



2022-2025
Strategic
Plan

YEAR 1
IN REVIEW

Dear Friends and Supporters,

In November 2005, the Muhammad Ali Center (MAC) opened to the public to great excitement and acclaim and in the years since has become so much more than the sum of its parts. It is an educational facility, a tourism venue, a bastion for justice and the place that explores and documents Muhammad Ali's journey and impact on the world. Engaging more than 100,000 visitors annually, the Center is a pillar of the Louisville community. As the Center approaches its 18th year, it has navigated many momentous events, from Muhammad's passing in 2016 to a multiyear pandemic that shuttered its doors for several months. All these events parallel a turbulent time in Louisville that has led to a social justice awakening on a global scale. The Muhammad Ali Center is now at a pivotal time in its history. While it has accomplished so much, our community (both local and global) needs the MAC to step into a more present, purposeful role in helping to shape a more just and compassionate society.

In March 2022, the MAC board authorized the organization to undertake a community-informed strategic planning process to prepare the Center to embark on a new chapter guided by an updated, community-informed vision. The staff and board invested great energy to create a three-year strategic plan informed by the input of nearly 100 community stakeholders. The plan, launched in June 2022, contains four pillars that have guided our activities over the past year and positioned the Center for new opportunities and success leading up to our 20th anniversary.

From board structure to community partnerships, the strategic plan guides all facets of how the organization works from day to day. We have accomplished much during our first year of this plan, and we are excited to share with you the progress we've made.



Marilyn Jackson
President & CEO



Lonnie Ali
Co-Founder

Bennie Ivory
Board Chair



Vision

A just and compassionate world where all people can reach their greatness.



Mission

Mobilize Muhammad Ali's legacy to foster respect, inspire generations of changemakers and advance social justice.



Core Principles

Conviction
Respect
Confidence
Giving
Dedication
Spirituality

1

Ensure the legacy of Muhammad Ali lives on for generations by establishing the financial sustainability of the Center via an annual operating budget of \$6MM

OBJECTIVES:

- ✂ Build a fully functional development department that can raise \$3.5MM annually
- ✂ Grow corporate giving to \$1.25MM annually
- ✂ Grow individual giving, from a diverse set of donors, to \$1.25MM annually
- ✂ Grow foundation giving to \$1MM annually
- ✂ Lay the groundwork for the launch of a 20th anniversary capital campaign that will support the optimization of our physical space
- ✂ Leverage the Muhammad Ali Humanitarian Awards as the Center's signature annual fundraising event with a global audience and impact securing revenues of \$1MM
- ✂ Optimize visitor services and grow earned revenue to \$2.5MM annually by leveraging marketing and analytics

2

Center our work in advancing racial and social justice, informed by Muhammad Ali's life, legacy and pursuit of greatness

OBJECTIVES:

- ✂ Refine programming, exhibits, experiences and strategic partnerships to focus on racial and social justice and establish the "Muhammad Ali Center for Humanity and Justice"
- ✂ Create and conduct a community needs assessment that includes youth perspectives and develop and implement a community engagement strategy
- ✂ Establish and boldly express the Center's voice, perspective and stance on racial and social justice issues
- ✂ Identify opportunities and create a plan for scaling programming nationally and globally

3

Ensure our physical space is optimized to create a best-in-class venue that attracts visitors and inspires its visitors through compelling storytelling

OBJECTIVES:

- ✂ Develop and implement a facility management plan
- ✂ Bring collection and repository up to current museum best practices and position the Muhammad Ali Center to set the standard in the future
- ✂ Develop a plan and budget to overhaul our permanent exhibits to ensure they offer a premier experiential learning environment to continue to inspire greatness in generations to come

4

Unlock the power of our people

OBJECTIVES:

- ✂ Optimize and mobilize the board to execute the strategic plan and advance our mission
- ✂ Determine a path forward for Muhammad Ali's family's engagement with the Center
- ✂ Establish and implement a talent recruitment, retention, and culture plan

1

Ensure the legacy of Muhammad Ali lives on for generations by establishing the financial sustainability of the Center via an annual operating budget of \$6MM

Over its first 17 years of operations, MAC has experienced inconsistent funding, which has limited the Center's ability to maintain its building and execute on its programming and mission at the level of Greatness that should be expected of an institution that bears Muhammad Ali's name. Thus, the first pillar of this strategic plan focuses on securing the Center's ongoing viability by achieving financial sustainability. As a nonprofit organization, the Center relies on a mix of earned and contributed revenue; the strategic plan addresses both.



