

**GAMECHANGERS**

**HIP**  
HISPANICS IN PHILANTHROPY

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# Foundation Funding and Latino Community Priorities: Gaps and Opportunities

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## FOREWORD



Since Hispanics in Philanthropy was founded nearly 30 years ago, our core mission has been to remedy the historic underfunding of Latinos — and to identify innovative solutions. At the end of the last century, we commissioned a number of studies on the Latino nonprofit and philanthropic

sector. This research culminated in the publication of *Nuevos Senderos: Reflections on Hispanics and Philanthropy*.

Based on this research and on conversations with funders and leaders across the country, the HIP board launched a bold new initiative: the Funders' Collaborative for Strong Latino Communities. The Collaborative helped funders to pool their resources and work collaboratively to provide grants and training to build the capacity of emerging Latino nonprofit organizations and leaders. It proved more successful than we ever imagined, "raising more than \$40 million for Latino communities in more than 16 sites across the U.S.

Now, more than a decade later, we find that we still have a long way to go. At the end of 2011, we released a report with the Foundation Center, *Foundation Funding for Hispanics/Latinos in the United States and for Latin America*, which found that funding that targeted Latino-focused programs and organizations has remained virtually flat since 1999. On average, between 1999 and 2009, about 1.3 percent of all foundation funding was directed to Latino organizations and activities.

We need new models for change in this new decade. To that end, we are launching our HIPCambio (*GameChangers*) campaign. Through a series of reports, forums (both virtual and actual), and multimedia presentations, we believe we can raise the awareness — AND THE WILL — to identify strategies for increasing the scale and impact of philanthropic investments in Latino communities.

This report is the second in our series, which began with our initial partnership with the Foundation Center. While that report focused on the raw numbers, this report begins to explore some of the root causes of the under-funding of Latino communities. We could think of no one better to undertake such a study than the Milano School's Dr. Aida Rodriguez, a former director for the Rockefeller Foundation

and a recognized nonprofit scholar. Aida has dedicated her life to studying — and actualizing — philanthropy as a tool for equity and social change.

Concurrently with the Foundation Center's research on the amount of grant dollars targeting Latino communities, Aida and her colleagues at Milano the New School for International Affairs, Management and Urban Policy conducted surveys of HIP's members, funding partners, and grantees. Together, these constituencies provide a unique breadth and depth of perspectives on the current needs, challenges, and opportunities for Latino communities. This offers a starting point for identifying the key factors underlying the low funding of Latino communities — and some initial recommendations for possible solutions.

Future reports will delve deeper into how philanthropic leaders can take on the challenging work of enhancing diversity and equity both within their institutions and in the wider world. HIP is pleased to be working in concert with a number of partners as we explore these issues — in particular, our fellow members of the Joint Affinity Groups (JAG) and the D5 Coalition to grow philanthropy's diversity, equity, and inclusion.

We are pleased at the high level of interest generated by these reports and believe they will be effective tools for raising awareness and taking action. Many thanks to all of you who have posted on your websites or through social media and who have sent us letters and emails — whether it was to share praise or constructive feedback. This discussion is exactly the type of invigorating dialogue we were hoping for. All of your perspectives add unique and important insights to the conversation as we work collectively to identify new strategies for expanding philanthropic investments in Latino communities.

Please join us as we continue this conversation online and through forums across the country. We need your wisdom, and we need you to help make the change happen.

Con agradecimiento,

Diana Campoamor  
President  
Hispanics in Philanthropy

## EXECUTIVE SUMMARY

The Latino community has grown to be the nation's largest minority, constituting 16 percent of the population and nearly a quarter (23 percent) of all children and youth.<sup>1</sup> Despite this rapid growth, a December 2011 report by the Foundation Center and HIP found that only 1.3 percent of spending by U.S. foundations between 1999 and 2009 specifically targeted Latino programs and organizations.<sup>2</sup> The yearly average remained steady through good times and bad.

This briefing paper analyzes the results of two surveys conducted in 2011 of HIP's network of funders and grantees to start identifying key factors keeping funders from investing more in Latino communities.

**"The results show a high degree of alignment in the six priorities that funders and grantees perceive as most needed for U.S. Latino communities."**

### Funders and Grantees Agree on Latino Community Priorities

The results show a high degree of alignment in the six priorities that funders and grantees perceive as most needed for U.S. Latino communities:

- **Education** was identified as a priority for Latino communities by 68 percent of the HIP network's funder respondents and 58 percent of Latino grantee respondents.
- **Jobs/economic development and economic justice issues** combined were identified by 60 percent of funders and 47 percent of grantees.
- **Immigration** was identified by 45 percent of both funder and grantee respondents.
- **Civil Rights/Social Justice** was identified by 38 percent of funders and 37 percent of grantees.
- **Children and Youth** was identified by 30 percent of funders and 32 percent of grantees.
- **Health** was identified by 25 percent of funders and 29 percent of grantees.

The two surveys, one for funders and the other for grantees, were conducted from May through July 2011. Data was

collected from 60 funders (54 grantmaking institutions and six individual donors) and 155 nonprofits.

### Priorities for Latino Communities Not Fully Aligned with Actual Funding

What funders listed as Latino community priorities and what they actually fund, according to their self-reported grantmaking practice, were not fully aligned. For instance, health is a major funding area for 74 percent of the philanthropic respondents, but only 25 percent said it was a top priority for Latino communities. Also, immigration ranked tenth in grants by program area, yet funders listed it as one of the top three Latino priorities. These results indicate that funders are aware of the needs of Latino communities and their institution's lack of an appropriate response to these needs, but they cannot seem to fully direct their grantmaking where they know the most need exists.

Possible institutional resistance may come from senior management or from Latino program officers and their allies feeling too isolated or insufficiently empowered to challenge the status quo. Another obstacle may be the highly specific program objectives and grantmaking strategies set forth by many foundations, which several funder respondents noted in response to an open-ended question. Other respondents also noted difficulty identifying Latino community organizations within their program area and concerns about the small size and limited capacity of some Latino nonprofit organizations. Among grantee respondents, a number of open-ended answers focused on the need for increased long-term operational and capacity-building support from funders.

**"...[F]unders are aware of the needs of Latino communities and their institution's lack of an appropriate response to these needs, but they cannot seem to fully direct their grantmaking where they know the most need exists."**

<sup>1</sup> Ennis, Sharon R.; Rios-Vargas, Merarys; and Albert, Nora G. "The Hispanic Population: 2010." U.S. Census Bureau, May 2011. Web. 10 April 2012.

<sup>2</sup> Shah, Seema; Mukai, Reina; and McAllister, Grace. *Foundation Funding for Hispanics/Latinos in the United States and for Latin America*. Foundation Center, 2011.

