2010 - 2011 Progress Report

“If there is no struggle, there is no progress. Those who profess to favor freedom, and yet depreciate agitation, are men who want crops without plowing up the ground. They want rain without thunder and lightning. They want the ocean without the awful roar of its many waters. This struggle may be a moral one; or it may be a physical one; or it may be both moral and physical; but it must be a struggle.”

-Frederick Douglass

National Underground Railroad Freedom Center

There is a spark within each of us, Fan the Flame
"For to be free is not merely to cast off one's chains, but to live in a way that respects and enhances the freedom of others."

-Nelson Mandela

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On behalf of everyone at the National Underground Railroad Freedom Center, I am pleased to share with you this report detailing the progress, successes and highlights of an institution recognized and respected world over. Very few institutions have the privilege of meaning so much to so many.

The banks of the Ohio River are alive with the spirit of freedom - those courageous souls who banded together to ensure the freedom of others and to abolish slavery for good. The people of this region are proud of their heritage as freedom conductors, and rightfully so. The Freedom Center is a lasting preservation of this great American spirit. But the Freedom Center is also a modern day beacon, shedding light on contemporary issues and signaling to the world that the struggle continues.

As a center of education, a safe haven for critical and sometimes difficult dialogue and inspiration to all who visit, the National Underground Railroad Freedom Center offers hope to a world in which so many are yet to be truly free. Every visitor, donor and volunteer help to make the Freedom Center the valuable resource it is. For this reason, it is with gratitude and respect that we share with you these highlights.

Sincerely,

Kim A. Robinson
President & CEO

Overview

- Is beautifully divided into three main pavilions, representing Courage, Cooperation and Perseverance - the core values of the Freedom Center.
- Celebrates heroes - from every background - who have participated in the struggle for freedom.
- Is home to Invisible: Slavery Today, the world's first and only permanent museum-quality exhibition on contemporary slavery and human trafficking; and, also has a section of the Berlin Wall permanently installed.

Freedom Center Accomplishments

- Has hosted more than 1 million visitors since opening in 2004.
- Nationwide, more than 1.3 million students are reached annually through Distance Learning Programs.
- Has been visited by members of the U.S. State Department escorting more than 1,000 representatives of foreign governments.
- Has presented the prestigious International Freedom Conductor Award to Rosa Parks, Archbishop Desmond Tutu, Dorothy Height, The Robert F. Kennedy Memorial Center for Human Rights, former Presidents George H.W. Bush and Bill Clinton and, most recently, His Holiness the 14th Dalai Lama.
- Through the generous support of individual and corporate donors and foundations, as well as local, state and federal grants, the Freedom Center is a debt-free institution.
- Is governed by a board of more than 30 members, with strong local and national representation.
“The National Underground Railroad Freedom Center is fascinating, sobering and, most of all, a significant educational experience.”

- Visitor

VISITORS ARE TALKING

“As an educator, I wish all of the students in our country could visit and learn about the Freedom Center. It was an excellent experience.”

“To visit this museum is to understand how we have come to where we are now. How we have treated each other as human beings over the course of history is paramount to understanding our continuing struggles today as a society, nation and planet. It is all of our responsibility to learn, teach and pass on our history to everyone and every generation so that freedom and liberty may reign supreme.”

“Engaging re-enactments, excellent art and recreations, exciting visuals, student- friendly information and an amazing and knowledgeable tour guide.”

“I’ve been to my fair share of museums, but have never been moved like I was at The Freedom Center.”
“The exhibits were well-designed and used multiple media: film, art, audio, artifacts, photographs, etc. to communicate and educate. I certainly left with a deeper understanding of the blight of slavery in US history as well as the forms of slavery that hold millions of people in bondage still today.”

-Visitor

VISITORS ARE TALKING

“This has been the best tour ever. I learned about the respect and love of mankind of those who made the Underground Railroad possible and the courage of all who were involved.”

“Let us, who are lucky enough, never take for granted the freedom and liberty we have. And let’s not be complacent or naive. The subjugation of people on an individual and collective basis is still, tragically, widespread. Thank you, Freedom Center, for reminding us.”

