEUM ASSOCIATION

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Part I Types of Property

	(a) Check if applicable	(b) Number of contributions or items contributed	(c) Noncash contribution amounts reported on Form 990, Part VIII, line 1g	(d) Method of determining noncash contribution amounts
1 Art - Works of art	X	3	0 .	
2 Art - Historical treasures				
3 Art - Fractional interests				
4 Books and publications				
5 Clothing and household goods				
6 Cars and other vehicles				
7 Boats and planes				
8 Intellectual property				
9 Securities - Publicly traded				
10 Securities - Closely held stock				
11 Securities - Partnership, LLC, or trust interests				
12 Securities - Miscellaneous				
13 Qualified conservation contribution - Historic structures				
14 Qualified conservation contribution - Other ...				
15 Real estate - Residential				
16 Real estate - Commercial				
17 Real estate - Other				
18 Collectibles				
19 Food inventory				
20 Drugs and medical supplies				
21 Taxidermy				
22 Historical artifacts				
23 Scientific specimens				
24 Archeological artifacts				
25 Other (.....)				
26 Other (.....)				
27 Other (.....)				
28 Other (.....)				

29 Number of Forms 8283 received by the organization during the tax year for contributions
for which the organization completed Form 8283, Part V, Donee Acknowledgement

29

0

30a During the year, did the organization receive by contribution any property reported in Part I, lines 1 through 28, that it
must hold for at least 3 years from the date of the initial contribution, and which isn't required to be used for
exempt purposes for the entire holding period?

	Yes	No
30a		X
31	X	
32a	X	
33		

b If "Yes," describe the arrangement in Part II.

31 Does the organization have a gift acceptance policy that requires the review of any nonstandard contributions?

32a Does the organization hire or use third parties or related organizations to solicit, process, or sell noncash
contributions?

b If "Yes," describe in Part II.

33 If the organization didn't report an amount in column (c) for a type of property for which column (a) is checked,
describe in Part II.

For Paperwork Reduction Act Notice, see the Instructions for Form 990.

Schedule M (Form 990) 2023

Part II **Supplemental Information.** Provide the information required by Part I, lines 30b, 32b, and 33, and whether the organization is reporting in Part I, column (b), the number of contributions, the number of items received, or a combination of both. Also complete this part for any additional information.

SCHEDULE M, PART I, COLUMN (B):

THE ORGANIZATION IS REPORTING THE NUMBER OF CONTRIBUTIONS IN PART I, COLUMN (B) OF SCHEDULE M.

SCHEDULE M, LINE 32B:

HIRE AND USE OF THIRD PARTIES:

THE NEWARK MUSEUM OCCASIONALLY CONTRACTS WITH COMMERCIAL AUCTION HOUSES SUCH AS SOTHEBY'S TO SELL NON-CASH CONTRIBUTIONS OF WORKS OF ART OR PERSONAL PROPERTY. THESE GIFTS MAY BE WORKS THAT HAVE BEEN PART OF THE COLLECTION FOR YEARS, BUT THAT HAVE BEEN RECENTLY DE-ACCESSIONED, OR THEY MAY BE WORKS OF ART OR PERSONAL PROPERTY DONATED TO THE MUSEUM THAT DO NOT FIT WITH THE MUSEUM'S COLLECTIONS.

SCHEDULE M, LINE 33:

GIFTS OR ART OBJECTS TO THE MUSEUM ARE EXCLUDED FROM REVENUE IN THE ORGANIZATION'S FINANCIAL STATEMENTS AND IN ACCORDANCE THIS, THE REVENUE IS ALSO EXCLUDED FROM THE FORM 990.

SCHEDULE O
(Form 990)

Department of the Treasury
Internal Revenue Service

Supplemental Information to Form 990 or 990-EZ

Complete to provide information for responses to specific questions on
Form 990 or 990-EZ or to provide any additional information.
Attach to Form 990 or Form 990-EZ.
Go to www.irs.gov/Form990 for the latest information.

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FORM 990, PART III, LINE 1, MISSION STATEMENT:

FOUNDED IN 1909 AND LOCATED IN NEW JERSEY, THE NEWARK MUSEUM OF ART (NMOA) IS THE STATE'S LARGEST MUSEUM AND RANKS TWELFTH NATIONALLY IN TERMS OF COLLECTION SIZE. GLOBAL AND DIASPORIC, THE COLLECTION INCLUDES MORE THAN 130,000 ARTWORKS, AS WELL AS SIGNIFICANT HOLDINGS OF SCIENCE AND NATURAL HISTORY. FROM THE ANCIENT WORLD TO THE ART OF TODAY, NMOA BOASTS EXCEPTIONAL QUALITY AND DEPTH IN THE ARTS OF GLOBAL AFRICA; ARTS OF GLOBAL ASIA, FEATURING A RENOWN TIBETAN COLLECTION AND BUDDHIST ALTAR; ARTS OF THE AMERICAS, WITH PARTICULAR STRENGTH IN NATIVE AMERICAN ART; ARTS OF THE ANCIENT MEDITERRANEAN, AND DECORATIVE ARTS. VISITOR- AND COMMUNITY-CENTERED, NMOA RESPONDS TO THE EVOLVING NEEDS AND INTERESTS OF THE DIVERSE PUBLICS IT SERVES BY OFFERING EXHIBITIONS, PROGRAMMING, A RESEARCH LIBRARY, PAID INTERNSHIPS, AND LOCAL AND GLOBAL PARTNERSHIPS. A FOUR-ACRE CAMPUS INCLUDES THE NATIONAL HISTORIC LANDMARK BALLANTINE HOUSE (1885); THE WARD CARRIAGE HOUSE (1860); THE OLD STONE SCHOOL HOUSE (1784); THE ALICE RANSOM DREYFUSS MEMORIAL GARDEN; AND HORIZON PLAZA. UNDER THE LEADERSHIP OF DIRECTOR AND CEO LINDA C. HARRISON, NMOA HAS LAUNCHED AN ERA OF TRANSFORMATION TO CREATE AN ENGAGED CITIZENRY BY REIMAGINING THE ROLE OF THE ART MUSEUM FOR THE 21ST CENTURY.

