



Rhode Island Latino Policy Institute

Feasibility Report

March 2007

Prepared by Community Impact Consulting, LLC

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Mounting interest in addressing the challenges of Rhode Island's Latino community motivated a group of professionals to request funding from the Rhode Island Foundation to examine the feasibility of creating a Latino Policy Institute. Following months of meetings with key community stakeholders the award was granted. The Core Group contracted the New York based firm, Community Impact Consulting, LLC (CIC) to conduct the study.

Research for the study included interviews with nineteen local stakeholders, including community leaders, academics, politicians and funders, as well as secondary research on the status of Rhode Island Latinos. An assessment of policy research models using a community-driven approach was incorporated along with an analysis of factors that influence the development and sustainability of a Latino Policy Institute.

Stakeholder Findings

The stakeholder interviews had three primary objectives: 1) to determine the need for a Latino Policy Institute, 2) to determine what such an institute could accomplish, and 3) to identify what it would take to make the institute a reality. Stakeholder interviews revealed important points of consensus on these three points.

1. There is unanimous agreement among respondents that a Latino Policy Institute is needed, given projections that the Latino population will double in numbers between 2000 and 2020.
2. The Institute should focus on empirically grounded public policy research with a statewide and local focus. The research should contribute to fundamental advances in the quality of life of Latinos by defining key policy issues and providing solutions to problems that the community faces.
3. The four priority issues consistently raised by respondents are: *education reform, workforce development/economic security, immigration reform and health.*
4. Stakeholders agree that constituency building and community mobilization should be left to community based organizations and is not a role for the Latino Policy Institute.
5. Most interviewees agree that in the first few years the Institute should concentrate on two or three areas that have the potential for success.
6. The Institute should be non-partisan, with broad community support and input. Public/private partnerships should be sought with universities, government and businesses.

7. There is no clear consensus on whether the institute should be independent or based in an academic institution. However most stakeholders think a university affiliation is positive as long as a strong community voice is maintained.
8. Respondents believe that funding of up to \$500,000 for the first year, and a staff of 3 to 4 individuals is sufficient to launch the Institute.
9. Respondents identified funding sustainability and turf issues as the two principal challenges in developing the Institute.

Community Impact Consulting Recommendations

Strategic Planning

The Core Group is now prepared to engage in a strategic planning process that defines the mission, vision, goals and intended outcomes of the Latino Policy Institute. The process will establish the operating model necessary to carry out the Institute's program priorities. Key stakeholders make a compelling case for having the Institute focus on two or three issues in its first years of operation. They identify as priority issues to consider, education reform, immigration reform, workforce development/economic security and health.

Develop a Statewide Latino Policy Advisory Council

The Core Group should expand its membership by creating an Advisory Council for the Latino Policy Institute. By incorporating some of the state's best thinkers and strategists, including researchers, philanthropists, nonprofit and business leaders, the Institute will amass the resources necessary to further its policy agenda.

Public Policy Education Model

No significant direct competitor for a Latino Policy Institute was identified by funders, community leaders and policy experts. A review of the Latino nonprofit sector in Rhode Island suggests the primary focus of this sector will continue to be social service delivery and advocacy, not research and policy analysis. While other policy groupings in the state have expertise in areas of concern to Latino communities none focus strictly on Latinos.

By adopting a public policy education model the Institute will *inform* policy makers of the issues affecting Rhode Island's Latino community and *propose* recommendations that demonstrate the wide-ranging contributions Latinos can make to the state. For example, Latinos will stimulate economic growth and increase the state's tax base with a growing youthful labor force. Likewise, by incorporating the growing number of Latino small businesses into local economic development planning, Latinos will further contribute to future economic growth. A Latino Policy Institute can provide policy makers, business and public officials with authentic, credible data and recommendations that produce fundamental improvements in the quality of life of Latinos in Rhode Island.

Encouraged by the dramatic growth of Rhode Island's Latino population over the last two decades, a group of Rhode Island residents decided to embark on a community-based process that would lead to the creation of a Latino Policy Institute. This *Core Group*, as they are called, met with key community figures and stakeholders over several months to discuss ways of making the institute a reality. (See APPENDIX I for a complete listing of the Core Group members.)

In July 2006 the Core Group commissioned Community Impact Consulting, LLC (CIC) to conduct a feasibility study for the establishment of a Latino Policy Institute. It is anticipated that an institute will track and document the social, economic, political and cultural status of Rhode Island's Latino community as well as analyze the impact of local policies. The institute's efforts will inform and advise policy makers, legislators, business firms, service providers and advocates.

To gain perspective on the potential support and impact of a Latino Policy Institute, nineteen in-depth telephone interviews were conducted with community leaders, funders, elected and appointed officials, policy experts and academics. Secondary data was examined to present a profile of the status of Latinos in Rhode Island. Policy research models that incorporate community input were assessed through an extensive literature review. An analysis of key trends and market factors that can contribute to the development and sustainability of an institute was also completed.

This report is divided into three sections. **Section I: Latinos in Rhode Island - A Profile** is an overview of population, education, labor force, poverty, and health trends affecting Latinos in Rhode Island that give good reason for establishing a Latino Policy Institute. **Section II: Stakeholder Interview Findings** presents the viewpoint of key individuals on the viability of such a project, the partnerships and resources necessary to support it and the challenges that such an effort faces. **Section III: Community Impact Consulting Recommendations** analyzes the Core Group's readiness to create a Latino Policy Institute; identifies next steps; and examines the programmatic, staffing and budget components needed to launch and sustain the institute.

The Community Impact Consulting team would like to express our gratitude to the Core Group and all interviewees who gave generously of their time and contributed valuable suggestions.

Population

Mirroring similar trends throughout New England, Rhode Island’s racial and ethnic populations are becoming increasingly diverse. Although Rhode Island’s total population decreased from 2000 to 2005, the state’s Latinos increased by 24% making it the largest minority population in the state (Table 1). There are 112,722 Latinos living in Rhode Island representing an increase from 2000 of 21,902. The 2005 estimates reflect a recalculation of the counts by the U.S. Census Bureau and researchers after it was found that many Latinos misunderstood the wording on the census forms. Many Latinos identified themselves as “Other Hispanic/Latino” making this the second largest population group after Puerto Ricans. The recalculation resulted in a much smaller count for the “Other” category and much higher counts for Dominicans, Central and South Americans.¹ Dominicans are now estimated to be the largest Latino sub-group in Rhode Island: 30,888, followed by Puerto Ricans, 24,506 and Central Americans, 22,552. (Table 2) According to the U.S. census, 37% of Rhode Island’s immigrant population comes from Latin America with most coming from the Dominican Republic, Guatemala and Colombia.² The majority of Rhode Island’s Latino immigrants arrived between 1990 and 2000 and most came from Mexico and Guatemala. However, a cohort of long-standing immigrant residents, namely Colombians and Dominicans, arrived in the United States before 1980 and account for almost twenty percent of newcomers.³ For this recently arrived population issues of adaptation (i.e., language, settlement, access to jobs and services) will dominate; more so for the undocumented immigrant.