## Leading Institutional Change While Remaining True to Mission

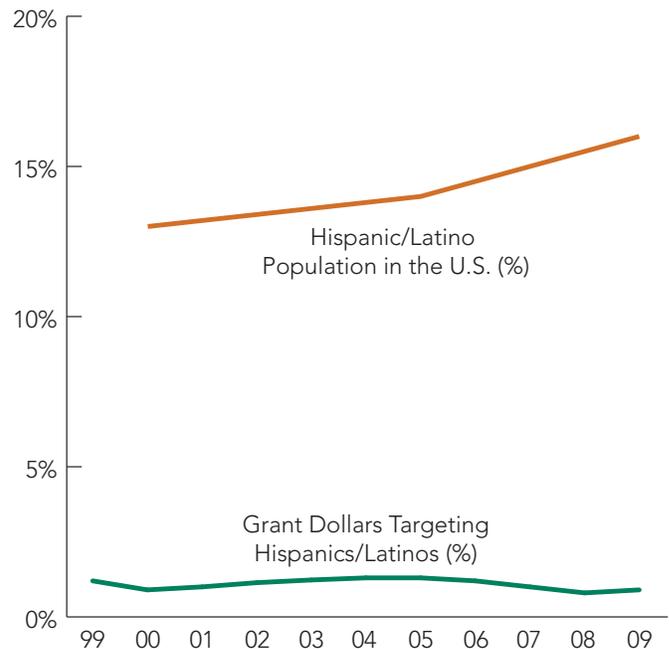
Given these results, broader, institution-wide cultural shifts are required so that Latino communities become fully integrated into each foundation's overall grantmaking strategy. Research, assessment, and collaborative planning processes may allow foundations to remain true to institutional priorities by identifying how Latino communities relate to existing program areas and grantmaking strategies.

## Recommendations for Funders

Drawing on the D5 Coalition's "State of the Work 2011" framework, the author make the following recommendations for funders:

- **Leaders.** Increase diversity of foundation leadership, especially among trustees and executives, who greatly influence institutional direction, policy and program rules.
- **Action.** Funders should engage in institution-wide dialogues and processes to develop policies and strategies for greater inclusiveness of Latinos and other under-served communities, identifying opportunities to address shifting demographics while remaining true to donor intent.
- **Funding.** Capacity-building and core support for small, high-impact Latino nonprofits has proven to be a successful strategy.
  - Community assessments can help identify emerging Latino organizations within a funder's focus areas.
  - For funders unable to directly support many Latino nonprofits and leaders, community foundations, public funds, and HIP can serve as funding intermediaries.
  - Foundations can also fund partnerships between Latino organizations and mainstream advocacy groups or service providers, a strategy with the potential to increase cultural competence and capacity on several levels.
- **Data.** Standardized, systematic tracking and collection of diversity-related data will better inform analyses of the impact that philanthropy is having on underserved communities. Researchers should develop case studies and macro-level studies of foundations, identifying which factors lead them to engagement in Latino communities and issues.

**IN THE PAST DECADE, PROGRAMS EXPLICITLY DESIGNATED TO BENEFIT HISPANICS/LATINOS RECEIVED, ON AVERAGE, 1.3% OF TOTAL FOUNDATION GIVING PER YEAR.**



Source: *Foundation Funding for Hispanics/Latinos in the United States and for Latin America*. Foundation Center, 2011.

## Recommendations for HIP

1. Continue to conduct research and develop initiatives that address needs and opportunities in Latino communities in relation to specific grantmaking areas.
2. Offer customized consulting services to help foundations develop strategies for reaching Latinos.
3. Having long provided culturally competent technical assistance for grants to Latino groups, HIP should continue to provide capacity-building support and technical assistance for high-impact, grassroots Latino nonprofits, as it has demonstrated through the HIP Funders' Collaborative for Strong Latino Communities.
4. Consider working with groups of funders to develop shared frameworks for tracking grantmaking data with realistic benchmarks for increasing funds benefiting Latinos over the next decade.

## METHODOLOGY

The Milano School conducted two online surveys using Survey Monkey during May-July 2011, one of HIP members and funding partners (the “Funder Survey”) and another of HIP grantees (“Grantee Survey”). Both surveys were sent to potential respondents across the United States. The surveys can be more accurately described as censuses because the questionnaires were sent to all individuals on the sampling lists.

The Funder Survey was sent to 176 HIP members/funding partners and returned by a total of 60 respondents, representing 54 grantmaking institutions and six individual donors. The response rate was 34 percent.

The Grantee Survey was sent to 397 HIP grantees (Latino nonprofit organizations) and returned by 155 respondents, for a response rate of 39 percent.

For each nonprofit organization or foundation in HIP’s network, the Milano School only sought a response from one individual representing that institution. As such, each data point reflects one unique nonprofit or funding entity, with no duplication.

The results cannot be generalized to all funders, nonprofit organizations, or Latino nonprofit organizations in the United States because the study was restricted to those funders and nonprofits that are associated with HIP — either as members, funders, or grantees. Nevertheless, the findings are a strong indicator of the beliefs and perceptions of a substantial portion of HIP’s members and grantees. This set of people are among those who are most aware of and concerned about Latino communities, either as leaders working directly in Latino communities or as foundation staff actively seeking to have an impact in Latino communities through their grantmaking.

**“This set of people are among those who are most aware of and concerned about Latino communities, either as leaders working directly in Latino communities or as foundation staff actively seeking to have an impact in Latino communities through their grantmaking.”**

### Funding Leaders Responded to Survey

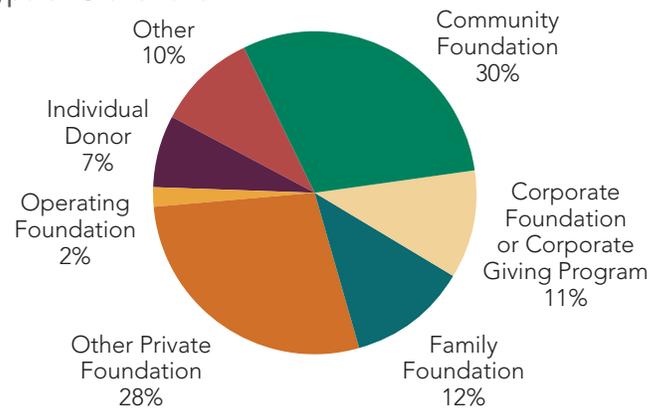
#### People in Decision-Making Positions with Longevity in Philanthropy

Funders who responded to the Funders Survey are long-time members of the philanthropic community, and all are in positions of some decision-making power. Forty percent of respondents have been in philanthropy 11 years or more and 28 percent have been in the industry for six to 10 years.

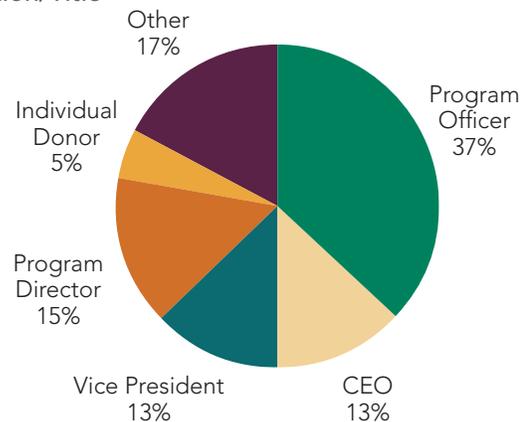
The largest portion of respondents has the title of Program Officer (37 percent), with three other positions also making up a significant share of respondents: CEO/President/Executive Director (13 percent), Vice President/Deputy Director (13 percent), and Program/Department Director

#### FUNDER RESPONDENT PROFILE

##### Type of Grantmaker



##### Position/Title



(15 percent). The remaining population of the sample (22 percent) holds a range of positions, including individual donors (5 percent) and board members/trustees (3 percent). These are nearly all individuals likely to have influence over at least a portion of their institution’s (or individual) giving.

