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

2021

Open to Public Inspection

A For the 2021 calendar year, or tax year beginning 10-01-2021 , and ending 09-30-2022

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

C Name of organization
NATIONAL CONSTITUTION CENTER

Doing business as

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

City or town, state or province, country, and ZIP or foreign postal code
PHILADELPHIA, PA 191061514

D Employer identification number
23-2434447

E Telephone number
(215) 409-6739

G Gross receipts $ 26,073,813

F Name and address of principal officer:
JEFFREY ROSEN
525 ARCH STREET
PHILADELPHIA,PA 191061514

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.CONSTITUTIONCENTER.ORG

K Form of organization: ☑ Corporation ☐ Trust ☐ Association ☐ Other ▶

L Year of formation: 1986

M State of legal domicile: PA

Part I Summary

Activities & Governance

1 Briefly describe the organization's mission or most significant activities:
ILLUMINATE CONSTITUTIONAL IDEALS AND INSPIRE ACTS OF CITIZENSHIP.

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)	3	29
4	Number of independent voting members of the governing body (Part VI, line 1b)	4	28
5	Total number of individuals employed in calendar year 2021 (Part V, line 2a)	5	100
6	Total number of volunteers (estimate if necessary)	6	35
7a	Total unrelated business revenue from Part VIII, column (C), line 12	7a	780,763
b	Net unrelated business taxable income from Form 990-T, Part I, line 11	7b	0

			Prior Year	Current Year
Revenue	8	Contributions and grants (Part VIII, line 1h)	9,048,794	17,945,595
	9	Program service revenue (Part VIII, line 2g)	1,014,029	2,433,302
	10	Investment income (Part VIII, column (A), lines 3, 4, and 7d)	1,836,196	2,657,549
	11	Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)	-446,757	0
	12	Total revenue—add lines 8 through 11 (must equal Part VIII, column (A), line 12)	11,452,262	23,036,446
Expenses	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)	6,398,647	7,764,829
	16a	Professional fundraising fees (Part IX, column (A), line 11e)	0	0
	b	Total fundraising expenses (Part IX, column (D), line 25) ▶285,421		
	17	Other expenses (Part IX, column (A), lines 11a–11d, 11f–24e)	7,801,107	10,001,563
	18	Total expenses. Add lines 13–17 (must equal Part IX, column (A), line 25)	14,199,754	17,766,392
	19	Revenue less expenses. Subtract line 18 from line 12	-2,747,492	5,270,054

			Beginning of Current Year	End of Year
Net Assets or Fund Balances	20	Total assets (Part X, line 16)	162,666,733	155,414,240
	21	Total liabilities (Part X, line 26)	2,448,165	2,593,589
	22	Net assets or fund balances. Subtract line 21 from line 20	160,218,568	152,820,651

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: 2023-02-10

CHRISTINE DONNELLY VP OF FINANCE
Type or print name and title

Paid Preparer Use Only

Print/Type preparer's name	Preparer's signature	Date	Check ☐ if self-employed	PTIN
		2023-02-10		P00749373

Firm's name ▶ BBD LLP — Firm's EIN ▶ 23-2896692

Firm's address ▶ 1835 MARKET STREET 3RD FLOOR
PHILADELPHIA, PA 19103 — Phone no. (215) 567-7770

May the IRS discuss this return with the preparer shown above? (see instructions) ☑ Yes ☐ No

Part III Statement of Program Service Accomplishments

Check if Schedule O contains a response or note to any line in this Part III . . . . ☑

1 Briefly describe the organization's mission:

WE SERVE AS AMERICA'S LEADING PLATFORM FOR CONSTITUTIONAL EDUCATION AND DEBATE, FULFILLING OUR CONGRESSIONAL CHARTER "TO DISSEMINATE INFORMATION ABOUT THE U.S. CONSTITUTION ON A NON-PARTISAN BASIS."

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 $ 8,460,331 including grants of $) (Revenue $ 2,292,836)

A NATIONAL CENTER FOR CONSTITUTIONAL EDUCATION - THE NATIONAL CONSTITUTION CENTER IS A NONPARTISAN NONPROFIT ORGANIZATION DEVOTED TO TEACHING ABOUT THE CONSTITUTION. ITS SERVES AS AMERICA'S LEADING PLATFORM FOR CONSTITUTIONAL EDUCATION AND DEBATE, FULFILLING ITS CONGRESSIONAL CHARTER "TO DISSEMINATE INFORMATION ABOUT THE U.S. CONSTITUTION ON A NONPARTISAN BASIS IN ORDER TO INCREASE AWARENESS AND UNDERSTANDING OF THE CONSTITUTION AMONG THE AMERICAN PEOPLE." (CONTINUED ON SCHEDULE O) LOCATED ON PHILADELPHIA'S HISTORIC INDEPENDENCE MALL, JUST STEPS FROM WHERE THE CONSTITUTION WAS DRAFTED AND SIGNED, THE CENTER BRINGS THE CONSTITUTION TO LIFE FOR HUNDREDS OF THOUSANDS OF VISITORS EACH YEAR THROUGH INTERACTIVE EXHIBITS, RARE DOCUMENTS AND ARTIFACTS, MOVING THEATER PROGRAMS, AND EDUCATIONAL ACTIVITIES. THE CENTER'S ONLINE INTERACTIVE CONSTITUTION, THE CENTERPIECE OF ITS EDUCATIONAL EFFORTS, UNITES SCHOLARS FROM ACROSS THE LEGAL AND PHILOSOPHICAL SPECTRUM TO EXPLORE AREAS OF AGREEMENT AND DISAGREEMENT ON THE HISTORY, TEXT, AND MEANING OF NEARLY EVERY PROVISION OF THE CONSTITUTION. WITH PROFESSIONAL DEVELOPMENT OPPORTUNITIES, EDUCATIONAL VIDEOS, CONSTITUTIONAL LESSON PLANS, A FULL SEMESTER-LONG NONPARTISAN COURSE AND STANDARDS-ALIGNED CURRICULUM, AND LIVE ONLINE CLASSES FEATURING SPECIAL GUEST SCHOLARS FROM DIVERSE PERSPECTIVES, THE CENTER HAS BECOME AMERICA'S LEADING NONPARTISAN PLATFORM FOR CONSTITUTIONAL EDUCATION AND CIVIL DIALOGUE. THE INTERACTIVE CONSTITUTION AND CONSTITUTION 101 COURSE HAVE TRANSFORMED THE WAY TEACHERS BRING THE CONSTITUTION INTO THEIR CLASSROOMS - AND ALLOW CLASSROOMS FROM ACROSS THE COUNTRY TO CONNECT FOR REAL-TIME CIVIL DIALOGUE. WITH AN INCREASING RELIANCE AMONG LEARNERS ON FREE ONLINE TOOLS, THE INTERACTIVE CONSTITUTION HAS MADE THE NATIONAL CONSTITUTION CENTER'S WEBSITE CONSISTENTLY AMONG THE MOST VISITED INDIVIDUAL MUSEUM WEBSITES IN THE COUNTRY.AS A FORUM FOR DEBATE, THE CENTER BRINGS TOGETHER A DIVERSE ARRAY OF RENOWNED HISTORIANS, LEADING SCHOLARS, PUBLIC OFFICIALS, AND JOURNALISTS TO DISCUSS THE CONSTITUTION ON ALL MEDIA PLATFORMS, HOSTING IN-PERSON AND VIRTUAL EVENTS, LIVE CLASSES, AND WEEKLY PODCASTS.THE NATIONAL CONSTITUTION CENTER IS A 501(C)(3) TAX-EXEMPT, PRIVATE ORGANIZATION UNDER THE DYNAMIC LEADERSHIP OF ESTEEMED CONSTITUTIONAL SCHOLAR JEFFREY ROSEN. SUPPORT FROM GENEROUS INDIVIDUALS, CORPORATIONS, AND FOUNDATIONS MAKE POSSIBLE THE CENTER'S EFFORTS TO INCREASE CIVIC EDUCATION AND ELEVATE CIVIL DIALOGUE.MUSEUM OF WE THE PEOPLE - THROUGH INTERACTIVE EXHIBITS, RARE DOCUMENTS, PRICELESS ARTIFACTS, AND MOVING THEATRICAL PERFORMANCES, LEARNERS FROM AROUND THE WORLD VISIT THE NATIONAL CONSTITUTION CENTER TO IMMERSE THEMSELVES IN THE EXTRAORDINARY STORY OF "WE THE PEOPLE," BE INSPIRED BY THE DEVELOPMENT OF OUR FOUNDING DOCUMENTS, AND EXPLORE THE HISTORY WOVEN INTO OUR OWN NAMESAKE DOCUMENT. THE STORY OF WE THE PEOPLE, THE CENTER'S MAIN EXHIBIT, IS AN IMMERSIVE EDUCATIONAL EXPERIENCE, FILLED WITH HANDS-ON, MULTIMEDIA EXHIBITS AND ACTIVITIES. HISTORICAL DOCUMENTS, PHOTOS, AND FILM HELP VISITORS BUILD AN UNDERSTANDING OF AMERICA'S PAST AND SEE HOW THE CONSTITUTION SHAPES THE PRESENT. IN THE ICONIC SIGNERS' HALL, VISITORS STEP INTO THE FINAL DAY OF THE CONSTITUTIONAL CONVENTION-SEPTEMBER 17, 1787-AND SIGN THE U.S. CONSTITUTION ALONGSIDE 42 LIFE-SIZE, BRONZE STATUES OF THE FOUNDING FATHERS. IN RARE DOCUMENT GALLERIES, WHICH OPENED IN 2014 AND 2017, VISITORS EXPLORE UP CLOSE THE RAREST AND MOST INSPIRING DOCUMENTS FROM OUR NATION'S FOUNDING.LIVE THEATRICAL PRODUCTIONS PROVIDE VISITORS WITH A GREATER CONNECTION TO THE CONTENT. FREEDOM RISING, A 17-MINUTE STATE-OF-THE-ART MULTIMEDIA LIVE THEATRICAL PERFORMANCE, IMMERSES VISITORS IN THE POWERFUL STORY OF THE CONSTITUTION AND THE AMERICAN QUEST FOR FREEDOM, WHILE OTHER PROGRAMS BRING TO LIFE THE CONSTITUTIONAL ISSUES IN THE HEADLINES AS WELL AS FIRST-PERSON NARRATIVES FROM FIGURES THROUGHOUT HISTORY.THROUGH THE ADDITION OF TWO NEW EXHIBITS IN 2019 AND 2020, VISITORS EXPLORE IMPORTANT STORIES SURROUNDING KEY CONSTITUTIONAL AMENDMENTS THAT TRANSFORMED RIGHTS IN AMERICA. IN MAY 2019, THE NATIONAL CONSTITUTION CENTER OPENED THE NEW PERMANENT EXHIBIT, CIVIL WAR AND RECONSTRUCTION: THE BATTLE FOR FREEDOM AND EQUALITY, WHICH EXPLORES HOW CONSTITUTIONAL CLASHES OVER SLAVERY SET THE STAGE FOR THE CIVIL WAR AND HOW THE NATION TRANSFORMED THE CONSTITUTION AFTER THE WAR TO MORE FULLY EMBRACE THE DECLARATION OF INDEPENDENCE'S PROMISE OF LIBERTY AND EQUALITY. TO COMMEMORATE THE CENTENNIAL ANNIVERSARY OF VOTING RIGHTS FOR WOMEN, AND AS PART OF ITS WOMEN AND THE CONSTITUTION INITIATIVE, THE CENTER OPENED THE 19TH AMENDMENT: HOW WOMEN WON THE VOTE IN AUGUST 2020, THE 100TH ANNIVERSARY OF THE RATIFICATION OF THE AMENDMENT. IN JANUARY 2022, THE NATIONAL CONSTITUTION CENTER COMPLETED INSTALLATION OF A 50-TON MARBLE TABLET, ENGRAVED WITH THE 45 WORDS OF THE FIRST AMENDMENT TO THE U.S. CONSTITUTION. THE FIRST AMENDMENT TABLET SPANS A 100-FOOT-WIDE WALL ON THE CENTER'S GRAND HALL OVERLOOK, THE SECOND-FLOOR ATRIUM OVERLOOKING HISTORIC INDEPENDENCE MALL. THE ICONIC TABLET WAS PREVIOUSLY DISPLAYED ON THE FOUR-STORY-HIGH, 74-FOOT-TALL PENNSYLVANIA AVENUE FACADE OF THE NEWSEUM IN WASHINGTON, D.C.IN ADDITION TO THESE CORE EXPERIENCES, THE CENTER HAS PRESENTED ORIGINAL FEATURE EXHIBITS, COLLABORATIVE INSTALLATIONS, AND TRAVELING PROJECTS FROM OTHER INSTITUTIONS, ATTRACTING VISITORS FROM AROUND THE WORLD. LARGE-SCALE ORIGINAL AND COLLABORATIVE EXHIBITS HAVE INCLUDED HEADED TO THE WHITE HOUSE (2008, 2016), SPEAKING OUT FOR EQUALITY: THE CONSTITUTION, GAY RIGHTS, AND THE SUPREME COURT (2015), AND AMERICAN SPIRITS: THE RISE AND FALL OF PROHIBITION (2012, 2017). RECENT SMALLER EXHIBITS HAVE INCLUDED HAMILTON: THE CONSTITUTIONAL CLASHES THAT SHAPED A NATION (2018-2019), AND JOHN MARSHALL: PATRIOT, STATESMAN, CHIEF JUSTICE (2017). OVER THE YEARS, THE CENTER HAS ALSO HOSTED RENTAL EXHIBITS PRODUCED BY WORLD-CLASS INSTITUTIONS.THE CENTER ALSO RECENTLY LAUNCHED ADDITIONAL WAYS TO ENGAGE WITH ITS EXHIBITS FROM HOME: LIVE TOURS OF ITS CORE EXHIBITS FEATURING MUSEUM EDUCATORS, SPECIAL PROGRAMMING ON CIVIC HOLIDAYS, AS WELL AS SELF-EXPLORATION VIRTUAL TOURS ARE AVAILABLE THROUGH ITS WEBSITE, GOOGLE ARTS AND CULTURE, AND A PARTNERSHIP WITH MICROSOFT BRINGING TOURS INTO CLASSROOMS ACROSS THE COUNTRY.

