



Stronger American Communities

NCLR
NATIONAL COUNCIL OF LA RAZA

2008 ANNUAL REPORT

EXCELLENCE RESPECTO ACCOUNTABILITY

NCLR MISSION STATEMENT

The National Council of La Raza (NCLR)—the largest national Hispanic civil rights and advocacy organization in the United States—works to improve opportunities for Hispanic Americans. Through its network of nearly 300 affiliated community-based organizations (CBOs), NCLR reaches millions of Hispanics each year in 41 states, Puerto Rico, and the District of Columbia. To achieve its mission, NCLR conducts applied research, policy analysis, and advocacy, providing a Latino perspective in five key areas—assets/investments, civil rights/immigration, education, employment and economic status, and health. In addition, it provides capacity-building assistance to its Affiliates who work at the state and local level to advance opportunities for individuals and families.

Founded in 1968, NCLR is a private, nonprofit, nonpartisan, tax-exempt organization headquartered in Washington, DC. NCLR serves all Hispanic subgroups in all regions of the country and has operations in Atlanta, Chicago, Los Angeles, New York, Phoenix, Sacramento, San Antonio, and San Juan, Puerto Rico.



TABLE OF CONTENTS

2 Message from the President

4 Message from the Board Chair

5 Board of Directors

6 NCLR Affiliates

Affiliate Council • Affiliate Network • Affiliate Awards Programs • Campaign for Stronger American Communities • Affiliates by State

14 In the Community

Education • Health • Community and Family Wealth-Building • Employment and Economic Opportunities

23 On the Hill

Civil Rights and Immigration • Wave of Hope • Advocacy and Electoral Empowerment

30 A History of Strengthening Communities

32 A Life of Distinction: Raul Yzaguirre

33 Into the Future

Emerging Latino Communities • Youth Leadership

37 In the Spotlight

40 Contributors

Corporate Board of Advisors • Our Funders • Individual Contributors

46 Financials

51 Executive Management and Regional Field Offices

MESSAGE FROM THE PRESIDENT



The year 2008 was a dynamic time for NCLR. It was a year of celebration, marked by our 40th Anniversary and four decades of successfully representing Hispanic Americans through initiatives and advocacy. This year was also rife with complex challenges and overwhelming difficulties for many Americans. Economic and social troubles reached every corner of the nation, and nowhere were the struggles more evident than among our nation's hardworking Latino families. On their behalf, NCLR and its network of community-based Affiliates united under a renewed need for advocacy to assist and empower millions of Latinos to achieve the American Dream.

The 2008 Annual Report shares many of the touching stories and life-changing outcomes that exemplify the power and reach of NCLR's work. I invite you to join me and NCLR as we continue to strengthen Latinos—the community that is at the heart of our great country.

GREATER IMPACT

While many organizations and companies across America were forced to limit the scope of their work this year, NCLR was able, through strong fiscal management and a keen focus on our mission, to make a greater impact during 2008 than any previous year in terms of accomplishments, visibility, and prominence. Special thanks are extended not only to NCLR's Affiliates, supporters, and staff, but also to Monica Lozano, Publisher of *La Opinión*, who provided invaluable leadership as Chair of the Board of Directors.

This Annual Report details our collaborative achievements. In terms of highlights, NCLR:

- **Solidified its presence as an American institution** through the grand opening of its national headquarters, the Raul Yzaguirre Building, and dedication of the new *Plaza de los Afiliados* in the nation's capital, located just three blocks from the White House
- **Addressed the mortgage lending crisis and rising foreclosure rates** through the launch of the Home Rescue Campaign
- **Emphasized the importance of stopping hate** through the Wave of Hope national campaign and the related website, launched in response to the surge in hateful rhetoric and violence surrounding the immigration debate
- **Mobilized and engaged Hispanic Americans** for the 2008 general election, registering nearly 140,000 voters in seven states as a result of community-based initiatives and a new partnership with Democracia U.S.A.—2008 saw a 32% increase in Latino voter turnout over the 2004 presidential election

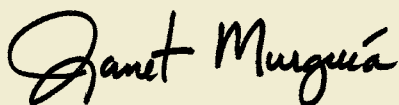
- **Empowered Latino youth to realize career opportunities** through education attainment and career planning through the NCLR Escalera Program: Taking Steps to Success
- **Provided tools to educators in support of Latino student achievement** through the Leadership Institute for Latino Literacy
- **Demonstrated Latino perspectives on health care reform** through NCLR's research, advocacy, and community-based training initiatives
- **Enhanced the Affiliate Network's impact and collaboration** through implementation of NCLR's Affiliate Member Services Business Plan, which established five partnership categories based on the nature of Affiliates' work with NCLR
- **Received national recognition as one of America's top 12 high-impact nonprofits** according to national surveys and expert interviews conducted for the book, *Forces for Good: The Six Practices of High-Impact Nonprofits*

STRONGER COMMUNITIES FOR A STRONGER AMERICA

Though NCLR's past achievements are impressive, our work has just begun. To further empower Hispanic Americans, we will continue to open doors and create opportunities that support advanced education and upward mobility. We will prepare more Latino youth for leadership roles through civic engagement, and increase the power of our collective voice through enhanced partnerships with our Affiliates and across communities of color. Our organization will support the creation of a Latino Museum on the National Mall that communicates the Latino story. NCLR also will remain dedicated to becoming the preeminent national entity working on behalf of all Hispanic Americans.

Andrea Bazán, President of the Triangle Community Foundation in North Carolina and an ardent NCLR supporter, now leads our cause as Chair of NCLR's Board of Directors. With experience behind us, significant partners beside us, and a strong vision before us, NCLR confidently embraces the future as the voice for Hispanic Americans. Please, join us in propelling this nation forward; a stronger America relies on our building stronger individuals, stronger families, and stronger American communities!

Sincerely,



Janet Murguía
NCLR President and CEO

MESSAGE FROM THE BOARD CHAIR



A diversity impacted many Hispanic Americans in 2008. Countless families lost their homes due to deceptive lending practices and bank foreclosures. Youngsters faced heart-wrenching separation from their families due to workplace raids and immigration enforcement strategies. Latino parents who could not afford health insurance cried out for quality health care for their children. College-bound students relinquished their dreams when financial support never surfaced, while migrant workers and minimum-wage earners yearned for training and opportunities that would raise their income and standard of living. These Hispanics, and others like them, merited our concern, assistance, and advocacy, yet America's airwaves and political platforms often responded with hate speech and violence against Latinos.

Though 2008 was a year of unprecedented challenges, NCLR responded with leadership, experience, and grassroots strength. Ever striving to ensure Latinos a better tomorrow, NCLR and its network of Affiliates addressed these complex issues related to education, health, economic mobility, homeownership, and civil rights. Our organization and its strategic partners also identified and modeled emerging programs to effect ongoing, progressive change.

INCREASED CHALLENGES MERIT INCREASED SUPPORT

Despite NCLR's diligence, overall challenges continue to escalate, new issues emerge, and growing numbers of Latinos seek our services and support. Hispanic Americans count on NCLR, and NCLR counts on you.

- **As an Hispanic American**, you can achieve your dreams and reach your full potential, bringing success to yourself, your family, and your community.
- **As a lawmaker**, you can responsibly enact legislation that economically and politically empowers Hispanic Americans to better their lives and their futures.
- **As an individual**, foundation, or corporation, you can play a pivotal role in creating a better tomorrow through your generous financial support.

Please, become part of our *familia* by joining NCLR in its critical endeavors. Together we can change the future of Latinos—and the future of America—by fostering stronger individuals and stronger American communities.

Sincerely,

A handwritten signature in black ink that reads "ABazán".

Andrea Bazán
NCLR Board Chair

BOARD OF DIRECTORS 2008–2009

EXECUTIVE COMMITTEE

Chair

Andrea Bazán
President
Triangle Community Foundation
Durham, NC

Vice Chair

Daniel Ortega
Partner
Roush, McCracken, Guerrero,
Miller & Ortega
Phoenix, AZ

Secretary

Arturo Valenzuela
Director
Center for Latin American Studies
at Georgetown University
Washington, DC

Treasurer

Anselmo Villarreal
Executive Director
La Casa de Esperanza, Inc.
Waukesha, WI

President and CEO

Janet Murguía
National Council of La Raza
Washington, DC

Monica Lozano
Publisher and CEO
La Opinión
Los Angeles, CA

Herminio Martínez

Executive Director
Bronx Institute of Lehman College
Bronx, NY

Jim Padilla

Retired from Ford Motor Company
Sarasota, FL

Maria Pesqueira

President and CEO
Mujeres Latinas en Acción
Chicago, IL

Jorge Plasencia

Chairman and CEO
República
Miami, FL

GENERAL MEMBERSHIP

Cesar Alvarez
Chief Executive Officer
GreenbergTraurig, LLP
Miami, FL

Tom Castro
President and CEO
Border Media Partners, LLC
Houston, TX

Dorene Dominguez
Chairman
Vanir Construction Management, Inc.
Sacramento, CA

Patricia Fennell
Executive Director
Latino Community Development
Agency
Oklahoma City, OK

Maria S. Gomez
President and CEO
Mary's Center for Maternal
and Child Care, Inc.
Washington, DC

Lupe Martinez
President and CEO
United Migrant Opportunity
Services, Inc.
Milwaukee, WI

Linda Mazon Gutierrez
President
Hispanic Women's Corporation
Phoenix, AZ

Maricela Monterrubio Gallegos
Retired from Hewlett-Packard
Galt, CA

Hon. Felipe Reinoso
Former State Representative
Bridgeport, CT

Dr. Clara Rodriguez
Professor
Fordham University
New York, NY

Isabel Rubio
Executive Director
Hispanic Interest Coalition
of Alabama
Birmingham, AL

Angela Sanbrano
President
National Alliance of Latin American
and Caribbean Communities
Los Angeles, CA

Dr. Juan Sánchez
Founder, El Presidente, and CEO
Southwest Key Programs, Inc.
Austin, TX

Lionel Sosa
Sosa Consultation and Design
Floresville, TX

Isabel Valdés
President
Isabel Valdés Consulting
Palo Alto, CA

Cid Wilson
Director of Equity Research
Kevin Dann & Partners, LLC
Leonia, NJ

AFFILIATE COUNCIL

The Affiliate Council serves as a voice for, and represents the partnership between, NCLR and its most important constituency. The Council provides guidance to NCLR on its programmatic priorities, 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 (AMS) team to implement the AMS strategy, reaching out to Affiliates in all regions of the country to solicit new perspectives and share information on NCLR's priorities and direction.

CALIFORNIA

Alfredo Villaseñor, Vice Chair*

Executive Director
Community Child Care Council of Santa Clara County

Maria Quezada

Executive Director
California Association for Bilingual Education

FAR WEST

Linda Mazon Gutierrez, Chair

President
Hispanic Women's Corporation

John Martinez

Executive Director
HELP-New Mexico, Inc.

MIDWEST

Alicia Villarreal

Executive Director
Latino Family Services

Victor Leandry, Secretary**

Executive Director
El Centro de Servicios Sociales

NORTHEAST

Maria Matos*

Executive Director
Latin American Community Center, Inc.

Nicholas Torres**

Executive Director
Congreso de Latinos Unidos, Inc.

SOUTHEAST

Sonia Gutierrez*

Executive Director
Carlos Rosario International Career Center

Tony Asion

Executive Director
El Pueblo, Inc.

TEXAS

Richard Farias

Executive Director
Tejano Center for Community Concerns

Mary Capello

President and CEO
Texas Migrant Council

*These members have reached their two-term limit and will be rotating off the Affiliate Council in spring 2009.

**These members are up for reelection to the Affiliate Council in spring 2009.

AFFILIATE NETWORK

NCLR Affiliates are independent community-based organizations that range in size and programmatic focus. They are dedicated to advancing Latinos nationwide. Affiliates identify the needs of their constituents and develop and deliver innovative services, from English language and civics classes to after-school programs, to homeownership counseling and foreclosure prevention. NCLR's productive relationship with these Affiliates is at the heart of its work and at the backbone of its resonance throughout the country. NCLR believes that its approach—working at both the national level and in partnership with a more active, engaged, and cohesive Affiliate Network at the local level—is the most effective way to promote the well-being of the Latino community.

The NCLR Affiliate Network is divided into six single-state and multistate regions of the country: California, Texas, Far West, Midwest, Northeast, and Southeast. NCLR Affiliates reach millions of Latinos each year in 41 states, the District of Columbia, and Puerto Rico.

2008 HIGHLIGHTS

PLAZA DE LOS AFILIADOS. As part of the official opening of its new headquarters in Washington, DC, NCLR dedicated its *Plaza de los Afiliados*—the newly designed front plaza of the Raul Yzaguirre Building—which recognizes the Affiliate Network as the foundation of NCLR.

ACTIVE COLLABORATION. NCLR maximized the collective impact of its Affiliate Network by convening Affiliates throughout the year in strategic



NCLR Affiliate, Latin American Youth Center

forums, ranging from civic engagement and advocacy meetings to technical assistance and best practice workshops, to share their expertise and identify ways to overcome the major challenges facing the Latino community. NCLR and more than two-thirds of its Affiliate Network joined forces to represent Latino interests and advance a collective agenda on principal priorities for Hispanics. Forty-eight Affiliates from 21 states and the District of Columbia attended NCLR's National Issue Briefing and Advocacy Day; 125 Affiliates were at the 2008 NCLR Annual Conference in San Diego; 30 Affiliates participated in peer-training and best-practice-sharing sessions conducted by three Affiliate Family Strengthening Award winners; and more than one-third of the Affiliate Network participated in the 2008 Fall Regional meetings.

