2011 ANNUAL REPORT | 50 MILLION STRONG

NCLR
National Council of La Raza
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, 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, serving all Hispanic subgroups in all regions of the country. It has regional offices in Chicago, Los Angeles, New York, Phoenix, and San Antonio and state operations throughout the nation.
For nearly 45 years, NCLR has advocated equal opportunity for Hispanic Americans, with improvements in economic and political empowerment and socioeconomic status as our guiding vision. While Hispanics have made advancements in numerous areas, in recent years we have battled a rise in anti-Latino sentiment; naysayers depict Hispanics as a drain on the economy and continue attempts to enact anti-Latino legislation at the state and local level. Such tactics distract Americans from the real issues affecting the country, such as epidemic foreclosure rates, record job loss, our faltering education system, and the need for comprehensive immigration solutions.

In truth, the numbers tell a different story. According to the U.S. Census, Latinos account for 16% of all newly enlisted military; Hispanic-owned firms have grown at nearly three times the rate of non-Hispanic-owned firms; and by 2050, nearly one-third of the total American workforce will be Hispanic. Simply put, Latinos are the backbone of America’s future.

Stories of success, as well as the challenges that still must be overcome, motivate NCLR to continue pursuing its mission—to create and improve opportunities for Hispanic Americans. Our growing network of community-based Affiliates and our partnerships with influential leaders and socially responsible individuals, organizations, and corporations throughout the country are the cornerstone upon which NCLR helps strengthen America.

Engaging Hispanics in the American democratic process is an area that is high on our agenda, and with the acquisition of Democracia U.S.A. in 2011, NCLR is now one of the largest Latino voter registration organizations in the nation. Hispanics have the potential to wield great influence in the political process, and in the coming year our efforts will seek to expand the clout of the Latino community by linking eligible immigrants to citizenship, citizens to registration and voting, and the community at large to advocacy. NCLR recognizes the power of the nation’s 50.5 million Latinos, and it is time to harness their voice.

Stand with us! By investing in America’s Latinos, you’re shaping our country’s future. Please join us in propelling the nation forward—a better America depends on the strength of all of its individuals, families, and communities.

Janet Murguía  
NCLR President and CEO

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Established in 1982, NCLR’s Corporate Board of Advisors (CBA) is made up of senior representatives from 25 industry-leading corporations. This passionate group of leaders meets twice per year to review NCLR’s accomplishments and initiatives, discuss issues affecting both the Latino and corporate communities, and establish areas for mutual collaboration. CBA members also work with NCLR to maximize financial support to both the institution and its Affiliate Network, through vital financial, in-kind, and programmatic support.

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Liaison
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Director, National Partnerships
The Affiliate Council serves as a voice for, and represents the partnership between, NCLR and its most important constituency. It provides guidance to NCLR on its programmatic priorities and public policy agenda, and on strengthening regional networks and promoting the work of Affiliates. In addition, the Affiliate Council works closely with the NCLR Affiliate Member Services (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.

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Center for Latino Progress – CPRF

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Mary’s Center

Andres Tobar  
Executive Director  
Shirlington Employment and Education Center
The NCLR Affiliate Network consists of nearly 300 autonomous, nonprofit organizations working to improve the lives of millions of Latinos each year. NCLR’s Affiliates reflect the breadth and depth of the Hispanic experience in the United States and address the gamut of issues and priorities of the community. Through their daily service, they are uniquely positioned to create innovative approaches to policy and program development. Together, NCLR and its Affiliates promote responsive civic engagement, influence strategies and programs, improve outcomes for Latino families, and nurture the development of strong and responsible community leaders.

**2011 Highlights**

**Affiliate Engagement.** Affiliates participated in record-breaking numbers in NCLR events, including the Affiliate Leadership Summit, National Latino Advocacy Days, and the Annual Conference, and demonstrated a strong showing at the Affiliate Regional Meetings throughout the country.

**AmeriCorps.** For the past 16 years, NCLR has promoted service as an AmeriCorps national partner. As part of this effort, NCLR’s work with eight Affiliates in 2011 engaged 126 AmeriCorps members to benefit more than 10,000 individuals through beautification projects and education activities in different communities across the nation.

**Special Affiliate Awards.** Mary’s Center of Washington, DC received the 2011 NCLR Affiliate of the Year Award for its exemplary health services programs that reach a wide array of immigrants and low-income families in the area. Three Affiliates received the prestigious Family Strengthening Award: Centro Hispano of Dane County, Mary’s Center, and Women’s Initiative for Self Employment. These Affiliates host training sessions to teach and extend their approaches to other community-based organizations.

**Regional Strategy.** Through increased financial, human, and technical resources, NCLR bolstered its regional strategy—supported by the Campaign for Stronger American Communities—and expanded its capacity to serve its Affiliates. In 2011, the California Regional Office’s collaboration with Affiliates and partners resulted in increased advocacy, engagement, and leadership development and allowed for in-depth analysis of the status of Californians in education, employment, and health, in addition to promoting the strengths of the regional Affiliate Network. In 2011, NCLR expanded its regional strategy to its Texas Regional Office and rolled out elements of the strategy in the Midwest and the Northeast.

**INVESTMENTS IN OUR COMMUNITIES**

We are thankful to the many corporate, foundation, and individual supporters who invested in NCLR’s Campaign for Stronger American Communities, which has made regional strategy implementation and Affiliate capacity-building possible. NCLR is especially grateful to its primary partners in these efforts:

- NCLR Board of Directors
- The Ford Foundation
- General Mills
- Marguerite Casey Foundation
- State Farm Insurance Companies
- UPS
- Wachovia Wells Fargo Foundation
- Walmart
- W.K. Kellogg Foundation
## Affiliate Partners