4b (Code:) (Expenses $ 2,017,297 including grants of $) (Revenue $ 7,413)

HEADQUARTERS FOR CIVIC EDUCATION - TO ENGAGE LEARNERS OF ALL AGES, IN CLASSROOMS AND HOMES ACROSS THE NATION, THE NATIONAL CONSTITUTION CENTER HAS DEVELOPED A ROBUST SET OF PROGRAMS AND RESOURCES TO DELIVER CONSTITUTIONAL CONTENT. BASED ON THE ACCLAIMED INTERACTIVE CONSTITUTION, THE CENTER PRODUCES A VARIETY OF STANDARDS-BASED TEACHING MATERIALS FOR USE IN THE CLASSROOM AND AT THE MUSEUM, AND HOSTS EDUCATOR WORKSHOPS, TRAININGS, AND OTHER PROFESSIONAL DEVELOPMENT OFFERINGS TO PROMOTE CONSTITUTIONAL LITERACY SKILLS THROUGH CIVIL DIALOGUE. (CONTINUED ON SCHEDULE O)THE CENTER PRODUCES A VARIETY OF ENGAGING, INTERACTIVE PROGRAMS AND DEMONSTRATIONS THAT BEST TAKE ADVANTAGE OF THE EXHIBITS TO CREATE A MUSEUM-WIDE EXPERIENCE. PROGRAMMING INCLUDES DAILY OFFERINGS SUCH AS THE CONSTITUTIONAL GAME BOARD, PRESIDENTIAL TRIVIA, THE CIVIL WAR ARTIFACT CART, AND SPECIAL TOWN HALL-STYLE PROGRAMS AIMED AT A STUDENT AUDIENCE, INCLUDING JUDGE CHATS WITH JUDGES FROM THE U.S. COURT OF APPEALS FOR THE THIRD CIRCUIT. THEY ALSO INCLUDE SPECIAL THEMED TOURS FOR STUDENT AND ADULT GROUPS, AS WELL AS DESIGNATED SCOUT DAYS, WHERE SCOUTS FROM BOY SCOUTS BSA AND GIRL SCOUTS WORK TOWARD EARNING AMERICAN HISTORY OF GOVERNMENT-THEMED MERIT BADGES. THE CENTER ALSO HONORS NATIONAL CIVIC HOLIDAYS WITH SPECIAL PROGRAMS AND ACTIVITIES TO DRAW ATTENTION TO THE HISTORY AND SIGNIFICANCE OF THESE DATES, SUCH AS MARTIN LUTHER KING JR. DAY, PRESIDENTS DAY, VETERANS DAY, INDEPENDENCE DAY, JUNETEENTH, AND CONSTITUTION DAY. SEVERAL OF THESE FAMILY-FRIENDLY CIVIC HOLIDAYS ARE PRESENTED WITH FREE OR DISCOUNTED ADMISSION THROUGH THE GENEROSITY OF SPONSORS. BEGINNING IN 2019, THE CENTER BEGAN OFFERING THE CONSTITUTIONAL AMBASSADORS PROGRAM THAT BRINGS STUDENTS FROM AROUND THE COUNTRY TO THE CENTER FOR AN IMMERSIVE EXPERIENCE IN CONSTITUTIONAL EDUCATION. THE CONSTITUTIONAL AMBASSADORS EXPERIENCE BEGINS IN THE CLASSROOM BEFORE THE STUDENTS ARRIVE; CONTINUES WITH AN EDUCATIONAL EXPERIENCE AT THE CENTER, INCLUDING LIVE THEATER AND A LIVE SCHOLAR CHAT; AND FOLLOWS STUDENTS BACK TO THEIR CLASSROOMS, WHERE THEY CAN CONNECT WITH OTHER CLASSROOMS ACROSS AMERICA FOR CRUCIAL CONVERSATIONS ON CURRENT CONSTITUTIONAL ISSUES.THE YOUNG CITIZENS SCHOLARSHIP PROGRAM PROVIDES ELIGIBLE STUDENT/YOUTH GROUPS WITH FREE OR REDUCED ADMISSION AND TRANSPORTATION TO THE NATIONAL CONSTITUTION CENTER. THE PROGRAM IS MADE POSSIBLE BY THE GENEROUS SUPPORT OF INDIVIDUAL, FOUNDATION, AND CORPORATE DONORS TO PROMOTE CIVIC EDUCATION.OUTSIDE OF MUSEUM-SPECIFIC OFFERINGS, THE CENTER REACHES MILLIONS OF LEARNERS ONLINE, EXPANDING REACH AND IMPACT TO STUDENTS NATIONWIDE THROUGH ITS DIGITAL RESOURCES CENTERED ON THE INTERACTIVE CONSTITUTION. THE INTERACTIVE CONSTITUTION - IN SEPTEMBER 2015, THE NATIONAL CONSTITUTION CENTER LAUNCHED THE ONLINE INTERACTIVE CONSTITUTION, WHICH UNITES LEADING CONSERVATIVE, LIBERTARIAN, AND PROGRESSIVE CONSTITUTIONAL SCHOLARS IN AMERICA TO WRITE ESSAYS EXPLORING AREAS OF AGREEMENT AND DISAGREEMENT ON EVERY CLAUSE IN THE CONSTITUTION. SINCE ITS LAUNCH, THE INTERACTIVE CONSTITUTION HAS BEEN VISITED BY MORE THAN 68 MILLION USERS, AND IT NOW SERVES AS AMERICA'S LEADING PLATFORM FOR NONPARTISAN CONSTITUTIONAL EDUCATION.IN SEPTEMBER 2019, THE CENTER LAUNCHED THE INTERACTIVE CONSTITUTION: CLASSROOM EDITION. THE CLASSROOM EDITION INCLUDES A ROBUST MEDIA LIBRARY WITH EDUCATIONAL VIDEOS, CONSTITUTIONAL LESSON PLANS, CIVIL DIALOGUE TOOLKITS, AND OTHER MULTIMEDIA TEACHING RESOURCES INCLUDING PODCASTS AND BLOG POSTS.FOUNDERS' LIBRARY - THE FOUNDERS' LIBRARY INCLUDES 170+ PRIMARY TEXTS THAT SPAN AMERICAN CONSTITUTIONAL HISTORY-FROM THE PHILOSOPHICAL WORKS THAT INFLUENCED THE FOUNDING GENERATION TO THE MOST IMPORTANT SPEECHES, ESSAYS, BOOKS, PAMPHLETS, PETITIONS, LETTERS, COURT CASES, LANDMARK STATUTES, AND STATE CONSTITUTIONS THAT HAVE SHAPED THE AMERICAN CONSTITUTIONAL TRADITION. TO ENSURE NONPARTISAN RIGOR AND IDEOLOGICAL DIVERSITY, WE ASSEMBLED A GROUP OF LEADING SCHOLARS FROM DIVERSE PERSPECTIVES TO HELP CHOOSE THE NEARLY 170 HISTORICAL TEXTS AND 50 LANDMARK SUPREME COURT CASES IN THE DOCUMENT LIBRARY. LAUNCHED IN