RENEWED CAPACITY. Working closely with its Affiliate Council and the California NCLR Affiliate Network, NCLR completed planning of and made significant progress in initiating its new regional strategy. The refined strategy will strengthen social and economic opportunities for Latino communities throughout the country and enhance NCLR's capacity to facilitate relationships among its partners on the ground.

AFFILIATE AWARDS PROGRAM



Janet Murguía, Linda Mazon Gutierrez, and Raul Yzaguirre unveiling the Plaza de los Afiliados at NCLR's new national headquarters in the District of Columbia



NCLR Affiliate of the Year, The Committee for Hispanic Children and Families

NCLR/FORD MOTOR COMPANY AFFILIATE OF THE YEAR AND REGIONAL HONOREES

- Affiliate of the Year: The Committee for Hispanic Children and Families (New York, NY)
- Regional Honorees:
 - California: The Unity Council (Oakland, CA)
 - Central: Tejano Center for Community Concerns (Houston, TX)
 - Eastern: La Clínica del Pueblo (Washington, DC)
 - Western: Youth Development, Inc. (Albuquerque, NM)

NCLR/ANNIE E. CASEY FOUNDATION FAMILY STRENGTHENING AWARDS PROGRAM

- El Centro de la Raza–José Martí Child Development Center (Seattle, WA)
- Instituto del Progreso Latino–Carreras en Salud: A Chicago Bilingual Health Care Partnership (Chicago, IL)
- Valle del Sol, Inc.–Community Resource Center (Phoenix, AZ)

NCLR/COMCAST CAPACITY-BUILDING GRANT PROGRAM

- Association House of Chicago (Chicago, IL)
- Congreso de Latinos Unidos (Philadelphia, PA)
- Del Norte Neighborhood Development Corporation (Denver, CO)
- Latino Memphis (Memphis, TN)
- Mujeres Latinas en Acción (Chicago, IL)
- Spanish American Civic Association (Lancaster, PA)
- Tiburcio Vasquez Health Center, Inc. (Hayward, CA)
- Youth Development, Inc. (Albuquerque, NM)

AFFILIATE AWARD FOR ADVOCACY

- Tennessee Immigrant and Refugee Rights Coalition (Nashville, TN)

HELEN RODRÍGUEZ-TRÍAS HEALTH AWARD

- San Ysidro Health Center (San Diego, CA)

CAMPAIGN FOR STRONGER AMERICAN COMMUNITIES

CONTRIBUTE TO THE CAMPAIGN

NCLR is pleased to report recent gifts of \$1.5 million from Wachovia, \$750,000 from the UPS Foundation, and a \$3 million pledge from State Farm Insurance Companies. To join these visionaries in supporting NCLR's Affiliates through the Campaign for Stronger American Communities, please contact the NCLR Campaign Office at empower@nclr.org, or call (202) 776-1560.



NCLR Affiliate, La Clínica del Pueblo, Inc.

NCLR's Campaign for Stronger American Communities is an unprecedented, organization-wide effort to strengthen social and economic opportunities for Latino communities throughout the country. The campaign will ensure increased nationwide impact as it brings more financial, human, and technical resources to Affiliates in the field; strengthens NCLR's working relationship with its Affiliates; and expands partnerships at the local, regional, and national levels. In 2009, NCLR will raise \$15 million to invest in increasing its impact and fortifying the NCLR-Affiliate relationship.

CAMPAIGN INVESTMENTS

REGIONAL OFFICE STRATEGY. NCLR will launch its new field office strategy in Los Angeles, California in 2009. The concentration of Affiliates in Southern California, existing Los Angeles field office, rich political program, and community-based focus on a variety of Latino issues will enable NCLR to effectively test its pilot program and expand and improve its current field office strategy.

RELATIONSHIPS AMONG OUR PARTNERS.

Campaign investments will also support the development and nurturing of relationships between NCLR Affiliates and other regional partners.

AFFILIATES' ORGANIZATIONAL CAPACITY.

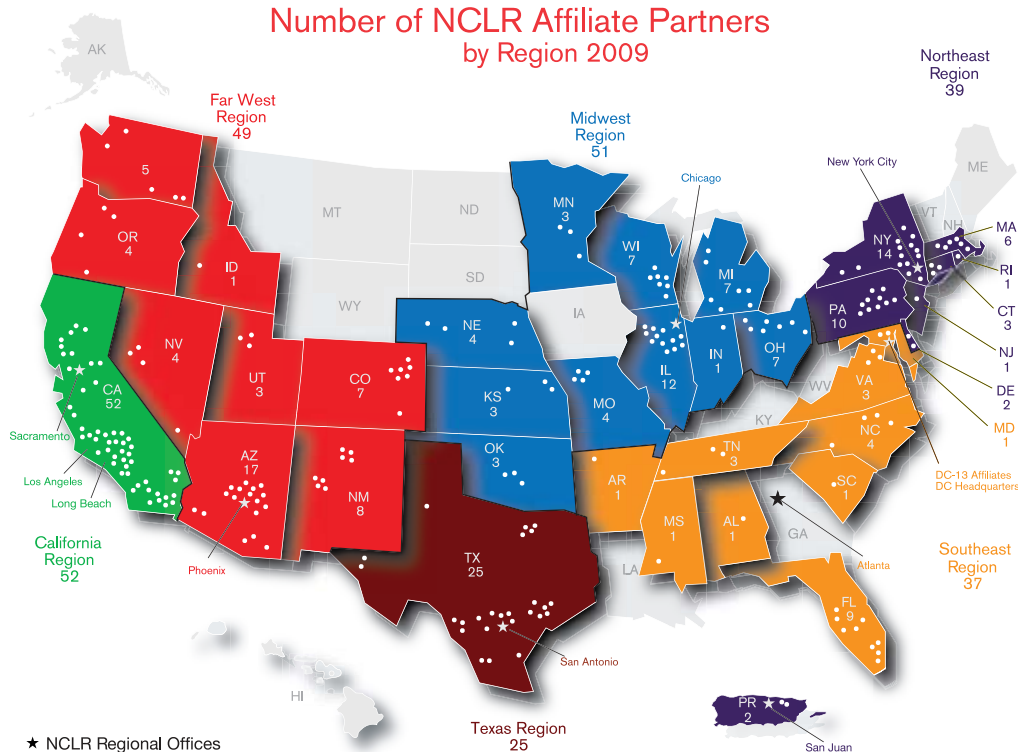
The campaign will allow NCLR to provide Affiliates with renewed resources and support program development and substantive technical training for Affiliates from NCLR's national and regional offices.

PROGRAMMATIC NETWORKS. Throughout 2009, NCLR will enact various programs to bolster the Affiliate Network. NCLR will help establish open communication between the organization and its Affiliates, and it will endeavor to facilitate sharing and expansion of promising strategies and best practices.

SPECIAL OPPORTUNITIES. Campaign funds will allow NCLR to create a holding account whose finances will enable NCLR to respond to unexpected opportunities to advance new ideas at the national and regional levels.

AFFILIATES BY STATE

Number of NCLR Affiliate Partners
by Region 2009



★ NCLR Regional Offices

ALABAMA

Birmingham

Hispanic Interest Coalition of Alabama (HICA)
www.hispanicinterest.org
(205) 942-5505

ARIZONA

Guadalupe

Centro De Amistad, Inc.
www.centrodeamistad.org
(480) 839-2926

Mesa

Housing Our Communities, Inc.
www.housingourcommunities.org
(480) 649-1335

Nogales

Mexicayotl Academy
www.mexicayotlacademy.com
(520) 287-6790

Phoenix

Arizona Hispanic Chamber of Commerce
www.azhcc.com
(602) 279-1800
Chicanos Por La Causa, Inc.
www.cplc.org
(602) 257-0700

Community Housing Resources of Arizona
www.communityhousingresources.org
(602) 631-9780

Esperanza Community Collegial Academy
(602) 996-1125

Espiritu Community Development Corporation
www.espiritu.com
(602) 243-7788

Friendly House, Inc.
www.friendlyhouse.org
(602) 257-1870

Hispanic Women's Corporation
www.hispanicwomen.org
(602) 954-7995

Tertulia Pre-College Community Charter School
(602) 262-2200

Valle Del Sol, Inc.
www.valledelsol.com
(602) 248-8101

Somerton

Campesinos Sin Fronteras
www.campesinosinfronteras.org
(928) 627-1060

Housing America Corporation
www.hacorp.org
(928) 627-4221

South Tucson

Cesar Chavez Learning Community
(520) 573-1500

Tucson

Calli Ollin Academy
www.calliollin.com
(520) 882-3029

Luz Social Services, Inc.
www.luzsocialservices.org
(520) 882-6216

ARKANSAS

Springdale

Hispanic Women's Organization of Arkansas
www.hwoa.org
(479) 751-9494

CALIFORNIA

Anaheim

Neighborhood Housing Services of Orange County, Inc.
www.nhsoc.org
(714) 490-1250

Arlita

El Proyecto del Barrio, Inc.
www.epdb.org
(818) 830-7133

Brawley

Campesinos Unidos, Inc.
www.brawleycui.com
(818) 830-7133

Clinicas de Salud del Pueblo, Inc.
www.clinicasdesalud.org
(760) 344-6471

Burbank

Partnerships to Uplift Communities, Inc.
www.pucschools.org
(818) 559-7699

Calexico

Calexico Community Action Council
(760) 357-6464

Chula Vista

MAAC Project
www.maacproject.org
(619) 426-3595

Covina

California Association for Bilingual Education
www.bilingualeducation.org
(626) 814-4441

Escondido

Community HousingWorks
www.chworks.org
(760) 432-6878

Hayward

La Familia Counseling Service
www.lafamiliacounselingservice.org
(510) 881-5921

Tiburcio Vasquez Health Center
www.tvhc.org
(510) 471-5880

Keene

Farm Workers Institute for Education & Leadership Development
www.farmworkerinstitute.org
(661) 823-6140

Los Angeles

Academia Avance
www.avance.camote.org
(323) 230-7270

AltaMed Health Services Corporation
www.altamed.org
(323) 725-8751

Camino Nuevo Charter Academy
www.caminonuevo.org
(213) 736-5542

Centro Latino for Literacy
(213) 483-7753

CHARO Community Development Corporation
www.charocorp.com
(323) 269-0751

East LA Community Corporation
www.elacc.org
(323) 269-4214

Eastmont Community Center
www.eastmontcc.org
(323) 726-7998

El Centro del Pueblo
www.elcentrodelpueblo.org
(213) 483-6335

Los Angeles Leadership Academy
www.laleadership.org
(213) 381-8484

National Latino Arts, Education, and Media Institute
(310) 281-3770

New Economics for Women
www.neweconomicsforwomen.org
(213) 483-2060

Para los Niños
www.paralosninos.org
(213) 250-4800

Semillas Sociedad Civil
www.dignidad.org
(323) 225-4549

Watts/Century Latino Organization
(323) 564-9140

Youth Policy Institute
www.ypiusa.org
(213) 688-2802

Modesto

Mujeres Latinas de Stanislaus
www.geocities.com/
mujereslatinasdestanislaus
(209) 572-2437

Montebello

Montebello Housing Development
Corporation
www.mtbhousingcorp.com
(323) 722-3955

Moreno Valley

TODEC Legal Center
www.todec.com
(800) 778-3713

North Hollywood

Valley Community Clinic
www.valleycommunityclinic.org
(818) 763-1718

Oakland

Eastbay Spanish Speaking
Citizens' Foundation
www.sscf.org
(510) 261-7839

La Clínica de La Raza
www.laclinica.org
(510) 535-4000

Lighthouse Community Charter
School
www.lighthousecharter.org
(510) 271-8801

The Unity Council
www.unitycouncil.org
(510) 535-6900

Oxnard

El Concilio del Condado de Ventura
www.elconcilioventura.org
(805) 486-9777

San Diego

Chicano Federation of San Diego
County, Inc.
www.chicanofederation.org
(619) 285-5600

Parent Institute for Quality Education
www.piqe.org
(858) 483-4499

San Diego County Hispanic
Chamber of Commerce
www.sdchccc.com
(619) 702-0790

San Francisco

Women's Initiative for Self
Employment
www.womensinitiative.org
(415) 641-3460

San Jose

Center for Training and Careers, Inc.
www.ctcsj.org
(408) 251-3165

Community Child Care Council of
Santa Clara County
www.4c.org
(408) 487-0747

Mexican American Community
Services Agency, Inc.
www.macsa.org
(408) 928-1122

Santa Ana

Delhi Community Center
www.delhicenter.com
(714) 481-9600

El Sol Science and Arts Academy
of Santa Ana
www.elsolacademy.org
(714) 543-0023

Santa Monica

National Association of Latino
Independent Producers
www.nalip.org
(310) 457-4445

San Ysidro

Casa Familiar, Inc.
www.casafamiliar.org
(619) 428-1115

San Ysidro Health Center
www.syhcc.org
(619) 428-4463

Stockton

Council for the Spanish Speaking—
El Concilio
www.elconcilio.org
(209) 547-2855

Visionary Home Builders of
California, Inc.
www.visionaryhomebuilders.org
(209) 466-6811

Ventura

Cabrillo Economic Development
Corporation
www.cabrilloedc.org
(805) 659-3791

Visalia

Self-Help Enterprises
www.selfhelpenterprises.org
(559) 651-1000

COLORADO

Denver

Del Norte Neighborhood
Development Corporation
www.delnortendc.org
(303) 477-4774