To drive contributed revenue, the first key objective was to build out a fully functional development department—something the Center has not had in the past. We began by hiring an outstanding fundraising professional with years of experience in this community, and paired her with a development manager, grants consultant, and data quality intern. This team has rapidly stood up a full fundraising regime, relaunching both individual and corporate membership benefit programs, including the founding of the Alberta O. Jones Society, a membership program for donors giving \$1,000+ annually. This giving community is named in honor of the civil rights icon, Kentucky's first Black female attorney, who negotiated Muhammad's first professional contract, helping to catapult him to success in the boxing world and informing his lifelong activism and service to others. Through these membership programs, this team has created new giving incentives and developed new ways for donors to engage with one another while experiencing the impact of their contribution and enjoying all the Center has to offer.

At the same time, the Center has worked to drive earned revenue through increased admissions and retail sales. We are on pace to achieve a ten percent year over year increase in attendance and have invested in new partnerships to drive growth in our gift shop. Retail sales are likewise budgeted for an increase of more than ten percent, and we are confident these revenue centers will outperform their 2023 budget objectives.

Through the generosity of our donors and community, MAC was able to invest in facility upgrades, restore staffing levels to pre-Covid operations, and re-launch and revitalize our hallmark programs such as Daughters of Greatness, Muhammad Ali Center Council of Students, and our annual Muhammad Ali Humanitarian Awards.

We closed 2022 with a budget surplus, which has allowed us to begin 2023 in a position of strength. To continue our work on financial sustainability the Center will work with Catapult Now LLC to develop a sustainable fund strategy that will be implemented at the staff and board level.

2

Center our work in advancing racial and social justice, informed by Muhammad Ali's life, legacy and pursuit of greatness

While collecting feedback from nearly 100 stakeholders for the strategic plan, there was one comment that resonated most profoundly: “The Muhammad Ali Center should be the heartbeat of racial and social justice in Louisville....” It was simple, clear, and compelling and it encompassed who Muhammad was as a fighter – both inside and outside of the ring. Muhammad Ali was a unifying force with the ability to speak loudly about injustices that divide us, while bringing people together. His Center should be the same. During the first year of our Strategic Plan, the MAC:

- Continued to celebrate the life and legacy of Muhammad Ali as a community builder, a peacemaker and activist through three signature events. In November 2022, we held the ninth annual **Muhammad Ali Humanitarian Awards** honoring Dr. Anthony Fauci, Mrs. Alice Houston, World Food Kitchen, and six Core Principle Awardees who are young adults doing phenomenal things around the world. In 2023, we celebrated Muhammad's birthday on July 16 and the Martin Luther King, Jr. holiday by creating a community free day which welcomed more than 1,500 Louisvillians to the Center for array of activities and discussions. On June 3, we officially kicked off the eighth annual Ali Festival commemorating Muhammad's passing with a week of discussions, concerts, and family events in the Center and around the city.
- Continued to build our **Youth Programs** to inspire the next generation of changemakers by offering a variety of programming options designed to help young people realize their own personal Greatness. Our youth programs are celebrating 20 years and engage more than 1000 young people annually.



- Relunched our **Daughters of Greatness** program honoring a mix of local, national, and international women who carry forward Muhammad's torch and advance social justice in their fields. On June 2 we inducted our sixtieth Daughter of Greatness.
- Founded the **Association for Teaching Black History in Kentucky** in partnership with Berea College, Kentucky State University, and the Thomas D. Clark Foundation, helping to recover the social, historical, and cultural contributions of Black Kentuckians and to make these materials readily available to teachers in the Commonwealth, promoting quality K-12 instruction in history.
- Developed a free day program to decrease barriers to access. The Center now offers several free-admission days throughout the year. This year, the Center has welcomed more than 6,000 visitors through our **Community Days program**, with another community day coming in the fall. Additionally, in 2023, the Center will be offering blocks of free admission tickets throughout the year to local nonprofits serving youth.
- Continued to grow our **Diversity, Equity, Inclusion, and Antiracism (DEIA) workshops** and professional development sessions for individuals and organizations working to build equity and positive social change.

In May, we were awarded a grant to expand the diversity-focused curriculum and program we co-developed with Hanover College. Our initial findings show that our curriculum is fostering a more inclusive campus at Hanover, and this grant is an opportunity to take those results to scale, delivering this program to other colleges and universities around Kentuckiana.

- Developed a new website and **digital Learning Hub**, set to launch in August 2023. The new Alicenter.org will serve as an online source to learn about Ali's life and legacy, housing a library of curricula and educational resources designed to inspire and educate students of all ages, providing them with an in-depth understanding of Ali's remarkable achievements and his impact on society. All resources will be available for free to educators globally.
- To fully embrace our work under Pillar 2 and develop the internal capacity of our team to advance racial justice in our community and beyond the Ali Center has engaged the **Racial Healing Project (RHP)**. RHP is a consultancy dedicated to helping groups, businesses, and organizations to identify, contextualize, and resolve inequitable outcomes that are rooted in our history and based on harmful beliefs about race that divide and diminish all of us.

