

990

Form

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

2023

Open to Public Inspection

A For the 2023 calendar year, or tax year beginning 10-01-2023 , and ending 09-30-2024

B Check if applicable:

☐ Address change

☐ Name change

☐ Initial return

☐ Final return/terminated

☐ Amended return

☐ Application pending

C Name of organization

NATIONAL CONSTITUTION CENTER

% THE ORGANIZATION

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

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

D Employer identification number

23-2434447

E Telephone number

(215) 409-6739

G Gross receipts \$ 25,517,993

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:
The National Constitution Center is a nonpartisan nonprofit organization devoted to teaching about the Constitution.

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)

4 Number of independent voting members of the governing body (Part VI, line 1b)

5 Total number of individuals employed in calendar year 2023 (Part V, line 2a)

6 Total number of volunteers (estimate if necessary)

7a Total unrelated business revenue from Part VIII, column (C), line 12

7b Net unrelated business taxable income from Form 990-T, Part I, line 11

Revenue

8 Contributions and grants (Part VIII, line 1h)

9 Program service revenue (Part VIII, line 2g)

10 Investment income (Part VIII, column (A), lines 3, 4, and 7d)

11 Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)

12 Total revenue—add lines 8 through 11 (must equal Part VIII, column (A), line 12)

Expenses

13 Grants and similar amounts paid (Part IX, column (A), lines 1–3)

14 Benefits paid to or for members (Part IX, column (A), line 4)

15 Salaries, other compensation, employee benefits (Part IX, column (A), lines 5–10)

16a Professional fundraising fees (Part IX, column (A), line 11e)

16b Total fundraising expenses (Part IX, column (D), line 25) 1,191,162

17 Other expenses (Part IX, column (A), lines 11a–11d, 11f–24e)

18 Total expenses. Add lines 13–17 (must equal Part IX, column (A), line 25)

19 Revenue less expenses. Subtract line 18 from line 12

Net Assets or Fund Balances

20 Total assets (Part X, line 16)

21 Total liabilities (Part X, line 26)

22 Net assets or fund balances. Subtract line 21 from line 20

Prior Year

Current Year

15,444,54115,911,625

3,045,0323,750,379

3,055,0483,595,199

104,519-730,134

21,649,14022,527,069

00

9,284,53511,009,433

00

9,596,31410,692,181

18,880,84921,701,614

2,768,291825,455

Beginning of Current Year

End of Year

163,275,818178,229,311

2,901,3983,495,698

160,374,420174,733,613

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

Christine Donnelly VP OF FINANCE

Type or print name and title

2025-02-14

Date

Paid Preparer Use Only

Print/Type preparer's name

Preparer's signature

Date

Check ☐ if self-employed

PTIN P00234075

Firm's name

WITHUMSMITHBROWN PC

Firm's EIN

Firm's address 4600 EAST WEST HWY 900

BETHESDA, MD 208143426

Phone no. (301) 272-6000

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

For Paperwork Reduction Act Notice, see the separate instructions.

Cat. No. 11282Y

Form 990 (2023)

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 \$ 8,967,032 including grants of \$) (Revenue \$ 3,498,355)
A NATIONAL CENTER FOR CONSTITUTIONAL EDUCATION The National Constitution Center is a nonpartisan nonprofit organization devoted to teaching about the Constitution. It 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." 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. As we near our nation's 250th birthday celebration, the National Constitution Center is poised to play a key role because of both its proximity and relevancy to the anniversary of America's founding. 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. The Center's educational resources also include an online library of primary source documents, live and asynchronous constitutional education classes, a suite of Constitution 101 courses, and educator professional development opportunities. As a forum for balanced 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 online classes, and weekly podcasts. The Center is a 501(c)(3) tax-exempt, private organization under the 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." 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 understand 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, 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 past theatrical programs have brought to life constitutional issues in the headlines, provided first-person narratives from figures throughout history, and complemented the storytelling in the exhibits. In 2019, the center opened the 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. In 2020, to commemorate the centennial anniversary of voting rights for women, the Center opened The 19th Amendment: How Women Won the Vote. In January 2022, the National Constitution Center completed the 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 faade of the Newseum in Washington, D.C. In 2023, the Center opened its newest gallery, The First Amendment. The 1,500-square-foot exhibit features more than 20 artifacts highlighting all five freedoms, including a draft opinion with handwritten edits from U.S. Supreme Court Justice Louis Brandeis; an anti-Vietnam War armband worn by the Tinker family and associated with the landmark student speech case, Tinker v. Des Moines; The New York Times' 1971 publication of the classified "Pentagon Papers;a pennant from the 1963 March on Washington for Jobs and Freedom. After steadily adding galleries over time, the Center has embarked on a broader reimagining of its core exhibit space in the run-up to America's 250th birthday in 2026. Construction will begin in 2025, with a renovated core exhibit space featuring brand-new galleries, beginning with one dedicated to America's founding principles, with more to be added in the coming years. The Center produces a variety of engaging, interactive programs and demonstrations that incorporate the exhibits to create an immersive museum-wide experience. Rotating daily programming offers a wide range of activities to engage students and family audiences, including, for example, constitutional trivia games and artifact carts showcasing the history of voting technology or capturing daily life in revolutionary Philadelphia. The Center also offers in-person and virtual tours for student and adult groups, plus additional educational programs and workshops that can be added onto a field trip experience, 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 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. 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. The Center also offers additional ways to engage with its exhibits from home: live tours of its core exhibits featuring museum educators, special live online programming on civic holidays, as well as self-exploration virtual tours available through its website and Google Arts and Culture.	