**Grantmaking Institutions Represented**

Two-thirds of the respondents represent traditional philanthropic organizations — private or community foundations. The largest percentages of respondents are from a community foundation (30 percent) or an “other private foundation” (28 percent).

In terms of geography, the largest percentages of funder respondents operate in California (15 percent). North Carolina is the second largest area, representing 13 percent, followed by New York with 10 percent. The locations of the funder respondents are geographically dispersed in a pattern similar to that of the grantee population as identified in the HIP Grantee Survey.

**Grantee Leaders Responded to Survey**  
 People in Decision-Making Positions with Longevity at their Nonprofit Organizations

The individuals that responded to the HIP Grantee Survey, on average, have been employed at their representative grantee organization 10 years and are all in decision-making positions. The majority (73 percent) of respondents are CEO, President or Executive Director of the grantee organization they represent. These are individuals at the grantee organizations making key decisions and who are very familiar with the history and structure of their organizations, the communities they serve, and their relationships with funders.

**Nonprofit Organizations Represented**

Ninety-five percent of the Latino nonprofits represented have 501(c)(3) status. On average, these organizations have been in operation for 20 years.

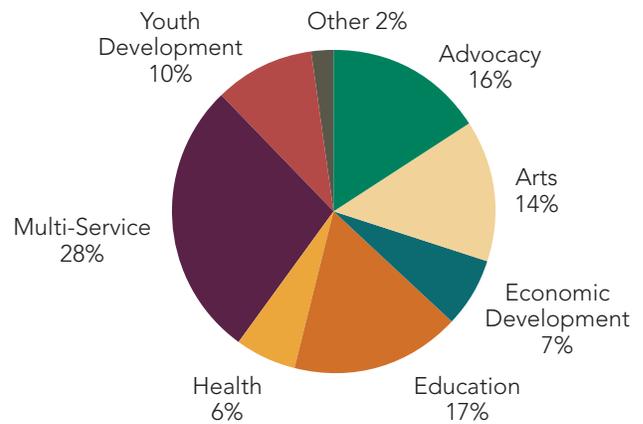
The majority of the grantee organizations (80 percent) are in one of eight states. North Carolina and Illinois are each home to 13 percent of the organizations in the sample. Colorado and Pennsylvania each claim 12 percent of the organizations. California has 10 percent, Connecticut has

9 percent, New Mexico has 6 percent, and Minnesota has 5 percent. The remaining 20 percent are geographically distributed across 12 other states.

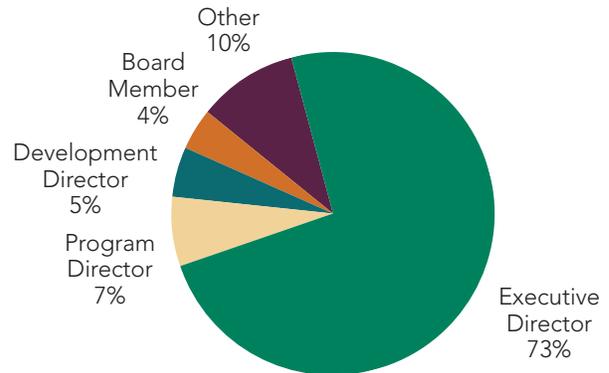
All of these grantee organizations said they primarily serve the Latino population, or a specific nationality or group within the Latino community.

**GRANTEE RESPONDENT PROFILE**

Primary Program Focus



Position/Title



Numbers may not add up to 100 due to rounding.

## FINDINGS

### Grantees and Funders Agree on Priorities for Latino Communities Education, Economic Development, Immigration, and Civil Rights Top Both Lists

Both funder and grantee respondents were asked several questions that, as a whole, provide a profile of what these funders and Latino nonprofit leaders consider to be the most pressing policy issues for philanthropy to address in Latino communities. Generally, there was alignment between funders and nonprofit leaders in their ranking of priorities. As with the majority of Latinos in the United States, education and jobs topped the list of concerns for both funders and nonprofits.<sup>3</sup>

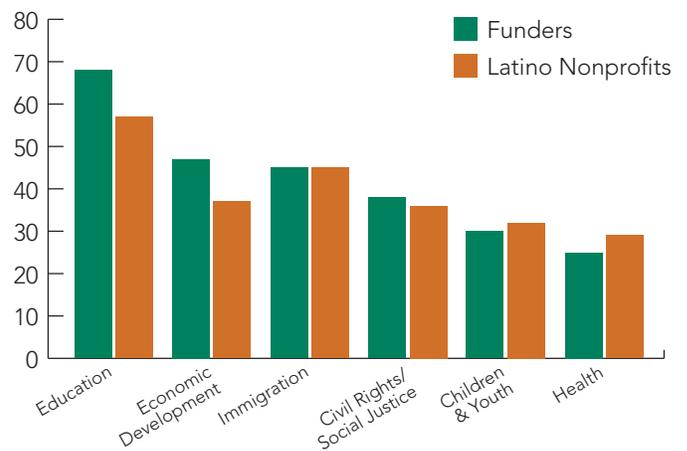
Among funders, education was identified as a priority by the highest percentage of respondents, with more than two-thirds (68 percent) saying education was one of the top three issues that philanthropy should address. This is the one policy issue identified by a majority of the funders. The second most important issue, identified by 47 percent of funder respondents, was employment/economic development, followed closely by immigration, which was mentioned by 45 percent of respondents. The other three policy issues identified by a substantial percentage of the respondents were civil rights/social justice (38 percent), children and youth (30 percent), and health with 25 percent.

It should also be noted that 17 percent of funders identified “economic justice” as a top priority, with very few identifying both economic development/jobs and economic justice as priorities. Since these two answers both reflect the prioritization of economic issues, it may be that respondents largely selected one or the other depending on their preferred language and sociopolitical framework. Taken together, 60 percent of funders identified economic development/jobs or economic justice (or both) as a top priority, placing economic issues much more closely behind education as a leading priority.

The top priorities identified by Latino nonprofits were generally similar to those identified by funders, with only a few slight variations. As it did for funders, education ranked first among grantees, with 58 percent naming it a top priority for philanthropy in Latino communities. Immigration was the second most often identified priority, with 45 percent of grantee respondents selecting it — identical to the percentage for funders (also 45 percent).

Civil rights/social justice (37 percent) and employment/economic development (36 percent) were clustered together as grantees’ third and fourth priorities. These were followed by children and youth (32 percent) and health (29 percent). With the exception of economic development/employment, the percentage of grantees identifying each of these issues as a top priority was within one to four percentage points of the percentage for funders.

