

Return of Organization Exempt From Income Tax

OMB No. 1545-0047

Form 990

Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except private foundations)

2024

Department of the Treasury Internal Revenue Service

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.

Open to Public Inspection

A For the 2024 calendar year, or tax year beginning and ending

B Check if applicable: C Name of organization THE NEWARK MUSEUM ASSOCIATION D Employer identification number 22-1487275 E Telephone number 973-596-6550 G Gross receipts \$ 31,423,680. H(a) Is this a group return for subordinates? H(b) Are all subordinates included? I Tax-exempt status: J Website: WWW.NEWARKMUSEUM.ORG K Form of organization: L Year of formation: 1909 M State of legal domicile: NJ

Part I Summary

Table with 3 columns: Description, Prior Year, Current Year. Rows include: 1 Briefly describe the organization's mission... 2 Check this box... 3-7a Activities & Governance... 8-12 Revenue... 13-19 Expenses... 20-22 Net Assets or Fund Balances...

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.

Sign Here: Signature of officer SAYAKA ARAKI, CO-DIRECTOR & CEO/CFO Date: Preparer's name GARRETT M. HIGGINS Preparer's signature GARRETT M. HIGGINS Date 11/07/25 PTIN P00543209 Preparer Use Only: Firm's name PKF O'CONNOR DAVIES ADVISORY, LLC Firm's EIN 33-1374517 Firm's address 245 PARK AVENUE, 12TH FLOOR NEW YORK, NY 10167 Phone no. 212-286-2600

May the IRS discuss this return with the preparer shown above? See instructions [X] Yes [] No

Part III Statement of Program Service Accomplishments

Check if Schedule O contains a response or note to any line in this Part III [X]

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 [X] No

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

4 Describe the organization's program service accomplishments for each of its three largest program services, as measured by expenses.

4a (Code:) (Expenses \$ 5,636,898. including grants of \$ 0.) (Revenue \$ 380,056.) EXHIBITIONS AND FACILITIES:

THE STORY OF NEWARK FASHION: RUNWAY TO ATELIER (FEBRUARY 22 - JUNE 2, 2024)

THE STORY OF NEWARK FASHION: RUNWAY TO ATELIER EXHIBITION WAS AN ORIGINAL EXHIBITION AND CATALOG ORGANIZED BY NMOA. SPANNING 75 YEARS OF CONTEMPORARY FASHION HISTORY THIS GROUP EXHIBITION FEATURED ELEVEN LEADING DESIGNERS WITH CONNECTIONS TO NEWARK, AND HIGHLIGHTED THE CITY AS A CENTER FOR THE FASHION INDUSTRY FROM THE 1950S TO TODAY. BEGINNING IN THE ATELIERS AND CLASSROOMS OF WESLEY TANN AND EMILY MILES, GROUNDBREAKING BLACK DESIGNERS AND MENTORS FOR THE NEXT GENERATION,

4b (Code:) (Expenses \$ 5,092,043. including grants of \$ 0.) (Revenue \$ 29,831.) 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 \$ 3,746,556. including grants of \$ 0.) (Revenue \$ 505,176.) 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 14,475,497.

Part IV Checklist of Required Schedules

Table with 3 columns: Question ID, Yes, No. Rows include questions 1 through 21 regarding organizational requirements and schedules A through I.

Part IV Checklist of Required Schedules (continued)

Table with 3 columns: Question number, Yes, No. Rows 22-38 covering various IRS schedule requirements.

Part V Statements Regarding Other IRS Filings and Tax Compliance

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

Table with 3 columns: Question number, Yes, No. Rows 1a-1c regarding Form 1096 and backup withholding rules.

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

Table with columns for question number, question text, and Yes/No response boxes. Includes questions 2a through 17 regarding employee counts, tax returns, unrelated business income, foreign accounts, prohibited transactions, and various organizational requirements.

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 [X]

Section A. Governing Body and Management

Table with 3 columns: Question, Yes, No. Rows include: 1a Enter the number of voting members... 24; 1b Enter the number of voting members included on line 1a... 23; 2 Did any officer, director, trustee, or key employee have a family relationship... X; 3 Did the organization delegate control over management duties... X; 4 Did the organization make any significant changes to its governing documents... X; 5 Did the organization become aware during the year of a significant diversion of the organization's assets... X; 6 Did the organization have members or stockholders? 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? X; 7b Are any governance decisions of the organization reserved to (or subject to approval by) members, stockholders, or persons other than the governing body? X; 8 Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following: 8a The governing body? X; 8b Each committee with authority to act on behalf of the governing body? 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 X

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

Table with 3 columns: Question, Yes, No. Rows include: 10a Did the organization have local chapters, branches, or affiliates? X; 10b 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?; 11a Has the organization provided a complete copy of this Form 990 to all members of its governing body before filing the form? X; 11b 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 X; 12b Were officers, directors, or trustees, and key employees required to disclose annually interests that could give rise to conflicts? X; 12c Did the organization regularly and consistently monitor and enforce compliance with the policy? If "Yes," describe on Schedule O how this was done X; 13 Did the organization have a written whistleblower policy? X; 14 Did the organization have a written document retention and destruction policy? 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? 15a The organization's CEO, Executive Director, or top management official X; 15b Other officers or key employees of the organization X; 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? X; 16b 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?

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. [X] Own website [X] Another's website [X] 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 Contractors