4b	(Code:) (Expenses \$ 5,168,299 including grants of \$) (Revenue \$ 4,499)
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, reaching approximately 70,000 educators and 4.3 million students each year. 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 learning opportunities to promote constitutional literacy skills through civil dialogue. 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. In 2019, the Center began incorporating companion content for classroom use-integrating a robust set of educational resources including lesson plans, videos, and other multimedia content tagged according to constitutional provision. Since its launch, the Interactive Constitution has been visited by more than 90 million users, and it serves as America's leading platform for nonpartisan constitutional education. 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, the Center 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 2022, the document library also includes foundational sources curated by the National Constitution Center team. CONSTITUTION 101 In 2022, the National Constitution Center released Constitution 101, a free, nonpartisan online curriculum on the U.S. Constitution. Constitution 101 is a 15-module curriculum for high school students, as well as a standalone self-guided course for lifelong learners, 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. The curriculum includes interactive features, allowing students to take online assessments and allowing educators to integrate into their learning management systems. A middle school version of the Constitution 101 curriculum will launch in 2025. The Center partnered with acclaimed online education platform, Khan Academy, on a student self-mastery course. A complement to the teacher-led Constitution 101 curriculum, the 9-unit course uses a mastery-based approach through activities, exercises, and videos. Launched in fall 2024, the course includes more than 250 short videos featuring federal judges, former elected officials, public intellectuals, and the nation's leading constitutional scholars from across the ideological spectrum. These constitutional experts share canonical stories about America's Constitution, discuss landmark Supreme Court cases, and explore some of the most important constitutional debates facing the nation today. VIRTUAL STUDENT PROGRAMS Since 2020, the Center has offered a robust set of live online programs for student audiences. Through the online Scholar Exchange Program, students in middle school through college have the opportunity to discuss constitutional topics with a lawyer, judge, or constitutional scholar and their peers from around the country, gaining deeper constitutional understanding and engaging in enhanced civil discourse. Monthly and seasonal topics for these classes often reflect civic holidays, such as a civil rights discussion in January for Martin Luther King Jr. Day, or a discussion on the 19th Amendment for Women's History Month in March. There are also court case review and founding documents review sessions targeted toward students preparing for the Advanced Placement government exams. The Center has expanded the offerings to include Civic Stories, opportunities for elementary and middle school students to engage with the past through artifacts and the stories they tell. In this setting, students apply constitutional thinking skills to develop a deeper understanding of history and consider the ways in which artifacts tell stories about individuals, communities, and cultures. Through this practice, students begin to identify where they see themselves, their communities, and their surroundings in the broader scope of American history. The Live From the Museum series features tours of our exhibit spaces, designed to bring the experience of a trip to the Center to students everywhere. Topics vary by month, and are scheduled to align with upcoming civic holidays and special events. PROFESSIONAL DEVELOPMENT FOR EDUCATORS The National Constitution Center offers a range of free professional learning programs tailored to meet the goals and needs of educators. The Center's approach is designed to empower educators seeking to enhance civic and history instruction and constitutional understanding in classrooms across the nation. The Center provides the tools,	

knowledge, and pedagogical strategies to help educators effectively explore the Constitution's history and contemporary relevance. Educators can register for online sessions, half-day or full-day offerings, attend a multi-day institute or weekend workshop, request a customized professional development session for their school or district, or join one of our educator communities. The Center hosts weeklong Educator Institutes at the museum and at locations nationwide, providing teachers opportunities to learn from leading constitutional scholars and pedagogical experts, while also connecting with fellow educators. During each institute, educators work with content experts to deepen their knowledge of the history and contemporary relevance of the Constitution, the structural Constitution, and the amendment process. With teacher facilitators and the education team from the Center working hand-in-hand, participants discover and develop innovative, nonpartisan ways to make the content relevant to their students. Weekend Workshops include engaging discussions with constitutional scholars, insights into the Center's classroom-ready resources, and practical application sessions. Participants leave with valuable knowledge and strategies to enhance their teaching of constitutional principles in diverse classroom settings. Thanks to generous support, the Center is able to offer a set of Weekend Workshops every year that cover all travel and lodging expenses for educators from rural, remote, or underserved communities. Fostering community and collaboration among peers is also a core goal of the professional learning programs. The Teacher Advisory Board is a select cohort of educators invited to serve as champions for our educational initiatives and as key advisors to the education team. The collaboration with these skilled educators helps inform the Center's efforts to better educate students on the Constitution using high-quality, nonpartisan, effective classroom materials and instruction. The Teacher Advisory Council is a professional learning community of educators who share best practices for teaching constitutional, historical, and civics topics and serve as ambassadors for the Center's educational efforts. The Center's first cohort of Constitutional Fellows piloted the Center's teacher-led Constitution 101 high school curriculum in their classrooms for the 2022-23 school year, providing critical feedback and commentary for wider implementation in classrooms around the country. The second cohort launched in 2024 has focused on informing the development of a middle school version of Constitution 101. 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

4c	(Code:) (Expenses \$ 1,734,654 including grants of \$) (Revenue \$ 247,525)
	CONVENINGS 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, videos, blog posts, and We the People and Live at the National Constitution Center podcasts, 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 the Electoral College, Native Americans and the Constitution, and the life and legacy of John Lewis. The Center regularly engages experts for more in-depth exploration of constitutional issues. Recent examples include the National First Amendment Summit, in partnership with nationally recognized free speech organizations FIRE and First Amendment Watch at NYU, to bring together scholars in a series of panels to discuss the most pressing First Amendment issues of the day. The Guardrails of Democracy project, which commissioned leading thinkers from diverse perspectives, identified potential structural, constitutional, and educational reforms. Similarly, the Constitution Drafting Project brought together three teams of leading constitutional scholars to draft and present their ideal constitutions. 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. It also features contributions from leading Supreme Court journalist Marcia Coyle. 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. LIBERTY MEDAL The National Constitution Center's annual Liberty Medal honors men and women of courage and conviction who strive to secure the blessings of liberty to people around the globe. Established in 1988 to commemorate the bicentennial of the U.S. Constitution and first administered by the National Constitution Center in 2006, the Liberty Medal's roster of recipients includes many of the men, women, and organizations that have shaped and guided the world through the past three decades, including Nelson Mandela, Sandra Day O'Connor, Kofi Annan, Malala Yousafzai, Colin Powell, and more. The 2024 Liberty Medal was given to America's storyteller, documentarian Ken Burns. Capturing the attention of millions every year, the Liberty Medal is a tribute to citizenship and America's constitutional ideals.
4d	Other program services (Describe in Schedule O.) (Expenses \$ including grants of \$) (Revenue \$)
4e	Total program service expenses 15,869,985

