In 2014, NCLR’s advocacy generated the momentum for President Obama’s immigration announcement, which would allow up to five million immigrants the opportunity to stay with their families and make even greater contributions to our economy. The story of NCLR’s work, which is multi-issue and multi-dimensional, is told here through our leadership in the fight for immigration reform.
Message from the President

The past year was one of great determination for NCLR and its Affiliates. I am proud of the way we have leveraged our resilience and collective voice to fight for the millions living in fear of deportation—resulting in potentially one of the biggest steps toward immigration reform in a quarter century. Administrative relief and other actions announced last fall represent an important milestone in our journey to fix an immigration system that’s been badly broken for decades.

Just as importantly, I am constantly inspired by the work our Affiliates do each day to lift up their communities and strengthen the entire country. In just one example, NCLR worked hand in hand with its Affiliates to ensure that Latinos received health insurance under the Affordable Care Act, including one low-income family in Florida who, after years without health insurance, obtained coverage for just $43 per month. Imagine how having coverage is going to improve this family’s life!

From health to education, housing to workforce development, NCLR and its Affiliates impact countless communities and families. As we move forward, NCLR’s programs will continue to reach those in need, giving them new opportunities to climb the economic ladder. The fruitful work that Affiliates are already doing will be scaled and expanded to better serve aspiring Americans, who need the skills to match their drive to contribute and succeed.

The coming year marks my tenth as President and CEO of NCLR. As I think about NCLR’s success in expanding ability and opportunity, I am filled with hope for what lies ahead. This has already proven to be a decade of change. I am confident that with our influence, programs, and network of Affiliates, NCLR will create even more opportunities for Latinos and aspiring Americans.

Muchísimas gracias,

Janet Murguía
NCLR President and CEO
THROUGH ADVOCACY, INNOVATIVE PROGRAMS, ACTIVE ENGAGEMENT OF OUR AFFILIATE NETWORK ACROSS THE COUNTRY, AND DYNAMIC COALITION-BUILDING, NCLR AND PARTNERS PAVED THE WAY FOR EXECUTIVE ACTION ON IMMIGRATION.

FOR FAMILIES, THIS IS POTENTIALLY THE MOST SIGNIFICANT PROGRESS ON IMMIGRATION REFORM IN 20 YEARS.

Called for a humanitarian response to unaccompanied children at the border, working with Affiliates caring for kids, and with members of Congress and allies to preserve child protections.

Strengthened collaboration with Affiliates engaged in immigrant integration strategies, developing materials and digital tools, pilot loan programs, and learning modules to better prepare service providers for the work ahead.

Generated national attention and pressure for action through pivotal speeches crystallizing NCLR’s relentless advocacy, such as President and CEO Janet Murguía’s speech at the NCLR Capital Awards.

Congressional testimony, opinion pieces, blogs, and story-building on the need for immigration action and the consequences of the broken system built momentum for action.
Mobilization of NCLR’s Affiliate Network generated visits, contacts, roundtables, and town halls with state and federal representatives amplifying the need for immigration action.

Telling the stories of immigrants on our blog and social media reminded decision-makers of the families and children affected by executive action.

Elevating the voices of the national civil rights community and working with diverse coalition partners advances the best interests of our nation.

Appearances in major media outlets showed we were the leading experts in the field.
Tennessee families advocate for keeping families together.

Photo Credit: NCLR Affiliate Tennessee Immigrant and Refugee Rights Coalition
LEADERSHIP

VOICE

OPPORTUNITY

ACTION
LEADERSHIP

New Citizens Graduation.

Photo Credit: NCLR Affiliate Carlos Rosario IPCS
POLICYMAKERS, ELECTED OFFICIALS, AND THE MEDIA LOOK TO NCLR FOR EXPERTISE AND LEADERSHIP ON POLICY ISSUES AFFECTING THE HISPANIC COMMUNITY. NCLR’S POLICY ANALYSIS AND RELATIONSHIPS WITH MEMBERS OF CONGRESS ON CAPITOL HILL KEPT COMPREHENSIVE IMMIGRATION REFORM IN THE NATIONAL CONVERSATION.

Members of Congress rely on NCLR’s expertise.

NCLR’s op-ed in *National Journal* was circulated by Congressman Luis Gutierrez (D–IL) as a ‘Dear Colleague’ letter and entered into the congressional record by Senator Barbara Boxer (D–CA).

At the height of congressional deliberations, NCLR immigration experts testified at more congressional hearings on immigration reform than any other pro-reform organization.

“Decades from now, people looking back on President Obama’s imminent announcement of broad-scale executive action will see that he prevented the separation of families, began fixing a badly broken immigration system, and improved wages, housing, and education for those receiving legal status, thus immeasurably enriching the economy. They’ll likely see that Congress later ratified his actions, as happened so often before.

And, they’ll wonder: what was all the fuss about?”

—Charles Kamasaki, NCLR Senior Cabinet Advisor, “Critics Say Executive Action on Immigration Would Be Unprecedented. They Forget Their History,” *National Journal*
National events address critical issues in the community.

NCLR leveraged every platform available to move Latino priorities forward, including President and CEO Janet Murguía’s moving speeches at the NCLR Capital Awards—an event that honors politicians from both sides of the aisle—and NCLR Annual Conference.