“I’ve never experienced anything like this and my children were fascinated and touched by it all, especially the modern day slavery exhibit. It’s disturbing and you can’t help but feel that you need to do something about it.”

“Great job! This is my fourth year coming here and each time I learn new things! Students were interested and engaged.”
“The National Underground Railroad Freedom Center is an important, national icon in our community that helps us recognize freedom's heroes including honoring the legacy of the Rev. Dr. Martin Luther King.”

- Kay Geiger, PNC Bank Regional President, Greater Cincinnati & NKY

COMMUNITY OUTREACH

The Freedom Center serves to educate, inspire and empower children and those who teach them. Nearly 50,000 students annually visit the Freedom Center and participate in Schooled on Freedom*, an experiential learning program designed to reinforce classroom curriculum and meet state curriculum requirements. Both the Cincinnati and Columbus (Ohio) public school systems have incorporated “Schooled on Freedom” into their curriculum. After visiting the Freedom Center, 95% of students surveyed indicated their visit inspired them to fight for freedom. Among the educators, 96% rated their visit positively.

Through our Digital Backpack program, high school students are given the opportunity to think about what freedom means to them. Divided into teams of four, each team of students uses the tools in its Digital Backpack – a digital camera, camcorder, tripod and laptop – to document its definition of freedom. Students then set about writing a script, capturing images and recording voiceovers to create their individual documentary films on “What Freedom Means to Me.”

The educational reach of the Freedom Center extends far beyond its walls. Annually, 1.3 million students are able to experience the Freedom Center through a unique and powerful digital learning experience. And, the potential exists to reach a total of 30 million. Our digital content is utilized by Chicago and Baltimore public schools and in select suburban Atlanta school districts. Through the University of Cincinnati, the Freedom Center is also able to offer college courses. All of this digital outreach serves to stimulate learning and activism.

When it comes to hosting a private event, few venues can rival the Freedom Center. Overlooking the Ohio River and the beautiful Roebling Suspension Bridge, the Freedom Center continues to be one of the city’s most sought-after locations for weddings, fundraisers, corporate functions, conferences and conventions.

* Schooled on Freedom is sponsored, in part, by: Charles H. Dater Foundation, The Woodward Trust, Target, W.K. Kellogg Foundations and The Ohio Lottery
& ENGAGEMENT

PNC Sponsorship Enhances Black History Month

The programming at the Freedom Center during Black History Month continues to attract and inspire thousands. Through a strong partnership with and generous sponsorship by PNC, the Freedom Center welcomed record numbers to the Freedom Center. The museum was free and open to the public on Martin Luther King, Jr. Day and on each Wednesday throughout the month of February. Award-winning and multi-faceted journalist Roland S. Martin presented a lecture on the historical context of civil rights; how the vestiges of these struggles manifest themselves today; and, the steps we can all take today to further the cause of freedom.

PNC also sponsored several Saturday activities for children and families throughout Black History Month.

Kappa Freedom Walk

In October 2010, the Kappa Alpha Psi Fraternity at Miami University completed a 40-mile Freedom Walk to raise funds for the Freedom Center and awareness for the Underground Railroad’s heroes.

The route crossed the Ohio River into Cincinnati and proceeded to Oxford, Ohio and passed known Underground Railroad safe houses and important historical points of interest, including grave sites of prominent Underground Railroad conductors.

Kappa Alpha Psi Chapter President Donovan Potter announced that the Freedom Walk raised $7,000 on behalf of the Freedom Center, exceeding the students’ goal by more than 40 percent. The funds were donated to support the Freedom Center’s educational efforts, including the wide array of exhibitions that chronicle heroic stories of courage in the pursuit of freedom and thought-provoking programs beyond the Freedom Center’s physical walls — those programs that inspire individuals to champion freedom in their communities and help end contemporary slavery.

“The awareness you have brought to the Freedom Center; to the heroes who have fought for freedom; and, for the global issue of human rights is astounding,” said CEO Kim Robinson. “You gentlemen should be very proud of what you have begun and the legacies each of you will leave.”