Form 990 (2023)

Part IV

Checklist of Required Schedules

	Yes	No
1 Is the organization described in section 501(c)(3) or 4947(a)(1) (other than a private foundation)? 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)?	11f Yes	
12a If "Yes," complete Schedule D, Part X 	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 Yes	
19 Did the organization report more than \$15,000 of gross income from gaming activities on Part VIII, line 9a? If "Yes," complete Schedule G, Part III 	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?	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?	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?	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	140
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)					
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	127			
b	If at least one is reported on line 2a, did the organization file all required federal employment tax returns?		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?							
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?							
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?		13a				
Note. See the instructions for additional information the organization must report on Schedule O.							
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?		15			No	
16	Is the organization an investment company as defined in section 4968? If "Yes," complete Form 990-B, Schedule E.		16			No	
17	Section 501(c)(21) organizations. Did the trust, or any disqualified or other person engage in any activities that would result in the imposition of an excise tax under section 4951, 4952, or 4953?		17				
If "Yes," complete Form 6069.							

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.	1a	30	
	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.			
b	Enter the number of voting members included in line 1a, above, who are independent.	1b	29	
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, box 6 of Form 1099-MISC, and/or box 1 of Form 1099-NEC) of more than \$100,000 from the organization and any related organizations.
- List all of the organization’s **former** officers, key employees, 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 (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC/1099-NEC)	(E) Reportable compensation from related organizations (W-2/1099-MISC/1099-NEC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional Trustee;	Officer	Key employee	Highest compensated employee	Former			
(1) JEFFREY ROSEN PRESIDENT and CEO	40.0 0.0	X		X				908,574	0	64,644
(2) VINCENT STANGO CHIEF OPERATING OFFICER	40.0 0.0			X				430,824	0	65,749
(3) TOBY STOCK CHIEF STRATEGY OFFICER	40.0 0.0					X		229,154	0	24,308
(4) CHRISTINE DONNELLY VP OF FINANCE	40.0 0.0			X				199,969	0	41,353
(5) ANN STONE VP OF COMMUNICATIONS	40.0 0.0					X		192,425	0	20,228
(6) LAUREN SYLLING VP OF DEVELOPMENT	40.0 0.0					X		193,188	0	8,884
(7) THOMAS DONNELLY CHIEF SCHOLAR	40.0 0.0					X		185,214	0	8,913
(8) Jen Kniele SR Director of Events	40.0 0.0					X		172,956	0	15,065
(9) Doug DeVos EXECUTIVE COMMITTEE CHAIRMAN	1.0 0.0	X		X				0	0	0
(10) Mike George VICE CHAIRMAN	1.0 0.0	X		X				0	0	0
(11) Dr Anita L Allen JD PhD BOARD OF TRUSTEES	1.0 0.0	X						0	0	0
(12) Matthew W Barzun BOARD OF TRUSTEES	1.0 0.0	X						0	0	0
(13) Miguel Mike Bezos BOARD OF TRUSTEES	1.0 0.0	X						0	0	0
(14) Kenneth C Frazier BOARD OF TRUSTEES	1.0 0.0	X						0	0	0
(15) Elizabeth Preate Havey BOARD OF TRUSTEES	1.0 0.0	X						0	0	0
(16) Richard M Horowitz BOARD OF TRUSTEES	1.0 0.0	X						0	0	0
(17) Drew Katz BOARD OF TRUSTEES	1.0 0.0	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) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC/1099-NEC)	(E) Reportable compensation from related organizations (W-2/1099-MISC/1099-NEC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional Trustee;	Officer	Key employee	Highest compensated employee	Former			
(18) Jennifer Khoury BOARD OF TRUSTEES	1.00.0	X						0	0	0
(19) Hon Cheryl Ann Krause BOARD OF TRUSTEES	1.00.0	X						0	0	0
(20) Paul Levy BOARD OF TRUSTEES	1.00.0	X						0	0	0
(21) Hon J Michael Luttig BOARD OF TRUSTEES	1.00.0	X						0	0	0
(22) M Elizabeth Magill BOARD OF TRUSTEES	1.00.0	X						0	0	0
(23) Donald McCree BOARD OF TRUSTEES	1.00.0	X						0	0	0
(24) Hon Theodore A McKee BOARD OF TRUSTEES	1.00.0	X						0	0	0
(25) Hank Meijer BOARD OF TRUSTEES	1.00.0	X						0	0	0
(26) Dikembe Mutombo BOARD OF TRUSTEES	1.00.0	X						0	0	0
(27) Jan Neuharth BOARD OF TRUSTEES	1.00.0	X						0	0	0
(28) Jennifer Newstead BOARD OF TRUSTEES	1.00.0	X						0	0	0
(29) Derrick A Roman BOARD OF TRUSTEES	1.00.0	X						0	0	0
(30) David Rubenstein BOARD OF TRUSTEES	1.00.0	X						0	0	0
(31) William R Sasso Esq BOARD OF TRUSTEES	1.00.0	X						0	0	0
(32) Jay Shah BOARD OF TRUSTEES	1.00.0	X						0	0	0
(33) Gregg Sherrill BOARD OF TRUSTEES	1.00.0	X						0	0	0
(34) William A Slaughter Esq BOARD OF TRUSTEES	1.00.0	X						0	0	0
(35) Sheldon Stone BOARD OF TRUSTEES	1.00.0	X						0	0	0
(36) L Frederick Sutherland BOARD OF TRUSTEES	1.00.0	X						0	0	0
(37) Ali Velshi BOARD OF TRUSTEES	1.00.0	X						0	0	0