National Latino Advocacy Days brings to Washington, DC, the voices of Latino communities across the country, and creates a direct line of communication between these communities and their elected officials. Nearly 300 participants from 27 states brought the urgency for immigration reform to the doorstep of members of Congress.

With 4,400 registrants, the NCLR Annual Conference in Los Angeles provided a forum for people in the business of social change to connect with key community leaders and generate partnerships that advance opportunities for the Latino community.

NCLR’s ALMA Awards® drew attention to the contributions of Latino culture, and was followed by an hour-long discussion on the need for immigration reform and other NCLR priorities on MSNBC.

“I was 11 years old when my family moved to the U.S. I am currently finishing high school and I hope to go to college. Having the opportunity is all I want.”

—Mario, student at an event for NCLR Affiliate Latino Memphis, Memphis, TN
NCLR connects constituents to their elected officials.

Working in coalition with sister organizations underscores the importance of our message.

With the National Hispanic Leadership Agenda, a coalition of 39 national Latino organizations, we raised important issues with the Obama administration regarding unaccompanied children crossing the border from Mexico.

We also released the 2014 National Immigration Score Card to publicize the voting records of the House of Representatives.

“We will never give up on fighting for immigration reform. We will never give up on fighting for those living in the shadows. We will never give up on fighting for justice and fairness for these children. We will never give up on our community and we won’t stop trying until we can get it done.”

—Janet Murguía, NCLR President and CEO, addressing the NCLR Annual Conference after her visit to a California shelter for unaccompanied immigrant children.

NCLR Affiliate Southwest Key Programs housed 3,000 children at 26 shelters in Arizona, California, and Texas.
Amalia and Juan Vazquez interview.

Photo Credit: NCLR Affiliate Hacienda CDC
SOCIAL MEDIA, OUR BLOG, AND OTHER TOOLS CONNECT COMMUNITY LEADERS WITH CRITICAL INFORMATION AND AMPLIFY THE VOICES OF THOSE AFFECTED BY IMMIGRATION REFORM.

NCLR developed innovative tools, including the Immigo app, to support organizations working with immigrants.

Funded by Verizon, in partnership with Immigration Advocates Network (IAN), Immigo provides timely information and news on immigration reform and immigrant integration.

- Legal Help Finder
- Daily Immigration News
- Trainings and Events
- Interactive Polls
- Timely Alerts

NCLR leverages its relationship with corporate and community partners to increase access to information and opportunities for Latino families.

NCLR Affiliates, partners, and the public rely on NCLR for immigration reform news and resources.

Weekly digests of “Immigration Reform Updates” include developments on immigration reform as well as new studies and resources that Affiliates use in their advocacy efforts. These are sent to Affiliates and partners as well as to Capitol Hill staff, and they are posted on the NCLR blog.

NCLR collaborates with Affiliates to build capacity for much-needed services.

NCLR Affiliate TODEC Legal Center in Perris, CA, participated in a training for nonprofit, nonattorney staff to acquire authorization to practice immigration law by receiving accreditation through the Board of Immigration Appeals.
NCLR’s blog and digital media highlighted personal immigration stories.

The “Hanging in the Balance: Stories of Aspiring Americans” blog series profiled people who would benefit from administrative action in order to address the suffering caused by increases in detention and deportation. The individuals were representative of millions across the country who could benefit from executive action, and illustrated the need for comprehensive immigration reform.

"Like many teenagers, Giancarlo dreamed of getting his driver’s license. After being one of the few students in his drivers’ education class to pass the written test on their first try, he ran home to tell his mother and ask her to take him to the DMV to get his permit. It was at that moment that Giancarlo first learned he was undocumented."

—from the “Hanging in the Balance: Stories of Aspiring Americans” series on the NCLR blog, October 1, 2014

Escalera students participate in a discussion about smart social media use with program director Denise Rocha. Photo Credit: NCLR Affiliate Conexión Américas
Gabriel Cruz-Letelier is a volunteer youth mentor with Southwest Key Programs. He mentored Miguel for a year. Cruz-Letelier wanted to be a mentor so he could give back to the community and has seen significant changes in Miguel’s behavior and attitude since that time.

Photo Credit: NCLR Affiliate Southwest Key Programs
High school interns from Glencliff High School work with Karla Ruiz and other successful entrepreneurs in Conexión Américas’ culinary incubator and commercial kitchen, Mesa Komal.

Photo Credit: NCLR Affiliate Conexión Américas
NEARLY THREE-QUARTERS OF NCLR’S AFFILIATES ARE ALREADY DOING THE WORK OF INTEGRATING ASPIRING AMERICANS. IN THE MONTHS AHEAD, NCLR WILL CONTINUE TO EXPAND THIS IMPORTANT WORK THROUGH TRAINING AS WELL AS TECHNICAL AND FINANCIAL ASSISTANCE.

NCLR’s Affiliate Programs use proven methods to teach immigrants a wide range of skills.

NCLR’s Bienvenidos Immigrant Integration curriculum is taught in community-based nonprofits and often includes free child care so parents can enroll in classes without an extra cost. Through the Bienvenidos 2014 project, 10 NCLR Affiliates were able to provide ESL classes to more than 1,000 adults they would have otherwise not been able to serve.

In conjunction with the 10 Affiliates participating in the Bienvenidos project, NCLR developed the Core Qualities for Successful Adult ESL Programs, reflecting best or promising practices in the field.

NCLR works in coalition to support aspiring Americans.

