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.

“THE LATINO COMMUNITY IN AMERICA IS BURSTING WITH POTENTIAL. You can almost feel the buzz of energy, THE SEARCH FOR NEW OPPORTUNITIES, the power that comes from knowing we can solve our problems, the fierce dedication to LIFTING ALL OF US UP.”

JANET MURGUIA
NCLR PRESIDENT AND CEO
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STRONGER COMMUNITIES
NATIONAL COUNCIL OF LA RAZA
STRONGER AMERICA
MESSAGE FROM THE PRESIDENT

STRONGER COMMUNITIES, STRONGER AMERICA

By investing in the well-being of America’s Latinos we are truly advancing our nation.

Janet Murguía
NCLR President and CEO

Our forefathers built a nation where the opportunity for educational, economic, social, and political prosperity was available to all, not just a select few. With this guiding vision, the National Council of La Raza (NCLR) has labored tirelessly for almost four decades. We have provided millions of Hispanics an equal chance to achieve the American Dream.

2006 AT A GLANCE

With this clear mission, dedicated partners, and strong determination, NCLR’s list of accomplishments is impressive and ever growing. I am honored to share our 2006 achievements in this Annual Report. And though all of our endeavors were significant, I want to highlight two:

Last year, NCLR evaluated the heart of its organization: its Affiliate Network of nearly 300 nonprofit community organizations throughout the U.S. Following an extensive survey of services and needs, we implemented an Affiliate Member Services Business Plan which reinforces the NCLR-Affiliate relationship and broadens the impact of our education, health, homeownership, workforce, and advocacy efforts. Meanwhile, NCLR forged the way for comprehensive immigration reform. From Capitol Hill to local communities, we sought fair, realistic, and permanent solutions – for the sake of our citizens and our country.

WHAT DOES THE FUTURE HOLD?

NCLR will continue to create opportunities and open doors for the Hispanic community. We’ll strive to remove barriers that hamper inclusiveness and civic participation while tackling issues of employment and economic status. Our Affiliates’ quality preschool, after-school, and literacy programs will reduce the high school dropout rate, while their health clinics increase access to necessary services and their housing counseling services increase opportunities for homeownership. These programs, as well as our upcoming elections, will create the ability and the opportunity for our citizens to succeed.

On behalf of America’s Latinos, I invite you to join us in these critical endeavors. Together, we will build stronger citizens, stronger communities, and ultimately a stronger country.

Janet Murguía
NCLR President and CEO
MESSAGE FROM THE BOARD CHAIR

Monica Lozano
NCLR Board Chair

For two centuries, Latinos have actively contributed to our country’s history, strength, and success. Today, as the nation’s largest ethnic minority, the Hispanic community bursts with unrealized potential. We’ve worked hard and given much. We’ve earned the opportunity for economic stability, pride, and independence. We’ve earned the American Dream!

THE WORK AT HAND
The potential of Hispanic citizens will never be fully realized in America unless NCLR’s vital missions are accomplished and its visions become reality.

NCLR must continue building its network of community programs, targeted services, educational initiatives, and advocacy efforts. In addition, we must maximize synergy and success through stronger collaboration with its nearly 300 community-based Affiliates, fellow advocacy groups, generous donors, and bipartisan supporters which range in scope from the local to the national realms.

YOUR ROLE?
There is great need for more work, more advocacy, and more funding – from us all.

As an individual, corporation, or foundation, you can play a pivotal role through generous financial support. As a lawmaker, you can responsibly enact legislation that economically and politically empowers Hispanic Americans. Or as a Latino citizen, you can actively participate in the programs, services, and political process for continual betterment of your self, your family, and your community.

Together, we will grow stronger. At stake is the well-being and long-term success of America’s Latinos…and America.

Monica Lozano
Chair, NCLR Board of Directors
NCLR BOARD OF DIRECTORS 2007-2008

EXECUTIVE COMMITTEE
CHAIR
Monica Lozano
Publisher and CEO
La Opinión
Los Angeles, CA

FIRST VICE CHAIR
Andrea Bazán-Manson
President
Triangle Community Foundation
Research Triangle Park, NC

SECOND VICE CHAIR/SECRETARY
Daniel Ortega
Partner
Roush, McCracken, Guerrero, Miller & Ortega
Phoenix, AZ

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

PRESIDENT AND CEO
Janet Murguía
National Council of La Raza
Washington, DC

Salvador Balcorta
Executive Director
Centro de Salud Familiar La Fe
El Paso, TX

Herminio Martínez
Executive Director
Bronx Institute, Lehman College
Bronx, NY

Elba Montalvo
Executive Director
Committee for Hispanic Children and Families, Inc.
New York, NY

Maria Pesqueira
Executive Director
Mujeres Latinas en Acción
Chicago, IL

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

GENERAL MEMBERSHIP
Tom Castro
President and CEO
Border Media Partners
Houston, TX

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

Maricela Monterrubio Gallegos
President
La Casa de Esperanza
Galt, CA

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

Hon. Rafael Ortega
County Commissioner – Dist. 5, Ramsey County Board Office
St. Paul, MN

Arturo S. Rodriguez
President
United Farm Workers of America
Keene, CA

Hon. Felipe Reinoso
State Representative
Bridgeport, CT

Juan Romagoza, MD
Executive Director
La Clínica del Pueblo
Washington, DC

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

Angela Sanbrano
Executive Director
Central American Resource Center
Los Angeles, CA

Lionel Sosa
Sosa Consultation & Design
Floresville, TX

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

Isabel Valdés
President
Isabel Valdés Consulting
Palo Alto, CA

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

Anselmo Villarreal
Executive Director
La Casa de Esperanza
Waukesha, WI
AFFILIATE COUNCIL

The Affiliate Council serves as a voice for Affiliates 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. Additionally, the Affiliate Council works closely with the Affiliate Member Services (AMS) team in the implementation of the AMS Business Plan, reaching out to Affiliates in all regions of the country to solicit new perspectives and share information on NCLR’s direction and priorities.

FAR WEST
CHAIR
Linda Mazon-Gutierrez
President
Hispanic Women’s Corporation
Phoenix, AZ

John Martinez
Executive Director
HELP-New Mexico, Inc.
Albuquerque, NM

CALIFORNIA
VICE CHAIR
Alfredo Villaseñor
Executive Director
Community Child Care Council of Santa Clara County
San Jose, CA

Maria Quezada
Executive Director
California Association for Bilingual Education
Covina, CA

MIDWEST
SECRETARY
Victor Leandry
Executive Director
El Centro de Servicios Sociales
Lorraine, OH

Alicia Villarreal
Executive Director
Latino Family Services
Detroit, MI

NORTH EAST
Maria Matos
Executive Director
Latin American Community Center, Inc.
Wilmington, DE

Nicholas Torres
Executive Director
Congreso de Latinos Unidos, Inc.
Philadelphia, PA

SOUTHEAST
Sonia Gutiérrez
Executive Director
Carlos Rosario
International Career Center
Washington, DC

TEXAS
Mary Capello
President and CEO
Texas Migrant Council
Laredo, TX

Richard Farias
Executive Director
Tejano Center for Community Concerns
Houston, TX
NCLR’s Affiliates provide a wide array of vital services to their communities.

AFFILIATE NETWORK

While NCLR advances its mission at the national level, it also successfully collaborates with community-based Affiliate partners at the local level to promote the well-being of America’s Latino families. NCLR’s active and productive relationship with these Affiliates – the very heart of its work – is facilitated by the Affiliate Member Services (AMS) team in collaboration with NCLR’s program and policy components.

NCLR’s Affiliate Network is divided into six single-state or multistate regions: Northeast, Southeast, Midwest, Far West, Texas, and California. Overall, the network comprises nearly 300 Affiliates which serve millions of Hispanics each year in 41 states, the District of Columbia, and Puerto Rico.

NCLR’s Affiliates provide a wide array of vital services to their communities, including:

- Early child care and after-school education programs
- Health care services and education
- Housing development and homeownership counseling
- Workforce development initiatives
- Financial services and employment information
- Social, relief, and refugee services
- Legal and immigration services
- Youth leadership and development programs
2006 HIGHLIGHTS

- **AMERICORPS.** The NCLR AmeriCorps Latino Empowerment through National Service (LENS) program provides opportunities for AmeriCorps members to gain practical job experience while serving their communities. Housed within the Office of AMS, NCLR's AmeriCorps program enabled ten Affiliates in the past three years to build organizational capacity and provide tutoring to Latino youth. By the end of the 2005-2006 program year, AmeriCorps members had provided literacy tutoring to 1,378 students, and 80% of those receiving this help increased their grade level by one grade. AmeriCorps members also provided job readiness training to 1,634 people for a minimum of 15 hours each and positively impacted more than 200,000 people through community events, fairs, and benefits related to health or other human needs. Moreover, 149 AmeriCorps members successfully completed their service in ten Affiliate sites, resulting in close to $330,000 in education awards for payment of past, present, or future education expenses.

- **EMERGENCY RELIEF AND PREPAREDNESS EFFORTS.** With the support of the Office of Minority Health, the U.S. Department of Health and Human Services, and many corporate and other partners, NCLR raised $534,891 toward its NCLR Katrina Relief Fund. These monies were used to address immediate needs of the Latino community in the hurricane-affected areas, and to develop a long-term strategy for future relief.

NCLR Affiliate, Latino Memphis, Inc.
“BECAUSE COMCAST APPRECIATES THE IMPORTANCE OF NCLR’S MISSION AND THE LOCAL IMPACT OF ITS AFFILIATE NETWORK, we’re happy to underwrite the NCLR/Comcast Capacity-Building Grant Program. BY HELPING AFFILIATES TO DEVELOP SOUND INFRASTRUCTURES, this program will help them build the resources required to improve their programs AND THEIR ADVOCACY ON BEHALF OF AMERICA’S HISPANIC COMMUNITIES.”

