

Form **990**
Department of the Treasury
Internal Revenue Service

Return of Organization Exempt From Income Tax

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

Do not enter social security numbers on this form as it may be made public.

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

OMB No. 1545-0047
2019
Open to Public Inspection

A For the 2019 calendar year, or tax year beginning 01-01-2019, and ending 12-31-2019

B Check if applicable:
 Address change
 Name change
 Initial return
 Final return/terminated
 Amended return
 Application pending

C Name of organization
THE NEWARK MUSEUM ASSOCIATION

Doing business as
THE NEWARK MUSEUM OF ART

Number and street (or P.O. box if mail is not delivered to street address) Room/suite
49 WASHINGTON STREET

City or town, state or province, country, and ZIP or foreign postal code
NEWARK, NJ 07102

D Employer identification number
22-1487275

E Telephone number
(973) 596-6550

G Gross receipts \$ 29,862,174

F Name and address of principal officer:
LINDA C HARRISON
49 WASHINGTON STREET
NEWARK, NJ 07102

H(a) Is this a group return for subordinates? Yes No

H(b) Are all subordinates included? Yes No
If "No," attach a list. (see instructions)

H(c) Group exemption number ▶

I Tax-exempt status: 501(c)(3) 501(c) () (insert no.) 4947(a)(1) or 527

J Website: ▶ WWW.NEWARKMUSEUM.ORG

K Form of organization: Corporation Trust Association Other ▶

L Year of formation: 1909

M State of legal domicile: NJ

Part I Summary

1 Briefly describe the organization's mission or most significant activities:
THE NEWARK MUSEUM OF ART OPERATES FOR THE BENEFIT OF THE PUBLIC AS A MUSEUM OF SERVICE.

2 Check this box if the organization discontinued its operations or disposed of more than 25% of its net assets.

3 Number of voting members of the governing body (Part VI, line 1a)	24
4 Number of independent voting members of the governing body (Part VI, line 1b)	24
5 Total number of individuals employed in calendar year 2019 (Part V, line 2a)	250
6 Total number of volunteers (estimate if necessary)	150
7a Total unrelated business revenue from Part VIII, column (C), line 12	209,197
7b Net unrelated business taxable income from Form 990-T, line 39	-47,434

	Prior Year	Current Year
8 Contributions and grants (Part VIII, line 1h)	10,555,443	9,102,999
9 Program service revenue (Part VIII, line 2g)	537,722	821,091
10 Investment income (Part VIII, column (A), lines 3, 4, and 7d)	9,694,921	1,482,155
11 Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)	749,552	674,856
12 Total revenue—add lines 8 through 11 (must equal Part VIII, column (A), line 12)	21,537,638	12,081,101
13 Grants and similar amounts paid (Part IX, column (A), lines 1–3)	0	0
14 Benefits paid to or for members (Part IX, column (A), line 4)	0	0
15 Salaries, other compensation, employee benefits (Part IX, column (A), lines 5–10)	8,471,304	8,698,950
16a Professional fundraising fees (Part IX, column (A), line 11e)	0	0
b Total fundraising expenses (Part IX, column (D), line 25) ▶ 2,933,238		
17 Other expenses (Part IX, column (A), lines 11a–11d, 11f–24e)	6,815,688	6,552,432
18 Total expenses. Add lines 13–17 (must equal Part IX, column (A), line 25)	15,286,992	15,251,382
19 Revenue less expenses. Subtract line 18 from line 12	6,250,646	-3,170,281
	Beginning of Current Year	End of Year
20 Total assets (Part X, line 16)	62,426,494	63,813,028
21 Total liabilities (Part X, line 26)	1,186,703	1,640,777
22 Net assets or fund balances. Subtract line 21 from line 20	61,239,791	62,172,251

Part II Signature Block

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

Sign Here
Signature of officer: *****
Date: 2020-11-15
LINDA C HARRISON CEO
Type or print name and title

Paid Preparer Use Only
Print/Type preparer's name: PKF O'CONNOR DAVIES LLP
Preparer's signature: [Signature]
Date: 2020-11-15
Check if self-employed
PTIN: P00543209
Firm's name: PKF O'CONNOR DAVIES LLP
Firm's EIN: 27-1728945
Firm's address: 665 FIFTH AVENUE
NEW YORK, NY 10022
Phone no. (212) 286-2600

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

FOUNDED IN 1909 BY MUSEUM PIONEER AND VISIONARY JOHN COTTON DANA, THE NEWARK MUSEUM OF ART (THE "MUSEUM") IS ONE OF THE MOST INFLUENTIAL MUSEUMS IN THE UNITED STATES AND THE LARGEST ART AND EDUCATION INSTITUTION IN NEW JERSEY. [SEE CONTINUATION ON SCHEDULE O]

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

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

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

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

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

4a (Code:) (Expenses \$ 3,908,511 including grants of \$) (Revenue \$ 672,123)
See Additional Data

4b (Code:) (Expenses \$ 3,322,048 including grants of \$) (Revenue \$ 296,543)
See Additional Data

4c (Code:) (Expenses \$ 2,823,082 including grants of \$) (Revenue \$ 11,374)
See Additional Data

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

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

4e Total program service expenses ▶ 10,053,641

Part IV Checklist of Required Schedules

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

Part IV Checklist of Required Schedules (continued)

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

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

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

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



Section A. Governing Body and Management

Table with 3 columns: Question, Yes, No. Rows include: 1a (24), 1b (24), 2, 3, 4, 5, 6, 7a, 7b, 8a, 8b, 9.

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, 10b, 11a, 11b, 12a, 12b, 12c, 13, 14, 15a, 15b, 16a, 16b.

Section C. Disclosure

- 17 List the states with which a copy of this Form 990 is required to be filed CA, FL, IL, MD, MA, NH, NJ, NY, NC, RI, UT, VA, WI
18 Section 6104 requires an organization to make its Form 1023 (or 1024-A if applicable), 990, and 990-T (501(c)(3)s only) available for public inspection.
19 Describe in 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 49 WASHINGTON STREET NEWARK, NJ 07102 (973) 596-6681

Part VIII Statement of Revenue

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

		(A) Total revenue	(B) Related or exempt function revenue	(C) Unrelated business revenue	(D) Revenue excluded from tax under sections 512 - 514
Contributions, Gifts, Grants and Other Similar Amounts	1a Federated campaigns	1a			
	b Membership dues	1b	494,850		
	c Fundraising events	1c	955,263		
	d Related organizations	1d			
	e Government grants (contributions)	1e	5,091,177		
	f All other contributions, gifts, grants, and similar amounts not included above	1f	2,561,709		
	g Noncash contributions included in lines 1a - 1f:\$	1g	47,486		
	h Total. Add lines 1a-1f		9,102,999		

Program Service Revenue			Business Code			
	2a MEMBERSHIP DUES AND TOURS NTD		900099	245,355	245,355	
	b EDUC PGMS & WORKSHOPS		611710	167,214	167,214	
	c EXHIBITION AND LOAN FEES		900099	147,715	147,715	
	d REGISTRATION FEES		900099	129,329	129,329	
	e ADMISSIONS		900099	120,104	120,104	
	f All other program service revenue			11,374	11,374	
	g Total. Add lines 2a-2f.			821,091		

Other Revenue	3 Investment income (including dividends, interest, and other similar amounts)			1,047,994		1,047,994	
	4 Income from investment of tax-exempt bond proceeds						
	5 Royalties						
	6a Gross rents	(i) Real					
		(ii) Personal					
		6a	435,367				
		b Less: rental expenses	6b	24,445			
	c Rental income or (loss)	6c	410,922				
	d Net rental income or (loss)			410,922		410,922	
	7a Gross amount from sales of assets other than inventory	(i) Securities					
		(ii) Other					
		7a	17,739,604	79,726			
		b Less: cost or other basis and sales expenses	7b	17,385,169	0		
	c Gain or (loss)	7c	354,435	79,726			
	d Net gain or (loss)			434,161		434,161	
	8a Gross income from fundraising events (not including \$ 955,263 of contributions reported on line 1c). See Part IV, line 18						
		8a		112,060			
		b Less: direct expenses	8b		285,514		
	c Net income or (loss) from fundraising events			-173,454		-173,454	
	9a Gross income from gaming activities. See Part IV, line 19						
9a							
b Less: direct expenses		9b					
c Net income or (loss) from gaming activities							
10a Gross sales of inventory, less returns and allowances							
	10a		244,894				
	b Less: cost of goods sold	10b		85,945			
c Net income or (loss) from sales of inventory			158,949	158,949			
Miscellaneous Revenue		Business Code					
11a PARKING LOT INCOME		900099	273,728		209,197	64,531	
b OTHER REVENUE		900099	4,711			4,711	
c							
d All other revenue							
e Total. Add lines 11a-11d			278,439				
12 Total revenue. See instructions			12,081,101	980,040	209,197	1,788,865	

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	710,417	177,604	213,125	319,688
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	6,002,204	3,668,895	740,347	1,592,962
8 Pension plan accruals and contributions (include section 401 (k) and 403(b) employer contributions)	579,314	403,552	76,773	98,989
9 Other employee benefits	778,290	582,394	48,430	147,466
10 Payroll taxes	628,725	408,672	94,309	125,744
11 Fees for services (non-employees):				
a Management				
b Legal	16,368		16,368	
c Accounting	81,818		81,818	
d Lobbying				
e Professional fundraising services. See Part IV, line 17				
f Investment management fees	156,190	102,977	22,694	30,519
g Other (If line 11g amount exceeds 10% of line 25, column (A) amount, list line 11g expenses on Schedule O)	801,899	382,263	364,802	54,834
12 Advertising and promotion	549,671	353,638	1,420	194,613
13 Office expenses	968,532	822,625	109,035	36,872
14 Information technology	126,336	73,956	33,243	19,137
15 Royalties				
16 Occupancy	1,072,227	758,573	289,698	23,956
17 Travel	262,853	149,838	56,295	56,720
18 Payments of travel or entertainment expenses for any federal, state, or local public officials				
19 Conferences, conventions, and meetings	108,096	61,791	35,771	10,534
20 Interest				
21 Payments to affiliates				
22 Depreciation, depletion, and amortization	1,302,189	1,237,079	26,044	39,066
23 Insurance	282,546	269,756	5,167	7,623
24 Other expenses. Itemize expenses not covered above (List miscellaneous expenses in line 24e. If line 24e amount exceeds 10% of line 25, column (A) amount, list line 24e expenses on Schedule O.)				
a REPAIRS AND MAINT.	434,388	412,668	8,688	13,032
b MEMBERSHIP TOURS	145,622			145,622
c EQUIPMENT RENTAL & MAIN	114,569	70,905	27,803	15,861
d ACQ OF WORKS OF ART	74,650	74,650		
e All other expenses	54,478	41,805	12,673	
25 Total functional expenses. Add lines 1 through 24e	15,251,382	10,053,641	2,264,503	2,933,238
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 IX