NCLR is a founding member of the Committee on Immigration Reform Implementation (CIRI), a growing, collaborative effort launched by 20 organizations preparing for administrative relief. NCLR is deeply involved in an open-source effort bringing together legal, advocacy, communications, service provision, and community organizing expertise to help national, state, and local organizations engage effectively in making administrative relief a success by assisting individuals and families as they navigate that important process. CIRI manages the Administrative Relief Resource Center website at www.adminrelief.org, which provides information on administrative relief, legal support, and resources for professionals and volunteers who work with immigrants.

“Aunque no sea una persona joven, yo todavía puedo aprender inglés. [Even though I am not a young person, I still can learn English.]”

—Maria, 70-year-old housekeeper enrolled in Bienvenidos ESL classes provided by NCLR Affiliate Latino Academy, Madison, WI
NCLR is uniquely positioned to meet the needs of aspiring Americans.

Today, millions of aspiring Americans across the nation seek to contribute to the economy and mainstream society, only to face numerous challenges along the way. Too often they are limited in their opportunities to fully thrive in American society because they lack essential skills, such as English language, job training, and wealth-building, which can facilitate and strengthen their chances to succeed in new communities.

Through NCLR’s **Special Initiative for Immigrant Integration**, NCLR embarked on an extraordinary effort to begin meeting the rising demand for critical services in education, workforce development, and financial counseling, while helping aspiring Americans gain access to information and tools that will enable them to move forward in their path to citizenship. In the months ahead, NCLR will continue to expand this important work through its Affiliates across the country, to help more new Americans reach new opportunities as they build their language and job skills.

NCLR would like to thank the following visionary leaders for their support of the Special Initiative for Immigrant Integration, and for their investment in the nation’s future:

- Bank of America
- Cesar L. Alvarez + Greenberg Traurig
- JPMorgan Chase
- Microsoft
- State Farm
- UPS
- Verizon
- Walmart
- Wells Fargo

Francisco Ferrufino, a Culinary Arts Training graduate who went from dishwasher to executive chef at Meridian Pint thanks in part to English and culinary arts skills learned at the Carlos Rosario International Public Charter School.

*Photo Credit: NCLR Affiliate Carlos Rosario IPCS*
Congreso—NCLR’s 2014 Affiliate of the Year—serves more than 800 students in grades K-12 through its after-school programs. Each year, they present *Lights, Congreso, Action!* a student showcase. Students pictured here are taking their bow after a great performance. *Photo Credit: NCLR Affiliate Congreso de Latinos Unidos*
Hyde Square Task Force (HSTF) youth leaders Elin Sanchez and Vladimir Ventura participate in one of the weekly STEM Makerspace workshops HSTF hosts in partnership with Boston Makers. *Photo Credit: NCLR Affiliate HSTF*
IN ADDITION TO IMMIGRATION REFORM AND IMMIGRANT INTEGRATION, NCLR POLICY, PROGRAM, AND CIVIC ENGAGEMENT WORK FOCUSES ON BETTERING THE LIVES OF THE LATINO COMMUNITY AND ALL AMERICANS THROUGH EDUCATION, HEALTH, EMPLOYMENT AND THE ECONOMY, AND HOUSING ISSUES.

NCLR mobilized eligible Hispanic voters to register and vote.

- **123,000** new voters registered through direct mail, canvassing, and Affiliate partnerships, our largest outcome to date
- **15,000** Hispanic voters registered for vote-by-mail in Florida
- **300,000** new and infrequent Latino voters contacted via direct mail, live calls, and canvassing

“I feel I am not only giving voice to my own views; I am speaking for a much larger community.”

—Paola Navarro, reflecting on her first time voting as a United States citizen in her guest blog post, “A Vote for My Community – Reflections from a First-Time Voter” on the NCLR blog, November 3, 2014
In addition to its extensive efforts on immigration reform, NCLR gave a Latino voice to other national policy issues affecting Hispanics, which were captured in NCLR’s rapidly growing social media presence. Watch NCLR’s most popular YouTube video on our channel, www.youtube.com/nclr.

Amber Charter School in New York City is pioneering the implementation of the Common Core State Standards. This is their story.

95,000+ views

Thanks to 16,000 new Facebook and 17,000 new Twitter followers, NCLR’s social media audience passed 100,000 in 2014. Join them in sharing timely graphics like these:

We were among the first to thank Justice Sotomayor for making the unusual move of reading her dissenting opinion from the bench in the case of Schuette v. Coalition to Defend Affirmative Action, which found that a state can prohibit considering an applicant’s race when determining admission for public colleges and universities.

Seen 360,000 and shared 4,500 times

Graphics like these were powerful additions to conversations on social media and garnered support.
NCLR’s advocacy efforts expand access to health coverage and care for Latinos.

Thanks to our California Affiliates, more than 10,000 people enrolled in an eligible Covered California plan, accounting for 10% of all enrollments in the state of California. NCLR Affiliate AltaMed Health Services was the top enroller in the state.

15 infographics and 6 videos were shared for our Affordable Care Act campaign alone, and Representative Nancy Pelosi (D-CA) shared one in her daily email roundup to Democratic leaders and staff.

On Twitter, NCLR reached 4.46 million Twitter users, and our tweets were seen 11.7 million times in one of the most successful chats NCLR has conducted—ensuring that the conversations about the Affordable Care Act are far-reaching and based in fact. NCLR was the most influential tweeter besides the White House during that chat.