Check 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		X				500,914.	0.	93,379.
(2) STEPHANIE LYLES, DEPUTY DIR. PEOPLE, CULTURE & OPS. THRU OCT 2024	50.00				X			253,881.	0.	39,996.
(3) PETER WILDEROTTER, DEPUTY DIR. PHILANTHROPY & EXTERNAL RELATIONS	50.00				X			231,560.	0.	44,375.
(4) SAYAKA ARAKI CFO	50.00			X				221,838.	0.	43,078.
(5) CATHERINE EVANS INBUSCH, DEPUTY DIR., COLLECTIONS/CURATORIAL STRATEGI	50.00				X			215,516.	0.	44,853.
(6) SHIRLEY THOMAS DEPUTY DIR. LEARNING & ENGAGEMENT	50.00				X			182,479.	0.	49,617.
(7) DAVID MAY SR. DIR., FACILITIES OPERATIONS	50.00					X		148,399.	0.	45,323.
(8) TIMOTHY WINTEMBERG, SR. DIR. STRATEGIC INNO. PROJECTS & DESIGN	50.00					X		160,546.	0.	20,229.
(9) JIMMY YOO DIRECTOR, DATA AND TECHNOLOGY	50.00					X		147,870.	0.	30,796.
(10) MARY DOWD CHIEF OF STAFF	50.00					X		113,979.	0.	17,344.
(11) PETER BUMANLAG DIRECTOR OF SECURITY	50.00					X		112,712.	0.	16,653.
(12) PETER T. ENGLOT 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) MARC E. ANDERSON TREASURER	10.00	X		X				0.	0.	0.
(16) MILES BERGER TRUSTEE	2.00	X						0.	0.	0.
(17) JOSEPH L. BUCKLEY 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) ELEONORE K. COHEN TRUSTEE	2.00	X						0.	0.	0.
(19) LEE ANN DILLON TRUSTEE	2.00	X						0.	0.	0.
(20) RODNEY DICKENS TRUSTEE	2.00	X						0.	0.	0.
(21) DAHLIA ELSAYED TRUSTEE	2.00	X						0.	0.	0.
(22) CHRISTINE C. GILFILLAN TRUSTEE	2.00	X						0.	0.	0.
(23) MEHA JAIN TRUSTEE	2.00	X						0.	0.	0.
(24) CURTIS A. JOHNSON, ESQ. TRUSTEE	2.00	X						0.	0.	0.
(25) AFIYA JORDAN TRUSTEE	2.00	X						0.	0.	0.
(26) JOSEPH LEE TRUSTEE	2.00	X						0.	0.	0.
1b Subtotal								2,289,694.	0.	445,643.
c Total from continuation sheets to Part VII, Section A								0.	0.	0.
d Total (add lines 1b and 1c)								2,289,694.	0.	445,643.

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 16

	Yes	No
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	3	X
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	4	X
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	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
SIEMENS INDUSTRY INC. P.O. BOX 2134, CAROL STREAM, IL 60132	HVAC INSTALLATION/REPAIR	375,054.
ENOM SOLUTIONS, 1086 TEANECK ROAD, SUITE 3C, TEANECK, NJ 07666	COMPUTER SYSTEMS DESIGN SERVICES	269,812.
NTT LLC 41 MAPLEWOOD AVENUE, MAPLEWOOD, NJ 07040	MARKETING & CREATIVE DESIGN SERVICES	256,666.
DEERPATH CONSTRUCTION CORPORATION 37 PROGRESS STREET, PRINCETON, NJ 08542	CONSERVATION AND CONSTRUCTION SERVICES	213,140.
CROZIER FINE ARTS INC. P.O. BOX 21089, NEW YORK, NY 10087	OFFSITE ART STORAGE SERVICES	196,595.

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 10

SEE PART VII, SECTION A CONTINUATION SHEETS

Part VIII Statement of Revenue

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

			(A)	(B)	(C)	(D)		
			Total revenue	Related or exempt function revenue	Unrelated business revenue	Revenue excluded from tax under sections 512 - 514		
Contributions, Gifts, Grants and Other Similar Amounts	1 a	Federated campaigns	1a					
	b	Membership dues	1b	277,600.				
	c	Fundraising events	1c	663,837.				
	d	Related organizations	1d					
	e	Government grants (contributions)	1e	6,779,231.				
	f	All other contributions, gifts, grants, and similar amounts not included above	1f	4,482,966.				
	g	Noncash contributions included in lines 1a-1f	1g	\$				
	h	Total. Add lines 1a-1f		12,203,634.				
	Program Service Revenue	2 a	EDUC PGMS & WORKSHOPS	Business Code	900099	289,189.	289,189.	
b		REGISTRATION FEES	900099	215,987.	215,987.			
c		EXHIBITION AND LOAN FEES	900099	149,810.	149,810.			
d		ADMISSIONS	900099	92,685.	92,685.			
e		MEMBERSHIP DUES & TOURS NTD	900099	15,677.	15,677.			
f		All other program service revenue	900099	14,154.	14,154.			
g		Total. Add lines 2a-2f		777,502.				
Other Revenue		3	Investment income (including dividends, interest, and other similar amounts)		1,651,201.			1651201.
	4	Income from investment of tax-exempt bond proceeds						
	5	Royalties						
	6 a	Gross rents	(i) Real	203,187.				
			(ii) Personal					
	6 b	Less: rental expenses		86,234.				
	6 c	Rental income or (loss)		116,953.				
	d	Net rental income or (loss)		116,953.			116,953.	
	7 a	Gross amount from sales of assets other than inventory	(i) Securities	8,130,543.	7825934.			
			(ii) Other					
	7 b	Less: cost or other basis and sales expenses		6,971,527.	211,457.			
	7 c	Gain or (loss)		1,159,016.	7614477.			
	d	Net gain or (loss)		8,773,493.			8773493.	
8 a	Gross income from fundraising events (not including \$ 663,837. of contributions reported on line 1c). See Part IV, line 18							
			53,400.					
8 b	Less: direct expenses		202,288.					
c	Net income or (loss) from fundraising events		-148,888.			-148,888.		
9 a	Gross income from gaming activities. See Part IV, line 19							
9 b	Less: direct expenses							
c	Net income or (loss) from gaming activities							
10 a	Gross sales of inventory, less returns and allowances		339,497.					
10 b	Less: cost of goods sold		201,936.					
c	Net income or (loss) from sales of inventory		137,561.	137,561.				
Miscellaneous Revenue	11 a	INSURANCE RECOVERY	Business Code	900099	180,000.		180,000.	
	b	PARKING LOT INCOME	900099	58,782.		16,729.	42,053.	
	c							
	d	All other revenue						
	e	Total. Add lines 11a-11d		238,782.				
12	Total revenue. See instructions		23,750,238.	915,063.	16,729.	10614812.		

