

A NEW CHAPTER BEGINS

A Solid Foundation for an Evolving Institution

BY JENNIFER KADIS

Transformation has always been at the heart of the National Council of La Raza. The institution has continually reinvented itself to adapt to constantly shifting demographic, economic, social, and political environments while working to close the gaps between Hispanics and other groups. While broad change is inevitable within the institution, NCLR's core work has remained virtually unchanged: to increase Hispanics' access to educational excellence, opportunities to work and save, quality health care, and the chance to live in decent neighborhoods.

The next phase in this continuous transformation is the recent announcement that Raul Yzaguirre, President and Chief Executive Officer of the National Council of La Raza, will retire as head of NCLR at the end of this year. His retirement brings to a close a remarkable 30-year period in which he transformed a fledgling grassroots organization into the nation's most influential Hispanic institution and turned his vision of pan-Hispanic unity into a reality.

"I am a very fortunate man. I have had the singular honor of fighting for our people for half a century. I have been blessed with a loving and supportive family. I have followed my passion as an advocate for my community. These things have given meaning to my life, and for that I am eternally grateful," said Yzaguirre.

Laying a Solid Foundation

When Yzaguirre joined NCLR as its National Director in 1974 – six years after its founding as the Southwest Council of La Raza in Phoenix, Arizona – it had just 17 affiliates, 13 employees, virtually no assets, and a budget of less than \$500,000. Under his leadership, the organization has significantly expanded its reach and today has a budget of \$28 million, a staff of 125, more than \$90 million in assets, a broad network of more than 35,000 individuals and groups, and more than 300 affiliates nationwide.

Throughout the latter half of the 1970s, Yzaguirre worked with the Board and staff to review, reorganize, and develop NCLR's mission, programs, and priorities. Of paramount concern to Yzaguirre was

expanding the political power of the Hispanic community. In the mid-1970s, Hispanic groups operated and advocated separately – Mexican Americans for Mexican Americans, Puerto Ricans

for Puerto Ricans, Cubans for Cubans, and so on. In fact, in its infancy NCLR focused solely on issues concerning Mexican Americans in the Southwest. Yzaguirre argued for a pan-Hispanic vision in which these groups would work together, pooling their power to create the political "critical mass" that could bring about real change. The idea seems obvious today, but in the 1970s it was revolutionary. Yzaguirre contended that NCLR could speak for the entire community only by building relationships with other Latino subgroups, and that effective advocacy required a unified voice for Hispanics. In 1979 the Board of Directors adopted his vision to represent and assist all Hispanics and to offer affiliation to organizations representing all subgroups. His foresight is increased political and economic power on the part of the more than 40 million Hispanics who live in America today and a strong collective voice rising from organizations at the community level.

The inclusion of all Hispanics became an organizational priority and extended to the Board of Directors as well. Since its early years, men and women have shared equal representation on the Board and its members are representative of all geographic regions of the United States and of all Hispanic subgroups. The result is a stronger institution that has a broad perspective on the issues that matter across the economic, political, and social spectrum of the nation.

Also in the late 1970s, the Board and staff of NCLR began to realize that the policy arguments they were making on behalf of the Latino community were weakened by a lack of "hard facts" to support them. Information about Hispanics – especially regarding

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NCLR CHRONOLOGY

1968 ▼

February – Southwest Council of La Raza (SWCLR) incorporated in Arizona, with small grants from the Council of Churches, United Auto Workers, and the Ford Foundation.

April – SWCLR receives its 501(c)(3) tax-exempt status.

June – SWCLR receives two-year grant of \$630,000 from the Ford Foundation to begin operations and provide subgrants to its first affiliates; Maclovio Barraza elected first Board Chair; Herman Gallegos later appointed Executive Director.

1969 ▼

At meeting in Asilomar, California, the SWCLR Board of Directors decides to shift focus from political organizing, advocacy, and leadership development to "hard programs."

1970 ▼

SWCLR begins development of Southwest Voter Registration Education Project (SVREP) as a separate entity due to the new tax law.