**By State and Region**

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<tr>
<th>State</th>
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<th>City</th>
<th>Organization</th>
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<td>Southeast</td>
<td>Birmingham</td>
<td>Hispanic Interest Coalition of Alabama (HIcA!)</td>
<td><a href="http://www.hispanicinterest.org">www.hispanicinterest.org</a></td>
<td>(205) 942-5505</td>
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<td>Arizona</td>
<td>Far West</td>
<td>Phoenix</td>
<td>Arizona Hispanic Chamber of Commerce</td>
<td><a href="http://www.azhcc.com">www.azhcc.com</a></td>
<td>(602) 279-1800</td>
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<td>Chicanos Por La Causa, Inc.</td>
<td><a href="http://www.cplc.org">www.cplc.org</a></td>
<td>(602) 257-0700</td>
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<td>Comité De Bien Estar, Inc.</td>
<td><a href="http://www.comiteez.com">www.comiteez.com</a></td>
<td>(928) 627-8559</td>
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<td>Campesinos Unidos Sin Fronteras</td>
<td><a href="http://www.brawleycui.com">www.brawleycui.com</a></td>
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<td><a href="http://www.friendlyhouse.org">www.friendlyhouse.org</a></td>
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<td>(602) 954-7995</td>
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<td>Valle del Sol</td>
<td><a href="http://www.valledelsol.com">www.valledelsol.com</a></td>
<td>(602) 248-8101</td>
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<td>Arleta</td>
<td><a href="http://www.arletacommunity.org">www.arletacommunity.org</a></td>
<td>(626) 814-4441</td>
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<td>Brawley Campesinos Unidos</td>
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<td>(760) 351-5100</td>
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<td>Clinicas de Salud del Pueblo, Inc.</td>
<td><a href="http://www.clinicasdesalud.org">www.clinicasdesalud.org</a></td>
<td>(760) 344-6471</td>
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<td>Burbank Hispanic Women’s Organization of Arkansas</td>
<td><a href="http://www.hwoa.org">www.hwoa.org</a></td>
<td>(479) 751-9494</td>
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<td>Calexico Neighborhood Housing Services of Orange County</td>
<td><a href="http://www.nhsoc.org">www.nhsoc.org</a></td>
<td>(714) 490-1250</td>
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<td>Calexico</td>
<td><a href="http://www.ccac-vtc.org">www.ccac-vtc.org</a></td>
<td>(619) 357-2995</td>
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<td>(619) 426-7788</td>
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<td>Covina California Association for Bilingual Education (CABE)</td>
<td><a href="http://www.bilingualeducation.org">www.bilingualeducation.org</a></td>
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<td>(706) 876-1630</td>
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<td>Norcross</td>
<td>Clinic for Education, Treatment and Prevention of Addiction, Inc. (CETPA)</td>
<td>(770) 662-0249</td>
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<td>IDAHO</td>
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<td>Community Council of Idaho, Inc.</td>
<td>(208) 454-1652</td>
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<td>ILLINOIS</td>
<td>Alsip</td>
<td>Veterans Outreach Program of Illinois, Inc.</td>
<td>(708) 371-9800</td>
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<td>Chicago</td>
<td>Alivio Medical Center</td>
<td>(312) 829-6303</td>
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<td>(773) 772-7170</td>
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<td>Gads Hill Center</td>
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<td>Illinois Migrant Council</td>
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<td>Instituto del Progreso Latino</td>
<td><a href="http://www.idpl.org">www.idpl.org</a></td>
<td>(773) 890-0035</td>
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<td>Latin Policy Forum</td>
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<td>Muñecas Latinas en Acción</td>
<td><a href="http://www.mujereslatinasenaccion.org">www.mujereslatinasenaccion.org</a></td>
<td>(773) 890-7676</td>
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<td>Poder Learning Center</td>
<td>(312) 226-2002</td>
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<td>KANSAS</td>
<td>Kansas City</td>
<td>El Centro, Inc.</td>
<td>(913) 677-0100</td>
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<td>MARYLAND</td>
<td>Gaithersburg</td>
<td>Identity, Inc.</td>
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<td>Silver Spring</td>
<td>CASA de Maryland, Inc.</td>
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<td><a href="http://www.casademaryland.org">www.casademaryland.org</a></td>
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<td>MASSACHUSETTS</td>
<td>East Boston</td>
<td>East Boston Ecumenical Community Council (EBECC)</td>
<td>(617) 567-2750</td>
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Good health is the foundation of a good life. NCLR and its Affiliates work to promote and 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, and advocacy for national policies.

2011 Highlights

**Research and Publications.** NCLR published an HIV/AIDS report that combines a review of existing literature, an overview of findings from numerous community-based organizations, and data collected by government agencies to provide a cutting-edge analysis of the growing HIV/AIDS crisis among Latinos in the U.S. NCLR also issued a report addressing Latinos’ mental health needs, and another outlining Latinos’ awareness and attitudes concerning clinical trials. The Health Policy Project released a storybanking publication, *Comer Bien: The Challenges of Nourishing Latino Children and Families*, and a professionally edited ten-minute film of the same name to tell the stories of Hispanic families working to overcome barriers to nutrition.

**Hispanic Health Leadership.** In conjunction with 21 community-based partners, NCLR’s Institute for Hispanic Health trained 80 *promotores de salud* (community health workers) who reached more than 3,000 Latinos with culturally competent messages on important health issues. NCLR also presented on the genomic literacy of Latinos at the National Human Genome Research Institute’s Community Genetics Forum. The Health Policy Project led NCLR’s national calls, congressional outreach, and social media action initiatives on topics ranging from Medicaid defense to food insecurity and obesity, and was featured as an expert on many Hispanic health equity panels.

**Health Care Reform Implementation.** The Health Policy Project approaches health care reform implementation through both legislative and administrative advocacy. NCLR submitted formal comments to implementing agencies on the new public health insurance option and proposed rules to the Exchanges, health care affordability programs, and Medicaid. NCLR also took a leadership role in crafting the Health Equity and Accountability Act of 2011, a health disparities bill that builds on the promise of health care reform.
4,500 letters sent to Congress to protect Medicaid from more than $10 billion in cuts that would have jeopardized access to affordable health care for millions of Latino families.
of the nation’s high school students
and 11% of college students are Hispanic.

Source: U.S. Census Bureau, 2010 Decennial Census.
EDUCATION

Quality education is a priority in the Latino community as parents, educators, community leaders, and corporate partners strive to narrow the achievement gap between Latinos and other Americans. NCLR’s Education department supports school improvement as the foundation for increasing student achievement, and policy efforts focus on improving the education system—from preschool through high school—to better serve Latinos. NCLR’s network of education Affiliates and allies also 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; and engages stakeholders as advocates for Hispanic students.

2011 Highlights

Early Childhood Education. To support the improvement of services to Latino children and families, NCLR facilitated the exchange of best practices among a number of organizations providing early childhood education services. NCLR identified organizations to serve as models on the implementation of programs and application of practices in dual-language development and the integration of cultural elements, family engagement, and continuous data-driven assessment. As a result, NCLR is formalizing a process of peer mentorship where service providers engage in structured activities to support program improvement. A continuing priority for NCLR is to increase awareness among federal policymakers and professional development providers of effective practices in community-based programs serving young Hispanic children and their families.