#### LATINO COMMUNITY PRIORITIES, AS IDENTIFIED BY FUNDERS AND LATINO NONPROFITS



Overall, funders and grantees identified the same six issues as top priorities. The other issues on the list were a priority for less than 20 percent of respondents among both the funder and grantee respondents. Funders and grantees also ranked the top six issues in roughly the same order, except that economic development was the second priority for funders and the fourth priority for grantees, the only notable difference in the two sets of responses.

However, as with funders, a portion of grantee respondents (13 percent) identified “economic justice” as a priority. Taken in combination, 47 percent of grantees identified employment/economic development or economic justice as a top priority. Looked at in this way, economic issues were ranked second overall for grantees, just as they were for funders. Even so, there was a 13-percentage-point difference between how funders and grantees ranked economic issues, remaining the only such notable difference in priorities.

<sup>3</sup> Hugo Lopez, Mark; Gonzalez-Barrera, Ana and Motel, Seth. President's Approval Rating Drops, but He Leads 2012 Rivals: As Deportations Rise to Record Levels, Most Latinos Oppose Obama's Policy. Pew Hispanic Center. December 28, 2011. Web. 13 Feb 2012 <<http://www.pewhispanic.org/2011/12/28/vi-latinos-and-the-2012-presidential-election/>>

## Priorities for Latinos Communities Not Fully Aligned with Actual Funding

While funders and Latino nonprofits generally shared common perceptions of the top priorities for Latino communities, funders' self-reported grantmaking practice was not fully aligned with those priorities. While education and employment/economic development were areas of grantmaking for a high percentage of the respondents — 76 percent and 66 percent, respectively — children and youth surpassed both as the grantmaking focus of the greatest percentage of funders. This share far surpassed the 30 percent of funders who identified children and youth as a top priority for Latino communities. There was more consistency with education: 68 percent of the funders said it was a top priority in Latino communities and 76 percent said they were funding in this area. Surprisingly, health — which only one quarter (25 percent) of the respondents said was a priority for Latinos — was a major grantmaking area for 74 percent of the respondents. Also of note is that immigration ranked tenth in terms of the number of funders providing grants in that program area, although it was ranked in the top three priorities for Latino communities by both funders and Latino nonprofits.

Evidently, although nearly all the respondents are in a position to make grantmaking decisions, their grantmaking is not consistent with their understanding of what is important in Latino communities. We suspect this has to do with larger institutional structures or with resistance from the senior management (CEOs and boards) of these funding institutions.

### Top Latino Community Priorities as Identified by Funder Respondents

Education	68%
Employment/Economic Development	47%
Immigration	45%
Civil Rights/Social Justice	38%
Children and Youth	30%
Health	25%
Economic Justice	17%
Aging/Seniors	11%
Criminal Justice Reform	6%
Arts and Culture	4%

NOTE: Respondents were asked to mark three priorities.

Furthermore, when asked if there are Latino community needs that their grantmaking institution is not currently funding, 62 percent of the respondents answered "yes." The funders are aware of the needs of Latino communities and their institution's lack of an appropriate response to these needs, but they cannot seem to fully direct their grantmaking where they know the most need exists.

## What Latino Nonprofits want Funders to Change Program and Policy Challenges

Both nonprofit and funder respondents were asked to identify specific needs in Latino communities not being fully addressed by funders, as well as specific obstacles that may prevent funds from reaching Latino communities. These questions were open-ended.

Many grantees mentioned broad policy issues or program areas that they perceived funders as unwilling to fund. Immigration — particularly undocumented immigrants — and social justice and community organizing were mentioned the most frequently, each by about one-fifth of the more than 100 respondents providing answers to the open-ended question. A number of these respondents mentioned the importance of social change and of addressing institutional racism, with some expressing the concern that many funders were reluctant to support these approaches. In the words of one respondent, "Funders in general do not support organizing efforts, more of a focus on systemic change is important." A number also mentioned the need to respond to specific

### Grantmaking Focus Areas of Funder Respondents

Children and Youth	43%
Education	38%
Health	32%
Employment/Economic Development	29%
Civil Rights/Social Justice	28%
Aging/Seniors	25%
Arts and Culture	24%
Women and Girls	23%
Homelessness	20%
Immigration	20%

NOTE: Respondents were allowed to check multiple priorities.

forms of disempowerment, such as abuses of worker rights and denials of driver's licenses. Grassroots organizing for policy change on immigration issues (including the DREAM Act and immigration reform) was also raised by several respondents.

Concerns related to children and youth, education, economic issues, and health were also mentioned by a fair number of respondents (about 10 percent for each). Again, many of the issues raised were fairly specific, such as teen pregnancy and reproductive health education, mental health and substance abuse, the importance of engaging parents in their children's education, basic needs such as housing and literacy, the specific challenges faced by Latino boys and young men, and the need for workforce development appropriate to the current job market.

A smaller number of respondents (about 6 percent) mentioned arts and culture as an under-funded area, but several raised the specific concern that arts organizations were especially vulnerable in the challenging economic climate. These concerns seem to be at least partially supported by responses in this study itself — art ranked seventh on the list of priorities among both funders and Latino nonprofits. One respondent wrote, "While arts funding across the board is diminishing, Latino and other minority communities with existing CBOs suffer the most, while larger museums and arts centers maintain their capacity." Another wrote, "I agree that [art] is not a basic need, but it IS one that elevates the spirit and creates bridges of understanding between communities: Latinos, who have different backgrounds; mainstream Americans, and with other communities that live here in the U.S."

While difficult to categorize in a particular program area, several responses (7 percent) spoke of the importance of raising awareness of Latino culture and other issues of diversity and increasing cultural competence of mainstream organizations.

### Organizational and Structural Challenges

A notable number of Latino nonprofit respondents wrote at length of organizational challenges and difficulties with the type of support most often provided by funders. Capacity-building, leadership development, and sustainability were the most frequently noted needs, each raised by more than ten percent of respondents.

### WORDLE OF UNMET NEEDS AS IDENTIFIED BY LATINO NONPROFITS

Word cloud of unmet Latino community needs, as identified by HIP grantees in HIP's 2011 survey. Words are shown in varying sizes based on frequency of appearance in open-ended responses to the question: "Are there needs in Latino communities that you feel funders in general are not sufficiently addressing?"



Many of these respondents wrote of the importance of building a stronger Latino nonprofit sector. In the words of one, "I'd like to see incubators for Latino leadership created. There are not enough Latino leaders/organizations with the capacity to create successors and/or emerging community leaders that could ultimately hold offices."

Another said, "Funders do a great job of supporting programs. I think it would be great though if funders supported more on the back half of the house — administration, accounting, and the behind the scenes parts of nonprofits that make them strong. At the end of the day we are a bus-



“Wordle” graphics included in this report, which show words in varying sizes based on the frequency of their mention in the open-ended responses.

### Organizational and Structural Challenges

However, in contrast to the Latino nonprofit respondents, a large portion of funders raised issues internal to their institutions as key obstacles preventing them from providing support for Latino communities.

When asked to describe what factors prevent their institution from funding the Latino community priorities, the primary response of more than half of the respondents was a “lack of funds.” A full one-third mentioned that they are unable to provide funding for Latinos or for some Latino community priorities because their grantmaking has an extremely narrow focus. Several said they simply did not know of any Latino organizations whose priorities or programs fit within their institution’s grantmaking scope.