		(A) Beginning of year		(B) End of year
Assets	1 Cash—non-interest-bearing	5,462,136	1	3,185,953
	2 Savings and temporary cash investments	7,729,894	2	5,793,729
	3 Pledges and grants receivable, net	1,827,726	3	950,279
	4 Accounts receivable, net		4	
	5 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		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	156,411	8	175,149
	9 Prepaid expenses and deferred charges	253,958	9	474,957
	10a Land, buildings, and equipment: cost or other basis. Complete Part VI of Schedule D	64,112,215		
	b Less: accumulated depreciation	48,420,562		
	11 Investments—publicly traded securities	30,836,864	11	37,331,090
	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	369,041	15	210,218
16 Total assets. Add lines 1 through 15 (must equal line 34)	62,426,494	16	63,813,028	
Liabilities	17 Accounts payable and accrued expenses	1,148,946	17	1,583,205
	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		23	
	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	37,757	25	57,572
	26 Total liabilities. Add lines 17 through 25	1,186,703	26	1,640,777
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	44,336,916	27	44,647,670
	28 Net assets with donor restrictions	16,902,875	28	17,524,581
	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	61,239,791	32	62,172,251	
33 Total liabilities and net assets/fund balances	62,426,494	33	63,813,028	

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	12,081,101
2	Total expenses (must equal Part IX, column (A), line 25)	2	15,251,382
3	Revenue less expenses. Subtract line 2 from line 1	3	-3,170,281
4	Net assets or fund balances at beginning of year (must equal Part X, line 33, column (A))	4	61,239,791
5	Net unrealized gains (losses) on investments	5	4,311,884
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 in Schedule O)	9	-209,143
10	Net assets or fund balances at end of year. Combine lines 3 through 9 (must equal Part X, line 33, column (B))	10	62,172,251

Part XII Financial Statements and Reporting

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

- 1** Accounting method used to prepare the Form 990: Cash Accrual Other _____
 If the organization changed its method of accounting from a prior year or checked "Other," explain in Schedule O.
- 2a** Were the organization's financial statements compiled or reviewed by an independent accountant?
 If 'Yes,' check a box below to indicate whether the financial statements for the year were compiled or reviewed on a separate basis, consolidated basis, or both:
 Separate basis Consolidated basis Both consolidated and separate basis
- b** Were the organization's financial statements audited by an independent accountant?
 If 'Yes,' check a box below to indicate whether the financial statements for the year were audited on a separate basis, consolidated basis, or both:
 Separate basis Consolidated basis Both consolidated and separate basis
- c** If "Yes," to line 2a or 2b, does the organization have a committee that assumes responsibility for oversight of the audit, review, or compilation of its financial statements and selection of an independent accountant?
 If the organization changed either its oversight process or selection process during the tax year, explain in 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 Single Audit Act and OMB Circular A-133?
- b** If "Yes," did the organization undergo the required audit or audits? If the organization did not undergo the required audit or audits, explain why in Schedule O and describe any steps taken to undergo such audits.

	Yes	No
2a		No
2b	Yes	
2c	Yes	
3a	Yes	
3b	Yes	

Software ID:

Software Version:

EIN: 22-1487275

Name: THE NEWARK MUSEUM ASSOCIATION

Form 990 (2019)

Form 990, Part III, Line 4a:

EXHIBITIONS AND FACILITIES: THE MOST COMPREHENSIVE EXHIBITION OF WENDY RED STAR'S WORK TO DATE, AND THE PORTLAND-BASED ARTIST'S FIRST SOLO MUSEUM EXHIBITION ON THE EAST COAST, WENDY RED STAR: A SCRATCH ON THE EARTH EXHIBITED AT THE NEWARK MUSEUM OF ART FROM FEBRUARY-JUNE 2019. THIS UNPRECEDENTED SHOW FEATURED 60 WORKS BY RED STAR, INCLUDING LOANS FROM MUSEUM COLLECTIONS THROUGHOUT THE UNITED STATES, AND HIGHLIGHTS 15 YEARS OF RED STAR'S STUDIO PRACTICE, FROM 2006 TO 2019. [SEE CONTINUATION ON SCHEDULE O]BRINGING THE HISTORICAL DETAILS OF CROW AND COLONIST HISTORY INTO THE TECHNICOLOR PRESENT, RED STAR USES PHOTOGRAPHY, TEXTILES, AND MIXED MEDIA INSTALLATION TO EXPLORE THEMES OF CROW HISTORY, THE INDIGENOUS ROOTS OF FEMINISM, AND CONTEMPORARY LIFE ON THE CROW INDIAN RESERVATION IN MONTANA WHERE SHE WAS RAISED. AN ENROLLED MEMBER OF THE APSAALOOKE (CROW) TRIBE, RED STAR WORKS ACROSS DISCIPLINES TO EXPLORE THE INTERSECTIONS OF NATIVE AMERICAN IDEOLOGIES AND COLONIALIST STRUCTURES, BOTH HISTORICALLY AND IN CONTEMPORARY SOCIETY. DRAWING ON POP CULTURE, CONCEPTUAL ART, AND ASPECTS OF RESERVATION LIFE AND CROW TRADITIONS, SHE PUSHES PHOTOGRAPHY IN NEW DIRECTIONS - FROM SELF-PORTRAITURE TO PHOTO-COLLAGE AND ALTERED HISTORICAL PHOTOGRAPHS - TO INCORPORATING PHOTOGRAPHY WITH TEXTILES AND FASHION AS BEARERS OF TRADITION. AT THE HEART OF THE EXHIBITION, VISITORS EXPERIENCED A NEW IMMERSIVE MULTI-MEDIA INSTALLATION, CO-DIRECTED BY RED STAR AND AMELIA WINGER-BEARSKIN, ARTIST AND GOOGLE VR JUMP START CREATOR. TITLED MONSTERS, THIS FIVE-MINUTE VIDEO WAS SCREENED INSIDE A SIMULATED SWEAT LODGE. MONSTERS DOCUMENTS THE MONTANA LANDSCAPE IN A 360 DEGREE FORMAT AND BRINGS TO LIFE ASPECTS OF CROW MYTHOLOGY EMBEDDED IN THE LANDSCAPE. THE TRANSFORMATION OF THE MUSEUM'S MODERN AND CONTEMPORARY AMERICAN ART GALLERIES ON THE SECOND FLOOR OF THE NORTH WING WAS CELEBRATED WITH AN OPENING IN MARCH 2019. THE REINSTALLATION AND REINTERPRETATION NOW INCLUDES A BROADER VIEW OF AMERICAN ART THAT DOES JUSTICE TO THE DIVERSITY AND SCOPE OF THE COLLECTIONS. THIS NEW THEMATIC GALLERY EXPLORES CONNECTIONS BETWEEN INDIGENOUS ART AND EURO-AMERICAN MODERNISM, DRAWING ON THE MUSEUM'S COLLECTIONS AND THE IDEAS OF JOHN SLOAN, WALTER PACH, HOLGER CAHILL AND AMELIA ELIZABETH WHITE. WORKS FROM THE NATIVE AMERICAN AND EURO-AMERICAN COLLECTIONS WILL BE FEATURED, INCLUDING OBJECTS FROM THE ARTS OF THE AMERICAS COLLECTION (PUEBLO WATERCOLORISTS AND OTHER NATIVE AMERICAN HIDE AND SCULPTURAL WORKS FEATURING ABSTRACT DESIGNS) AS WELL AS AMERICAN MODERNISTS LIKE ADOLF GOTTLIEB, LOUISE NEVELSON, JOSEF ALBERS AND LEON POLK SMITH. TO FURTHER AFFIRM THE NEW DIRECTION OF THE AMERICAN ART DEPARTMENT, THE MUSEUM FEATURED A SPECIAL EXHIBITION IN THE AMERICAN CONTEMPORARY GALLERIES WITH AN ORIGINAL EXHIBITION BY LOS ANGELES-BASED ARTIST MATTHEW BRANDT. THIS CONTINUES THE MUSEUM'S LONG-HELD PRACTICE OF SUPPORTING AN ARTIST-IN-RESIDENCY PROGRAM, WHICH IS IN KEEPING WITH THE INSTITUTION'S FOUNDING PRINCIPLES OF SUPPORTING AND PRESENTING THE WORK OF LIVING ARTISTS. BRANDT'S PHOTOGRAPHIC PRACTICE ENGAGES DIRECTLY WITH LANDSCAPE ART, NATURAL SCIENCE, HISTORY AND THE ALTERED ENVIRONMENT. BRANDT RESEARCHED THE CITY OF NEWARK AND THE SURROUNDING ENVIRONMENT TO DEVELOP NEW WORK FOR THIS SHOW, WHICH IS NOW INSTALLED AS A LONG-TERM ROTATION IN THE AMERICAN CONTEMPORARY GALLERIES. AS PART OF THE ARTIST-IN-RESIDENCY PROGRAM, BRANDT MET WITH THE MUSEUM'S EDUCATORS AND EXPLORERS (MEMBERS OF THE MUSEUM'S HIGH SCHOOL APPRENTICE PROGRAM) TO SHARE HIS RESEARCH AND HIS UNIQUE APPROACH TO EXPERIMENTAL MATERIALS AND OLD AND NEW PHOTOGRAPHIC PROCESSES. A SPARKLING, COLORFUL GIFT OF STEUBEN GLASS FROM THE THOMAS N. ARMSTRONG III COLLECTION IS ON DISPLAY IN UNEXPECTED COLOR: A JOURNEY THROUGH GLASS, WHICH OPENED IN APRIL 2019, AND SHOWCASES MORE THAN 130 WORKS IN GLASS DESIGNED BY FREDERICK CARDER FOR THE FAMED STEUBEN GLASS WORKS FROM 1903 TO 1933 AND USED IN A VARIETY OF SETTINGS BY THE COLLECTOR. ORGANIZED BY THE COLORS CARDER CREATED AND PATENTED, THE EXHIBITION PRESENTS A JEWEL BOX OF SHIMMERING GLASS. CARDER WAS FASCINATED WITH ANCIENT GLASS COLORS AND FORMS, AND HE WORKED TO RECREATE THE IRIDESCENT COLORS OF EXCAVATED ANCIENT GREEK AND ROMAN GLASS. HE ALSO DESIGNED NEW SHAPES INSPIRED BY CHINESE AND VENETIAN GLASS AS WELL AS SHAPES INFLUENCED BY ART NOUVEAU AND ART DECO STYLES, MODERN AT THE TIME. CARDER KEPT DETAILED NOTEBOOKS OF HIS COLOR FORMULAS AND GLASS TYPES, REVEALING THE GLASSBLOWING CHEMISTRY AND TECHNIQUES USED TO CREATE THE VARIETY OF FUNCTIONAL AND DECORATIVE GLASSWARE IN THE EXHIBITION, INCLUDING VASES, BOWLS, CANDLESTICKS AND STEMWARE. THE EXHIBITION INCLUDES INTERACTIVE TABLETS TO CONNECT CARDER'S FORMULAS AND SHAPES WITH THE COLORS AND FORMS ON DISPLAY. AUDIO RECORDINGS OF CARDER INTERVIEWS ALSO HEIGHTEN THE STORY OF THE EXPERIMENTATION BEHIND THE CREATION OF THIS COLORFUL GLASS. BEYOND ZEN: JAPANESE BUDDHISM REVEALED, ON VIEW FROM OCTOBER 2019-JANUARY 2020, INTRODUCES AUDIENCES TO MAGNIFICENT WORKS OF JAPANESE BUDDHIST ART FROM THE MUSEUM'S PERMANENT COLLECTION, MANY OF WHICH HAVE NEVER BEEN DISPLAYED BEFORE. THE SHOW EXPLORES THE BASIC TENETS OF MAHAYANA BUDDHISM IN JAPAN THROUGH MORE THAN 50 WORKS - INCLUDING PAINTINGS, SCULPTURES AND RITUAL IMPLEMENTS. VISITORS ALSO GAIN AN UNDERSTANDING OF HOW THE OBJECTS ON DISPLAY WERE USED IN BUDDHIST PRACTICE. EXHIBITION-RELATED PUBLIC PROGRAMMING EXPLORING THE JAPANESE TEA CEREMONY AND THE BUDDHIST PRACTICE OF MINDFULNESS MEDITATION WILL PRESENT ADDITIONAL OPPORTUNITIES FOR MULTICULTURAL LEARNING. WHAT EXIT? THE NEW JERSEY SPIRIT: PHOTOGRAPHS BY TIMOTHY WHITE, ON VIEW FROM OCTOBER 2019 - JANUARY 2020, FEATURES STUNNING BLACK & WHITE PORTRAITS OF HIGH-PROFILE INDIVIDUALS WITH ROOTS BASED IN NEW JERSEY - ALL LEADING NAMES IN FILM, POPULAR MUSIC AND TELEVISION - BY AWARD-WINNING PHOTOGRAPHER TIMOTHY WHITE. ONE OF THE MOST SOUGHT-AFTER CELEBRITY PHOTOGRAPHERS, WHITE IS WELL KNOWN FOR HIS ABILITY TO CAPTURE THE INTIMATE AND PLAYFUL SIDES OF LEGENDARY, ACTORS, MUSICIANS AND ARTISTS AS WELL AS THE INNOCENCE OF UP AND COMERS, DEMONSTRATING AN UNCANNY ABILITY TO INCORPORATE AN ENTIRE NARRATIVE INTO A SINGLE IMAGE. HIS IMAGES HAVE APPEARED ON POPULAR MOVIE POSTERS, IN COUNTLESS PUBLICATIONS AND ON DOZENS OF ALBUM COVERS.