The Fisk Jubilee Singers performed at the Freedom Center courtesy of PNC’s Sponsorship
Exhibitions & programs integrate our mission and core principles - courage, cooperation and perseverance - to promote heightened awareness, deepened education and enthusiastic advocacy as a foundation for our guest experience. We strive to inspire action as visitors make relevant connections between past, present & future.

EXHIBITIONS

Without Sanctuary: Lynching Photography in America is the most provocative, and largest attended exhibition the Freedom Center has hosted since opening in 2004. The images of Without Sanctuary depicted the brutal murders by lynching of thousands of individuals in the United States. The victims were white, black, old and young, men and women, Jews, gentiles, immigrants and aliens with as many as 4,000 slain at the hands of violence between 1882 and 1968. The Freedom Center successfully fulfilled its project mission to look back at a violent period of American history, bear witness to the atrocities that occurred and keep watch over those without sanctuary today.

Textural Rhythms united the two most well known and popular artistic forms in African American culture—jazz and quilts. The exhibition included work from some of America’s best known African American quilters such as Michael Cummings, Ed Johnetta Miller, Tina Brewer, and Jim Smoote. Just as the varied styles of jazz cause listeners to respond differently, the quilts of Textural Rhythms persuaded us to salute the bonding of jazz and quilts in a distinguished combination of cultural tradition, sophistication, and panache. Regardless of technique, these quilt artists have harnessed in cloth, the spirit of jazz through meticulous reflections of the souls of jazz folk and the music that sways us.

The Enemy Within, an International Spy Museum exhibition, revealed nine major events and periods in history when America was threatened by enemies within its borders. The exhibition depicted how the government and public responded, illustrating the corresponding evolution of the U.S. counterintelligence and homeland security efforts, and examining the challenge of securing the nation without compromising the civil liberties upon which it was founded. The Enemy Within emphasized that those we once considered enemies might look different if we reviewed the context. The Freedom Center encouraged visitors to reflect on social justice issues and how we currently perceive “the other.”

Let Your Motto Be Resistance: African American Portraits highlighted individuals whose passion, determination and talent played an influential role in shaping notions of race and status over the past 150 years. Through the selected photographs of photography historian and guest curator Deborah Willis, the diversity of creative and courageous ways in which African Americans resisted, accommodated, redefined and struggled through American history.

Exhibitions and educational programming are generously funded by the U.S. Department of Education Underground Railroad Cultural and Educational Program.
In 1957, Carlotta Walls LaNier was the youngest member of the Little Rock Nine. Ms. LaNier shared her experiences of being among those brave students who, determined to receive a good education, integrated Little Rock's Central High School. She also spoke about the current state of our nation's educational system and whether it is living up to the historic 1954 Supreme Court ruling of Brown v. Board of Education.

PROGRAMS

National Youth Summit: Freedom Riders

Students from across the country — 300 of whom were seated in the Harriet Tubman Theater — were joined together for a National Youth Summit on the Freedom Rides and activism. In Washington, D.C., Freedom Rides veterans Congressman John Lewis, D-GA, Diane Nash, Jim Zwerg, and Reverend Samuel Lawson shared the stories of how they became involved in the Freedom Rides and how their lives were affected. They were joined by filmmaker Stanley Nelson and scholar Raymond Arsenault to discuss the meaning of the Freedom Rides and the role of young people in shaping America's past and future. The Freedom Center was one of five Smithsonian Affiliate museums hosting remote members of the Summit audience.

Erin Gruwell & the Freedom Writers

The Freedom Writers story, which became a bestselling book and a blockbuster film, began with a classroom of “at-risk” high school students in Long Beach, CA, in the 1990s. From their successes, Erin Gruwell and her students went on to form the non-profit Freedom Writers Foundation. In May, a group of renowned educators and authors joined Erin Gruwell in speaking with hundreds of students and educators throughout Cincinnati, focused around the launch of the “Teaching Hope” social justice project, a new Cincinnati initiative among educators and community partners. The day’s events at schools and universities culminated with an evening celebration at the Freedom Center with Gruwell and two of the original “Freedom Writers.”