Table 1
Rhode Island – Growth by Ethnicity

	Rhode Island			
	Estimate 2005	2000	Growth	
			Number	Percent
Total:	1,032,662	1,048,319	-15,657	-14.9%
White alone	856,314	891,191	-34,877	-39.1
Hispanic or Latino	112,722	90,820	21,902	24.1
Some other race alone	71,685	52,616	19,069	36.2
Black or African American alone	51,843	46,908	4,935	10.5
Asian alone	26,803	23,665	3,138	13.2
Two or more races:	19,836	28,251	-8,415	-29.7
American Indian and Alaska Native alone	5,389	5,121	268	5.2
Native Hawaiian and Other Pacific Islander alone	792	567	225	39.6

Source: U.S. Census Bureau, 2005 American Community Survey

Table 2
Rhode Island – National Origin of Latinos

	2005 (Estimate)	2000	Growth	
			Number	Percent
Hispanic or Latino:	112,722	90,820	21,902	24.1
Dominican Republic	30,888	17,894	12,994	72.6
Puerto Rican	24,506	25,422	-916	-3.7
Central American	22,552	11,320	11,232	99.2
South American	18,742	8,666	10,076	116.2
Mexican	7,813	5,881	1,932	32.8
Other Hispanic or Latino	5,961	20,509	-14,548	-70.9
Cuban	2,260	1,128	1,132	100.0

Sources: U.S. Census Bureau: 2000 and 2005 American Community Survey.

In 2000, nearly ninety-eight percent of Latinos in Rhode Island were concentrated in urban areas with the largest numbers residing in Providence (52,146), Pawtucket (10,141), Central Falls (9,041) and Woonsocket (4,030).⁴ Homeownership among Latinos is the lowest of all ethnicities and races in the state, 25%.⁵

Education

A higher level of educational achievement is associated with improved job opportunities and incomes. Latinos in Rhode Island have significantly lower levels of educational attainment. For 2003-2004, the percentage of Latinos between the ages of 18-64 with less than a high school education was 46%.⁶ From 1994 to 2006, the gap in percentage between whites and non-whites that have a bachelor's degree has widened.⁷ For Latino adults over age 25 the percentage with a bachelor's degree or higher is lowest, 9%. (Table 3)

Latino children in Rhode Island attend schools in need of improvement at rates more than five times greater than White children. Latino children also have the lowest percentage of high school students attending moderately and high performing schools. Standard reading scores for 4th grade children in basic understanding and analysis and interpretation were lowest for Latino children in Rhode Island. (Table 3) Graduation rates are an indicator of how well future generations will fare; Latino children have the lowest graduation rate of all ethnic and racial groups in the state for the 2005-2006 school year, 76%.⁸

Table 3
Rhode Island – Education Outcomes by Race and Ethnicity 2004-2005 School Year

	White	Hispanic	Black	Asian	Native American	All Races
% of High School Students Attending Schools in Need of Improvement	12%	69%	55%	44%	27%	26%
% of High School Students Attending Moderately Performing Schools	24%	15%	23%	21%	22%	23%
% of High School Students Attending High Performing Schools	63%	17%	22%	35%	51%	52%
4 th Grade Children Meeting the Standard for Reading						
• Basic Understanding	81%	50%	57%	68%	51%	73%
• Analysis & Interpretation	71%	37%	44%	52%	50%	62%
High School Graduation Rate	88%	74%	79%	81%	72%	85%
% of Adults Over Age 25 with a Bachelor's Degree or Higher	30%	9%	17%	50%	N/A	28%

SOURCE: Racial and Ethnic Disparities. 2006 Rhode Island KIDS COUNT Factbook/Family and Community

Labor Force

Since 1984 the Latino share of Rhode Island’s labor force increased six-fold. Yet the restructuring of the Rhode Island economy over the past decades from a manufacturing to service economy appears to have kept Latino workers at a great disadvantage. Most Latinos remain concentrated in declining manufacturing sectors and lower wage service industries. Latinos in Rhode Island experienced higher unemployment and underemployment rates of 7.7%, and 13.9% respectively in 2004. The Department of Labor and Training foresees that the trend toward greater inequality in wages in Rhode Island is likely to continue since low-skilled jobs paying lower wages increase faster than skilled, highly-paid jobs. For example, waiters and waitresses (earning \$6.91 an hour in 2000) and cashiers (earning \$7.58 an hour in 2000) are both in high growth occupations but their earnings place them among the lowest wage earners.⁹

“Poverty, unemployment and low earnings are strongly correlated with low education attainment and limited English proficiency. Hispanic Rhode Islanders who spoke little or no English in 2000 earned, on average, wages of only 175 percent of the Federal Poverty Line – about \$8.14 an hour for full-time year-round work.”

State of Working Rhode Island, The Poverty Institute

As previously noted, a higher level of education increases employment and income opportunities. A recent study shows that if all racial/ethnic minorities had the same levels of education as Whites by 2020, Rhode Island’s total personal income would increase by half a billion dollars.¹⁰ An increase in the state’s personal income per capita can have a positive impact on the tax base and ability to provide services.

Limited English proficiency is another factor associated with unemployment and low earnings. Approximately 40% of Latinos in Rhode Island lack adequate English skills.

Yet, according to a Nellie Mae Education Foundation study, only 7.6% of Rhode Islanders needing adult basic education or ESOL assistance receive it.¹¹

Poverty

Rhode Island has the second highest rate of poverty in New England after Maine.¹² Rhode Island's Latinos of all ages face the highest rates of poverty. With no single dominant characteristic to explain Latino poverty, researchers point to a number of underlying issues, such as "industrial restructuring, ethnic and racial discrimination, inadequate schooling, and low educational attainment, compounded by the social adaptation and the problems in language proficiency that are the consequences of immigration."¹³

Childhood poverty in Rhode Island is significantly higher than in all other New England states. Children living in single-parent households are also much more likely to be poor. In 2005, 62% of Latino children in Rhode Island lived in single-parent households. Compared to all ethnicities and races in Rhode Island the percentage of Latino children living in poverty in 2004 was the highest, 52%. Similarly, the median household income for Latino households with children under 18 years of age in 2004 was also the lowest of all ethnicities and races in the state at \$25,000.¹⁴

For immigrant families the situation worsens even though they are more likely to include two parents that are working. Immigrants are 50% more likely than U.S. natives to earn less than the minimum wage. In 2004, Rhode Island had 9,437 children under age 18 who were born outside the United States; that is 4% of all children in the state. Forty three percent of children in immigrant families in Rhode Island live below 200% of the federal poverty threshold.¹⁵

Latinos represent the youngest racial/ethnic group in the state with a median age of 23.6 reported in 2000.¹⁶ The youthfulness of the Latino population is an asset if educational advancement and job opportunities are created to lift them from poverty.

"The main problem of the immigrant working poor is one of lack of good schools, good job opportunities, and avenues for acquiring skills."

José Itzigsohn, "Immigrant Incorporation among Dominicans." *Latinos in New England*.

Health

When lack of health insurance combines with language barriers, low-income and non-residency status for immigrants, there is commonly an underutilization of health care services, thus contributing to poorer health outcomes. Most families get health insurance through work, Latino workers in Rhode Island are considerably less likely to have employment or union based health coverage than non-Hispanics. In 2003, only 27% of Latino workers received health coverage through private employers or a union.¹⁷

Underutilization of health care results in higher rates of preventable disease and premature death. From 1999-2002, cancer and heart disease were the two leading causes of death for Latinos and the overall Rhode Island population. Homicide and unintentional injuries were the third and fourth leading cause of death for Latinos during this same period, however neither of these ranked among the top five for the overall state population. (Table 4)

Table 4
Rhode Island – Leading Causes of Death, 1999-2002

Number	State	Hispanic/Latino	African American	Asian & Pacific Islander	Native American
1	Heart Disease	Cancer	Heart Disease	Heart Disease	Heart Disease
2	Cancer	Heart Disease	Cancer	Cancer	Cancer
3	Stroke	Homicide	Stroke	Stroke	Diabetes
4	Chronic Respiratory Diseases	Unintentional Injuries	Diabetes	Unintentional Injuries	+
5	Pneumonia/influenza	Stroke	Unintentional Injuries	Chronic Respiratory Diseases	+

SOURCE: RI Department of Health, Division of Vital Records, RI Resident Deaths, ICD-10 Codes, 1999-2002.
+Data too small for meaningful analysis.