Form 990, Part III, Line 4b:

EDUCATION AND PUBLIC PROGRAM: THE 45TH NEWARK MUSEUM BLACK FILM FESTIVAL (NMBFF) PREMIERED AT THE NEWARK MUSEUM OF ART ON JUNE 26TH WITH THE FESTIVAL'S OPENING NIGHT CELEBRATING NEWARK'S BLACK UNDERGROUND ROLLER-SKATING CULTURE WITH A POP-UP ROLLER RINK OUTSIDE THE MUSEUM, FOLLOWED BY A SCREENING OF THE HBO DOCUMENTARY FILM UNITED SKATES. AS THE LONGEST RUNNING BLACK FILM FESTIVAL IN THE UNITED STATES, THE NBFF ENJOYED GREAT SUCCESS DURING 2019 AMONG AUDIENCES FROM NEWARK, ESSEX COUNTY AND BEYOND. MORE THAN 3,000 PARTICIPANTS ATTENDED THE EVENING ADULT AND AFTERNOON CHILDREN SERIES OF FILMS. [SEE CONTINUATION ON SCHEDULE O] VISITOR ENGAGEMENT WITH EACH FILM WAS DEEPENED THROUGH POST SCREENING DISCUSSIONS AND QUESTION/ANSWER SESSIONS WITH GUEST SPEAKERS THAT INCLUDED PRODUCERS, DIRECTORS, FILMMAKERS, SCHOLARS AND ARTISTS. AS PART OF THE FESTIVAL, THE MUSEUM PARTNERED WITH WOMEN IN MEDIA-NEWARK WHICH PROVIDED ACCESS TO FIVE HIGH-SCHOOLS GIRLS FROM NEWARK WITH THE OPPORTUNITY TO PARTICIPATE IN STOP MOTION ANIMATION WORKSHOPS IN THE MUSEUM'S MAKERSPACE. THE NEWARK MUSEUM OF ART'S JAZZ IN THE GARDEN SERIES CELEBRATED ITS 54TH YEAR OF SUMMERTIME OUTDOOR CONCERTS. ONE OF THE NATION'S LONGEST RUNNING JAZZ FESTIVALS, JAZZ IN THE GARDEN BEGAN IN 1965 AS A WAY FOR RESIDENTS AND EMPLOYEES IN NEW JERSEY'S LARGEST CITY TO ENJOY THE MUSEUM'S ALICE RANSOM DREYFUSS GARDEN, PROVIDING ANOTHER CULTURAL EXPERIENCE FOR THE COMMUNITY IN THE WARM WEATHER MONTHS. ITS POPULARITY NOW EXTENDS AS FAR AS SOUTH JERSEY TO LONG ISLAND. THE SERIES HAS INCLUDED BOTH LOCAL MUSICIANS AS WELL AS INTERNATIONAL STARS. THE 2019 CONCERT SERIES WELCOMED NEARLY 2,000 VISITORS OVER FIVE CONSECUTIVE THURSDAYS. AMONG THE ARTISTS FEATURED WERE VANESSA CHARLES, ETIENNE CHARLES, CHEMBO CORNIEL AND AKIKO TSURUGA. NOW IN ITS FIFTH YEAR, SECOND SUNDAYS AT THE NEWARK MUSEUM OF ART HAS PROVEN TO BE A POPULAR CULTURAL DESTINATION THAT CONNECTS NEW JERSEY'S DIVERSE POPULATION WITH THE MUSEUM'S WORLD-RENOWNED SPECIAL EXHIBITIONS, PERMANENT COLLECTIONS AND CULTURAL RESOURCES. SECOND SUNDAYS ARE HELD EVERY SECOND SUNDAY OF THE MONTH, (EXCLUDING JULY, AUGUST AND SEPTEMBER) AND FEATURE A LIVELY MIX OF PERFORMANCES, GALLERY TOURS, LECTURES, AND HANDS-ON ARTMAKING WORKSHOPS DESIGNED TO ENGAGE A MULTI-GENERATIONAL, MULTI-ETHNIC AUDIENCE. BETWEEN 200-300 ADULTS, CHILDREN AND FAMILIES ATTEND EACH SECOND SUNDAYS EVENT, MAKING THE MUSEUM AN ENGAGING VENUE FOR ARTISTIC AND CULTURAL EXPLORATION. THEMATIC SECOND SUNDAYS IN 2019 COMBINED THE GALLERIES WITH CULTURAL CELEBRATIONS AND CROSS-CULTURAL LEARNING. THE FEBRUARY EVENT CELEBRATED BLACK HISTORY MONTH WITH INSPIRATION FROM THE ARTS OF GLOBAL AFRICA GALLERY, PRESENTING ACTIVITIES SUCH AS A VIRTUAL REALITY EXPERIENCE FEATURING THE NARRATIVE PROJECT, NEUROSPECULATIVE APOFEMINISM, A LIVE STILT WALKER PERFORMANCE, AND A MULTIMEDIA PRESENTATION ON THE BASIC TENETS OF AROFUTURISM. DURING APRIL'S EVENT, "I, RISE," SPIRITUAL TRADITIONS FROM AROUND THE WORLD WERE CELEBRATED THROUGH LIVE LITURGICAL DANCE PERFORMANCES, A MINDFULNESS ARTMAKING WORKSHOP, AND A LECTURE ON THE PAINTING "MILLENNIAL GUARDIAN ANGEL" BY NEWARK NATIVE JO-EL LOPEZ, FOUND IN THE MUSEUM'S NEW SEEING AMERICA GALLERIES. FOR THE 2018/2019 SCHOOL YEAR ALL GRADUATES OF THE 2019 CLASS OF THE MUSEUM'S AWARD-WINNING TEEN MENTORING PROGRAM, THE EXPLORERS, WENT ON TO ATTEND COLLEGE. GRADUATES ENROLLED IN SEVERAL UNIVERSITIES INCLUDING YALE, NJIT AND RUTGERS AND WILL BE STUDYING A VARIETY OF MAJORS INCLUDING DIGITAL DESIGN, NEUROSCIENCE, BIOLOGY, AND NURSING. DURING THE 2018/2019 SCHOOL YEAR, THE MUSEUM ALSO EXPANDED THE IMPACT OF THE EXPLORERS PROGRAM WITH A GRANT FROM THE NEW JERSEY DEPARTMENT OF STATE OFFICE OF FAITH-BASED INITIATIVES. THIS STATE FUNDING MADE IT POSSIBLE FOR 22 ADDITIONAL STUDENTS FROM NEWARK'S MALCOLM X. SHABAZZ HIGH SCHOOL TO PARTICIPATE IN SEVERAL COLLEGE READINESS ACTIVITIES ALONGSIDE EXPLORERS PROGRAM PARTICIPANTS. DESIGNED TO INCREASE THE NUMBER OF LOW-INCOME AND DIVERSE STUDENTS INTO THE STEAM CAREER PIPELINE, THE EXPLORERS PROGRAM AT THE NEWARK MUSEUM OF ART IS A 4-YEAR, INTENSIVE, YEAR-ROUND, OUT-OF-SCHOOL-TIME COLLEGE AND CAREER READINESS LEARNING EXPERIENCE. STARTING IN 9TH GRADE, THE PROGRAM PROVIDES A COHORT OF 50 HIGH SCHOOL STUDENTS ACCESS TO MUSEUM STAFF, ENGINEERS, DESIGNERS, ARTISTS AND OTHERS FROM A RANGE OF FIELDS, AS WELL AS PAID INTERNSHIPS; SMALL-GROUP INSTRUCTION; RESEARCH PROJECTS AND WORKSHOPS ON SCIENCE TOPICS; FIELD TRIPS; COLLEGE GUIDANCE; AND "LIFE SKILLS" WORKSHOPS. THIS APPROACH PROVIDES THE EXPLORERS WITH TECHNOLOGY, RESEARCH, TEAMWORK, AND PRESENTATION SKILLS, LEADING TO ACADEMIC SUCCESS AND EQUIPPING THEM FOR THE 21ST CENTURY WORKPLACE. EARLY CHILDHOOD EDUCATION AT THE MUSEUM IS PRESENTED TO CHILDREN AGES 3-5, THEIR SIBLINGS AND CAREGIVERS THROUGHOUT THE YEAR. IN ALL, THE MUSEUM SERVED MORE THAN 9,300 EARLY CHILDHOOD