DAVID L. COHEN, EXECUTIVE VICE PRESIDENT, COMCAST CORPORATION

Susan Gonzales of Comcast Corporation addressing NCLR’s National Affiliate Forum

Toward these ends, NCLR:

• Provided $339,850 in funds to assist evacuees through grants to Affiliates and other community-based partners
• Conducted public policy and advocacy efforts on civil liberties, equitable access to relief, and treatment of Latinos in the post-Katrina relief and recovery efforts
• Engaged with major relief organizations, such as the American Red Cross and FEMA, to serve Latinos
• Expanded its AmeriCorps program to include relief services, such as community organizing, resource allocation, rebuilding efforts, tutoring, housing services, and volunteer management
• Conducted research and public education related to strategies for relief organizations to serve the Latino community better in future emergencies. Work products included:
  • Bilingual Public Service Announcements (PSAs) and materials that assisted Latinos, immigrants, and limited-English-proficient (LEP) individuals in finding disaster relief services
  • A funded proposal to develop a tool kit for improved responsiveness of emergency managers and relief agencies to Latino and immigrant victims of a disaster
  • A report, In the Eye of the Storm: How the Government and Private Response to Hurricane Katrina Failed Latinos, and various press articles

• AFFILIATE CLIENT TRACKING SYSTEM. NCLR established the Affiliate Client Tracking System (ACTS) project, a database solution that helps Affiliates manage information related to how they deliver services, the demographic data of their clients, comprehensive service histories, and the outcomes and impact of their work.
NCLR AWARD PROGRAMS

- **AFFILIATE OF THE YEAR AWARD.** The NCLR/Ford Motor Company Affiliate of the Year Awards Program recognizes an NCLR Affiliate for exemplary work in serving its local community and supporting NCLR’s policy and programmatic initiatives. In 2006, NCLR awarded $25,000 to the Carlos Rosario International Career Center as the Affiliate of the Year. Also recognized and recipients of $5,000 awards were three Regional Honorees: Latin American Community Center (Eastern Region), La Casa de Esperanza, Inc. (Central Region), and Para Los Niños (Western Region).

- **FAMILY STRENGTHENING AWARD.** For the third consecutive year, in partnership with the Annie E. Casey Foundation, NCLR awarded $10,000 each to five Affiliates that have demonstrated best practices in achieving improved outcomes and measurable impact for Latino families. These winners hosted training sessions where they shared their program models with other Affiliates and provided solutions to program challenges. The 2006 Family Strengthening Award winners were: American YouthWorks, Casa Verde Builders Program; CentroNía, Family Literacy Program; El Centro de la Raza, Homeless Assistance Case Management Program; La Casa de Esperanza, Inc., Children, Family, and Youth Program; and Montebello Housing Development Corporation, Affordable Housing Program.

- **NCLR/COMCAST CAPACITY-BUILDING GRANT PROGRAM, AFFILIATE GRANTEEES**

  **NEXT GENERATION CATEGORY**
  - Latino Memphis, Inc., Memphis, TN

  **PROGRAM CATEGORY**
  **Community Development**
  - Del Norte Neighborhood Development Corp., Denver, CO
  **Education**
  - Association House of Chicago, Chicago, IL
  **Health**
  - Spanish American Civic Association, Lancaster, PA

  **Workforce Development**
  - Youth Development, Inc. and Albuquerque Hispano Chamber of Commerce, Albuquerque, NM

  **ADVOCACY CATEGORY**
  - Congreso de Latinos Unidos, Philadelphia, PA
  - Mujeres Latinas en Acción, Chicago, IL
  - Tiburcio Vasquez Health Center, Union City, CA

NCLR Affiliate of the Year, Carlos Rosario International Career Center, Inc.
PROPOSED AFFILIATE PARTNERSHIPS
For each, NCLR has defined: Criteria, Benefits, Responsibilities, and Fees

General Members
- Advocacy Partners: Collaborate with NCLR to change policy in priority areas
- Program Partners: Develop and implement programs in NCLR’s priority areas
- Institutional Partners: Large and loyal supporters in any issue area
- Next Generation Partners: New and innovative Affiliates in priority program and policy areas

AFFILIATE MEMBER SERVICES
BUSINESS PLAN

NCLR and its Affiliates possess strengths and skills that, when combined, create a powerful synergy on behalf of America’s Latinos. In an effort to maximize the potential of these relationships, NCLR launched a business planning process in 2005-2006 which included an assessment of its services to its Affiliates; extensive discussions with Affiliates, including a survey; and an evaluation of its structure and support to the Affiliate Network.

THE EFFORT FOCUSED ON SEVERAL QUESTIONS:
- In what ways can the NCLR-Affiliate relationship be further strengthened?
- What are the specific roles of Affiliates and of NCLR in advancing the Latino community?
- How can the two be organized and integrated for the greatest impact?

THROUGH THE PROCESS, NCLR RELIED ON A TWO-PRONGED STRATEGY:
- Work with Hispanics to increase their ability to improve their socioeconomic status
- Ensure that Hispanics have the opportunity to fulfill the promise of that ability
COMPLETION OF A NEW BUSINESS PLAN

- The Affiliates’ survey responses confirmed their role as an active conduit between NCLR and the community. Their satisfaction rating was high, as was interest in helping NCLR achieve its goals.
- Suggestions focused on requests for more state advocacy work, additional Affiliate networking opportunities, and increased communication.

Based on this and other feedback and NCLR’s overall mission, the Affiliate Member Services (AMS) Business Plan was completed in 2006. It specifically defined and explained strategies for maximizing relationships between NCLR and its Affiliate Network, including recommendations for:

- Elevating the role of AMS within NCLR
- Establishing a new fee structure to reflect the revised partnership categories
- Increasing staff and resources in NCLR’s field offices throughout the country
- Securing additional funding to support this effort
- Developing four new partnership categories, responsibilities, and benefits for Affiliates who engage with NCLR beyond the General Membership category:

  - **Advocacy Partners** – Those Affiliates whose relationship with NCLR is primarily focused on policy and advocacy efforts
  - **Program Partners** – Those Affiliates whose relationship with NCLR is primarily focused on programs, such as education, health, housing/community development, or workforce development
  - **Institutional Partners** – Those Affiliates who have high profiles, are influential statewide or nationally, and meet specific tenure and budget criteria
  - **Next Generation Partners** – Those Affiliates who are young, emerging, and in their early stages of development institutionally or programmatically

“THE AFFILIATE MEMBER SERVICES (AMS) BUSINESS PLAN MARKS A NEW CHAPTER IN NCLR’S HISTORY WITH ITS AFFILIATES. TOGETHER, we challenged ourselves to create a strategy that builds on what each of us does best. BY JOINING FORCES AND WORKING AS NATIONAL-LOCAL PARTNERS ON SPECIFIC PROGRAM AND POLICY PRIORITIES, we are moving closer toward our vision of economic and social empowerment for Latinos.”

SONIA M. PÉREZ  
NCLR SENIOR VICE PRESIDENT, AFFILIATE MEMBER SERVICES
NCLR AFFILIATES

Stockton
Council for the Spanish Speaking-CA
www.elcouncilo.org
(209) 547-2855

Visionary Home Builders of California, Inc.
www.visionaryhomebuilders.org
(209) 466-6811, ext. 2116

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

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

West Sacramento
Rural Community Assistance Corporation
(916) 447-2854

COLORADO
Denver
Brothers Redevelopment, Inc.
www.briathome.org
(303) 202-6340

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

Latin American Research and Service Agency
www.larasa.org
(312) 722-5150

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

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

Servicios de la Raza, Inc.
www.tripod.com
(303) 458-5851

SouthWest Improvement Council
(303) 934-2268

Pueblo
Cesar Chavez Academy
www.csarchavezacademy.org
(719) 295-1623

Westminster
Colorado Rural Housing Development Corporation
www.crhdc.org
(303) 428-1448

CONNECTICUT
Bridgeport
Bridge Academy
www.bridgeacademy.org
(203) 333-6961

Hartford
Connecticut Puerto Rican Forum, Inc.
www.ctpueroricoforum.org
(203) 247-9227

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

Rocky Hill
Humainidad, Inc.
www.partnersforcommunity.org
(860) 563-6103

DELARWARE
Dover
Delmarva Rural Ministries, Inc.
www.1drm.com
(302) 678-3652

WASHINGTON
Seattle
Latin American Community Center, Inc.
www.latincen.org
(303) 655-7338

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

Carlos Rosario International Career Center, Inc.
www.carlosrosario.org
(202) 797-4700

Central American Resource Center
www.carecen.org
(302) 328-9799

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

Council of Latino Agencies
www.consejo.org
(202) 328-9451

La Clinica del Pueblo, Inc.
www.lcp.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 and Child Care, Inc.
www.maryscenter.org
(202) 483-8196