The rates of infectious diseases among African Americans and Latinos in Rhode Island are also significantly higher than the overall state population. (Table 5)

Table 5
Rhode Island – Incidence Rates of Infectious Diseases: Cases per 100,000 Population, 2002, 2003

	State	Hispanic/Latino	African American	Asian & Pacific Islander	Native American
Chlamydia*	286.0	1108.0	1846.0	465.0	+
Gonorrhea*	93.0	238.0	849.0	43.0	+
HIV/AIDS***	12.8	44.0	114.5	+	+
Tuberculosis**	4.4	14.3	21.5	38.4	0

SOURCES: RI Dept. of Health, Office of Communicable Diseases,
*Sexually Transmitted Diseases (STD) Surveillance Data 2003.
**Tuberculosis Database 2003.
***RI Epidemiologic Profile of HIV/AIDS 2002.
+Data too small for meaningful analysis.

Birth to teens is significantly higher for minority women in Rhode Island. Research has demonstrated the relationship between residence in low-income neighborhoods and increased teen pregnancy. Rhode Island has the largest percentage of Latino children (79%) in the country living in neighborhoods where more than 18% of persons are in poverty. The birth rate in Rhode Island to Latinas aged 15-17 is three times higher (56.3 per 1,000) than the rate for their non-Hispanic White peers (17.0 per 1,000).¹⁸

Civic Engagement

Despite the many challenges confronting the Latino population of Rhode Island they have gained considerable political leverage more swiftly than Latinos in other areas of New England. The success in electing Latinos to public office (1 State Senator and 3 Representatives), and the development of groups like the Rhode Island Latino Political Action Committee (RILPAC), calls attention to the community's needs while advancing a Pan-Latino unity through civic action.¹⁹ The test is whether preservation of this unity in the political arena produces a socially and economically thriving Latino community. Policy makers and legislators are sure to take notice if an increase in voter participation among Latinos continues.

II. Stakeholder Interview Findings

Asking questions is the focus of a feasibility study. Core Group members wanted to learn what key stakeholders thought of establishing a Latino Policy Institute in Rhode Island. To gain their perspectives, 19 telephone interviews were conducted with community leaders, funders, elected and appointed officials, policy experts and academics over the course of three months.

The stakeholder interviews had three primary objectives: 1) to determine the need for a Latino Policy Institute, 2) to determine what such an institute could accomplish, and 3) to identify what it would take to make the institute a reality. To achieve these objectives we explored such questions as:

- What are the priority issues impacting Rhode Island's Latino community? What type of policy research should this institute undertake? Should the institute focus on a broad set of issues or limit its focus to specific areas? What process or criteria should the institute employ to inform its policy agenda? Should the institute play an advocacy role?
- How would a Rhode Island Latino Policy Institute distinguish itself from other policy institutes? Is there potential for duplicating the work of other organizations? Are there organizations with whom the institute should collaborate? What strategic alliances should the institute form to effectively impact policy?
- What resources, organizational structure and systems will the institute need to be successful? Who are the funders most likely to support such an effort? What are optimal models for establishing the institute, e.g., academia-based, community-based? What are the challenges in developing such an institute?

Stakeholders responded to these and other related questions. (See APPENDIX I for a list of interviewees and interview instruments.)

A. Establishing the need for a Latino Policy Institute in Rhode Island

Stakeholders unanimously recognize the need for a Latino Policy Institute given the dramatic rise in the states Latino population and projections for continued growth. In fact, many point to numerous attempts for at least a decade to establish such a center; these included efforts by two of the oldest Latino community-based organizations, the Center for Hispanic Policy and Advocacy (CHisPA) and Progreso Latino.²⁰ But as the Latino population expanded from the 1980's on, so did the need for supportive services. Stakeholders cite lack of funding for community-based policy advocacy models, instability of Latino leadership in community-based organizations, and the focus on

supportive services as the main reasons why previous efforts to establish a policy institute have failed.

Absolutely. The Rhode Island Foundation recognizes the importance of accurate and up to date data. Ten years ago, for example, before KIDS Count, children's issues and policy decisions were based on innuendo, gut feelings – now there is credible data on which to base policy decisions. It would be wonderful to have that capacity for Latinos throughout the state.

Ron Gallo, President & CEO Rhode Island Foundation

With Latino population growth in Rhode Island projected to double in numbers between 2000 and 2020, stakeholders agree that establishing a policy institute that focuses on Latino research is more important than ever.

B. Priority Issues Impacting Rhode Island's Latino Community

When asked to define the issues that most impact Latinos in RI respondents often contextualize their responses by citing the high rate of poverty and the needs of a growing immigrant population. The four issues consistently rising to the top of the list for stakeholders are *education, jobs (work force, economic development), immigration and health*. These are followed by housing and civic engagement.

Rhode Island has some of the poorest children in the nation – poverty becomes an overriding issue but it is a symptom. We can't continue counting poor people; we need to understand why they are here, why they are poor. The school system is not preparing Latinos to climb the ladder of success. We [Latinos] have a population leaving school at higher rates than any other group. There is no obvious upward mobility. We have no organic growth...We can't continue to fuel the ranks of the poor because we're experiencing backlash from government and existing populations... Five years ago we would never cut health care for the undocumented; the governor is now doing that. We need to create opportunity... Education and economic development go hand in hand and that has to be the focus. Give people the tools to move out of poverty, without it we'll create a permanent underclass of Rhode Island.

Dr. Pablo Rodríguez, Associate Chief OB/GYN Women's Care

Migrant, immigrant issues... [An institute] needs to address the issue of poverty...access to education, jobs, a decent career, and wages as a non-partisan institution."

Miguel Sánchez-Hartwein, Executive Director CHisPA

Education, health, economic development, vertical movement on the job, work force related issues – recruiting and training and retention of skilled labor on jobs. Economic development; small businesses employ 50% of workers...in order for Latinos to progress vertically they need to have good paying jobs. This is why education is important; to acculturate children and prepare them for the work force. But we also need good health; prevention is important, insurance. Rhode Island Latinos represent high numbers of uninsured.

Ramón Martínez, Executive Director Progreso Latino

Education and economic issues followed by health; specifically improving the public education system and ESL for adults. Rhode Island has an interesting situation in that there are Latin Americans who have professional degrees from their countries of origin. A dream of mine is to get them into the labor force in areas of their training.

Nellie Gorbea, Deputy Secretary of State, Director of Administration

Some of the most pressing issues are: education, poverty, employment and workforce development. For example, the retirement rate is 37% for state and municipal workers in the next few years, mostly dominated by unions. An opportunity exists to work with the unions to develop recommendations to recruit Latinos.

Patricia Martínez, Director Department of Children, Families and Youth

The quality of education: [Latinos] make up about 56% of the school population. The degree to which the curriculum serves that majority; the degree to which they communicate with parents, especially non-English speaking – the history has been woefully inadequate.

Matt García, Faculty Brown University

Socially and politically – the immigration debate and backlash have allowed the state to make changes like closing off health insurance for undocumented kids, also legal permanent resident children who aren't here for five years.

Kate Brewster, Executive Director The Poverty Institute

C. Research Focus

There was unanimous agreement that a RI Latino Policy Institute should be recognized for its high-quality, empirically-grounded analysis of public policy issues. The research should contribute to fundamental advances in the quality of life of Latinos in RI by defining key policy issues and advancing solutions to problems that the community faces.

Interviewees generally defined the advocacy role of the institute as influencing policymakers by providing valuable information and policy recommendations. For example, the institute could illustrate best practices in public education of Latino immigrant children. A repeated example of high-quality secondary research that influences policy was the work of Rhode Island Kid's Count. Most interviewees believe that the Latino Policy Institute can begin by conducting secondary research.