LEARNERS IN THE PAST YEAR. THE "MUSEUM BEGINNINGS," SCHOOL PROGRAM FOR NEWARK, ELIZABETH AND PATERSON CHILDREN, IS A PROGRAM DELIVERED THROUGH A COMPREHENSIVE "3 TOUCH" SYSTEM THAT CONSISTS OF MULTIPLE VISITS THAT ARE SEQUENTIAL AND CURRICULUM-BASED, WHERE EACH VISIT BUILDS ON THE PREVIOUS ONE. COLLABORATING WITH TEACHERS, MUSEUM EDUCATORS HELP DEVELOP VISUAL, VERBAL, AND WRITTEN SKILLS THAT DIRECTLY SUPPORT WHAT STUDENTS LEARN IN SCHOOL. STEAM SUBJECTS WERE ALSO INTRODUCED DURING CREATIVE PLAY WEEKEND DROP-IN WORKSHOPS UTILIZING THE MUSEUM'S SCIENCE AND ART COLLECTIONS AS A STARTING POINT. LESSON MODULES INTRODUCED GEOMETRIC FIGURES AND TAUGHT HOW LINES CONNECT AND INTERTWINE, WHILE SHAPE, RATTLE & ROLL TAUGHT ABSTRACT SQUARES, CIRCLES AND TRIANGLES. THE MUSEUM ALSO PARTICIPATES IN THE ON-GOING "COOL CATS" (CAT=CULTURED ARTSY TODDLER) PROGRAM, WHICH IS A COLLABORATION OF LOCAL ART INSTITUTIONS IN PARTNERSHIP WITH THE NEWARK PUBLIC SCHOOLS DISTRICT. THE PROGRAM PROVIDES MORE THAN 6,000 NEWARK PRESCHOOL FAMILIES ACCESS TO A VARIETY OF LOCAL ARTS AND CULTURAL EVENTS AT NO CHARGE TO THE FAMILY. ON SATURDAY, MARCH 23, 2019 THE NEWARK MUSEUM OF ART PARTICIPATED IN NJ MAKER DAY, PROVIDING A VARIETY OF HANDS-ON ACTIVITIES TO ENGAGE VISITORS WITH THE MATERIALS AND PROCESSES THAT WERE USED TO CREATE THE ART ON VIEW IN THE GALLERIES. ACTIVITY STATIONS WERE PLACED THROUGHOUT THE MUSEUM'S AFRICAN, AMERICAN, ASIAN, CLASSICAL ART AND DECORATIVE ARTS GALLERIES TO OFFER OPPORTUNITIES TO MAKE USING BOTH TRADITIONAL AND CUTTING-EDGE OBJECTS: COIL POT CERAMICS SUCH AS THOSE IN THE NATIVE ARTISTS ON NORTH AMERICA GALLERY, EXPERIMENTAL SCREEN PRINTING SUCH AS THE WORK OF CONTEMPORARY ARTIST MATTHEW BRANDT, STOP MOTION ANIMATION TO BRING GALLERY PAINTINGS TO LIFE, GREEN SCREEN PHOTO EDITING AS RELATED TO THE WORK OF CONTEMPORARY NATIVE AMERICAN ARTIST WENDY RED STAR, AND MIXED MEDIA SCULPTURE INSPIRED BY THE WORK OF CONTEMPORARY CHOCTAW-CHEROKEE ARTIST JEFFREY GIBSON. ACTIVITIES WERE FACILITATED BY MUSEUM EDUCATORS WITH EXTENSIVE TRAINING IN SPECIFIC CONTENT OF THE MUSEUM'S COLLECTIONS WITH ASSISTANCE BY INTERNS FROM THE MUSEUM'S EXPLORERS PROGRAM. ADDITIONAL EXPERTISE AND EQUIPMENT FOR THE SCREEN PRINTING ACTIVITY WAS PROVIDED THROUGH A PARTNERSHIP WITH THE NEWARK PRINTSHOP. EDUCATORS WHO WORK WITH PRE-K -12TH GRADE STUDENTS CONTINUE TO UTILIZE THE NEWARK MUSEUM OF ART AS A RESOURCE TO INSPIRE LEARNING IN THE ARTS, SCIENCES AND HUMANITIES. IN 2019, 47,000 YOUNG PEOPLE AND THEIR TEACHERS VISITED THE GALLERIES AS PART OF THEIR SCHOOL PROGRAM CURRICULUM, REPRESENTING 270 PUBLIC AND PRIVATE SCHOOLS FROM THROUGHOUT NORTHERN AND CENTRAL NEW JERSEY. FROM SINGLE EXPERIENCES TO IN-DEPTH MULTI-VISIT PROGRAMS, THE MUSEUM'S COLLECTIONS SERVE AS A WAY TO DEEPEN STUDENTS' OBSERVATION SKILLS AND HELP THEM CONNECT TO DIFFERENT ENVIRONMENTS, CULTURES AND TIME PERIODS. THE MUSEUM'S EDUCATION DEPARTMENT PROVIDED PROFESSIONAL DEVELOPMENT TO 3,142 TEACHERS DURING THE 2019 SCHOOL YEAR. THE MUSEUM OFFERED EDUCATORS EVENINGS IN JANUARY, FEBRUARY AND MARCH 2019, THREE OF WHICH SERVED TEACHERS OF ALL GRADE LEVELS AND ONE NIGHT FOCUSING ON EARLY CHILDHOOD EDUCATION. THE EDUCATORS EVENINGS PROVIDED INSTRUCTION ON PLANETARIUM PROGRAMS, GALLERY TOURS THAT TAUGHT OBJECT OBSERVATION TECHNIQUES AND "MAKING" ACTIVITIES FEATURING PAINTING EXPERIENCES THAT COULD BE APPLIED IN THE CLASSROOM BEFORE AND AFTER A VISIT TO THE MUSEUM. EDUCATORS WERE SHOWN HOW TO INCORPORATE THE MUSEUM'S 3,100 SQUARE FOOT MAKERSPACE, WHICH JOINS ART, TECHNOLOGY, SCIENCE AND INDUSTRY WITH HANDS-ON, INTERACTIVE EXPERIENCES, INTO THEIR LESSON PLANNING.

Form 990, Part III, Line 4c:

REGISTRAR & CURATORIAL: THE NEWARK MUSEUM OF ART'S VAST AND DIVERSE COLLECTIONS OF MORE THAN 200,000 ACTIVE IN USE OBJECTS, RANKS, IN TERMS OF ITS HOLDINGS, AMONG THE TOP 30 MUSEUMS NATIONALLY. THE MUSEUM IS NOW CUSTODIAN TO OVER 300,000 OBJECTS IN THE DEPARTMENTS OF AMERICAN ART, ASIAN ART, AFRICAN ART, NATIVE AMERICAN ART, DECORATIVE ARTS, NUMISMATICS, AND AN IMPORTANT NATURAL SCIENCE COLLECTION. THE MUSEUM IS ALSO THE HOME OF THE HISTORIC BALLANTINE HOUSE. [SEE CONTINUATION ON SCHEDULE O] THE MUSEUM'S COLLECTIONS SUPPORT ITS COMMUNITY SERVICE MISSION BY PROVIDING THE INSPIRATION AND CONTENT FOR AN EXTENSIVE K-12 EDUCATION PROGRAM. BY PARTNERING WITH TEACHERS AND EDUCATION ADMINISTRATORS TO DELIVER CURRICULUM, FIELD TRIPS AND PROFESSIONAL DEVELOPMENT FOR TEACHERS, THE MUSEUM SERVICES BETWEEN 25,000 TO 50,000 STUDENTS AND EDUCATORS EACH YEAR. COMMUNITY EVENTS, INCLUDING THE LONGEST RUNNING BLACK FILM FESTIVAL IN THE COUNTRY, A FREE MARTIN LUTHER KING, JR. DAY FREE CELEBRATION AND FAMILY DROP-IN PROGRAMS ON SATURDAY MORNINGS, INCLUDE CONTENT INTEGRATED FROM THE COLLECTIONS. IN 2019, 247 OBJECTS WERE ADDED TO THE MUSEUM'S ONLINE SEARCHABLE DATABASE AND 5 PURCHASES, 17 GIFTS, AND 16 TRANSFERS WERE ACCESSIONED INTO OUR PERMANENT COLLECTION.