SWCLR opens Washington, DC "national services" office.

1971 ▼

SWCLR and two affiliates establish first Mexican American Minority Enterprise Small Business Investment Corporation (MESBIC), La Raza Investment Corporation (LRIC).

1970-1972 ▼

SWCLR develops "hard programs" in housing, economic development, and education and begins to obtain federal funding.

1972 ▼

Committee to Reelect the President demands that SWCLR endorse Nixon or "there will be no program money." SWCLR refuses; no federal funds received.

SWCLR establishes *Agenda*, a journal of Hispanic issues.

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

1973 ▼

NCLR moves its headquarters to Washington, DC, and maintains Phoenix as a "program office."

NCLR Board votes to have equal representation of men and women on its Board of Directors; Board member Julian Samora, among others, resigns to open seats for women to be elected (number of Board positions limited according to bylaws).

1974 ▼

Raul Yzaguirre becomes NCLR National Director. NCLR has \$500,000 budget, 13 staff, and 17 affiliates.

NCLR plays leading role in the formation of the Forum of National Hispanic Organizations and becomes its founding Chair.

1975-1976 ▼

NCLR begins several major community development technical assistance initiatives with federal funding.

1976 ▼

NCLR pushes successfully to have the Immigration and Naturalization Service establish an Advisory Committee on Hispanic Affairs, which is later chaired by NCLR Director Raul Yzaguirre.



their socioeconomic status, their views on public policy issues, and the level of services they received from publicly-funded agencies and organizations – was inconsistently collected and rarely reported. Convinced that fact-based policy analyses that present an Hispanic perspective would provide a major boost to NCLR's advocacy efforts, the organization strengthened its commitment to a public policy agenda by establishing a Policy Analysis Center in 1980. In addition, Yzaguirre believed that NCLR could only consider its national policy goals credible if they were built upon knowledge and experience gained through relationships with community-based organizations, and it could



only hope to achieve large-scale changes in the Latino community by influencing policy at the national level. As a result, NCLR worked to build its affiliate network and expand its own field offices in various geographic regions in the U.S. The outcome of this formative decision was the ability to provide a legitimate Hispanic perspective on issues such as education, immigration, housing, health, employment and training, and civil rights enforcement.

Harnessing Political Power

Beyond his work to establish a flagship institution representing the Latino community, Yzaguirre changed the very way Latinos think of themselves, mobilizing them to engage in deeper levels of civic participation and harnessing their growing political power to bring about real change. He has mentored countless individuals who now hold positions of power and influence in government, academia, the nonprofit world, and corporate America.

Throughout his career, Yzaguirre has sought to help create a society and a government that promote educational opportunity; freedom from discrimination in employment, housing, health care, and the criminal justice system; a just and humane immigration policy; and economic mobility to ensure good jobs, fair credit, access to financial services, and business opportunities for Hispanics throughout the nation.

With institutional strength, growing "pan-Hispanic" unity, and Yzaguirre's personal influence, NCLR has become a powerful political force in Washington and has played a key role in some of the most important legislation of the last two decades. Among his many accomplishments, Yzaguirre helped to expand the Earned Income Tax Credit for working families in the 1990s, create a partially refundable child tax credit for low-

income workers in the 2001 Bush tax cuts, restore benefits for legal immigrants which were eliminated in the 1996 welfare reform law, extend federal civil rights laws, expand Hispanics' access to federal early childhood, elementary, and secondary education programs, shape and push through an historic Executive Order on Hispanic Educational Excellence, and shape the North American Free Trade Agreement (NAFTA).

More recently, in efforts to provide NCLR's affiliates with more direct access to elected officials in Washington, DC, earlier this year NCLR held its first annual NCLR National Advocacy Day. The event convened affiliate members from 22 states who were briefed on the most important issues facing Latinos at the national level, including education, economic mobility, health, and immigration, and who



met with members of Congress to educate them about the needs of the community and the ways in which the Latino agenda overlaps with the national American agenda.