“We are very excited and proud to be an Affiliate member of NCLR. We look forward to working with…NCLR to continue to empower our low- and moderate-income families and help make our community a better place to live.”

—Bertha M. Garcia, Executive Director, Ventura County Community Development Corporation
Poultry workers are protected thanks to NCLR’s two-year advocacy campaign.

NCLR led a two-year advocacy campaign by workers, civil rights leaders, and consumer voices to prevent a federal regulatory change that would have harmed poultry workers—a majority of whom are Hispanic—by speeding up production lines. The proposed rule would have allowed poultry companies to speed up production from 140 to 175 birds per minute—a 25% increase—in exchange for adopting new food safety measures.

The prevention of this regulatory change protects the health and safety of workers who would otherwise run increased risk of physical injury on the job—injuries that could put them out of work and jeopardize the financial well-being of their families. More than 200,000 workers were impacted by this ruling—34% of whom are Latino.

Raising education standards for Latino children is an NCLR priority.

NCLR’s Common Core campaign identifies challenges to implementation and works with stakeholders to identify solutions; opposes any efforts to roll back, delay, or give up on Common Core; and holds states accountable to support and prepare all students for college and careers.

Our YouTube video highlighting the success of NCLR Affiliate Amber Charter School in implementing Common Core has received nearly 100,000 views and was mentioned in POLITICO as an example of Common Core media messaging that works.

"Thank you for sharing this wonderful news about the … poultry plants. I have been so overjoyed with this news that I have been showing it to my family and friends. Thank you guys, the National Council of La Raza, who made it possible, and all of their staff who work so hard to [ensure] the safety of the workers."

–Miguel, poultry worker from Morgantown, NC, and NCLR advocacy campaign participant
Housing counseling prepares Latino families for homeownership.

The NCLR Homeownership Network connected over 40,000 Latinos in 20 states with certified housing counselors, who work one-on-one with low-income families to help them become mortgage-ready. This individual attention is critical to families who may be unfamiliar with the homebuying process.

NCLR’s programs change more lives every year.

Supporting parents helps Latino children succeed in school. NCLR’s Padres Comprometidos program curriculum cultivates relationships and interactions between parents and their children’s schools.

Better wages and skill-building helps workers succeed. The NCLR Career Pathways Initiative targets low-skilled and limited-English-proficient adults in the health care and customer service sectors.

Las familias de Cypress Hills son muy afortunadas de tener acceso a este gran programa. ¡Gracias! [The families at Cypress Hills are very fortunate to have access to this great program. Thank you!]

—Parent participant in the Padres Comprometidos program at NCLR Affiliate Cypress Hills Local Development Corporation, Brooklyn, NY
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AFFILIATE COUNCIL

The NCLR affiliate council serves as a voice for, and represents the partnership between, NCLR and its most important constituency—its network of 272 affiliates. It provides guidance to NCLR on its programmatic priorities and public policy agenda, and on strengthening regional networks and promoting the work of affiliates. In addition, the affiliate council works closely with the NCLR affiliate member services team to implement NCLR’s regional strategy, engaging affiliates across the country to advance major issues that benefit the Hispanic community.

The affiliate network has been at the core of NCLR’s success since 1968 due to the leadership of the affiliate council. The affiliate council is made up of two members (one male and one female) from six U.S. regions: California, Far West, Midwest, Northeast, Southeast, and Texas. Members are democratically elected by the affiliates in their respective regions.

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Watts/Century Latino Organization
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Housing America Corporation
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Del Norte Neighborhood Development Corporation
El Comité de Longmont
GOAL Academy
Mi Casa Resource Center
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Idaho Community Action Network (ICAN)

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Community Services of Nevada – CSNW
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Youth Policy Institute

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Illinois
Alivio Medical Center Association House of Chicago
Brighton Park Neighborhood Council Center for Changing Lives
Centro al Poder

Spanish Coalition for Housing
The Latino Alzheimer’s and Memory Disorders Alliance (LAMDA)
The Resurrection Project

Kansas
El Centro, Inc.
Harvest America Corporation
SER Corporation

The Latino Alzheimer’s and Memory Disorders Alliance (LAMDA)
The Resurrection Project

Minnesota
Academia Cesar Chavez
Comunidades Latinas Unidas En Servicio (CLUES)

Southwest Housing Solutions

Nebraska
Latino American Commission

Missouri
Guadalupe Centers, Inc.
Hispanic Economic Development Corporation (HEDC)
Mattie Rhodes Center

Portland
Recovery Services, Inc.

Southwest Housing Solutions

Michigan
Cristo Rey Community

Nebraska
Latino American Commission

Oregon
Bienestar

Utah
Centro de la Familia de Utah
Comunidades Unidas
Utah Coalition of La Raza

Washington
El Centro de la Raza
Inspire

Spanish Coalition for Housing
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Hispanic Economic Development Corporation (HEDC)
Mattie Rhodes Center

Portland
Recovery Services, Inc.