### Factors Preventing Funders from Funding Latino Communities

#### Lack of Institution-Wide Engagement on Latino Communities

The strikingly close alignment of funders and Latino nonprofit leaders’ perceptions of Latino community priorities is to some degree a testament to HIP’s success in building a network in philanthropy of Latinos and allies with a strong understanding of Latino communities.

Unfortunately, these efforts have not yet translated to an overall increase in foundation funding targeting Latino communities, as demonstrated by the recent HIP/Foundation Center report. Although institutional grantmaking continues to address important issues, and although not all funding that benefits underserved populations is accounted for, the data still suggest that under-served communities generally remain underfunded.<sup>4</sup> This trend is also evident in the nearly two-thirds of funder respondents reporting that there exist Latino community needs that their grantmaking institutions are not currently addressing.

Although all the funder respondents are in a position to make grantmaking decisions, their institution’s grantmaking is not consistent with their understanding of what is important in Latino communities. This suggests that larger institutional barriers prevent them from adapting their grantmaking to

fully respond to Latino community needs. One cause might have to do with resistance from senior management at these funding institutions, particularly at the executive and trustee levels, where Latinos and other under-served communities are most under-represented.<sup>5</sup> Another may be that Latino program officers and their allies are isolated in their institutions or do not feel sufficiently empowered to challenge the status quo.

Foundations and foundation employees may also tend to be more risk-averse than is required for funding grassroots Latino organizations, as there does exist a moderate level of risk in funding grassroots organizations that serve Latino communities.<sup>6</sup> But risk and innovation go hand in hand, and without a moderate level of it, the philanthropic community risks stagnation. Research shows that grassroots nonprofits instigate social change, and many evolve into the larger organizations that sustain that change.<sup>7</sup> In order to increase the ability of organizations to build social movements, institutions could consider supporting program officers in ways that allow them to take on leadership and invest in programs that may carry some risk — to intentionally fund Latino communities, for example. Additionally, foundations might consider identifying a diverse set of program officers who are comfortable with varying levels of risk.

**“Although all the funder respondents are in a position to make grantmaking decisions, their institution’s grantmaking is not consistent with their understanding of what is important in Latino communities.”**

<sup>4</sup> State of the Work 2011: Mapping the landscape and D5’s path forward on diversity, equity, and inclusion in philanthropy. 2011, p.12. Web. 9 Feb 2012. <[http://www.d5coalition.org/wp-content/uploads/2011/05/State\\_of\\_the\\_Work\\_2011\\_Report.pdf](http://www.d5coalition.org/wp-content/uploads/2011/05/State_of_the_Work_2011_Report.pdf)>

<sup>5</sup> Ibid

<sup>6</sup> Martinez, Carmen Valor. 2003. Social Alliances for Fundraising: How Spanish Nonprofits are Hedging the Risks. *Journal of Business Ethics*, 47(3): 209-222.

<sup>7</sup> McLeod Grant, Heather and Crutchfield, Leslie R. Creating High Impact Nonprofits. *Stanford Social Innovation Review*. Fall 2007, p.34-41. Web. 9 Feb. 2012. <[http://www.ssireview.org/articles/entry/creating\\_high\\_impact\\_nonprofits/](http://www.ssireview.org/articles/entry/creating_high_impact_nonprofits/)>

**“In order to effectively address the needs of Latino communities, strategies must be developed for institution-wide engagement on Latino issues and diversity more broadly.”**

In order to effectively address the needs of Latino communities, strategies must be developed for institution-wide engagement on Latino issues and diversity more broadly. It is not enough for a handful of people at a foundation to be aware of diverse communities. Broader, institution-wide cultural shifts are required so that Latino communities become fully integrated into each foundation’s overall grantmaking strategy.

#### Limitations of Specific Funding Priorities and Donor Intent

As noted by several funder respondents, there are real and significant barriers to achieving this goal. Foundation priorities are determined not only by program officers but by CEOs and trustees, by complex and often time-consuming multi-stakeholder planning processes, and by legally binding instruments such as bylaws, trust agreements, and wills. The direction of the philanthropic world is ultimately driven by donor intent.

Nevertheless, many foundations’ priorities and parameters match or overlap with issues that affect Latino communities. By conducting intentional research and planning around how specific program areas and grantmaking strategies relate to Latino communities, foundations can target Latino communities while remaining true to institutional priorities.

For example, Lumina Foundation is devoted entirely to the goal of increasing the proportion of Americans with high-quality degrees and credentials to 60 percent by the year 2025. Lumina Foundation has devoted a special initiative to Latino educational success, because “Lumina is keenly aware that Latinos are key to achieving this goal — and to the nation’s economic future. At more than 50 million, Latinos represent the largest and fastest-growing population group in the United States. By 2025, half of the nation’s workers will be of Latino descent.”<sup>8</sup> By recognizing this reality, Lumina has developed a grantmaking strategy that is both more responsive to Latino communities and more precisely tailored to current demographic trends, increasing the likelihood of achieving its goal.

#### Small Size and Capacity of Many Latino Nonprofits

The majority of Latino-led, Latino-serving nonprofits are small, emerging organizations with budgets of less than \$100,000.<sup>9</sup> Many are cross-cutting organizations that, due to community need, provide multiple services and/or address a number of issue areas. Because of their small budgets and the wide breadth of services they provide, Latino organizations do not always neatly fit within foundation program objectives and grantmaking strategies.

Responses to the funder survey indicate that at least some funders have reservations about the effectiveness of small Latino nonprofit organizations. However, small organizations have been found to be as effective as larger ones. In “Creating High-Impact Nonprofits,” researchers Grant and Crutchfield found that “size doesn’t correlate with impact. Some of these nonprofits have made a big impact with large budgets; others have achieved similar impact with much smaller budgets.”<sup>10</sup> Small Latino organizations provide important programs that can exact big changes for Latino communities, even without large budgets. Moreover, since the vast majority of Latino nonprofits still have modest budgets, a more robust Latino civil sector — commensurate with the scale of the Latino population — will never emerge if funders do not make investments in smaller organizations.

Nevertheless, several factors may make it challenging for some funders — especially large foundations — to provide grants for small nonprofit organizations. Chief among these

**“Because of their small budgets and the wide breadth of services they provide, Latino organizations do not always neatly fit within foundation program objectives and grantmaking strategies.”**

<sup>8</sup> “Latino Student Success: A Key Driver on the Road to Goal 2025.” Lumina Foundation. November 7, 2011. Web. April 9, 2012. <[http://www.luminafoundation.org/newsroom/news\\_releases/2011-11-07.html](http://www.luminafoundation.org/newsroom/news_releases/2011-11-07.html)>

<sup>9</sup> Cortés, Michael. “A Statistical Profile of Latino Nonprofit Organizations in the United States.” *Nuevos Senderos: Reflections on Hispanics and Philanthropy*. Ed. Diana Campoamor, William A. Díaz, and Henry A.J. Ramos. Houston: Arte Público Press, 1999. 17-40.