Latin American Research
and Service Agency
www.larasa.org
(303) 722-5150

Mi Casa Resource Center for
Women, Inc.
www.micasadenver.org
(303) 573-1302

NEWSED Community Development
Corporation
www.newsdc.org
(303) 534-8342

Servicios de la Raza, Inc.
www.serviciosdelaraza.org
(303) 458-5851

SouthWest Improvement Council
www.swic-denver.org
(303) 934-2268

Pueblo

Cesar Chavez School Network
www.cesarchavezacademy.org
(719) 295-1623

CONNECTICUT

Hartford

Connecticut Puerto Rican
Forum, Inc.
www.ctpuertoricanforum.org
(860) 247-3227

Hispanic Health Council
www.hispanichealth.com
(860) 527-0856

Rocky Hill

Humanidad, Inc.
(860) 563-6103

DELAWARE

Georgetown

La Esperanza, Inc.
www.laesperanza.org
(302) 854-9262

Wilmington

Latin American Community
Center, Inc.
www.thelatincenter.org
(302) 655-7338

DISTRICT OF COLUMBIA

Ayuda, Inc.
www.ayudainc.org
(202) 387-4848

Carlos Rosario International
Public Charter School
www.carlosrosario.org
(202) 797-4700

Central American Resource Center
www.dccarecen.org
(202) 328-9799

CentroNia
www.centronia.org
(202) 332-4200

La Clínica del Pueblo, Inc.
www.lcdp.org
(202) 462-4788

Latin American Youth Center
www.layc-dc.org
(202) 319-2225

Latino Economic Development
Corporation
www.ledcdc.org
(202) 588-5102

Mary's Center for Maternal
& Child Care, Inc.
www.maryscenter.org
(202) 483-8196

Mi Casa, Inc.
www.micasa-inc.org
(202) 722-7423

Multicultural Career Intern Program
www.mcip.org
(202) 939-7700

Multicultural Community Service
www.mcsdc.org
(202) 238-9355

Spanish Catholic Center, Inc.
www.ccs-dc.org
(202) 939-2437

Spanish Education Development
Center
www.sedcenter.com
(202) 462-8848

FLORIDA

Florida City

Centro Campesino
Farmworker Center, Inc.
www.centrocampesino.org
(305) 245-7738

Coalition of Florida Farmworker
Organizations, Inc.
www.coffo.org
(305) 246-0357

Mexican American Council, Inc.
(305) 245-5865

Hollywood

Hispanic Unity of Florida, Inc.
www.hispanicunity.org
(954) 964-8884

Homestead

Everglades Community Association
(305) 242-2142

Immokalee

Redlands Christian Migrant
Association
www.rcma.org
(239) 658-3560

Miami

Amigos for Kids
www.amigosforkids.org
(305) 279-1155

Orlando

Latino Leadership, Inc.
www.latino-leadership.org
(407) 895-0801

Tampa

Housing and Education Alliance, Inc.
www.myhomeamerica.org
(813) 261-5151

IDAHO

Caldwell

Community Council of Idaho
www.idahomigrantcouncil.org
(208) 454-1652

ILLINOIS

Chicago

Alivio Medical Center
www.aliviomedicalcenter.org
(312) 829-6303

Association House of Chicago
www.associationhouse.org
(773) 772-7170

Brighton Park Neighborhood Council
www.bpnc-chicago.org
(773) 523-7110

Centro San Bonifacio
www.sanbonifacio.org
(773) 252-9098

El Hogar del Niño
(773) 523-1629

ENLACE Chicago
www.enlacechicago.org
(773) 542-9233

Erie Neighborhood House
www.eriehouse.org
(312) 563-5800

Gads Hill Center
www.gadshillcenter.org
(312) 226-0963

Illinois Migrant Council
www.illinoismigrant.org
(312) 663-1522

Instituto del Progreso Latino
www.idpl.org
(773) 890-0055

Latino Policy Forum
www.latinosunited.org
(312) 376-1766

Mujeres Latinas En Acción
www.mujereslatinasenaccion.org
(773) 890-7676

The Resurrection Project
www.resurrectionproject.org
/home.aspx
(312) 666-1232

INDIANA

Fort Wayne

United Hispanic Americans, Inc.
www.unitedhispanicamericans.org
(260) 422-2651

KANSAS

Kansas City

El Centro, Inc.
www.elcentroinc.com
(913) 677-0100
Harvest America Corporation
www.harvestamerica.org
(913) 342-2121

Wichita

SER Corporation of Kansas
www.sercorp.com
(316) 264-5372

MARYLAND

Takoma Park

CASA of Maryland, Inc.
www.casademaryland.org
(301) 270-0419

MASSACHUSETTS

Cambridge

Centro Presente Inc.
www.cpresente.org
(617) 497-9080

East Boston

East Boston Ecumenical Community
Council
www.ebec.org
(617) 567-2750

Jamaica Plain

Hispanic Office of Planning and
Evaluation
www.hopemass.org
(617) 524-8888
The Hyde Square Task Force, Inc.
www.hydesquare.org
(617) 524-8303

Roxbury

La Alianza Hispana, Inc.
www.laalianza.org
(617) 427-7175
Sociedad Latina
www.sociedadlatina.org
(617) 442-4299

MICHIGAN

Detroit

Detroit Hispanic Development
Corporation
www.dhdc1.org
(313) 967-4880
Latin Americans for Social and
Economic Development, Inc.
www.lasedinc.org
(313) 554-2025
Latino Family Services
(313) 841-7380
Southwest Non Profit Housing
Corporation
www.swsol.org
(313) 841-9641

Kalamazoo

Hispanic American Council, Inc.
www.hispanicamericancouncil.org
(269) 385-6279

Lansing

Michigan Commission on
Spanish Speaking Affairs
www.michigan.gov
(517) 373-8339

Traverse City

Northwest Michigan
Health Services, Inc.
www.nmhsi.org
(231) 947-1112

MINNESOTA

Minneapolis

Hispanic Chamber of
Commerce of Minnesota
www.hispanicmn.org
(612) 312-1692

St. Paul

Academia Cesar Chavez
www.cesarchavezschool.com
(651) 294-4640
Comunidades Latinas
Unidas en Servicio
www.clues.org
(651) 379-4203

MISSISSIPPI

Jackson

Mississippi Immigrants'
Rights Alliance
www.yourmira.org
(601) 968-5182

MISSOURI

Kansas City

Cabot Westside Clinic
www.cabot.org
(816) 471-0900
Guadalupe Center, Inc.
www.guadalupecenters.org
(816) 421-1015
Hispanic Economic
Development Corporation
www.kchedc.org
(816) 221-3442
Mattie Rhodes Center
www.mattierhodes.org
(816) 471-2536

NEBRASKA

Lincoln

Mexican American Commission
www.mex-amer.state.ne.us
(402) 471-2791

North Platte

NAF Multicultural Human
Development, Inc.
www.nafmhdc.org
(308) 534-2630

Omaha

Chicano Awareness Center
www.cacinc.org
(402) 733-2720
One World Community
Health Centers, Inc.
www.oneworldomaha.org
(402) 734-4110

NEVADA

Las Vegas

East Las Vegas Community
Development Corporation
(702) 307-1710

Housing for Nevada
www.housingfornevada.org
(702) 270-0300

Nevada Association of
Latin Americans, Inc.
www.nala-lv.org
(702) 382-6252

Reno

Nevada Hispanic Services, Inc.
www.nhsreno.org
(775) 826-1818

NEW JERSEY

Camden

Latin American Economic
Development Association
www.laeda.com
(856) 338-1177

NEW MEXICO

Albuquerque

Albuquerque Hispano Chamber
of Commerce
www.ahcnm.org
(505) 842-9003
HELP – New Mexico, Inc.
www.helpnm.com
(505) 265-3717

La Academia de Lengua y Cultura
www.nmreap.net/schoolinfo
(505) 563-4242

YES Housing, Inc.
www.yeshousing.org
(505) 254-1373

Youth Development, Inc.
www.ydirm.org
(505) 242-7306

Embudo

Rio Grande Center
(505) 579-4253
Siete Del Norte
(505) 579-4217

Española

Hands Across Cultures
www.hacc95.org
(505) 747-1889

NEW YORK

Bronx

Promesa Systems, Inc.
www.promesa.org
(718) 299-1100

Brooklyn

Cypress Hills Local Development
Corporation
www.cypresshills.org
(718) 647-2800
Latin American Workers' Project
www.latinamericanworkers.tripod.com/
lawp/index.html
(718) 628-6222

Glen Cove

La Fuerza Unida, Inc.
www.lafuerzaunida.org
(516) 759-0788

Mamaroneck

Hispanic Resource Center of
Larchmont and Mamaroneck, Inc.
www.hrcim.org
(914) 835-1512

New York

Alianza Dominicana, Inc.
www.alianzadom.org
(212) 740-1960

Amber Charter School
www.ambercharter.echalk.com
(212) 534-9667

Audubon Partnership for Economic
Development
www.audubonpartnership.org
(212) 544-2470

The Committee for Hispanic
Children and Families
www.chcfinc.org
(212) 206-1090

Community Association of
Progressive Dominicans
www.acdp.org
(212) 781-5500

Dominican Women's
Development Center
www.dwdc.org
(212) 994-6060

Rochester

Pathstone Corporation
www.pathstone.org
(585) 340-3300

Syracuse

Spanish Action League
www.spanishactionleague.com
(315) 475-6153

Woodside

Make the Road New York
www.maketheroad.org
(718) 565-8500

NORTH CAROLINA

Charlotte

Latin American Coalition
www.latinamericancoalition.org
(704) 531-3848

Durham

Latino Community Credit Union
www.latinoccu.org/en
(919) 688-9270

Raleigh

El Pueblo, Inc.
www.elpueblo.org
(919) 835-1525

Siler City

Hispanic Liaison of Chatham
County/ El Vinculo Hispano
www.evhnc.org
(919) 742-1448

OHIO

Cleveland

El Barrio, Inc.
(216) 651-2037
The Spanish American Committee
for a Better Community
www.spanishamerican.org
(216) 961-2100

Elyria

Lorain County Community College
www.lorainccc.edu
(440) 365-5222

Lorain

El Centro de Servicios
Sociales, Inc.
(440) 277-8235

Toledo

ADELANTE, Inc.
www.adelante-inc.org
(419) 244-8440

Campaign for Migrant
Worker Justice
www.floc.com
(419) 243-3456

Youngstown

Organización Cívica y Cultural
Hispana Americana
www.ocha-nw.org
(330) 781-1808

OKLAHOMA

Oklahoma City

Latino Community
Development Agency
www.latinoagencyokc.org
(405) 236-0701

ORO Development Corporation
(405) 840-7077

Santa Fe South Schools, Inc.
www.santafesouth.org
(405) 631-6100

OREGON

Hillsboro

Bienestar
www.farmworkerhousing.org
(503) 693-2937

Portland

Hacienda Community
Development Corporation
www.haciendacdc.org
(503) 595-2111

Portland Housing Center
www.portlandhousingcenter.org
(503) 282-7744

Salem

Salem/Keizer Coalition for Equality
www.skcequality.org
(503) 363-3909

PENNSYLVANIA

Allentown

Casa Guadalupe Center
www.casalv.org
(610) 435-9902

Hispanic American Organization
www.hao-lv.org
(610) 435-5334

Lancaster

SACA Development Corporation
www.sacapa.org
(717) 397-6267

Spanish American Civic Association
www.sacapa.org
(717) 397-6267

Philadelphia

Asociación Puertorriqueños
en Marcha, Inc.
www.apmphila.org
(267) 296-7200

Congreso de Latinos Unidos, Inc.
www.congreso.net
(215) 763-8870

Hispanic Association of Contractors
and Enterprises
www.HACEcdc.org
(215) 426-8025

Nueva Esperanza Academy
www.neacademy.org
(215) 324-0746

Nueva Esperanza, Inc.
www.nueva.org
(215) 324-0746

Reading

The Hispanic Center Daniel
Torres, Inc.
www.centrohispano.org
(610) 376-3748

PUERTO RICO

San Juan

Asociación de Salud Primaria
de Puerto Rico
www.saludprimariapr.org
(787) 758-3411

Consejo Vecinal Pro-Desarrollo
de la Península de Cantera
(787) 727-5051

RHODE ISLAND

Providence

Center for Hispanic Policy
and Advocacy
www.chispari.org
(401) 467-0111

SOUTH CAROLINA

Columbia

Acercamiento Hispano de
Carolina del Sur
www.schispanicoutreach.org
(803) 419-5112

TENNESSEE

Memphis

Latino Memphis, Inc.
www.latinomemphis.org
(901) 366-5882

Nashville

Conexión Americas
www.conamericas.com
(615) 320-5152

Tennessee Immigrant & Refugee
Rights Coalition
www.tnimmigrant.org
(615) 833-0384

TEXAS

Austin

American YouthWorks
www.americanyouthworks.org
(512) 236-6100

Southwest Key Program, Inc.
www.swkey.org
(512) 462-2181

Corpus Christi

Gulf Coast Council of La Raza, Inc.
www.gcclcr.org
(361) 881-9988

Dallas

Dallas Concilio of Hispanic
Service Organizations
www.dallasconcilio.org
(214) 818-0481

SER Child Development Center
www.serkids.org
(214) 637-8307

Vecinos Unidos, Inc.
www.vecinosunidos.net
(214) 761-1086

Edinburg

Information Referral Resource
Assistance, Inc.
www.irra.org/home.asp
(956) 393-2227

El Paso

Centro de Salud Familiar La Fe, Inc.
www.lafe-ep.org
(915) 534-7979

YWCA El Paso Del Norte Region
www.ywcaelpaso.org
(915) 533-2311

Fort Worth

Near Northside Partners
Council, Inc.
www.partnerscouncil.org
(817) 625-9816

Harlingen

Su Clínica Familiar
www.suclinica.org
(956) 365-6750

Houston

Association for the Advancement
of Mexican Americans
www.aamainc.us
(713) 926-4756