All agree that constituency building and community mobilization should be left to community-based organizations and is not a role for the policy institute.

The institute should have both a statewide and local focus, as many respondents agreed that *"RI is too small not to do both."* It should undertake research that affects legislative (e.g., bills, executive orders, budget allocations) and administrative policy (e.g., regulations, agency practices, and policy enforcement.)

Rather than developing a broad policy agenda, respondents agree that the institute should concentrate on two to three areas first; *"build a track record," "acquire short-term successes," "do research in areas being debated in the policy arena."* Many suggest that every 2-5 years a reassessment of the institute's priorities would allow other issues to surface. Stakeholders also agree that the Latino community should be the primary source informing the institute's policy agenda. The process for community input should be inclusive and representative of the various groupings that constitute the community. Some also cautioned against becoming *"over-aligned with any one group": "Factionalism, personalities can destroy projects..."* As Senator Juan Pichardo stated, *"it [the institute] should be pan-Latino, I don't want it to be identified with one national origin group."*

There is a burgeoning Latino population with a unique makeup including an established immigrant community here for 40-50 years and a growing middle class. We also have immigrants coming from other cities, lots of diversity - we run the spectrum of Latinos not just Dominican and Puerto Ricans...No one has taken a concentrated look at assets and needs of the Latino community; its not just about poor, disenfranchised Latinos but we also have this burgeoning middle class group challenging the status quo. We need to marry these two voices and the best way to do this is to provide information, data and products and in an intelligent way advocate for our community.

Ana Cano Morales, Program Officer Rhode Island Foundation

Make policy recommendations based on the order of priority that the community establishes – use a larger, broader process where the community is surveyed. After this is established formulate policy statements – how policies do or don't address needs...Always go back to the initial community assessment...need to do routine check-in of priorities every 2-5 years; have we improved in health but not education, or improved in one issue over another...need to be true to these issues not to the whim of politicians or particular CBO's.

Matt Garcia, Faculty Brown University

Need an agenda with more than one thing, but not too broad. You want an agenda up front that captures the diversity of need without "pigeon holing" you in the beginning. While many Latinos [immigrants] come with lower education levels, many are also professionals who need to be recertified in their field. You have at least four different groups within the adult community; you don't want to say that the Latino community is one kind of person...this is a population that has a bunch of different needs, not just one thing. Non-Latino population thinks of only one thing.

Kip Bergstrom, Executive Director Rhode Island Economic Policy Council

There should be considerable consultation with CBO's, an examination of issue ripeness, mapping of where the state leaders are on particular issues that are significant to the Latino community. Also, the Latino Policy Institute will need to identify those issues that can capture people's attention and provide early victories. While you do want to have a range of issues, during its early years it might be best to choose one or two issues and have concrete success early on – there is no reason why it could not expand its mandate later on.

Chris Cardona, Program Director Hispanics in Philanthropy

A need to centralize data – there is some existing data, there are gaps, figure out the gaps and conduct some original research. The institute should determine what will be the policy strategy, interfacing with other public policy groups and others in Rhode Island. Generate the political will power to address Latino issues, they may or may not want to do advocacy.

Tony Maione, President United Way of Rhode Island

Gaining community credibility is another important element when setting the institute's agenda. As Tony Mendez, CEO of WPMZ Poder radio station said:

The people want to see solutions. Have short-term goals so that the community sees success and begins to gain confidence. The other important point here is communication, and specifically in Spanish. The community needs to get the history, information on how changes occurred. Non-English speakers are the ones facing the biggest problems.

What strategies should the institute employ to get elected and appointed officials to respond to Latino concerns? Miren Uriarte, Acting Director of the Gastón Institute at the University of Massachusetts-Boston thinks statewide policy conferences are a good model: *“You build ongoing capacity to monitor state government with state representative’s input. Because Rhode Island has many Latino legislators there are greater possibilities to work on a more serious and focused agenda.”* The Gastón Institute has been organizing this type of conference since 2000 producing a statewide policy agenda that is formulated with community-based organizations from across Massachusetts.²¹ Establishing partnerships with a broad range of groups is also emphasized by some respondents. Several examples of the products that a Latino Policy Institute can deliver include a) *Report Cards* that measure the quality of social service delivery to Latinos: e.g., cultural competency, improving health indicators, b) *Opinion Polls*, like community surveys on bilingual education, and c) *Issue Briefings* to the legislature.

Staff can provide reports, meet with legislators and conduct issue briefings, collaborating with other groups as well, for example, One Rhode Island, KIDS COUNT, the Latino Policy Institute should work well with other partners.

Juan Pichardo, State Senator

Work with all, not just Latino legislators. Do not let Latino legislators serve as your broker – you should represent yourselves and work with all to get Latino issues on the table.

Mary Jo Marion, former Associate Director Mauricio Gastón Institute

Issue reports on what the needs are: when the electoral process arises do a report card on how legislation would impact the community. Give direction to Latino and non-Latino legislators. Develop issue statements on candidates. Have candidates address issues that directly affect the Latino community; [have candidates] say how they will make changes. Get political compass. CHisPA does some of this – electoral forums with translation. Present candidates and issues to the community. This is a role for the institute.

Matt Garcia, Faculty Brown University

Political participation/voting is one of the most important ways to get local representatives to pay attention. Having strong advocates at the state level, also messaging through the media and good partnerships is also important. For example, the Rhode Island Coalition has had success with this – they include 160 organizations, all on message. There is a need for greater Latino political representation, also consultation with Progreso Latino and CHisPA. Having the business community as a key partner in order to build an educated work force is also important.

Kate Brewster, Executive Director The Poverty Institute

D. Characteristics of a Latino Policy Institute

Stakeholders agree that the institute should maintain a non-partisan, independent status with broad community support and input. Additionally, the institute should engage in a wide range of public/private partnerships, among those constituencies frequently mentioned are:

- Latino community based organizations (especially CHisPA & Progreso Latino)
- Academia
- Government
- Philanthropy
- Business
- Labor
- Faith based institutions
- Other public policy advocacy groups

The institute needs to be very visible. It needs to be approachable, accessible, and representative of topics [taken up]. [Leaders should be] level-headed, diplomatic, respected individuals – no controversial figures...I see this as a partnership between three to four entities: city and state government, community based organizations and education [universities].

Juana Horton, CEO Horton Interpretive Services & member of CHisPA Board of Directors

[The institute] needs to build a network of partnerships among the Latino community. They should have partnerships with community-based organizations, faith-based organizations, government agencies and maybe businesses if you're talking about work force development.

Ramon Martinez, Executive Director Progreso Latino

Partner with other national groups like National Council of La Raza, MALDEF, Puerto Rican Coalition...with policy institutes that have a track record and well developed machine – work on an issue that can bring the Latino Policy Institute visibility, credibility – also gives them an opportunity to learn from other machines.

Mary Jo Marion, former Associate Director Mauricio Gastón Institute

E. Structure, Resources

For the initial phase of development most informants agree that a staff of three is sufficient. First, the *Executive Director*, the public voice and face of the institute, “someone

who can work with the community, academics and legislators.” Second, a *Policy Analyst* (researcher/writer). Third, an *Administrative Manager* responsible for finance and office management. As an example, Kip Bergstrom described how the policy council he directs operates.

We’ve done something similar [RI Economic Policy Council] with a small staff. We have a powerful board that we work efficiently ...our budget of \$600,000 is a mix of business, foundation, university and state government. Most money comes for general operating; \$300,000 must be raised from the private side. We receive grants for specific projects and could have \$800,000 at any given time as a result of these special projects. All of \$200,000 goes to staff and consultants...use consultants for a specific period of time. We get more things done with 4 rather than 50 people. It forces us to partner to leverage resources.