Parent Organizing Project. In 2011, NCLR completed the first year of a pilot project that empowers parents to organize other parents in their community to improve the education of their children. The project is a partnership with NCLR and Academia Avance, a charter school in Los Angeles, California, and the Salem/Keizer Coalition for Equality, a community-based organization in Salem, Oregon, focused on parent organizing for education improvement.

Professional Development for Math Teachers. Twenty-five teachers from 12 schools across the NCLR network are taking part in a project that improves their ability to integrate student assessments as an essential part of math instruction. The teachers are trained to apply pilot assessments in their classrooms and observe each other’s progress. NCLR is one of several partners selected by The Bill & Melinda Gates Foundation to refine and disseminate the effective use of assessments.

Model for School Improvement. At the culmination of its three-year pilot project, NCLR solidified a model for schools serving Latino students which develops leadership, improves instructional practices and curricula, and helps charter school boards be more effective. The four participating schools demonstrated great gains that included increased graduation rates, significant increases in state achievement tests, and more rigorous course offerings.
The NCLR Líderes Initiative is a national program that increases opportunities for Latino youth to maximize their influence as leaders in the United States. By supporting a network of high school and college students, as well as young professionals, Líderes strives to develop future generations of civically minded professionals, corporate executives, public officials, and community leaders who will promote social justice at the local and national levels.

2011 Highlights

Líderes Network. The Líderes website and biweekly e-newsletter reached more than 9,000 Hispanic students with information about grants, scholarships, internships, fellowships, conferences, and network events. Líderes was also active on Facebook and Twitter, daily updating its tech-savvy followers with leadership opportunities and alerts about NCLR’s national campaigns and efforts. In 2011, the Líderes Youth Advisory Committee also launched its own blog, which will be used to increase awareness of leadership resources provided by the program.

Líderes Summit. Convening nearly 500 students each year, the NCLR Líderes Summit has become one of the most comprehensive leadership conferences for Hispanic youth in the U.S. The 2011 Summit featured more than 20 educational workshops on civic engagement, community empowerment, and professional development, as well as a town hall session about the future of leadership which was attended by more than 350 students. Cecilia Muñoz, then-White House Director of Intergovernmental Affairs, and Ken Salazar, U.S. Secretary of the Interior, each spoke at a Summit event, motivating students to continue pursuing leadership opportunities. One of the biggest highlights was the arrival of President Barack Obama, who made it a point to shake hands with Summit participants after his address at the NCLR Annual Conference.

Líderes Empowered. Launched in 2009, Líderes Empowered is a ten-month cohort program that equips and empowers young people to become agents of positive change in their communities. The program leads youth to identify the most pressing issues and promising opportunities for their schools and neighborhoods and then challenges them to respond with potential solutions at local congresos and civic engagement activities over the course of the year. Among their communities of Latino youth, participants have explored increasing college entrance rates, decreasing high school dropout rates, and decreasing gang-related violence. Congresos, which are coordinated by program partners, convened nearly 500 students and incorporated 240 new members into the Líderes Network in 2011. Community response activities coordinated by the Affiliate Youth Leadership Committees at each site included parent conferences, community forums, workshops at street festivals, and beautification days at schools.
Latinos, let's prepare our youth to be the future leaders of our nation...

SÍ SE PUEDE!

—Facebook post from NCLR supporter
44% growth in Hispanic-owned firms from 2002 to 2007, while non-Hispanic-owned firms grew by just 15%.

Source: U.S. Census Bureau, 2010 Decennial Census.
The strength of the American economy is increasingly linked to the strength of the Hispanic workforce. NCLR and its Affiliates help ensure the Latino community’s ability to contribute to and share in the nation’s economic opportunities by promoting Latino employment in good jobs, safe and fair workplaces, and Latino workers’ education and skills acquisition.

2011 Highlights

Workforce Development Forum. NCLR’s 2011 Workforce Development Forum—¡Fuerza! Stronger Economy, Stronger Latino Workers—was held in Chicago and attended by 42 Affiliate organizations and other representatives from 35 states. The forum featured more than 30 workshops and roundtable sessions presented by workforce development experts, and keynote and plenary session remarks by leaders from the Department of Labor, city workforce agencies, and private foundations. The convening provided a setting to discuss solutions, share strategies, and forge partnerships to improve services for Hispanic workers in communities across the country.

Research and Publications. NCLR held panel discussions in Washington, DC in conjunction with the releases of important publications documenting the state of Latino workers and youth. We Needed the Work: Latino Worker Voices in the New Economy is a collection of stories illustrating the vulnerability of Hispanic workers in the low-wage, low-skill labor market. A second report, Plugged In: Positive Development Strategies for Disconnected Latino Youth, documents the lessons learned and best practices of programs serving Latino youth who are disconnected from school and work. NCLR also releases a Monthly Latino Employment Report that details the latest Hispanic employment statistics, provides snapshots of key growth industries, and offers NCLR’s analysis of policy proposals to create jobs.

Program Outcomes and Impact. NCLR’s Workforce Development programs prepare workers for lifelong economic and career advancement. The NCLR Career Pathways Initiative, which targets low-skilled and limited-English-proficient adults in the green, health care, and customer service sectors, provided training and critical support services to approximately 1,400 participants, resulting in an average wage gain of $2.32 per hour for those placed in jobs. The NCLR Escalera Program: Taking Steps to Success, which serves at-risk and disconnected youth, has reached nearly 1,500 Latino youth to date in seven cities, with 92% of participants completing the program and graduating from high school, and 89% enrolling in postsecondary education.
Despite making significant contributions to American society, Hispanics do not enjoy equal economic opportunities. Latinos rely on assets—such as their home—to weather a financial emergency, send their children to college, or save for retirement. Unfortunately, Latino wealth fell by 66% between 2005 and 2009, the largest drop of any ethnic group. The assets owned by White households exceed those of Hispanic households by 18 to one, a figure known as the racial wealth gap. NCLR works to narrow this staggering gap through policies and programs that address structural and economic barriers.

2011 Highlights

**Wealth-Building Policy Project.** NCLR launched the Home for Good (H4G) campaign to respond to the rapidly changing housing reform debate. H4G engaged NCLR’s Action Network and informed the public on housing issues, collecting 10,609 signed petitions and postcards that called for an end to the housing crisis and delivering them to Treasury Secretary Timothy Geithner. The campaign also provided expert congressional testimony and released numerous policy materials, including eight principles that are essential to secondary market reform; a five-part foreclosure series; and fact sheets on credit scoring and prepaid cards. As a result, new policy related to foreclosure prevention and neighborhood stabilization includes priorities for Latino families, and the federal Housing Counseling Assistance Program regained its funding.