Form 990, Part VII - Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors

(A) Name and Title	(B) Average hours per week (list any hours for related organizations below dotted 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)	(E) Reportable compensation from related organizations (W- 2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional Trustee	Officer	Key employee	Highest compensated employee	Former			
LINDA C HARRISON CEO AND BOARD SECRETARY	50.00			X				279,651	0	55,133
DEBORAH KASINDORF VP, DEPUTY DIRECTOR/EXTERNAL AFFAIRS	50.00			X				200,351	0	32,998
DAVID MAY DIRECTOR OF OPERATIONS	50.00					X		110,083	0	33,836
C ELIZABETH ARON DEPUTY DIR FINANCE & ADMIN. THRU JULY 2019	50.00			X				128,068	0	14,216
TIM WINTEMBERG DEPUTY DIR., DESIGN & EXHIBITION	50.00					X		125,095	0	13,885
KRISTIN CURRY DIRECTOR OF DEVELOPMENT	50.00					X		107,972	0	27,333
CAROL BLUNDA DIRECTOR OF SPECIAL EVENTS	50.00					X		102,607	0	23,944
CLIFFORD BLANCHARD CO-CHAIR	15.00	X		X				0	0	0
CHRISTINE C GILFILLAN CO-CHAIR	15.00	X		X				0	0	0
JACOB S BUURMA VICE PRESIDENT	8.00	X		X				0	0	0

Form 990, Part VII - Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors

(A) Name and Title	(B) Average hours per week (list any hours for related organizations below dotted 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)	(E) Reportable compensation from related organizations (W- 2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional Trustee	Officer	Key employee	Highest compensated employee	Former			
ROBERT H DOHERTY VICE PRESIDENT	8.00	X		X				0	0	0
STEPHANIE GLICKMAN VICE PRESIDENT THRU FEB. 2019	8.00	X		X				0	0	0
KATHY GRIER VICE PRESIDENT THRU MAY 2019	8.00	X		X				0	0	0
ARLENE LIEBERMAN VICE PRESIDENT	8.00	X		X				0	0	0
MARSHALL B MCLEAN VICE PRESIDENT	8.00	X		X				0	0	0
PETER B SAYRE TREASURER	10.00	X		X				0	0	0
SARA BONESTEEL TRUSTEE	2.00	X						0	0	0
JOSEPH L BUCKLEY TRUSTEE	2.00	X						0	0	0
HON JEFFREY S CHIESA TRUSTEE	2.00	X						0	0	0
ELEONORE K COHEN TRUSTEE	2.00	X						0	0	0

Form 990, Part VII - Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors

(A) Name and Title	(B) Average hours per week (list any hours for related organizations below dotted 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)	(E) Reportable compensation from related organizations (W- 2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional Trustee	Officer	Key employee	Highest compensated employee	Former			
LERESSA CROCKETT TRUSTEE THRU JAN. 2019	2.00	X						0	0	0
LEE ANN DILLON TRUSTEE	2.00	X						0	0	0
JEFFREY S JACOBSON TRUSTEE	2.00	X						0	0	0
ALLEN J KARP TRUSTEE	2.00	X						0	0	0
JUDITH LIEBERMAN TRUSTEE	2.00	X						0	0	0
SHAHID MALIK TRUSTEE	2.00	X						0	0	0
NATALIE MCKENSIE TRUSTEE	2.00	X						0	0	0
RONALD M OLLIE TRUSTEE	2.00	X						0	0	0
ANDREW H RICHARDS TRUSTEE	2.00	X						0	0	0
WILLIAM C ROBINSON TRUSTEE	2.00	X						0	0	0

Form 990, Part VII - Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors

(A) Name and Title	(B) Average hours per week (list any hours for related organizations below dotted 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)	(E) Reportable compensation from related organizations (W- 2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional Trustee	Officer	Key employee	Highest compensated employee	Former			
SETH L ROSEN TRUSTEE	2.00	X						0	0	0
MONICA SLATER STOKES TRUSTEE	2.00	X						0	0	0
ELIZA SHANLEY SUTTE TRUSTEE	2.00	X						0	0	0
ERIC D WEINSTOCK TRUSTEE	2.00	X						0	0	0

SCHEDULE A
(Form 990 or 990-EZ)

Department of the Treasury
Internal Revenue Service

Public Charity Status and Public Support

Complete if the organization is a section 501(c)(3) organization or a section 4947(a)(1) nonexempt charitable trust.
▶ Attach to Form 990 or Form 990-EZ.
▶ Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

2019

Open to Public Inspection

Name of the organization
THE NEWARK MUSEUM ASSOCIATION

Employer identification number
22-1487275

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

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

- 1 A church, convention of churches, or association of churches described in **section 170(b)(1)(A)(i).**
- 2 A school described in **section 170(b)(1)(A)(ii).** (Attach Schedule E (Form 990 or 990-EZ).)
- 3 A hospital or a cooperative hospital service organization described in **section 170(b)(1)(A)(iii).**
- 4 A medical research organization operated in conjunction with a hospital described in **section 170(b)(1)(A)(iii).** Enter the hospital's name, city, and state:
- 5 An organization operated for the benefit of a college or university owned or operated by a governmental unit described in **section 170(b)(1)(A)(iv).** (Complete Part II.)
- 6 A federal, state, or local government or governmental unit described in **section 170(b)(1)(A)(v).**
- 7 An organization that normally receives a substantial part of its support from a governmental unit or from the general public described in **section 170(b)(1)(A)(vi).** (Complete Part II.)
- 8 A community trust described in **section 170(b)(1)(A)(vi).** (Complete Part II.)
- 9 An agricultural research organization described in **170(b)(1)(A)(ix)** operated in conjunction with a land-grant college or university or a non-land grant college of agriculture. See instructions. Enter the name, city, and state of the college or university:
- 10 An organization that normally receives: (1) more than 33 1/3% of its support from contributions, membership fees, and gross receipts from activities related to its exempt functions—subject to certain exceptions, and (2) no more than 33 1/3% of its support from gross investment income and unrelated business taxable income (less section 511 tax) from businesses acquired by the organization after June 30, 1975. See **section 509(a)(2).** (Complete Part III.)
- 11 An organization organized and operated exclusively to test for public safety. See **section 509(a)(4).**
- 12 An organization organized and operated exclusively for the benefit of, to perform the functions of, or to carry out the purposes of one or more publicly supported organizations described in **section 509(a)(1)** or **section 509(a)(2).** See **section 509(a)(3).** Check the box in lines 12a through 12d that describes the type of supporting organization and complete lines 12e, 12f, and 12g.
 - a **Type I.** A supporting organization operated, supervised, or controlled by its supported organization(s), typically by giving the supported organization(s) the power to regularly appoint or elect a majority of the directors or trustees of the supporting organization. **You must complete Part IV, Sections A and B.**
 - b **Type II.** A supporting organization supervised or controlled in connection with its supported organization(s), by having control or management of the supporting organization vested in the same persons that control or manage the supported organization(s). **You must complete Part IV, Sections A and C.**
 - c **Type III functionally integrated.** A supporting organization operated in connection with, and functionally integrated with, its supported organization(s) (see instructions). **You must complete Part IV, Sections A, D, and E.**
 - d **Type III non-functionally integrated.** A supporting organization operated in connection with its supported organization(s) that is not functionally integrated. The organization generally must satisfy a distribution requirement and an attentiveness requirement (see instructions). **You must complete Part IV, Sections A and D, and Part V.**
 - e Check this box if the organization received a written determination from the IRS that it is a Type I, Type II, Type III functionally integrated, or Type III non-functionally integrated supporting organization.
 - f Enter the number of supported organizations _____
 - g Provide the following information about the supported organization(s).

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

Part II Support Schedule for Organizations Described in Sections 170(b)(1)(A)(iv) and 170(b)(1)(A)(vi)
 (Complete only if you checked the box on line 5, 7, or 8 of Part I or if the organization failed to qualify under Part III.
 If the organization failed to qualify under the tests listed below, please complete Part III.)

Section A. Public Support

Calendar year (or fiscal year beginning in) ▶	(a) 2015	(b) 2016	(c) 2017	(d) 2018	(e) 2019	(f) Total
1 Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grant.") . . .	9,021,901	9,671,682	13,025,100	10,555,443	9,102,999	51,377,125
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	9,021,901	9,671,682	13,025,100	10,555,443	9,102,999	51,377,125
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)						1,985,948
6 Public support. Subtract line 5 from line 4.						49,391,177

Section B. Total Support

Calendar year (or fiscal year beginning in) ▶	(a) 2015	(b) 2016	(c) 2017	(d) 2018	(e) 2019	(f) Total
7 Amounts from line 4. . .	9,021,901	9,671,682	13,025,100	10,555,443	9,102,999	51,377,125
8 Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources. . .	594,210	621,123	568,704	756,828	1,483,361	4,024,226
9 Net income from unrelated business activities, whether or not the business is regularly carried on. . .						
10 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.). . .	2,084	72,859	2,545	53,210	69,242	199,940
11 Total support. Add lines 7 through 10						55,601,291

12 Gross receipts from related activities, etc. (see instructions) **12** 4,468,496

13 First five 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

14 Public support percentage for 2019 (line 6, column (f) divided by line 11, column (f))	14	88.830 %
15 Public support percentage for 2018 Schedule A, Part II, line 14	15	92.300 %

16a 33 1/3% support test—2019. 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

b 33 1/3% support test—2018. 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

17a 10%-facts-and-circumstances test—2019. 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

b 10%-facts-and-circumstances test—2018. 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

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

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

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

Section A. Public Support

Calendar year (or fiscal year beginning in) ▶		(a) 2015	(b) 2016	(c) 2017	(d) 2018	(e) 2019	(f) Total
1	Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.") .						
2	Gross receipts from admissions, merchandise sold or services performed, or facilities furnished in any activity that is related to the organization's tax-exempt purpose						
3	Gross receipts from activities that are not an unrelated trade or business under section 513						
4	Tax revenues levied for the organization's benefit and either paid to or expended on its behalf. . .						
5	The value of services or facilities furnished by a governmental unit to the organization without charge						
6	Total. Add lines 1 through 5						
7a	Amounts included on lines 1, 2, and 3 received from disqualified persons						
b	Amounts included on lines 2 and 3 received from other than disqualified persons that exceed the greater of \$5,000 or 1% of the amount on line 13 for the year.						
c	Add lines 7a and 7b.						
8	Public support. (Subtract line 7c from line 6.)						