AUGUST 2022, THE DOCUMENT LIBRARY ALSO INCLUDES FOUNDATIONAL SOURCES CURATED BY THE NATIONAL CONSTITUTION CENTER TEAM.CONSTITUTION 101IN AUGUST 2022, THE NATIONAL CONSTITUTION CENTER RELEASED CONSTITUTION 101, A FREE, NONPARTISAN ONLINE CURRICULUM ON THE U.S. CONSTITUTION. CONSTITUTION 101 IS A 15-WEEK CURRICULUM FOR HIGH SCHOOL STUDENTS, AS WELL AS A STANDALONE SELF-GUIDED COURSE FOR LEARNERS OF ALL AGES, THAT EXPLORES THE BASIC PRINCIPLES OF AMERICAN FREEDOM AND THE CORE CONSTITUTIONAL TEXTS OF AMERICAN HISTORY, FROM THE FOUNDING TO TODAY. CONSTITUTION 101 IS MODELED ON THE NATIONAL CONSTITUTION CENTER'S PROVEN FRAMEWORK FOR RIGOROUS, NONPARTISAN CONSTITUTIONAL EDUCATION AND THE PRACTICE OF CIVIL DIALOGUE. GROUNDED IN THE READING OF PRIMARY SOURCES, STUDENTS USE DOCUMENTS FROM THE AFOREMENTIONED FOUNDERS' LIBRARYLIVE CLASSES - WITH TEACHING AND LEARNING MOVING REMOTE BEGINNING IN MARCH 2020, THE CENTER EXPANDED ITS OFFERINGS THROUGH THE SCHOLAR EXCHANGES, AND HAS CONTINUED WITH LIVE WEEKLY CLASSES THROUGHOUT THE 2021-22 ACADEMIC YEAR. PART LECTURE AND PART LIVELY CONVERSATION, THESE FREE 30-MINUTE SESSIONS, AVAILABLE THROUGH ZOOM AND YOUTUBE, ARE OPEN TO THE PUBLIC SO THAT STUDENTS, TEACHERS, AND PARENTS CAN JOIN IN A CONSTITUTIONAL DISCUSSION WITH CENTER SCHOLARS, AND SPECIAL GUESTS. WITH THREE SESSIONS A WEEK - INTRODUCTORY, ADVANCED, AND AN ALL-LEVELS SESSION - THE LIVE CLASSES ENGAGE STUDENTS FROM AROUND THE COUNTRY AND PROVIDE EDUCATORS A RESOURCE THAT WORKS FOR SYNCHRONOUS OR ASYNCHRONOUS TEACHING IN THE CLASSROOM OR REMOTELY.TOPICS RANGE FROM VOTING RIGHTS TO FEDERALISM TO CONGRESS TO ELECTIONS, AND THROUGH THESE LIVE CLASSES, STUDENTS ARE ABLE TO ENGAGE IN CONTENT THAT PROVIDES FOUNDATIONAL KNOWLEDGE WHILE ALSO CONNECTING THEM WITH EXPERTS TO ASK QUESTIONS ABOUT ISSUES IN THE NEWS. WITH PRIVATE VERSIONS FOR INDIVIDUAL CLASSES, OR PEER-TO-PEER OFFERINGS THAT PAIR CLASSROOMS FROM AROUND THE COUNTRY, CULTIVATING THE EXCHANGES ENCOURAGE CIVIL DIALOGUE AND DEBATE, INCREASING KNOWLEDGE OF THE CONSTITUTION, CULTIVATING THE HABITS OF CIVIL DIALOGUE, AND HELPING TO ENSURE THE CIVIC KNOWLEDGE THAT THE AMERICAN FRAMERS CONSIDERED ESSENTIAL TO PRESERVING THE FUTURE OF THE AMERICAN REPUBLIC.PROFESSIONAL DEVELOPMENT - THE CENTER'S PROFESSIONAL DEVELOPMENT OPPORTUNITIES ENABLE EDUCATORS TO DEEPEN THEIR UNDERSTANDING OF U.S. HISTORY, THE CONSTITUTION, AND INNOVATIVE STRATEGIES FOR CLASSROOM INSTRUCTION. FOR FULL OR HALF-DAY WORKSHOPS, THE CENTER'S EDUCATION STAFF, OFTEN WITH GUEST SCHOLARS, PRESENT GRADE-LEVEL-APPROPRIATE SESSIONS ABOUT THE CENTER'S EDUCATIONAL MATERIALS AND PROGRAMS. IN ADDITION, TEACHERS RECEIVE CLASSROOM-READY RESOURCES AND LEARN HOW TO INSTILL IN THEIR STUDENTS THE HABITS OF HEALTHY CIVIL DIALOGUE. WORKSHOPS ARE OFFERED AT THE CENTER AND IN CLASSROOMS THROUGHOUT THE PHILADELPHIA REGION AND BEYOND.THE NATIONAL CONSTITUTION CENTER OFFERS A SERIES OF FIVE SATURDAY TEACHER SEMINARS ON SELECT SATURDAYS THROUGHOUT THE SCHOOL YEAR. THE SEMINARS ARE OPEN TO PHILADELPHIA CLASSROOM TEACHERS CURRENTLY WORKING WITH GRADES 5, 8, 10, OR 11. THE FULL-DAY PROGRAMS INCLUDE EXHIBIT TOURS, MODELED CLASSROOM ACTIVITIES, AND TRAINING IN CIVIL DIALOGUE TECHNIQUES, TOTALING FOUR REPORTABLE HOURS OF PROFESSIONAL DEVELOPMENT. THESE PROGRAMS ARE FREE FOR ATTENDEES.DURING WEEKLONG SUMMER TEACHER INSTITUTES, THIS YEAR HOSTED VIRTUALLY, 40 EDUCATORS COME FROM ACROSS THE COUNTRY TO WORK WITH CONTENT EXPERTS TO DEEPEN THEIR KNOWLEDGE OF THE HISTORY AND MODERN UNDERSTANDINGS OF MAJOR CONSTITUTIONAL TOPICS AND THEMES. WITH MASTER TEACHERS AND THE EDUCATION TEAMS FROM THE CENTER AND PARTNER ORGANIZATIONS, PARTICIPANTS DISCOVER AND DEVELOP INNOVATIVE, NONPARTISAN WAYS TO MAKE THE CONTENT RELEVANT TO THEIR STUDENTS. THE INSTITUTES CAPITALIZE ON THE CENTER'S WEALTH OF HISTORICAL, CONSTITUTIONAL, AND CULTURAL RESOURCES TO DEMONSTRATE THE WAYS THE CONSTITUTION HAS DEFINED AND CONTINUE TO DEFINE AMERICA. EDUCATORS LEAVE WITH NEW CONTENT KNOWLEDGE, TEACHING TOOLS, CLASSROOM-READY RESOURCES, AND NEW SKILLS FOR IMPROVING CONSTITUTIONAL LITERACY.THE NATIONAL CONSTITUTION CENTER'S TEACHER ADVISORY BOARD IS RESPONSIBLE FOR SUPPORTING THE CENTER'S EDUCATION TEAM IN DEVELOPMENT AND EVALUATION OF THE MATERIALS ON THE INTERACTIVE CONSTITUTION: CLASSROOM EDITION, AS WELL AS PRESENTING CONTENT CREATED TO SUPPORT STUDENTS USING THE NATIONAL CONSTITUTION CENTER'S FREE, ONLINE INTERACTIVE CONSTITUTION. THE BOARD CURRENTLY INCLUDES EDUCATORS FROM TRADITIONAL-PUBLIC, CHARTER, PAROCHIAL, AND INDEPENDENT HIGH SCHOOLS AND MIDDLE SCHOOLS ACROSS THE UNITED STATES WITH APPROXIMATELY 250 YEARS OF COMBINED TEACHING EXPERIENCE. ONE-THIRD WORK IN TITLE I SCHOOLS, AND OVER HALF TEACH ADVANCED PLACEMENT CLASSES.

4c (Code:) (Expenses $ 2,942,508 including grants of $) (Revenue $ 133,053)

THE NATIONAL CONSTITUTION CENTER'S TEACHER ADVISORY COUNCIL SUPPORTS THE CENTER BY SHARING BEST PRACTICES FOR TEACHING CONSTITUTIONAL AND CIVIC TOPICS-LOOKING AT THE INTERSECTION OF U.S. HISTORY AND CURRENT EVENTS-AND ADVISES THE CENTER ON PROGRAMS AND RESOURCES THAT WOULD BEST SUPPORT CLASSROOM INSTRUCTION ON CONSTITUTIONAL FUNDAMENTALS. TEACHERS ON THE ADVISORY COUNCIL ARE ACTIVE AND ENGAGED EDUCATIONAL PROFESSIONALS WHO ADVOCATE ON BEHALF THE NATIONAL CONSTITUTION CENTER WITH OUTREACH FOR PROGRAMS. (CONTINUED ON SCHEDULE O)THE NATIONAL CONSTITUTION CENTER PROVIDES ADDITIONAL SUPPORT FOR EDUCATORS NATIONWIDE BY TRAVELING TO STATE AND REGIONAL CONFERENCES THROUGHOUT THE SCHOOL YEAR. THE EDUCATION TEAM HAS TRAVELED ACROSS THE COUNTRY, ATTENDING CONFERENCES SUCH AS THE NATIONAL COUNCIL FOR THE SOCIAL STUDIES (NCSS), THE ASSOCIATION OF MIDDLE LEVEL EDUCATION (AMLE), AND ASSOCIATION FOR SUPERVISION AND CURRICULUM DEVELOPMENT (ASCD), AS WELL AS REGIONAL COUNCIL FOR THE SOCIAL STUDIES PROGRAMS, SUCH AS THE TEXAS COUNCIL FOR THE SOCIAL STUDIES (TXCSS), THE FLORIDA COUNCIL FOR THE SOCIAL STUDIES (FCSS), AND MORE. SESSIONS AT THESE EVENTS HAVE FOCUSED ON TOPICS SUCH AS CIVIL DIALOGUE, STORYTELLING, THE 14TH AMENDMENT, AND THE CONSTITUTION 101 CURRICULUM. IN THE COMMUNITY - IN 2006, THE NATIONAL CONSTITUTION CENTER PARTNERED WITH THE SCHOOL DISTRICT OF PHILADELPHIA AND THE ANNENBERG FOUNDATION TO UNDERTAKE A BOLD EDUCATIONAL EXPERIMENT: THE OPENING OF CONSTITUTION HIGH SCHOOL (CHS), A PUBLIC SCHOOL WITH A FOCUS ON U.S. HISTORY AND DEMOCRACY. SINCE THAT TIME, THE CENTER HAS WORKED CLOSELY WITH THE STUDENTS AND TEACHERS OF CHS TO PROVIDE CURRICULAR MATERIALS, INSTRUCTION, AND PROGRAMMING FOR THE SCHOOL. AMONG ITS MANY INITIATIVES WITH CHS, THE CENTER RUNS A FOUR-PHASE WORKSHOP SERIES TO HELP STUDENTS PARTICIPATING IN NATIONAL HISTORY DAY TO DEVELOP CRITICAL QUESTIONS ABOUT THEIR TOPICS, AND TO HONE THEIR STRATEGIES FOR RESEARCHING AND EXECUTING THEIR PROJECTS. MOST RECENTLY, CHS STUDENTS PARTICIPATED IN THE DEVELOPMENT AND EXECUTION OF OUR POLICING IN A MORE PERFECT UNION PROGRAM-AN INTERACTIVE NEW TRAINING MODULE DESIGNED FOR POLICE OFFICERS WHICH EMPHASIZES THE BILL OF RIGHTS, POLICE LEGITIMACY AND COMMUNITY ENGAGEMENT. THE NATIONAL CONSTITUTION CENTER HOSTS THE ANNUAL CITYWIDE NATIONAL HISTORY DAY COMPETITION FOR PHILADELPHIA. EACH YEAR, THOUSANDS OF MIDDLE AND HIGH SCHOOL STUDENTS AND TEACHERS ACROSS THE UNITED STATES PARTICIPATE IN NATIONAL HISTORY DAY, A YEARLONG EDUCATIONAL PROGRAM THAT CULMINATES IN A NATIONAL CONTEST EVERY JUNE. STUDENTS COMPETE IN A LOCAL CONTEST, THE WINNERS MOVE ON TO A STATE COMPETITION, AND THOSE WINNERS MOVE ON TO THE NATIONAL COMPETITION IN WASHINGTON, D.C. ALONG THE WAY, EVERY PARTICIPANT GAINS FIRST-HAND EXPERIENCE CONDUCTING HISTORICAL RESEARCH AND PRODUCING A DOCUMENTARY, EXHIBIT, ESSAY, PERFORMANCE, OR WEBSITE.POLICING IN A MORE PERFECT UNION WAS CREATED IN 2015 IN PARTNERSHIP WITH PHILADELPHIA POLICE COMMISSIONER CHARLES RAMSEY AND THE PHILADELPHIA POLICE DEPARTMENT. THE PROGRAM IS DESIGNED TO GIVE POLICE RECRUITS AND OFFICERS A HISTORICAL UNDERSTANDING OF THE RIGHTS AND RESTRICTIONS THAT ARE DEFINED IN THE U.S. CONSTITUTION. THE PROGRAM ALSO EXAMINES THE HISTORY OF POLICING IN A DEMOCRATIC SOCIETY, AND PROVIDES A FORUM FOR OFFICERS AND RECRUITS TO DISCUSS THE IMPORTANCE OF THEIR ROLE IN PROTECTING THE RIGHTS OF ALL CITIZENS WITH LOCAL HIGH SCHOOL STUDENTS. THE STUDENTS FROM CONSTITUTION HIGH SCHOOL HAVE BEEN CRITICAL TO THE SUCCESS OF THE PROGRAM.AMERICA'S TOWN HALL - AT A TIME WHEN AMERICA IS INCREASINGLY POLARIZED, THE CENTER PROVIDES A CRUCIAL AND UNIQUE ROLE IN BRINGING THOUGHT LEADERS, STUDENTS, AND CITIZENS OF DIFFERENT PERSPECTIVES TOGETHER TO LEARN ABOUT AND DEBATE THE MEANING OF THE U.S. CONSTITUTION. UNDER THE LEADERSHIP OF PRESIDENT AND CEO JEFFREY ROSEN, THE CENTER HAS BECOME THE LEADING FORUM FOR VIGOROUS CIVIL DIALOGUE AT OUR LIVE AMERICA'S TOWN HALL PROGRAMS AND DEBATES IN PHILADELPHIA AND ACROSS AMERICA. THROUGH LIVE EVENTS, VIDEO, BLOG POSTS, AND OUR WE THE PEOPLE WITH JEFFREY ROSEN AND LIVE AT THE NATIONAL CONSTITUTION CENTER PODCASTS-WHICH HAVE BEEN DOWNLOADED MORE THAN 2 MILLION TIMES IN THE PAST TWO YEARS-THE CENTER PROVIDES BALANCED DEBATE ON TIMELY CONSTITUTIONAL ISSUES.THE CENTER HAS WELCOMED NUMEROUS NOTABLE GUESTS TO TALK ABOUT ISSUES AT THE HEART OF AMERICAN LIFE. IN THE PAST YEAR, AMERICA'S TOWN HALL HOSTED IN-PERSON AND VIRTUAL EVENTS WITH A DIVERSE SET OF SPEAKERS INCLUDING BEST-SELLING AUTHORS, PUBLIC OFFICIALS, JOURNALISTS, HISTORIANS, AND OTHER THOUGHT LEADERS. TOPICS HAVE INCLUDED ELECTIONS, SPEECH, AND POLITICAL DISINFORMATION; HOW AMERICA'S EARLY JUSTICES SHAPED THE SUPREME COURT; AND EQUALITY IN AMERICA.IN ADDITION TO ON-SITE AND VIRTUAL PROGRAMS, THE CENTER HAS PRESENTED TRAVELING PROGRAMS IN CITIES ACROSS THE COUNTRY, ENGAGING NEW AUDIENCES WITH TIMELY CONSTITUTIONAL CONVERSATIONS. MOST RECENTLY, THESE INCLUDED A CELEBRATION OF THE 100TH ANNIVERSARY OF SUPREME COURT CLERKSHIPS AND RELATED ACADEMIC SYMPOSIUM WITH THE GEORGE WASHINGTON LAW REVIEW, A CONVERSATION ON CRIMINAL JUSTICE REFORM AND THE CONSTITUTION AT THE U.S. CAPITOL, A PANEL ON FREE SPEECH AND SOCIAL MEDIA AT STANFORD LAW, AND AN EVENING WITH U.S. SUPREME COURT JUSTICE RUTH BADER GINSBURG FEATURING A SPECIAL PERFORMANCE OF RBG IN SONG. THE CENTER REGULARLY ENGAGES EXPERTS FOR MORE IN-DEPTH EXPLORATION OF CONSTITUTIONAL ISSUES. THE CONSTITUTION DRAFTING PROJECT BRINGS TOGETHER THREE TEAMS OF LEADING CONSTITUTIONAL SCHOLARS-TEAM CONSERVATIVE, TEAM LIBERTARIAN, AND TEAM PROGRESSIVE-TO DRAFT AND PRESENT THEIR IDEAL CONSTITUTIONS. THIS SUMMER, OUR TEAMS CONVENED FOR A VIRTUAL CONSTITUTIONAL CONVENTION TO DRAFT AND PROPOSE A SERIES OF AMENDMENTS TO THE CONSTITUTION. UPON DELIBERATION AND DEBATE, THEY WERE ABLE TO COME UP WITH FIVE PROPOSED AMENDMENTS, WHICH INCLUDE GRANTING VETO ABILITIES TO CONGRESS, CHANGING THE IMPEACHMENT PROCESS, AND IMPOSING TERM LIMITS FOR SUPREME COURT JUSTICES. IN 2021, THE CENTER COMMISSIONED ANOTHER SET OF SCHOLAR TEAMS-CONSERVATIVE, LIBERTARIAN, AND PROGRESSIVE-TO WRITE THREE SETS OF REPORTS IDENTIFYING POTENTIAL REFORMS THAT COULD PRESERVE THE INSTITUTIONAL GUARDRAILS ON WHICH DEMOCRACY DEPENDS. THESE GUARDRAILS OF DEMOCRACY REPORTS WERE PRESENTED AT A PUBLIC EVENT IN JULY 2022, FOLLOWING A YEAR-LONG SERIES OF PUBLIC PANEL DEBATES AND SEMINARS, DURING WHICH LEADING THINKERS FROM DIVERSE PERSPECTIVES, IDENTIFIED THE STRUCTURAL, CONSTITUTIONAL, AND EDUCATIONAL REFORMS NECESSARY TO PROMOTE DELIBERATION AND ALLOW THE CONSTITUTIONAL PROCESS TO FUNCTION IN A WAY THAT ADVANCES THE COMMON GOOD.THROUGH ITS TWO PODCASTS, WE THE PEOPLE, A WEEKLY SHOW OF CONSTITUTIONAL DEBATE, AND LIVE AT THE NATIONAL CONSTITUTION CENTER, AUDIO FROM OUR LIVE PROGRAMS AT THE CENTER AND AROUND THE COUNTRY, THE CENTER'S PODCASTS ENGAGE LISTENERS IN BALANCED, TIMELY DEBATE ABOUT THE CONSTITUTION, AND FEATURE SOME OF THE BEST LEGAL MINDS DISCUSSING NUANCED CONSTITUTIONAL ISSUES THROUGHOUT HISTORY AND IN TODAY'S HEADLINES. CONSTITUTION DAILY, THE CENTER'S BLOG, COVERS NEWS STORIES AND REFLECTS ON IMPORTANT DATES IN HISTORY. ITS STORIES ARE OFTEN PICKED UP BY MAJOR NATIONAL OUTLETS, AND ARE AN ESSENTIAL RESOURCE FOR THE GENERAL PUBLIC, JOURNALISTS, AND EDUCATORS IN BREAKING DOWN THE CONSTITUTIONAL NEWS OF THE DAY.THE CENTER ALSO REACHES MILLIONS AROUND THE WORLD WITH ITS ACTIVE SOCIAL MEDIA CHANNELS, SHARING ORIGINAL MULTIMEDIA CONTENT, ENGAGING PROGRAMMING, AND NEWS FROM THE INSTITUTION.IN 2022, THE NATIONAL CONSTITUTION CENTER IMPLEMENTED A TOTAL REDESIGN OF ITS WEBSITE TO HIGHLIGHT THESE VALUABLE PROGRAMS AND INFORMATION. WITH ALL OF THESE RESOURCES TAGGED ACCORDING TO RELEVANT CONSTITUTIONAL TEXT, USERS ARE ABLE TO BROWSE ALL OF THE CENTER'S CONTENT EASILY, MAKING ACCESSIBLE THE BEST VOICES ON ALL SIDES OF CURRENT AND HISTORICAL CONSTITUTIONAL QUESTIONS AND GIVING LEARNERS OF ALL AGES THE ABILITY TO CONNECT RELEVANT CONSTITUTIONAL ISSUES WITH THE HISTORY, TEXT, AND MEANING OF EVERY PROVISION OF THE CONSTITUTION.