FORM 990, PART III, LINE 4A, PROGRAM SERVICE ACCOMPLISHMENTS:

MARKS THE FIRST TIME THE MUSEUM'S HISTORICAL GALLERIES HAVE BEEN FULLY REIMAGINED SINCE 2001. IT'S ALSO THE FIRST TIME THE HISTORICAL ARTWORKS ARE PLACED IN DIALOGUE WITH LIVING ARTISTS OF COLOR.

For Paperwork Reduction Act Notice, see the Instructions for Form 990 or 990-EZ.

Schedule O (Form 990) 2023

LHA 332211 11-14-23

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COMPRISING NEARLY 80 ARTWORKS, THE SUITE OF EIGHT CONNECTED GALLERIES
 DRAWS LARGELY FROM THE MUSEUM'S HOLDINGS AND FEATURES OBJECTS THAT
 HIGHLIGHT THE OUTGROWTH OF THE TRANSATLANTIC SLAVE TRADE AND THE
 AFRICAN DIASPORA. THE PHYSICAL RENOVATIONS ARE ALSO PAIRED WITH NEW
 THEMES, FULLY BILINGUAL LABELS, AND SEVERAL ENGAGING VISITOR
 EXPERIENCES. THESE INCLUDE A SPACE FOR VISITORS TO SHARE THEIR WRITTEN
 RESPONSES, A READING NOOK TO VIEW ANTIRACIST BOOKS, AND A SPACE TO MAKE
 ABOLITIONIST BOOKMARKS. THE AMERICAN VOICES PROGRAM, LAUNCHED IN 2019,
 INVITES MEMBERS OF THE COMMUNITY TO CREATE A WALL LABEL IN RESPONSE TO
 AN ARTWORK ON VIEW. THE NEW AMERICAN VOICES LABELS INCLUDE TEXTS BY
 NOELLE LORRAINE WILLIAMS, MARGIE "MIA X" JOHNSON, CATHERINE MCKINLEY,
 AND ROGER C. TUCKER.

THE NMOA HAS LAUNCHED ITS NEWLY REIMAGINED MEMBER EXPERIENCES FOR 2023
 AND BEYOND. THESE UNIQUE, EXCLUSIVE EVENTS OFFER MEMBERS THE
 OPPORTUNITY TO ENJOY ARTFUL CONVERSATIONS LED BY MUSEUM EXPERTS TO
 UNDERSTAND WHAT LIES BENEATH THE SURFACE OF SOME OF ITS MOST BELOVED
 ARTWORKS. ON JULY 20, 2023, THE MUSEUM HOSTED A MEMBER EXPERIENCE
 EVENT, OTHER VOICES: RETELLING AMERICAN HISTORY, IN THE SEEING AMERICA:
 18TH & 19TH CENTURY GALLERIES OFFERED AN EXPANDED VIEW OF AMERICAN
 IDENTITY AND MORE HONEST AND INCLUSIVE NARRATIVES. THE REINSTALLATION
 OF THESE GALLERIES PRESENTS CONTEMPORARY ART INSTALLED ALONGSIDE
 HISTORICAL PAINTING, SCULPTURE, AND MATERIAL CULTURE. DURING THIS
 SESSION, MEMBERS ENGAGED IN THOUGHTFUL DIALOGUE GUIDED BY MUSEUM
 DOCENTS WHO USED THEIR EXTENSIVE KNOWLEDGE OF PORTRAITS, LANDSCAPES,
 AND IMAGES OF DAILY LIFE, HIGHLIGHTING A DEEPER UNDERSTANDING OF THE
 UNDER-TOLD STORIES OF AMERICAN HISTORY.

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THE BALLANTINE HOUSE

IN NOVEMBER 2023, THE MUSEUM REOPENED A NATIONAL HISTORIC LANDMARK FROM 1885, THE BALLANTINE HOUSE, WITH A NEW INTERPRETATION THAT HIGHLIGHTS UNTOLD STORIES OF THE DIVERSE COMMUNITIES OF NEWARK PAST AND PRESENT. A COMBINATION OF FRESHLY INSTALLED AND REINSTALLED GALLERIES, AS WELL AS PERIOD ROOMS WITH NEW INTERVENTIONS, WELCOMES VISITORS WITH ENGAGING EXPERIENCES AND EXPANDED REPRESENTATION. BEGINNING IN 2022 THE MUSEUM UNDERTOOK A MAJOR EXTERIOR RESTORATION THE BALLANTINE HOUSE, ITSELF A COLLECTION OBJECT, TO ADDRESS ISSUES OF WATER INCURSION AND DETERIORATING WYOMING GREY SANDSTONE, AS WELL AS TARGETING AREAS OF INTERIOR ARCHITECTURAL CONSERVATION.

THE REIMAGINED BALLANTINE HOUSE IS A SIGNIFICANT CHANGE IN INTERPRETIVE PHILOSOPHY, STRATEGY, AND EDUCATIONAL PROGRAMMING, ALIGNING WITH THE MUSEUM'S MISSION. THE AIM OF THE INTERPRETIVE FRAMEWORK IS TO ENHANCE THE VISITOR EXPERIENCE AND TO CREATE AN ENVIRONMENT IN WHICH PEOPLE FEEL REPRESENTED, CREATE POSITIVE MEMORIES, AND FEEL A CONNECTION WITH THE NEWARK COMMUNITY, PAST AND PRESENT. TO ACHIEVE THESE GOALS, THE MUSEUM CREATED GALLERY EXPERIENCES THAT MAKE SPACE FOR THE VISITOR THROUGH HIGHLIGHTED OBJECTS AND ARTWORKS, MULTI-SENSORY EXPERIENCES, AND COMFORTABLE SEATING TO ENCOURAGE CONVERSATION AND REFLECTION. THE REOPENED HOUSE FEATURES NEW GALLERIES WITH IMMERSIVE EXPERIENCES; INTERVENTIONS OF CONTEMPORARY ART AND OBJECTS WITH IMMIGRANT AND BLACK FAMILY HISTORIES INSTALLED IN PERIOD ROOMS; REINSTALLED SPACES WITH COLLECTION OBJECTS THAT SUPPORT THE THEMES; AND NEW ELEMENTS INCLUDING DIGITAL FEATURES, SUCH AS A LISTENING LOUNGE AND IMMERSIVE SOUNDSCAPES