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	1,921,486.	509,020.	491,574.	920,892.
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	6,908,546.	4,872,823.	703,880.	1,331,843.
8 Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions)	669,283.	558,266.	60,824.	50,193.
9 Other employee benefits	896,135.	756,712.	4,056.	135,367.
10 Payroll taxes	709,809.	574,625.	14,517.	120,667.
11 Fees for services (nonemployees):				
a Management				
b Legal	279,938.		279,938.	
c Accounting	105,803.		105,803.	
d Lobbying				
e Professional fundraising services. See Part IV, line 17				
f Investment management fees	207,356.		207,356.	
g Other. (If line 11g amount exceeds 10% of line 25, column (A), amount, list line 11g expenses on Sch O.)	2,022,756.	1,543,593.	307,569.	171,594.
12 Advertising and promotion	643,285.	534,896.	30,336.	78,053.
13 Office expenses	692,842.	469,350.	67,200.	156,292.
14 Information technology	222,613.	155,829.	28,939.	37,845.
15 Royalties				
16 Occupancy	982,526.	929,427.	25,718.	27,381.
17 Travel	255,614.	206,358.	39,555.	9,701.
18 Payments of travel or entertainment expenses for any federal, state, or local public officials ...				
19 Conferences, conventions, and meetings	300,832.	201,100.	66,808.	32,924.
20 Interest	156,206.	30,597.	64,180.	61,429.
21 Payments to affiliates				
22 Depreciation, depletion, and amortization	1,377,081.	1,308,226.	27,542.	41,313.
23 Insurance	351,964.	337,054.	5,964.	8,946.
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	1,026,634.	1,026,634.		
b REPAIRS & MAINTENANCE	528,313.	452,250.	76,063.	
c SETTLEMENT PAYMENT	113,050.		113,050.	
d OTHER OPERATING EXPENSE	12,082.	8,737.	1,587.	1,758.
e All other expenses _____				
25 Total functional expenses. Add lines 1 through 24e	20,384,154.	14,475,497.	2,722,459.	3,186,198.
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 Sheet

Check 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	4,546,566.	1	5,753,012.
	2 Savings and temporary cash investments	1,877,217.	2	2,872,498.
	3 Pledges and grants receivable, net	1,358,379.	3	1,559,511.
	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	181,393.	8	233,782.
	9 Prepaid expenses and deferred charges	86,426.	9	2,119,083.
	10a Land, buildings, and equipment: cost or other basis. Complete Part VI of Schedule D	10a 67,806,101.		
	b Less: accumulated depreciation	10b 55,325,571.	13,471,028.	10c 12,480,530.
	11 Investments - publicly traded securities	43,695,562.	11	45,212,672.
	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	82,844.	15	174,318.
16 Total assets. Add lines 1 through 15 (must equal line 33)	65,299,415.	16	70,405,406.	
Liabilities	17 Accounts payable and accrued expenses	2,319,968.	17	1,780,423.
	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	600,000.
	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	61,772.	25	2,809,646.
	26 Total liabilities. Add lines 17 through 25	4,393,740.	26	5,190,069.
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	46,101,973.	27	49,000,537.
	28 Net assets with donor restrictions	14,803,702.	28	16,214,800.
	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	60,905,675.	32	65,215,337.
33 Total liabilities and net assets/fund balances	65,299,415.	33	70,405,406.	

Part XI Reconciliation of Net Assets

Check 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	23,750,238.
2	Total expenses (must equal Part IX, column (A), line 25)	2	20,384,154.
3	Revenue less expenses. Subtract line 2 from line 1	3	3,366,084.
4	Net assets or fund balances at beginning of year (must equal Part X, line 32, column (A))	4	60,905,675.
5	Net unrealized gains (losses) on investments	5	943,578.
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	65,215,337.

Part XII Financial Statements and Reporting

Check 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?		X
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			
2b	Were the organization's financial statements audited by an independent accountant?	X	
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			
2c	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?	X	
If the organization changed either its oversight process or selection process during the tax year, explain on Schedule O.			
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?	X	
3b	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	X	

Form 990 (2024)

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) 2020	(b) 2021	(c) 2022	(d) 2023	(e) 2024	(f) Total
1 Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.")	10716404.	10258347.	10997488.	14832939.	12203634.	59008812.
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	10716404.	10258347.	10997488.	14832939.	12203634.	59008812.
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)						1023415.
6 Public support. Subtract line 5 from line 4.						57985397.

Section B. Total Support

Calendar year (or fiscal year beginning in)	(a) 2020	(b) 2021	(c) 2022	(d) 2023	(e) 2024	(f) Total
7 Amounts from line 4	10716404.	10258347.	10997488.	14832939.	12203634.	59008812.
8 Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources	815,789.	2100406.	1559725.	1724836.	1854388.	8055144.
9 Net income from unrelated business activities, whether or not the business is regularly carried on	0.	748.	0.	0.	0.	748.
10 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.)	8,884.	404,087.	106,246.	44,420.	222,053.	785,690.
11 Total support. Add lines 7 through 10						67850394.
12 Gross receipts from related activities, etc. (see instructions)					12	3,254,405.
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 2024 (line 6, column (f), divided by line 11, column (f))	14	85.46 %
15 Public support percentage from 2023 Schedule A, Part II, line 14	15	85.08 %
16a 33 1/3% support test - 2024. 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 - 2023. 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 - 2024. 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 - 2023. 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"/>	

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

Table with 7 columns: (a) 2020, (b) 2021, (c) 2022, (d) 2023, (e) 2024, (f) Total. Rows include: 1 Gifts, grants, contributions, and membership fees received; 2 Gross receipts from admissions, merchandise sold or services performed; 3 Gross receipts from activities that are not an unrelated trade or business; 4 Tax revenues levied for the organization's benefit; 5 The value of services or facilities furnished by a governmental unit; 6 Total. Add lines 1 through 5; 7a Amounts included on lines 1, 2, and 3 received from disqualified persons; 7b Amounts included on lines 2 and 3 received from other than disqualified persons; 8 Public support. (Subtract line 7c from line 6.)

Section B. Total Support

Table with 7 columns: (a) 2020, (b) 2021, (c) 2022, (d) 2023, (e) 2024, (f) Total. Rows include: 9 Amounts from line 6; 10a Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources; 10b Unrelated business taxable income (less section 511 taxes) from businesses acquired after June 30, 1975; 10c 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

Table with 2 columns: Line number, Percentage. Row 15: Public support percentage for 2024 (line 8, column (f), divided by line 13, column (f)) 15 %; Row 16: Public support percentage from 2023 Schedule A, Part III, line 15 16 %

Section D. Computation of Investment Income Percentage

Table with 2 columns: Line number, Percentage. Row 17: Investment income percentage for 2024 (line 10c, column (f), divided by line 13, column (f)) 17 %; Row 18: Investment income percentage from 2023 Schedule A, Part III, line 17 18 %

19a 33 1/3% support tests - 2024. 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 - 2023. 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)

Table with 3 columns: Question, Yes, No. Row 11: Has the organization accepted a gift or contribution from any of the following persons? Sub-rows 11a, 11b, 11c.