D.R.A.W. Academy
www.drawacademy.org
(713) 706-3729

KIPP Houston
www.kipp-houston.org
(832) 633-1796

Tejano Center for
Community Concerns
www.tccc-ryss.org
(713) 644-2340

Laredo

TMC
www.tmccentral.org
(956) 722-5174

Lubbock

LEARN, Inc.
www.learninc.com
(806) 763-4256

Midland

Midland Community Development
Corporation
www.midlandcdc.org
(432) 682-2520

San Antonio

Avenida Guadalupe Association
www.agatx.org
(210) 223-3151

First Mexican Baptist Church
www.primeraiglesiaabautista.org
(210) 737-6113

Heroes and Heritage
www.heroesandheritage.org
(212) 288-7395

Mexican American Unity Council, Inc.
www.mauc.org
(210) 978-0500

Student Alternatives
Program, Inc.
www.stdsapi.com
(210) 227-0295

Uvalde

Community Council of Southwest
Texas, Inc.
www.ccswt.org
(830) 278-6268

Community Health Development,
Inc.
www.chdi4health.org
(830) 278-5604

UTAH

Midvale

Comunidades Unidas
www.cuutah.org
(801) 566-6191

Salt Lake City

Utah Coalition of La Raza
(801) 359-8922

South Salt Lake City

Centro de la Familia de Utah
www.cdfu.org
(801) 521-4473

VIRGINIA

Arlington

East Coast Migrant Head
Start Project
www.ecmhs.org
(703) 243-7522

Shirlington Employment and
Education Center
www.seejobs.org
(703) 933-1101

Falls Church

Hispanic Committee of Virginia
www.hcva.org
(703) 671-5666

Marcelino, Pan y Vino, Inc.
www.mapavi.org
(703) 841-3883

WASHINGTON

Granger

Northwest Communities Education
Center
www.kdna.org
(509) 854-1900

Seattle

El Centro de la Raza
www.elcentrodealaraza.com
(206) 329-9442

SEA MAR Community Health Center
www.seamar.org
(206) 763-5210

Sunnyside

Washington State Migrant Council
www.wsmconline.org
(509) 839-9762

Yakima

Rural Community Development
Resources
(509) 453-5133

WISCONSIN

Madison

Centro Hispano de Dane County, Inc.
www.chdc.us
(608) 255-3018

Milwaukee

Centro de la Comunidad Unida/
United Community Center
www.unitedccc.org
(414) 384-3100

Council for the Spanish Speaking, Inc.
www.councilforthespanishspeaking
milw.org
(414) 384-3700

La Causa, Inc.
www.lacausa.org
(414) 647-8750

United Migrant Opportunity
Services, Inc.
www.umos.org
(414) 389-6000

Waukesha

HBC Services, Inc.
www.hbcservices.org
(262) 522-1230

La Casa de Esperanza, Inc.
www.lacasadeesperanza.org
(262) 547-0887

EDUCATION

Quality education is an essential tool for narrowing the achievement gap between Latinos and other Americans, and Latino communities consistently rank the education of their children as a top priority. NCLR strives to reform educational opportunities with a dual approach that blends innovative programs with policy work, research, and advocacy. With a focus on kindergarten readiness and graduation from high school, NCLR works to remedy the inequities in educational access on behalf of America's Latino student population.

The Education component of NCLR:

- Supports school improvement as the foundation for increasing student achievement
- Informs the public education system at national and regional levels while strengthening the community-based sector
- Tests and documents best practices of successful education programs for national dissemination
- Engages other stakeholders such as parents, community leaders, and corporate partners as advocates for Latino students



20,280

Total number of children reached in 2008 by NCLR's early care and education programs through *Lee y serás*, *Sembrando Semillas*, and Preschool Parents as Partners

2008 HIGHLIGHTS

EARLY CARE AND EDUCATION. NCLR worked with Congresswoman Hilda Solis (D-CA) and other members of the Congressional Tri-Caucus to develop the "Providing Resources to Improve Dual-Language Education Act (PRIDE Act)," H.R. 3842. When enacted, the PRIDE Act will target schools serving a high proportion of minority and low-income students and provide additional resources to model high-quality, dual-language instructional programs starting in preschool and continuing through the fifth grade. Congress accepted NCLR's recommendation to include key elements of the PRIDE Act in the draft proposal to reauthorize the No Child Left Behind Act (NCLB).

In 2008, NCLR established three education networks with its Affiliates, which focus on major areas of our work: early care and education, K–12 education, and after-school programs. Frequent proactive meetings with these Affiliates allow NCLR to facilitate information-sharing and strengthen its national education network.

DELIA POMPA

NCLR Vice President, Education



Left and right: NCLR Affiliate, CentroNia

HIGH SCHOOL REFORM. NCLR welcomed two major advancements in its work with the U.S. Department of Education to improve educational opportunities available to Latinos and English language learners (ELLs). First, NCLR contributed to a policy memorandum that requires states to spend more state funds on ELL programs and to use federal funds to “supplement, not supplant,” those state funds. Second, NCLR successfully recommended that the Department require that states disaggregate graduation rates for determining adequate yearly progress under NCLB.

SCHOOL IMPROVEMENT INITIATIVE. NCLR began developing a school improvement initiative focused on strengthening the quality of instruction and services provided by schools in its network. During this first year of development, NCLR conducted individual quality reviews of eight schools to determine areas of strength and weakness. Reviews were based on a set of characteristics that NCLR identified as fundamental for successfully serving Latino students; the observations will assist in the formation of programs designed to improve school quality. The initial phase of the initiative was funded by the Bill & Melinda Gates Foundation and the Walton Family Foundation.

AFTER-SCHOOL PROGRAMS. NCLR conducted a study to determine the levels of participation of Latino families in after-school programs and to assess the issues that impact the services provided. Focus groups and site visits yielded major findings that will guide NCLR's evolving work regarding the effectiveness of programs that promote linguistic and cultural values; the need for increased personal outreach and tailored strategies to encourage program participation; and the importance of balancing academic support with enrichment activities. The study was funded by the Charles Stewart Mott Foundation.

HEALTH

Good health is the foundation of a good life. NCLR and its community-based Affiliates work to improve the health and well-being of Hispanic Americans through activities and programs that focus on:

- Access to quality health care
- Health education and disease prevention
- Linguistically and culturally competent resources
- Community-based research
- Advocacy for national programs and policies

2008 HIGHLIGHTS

RESEARCH REPORT. NCLR released *A Burden No Child Should Bear: How the Health Coverage System is Failing Latino Children*. The report included a health profile of Latino children and examined the underlying barriers that prevent their access to public and private health coverage channels. The report is widely referenced as a key resource on the health profile of Latino children for health care providers, community leaders, and policymakers.

HISPANIC HEALTH LEADERSHIP. In conjunction with 18 community-based partners, NCLR's Institute for Hispanic Health trained 220 *promotores de salud* (lay health workers) who reached approximately 8,000 Latinos with culturally competent messages on heart health, HIV/AIDS, mental health, genetic literacy, and other critical health issues. In addition, NCLR staff provided numerous formal presentations

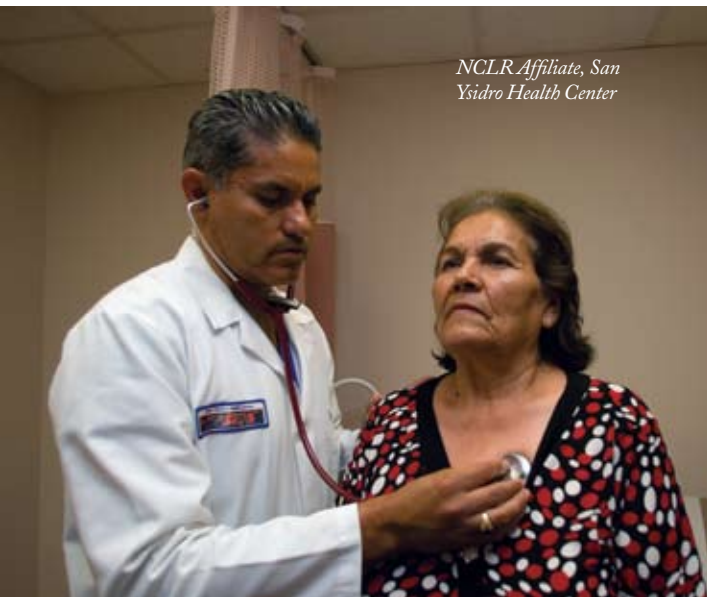


NCLR Affiliate, San Ysidro Health Center

before audiences ranging from the American Public Health Association and the National Hispanic Medical Association to the American Red Cross and the Congressional Tri-Caucus.

HEALTH CARE REFORM. As part of a strategy to build a voice for Latinos in health care reform, NCLR joined the steering committee of Health Care for America Now!, analyzed a variety of reform proposals from an Hispanic perspective, and hosted a major town hall at the 2008 NCLR Annual Conference which featured senior representatives from both the John McCain and Barack Obama presidential campaigns.

NCLR Affiliate, San
Ysidro Health Center



49%

Percent of working Latinos who are uninsured, despite having the highest workforce participation rate of any measured demographic



2008 NCLR Annual Conference Health Fair

The PepsiCo Foundation's long-time partnership with NCLR is deeply valued. NCLR is masterful at integrating research, program implementation, and policy—what I consider to be a winning trifecta! NCLR consistently brings a depth of understanding to the rich diversity of the Hispanic community and holistically weaves this competency into its programs and resources. Ultimately, we all come away understanding how vital collaboration is to our shared goals to reduce health disparities and obesity in Hispanic communities.

CLAIRE LYONS

Global Grant Portfolios Manager, PepsiCo Foundation

AWARD RECOGNITIONS. The American Public Health Association's (APHA) Public Health Education and Health Promotion Section acknowledged IHH's mental health *promotores* tool kit, *De Blanco y Negro a Colores: Entendiendo la Depresión*, with its "Best in Class" materials award at the 2008 APHA Annual Meeting in San Diego. In addition, the Congressional Black Caucus recognized NCLR's health policy staff for its contributions to reducing health disparities experienced by ethnic minorities.

COMMUNITY AND FAMILY WEALTH-BUILDING



Left and right: NCLR Affiliate, Centro Campesino Farmworker Center, Inc.

In spite of making significant and lasting contributions to the American economy and culture, Hispanics do not enjoy the same opportunities, jobs, and wages as other Americans, and like most Americans they rely on assets—such as their homes—to weather a financial emergency, send their children to college, or save for retirement. Yet, according to the most recently available data, Hispanic households have a median net worth of \$7,932, compared to \$88,651 for non-Hispanic White households. By identifying policies and structural and economic barriers that hinder attainment of long term financial stability, NCLR works to narrow the staggering wealth gap and to facilitate equitable economic footing for the Latino community.

\$1,944,760

Grant funds dispersed by NCLR through the Latino Social Venture Fund since 2005 to develop a variety of charter schools, affordable housing opportunities, health care facilities, and multipurpose community and education centers.



2008 HIGHLIGHTS

WEALTH-BUILDING POLICY PROJECT. In 2008, NCLR convened discussions between policymakers and industry experts about barriers to affordable credit and developed a Latino policy agenda on credit cards, credit scoring, and other critical issues. NCLR also provided expert testimony before Congress on foreclosures within the Latino community, sustainable homeownership, credit card abuses, and discrimination in auto-financing. Furthermore, NCLR developed and advanced a proposal, championed by Senator Robert Menendez (D-NJ), to create a community-based financial counseling system.

We make loans to nonprofits to build community schools, health clinics, and other community facilities—loans that commercial lenders often find too risky. We make these critical investments in our community while at the same time ensuring that the deals are sound.

MARK VAN BRUNT

Executive Director and CEO, Raza Development Fund, Inc.

HOMEOWNERSHIP NETWORK. The NCLR Homeownership Network (NHN)—composed of 50 community-based organizations throughout the country—provided housing counseling and education services to more than 37,965 families in 2008. The foreclosure crisis tremendously affected the Latino community, and NHN helped almost 8,000 families resolve mortgage problems—nearly a 400% increase in families served since 2007. Furthermore, with funding from the U.S. Department of Housing and Urban Development, NCLR stepped up the NHN Learning Alliance, a program that provides training and resources for professional housing counselors.

MÁS A TI. NCLR's Family Asset-Building Initiative conducts financial and social research that identifies barriers to Latino economic equality and recommends effective solutions. Based on this research and 11 years of experience in managing NHN, NCLR established Economic Mobility Centers (EMCs) which foster financial know-how throughout the Latino community and bridge Latino families into the financial mainstream. NCLR's newest EMC program, *Más a ti* (more for you), which was launched in Denver this year, connects low-income Latino families to existing financial education and counseling programs while also offering affordable financial services. *Más a ti* links families to wealth-building programs, credit-building tools, tax preparation assistance, and much more.



NCLR Affiliate, Centro Campesino Farmworker Center, Inc.

RAZA DEVELOPMENT FUND, INC. (RDF). RDF, NCLR's community development lending arm, is the largest Latino Community Development Financial Institution in the United States, providing capital, technical assistance, and training to stimulate opportunities for underserved Latinos. RDF's assets have grown from \$29 million in 2002 to more than \$80 million in 2008, and over the same period its loan portfolio grew from less than \$7 million to more than \$55 million. Further, the Latino Social Venture Fund (LSVF), a joint project of RDF, NCLR, and Arizona State University's Center for Community Development and Civil Rights, invests in community-based initiatives that have the potential for demonstrable impact in improving opportunities for families. In 2008 alone, LSVF distributed more than \$500,000 to develop affordable housing and charter school facilities and homeownership counseling services throughout the nation.