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THAT WILL BRING THE HOUSE TO LIFE. NMOA ENVISIONS THESE UNEXPECTED MOMENTS, MADE POSSIBLE BY THE LATEST TECHNOLOGY, AS A NEW MODEL TO CONNECT VISITORS WITH THE PAST, PRESENT, AND FUTURE. VISITOR EVALUATION WILL BEGIN IN 2024 IN ORDER FOR THE MUSEUM TO SEE HOW VISITORS ARE RESPONDING TO THE OVERALL INSTALLATION AND INDIVIDUAL ELEMENTS, AS WELL AS PROVIDING STANDARDIZED METRICS FOR EVALUATING SUCCESSES AND WHAT CAN BE IMPROVED OR BUILT UPON.

HARRIET TUBMAN SQUARE

THE MUSEUM WORKED CLOSELY WITH THE CITY OF NEWARK AND AUDIBLE ON THE CREATION OF THE HARRIET TUBMAN MONUMENT, WHICH DEBUTED ON MARCH 20, 2023. THE LEARNING & ENGAGEMENT TEAM SUPPORTED THIS COLLABORATIVE PROJECT BY 1) WORKING WITH THE ARCHITECT TO MAKE THE COMMUNITY TILES THAT WERE INCORPORATED IN THE MONUMENT; 2) COLLABORATING WITH HISTORIANS AND CITY REPRESENTATIVES TO DEVELOP INTERPRETIVE CONTENT AND SIGNAGE, 3) ORGANIZING THREE COMMUNITY DAYS TO CELEBRATE THE LIFE OF HARRIET TUBMAN, AND 4) DEVELOPED A CURRICULUM GUIDE FOR NEWARK SCHOOLS ABOUT THE MONUMENT AND RELEVANT WORK IN THE MUSEUM COLLECTION.

ANIMAL KINGDOM

FROM SEPTEMBER 23, 2022, THROUGH 2025, ANIMAL KINGDOM, AN EXPLORATION OF ECOLOGY AND NATURE, THROUGH ANIMAL SPECIMENS, ARTWORKS, AND DIGITAL EXPERIENCE OFFERS VISITORS OF ALL AGES A UNIQUE OPPORTUNITY TO STIMULATE THEIR CREATIVITY WITH AN INTRODUCTION TO ART AS A MEDIUM FOR PLAY, PARTICIPATION, AND LEARNING. THE LONG-TERM INSTALLATION INVITES VIEWERS TO ENGAGE WITH ITS INTERACTIVE FEATURES AND IMMERSIVE SPACES,

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SERVING AS A REMINDER THAT THE EARTH IS HOME TO AN ASTOUNDING VARIETY OF LIFE. ANIMAL KINGDOM COMPLETES THE REIMAGINING OF THE MUSEUM'S ENTIRE THIRD FLOOR FOR THE FIRST TIME SINCE 2002, UNDER THE UMBRELLA OF ART + SCIENCE + TECH, WITH THE INTENTION OF OFFERING A VARIETY OF MEMORABLE, PARTICIPATORY EXPERIENCES TO FAMILIES AND ADULT AUDIENCES IN THIS REGION AND BEYOND.

OTHER INTERACTIVE ELEMENTS INCLUDE AN ANIMAL-MATCHING GAME WITH ANCIENT CAVE DRAWINGS, DIGITAL RECREATION OF THREE ECOSYSTEMS AND THE ENDANGERED AND EXTINCT SPECIES THAT ONCE CALLED THEM HOME, TAKEN FROM AUDUBON'S BIRDS OF AMERICA. A HIGHLIGHT OF THE EXHIBITION IS SKETCH AQUARIUM: CONNECTED WORLD, AN INTERACTIVE DIGITAL INSTALLATION CREATED BY TEAMLAB, AN INTERNATIONAL ART COLLECTIVE AND INTERDISCIPLINARY GROUP WHOSE COLLABORATIVE PRACTICE SEEKS TO NAVIGATE THE CONFLUENCE OF ART, SCIENCE, TECHNOLOGY, AND THE NATURAL WORLD. IN THIS INSTALLATION, VISITORS CAN DRAW THEIR OWN SEA CREATURES TO JOIN AN UNDERWATER HABITAT WHERE ANIMALS COME TO LIFE AND SWIM IN A VIRTUAL AQUARIUM.

STAFF UPDATES

IN JANUARY OF 2023, THE MUSEUM CREATED THE POSITION OF ASSISTANT CURATOR, LATINX & LATIN AMERICAN ART. ELENA MUNOZ-RODRIGUEZ, WHO HAD BEEN A CURATORIAL ASSISTANT AT THE MUSEUM SINCE NOVEMBER OF 2019, WAS PROMOTED TO FILL THIS ROLE, THE FIRST OF ITS KIND AT NMOA. WITH THIS POSITION, THERE IS NEW RESEARCH AND INTERPRETATION OF THE EXISTING AMERICAN ART COLLECTION WITH A LATINX FOCUS UNDERWAY. ADDITIONALLY, THE AMERICAN ART COLLECTION IS BEING EXPANDED THROUGH STRATEGIC LATINX & LATIN AMERICAN ART ACQUISITIONS. THE IMPACT OF THIS AREA OF FOCUS IS

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ALREADY SEEN IN THE AMERICAN ART GALLERIES: "THE SPANISH CARIBBEAN BODY" IS A NEW GALLERY IN SEEING AMERICA: 20TH-21ST CENTURY. THIS GALLERY FEATURES ARTISTS WITH CONNECTIONS TO CUBA, THE DOMINICAN REPUBLIC, AND PUERTO RICO WHO USE THE BODY AS A LENS TO ADDRESS RACE, GENDER, MIGRATION, AND THE CARIBBEAN'S RELATIONSHIP WITH THE U.S, AS WELL AS RECENT ACQUISITIONS BY EMERGING LATINX ARTISTS SUCH AS Raelis Vasquez.