Building Communities

Yzaguirre's advocacy on economic and social legislation has been enhanced by direct-service programs that NCLR has developed which have made a real difference in the lives of millions of Latinos. Today, NCLR is an industry leader in homeownership counseling, operating programs in 40 sites throughout the country. Its Charter School Development Initiative has helped create more than 40 new schools and strengthen more than 45 others, and its Institute for Hispanic Health develops and implements health education and prevention programs and conducts health advocacy activities in partnership with its network of affiliates. In 1998 Yzaguirre led the creation of the Raza Development Fund, NCLR's community development lending arm headquartered in Phoenix, now one of the nation's largest and most successful community development banks. It has approved more than 117 loans totaling \$54.6 million, leveraging more than \$267 million in financing to community-based housing projects, schools, health clinics, day care centers, and other investments.

Advancing Media Issues

Advancing media and cultural issues of importance to Hispanics has also been a priority for Yzaguirre. In the 1980s, NCLR produced *The Ballad of Gregorio Cortez*, which aired on PBS and was released as a feature film, and it produced the original screenplay for *The Milagro Beanfield War*; these two films were among the first English-language, Latino-themed, wide-distribution feature films. Earlier this year, SÍTV, the nation's first English-language, Hispanic-themed cable and satellite television channel, was launched with



1977 ▼

NCLR identifies four missions and a broadened constituency: technical assistance; research, policy analysis, and advocacy; communications; and the institutionalization of "Chicano" and "Hispanic" concerns.

1978 ▼

NCLR Board adopts a "corporate" structure with Raul Yzaguirre as President and CEO.

NCLR initiates the Hispanic Youth Employment Research Project, which carried out a landmark state-of-the-art analysis of data and gaps in research on Hispanic youth.

NCLR begins major technical assistance efforts in employment and training and community crime prevention.

NCLR hosts its first Annual Conference in Washington, DC.

1979 ▼

The NCLR Board confirms its intent for NCLR to represent and assist all Hispanics, and to offer affiliation to groups representing all subgroups.

Yzaguirre "fired" as Chair of INS Hispanic Advisory Committee for criticizing Carter immigration policy proposals.

1980 ▼

The NCLR Board authorizes staff to pilot-test the establishment of "charter affiliates" which share NCLR's name and have a special relationship to NCLR: the Gulf Coast Council of La Raza in Corpus Christi, Texas became its first charter affiliate.

The Rockefeller Foundation provides grant to fully establish the NCLR Policy Analysis Center.

NCLR budget approaches \$5 million mark, with nearly 100 staff and over 100 affiliates, with field offices in Phoenix, Dallas, Albuquerque, San Francisco, and McAllen, TX.

1981 ▼

Dr. Amhilda Gonzalez-Quevedo, a Cuban American, becomes the first non-Mexican American Board member.

NCLR receives first grant from the Charles Stewart Mott Foundation to provide seed grants to developing organizations.

NCLR loses all federal funding, then 80% of its budget, due in large part to the organization's stance on public policy issues. Field offices in Albuquerque, Dallas, and San Francisco are closed. Within a few years, fewer than 40 affiliates remain.

1982 ▼

The Ballad of Gregorio Cortez, a result of NCLR's Project SOMOS, airs on PBS's *The American Playhouse* and is released as a movie; SOMOS also produced the screenplay for *The Milagro Beanfield War*, produced later as a feature film by Robert Redford.

NCLR finishes two-year foundation-funded research leading to the formation of the Midwest Voter Registration Education Project.

NCLR establishes La Raza Production Center (LRPC) to produce English-language television programming providing positive and accurate images of Hispanics.

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

1983 ▼

NCLR publishes *Hispanic Education: Selected Statistics*, the first of a series of compendia documenting the large and growing "education gap."

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1984 ▼

NCLR launches "Innovative Education Project," later renamed Project EXCEL (Excellence in Community Education Leadership), the organization's large-scale demonstration of community-based education models.

NCLR opens new program office in Los Angeles; McAllen, TX office later moved to San Antonio.