1b Sub-Total			
c Total from continuation sheets to Part VII, Section A . . .			
d Total (add lines 1b and 1c)	2,512,304	0	249,144

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

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	5,945,577

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

Form 990 (2023)

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	1a Federated campaigns		1a	
Amt Similar Amounts	b Membership dues		1b	
	c Fundraising events		1c1,324,756	
	d Related organizations		1d	
	e Government grants (contributions)		1e1,336,188	
	f All other contributions, gifts, grants, and similar amounts not included above		1f13,250,681	
	g Noncash contributions included in lines 1a - 1f:\$		1g57,600	
h Total. Add lines 1a-1f		15,911,625		

Program Service Revenue	2a	ADMISSIONS	Business Code				
			900099	2,590,577	1,240,150	1,350,427	
	b	OTHER PROGRAMS	900099	935,258	935,258		
	c	MEMBERSHIP DUES	900099	224,544	224,544		
	d						
	e						
	f	All other program service revenue.					
9 Total. Add lines 2a-2f.			3,750,379				

Other Revenue	3 Investment income (including dividends, interest, and other similar amounts)		2,046,452			2,046,452	
	4 Income from investment of tax-exempt bond proceeds		0				
	5 Royalties		0				
	6a Gross rents	(i) Real	(ii) Personal				
		6a					
		b Less: rental expenses	6b				
	c Rental income or (loss)	6c	0	0			
	d Net rental income or (loss)		0				
	7a Gross amount from sales of assets other than inventory	(i) Securities	(ii) Other				
		7a	3,784,787				
		b Less: cost or other basis and sales expenses	7b				
	c Gain or (loss)	7c	1,548,747				
	d Net gain or (loss)		1,548,747			1,548,747	
	8a Gross income from fundraising events (not including \$ 1,324,756 of contributions reported on line 1c). See Part IV, line 18	8a	24,750				
		b Less: direct expenses	8b				
c Net income or (loss) from fundraising events		-730,134			-730,134		
9a Gross income from gaming activities. See Part IV, line 19	9a	0					
	b Less: direct expenses	9b					0
c Net income or (loss) from gaming activities		0					
10a Gross sales of inventory, less returns and allowances	10a	0					
	b Less: cost of goods sold	10b					0
c Net income or (loss) from sales of inventory		0					

Other Revenue Misc Amt	11a	Business Code				
	b					
	c					
	d All other revenue					
	e Total. Add lines 11a-11d	0				
12 Total revenue. See instructions		22,527,069	2,399,952	1,350,427	2,865,065	

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	0			
2 Grants and other assistance to domestic individuals. See Part IV, line 22	0			
3 Grants and other assistance to foreign organizations, foreign governments, and foreign individuals. See Part IV, lines 15 and 16.	0			
4 Benefits paid to or for members	0			
5 Compensation of current officers, directors, trustees, and key employees	1,292,654	746,844	429,471	116,339
6 Compensation not included above, to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B)	0			
7 Other salaries and wages	8,183,823	4,688,610	2,698,838	796,375
8 Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions)	159,219	96,328	55,458	7,433
9 Other employee benefits	901,263	547,325	313,920	40,018
10 Payroll taxes	472,474	286,927	164,568	20,979
11 Fees for services (non-employees):				
a Management	0			
b Legal	55,842	569	55,273	
c Accounting	83,980		83,980	
d Lobbying	0			
e Professional fundraising services. See Part IV, line 17	0			
f Investment management fees	0			
g Other (If line 11g amount exceeds 10% of line 25, column (A) amount, list line 11g expenses on Schedule O.)	1,852,151	1,645,803	206,348	
12 Advertising and promotion	405,239	402,604	1,621	1,014
13 Office expenses	717,251	479,647	130,223	107,381
14 Information technology	153,318	153,318		
15 Royalties	0			
16 Occupancy	1,815,084	1,812,908	2,176	
17 Travel	360,887	253,877	96,318	10,692
18 Payments of travel or entertainment expenses for any federal, state, or local public officials	0			
19 Conferences, conventions, and meetings	0			
20 Interest	6,100		6,100	
21 Payments to affiliates	0			
22 Depreciation, depletion, and amortization	3,899,880	3,704,886	155,995	38,999
23 Insurance	441,440	419,368	17,658	4,414
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	678,075	614,425	16,132	47,518
b BANK FEES & INTEREST	94,743		94,743	
c CONTINGENCY	125,234	16,149	109,085	
d OTHER EXPENSE	2,957	397	2,560	
e All other expenses				
25 Total functional expenses. Add lines 1 through 24e	21,701,614	15,869,985	4,640,467	1,191,162
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

				(A)		(B)	
				Beginning of year		End of year	
Assets	1	Cash—non-interest-bearing		500	1	500	
	2	Savings and temporary cash investments		13,028,806	2	13,138,606	
	3	Pledges and grants receivable, net		10,345,382	3	12,609,281	
	4	Accounts receivable, net		113,173	4	522,857	
	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		0	5	0	
	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)		0	6	0	
	7	Notes and loans receivable, net		0	7	0	
	8	Inventories for sale or use		0	8	0	
	9	Prepaid expenses and deferred charges		107,414	9	84,397	
	10a	Land, buildings, and equipment: cost or other basis. Complete Part VI of Schedule D	10a	169,963,561			
	b	Less: accumulated depreciation	10b	96,856,520	74,734,567	10c	73,107,041
	11	Investments—publicly traded securities		64,945,976	11	78,766,629	
	12	Investments—other securities. See Part IV, line 11		0	12	0	
	13	Investments—program-related. See Part IV, line 11		0	13	0	
	14	Intangible assets		0	14	0	
	15	Other assets. See Part IV, line 11		0	15	0	
16	Total assets: Add lines 1 through 15 (must equal line 33)		163,275,818	16	178,229,311		
Liabilities	17	Accounts payable and accrued expenses		1,575,090	17	2,747,117	
	18	Grants payable		0	18	0	
	19	Deferred revenue		1,326,308	19	748,581	
	20	Tax-exempt bond liabilities		0	20	0	
	21	Escrow or custodial account liability. Complete Part IV of Schedule D		0	21	0	
	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		0	22	0	
	23	Secured mortgages and notes payable to unrelated third parties		0	23	0	
	24	Unsecured notes and loans payable to unrelated third parties		0	24	0	
	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		0	25	0	
	26	Total liabilities. Add lines 17 through 25		2,901,398	26	3,495,698	
	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		113,707,416	27	121,004,629	
28		Net assets with donor restrictions		46,667,004	28	53,728,984	
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		160,374,420	32	174,733,613	
33		Total liabilities and net assets/fund balances		163,275,818	33	178,229,311	