GLOBAL CONTEMPORARY: ADAMA DELPHINE FAWUNDU

THE MUSEUMS GLOBAL CONTEMPORARY PROGRAM IS A YEAR-LONG INSTALLATION SHOWCASING NEW WORK BY LIVING ARTISTS IN DIALOGUE WITH THE MUSEUM'S COLLECTIONS. FOR THE FOURTH ITERATION OF THIS SERIES, NMOA INVITED ARTIST ADAMA DELPHINE FAWUNDU FOR HER FIRST ONE-PERSON MUSEUM SHOW AND RELATED PROGRAMMING. BORN IN BROOKLYN, NY, TO PARENTS FROM SIERRA LEONE AND EQUATORIAL GUINEA, FAWUNDU IS AN ASSOCIATE PROFESSOR OF VISUAL ARTS AT COLUMBIA UNIVERSITY AND CO-FOUNDER OF MFON: WOMEN PHOTOGRAPHERS OF THE AFRICAN DIASPORA. FAWUNDU'S PHOTO-BASED WORK FOCUSES ON THEMES OF DECOLONIZATION, MEMORY, AND INTERSECTING HISTORIES.

ADAMA DELPHINE FAWUNDU: IN THE SPIRIT OF ASE PRESENTED NEW ARTWORKS CREATED BY ADAMA DELPHINE FAWUNDU UTILIZING THE MUSEUM'S FAR-REACHING ARTS OF GLOBAL AFRICA COLLECTION AS A TOUCHSTONE FOR HER ARTISTIC EXPLORATIONS. FAWUNDU APPROACHED THE COLLECTION AS A REPOSITORY OF INSIGHTFUL AND INTERCONNECTED ENERGIES RATHER THAN AFRICAN OBJECTS. FOR THE ARTIST, EVERYTHING IS INTERTWINED AND ALIVE WITH "PERFORMATIVE POWER" KNOWN AS ASE - THE VITAL FORCE THE YORUBA RECOGNIZE AS THE SOURCE OF ALL EXISTENCE, INCLUDING ART AND ARTISTS.

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FORM 990, PART III, LINE 4C, PROGRAM SERVICE ACCOMPLISHMENTS:

OPPORTUNITIES FOR SCHOOLS AND FAMILIES THAT THEY WOULD OTHERWISE BE
UNABLE TO EXPERIENCE.

THE MUSEUM'S LEARNING & ENGAGEMENT TEAM CONTINUES TO BE A CULTURAL
ANCHOR AND ADVOCATE FOR ARTS PARTNERS OF ALL SIZES, WORKING WITH OVER
80 LOCAL ORGANIZATIONS IN 2023. NMOA WORKS WITH NEWARK-BASED VISUAL AND
PERFORMING ARTISTS, BOTH ESTABLISHED AND UNDER-RECOGNIZED, TO DRAW
INSPIRATION FROM THE COLLECTION AND THE COMMUNITY TO ENLIVEN THE
DIVERSE CULTURAL TRADITIONS AND HISTORIES OF THE GREATER NEWARK AREA
THROUGH EVENTS SUCH AS COMMUNITY DAYS, ART AFTER DARK, CLASSES AND
WORKSHOPS, AND SCHOOL RESIDENCIES. THESE EFFORTS ARE SUPPORTED BY THE
MUSEUM'S COMMUNITY ADVISORY COMMITTEE, WHICH COMPRISES LEADERS FROM
CULTURAL, SOCIAL, AND EDUCATIONAL SECTORS IN NEWARK AND ESSEX COUNTY,
WHO BRING ADDED VALUE AND IMPORTANT VOICES TO NMOA'S EXHIBITIONS AND
PUBLIC PROGRAMS.

CURRICULUM-ALIGNED PROGRAMMING FOR K-12TH STUDENTS AND TEACHERS

THE MUSEUM SERVED 34,476 NEW JERSEY STUDENTS IN GRADES PRE-K THROUGH 12
THROUGH ITS EXTENSIVE OFFERINGS OF IN PERSON AND VIRTUAL SCHOOL
PROGRAMS. THESE PROGRAMS, WHICH UTILIZE AN INTERDISCIPLINARY, ARTS
INTEGRATION APPROACH TO LEARNING, RANGE FROM SINGLE-VISIT PROGRAMS TO
MULTI-SESSION, IN-DEPTH RESIDENCIES THAT PROVIDE SEQUENTIAL LEARNING.
ALL THE MUSEUM'S SCHOOL PROGRAMS ALIGN WITH NEW JERSEY STATE CURRICULUM
CONTENT STANDARDS FOR ART, SOCIAL STUDIES, AND SCIENCE, AND ENRICH
STUDENT LEARNING BY DRAWING UPON THE MUSEUM'S ART AND SCIENCE

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COLLECTIONS. THE MUSEUM WORKS CLOSELY WITH SCHOOL DISTRICTS, ESPECIALLY THE NEWARK PUBLIC SCHOOL DISTRICT, TO DEVELOP AND PRESENT PROGRAMS THAT MEET THE NEEDS OF NEW JERSEY'S STUDENTS.