Mi Casa, Inc.
www.micasa-nc.org
(202) 232-1375

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

National Association for Bilingual Education
www.nabe.org
(202) 898-1829

Spanish Catholic Center, Inc.
(205) 939-2437

Spanish Education Development Center
www.sedcenter.com
(205) 462-8848

Teaching for Change
www.teachingforchange.org
(202) 588-7204

FLORIDA
Florida City
Centro Campesino
www.centrocampesino.org
(305) 245-7738

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

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

Homestead
Everglades Community Association
www.farmworker.org
(305) 242-2142

Immokalee
Redlands Christian Migrant Association
www.rma.org
(239) 658-3572

Miami
Hispanic Coalition, Inc.
(305) 262-0060

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

Tampa
Housing and Education Alliance
(813) 261-5151

HAWAII
Walluku
Maui Economic Opportunity, Inc.
www.moeinc.org
(808) 248-2990

IDAHO
Caldwell
Community Council of Idaho
www.idahomigrant.org
(208) 454-1652

ILLINOIS
Chicago
Alivio Medical Center
www.aliviohealth.org
(312) 829-6303

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

El Hogar del Niño
(773) 523-1629

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

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

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

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

Latinos United
www.latinosunited.org
(312) 226-0151

Little Village Community Development Corporation
www.lvcdc.org
(773) 542-9233

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

Resurrection Project
www.resurrectionproject.org
(312) 666-1323

Elgin
Elgin Community College
www.elgin.cc.il.us
(847) 888-7998

INDIANA
Fort Wayne
United Hispanic Americans, Inc.
(260) 456-5000

IOWA
West Des Moines
Midwest Educational Resource Development Fund, Inc.
(515) 261-7270

KANSAS
Kansas City
El Centro, Inc.
www.elcentroinc.com
(913) 677-0100

Harvest America Corporation
www.harvestamerica.org
(314) 342-2121

Topkea
Kansas Hispanic and Latino American Affairs Commission
www.khlaac.org
(785) 296-3465

Wichita
SER Corporation of Kansas
(316) 264-5372

MAINE
 Lewiston
Maine Rural Workers Coalition
(207) 753-1922
Santa Fe South Schools, Inc.
www.santafesouth.org
(405) 631-6100

OREGON
Hillsboro
Housing Development Corporation
(503) 693-2937

Newberg
CASA of Oregon
www.casaforeign.org
(503) 537-0319

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

Oregon Council for Hispanic Advancement
www.ocha-nw.org
(503) 228-4131

PENNSYLVANIA
Harrisburg
Rural Opportunities, Inc.
(717) 234-6616

Lancaster
SACA Development Corporation
(717) 397-6267

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

Philadelphia
Asociación de Puertorriqueños en Marcha-PA
www.amphila.org
(267) 296-7200

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

Hispanic Association of Contractors and Enterprises
www.HACE@cdc.org
(215) 426-8025

Norris Square Civic Association
(215) 426-8723

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
www.consejovillano.org
(787) 727-5051

RHODE ISLAND
Providence
Center for Hispanic Policy and Advocacy
www.chipa.org
(401) 467-0111

SOUTH CAROLINA
Columbia
Acercamiento Hispano de Carolina del Sur
www.chilscou.org
(803) 419-5112

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

Nashville
Conexión Americas
www.conexions.org
(615) 320-5152

TEXAS
Austin
American YouthWorks
www.al.org
(512) 472-8220

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

Corpus Christi
Gulf Coast Council of La Raza, Inc.
www.gccil.org
(361) 581-9988

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 irr.org/home.asp
(956) 393-2277

El Cenizo
La Gloria Development Corporation
(956) 791-3034

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 Clinica Familiar
www.tachc.org/About/Member/directory/scf.aspx
(956) 365-6750

Houston
AAMA Community Development Corporation
www.aamaccd.org
(713) 923-5433

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

Galaviz Academy
(713) 694-6027

Houston Esperanza
(713) 926-2794

KIPP Houston
www.kiphouston.org
(832) 328-1051

Lauro Legal Services
www.lauservices.org
(210) 978-0500

Our Casas Resident Council, Inc.
(210) 208-9691

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

Uvalde
Community Council of Southwest Texas, Inc.
(830) 278-6268

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

UTAH
Salt Lake City
Utah Coalition of La Raza
www.ucolraz.org
(801) 359-8922

South Salt Lake City
Centro de la Familia de Utah
www.cdfu.org
(801) 521-6473

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

Falls Church
Hispanic Committee of Virginia
www.hcv.org
(703) 671-5666

Hispanos Unidos de Virginia
(703) 533-8300

WASHINGTON
Granger
Northwest Communities Education Center
www.kdna.org
(509) 953-9100

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

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

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

Yakima
Rural Community Development Resources
(509) 453-5133

WISCONSIN
Madison
Centro Hispano de Dane County, Inc.
www.centrohispanomadison.org
(608) 255-3018

Milwaukee
Aurora Weier Educational Center
(414) 562-8398

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

Council for the Spanish Speaking-WI
www.councilforthespanishspeakingmilw.org
(414) 384-3100

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

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EDUCATION

Believing that quality education serves as a foundation for the future success of Latinos and America, closing the achievement gap between Latinos and other students remains one of NCLR’s most important priorities. Not only must our country close the achievement gap, we must also pave the way for Latinos to achieve higher education.

National recognition and respect for NCLR’s leadership in education continue to grow, evidenced by support from the Bill & Melinda Gates Foundation and others. NCLR strengthens the educational sector through:

• Supporting early childhood education programs, charter schools, and early college high schools
• Developing successful educational initiatives, including the Charter School Development Initiative, the Early College High School Project, and the Lee y serás early literacy development initiative
• Partnership with other organizations and networks that likewise foster Latino students’ success

2006 HIGHLIGHTS

Last year, NCLR intensified technical assistance and training services to schools in its network by offering professional development and training activities, such as:

• LEADERSHIP INSTITUTE FOR LATINO LITERACY. During this weeklong program, helpful strategies and resources for English language learners were provided to approximately 60 teachers representing 17 network schools.
• EDUCATIONAL LEADERSHIP PROGRAM. Graduating its first cohort of school leaders, this inaugural program supported administrators working with low-performing students and English language learners to ensure success in college-preparatory studies.

“HISPANIC STUDENTS WANT TO SUCCEED. HISPANIC STUDENTS CAN SUCCEED. It is our obligation to ensure that they have access to quality education to meet rigorous achievement standards. IT IS OUR COMMITMENT TO A BETTER AMERICA.”

DELLA POMPA
NCLR VICE PRESIDENT, EDUCATION

100,000+
AT-RISK CHILDREN DIRECTLY BENEFITED FROM NCLR’S SUPPORT OF EARLY EDUCATION PROGRAMS, COMMUNITY EDUCATION PROJECTS, AND CHARTER AND EARLY COLLEGE HIGH SCHOOLS
In the Community

- **Sembrando Semillas (Planting Seeds).** Following three years of development and piloting, best practices were deemed ready for national distribution to early childhood programs that promote state early learning standards among Latino children and values important to their families. *Sembrando Semillas* includes a facilitator manual; the Latino Family Values Framework; a directory of Latino leaders in early childhood education research and practice; and directories on Latino-serving early childhood programs.

- **Lee y Serás (Read and You Will Be) Literacy Development Initiative.** Simple, effective strategies that support Latino students’ development of early learning skills – all within the context of their cultural and linguistic tradition – were presented by six participating sites to hundreds of parents and care providers.

- **No Child Left Behind.** NCLR launched a new website, www.nclr.org/nclb, to keep the Latino community, advocates, and policy-makers informed about the reauthorization of this education law. In addition, NCLR provided testimony at a roundtable on English language learner students held by the Aspen Institute’s Commission on No Child Left Behind.

- **Early Childhood Education and Family Literacy.** NCLR held a congressional briefing on the Even Start Family Literacy Program. Even Start was created to support family literacy activities that integrate early childhood education, adult literacy and education, parenting education, and structured parent and child literacy interactions. Nearly half (46%) of all Even Start families are Hispanic, and the vast majority of these families are limited-English-proficient. NCLR’s congressional briefing called for more funding of this important program, and featured a speaker from Mary’s Center for Maternal and Child Care, an NCLR Affiliate operating a highly successful Even Start program in Washington, DC.
THE CALIFORNIA EARLY CHILDHOOD EDUCATION AND HEALTH POLICY TASK FORCES provide a valuable, real-world perspective on policy initiatives and link families and communities THROUGHOUT THE STATE.”

CHARLES KAMASAKI
NCLR EXECUTIVE VICE PRESIDENT

500
PROMOTORES DE SALUD
(LAY HEALTH EDUCATORS) TRAINED BY NCLR AND ITS AFFILIATES TO PROMOTE HEALTHY LIFESTYLE CHOICES AND PROVIDE ACCESS TO INFORMATION TO AN ESTIMATED 25,000 HISPANICS

HEALTH

The overall impact of health and well-being extends beyond the individual. It determines one’s ability to achieve economic potential, nurture family, participate in the community, and contribute to society.

NCLR and its network of community-based Affiliates strive to improve the health and well-being of Hispanic Americans through:

• Access to quality health care
• Health education and prevention programs that are culturally competent and linguistically appropriate
• Resources that support nutritious meals and healthy lifestyles
• Advocacy and collaboration
• Community-based research by NCLR’s Institute for Hispanic Health (IHH)

2006 HIGHLIGHTS

• LAY HEALTH EDUCATORS. Through a partnership between NCLR and California State University, Long Beach (CSULB), IHH emerged as a leader in the design and evaluation of science-based community health education projects featuring promotores de salud (lay health educators). Principal focus areas included mental illness and a new model that promotes increased “genetic literacy” among Latinos.

• NUTRITION EDUCATION. NCLR addressed the obesity epidemic in the Latino community through public education on the importance of nutrition and physical activity, sponsored by the PepsiCo Foundation. Related work focused on obesity’s co-morbidities, including heart disease and stroke.

• NEW HIV/AIDS PARADIGM. IHH and the NCLR-CSULB Center for Latino Community Health, Evaluation, and Leadership Training released a report – based on a comprehensive literature review and community-based
assessment – proposing a new paradigm to address HIV/AIDS prevention and treatment needs of Latinos. The report was sponsored by the Office of Minority Health, U.S. Department of Health and Human Services.