Southwest Housing Solutions

Michigan
Cristo Rey Community
ESTABLISHED IN 1982, NCLR’S CORPORATE BOARD OF ADVISORS (CBA) IS MADE UP OF SENIOR REPRESENTATIVES FROM 25 INDUSTRY-LEADING CORPORATIONS. THIS PASSIONATE GROUP OF LEADERS MEETS TWICE PER YEAR TO REVIEW NCLR’S ACCOMPLISHMENTS AND INITIATIVES, DISCUSS ISSUES AFFECTING BOTH THE LATINO AND CORPORATE COMMUNITIES, AND ESTABLISH AREAS FOR MUTUAL COLLABORATION. CBA MEMBERS ALSO WORK WITH NCLR TO MAXIMIZE FINANCIAL SUPPORT TO BOTH THE INSTITUTION AND ITS AFFILIATE NETWORK THROUGH VITAL FINANCIAL, IN-KIND, AND PROGRAMMATIC SUPPORT.

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John Church
Executive Vice President, Supply Chain

Liaison
Efrain Cardenas
Customer Trade Group Director, Consumer Foods Sales Division

General Motors
Principal
Eric E. Peterson
U.S. Vice President, Diversity; Director, Industry Dealer Affairs

JPMorgan Chase &Co.
Principal
Pablo Sanchez
National Manager, Consumer Banking

Liaison
Sandy Fernandez
Executive Director, National Partnerships and Strategy, Office of Nonprofit Engagement

Johnson & Johnson
Principal
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Vice President, Global Corporate Affairs

Liaison
Robert Pineda
Senior Counsel

Liaison
Kimberly Davis
Director, Federal Affairs

Liaison
Alma Guajardo-Crossley
Director, GM Global Diversity
Kraft Foods
Principal
Jorge Quezada
Chief Diversity Officer, Acquisitions and Diversity

Liaison
Jessica Lemos
Associate Director, US Government Affairs

McDonald's Corporation
Principal
J.C. González-Méndez
Senior Vice President, Corporate Social Responsibility, Sustainability and Philanthropy; President and CEO, Ronald McDonald House Charities

Liaison
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Director, Global Community Engagement

MillerCoors LLC
Principal
Fernando Palacios
Executive Vice President; Chief Integrated Supply Chain Officer

Liaison
Vacant

PepsiCo, Inc.
Principal
Albert (Al) P. Carey
CEO, PepsiCo Americas Beverages

Liaison
Lupe De La Cruz III
Senior Director, PepsiCo Government Affairs

Prudential
Principal
Sharon C. Taylor
Senior Vice President, Human Resources

Liaison
Shané Harris
Vice President, Corporate Giving Executive Director and Secretary, Prudential Foundation

Shell
Principal
Tina Aguirre
Retail Services and Operations Manager ITSO – DS SOM

Liaison
Ignacio Gonzalez
Communications Advisor for Deep Water

State Farm Insurance Companies
Principal
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Liaison
Annette Martinez
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Principal
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Group Vice President, National Philanthropy and the Toyota USA Foundation

Liaison
Peggy Turner
Vice President, Lexus Customer Services

Liaison
Andrea White
Chief Privacy Officer

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Principal
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Senior Vice President, Global Marketing

Liaison
Eduardo Martinez
President, The UPS Foundation

Verizon
Principal
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Vice President, Public Policy and Strategic Alliances

Liaison
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Executive Director, Strategic Alliances

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Principal
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Vice President, Corporate Affairs

Liaison
Pepe (Jose) Estrada
Director, Corporate Affairs

Wells Fargo
Principal
Oscar Suris
Executive Vice President, Head of Corporate Communications