Foreclosures

8,000

Number of families served in 2008 through the NCLR Homeownership Network and NCLR-sponsored Home Rescue Fairs

Like most Americans, Latinos rely on homeownership to build wealth and long-term financial security. Record-setting foreclosure rates and declining home values made 2008 an economically devastating year, especially for homeowners. Unfortunately, many Latino homeowners were unethically steered into expensive and risky mortgages, and they quickly became victims of predatory lending. NCLR documented these troubling lending practices in the hopes that the Latino community could be guided out of the economic morass created by unscrupulous lenders.

NCLR's Community Development and Wealth-Building teams worked together to respond to the foreclosure crisis in 2008. NCLR called for enhanced legal protection of Latinos and invested millions of dollars in the NCLR Homeownership Network (NHN), originally developed to counsel first-time homebuyers through the purchase process. During the past several years, NHN has launched and refined a foreclosure prevention counseling program, aimed at increasing foreclosure education in and disseminating prevention strategies throughout the Latino community. Frequently the only bilingual service providers available, NHN agencies have made significant progress in equipping Latinos with the information to protect themselves against foreclosure.



NCLR President and CEO Janet Murguía testifying on the subprime lending crisis before the U.S. House of Representatives Committee on Financial Services

2008 HIGHLIGHTS

COMMUNITY CONTACT. NCLR hosted three major convenings to identify the needs of community-based organizations and the gaps in services available to families facing foreclosure. The community outreach allowed NCLR to better comprehend the experiences of Latinos facing foreclosure while providing insight into how to tailor future programs to their specific needs.

CONGRESSIONAL TESTIMONY. On several occasions, NCLR's homeownership experts testified before members of Congress and federal regulatory agencies about the needs of Latino families and communities threatened by foreclosure.

INCREASED SERVICES. With the National Urban League and the National Coalition for Asian Pacific American Community Development, NCLR developed and launched the Home Rescue Campaign. The campaign assists community-based organizations that offer foreclosure relief services by allotting funds, organizing outreach events, and providing tool kits that support their ongoing work.

EMPLOYMENT AND ECONOMIC OPPORTUNITIES

Hispanic workers contribute significantly to the growth and vitality of key regional industries and local economies. Despite their contributions, they have little traction in meaningful careers, particularly in times of fluctuating economies, since they are hindered by low formal education and limited training opportunities. NCLR continues to develop and test innovative program and policy strategies that promote higher educational attainment and build essential employment skills. As a result, participants assert a strong foothold in the workforce and gain access to upwardly mobile opportunities.

Escalera Program graduates from NCLR Affiliate, Promesa Systems, Inc., in New York, receiving \$1,000 scholarships to offset their college costs



I want to make sure I help the next generation the way the Escalera Program guided me.

JANIL ALVAREZ

Los Angeles Escalera Program alum and California State Polytechnic University senior, majoring in Sociology and Criminology

2008 HIGHLIGHTS

ESCALERA PROGRAM: TAKING STEPS TO SUCCESS. The Escalera Program promotes economic mobility for Latino youth by supporting educational attainment and career planning, and by increasing access to information about advanced careers. Currently, this program is being implemented in partnership with Affiliates in six communities throughout the country. To date, 94% of enrolled students have completed the Escalera Program and graduated from high school, and 91% of graduated students have enrolled in postsecondary institutions. The Escalera Program served 376 students in 2008 nationally and its graduates have received a total of \$240,000 in college scholarships from educational institutions, private sources, and NCLR.

NEW MEXICO PARTNERSHIP. NCLR and the state of New Mexico Department of Workforce Solutions and Commission for Community Volunteerism established a partnership to design and pilot a model of the Escalera Program to serve disengaged Latino youth—those who are disconnected from school and employment. These young people are more likely than others to engage in crime, become incarcerated, and rely on public systems of support. NCLR and the state of New Mexico will provide matching resources to support program implementation.

EARLIER ACCESS TO ESCALERA PROGRAM.

In partnership with the Best Buy Children's Foundation, NCLR will test an "early" Escalera Program model to begin career exploration and postsecondary guidance beginning in participants' sophomore year, one year earlier than the existing model.



Carreras en Salud graduates from NCLR Affiliates Instituto del Progreso Latino and Association House of Chicago, Illinois

98%

Graduation rate for *Carreras en Salud* participants



Carreras en Salud has successfully created flexible career pathways

for Hispanics to alleviate shortages of bilingual health care workers. This program provides multiple entry and exit points and offers resources such as on-site child care to those seeking to advance their careers in the health professions. Programs like these are critical to meeting high-growth industry needs now and in the future.

BREN ORRELL

Deputy Assistant Secretary of Labor for Employment and Training

Carreras en Salud

NCLR Affiliate, Centro Campesino Farmworker Center, Inc.

NCLR HEALTH CARE CAREER PATHWAYS INITIATIVE

The NCLR Health Care Career Pathways Initiative aims to provide bilingual incumbent Latino workers with training to become allied health care professionals and gain upward economic mobility. NCLR's Chicago-based program, *Carreras en Salud*, currently provides training for professions such as certified nursing assistant (CNA), patient care technician, and licensed practical nurse (LPN). *Carreras en Salud* is a partnership between NCLR, its two Chicago-based Affiliates—Instituto del Progreso Latino and Association House of Chicago—and Humboldt Park Vocational Education Center of Wilbur Wright College, one of the City Colleges of Chicago.

Carreras en Salud successfully addresses the shortage of bilingual allied health care workers by providing them training and placing them in jobs in the Chicago metropolitan area. Despite being one of the fastest-growing population groups, Latinos remain underrepresented in the health care sector. Less than 14% of all health care support professionals and less than 5% of all registered nurses are Hispanic. *Carreras en Salud* targets this shortage of Hispanic professionals and nurtures a culturally and linguistically competent workforce that serves Latino communities.

In 2008, *Carreras en Salud* received numerous awards at the national, regional, and local levels, including the Department of Labor 2008 Recognition of Excellence Award for effectively recruiting a diverse, qualified workforce.

CIVIL RIGHTS AND IMMIGRATION

332%

Increase in the annual budget of the U.S. Border Patrol since FY 1993 while the undocumented population has tripled in the same period. In difficult economic times, we cannot continue funneling billions of taxpayer dollars into initiatives that do not effectively solve the immigration problem.

NCLR plays a decisive role in promoting and defending equal opportunity for all Americans through its work to protect civil rights, including those of immigrants. Through policy analyses and advocacy activities, NCLR contributes to an informed debate about the reality of immigration in the United States and to establishing reform that is workable and humane. NCLR seeks to:

- Restore the rule of law by creating a path to legality for hardworking immigrants
- Structure smart enforcement policies that enhance national security and are consistent with our nation's commitment to human rights and due process of law
- Strengthen legal channels that reunite families and allow workers to immigrate with the rights and protections that safeguard the American workforce while cracking down on unscrupulous employers
- Support its Affiliates in combating discriminatory practices and actions in their communities as a result of increased attention on the immigration debate, such as racial profiling

NCLR National Issue Briefing and Advocacy Day



The 12 million people in the shadows, the communities taking immigration enforcement into their own hands, the neighborhoods seeing rising tensions as citizens are pitted against new immigrants... they're counting on us to stop the hateful rhetoric filling our airwaves—rhetoric that poisons our political discourse, degrades our democracy, and has no place in this great nation. They're counting on us to rise above the fear and demagoguery, the pettiness and partisanship, and finally enact comprehensive immigration reform.

PRESIDENT BARACK OBAMA
at the 2008 NCLR Annual Conference

- Advance measures to achieve the successful integration of new immigrants into American communities, thus strengthening the fabric of the United States



Interfaith immigration rally



NCLR Affiliate, Centro Campesino Farmworker Center, Inc.

2008 HIGHLIGHTS

JUVENILE JUSTICE. Among NCLR's civil rights priorities is ensuring that Latinos in the criminal justice system are treated with dignity and respect. Through the Latino Juvenile Justice Network (LJJN), supported by the John D. and Catherine T. MacArthur Foundation, NCLR is creating state and local networks of community-based organizations and service providers interested in juvenile justice reform. This cutting-edge work establishes, sustains, and expands the Latino presence in national-level juvenile justice policy debates. In addition, the endeavor pursues a progressive agenda at the state level which reduces overreliance on confinement for Latino youth and improves the overall outcome for Hispanics involved in the justice system.

IMMIGRATION. Congressional failure to enact workable and humane comprehensive immigration reform, combined with public frustration over inaction, has led to a patchwork of often misguided federal, state, and local measures that target immigrants. These measures wreak social, political, and economic havoc, while also failing to provide practical solutions for America's broken

immigration system. NCLR advocates for comprehensive immigration reform through coalitions and outreach to the public and policymakers, coordinating policy and advocacy activities in support of reform that restores the rule of law, secures our borders, strengthens our economy, and upholds equal opportunity—the fundamental cornerstone of American democracy.

In 2008, NCLR continued to educate the public and policymakers about comprehensive immigration reform through action alerts, Listservs, media reports, public speeches, and policy analysis. NCLR also challenged unsound initiatives that were introduced and would harm immigrant workers and the Latino community. Additionally, NCLR was involved in the presidential transition period, working with key partners to present immigration policy recommendations to the new administration.

Immigration reform will be a major priority for Congress in 2009, and NCLR will be at the forefront of the efforts to advance an agenda that maximizes positive impact on immigrant communities while minimizing policy outcomes that negatively affect Latinos and immigrants. NCLR will continue to work with stakeholders to articulate the need for comprehensive immigration reform and to shape the debate.

WAVE OF HOPE

During the last several years, the tone of the immigration debate in the U.S. has turned sharply and regrettably hostile. Anti-immigrant groups have targeted the Latino community, engaging concerted efforts to misrepresent Latinos, as well as Hispanic-serving organizations and their work. Denouncing hateful rhetoric and the demonization of immigrants and Hispanic Americans, NCLR launched the Wave of Hope campaign to defeat these hateful attempts to debase the immigration debate and the Hispanic community. Through its concentrated campaign to appeal to the media and the public, NCLR hopes to restore respectability to the immigration debate while preventing hate from undermining the integrity of America.

The Wave of Hope campaign intensified its momentum in 2008. NCLR launched the campaign's acclaimed website, WeCanStoptheHate.org, which garnered significant attention from policymakers and the media throughout the year. NCLR's work to combat vigilante hate groups and malicious rhetoric hit a high point in 2008, as the campaign waged a multimedia, dynamic battle upon whose success NCLR will continue to build.

An alarming increase in anti-immigrant rhetoric and hate crimes against Latinos has prompted national civil rights groups to demand positive, humane dialogue in the immigration debate.





NCLR President and CEO Janet Murguía speaks of her testimony in the trial of Christopher Szaz, who was convicted of sending threats of violence to several civil rights organizations. Murguía is shown here with NCLR Board Chair, Andrea Bazán.

NCLR launched WeCanStopTheHate.org to combat hate speech and restore integrity to America's discussions of comprehensive solutions to immigration.



2008 HIGHLIGHTS

MEDIA ACCOUNTABILITY. NCLR focused its attention on the media, particularly on cable news outlets where representatives from anti-immigrant and extremist organizations have often appeared as “immigration experts.” After identifying the key spokespeople from these organizations and documenting their frequency of appearance, NCLR met with the heads of several news organizations, including CNN, MSNBC, and *The Washington Post*, to initiate an ongoing dialogue about hate campaigns. By the summer, the number of spokespeople from extremist organizations had dropped significantly on MSNBC.

PRESIDENTIAL SUPPORT. NCLR advocated for Wave of Hope during the 2008 general election, urging the political parties to refrain from engaging anti-immigrant rhetoric or demonizing immigrants and Latinos in their campaigns. Both presidential

candidates condemned—through multiple public platforms, including the 2008 NCLR Annual Conference—anti-immigrant sentiment and its distressing visibility in the U.S.

HATE CRIME REDRESS. Wave of Hope expanded its campaign in response to the disturbing increase in hate crimes committed against Latinos, including the two brutal murders of Ecuadorian immigrants in New York. NCLR is working with a multiracial, multiethnic coalition of civil rights and immigrant advocacy organizations to address past violence and prevent future hate crimes against Latinos.

CAMPAIGN RECOGNITION. In the book, *Shock Jocks: Hate Speech and Talk Radio*, Rory O'Connor honored the Wave of Hope campaign as one of the top three campaigns fighting hate speech.

ADVOCACY AND ELECTORAL EMPOWERMENT



10 million

Number of Latinos who voted in the 2008 general election—this outstanding turnout represents a 32% increase in participation from the 2004 election.



Left and right: U.S. Citizenship Application Processing Session at NCLR's 2008 Annual Conference

The Latino community is playing an ever-increasing and influential role in American politics. In its efforts to bring more Latinos into the democratic process, NCLR focuses on increasing Latino voter registration and turnout and informing, educating, and motivating those who are eligible to become citizens. NCLR's efforts had a direct impact on voter turnout in the 2008 general election, as record-breaking numbers of Hispanic Americans stepped forward to make their voices heard through their votes.

2008 HIGHLIGHTS

NATURALIZATION ASSISTANCE. NCLR helped coordinate the *ya es hora ¡Ciudadanía!* campaign (Citizenship! It's Time) to motivate and assist legal permanent residents to become U.S. citizens. This was accomplished through collaboration among national partner organizations (National Association

of Latino Elected and Appointed Officials Educational Fund and the Service Employees International Union); Spanish-language media entities (Entravision Communications, ImpreMedia, and Univision Communications, Inc.); and 400 community-based partners throughout the country. NCLR also held workshops in Denver, Colorado and in San Diego and Compton, California, where nearly 350 residents received assistance in processing their naturalization applications.