- **CALIFORNIA HEALTH POLICY TASK FORCE.** NCLR launched a California Health Policy Task Force to increase the role of the NCLR Affiliate Network in state policy development. Four roundtable dialogues were held on the nutrition needs of California’s Latinos; as a result, NCLR is helping with development of several legislative proposals to enhance food security and obesity prevention efforts.

- **HUNGER REPORT.** An NCLR research report received international media coverage, successfully drawing attention to the burden of hunger and food insecurity in the Latino community, as well as the important role of food-assistance programs in alleviating hunger.

- **PUBLIC AWARENESS.** NCLR coordinated a number of activities to raise public awareness of the impact of budget and tax policy on health care programs, including Latino priorities.

- **NEW CALIFORNIA LAW.** NCLR was instrumental in the passage of a California law which ensures that local governments can provide immigrants with equal access to preventive and primary health care services.
COMMUNITY AND FAMILY WEALTH-BUILDING

Throughout the history of our nation, millions of Latinos have contributed to America’s economy and culture. Yet, they do not enjoy the same opportunities, jobs, and wages as other Americans. According to 2002 statistics, Hispanic households’ median net worth was $7,932, compared to $88,651 for non-Hispanic White households.

NCLR strives to narrow this staggering wealth gap. The organization identifies policies, as well as structural and economic barriers within the U.S. financial marketplace, that hamper the Latino community’s ability to establish long-term financial stability. In addition, NCLR’s Community Development program, working closely with the Raza Development Fund, NCLR’s lending arm, seeks to increase individual family wealth and the amount of capital assets controlled by Latino institutions.

2006 HIGHLIGHTS

- **MAINSTREAM FINANCIAL SERVICES.** NCLR’s public policy work brought to the attention of policy-makers and the public those barriers that prevent low-income and immigrant Hispanics from using financial products. In 2006, NCLR:
  - Successfully fought attempts by lawmakers to prevent financial institutions from accepting foreign identification from potential customers
  - Worked to ensure the congressional defeat of measures that would have discouraged financial institutions from accepting Individual Taxpayer Identification Numbers from immigrants who seek to open bank accounts or apply for credit
  - Launched a Latino-focused Financial Services Policy Project, which conducts policy analysis and advocacy of critical

120,000

STUDENTS, PATIENTS, AND FAMILIES SERVED AT SCHOOLS, HEALTH CLINICS, AND OTHER COMMUNITY FACILITIES FUNDED BY RAZA DEVELOPMENT FUND LOANS
areas of the financial market, including mortgage lending, credit cards, auto lending, and remittances

- Successfully introduced Latino priorities into the debate on abusive mortgage lending practices and worked to block weak legislation from being introduced

- **INCENTIVES FOR RETIREMENT SAVINGS.**
  NCLR worked to educate policy-makers about the importance of improving low-wage workers’ ability to contribute to and participate in pension savings. Pension reform legislation enacted in 2006 made permanent a targeted tax incentive for low-wage workers who contribute to their retirement accounts, including provisions that encourage employers to provide workers with independent retirement advice.

- **LENDING AND TECHNICAL ASSISTANCE TO COMMUNITY-BASED ORGANIZATIONS (CBOs).**
  The Raza Development Fund (RDF), an NCLR subsidiary and the largest Hispanic Community Development Financial Institution (CDFI) in the country, continued as an industry leader among community development banks. With support from Bank of America, State Farm, Citibank, JPMorgan Chase, and others, RDF closed 117 loans including nearly $29 million in financing to NCLR Affiliates and other Latino-serving CBOs. This direct lending leveraged nearly $150 million in total financing for affordable housing, community schools, health clinics, and other facilities.

- **NCLR HOMEOWNERSHIP NETWORK (NHN).**
  Made possible by the U.S. Department of Housing and Urban Development (HUD), JPMorgan Chase, and others, NHN has expanded to include 45 community-based homeownership counseling providers. Each organization receives subgrants and technical assistance from NCLR to implement NHN’s intensive housing counseling model. Members of NHN provided counseling services to nearly 30,000 families in 2006, resulting in more than 3,000 Latinos becoming first-time homebuyers. In addition, NHN organizations have responded to the rising rate of foreclosures and increasing reports of predatory lending in minority communities by providing foreclosure prevention counseling services.
The economic well-being of America’s families is closely related to job skills. With improved skills, there is more opportunity. With additional opportunities, there is more meaningful employment. And with viable employment, there is economic stability, pride, and independence.

With these goals in mind, NCLR strives to bridge the gap in employment and job skills which exists between Latinos and other Americans. NCLR’s Workforce Development and Economic Mobility Initiatives support employment-focused programs and public policies that:

- Prepare workers
- Create jobs
- Reward work
- Build ladders that lead to career advancement and financial mobility

"THE ESCALERA PROGRAM HAS BEEN A LIFE-CHANGING EXPERIENCE. They have taught us to be leaders BY WORKING VERY CLOSELY WITH US TO BUILD OUR SELF-CONFIDENCE.”

FORMER ESCALERA STUDENT

150% WAGE INCREASE ACHIEVED BY NURSING GRADUATES OF THE HEALTH CARE CAREER PATHWAYS INITIATIVE

NCLR Affiliate, Latin American Youth Center
2006 HIGHLIGHTS

Several NCLR programs successfully supported Latino employment and economic opportunities during the last year, including:

- **ESCALERA PROGRAM: TAKING STEPS TO SUCCESS.** By focusing on the economic potential of Latino youth, this program not only increased educational achievement, it improved career planning and access to well-paying jobs. Escalera is supported by established partnerships with NCLR Affiliates AltaMed Health Services Corporation in Los Angeles and Instituto del Progreso Latino in Chicago. Last year, the program’s network expanded to New York via a partnership with Promesa: East Harlem Council for Community Improvement. Among 58 student participants, 98% completed the program and graduated from high school and 96% enrolled in a college or university. PepsiCo Foundation served as the program sponsor.

- **HEALTH CARE CAREER PATHWAYS INITIATIVE.** Programs and strategies support training and skills upgrades for incumbent Latino workers and those seeking quality employment in the health care industry. With its Affiliate partners Instituto del Progreso Latino and the Unity Council, NCLR helps Latinos bridge gaps in education and skills in order to obtain quality jobs and upward mobility within the health care industry. Participants who graduated as medical assistants were placed at an average wage of $14.50 per hour and licensed practical nurses at an average wage of $22 per hour.

- **WORKFORCE DEVELOPMENT.** At times, NCLR serves as a national intermediary. To guide its work, a business planning process for the Workforce Development component was initiated. As NCLR analyzes gaps in services for the Latino workforce, it will explore the organization’s role within the workforce development system. NCLR also will assess its organizational expertise and capacity, as well as its relationship to key stakeholders, partners, and, most notably, its Affiliates. By prioritizing work and developing clear strategies, NCLR will continue to maximize its impact among Latino families and communities, as well as on the nation.

“WITH ITS AFFILIATE PARTNERS
INSTITUTO DEL PROGRESO
LATINO AND THE UNITY
COUNCIL, NCLR helps Latinos
bridge gaps in education and
skills in order to obtain quality
jobs and upward mobility within
the health care industry.

PARTICIPANTS WHO GRADUATED
AS MEDICAL ASSISTANTS WERE
PLACED AT AN AVERAGE WAGE
OF $14.50 PER HOUR AND
LICENSED PRACTICAL NURSES
AT AN AVERAGE WAGE OF $22
PER HOUR.”

SIMON LOPEZ
NCLR DIRECTOR
WORKFORCE DEVELOPMENT PROGRAMS
CIVIL RIGHTS AND IMMIGRATION

As a leading national Hispanic civil rights organization, NCLR continues to play a major role in promoting and protecting equal opportunity for all Americans.

With support from the Ford Foundation and others, NCLR conducts policy analysis and advocacy activities that:

• Reduce discrimination and address issues of racial profiling, hate crimes, police abuse, and post-9/11 civil liberties

With support from The Atlantic Philanthropies and others, NCLR works to:

• Defend immigrant rights in a difficult political environment; limit the use of state and local police to enforce federal immigration laws; support Affiliates’ efforts to maintain immigrant access to driver’s licenses; and oppose anti-immigrant ballot initiatives
• Represent Hispanic Americans in the debate on civil rights issues, such as voting rights, criminal and juvenile justice, sentencing reform, and prisoner reentry
• Promote fair and equitable immigration policies that strike a balance between national security concerns and America’s tradition as a nation of immigrants which welcomes newcomers

NCLR worked with coalition partners, affiliates, and other local advocates to develop strategies for addressing racial profiling.
2006 HIGHLIGHTS

- COMPREHENSIVE IMMIGRATION REFORM. The debate on comprehensive immigration reform continued to move forward with concrete policy proposals; bipartisan legislation; strategies linking national, state, and local advocacy efforts; and increased media coverage. NCLR focused on reforms with the potential to remedy the underlying causes of undocumented immigration. The resulting bipartisan proposals included:
  - A path to legal status for current undocumented workers and for future temporary workers
  - A guestworker program with significant labor protections and a path to permanent status
  - Reduction in family immigration backlogs

- RACIAL PROFILING. NCLR worked with coalition partners, Affiliates, and other local advocates to develop strategies for addressing racial profiling. It collected data, conducted policy analysis, monitored legislation and litigation, and played a leadership role in responding to local law enforcement authorities engaged in federal immigration law enforcement.

- VOTING RIGHTS ACT. Believing that the protection of voting rights advances the lives of U.S. Latinos, NCLR focused policy attention on the Voting Rights Act as an effective tool for increasing Latino voter participation.