3

Ensure our physical space is optimized to create a best-in-class venue that attracts visitors and inspires its visitors through compelling storytelling

The Ali Center is many things to the many people we serve, but we are foremost a place where the world can share in Muhammad’s legacy and our community can gather during our most important moments. Through the strategic planning process, stakeholders agreed that the MAC must prioritize stewarding and optimizing our building and its collections, some of which are beginning to show wear. In June 2023, the Center received a significant capital investment of \$1M from Mayor Craig Greenberg and Louisville Metro Government to replace our escalator, which is meant to begin the visitor’s experience, but has not functioned since 2019. This transformative gift will restore and revitalize a core element of our building.

To further guide our building optimization efforts, the Center has partnered with the American Association of Museums, the field’s accrediting organization, to produce a Collections and Preservation assessment, or CAP. This in-depth review of our museum building and our work conserving the important artifacts entrusted to our care left no stone unturned.



The lead CAP assessor celebrated the architectural importance of the Center and recommended that we immediately pursue recognition on the National Historic Register. She further emphasized the importance of caring for our building, noting that it should not be considered merely a place to house Muhammad’s artifacts and

tell his story, but rather an artifact itself and the embodiment of Muhammad’s principles.

Additionally, the CAP assessors made recommendations to enhance the Center’s Preservation Plan and strengthen the governing, planning, and maintenance of our collections. The resulting CAP report will be used to create a comprehensive facility maintenance plan and will inform future upgrades to the permanent exhibitions to ensure that the Center remains a premier cultural institution for generations to come.

4

Unlock the power of our people

An organization can only be as great as the people who embody it and pursue its mission. To build a stronger team, the Ali Center has engaged Catapult Now LLC, a consulting firm that specializes in strengthening nonprofit organizations at both the board and staff levels. Led by Marta Miranda-Straub, for the past five months Catapult Now has been instrumental in activating the complex cultural shifts we are pursuing. Through sometimes difficult – or, as Marta would say, courageous – conversations, Center staff are growing closer, more honest, and better aligned to our mission and work every day. The Center is finishing Phase 1 of this capacity-building work, which has primarily focused on the staff with specific emphasis on the leadership team. Phase II will involve building capacity and strengthening the MAC board.

Additionally, MAC is working to purposefully engage Muhammad’s family. Muhammad was father to nine children and was instrumental in raising his nieces and nephews. The Center wants to ensure that his family has opportunities to engage with the MAC’s mission and to be part of stewarding their father and uncle’s legacy. Guided by advice from several family-owned (but not operated) companies, the Center entered into a dialogue with each of Muhammad’s children and has embarked upon a plan to make sure that they are welcomed, informed, and engaged in the years to come.



FINANCIAL STATEMENTS

2022

ASSETS (in thousands)

Cash and cash equivalents	\$2,962.8
Investments	1,866.6
Accounts/pledges receivable	76.3
Prepaid expenses and other assets	4,862.0
Building, Improvements and Equipment	21,547.9
TOTAL ASSETS	\$31,315.6

LIABILITIES AND NET ASSETS (in thousands)

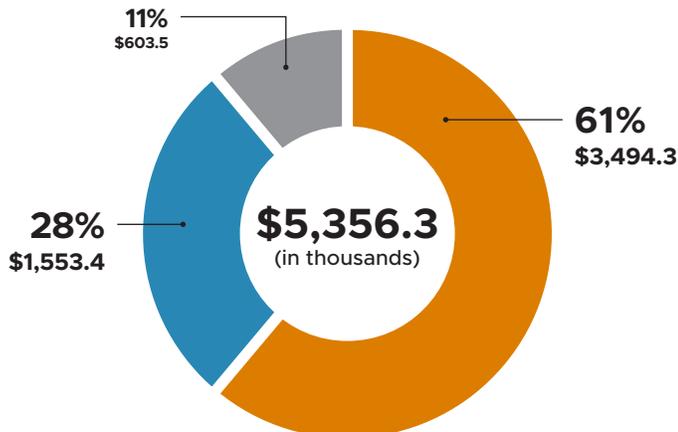
Liabilities

Accounts payable and accrued expenses	\$329.4
Deferred revenue	55.3
Without donor restrictions	28,938.6
With temporary restrictions	125.7
With donor restrictions	1,866.6
Total Liabilities	384.6
TOTAL LIABILITIES AND NET ASSETS	\$31,315.6

2022 REVENUE

(in thousands)

- Membership and Fundraising **\$3,494.3**
- Admissions, Retail, and Venue Rentals **\$1,553.4**
- Other **\$603.5**



2022 EXPENSES

(in thousands)

- Management and General **\$2,929.1**
- Program Services **\$2,060.6**
- Fundraising **\$138.4**