Be strategic about the board – [the board should] bring resources; either operating money or mobilize resources for your agenda. Our board members have caused millions of dollars to be invested in strategic projects we’ve recommended; you want people that can make things happen...We have state representatives, private sector and academics – it’s good to have this mix in your governance structure. I’m partial to public/private or public/academic partnerships. Need to have people feeling invested...I think that all players realize this is a huge and growing part of the work force [Latinos]... this is not an isolated insight on my part.

Kip Bergstrom, Executive Director Rhode Island Economic Policy Council

There is no clear consensus on whether the institute should be independent or based in an academic institution. A university affiliation is seen as positive by almost everyone but maintaining a strong “*independent community voice*” is also emphasized. Funding sustainability for an independent institute is seen as the greatest obstacle. However, the benefits obtained through public/private partnerships can offset these funding challenges.

It should be an independent entity with a strong backing from institutions, academic institutions and others. The Latino Policy Institute is speaking on behalf of the community rather than speaking for the university; it should be a product of the community not an institutional component or product of the university...It should form alliances.

Juan Pichardo, State Senator

The institute needs to be flexible, nimble, so that the agenda is shaped by current policy issues affecting the community – if it's immigration, or other, be sure to be present and give voice to Latino community needs. If the Latino Policy Institute is situated in a university it can pose a problem. Faculty and universities are rigid, not flexible. Faculty have areas of expertise and they don't move from there... If community-based (like the Latin American Health Institute in Massachusetts) and grant driven, that also impedes flexibility – you're responding to RFPs and issues of interest to others. Both models present challenges.

Mary Jo Marion, former Associate Director Mauricio Gastón Institute

University-based with CBO participation in the governance structure. Having a community-based institute raises funding concerns ...Tension is who will develop the agenda and not lose community needs. Have a board or advisory group that includes all of the Latino CBO's to reflect their needs and those of the community.

Cynthia Garcia-Coll, Faculty Brown University & Rhode Island Foundation Board of Trustees

Universities seem to be the more ideal place...and negotiate some level of independence. Universities give greater credibility and universities need to gain these community alliances...students supply additional resources and could reduce the cost of operating this institute.

Tony Mendez, CEO WPMZ Poder radio

Publicly funded universities should have this [Latino policy research] as part of their mission. The danger – become too academic, esoteric and enamored of statistical models.

Nellie Gorbea, Office of the Secretary of State

Funders describe a number of organizational readiness factors they would want to see in place before awarding grants to an initiative of this type, these include:

- Memorandum of Understanding with relevant partners such as: academic institutions, community-based organizations, government and private sector representatives, etc.
- Identified Executive Director
- Institutional home
- Diverse/ representative Board and Advisory group
- Business plan that includes the issues to be addressed, products (“*first action and first product*”) and a fund development (sustainability) plan.

F. Challenges

Respondents identified two principal challenges in developing the institute: **funding sustainability** and **turf issues**. On the first – sustaining adequate funding – most agree that the institute will need to maintain a stable commitment of \$300,000 - \$500,000 in start up funding. These dollars can come from a combination of sources, such as, grants and contracts, legislative earmark, membership contributions, private/corporate donations and foundation awards. As Evelyn Hu-DeHart, Director of the Center for the Study of Race and Ethnicity at Brown University stated: *“Funding is the biggest challenge. No matter who heads it [Latino Policy Institute], without appropriate funding or initial funding it will not get off the ground.”*

When speaking of the second challenge – turf issues – many stakeholders emphasize the need to deal with persistent *“negativity”* and *“competition”* on the part of community-based organizations that have made unsuccessful attempts in the past. *“Mending relationships,”* as one informant mentioned, will be an important function of the institute. As previously noted, CBO’s are perceived as the intermediary for public policy advocacy through community mobilization and community building. One way in which the Latino Policy Institute could support these efforts is by identifying funders that will support capacity building for Latino CBO’s advocacy efforts. Chris Cardona of Hispanics in Philanthropy suggested a funding collaborative of Massachusetts & Rhode Island as a potential source for capacity building initiatives.

Latino-Focused Institute

Stakeholders generally agree that a policy institute focusing on Latino research is the direction to pursue. With Latinos expected to account for the majority of Rhode Island’s future growth, this youthful population (median age of 23.6 years) has an opportunity to significantly shape the social and political future of the state.

We need to reframe the issues: the future of Rhode Island is the Latino community. [State]Population growth is due to us, we’re young so we will play a significant role in the future of the state...We would be losing federal money if we didn’t have this growth. Look at the pros and cons of issues; strengths and problems related to the Latino population.

Cynthia Garcia-Coll, Faculty Brown University & Rhode Island Foundation Board of Trustees

When will we know that the institute is achieving success? To paraphrase examples given by interviewees:

There will be a wealthier, more prosperous Latino community in Rhode Island.

The Latino Policy Institute becomes a premier organization that provides accurate information.

The Latino Policy Institute will create collaborations among CBO's, academia, government and succeeds in recruiting credible intellectual capacity.

The Latino Policy Institute achieves a strong Latino presence with a positive message that breaks stereotypes and serves as a model for our community and youth.

We observe that candidates for political office are using data of this institute and non-Latinos are advocating for our needs.

Respondents agree the time is ripe for the establishment of a Latino Policy Institute in Rhode Island. Continued Latino population growth in the state is a certainty. Stakeholders believe that if government, business and academic institutions join with the community to overcome the challenges that Latinos face then opportunity and advancement can be achieved.

III. Community Impact Consulting Recommendations

A. Readiness

The independent Core Group has demonstrated its capacity to lead a process toward the formation of the Latino Policy Institute.

No significant, direct competitor for a Latino Policy Institute was identified by funders, community leaders and policy experts. A review of the Latino nonprofit sector in Rhode Island suggests the primary focus of this sector will continue to be social service delivery and advocacy, not research and policy analysis. While other policy groupings in the state have expertise in areas of concern to Latino communities none focus strictly on Latinos. (See APPENDIX III for a profile of selected indirect competitors.)

Policy makers, business and public officials will attend to the needs of Rhode Island's Latino community when they recognize the wide-ranging contributions that Latino's can make, for example:

- stimulating economic growth with a youthful labor force that increases the state's tax base,
- increasing Latino labor force participation raises the communities purchasing power,
- accounting for a growing share of small business, and
- increasing voter participation.

B. Next Steps

Strategic Planning

The Core Group is now primed to engage in a strategic planning process that defines the mission, vision, goals and intended outcomes of the Latino Policy Institute. The process will establish the operating model necessary to carry out the Institute's program priorities. Key stakeholders made a compelling case for having the Institute focus on two or three issues in its first years of operation; the priority issues being education reform, immigration reform, workforce development/economic security and health.

Develop a Statewide Latino Policy Advisory Council

As a first step the Core Group should expand its membership by creating an Advisory Council for the Latino Policy Institute. By incorporating some of the state's best thinkers and strategists, including researchers, philanthropists, nonprofit and business leaders, the Institute will amass the resources necessary to advance its policy agenda. Advisory Council members serve as ambassadors, lending further legitimacy as the Institute seeks to create partnerships and alliances with prominent individuals and institutions.

C. Programmatic Elements

Public Policy Education Model

By adopting a public policy education model, the Institute will inform policy makers of the issues affecting Rhode Island's Latino community and propose recommendations that produce improvements in the communities' quality of life. Some of the activities incorporated in this model include:

- research and policy analysis,
- development of a policy agenda on issues of concern to the Latino community,
- widespread dissemination of policy proposals and recommendations,
- public education campaigns,
- message development and media communications, and
- strategic partnerships.