CREATIVE PLAY, AN EARLY CHILDHOOD EDUCATION PROGRAM FOR FAMILIES

CREATIVE PLAY WEEKEND PROGRAMS FOR EARLY CHILDHOOD AUDIENCES AND THEIR FAMILIES CONTINUED TO SERVE THE YOUNGEST OF LEARNERS THROUGH IN-PERSON AND VIRTUAL FORMATS. IN THESE WEEKLY SESSIONS, 778 CHILDREN AGES 3-5, AND THEIR CAREGIVERS EXPLORED THE MUSEUM'S ART AND SCIENCE COLLECTIONS THROUGH STORYTELLING, SONG, PLAYFUL ACTIVITIES, AND AN ART-MAKING PROJECT. A SELECTION OF 2022 AND 2023 SESSIONS INCLUDE SEED MAGIC, SPLISH SPLASH, COLOR MANIA, SUN PRINTS, ETC.

FAMILY DROP-INS & SCIENCE DROP-INS

FAMILY DROP-IN IN THE COURT AND SCIENCE DROP-INS PROGRAMS ENGAGED YOUTH AND FAMILIES DURING THE YEAR, FOR A TOTAL OF OVER 5,249 PARTICIPANTS. PROJECTS MADE USE OF HOUSEHOLD MATERIALS TO DESIGN, BUILD AND TEST AS CHILDREN EXPLORED THEIR CREATIVITY AND LEARNED NEW TECHNIQUES AND CONCEPTS IN ART, SCIENCE AND TECHNOLOGY. PROGRAMS INCLUDED SESSIONS FOR YOUTH AGES 5-10+ EXPLORING ENJOY MOVEMENT, ARTMAKING, SCIENCE EXPERIMENTS AND STORYTELLING SESSIONS.

CAMP NMOA

IN 2023, CAMP NMOA RAN FOR SIX WEEKS FROM JULY 10-AUGUST 18, 2023. A TOTAL OF 1,407 NEWARK-AREA CHILDREN BETWEEN THE AGES OF 3 AND 13

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PARTICIPATED IN A VARIETY OF EDUCATIONAL ACTIVITIES THAT EXPLORED THE MUSEUM'S ART AND SCIENCE COLLECTIONS. CAMP ACTIVITIES INCLUDED: ART MAKING; HANDS-ON WORKSHOPS IN THE MAKERSPACE; SCIENCE LABS; OUTDOOR ACTIVITIES; AND A WEEKLY SHOWCASE INCLUDING DANCE, THEATER AND SPOKEN WORD PERFORMANCES BY CAMPERS.

EXPLORERS PROGRAM

THE NEWARK MUSEUM OF ART (NMOA) EXPLORERS PROGRAM, A COLLEGE, CAREER, AND LIFE READINESS PROGRAM, ENABLES NEWARK-AREA HIGH SCHOOL STUDENTS TO BUILD ESSENTIAL SKILLS AND SELF-CONFIDENCE THROUGH A CURRICULUM THAT DRAWS UPON THE MUSEUM'S UNIQUE COLLECTIONS, RESOURCES, AND STAFF. OVER THE PAST YEAR, THE EXPLORERS PROGRAM FULFILLED ITS COMMITMENT TO ITS 50 STUDENTS THROUGH VIRTUAL AND IN-PERSON WORKSHOPS, VISITS, AND TRAININGS, CULMINATING WITH THE EXPLORERS GRADUATION AND NMOA ART BALL.

IN JULY 2023, THE EXPLORERS KICKED OFF THE 2023-2024-YEAR. THIS COMMUNITY OF STUDENTS MET WEEKLY EITHER AS A GROUP OR INDIVIDUALLY WITH MUSEUM STAFF FOR UP TO 15 HOURS A WEEK OF PAID WORK STUDY IN JULY AND AUGUST, AND UP TO 7-10 HOURS PER WEEK OF INDEPENDENT RESEARCH AND PAID WORK STUDY DURING THE SCHOOL YEAR. STARTING FROM OCTOBER 2023, EXPLORERS WERE BACK IN PERSON AT THE MUSEUM AND ALSO TOOK PART AND STAFFED NEWLY RETURNED ONSITE COMMUNITY DAYS, PUBLIC PROGRAMS, AND FUNDRAISING EVENTS LIKE THE ANNUAL ART BALL. EACH STUDENT DEDICATED AROUND 50 HOURS OF PUBLIC PROGRAM WORK OVER THE YEAR. EXPLORERS ALSO PARTICIPATED IN WORKSHOPS THAT RESPONDED TO ADAMA DELPHINE FAWUNDU: IN THE SPIRIT OF ASE. IN THIS WAY, THEIR PERSPECTIVE AS TEENS AND MUSEUMGOERS HELPED TO INFORM AND ENHANCE THE MUSEUM'S PROGRAMMING AND

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OUTREACH.

BEGINNING IN THE FALL, EACH EXPLORER SPENT APPROXIMATELY 40 HOURS PARTICIPATING IN WORKSHOP SESSIONS ON A VARIETY OF TOPICS. THESE CLASSES RANGED IN FOCUS FROM MUSEUM-SPECIFIC TRAINING ON HOW TO LOOK AT AND INTERPRET ART TO REAL-WORLD INSTRUCTION ON EFFECTIVE COMMUNICATION AND CAREER BUILDING SKILLS. MUSEUM STAFF AND NMOA PARTNERS WORKED WITH THE EXPLORERS ON:

-ART AND MUSEUM WORKSHOPS: FRESHMAN THROUGH SENIOR EXPLORERS TOOK PART IN ART-INTERPRETATION AND PRESENTATION WORKSHOPS WITH MUSEUM STAFF WHICH COVERED TOPICS ON VISUAL THINKING STRATEGIES (VTS) TO ENGAGE ART-VIEWERS OF ALL AGES, TOUR WRITING AND PROGRAM DEVELOPMENT TRAININGS WHICH WERE USED TO INSPIRE EXPLORER-LED TOURS AND EXPLORER-DESIGNED PUBLIC PROGRAMS, AND ARTIST PERSPECTIVE AND IDENTITY COURSES TO DISCUSS AND UNDERSTAND MULTIVALENT PERSPECTIVES. IN ADDITION, THE EXPLORERS PARTICIPATED IN 6 VISITS TO SCIENCE & ART INSTITUTIONS TO BROADEN THEIR UNDERSTANDING OF ART AND SCIENCE EDUCATION. THESE INSTITUTIONS INCLUDED AMERICAN MUSEUM OF NATURAL HISTORY, THE METROPOLITAN MUSEUM OF ART, FRANKLIN INSTITUTE, ADVENTURE AQUARIUM, AND THE BROOKLYN MUSEUM.