4d Other program services (Describe in Schedule O.)
(Expenses $ including grants of $) (Revenue $)

4e **Total program service expenses ▶** 13,420,136

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*	1	Yes	
2	Is the organization required to complete *Schedule B, Schedule of Contributors*? See instructions.	2	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*	3		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*	4		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 Rev. Proc. 98-19? *If "Yes," complete Schedule C, Part III*	5		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	6		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*	7		No
8	Did the organization maintain collections of works of art, historical treasures, or other similar assets? *If "Yes," complete Schedule D,* Part III	8	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*	9		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*	10	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.			
a	Did the organization report an amount for land, buildings, and equipment in Part X, line 10? *If "Yes," complete Schedule D,* Part VI.	11a	Yes	
b	Did the organization report an amount for investments—other securities in Part X, line 12 that is 5% or more of its total assets reported in Part X, line 16? *If "Yes," complete Schedule D, Part VII*	11b		No
c	Did the organization report an amount for investments—program related in Part X, line 13 that is 5% or more of its total assets reported in Part X, line 16? *If "Yes," complete Schedule D, Part VIII*	11c		No
d	Did the organization report an amount for other assets in Part X, line 15 that is 5% or more of its total assets reported in Part X, line 16? *If "Yes," complete Schedule D, Part IX*	11d		No
e	Did the organization report an amount for other liabilities in Part X, line 25? *If "Yes," complete Schedule D, Part X*	11e		No
f	Did the organization's separate or consolidated financial statements for the tax year include a footnote that addresses the organization's liability for uncertain tax positions under FIN 48 (ASC 740)? *If "Yes," complete Schedule D, Part X*	11f	Yes	
12a	Did the organization obtain separate, independent audited financial statements for the tax year? *If "Yes," complete Schedule D, Parts XI and XII*	12a	Yes	
b	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*	12b		No
13	Is the organization a school described in section 170(b)(1)(A)(ii)? *If "Yes," complete Schedule E*	13		No
14a	Did the organization maintain an office, employees, or agents outside of the United States?	14a		No
b	Did the organization have aggregate revenues or expenses of more than $10,000 from grantmaking, fundraising, business, investment, and program service activities outside the United States, or aggregate foreign investments valued at $100,000 or more? *If "Yes," complete Schedule F, Parts I and IV*	14b		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*	15		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*	16		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.	17		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*	18		No
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*	19		No
20a	Did the organization operate one or more hospital facilities? *If "Yes," complete Schedule H*	20a		No
b	If "Yes" to line 20a, did the organization attach a copy of its audited financial statements to this return?	20b		
21	Did the organization report more than $5,000 of grants or other assistance to any domestic organization or domestic government on Part IX, column (A), line 1? *If "Yes," complete Schedule I, Parts I and II*	21		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? *If "Yes," complete Schedule I, Parts I and III*	22		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? *If "Yes," complete Schedule J*	23	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? *If "Yes," answer lines 24b through 24d and complete Schedule K. If "No," go to line 25a*	24a		No
b	Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception?	24b		
c	Did the organization maintain an escrow account other than a refunding escrow at any time during the year to defease any tax-exempt bonds?	24c		
d	Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year?	24d		
25a	**Section 501(c)(3), 501(c)(4), and 501(c)(29) organizations.** Did the organization engage in an excess benefit transaction with a disqualified person during the year? *If "Yes," complete Schedule L,* Part I	25a		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? *If "Yes," complete Schedule L,* Part I	25b		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? *If "Yes," complete Schedule L, Part II*	26		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? *If "Yes," complete Schedule L,* Part III	27		No
28	Was the organization a party to a business transaction with one of the following parties (see the Schedule L, Part IV instructions for applicable filing thresholds, conditions, and exceptions):			
a	A current or former officer, director, trustee, key employee, creator or founder, or substantial contributor? *If "Yes," complete Schedule L, Part IV*	28a		No
b	A family member of any individual described in line 28a? *If "Yes," complete Schedule L, Part IV*	28b		No
c	A 35% controlled entity of one or more individuals and/or organizations described in line 28a or 28b? *If "Yes," complete Schedule L, Part IV*	28c	Yes	
29	Did the organization receive more than $25,000 in non-cash contributions? *If "Yes," complete Schedule M*	29	Yes	
30	Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? *If "Yes," complete Schedule M*	30		No
31	Did the organization liquidate, terminate, or dissolve and cease operations? *If "Yes," complete Schedule N, Part I*	31		No
32	Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? *If "Yes," complete Schedule N, Part II*	32		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? *If "Yes," complete Schedule R, Part I*	33		No
34	Was the organization related to any tax-exempt or taxable entity? *If "Yes," complete Schedule R, Part II, III, or IV, and Part V, line 1*	34		No
35a	Did the organization have a controlled entity within the meaning of section 512(b)(13)?	35a		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)? *If "Yes," complete Schedule R, Part V, line 2*	35b		
36	**Section 501(c)(3) organizations.** Did the organization make any transfers to an exempt non-charitable related organization? *If "Yes," complete Schedule R, Part V, line 2*	36		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? *If "Yes," complete Schedule R, Part VI*	37		No
38	Did the organization complete Schedule O and provide explanations on Schedule O for Part VI, lines 11b and 19? **Note.** All Form 990 filers are required to complete Schedule O.	38	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	1a	64			
b	Enter the number of Forms W-2G included on line 1a. Enter -0- if not applicable	1b	0			
c	Did the organization comply with backup withholding rules for reportable payments to vendors and reportable gaming (gambling) winnings to prize winners?			1c	Yes	