**NCLR Homeownership Network (NHN).** The largest network of community-based organizations working to build Latino wealth through homeownership, NHN develops programs that blend research, advocacy, and consumer counseling. This counseling intermediary, approved by the U.S. Department of Housing and Urban Development (HUD), consists of 50 NCLR Affiliates in 27 states, serving more than 64,000 families each year. NCLR’s technical assistance and quality control measures are the foundation of the renowned NHN Learning Alliance, a HUD-approved training and certification program for housing counselors. The program’s training methods have been replicated in more than 300 organizations that are meeting their communities’ counseling needs.

**Raza Development Fund, Inc. (RDF).** As a support corporation to NCLR, RDF worked with the Affiliate Network in both lending and technical assistance, providing over $5 million in debt capital and Latino Social Venture Fund grants. In direct alignment with its mission, RDF’s lending directly benefitted the Hispanic community by funding projects that produced 546 housing units and increased capacity for charter schools to serve more than 2,295 students. In financial terms, RDF underwrote and closed over $19 million in loans with a focus on charter schools (66%) and housing (28%) in the 2011 fiscal year.

A major achievement for the organization was an award of New Markets Tax Credits from the CDFI Fund, a division of the Department of Treasury. This allocation provided access to a new source of capital for transactions in low-income communities. In fiscal year 2011, RDF closed two transactions that leveraged nearly $28 million of private capital to fund school projects that will provide opportunities to more than 1,000 students in Indiana and Massachusetts.
10,600+ signed petitions and postcards were sent to Treasury Secretary Timothy Geithner to call for an end to the housing crisis.
We are here to advocate for the rights of those people who cannot advocate for themselves. We are here to offer support and to encourage a better life.

—Facebook post from NCLR supporter
Our nation’s immigration system remains broken, and the Latino community is feeling the effects of federal inaction to find solutions. Working with partners throughout the country, NCLR’s immigration team coordinates national and local policy and advocacy activities to push back on the toxic environment that is poisoning the waters of policy debates involving immigrants and challenging the very presence of Hispanics in America. NCLR’s work aims to achieve an immigration system that serves the national interest and upholds human dignity.

2011 Highlights

**Fighting Anti-Immigrant Legislation.** After the passage of SB 1070, Arizona’s anti-Latino, anti-immigrant law, many states sought to imitate the state and its extreme measures. In combating this legislation, NCLR joined a boycott of Arizona which resulted in $750 million in losses to the state. Through its Affiliate Network and partners, NCLR is working with advocates to educate the Latino community about state and local copycat laws and seeking to bring about the best possible policy outcome. In a number of states, such as Virginia and Texas, NCLR worked with Affiliates to defeat anti-immigrant initiatives. NCLR has published tool kits for advocates and legislators to combat these bills, as well as two major reports on the negative impact of state-level anti-immigrant legislation. In Alabama, where the nation’s most punitive immigration law was signed into law in June 2011, NCLR has been working closely with its Affiliate, the Hispanic Interest Coalition of Alabama (¡HICA!), to respond to the crisis created by the enactment of HB 56.

**Advocating for Immigrants and Their Families.** NCLR’s continued advocacy on behalf of undocumented immigrants and their families contributed to several important announcements from the Obama administration. Chief among them is the Department of Homeland Security’s intention to review deportations on a case-by-case basis, focusing on serious criminals. NCLR has been working to get the information to the Latino community through the media, as well as bringing Affiliates together with administration officials to discuss concerns about how immigration policies are affecting communities and the changes that are needed.
ADVOCACY & EMPOWERMENT

Advocacy, civic engagement, and community-based support are essential parts of any community empowerment strategy. NCLR strengthens Latino participation in the political process through its various civic engagement projects and by building the advocacy capacity of its Affiliate Network of community-based organizations. With the acquisition of Democracia U.S.A. in 2011, NCLR is now one of the largest Latino voter registration organizations in the country.

2011 Highlights

CIVIC ENGAGEMENT AND LEADERSHIP DEVELOPMENT

Emerging Latino Communities (ELC) Initiative. ELC combines training and technical assistance to strengthen organizations in areas where the Hispanic population has experienced rapid growth, but lack infrastructure to support the community. In 2011, NCLR awarded $100,000 in subgrants to eight organizations in eight states through the ELC program.

California Affiliate Capacity-Building Initiative. As part of NCLR’s project to increase the civic engagement of its California network, 33 California Affiliates actively participate in committees focused on advocacy. In 2011, 332 people representing 22 Affiliates participated in NCLR’s California Latino Advocacy Day. These efforts contributed to important policy reforms, including passage of the California Dream Act, which extends affordable education to more than 2,500 Californians each year.

NCLR National Latino Advocacy Days. Representing more than 100 organizations, 350 Latino advocates came to Washington, DC to participate in the 2011 NCLR National Latino Advocacy Days. They conducted more than 130 legislative visits on Capitol Hill to urge members of Congress to find real solutions to issues affecting Hispanics.

NCLR Latino Leadership Institute. This is a new component in NCLR’s strategy to build the advocacy capacity of its Affiliate Network; it is a five-day training program that teaches campaign strategy, issue development, base-building, and advocacy skills, and focuses on deepening Affiliates’ understanding of the forces affecting their communities. NCLR conducted the inaugural session with 20 staff members from 12 California Affiliates.

NATIONAL CAMPAIGNS

We Will Not Forget. On the heels of the failed vote on the “Development, Relief, and Education for Alien Minors (DREAM) Act,” NCLR launched We Will Not Forget, a campaign to report how Congress voted. The ad produced for the campaign was the most downloaded document from NCLR’s website in 2011, with 37,852 downloads in Spanish and English. It ran in a selection of Spanish-language newspapers and was promoted through Facebook ads.

Online Advocacy. NCLR’s online action network generated a record 30,157 actions from 42 advocacy campaigns. The efforts focused on the federal budget; threats to cut WIC, Pell Grants, and Medicaid; housing counseling funding and wrongful foreclosures; and anti-immigrant legislation and attacks on the 14th Amendment. In addition, the mobile action network grew from 3,322 to 7,048 members.
9.7 million Latinos voted in the 2008 general election, an increase of 29% from the 2004 general election.