Part XI

Reconciliation of Net Assets

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

1	Total revenue (must equal Part VIII, column (A), line 12)	1	22,527,069
2	Total expenses (must equal Part IX, column (A), line 25)	2	21,701,614
3	Revenue less expenses. Subtract line 2 from line 1	3	825,455
4	Net assets or fund balances at beginning of year (must equal Part X, line 32, column (A))	4	160,374,420
5	Net unrealized gains (losses) on investments	5	13,533,738
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	
10	Net assets or fund balances at end of year. Combine lines 3 through 9 (must equal Part X, line 32, column (A))	10	174,733,613

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? 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		No
b Were the organization's financial statements audited by an independent accountant? If 'Yes,' check a box below to indicate whether the financial statements for the year were audited on a separate basis, consolidated basis, or both: ☒ Separate basis ☐ Consolidated basis ☐ Both consolidated and separate basis	Yes	
c If "Yes," to line 2a or 2b, does the organization have a committee that assumes responsibility for oversight of the audit, review, or compilation of its financial statements and selection of an independent accountant? If the organization changed either its oversight process or selection process during the tax year, explain in Schedule O.	Yes	
3a As a result of a federal award, was the organization required to undergo an audit or audits as set forth in the Uniform Guidance, 2 C.F.R. Part 200, Subpart F?		No
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.		

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

2023

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						

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) 2018	(b) 2019	(c) 2020	(d) 2021	(e) 2022	(f) Total
1 Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grant.") . . .	13,967,314	9,048,794	17,945,595	15,444,541	15,911,625	72,317,869
2 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						0
3 The value of services or facilities furnished by a governmental unit to the organization without charge..						0
4 Total. Add lines 1 through 3	13,967,314	9,048,794	17,945,595	15,444,541	15,911,625	72,317,869
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) . . .						14,856,940
6 Public support. Subtract line 5 from line 4.						57,460,929

Section B. Total Support

Calendar year (or fiscal year beginning in) ►	(a) 2018	(b) 2019	(c) 2020	(d) 2021	(e) 2022	(f) Total
7 Amounts from line 4. . .	13,967,314	9,048,794	17,945,595	15,444,541	15,911,625	72,317,869
8 Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources	1,588,946	1,505,589	1,594,895	1,870,821	2,046,452	8,606,703
9 Net income from unrelated business activities, whether or not the business is regularly carried on. . .						0
10 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.). . .						0
11 Total support. Add lines 7 through 10						80,924,572

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

1212,206,836

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 2023 (line 6, column (f) divided by line 11, column (f))	14	71.005 %
15 Public support percentage for 2022 Schedule A, Part II, line 14	15	65.530 %

16a 33 1/3% support test—2023. If the organization did not check the box on line 13, and line 14 is 33 1/3% or more, check this box and **stop here.** The organization qualifies as a publicly supported organization ☒

b 33 1/3% support test—2022. If the organization did not check a box on line 13 or 16a, and line 15 is 33 1/3% or more, check this box and **stop here.** The organization qualifies as a publicly supported organization ☐

17a 10%-facts-and-circumstances test—2023. If the organization did not check a box on line 13, 16a, or 16b, and line 14 is 10% or more, and if the organization meets the "facts-and-circumstances" test, check this box and **stop here.** Explain in Part VI how the organization meets the "facts-and-circumstances" test. The organization qualifies as a publicly supported organization ☐

b 10%-facts-and-circumstances test—2022. If the organization did not check a box on line 13, 16a, 16b, or 17a, and line 15 is 10% or more, and if the organization meets the "facts-and-circumstances" test, check this box and **stop here.** Explain in Part VI how the organization meets the "facts-and-circumstances" test. The organization qualifies as a publicly supported organization ☐

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 IIISupport Schedule for Organizations Described in Section 509(a)(2)
(Complete only if you checked the box on line 10 of Part I or if the organization failed to qualify under Part II. If the organization fails to qualify under the tests listed below, please complete Part II.)

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

Section B. Total Support						
Calendar year (or fiscal year beginning in) ▶	(a) 2019	(b) 2020	(c) 2021	(d) 2022	(e) 2023	(f) Total
9 Amounts from line 6. . .						
10a Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources . .						
b Unrelated business taxable income (less section 511 taxes) from businesses acquired after June 30, 1975.						
c Add lines 10a and 10b.						
11 Net income from unrelated business activities not included on line 10b, whether or not the business is regularly carried on.						
12 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.) . .						
13 Total support. (Add lines 9, 10c, 11, and 12.) .						
14 First 5 years. If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and stop here.						☐

Section C. Computation of Public Support Percentage		
15 Public support percentage for 2023 (line 8, column (f) divided by line 13, column (f))	15	
16 Public support percentage from 2022 Schedule A, Part III, line 15	16	

Section D. Computation of Investment Income Percentage		
17 Investment income percentage for 2023 (line 10c, column (f) divided by line 13, column (f))	17	
18 Investment income percentage from 2022 Schedule A, Part III, line 17	18	
19a 33 1⁄3% support tests—2023. If the organization did not check the box on line 14, and line 15 is more than 33 1⁄3%, and line 17 is not more than 33 1⁄3%, check this box and stop here. The organization qualifies as a publicly supported organization		☐
b 33 1⁄3% support tests—2022. If the organization did not check a box on line 14 or line 19a, and line 16 is more than 33 1⁄3% and line 18 is not more than 33 1⁄3%, check this box and stop here. The organization qualifies as a publicly supported organization		☐
20 Private foundation. If the organization did not check a box on line 14, 19a, or 19b, check this box and see instructions		☐