1985 ▼

NCLR, in line for two federal grants, is told it will not receive grants if it opposes the nomination of Edwin Meese as Attorney General; Meese opposed; grants not received.

NCLR plays a key role in reauthorization of the Bilingual Education Act.

1986 ▼

NCLR plays a major role in the shaping of the Immigration Reform and Control Act of 1986 (IRCA), and later in the implementation of its legislation provisions.

1987 ▼

Rita DiMartino elected first Puerto Rican Board Chair.

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

NCLR coauthors the English Literacy Grants Program, expanding opportunities for immigrants to acquire English.

1988 ▼

NCLR establishes its Poverty Project to examine, understand, and document the principal factors associated with persistent poverty among Hispanics.

NCLR establishes its AIDS Center to help its affiliates combat the epidemic in their communities through education and promotion efforts.

NCLR is lead Latino player in successful coalition effort to enact amendments strengthening the Fair Housing Act, expanding coverage to persons with disabilities and families with children, and establishing funding for private fair housing enforcement.

1989 ▼

NCLR releases *Falling Through the Cracks: Hispanic Underrepresentation in the Job Training Partnership Act*, an in-depth analysis of that legislation, in part responsible for subsequent changes that eventually lead to Hispanic parity under the Job Training Partnership Act (JTPA).

NCLR publishes *Getting Started: Becoming Part of the AIDS Solution*, which became one of the most sought-after AIDS-related technical assistance publications.

1990 ▼

NCLR's Poverty Project publishes *The Decade of the Hispanic: An Economic Retrospective*, which analyzed the key trends affecting Hispanic economic status.

President George H. W. Bush becomes first sitting president to address NCLR Annual Conference.

President Bush signs an Executive Order on Hispanic Educational Excellence partly as a result of NCLR-led advocacy efforts, and NCLR President is named to the corresponding commission.

NCLR helps pass the Immigration Act of 1990, preserving and expanding family-based immigration and providing protections for Central American refugees.



NCLR's assistance. On the policy front, in 1994 NCLR released *Out of the Picture*, the first extensive content analysis of prime-time TV portrayals of Hispanics, documenting both the severe underrepresentation as well as the excessively negative portrayals of Latinos on network television. A year later, FOX aired NCLR's *Bravo Awards* (later the *NCLR ALMA Awards*), the first prime-time network Latino awards show that highlighted new and emerging Latino talent.

Holding Firm to Principles

In all of his efforts, Yzaguirre has sought to operate pragmatically, and in a nonpartisan manner, while never sacrificing his integrity and deeply-held beliefs. He has worked patiently to make incremental improvements in public policy, understanding that compromise is inevitable in politics to achieve success of any kind. Nevertheless, he has stood firm behind his principles, no matter what the consequences. Lionel Castillo, his good friend and President Carter's Commissioner of the Immigration and Naturalization Service (INS), fired him as Chair of the Hispanic Advisory Commission to the INS for publicly

criticizing the administration's immigration reform proposals. A few years later, after he criticized the Reagan administration's stance on domestic policy issues, NCLR lost all of its federal funding – then 80% of its budget – putting its very survival at risk.

Nor did he soften his tone in the 1990s. He criticized President George H. W. Bush's affirmative action stance even after the president agreed to be the first sitting president to appear at an NCLR Annual Conference. Throughout the Clinton years, Yzaguirre criticized the president for appointing very few Hispanics to key positions and for several of his proposals – including the 1996



welfare reform law – which NCLR considered detrimental to the Hispanic community. Just last year, Yzaguirre blasted the current Bush administration's record on Hispanic issues, which many believe has cost NCLR millions of dollars in federal funding.

Moreover, Yzaguirre has stood for principle beyond the political arena. Although banks, telecommunications firms, and media companies are among NCLR's largest funders, at Yzaguirre's direction NCLR has never supported a bank, telecommunications, or media merger due to the potential adverse impact on the Latino community. NCLR has also been a leader in a number of major corporate responsibility initiatives, including the formation of the Hispanic Association on Corporate Responsibility, whose mission is to ensure the inclusion of Hispanics in corporate America at a level commensurate with their economic contributions.