- CRIMINAL JUSTICE SYSTEM. NCLR continued its efforts to ensure that Latinos in the criminal justice system are treated with respect and dignity, leading efforts in publishing Latino-specific research that focused on community safety, substance abuse, mental health, and other issues.
Advocacy and Electoral Empowerment

The Hispanic voice is heard across America through two powerful political mechanisms: advocacy and voting. NCLR recognizes, however, that unless individuals fully exercise their voting rights and policy barriers to increased participation are removed, their impact and potential will never be maximized. Increased participation in the political process is essential to Hispanics’ electoral empowerment strategy, at both the local and national levels.

In 2002, NCLR created the Latino Empowerment and Advocacy Project (LEAP). With generous support from The Knight Foundation, the Carnegie Corporation of New York, and others, NCLR works closely with its network of community-based organizations (CBOs) to reach unregistered, newly-registered, and infrequent Latino voters and concentrates LEAP activities in states and localities that:

- Demonstrate rapidly growing Latino and immigrant populations
- Exhibit potential for substantial increases in political participation

2006 Highlights

- Coalition-Based Work. Last year, NCLR strengthened and grew its collaboration with the National Association of Latino Elected and Appointed Officials (NALEO) and local CBOs. This comprehensive effort provided critical information, training, and tools necessary to take the civic engagement campaign to scale.

In addition, NCLR participated in the creation of the We Are America Alliance Civic Engagement Roundtable and is continuing to participate in the Roundtable’s long-term strategy for increasing immigrant and Latino civic engagement through capacity-building, naturalization, voter education and registration, and mobilization efforts.
ON THE HILL

STATE NETWORKS. NCLR expanded its LEAP civic engagement network in 2006 to 16 local partner organizations in Arizona, California, Colorado, Florida, Indiana, Kansas, Nebraska, New Mexico, North Carolina, Pennsylvania, Tennessee, and Wisconsin. At least 13 of these organizations have, since the midterm election, created sustainable processes that incorporate civic engagement into their everyday programs and services.

PARTNERSHIPS WITH LEGAL SERVICE PROVIDERS. In collaboration with the Catholic Legal Immigration Network, Inc., NCLR organized a joint training that convened legal service providers and LEAP partners in complementary regions. Together, they worked on message strategies and techniques to increase outreach for citizenship promotion, as well as naturalization assistance for eligible immigrants. One result of this training was a naturalization workshop co-hosted by NCLR, Catholic Charities USA, NCLR Affiliates, and NALEO in Omaha, Nebraska, where more than 100 individuals completed their naturalization applications.

EDUCATIONAL WORKSHOPS. LEAP continues to host events for community-based organizations to share best practices and replicable strategies. At the 2006 NCLR Annual Conference, LEAP staff organized three skills-building workshops for more than 400 participants. Attendees benefited from dialogue related to strategies for organizing in the Latino community and integrating civic participation into organizational priorities. In addition, NCLR collaborated with NALEO to provide more than 450 individuals with information about the naturalization process.

VOTING RIGHTS ACT (VRA). In late 2005, NCLR submitted testimony to the House Committee on the Judiciary, Subcommittee on the Constitution entitled, The Latino Community and the Reauthorization of the Voting Rights Act. NCLR continued its efforts in 2006, working in collaboration with other civil rights organizations toward the successful reauthorization of VRA, which included protection of language assistance provisions within the Act for limited-English-proficient voters, ensuring the right of language minorities to cast an informed and effective vote.

EDUCATIONAL RESOURCES. In an effort to expand resources for community organizations, LEAP developed two bilingual video Public Service Announcements (PSAs); five Spanish-language radio PSAs in conjunction with the Hispanic Communications Network; an interactive “LEAP to Action” website; and various posters, brochures, and promotional items, which were made available to Affiliates during the NCLR Annual Conference.

LATINO EDUCATION AND ADVOCACY DAY. NCLR organized the first-ever national Latino Education and Advocacy Day (LEAD) to raise awareness of student diversity on college campuses and of issues important to Latino youth and the broader Latino community. LEAP staff provided Latino student organizations from 70 college campuses with technical support on how to put the event together, including a start-up manual and promotional materials. Each campus then implemented activities appropriate to its geographic area, such as movie teach-ins, panel presentations, and/or voter registration activities. At just one campus, 500 students became registered voters!
Today’s youth are tomorrow’s leaders – and therein lies a significant responsibility. Our next generation of leaders will succeed only if they are adequately prepared. NCLR proactively responds with the Líderes (Leaders) Initiative, which equips Hispanic youth for future leadership roles by providing opportunities that develop leadership skills and offer experience today.

The Líderes Initiative:

- Seeks to increase the number, capacity, and influence of young Latino leaders through a national Líderes Network involving youth organizations and related development programs
- Serves as an information and resource clearinghouse, as well as a technical assistance provider at the regional and national levels, encompassing 650 programs and organizations in 39 states
- Provides support and expertise to other NCLR components focused on youth-related efforts, including collaborations with AmeriCorps, Workforce Development, and the Office of Research, Advocacy, and Legislation

2006 HIGHLIGHTS

During 2006, NCLR hosted a series of conferences, contests, and events that nurtured youth leadership development, including:

- **LÍDERES CONGRESOS.** Student groups from area colleges participated in two Lideres Congresos – youth leadership conferences hosted by NCLR, its Affiliates, and other local organizations. In January, nearly 200 Latino youth from throughout the Kansas City metropolitan area attended the Lideres Congreso, and in October, more than 100 young people from the Chicago area participated in the Lideres Congreso.
LÍDERES DE HOY NATIONAL ESSAY CONTEST.
Twelve scholarships were awarded to Latino youth during the second annual NCLR Líderes de Hoy National Essay Contest. Five high school and five college students each received a $5,000 scholarship, and two grand prize winners, one from each category, received a $10,000 scholarship. The students’ essays described how they, as young leaders, had inspired their communities and served as catalysts for positive change.

LÍDERES SUMMIT. More than 400 young people from throughout the United States attended NCLR’s sixth annual Líderes Summit. The agenda featured 20 peer-led workshops, a town hall session on young people’s activism, a talent show, guest speakers, and a networking contest.

LATINO EDUCATION AND ADVOCACY DAY.
On 70 college campuses nationwide, NCLR organized the first-ever national Latino Education and Advocacy Day (LEAD), a national college day of action. Simultaneous activities throughout the country highlighted the Latino community, its issues, and its contributions, including the importance of young Latino representation in the political process.
“IT’S NOT EASY TO SEE THE IMMIGRANT LABORERS, how strong the labor base is, and how this will increase the productivity and the tax base FOR THE STATE.”

STEPHEN FOTOPULOS
TENNESSEE IMMIGRANT AND REFUGEE RIGHTS COALITION (TIRRC), AN NCLR EMERGING LATINO COMMUNITIES GROUP

EMERGING LATINO COMMUNITIES

The Latino population is rapidly growing in areas of America not traditionally home to Hispanics, such as the Southeast and the Midwest. The future potential of these emerging communities, as well as the current contributions they make to the economic and social fabric of their new home states, are at the heart of NCLR’s Emerging Latino Communities (ELC) Initiative, sponsored by the Charles Stewart Mott Foundation and others.

ELC provides training and capacity-building assistance to strengthen and develop emerging community-based organizations (CBOs). Once trained and fortified, ELC groups can successfully mobilize their communities around critical local issues, such as:

- Increasing parental involvement in schools
- Providing Spanish-language services
- Increasing civic participation
- Increasing access to health care for Latino families
- Decreasing youth violence

Through the ELC Initiative, Latinos not only improve their social and economic status, they also gain the opportunity for recognition, influence, and full integration into American society.

22 STATES HAVE INCREASED THEIR LATINO POPULATION BY 100% OR MORE BETWEEN 1990 AND 2000
2006 HIGHLIGHTS

- **MISSISSIPPI IMMIGRANT RIGHTS ALLIANCE AND LATINO MEMPHIS, INC.** Latinos affected by Hurricane Katrina received assistance and support from these organizations and ELC, which became lead advocates for Latino immigrant communities in the Gulf Coast region.

- **SEED GRANTS.** Through funding from the Charles Stewart Mott Foundation, $120,000 in seed funds was awarded to emerging organizations in Idaho, Colorado, Wisconsin, West Virginia, Georgia, Iowa, Massachusetts, Mississippi, Oregon, and Tennessee. These grants were coupled with tailored training and technical assistance that addressed each organization’s specific needs, including organizational capacity, coalition-building, advocacy, and policy strategy.

- **NATIONAL ISSUE BRIEFING AND ADVOCACY DAY.** In March, ELC groups joined Affiliates in the NCLR network in Washington, DC, for this NCLR-hosted event. Attendees explored a broad-based agenda that addressed Latino concerns, participated in an advocacy training, and met with congressional delegates to educate them about the issues that emerging Latino communities face.

- **MEETINGS.** ELC held its annual meeting in Atlanta where subgrantees learned strategies related to management, fundraising campaigns, media, strategic planning, and board development. In addition, it launched the first-ever Southeast Immigrant Rights Conference, training more than 30 immigrant-serving CBOs on issues such as coalition-building and comprehensive immigration reform strategies.

- **NCLR ANNUAL CONFERENCE.** ELC members convene each year to foster relationships with other Latino CBOs and to participate in workshops on building organizational strength. In 2006, 14 ELC organizations attended intensive training sessions on policy and advocacy, nonprofit management, resource development, and media training.
BUILDING BRIDGES

Latinos of America are not alone, for many of their issues, challenges, and opportunities cross national boundaries. NCLR recognizes that transnational dialogue and understanding among Latinos in America, Latin America, and the Caribbean prove advantageous for all. By linking Latinos in this manner, powerful unity and synergy result.