Part IV Supporting Organizations

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

Part IV Supporting Organizations (continued)

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

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

Section C. Type II Supporting Organizations

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

Section D. All Type III Supporting Organizations

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

Section E. Type III Functionally-Integrated Supporting Organizations

1	Check the box next to the method that the organization used to satisfy the Integral Part Test during the year (see instructions):			
a	☐ 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.			
a	Did substantially all of the organization's activities during the tax year directly further the exempt purposes of the supported organization(s) to which the organization was responsive? <i>If "Yes," then in Part VI identify those supported organizations and explain how these activities directly furthered their exempt purposes, how the organization was responsive to those supported organizations, and how the organization determined that these activities constituted substantially all of its activities.</i>			
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? <i>If "Yes," explain in Part VI the reasons for the organization's position that its supported organization(s) would have engaged in these activities but for the organization's involvement.</i>			
3	Parent of Supported Organizations. Answer lines 3a and 3b below.			
a	Did the organization have the power to regularly appoint or elect a majority of the officers, directors, or trustees of each of the supported organizations? <i>If "Yes" or "No", provide details in Part VI.</i>			
b	Did the organization exercise a substantial degree of direction over the policies, programs and activities of each of its supported organizations? <i>If "Yes," describe in Part VI. the role played by the organization in this regard.</i>			

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

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

Section A - Adjusted Net Income

(A) Prior Year

(B) Current Year
(optional)

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

Section B - Minimum Asset Amount

(A) Prior Year

(B) Current Year
(optional)

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

Section C - Distributable Amount

Current Year

- | | |
|---|----------|
| 1 Adjusted net income for prior year (from Section A, line 8, Column A) | 1 |
| 2 Enter 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 2023 from Section C, line 6	9
10	Line 8 amount divided by Line 9 amount	10

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

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
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Additional Data

[Return to Form](#)

Software ID: Software Version:	
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Schedule B (Form 990) Department of the Treasury Internal Revenue Service	Schedule of Contributors ▶ Attach to Form 990, 990-EZ, or 990-PF. ▶ Go to www.irs.gov/Form990 for the latest information.	OMB No. 1545-0047
		2023
Name of the organization NATIONAL CONSTITUTION CENTER		Employer identification number 23-2434447

Organization type (check one):

Filers of:	Section:
Form 990 or 990-EZ	☐ 501(c)() (enter number) organization
	☐ 4947(a)(1) nonexempt charitable trust not treated as a private foundation
	☐ 527 political organization
Form 990-PF	☐ 501(c)(3) exempt private foundation
	☐ 4947(a)(1) nonexempt charitable trust treated as a private foundation
	☐ 501(c)(3) taxable private foundation

Check if your organization is covered by the **General Rule** or a **Special Rule**.
Note: Only a section 501(c)(7), (8), or (10) organization can check boxes for both the General Rule and a Special Rule. See instructions.

General Rule

☐ For an organization filing Form 990, 990-EZ, or 990-PF that received, during the year, contributions totaling \$5,000 or more (in money or other property) from any one contributor. Complete Parts I and II. See instructions for determining a contributor's total contributions.

Special Rules

- ☐ For an organization described in section 501(c)(3) filing Form 990 or 990-EZ that met the 33¹/₃% support test of the regulations under sections 509(a)(1) and 170(b)(1)(A)(vi), that checked Schedule A (Form 990 or 990-EZ), Part II, line 13, 16a, or 16b, and that received from any one contributor, during the year, total contributions of the greater of **(1)** \$5,000 or **(2)** 2% of the amount on (i) Form 990, Part VIII, line 1h, or (ii) Form 990-EZ, line 1. Complete Parts I and II.
- ☐ For an organization described in section 501(c)(7), (8), or (10) filing Form 990 or 990-EZ that received from any one contributor, during the year, total contributions of more than \$1,000 *exclusively* for religious, charitable, scientific, literary, or educational purposes, or for the prevention of cruelty to children or animals. Complete Parts I, II, and III.
- ☐ For an organization described in section 501(c)(7), (8), or (10) filing Form 990 or 990-EZ that received from any one contributor, during the year, contributions *exclusively* for religious, charitable, etc., purposes, but no such contributions totaled more than \$1,000. If this box is checked, enter here the total contributions that were received during the year for an *exclusively* religious, charitable, etc., purpose. Don't complete any of the parts unless the **General Rule** applies to this organization because it received *nonexclusively* religious, charitable, etc., contributions totaling \$5,000 or more during the year ▶ \$ _____

Caution: An organization that isn't covered by the General Rule and/or the Special Rules doesn't file Schedule B (Form 990, 990-EZ, or 990-PF), but it **must** answer "No" on Part IV, line 2, of its Form 990; or check the box on line H of its Form 990-EZ or on its Form 990PF, Part I, line 2, to certify that it doesn't meet the filing requirements of Schedule B (Form 990, 990-EZ, or 990-PF).

Employer identification number
23-2434447

Contributors

Schedule B (Form 990) (2023)

Name of organization
NATIONAL CONSTITUTION CENTER

Employer identification number
23-2434447

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

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

Name of organization NATIONAL CONSTITUTION CENTER	Employer identification number 23-2434447
--	--

Part III

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

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

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

Additional Data

[Return to Form](#)

Software ID:

Software Version:

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.	
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 July 25, 2006, and not on a historic structure listed in the National Register	2d
3	Number of conservation easements modified, transferred, released, extinguished, or terminated by the organization during the tax year ▶ _____	
4	Number of states where property subject to conservation easement is located ▶ _____	
5	Does the organization have a written policy regarding the periodic monitoring, inspection, handling of violations, and enforcement of the conservation easements it holds? ☐ Yes ☐ No	
6	Staff and volunteer hours devoted to monitoring, inspecting, handling of violations, and enforcing conservation easements during the year ▶ _____	
7	Amount of expenses incurred in monitoring, inspecting, handling of violations, and enforcing conservation easements during the year ▶ \$ _____	
8	Does each conservation easement reported on line 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

d

☐ Loan or exchange programs

b

☒ Scholarly research

e

☐ Other

c

☒ Preservation for future generations

4

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

5

During the year, did the organization solicit or receive donations of art, historical treasures or other similar assets to be sold to raise funds rather than to be maintained as part of the organization's collection? . . .