Section B. Type I Supporting Organizations

Table with 3 columns: Question, Yes, No. Row 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? Row 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?

Section C. Type II Supporting Organizations

Table with 3 columns: Question, Yes, No. Row 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)?

Section D. All Type III Supporting Organizations

Table with 3 columns: Question, Yes, No. Row 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? Row 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? Row 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?

Section E. Type III Functionally Integrated Supporting Organizations

Table with 3 columns: Question, Yes, No. Row 1: Check the box next to the method that the organization used to satisfy the Integral Part Test during the year (see instructions). Sub-rows a, b, c. Row 2: Activities Test. Answer lines 2a and 2b below. Sub-rows a, b. Row 3: Parent of Supported Organizations. Answer lines 3a and 3b below. Sub-rows a, b.

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 (explain in detail in Part VI):		
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).		

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 - provide details in Part VI)	5
6	Other distributions (describe in Part VI). 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 (provide details in Part VI). See instructions.	8
9	Distributable amount for 2024 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-2024	(iii) Distributable Amount for 2024
1	Distributable amount for 2024 from Section C, line 6		
2	Underdistributions, if any, for years prior to 2024 (reasonable cause required - explain in Part VI). See instructions.		
3	Excess distributions carryover, if any, to 2024		
a	From 2019		
b	From 2020		
c	From 2021		
d	From 2022		
e	From 2023		
f	Total of lines 3a through 3e		
g	Applied to under distributions of prior years		
h	Applied to 2024 distributable amount		
i	Carryover from 2019 not applied (see instructions)		
j	Remainder. Subtract lines 3g, 3h, and 3i from line 3f.		
4	Distributions for 2024 from Section D, line 7: \$		
a	Applied to underdistributions of prior years		
b	Applied to 2024 distributable amount		
c	Remainder. Subtract lines 4a and 4b from line 4.		
5	Remaining underdistributions for years prior to 2024, if any. Subtract lines 3g and 4a from line 2. For result greater than zero, explain in Part VI. See instructions.		
6	Remaining underdistributions for 2024. Subtract lines 3h and 4b from line 1. For result greater than zero, explain in Part VI. See instructions.		
7	Excess distributions carryover to 2025. Add lines 3j and 4c.		
8	Breakdown of line 7:		
a	Excess from 2020		
b	Excess from 2021		
c	Excess from 2022		
d	Excess from 2023		
e	Excess from 2024		

Schedule A (Form 990) 2024

**Schedule B
(Form 990)**

(Rev. December 2024)
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

Name of the organization

THE NEWARK MUSEUM ASSOCIATION

Employer identification number

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 foundation

Check 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).

Name of organization THE NEWARK MUSEUM ASSOCIATION	Employer identification number 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
1	_____ _____ _____	\$ <u>4,000,000.</u>	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
2	_____ _____ _____	\$ <u>1,844,711.</u>	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
3	_____ _____ _____	\$ <u>1,741,334.</u>	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
4	_____ _____ _____	\$ <u>1,050,000.</u>	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
5	_____ _____ _____	\$ <u>1,000,000.</u>	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
_____	_____ _____ _____	\$ _____	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)

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

Part II Noncash Property (see instructions). Use duplicate copies of Part II if additional space is needed.

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

Name of organization THE NEWARK MUSEUM ASSOCIATION	Employer identification number 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)

(Rev. December 2024)
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

**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?

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)?

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 \$ _____

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

Schedule D (Form 990) (Rev. 12-2024)

LHA 432051 01-02-25

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 **d** Loan or exchange program
- b** Scholarly research **e** Other _____
- c** Preservation for future generations
- 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	44,523,148.	41,616,121.	61,174,318.	43,057,160.	42,234,820.
b Contributions	654,470.	4,066.	10,293.	18,824,588.	75,339.
c Net investment earnings, gains, and losses	3,724,023.	5,185,244.	-5,700,629.	4,979,222.	4,417,853.
d Grants or scholarships					
e Other expenditures for facilities and programs	1,688,205.	2,095,299.	13,674,963.	5,487,621.	3,507,498.
f Administrative expenses	207,356.	186,984.	192,898.	199,031.	163,354.
g End of year balance	47,006,080.	44,523,148.	41,616,121.	61,174,318.	43,057,160.

- 2** Provide the estimated percentage of the current year end balance (line 1g, column (a)) held as:
- a** Board designated or quasi-endowment 69.5470 %
- b** Permanent endowment 29.2070 %
- c** Term endowment 1.2460 %
- 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:
- | | Yes | No |
|---|-----|-------------------------------------|
| (i) Unrelated organizations? | | <input checked="" type="checkbox"/> |
| (ii) Related organizations? | | <input checked="" type="checkbox"/> |
| 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		62,024,908.	50,220,233.	11,804,675.
c Leasehold improvements				
d Equipment		4,302,636.	3,763,770.	538,866.
e Other		1,478,557.	1,341,568.	136,989.
Total. Add lines 1a through 1e. (Column (d) must equal Form 990, Part X, line 10c, column (B))				12,480,530.

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	2,809,646.
(3)	
(4)	
(5)	
(6)	
(7)	
(8)	
(9)	
Total. (Column (b) must equal Form 990, Part X, line 25, col. (B))	2,809,646.

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 ...

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	24,540,779.
2	Amounts included on line 1 but not on Form 990, Part VIII, line 12:			
a	Net unrealized gains (losses) on investments	2a	943,578.	
b	Donated services and use of facilities	2b		
c	Recoveries of prior year grants	2c		
d	Other (Describe in Part XIII.)	2d	293,101.	
e	Add lines 2a through 2d	2e		1,236,679.
3	Subtract line 2e from line 1		3	23,304,100.
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	207,356.	
b	Other (Describe in Part XIII.)	4b	238,782.	
c	Add lines 4a and 4b	4c		446,138.
5	Total revenue. Add lines 3 and 4c. (This must equal Form 990, Part I, line 12.)		5	23,750,238.

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	20,231,117.
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	293,101.	
e	Add lines 2a through 2d	2e		293,101.
3	Subtract line 2e from line 1		3	19,938,016.
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	207,356.	
b	Other (Describe in Part XIII.)	4b	238,782.	
c	Add lines 4a and 4b	4c		446,138.
5	Total expenses. Add lines 3 and 4c. (This must equal Form 990, Part I, line 18.)		5	20,384,154.