Freedom Riders Film Viewing

The Freedom Center hosted a preview of Stanley Nelson’s Freedom Riders, the first feature-length documentary to tell the story of this courageous band of civil rights activists who risked death by daring to defy the laws of Jim Crow in the Deep South in 1961. Freedom Riders featured testimony from a fascinating cast of central characters: the Riders themselves, state and federal government officials and journalists who witnessed the Rides first-hand. Following the film, guests heard from Freedom Riders Betty Daniels Rosemond, who participated as a 22-year-old New Orleans college student; and, Dr. David Fankhauser, who was a 19-year-old Central State University student who spent 42 days in a Mississippi jail for not leaving a black-only Trailways waiting room in Jackson, Mississippi.

Ilyasah Shabazz & Prince Among Slaves

In collaboration with BRIDGES for a Just Community and the Islamic Center of Greater Cincinnati, the Freedom Center presented Prince Among Slaves. This unique documentary film told the story of Abdul Rahman Sori, a young African prince who fell from a life of power and privilege into enslavement in the American South. Following the film, Ilyasah Shabazz addressed the audience. The daughter of Malcolm X and Dr. Betty Shabazz, Ilyasah Shabazz is an author, activist and lecturer dedicated to preserving the Shabazz family legacy of service to humanity.
While the National Underground Railroad Freedom Center is known locally, nationally and internationally as an institution dedicated to telling the historic story of the heroes of the Underground Railroad, it continues to attract attention as so much more. On an ever-growing global scale, the Freedom Center has become well recognized for its mission and the powerful messages it delivers.

GLOBAL VISIBILITY

The National Underground Railroad Freedom Center is recognized internationally as both a museum of ideas and a site of conscience; and nationally as a museum of American history and a museum of African American history. It serves as local, national and international educational resource and a center for dialogue, playing a vital role in the US Department of State programs to educate representatives of emerging democracies about the democratic process. And, of course, on the local level, to Cincinnatians who take pride in their heritage, the Freedom Center is an ongoing reminder of the region’s long history of ensuring freedoms and human rights for all.

**Invisible: Slavery Today**

In October 2010, the Freedom Center opened *Invisible: Slavery Today*, the world’s first and (to date) only museum-quality permanent exhibition dedicated to contemporary slavery and human trafficking. Created in collaboration with Free the Slaves, GoodWeave, International Justice Mission and Polaris, the exhibition occupies 4,000 square feet in the Lois and Richard Rosenthal Gallery of Contemporary Slavery and illustrates the many forms of modern-day bondage: forced labor, bonded indenture, child slavery, sex trafficking and domestic servitude.

**U.S. State Department Visitors**

Each year, nearly 200 international visitors, as guests of the U.S. Department of State, visit the National Underground Railroad Freedom Center. Since 2004, more than 1,000 international visitors have come to the Freedom Center through the State Department’s International Visitor Leadership Program.

Through the exhibits, programs and dialogue of the Freedom Center, international visitors obtain an in-depth look at the 300-year development of American democracy. They also learn about the ongoing issues and challenges of any democratic society, that democracy must always be defended and freedoms continually renewed.

Always of interest to these international visitors is the global issue of contemporary slavery and human trafficking — as illustrated through the Freedom Center’s *Invisible: Slavery Today*. They are appreciative of the level of awareness it brings to the issues of UnFreedom and of the opportunities to commit themselves to these ongoing struggles.
“Not only in the past, but also today we have the exploitation of human beings. We must do something. So I’m very happy for this organization, totally dedicated to those helpless people.”

- His Holiness, the 14th Dalai Lama

GLOBAL VISIBILITY

IFCA to His Holiness, the 14th Dalai Lama

His Holiness, the 14th Dalai Lama appeared before a crowd of 1,300 at the Duke Energy Convention Center to receive the Freedom Center’s International Freedom Conductor Award. The 2010 IFCA Awards Luncheon was presented by the Joseph J. Schott Foundation and co-chaired by Francie Hiltz, Melody Sawyer Richardson and Lillian Jones.