Source: U.S. Census Bureau, 2010 Decennial Census.
Reflecting on an amazing #NCLRconf experience.

What a wonderful gathering of brave, fabulous, brilliant, and gorgeous people. I'm hooked!

—One of nearly three million Twitter users reached during the 2011 NCLR Annual Conference
SPECIAL EVENTS

NCLR’s Integrated Marketing and Events (IME) team plans events that highlight the institution and its partnerships, programs, and Affiliate Network. NCLR’s key partners—which include Fortune 500 companies, foundations, philanthropists, community organizations, media entities, nonprofit organizations, national leaders, and newsmakers—come together to further improve opportunities for Hispanic Americans. Composed of experts in events, marketing and communications, fundraising, and graphic design and publications, the IME team helps generate unrestricted revenue for the entire organization.

2011 Highlights

NCLR Capital Awards. Each year, NCLR recognizes members of Congress from both sides of the aisle for their support of public policies that include and engage Hispanic Americans. In 2011, the black-tie gala at the National Building Museum in Washington, DC honored Representative Barney Frank (D–MA) and Representative Mario Diaz-Balart (R–FL), while the Capital Award for Public Service went to the band Ozomatli for its work in engaging the Latino community to vote, as well as its participation in the Vote for Respect campaign.

NCLR Annual Conference. The 2011 NCLR Annual Conference took place in the heart of Washington, DC at the Marriott Wardman Park Hotel, July 23–26. Fifty-seven workshops were offered, along with four town halls and various networking events. Select Conference events were live-streamed to more than 14,000 viewers, including the Monday Luncheon keynote address delivered by President Barack Obama, during which he discussed the Latino community and its role in advocating for continued change. Arianna Huffington, President and Editor-in-Chief of the Huffington Post Media Group, was live-streamed during the Latinas Brunch, where she discussed her immigrant experience and personal successes. NCLR marked a series of firsts at the 2011 Annual Conference as it unveiled its official mobile app for smartphone devices and launched its first partnerships with media entities such as The Washington Post and Twitter.

NCLR National Latino Family Expo®. Held in conjunction with the Annual Conference, the National Latino Family Expo brought together thousands of attendees for vision, glucose, HIV, kidney, and COPD screenings, healthy cooking demonstrations, a fashion show, musical performances, appearances by beloved children's characters, and more. The Diversity Career Fair hosted 26 exhibitors and brought in more than 1,000 attendees, while Eva Longoria hosted a book-signing for her new cookbook.

NCLR ALMA Awards®. The NCLR ALMA Awards originally began in 1995 to promote the fair and positive portrayal of Latinos in the media arts such as film, television, and music. These awards honor artists for their outstanding achievements in various fields, helping enhance the Hispanic image. This year, with NBCUniversal as the new broadcast partner and the continued support of PepsiCo, the ALMA Awards achieved a 60% viewer increase. The show also strengthened its influence through integral partnerships with Telemundo.com and Mun2, as well as social media.
Visionaries from American corporations and leading foundations recognize the Hispanic community’s ever-increasing economic impact. They also value NCLR’s mission, work, credibility, and passion for improving opportunities for Hispanics throughout the country. 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.

$5,000 AND ABOVE

AARP Foundation
Alliance for a Better Community
The Allstate Foundation
Alzheimer’s Association
American Airlines
American Federation of Teachers
American Honda Motor Co., Inc.
Amgen
Amtrak
Anheuser-Busch
The Annie E. Casey Foundation
Arbitron Inc.
AstraZeneca Pharmaceuticals
The Atlantic Philanthropies
AT&T
Bank of America
Bank of America Foundation
Baxter
BBVA Compass
Best Buy Co. Inc.
The Bill & Melinda Gates Foundation
Bipartisan Policy Center
Birth to Five Policy Alliance
Boehringer Ingelheim Pharmaceuticals, Inc.
The Boeing Company
BP America
Bristol-Myers Squibb Foundation through Peers for Progress, American Academy of Family Physicians Foundation
Burlington Coat Factory
Caesars Entertainment
The California Endowment
California Forward
California State University, Long Beach (CSULB)
Center for American Progress
CenturyLink, Inc.
Charles Stewart Mott Foundation
Chevron
Citi
The Coca-Cola Company
The College Board
Comcast Corporation
Comcast Foundation
ConAgra Foods Foundation
ConAgra Foods, Inc.
Corporation for National and Community Service
Cox Enterprises
Darden Restaurants
Diageo NA
Eastman Kodak Company
Eli Lilly and Company
Enterprise Rent-A-Car
Evelyn & Walter Haas, Jr. Fund
Fannie Mae
Federal Deposit Insurance Corporation
FedEx Corporation
The Ford Foundation
Ford Motor Company
Four Freedoms Fund, Public Interest Projects
Freddie Mac
Fundación Banco Popular
GEICO Insurance Company
General Mills, Inc.
General Motors
The Goodyear Tire & Rubber Company
Google
Hilton Hotels Corporation
Humana
Hyatt Hotels Corporation
Hyundai Motor America
Interlex Communications, Inc.
Janssen Pharmaceuticals, Inc.
jcpenney
The John D. and Catherine T. MacArthur Foundation
The John S. and James L. Knight Foundation
Johnson & Johnson
The Joyce Foundation
JPMorgan Chase & Co.
Kellogg Company
Kraft Foods
Levi Strauss Foundation
Lowe’s Companies, Inc.
Macy’s
Marathon Oil Company
Marguerite Casey Foundation
Marriott International, Inc.
McDonald’s Corporation
MetLife Auto & Home
MetLife Foundation
MGM Resorts International
Microsoft Corporation
MillerCoors LLC
Morgan Stanley Smith Barney
The Nathan Cummings Foundation
National Academy of Social Insurance
National Institutes of Health, National Human Genome Research Institute
Nationwide Insurance
NBCUniversal & Telemundo
NeighborWorks America—National Foreclosure Mitigation Counseling Program, Loan Scam Alert Campaign, and Emergency Homeowners’ Loan Program
The Nielsen Company
Nissan North America, Inc.
Ocwen Financial Corporation
Open Society Foundations
Patton Boggs LLP
Peace Corps
PepsiCo, Inc.
Pfizer Helpful Answers
Praxair, Inc.
J.B. and M.K. Pritzker Family Foundation
The Procter & Gamble Co.
Progress Energy
Prudential
Raza Development Fund
Reading Is Fundamental (RIF)
República
Robert Wood Johnson Foundation
The Rockefeller Foundation
Service Employees International Union (SEIU)
ServiceMaster
Shell
Sodexo, Inc.
Southwest Airlines Co.
Sprint Nextel Corporation
Starbucks Coffee Company
State Farm Insurance Companies
Target Corporation
Time Warner Cable
Time Warner Inc.
The TJX Companies, Inc.
TOYOTA
TracFone Wireless, Inc.
UPS
The UPS Foundation
U.S. Department of Health and Human Services—Centers for Disease Control
U.S. Department of Health and Human Services—Health Resources and Services Administration
U.S. Department of Health and Human Services—Office of Minority Health
U.S. Department of Housing and Urban Development—Mortgage Modification and Mortgage Scam Assistance
U.S. Department of the Interior
U.S. Department of Labor
UnitedHealthcare
University of Phoenix
Univision Communications Inc.
Verizon
Walmart
The Walt Disney Company
Wells Fargo
Western Union
W.K. Kellogg Foundation