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 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.

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 XIII Supplemental Information (continued)

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 2021.

PART XI, LINE 2D - OTHER ADJUSTMENTS:

RENTAL EXPENSES REPORTED IN PART VIII, LINE 6B	81,644.
SALE OF PROPERTY EXPENSES REPORTED IN PART VIII, LINE 7B(II)	211,457.
TOTAL TO SCHEDULE D, PART XI, LINE 2D	293,101.

PART XI, LINE 4B - OTHER ADJUSTMENTS:

PARKING LOT INCOME REPORTED IN PART VIII, LINE 11	58,782.
INSURANCE REIMBURSEMENT REPORTED IN PART VIII, LINE 11	180,000.
TOTAL TO SCHEDULE D, PART XI, LINE 4B	238,782.

PART XII, LINE 2D - OTHER ADJUSTMENTS:

RENTAL EXPENSES REPORTED IN PART VIII, LINE 6B	81,644.
SALE OF PROPERTY EXPENSES REPORTED IN PART VIII, LINE 7B(II)	211,457.
TOTAL TO SCHEDULE D, PART XII, LINE 2D	293,101.

PART XII, LINE 4B - OTHER ADJUSTMENTS:

PARKING LOT INCOME REPORTED IN PART VIII, LINE 11	58,782.
INSURANCE REIMBURSEMENT REPORTED IN PART VIII, LINE 11	180,000.
TOTAL TO SCHEDULE D, PART XII, LINE 4B	238,782.

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	717,237.		717,237.
	2	Less: Contributions	663,837.		663,837.
	3	Gross income (line 1 minus line 2)	53,400.		53,400.
Direct Expenses	4	Cash prizes			
	5	Noncash prizes			
	6	Rent/facility costs	90,857.		90,857.
	7	Food and beverages	97,943.		97,943.
	8	Entertainment			
	9	Other direct expenses	13,488.		13,488.
	10	Direct expense summary. Add lines 4 through 9 in column (d)			202,288.
11	Net income summary. Subtract line 10 from line 3, column (d)			-148,888.	

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			
	2	Cash prizes			
Direct Expenses	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: _____

**SCHEDULE J
(Form 990)**

(Rev. December 2024)
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

Open to Public
Inspection

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

Part I Questions Regarding Compensation

	Yes	No
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"/> Travel for companions <input type="checkbox"/> Tax indemnification and gross-up payments <input type="checkbox"/> Discretionary spending account <input type="checkbox"/> Housing allowance or residence for personal use <input type="checkbox"/> Payments for business use of personal residence <input type="checkbox"/> Health or social club dues or initiation fees <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	1b	
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?	2	
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"/> Independent compensation consultant <input checked="" type="checkbox"/> Form 990 of other organizations <input type="checkbox"/> Written employment contract <input checked="" type="checkbox"/> Compensation survey or study <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?	4a	X
b Participate in or receive payment from a supplemental nonqualified retirement plan?	4b	X
c Participate in or receive payment from an equity-based compensation arrangement?	4c	X
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?	5a	X
b Any related organization?	5b	X
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?	6a	X
b Any related organization?	6b	X
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	7	X
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	8	X
9 If "Yes" on line 8, did the organization also follow the rebuttable presumption procedure described in Regulations section 53.4958-6(c)?	9	

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

Schedule J (Form 990) (Rev. 12-2024)

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)	399,669.	96,000.	5,245.	63,115.	30,264.	594,293.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
(2) STEPHANIE LYLES, DEPUTY DIR. PEOPLE, CULTURE & OPS. THRU OCT 2024	(i)	184,886.	0.	68,995.	31,989.	8,007.	293,877.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
(3) PETER WILDEROTTER, DEPUTY DIR. PHILANTHROPY & EXTERNAL RELATIONS	(i)	227,074.	0.	4,486.	29,177.	15,198.	275,935.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
(4) SAYAKA ARAKI CFO	(i)	220,454.	0.	1,384.	27,952.	15,126.	264,916.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
(5) CATHERINE EVANS INBUSCH, DEPUTY DIR., COLLECTIONS/CURATORIAL STRATEGI	(i)	211,363.	0.	4,153.	27,155.	17,698.	260,369.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
(6) SHIRLEY THOMAS DEPUTY DIR. LEARNING & ENGAGEMENT	(i)	182,076.	0.	403.	22,992.	26,625.	232,096.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
(7) DAVID MAY SR. DIR., FACILITIES OPERATIONS	(i)	146,792.	0.	1,607.	18,698.	26,625.	193,722.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
(8) TIMOTHY WINTEMBERG, SR. DIR. STRATEGIC INNO. PROJECTS & DESIGN	(i)	159,981.	0.	565.	20,229.	0.	180,775.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
(9) JIMMY YOO DIRECTOR, DATA AND TECHNOLOGY	(i)	147,689.	0.	181.	18,632.	12,164.	178,666.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
	(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 4A:

PURSUANT TO THE TERMS AND CONDITIONS STIPULATED IN MS. STEPHANIE LYLES'S SEPARATION AGREEMENT, THE NEWARK MUSEUM OF ART PAID SEVERANCE PAYMENTS TO HER IN THE AMOUNT OF \$55,000 IN 2024. THIS AMOUNT WAS TREATED AS TAXABLE COMPENSATION TO THE RECIPIENT ON HER 2024 FORM W-2 AND REFLECTED ON FORM 990, PART VII, SECTION A, COLUMN D.

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 2024. 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)**

Noncash Contributions

OMB No. 1545-0047

2024

Open to Public Inspection

Complete if the organizations answered "Yes" on Form 990, Part IV, line 29 or 30.
Attach to Form 990.

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

Department of the Treasury
Internal Revenue Service

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

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	<input checked="" type="checkbox"/>	1	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**

	Yes	No
30a During the year, did the organization receive by contribution any property reported on 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?		<input checked="" type="checkbox"/>
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?	<input checked="" type="checkbox"/>	
32a Does the organization hire or use third parties or related organizations to solicit, process, or sell noncash contributions?	<input checked="" type="checkbox"/>	
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) 2024

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, PART I, 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, PART I, 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.

Multiple horizontal lines for supplemental information.

**SCHEDULE O
(Form 990)**

(Rev. December 2024)

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 instructions and the latest information.