-CAREER READINESS WORKSHOPS: EXPLORERS HONED THEIR PROFESSIONAL SKILLS BY TAKING WORKSHOPS AND COMPLETING TRAININGS IN TIME MANAGEMENT AND PROFESSIONAL WORK ETIQUETTE TO PREPARE THEM FOR THEIR FUTURE CAREERS, AS WELL AS JOB APPLICATION TRAINING AND ASSISTANCE WITH MOCK INTERVIEWS AND RESUME BUILDING COURSES TO ASSIST THEM IN PROCURING PART TIME WORK AS HIGH SCHOOL AND COLLEGE STUDENTS, AND TO GIVE THEM A LEG UP FOR JOINING THE WORKFORCE UPON GRADUATION.

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-LIFE SKILL WORKSHOPS: IN ORDER TO COMPLEMENT THE EXPLORERS TRAININGS ON EDUCATIONAL AND PROFESSIONAL SKILLS, THEY ALSO TOOK PART IN LIFE SKILLS WORKSHOPS. PUBLIC SPEAKING AND TEAM BUILDING CLASSES ALLOWED THE EXPLORERS TO DEVELOP THEIR CONFIDENCE AND ELOQUENCE, WHILE FINANCIAL LITERACY, BUDGETING, CREDIT AND LOAN AND INVESTING CLASSES GAVE THE EXPLORERS A JUMP START IN PREPARING FOR LIFE AS INDEPENDENT ADULTS.

EXPLORERS ATTENDED SAT TRAINING AS APPROPRIATE FOR THEIR GRADE LEVEL. MUSEUM STAFF PARTNERED WITH CERTIFIED TRAINERS FROM THE PRINCETON REVIEW TO PROVIDE GROUP TRAINING SESSIONS ON TESTING AND STUDY TECHNIQUES. IN ADDITION, EXPLORERS TOOK 18 HOURS OF INSTRUCTION AND 8-10 HOURS OF PRACTICE TESTS. THEY ALSO HAD UNLIMITED ACCESS TO ONLINE TOOLS AND MATERIALS FROM THE PRINCETON REVIEW FOR A FULL 12-MONTH PERIOD. AS A RESULT, THIS YEAR THE EXPLORERS REPORTED A SUBSTANTIAL INCREASE IN SCORES OF 200-300 POINTS ON AVERAGE.

LONG-TERM, LONGITUDINAL TRACKING IS DONE FOR THE MUSEUM'S EXPLORERS PROGRAM, WHICH FOLLOWS WHERE STUDENTS GO TO COLLEGE, THEIR CHOICE OF MAJORS, WHETHER THEY GRADUATED AND WHAT DEGREES THEY WERE AWARDED, AND WHAT CAREER PATH THEY CHOSE.

EVALUATION AND IMPACT

THE NMOA'S PUBLIC AND SCHOOL PROGRAMS IMPACTED ITS COMMUNITY NEEDS IN NUMEROUS WAYS. IN 2023 THE MUSEUM WITNESSED AN INCREASE OF ATTENDANCE TO BOTH PUBLIC AND SCHOOL PROGRAMS. IN 2023, PUBLIC PROGRAMS ENGAGED OVER 46,000 VISITORS. PUBLIC PROGRAM SURVEYS RESPONSES IN 2023

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INDICATED A SIGNIFICANT INCREASE OF 5% IN DIVERSITY AMONGST OUR ATTENDEES, WHO WERE ALSO SIGNIFICANTLY YOUNGER (75% UNDER 45 AND OF THAT NUMBER 45% WERE UNDER 18) COMPARED TO THE PREVIOUS YEAR. SATISFACTION WITH PUBLIC PROGRAMS REMAINS HIGH AT 4.74 OUT OF 5 IN 2023. PUBLIC PROGRAM PARTICIPANTS BENEFITTED FROM PROGRAM ATTENDANCE IN MANY WAYS. 77% HAD A FUN AND ENJOYABLE EXPERIENCE, 61% FELT WELCOME, 59% SPENT QUALITY TIME WITH FRIENDS OR FAMILY, 49% FELT A SENSE OF CONNECTION WITH THE COMMUNITY, 69% LEARNT SOMETHING NEW, AND 47% FELT RELAXED AND INCREASED THEIR SENSE OF WELL-BEING.

THE MUSEUM MEASURES THE IMPACT OF ITS CLASS FIELD TRIP VISITS THROUGH TEACHER AND PARTICIPANT SURVEYS. THESE SURVEYS OVERWHELMINGLY DEMONSTRATE THAT THE MUSEUM'S SCHOOL PROGRAMS SUPPORT AND ENHANCE CLASSROOM LEARNING. ONE KEY MEASURE OF POSITIVE CHANGE THAT TEACHERS INDICATE IS THAT THEIR STUDENTS DEVELOP THE ABILITY TO DISCUSS AND ANALYZE MUSEUM OBJECTS AS PART OF THEIR LEARNING PROCESS - WHETHER TO EXPRESS OPINIONS, COMMUNICATE PERSONAL EXPERIENCES, USE DESCRIPTIVE LANGUAGE, OR ASK QUESTIONS. FEEDBACK FROM TEACHERS SHOWED THAT:

-OVERALL SATISFACTION - OVER 80% WERE SATISFIED WITH THEIR EXPERIENCES.