His Holiness graciously received the award in recognition of his tireless efforts on behalf of the people of Tibet and his life-long advocacy of freedom and peace for all people. He spoke about the importance of trust and cooperation in bringing an end to human suffering throughout the world. He was clearly moved after touring Invisible: Slavery Today, as indicated by his comments, “Not only in the past, but also today we have the exploitation of human beings. We must do something. So I’m very happy for this organization, totally dedicated to those helpless people.”

“It was an honor to welcome one of the world’s most revered spiritual leaders, His Holiness the 14th Dalai Lama, to our great city. It was an experience to witness his message that world peace begins with one’s self - we must first find our own inner peace, tranquility and morality.”

- Board Member, Francie Hiltz
Slavery is one of humanity’s oldest and cruelest institutions. Even more sadly, it has continued to evolve over time, taking on different forms throughout history, and surviving well into today’s global economy.

“LEST HISTORY

In simple, economic terms, those enslaved today are very low-cost investments with an extremely high rate of return. Today, as with historic chattel slavery, human beings are seen not as individuals, but as property to be invested in and profited from. For example, those enslaved in the U.S. Antebellum South cost, in today’s terms, around $40,000 each. Today, however, an individual can be purchased for approximately $90. This is simply the result of the number of slaves available in today’s market. While legal ownership of individuals no longer continues, there does exist an ugly and illegitimate contract keeping people enslaved.

Did You Know?

- In 1863, President Abraham Lincoln signed the Emancipation Proclamation eradicating slavery, yet more than one million people are enslaved in the U.S. today.
- Two million children are bought and sold in the global commercial sex trade
- The average age of entry into commercial sex slavery in the United States is 13 years old
- The global sex slavery market generates $32 billion in profits each year
- Every 10 minutes, a woman or child is trafficked into the United States for forced labor
- Most “johns” are quite ordinary: 70-90% are married, and most are employed with no criminal record
- 76% of transactions for sex with underage girls are conducted via the internet
- The U.S. government spends 300 times more money per year to fight drug trafficking than it does to fight human trafficking
- Approximately 55% of girls living on the streets in the United States engage in commercial sex slavery.
REPEAT ITSELF

The Freedom Center is proud to be on the forefront of not only creating awareness of this modern day scourge, but also of the historic platform on which we have built our permanent exhibition, Invisible: Slavery Today. By connecting the historic to the contemporary, we educate, enlighten and inspire “lest history repeat itself.”

Numerous non-governmental organizations have developed throughout the U.S. and around the world, organizations such as Polaris Project, Free the Slaves, International Justice Mission and GoodWeave. Individual states are now creating arms of their law enforcement agencies to focus attention on human trafficking. The U.S. Department of State’s Office to Monitor and Combat Trafficking in Persons produces the most comprehensive world-wide report on the efforts of governments to combat severe forms of trafficking in persons. Its findings increase global awareness and spur countries to take effective actions against trafficking in persons.

Check out what visitors are saying about Invisible: Slavery Today:

“This exhibit was very moving; as a teenage girl it made me much more willing to listen when my parents tell me not to do certain things.” — Emily

“You guys have given me a lot to think about. I have learned a lot of things that I never knew about. THANK YOU.” — Jensen

“Beautiful museum. It was interesting to not only be made aware of slavery in the past, but also in the present.” — Chelsea

“After learning about modern slavery 2 years ago, I have worked to educate students at my college by creating a club to raise money.” — Alyssa

“Honest and open discussion is the first step. We cannot continue to avoid an issue that is still prevalent today.” — Christel
The Freedom Center recognizes the importance of creating strong community and regional partnerships. As these partnerships are expanded and strengthened, that strength is carried forward into the greater community. In the struggle for freedom, it is the courage, the cooperation and the perseverance that matter.

**Strategic Partnerships**

**The City of Cincinnati**

The Freedom Center has fostered strong partnerships throughout the City of Cincinnati. The Freedom Center is an integral part of The Banks Project and is excited to welcome new neighbors to the riverfront. We work closely with City Council, Cincinnati USA, the Convention and Visitors Bureau, Department of Tourism, Hispanic and African American Chambers of Commerce, as well as community service organizations and area non-profits. Working in tandem with the community at large, we can collectively help overcome today's UnFreedoms: Racism, Illiteracy, Genocide, Hunger, Tyranny and Slavery (RIGHTS). All of these city-wide collaborations serve to strengthen our great city and the region.