Through sessions, workshops, roundtable discussions, and other activities, NCLR’s International Projects partners with a broad spectrum of counterparts:

- Government agencies
- Nonprofit entities
- Think tanks
- Foundations
- Ethnic-based organizations
- Nongovernmental organizations
- Human rights groups

2006 HIGHLIGHTS

- **AFRO-LATINO HERITAGE.** In the context of the Afro-Latino Discussion Series, NCLR developed the program *African Beat, Caribbean Sounds: Blackness in the Formation of Dominican Identity*. NCLR’s partners in the program included the Dominican American National Roundtable and the Inter-American Foundation (IAF). The latter also sponsored a corresponding photographic exhibit on Afro-Dominicans.

- **ISSUES SHARED AMONG AFRO-LATINA WOMEN.** NCLR’s fifth consecutive Annual Conference workshop on Afro-Latino issues, *Afro-Latina Women Speak Up*, included dialogue on gender, ethnicity, and community. Hosted by International Projects and held in partnership with IAF, the session brought together Afro-Latina advocates, scholars, and legislators from the United States and Latin America to discuss interrelated social issues.
• **IMMIGRANT ADVOCATES’ SAFETY AND SECURITY.** In partnership with the Anti-Defamation League, NCLR presented an Annual Conference workshop called *Keeping Our Institutions Safe*. Its focus was the security challenge that Latino organizations increasingly face as they advocate in favor of comprehensive immigration reform, especially in the wake of rising anti-immigrant sentiments.

• **IMMIGRANTS AND THEIR HOMELANDS.** *Communities Across Borders: U.S. Latin American Immigrants and Their Homelands* was NCLR’s second consecutive Annual Conference workshop on this topic. This year’s gathering focused on the experiences shared by Mexicans and Salvadorans as each immigrant community progressively strengthens bonds with its country of origin while becoming fully engaged in American society.

• **LATINO MISSION TO ISRAEL.** NCLR, Project Interchange, and the American Jewish Committee hosted a week-long intensive educational program in Israel which enhanced understanding of the region’s complexity, as well as America’s long-term regional presence.

• **HISPANIC LEADERSHIP.** NCLR, along with the Latino Coalition and other leading Latino organizations, welcomed President-elect Felipe Calderón of Mexico to Washington, DC. NCLR President and CEO Janet Murguía met with President-elect Calderón and leaders of other national Hispanic organizations.

*Photography by Ayana Vellissia Jackson as seen at NCLR’s Photographic Exhibition on Afro-Mexico*
“IT IS AN HONOR TO RETURN AS HOST OF THE ALMA AWARDS AND TO ALSO BE WORKING WITH NCLR. This is an action-packed telecast filled with surprises as we celebrate the achievements of the Latino community.”

EVA LONGORIA
ACTRESS AND EXECUTIVE PRODUCER OF THE NCLR ALMA AWARDS

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2006 NCLR EVENTS

The Strategic Communications Group produces high-level events that:

- Bring NCLR constituents and stakeholders together to build a community of professionals for advancement of the institution’s mission
- Honor pioneers who pave the way for the Hispanic community
- Generate unrestricted funds for the organization
- Help communicate NCLR’s story to broad, diverse audiences

2006 HIGHLIGHTS

NCLR showcased three high-quality events: the Capital Awards gala; the exhilarating, star-studded ALMA Awards; and the high-energy, activity-filled Annual Conference.

- **2006 NCLR CAPITAL AWARDS (MARCH).** A black-tie gala for 800 guests which honors the leaders making great strides for the Hispanic community is held each year at the National Building Museum in Washington, DC. Senator Tom Harkin (D-IA) and Representative John A. Boehner (R-OH) were honored for their leadership on issues such as education and child nutrition.

  In addition Radio Tropical KGLA-1540 AM – a Spanish-language radio station in New Orleans – was recognized for keeping the Spanish-speaking population informed during and after Hurricane Katrina.

- **2006 NCLR ALMA AWARDS (JUNE).** This star-studded event hosted by Eva Longoria (Desperate Housewives) was held in Los Angeles and aired on prime time on ABC. The show kicked off with a sizzling performance by Eva and fellow stars Carmen Electra, Roselyn Sanchez, Constance Marie, and Paulina Rubio. Among the highlights, the Celia Cruz Award for Excellence in Music was presented to internationally renowned, award-winning singer and actor Marc Anthony, who was accompanied by his wife, Jennifer Lopez. In addition,
the Anthony Quinn Award for Excellence in Motion Pictures was presented to Academy Award-nominated actor Andy Garcia.

Presenters included Michael Douglas, Jessica Simpson, Jessica Alba, Carlos Mencia, Cheech Marin, Judy Reyes, and Wilmer Valderrama. The show also featured performances by Gloria Estefan, Brian McKnight, George Lopez, and Big & Rich.

- **2006 NCLR ANNUAL CONFERENCE (JULY).** Attracting nearly 20,000 participants, the four-day NCLR Annual Conference took place in Los Angeles. Special guest speakers included Los Angeles Mayor Antonio Villaraigosa; White House Deputy Chief of Staff Karl Rove; Governor Arnold Schwarzenegger (R-CA); and Governor Bill Richardson (D-NM). The Annual Conference kicked off with a powerful address from former President Bill Clinton at the Café con Clinton.

NCLR President and CEO Janet Murguía addressed a national audience of NCLR Affiliates on the many contributions of Latinos to this country. At the Latinas Brunch, Nely Galán from Galán Entertainment; Christy Haubegger, founder of Latina magazine; and Comedian Maria Costa shared their personal stories and discussed their challenges and the strides they have made in the entertainment industry.

The Annual Conference also featured dynamic Town Hall Sessions on immigration reform, protecting Latino families against HIV/AIDS, youth leadership and civic engagement, and leadership across communities of color. New in 2006 was a series of Spanish-language workshops covering issues such as citizenship, career development, access to health insurance and programs, and homeownership. In addition, NCLR partnered with COFEM and NALEO to hold a U.S. Citizenship Application Assistance workshop, which put hundreds of people on the path toward citizenship.
EMPOWERING AN AMERICAN COMMUNITY CAMPAIGN

NCLR’s comprehensive fundraising effort, the “Empowering an American Community Campaign,” was launched in November 2002 to build a strategic investment fund. The primary objective of this historic fundraising initiative was to build NCLR’s organizational strength, stability, and endurance through the accomplishment of two primary goals:

- The Campaign’s first goal was to establish and grow an institutional endowment that would provide the organization with access to strategic funds for program expansion. Ultimately, the endowment will ensure a strong financial foundation for the extension of NCLR’s reach within America’s Hispanic community.
- The second goal was to raise funds that would secure for the organization a permanent national headquarters in Washington, DC.

2006 HIGHLIGHTS

- **ENDOWMENT.** NCLR’s momentum of successful fundraising continued for the fourth consecutive year. To date, pledges to the endowment from premier corporations, leading philanthropists, and 100% of NCLR’s Board of Directors total $37 million. Once fully established, it is anticipated that the endowment will produce approximately $800,000 in needed funds on an annual basis.

- **PERMANENT HOME.** In 2005, NCLR acquired its permanent headquarters, and it was dedicated the Raul Yzaguirre Building in honor of NCLR’s former President and CEO who led and shaped the organization for 30 years. Located in the heart of the nation’s capital, at 1126 16th Street, NW, NCLR’s headquarters is just four blocks from the White House.

This impressive edifice serves as an historic symbol not only of NCLR’s legacy and permanence as an American institution, but also of its mission to empower all Hispanic Americans to achieve the American Dream.
HONOR ROLL OF DONORS

VISIONARY SOCIETY

MERIDIAN SOCIETY

LEGACY SOCIETY

VANGUARD SOCIETY

PATRON SOCIETY

PRESIDENT’S SOCIETY

CHAIRMAN’S SOCIETY

YOU can make a difference

NCLR ENCOURAGES CONTINUED GIVING TO ITS ENDOWMENT BY CORPORATE AMERICA, FOUNDATIONS, AND INDIVIDUALS. CONTRIBUTIONS WILL ASSIST NCLR IN PREPARING FOR NEW OPPORTUNITIES WHILE EXPANDING VITAL SERVICES TO THE HISPANIC COMMUNITY.

FOR INFORMATION ON THE “EMPOWERING AN AMERICAN COMMUNITY CAMPAIGN,” INCLUDING PARTICIPATION AND RECOGNITION OPPORTUNITIES, PLEASE CONTACT THE NCLR CAMPAIGN OFFICE AT EMPOWER@NCLR.ORG, VISIT THE WEBSITE AT WWW.NCLR.ORG, OR CALL (202) 776.1560.
CORPORATE BOARD OF ADVISORS

Established in 1982, the Corporate Board of Advisors (CBA) is made up of senior executives from 28 major corporations, as well as a liaison staff from each company. The CBA meets twice a year, and presentations and discussions keep the CBA updated on NCLR's activities and provide opportunities for dialogue and decision-making about issues and programs of common concern. Throughout the year NCLR benefits from advice and assistance from these closest corporate associates. CBA members also assist NCLR and its network through financial, in-kind, and programmatic support.