-THE STUDENTS LEARNED SOMETHING NEW - 66% STRONGLY AGREED AND 24% AGREED THAT THEIR STUDENTS CAME AWAY HAVING EXPANDED THEIR CONTENT KNOWLEDGE.

-PROGRAM CONNECTED TO CLASSROOM LEARNING - 61% STRONGLY AGREED AND 30% AGREED THEIR PROGRAM ADDRESSED CORE CURRICULUM CONTENT STANDARDS.

-THERE WERE ENOUGH INTERACTIVE OPPORTUNITIES - 55% STRONGLY AGREED AND 20% AGREED WITH THE INTERACTIVE OPPORTUNITIES PRESENTED AS PART OF THEIR PROGRAMS.

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-91% OF THE TEACHERS RECEIVED POSITIVE FEEDBACK ABOUT THE EXPERIENCE FROM THE STUDENTS. THIS IS ALSO CONFIRMED BY THE STUDENTS' FEEDBACK, WHO INDICATE AN OVERALL SATISFACTION OF 4.17 OUT OF 5.34 INDICATED THEY LEARNT SOMETHING NEW, 40% HAD FUN, 6% MET NEW PEOPLE AND 20% SAID THAT THE EXPERIENCE MADE THEM WANT TO LEARN MORE.

FORM 990, PART VI, SECTION A, LINE 6:

THE BOARD OF TRUSTEES OF THE MUSEUM ESTABLISHES THE CLASSES OF MEMBERS, AND THE MEMBER'S QUALIFICATIONS, PRIVILEGES, AND DUTIES.

FORM 990, PART VI, SECTION A, LINE 7A:

THE MUSEUM'S MEMBERS ELECT THE MUSEUM'S TRUSTEES OTHER THAN THE EX-OFFICIO TRUSTEES.

FORM 990, PART VI, SECTION A, LINE 7B:

UNDER THE NEW JERSEY NON-PROFIT CORPORATION ACT, CERTAIN SIGNIFICANT TRANSACTIONS REQUIRE MEMBERS' APPROVAL SUCH AS MERGER, CONSOLIDATION AND DISSOLUTION.

FORM 990, PART VI, SECTION B, LINE 11B:

THE NEWARK MUSEUM OF ART BEEN PREPARED, REVIEWED BY MANAGEMENT (INCLUDING THE CFO), IT IS PRESENTED TO THE AUDIT COMMITTEE. AFTER THE AUDIT COMMITTEE REVIEWS/APPROVES THE FORM 990 AND WHEN THE RETURN IS READY TO BE FILED WITH THE INTERNAL REVENUE SERVICE, IT IS ELECTRONICALLY SENT TO ALL THE MUSEUM'S TRUSTEES FOR ANY COMMENTS. ANY COMMENTS ARE THEN SUMMARIZED AND DISCUSSED WITH THE OUTSIDE ACCOUNTING FIRM. EACH ISSUE IS DOCUMENTED AND ADDRESSED UNTIL THE RETURN IS FINALIZED FOR FILING.

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FORM 990, PART VI, SECTION B, LINE 12C:

THE MUSEUM'S CONFLICT OF INTEREST POLICY IS REVIEWED PERIODICALLY, BY THE BOARD OF TRUSTEES. THE BOARD OF TRUSTEES, COMMITTEE MEMBERS, AND OFFICERS OF THE MUSEUM COMPLETE ANNUAL CONFLICT AND RELATED PARTY QUESTIONNAIRES. THE MUSEUM'S CONFLICT OF INTEREST POLICY REQUIRES THAT TRUSTEES, COMMITTEE MEMBERS, AND OFFICERS DISCLOSE ANY CONFLICTS. AFTER DISCLOSURE OF THE FINANCIAL INTEREST AND ALL MATERIAL FACTS, AND AFTER ANY DISCUSSION WITH THE INTERESTED PERSON, HE/SHE MUST LEAVE THE BOARD OF TRUSTEES OR COMMITTEE MEETING WHILE THE DETERMINATION OF A CONFLICT OF INTEREST IS DISCLOSED AND VOTED UPON. THE REMAINING BOARD OR COMMITTEE MEMBERS MUST DECIDE IF A CONFLICT OF INTEREST EXISTS. AN INTERESTED PERSON MAY MAKE A PRESENTATION AT THE BOARD OF TRUSTEES OR COMMITTEE MEETING, BUT AFTER THE PRESENTATION, HE/SHE MUST LEAVE THE MEETING DURING THE DISCUSSION OF, AND THE VOTE ON, THE TRANSACTION OR ARRANGEMENT INVOLVING THE POSSIBLE CONFLICT OF INTEREST.

THE CHAIRPERSON OF THE BOARD OF TRUSTEES OR COMMITTEE MUST, IF APPROPRIATE, APPOINT A DISINTERESTED PERSON OR COMMITTEE TO INVESTIGATE ALTERNATIVES TO THE PROPOSED TRANSACTION OR ARRANGEMENT. AFTER EXERCISING DUE DILIGENCE, THE BOARD OF TRUSTEES OR COMMITTEE MUST DETERMINE WHETHER THE MUSEUM CAN AND/OR SHOULD OBTAIN WITH REASONABLE EFFORTS A MORE ADVANTAGEOUS TRANSACTION OR ARRANGEMENT FROM A PERSON OR ENTITY THAT WOULD NOT GIVE RISE TO A CONFLICT OF INTEREST. IF A MORE ADVANTAGEOUS TRANSACTION OR ARRANGEMENT IS NOT APPROPRIATE OR REASONABLY POSSIBLE UNDER CIRCUMSTANCES NOT PRODUCING A CONFLICT OF INTEREST, THE BOARD OF TRUSTEES OR COMMITTEE MUST DETERMINE BY A MAJORITY VOTE OF THE DISINTERESTED TRUSTEES WHETHER THE TRANSACTION OR ARRANGEMENT IS IN THE MUSEUM'S BEST INTEREST, FOR ITS OWN BENEFIT, AND WHETHER IT IS FAIR AND REASONABLE. IN CONFORMITY WITH THE

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ABOVE DETERMINATION IT MUST MAKE ITS DECISION AS TO WHETHER TO ENTER INTO THE TRANSACTION OR ARRANGEMENT.