☐ Yes

☒ No

Part IV Escrow and Custodial Arrangements.

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

1a

Is the organization an agent, trustee, custodian or other intermediary for contributions or other assets not included on Form 990, Part X?

☐ Yes

☐ No

b

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

c

Beginning balance

d

Additions during the year

e

Distributions during the year

f

Ending balance

	Amount
1c	
1d	
1e	
1f	

2a

Did the organization include an amount on Form 990, Part X, line 21, for escrow or custodial account liability? . . .

☐ Yes

☐ No

b

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

☐

Part V Endowment Funds.

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

	(a) Current year	(b) Prior year	(c) Two years back	(d) Three years back	(e) Four years back
1a Beginning of year balance	64,990,574	60,422,128	73,443,202	63,213,001	62,576,869
b Contributions					
c Net investment earnings, gains, and losses	17,012,799	7,868,446	-9,721,074	13,190,201	3,511,132
d Grants or scholarships					
e Other expenditures for facilities and programs	3,700,000	3,300,000	3,300,000	2,960,000	2,875,000
f Administrative expenses					
g End of year balance	78,303,373	64,990,574	60,422,128	73,443,202	63,213,001

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:

(i) Unrelated organizations

(ii) Related organizations

b

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

	Yes	No
3a(i)		No
3a(ii)		No
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		62,767,156	21,438,362	41,328,794
c Leasehold improvements		0	0	0
d Equipment		49,240,227	38,350,380	10,889,847
e Other		46,445,898	37,067,778	9,378,120
Total. Add lines 1a through 1e. (Column (d) must equal Form 990, Part X, column (B), line 10(c).) . . . ▶				73,107,041

Schedule D (Form 990) 2022

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	0
Total. (Column (b) must equal Form 990, Part X, col.(B) line 25.) ►	0

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	36,815,691
2	Amounts included on line 1 but not on Form 990, Part VIII, line 12:			
a	Net unrealized gains (losses) on investments	2a	13,533,738	
b	Donated services and use of facilities	2b		
c	Recoveries of prior year grants	2c		
d	Other (Describe in Part XIII.)	2d	754,884	
e	Add lines 2a through 2d	2e		14,288,622
3	Subtract line 2e from line 1	3		22,527,069
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		
5	Total revenue. Add lines 3 and 4c. (This must equal Form 990, Part I, line 12.)	5		22,527,069

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	22,456,498
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	754,884	
e	Add lines 2a through 2d	2e		754,884
3	Subtract line 2e from line 1	3		21,701,614
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		
5	Total expenses. Add lines 3 and 4c. (This must equal Form 990, Part I, line 18.)	5		21,701,614

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:	The Center is exempt from federal income tax under Section 501(c)(3) of the Internal Revenue Code. However, income from certain activities not directly related to the Center's tax-exempt purpose is subject to taxation as unrelated business income. In addition, the Center has been classified as an organization other than a private foundation under Section 509(a)(1). 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 XI and XII line 2d	Fundraising expense - \$ 754,884.

Additional Data

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Software ID:

Software Version:

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

- 1 Indicate whether the organization raised funds through any of the following activities. Check all that apply.
- a ☐ Mail solicitations

e ☐ Solicitation of non-government grants

b ☐ Internet and email solicitations

f ☐ Solicitation of government grants

c ☐ Phone solicitations

g ☐ Special fundraising events

d ☐ In-person solicitations
- 2a Did the organization have a written or oral agreement with any individual (including officers, directors, trustees or key employees listed in Form 990, Part VII) or entity in connection with professional fundraising services? ☐ Yes ☐ No
- b If "Yes," list the 10 highest paid individuals or entities (fundraisers) pursuant to agreements under which the fundraiser is to be compensated at least \$5,000 by the organization.

(i) Name and address of individual or entity (fundraiser)	(ii) Activity	(iii) Did fundraiser have custody or control of contributions?		(iv) Gross receipts from activity	(v) Amount paid to (or retained by) fundraiser listed in col. (i)	(vi) Amount paid to (or retained by) organization
		Yes	No			
1						
2						
3						
4						
5						
6						
7						
8						
9						
10						
Total ▶						

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

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

Revenue		(a)Event #1	(b) Event #2	(c)Other events	(d) Total events
		LIBERTY MEDAL (event type)	(event type)	0 (total number)	(add col. (a) through col. (c))
Revenue	1 Gross receipts	1,349,506			1,349,506
	2 Less: Contributions	1,324,756			1,324,756
	3 Gross income (line 1 minus line 2)	24,750			24,750
Direct Expenses	4 Cash prizes	150,000			150,000
	5 Noncash prizes				
	6 Rent/facility costs	370,967			370,967
	7 Food and beverages	174,096			174,096
	8 Entertainment				
	9 Other direct expenses	59,821			59,821
	10 Direct expense summary. Add lines 4 through 9 in column (d) ▶				754,884
	11 Net income summary. Subtract line 10 from line 3, column (d) ▶				-730,134

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

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

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

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

b If "No," explain: _____

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

b If "Yes," explain: _____

11

Does the organization conduct gaming activities with nonmembers?

☐ Yes ☐ No

12

Is the organization a grantor, beneficiary or trustee of a trust or a member of a partnership or other entity formed to administer charitable gaming?