Section B. Total Support

Calendar year (or fiscal year beginning in) ▶		(a) 2015	(b) 2016	(c) 2017	(d) 2018	(e) 2019	(f) Total
9	Amounts from line 6.						
10a	Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources. . .						
b	Unrelated business taxable income (less section 511 taxes) from businesses acquired after June 30, 1975.						
c	Add lines 10a and 10b.						
11	Net income from unrelated business activities not included in 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 five years. If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and **stop here.**

Section C. Computation of Public Support Percentage

15	Public support percentage for 2019 (line 8, column (f) divided by line 13, column (f))	15	
16	Public support percentage from 2018 Schedule A, Part III, line 15	16	

Section D. Computation of Investment Income Percentage

17	Investment income percentage for 2019 (line 10c, column (f) divided by line 13, column (f))	17	
18	Investment income percentage from 2018 Schedule A, Part III, line 17	18	

19a 33 1/3% support tests—2019. 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—2018. 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 12a of Part I, complete Sections A and B. If you checked 12b of Part I, complete Sections A and C. If you checked 12c of Part I, complete Sections A, D, and E. If you checked 12d of 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>		
	1		
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>		
	2		
3a	Did the organization have a supported organization described in section 501(c)(4), (5), or (6)? <i>If "Yes," answer (b) and (c) below.</i>		
	3a		
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>		
	3b		
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>		
	3c		
4a	Was any supported organization not organized in the United States ("foreign supported organization")? <i>If "Yes" and if you checked 12a or 12b in Part I, answer (b) and (c) below.</i>		
	4a		
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>		
	4b		
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>		
	4c		
5a	Did the organization add, substitute, or remove any supported organizations during the tax year? <i>If "Yes," answer (b) and (c) 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>		
	5a		
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?		
	5b		
c	Substitutions only. Was the substitution the result of an event beyond the organization's control?		
	5c		
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>		
	6		
7	Did the organization provide a grant, loan, compensation, or other similar payment to a substantial contributor (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 or 990-EZ).</i>		
	7		
8	Did the organization make a loan to a disqualified person (as defined in section 4958) not described in line 7? <i>If "Yes," complete Part I of Schedule L (Form 990 or 990-EZ).</i>		
	8		
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>		
	9a		
b	Did one or more disqualified persons (as defined in 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>		
	9b		
c	Did a disqualified person (as defined in 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>		
	9c		
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>		
	10a		
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>		
	10b		

Part IV Supporting Organizations (continued)

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

Section B. Type I Supporting Organizations

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

Section C. Type II Supporting Organizations

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

Section D. All Type III Supporting Organizations

		Yes	No
1	Did the organization provide to each of its supported organizations, by the last day of the fifth month of the organization's tax year, (i) a written notice describing the type and amount of support provided during the prior tax year, (ii) a copy of the Form 990 that was most recently filed as of the date of notification, and (iii) copies of the organization's governing documents in effect on the date of notification, to the extent not previously provided?		
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? <i>If "No," explain in Part VI how the organization maintained a close and continuous working relationship with the supported organization(s).</i>		
3	By reason of the relationship described in (2), 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? <i>If "Yes," describe in Part VI the role the organization's supported organizations played in this regard.</i>		

Section E. Type III Functionally-Integrated Supporting Organizations

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

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):	1	
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 1-1/2% 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 .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 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	
2 Amounts paid to perform activity that directly furthers exempt purposes of supported organizations, in excess of income from activity	
3 Administrative expenses paid to accomplish exempt purposes of supported organizations	
4 Amounts paid to acquire exempt-use assets	
5 Qualified set-aside amounts (prior IRS approval required)	
6 Other distributions (describe in Part VI). See instructions	
7 Total annual distributions. Add lines 1 through 6.	
8 Distributions to attentive supported organizations to which the organization is responsive (provide details in Part VI). See instructions	
9 Distributable amount for 2019 from Section C, line 6	
10 Line 8 amount divided by Line 9 amount	

Section E - Distribution Allocations (see instructions)	(i) Excess Distributions	(ii) Underdistributions Pre-2019	(iii) Distributable Amount for 2019
1 Distributable amount for 2019 from Section C, line 6			
2 Underdistributions, if any, for years prior to 2019 (reasonable cause required-- explain in Part VI). See instructions.			
3 Excess distributions carryover, if any, to 2019:			
a From 2014.			
b From 2015.			
c From 2016.			
d From 2017.			
e From 2018.			
f Total of lines 3a through e			
g Applied to underdistributions of prior years			
h Applied to 2019 distributable amount			
i Carryover from 2014 not applied (see instructions)			
j Remainder. Subtract lines 3g, 3h, and 3i from 3f.			
4 Distributions for 2019 from Section D, line 7:			
\$			
a Applied to underdistributions of prior years			
b Applied to 2019 distributable amount			
c Remainder. Subtract lines 4a and 4b from 4.			
5 Remaining underdistributions for years prior to 2019, if any. Subtract lines 3g and 4a from line 2. If the amount is greater than zero, explain in Part VI . See instructions.			
6 Remaining underdistributions for 2019. Subtract lines 3h and 4b from line 1. If the amount is greater than zero, explain in Part VI . See instructions.			
7 Excess distributions carryover to 2020. Add lines 3j and 4c.			
8 Breakdown of line 7:			
a Excess from 2015.			
b Excess from 2016.			
c Excess from 2017.			
d Excess from 2018.			
e Excess from 2019.			

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

Facts And Circumstances Test

990 Schedule A, Supplemental Information

Return Reference	Explanation
SCHEDULE A, PART II, LINE 10, EXPLANATION OF OTHER INCOME:	BOOK SALE/ OTHER REVENUE - 2015 AMOUNT: \$ 2,084. 2016 AMOUNT: \$ 3,945. 2017 AMOUNT: \$ 2,545. 2019 AMOUNT: \$ 4,711. INSURANCE REIMBURSEMENT - 2016 AMOUNT: \$ 68,914. PARKING LOT INCOME - 2018 AMOUNT: \$ 53,210. 2019 AMOUNT: \$ 64,531.

SCHEDULE D
(Form 990)

Department of the Treasury
Internal Revenue Service

Supplemental Financial Statements

OMB No. 1545-0047
2019
Open to Public Inspection

▶ 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.

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? Yes 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? Yes 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 (e.g., recreation or education) Preservation of an 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 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 in (a)	2c
d Number of conservation easements included in (c) acquired after 7/25/06, and not on a historic structure listed in the National Register	2d

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

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

5 Does the organization have a written policy regarding the periodic monitoring, inspection, handling of violations, and enforcement of the conservation easements it holds? Yes No

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

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

8 Does each conservation easement reported on line 2(d) above satisfy the requirements of section 170(h)(4)(B)(i) and section 170(h)(4)(B)(ii)? Yes No

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

Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets.
Complete if the organization answered "Yes" on Form 990, Part IV, line 8.

1a If the organization elected, as permitted under SFAS 116 (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 SFAS 116 (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 SFAS 116 (ASC 958) relating to these items:

a Revenue included on Form 990, Part VIII, line 1 ▶ \$ _____

b Assets included in Form 990, Part X ▶ \$ _____

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 are a significant use of its collection items (check all that apply):
- a** Public exhibition
 - b** Scholarly research
 - c** Preservation for future generations
 - d** Loan or exchange programs
 - e** Other
- 4** Provide a description of the organization's collections and explain how they further the organization's exempt purpose in Part XIII.
- 5** During the year, did the organization solicit or receive donations of art, historical treasures or other similar assets to be sold to raise funds rather than to be maintained as part of the organization's collection? . . . **Yes** **No**

Part IV Escrow and Custodial Arrangements.

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

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

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

- c** Beginning balance
- d** Additions during the year
- e** Distributions during the year
- f** Ending balance

	Amount
1c	
1d	
1e	
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	38,418,187	43,504,779	48,763,846	49,608,807	52,126,984
b Contributions	89,726	363,500	574,393	1,127,247	955,158
c Net investment earnings, gains, and losses	5,705,421	-1,371,887	5,678,260	2,823,485	152,573
d Grants or scholarships					
e Other expenditures for facilities and programs	1,822,324	3,711,226	10,903,803	4,382,084	3,299,753
f Administrative expenses	156,190	366,979	607,917	413,609	326,155
g End of year balance	42,234,820	38,418,187	43,504,779	48,763,846	49,608,807

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

- a** Board designated or quasi-endowment ▶ 63.400 %
- b** Permanent endowment ▶ 32.430 %
- c** Temporarily restricted endowment ▶ 4.170 %

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

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

- (i)** unrelated organizations
- (ii)** related organizations

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

b If "Yes" on 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		60,123,929	45,290,686	14,833,243
c Leasehold improvements				
d Equipment		3,077,892	2,822,815	255,077
e Other		910,394	307,061	603,333
Total. Add lines 1a through 1e. (Column (d) must equal Form 990, Part X, column (B), line 10(c).) . . . ▶				15,691,653

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. (Column (b) must equal Form 990, Part X, col. (B) line 12.)		

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. (Column (b) must equal Form 990, Part X, col.(B) line 13.)		

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, col.(B) line 15.)	

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)	
(3)	
(4)	
(5)	
(6)	
(7)	
(8)	
(9)	
Total. (Column (b) must equal Form 990, Part X, col.(B) line 25.)	57,572

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 FIN 48 (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	15,987,512
2	Amounts included on line 1 but not on Form 990, Part VIII, line 12:		
a	Net unrealized gains (losses) on investments	2a	4,311,884
b	Donated services and use of facilities	2b	
c	Recoveries of prior year grants	2c	
d	Other (Describe in Part XIII.)	2d	24,445
e	Add lines 2a through 2d	2e	4,336,329
3	Subtract line 2e from line 1	3	11,651,183
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	156,190
b	Other (Describe in Part XIII.)	4b	273,728
c	Add lines 4a and 4b	4c	429,918
5	Total revenue. Add lines 3 and 4c . (This must equal Form 990, Part I, line 12.)	5	12,081,101

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	15,055,052
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	233,588
e	Add lines 2a through 2d	2e	233,588
3	Subtract line 2e from line 1	3	14,821,464
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	156,190
b	Other (Describe in Part XIII.)	4b	273,728
c	Add lines 4a and 4b	4c	429,918
5	Total expenses. Add lines 3 and 4c . (This must equal Form 990, Part I, line 18.)	5	15,251,382

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.