His influence – large and small, seen and unseen – has been profound and will be felt for years to come. That millions all over the country are proud to call themselves “Hispanics” and “Latinos” is in no small measure due to the work and career of Raul Yzaguirre. And while this long and fruitful chapter of his life is coming to an end, he is looking forward to exploring new roads. “While I have no intention of retiring [from public life] and I hope to do other things, it is time for me to end my career [at NCLR]. It is my objective to continue to be involved and try to make a



difference while at the same time focusing on my health and my family.”

Beginning a New Chapter

And so this important chapter in NCLR's story closes, and a new one begins. In preparing for Yzaguirre's inevitable retirement and the transition of leadership, the NCLR Board of Directors unanimously selected NCLR Executive Director and COO Janet Murguia to succeed Yzaguirre. She admits that she has big shoes to fill. “I am honored and humbled that the Board of Directors



1991 ▼

NCLR publishes *State of Hispanic America* report, the first of a series.

NCLR budget exceeds \$5 million, with 50 staff; affiliate network grows to 113.

NCLR reestablishes Midwest Office in Chicago at request of Midwest affiliates.

NCLR publishes *The Empty Promise: Civil Rights Enforcement and Hispanics*, which documents the Equal Employment Opportunity Commission's (EEOC) lack of effective enforcement efforts on behalf of Hispanics.

1992 ▼

NCLR plays a major role in the extension and expansion of the language assistance provisions of the Voting Rights Act.

NCLR President Raul Yzaguirre elected first minority Chairperson of the Independent Sector.

NCLR enters into a formal \$20 million pilot with Fannie Mae to test new strategies for increasing access of low-income Hispanics to homeownership.

1993 ▼

NCLR is instrumental in shaping an expanded Earned Income Tax Credit (EITC), which lowered Hispanic poverty by four percentage points in its first year of implementation.

NCLR established itself as a regional community development intermediary through the launching of the Southwest Initiative.

NCLR's support of NAFTA, based on the addition of important side agreements, was critical to its ratification, and helped secure just enough congressional votes for its passage.

1994 ▼

Clinton administration issues a revised Executive Order on Hispanic Educational Excellence, and NCLR President Raul Yzaguirre becomes Chair of the corresponding commission.

President Clinton addresses NCLR Annual Conference in Miami.

NCLR releases *Out of the Picture: Hispanics in the Media*, an in-depth analysis of Hispanic representation in the media.

Building on its AIDS Center, NCLR establishes the Center for Health Promotion, expanding the scope and range of health conditions it works with affiliates to address.

1995 ▼

FOX airs the *NCLR Bravo Awards* (later named the *American Latino Media Arts [ALMA] Awards* on ABC), the first Latino awards show to air nationally on prime-time network TV.

Farmworker Justice Fund becomes an NCLR subsidiary, but preserves independent role as leading advocate for farmworkers in the U.S.

1996 ▼

Raul Yzaguirre resigns post as Chair of President Clinton's Advisory Commission on Hispanic Educational Excellence to protest its lack of political independence.

NCLR Annual Conference attendance in Denver reaches 10,000 mark. NCLR budget exceeds \$10 million for the first time.

NCLR releases and disseminates *State of Hispanic America 1996: Burden or Relief? The Impact of Tax Policy on Hispanic Working Families*, the basis for subsequent advocacy on tax policy.

FEATURE

1997 ▼

NCLR formally establishes homeownership network, becoming one of the first national intermediary organizations supporting community-based homeownership counseling services.

NCLR expands economic mobility activities, helping Hispanic community-based organizations to develop School-to-Work programs and One-Stop Career Centers; establishing an Economic Mobility policy project; and advancing nontraditional career opportunities for Latinas.

NCLR leads a successful effort to restore more than \$15 billion in SSI and Medicaid to 500,000 elderly and disabled legal immigrants whose eligibility had been eliminated by 1996 welfare reform.