For more information, please visit www.nclr.org/SupportUs or contact the Resource Development team at friends@nclr.org.
Our *familia* of individual donors sustains the very core of NCLR, and their donations allow us to quickly and effectively address the most pressing issues faced by 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 generosity has been critical to the successes outlined in this report.

**PRESIDENT’S COUNCIL**

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- Cesar Alvarez
- Russell C. Dayo
- Ingrid Duran and Catherine Pino
- Monica Lozano and David Ayón
- Jim and Alice Padilla
- Jeffrey Urbina and Gaye Lynn Hill

**Executives $5,000–$9,999**
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- Ramón and Sally Murguía
- Robert Ontiveros
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- Cid D. Wilson

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Lautaro “Lot” Diaz*
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Dorene Dominguez
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Tommy and Elvira Espinoza
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Mareth Flores de Francis*
Thomas R. “Tom” Flores
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Maricela Monterrubio Gallegos
Juan M. García
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For more information, please visit www.nclr.org/SupportUs or contact the Resource Development team at friends@nclr.org.
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Oscar T. Ramirez  
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Nilda Ruiz and Sasha Singh  
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Renata Soto and Pete Wooten  
William and Susan E. Soza  
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Salvador and Ana Villar  
José H. Villarreal  
George Walz  
Peter Wilkins  
Alex Wilson and Alan Abramson  
Dr. Tamar Diana Wilson  
Howard Woolley  
Carole Young  
Raul Yzaguirre  

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Eddy Casaus  
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Georgette Dixon  
E.B. Duarte  
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Jose R. Rodriguez  
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Nelson Rosario  
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Fania tavarez*  
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Francisco and Janet Vasquez  
Dimas Villarreal, Jr.  
Randall Welch  
Lupe Williams  
Raquel Ybarra

* An asterisk denotes NCLR staff members who have made a personal contribution.  
We are truly grateful for their generosity and commitment to NCLR.
FINANCIAL SUMMARY

For more than 40 years, NCLR has worked to elevate the Hispanic American social, political, and economic status. Over the next several decades, the size of the community is projected to nearly double and will form one-third of the American workforce by 2050. Simply put, if our nation’s future is to be prosperous, Latinos must thrive in school and the workplace. NCLR’s mission has remained constant since its founding, yet we have adapted to the rapidly changing demographic, socioeconomic, and geographic realities of American Latinos—and to the ever-shifting economic realities of the nation. We have been successful thanks to the financial support of individuals, corporations, and foundations that share in our vision.

2011 Highlights

Program Maximization. NCLR spearheads efforts from its national, regional, and state operations in direct collaboration with its network of nearly 300 community-based Affiliates. This approach ensures that NCLR makes the greatest possible impact through wise resource management and streamlined expenses. NCLR is proud of its proven track record of financial health. In 2011, NCLR allocated 92% of its total expenses directly to community programs. The remaining expenditures funded advocacy and administrative activities and are continually analyzed for financial efficiency.

NCLR’s fiscal responsibility, accountability, and transparency have been commended by Charity Navigator, America’s premier independent charity evaluator. It has bestowed NCLR with its highest 4-star rating for three consecutive years, indicating that the organization “Exceeds industry standards and outperforms most charities in its Cause.”

Direct Funding. In 2011, NCLR allocated 70% of all of its subgrants totaling $7.2 million directly to its Affiliate Network. These grassroots organizations reach all pockets of the Hispanic community and facilitate NCLR’s mission at the local level. Distribution of grants and subgrants through this infrastructure has empowered NCLR to improve education programs, job training, financial counseling, health services, and more.

Investments in Our Future. NCLR is uniquely positioned to strengthen the lives of America’s Latinos, but we need your help. Progress relies on generous support from business, individual, and foundation partners. Together, we can improve the lives of the nation’s 50.5 million Latinos and ensure a prosperous national future. Please visit our website to view the options available to fit your philanthropic goals.

Take an active role in ensuring a prosperous America.
Visit www.nclr.org/SupportUs or contact us directly at (202) 776-1750.
NCLR EXPENSES

Program/Support Ratio

- General Support Expenses
- Program Expenses

Program expenses as defined by the audited statements, which include all programs and mission support.

NCLR SUBGRANTS TO AFFILIATES

(2011)

- Other Program Expenses
- Subgrants to Affiliates

In 2011, 70% of all NCLR subgrants were made to Affiliates, totaling $7.2 million.
### CONSOLIDATED STATEMENTS OF ACTIVITY