Return Reference	Explanation
See Additional Data Table	

Additional Data

Software ID:

Software Version:

EIN: 22-1487275

Name: THE NEWARK MUSEUM ASSOCIATION

Supplemental Information

Return Reference	Explanation
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.

Supplemental Information

Return Reference	Explanation
PART III, LINE 4:	<p>THE NEWARK MUSEUM OF ART'S VAST AND DIVERSE COLLECTIONS OF MORE THAN 200,000 ACTIVE IN USE OBJECTS, RANKS, IN TERMS OF ITS HOLDINGS, AMONG THE TOP 30 MUSEUMS NATIONALLY. THE MUSEUM IS NOW CUSTODIAN TO OVER 300,000 OBJECTS IN THE DEPARTMENTS OF AMERICAN ART, ASIAN ART, AFRICAN ART, NATIVE AMERICAN ART, DECORATIVE ARTS, NUMISMATICS, AND AN IMPORTANT NATURAL SCIENCE COLLECTION. THE MUSEUM IS ALSO THE HOME OF THE HISTORIC BALLANTINE HOUSE. THE MUSEUM'S COLLECTIONS SUPPORT ITS COMMUNITY SERVICE MISSION BY PROVIDING THE INSPIRATION AND CONTENT FOR AN EXTENSIVE K-12 EDUCATION PROGRAM. BY PARTNERING WITH TEACHERS AND EDUCATION ADMINISTRATORS TO DELIVER CURRICULUM, FIELD TRIPS AND PROFESSIONAL DEVELOPMENT FOR TEACHERS, THE MUSEUM SERVICES BETWEEN 25,000 TO 50,000 STUDENTS AND EDUCATORS EACH YEAR. COMMUNITY EVENTS, INCLUDING THE LONGEST RUNNING BLACK FILM FESTIVAL IN THE COUNTRY, A FREE MARTIN LUTHER KING, JR. DAY FREE CELEBRATION AND FAMILY DROP-IN PROGRAMS ON SATURDAY MORNINGS, INCLUDE CONTENT INTEGRATED FROM THE COLLECTIONS. IN 2019, 247 OBJECTS WERE ADDED TO THE MUSEUM'S ONLINE SEARCHABLE DATABASE AND 5 PURCHASES, 17 GIFTS, AND 16 TRANSFERS WERE ACCESSIONED INTO OUR PERMANENT COLLECTION.</p>

Supplemental Information

Return Reference	Explanation
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.

Supplemental Information

Return Reference	Explanation
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 2016.

Supplemental Information

Return Reference	Explanation
PART XI, LINE 2D - OTHER ADJUSTMENTS:	RENT EXPENSES REPORTED IN PART VIII, LINE 6B 24,445.

Supplemental Information

Return Reference	Explanation
PART XI, LINE 4B - OTHER ADJUSTMENTS:	PARKING LOT INCOME REPORTED IN PART VIII, LINE 11 273,728.

Supplemental Information

Return Reference	Explanation
PART XII, LINE 2D - OTHER ADJUSTMENTS:	RENT EXPENSES REPORTED IN PART VIII, LINE 6B 24,445. WRITE-OFF OF PLEDGE RECEIVABLE 209,143.

Supplemental Information

Return Reference	Explanation
PART XII, LINE 4B - OTHER ADJUSTMENTS:	PARKING LOT INCOME REPORTED IN PART VIII, LINE 11 273,728.

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.

Revenue	(a) Event #1	(b) Event #2	(c) Other events	(d) Total events
	2019 GALA (event type)	BENEFIT LUNCHEON (event type)	(total number)	(add col. (a) through col. (c))
1 Gross receipts	952,348	114,975		1,067,323
2 Less: Contributions	856,948	98,315		955,263
3 Gross income (line 1 minus line 2)	95,400	16,660		112,060
4 Cash prizes				
5 Noncash prizes				
6 Rent/facility costs	146,573	6,689		153,262
7 Food and beverages	89,611	15,276		104,887
8 Entertainment				
9 Other direct expenses	6,667	20,698		27,365
10 Direct expense summary. Add lines 4 through 9 in column (d) ▶				285,514
11 Net income summary. Subtract line 10 from line 3, column (d) ▶				-173,454

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.

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

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

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

b If "No," explain: _____

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

b If "Yes," explain: _____

- 11** Does the organization conduct gaming activities with nonmembers? Yes No
- 12** Is the organization a grantor, beneficiary or trustee of a trust or a member of a partnership or other entity formed to administer charitable gaming? Yes No
- 13** Indicate the percentage of gaming activity conducted in:
- | | | |
|--------------------------------------|------------|---|
| a The organization's facility | 13a | % |
| b An outside facility | 13b | % |

14 Enter the name and address of the person who prepares the organization's gaming/special events books and records:

Name ▶

Address ▶

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

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

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

Name ▶

Address ▶

16 Gaming manager information:

Name ▶

Gaming manager compensation ▶ \$

Description of services provided ▶

- Director/officer Employee Independent contractor

17 Mandatory distributions:

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

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

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

Return Reference	Explanation
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Schedule J
(Form 990)

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

2019

Open to Public Inspection

Department of the Treasury
Internal Revenue Service

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"/>	Housing allowance or residence for personal use
<input type="checkbox"/>	Travel for companions	<input type="checkbox"/>	Payments for business use of personal residence
<input type="checkbox"/>	Tax idemnification and gross-up payments	<input type="checkbox"/>	Health or social club dues or initiation fees
<input type="checkbox"/>	Discretionary spending account	<input type="checkbox"/>	Personal services (e.g., 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, officers, including the CEO/Executive Director, regarding the items checked on Line 1a?	2	
3	Indicate which, if any, of the following the filing organization used to establish the compensation of the organization's CEO/Executive Director. Check all that apply. Do not check any boxes for methods used by a related organization to establish compensation of the CEO/Executive Director, but explain in Part III.		
<input checked="" type="checkbox"/>	Compensation committee	<input type="checkbox"/>	Written employment contract
<input type="checkbox"/>	Independent compensation consultant	<input checked="" type="checkbox"/>	Compensation survey or study
<input checked="" type="checkbox"/>	Form 990 of other organizations	<input checked="" type="checkbox"/>	Approval by the board or compensation committee
4	During the year, did any person listed on Form 990, Part VII, Section A, line 1a, with respect to the filing organization or a related organization:		
a	Receive a severance payment or change-of-control payment?	4a	Yes
b	Participate in, or receive payment from, a supplemental nonqualified retirement plan?	4b	No
c	Participate in, or receive payment from, an equity-based compensation arrangement?	4c	No
	If "Yes" to any of lines 4a-c, list the persons and provide the applicable amounts for each item in Part III.		
	Only 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	No
b	Any related organization?	5b	No
	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	No
b	Any related organization?	6b	No
	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 in lines 5 and 6? If "Yes," describe in Part III.	7	No
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	No
9	If "Yes" on line 8, did the organization also follow the rebuttable presumption procedure described in Regulations section 53.4958-6(c)?	9	

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.

Return Reference	Explanation
PART I, LINE 4A	PURSUANT TO THE TERMS AND CONDITIONS STIPULATED IN DEPUTY DIRECTOR, FINANCE AND ADMINISTRATION, MS. C. ELIZABETH ARON'S SEPARATION AGREEMENT, THE NEWARK MUSEUM OF ART PAID A SEVERANCE PAYMENT TO HER IN THE AMOUNT OF \$36,764 IN 2019. THE \$36,764 WAS TREATED AS TAXABLE COMPENSATION TO THE RECIPIENT ON HER 2019 FORM W-2 AND REFLECTED ON FORM 990, PART VII, SECTION A, COLUMN D.

**SCHEDULE M
(Form 990)**

Noncash Contributions

OMB No. 1545-0047

2019

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

Open to Public Inspection

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	X	13	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 ▶ (<u>DONATED PERMITS</u>)	X	1	47,486	COST
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 IV, Donee Acknowledgement **29** 0

	Yes	No
30a During the year, did the organization receive by contribution any property reported in Part I, lines 1 through 28, that it must hold for at least three years from the date of the initial contribution, and which isn't required to be used for exempt purposes for the entire holding period?		No
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?	Yes	
32a Does the organization hire or use third parties or related organizations to solicit, process, or sell noncash contributions?	Yes	
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.		

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.

Return Reference	Explanation
PART I, COLUMN (B):	THE ORGANIZATION IS REPORTING THE NUMBER OF CONTRIBUTIONS IN PART I, COLUMN (B) OF 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 IN WITH THE MUSEUM'S COLLECTIONS.
PART I, LINE 33:	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 STATEMENT OF ACTIVITIES. PURCHASES OF ART OBJECTS BY THE MUSEUM ARE RECORDED AS DECREASES IN NET ASSETS IN THE STATEMENT OF ACTIVITIES.

SCHEDULE O
(Form 990 or 990-EZ)

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 990-EZ.