Key Issue Areas

Based on interviews with nineteen stakeholders, the Latino Policy Institute can consider focusing on two or three of the following areas:

- Education Reform
- Immigration Reform
- Workforce Development/ Economic Security
- Health

Target Audience

The Latino Policy Institute's primary target audience would be elected and appointed officials at the state level and in key localities and business. The secondary target audience would include organizations and community leaders that can influence policy makers, increase public awareness and help shape public opinion.

Major Activities

The Latino Policy Institute can play a leadership role by promoting policy recommendations that are submitted to governmental agencies, elected officials, social institutions and businesses. Effective policy education activities include:

- Conducting primary and secondary research;
- Preparing and disseminating policy briefs, report cards and reports;
- Conducting legislative, press and community briefings;
- Conducting issue oriented policy forums and conferences;
- Providing testimony at legislative and budget hearings; and
- Helping to draft model legislation.

Development of a Latino Research and Policy Agenda

Initial efforts to increase “buy-in” includes building broad based consensus around the top research and public policy priorities that most effectively address the problems faced by Latinos. One way to achieve this is by organizing a statewide Latino Summit that brings together diverse sectors of the Latino community. Working cooperatively, the Summit’s goal would be to establish a preliminary agenda for action with measurable outcomes.

Legislative and Regulatory Advocacy and Monitoring

The federal and state legislatures and administrative agencies are critical actors in funding and reform. An essential function of the Latino Policy Institute is to regularly brief legislators and public officials on issues relevant to Latinos. Among the Institute’s other duties are: a) tracking legislation and educating stakeholders on the merits of legislative initiatives and b) developing the analysis and recommendations that inform funding, policy and programming decisions undertaken by governmental agencies that impact Latino communities.

Equally important are the partnerships that the Institute develops with other policy and advocacy groups. These partnerships can lead to joint policy projects or the re-shaping of policy agendas to fully incorporate the needs of Rhode Island’s Latino population.

Public Education and Strategic Communications

The Latino Policy Institute must sustain an ongoing public education and strategic media campaign capable of educating policy makers and the general public on the state of Latinos in Rhode Island.

Advances in electronic media make communication far easier through software and support services offered by companies such as GetActive. Policy groups can launch real-time public education campaigns, transmit daily or weekly action alerts, disseminate e-newsletters, conduct legislative targeting, and transmit customized education messages via email, fax or print.

Conducting periodic assessments of these messaging strategies is important. The information gathered will determine if the public’s understanding of the issues has improved and whether the messaging has generated stronger levels of support among policy makers for issues affecting the Latino community.

Strategic Partnerships

Efforts to effect systemic change are most successful when a common vision is forged and broad based support is cultivated through strategic partnerships. By formalizing partnerships with other research institutions as well as nonprofit organizations, the Latino Policy Institute will offer evidence based solutions to address Latinos’ needs.

D. Staffing and Budget Considerations

Based on interviews with stakeholders and policy experts, it will cost approximately \$500,000 to launch the Latino Policy Institute. A preferred staffing pattern for the Institute would likely include: a Policy Director with legislative experience, a Senior Policy Analyst, a Public Education Officer, a part-time Research Assistant and a full-time Administrative Assistant.

Preferred Staffing Pattern

Policy Director: (1.0 FTE) requires extensive legislative and policy analysis experience and will be responsible for overseeing all aspects of the Latino Policy Institute. Core responsibilities of the Policy Director include: 1) developing a Latino Policy Agenda and policy products, 2) developing a business plan, 3) coordinating public education efforts, 4) fundraising, and 5) supervision of all Latino Policy Institute staff. Based on interviews and Guidestar research, a competitive salary for a Policy Director in a similarly situated organization ranges from \$70,000 - \$110,000.

Senior Policy Analyst: (1.0 FTE) is responsible for assisting the Policy Director with; 1) research and analysis, 2) developing policy products, 3) monitoring legislation and governmental policies, and 4) preparing Latino Policy Institute's legislative and administrative recommendations. The Senior Policy Analyst can serve as the Institute's representative on task forces, coalitions and other working groups addressing issues of concern to Rhode Island's Latino community. Based on a review of similar job listings in the Northeast, a competitive salary for this position in a similarly situated organization ranges from \$50,000 - \$65,000.

Public Information Officer: (1.0 FTE) is responsible for coordinating message development and media communications including: 1) developing public education materials, 2) preparing press releases, 3) coordinating press briefings, 4) developing Latino Policy Institute website content, 5) producing e-newsletters, e-alerts, op-ed pieces, etc. Based on a review of similar job listings in the Northeast, a competitive salary for this position in a similarly situated organization ranges from \$45,000 - \$65,000.

Part Time Research Assistant: (.5 FTE) is responsible for conducting literature reviews, research and data analysis under the supervision of the Latino Policy Institute Director or the Senior Policy Analyst.

Administrative Assistant: (1.0 FTE) is responsible for: 1) database management, 2) telephone reception, 3) filing, 4) mailings, 5) record keeping, 6) inventory and all other office management duties. Based on a review of similar job listings in the Northeast, a competitive salary for this position in a similarly situated organization ranges from \$35,000 - \$40,000.

2007 Projected Latino Policy Institute Budget

Personnel Services	Latino Policy Institute
Policy Director (1.0 FTE)	70,000
Senior Policy Analyst (1.0 FTE)	55,000
Public Information Officer (1.0 FTE)	50,000
Research Assistant (.5 FTE)	15,000
Administrative Assistant (1.0 FTE)	35,000
Personnel Subtotal	225,000
Fringe (31%)	69,750
Total Personnel	294,750
Other Than Personnel Services	
Rent	40,000
Telephone/Internet	4,500
Equipment & Furniture	12,000
Equipment Leasing (e.g. copier)	5,000
Office Supplies	4,800
Bookkeeping and Accounting Services	12,000
Grant Writing/Fund Development Consultant	30,000
Electronic Media Software Setup & Monthly Service Fees (e.g. GetActive)	36,800
Lodging and Travel	8,000
Graphic Design Software	4,000
Graphic Design Consultant	5,000
Website Design	5,000
Publications	3,000
Printing	10,000
Forums and Coalition Expenses	10,000
Latino Summit	13,000
Membership Fees	2,250
OTPS Subtotal	205,350
Total Budget	500,100

F. Foundations, Corporations and Individual Donors

Initial prospect research identified a number of funders the Core Group can cultivate for this project. Foundations supporting public policy initiatives include but are not limited to the following:

- Annie E. Casey Foundation
- Ford Foundation
- Robert Wood Johnson Foundation
- Charles Stewart Mott Foundation
- Pew Charitable Trust

Some of the funders supporting Latino specific public policy efforts (e.g. National Council of La Raza) include:

- Aetna Foundation
- Ford Foundation
- Joyce Foundation
- Kaiser Family Foundation
- Mertz Gilmore Foundation
- David and Lucille Packard Foundation
- Prudential Foundation
- Nationwide Insurance
- Rockefeller Foundation
- UPS Foundation

In addition to foundation support, these are other fundraising strategies to consider:

Establishing a Founder's Circle

The Core Group can develop a Founder's Circle comprised of corporate sponsors and businesses willing to make multi-year contributions to sustain the Latino Policy Institute. For example, corporations can make a minimum contribution of \$5,000 - \$10,000 over two years to join the Latino Policy Institute Founder's Circle.

Online Donations Linked to Public Education Campaigns

One way to cultivate individual donors is to secure a *Donate Now* button that can be managed at low cost (i.e. \$200 setup and \$30 monthly fee) by a nonprofit online donation processing service such as groundspring.org. Additionally, the Institute can link its public education and fundraising efforts through e-alerts/messages that utilize an e-fundraising component. This system gives supporters multiple opportunities to donate (a key strategy in donor cultivation and upgrading) while choosing among a number of specific projects or issues.