<sup>10</sup> McLeod Grant, Heather and Crutchfield, Leslie R. *Creating High Impact Nonprofits*. Stanford Social Innovation Review. Fall 2007, p.2. Web. 9 Feb. 2012. <[http://www.ssireview.org/articles/entry/creating\\_high\\_impact\\_nonprofits/](http://www.ssireview.org/articles/entry/creating_high_impact_nonprofits/)>

challenges is the phenomenon known as “tipping,” which “occurs when a private foundation’s support tips a public charity out of compliance with the public support test, converting it into private foundation status.”<sup>11</sup> As a result, small nonprofits risk reclassification when more than one-third of their funding comes from a single private source, such as a private foundation. Aside from these concerns about the potential effect on a nonprofit’s legal status, it can also be difficult for a small nonprofit to effectively absorb and make use of a grant that would cause its operating budget to suddenly grow several orders of magnitude. For these reasons, grantmakers from private foundations are rightly wary of making large grants to small nonprofits.<sup>12</sup>

The self-evident solution to all the above challenges is to make smaller grants to these smaller nonprofit organizations, allowing them to gradually grow to scale. However, making smaller grants generally requires a higher level of staffing and administrative costs, which, for most large foundations, is impractical. Potential strategies for overcoming these obstacles are noted in the recommendations section, below.

### Latino Movement-Building: Social Change Beyond Issues and Program Areas

Nonprofits, especially those working in communities of color, also play a crucial role in sustaining social movements, which, though “they may focus on particular issues at times ... are not episodic or coalitional.”<sup>13</sup> Research on social movements has shown that “one key element of a social movement is its commitment to organizing — the on-the-ground, one-to-one work that is part science, part art, and all important to organizational sustainability.”<sup>14</sup> Nonprofits have the unique ability to organize — to engage a base of supporters — and simultaneously provide leadership to guide and maintain that base as systems and issues evolve.<sup>15</sup>

**“By offering myriad services or taking on more than one focus, multi-issue Latino organizations have the ability to engage Latinos over the long term in social movements working for broad-based change.”**

That many Latino nonprofits serve their constituents through a range of issues and programs may actually be a benefit; research has found that social movement organizations and networks “are sustained, not episodic, multi-sector rather than special interest, wide-ranging rather than single issue, constituency-based rather than intermediary-driven, and focused on transforming people’s lives rather than on just changing policy.”<sup>16</sup> By offering myriad services or taking on more than one focus, multi-issue Latino organizations have the ability to engage Latinos over the long term in social movements working for broad-based change.

Social movements must start from the ground up; to motivate social change in the Latino community, people must first organize and then create strong nonprofit organizations. These nonprofit organizations in turn are the vehicle for sustained advocacy for policy change at the federal, state and local levels. HIP’s powerful network of funders and grassroots Latino organizations will be a powerful tool in advancing this long-term movement-building. Only when grantmaking institutions begin to fund and build grassroots Latino organizations will these emerging groups have an opportunity to effectively sustain a long-term social change movement rooted in Latino communities.

<sup>11</sup> Nober, Jane C. Legal Brief: tipping. *Foundation News & Commentary*, March/April 2011: Vol. 42, No.2. Web. 13 Feb. 2012. February 13, 2012 <<http://www.foundationnews.org/CME/article.cfm?ID=193>>

<sup>12</sup> It should be noted that community foundations and most intermediary funders cannot “tip” a nonprofit’s budget; because they are public charities with 501(c)(3) status themselves, any grants they make are considered public funds.

<sup>13</sup> Pastor, Manuel and Ortiz, Rhonda. *Making Change: how social movements work – and how to support them*. Program for Environmental and Regional Equity, University of Southern California, March 2009, p. 22.

<sup>14</sup> *Ibid* at 20.

<sup>15</sup> *Ibid* at 22.

<sup>16</sup> *Ibid* at 1.

# RECOMMENDATIONS FOR FUNDERS

The D5 Alliance of 18 philanthropy organizations has identified four core areas of work for the philanthropic sector to intentionally expand diversity, equity, and inclusion. Using the framework established in D5's State of the Work 2011, HIP has developed specific recommendations in each area: Leaders, Action, Funding, and Data.<sup>17</sup>

## 1. Leaders

**Increase diversity of leadership in philanthropy, especially at the executive and trustee levels.**

The greatest gap in institutional diversity exists in the highest level leadership positions. Though Latinos comprise more than 16 percent of the U.S. population,<sup>18</sup> as of 2010 only four percent of trustees and three percent of CEOs are Latino.<sup>19</sup> These leadership positions exert great influence over institutional direction, policy, and programmatic restrictions; as such, it is vital that they reflect the diversity of the communities they serve.

**“Funder mission and program priorities should drive these processes, allowing funders to identify opportunities and strategies that intentionally address shifting demographics while remaining true to donor intent.”**

## 2. Action

**Develop institutional policies and strategies for equity and inclusiveness of Latinos and other under-served communities in grantmaking, board and staff diversity, and other practices related to diversity.**

Given the finding that institution-wide engagement is a crucial missing element for bringing more philanthropic resources to Latino communities, funders should develop substantive action steps, processes, and policies to work toward greater inclusiveness of Latinos and other under-served communities. According to D5, “studies from several leading philanthropic research institutions indicate that foundations with organizational policies and practices related to diversity, equity, and inclusion are more likely to have diverse staff and grantees.”<sup>20</sup> Ideally, the development of these policies should be much more than bureaucratic formalities and should evolve through a process that

engages all stakeholders, from trustees and staff to grantees and community leaders. Funder mission and program priorities should drive these processes, allowing funders to identify opportunities and strategies that intentionally address shifting demographics while remaining true to donor intent.

## 3. Funding

**Consider providing capacity-building and core support for small, high-impact Latino nonprofit organizations.**

Given that Latino nonprofits help sustain social movements by collaborating and engaging constituents to work toward broad-based change over the long term, it is crucial to build the capacities of these organizations in order to broaden their reach and ensure they can grow strategically. In fact, research has shown that in order to exact social change, nonprofits must grow to scale while maintaining their “authentic base” — but “only through systematic organizational development and capacity building for the whole organization, will the understanding of how to grow and stay rooted take place.”<sup>21</sup>

Capacity-building and core support for small, high-impact Latino nonprofits is not a risk; on the contrary, it has proven to be successful in growing these organizations and expanding the reach of their programs. According to a 2009 evaluation of HIP's Funders' Collaborative for Strong Latino Communities by Arete Consulting, capacity-building grants enabled Latino nonprofits to increase revenues, expenditures, and assets at “nearly double the national average rate of increase for nonprofits.”<sup>22</sup> Additionally, grantees showed “increases over the years in numbers of programs offered, clients served, paid staff, and collabora-

<sup>17</sup> State of the Work 2011: mapping the landscape and D5's path forward on diversity, equity, and inclusion in philanthropy. 2011. Web. 9 Feb. 2012 <[http://www.d5coalition.org/wp-content/uploads/2011/05/State\\_of\\_the\\_Work\\_2011\\_Report.pdf](http://www.d5coalition.org/wp-content/uploads/2011/05/State_of_the_Work_2011_Report.pdf)>

<sup>18</sup> United States. Census Bureau. The 2010 Statistical Abstract. Washington: GPO, 2010. Web. 10 April 2012.