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

					Yes	No
2a	Enter the number of employees reported on Form W-3, Transmittal of Wage and Tax Statements, filed for the calendar year ending with or within the year covered by this return	2a	100			
b	If at least one is reported on line 2a, did the organization file all required federal employment tax returns? **Note.** If the sum of lines 1a and 2a is greater than 250, you may be required to e-file. See instructions.			2b	Yes	
3a	Did the organization have unrelated business gross income of $1,000 or more during the year?			3a	Yes	
b	If "Yes," has it filed a Form 990-T for this year? *If "No" to line 3b, provide an explanation in Schedule O*			3b	Yes	
4a	At any time during the calendar year, did the organization have an interest in, or a signature or other authority over, a financial account in a foreign country (such as a bank account, securities account, or other financial account)?			4a		No
b	If "Yes," enter the name of the foreign country: ▶ See instructions for filing requirements for FinCEN Form 114, Report of Foreign Bank and Financial Accounts (FBAR).					
5a	Was the organization a party to a prohibited tax shelter transaction at any time during the tax year?			5a		No
b	Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction?			5b		No
c	If "Yes," to line 5a or 5b, did the organization file Form 8886-T?			5c		
6a	Does the organization have annual gross receipts that are normally greater than $100,000, and did the organization solicit any contributions that were not tax deductible as charitable contributions?			6a		No
b	If "Yes," did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible?			6b		
7	**Organizations that may receive deductible contributions under section 170(c).**					
a	Did the organization receive a payment in excess of $75 made partly as a contribution and partly for goods and services provided to the payor?			7a		No
b	If "Yes," did the organization notify the donor of the value of the goods or services provided?			7b		
c	Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 8282?			7c		No
d	If "Yes," indicate the number of Forms 8282 filed during the year	7d				
e	Did the organization receive any funds, directly or indirectly, to pay premiums on a personal benefit contract?			7e		No
f	Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract?			7f		No
g	If the organization received a contribution of qualified intellectual property, did the organization file Form 8899 as required?			7g		
h	If the organization received a contribution of cars, boats, airplanes, or other vehicles, did the organization file a Form 1098-C?			7h		
8	**Sponsoring organizations maintaining donor advised funds.** Did a donor advised fund maintained by the sponsoring organization have excess business holdings at any time during the year?			8		
9	**Sponsoring organizations maintaining donor advised funds.**					
a	Did the sponsoring organization make any taxable distributions under section 4966?			9a		
b	Did the sponsoring organization make a distribution to a donor, donor advisor, or related person?			9b		
10	**Section 501(c)(7) organizations.** Enter:					
a	Initiation fees and capital contributions included on Part VIII, line 12	10a				
b	Gross receipts, included on Form 990, Part VIII, line 12, for public use of club facilities	10b				
11	**Section 501(c)(12) organizations.** Enter:					
a	Gross income from members or shareholders	11a				
b	Gross income from other sources. (Do not net amounts due or paid to other sources against amounts due or received from them.)	11b				
12a	**Section 4947(a)(1) non-exempt charitable trusts.** Is the organization filing Form 990 in lieu of Form 1041?			12a		
b	If "Yes," enter the amount of tax-exempt interest received or accrued during the year.	12b				
13	**Section 501(c)(29) qualified nonprofit health insurance issuers.**					
a	Is the organization licensed to issue qualified health plans in more than one state? **Note.** See the instructions for additional information the organization must report on Schedule O.			13a		
b	Enter the amount of reserves the organization is required to maintain by the states in which the organization is licensed to issue qualified health plans	13b				
c	Enter the amount of reserves on hand	13c				
14a	Did the organization receive any payments for indoor tanning services during the tax year?			14a		No
b	If "Yes," has it filed a Form 720 to report these payments? *If "No," provide an explanation in Schedule O*			14b		
15	Is the organization subject to the section 4960 tax on payment(s) of more than $1,000,000 in remuneration or excess parachute payment(s) during the year? If "Yes," see the instructions and file Form 4720, Schedule N.			15		No
16	Is the organization an educational institution subject to the section 4968 excise tax on net investment income? If "Yes," complete Form 4720, Schedule O.			16		No
17	**Section 501(c)(21) organizations.** Did the trust, any disqualified person, or mine operator engage in any activities that would result in the imposition of an excise tax under section 4951, 4952, or 4953? If "Yes," complete Form 6069.			17		

Part VI **Governance, Management, and Disclosure.** *For each "Yes" response to lines 2 through 7b below, and for a "No" response to 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

					Yes	No
1a	Enter the number of voting members of the governing body at the end of the tax year. If there are material differences in voting rights among members of the governing body, or if the governing body delegated broad authority to an executive committee or similar committee, explain in Schedule O.	1a	29			
b	Enter the number of voting members included in line 1a, above, who are independent	1b	28			
2	Did any officer, director, trustee, or key employee have a family relationship or a business relationship with any other officer, director, trustee, or key employee?			2		No
3	Did the organization delegate control over management duties customarily performed by or under the direct supervision of officers, directors or trustees, or key employees to a management company or other person?			3		No
4	Did the organization make any significant changes to its governing documents since the prior Form 990 was filed?			4		No
5	Did the organization become aware during the year of a significant diversion of the organization's assets?			5		No
6	Did the organization have members or stockholders?			6		No
7a	Did the organization have members, stockholders, or other persons who had the power to elect or appoint one or more members of the governing body?			7a		No
b	Are any governance decisions of the organization reserved to (or subject to approval by) members, stockholders, or persons other than the governing body?			7b		No
8	Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following:					
a	The governing body?			8a	Yes	
b	Each committee with authority to act on behalf of the governing body?			8b	Yes	
9	Is there any officer, director, trustee, or key employee listed in Part VII, Section A, who cannot be reached at the organization's mailing address? *If "Yes," provide the names and addresses in Schedule O*			9		No

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

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

Section C. Disclosure

17 List the states with which a copy of this Form 990 is required to be filed ▶ AL,AK,AR,CA,CO,CT,FL,GA,HI,IL,KY,ME,MD,MA,MI,MN,MS,MT,NH,NJ,NM,NY,NC,ND,OH,OK,OR,PA,RI,SC,TN,UT,VA,WA,WV,WI

18 Section 6104 requires an organization to make its Form 1023 (1024 or 1024-A, if applicable), 990, and 990-T (section 501(c)(3)s only) available for public inspection. Indicate how you made these available. Check all that apply.

☐ Own website ☐ Another's website ☑ Upon request ☐ Other (explain in Schedule O)

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:
▶THE ORGANIZATION 525 ARCH STREET PHILADELPHIA,PA 191061514 (215) 409-6739

Part VII **Compensation of Officers, Directors,Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors**

Check if Schedule O contains a response or note to any line in this Part VII . . . . ☐

Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees

1a Complete this table for all persons required to be listed. Report compensation for the calendar year ending with or within the organization's tax year.

- List all of the organization's **current** officers, directors, trustees (whether individuals or organizations), regardless of amount of compensation. Enter -0- in columns (D), (E), and (F) if no compensation was paid.
- List all of the organization's **current** key employees, if any. See the instructions for definition of "key employee."
- List the organization's five **current** highest compensated employees (other than an officer, director, trustee or key employee) who received reportable compensation (box 5 of Form W-2, Form 1099-MISC, and/or box 1 of Form 1099-NEC) of more than $100,000 from the organization and any related organizations.
- List all of the organization's **former** officers, key employees, or highest compensated employees who received more than $100,000 of reportable compensation from the organization and any related organizations.
- List all of the organization's **former directors or trustees** that received, in the capacity as a former director or trustee of the organization, more than $10,000 of reportable compensation from the organization and any related organizations.

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

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

(A) Name and title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position: Individual trustee or director	Institutional Trustee	Officer	Key employee	Highest compensated employee	Former	(D) Reportable compensation from the organization (W-2/1099-MISC/1099-NEC)	(E) Reportable compensation from related organizations (W-2/1099-MISC/1099-NEC)	(F) Estimated amount of other compensation from the organization and related organizations
(1) JEFFREY ROSEN PRESIDENT & CEO	40.00	X		X				696,147	0	61,137
(2) DOUG DEVOS EXECUTIVE COMTE CHAIRMAN	1.00	X		X				0	0	0
(3) HANK MEIJER VICE CHAIRMAN	1.00	X		X				0	0	0
(4) DR ANITA L ALLEN JD PHD BOARD OF TRUSTEES	1.00	X						0	0	0
(5) MATTHEW W BARZUN BOARD OF TRUSTEES	1.00	X						0	0	0
(6) MIGUEL MIKE BEZOS BOARD OF TRUSTEES	1.00	X						0	0	0
(7) DAVID FIELD BOARD OF TRUSTEES	1.00	X						0	0	0
(8) MICHAEL GEORGE BOARD OF TRUSTEES	1.00	X						0	0	0
(9) STEPHEN J HARMELIN ESQ BOARD OF TRUSTEES	1.00	X						0	0	0
(10) RICHARD M HOROWITZ BOARD OF TRUSTEES	1.00	X						0	0	0
(11) DREW KATZ BOARD OF TRUSTEES	1.00	X						0	0	0
(12) JENNIFER KHOURY BOARD OF TRUSTEES	1.00	X						0	0	0
(13) CHERYL ANN KRAUSE BOARD OF TRUSTEES	1.00	X						0	0	0
(14) LAURA LAUDER BOARD OF TRUSTEES	1.00	X						0	0	0
(15) WILLIAM M LEWIS JR BOARD OF TRUSTEES	1.00	X						0	0	0
(16) IRA M LUBERT BOARD OF TRUSTEES	1.00	X						0	0	0
(17) DONALD MCCREE BOARD OF TRUSTEES	1.00	X						0	0	0

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

(A) Name and title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Individual trustee or director	Institutional Trustee	Officer	Key employee	Highest compensated employee	Former	(D) Reportable compensation from the organization (W-2/1099-MISC/1099-NEC)	(E) Reportable compensation from related organizations (W-2/1099-MISC/1099-NEC)	(F) Estimated amount of other compensation from the organization and related organizations
(18) THEODORE A MCKEE BOARD OF TRUSTEES	1.00	X						0	0	0
(19) DIKEMBE MUTOMBO BOARD OF TRUSTEES	1.00	X						0	0	0
(20) JAN NEUHARTH BOARD OF TRUSTEES	1.00	X						0	0	0
(21) JENNIFER NEWSTEAD BOARD OF TRUSTEES	1.00	X						0	0	0
(22) STUART J RABIN BOARD OF TRUSTEES	1.00	X						0	0	0
(23) DERRICK A ROMAN BOARD OF TRUSTEES	1.00	X						0	0	0
(24) DAVID RUBENSTEIN BOARD OF TRUSTEES	1.00	X						0	0	0
(25) WILLIAM R SASSO ESQ BOARD OF TRUSTEES	1.00	X						0	0	0
(26) NEIL H SHAH BOARD OF TRUSTEES	1.00	X						0	0	0
(27) WILLIAM A SLAUGHTER ESQ BOARD OF TRUSTEES	1.00	X						0	0	0
(28) L FREDERICK SUTHERLAND BOARD OF TRUSTEES	1.00	X						0	0	0
(29) ALI VELSHI BOARD OF TRUSTEES	1.00	X						0	0	0
(30) CHRISTINE DONNELLY VP OF FINANCE	40.00			X				195,991	0	32,963
(31) VINCENT STANGO CHIEF OPERATING OFFICER	40.00			X				262,556	0	72,545
(32) TOBY STOCK CHIEF STRATEGY OFFICER	40.00					X		207,229	0	14,054
(33) KERRY SAUTNER VP OF VISITOR EXPERIENCE & EDUC	40.00					X		189,546	0	6,528
(34) ANN STONE SR DIR OF MKTING & COMM	40.00					X		137,080	0	20,351
(35) REBECCA BOLDEN SR DIRECTOR OF DEVELOPMENT	40.00					X		120,302	0	17,681
(36) LANA ULRICH DIRECTOR OF CONTENT	40.00					X		123,733	0	13,847

	(D)	(E)	(F)
1b Sub-Total . . . . . ▶			
c Total from continuation sheets to Part VII, Section A . . . ▶			
d Total (add lines 1b and 1c) . . . ▶	1,932,584	0	239,106

2 Total number of individuals (including but not limited to those listed above) who received more than $100,000 of reportable compensation from the organization ▶ 10

			Yes	No
3	Did the organization list any **former** officer, director or trustee, key employee, or highest compensated employee on line 1a? *If "Yes," complete Schedule J for such individual* . . .	3		No
4	For any individual listed on line 1a, is the sum of reportable compensation and other compensation from the organization and related organizations greater than $150,000? *If "Yes," complete Schedule J for such individual* . . .	4	Yes	
5	Did any person listed on line 1a receive or accrue compensation from any unrelated organization or individual for services rendered to the organization?*If "Yes," complete Schedule J for such person* . . .	5		No

Section B. Independent Contractors

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

(A) Name and business address	(B) Description of services	(C) Compensation
FLATIRON BUILDING COMPANY INC 5189-91 RIDGE AVE PHILADELPHIA, PA 19128	CONSTRUCTION SVCS	788,515