☐ Yes ☐ No

13

Indicate the percentage of gaming activity conducted in:

a	The organization's facility	13a	%
b	An outside facility	13b	%

14

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

Name ▶ -----

Address ▶ -----

15a

Does the organization have a contract with a third party from whom the organization receives gaming revenue?

☐ Yes ☐ No

b

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

c

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

Name ▶ -----

Address ▶ -----

16

Gaming manager information:

Name ▶ -----

Gaming manager compensation ▶ \$ -----

Description of services provided ▶ -----

☐ Director/officer

☐ Employee

☐ Independent contractor

17

Mandatory distributions:

a

Is the organization required under state law to make charitable distributions from the gaming proceeds to retain the state gaming license?

☐ Yes ☐ No

b

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

Part IV

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

Return Reference	Explanation
------------------	-------------

Name of the organization
NATIONAL CONSTITUTION CENTER

Employer identification number
23-2434447

Part I

Questions Regarding Compensation

	Yes	No
1a		
1a Check the appropriate box(es) if the organization provided any of the following to or for a person listed on Form 990, Part VII, Section A, line 1a. Complete Part III to provide any relevant information regarding these items. ☐ First-class or charter travel ☐ Travel for companions ☐ Tax idemnification and gross-up payments ☐ Discretionary spending account ☐ Housing allowance or residence for personal use ☐ Payments for business use of personal residence ☐ Health or social club dues or initiation fees ☐ Personal services (e.g., maid, chauffeur, chef)		
1b		
1b If any of the boxes on Line 1a are checked, did the organization follow a written policy regarding payment or reimbursement or provision of all of the expenses described above? If "No," complete Part III to explain		
2		
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?		
3		
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 ☒ Independent compensation consultant ☐ Form 990 of other organizations ☐ Written employment contract ☒ Compensation survey or study ☒ Approval by the board or compensation committee		
4		
4 During the year, did any person listed on Form 990, Part VII, Section A, line 1a, with respect to the filing organization or a related organization: a Receive a severance payment or change-of-control payment? b Participate in, or receive payment from, a supplemental nonqualified retirement plan? c Participate in, or receive payment from, an equity-based compensation arrangement? If "Yes" to any of lines 4a-c, list the persons and provide the applicable amounts for each item in Part III.		
4a		No
4b		No
4c		No
Only 501(c)(3), 501(c)(4), and 501(c)(29) organizations must complete lines 5-9.		
5		
5 For persons listed on Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the revenues of: a The organization? b Any related organization? If "Yes," on line 5a or 5b, describe in Part III.		
5a		No
5b		No
6		
6 For persons listed on Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the net earnings of: a The organization? b Any related organization? If "Yes," on line 6a or 6b, describe in Part III.		
6a		No
6b		No
7		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.		
8		No
8 Were any amounts reported on Form 990, Part VII, paid or accrued pursuant to a contract that was subject to the initial contract exception described in Regulations section 53.4958-4(a)(3)? If "Yes," describe in Part III.		
9		
9 If "Yes" on line 8, did the organization also follow the rebuttable presumption procedure described in Regulations section 53.4958-6(c)?		

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 and CEO	(i)	608,574	300,000	0	13,200	51,444	973,218	0
	(ii)	0	0	0	0	0	0	0
2 VINCENT STANGO CHIEF OPERATING OFFICER	(i)	285,824	145,000	0	13,200	52,549	496,573	0
	(ii)	0	0	0	0	0	0	0
3 CHRISTINE DONNELLY VP OF FINANCE	(i)	199,969	0	0	7,409	33,944	241,322	0
	(ii)	0	0	0	0	0	0	0
4 TOBY STOCK CHIEF STRATEGY OFFICER	(i)	229,154	0	0	9,522	14,786	253,462	0
	(ii)	0	0	0	0	0	0	0
5 LAUREN SYLLING VP OF DEVELOPMENT	(i)	193,188	0	0	7,874	1,010	202,072	0
	(ii)	0	0	0	0	0	0	0
6 Jen Kniele SR Director of Events	(i)	143,956	29,000	0	6,984	8,081	188,021	0
	(ii)	0	0	0	0	0	0	0
7 ANN STONE VP OF COMMUNICATIONS	(i)	192,425	0	0	7,993	12,235	212,653	0
	(ii)	0	0	0	0	0	0	0
8 THOMAS DONNELLY CHIEF SCHOLAR	(i)	185,214	0	0	7,870	1,043	194,127	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
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Additional Data

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Software Version:

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) Elizabeth Preate Harvey	PARTNER AT DILWORTH PAXSON, LLP & BOARD MEMBER OF NCC	47,246	see part V		No

Part V Supplemental Information

Provide additional information for responses to questions on Schedule L (see instructions).

Return Reference	Explanation
Part IV: BUSINESS TRANSACTIONS INVOLVING INTERESTED PERSONS	ELIZABETH PREATE HARVEY (BOARD MEMBER OF NCC) IS A PARTNER OF DILWORTH PAXSON, LLP WHICH PROVIDED PROFESSIONAL SERVICES TO THE ORGANIZATION FOR THE FISCAL YEAR ENDING SEPTEMBER 30, 2024. SUCH TRANSACTIONS ARE NOT SIGNIFICANT FINANCIAL TRANSACTIONS TO DILWORTH PAXSON LLP.

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NATIONAL CONSTITUTION CENTER

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Part I

Types of Property

	(a) Check if applicable	(b) Number of contributions or items contributed	(c) Noncash contribution amounts reported on Form 990, Part VIII, line 1g	(d) Method of determining noncash contribution amounts
1 Art—Works of art				
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				
Other (DIGITAL ► ADS)	X	1	82,600	FMV
25				
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

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.

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

Cat. No. 51227J

Schedule M (Form 990) (2023)

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

Return Reference	Explanation
SCHEDULE M, PART I, COLUMN (B):	THE NUMBER IN PART I, COLUMN (B) REPRESENTS THE NUMBER OF CONTRIBUTORS.

Additional Data

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Software Version:

Name of the organization NATIONAL CONSTITUTION CENTER	Employer identification number 23-2434447
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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.

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