NCLR publishes extensive curriculum for Project Success, the first of a series of research-based, teacher-tested curricula for community-based educators.

1998 ▼

NCLR Board of Directors adopts Education Task Force report, including formal policy positions supporting standards-based education reform and community-based charter schools.

NCLR leads an effort to restore food and nutrition benefits to certain legal immigrants.

NCLR Center for Health Promotion establishes new national initiatives to address disproportionate rates of diabetes and certain cancers among Latinos, combining both "social marketing" and community-based coalition strategies.

NCLR launches the Raza Development Fund (RDF), one of the nation's largest and most successful community development banks/Community Development Financial Institutions (CDFIs), with initial investments from Bank of America, Fannie Mae Foundation, and State Farm Insurance Companies.

1999 ▼

NCLR budget tops \$15 million mark.

NCLR launches Emerging Latino Communities project to help build advocacy and service infrastructure in areas of new Latino population growth; later combined with Mott Foundation-funded regranting program to help seed and incubate new Hispanic organizations.

Center for Community Educational Excellence restructured and expanded with a focus on assisting affiliates and other CBOs to design and start community-based schools, improve professional development opportunities for community-based educators, and increase Latino parent involvement in education.

NCLR publishes *Sabemos y Podemos*, a curriculum for English-as-a-second-language and adult education programs.

2000 ▼

NCLR Annual Conference in San Diego addressed by both presidential candidates; attendance reaches 20,000 mark.

NCLR publishes *Moving Up the Economic Ladder: Latino Workers and the Nation's Future Prosperity*, its first book.

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

2001 ▼

NCLR publishes *Learning to Live Each Day with Tía Betes*, a storybook-style children's guide for diabetes prevention, the first of a series of similar health publications.

NCLR Board of Directors authorizes initiation of "Empowering an American Community Campaign," to secure funds for an endowment and building fund.



has selected me to succeed a man for whom I have the utmost respect, admiration, and affection. I look forward to building on his great legacy in the years to come as we continue the critically important work of NCLR," stated Murguía.

Yzaguirre said of the Board's choice, "She is the kind of leader we need working with us, not only for the future of this organization, but also for the future of the Latino community."

Murguía has been a friend to NCLR for many years. She served on the Board of Directors before joining NCLR's Executive Staff in March 2004. She says, "It's very exciting for me to be able to work with Raul. He is an icon in the Hispanic community, someone who has dedicated his entire life to service. Raul built NCLR into an organization that is one of the most well-respected, prestigious Hispanic organizations in the country. It is a great privilege to learn from him, and I hope to use that knowledge, combined with my own background and experience, to further the work of the organization."

Janet Murguía has emerged as a key figure among the next generation of leaders in the Latino community. She brings to NCLR a wealth of experience with the political scene, having previously worked on Capitol Hill in the Clinton White House, serving as a senior White House liaison to Congress and providing strategic and legislative advice to the president on key issues. She also served as Deputy Campaign Manager for the Gore-Lieberman campaign, and most recently was Executive Vice Chancellor for University Relations at the University of Kansas, her alma mater, overseeing the university's internal and external relations with the public, including governmental and public affairs. She says, "One of the important lessons I've learned is how to work with people to find common ground."



Establishing Priorities

Murguía has developed specific priorities to address the many issues that the Hispanic community faces. Her first is to work on strengthening NCLR's relationship with its affiliates, which has been made a key institutional priority as well and is reflected in NCLR's Five-Year Strategic Plan. This will involve building better bridges of communication, a deeper level of commitment from both NCLR and affiliates to one another, and more effective partnerships. With NCLR's renewed commitment comes an avenue for affiliates to have a larger voice in shaping the direction of the institution, which will ultimately have a more profound and far-reaching impact for the community overall. Murguía emphasizes that, "We are fortunate to have a team of talented professionals working at NCLR and in our affiliate network, and I'm inspired by their commitment to our community."