2 Total number of independent contractors (including but not limited to those listed above) who received more than $100,000 of compensation from the organization ▶ 1

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					
c Fundraising events	1c					
d Related organizations	1d					
e Government grants (contributions)	1e	1,418,696				
f All other contributions, gifts, grants, and similar amounts not included above	1f	16,526,899				
g Noncash contributions included in lines 1a - 1f:$	1g	266,800				
h **Total.** Add lines 1a-1f			17,945,595			
Program Service Revenue	Business Code					
2a ADMISSIONS	900099		1,633,169	852,406	780,763	
b OTHER PROGRAMS	900099		610,660	610,660		
c MEMBERSHIP DUES	900099		189,473	189,473		
d						
e						
f All other program service revenue.						
g **Total.** Add lines 2a–2f			2,433,302			
Other Revenue						
3 Investment income (including dividends, interest, and other similar amounts)			1,594,895			1,594,895
4 Income from investment of tax-exempt bond proceeds						
5 Royalties						
	(i) Real	(ii) Personal				
6a Gross rents (6a)						
b Less: rental expenses (6b)						
c Rental income or (loss) (6c)						
d Net rental income or (loss)						
	(i) Securities	(ii) Other				
7a Gross amount from sales of assets other than inventory (7a)	4,100,021					
b Less: cost or other basis and sales expenses (7b)	3,037,367					
c Gain or (loss) (7c)	1,062,654					
d Net gain or (loss)			1,062,654			1,062,654
8a Gross income from fundraising events (not including $ of contributions reported on line 1c). See Part IV, line 18	8a					
b Less: direct expenses	8b					
c Net income or (loss) from fundraising events						
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					
b Less: cost of goods sold	10b					
c Net income or (loss) from sales of inventory						
Miscellaneous Revenue	Business Code					
11a						
b						
c						
d All other revenue						
e **Total.** Add lines 11a–11d						
12 **Total revenue.** See instructions			23,036,446	1,652,539	780,763	2,657,549

Part IX Statement of Functional Expenses

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

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

Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.	**(A)** Total expenses	**(B)** Program service expenses	**(C)** Management and general expenses	**(D)** Fundraising expenses
1 Grants and other assistance to domestic organizations and domestic governments. See Part IV, line 21				
2 Grants and other assistance to domestic individuals. See Part IV, line 22				
3 Grants and other assistance to foreign organizations, foreign governments, and foreign individuals. See Part IV, lines 15 and 16.				
4 Benefits paid to or for members				
5 Compensation of current officers, directors, trustees, and key employees	1,207,416	680,989	499,702	26,725
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	5,529,755	3,146,239	2,260,038	123,478
8 Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions)	132,004	74,451	54,631	2,922
9 Other employee benefits	560,140	348,326	197,389	14,425
10 Payroll taxes	335,514	189,231	138,856	7,427
11 Fees for services (non-employees):				
a Management				
b Legal	80,485		80,485	
c Accounting				
d Lobbying				
e Professional fundraising services. See Part IV, line 17				
f Investment management fees				
g Other (If line 11g amount exceeds 10% of line 25, column (A) amount, list line 11g expenses on Schedule O)	1,346,530	1,145,810	200,720	
12 Advertising and promotion	503,975	503,975		
13 Office expenses	550,326	348,419	137,599	64,308
14 Information technology	464,260	464,260		
15 Royalties . .				
16 Occupancy	1,925,922	1,925,922		
17 Travel	138,587	73,915	59,261	5,411
18 Payments of travel or entertainment expenses for any federal, state, or local public officials .				
19 Conferences, conventions, and meetings				
20 Interest	6,083		6,083	
21 Payments to affiliates				
22 Depreciation, depletion, and amortization . .	3,538,180	3,361,271	141,527	35,382
23 Insurance . . .	357,108	339,253	14,284	3,571
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 EXHIBITS & PROGRAMMING	934,086	811,344	122,742	
b MISCELLANEOUS	79,530	6,731	72,799	
c BANK FEES & INTEREST	76,491		74,719	1,772
d				
e All other expenses				
25 **Total functional expenses.** Add lines 1 through 24e	17,766,392	13,420,136	4,060,835	285,421
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 ▶ ☐ 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 . . . . ☐

Section	Line	Description			(A) Beginning of year		(B) End of year
Assets	1	Cash–non-interest-bearing			500	1	500
	2	Savings and temporary cash investments			12,124,477	2	15,658,937
	3	Pledges and grants receivable, net			4,434,429	3	8,051,319
	4	Accounts receivable, net			41,324	4	89,252
	5	Loans and other receivables from any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons				5	
	6	Loans and other receivables from other disqualified persons (as defined under section 4958(f)(1)), and persons described in section 4958(c)(3)(B)				6	
	7	Notes and loans receivable, net				7	
	8	Inventories for sale or use				8	
	9	Prepaid expenses and deferred charges			62,047	9	93,922
	10a	Land, buildings, and equipment: cost or other basis. Complete Part VI of Schedule D	10a	165,436,914			
	b	Less: accumulated depreciation	10b	94,466,717	72,808,334	10c	70,970,197
	11	Investments—publicly traded securities			73,195,622	11	60,550,113
	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				15	
	16	**Total assets.** Add lines 1 through 15 (must equal line 33)			162,666,733	16	155,414,240
Liabilities	17	Accounts payable and accrued expenses			1,610,144	17	1,510,728
	18	Grants payable				18	
	19	Deferred revenue			838,021	19	1,082,861
	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				25	
	26	**Total liabilities.** Add lines 17 through 25			2,448,165	26	2,593,589
Net Assets or Fund Balances		**Organizations that follow FASB ASC 958, check here ▶ ☑ and complete lines 27, 28, 32, and 33.**					
	27	Net assets without donor restrictions			115,110,901	27	107,395,606
	28	Net assets with donor restrictions			45,107,667	28	45,425,045
		Organizations that do not follow FASB ASC 958, check here ▶ ☐ 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			160,218,568	32	152,820,651
	33	Total liabilities and net assets/fund balances			162,666,733	33	155,414,240

Part XI Reconcilliation of Net Assets

Check if Schedule O contains a response or note to any line in this Part XI . . . . ☑

1	Total revenue (must equal Part VIII, column (A), line 12)	1	23,036,446
2	Total expenses (must equal Part IX, column (A), line 25)	2	17,766,392
3	Revenue less expenses. Subtract line 2 from line 1	3	5,270,054
4	Net assets or fund balances at beginning of year (must equal Part X, line 32, column (A))	4	160,218,568
5	Net unrealized gains (losses) on investments	5	-12,377,971
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	-290,000
10	Net assets or fund balances at end of year. Combine lines 3 through 9 (must equal Part X, line 32, column	10	152,820,651

Part XII Financial Statements and Reporting

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

			Yes	No
1	Accounting method used to prepare the Form 990: ☐ Cash ☑ Accrual ☐ Other ______ If the organization changed its method of accounting from a prior year or checked "Other," explain on Schedule O.			
2a	Were the organization's financial statements compiled or reviewed by an independent accountant?	2a		No
	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?	2b	Yes	
	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?	2c	Yes	
	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?	3a	Yes	
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.	3b	Yes	

Additional Data

Return to Form

Software ID:
Software Version:

Form 990, Special Condition Description:

Special Condition Description

SCHEDULE A
(Form 990)

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
2021
Open to Public Inspection

Name of the organization
NATIONAL CONSTITUTION CENTER

Employer identification number
23-2434447

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

f Enter the number of supported organizations . . . .

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

(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						

For Paperwork Reduction Act Notice, see the Instructions for Form 990 or 990-EZ.
Cat. No. 11285F
Schedule A (Form 990) 2021

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) 2017	(b) 2018	(c) 2019	(d) 2020	(e) 2021	(f) Total
1 Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grant.") . .	9,428,658	13,714,167	13,967,314	9,048,794	17,945,595	64,104,528
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	9,428,658	13,714,167	13,967,314	9,048,794	17,945,595	64,104,528
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) . .						20,270,480
6 **Public support.** Subtract line 5 from line 4.						43,834,048

Section B. Total Support

Calendar year (or fiscal year beginning in) ▶	(a) 2017	(b) 2018	(c) 2019	(d) 2020	(e) 2021	(f) Total
7 Amounts from line 4. .	9,428,658	13,714,167	13,967,314	9,048,794	17,945,595	64,104,528
8 Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources . . .	1,525,358	1,609,978	1,588,946	1,505,589	1,594,895	7,824,766
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.). .	291,550	294,464				586,014
11 **Total support.** Add lines 7 through 10						72,515,308

12 Gross receipts from related activities, etc. (see instructions) 12 9,170,118

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

Section C. Computation of Public Support Percentage

14 Public support percentage for 2021 (line 6, column (f) divided by line 11, column (f)) . . . . 14 60.450 %

15 Public support percentage for 2020 Schedule A, Part II, line 14 . . . . 15 60.740 %

16a **33 1/3% support test—2021.** 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—2020.** 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—2021.** 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—2020.** 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) 2017	(b) 2018	(c) 2019	(d) 2020	(e) 2021	(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) 2017	(b) 2018	(c) 2019	(d) 2020	(e) 2021	(f) Total
9 Amounts from line 6. . .						
10a Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources . .						
b Unrelated business taxable income (less section 511 taxes) from businesses acquired after June 30, 1975.						
c Add lines 10a and 10b.						
11 Net income from unrelated business activities not included on line 10b, whether or not the business is regularly carried on.						
12 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.) . .						
13 **Total support.** (Add lines 9, 10c, 11, and 12.). .						

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

Section C. Computation of Public Support Percentage

15 Public support percentage for 2021 (line 8, column (f) divided by line 13, column (f))	15	
16 Public support percentage from 2020 Schedule A, Part III, line 15	16	

Section D. Computation of Investment Income Percentage

17 Investment income percentage for **2021** (line 10c, column (f) divided by line 13, column (f))	17	
18 Investment income percentage from **2020** Schedule A, Part III, line 17	18	

19a **33 1/3% support tests—2021.** 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—2020.** If the organization did not check a box on line 14 or line 19a, and line 16 is more than 33 1/3% and line 18 is not more than 33 1/3%, check this box and **stop here.** The organization qualifies as a publicly supported organization . . . . ▶☐

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

Part IV Supporting Organizations

(Complete only if you checked a box on line 12 of Part I. If you checked box 12a, of Part I, complete Sections A and B. If you checked box 12b, of Part I, complete Sections A and C. If you checked box 12c, of Part I, complete Sections A, D, and E. If you checked box 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? *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.*	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)? *If "Yes," explain in* ***Part VI*** *how the organization determined that the supported organization was described in section 509(a)(1) or (2).*	2		
3a	Did the organization have a supported organization described in section 501(c)(4), (5), or (6)? *If "Yes," answer lines 3b and 3c below.*	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)? *If "Yes," describe in* ***Part VI*** *when and how the organization made the determination.*	3b		
c	Did the organization ensure that all support to such organizations was used exclusively for section 170(c)(2)(B) purposes? *If "Yes," explain in* ***Part VI*** *what controls the organization put in place to ensure such use.*	3c		
4a	Was any supported organization not organized in the United States ("foreign supported organization")? *If "Yes" and if you checked box 12a or 12b in Part I, answer lines 4b and 4c below.*	4a		
b	Did the organization have ultimate control and discretion in deciding whether to make grants to the foreign supported organization? *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.*	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)? *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.*	4c		
5a	Did the organization add, substitute, or remove any supported organizations during the tax year? *If "Yes," answer lines 5b and 5c below (if applicable). Also, provide detail in* ***Part VI,*** *including (i) the names and EIN numbers of the supported organizations added, substituted, or removed; (ii) the reasons for each such action; (iii) the authority under the organization's organizing document authorizing such action; and (iv) how the action was accomplished (such as by amendment to the organizing document).*	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? *If "Yes," provide detail in* ***Part VI.***	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? *If "Yes," complete Part I of Schedule L (Form 990) .*	7		
8	Did the organization make a loan to a disqualified person (as defined in section 4958) not described on line 7? *If "Yes," complete Part I of Schedule L (Form 990).*	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))? *If "Yes," provide detail in* ***Part VI.***	9a		
b	Did one or more disqualified persons (as defined on line 9a) hold a controlling interest in any entity in which the supporting organization had an interest? *If "Yes," provide detail in* ***Part VI.***	9b		
c	Did a disqualified person (as defined on line 9a) have an ownership interest in, or derive any personal benefit from, assets in which the supporting organization also had an interest? *If "Yes," provide detail in* ***Part VI.***	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)? *If "Yes," answer line 10b below.*	10a		
b	Did the organization have any excess business holdings in the tax year? *(Use Schedule C, Form 4720, to determine whether the organization had excess business holdings).*	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 on lines 11b and 11c below, the governing body of a supported organization?	**11a**		
b	A family member of a person described on 11a above?	**11b**		
c	A 35% controlled entity of a person described on line 11a or 11b above? *If "Yes" to 11a, 11b, or 11c, provide detail in* ***Part VI.***	**11c**		