LATINO YOUTH. NCLR organized the third annual *Día de Avance Latino y Enseñanza (¡DALE!)* at 17 college campuses throughout the country in conjunction with the NCLR *Líderes* program. *¡DALE!* assists college campus organizations in informing and mobilizing their student body and surrounding community on the importance of young Latino participation in the political process.



NCLR Affiliate, Central American Resource Center

If political parties are looking for the long-term viability of their political structure, they have to pay attention to the Latino community. At the current level of growth in the numbers of Latinos voting, there's no way that you can either ignore or neglect our community in the next elections and be able to make it to the White House.

CLARISSA MARTÍNEZ DE CASTRO

*Director, Immigration and
National Campaigns, NCLR*

VOTER REGISTRATION. With support from the John S. and James L. Knight Foundation, the Carnegie Corporation of New York, and others, NCLR's Latino Empowerment and Advocacy Project (LEAP) promoted advocacy and voting through its network of community-based organizations. NCLR staff worked with the LEAP network—composed of 30 local organizations—to register more than 25,000 new voters in Arizona, California, Colorado, the District of Columbia, Florida, Idaho, Illinois, Massachusetts, New Mexico, North Carolina, Nevada, New York, Pennsylvania, Rhode Island, Tennessee, Texas, Virginia, and Wisconsin.

Furthermore, NCLR continued its participation in the *ya es hora ¡Ve y Vota!* campaign (It's Time, Go Vote!), which was aimed at significantly increasing Latino voter registration and turnout in the 2008 presidential election. In September, ImpreMedia inserted nearly one million voter registration cards

in its newspapers in San Francisco, Los Angeles, Phoenix, Denver, Orlando, Miami, Chicago, New York, Houston, San Antonio, the Rio Grande Valley, and Dallas/Fort Worth. The campaign also held various voter registration drives throughout the country, and registered more than 23,000 voters through the campaign website alone.

Finally, during the recent election cycle, NCLR launched *Yo Votaré*, an online multimedia campaign to complement ongoing voter engagement efforts. At the center of the campaign was a website ([www. YoVotare.org](http://www.YoVotare.org)) which featured public service announcements, downloadable music videos, MP3s, and a video contest encouraging Latinos to creatively express the importance of voting. As part of an unprecedented effort to register new voters, the website served as a one-stop portal that connected Latinos with voter information and education tools.

“The partnership between NCLR and Democracia U.S.A. has been instrumental in making this a banner year for Latino civic participation.”

JORGE MURSULI

President and CEO, Democracia U.S.A.

Democracia U.S.A.

NCLR was fortunate at the beginning of its 2008 fiscal year to establish a new partnership that will bolster Latino civic participation. Democracia U.S.A., a national nonpartisan Hispanic voter registration and civic engagement organization, entered into a formal partnership with NCLR in January. This marks a critical step toward increasing the participation of Hispanic Americans in the political process.

This new alliance has significantly increased both organizations' resources and capacity to strengthen Latino voter empowerment, leadership training, and civic engagement activities. Increasing Hispanic participation in the electoral process is critical to NCLR's mission to improve opportunities and open doors for Hispanic Americans.

2008 HIGHLIGHTS

VOTER REGISTRATION. Democracia U.S.A. exceeded its goals for Hispanic voter registration by 30%, registering nearly 140,000 voters in Florida, Pennsylvania, Arizona, Nevada, Texas,



2009 NCLR Capital Award Recipient Miami Workers Center mobilizing the community during the 2008 presidential election

Colorado, and New Jersey. These numbers represent an average 7.6% increase in Latino voters in these states.

LATINO ENGAGEMENT. Democracia U.S.A.'s important contribution to Latino civic engagement complements NCLR's own voter engagement work, which it conducts through its Affiliate Network and through the Latino Empowerment and Advocacy Project (LEAP). In 2008, LEAP worked with nearly 30 Affiliates in 17 states and the District of Columbia to register an additional 25,000 voters.

ELECTION PARTICIPATION. These nonpartisan efforts led to a record-breaking turnout of Latino voters throughout the country in the 2008 general election. NCLR and Democracia U.S.A. intend to amplify the renewed spirit of participation through their civic engagement and advocacy efforts in 2009 and beyond.

A HISTORY OF STRENGTHENING COMMUNITIES



Left: NCLR Affiliate, Center for Hispanic Policy and Advocacy; Right: NCLR Affiliate, Friendly House, Inc.

Throughout its 40-year history, NCLR evolved to become one of the most influential, credible, and respected Hispanic civil rights and advocacy organizations in the United States. NCLR's growth paralleled the increasing presence and participation of Latinos in the social, economic, and political fabric of the U.S., as Hispanics are now the country's largest and fastest-growing ethnic minority. Initially a small regional organization focused on one Hispanic subgroup, NCLR now:

- Represents all Hispanic communities throughout the U.S. and Puerto Rico
- Works with community-based organizations (CBOs) in all regions of the U.S.
- Conducts national- and state-level advocacy on a range of public policy issues that aim to improve opportunities for Latinos

HIGHLIGHTS OF THE LAST 40 YEARS

1968. Southwest Council of La Raza (SWCLR)—founded by Herman Gallegos, Dr. Julian Samora, and Dr. Ernesto Galarza—incorporates in Arizona and receives its 501 (c)(3) tax-exempt status.

1972. SWCLR Board of Directors votes to become a national organization and change the name to the National Council of La Raza (NCLR).

1973. NCLR moves its headquarters to Washington, DC, and NCLR Board votes to have equal representation of men and women on its Board of Directors.

1974. Raul Yzaguirre becomes NCLR's National Director. NCLR has a \$500,000 budget, 13 staff, and 17 Affiliates.

1980. NCLR receives a grant to fully establish its Policy Analysis Center.

1982. NCLR's Corporate Advisory Council is established with six founding members (name later changed to Corporate Board of Advisors).

1984. NCLR launches the "Innovative Education Project," a large-scale demonstration of community-based education models.

1987. NCLR provides an Hispanic perspective in public and congressional discussions shaping the Civil Rights Restoration Act.

1992. NCLR establishes a pilot to test new strategies for increasing access of low-income Hispanics to homeownership opportunities.

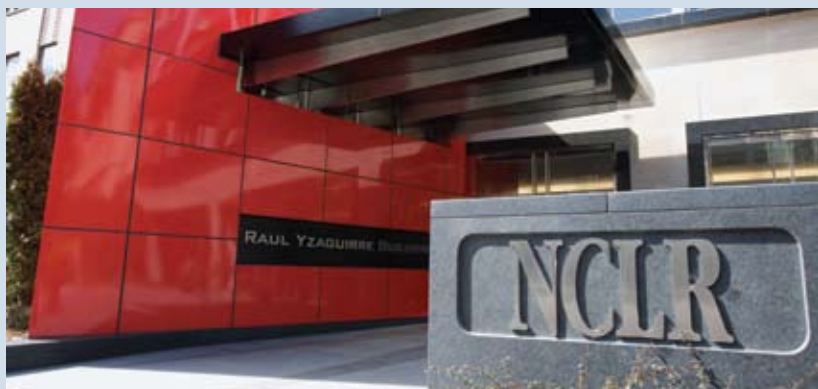
1994. NCLR establishes the Center for Health Promotion, expanding the scope and range of its work with Affiliates on health-related issues.

NCLR establishes the Youth Leaders Program to

NCLR is now the largest national Hispanic civil rights and advocacy organization in the United States. Along with its enduring community-based Affiliate Network, NCLR will continue playing a key role in shaping the future of what a just America can be.

HERMAN GALLEGOS

Founder and Founding Executive Director of NCLR



A gathering place in the nation's capital for NCLR's Affiliates and sister organizations: NCLR's national headquarters, the Raul Yzaguirre building

increase the number, capacity, and influence of young Latino leaders in the U.S.

1997. NCLR establishes the NCLR Homeownership Network as one of the first national intermediary organizations to support community-based homeownership counseling services.

NCLR expands economic mobility activities, helping Hispanic CBOs to develop school-to-work programs and one-stop career centers, and establishes an economic mobility policy project to identify workforce development models.

1999. NCLR launches the Raza Development Fund, Inc. (RDF) as a community development lending arm to provide flexible, high-quality loans along with technical assistance to low-income Latino families. RDF is now one of the nation's largest and most successful Community Development Financial Institutions.

2000. NCLR launches the Charter School Development Initiative to support community-based charter and alternative schools.

2001. NCLR's Workforce Development component creates and implements the Escalera Program: Taking Steps to Success, an employment and college readiness pilot for Latino youth.

2003. NCLR Board of Directors unanimously

selects Janet Murguía as Executive Director/Chief Operating Officer.

2004. Yzaguirre steps down as NCLR President/CEO; NCLR Board of Directors announces selection of Murguía as President/CEO.

NCLR's Institute for Hispanic Health expands national initiatives and establishes its community-based health education model.

NCLR moves into its permanent headquarters in Washington, DC, three blocks from the White House.

2005. NCLR undertakes a business planning process in partnership with the Affiliate Council and Affiliate Network.

2006. NCLR adopts the Affiliate Member Services Business Plan, which organizes its work with its Affiliates and maximizes the value and power of the Affiliate Network.

2007. NCLR welcomes 18 new Affiliates, for a total of 274 community organizations serving 41 states, the District of Columbia, and Puerto Rico.

2008. NCLR celebrates 40 years of service and advocacy on behalf of America's Latinos. With an operating budget of approximately \$30 million, NCLR now serves nearly 300 affiliates through its staff of more than 120 employees.

A LIFE OF DISTINCTION: RAUL YZAGUIRRE



Former NCLR President and CEO, Raul Yzaguirre

Raul Yzaguirre has established himself as one of the Hispanic community's most widely recognized leaders. Following the founding of NCLR by Dr. Julian Samora, Herman Gallegos, and Dr. Ernesto Galarza in 1968, Yzaguirre accepted the position as National Director in 1974 and served as President and Chief Executive Officer from 1978 to 2004. Today he is Presidential Professor of Practice at the center for Community Development and Civil Rights at Arizona State University where he continues his lifelong journey of making a difference.

HIGHLIGHTS OF A CAREER

Raul Yzaguirre's influence—large and small, seen and unseen—has been profound and will be felt for years to come.

POLITICAL POWER. Yzaguirre argued for a pan-Hispanic vision in which Hispanic subgroups work together, pooling their power to create the political "critical mass" that could bring about real change.

THE VOICE OF THE COMMUNITY. Yzaguirre believed that NCLR could only consider its national policy goals credible if they were built upon knowledge and experience gained through relationships with community-based organizations. As a result, NCLR worked to build a national network of Affiliates, which today is at the very heart of the organization.

PROGRAMS THAT MAKE A DIFFERENCE.

Yzaguirre's successful advocacy on civil rights and economic and social legislation has been enhanced by NCLR's direct-service programs. Today NCLR is an industry leader in homeownership counseling, community-based charter schools, and health education and disease prevention programs, among others.

MEDIA AND CULTURAL ISSUES. Under Yzaguirre, as part of its strategy to promote fair, accurate, and balanced portrayals of Latinos in the media, NCLR produced a feature film and an original film screenplay which were the first English-language, Hispanic-themed, wide-distribution feature films; released the first extensive analysis of prime-time TV portrayals of Hispanics; and launched the first prime-time network Latino awards show.

EMERGING LATINO COMMUNITIES

The Emerging Latino Communities (ELC) Initiative aims to establish organizational infrastructure in communities that have experienced recent and dramatic increases in their Latino population. The initiative's main focus is to strengthen participating organizations by enhancing their operational development capacity and equipping them with the tools to become effective grassroots organizers and advocates. By providing assistance in these two areas, NCLR contributes to building a foundation of organizations that resonates at the local level.

The Charles Stewart Mott Foundation and the Wal-Mart Foundation are the two main funders of ELC, providing more than \$160,000 in grants to 16 organizations in Idaho, Colorado, Oregon, Mississippi, Georgia, West Virginia, Florida, Missouri, Tennessee, and Ohio.

2008 HIGHLIGHTS

ANNUAL CONVENING. The 2008 gathering of ELC grantees took place in Charlotte, North Carolina. During the three-day event, participants had the opportunity to network, develop multilayered strategies, learn best practices, and familiarize themselves with innovative methods to engage Latinos in community organizing and advocacy. Some of the workshops conducted were Media 101, How to Develop Your Board of Directors, and Developing Advocacy and Organizing Strategies.

“Through the ELC program, we've been able to deepen and grow our relationships in areas that are more hostile to immigrants. Leaders have been strengthened by their connections to each other, training and joint actions in areas where we previously had limited reach.”

MARIA RODRIGUEZ

Executive Director, Florida Immigrant Coalition



ELC group, Puentes New Orleans, Inc. hosts a Night Out Against Crime

ADVOCACY DAY. ELC grantees participated in the NCLR National Issue Briefing and Advocacy Day along with representatives from more than 120 Affiliates and youth leaders from the NCLR *Líderes* Initiative. With the objective to engage informed discussions with legislators, ELC attendees spent their first day at the briefing exploring communication strategies and advocacy techniques. During the second day of the event, participants met with their congressional representatives on Capitol Hill to discuss the issues of greatest importance for Latino individuals and families.

50.5%

Overall U.S. population growth
attributed to Hispanics since 2000

— Pew Hispanic Center



ELC group, Puentes New Orleans, Inc., with Tulane student volunteers

CIVIC ENGAGEMENT. Four ELC grantees were selected to participate in NCLR's civic engagement program, the Latino Empowerment and Advocacy Project (LEAP). As participants in LEAP, they registered more than 7,600 eligible voters, targeting new citizens, Latinos, and youth in Colorado, Idaho, and Tennessee. They also led intensive Get-Out-the-Vote operations, which included volunteer recruitment and leadership development, canvassing, phone banking, and mailings.