**The Ohio State University**

Having formed a strategic partnership with The Ohio State University, the Freedom Center and the University have worked to launch several new initiatives. Through an ongoing OSU program, students from Columbus, Ohio (home of OSU) are visiting the Freedom Center where the students are introduced to significant African American history, as well as contemporary issues. The goal of the program, designed for students ranging from 15 to 18 years, is to instill cultural awareness and expose them to the history and contemporary issues displayed throughout the museum.

More than 40 Columbus principals are also visiting the Freedom Center to conduct a focused study of the significance of African American history and contemporary issues.

**Munich Sister City Association**

Freedom Center and the City of Cincinnati, on July 3, 2010, dedicated a section of the Berlin Wall, permanently installed on the banks of the Ohio River where so many took their first steps to freedom. The words expressed at the dedication, written on a plaque on the Wall, beautifully describe its significance:

The National Underground Railroad Freedom Center stands as a beacon in the world, inspiring courage, cooperation and perseverance in all global citizens. The City of Cincinnati and the Munich Sister Cities Association in celebration of the 20th anniversary of the relationship between Munich and Cincinnati, worked with the Freedom Center to commemorate the past while committing to a future where freedom is a basic right. Through the 2010 installation of Cincinnati’s segment of the Berlin Wall, we bear witness to this symbol of the ultimate triumph of the human spirit.

Berlin Wall Partnership:
National Underground Railroad Freedom Center
Munich Sister City Association
City of Cincinnati
Cincinnati Mayor Mark Mallory
Cincinnati USA Sister City Association
Berlin Regierender Bürgermeister Klaus Wowereit
Munich Oberbürgermeister Christian Ude
Honorary Consul of Germany Richard E. Schade
Young women who participate in Every Child Succeeds

STRENGTHEN COMMUNITY

STEER

The Freedom Center, in partnership with the University of Cincinnati, Strive and Procter and Gamble, began an initiative to increase the retention and graduation rates of African American students at the University of Cincinnati.

Striving to Transform, Enrich, Empower and Reward (STEER) will engage students in their second year at UC, a time when first-year services begin to wane and students are most likely to leave university. Without a strong support system, navigating through the academic and financial aid intricacies of a major university can be overwhelming. In keeping with its strong commitment to giving back to the community, Cincinnati’s Procter and Gamble has coordinated members of the corporation’s management to serve as mentors to the students of STEER. The Freedom Center will offer immersion experiences for the students and their P&G mentors.

“I know from personal experience that it only takes one person to make a life-changing impact in a student’s life,” said University of Cincinnati President Greg Williams. “That is exactly what STEER is all about – matching mentors who are willing to make that difference to students who may not have other role models, guiding them through a successful college experience to graduation. This program will create a better future, one person at a time.”

Toyota’s Freedom Legacy Program & Every Child Succeeds

Every Child Succeeds (ECS) is a Cincinnati non-profit seeking to support parents of under-served children from birth to Age 3. Through generous support from Toyota, mothers and fathers participating in ECS will attend Freedom Center programming specifically designed to inspire these young parents with the spirit of courage, cooperation and perseverance demonstrated by those brave men and women of the Underground Railroad.

A few statistics regarding the participants: 98% are unmarried, 99% are low income, 83% have other social challenges and 35% are younger than 18 years old. We have a great opportunity to make a real difference in their lives and they are excited, eager and willing to learn.

After visiting the Freedom Center, one young mother stated, “I am so inspired by what my ancestors went through. If they were able to overcome such horrible things, then I know I can overcome too.”

WCET

Cincinnati’s public television station, WCET is a strong media partner for the Freedom Center. WCET and the Freedom Center co-hosted the wonderful preview of “Freedom Riders” in the filled-to-capacity Harriet Tubman Theater. This evening gave guests a sneak preview of this first-ever documentary on those brave CORE students and provided the opportunity to hear first-hand from Freedom Riders Betty Daniels Rosemond and Dr. David Fankhauser.
Freedom is fragile. It takes courage, cooperation and perseverance to maintain freedom for all. Financial gifts to the Freedom Center help us provide programs to combat slavery today, educate people about past struggles for freedom and provide exhibits, programs, and timely information that inspire us all to continue the struggle to free those still in bondage around the world. You can make a difference.