Section B. Type I Supporting Organizations

			Yes	No
1	Did the officers, 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? *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.*	**1**		
2	Did the organization operate for the benefit of any supported organization other than the supported organization(s) that operated, supervised, or controlled the supporting organization? *If "Yes," explain in* ***Part VI*** *how providing such benefit carried out the purposes of the supported organization(s) that operated, supervised or controlled the supporting organization.*	**2**		

Section C. Type II Supporting Organizations

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

Section D. All Type III Supporting Organizations

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

Section E. Type III Functionally-Integrated Supporting Organizations

1 Check the box next to the method that the organization used to satisfy the Integral Part Test during the year **(see instructions)**:

- **a** ☐ The organization satisfied the Activities Test. Complete **line 2** below.
- **b** ☐ The organization is the parent of each of its supported organizations. Complete **line 3** below.
- **c** ☐ The organization supported a governmental entity. Describe in **Part VI** how you supported a government entity (see instructions)

2 Activities Test. **Answer lines 2a and 2b below.**

			Yes	No
a	Did substantially all of the organization's activities during the tax year directly further the exempt purposes of the supported organization(s) to which the organization was responsive? *If "Yes," then in* ***Part VI identify those supported organizations and explain*** *how these activities directly furthered their exempt purposes, how the organization was responsive to those supported organizations, and how the organization determined that these activities constituted substantially all of its activities.*	**2a**		
b	Did the activities described on line 2a, above constitute activities that, but for the organization's involvement, one or more of the organization's supported organization(s) would have been engaged in? *If "Yes," explain in* ***Part VI*** *the reasons for the organization's position that its supported organization(s) would have engaged in these activities but for the organization's involvement.*	**2b**		

3 Parent of Supported Organizations. **Answer lines 3a and 3b below.**

			Yes	No
a	Did the organization have the power to regularly appoint or elect a majority of the officers, directors, or trustees of each of the supported organizations?*If "Yes" or "No", provide details in* ***Part VI.***	**3a**		
b	Did the organization exercise a substantial degree of direction over the policies, programs and activities of each of its supported organizations? *If "Yes," describe in* ***Part VI.*** *the role played by the organization in this regard.*	**3b**		

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

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

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

Section B - Minimum Asset Amount			(A) Prior Year	(B) Current Year (optional)
1	Aggregate fair market value of all non-exempt-use assets (see instructions for short tax year or assets held for part of year):	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 0.015 of line 3 (for greater amount, see instructions).	4		
5	Net value of non-exempt-use assets (subtract line 4 from line 3)	5		
6	Multiply line 5 by 0.035	6		
7	Recoveries of prior-year distributions	7		
8	**Minimum Asset Amount** (add line 7 to line 6)	8		

Section C - Distributable Amount				Current Year
1	Adjusted net income for prior year (from Section A, line 8, Column A)	1		
2	Enter 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 ☐ Check here if the current year is the organization's first as a non-functionally-integrated Type III supporting organization (see instructions)

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

Section D - Distributions		**Current Year**
1 Amounts paid to supported organizations to accomplish exempt purposes	**1**	
2 Amounts paid to perform activity that directly furthers exempt purposes of supported organizations, in excess of income from activity	**2**	
3 Administrative expenses paid to accomplish exempt purposes of supported organizations	**3**	
4 Amounts paid to acquire exempt-use assets	**4**	
5 Qualified set-aside amounts (*prior IRS approval required - provide details in* ***Part VI***)	**5**	
6 Other distributions (*describe in* ***Part VI***). See instructions	**6**	
7 **Total annual distributions.** Add lines 1 through 6.	**7**	
8 Distributions to attentive supported organizations to which the organization is responsive (*provide details in* ***Part VI***). See instructions	**8**	
9 Distributable amount for 2021 from Section C, line 6	**9**	
10 Line 8 amount divided by Line 9 amount	**10**	

Section E - Distribution Allocations (see instructions)	**(i)** **Excess Distributions**	**(ii)** **Underdistributions Pre-2021**	**(iii)** **Distributable Amount for 2021**
1 Distributable amount for 2021 from Section C, line 6			
2 Underdistributions, if any, for years prior to 2021 (reasonable cause required-- *explain in* ***Part VI***). See instructions.			
3 Excess distributions carryover, if any, to 2021:			
a From 2016.			
b From 2017.			
c From 2018.			
d From 2019.			
e From 2020.			
f **Total** of lines 3a through e			
g Applied to underdistributions of prior years			
h Applied to 2021 distributable amount			
i Carryover from 2016 not applied (see instructions)			
j Remainder. Subtract lines 3g, 3h, and 3i from line 3f.			
4 Distributions for 2021 from Section D, line 7: $			
a Applied to underdistributions of prior years			
b Applied to 2021 distributable amount			
c Remainder. Subtract lines 4a and 4b from line 4.			
5 Remaining underdistributions for years prior to 2021, 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 2021. 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 2022.** Add lines 3j and 4c.			
8 Breakdown of line 7:			
a Excess from 2017.			
b Excess from 2018.			
c Excess from 2019.			
d Excess from 2020.			
e Excess from 2021.			

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

Return Reference	Explanation
SCHEDULE A, PART II, LINE 10, EXPLANATION OF OTHER INCOME:	OTHER INCOME - 2017 AMOUNT: $ 291,550. 2018 AMOUNT: $ 294,464.

Additional Data

Return to Form

Software ID:

Software Version:

SCHEDULE D (Form 990)

Department of the Treasury
Internal Revenue Service

Supplemental Financial Statements

▶ Complete if the organization answered "Yes," on Form 990, Part IV, line 6, 7, 8, 9, 10, 11a, 11b, 11c, 11d, 11e, 11f, 12a, or 12b.
▶ Attach to Form 990.
▶ Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047
2021
Open to Public Inspection

Name of the organization
NATIONAL CONSTITUTION CENTER

Employer identification number
23-2434447

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

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

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

(ii) Assets included in Form 990, Part X . . . . ▶ $

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

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

b Assets included in Form 990, Part X . . . . ▶ $

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:

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

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

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

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

	(a) Current year	(b) Prior year	(c) Two years back	(d) Three years back	(e) Four years back
1a Beginning of year balance	73,443,202	63,213,001	62,576,869	61,925,179	59,170,954
b Contributions				83,596	
c Net investment earnings, gains, and losses	-9,721,074	13,190,201	3,511,132	3,388,094	5,474,226
d Grants or scholarships					
e Other expenditures for facilities and programs	3,300,000	2,960,000	2,875,000	2,820,000	2,720,001
f Administrative expenses					
g End of year balance	60,422,128	73,443,202	63,213,001	62,576,869	61,925,179

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

a Board designated or quasi-endowment ▶ 65.000 %

b Permanent endowment ▶ 35.000 %

c Term endowment ▶ ....

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

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

		Yes	No
(i) Unrelated organizations	3a(i)		No
(ii) Related organizations	3a(ii)		No
b If "Yes" on 3a(ii), are the related organizations listed as required on Schedule R?	3b		

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		11,510,280		11,510,280
b Buildings		106,461,449	54,286,454	52,174,995
c Leasehold improvements				
d Equipment		47,465,185	40,180,263	7,284,922
e Other				

Total. Add lines 1a through 1e. *(Column (d) must equal Form 990, Part X, column (B), line 10(c).)* . . ▶ 70,970,197

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.)* ▶	

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	10,658,475
2	Amounts included on line 1 but not on Form 990, Part VIII, line 12:				
a	Net unrealized gains (losses) on investments	2a	-12,377,971		
b	Donated services and use of facilities	2b			
c	Recoveries of prior year grants	2c			
d	Other (Describe in Part XIII.)	2d			
e	Add lines **2a** through **2d**			2e	-12,377,971
3	Subtract line **2e** from line **1**			3	23,036,446
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			
b	Other (Describe in Part XIII.)	4b			
c	Add lines **4a** and **4b**			4c	0
5	Total revenue. Add lines **3** and **4c.** (This must equal Form 990, Part I, line 12.)			5	23,036,446

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	18,056,392
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	290,000		
e	Add lines **2a** through **2d**			2e	290,000
3	Subtract line **2e** from line **1**			3	17,766,392
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			
b	Other (Describe in Part XIII.)	4b			
c	Add lines **4a** and **4b**			4c	0
5	Total expenses. Add lines **3** and **4c.** (This must equal Form 990, Part I, line 18.)			5	17,766,392

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
PART III, LINE 4:	THE NATIONAL CONSTITUTION CENTER MAINTAINS A LIMITED BUT HIGHLY SIGNIFICANT ARTIFACT COLLECTION. THE ACCESSIONED COLLECTION INCLUDES DOCUMENTS AND OBJECTS RELATED TO THE U.S. CONSTITUTION THAT PROVIDE A TANGIBLE LINK TO A FIGURE OR EVENT IN AMERICAN HISTORY AS INTERPRETED THROUGH A CONSTITUTIONAL LENS. ITEMS INCLUDE A RARE FIRST PUBLIC PRINTING OF THE CONSTITUTION, A FIRST EDITION OF THE DRED SCOTT DECISION, A LETTER FROM SUSAN B. ANTHONY REGARDING EQUAL RIGHTS, A FEDORA THAT BELONGED TO PRESIDENT FRANKLIN ROOSEVELT, AND A VOTING MACHINE USED IN PALM BEACH COUNTY DURING THE 2000 ELECTION. THROUGH VISITOR SURVEYS, THE CENTER HAS DISCOVERED THAT DISPLAYING SUCH ARTIFACTS IN ITS PERMANENT EXHIBIT, THE STORY OF WE THE PEOPLE, IS CRUCIAL TO PROVIDING VISITORS A COMPELLING AND MEMORABLE EXPERIENCE.
PART V, LINE 4:	ENDOWMENT FUNDS WERE ESTABLISHED TO SUPPORT FUTURE PROJECTS AND OPERATIONS. THE CENTER HAS A POLICY OF APPROPRIATING FOR DISTRIBUTION EACH YEAR 5 PERCENT OF ITS ENDOWMENT FUND'S THREE YEAR ROLLING AVERAGE OF IMMEDIATE PREVIOUS FISCAL YEARS.
PART X, LINE 2:	GAAP REQUIRES ENTITIES TO EVALUATE, MEASURE, RECOGNIZE AND DISCLOSE ANY UNCERTAIN TAX POSITIONS. GAAP PRESCRIBES A MINIMUM RECOGNITION THRESHOLD THAT A TAX POSITION IS REQUIRED TO MEET IN ORDER TO BE RECOGNIZED IN THE FINANCIAL STATEMENTS. THE CENTER BELIEVES THAT IT HAD NO UNCERTAIN TAX POSITIONS.
PART XII, LINE 2D - OTHER ADJUSTMENTS:	BAD DEBT EXPENSE 290,000.