<sup>19</sup> State of the Work 2011, p. 5

<sup>20</sup> State of the Work 2011, p. 7

<sup>21</sup> Pastor, Manuel and Ortiz, Rhonda. Making Change: How Social Movements Work – and How to Support Them, March 2009: p. 33.

<sup>22</sup> Meier, James, et. al., Hispanics in Philanthropy Program Evaluation. Arete Consulting, 2009, p. ii.

**“Capacity-building and core support for small, high-impact Latino nonprofits is not a risk; on the contrary, it has proven to be successful in growing these organizations and expanding the reach of their programs.”**

tion/networking with organizations, all point[ing] to strong organizational growth for the overwhelming majority of grantees.”<sup>23</sup> Core and capacity-building support can thus play a vital part in actualizing long-term social change for Latinos and other under-served communities.

#### **Develop creative strategies for supporting Latino nonprofit organizations, programs, and leaders.**

For those funding institutions that face significant obstacles to directly supporting Latino nonprofit organizations and leaders, a number of alternative philanthropic strategies are available. Foundations may consider supporting Latino nonprofit organizations through funding intermediaries, such as community foundations, public funds, and HIP. Because intermediary organizations can absorb larger grants, foundations can use intermediaries to intentionally fund smaller organizations without an increase in overhead. Additionally, using an intermediary organization eliminates the chance of tipping small Latino nonprofits; because intermediaries are public charities, they cannot legally tip a smaller organization by awarding a larger grant.

Funders can also establish small grants programs with more streamlined processes, enabling institutions to intentionally target grassroots Latino organizations without incurring large costs. Peter Kiewit Foundation, for example, maintains a small grants program in addition to its general purpose grantmaking. In 2010-2011, the Foundation gave awards as large \$3 million as well as grants ranging between \$346- \$25,000.

#### **Conduct assessments to identify Latino nonprofits in targeted geographies and program areas.**

Several funder respondents noted that an obstacle to funding Latino nonprofits was that they didn’t know of any within their particular programmatic and/or geographic

focus areas. This can be challenging, especially since many Latino organizations are small and may not have high levels of visibility outside their communities. One strategy for addressing this challenge is conducting a proactive assessment and outreach process to identify emerging Latino organizations within specific parameters.

For example, HIP and a group of funding partners in Guilford, North Carolina (the Community Foundation of Greater Greensboro, the Cone Health Foundation, and the Weaver Foundation) initially did not know of any viable Latino nonprofit grantees in the region. As such, the funders conducted a community assessment, reaching out to a number of organizations and community leaders. This assessment uncovered two organizations: La Vela Center for Spiritual Care, a mental health services organization; and an arts group, Casa Azul. The latter did not yet have 501(c)(3) tax-exempt status. The Weaver Foundation connected Casa Azul with the United Arts Council of Greater Greensboro, which agreed to serve as fiscal sponsor for the budding organization. The HIP Collaborative awarded Casa Azul its first grant, helping build the Latino nonprofit infrastructure in the region. The Collaborative also awarded a grant to La Vela and connected the organization to the Guilford Nonprofit Consortium, which provides leadership development for nonprofits.

HIP also recently worked in collaboration with the Edwin Gould Foundation to identify Latino-led, Latino-serving organizations that matched the Foundation’s core strategy of expanding opportunities for students in under-resourced communities and raising standards of excellence by developing talent and promoting hard work.

**“One strategy for addressing this challenge is conducting a proactive assessment and outreach process to identify emerging Latino organizations within specific parameters.”**

<sup>23</sup> Meier, James, et. al., *Hispanics in Philanthropy Program Evaluation*. Arete Consulting, 2009, p. ii.

### Support collaboration between Latino organizations and mainstream nonprofits to advance programmatic objectives.

Lastly, foundations should look at Latino-led or Latino-focused organizations as important potential partners for advancing particular policy goals or strengthening services. Much of becoming a high-impact nonprofit stems from collaboration; “high-impact nonprofits work with and through organizations and individuals outside themselves to create more impact than they ever could have achieved alone.”<sup>24</sup> By funding collaborations or partnerships between Latino organizations and mainstream advocacy groups and/or service providers, foundations can award larger grants while simultaneously increasing the cultural competence of a mainstream organization and expanding the capacity of a Latino nonprofit working in a similar area.

## 4. Data

### Develop standardized methods to track and collect diversity-related data for your institution, region, or program area.

Given that current funder efforts to support Latino communities have not yet translated into an overall increase in foundation funding targeting Latino communities, and given that the majority of funder respondents reported that there exist Latino community priority needs that their grantmaking institutions are not currently addressing, it is important to systematically track and collect more diversity-related data institution-wide so as to better inform analyses of the philanthropic sector’s impact on underserved communities. Individual funders should improve their internal monitoring of diversity-related data and share this information transparently with the field. Additionally, cohorts of funders working in the same geographic region or program area may explore the

development of shared measures of data collection and tracking. Increasing transparency and improving data tracking systems will not only increase accountability and inform program priorities, but also improve the field’s understanding of the impact of intentional funding to Latino communities.

“...cohorts of funders working in the same geographic region or program area may explore the development of shared measures of data collection and tracking.”

### Evaluate interventions for effectively increasing funder engagement in Latino communities.

Given that the last decade has not seen an increase in foundation funding targeted to Latinos, researchers and foundations should collect data to discern which levers are key for increasing funder engagement on Latino issues. Researchers should develop case studies of foundations that have successfully integrated support for Latino communities into institutional priorities. Larger, macro-level studies may also be conducted to empirically assess which factors lead a foundation to effectively engage in Latino issues. Understanding these causal pathways will allow other funders to replicate them, increasing the number of institutions that intentionally and transparently support diverse communities.

<sup>24</sup> McLeod Grant, Heather and Crutchfield, Leslie R. Creating High Impact Nonprofits. Stanford Social Innovation Review. Fall 2007, p.2. Web. 9 Feb. 2012. <[http://www.ssireview.org/articles/entry/creating\\_high\\_impact\\_nonprofits/](http://www.ssireview.org/articles/entry/creating_high_impact_nonprofits/)>

## RECOMMENDATIONS FOR HIP

As a network and convener of funders committed to Latino communities, HIP has several unique and important roles to play in increasing philanthropy for Latino communities:

### 1. Offer foundations highly customized consulting services in two areas:

- a. Developing strategies for reaching Latinos
- b. Conducting assessments to identify Latino nonprofits
- c. Offering leadership development programs targeting program officers interested in advancing racial equity

#### Developing strategies for reaching Latinos

HIP should consider providing workshops for foundations to help them develop strategic plans for integrating Latino community needs into the institution's overall grantmaking processes while still remaining true to donor intent. HIP could conduct group workshops or one-on-one sessions with foundations interested in supporting Latinos in a more intentional manner, using research and a framework on grantmaking to Latino communities to acknowledge challenges and help grantmakers find effective, customized solutions. The Association of Black Foundation Executives (ABFE) has begun doing similar work through their Racial Equity in Grantmaking program; ABFE could be a partner in this work.