OMB No. 1545-0047

**Open to Public
Inspection**

Name of the organization

THE NEWARK MUSEUM ASSOCIATION

Employer identification number

22-1487275

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, THE MUSEUM 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 3.1 ACRE CAMPUS INCLUDES THE NATIONAL HISTORIC LANDMARK BALLANTINE HOUSE (1885); THE WARD CARRIAGE HOUSE (1860); THE OLD STONE SCHOOL HOUSE (1784); THE DREYFUSS MEMORIAL GARDEN; AND THE DREYFUSS PLANETARIUM (1954), THE FIRST PLANETARIUM IN NEW JERSEY. THE MUSEUM 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:

THIS SURVEY FEATURED NINE CONTEMPORARY DESIGNERS INCLUDING MELODY ASHERMAN, STEPHEN BURROWS, TYRONE CHABLIS, JERRY GANT, MARCO HALL, SHAVI LEWIS, JUSTIN PITT-GOODSON, NARCISO RODRIGUES, AND DOUGLAS SAYS.

WORKING WITH INDEPENDENT CURATOR KRISTEN J. OWENS ON BOTH THE DEVELOPMENT AND PROGRAMMING FOR THIS EXHIBITION, THE NEWARK MUSEUM OF ART ENGAGED TRACEY "AFRICA" NORMAN, FASHION ICON AND NEWARK NATIVE, AS AN ADVISOR TO THE PROJECT. THE EXHIBITION WAS ENRICHED WITH LOANS FROM MANY OF THE DESIGNERS AS WELL AS TRACEY NORMAN. THIS EXHIBITION BROUGHT ATTENTION TO THE CONTRIBUTIONS OF NEWARK TO THE GLOBAL WORLD OF FASHION.

BONY RAMIREZ: CATTLEA (APRIL 18 2024 - MARCH 9 2025)

ON APRIL 18, 2024, THE MUSEUM OPENED BONY RAMIREZ: CATTLEA, THE FIFTH ITERATION OF NMOA'S GLOBAL CONTEMPORARY PROGRAM. GLOBAL CONTEMPORARY IS AN ARTIST RESIDENCY AND EXHIBITION PROGRAM DEDICATED TO PRESENTING NEW WORK BY LIVING ARTIST IN CONVERSATION WITH THE MUSEUM'S COLLECTIONS. ARTIST BONY RAMIREZ WAS INVITED TO EXPLORE NMOA'S COLLECTIONS AND CREATE AN ORIGINAL EXHIBITION RESPONDING TO NMOA'S COLLECTIONS. THIS OPPORTUNITY HAD SPECIAL SIGNIFICANCE FOR RAMIREZ, AS NMOA WAS THE FIRST MUSEUM HE SPENT TIME IN AFTER MOVING TO THE UNITED STATES FROM THE DOMINICAN REPUBLIC.

INFLUENCED BY MEMORIES OF HIS CHILDHOOD IN THE DOMINICAN REPUBLIC AND THE COMPLEX HISTORIES OF THE CARIBBEAN, BONY RAMIREZ: CATTLEA FEATURED NEW LARGE SCALE PAINTINGS AND MIXED MEDIA ARTWORKS BY RAMIREZ RECONTEXTUALIZING WESTERN EUROPEAN PAINTING TRADITIONS WITH CARIBBEAN OBJECTS, SCENERY, AND HISTORY. RAMIREZ DREW THE TITLE OF THE EXHIBITION

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

Schedule O (Form 990) (Rev. 12-2024)

LHA 432211 01-15-25

Name of the organization	Employer identification number
--------------------------	--------------------------------

THE NEWARK MUSEUM ASSOCIATION

22-1487275

FROM MARTIN HEADE'S CATTLEYA ORCHID WITH TWO HUMMINGBIRDS, THE PAINTING THAT CAPTIVATED HIM - WITH ITS LANDSCAPE AND FLORAL REMINISCENT OF THE DOMINICAN REPUBLIC - WHEN HE FIRST VISITED THE MUSEUM. HEADE'S RENDERING OF THE CATTLEYA ORCHID AND ITS EPIPHYTIC NATURE (THRIVING OFF OF OTHER ORGANISMS) PROMPTED RAMIREZ TO ASK THE AUDIENCE TO REFLECT ON THE COLONIALIST INFLUENCE ON THE CARIBBEAN AND ITS CONTINUED LEGACY.

SHAZIA SIKANDER, NOW, 2023 (LAUNCHED APRIL 2024)

A SIGNIFICANT ADDITION TO NMOA, NOW IS A MAJOR WORK OF PUBLIC SCULPTURE CREATED BY PAKISTANI AMERICAN ARTIST SHAZIA SIKANDER. THIS LONG-TERM INSTALLATION NOW STANDING ON THE MUSEUM'S WASHINGTON AVENUE CAMPUS, NEAR THE FRONT LAWN OF THE BALLANTINE HOUSE, IS A LUMINOUS FIGURAL SCULPTURE MADE OF BRONZE AND MEASURING EIGHT FEET HIGH. THE FEMALE FIGURE REPRESENTED IN NOW NODS TO THE LATE SUPREME COURT JUSTICE RUTH BADER GINSBURG (WITH AN INCISED LACE COLLAR AROUND THE FIGURE'S NECK). NOW STANDS JUST FEET AWAY FROM THE NEWLY NAMED RUTH BADER GINSBURG HALL AT RUTGERS UNIVERSITY, NEWARK, WHERE GINSBURG WAS A LAW PROFESSOR AND WHOSE COMMITMENT TO SOCIAL JUSTICE WAS AN INSPIRATION TO SIKANDER.