NCLR ANNUAL CONFERENCE. At the national level, ELC groups connected with the Affiliate Network, examined many of NCLR's innovative programs, and learned how to integrate their work into existing platforms. NCLR conducted trainings on programmatic and organizational topics, and offered guidance in areas such as fundraising and advocacy.

PROGRAM EXPANSION. After three grantees graduated from the five-year ELC program in 2008, eight new grantees were added, increasing the number of ELC participants to 21 while expanding the geographic areas of outreach. Alabama, Louisiana, Montana, Nebraska, and Washington were added to the list of states where ELC is represented, marking an important step in building capacity and infrastructure where support is most needed for growing Latino populations.

Furthermore, two ELC grantees, the Salem/Keizer Coalition for Equality in Oregon and the Tennessee Immigrant and Refugee Rights Coalition, became NCLR Affiliates in 2008.

YOUTH LEADERSHIP

The 2008 *Líderes* Summit attracted nearly **500** students from **21** states throughout the country.



NCLR Líderes students at the 2008 NCLR Annual Conference, listening closely as the presidential candidates deliver speeches



NCLR Affiliate, Latin American Youth Center

NCLR offers leadership-building and networking opportunities for youth through the *Líderes* Initiative—the country’s largest national network of high school and university student organizations that address Latino issues. During the past three years, the *Líderes* Initiative has supported hundreds of community-based programs and established a presence at 30 college campuses and youth conferences, directly reaching nearly 4,000 young Latino leaders.

Líderes creates opportunities for Latino youth which will elevate their influence as leaders in the U.S. The *Líderes* vision is to shape young leaders who will have the tools necessary to become corporate executives, public officials, activists,

and organizers—leaders who will serve their communities and promote social justice at the local and national levels.

2008 HIGHLIGHTS

LÍDERES NETWORK. This online network operates at the national level to support and strengthen programs and organizations serving Latino youth. Through the official website and biweekly electronic newsletter, the *Líderes* Network links Latino groups through feature articles that highlight community issues, leadership and educational opportunities, civic engagement efforts, and inspirational stories of young leaders in



NCLR Affiliate, Latin American Youth Center

“I still can’t believe that this *Congreso* really affected me and made me change my mind about everything. I had the feeling that my voice didn’t matter, but I learned it did. And just like I didn’t think I or my family could make a change, I learned that we could.”

VANESSA MENDOZA

*Chicago 2008 Congreso attendee
Morton East High School*

the Hispanic community. Similarly, the *Líderes* website alerts these young people to grants, scholarships, internships, fellowships, conferences, and other events. In 2008, the *Líderes* Network grew from 350 to more than 600 student groups nationally, and averaged more than 100,000 website hits per month—nearly double since 2006. In addition, the electronic newsletter began with 3,000 subscribers, and it now reaches nearly 7,000 Latino youth and nearly 250 college organizations.

EDUCATIONAL SUPPORT. The rising cost of college and postsecondary education is a significant barrier for Latino youth who wish to attain higher levels of education and assert their leadership in various fields. Through the Allstate *Líderes de Hoy* National Essay Contest and the Best Buy Emerging Latino Leaders Scholarship Program, NCLR awarded more than \$100,000 in scholarships and postsecondary support to Latino youth who are entering or are currently enrolled in college.

LÍDERES SUMMIT. The eighth annual NCLR *Líderes* Summit, a component of the NCLR Annual Conference, attracted nearly 500 high school and college students (ages 14–25) from 21 states. Summit activities nurture young leaders by teaching

them teamwork skills and challenging them with tough issues affecting the Latino community. The 2008 Summit featured 20 workshops, a town hall titled, “A New Voz, a New Vote: Latino Youth and the Media,” and an entertainment-focused youth plenary session, “Art Works!” These young people also participated in the overall NCLR Annual Conference, providing them with valuable networking opportunities.

LÍDERES CONGRESOS. Through regional and local *Congresos*, youth attend peer-led workshops and hear from guest speakers on issues pertinent to the Latino community. In 2008, *Congresos* attracted nearly 600 young Latinos, empowering them with new skills, providing networking opportunities, and giving them tools to become advocates in their communities.

YOUTH ADVISORY COMMITTEE. In recognition of the talent and leadership capabilities of youth in the *Líderes* Network, NCLR recently formed a Youth Advisory Committee (YAC). YAC provides feedback on NCLR’s youth-driven programs, events, partnerships, and organizational goals. It also serves as a sounding board to ensure that *Líderes* is relevant, engaging, and meeting the needs of young Latino leaders.

EVENTS



NCLR honored Rep. Lincoln Diaz-Balart (R-FL) and Rep. Hilda Solis (D-CA) at the 2008 Capital Awards

It's so great that we can celebrate our culture and those who have made great strides in a positive direction and at the same time reach out and educate others. It is the most INSPIRING awards show thus far.

JULIE LISZKA
ALMA Awards Viewer



Eva Longoria-Parker, host of the 2008 NCLR ALMA Awards®

NCLR's Strategic Communications Group coordinates events that:

- Help share the message among diverse audiences and partners regarding NCLR's impact and the Hispanic community's contributions to the country
- Honor pioneers who have paved the way for achievement in the Hispanic community
- Bring NCLR's constituents and stakeholders together to build a community of professionals whose efforts advance the organization's mission
- Generate unrestricted funds for the organization

2008 HIGHLIGHTS

40TH ANNIVERSARY. Throughout the year NCLR took advantage of the festivities surrounding its 40th anniversary to reconnect with the friends, partners, and former staff who have contributed to NCLR's growth and evolution from a regional

organization into an American institution. The year's major events provided numerous occasions to focus special attention on the history of NCLR's development and the vision that will guide the next 40 years. These events included confirming an Honorary 40th Anniversary Host Committee; presenting a workshop on the founding of NCLR at the Annual Conference; creating an exhibit at Latino Expo USA on NCLR's major accomplishments since its founding; and holding a special reception to honor the leaders who partnered to establish NCLR's permanent headquarters building.

HEADQUARTERS BUILDING AND AFFILIATE PLAZA DEDICATION.

The unveiling of the Raul Yzaguirre Building and the dedication of the *Plaza de los Afiliados* took place in March. It marked a symbolic milestone in NCLR's history and was attended by nearly 400 people, including former Board members and staff. The dedication



Left and right: Presidential nominees Sen. John McCain (R-AZ) and Sen. Barack Obama (D-IL) speaking to attendees at the 2008 NCLR Annual Conference



confirmed NCLR as a landmark both in the Hispanic American community and in the heart of our nation's capital, a mere three blocks from the White House.

NCLR CAPITAL AWARDS. Every year, NCLR holds a black-tie gala at the National Building Museum in Washington, DC that applauds members of Congress for their outstanding support of public policies that are vital to Hispanic Americans. At this year's event, NCLR honored Representatives Lincoln Diaz-Balart (R-FL) and Hilda Solis (D-CA) for their tireless efforts to preserve and expand education and health opportunities for Latino and immigrant families.

NCLR also presented the Public Service Award to Univision Communications, Inc. for its outstanding commitment to educating and empowering our community and inspiring so many to participate in the democratic process, as exhibited through its leadership in the national citizenship and civic engagement campaign, *ya es hora*.

NCLR ANNUAL CONFERENCE. Attracting 25,000 participants, the four-day NCLR Annual Conference took place at the San Diego Convention Center—within walking distance of the

historic Gaslamp Quarter—hosting events in the convention center and in local venues, and generating nearly \$8 million for the city's economy.

Special guest speakers included San Diego Mayor Jerry Sanders; 2008 presidential nominees Senators John McCain (R-AZ) and Barack Obama (D-IL); Los Angeles Mayor Antonio Villaraigosa; motivational speaker Samuel Betances; former NCLR President and CEO and Presidential Professor of Practice at Arizona State University, Raul Yzaguirre; and Kate del Castillo, actress from *Under the Same Moon/La Misma Luna*.

The Annual Conference kicked off with the *Líderes* Summit, a youth leadership event that guides 14- to 25-year-olds as they refine leadership and teamwork skills, discuss community involvement and empowerment, and learn about Latino issues. This year's Summit hosted nearly 500 young people from across the country and featured peer-led workshops, as well a plenary session with Congresswoman Loretta Sanchez (D-CA).



Cast of Ugly Betty backstage at the 2008 NCLR ALMA Awards®

3.2 million

Number of viewers who tuned in for the 2008 NCLR ALMA Awards

Conference also featured three dynamic town hall sessions—one on the foreclosure crisis and its effects on the community; another on opportunities for youth to make an impact in the media; and the third on reforming health care to improve affordability, access, and quality for Latino families.

Conference also featured two special sessions. For the second consecutive year, NCLR held a U.S. Citizenship Application Processing Session, which processed more than 200 applications and placed hundreds of people on the path toward citizenship. And in a new Conference event—the HOME Clinic—professionals provided pro bono legal advice, housing counseling, and loss mitigation services to nearly 300 families struggling to keep up with their mortgage payments.

NCLR President and CEO Janet Murguía delivered a powerful speech about the importance of combating hate speech in the immigration debate and encouraging active participation in this

presidential election year. Her message entreated Conference attendees to take back the debate, make their voices heard, and restore common decency and respect to the immigration discourse. She also urged attendees to mobilize Hispanic American communities to register and vote and make an historic impact in the 2008 general election.

NCLR ALMA AWARDS®. This exhilarating event, hosted by Eva Longoria-Parker of *Desperate Housewives*, was held at the Pasadena Civic Auditorium and aired on ABC in prime time.

Among the highlights, the *Chevy Entertainer of the Year Award* was presented to America Ferrera for her role in the highly successful television show *Ugly Betty*, and for her work off screen as a leader inspiring young people around the country to participate in the political process. In addition, the *NCLR ALMA Humanitarian Award* was presented to pop performer Shakira for her work in early childhood education. Linda Ronstadt was presented with the *Trailblazer Award* for her contribution to American music and for inspiring artists across generations and musical genres.

For the first time, the NCLR ALMA Awards presented a fashion show that featured Cuban designer Narciso Rodriguez who was later awarded the ALMA for *Special Achievement in Fashion*.

With the show's move to September, NCLR capitalized on Hispanic Heritage Month and the pre-election timing to increase voter appeal in the show's messaging and script.

CORPORATE BOARD OF ADVISORS

Established in 1982, the Corporate Board of Advisors (CBA) is made up of senior executives from 25 major corporations, as well a liaison staff from each company. The CBA meets twice a year to receive updates on NCLR's activities, dialogue, and make decisions about issues and programs of common concern. Throughout the year NCLR benefits from advice and assistance from the CBA, its closest corporate associates. CBA members also assist NCLR and its network through financial, in-kind, and programmatic support.

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OUR FUNDERS

Visionaries from Corporate America value NCLR's mission, work, credibility, and passion for improving opportunities for Hispanics throughout the country. They also recognize the Hispanic community's ever-increasing economic impact. So whether providing financial support at the national level or direct involvement at the community level, NCLR funders make a difference. Their investment in America's Latinos is an investment in America's prosperity.

\$200,000 AND ABOVE

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The Annie E. Casey Foundation
The Atlantic Philanthropies
Bank of America
Bank of America Foundation
The Bill & Melinda Gates Foundation
BP
Charles Stewart Mott Foundation
Citi
ConAgra Foods, Inc.
Corporation for National and Community Service
Diageo NA
Fannie Mae
The Ford Foundation
Ford Motor Company
Freddie Mac
General Motors Corporation
The John D. and Catherine T. MacArthur Foundation
John S. and James L. Knight Foundation
Johnson & Johnson
Lowe's Companies, Inc.
Merck/Schering-Plough Pharmaceuticals
MetLife
Mott Philanthropic
NeighborWorks America
Open Society Institute

PepsiCo Foundation
Shell Oil Company
State Farm Insurance Companies
The Rockefeller Foundation
The Texas High School Project Fund of Communities Foundation of Texas
Tides Foundation
United States Department of Education
United States Department of Housing and Urban Development
UPS
Verizon
Verizon Foundation
W.K. Kellogg Foundation
Wachovia Foundation
Wal-Mart Stores, Inc.

\$5,000-\$199,000

AARP
Academy for Educational Development
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Aetna
Agua Fund, Inc.
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A.L. Mailman Family Foundation, Inc.
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American Express Company
American Family Insurance

American Honda Motor Co., Inc.
American International Group, Inc.
American Jewish Committee
American Legacy Foundation
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ARAMARK
Arbitron, Inc.
AT&T
The Atlantic Foundation
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Bayer HealthCare
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The BestFoods Educational Foundation
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The Bravo Foundation
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The Buffett Early Childhood Fund
Burger King Corporation
The California Endowment
Carnegie Corporation of New York
Catholic Healthcare West
Chevron Corporation
The Chrysler Foundation
The Coca-Cola Company
Comcast Corporation
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The David and Lucile Packard Foundation	Marriott International, Inc.	Service Employees International Union, CTW
Dell, Inc.	McDonald's USA	Silicon Valley Community Foundation
The Dwoskin Family Foundation	Merchant Connect	SiTV
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Eli Lilly and Company Enterprise Rent-A-Car Company	MGM Mirage	Spina Bifida Association
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Genetic Services Branch of the Maternal and Child Health Bureau	National Campaign to Prevent Teen Pregnancy	TOYOTA
GlaxoSmithKline	National Education Association	UNITE HERE
Google AdWords	The National Immigration Forum	United States Army
Greater Kansas City Community Foundation	National Institutes of Health	United States Department of Agriculture
Hallmark Cards, Inc.	National Minority AIDS Council	United States Department of Health and Human Services—Administration for Children and Families
Harrah's Entertainment	Nationwide Insurance	United States Department of Health and Human Services—Office of Minority Health
Heineken USA	NBC Telemundo	United States Department of Labor
Hess Foundation, Inc.	The New World Foundation	United States Postal Service
Hispanic Association of Colleges and Universities	Nielsen Media Research	United States Marine Corps
Hispanic United Fund	Nissan North America	Univision Communications Inc.
The Home Depot	Nordstrom	Wachovia, a Wells Fargo Company
Hagedorn Foundation	Ocwen Loan Servicing, LLC	The Walt Disney Company
Hyatt Hotels Corporation	Ogilvy Public Relations Worldwide	The Walton Family Foundation, Inc.
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Our *familia* of individual donors sustains the very core of NCLR, and their donations allow us to quickly and effectively address the issues affecting the Hispanic community. We extend a heartfelt thank-you to all of our individual donors who make monthly, quarterly, or annual contributions to support our work. Our major donors provide the vision and resources that allow NCLR to thrive, and their leadership has been critical to the successes outlined in this report.