**FACTS & FIGURES**

**January 2010 - September 2011 Year-to-Date**  
**Total Operating Expenses**  
$10,351,140

**January 2010 - September 2011 Year-to-Date**  
**Total Operating Revenue**  
$10,638,722
Financial Review

Fiscal year 2010 through September 30, 2011 has been a financially challenging but most successful period as we withstood the economic impact of the soft economy and kept daily operating expenses in line with revenues during the period. Importantly, we were heartened by the incredible outpouring of support from our community.

Total operating revenue (including endowment gifts) generated was $10,638,772. Total operating expenses during this period was $10,351,140 (excluding depreciation and in-kind contributions). Fiscal year 2011 operating costs are trending below fiscal year-to-date 2010 expenses incurred due to various business realignment measures (i.e., custodial services, energy consumptions, staff and professional support, equipment and maintenance, security, etc.).

From a fundraising perspective, the highlights during the period were contributions received from the MLK Breakfast, Every Child Succeeds, Freedom Center Business Collaborative, and the Kellogg and Skirball Foundations. Another fund raising highlight was Dick and Lois Rosenthal’s $260,000 gift to build the Invisible: Slavery Today exhibit. The Center was also awarded an $850,000 grant from the Ohio Cultural Facilities Commission. Total contributions were up over the previous year, and most importantly, the Freedom Center $1,000,000 endowment, which was begun last year, has increased with interest earnings and additional giving totaling $524,425.

2012 Financial Forecast

Fiscal year 2012 projected operating budget for the Freedom Center is roughly $5.0 million. The Private, Corporate, and Individual Contributions continue to be the largest source of General Fund revenues, followed by government grants and admissions. Our strategic, long-term cost containment initiatives in the areas of personnel support, health benefits, energy usage and custodial support will contribute to relatively lower fixed operations cost for Fiscal year 2012.

“I don’t think you ever stop giving. I really don’t. I think it’s an on-going process. And it’s not just about being able to write a check. It’s being able to touch somebody’s life.”

-Oprah Winfrey
Freedom is fragile. It is an ongoing struggle that requires courage, cooperation and perseverance to ensure the freedoms and basic human rights of all. By supporting the Freedom Center, you can have an immediate and far-reaching impact. You can touch the lives of people not only in our own community, but also throughout the world.

HOW YOU CAN SUPPORT

Become a Member/Renew Your Membership
Take a stand and become part of changing the future with a Freedom Center membership! Through the passion and dedication of individuals like you, we are able to continue with our mission to reveal stories about freedom’s heroes; challenging and inspiring everyone to take courageous steps for freedom. Your support allows us to educate our visitors about issues of freedom around the world. We have many exciting events, programs and exhibits planned for this year, all of which you would be able to attend for free or at a discount.

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Donate
Your gift continues the fight against today’s UnFree doms: Racism, Iliteracy, Genocide, Hunger, Tyranny and Slavery (RIGHTS). Your commitment will inspire others to take similar steps.

The gift that you make to the Freedom Center will help us provide educational programs and outreach to combat slavery today; educate people about the historic struggles for freedom; and, deliver powerful exhibitions and programming creating significant movement in support of individuals around the globe who are desperately seeking freedom.

Your tax-deductible gift of $20 or more will include you as a member of one of the following Annual Fund Giving Societies; and, will allow you to enjoy the benefits of being a Freedom Center Supporter.

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<td>$5,000 +</td>
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For a detailed list of member benefits, visit: www.freedomcenter.org
Or contact Membership and Data Manager, Dan Erickson at: derickson@nurfc.org

To make a secure online donation, you can visit our website at: www.freedomcenter.org
THE FREEDOM CENTER

Volunteer

The National Underground Railroad Freedom Center's volunteer program inspires individuals to serve as ambassadors demonstrating the values of courage, cooperation and perseverance for all people.