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Liaison
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Liaison
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Liaison
Jose “Pepe” Estrada
Director of Hispanic Markets, Diversity Relations
The economic and societal impact of America's Hispanic community can no longer be ignored. As its population grows, so does its buying power and influence. Corporate America and leading foundations that recognize this correlation actively partner with NCLR in support of its mission. Whether large or small, national or local in scope, every sponsor makes a difference. Together, through direct involvement and financial support of NCLR, they ensure the well-being and future prosperity not only of Hispanics in America but also of America herself.
OUR FUNDERS

$200,000 AND ABOVE

Allstate Insurance Company
American Airlines
The Annie E. Casey Foundation
The Atlantic Philanthropies
Bank of America Corporation
The Bill & Melinda Gates Foundation
The California Endowment
California State University, Long Beach
Carnegie Corporation of New York
Charles Stewart Mott Foundation
Citigroup
Comcast Corporation
Corporation for National and Community Service
Countrywide Home Loans
DaimlerChrysler Corporation Fund
E*TRADE Financial
Eli Lilly and Company Foundation
Evelyn & Walter Haas, Jr. Fund
Fannie Mae
The Ford Foundation
Ford Motor Company
Healthcare Georgia Foundation
The John D. and Catherine T. MacArthur Foundation
John S. and James L. Knight Foundation
Microsoft Corporation
Ogilvy Public Relations Worldwide
PepsiCo, Inc.
Pfizer, Inc.
SITV
State Farm Insurance Companies
United Parcel Service
The UPS Foundation
U.S. Department of Education
U.S. Department of Health and Human Services, Public Health Services, Office of Public Health and Science
U.S. Department of Health and Human Services, Office of Minority Health
U.S. Department of Housing and Urban Development
U.S. Department of Labor, Wage and Hour Division
Wal-Mart Stores, Inc.
The Walton Family Foundation, Inc.
Washington Mutual, Inc.

$5,000-$199,000

AARP
Alzheimer’s Association
American Express Company
American Honda Motor Co., Inc.
Anheuser-Busch Companies
ARAMARK
AstraZeneca Pharmaceuticals
AT&T
BBVA Bancomer USA
BellSouth
Berlex Laboratories
BlueCross BlueShield
BP America
Bridgestone Firestone Trust Fund
Bronx Studio School for Writers and Artists
Burger King Corporation
Cardinal Health
Caterpillar Foundation
Catholic Healthcare West
Chevron Corporation
Cingular Wireless
Coalition for Comprehensive Immigration Reform
The Coca-Cola Company
ConAgra Foods, Inc.
Consumer Federation of America
Coors Brewing Company
Darden Restaurants
The David and Lucile Packard Foundation
Dell, Inc.
Eastman Kodak Company
Embassy of Mexico in the United States of America
Epilepsy Foundation
ExxonMobil Foundation
Fannie Mae
FedEx
First Five
Fox News Corporation
Freddie Mac
GEICO Direct
General Mills, Inc.
General Motors Corporation
Genetic Services Branch of the Maternal and Child Health Bureau
The George Washington University Center for the Study of Language and Education
GlaxoSmithKline
The Goodyear Tire & Rubber Company
Goya Foods, Inc.
Grupo Televisa
Hallmark Cards Incorporated
Harrah’s Entertainment
Hasbro Children’s Foundation
The Henry J. Kaiser Family Foundation
Hess Foundation, Inc.
Hispanic United Fund
The Home Depot
Hotel Employees & Restaurant Employees Union (H.E.R.E.)
Household International (HSBC)
Hudson Highland Group
Hyatt Hotels Corporation
Intel Corporation
J.C. Penney Corporation, Inc.
Jobs for the Future, Inc.
Johnson & Johnson
JP Morgan Chase
Kaiser Permanente
The Kroger Company
Lactaid
Leadership Conference on Civil Rights Education Fund
L’Oreal
Lowe’s Companies, Inc.
Mal Warwick & Associates, Inc.
Marathon Oil Company
MATT.org
McDonald’s Corporation
Merck/Schering-Plough Pharmaceuticals
Merrill Lynch
MetLife Foundation
MGM Mirage
Miller Brewing Company
Morgan Stanley
Mortgage Guarantee Insurance Co. (MGIC)
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National Health Law Program, Inc.
National Immigration Forum
National Institutes of Health
Nationwide Insurance
NeighborWorks America
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Nordstrom, Inc.
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Open Society Institute
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PhRMA
Pitney Bowes
Pre-K Now
The Procter & Gamble
Company
Prometheus
Prudential Financial
Qwest Communications
The Rockefeller Foundation
Rockwell Automation
Sallie Mae
Sara Lee Branded Apparel
Schneider National
Sears, Roebuck & Co.
Service Employees
International Union (SEIU)
Shell Oil Company
Smith Barney
Sodexo
Sprint Nextel
Time Warner
The TJX Companies, Inc.
Toyota Motor Sales
U.S. Army
U.S. Bank
U.S. Department of
Defense, Dependents’
Schools
U.S. Department of Health
and Human Services,
Administration for
Children and Families (ACF)
U.S. Department of Health
and Human Services,
Public Health Service
Centers for Disease
Control and Prevention
U.S. Department of
Homeland Security,
Transportation Security
Administration
U.S. Food and Drug
Administration, Center
for Drug Evaluation
and Research
U.S. Food and Drug
Administration, Office of
Women’s Health
UAW-GM Center for
Human Resources
Union Bank of California
United States Marine Corps
Univision
Communications Inc.
UniWorld Group
Vanidades
Verizon Communications
Verizon Foundation
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FINANCIAL SUMMARY

As America’s Hispanic population grows, so does NCLR’s opportunities and responsibilities. The organization’s original mission – to reduce poverty and discrimination and improve life opportunities for Hispanic Americans – not only remains relevant 40 years later, it becomes more critical each and every day.

Achievement of this mission, however, requires more than just ideals, leadership, business plans, and hard work; it requires organizational stability and strong financial support.

PROGRAM SERVICES

<table>
<thead>
<tr>
<th>Activity by Component – Fiscal Year 2006</th>
<th>Dollar Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community and Family Wealth-Building</td>
<td>21%</td>
</tr>
<tr>
<td>Education</td>
<td>22%</td>
</tr>
<tr>
<td>Events</td>
<td>13%</td>
</tr>
<tr>
<td>Policy</td>
<td>15%</td>
</tr>
<tr>
<td>Health</td>
<td>7%</td>
</tr>
<tr>
<td>Other</td>
<td>5%</td>
</tr>
<tr>
<td>Advocacy</td>
<td>2%</td>
</tr>
<tr>
<td>Employment and Economic Opportunity</td>
<td>3%</td>
</tr>
<tr>
<td>Building Bridges</td>
<td>3%</td>
</tr>
<tr>
<td>Youth Leadership</td>
<td>1%</td>
</tr>
<tr>
<td>Affiliate Network and Emerging Latino Communities</td>
<td>8%</td>
</tr>
</tbody>
</table>

TOTAL $23 Million

● STRATEGIC INITIATIVES WITH FAR-REACHING BENEFITS.

NCLR does a lot of work, and it does it well. The nonprofit organization supports ever-growing program services and strategic partnerships that range from the national to local realms and from health and education to advocacy and policy.

However, in correlation with these expanded offerings, general expenses likewise have increased. In 2006, the expense budget for programs totaled $23 million, representing a $1 million increase compared to the previous year.

“THE POTENTIAL OF HISPANIC AMERICANS WILL NEVER BE FULLY REALIZED unless NCLR’s vital mission is accomplished and its vision becomes reality.”

MONICA LOZANO
NCLR BOARD CHAIR

NCLR Affiliate, CentroNia

$1,000,000

DOLLAR AMOUNT
NCLR’S PROGRAMS GREW OVER THE PREVIOUS YEAR
NCLR’s Healthy Program-to-Operation Ratio truly demonstrates our commitment to financial accountability.

**ASSURANCE OF STEWARDSHIP.** As a wise steward of its resources, NCLR strives to provide maximum effectiveness with maximum efficiency. In fact, last year NCLR successfully directed 86% of its income to its grassroots community programs. Of the remaining 14%, a significant portion was used to underwrite the organization’s advocacy efforts and general support-related activities. This healthy program-to-operation ratio truly demonstrates the organization’s commitment to providing services to the community.

Few nonprofits can boast such strong stewardship over time – a fact that is appreciated by donors and stakeholders alike.

**Program/Support Ratio**

Fiscal Year 2006

- **Grassroots Programs:** 86%
- **Support Expenses:** 14%

**Total:** $29 Million

NCLR Board member Maricela Monterrubio Gallegos participates in NCLR’s Diabetes Dash.
**REDUCTION IN FEDERAL FUNDS CREATES REVENUE CHALLENGES.** At a time when NCLR’s needs are increasing, federal funding is decreasing. Federal revenues to NCLR totaled $4.2 million in 2004; $4 million in 2005; and $3.8 million in 2006. This continued decline is even more significant when viewed as a percentage of the total revenue budget. Whereas federal funds accounted for 20% of NCLR’s budgeted revenues in 2004, by 2006 it represented only 14%.

To bridge this critical and widening revenue gap, NCLR must secure additional funding sources that are strong, multiyear, and diversified in origin. It’s time for Corporate America, stakeholders, and foundations to strengthen their involvement and expand their financial contributions.

In addition, NCLR must broaden its reach to encompass individual donors. The organization plans to bolster communications and donation requests to those who have the means, the opportunity, and the desire to help Latinos achieve the American Dream.
CONTINUED CAPITAL CAMPAIGN SUCCESS. Though annual contributions are critical to the organization’s service ability and growth, NCLR does enjoy a solid foundation of financial strength. In 2006, the Empowering an American Community Campaign – NCLR’s strategic investment fund – netted pledges totaling $37 million. This significant achievement reflects the organization’s financial stability and strength.

INVEST TODAY; BENEFIT TOMORROW. An investment in NCLR is an investment in tomorrow. For more information, visit the website at www.nclr.org or contact Carmen Miller, NCLR Corporate Relations Officer, at (202) 776-1784.

"AS A MEMBER OF THE PRESIDENT’S COUNCIL, I am confident that my contributions assist the Latino community in critical areas. It’s all about walking your talk. SUPPORTING NCLR ALLOWS ME TO DO SO CONFIDENTLY.”