#### Conducting assessments to identify Latino nonprofits

Since some funders are not yet aware of Latino nonprofit organizations that meet their grantmaking criteria, there is a clear need for HIP to conduct assessments in partnership with foundations to identify Latino nonprofits that fit within specific program priorities. This would build on HIP's previous, less formalized work conducting such assessments for a number of members and funding partners.

#### Offering leadership development programs targeting program officers interested in advancing racial equity

The results of this study indicate that Latino program officers and others in the HIP network concerned about racial equity have a strong understanding of Latino community needs, but do not feel able to direct their institution's grantmaking toward fully addressing those needs. HIP should work in collaboration with trainers and leadership institutes to offer leadership development opportunities to its members. In particular, these trainings should focus on building the capacity of foundation staff at all levels to effectively advocate for racial

equity within their institutions. Specific frameworks and tools to explore include organizational change management and adaptive leadership.

### 2. Continue to highlight and provide capacity-building grants for high-impact, grassroots Latino nonprofits doing important work.

Given that capacity-building is crucial to growing and sustaining social change movements over the long-term, HIP should continue to provide capacity-building support and technical assistance for high-impact, grassroots Latino nonprofits. The model of HIP's Funders' Collaborative for Strong Latino Communities is still valid: it continues to increase the capacities of important Latino organizations while simultaneously facilitating connections between Latino nonprofits and funders; it increases the sustainability of the grassroots Latino organizations; and it allows these nonprofits to broaden their reaches, serve more constituents, and effect more policy changes. For these reasons, HIP should continue to promote and directly provide capacity-building support for Latino nonprofits. HIP has a unique competency in this area as a bicultural organization with a strong track record in providing culturally competent technical assistance for grants to Latino groups.

### 3. Pilot new standardized methods for shared data collection, monitoring, and benchmarking for funding benefitting Latino communities.

Given the lack of data around intentional funding to Latino communities, HIP should consider working with groups of funders to create shared goals for increasing funding and a shared framework for collecting and interpreting grantmaking data on diversity. HIP could help funders develop shared parameters for collecting data and set realistic benchmarks for increasing the total funding benefitting Latino communities over the next decade.

### 4. Continue to conduct research and develop programs that address needs and opportunities in Latino communities in relation to specific grantmaking areas.

Given that one of the greatest constraints on funders is working within specified programs and mandates, it is crucial that HIP develop strategies that acknowledge and fit within

that reality. HIP has already begun supporting Latino nonprofits in specific issue areas through focused initiatives in areas such as education and aging. For example, in early 2011, HIP released a report highlighting the needs and opportunities surrounding older Latino adults. The report has raised awareness around Latino aging issues, allowing HIP to build relationships with aging-specific funders and foster dialogue in the industry about how Latino communities fit into aging-specific funding priorities. As a result, HIP has launched a Latino Age Wave Initiative to support and build programs that address aging issues in Latino communities.

In order to maximize its reach and impact, HIP should continue to convene and facilitate such dialogues, allowing funders to share lessons learned and promising practices for funding Latino communities within their specific program areas and grantmaking strategies. Where feasible, HIP may also lead collaborative or aligned funding initiatives in these program areas in order to pilot new models or leverage resources for maximum impact.

## ABOUT THE AUTHOR



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Aida Rodriguez (PhD, University of Massachusetts-Amherst, 1990; BA, Princeton University, 1976) is a Professor of Professional Practice and Chair of Management Programs at Milano The New School for International Affairs, Management, and Urban Policy, where she teaches graduate courses, including "Social Justice Philanthropy." Dr. Rodriguez is a member of the board of the New York Foundation. Recently, she completed a national research study on the policy priorities of funders and grantees as part of a large-scale project conducted by Hispanics in Philanthropy and funded

by the David and Lucile Packard Foundation. Previously, she was the Deputy Director of the Equal Opportunity Division at *The Rockefeller Foundation*. She was a co-recipient of the *Council on Foundations' Robert W. Scrivner Award for Creative Grantmaking* in 2003 for her integral role in developing Hispanics in Philanthropy's Funders' Collaborative for Strong Latino Communities.

Dr. Rodriguez previously served on the board of Hispanics in Philanthropy, as well as the boards of many other nonprofits including New York Philanthropy, One Economy, Inc., Alliance for Nonprofit Management, Learning Leaders, Inc., and on the Association for Public Policy Analysis and Management (APPAM) Policy Council and on the Office of Children and Family Services' [OCFS'] *Child Welfare Research Advisory Panel*. She frequently lectures on the future of the philanthropic sector, Latinos in the United States, leadership in communities of color, community development, and the effective management of nonprofit organizations.

## ABOUT HISPANICS IN PHILANTHROPY

Founded in 1983 to promote stronger partnerships between organized philanthropy and Latino communities, HIP has grown into a transnational network of grantmakers committed to strengthening Latino communities across the Americas.

HIP's mission is to strengthen Latino communities by increasing resources for the Latino and Latin American civil sector; by increasing Latino participation and leadership throughout the field of philanthropy; and to foster policy change to enhance equity and inclusiveness. We work to build human capital, knowledge capital, and financial capital for Latino communities.

We build **human capital** through our network of more than 100 funding partners and 50 member foundations and corporations. We sponsor conferences, networking events, and forums to connect funders, grassroots leaders, and experts united by their concern for Latino communities. Through an online jobs bank and personal referrals, we help foundations seeking Latino staff, trustees, and consultants.

We build **knowledge capital** by identifying emerging trends, unmet needs, unsung heroes, and new opportunities for funders working in Latino communities. We publish reports that gather research on Latino communities and make it accessible and useful for funders. Our funder briefings and *HIP Philanthropy Lab* series of webinars provides funders with up-to-the-minute information on the most urgent issues in Latino communities.

Finally, we build **financial capital** by leading collaborative funding initiatives that bring more resources directly to Latino community organizations and leaders. Our award-winning Funders' Collaborative for Strong Latino Communities has raised more than \$40 million from more than 150 funding partners to build the capacity of more than 500 Latino-led nonprofits. Building on this innovative platform, HIP has launched a number of focused grantmaking initiatives to support issues such as Latino aging, education in Puerto Rico, Latino health leaders in California, economic development in Latin America, and Latino student success in North Carolina.

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## ABOUT THE HIP GAMECHANGERS CAMPAIGN

In December 2011, HIP and the Foundation Center released a report that showed that about one percent of foundation giving is targeted to organizations and programs that primarily serve Latino communities. This figure has remained the same in the past ten years, while the Hispanic population has grown by 43 percent. Despite the Latino community's rapid growth, draconian immigration laws continue to target Latino immigrants. Meanwhile, major socioeconomic divisions persist: the average Latino family has ten cents in assets for every dollar that the average white family has. Across the country, only 13 percent of Hispanic 25- to 29-year-olds have completed at least a bachelor's degree and Latinos now make up a majority of the population sent to federal prison for felonies.

To move the needle on these disturbing trends, we need to make bigger, smarter investments in Latino communities. To that end, Hispanics in Philanthropy is sponsoring **HIP GameChangers**, a series of briefings, reports and forums — both online and in-person — bringing together funders and other leaders to identify the "GameChangers" for Latinos in the next decade.



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