Network Membership

The Core Group should consider establishing a fee-based, Latino Policy Institute network membership system. Membership categories can include individuals, nonprofit organizations and for profit groups with a sliding scale based on income/revenues. A premium membership category (e.g. \$1,000 or above) entitles members to certain benefits (e.g. annual policy briefing luncheon, advanced hard copies of all policy documents prepared during the year, etc.).

Conclusion

There is unanimous recognition among key community stakeholders of the need for a Rhode Island Latino Policy Institute. Policy makers, business entities and public officials will attend to the needs of Rhode Island's Latino community as they recognize the wide-ranging contributions that Latino's can make to the state's economy and civic engagement. By adopting a public policy education model the Latino Policy Institute will inform policy makers of the issues affecting Rhode Island's Latino community and propose recommendations that will improve their quality of life.

The Core Group is now primed to take immediate action in the following areas:

1. Begin a strategic planning process that defines the mission, vision, goals and intended outcomes of the Latino Policy Institute. The process will establish the operating model and fund development plan necessary to carry out and sustain the Institute's program priorities.
2. Expand the Core Group's membership by creating an Advisory Council for the Latino Policy Institute. By incorporating some of the state's best thinkers and strategists, including researchers, philanthropists, nonprofit and business leaders, the Institute will amass the resources necessary to advance its policy agenda. Advisory Council members will lend further legitimacy as the Institute seeks to create partnerships and alliances with prominent individuals and institutions.

Endnotes

- ¹ The Lewis Mumford Center for Comparative Urban and Regional Research reported that the wording of the Census's "Hispanic Origin" question led to "a highly inflated number of uncategorized 'other Hispanics.'" <http://mumford.albany.edu/census/BlackLatinoReport/BlackLatino01.htm> (accessed November 13, 2006). For another accounting of the "Other" population, Roberto Suro, "Counting the 'Other Hispanics': How Many Colombians, Dominicans, Ecuadorians, Guatemalans and Salvadorans Are There in the United States?" (Washington, DC: Pew Hispanic Center, May 2002).
- ² Randy Capps, Jeffrey S. Passes, Daniel Perez-Lopez, Michael Fix, *The New Neighbors: A Users' Guide to Data on Immigrants in U.S. Communities*. The Urban Institute. Washington, DC. 2003. Page 48. www.urban.org/UploadedPDF/310844_the_new_neighbors.pdf (accessed January 3, 2006).
- ³ Miren Uriarte, "Growing Into Power in Rhode Island," in *Latinos in New England*, ed. Andrés Torres (Philadelphia, PA: Temple University Press, 2006). Pages 130-131.
- ⁴ *Minority Health Facts in Rhode Island*. 2004 Minority Health Fact Sheets prepared by: The Office of Minority Health, Rhode Island Department of Health. Retrieved November 9, 2006 from <http://www.health.ri.gov/chic/minority/resources.php>
- ⁵ 2006 Rhode Island KIDS COUNT Factbook. Page 19.
- ⁶ Ellen Frank, Ph.D., *State of Working Rhode Island: Workers Fall Behind as Economy Moves Ahead*. The Poverty Institute at the Rhode Island College of School of Social Work. September 2005. Page 29.
- ⁷ *Measuring Up 2006 The State Report Card on Higher Education: Rhode Island*. The National Center for Public Policy and Higher Education. <http://www.highereducation.org> (accessed December 9, 2006). Page 4.
- ⁸ *Improving High School Graduation Rates in Rhode Island*. Rhode Island KIDS COUNT Issue Brief. November 2006. Page 5.
- ⁹ Sources for: a) increase in Latino labor force participation: Frank, Page 5; b) unemployment and underemployment rates: Frank, Pages 13-14; c) trends in wages, Frank, Page 18, 20.
- ¹⁰ *As America Becomes More Diverse: The Impact of State Higher Education Inequality-Rhode Island State Profile*. National Center for Higher Education Management Systems. http://www.higheredinfo.org/raceethnicity/Rhode_Island_State_Profile.pdf (accessed December 9, 2006) Page 6.
- ¹¹ Frank, Page 29.
- ¹² *Ibid.*, Page 26.
- ¹³ Uriarte, Page 135.
- ¹⁴ Sources: Frank, Page 26 and Racial and Ethnic Disparities. KIDS COUNT Factbook. Page 19.
- ¹⁵ KIDS COUNT Factbook. Pages 19, 21.
- ¹⁶ Miren Uriarte, *Rhode Island Latinos: A Scan of Issues Affecting the Latino Population of Rhode Island*. Boston, MA: University of Massachusetts, Boston, Mauricio Gastón Institute. 2002. Page 55
- ¹⁷ Frank, Page 31.
- ¹⁸ KIDS COUNT Factbook. Page 18, 19.
- ¹⁹ José Itzigsohn, "Immigrant Incorporation among Dominicans," in *Latinos in New England*, ed. Andrés Torres (Philadelphia, PA: Temple University Press, 2006). Pages 265-266. Also, Uriarte chapter, Page 133-134.
- ²⁰ Progreso Latino and CHisPA continue to play an advocacy role as evidenced by their participation in the Immigrant Workers' Rights Campaign, a collaborative effort among various organizations, in addition to hosting policy forums on issues affecting the Latino community. Yet stakeholders agree that both organizations focus primarily on providing social services to the Latino community.
- ²¹ This Statewide Latino Agenda project is based on the principle that Latinos are well aware of their needs and strengths and that it is their own voice that needs to be augmented and inserted into policy debates. The project seeks to counter the marginalization of Latinos in the policy arena by developing an autonomous policy agenda and devising mechanisms to achieve it.

APPENDIX I

Core Group Members

Name	Affiliation
Frank Barnes	Doctoral Candidate, Harvard Graduate School of Education
Ana Bonilla	Assistant Director Brown University Financial Aid Office
Melba DePeña	Human Relations Commission The City of Providence
Jorge Elorza	Assistant Professor of Law Roger Williams Law School
Nick Figueroa	Assistant Dean for Enrollment Services Community College of Rhode Island
Ellen Gallagher	Community Outreach Coordinator International Institute Rhode Island
Zulma Garcia	Director of Policy, Education & Planning RI Coalition Against Domestic Violence
Randy Martinez	Community Advocate
Domingo Morel	Academic Advisor University of Rhode Island Talent Development Program

Stakeholders Interviewed

Name	Affiliation
Kip Bergstrom	Rhode Island Economic Policy Council
Kate Brewster	The Poverty Institute
Anna Cano Morales	Rhode Island Foundation
Chris Cardona	Hispanics in Philanthropy
Ron Gallo	Rhode Island Foundation
Cynthia Garcia-Coll	Brown University
Matt Garcia	Brown University
Nellie Gorbea	Secretary of State's Office
Juana Horton	Horton Interpretive Services
Evelyn Hu-DeHart	Brown University
Tony Maione	United Way of Rhode Island
Mary Jo Marion	Massachusetts Bay Community College (formerly UMASS Boston – Mauricio Gastón Institute)
Ramón Martinez	Progreso Latino
Patricia Martinez	Department of Children, Youth & Families
Tony Mendez	WPMZ Poder 1110
Juan Pichardo	State Senator
Pablo Rodríguez	Women's Care
Miguel Sánchez-Hartwein	CHisPA
Miren Uriarte	UMASS Boston – Mauricio Gastón Institute

Interview Instruments

A. COMMUNITY LEADERS & COMMUNITY-BASED ORGANIZATIONS

1. What do you think are the priority issues impacting RI's Latino community?
2. Is there a need for a Latino policy institute in Rhode Island? Probe: Why or why not?