#### Year ended September 30, 2011*

#### SUPPORT AND REVENUE

<table>
<thead>
<tr>
<th></th>
<th>UNRESTRICTED</th>
<th>TEMPORARILY RESTRICTED</th>
<th>PERMANENTLY RESTRICTED</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grants</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Federal</td>
<td>$9,847,498</td>
<td>$ -</td>
<td>$ -</td>
<td>$9,847,498</td>
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<tr>
<td>Nonfederal</td>
<td>1,900,000</td>
<td>18,534,029</td>
<td>-</td>
<td>20,434,029</td>
</tr>
<tr>
<td><strong>Total Grants</strong></td>
<td><strong>11,747,498</strong></td>
<td><strong>18,534,029</strong></td>
<td>-</td>
<td><strong>30,281,527</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Contributions and Other Revenue</th>
<th>UNRESTRICTED</th>
<th>TEMPORARILY RESTRICTED</th>
<th>PERMANENTLY RESTRICTED</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Corporations and Foundations</td>
<td>967,500</td>
<td>-</td>
<td>-</td>
<td>967,500</td>
</tr>
<tr>
<td>Special Events</td>
<td>8,265,568</td>
<td>-</td>
<td>-</td>
<td>8,265,568</td>
</tr>
<tr>
<td>Capital Campaign Contributions</td>
<td>-</td>
<td>1,342</td>
<td>-</td>
<td>1,342</td>
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<tr>
<td>Associate Member Dues</td>
<td>306,101</td>
<td>-</td>
<td>-</td>
<td>306,101</td>
</tr>
<tr>
<td>Other Contributions</td>
<td>453,659</td>
<td>-</td>
<td>-</td>
<td>453,659</td>
</tr>
<tr>
<td>Investment and Interest Return</td>
<td>(44,152)</td>
<td>75,381</td>
<td>-</td>
<td>31,229</td>
</tr>
<tr>
<td>Interest and Fee Income on Loans</td>
<td>3,996,767</td>
<td>-</td>
<td>-</td>
<td>3,996,767</td>
</tr>
<tr>
<td>Other Revenue</td>
<td>1,206,063</td>
<td>-</td>
<td>-</td>
<td>1,206,063</td>
</tr>
<tr>
<td><strong>Net Assets Released from Restrictions</strong></td>
<td>19,693,060</td>
<td></td>
<td></td>
<td>-</td>
</tr>
<tr>
<td><strong>Total Contributions and Other Revenue</strong></td>
<td>34,844,566</td>
<td></td>
<td></td>
<td>15,228,229</td>
</tr>
</tbody>
</table>

| **Support and Revenue**         | **$46,592,064** | **$1,082,308**       | $ -                      | **$45,509,756** |

#### EXPENSES

### Program Services

<table>
<thead>
<tr>
<th></th>
<th>UNRESTRICTED</th>
<th>TEMPORARILY RESTRICTED</th>
<th>PERMANENTLY RESTRICTED</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>CORE and ORAL</td>
<td>6,484,050</td>
<td>-</td>
<td>-</td>
<td>6,484,050</td>
</tr>
<tr>
<td>Community Development and Fellowship Program</td>
<td>7,959,056</td>
<td>-</td>
<td>-</td>
<td>7,959,056</td>
</tr>
<tr>
<td>Center for Educational Excellence</td>
<td>3,838,566</td>
<td>-</td>
<td>-</td>
<td>3,838,566</td>
</tr>
<tr>
<td>Integrated Marketing and Events</td>
<td>7,511,397</td>
<td>-</td>
<td>-</td>
<td>7,511,397</td>
</tr>
<tr>
<td>Institute for Hispanic Health</td>
<td>1,759,421</td>
<td>-</td>
<td>-</td>
<td>1,759,421</td>
</tr>
<tr>
<td>Research and Strategic Initiatives</td>
<td>7,446,015</td>
<td>-</td>
<td>-</td>
<td>7,446,015</td>
</tr>
<tr>
<td>Legislative Advocacy</td>
<td>423,897</td>
<td>-</td>
<td>-</td>
<td>423,897</td>
</tr>
<tr>
<td>Mission</td>
<td>767,665</td>
<td>-</td>
<td>-</td>
<td>767,665</td>
</tr>
<tr>
<td>Democracia U.S.A.</td>
<td>2,103,187</td>
<td>-</td>
<td>-</td>
<td>2,103,187</td>
</tr>
<tr>
<td>Raza Development Fund—Program Operations</td>
<td>4,030,081</td>
<td>-</td>
<td>-</td>
<td>4,030,081</td>
</tr>
<tr>
<td>Raza Development Fund—Loan Loss Reserve</td>
<td>(963,710)</td>
<td>-</td>
<td>-</td>
<td>(963,710)</td>
</tr>
<tr>
<td><strong>Total Program Services</strong></td>
<td><strong>41,359,625</strong></td>
<td>-</td>
<td>-</td>
<td><strong>41,359,625</strong></td>
</tr>
</tbody>
</table>

### Supporting Services

<table>
<thead>
<tr>
<th></th>
<th>UNRESTRICTED</th>
<th>TEMPORARILY RESTRICTED</th>
<th>PERMANENTLY RESTRICTED</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management and General</td>
<td>2,015,237</td>
<td>-</td>
<td>-</td>
<td>2,015,237</td>
</tr>
<tr>
<td>Fundraising:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>General Fundraising</td>
<td>760,710</td>
<td>-</td>
<td>-</td>
<td>760,710</td>
</tr>
<tr>
<td>Endowment/Capital Campaign</td>
<td>44,662</td>
<td>-</td>
<td>-</td>
<td>44,662</td>
</tr>
<tr>
<td>Membership Marketing</td>
<td>181,373</td>
<td>-</td>
<td>-</td>
<td>181,373</td>
</tr>
<tr>
<td>Raza Development Fund—Administration</td>
<td>1,259,091</td>
<td>-</td>
<td>-</td>
<td>1,259,091</td>
</tr>
<tr>
<td>Strategic Investment Fund Governance</td>
<td>661,272</td>
<td>-</td>
<td>-</td>
<td>661,272</td>
</tr>
<tr>
<td><strong>Total Supporting Services</strong></td>
<td><strong>4,922,345</strong></td>
<td>-</td>
<td>-</td>
<td><strong>4,922,345</strong></td>
</tr>
</tbody>
</table>

| **Total Expenses**                                           | **$46,281,970**| -                      | -                      | **$46,281,970**|

| Change in Net Assets                                         | 310,094      | (1,082,308)            | -                      | (772,214)  |
| Net Assets, Beginning of the Year                           | 37,098,001   | 59,350,542             | 1,500,000              | 97,948,543|
| **Net Assets, End of Year**                                 | **$37,408,095**| **$58,268,234**       | **$1,500,000**         | **$97,176,329**|

*Audited

The complete audited financial statements prepared by BDO Seidman, LLC may be obtained by calling Johanna Greene, NCLR Controller, at (202) 776-1711.
## CONSOLIDATED STATEMENTS OF FINANCIAL POSITION
### September 30, 2011 and 2010*