Volunteers at the Freedom Center are sometimes referred to as “Freedom Conductors,” to acknowledge the giant footsteps in which they walk. Inspired by Harriet Tubman, John Rankin, John Parker and others who had their freedom but risked it to help others - our volunteers help fight Un Freedoms by giving of themselves to the Freedom Center in hopes of changing their community.

Volunteers have been integral in every stage of the Freedom Center's young life – from conception to groundbreaking to grand opening to each day we're open to the public. They lead school tours, interpret exhibits, staff the Family Search Center, greet guests, work in the gift shop, speak in the community about the Freedom Center, provide administrative support, serve on committees, plan events and so much more.

Fan the Flame

The stories memorialized within the National Underground Railroad Freedom Center should not be considered stories of tragedy. The stories of those whose freedoms have been challenged or denied are complex. And, those who reveal these stories at the Freedom Center recognize not only the complexities of the stories themselves, but also the need to reveal the triumph of the human spirit to overcome great obstacles.

At the Freedom Center we believe that there is a spark within each of us; a passion to make our communities and our world a better place for all. There is a spark within each of us, Fan the Flame. Whether the passion is to fight genocide, illiteracy or hunger, the Freedom Center serves as a beacon of freedom and inspiration - we are all personally responsible for the future.

How can you Fan the Flame? Blog about your visit. Tell a friend about your experience. Become an advocate for the Freedom Center in your neighborhood.

Become an Ambassador

The Freedom Center Ambassadors play an active role in support of the National Underground Railroad Freedom Center by being leaders in the pursuit of developing on-going community and donor support. The Ambassadors are uniquely situated and best equipped to do so by building long-lasting relationships with current and future visitors and donors through its membership programs, special events, community outreach and community engagement.
The stories memorialized within the Freedom Center should not be considered stories of tragedy. The stories of those whose freedoms have been challenged or denied are complex. At the Freedom Center, we recognize not only the complexities of the stories themselves, but the triumph of the human spirit to overcome great obstacles.

LOOKING FORWARD

As this report is being produced, it is a new day at the Freedom Center. We have begun to welcome our new neighbors — our friends — who are moving into The Banks. We are reaching out to these neighbors and to our larger local community to ensure that the Freedom Center serves as an integral, and perhaps pivotal, part of Greater Cincinnati.

It is critical that the Freedom Center be that safe haven where community members can engage in meaningful — and sometimes difficult — conversations about those issues of greatest concern to our residents.

We are working to strengthen our community partnerships and collaborative efforts. The Freedom Center looks to team with even more school systems to ensure that the Freedom Center continues to partner in helping to educate students about this vital chapter of America’s history. Likewise, we are building partnerships with area colleges and universities to help build mentoring and internship programs, as well as joint scholarly projects. We are re-launching our “Faith to Freedom Tour” in order to teach the historically significant role that faith played in the Underground Railroad. And we are partnering with organizations such as Every Child Succeeds to help increase successes among our area’s most challenged families.

In short, what the Freedom Center seeks to do is become YOUR Freedom Center, a place that you are proud to be a part of, to support and to share with others.

We believe you’ll be deeply touched, that you’ll be inspired, by our new day. We believe this because we know:

There’s a spark within each of us, Fan the Flame!
"We are pleased to make this gift in support of the Freedom Center’s mission of education and awareness, especially its focus on bringing attention to conditions of slavery in the world today."

- Lois Rosenthal

Ribbon Cutting at the opening of the “Lois and Richard Rosenthal Gallery of Contemporary Slavery”

THANK YOU

It is you, our generous donors and supporters, who make it possible for the Freedom Center to share the important messages of freedom. Thanks to you, nearly 50,000 children each year are “Schooled on Freedom.” Because of you, visitors from around the globe can share in the powerful stories of freedom’s historic and contemporary heroes. And, through your continued support, we can ensure that future generations will share in our illustrations of “...the enduring power of democracy, over time, to correct social injustice and deliver the true principles upon which our nation was founded.” The final six pages of this report are dedicated to recognizing those individuals, corporations and foundations that generously supported the Freedom Center in 2010.

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