NATIVE ARTISTS OF NORTH AMERICA - REIMAGINING REGALIA (SPRING 2024)

AS PART OF THE LONG-TERM INSTALLATION NATIVE ARTISTS OF NORTH AMERICA, THE MUSEUM LAUNCHED A NEW POP-UP INSTALLATION HIGHLIGHTING RECENT ACQUISITIONS OF TEXTILE AND MIXED-MEDIA ARTWORKS BY CONTEMPORARY INDIGENOUS ARTISTS. ARTISTS ACROSS NATIVE NORTH AMERICA CREATE EXCEPTIONAL REGALIA - CLOTHING AND ORNAMENTS WORN FOR SOCIAL AND CEREMONIAL OCCASIONS - TO CELEBRATE PERSONAL, FAMILY, AND COMMUNITY IDENTITIES. EACH OF THE THREE CONTEMPORARY ARTISTS FEATURED IN "REIMAGINING REGALIA" - WENDY RED STAR (CROW), ERICA LORD (ATHABASCAN/INUPIAT), AND URSALA HUDSON (TLINGIT) - CREATE CONCEPTUAL ARTWORKS INSPIRED BY REGALIA WORN IN THEIR RESPECTIVE COMMUNITIES. PRESENTED WITH RELATED ARTICLES FROM THE MUSEUM'S INDIGENOUS COLLECTION, THESE ARTWORKS RELATE AESTHETICALLY, VISUALLY, AND CULTURALLY TO EACH ARTIST'S SOURCE OF INSPIRATION.

ARTS OF GLOBAL ASIA ROTATIONS (MAY 2024)

IN 2024, NMOA BEGAN A LONG-TERM PLAN TO REINSTALL AND REINTERPRET THE ARTS OF GLOBAL ASIA GALLERIES. THE NEW INSTALLATIONS ARE ORGANIZED BY UNIVERSAL STORIES FOUND THROUGHOUT ASIAN ART, FEATURE CONTEMPORARY ARTWORKS AND INTERACTIVE EXPERIENCES FOR AUDIENCES OF DIFFERENT AGES. THE THEMES FOCUSED ON IN THIS ROTATION - HEROES, NATURE, AND TRANSCENDENCE - ARE COMMON IDEAS AND CONCEPTS THAT TIE PEOPLE TOGETHER REGARDLESS OF CULTURE, TIME, AND SPACE. UNLIKE PREVIOUS ROTATIONS THAT ISOLATED ARTWORKS TO THEIR COUNTRY OF ORIGIN, THE REINTERPRET GALLERIES ARE DEDICATED TO CREATING A MUSEUM EXPERIENCE WHERE VISITORS CAN EXPLORE ASIAN ART AND THEIR SOCIETIES BASED ON UNIVERSAL THEMES AND NOT GEOGRAPHIC ORIGIN. AS PART OF THIS COMMITMENT, NMOA COLLABORATED WITH MIXED MEDIA AND SOCIAL PRACTICE ARTIST NAOMI KUO TO CREATE THE FIRST ITERATION OF THE COMMUNITY LAB. WITH KUO'S AID, NMOA DEVELOPED THIS SPACE TO AMPLIFY THE COMMUNITY'S RELATIONSHIP TO ASIAN ART AND HELP GUIDE NMOA TO PLAN AND CREATE AN ACCESSIBLE AND INVITING REIMAGINING OF THE ARTS OF GLOBAL ASIA GALLERIES.

ARTS OF GLOBAL AFRICA ROTATIONS (SUMMER 2024)

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

IN SUMMER 2024 ALL ARTS OF GLOBAL AFRICA IN-GALLERY TEXT WAS REVISED TO FOLLOW THE MUSEUM'S ENGAGEMENT STRATEGY PRINCIPLES AND GUIDELINES TO: BE OF THE COMMUNITY; BE WELCOMING TO ALL.; CONNECT PERSONALLY; ENABLE MEANINGFUL PARTICIPATION; ADDRESS ISSUES THAT MATTER TO OUR AUDIENCES AND ENCOURAGE THEM TO TAKE ACTION. IN ADDITION, ALL OBJECT LABELS AND TEXT PANELS IN THE GALLERY ARE NOW BILINGUAL ACCORDING TO NMOA'S ONGOING COMMITMENT TO MAKE ALL IN-GALLERY PRINTED MATERIAL AVAILABLE IN ENGLISH AND SPANISH. THIS DECISION WAS MADE BASED ON DATA SHOWING THAT THE SECOND MOST WIDELY SPOKEN LANGUAGE IN NEWARK AFTER ENGLISH IS SPANISH. THE MUSEUM STRONGLY BELIEVES THIS DECISION WILL SEND A MESSAGE OF WELCOME, INCLUSIVITY, AND ACCESSIBILITY TO OUR AUDIENCES.

SEEING AMERICA ROTATIONS (SUMMER 2024)

THE ANNUAL ROTATIONS OF AMERICAN ART FEATURED 21 NEW WORKS INSTALLED THROUGHOUT TWO FLOORS OF SEEING AMERICA, SPANNING FROM THE 18TH CENTURY TO THE PRESENT. FOUR OF THESE ARTWORKS WERE NEW ACQUISITIONS, BUILDING ON EXISTING THEMES IN THE GALLERIES - THE SPANISH CARIBBEAN BODY, THE TRANSATLANTIC SLAVE TRADE, AND A NEW INSTALLATION DEDICATED TO THE AMERICAN REVOLUTION.

RADICAL REIMAGINING, THE NEWARK ARTS FESTIVAL 2024 EXHIBITION (OCTOBER 9 - DECEMBER 1, 2024)

IN OCTOBER 2024, NMOA HOSTED THE NAF'S SIGNATURE EXHIBITION, ON VIEW FROM OCTOBER 10 THROUGH DECEMBER 1. THEMED AND TITLED RADICAL REIMAGINING, THE EXHIBITION INVITED PARTICIPATING ARTISTS AND VISITORS TO DECONSTRUCT AND REBUILD A WORLD WHERE CHANGE IS AN INTENTIONAL PROCESS, DRIVING A MORE EQUITABLE AND JUST SOCIETY. EACH FALL, THIS JURIED EXHIBITION IS A CENTERPIECE OF THE NEWARK ARTS FESTIVAL ("NAF"), A LONG-RUNNING ANNUAL SHOWCASE FOR NEWARK'S DYNAMIC AND DIVERSE ARTS AND CULTURE SECTOR. PRODUCED BY NEWARK ARTS AND POWERED BY PRUDENTIAL FOUNDATION, NAF AMPLIFIES THE VOICES OF ESTABLISHED AND EMERGING ARTISTS, GALLERISTS AND CREATIVE ENTREPRENEURS IN NEW JERSEY'S LARGEST CITY.

CO-CURATED BY ADRIENNE WHEELER, VISUAL ARTIST AND INDEPENDENT CURATOR, AND HENONE GIRMA, ASSOCIATE CURATOR, ARTS OF GLOBAL AFRICA AT THE NEWARK MUSEUM OF ART, RADICAL REIMAGINING FEATURED ARTWORKS BY A REMARKABLE ROSTER OF 70+ ARTISTS FROM NEWARK AND BEYOND.