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

OMB No. 1545-0047

2019

Open to Public Inspection

Department of the Treasury
Name of the Organization

THE NEWARK MUSEUM ASSOCIATION

Employer identification number

22-1487275

990 Schedule O, Supplemental Information

Return Reference	Explanation
<p>FORM 990, PART III, LINE 1, MISSION STATEMENT:</p>	<p>ITS EXTENSIVE COLLECTIONS, WHICH INCLUDE ART FROM AROUND THE GLOBE AS WELL AS SIGNIFICANT HOLDINGS OF SCIENCE, TECHNOLOGY AND NATURAL HISTORY, RANK 12TH IN SIZE NATIONALLY. THE MUSEUM IS DEDICATED TO ARTISTIC EXCELLENCE, EDUCATION AND COMMUNITY ENGAGEMENT WITH AN OVERARCHING COMMITMENT TO BROADENING AND DIVERSIFYING ARTS PARTICIPATION. THE ORGANIZATION'S MISSION STATES: "THE NEWARK MUSEUM OF ART OPERATES, AS IT HAS SINCE ITS FOUNDING, IN THE PUBLIC TRUST AS A MUSEUM OF SERVICE, AND AS A LEADER IN CONNECTING OBJECTS AND IDEAS TO THE NEEDS AND WISHES OF ITS CONSTITUENCIES. OUR RENOWNED ART COLLECTIONS HAVE THE POWER TO EDUCATE, INSPIRE AND TRANSFORM INDIVIDUALS OF ALL AGES, AND THE LOCAL, REGIONAL, NATIONAL AND INTERNATIONAL COMMUNITIES THAT IT SERVES. IN THE WORDS OF DANA, 'A GOOD MUSEUM ATTRACTS, ENTERTAINS, AROUSES CURIOSITY, LEADS TO QUESTIONING AND THUS PROMOTES LEARNING.'" IN ACCORDANCE WITH THIS MANDATE, THE MUSEUM ACCOMPLISHES ITS MISSION BY PRESENTING SPECIAL EXHIBITIONS, PERMANENT GALLERIES, EDUCATION AND PUBLIC PROGRAMMING, A RESEARCH LIBRARY, PARTNERSHIPS AND RESOURCES DESIGNED TO ENRICH PEOPLES' LIVES. THE MUSEUM'S DISTINGUISHED ART COLLECTIONS ARE INTERNATIONAL IN SCOPE AND INCLUDE AN ASIAN ART COLLECTION WITH THE MOST IMPORTANT COLLECTION OF TIBETAN ART IN THE WEST; ONE OF THE NATION'S EARLIEST AND MOST COMPREHENSIVE COLLECTIONS OF AFRICAN ART; A NATIONALLY AND INTERNATIONALLY RECOGNIZED COLLECTION OF 18TH- TO 21ST-CENTURY AMERICAN PAINTING AND SCULPTURE; AN ACCLAIMED DECORATIVE ARTS COLLECTION; AND ANCIENT MEDITERRANEAN COLLECTIONS FEATURING AN UNPARALLELED COLLECTION OF ANCIENT GLASS. THE COLLECTIONS ARE PRESENTED IN 91 GALLERIES HOUSED ON A SEVEN-ACRE CAMPUS THAT ENCOMPASSES THE BALLANTINE HOUSE, A VICTORIAN-ERA MANSION WHICH IS A NATIONAL HISTORIC LANDMARK, THE DREYFUSS MEMORIAL GARDEN, AND HORIZON PLAZA. THE MUSEUM ALSO FEATURES THE ALICE & LEONARD DREYFUSS PLANETARIUM AS WELL AS THE MAKERSPACE, A DEDICATED MAKER STUDIO AND EXHIBITION SPACE THAT OFFERS INTERACTIVE, HANDS-ON ACTIVITIES FOR VISITORS OF ALL AGES THAT INTEGRATE THE ARTS WITH STEM LEARNING. CONSIDERED THE BIRTHPLACE OF MUSEUM-BASED EDUCATION, THE MUSEUM REMAINS ONE OF THE LEADERS IN ARTS EDUCATION IN THE COUNTRY. THE MUSEUM OFFERS A WEALTH OF ON-SITE AND OFF-SITE SCHOOL PROGRAMS FOR NEW JERSEY STUDENTS FROM PRE-K THROUGH 12TH GRADE, AS WELL AS PROFESSIONAL DEVELOPMENT TRAINING SESSIONS FOR TEACHERS, THAT SUPPORT STATE CURRICULUM STANDARDS IN THE ARTS, SCIENCES AND THE HUMANITIES. IN ADDITION, THE MUSEUM SERVES AS AN EDUCATIONAL RESOURCE FOR THE ENTIRE REGION BY PROVIDING VARIED PROGRAMMING FOR ALL AGES THAT INCREASES VISITORS' ENGAGEMENT WITH WORKS IN THE COLLECTIONS AND PROMOTES LIFELONG LEARNING AND CREATIVITY.</p>

990 Schedule O, Supplemental Information

Return Reference	Explanation
MORE THAN 1,500 VISITORS ATTENDED THE 8TH ANNUAL EARLY LEARNERS NIGHT AT TH	THE NEWARK MUSEUM OF ART ON JUNE 14, 2019. PRESENTED IN PARTNERSHIP WITH THE OFFICE OF EARLY CHILDHOOD OF THE NEWARK PUBLIC SCHOOLS AND EARLY CHILDHOOD PROVIDERS, WITH ADDITIONAL SUPPORT FROM THE UNITED WAY OF ESSEX AND WEST HUDSON, THIS EVENT PROVIDED FAMILIES OF 3-5 YEAR-OLDS THE RESOURCES TO ENABLE THEM TO ENGAGE IN INFORMAL LEARNING ACTIVITIES OVER THE SUMMER MONTHS. THE MUSEUM USED THIS OPPORTUNITY TO PRESENT CREATIVE PLAY PROGRAMMING TO NEWARK FAMILIES WITH PRESCHOOL-AGED CHILDREN, IN ADDITION TO PROVIDING FAMILY-FRIENDLY GALLERY TOURS AND OTHER AGE-APPROPRIATE ACTIVITIES. ADDITIONAL PARTNER OFFERINGS INCLUDED EXHIBITS, HANDS-ON WORKSHOPS, "STORY TIME" WITH AGE-APPROPRIATE BOOKS AND STAR SHOWS IN THE DREYFUSS PLANETARIUM. FAMILIES HAD ACCESS TO FREE COMMUNITY RESOURCES, ZUMBA, YOGA, BOOKS, AND SPECIAL APPEARANCES FROM PEPPA PIG, DANIEL THE TIGER, AND CLEO & CUQUIN.

990 Schedule O, Supplemental Information

Return Reference	Explanation
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.

990 Schedule O, Supplemental Information

Return Reference	Explanation
FORM 990, PART VI, SECTION A, LINE 7A	THE MUSEUM'S MEMBERS ELECT THE MUSEUM'S TRUSTEES OTHER THAN THE EX-OFFICIO TRUSTEES.

990 Schedule O, Supplemental Information

Return Reference	Explanation
FORM 990, PART VI, SECTION A, LINE 7B	THE BYLAWS MAY BE AMENDED BY VOTE OF THE MEMBERS , AND UNDER THE NEW JERSEY NON-PROFIT CORPORATION ACT, CERTAIN SIGNIFICANT TRANSACTIONS REQUIRE MEMBER'S APPROVAL SUCH AS MERGER, CONSOLIDATION AND DISSOLUTION.

990 Schedule O, Supplemental Information

Return Reference	Explanation
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.

990 Schedule O, Supplemental Information

Return Reference	Explanation
FORM 990, PART VI, SECTION B, LINE 12C	<p>THE MUSEUM'S CONFLICT OF INTEREST POLICY IS REVIEWED PERIODICALLY, BY THE BOARD OF TRUSTEE S. THE BOARD OF TRUSTEES, COMMITTEE MEMBERS, AND OFFICERS OF THE MUSEUM COMPLETE ANNUAL CO NFLICT AND RELATED PARTY QUESTIONNAIRES. THE MUSEUM'S CONFLICT OF INTEREST POLICY REQUIRES THAT TRUSTEES, COMMITTEE MEMBERS, AND OFFICERS DISCLOSE ANY CONFLICTS. AFTER DISCLOSURE O F THE FINANCIAL INTEREST AND ALL MATERIAL FACTS, AND AFTER ANY DISCUSSION WITH THE INTERES TED PERSON, HE/SHE SHALL LEAVE THE BOARD OF TRUSTEES OR COMMITTEE MEETING WHILE THE DETERM INATION OF A CONFLICT OF INTEREST IS DISCLOSED AND VOTED UPON. THE REMAINING BOARD OR COMM ITTEE MEMBERS SHALL 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 SHALL 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 SHALL, 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 SHALL DETERMINE WHETHER THE MUSEUM CAN AND/OR SHOULD OBTAIN WITH REASONABLE EFFORTS A MORE ADVANTAGEOUS TRANSACTION OR ARRANGEMEN T FROM A PERSON OR ENTITY THAT WOULD NOT GIVE RISE TO A CONFLICT OF INTEREST. IF A MORE AD VANTAGEOUS TRANSACTION OR ARRANGEMENT IS NOT APPROPRIATE OR REASONABLY POSSIBLE UNDER CIRC UMSTANCES NOT PRODUCING A CONFLICT OF INTEREST, THE BOARD OF TRUSTEES OR COMMITTEE SHALL D ETERMINE BY A MAJORITY VOTE OF THE DISINTERESTED TRUSTEES WHETHER THE TRANSACTION OR ARRAN GEMENT IS IN THE MUSEUM'S BEST INTEREST, FOR ITS OWN BENEFIT, AND WHETHER IT IS FAIR AND R EASONABLE. IN CONFORMITY WITH THE ABOVE DETERMINATION IT SHALL MAKE ITS DECISION AS TO WHE THER TO ENTER INTO THE TRANSACTION OR ARRANGEMENT. THE MINUTES OF THE BOARD OF TRUSTEES AN D ALL COMMITTEES SHALL CONTAIN: 1. THE NAMES OF THE PERSONS WHO DISCLOSED OR OTHERWISE WER E 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 CO NFLICT OF INTEREST WAS PRESENT, AND THE BOARD OF TRUSTEES OR COMMITTEE'S DECISION AS TO WH ETHER 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 R ECORD OF ANY VOTES TAKEN IN CONNECTION WITH THE PROCEEDINGS.</p>

990 Schedule O, Supplemental Information

Return Reference	Explanation
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 2019. CONTEMPORANEOUS SUBSTANTIATION OF THESE DELIBERATIONS AND DECISIONS ARE ACCOMPLISHED THROUGH MINUTES OF THE COMMITTEE'S MEETINGS.

990 Schedule O, Supplemental Information

Return Reference	Explanation
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 POSTED 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, BYLAWS, AND FORM 1023 ARE AVAILABLE UPON WRITTEN REQUEST OR BY CALLING THE MUSEUM DIRECTLY.

990 Schedule O, Supplemental Information

Return Reference	Explanation
FORM 990, PART XI, LINE 9:	WRITE-OFF OF PLEDGE RECEIVABLE -209,143.

990 Schedule O, Supplemental Information

Return Reference	Explanation
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.