Additional Data

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Software ID:

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Schedule J
(Form 990)

Department of the Treasury
Internal Revenue Service

Compensation Information

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

OMB No. 1545-0047

2021

Open to Public Inspection

Name of the organization
NATIONAL CONSTITUTION CENTER

Employer identification number
23-2434447

Part I Questions Regarding Compensation

			Yes	No
1a	Check the appropiate 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. ☐ First-class or charter travel ☐ Housing allowance or residence for personal use ☐ Travel for companions ☐ Payments for business use of personal residence ☐ Tax idemnification and gross-up payments ☐ Health or social club dues or initiation fees ☐ Discretionary spending account ☐ 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. ☑ Compensation committee ☐ Written employment contract ☑ Independent compensation consultant ☑ Compensation survey or study ☐ Form 990 of other organizations ☑ 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**		No
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? If "Yes" to any of lines 4a-c, list the persons and provide the applicable amounts for each item in Part III.	**4c**		No
	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? . . . . If "Yes," on line 5a or 5b, describe in Part III.	**5b**		No
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? . . . . If "Yes," on line 6a or 6b, describe in Part III.	**6b**		No
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 accured 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 II **Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees.** Use duplicate copies if additional space is needed.

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

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

(A) Name and Title		**(B)** Breakdown of W-2, 1099-MISC compensation, and/or 1099-NEC			**(C)** Retirement and other deferred compensation	**(D)** Nontaxable benefits	**(E)** Total of columns (B)(i)-(D)	**(F)** Compensation in column (B) reported as deferred on prior Form 990
		(i) Base compensation	**(ii)** Bonus & incentive compensation	**(iii)** Other reportable compensation				
1 JEFFREY ROSEN PRESIDENT & CEO	**(i)**	596,147	100,000	0	26,200	34,937	757,284	0
	(ii)	0	0	0	0	0	0	0
2 VINCENT STANGO CHIEF OPERATING OFFICER	**(i)**	237,556	25,000	0	27,250	45,295	335,101	0
	(ii)	0	0	0	0	0	0	0
3 CHRISTINE DONNELLY VP OF FINANCE	**(i)**	185,991	10,000	0	6,290	26,673	228,954	0
	(ii)	0	0	0	0	0	0	0
4 TOBY STOCK CHIEF STRATEGY OFFICER	**(i)**	207,229	0	0	6,318	7,736	221,283	0
	(ii)	0	0	0	0	0	0	0
5 KERRY SAUTNER VP OF VISITOR EXPERIENCE & EDUC	**(i)**	189,546	0	0	6,087	441	196,074	0
	(ii)	0	0	0	0	0	0	0
6 ANN STONE SR DIR OF MKTING & COMM	**(i)**	137,080	0	0	4,178	16,173	157,431	0
	(ii)	0	0	0	0	0	0	0

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

Additional Data

Return to Form

Software ID:

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Schedule L (Form 990)

Department of the Treasury
Internal Revenue Service

Transactions with Interested Persons

▶ Complete if the organization answered "Yes" on Form 990, Part IV, lines 25a, 25b, 26, 27, 28a, 28b, or 28c, or Form 990-EZ, Part V, line 38a or 40b.
▶ Attach to Form 990 or Form 990-EZ.
▶Go to *www.irs.gov/Form990* for instructions and the latest information.

OMB No. 1545-0047

2021

Open to Public Inspection

Name of the organization
NATIONAL CONSTITUTION CENTER

Employer identification number
23-2434447

Part I Excess Benefit Transactions (section 501(c)(3), section 501(c)(4), and section 501(c)(29) organizations only).

Complete if the organization answered "Yes" on Form 990, Part IV, line 25a or 25b, or Form 990-EZ, Part V, line 40b.

1 (a) Name of disqualified person	(b) Relationship between disqualified person and organization	(c) Description of transaction	(d) Corrected?	
			Yes	No

2 Enter the amount of tax incurred by the organization managers or disqualified persons during the year under section 4958. . . . . ▶ $

3 Enter the amount of tax, if any, on line 2, above, reimbursed by the organization . . . . ▶ $

Part II Loans to and/or From Interested Persons.

Complete if the organization answered "Yes" on Form 990-EZ, Part V, line 38a, or Form 990, Part IV, line 26; or if the organization reported an amount on Form 990, Part X, line 5, 6, or 22

(a) Name of interested person	(b) Relationship with organization	(c) Purpose of loan	(d) Loan to or from the organization?		(e) Original principal amount	(f) Balance due	(g) In default?		(h) Approved by board or committee?		(i) Written agreement?	
			To	From			Yes	No	Yes	No	Yes	No
Total . . . . ▶ $												

Part III Grants or Assistance Benefiting Interested Persons.

Complete if the organization answered "Yes" on Form 990, Part IV, line 27.

(a) Name of interested person	(b) Relationship between interested person and the organization	(c) Amount of assistance	(d) Type of assistance	(e) Purpose of assistance

Part IV **Business Transactions Involving Interested Persons.**
Complete if the organization answered "Yes" on Form 990, Part IV, line 28a, 28b, or 28c.

(a) Name of interested person	**(b)** Relationship between interested person and the organization	**(c)** Amount of transaction	**(d)** Description of transaction	**(e)** Sharing of organization's revenues?	
				Yes	**No**
(1) STEPHEN J HARMELIN ESQ	PARTNER AT DILWORTH PAXSON, LLP & BOARD MEMBER OF NCC	49,107	STEPHEN J. HARMELIN ESQ. (BOARD MEMBER) IS A PARTNER OF DILWORTH PAXSON, LLP WHICH PROVIDED PROFESSIONAL SERVICES TO THE ORGANIZATION FOR THE FISCAL YEAR ENDING SEPTEMBER 30, 2022. SUCH TRANSACTIONS ARE NOT SIGNIFICANT FINANCIAL TRANSACTIONS TO DILWORTH PAXSON LLP.		No

Part V **Supplemental Information**
Provide additional information for responses to questions on Schedule L (see instructions).

Return Reference	Explanation

Additional Data

Return to Form

Software ID:

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SCHEDULE M (Form 990)

Department of the Treasury
Internal Revenue Service

Noncash Contributions

▶Complete if the organizations answered "Yes" on Form 990, Part IV, lines 29 or 30.

▶ Attach to Form 990.

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

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2021

Open to Public Inspection

Name of the organization
NATIONAL CONSTITUTION CENTER

Employer identification number
23-2434447

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				
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 ▶ (DIGITAL ADS)	X	2	266,800	FMV
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?	30a		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?	31		No
32a Does the organization hire or use third parties or related organizations to solicit, process, or sell noncash contributions?	32a		No
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

Additional Data

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Software Version:

SCHEDULE O (Form 990)

Department of the Treasury
Internal Revenue Service

Supplemental Information to Form 990 or 990-EZ

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

OMB No. 1545-0047

2021

Open to Public Inspection

Name of the organization
NATIONAL CONSTITUTION CENTER

Employer identification number
23-2434447

Return Reference	Explanation
FORM 990, PART VI, SECTION B, LINE 11B	990 IS PRESENTED TO THE BOARD OF TRUSTEES DURING THEIR JANUARY MEETING. AFTER THE MEETING, THE CHAIRS OF THE AUDIT & FINANCE COMMITTEE EMAIL THE 990 TO THE TRUSTEES AND GIVE THEM A WEEK TO REVIEW AND MAKE COMMENTS. IF THERE ARE NO COMMENTS AT THE END OF THE WEEK THE 990 IS FINALIZED AND SUBMITTED. IF THERE ARE COMMENTS, MANAGEMENT REVIEWS THEM WITH THE COMMITTEE. IF CHANGES ARE DEEMED NECESSARY THE PROCESS BEGINS AGAIN. IF CHANGES ARE NOT NECESSARY, THE CHAIR WOULD EMAIL THE TRUSTEES EXPLAINING WHY CHANGES WERE NOT MADE AND THE 990 WOULD BE FINALIZED AND SUBMITTED.
FORM 990, PART VI, SECTION B, LINE 12C	THE NATIONAL CONSTITUTION CENTER HAS A CONFLICT OF INTEREST POLICY. A COPY OF THE POLICY AND THE QUESTIONNAIRE ARE GIVEN TO ALL NEW EMPLOYEES AND NEWLY ELECTED TRUSTEES DURING THEIR ORIENTATION PERIOD. ANNUALLY, THE POLICY AND QUESTIONNAIRE ARE SENT TO ALL TRUSTEES, EMPLOYEES AND VOLUNTEER TRUSTEES, EMPLOYEES AND VOLUNTEERS HAVE ONE MONTH TO COMPLETE THE QUESTIONNAIRE AND SEND THE COMPLETED FORMS BACK TO THE CENTER. THE CHIEF COMPLIANCE OFFICER (CCO) FOLLOWS UP WITH ANY EMPLOYEE WHO FAILED TO SUBMIT HIS/HER FORM. TRUSTEES ARE ALSO SENT REMINDERS; THE CCO AND VP OF FINANCE REVIEW ALL QUESTIONNAIRES TO DETERMINE IF ANY CONFLICTS EXIST. THE RESULTS OF THE ANNUAL QUESTIONNAIRE RESPONSES ARE DISCUSSED WITH THE AUDIT COMMITTEE. SIGNIFICANT CONFLICTS, IF ANY, ARE BROUGHT TO THE COMMITTEE'S ATTENTION. THE AUDIT CHAIRMAN MAKES THE DETERMINATION IF THE CONFLICT IS SIGNIFICANT ENOUGH TO WARRANT FULL BOARD REVIEW. SIGNIFICANT CONFLICTS ARE THEN BROUGHT TO THE BOARD OF TRUSTEES WHO DETERMINES A COURSE OF ACTION BASED UPON THE CONFLICT OF INTEREST POLICY.
FORM 990, PART VI, SECTION B, LINE 15	THE CEO OF THE NATIONAL CONSTITUTION CENTER IS HIRED BY THE BOARD OF TRUSTEES. TYPICALLY, A SEARCH COMMITTEE IS FORMED TO CONDUCT THE SEARCH PROCESS. ADDITIONALLY, A PROFESSIONAL EXECUTIVE SEARCH FIRM IS ALSO ENGAGED TO FACILITATE THE SEARCH PROCESS. THIS COMMITTEE IS A TEMPORARY SUB-COMMITTEE OF THE EXECUTIVE COMMITTEE AND INCLUDES THE CHAIRMAN OF THE EXECUTIVE COMMITTEE, APPOINTED TRUSTEES AND APPROPRIATE STAFF (IE COO). ONCE A CEO HAS BEEN IDENTIFIED, A CONTRACT IS PREPARED BY THE CENTER'S GENERAL COUNSEL. THE SEARCH COMMITTEE, WHO ACTS AS THE CENTER'S "INDEPENDENT PERSONS" RECOMMENDS THE CEO'S COMPENSATION BASED ON THE FOLLOWING CRITERIA: COMPARABLE DATA - WHAT WAS THE FORMER CEO'S COMPENSATION AND WHAT ARE LIKE ORGANIZATIONS CEO'S COMPENSATION. CONTEMPORANEOUS SUBSTANTIATION - DATA IS COLLECTED AND DOCUMENTED DURING THIS PROCESS. THE CEO'S CONTRACT, WHICH INCLUDES COMPENSATION, IS PRESENTED TO THE EXECUTIVE COMMITTEE BY THE SEARCH COMMITTEE. IN EXECUTIVE SESSION THE CONTRACT IS APPROVED BY THE EXECUTIVE COMMITTEE. THE EXECUTIVE COMMITTEE THEN PRESENTS THE CONTRACT TO THE FULL BOARD OF TRUSTEES FOR APPROVAL. COMPENSATION PROCEDURE FOR TOP MANAGEMENT: THE CEO AND THE COO HIRE THE ORGANIZATION'S TOP MANAGEMENT TEAM. THE NATIONAL CONSTITUTION CENTER HIRED A CONSULTANT TO DEVELOP A SALARY ADMINISTRATION PROGRAM WHICH IS BROKEN DOWN INTO POSITION LEVELS WITH CORRESPONDING SALARY RANGES. COMPENSATION IS DETERMINED BY A POTENTIAL EMPLOYEE'S QUALIFICATIONS AND REFERRING TO THE APPROPRIATE POSITION LEVEL WITHIN THE SALARY ADMINISTRATION PROGRAM.
FORM 990, PART VI, SECTION C, LINE 19	THE NATIONAL CONSTITUTION CENTER MAKES ALL GOVERNING DOCUMENTS, CONFLICT OF INTEREST POLICY AND FINANCIAL STATEMENTS AVAILABLE TO THE PUBLIC BY PROVIDING COPIES UPON REQUEST.
FORM 990, PART XI, LINE 9:	BAD DEBT EXPENSE -290,000.

Additional Data

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