FORM 990, PART III, LINE 4A, DESCRIPTION OF PROGRAM SERVICE:

DECORATIVE ARTS ROTATIONS (NOVEMBER 2024)

IN NOVEMBER 2024, 6 COLLECTION ARTWORKS WERE ROTATED INTO THE CONTEMPORARY CRAFT INSTALLATION. THIS GALLERY HIGHLIGHTS THE MUSEUM'S COLLECTION OF MID-20TH CENTURY TO CURRENT AMERICAN STUDIO CRAFT. AS WELL AS SHOWCASING THE DEPTH OF THE DECORATIVE ARTS COLLECTION AND WORKS BY DIVERSE ARTISTS, ALL THE LABELS WERE REWRITTEN AND TRANSLATED PRESENTED IN BOTH ENGLISH AND SPANISH. THESE BILINGUAL LABELS ARE PART OF THE MUSEUM'S GOAL TO WELCOME VISITORS FROM MANY COMMUNITIES.

ALSO IN NOVEMBER 2024, ROTATIONS OF WORKS ON PAPER WERE INSTALLED IN THE BALLANTINE HOUSE'S MADE IN NEWARK INTRODUCTION GALLERY. THIS 1885 NATIONAL HISTORIC LANDMARK WAS RESTORED AND REINSTALLED WITH AN

Name of the organization	Employer identification number
--------------------------	--------------------------------

THE NEWARK MUSEUM ASSOCIATION

22-1487275

AWARD-WINNING INTERPRETATION IN 2023. THE 2024 HOLIDAY INSTALLATION, THE FIRST IN THE HOUSE SINCE 2019, WELCOMED VISITORS TO A CELEBRATION OF GLOBAL WINTER HOLIDAYS AND 19TH-CENTURY CHRISTMAS WITH PERIOD-APPROPRIATE DECORATIONS AND COLLECTION OBJECTS. THIS INSTALLATION AND THE ROTATIONS CONTINUED THE VISITOR-CENTRIC APPROACH THE 2023 INTERPRETATION.

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, STRENGTHENING RELATIONSHIPS WITH ESTABLISHED PARTNERS OF OVER 80 LOCAL ORGANIZATIONS IN 2024. 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 OVER 30,000 NEW JERSEY STUDENTS IN GRADES PRE-K THROUGH 12 THROUGH ITS EXTENSIVE OFFERINGS OF IN PERSON 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 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, 677 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 2024 SESSIONS INCLUDE CREATIVE PLAY: MINI ZOO EDITION, FUN WITH BLUEY, STORYTIME IN THE GALLERIES, AND AFRICAN DRUM MAKING.

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 5,149 PARTICIPANTS. PROJECTS MADE USE OF HOUSEHOLD MATERIALS TO DESIGN, BUILD AND TEST AS CHILDREN EXPLORED THEIR CREATIVITY AND LEARNED NEW TECHNIQUES AND

Name of the organization	Employer identification number
THE NEWARK MUSEUM ASSOCIATION	22-1487275
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 2024, CAMP NMOA RAN FOR SIX WEEKS FROM JULY 8 - AUGUST 16, 2024. A TOTAL OF 1,902 NEWARK-AREA CHILDREN BETWEEN THE AGES OF 3 AND 13 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; PLANETARIUM SHOWS, 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 2024, THE EXPLORERS KICKED OFF THE 2024-2025 YEAR. THIS COMMUNITY OF STUDENTS MET WEEKLY EITHER AS A GROUP OR INDIVIDUALLY WITH MUSEUM STAFF FOR UP TO 25 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 2024, 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 60 HOURS OF PUBLIC PROGRAM WORK OVER THE YEAR.

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, THE METROPOLITAN MUSEUM OF ART, FRANKLIN INSTITUTE, ADVENTURE AQUARIUM IN CAMDEN HARLEM HISTORICAL TOUR, 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,

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

- 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 150-200 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 2024 THE MUSEUM MAINTAINED ENGAGEMENT LEVELS TO BOTH PUBLIC AND SCHOOL PROGRAMS. IN 2024, PUBLIC PROGRAMS ENGAGED ABOUT 40,000 VISITORS. PUBLIC PROGRAM SURVEYS RESPONSES IN 2024 INDICATED 82.9% OF ATTENDEES IDENTIFIED AS BIPOC RESPONSES ALSO SHOWED ATTENDEES UNDER 18 YEARS OF AGE WERE AT 32.9% FOR 2024. SATISFACTION WITH PUBLIC PROGRAMS REMAINS HIGH (4.80 OUT OF 5 IN 2024). PUBLIC PROGRAM PARTICIPANTS BENEFITTED FROM PROGRAM ATTENDANCE IN NUMEROUS WAYS: 76.46% HAD A FUN AND ENJOYABLE EXPERIENCE, 64.18% FELT WELCOME, 59.92% SPENT QUALITY TIME WITH FRIENDS OR FAMILY, 50.50% FELT A SENSE OF CONNECTION WITH THE COMMUNITY, AND 55.33% GAINED A BETTER UNDERSTANDING OF ART. 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 - 72% STRONGLY AGREED AND 18% AGREED THAT THEIR STUDENTS CAME AWAY HAVING EXPANDED THEIR CONTENT KNOWLEDGE.

- PROGRAM CONNECTED TO CLASSROOM LEARNING - 81% STRONGLY AGREED AND 19% AGREED THEIR PROGRAM ADDRESSED CORE CURRICULUM CONTENT STANDARDS.

- THERE WERE ENOUGH INTERACTIVE OPPORTUNITIES - 59% STRONGLY AGREED AND 20% AGREED WITH THE INTERACTIVE OPPORTUNITIES PRESENTED AS PART OF

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

THEIR PROGRAMS.

- 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 4.43 OUT OF 5. 37% INDICATED THEY LEARNT SOMETHING NEW, 62% HAD FUN, 6% MET NEW PEOPLE AND 17% 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.

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

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

BENEFIT, AND WHETHER IT IS FAIR AND REASONABLE. IN CONFORMITY WITH THE 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 2024. CONTEMPORANEOUS SUBSTANTIATION OF THESE DELIBERATIONS AND DECISIONS ARE ACCOMPLISHED THROUGH MINUTES OF THE COMMITTEE'S MEETINGS.**

**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 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.**