Liaison
Georgette (Gigi) Dixon
SVP, Director of Strategic Partnerships
AARP
AEG
Alliance for Early Success
Allstate Foundation
American Airlines*
American Chemical Society
American Express
American Federation of Teachers (AFT)
American Honda Motor Co., Inc.
AmeriHealth Caritas Family of Companies
Amgen
Amtrak
Arcus Foundation
Arizona State University
The Aspen Institute Ascend Fund
AT&T*
Atlantic Philanthropies
Bank of America*
Bank of America Foundation
Bank of the West
The Bauman Foundation
Baxter Healthcare Corporation
BBVA Compass
Best Buy Co., Inc.
Bill & Melinda Gates Foundation
BMW of North America, LLC
Boehringer Ingelheim Pharmaceuticals, Inc.
The Boeing Company
BP America Inc.
Caesars Entertainment
The California Endowment
California for Safety and Justice
California Primary Care Association
Cancer Treatment Centers of America
Capital One Foundation
Centene Corporation
Charles Stewart Mott Foundation
Chevron
The Christopher Reynolds Foundation
Citi*
Citi Foundation
The Coca-Cola Company
Comcast/NBCUniversal/Telemundo*
The Comcast Foundation
The ConAgra Foods Foundation
ConAgra Foods, Inc.*
Corporation for National and Community Service
CVS Caremark
Discovery Communications, Inc.
Doctors Hospital at Renaissance
Early Childhood Funders’ Collaborative
El Rey Network
Eli Lilly and Company
Entravision Communications Corporation
Estrella TV
Facebook
Fannie Mae
FedEx Corporation*
Food Research and Action Center
Ford Foundation
Ford Motor Company
Ford Motor Company Fund
Four Freedoms Fund
Fox Audience Strategy
Freddie Mac
Fusion
GEICO
General Mills, Inc.*
General Motors Company*
Gill Foundation
Google*
Herbalife
Hilton Worldwide*
Hogar Hispano, Inc
Human Rights Campaign Foundation
Humana Inc.
Hyundai Motor America*
The Institute of International Education
Intuit, Inc.*
JCPenney
John Snow, Inc.
Johnson & Johnson*
JPMorgan Chase & Co.*
JPMorgan Chase Foundation
Kaiser Permanente
Kellogg Company*
KeyBank Foundation
Kraft Foods
LA Tourism & Convention Board
Latina Media Ventures
Leona M. and Harry B. Helmsley Charitable Trust
Levi Strauss Foundation
LinkedIn Corporation
Lone Star National Bank
Macy’s
Marathon Oil*
Marguerite Casey Foundation
Marriott International, Inc.
Master Your Card
McDonald’s Corporation
Merck & Co.*
MetLife Foundation
MGM Resorts International*
Microsoft Corporation*
MillerCoors LLC*
Moët Hennessy
Naomi and Nehemiah Cohen Foundation
National Academy of Social Insurance
National Aeronautics and Space Administration (NASA)
The National Science Foundation/Patricia and Phillip Frost Museum of Science
Nationwide Insurance
NeighborWorks America
New Venture Fund
Nielsen
Nissan North America
Northern Trust
NUVOtv
Ocwen Financial Corporation
Ocwen Loan Servicing, LLC
Open Society Foundations
Peers for Progress, a Program of the American Academy of Family Physicians Foundation
PepsiCo Foundation*
PepsiCo, Inc.
Pfizer RX Pathways
PhRMA
Planned Parenthood Action Fund
PricewaterhouseCoopers
The Procter & Gamble Co.*
Prudential Financial*
The Prudential Foundation
Raza Development Fund*
Robert Wood Johnson Foundation
The Rockefeller Foundation
Rosenberg Foundation
Service Employees International Union (SEIU)
Shell*
The Sherwin-Williams Company*
Smithsonian Latino Center
Sodexo*
Sony
Southwest Airlines & Co.*
Spanish Broadcasting System, Inc.
Sprint
State Farm Insurance Companies
State Infrastructure Fund
State Voices Pennsylvania
Stoneman Family Foundation
Susan G. Komen Foundation
Target Corporation
Teach for America
Tides Foundation
Time Warner Cable*
The TJX Companies, Inc.*
Toyota
TruGreen
U.S. Central Intelligence Agency
U.S. Department of Health and Human Services
U.S. Department of Housing and Urban Development
Union Bank
Universal Music Group
Univision Communications Inc.
UPS*
The UPS Foundation
Verizon
Viacom Foundation
VISA, Inc.
W.K. Kellogg Foundation
Walgreens
Walmart*
Walmart Foundation
The Walt Disney Company
The Walton Family Foundation
Wells Fargo*
Western Dental
Y-USA

*Corporate Champions. NCLR’s Corporate Champions are a select group of industry leaders dedicated to building stronger American communities. Support from these corporations provides NCLR with the flexibility to respond to the most pressing and timely needs of Latino families.
INDIVIDUAL CONTRIBUTORS

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David Ayón
Ramón and Sally Murguía
Jeffrey Urbina and
Gaye Lynn Hill

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Catherine Pino
John and Minerva Esquivel
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Irma Rodríguez
Jose L. Prado

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Eric Meyer
Ruben Gonzales and
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Machel Rexrode
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Brian Pierce
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Pilar Rocha-Goldberg
In Honor of Abel and
Juanita Rodriguez
Eric Rodriguez* and
Ilia Rodriguez
Jose L. Rodriguez*
Laura Rodriguez
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Freddy and Isabel Rubio
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Miklos Salgo
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Anselmo and Elvira Villarreal
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Poncelet Family
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Henry and Julia Taboada
Fania Tavarez*
Andre Towner
Francisco and Janet Vasquez
Gilbert R. Vasquez, CPA
Norma Vega
Jose and Jennifer Velazquez

* NCLR staff member who has made a personal contribution. We are truly grateful for their generosity and commitment to NCLR.
## Year ended September 30, 2014

### SUPPORT AND REVENUE

<table>
<thead>
<tr>
<th>Description</th>
<th>UNRESTRICTED</th>
<th>TEMPORARILY RESTRICTED</th>
<th>PERMANENTLY RESTRICTED</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nonfederal Grants</td>
<td>$ 5,181,500</td>
<td>$ 22,132,739</td>
<td>$</td>
<td>$ 27,314,239</td>
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<tr>
<td>Federal Grants</td>
<td>3,488,686</td>
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<td>3,488,686</td>
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<tr>
<td>Contributions</td>
<td>1,714,941</td>
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<td>1,714,941</td>
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<td>Special events</td>
<td>5,455,642</td>
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<td>5,455,642</td>
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<tr>
<td>Investment and interest return</td>
<td>2,258,042</td>
<td>130,267</td>
<td>60,330</td>
<td>2,448,639</td>
</tr>
<tr>
<td>Interest and fee income on loans</td>
<td>8,171,030</td>
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<td>8,171,030</td>
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<tr>
<td>Other revenue</td>
<td>690,556</td>
<td>127,632</td>
<td></td>
<td>818,188</td>
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<tr>
<td>Net assets released from restrictions</td>
<td>21,201,451</td>
<td>(21,201,451)</td>
<td></td>
<td>-</td>
</tr>
<tr>
<td><strong>Total support and revenue</strong></td>
<td>48,161,848</td>
<td>1,189,187</td>
<td>60,330</td>
<td>49,411,365</td>
</tr>
</tbody>
</table>