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FINANCIAL SUMMARY

NCLR was recognized as one of America's top 12 high-impact nonprofits according to national surveys and expert interviews conducted for the book, *Forces for Good: The Six Practices of High-Impact Nonprofits*.



NCLR Affiliate, Latin American Youth Center

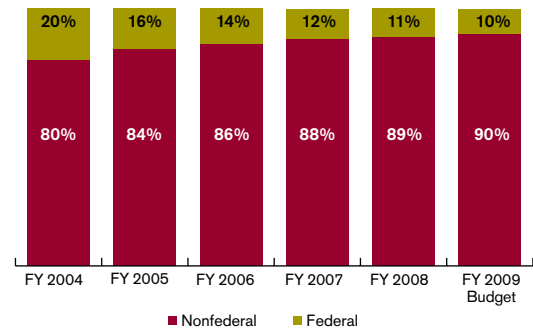
Even robust organizations like NCLR were impacted by the nation's challenges during 2008. The economic crisis compounded Latino appeals for community services, such as programs related to foreclosure prevention, sustainable employment, and access to quality health care. The 2008 general election called for increased advocacy and initiatives to promote civic empowerment and electoral engagement to ensure that the Latino voice was heard. An aggressive political atmosphere also created the need to launch NCLR's Wave of Hope campaign to counteract the media's negative reporting of Latino issues.

NCLR is strategically positioned to respond to critical challenges such as these and to embrace promising opportunities as they arise while remaining a financially stable organization. The strong financial health of NCLR stems from its:

- Long-term record of fiscal responsibility
- Diversified funding streams
- Grassroots infrastructure that distributes funding directly to communities where help is needed most

2008 HIGHLIGHTS

NCLR Revenue

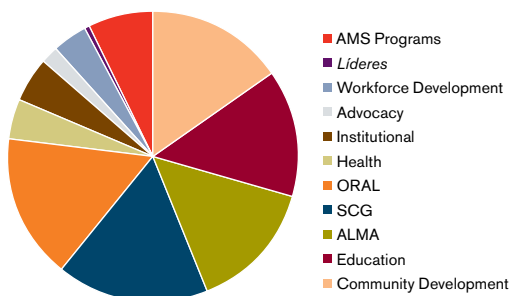


REDUCED FEDERAL FUNDING. As NCLR's activities increased, its federal government funding decreased. In 2008, only 11% of NCLR's total revenue originated from federal funds—the lowest percentage in five years. NCLR strives to make up the revenue shortfall by ensuring efficient operation and organizational stewardship while securing new funding sources and maintaining or increasing current funders' support.



NCLR Affiliate, San Ysidro Health Center; NCLR National Issue Briefing Day; NCLR staff share a diabetes education project with promotores de salud, a network of community-based health workers

Program Expenses: Activity by Component

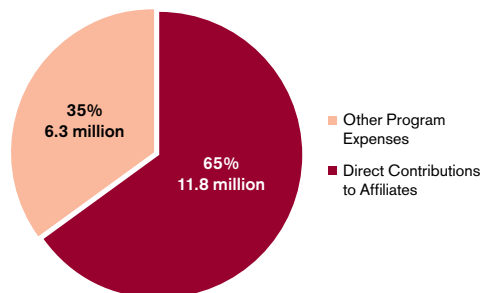


MAXIMIZED PROGRAM-FUNDING. A recap of NCLR's expenditures validates the organization's mission-driven focus. During FY 2008, 90% of NCLR's total expenses was directed toward community programs—a national model for excellence in program-to-operation ratios. In other words, contributions to NCLR were significant investments in Latinos; \$.90 of every \$1.00 went directly to Hispanic-serving programs to meet the specific needs of the community. The remaining 10% of total expenditures funded related legislative advocacy and administrative activities, including

growing the organization's capacity, developing new media initiatives to increase NCLR's reach and visibility, and solidifying NCLR's presence as an American institution.

STREAMLINED FUNDING THROUGH AFFILIATE NETWORK. During 2008, NCLR allocated 65% of the organization's overall program expenses directly to its own Affiliate Network—the nearly 300 community-based organizations that facilitate NCLR's mission. Distribution of grant and subgrant funding through this grassroots

NCLR's Direct Contributions to Affiliates



*Includes Contributions to Emerging Latino Communities, which are not yet affiliates.
Excludes Indirect Cost*

We enhanced our footprint in the community, even through tough times because funders believed in our work and realized that an investment in NCLR is a direct investment in America's people.

GERALD BORENSTEIN
NCLR Vice President and CFO



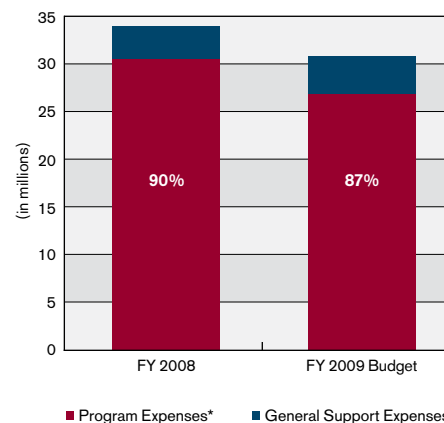
NCLR Affiliate, Latin American Youth Center

infrastructure empowers the Affiliate organizations to create local initiatives that improve opportunities for Hispanic Americans, such as after-school programs, charter schools, job readiness and training, English-language preparation, homeownership counseling, health centers, and community activities centers. The strategic alliance between NCLR and its Affiliate partners sustains stewardship through efficiency, cost reduction, and resource management. The collaboration also ensures that constituents' issues are heard through "one-voice" advocacy and policy analysis at the national level, while needs are recognized, innovative solutions are implemented, and lives are changed at the local level.

AN INVESTMENT IN AMERICA. The Latino population is growing, and NCLR remains hopeful that the opportunity for additional federal funding in the future will enable the organization to expand its programs and services to Hispanic American communities. NCLR's financial strength and positive influence also rely on continued and generous support from businesses, individuals, and foundations. Every donation makes an impact, no matter the size. NCLR invites you to respond

in a format that works best for you and your organization—whether individual contributions or workplace giving, donor programs, or planned giving. Please visit the NCLR website at www.nclr.org, or contact us at friends@nclr.org or (202) 776-1579. Your financial support will reap positive dividends as it nurtures the building of stronger Latino families and stronger American communities.

NCLR Expenses Program/Support Ratio in Expenses



* Program expenses as defined by the audited statements, which include all programs, Mission, and the Office of Media Relations (OMR)

NATIONAL COUNCIL OF LA RAZA: CONSOLIDATED STATEMENTS OF ACTIVITY

YEAR ENDED SEPTEMBER 30, 2008*

	Unrestricted	Temporarily Restricted	Permanently Restricted	Total
SUPPORT AND REVENUE				
Grants				
Federal	\$3,504,716	\$1,600,000	\$-	\$5,104,716
Nonfederal	2,666,667	20,584,553	-	23,251,220
Total grants	6,171,383	22,184,553	-	28,355,936
Contributions and other revenue				
Corporations and foundations	1,888,000	(1,000,000)	-	888,000
Special events	9,243,625	-	-	9,243,625
Capital Campaign contributions	-	208,892	-	208,892
Associate member dues	233,531	-	-	233,531
Other contributions	215,543	-	-	215,543
Investment and interest income	(2,353,427)	170,607	-	(2,182,820)
Interest and fee income on loans	2,937,750	-	-	2,937,750
Other revenue	491,664	-	-	491,664
Net assets released from restrictions	18,824,981	(18,824,981)	-	-
Total contributions and other revenue	31,481,668	(19,445,482)	-	12,036,186
Total support and revenue	37,653,050	2,739,071	-	40,392,122
EXPENSES				
Program services				
Democracia U.S.A.	2,724,370	-	-	2,724,370
Mission	1,614,639	-	-	1,614,639
Legislative advocacy	610,573	-	-	610,573
Community Development and Fellowship Program	4,869,359	-	-	4,869,359
Education Programs	4,487,501	-	-	4,487,501
Strategic Communications Group	9,964,885	-	-	9,964,885
Research and Strategic Initiatives	4,084,385	-	-	4,084,385
Institute for Hispanic Health	1,429,054	-	-	1,429,054
Office of Research, Advocacy, and Legislation	5,123,633	-	-	5,123,633
Raza Development Fund—Program Operations	4,461,516	-	-	4,461,516
Raza Development Fund—Loan Loss Reserve	602,373	-	-	602,373
Total program services	39,972,288	-	-	39,972,288
Supporting services				
Management and general	2,753,124	-	-	2,753,124
Fundraising:				
General fundraising	373,869	-	-	373,869
Endowment/Capital Campaign	23,828	-	-	23,828
Membership marketing	193,902	-	-	193,902
Raza Development Fund—Administration	-	-	-	-
Building Fund/Strategic Investment Fund Governance	1,389,297	(1,000,000)	-	389,297
Total supporting services	4,734,019	(1,000,000)	-	3,734,019
Total expenses	44,706,307	(1,000,000)	-	43,706,307
Change in net assets—before transfers	(7,053,257)	3,739,071	-	(3,314,185)
Other changes in net assets—transfers				
			-	-
Change in net assets	(7,053,257)	3,739,071	-	(3,314,185)
Net assets, beginning of the year	39,513,981	59,669,793	1,500,000	100,683,774
Net assets, end of year	\$32,460,724	\$63,408,864	\$1,500,000	\$97,369,589

*unaudited

The complete audited financial statements prepared by BDO Seidman, LLP may be obtained by calling Claudia Rosario, Controller, at (202) 776-1742.

NATIONAL COUNCIL OF LA RAZA: CONSOLIDATED STATEMENTS OF FINANCIAL POSITION
 SEPTEMBER 30, 2007 and 2008*

September 30,	2008	2007
ASSETS		
Current assets		
Cash and cash equivalents	\$24,841,588	\$12,748,029
Current portion of Capital Campaign receivables, net	882,297	1,290,992
Special events receivables	3,949,527	3,326,507
Current portion of contract, grant, and other receivables, net	7,736,169	10,923,671
Current portion of loans receivable, net	16,730,321	11,153,794
Investments	29,778,664	42,970,654
Restricted investments	15,256,336	13,485,728
Other	1,444,974	212,506
Total current assets	100,619,877	96,111,881
Noncurrent assets		
Long-term loans receivable, net	30,591,560	29,471,170
Property and equipment, net	2,291,259	2,667,208
Long-term Capital Campaign receivables, net	184,706	1,122,958
Long-term contract, grant, and other receivables, net	645,747	502,965
Due from Hogar Hispano, Inc.-related party	8,603,484	6,384,313
Assets designated to fund deferred compensation	211,945	273,609
Restricted investments	-	-
Other	106,885	33,259
Total noncurrent assets	42,635,586	40,455,482
Total assets	\$143,255,463	\$136,567,363
LIABILITIES AND NET ASSETS		
Current liabilities		
Accounts payable	2,620,301	1,762,194
Accrued expenses	2,312,205	1,048,595
Accrued interest expense	241,771	503,707
Committed grants	570,040	155,040
Pledges held in trust	326,282	581,805
Current portion of notes payable	7,981,357	5,000,000
Total current liabilities	14,051,957	9,051,341
Noncurrent liabilities		
Long-term notes payable	31,621,973	26,558,639
Long-term deferred compensation liability	211,945	273,609
Total noncurrent liabilities	31,833,918	26,832,248
Total liabilities	45,885,874	35,883,589
COMMITMENTS AND CONTINGENCIES		
Net assets		
Unrestricted	32,460,724	39,513,981
Temporarily restricted	63,408,864	59,669,793
Permanently restricted	1,500,000	1,500,000
Total net assets	97,369,589	100,683,774
Total liabilities and net assets	\$143,255,463	\$136,567,363

*unaudited

The complete audited financial statements prepared by BDO Seidman, LLP may be obtained by calling Claudia Rosario, Controller, at (202) 776-1742.

NCLR EXECUTIVE MANAGEMENT

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Gerald Borenstein, Vice President and Chief Financial Officer (Finance and Administration)

Delia de la Vara, Vice President, California Region, Affiliate Member Services (AMS)

Lautaro Díaz, Vice President, Housing and Community Development (HCD)

Lisa Navarrete, Vice President, Office of the President

Delia Pompa, Vice President, Education

Eric Rodriguez, Vice President, Office of Research, Advocacy, and Legislation (ORAL)

Maria Rosa, Vice President, Institute for Hispanic Health (IHH)

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