THE MINUTES OF THE BOARD OF TRUSTEES AND ALL COMMITTEES CONTAINS:

1. THE NAMES OF THE PERSONS WHO DISCLOSED OR OTHERWISE WERE FOUND TO HAVE A FINANCIAL INTEREST IN CONNECTION WITH AN ACTUAL OR POSSIBLE CONFLICT OF INTEREST, THE NATURE OF THE FINANCIAL INTEREST, ANY ACTION TAKEN TO DETERMINE WHETHER A CONFLICT OF INTEREST WAS PRESENT, AND THE BOARD OF TRUSTEES' OR COMMITTEE'S DECISION AS TO WHETHER A CONFLICT OF INTEREST IN FACT EXISTED.

2. THE NAMES OF THE PERSONS WHO WERE PRESENT FOR DISCUSSIONS AND VOTES RELATING TO THE TRANSACTION OR ARRANGEMENT, THE CONTENT OF THE DISCUSSION, INCLUDING ANY ALTERNATIVES TO THE PROPOSED TRANSACTION OR ARRANGEMENT, AND A RECORD OF ANY VOTES TAKEN IN CONNECTION WITH THE PROCEEDINGS.

FORM 990, PART VI, SECTION B, LINE 15:

THE MUSEUM CONDUCTS A DETAILED REVIEW OF COMPENSATION FOR ITS CEO, OTHER OFFICERS, AND KEY EMPLOYEES AND ENSURES THAT THE COMPENSATION LEVELS COMPARE WITH ART MUSEUMS IN COMPARABLE MARKETS ACROSS THE COUNTRY. AS PART OF THIS PROCESS THE MUSEUM ALSO CONSIDERS PUBLISHED COMPENSATION SURVEYS AND COMPENSATION INFORMATION INCLUDED IN FORMS 990 FILED BY OTHER ART MUSEUMS. THIS INFORMATION IS REVIEWED BY THE COMPENSATION SUB-COMMITTEE OF THE EXECUTIVE COMMITTEE OF THE BOARD OF TRUSTEES (AS MORE PARTICULARLY SET FORTH IN THE MUSEUM'S BYLAWS), WHO THEN APPROVES ANY CHANGES IN COMPENSATION. THIS PROCESS WAS LAST UNDERTAKEN IN 2023. CONTEMPORANEOUS SUBSTANTIATION OF THESE DELIBERATIONS AND DECISIONS ARE ACCOMPLISHED THROUGH MINUTES OF THE COMMITTEE'S MEETINGS.

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FORM 990, PART VI, LINE 17, LIST OF STATES RECEIVING COPY OF FORM 990:

CA, CO, FL, IL, ME, MD, MA, NH, NJ, NY, NC, OH, RI, UT, VA, WA, WI

FORM 990, PART VI, SECTION C, LINE 19:

THE MUSEUM MAKES ITS FORM 990 AVAILABLE FOR PUBLIC INSPECTION AS REQUIRED UNDER SECTION 6104 OF THE INTERNAL REVENUE CODE. THE RETURN IS AVAILABLE ON GUIDESTAR.ORG AND OTHER SIMILAR TYPES OF WEBSITES. IN ADDITION, THE FORM 990 AS WELL AS ITS FINANCIAL STATEMENTS, CONFLICT OF INTEREST POLICY, CERTIFICATE OF INCORPORATION, AND BYLAWS ARE AVAILABLE UPON WRITTEN REQUEST OR BY CALLING THE MUSEUM DIRECTLY.

FORM 990, PART IX, LINE 11G, OTHER FEES:

PAYROLL SERVICE FEES:

PROGRAM SERVICE EXPENSES	153,837.
MANAGEMENT AND GENERAL EXPENSES	31,213.
FUNDRAISING EXPENSES	37,902.
TOTAL EXPENSES	222,952.

PROFESSIONAL FEES AND CONSULTANTS:

PROGRAM SERVICE EXPENSES	587,298.
MANAGEMENT AND GENERAL EXPENSES	440,013.
FUNDRAISING EXPENSES	154,787.
TOTAL EXPENSES	1,182,098.

SECURITY SERVICE:

PROGRAM SERVICE EXPENSES	21,316.
MANAGEMENT AND GENERAL EXPENSES	449.

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FUNDRAISING EXPENSES	673.
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TOTAL EXPENSES	22,438.
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EXHIBITION CONSULTANT:

PROGRAM SERVICE EXPENSES	287,503.
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MANAGEMENT AND GENERAL EXPENSES	0.
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FUNDRAISING EXPENSES	0.
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TOTAL EXPENSES	287,503.
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ARTIST HONORARIUM:

PROGRAM SERVICE EXPENSES	399,180.
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MANAGEMENT AND GENERAL EXPENSES	0.
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FUNDRAISING EXPENSES	0.
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TOTAL EXPENSES	399,180.
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CONSERVATOR - REGISTRAR:

PROGRAM SERVICE EXPENSES	743,497.
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MANAGEMENT AND GENERAL EXPENSES	0.
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FUNDRAISING EXPENSES	0.
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TOTAL EXPENSES	743,497.
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TOTAL OTHER FEES ON FORM 990, PART IX, LINE 11G, COL A	2,857,668.
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FORM 990, PART XII, LINE 2C:

THE MUSEUM HAS AN AUDIT COMMITTEE THAT ASSUMES RESPONSIBILITY FOR THE
OVERSIGHT OF THE SELECTION OF AN INDEPENDENT AUDITOR AND THE AUDIT OF
THE MUSEUM'S FINANCIAL STATEMENTS. THE MUSEUM DID NOT CHANGE ITS
OVERSIGHT PROCESS DURING THE TAX YEAR.