DEBORAH HEVIA
SENIOR VICE PRESIDENT,
BANK OF AMERICA
PRESIDENT’S COUNCIL MEMBER SINCE 1998
## Financial Summary

### National Council of La Raza: Consolidated Statements of Activity

**Year ended September 30, 2006**

### Support and Revenue

<table>
<thead>
<tr>
<th>Source</th>
<th>UNRESTRICTED</th>
<th>TEMPORARILY RESTRICTED</th>
<th>PERMANENTLY RESTRICTED</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Grants</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Federal</td>
<td>$10,765,830</td>
<td>$</td>
<td>$</td>
<td>$10,765,830</td>
</tr>
<tr>
<td>Nonfederal</td>
<td>4,248,333</td>
<td>9,712,773</td>
<td></td>
<td>13,961,106</td>
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<tr>
<td><strong>Total Grants</strong></td>
<td>15,014,163</td>
<td>9,712,773</td>
<td></td>
<td>24,726,936</td>
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<tr>
<td><strong>Contributions and Other Revenue</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Corporations and foundations</td>
<td>968,597</td>
<td></td>
<td></td>
<td>968,597</td>
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<tr>
<td>Special events</td>
<td>8,186,653</td>
<td>79,360</td>
<td></td>
<td>8,266,103</td>
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<td>Capitol Campaign contributions</td>
<td></td>
<td>879,056</td>
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<td>879,056</td>
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<td>Associate member dues</td>
<td>207,468</td>
<td></td>
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<td>207,468</td>
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<tr>
<td>Other contributions</td>
<td>175,418</td>
<td></td>
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<td>175,418</td>
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<tr>
<td>Investment and interest income</td>
<td>3,070,339</td>
<td>247,443</td>
<td></td>
<td>3,317,782</td>
</tr>
<tr>
<td>Interest and fee income on loans</td>
<td>1,744,108</td>
<td></td>
<td></td>
<td>1,744,108</td>
</tr>
<tr>
<td>Other revenue</td>
<td>120,590</td>
<td></td>
<td></td>
<td>120,590</td>
</tr>
<tr>
<td>Net assets released from restrictions</td>
<td>12,269,937</td>
<td>(12,269,937)</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total Contributions and Other Revenue</strong></td>
<td>26,743,110</td>
<td>(11,064,078)</td>
<td></td>
<td>15,679,032</td>
</tr>
<tr>
<td><strong>Total Support and Revenue</strong></td>
<td>41,757,273</td>
<td>(1,351,305)</td>
<td></td>
<td>40,405,968</td>
</tr>
</tbody>
</table>

### Expenses

<table>
<thead>
<tr>
<th>Category</th>
<th>UNRESTRICTED</th>
<th>TEMPORARILY RESTRICTED</th>
<th>PERMANENTLY RESTRICTED</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Program Expenses</strong></td>
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</tr>
<tr>
<td>Mission</td>
<td>1,316,848</td>
<td></td>
<td></td>
<td>1,316,848</td>
</tr>
<tr>
<td>Legislative advocacy</td>
<td>399,709</td>
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<td>Education Activities</td>
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<td>Strategic Communications Group/Special Events</td>
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<td>Special and International Projects</td>
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<td>Office of Research, Advocacy, and Legislation</td>
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<td>Raza Development Fund-Loan Losses</td>
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<td><strong>Total Program Services</strong></td>
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<th>Category</th>
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<td><strong>Supporting Services</strong></td>
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<td>Management and general</td>
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<td>Membership marketing</td>
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<td>Raza Development Fund-Administration</td>
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<td>Building Fund/Strategic Investment Fund Governance</td>
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<td><strong>Total Supporting Services</strong></td>
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<td><strong>Total Expenses</strong></td>
<td>33,344,675</td>
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<td>33,344,675</td>
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<td><strong>Change in Net Assets—Before Transfers</strong></td>
<td>8,412,598</td>
<td>(1,351,305)</td>
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<td>7,061,293</td>
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<td><strong>Other Changes in Net Assets—Transfers</strong></td>
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<tr>
<td><strong>Change in Net Assets</strong></td>
<td>8,412,598</td>
<td>(1,351,305)</td>
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<td>7,061,293</td>
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<tr>
<td><strong>Net Assets, beginning of the year</strong></td>
<td>19,989,061</td>
<td>61,275,530</td>
<td>1,500,000</td>
<td>82,764,591</td>
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<td><strong>Net Assets, end of year</strong></td>
<td>$28,401,659</td>
<td>$59,924,225</td>
<td>$1,500,000</td>
<td>$89,825,884</td>
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</tbody>
</table>

The complete audited financial statements prepared by **BDO Seidman, LLP** may be obtained by calling Denise Moye, Director of Finance, at (202) 776-1742.
### Financial Summary

**National Council of La Raza: Consolidated Statements of Financial Position**  
September 30, 2005 and 2006

<table>
<thead>
<tr>
<th></th>
<th>2006</th>
<th>2005</th>
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<td><strong>Assets</strong></td>
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<tr>
<td><strong>Current Assets</strong></td>
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<tr>
<td>Cash and cash equivalents</td>
<td>$11,376,593</td>
<td>$3,554,428</td>
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<td>Current portion of Capital Campaign receivables, net</td>
<td>$5,137,380</td>
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<td>Special events receivables</td>
<td>$2,144,272</td>
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<td>Current portion of contract, grant, and other receivables, net</td>
<td>$10,674,697</td>
<td>$16,402,060</td>
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<td>Current portion of loans receivable, net</td>
<td>$4,895,971</td>
<td>$1,310,126</td>
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<td>Investments</td>
<td>$35,135,692</td>
<td>$32,590,222</td>
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<td>Other</td>
<td>$133,322</td>
<td>$143,678</td>
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<td><strong>Total Current Assets</strong></td>
<td><strong>69,497,927</strong></td>
<td><strong>62,017,510</strong></td>
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<td><strong>Noncurrent Assets</strong></td>
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<tr>
<td>Long-term loans receivable, net</td>
<td>$19,276,483</td>
<td>$15,235,261</td>
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<td>Property and equipment, net</td>
<td>$3,010,941</td>
<td>$9,046,283</td>
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<td>Long-term Capital Campaign receivables, net</td>
<td>$2,672,874</td>
<td>$6,826,042</td>
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<td>Long-term contract, grant, and other receivables, net</td>
<td>$1,164,339</td>
<td>$1,660,928</td>
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<td>Due from Hogar Hispano, Inc. - related party</td>
<td>$6,103,705</td>
<td>$6,451,590</td>
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<td>Assets designated to fund deferred compensation</td>
<td>$245,812</td>
<td>$89,390</td>
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<tr>
<td>Restricted investments</td>
<td>$13,145,223</td>
<td>$12,897,780</td>
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<td>Other</td>
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<td><strong>Total Noncurrent Assets</strong></td>
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<td><strong>52,337,461</strong></td>
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<td><strong>Total Assets</strong></td>
<td><strong>$115,181,872</strong></td>
<td><strong>$114,354,971</strong></td>
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</table>

<table>
<thead>
<tr>
<th></th>
<th>2006</th>
<th>2005</th>
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<tbody>
<tr>
<td><strong>Liabilities and Net Assets</strong></td>
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<tr>
<td><strong>Current Liabilities</strong></td>
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<td>Accounts payable</td>
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<td>Accrued expenses</td>
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<td>Accrued interest expense</td>
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<td>Committed grants</td>
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<td>Pledges held in trust</td>
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<td>Current portion of notes payable</td>
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<tr>
<td>Current portion of capital lease obligations</td>
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<tr>
<td><strong>Total Current Liabilities</strong></td>
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<td><strong>Noncurrent Liabilities</strong></td>
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<tr>
<td>Long-term notes payable</td>
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<td>Long-term deferred compensation liability</td>
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<td>Long-term capital lease obligations</td>
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<td><strong>Total Noncurrent Liabilities</strong></td>
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<td><strong>Total Liabilities</strong></td>
<td><strong>25,355,988</strong></td>
<td><strong>31,590,380</strong></td>
</tr>
</tbody>
</table>

**Commitments and Contingencies**

- **Net Assets**
  - Unrestricted | $28,401,659 | $19,989,061 |
  - Temporarily restricted | $59,924,225 | $61,275,530 |
  - Permanently restricted | $1,500,000 | $1,500,000 |
- **Total Net Assets** | **89,825,884** | **82,764,591** |
- **Total Liabilities and Net Assets** | **$115,181,872** | **$114,354,971** |

*The complete audited financial statements prepared by BDO Seidman, LLP may be obtained by calling Denise Moye, Director of Finance, at (202) 776-1742.*
NCLR EXECUTIVE MANAGEMENT

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Executive Officer

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Executive Vice President

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Senior Vice President, Office of  
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Senior Vice President, Affiliate Member  
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Vice President, Education

Delia de la Vara  
Vice President, Strategic  
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Deputy Vice President, Office of  
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Dr. José A. Velázquez  
Deputy Vice President,  
Affiliate Member Services (AMS)

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(312) 269-9250

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Development Fund, Inc. (RDF)  
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(210) 212-4454

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(787) 641-0546

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(213) 489-3428
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MARCH
NCLR Capital Awards
National Building Museum
Washington, DC
March 4

NCLR National Issue Briefing and Advocacy Day
Washington, DC
March 5-6

JUNE
NCLR ALMA Awards
Los Angeles, CA
Date to be determined
www.almaawards.com

JULY
NCLR Annual Conference
San Diego, CA
July 12-15

FOR DETAILS, LOG ON TO WWW.NCLR.ORG
NATIONAL COUNCIL OF LA RAZA
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.

“THE LATINO COMMUNITY IN AMERICA IS BURSTING WITH POTENTIAL. You can almost feel the buzz of energy, THE SEARCH FOR NEW OPPORTUNITIES, the power that comes from knowing we can solve our problems, the fierce dedication to LIFTING ALL OF US UP.”

JANET MURGUÍA
NCLR PRESIDENT AND CEO