### EXPENSES

#### Program services

<table>
<thead>
<tr>
<th>Description</th>
<th>UNRESTRICTED</th>
<th>TEMPORARILY RESTRICTED</th>
<th>PERMANENTLY RESTRICTED</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>CORE &amp; ORAL</td>
<td>8,318,748</td>
<td></td>
<td></td>
<td>8,318,748</td>
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<tr>
<td>Community Development and Fellowship Program</td>
<td>5,226,233</td>
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<td>5,226,233</td>
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<tr>
<td>Center for Educational Excellence</td>
<td>3,537,249</td>
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<td>3,537,249</td>
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<tr>
<td>Integrated Marketing and Events</td>
<td>4,132,212</td>
<td></td>
<td></td>
<td>4,132,212</td>
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<tr>
<td>Institute for Hispanic Health</td>
<td>2,619,191</td>
<td></td>
<td></td>
<td>2,619,191</td>
</tr>
<tr>
<td>Research and Strategic Initiatives</td>
<td>3,662,172</td>
<td></td>
<td></td>
<td>3,662,172</td>
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<tr>
<td>Legislative Advocacy</td>
<td>415,676</td>
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<td></td>
<td>415,676</td>
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<tr>
<td>Mission</td>
<td>755,536</td>
<td></td>
<td></td>
<td>755,536</td>
</tr>
<tr>
<td>Raza Development Fund - Program Services</td>
<td>8,022,281</td>
<td></td>
<td></td>
<td>8,022,281</td>
</tr>
<tr>
<td><strong>Total program services</strong></td>
<td>36,689,298</td>
<td></td>
<td></td>
<td>36,689,298</td>
</tr>
</tbody>
</table>

#### SUPPORTING SERVICES

<table>
<thead>
<tr>
<th>Description</th>
<th>UNRESTRICTED</th>
<th>TEMPORARILY RESTRICTED</th>
<th>PERMANENTLY RESTRICTED</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management and general</td>
<td>1,742,174</td>
<td></td>
<td></td>
<td>1,742,174</td>
</tr>
<tr>
<td>Fundraising</td>
<td>1,528,134</td>
<td></td>
<td></td>
<td>1,528,134</td>
</tr>
<tr>
<td>Raza Development Fund - Administration</td>
<td>1,559,994</td>
<td></td>
<td></td>
<td>1,559,994</td>
</tr>
<tr>
<td>Strategic Investment Fund Governance</td>
<td>412,110</td>
<td></td>
<td></td>
<td>412,110</td>
</tr>
<tr>
<td><strong>Total supporting services</strong></td>
<td>5,242,412</td>
<td></td>
<td></td>
<td>5,242,412</td>
</tr>
</tbody>
</table>

### Total expenses

<table>
<thead>
<tr>
<th>Description</th>
<th>UNRESTRICTED</th>
<th>TEMPORARILY RESTRICTED</th>
<th>PERMANENTLY RESTRICTED</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total expenses</strong></td>
<td>41,931,710</td>
<td></td>
<td></td>
<td>41,931,710</td>
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</tbody>
</table>

### Change in net assets

<table>
<thead>
<tr>
<th>Description</th>
<th>UNRESTRICTED</th>
<th>TEMPORARILY RESTRICTED</th>
<th>PERMANENTLY RESTRICTED</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Change in net assets</td>
<td>6,230,138</td>
<td>1,189,187</td>
<td>60,330</td>
<td>7,479,655</td>
</tr>
<tr>
<td>Net assets, beginning of the year</td>
<td>42,081,517</td>
<td>63,188,037</td>
<td>4,000,278</td>
<td>109,269,832</td>
</tr>
<tr>
<td><strong>Net assets, end of year</strong></td>
<td>$48,311,655</td>
<td>$64,377,224</td>
<td>$4,060,608</td>
<td>$116,749,487</td>
</tr>
</tbody>
</table>
## Financial Statements
### Consolidated Statements of Financial Position