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ASSETS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Current Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and Cash Equivalents</td>
<td>$35,736,213</td>
<td>$36,843,995</td>
</tr>
<tr>
<td>Current Portion of Capital Campaign Receivables, Net</td>
<td>40,000</td>
<td>100,000</td>
</tr>
<tr>
<td>Special Events Receivables</td>
<td>1,889,589</td>
<td>782,790</td>
</tr>
<tr>
<td>Current Portion of Contract, Grant, and Other Receivables, Net</td>
<td>9,011,384</td>
<td>10,227,126</td>
</tr>
<tr>
<td>Current Portion of Loans Receivables, Net</td>
<td>12,309,866</td>
<td>19,169,498</td>
</tr>
<tr>
<td>Due from Hogar Hispano, Inc.—Related Party</td>
<td>712,902</td>
<td>11,029</td>
</tr>
<tr>
<td>Restricted Investments</td>
<td>14,041,630</td>
<td>15,318,500</td>
</tr>
<tr>
<td>Other</td>
<td>144,049</td>
<td>161,829</td>
</tr>
<tr>
<td><strong>Total Current Assets</strong></td>
<td>$73,885,633</td>
<td>$82,614,767</td>
</tr>
<tr>
<td><strong>Noncurrent Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Investments</td>
<td>31,103,811</td>
<td>32,641,452</td>
</tr>
<tr>
<td>Long-Term Loans Receivables, Net</td>
<td>47,592,120</td>
<td>33,822,124</td>
</tr>
<tr>
<td>Property and Equipment, Net</td>
<td>2,021,702</td>
<td>2,158,551</td>
</tr>
<tr>
<td>Long-Term Capital Campaign Receivables, Net</td>
<td>-</td>
<td>58,658</td>
</tr>
<tr>
<td>Long-Term Contract, Grant, and Other Receivables, Net</td>
<td>1,244,472</td>
<td>845,706</td>
</tr>
<tr>
<td>Due from Hogar Hispano, Inc.—Related Party</td>
<td>8,137,674</td>
<td>223,445</td>
</tr>
<tr>
<td>Assets Designated to Fund Deferred Compensation</td>
<td>212,239</td>
<td>254,353</td>
</tr>
<tr>
<td>Other</td>
<td>213,767</td>
<td>212,239</td>
</tr>
<tr>
<td><strong>Total Noncurrent Assets</strong></td>
<td>$90,525,785</td>
<td>$78,293,293</td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td>$164,411,418</td>
<td>$160,908,060</td>
</tr>
</tbody>
</table>

| **LIABILITIES AND NET ASSETS** |        |             |
| Current Liabilities            |        |             |
| Accounts Payable               | 4,370,004| 2,632,148   |
| Accrued Expenses               | 2,505,425| 1,958,256   |
| Accrued Interest Expenses      | 64,396   | 85,863      |
| Deferred Revenue               | 3,917,725| 1,672,523   |
| Committed Grants               | 161,000  | 161,000     |
| Pledges Held in Trust          | 104,300  | 326,282     |
| Current Portion of Notes Payable| 1,700,000| -           |
| **Total Current Liabilities**  | 12,822,850| 6,836,072   |

**Noncurrent Liabilities**

| Long-Term Notes Payable        | 54,200,000| 55,900,000 |
| Long-Term Deferred Compensation Liability | 212,239 | 223,445   |
| **Total Noncurrent Liabilities** | 54,412,239| 56,123,445 |
| **Total Liabilities**          | $67,235,089| $62,959,517|

**COMMITMENTS AND CONTINGENCIES**

| **Net Assets**                 |        |             |
| Unrestricted                   | 37,408,095| 37,098,001 |
| Temporarily Restricted         | 58,268,234| 59,350,542 |
| Permanently Restricted         | 1,500,000| 1,500,000   |
| **Total Net Assets**           | 97,176,329| 97,948,543 |
| **Total Liabilities and Net Assets** | $164,411,418| $160,908,060|

*Audited

The complete audited financial statements prepared by BDO Seidman, LLC may be obtained by calling Johanna Greene, NCLR Controller, at (202) 776-1711.
Can't wait for next year's #NCLRconf in Vegas!

—Tweet from an @NCLR supporter

MARK YOUR CALENDAR

July 7–9, 2012
NCLR National Latino Family Expo®
Las Vegas, NV

July 7–10, 2012
NCLR Annual Conference
Las Vegas, NV

Fall 2012
NCLR ALMA Awards®
Stay tuned for broadcast information.
www.almaawards.com

March 5, 2013
NCLR Capital Awards
Washington, DC

March 6–7, 2013
NCLR National Latino Advocacy Days
Washington, DC

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

JANET MURGUÍA
President and Chief Executive Officer
CHARLES KAMASAKI
Executive Vice President

SONIA M. PÉREZ
Senior Vice President, Strategic Initiatives
DELIA POMPA
Senior Vice President, Programs
HOLLY BLANCHARD
Chief Financial Officer

RON ESTRADA
Vice President, Integrated Marketing and Events
ERIC RODRIGUEZ
Vice President, Office of Research, Advocacy, and Legislation

LEADERSHIP TEAM

DELIA DE LA VARA
Vice President, California Region
LAUTARO “LOT” DIAZ
Vice President, Housing and Community Development
RUBEN J. GONZALES
Deputy Vice President, Resource Development

OFFICES AND OPERATIONS

Headquarters
Washington, DC

Regional Offices
California (Los Angeles)
Far West (Phoenix)
Midwest (Chicago)
Northeast (New York)
Texas (San Antonio)

State Operations
Colorado
Florida
Nevada

Support Corporation
Raza Development Fund (Phoenix)

SELECT PUBLICATIONS

The titles below represent just a sampling of publications from 2011. You can find these materials and more at www.nclr.org.

2010 KIDS COUNT – Puerto Rico Data Book
¿A Dónde Vamos? Directions for Culturally Relevant Latino Community Involvement in HIV/AIDS Prevention and Services Research
Access to Common Standards for All: An Advocacy Tool Kit for Supporting Success

Bringing Opportunity Home: A Latino Public Policy Agenda for the 112th Congress
Comer Bien: The Challenges of Nourishing Latino Children and Families
Core Qualities for Successful Early Childhood Education Programs: Exemplars of Best Practices
Counting Latino Youth in the Illinois Juvenile Justice System

Culturally Relevant Service-Learning Tool Kit
Engaging the Latino Electorate
Nationwide Growth in the Latino Population Is a Boon for the Country
Niños en Forma, Comunidad Saludable
Plugged In: Positive Development Strategies for Disconnected Latino Youth

Preschool Education: Delivering on the Promise for Latino Children
Selección Sana, Vida Saludable
Speaking Out: Latino Youth on Discrimination in the United States
The Wrong Approach: State Anti-Immigration Legislation in 2011
We Needed the Work: Latino Worker Voices in the New Economy