Another of her key priorities is to raise the visibility of the organization, which in turn will help bolster NCLR's policy, programmatic, and fundraising efforts. "I don't think our story is being told as effectively as it could be," said Murguia. "We need to make sure that everyone – especially our constituents – has a fundamental understanding of the important work that NCLR does every day to improve the lives of Hispanic families." In that vein, Murguia is spearheading an initiative to develop an integrated, comprehensive communications and marketing strategy for the organization, a key component of NCLR's Strategic Plan for the next five years. Murguia has secured the assistance of NCLR's Corporate Board of Ad-



visors (CBA), which in March formed a task force led by Ford Motor Company President Jim Padilla, to support NCLR in this effort.

The most immediate and outward sign of increased visibility is the organization's recent purchase of a permanent headquarters planted firmly in the heart of the nation's capital, which its staff will occupy in early 2005. Yzaguirre, who worked with a select group of key corporations and individuals to turn this dream into a reality, fueled the fundraising campaign that made this possible. Named the Raul Yzaguirre Building, it will serve as a showcase for Hispanic achievement, a gathering place for sister organizations, and headquarters for NCLR operations, while symbolizing NCLR's intention to stand firm in its commitment to principles.

This transition in leadership is yet another step in NCLR's reinvention of itself. While the community has made advancements in certain areas, it still needs assistance and leadership to help them succeed, and NCLR is adapting once again to meet that challenge. Murguia declared, "I believe that through a great American institution like NCLR, which has a long history of fighting for our community, we can advance an agenda that will benefit our community and society as a whole."



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| 2001 ▼ |
| NCLR is key player in enactment of new refundable Child Tax Credit as part of major tax bill enacted that year. |
| NCLR establishes new policy project focused on education reform, combining both DC-based and state/local-based advocacy strategies, designed to help Latinos, especially English language learner students, meet higher educational standards. |
| NCLR selected to test innovative Early College High School demonstration program. |
| Center for Health Promotion restructured and renamed Institute for Hispanic Health, reflecting a growing focus on developing science-based strategies and an increased emphasis on research and evaluation. |
| NCLR budget tops \$20 million mark. |
| 2002 ▼ |
| NCLR special events division renamed Strategic Communications Group, to reflect growing focus on broader marketing and branding initiatives, in addition to the NCLR Annual Conference, the Capital Awards, and other events. |
| Health Improvement Institute presents NCLR's Institute for Hispanic Health with Aesculapius Award for excellence in health communications. |
| NCLR is key player in successful effort to expand food stamp eligibility to 900,000 low-income, legal immigrants. |
| NCLR's Center for Community Educational Excellence publishes a series of guides for community-based educators on assessment techniques, instructional strategies, and language support services for English language learner students. |
| PepsiCo and State Farm Insurance Companies provide first "anchor gifts" to Empowering an American Community endowment/building fund campaign. |
| 2003 ▼ |
| Yzaguirre blasts George W. Bush Administration's record on Hispanic issues, eventually costing NCLR millions in funding it had been in line to receive from federal agencies. |
| NCLR's Professional Development Institutes, which provide intensive training for community-based educators, are certified to provide college credit to participants. |
| NCLR budget tops \$25 million mark, with 125 staff and nearly 300 affiliates. |
| NCLR Board of Directors unanimously selects Janet Murguia as Executive Director/Chief Operating Officer. |
| 2004 ▼ |
| NCLR produces <i>De Casa a Casa</i> , a hand-carried tool kit for community-based lay health educators (<i>promotores de salud</i>). |
| NCLR publishes first-ever <i>KIDS COUNT – Puerto Rico Data Book</i> , documenting the status of children on the island as part of the Annie E. Casey Foundation's national series. |
| NCLR purchases new headquarters building in Washington, DC, with scheduled move-in date of March 2005. |
| Murguia conducts cross-country "Listening Tour" with NCLR affiliates, seeking advice on ways to strengthen the NCLR-affiliate relationship. |
| Yzaguirre resigns as NCLR President/CEO; NCLR Board of Directors announces selection of Janet Murguia as President/CEO. |