<table>
<thead>
<tr>
<th>September 30</th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ASSETS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Current assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>$ 24,600,488</td>
<td>$ 35,483,725</td>
</tr>
<tr>
<td>Contract, grant, and other receivables</td>
<td>3,359,118</td>
<td>5,304,842</td>
</tr>
<tr>
<td>Current portion of loans receivables, net</td>
<td>26,146,259</td>
<td>15,554,953</td>
</tr>
<tr>
<td>Restricted investments</td>
<td>15,708,063</td>
<td>14,777,192</td>
</tr>
<tr>
<td>Other</td>
<td>2,130,917</td>
<td>256,809</td>
</tr>
<tr>
<td><strong>Total current assets</strong></td>
<td>71,944,845</td>
<td>71,377,521</td>
</tr>
<tr>
<td><strong>Noncurrent assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Investments</td>
<td>45,264,236</td>
<td>42,766,862</td>
</tr>
<tr>
<td>Long-term loans receivables, net</td>
<td>91,581,551</td>
<td>59,698,349</td>
</tr>
<tr>
<td>Property and equipment, net</td>
<td>1,608,004</td>
<td>1,800,917</td>
</tr>
<tr>
<td>Other</td>
<td>9,570,408</td>
<td>8,983,615</td>
</tr>
<tr>
<td><strong>Total noncurrent assets</strong></td>
<td>148,024,199</td>
<td>113,249,743</td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td>$ 219,969,044</td>
<td>$ 184,627,264</td>
</tr>
<tr>
<td><strong>LIABILITIES AND NET ASSETS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Current liabilities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts payable and accrued expenses</td>
<td>$ 4,452,421</td>
<td>$ 6,796,168</td>
</tr>
<tr>
<td>Deferred revenue</td>
<td>2,809,282</td>
<td>2,922,136</td>
</tr>
<tr>
<td>Current portion of notes payable</td>
<td>21,400,000</td>
<td>-</td>
</tr>
<tr>
<td>Other</td>
<td>203,444</td>
<td>203,444</td>
</tr>
<tr>
<td><strong>Total current liabilities</strong></td>
<td>28,865,147</td>
<td>9,921,748</td>
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<tr>
<td><strong>Noncurrent liabilities</strong></td>
<td></td>
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</tr>
<tr>
<td>Long-term notes payable</td>
<td>74,050,000</td>
<td>65,200,000</td>
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<tr>
<td>Other</td>
<td>304,410</td>
<td>235,684</td>
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<tr>
<td><strong>Total noncurrent liabilities</strong></td>
<td>74,354,410</td>
<td>65,435,684</td>
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<tr>
<td><strong>Total liabilities</strong></td>
<td>103,219,557</td>
<td>75,357,432</td>
</tr>
<tr>
<td><strong>Net assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Unrestricted</td>
<td>48,311,655</td>
<td>42,081,517</td>
</tr>
<tr>
<td>Temporarily restricted</td>
<td>64,377,224</td>
<td>63,188,037</td>
</tr>
<tr>
<td>Permanently restricted</td>
<td>4,060,608</td>
<td>4,000,278</td>
</tr>
<tr>
<td><strong>Total net assets</strong></td>
<td>116,749,487</td>
<td>109,269,832</td>
</tr>
<tr>
<td><strong>Total liabilities and net assets</strong></td>
<td>$ 219,969,044</td>
<td>$ 184,627,264</td>
</tr>
</tbody>
</table>
LEADERSHIP

Executive Staff
Janet Murguía
President and Chief Executive Officer

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Delia Pompa
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Holly C. Blanchard
Chief Financial Officer

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Vice President, Resource Development

Charles Kamasaki
Senior Cabinet Advisor

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Vice President, California Region

Lautaro “Lot” Diaz
Vice President, Housing and Community Development

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An Inside Look at Chronic Disease and Health Care among Hispanics in the United States

WEALTH-BUILDING
Banking In Color: New Findings on Financial Access for Low-and-Moderate Income Communities

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SAVE THE DATE

July 11–14, 2015
NCLR Annual Conference
National Latino Family Expo®
Líderes Summit
Kansas City, MO

March 8, 2016
NCLR Capital Awards
Washington, DC

March 9–10, 2016
NCLR National Latino Advocacy Days
Washington, DC

July 23–26, 2016
NCLR Annual Conference
National Latino Family Expo®
Líderes Summit
Orlando, FL

For details on these and other events, visit www.nclr.org

Photo: Elizabeth Warren, U.S. Senator (D-MA), with Monica C. Lozano, Former Chair, NCLR Board of Directors, speaking at an economy town hall during the 2014 NCLR Annual Conference.
REASONS TO GIVE TO NCLR

- Stable leadership: 10 or more years of tenure for our CEO and half of our leadership team
- Board participation: 100% of NCLR’s Board made personal gifts to NCLR
- Fiscal accountability: 91% of NCLR’s budget is invested in programs*
- Impact: NCLR’s civic engagement efforts have registered 500,000 new voters to date

*This exceeds industry standards and outperforms most charities.

“Every day I carry inside my workbag the passport I used when my family emigrated from El Salvador. That passport reminds me of my parents’ courage, hard work, and determination to make a better life for my siblings and me. It reminds me of how immensely fortunate I am to be here, not just in this country, but also working at NCLR. At the core of NCLR’s mission—to improve opportunities for Hispanic Americans— are my parent’s dreams and aspirations for that five-year-old boy. That’s why I donate to NCLR and have been a President’s Council donor since 2009.

— Octavio Espinal, President’s Council Donor and NCLR staff member"
PUT YOUR DOLLARS TO WORK

DONATE TO NCLR

To discuss opportunities to invest in NCLR’s critical mission, visit www.nclr.org/SupportUs or contact us at friends@nclr.org

NCLR thanks the many staff who contributed to the 2014 NCLR Annual Report and the following people: Sheena K. Fallon, Manager, Quality Control, wrote and prepared the content; Karen Nava, Director, Graphics and Publications, designed and supervised the artistic production; and Kelly Isaac, Graphic Designer and Digital Publications Coordinator, managed the production of this report. John Marth, Quality Control Editor, edited and prepared this publication for dissemination. Juanita A. Monsalve, Digital Development Manager; Sonia M. Pérez, Senior Vice President, Strategic Initiatives; Ivelisse Fairchild, Vice President, Resource Development; Enrique A. Chaurand, Deputy Vice President, Integrated Marketing and Events; and Greg Wersching, Consultant provided significant guidance and feedback.

In April 2014, El Centro de la Raza opened up a newly renovated park in their José Martí Child Development Center and local community.

Photo Credit: NCLR Affiliate

El Centro de la Raza
The National Council of La Raza (NCLR) works to improve opportunities for Hispanic Americans.

NCLR’s policy and program expertise, and its nearly 300 Affiliates rooted in communities across the country, strengthen the lives of millions of Latinos each year.