Type of Research

3. What type of policy research should this institute undertake -- regulatory, legislative and/or administrative policy reform?
 - Should it conduct primary research: community needs assessment, health status reporting or population analysis (i.e., census data)?
4. Should this institute focus on local or state level policy initiatives?
5. Should the institute focus on a broad set of issues affecting the Latino community or limit its focus to specific areas, such as community economic development, health, education or housing?
6. What process or criteria should the institute employ to inform its policy agenda?
7. If a RI Latino Policy Institute is established, what should its signature issue be?

Other Policy Organizations

8. Who are the other organizations (Latino and non-Latino) that are active in the area of public policy or policy advocacy in Rhode Island?
 - How would a Latino Policy Institute distinguish itself from these other policy institutes?
 - How would a Latino Policy Institute work along with these other organizations?

Development/ Agenda/ Alliances

9. What do you consider to be the most effective method of establishing a Latino Policy Institute? Should it be: a) an academic based institute, b) an independent entity, or c) a state-affiliated policy/ research institute?
10. How much, if any, of an advocacy component should the policy institute have?
11. Should a RI Latino Policy Institute play a role in constituency building and mobilization?

12. What strategic partners/alliances should such an institute form to effectively impact policy?

13. What resources will a RI Latino Policy Institute need to be successful?

14. Who do you believe is most qualified to undertake such a project?

- Do members of the Core Group have the capacity to make this project a reality?
- Can you think of an organization or other individuals with the capacity to make this project a reality?
- What processes are needed to effectively create such an institute? Probe for: creating advisory board, community forums.

Challenges/ Opportunities

15. What challenges or obstacles do you foresee in developing this project? Probe for: financial constraints, competition, expertise, resources, technology, external issues/community dissent, etc.

16. What would success look like?

17. How would RI be different if there were a Latino Policy Institute?

B. ELECTED & APPOINTED OFFICIALS

Knowledge of Latino Community Needs

1. What do you think are the most pressing issues impacting the Latino community?
2. What information do you need to effectively advocate on behalf of RI's Latinos?

Establishing a Latino Policy Institute

3. How would RI be different if there were a Latino Policy Institute?
4. What do you consider to be the most effective methods for research institutes to use when working with legislators? Can you give some examples?
5. What do you consider to be the most effective method of establishing a Latino Policy Institute – should it be an academic based institute or an independent entity?
6. Can you think of any organization or individuals most qualified to undertake such a project?

Type of Research

7. What process or criteria should the institute employ to inform its policy agenda?
8. Should the institute focus on a broad set of issues affecting the Latino community or limit its focus to specific areas, such as community economic development, health, education or housing?
9. What type of policy research should the institute undertake -- regulatory, legislative and/or administrative policy reform?
 - Should it conduct primary research: community needs assessment, health status reporting or population analysis (i.e., census data)?
10. Should the institute focus on local or state level policy initiatives?
11. How much, if any, of an advocacy component should the policy institute have?

Other Organizations/ Alliances

12. How would a RI Latino Policy Institute distinguish itself from other policy institutes?
13. What strategic partners/alliances should the institute form to effectively impact policy?

Opportunities/ Challenges

14. What resources will the institute need to be successful?
15. Do you consider the public sector (federal/state/local) a potential source of funding for such an institute? Give examples: obtaining legislative earmarks, receiving research contracts? Probe for suggestions and ideas.
16. What challenges or obstacles do you foresee in developing this project? Probe for: financial constraints, competition, expertise, resources, technology, external issues etc.

C. FUNDERS

1. Is there a need for a Latino Policy Institute in RI? If no ask: who then represents the interests of Latinos?
2. What process or criteria should the institute employ to inform its policy agenda?

Type of Research

3. Should the institute focus on a broad set of issues affecting the Latino community or limit its focus to specific areas, such as community economic development, health, education or housing?

4. What type of policy research should this institute undertake -- regulatory, legislative and/or administrative policy reform?
 - Should it conduct primary research: community needs assessment, health status reporting or population analysis (i.e., census data)?
5. Should this institute focus on local or state level policy initiatives?
6. How much, if any, of an advocacy component should the policy institute have?

Other Organizations/ Alliances

7. How would a RI Latino Policy Institute distinguish itself from other policy institutes?
8. What strategic partners/alliances will the institute need to effectively impact policy?
9. Do you see this institute as potentially duplicating the work of other organizations? Probe for examples of other organizations.

Funders' Interest

10. Has there been any discussion among funders about the need for a Latino policy institute in the state?
11. Who are the state and national funders most likely to support such an effort?

Organizational Capacity & Resources

12. What organizational readiness factors would funders want to see in place before funding an initiative of this type?
 - Are there organizations or individuals most qualified/ capable of undertaking such a project? Probe for ways in which organization or individuals have demonstrated their capacity to do good work.
13. What future funding trends do you foresee that might impact the development of this initiative? Probe for: greater nonprofit regulation, lobbying laws, etc.
14. What minimum level of resources do you consider to be required for the viability of such an institute?

Challenges & Opportunities

15. What challenges do you foresee in developing this project? Probe for: financial constraints, competition, expertise, resources, technology, external issues/support, etc.
16. What role should the institute play in community organizing and mobilization?

D. POLICY CENTERS/ ACADEMICS

1. What are the political, social and economic issues likely to impact Latinos within the next five years?
2. Is there a need for a Latino Policy Institute in RI? If no ask, who then represents the interests of Latinos?
3. Do you see this institute as potentially duplicating the work of other organizations? Probe for examples of other organizations.

Type of Research/ Impact

4. Should the institute focus on a broad set of issues affecting the Latino community or limit its focus to specific areas, such as community economic development, health, education or housing?
5. What type of policy research should this institute undertake -- regulatory, legislative and/or administrative policy reform?
 - Should it conduct primary research: community needs assessment, health status reporting or population analysis (i.e., census data)?
6. Should this institute focus on local or state level policy initiatives?
7. What process or criteria should the institute employ to inform its policy agenda?
8. What strategies should the institute employ to get elected officials and appointed officials to respond to Latino concerns?
9. What role should the institute play in community organizing and mobilization?

Structure, Capacity & Resources

10. Based on your experience, what organizational structure and systems are needed for the development of a policy institute?
11. What type of operating budget and staffing pattern would be necessary?
12. What are the advantages and disadvantages of establishing an academic based institute? A community-based, independent policy institute? A state-affiliated policy/ research institute?
13. What additional resources will the institute need to be successful?

Alliances

14. What strategic partners/alliances will a RI Latino Policy Institute need to effectively impact policy?

Challenges

15. What challenges do you foresee in developing this project? Probe for: financial constraints, competition, expertise, resources, technology, external issues/support, etc.

APPENDIX II

Profile of Selected Indirect Competitors and their Funding Sources

There are a number of ways that the Latino Policy Institute can create strategic advantage, for example, through market segmentation, development of niche expertise, collaboration and subcontracting, etc. Although no direct competitor for the Institute was identified, several organizations can be conceived as indirect competitors because of their expertise in areas of concern to Latino communities. As the Latino Policy Institute proceeds to develop a business and strategic plan, it will identify ways of working alongside these groups. A brief profile of three groups follows.

Rhode Island KIDS COUNT, 2005 Profile													
<p>Address: One Union Station Providence, RI 02903 Tel: (401) 351-9400</p> <p style="text-align: center;">www.RIKIDSCOUNT.org</p> <table style="width: 100%; border: none;"> <tr> <td style="width: 30%;">Net Assets/Fund Balance, 2005</td> <td style="text-align: right;">\$1,595,896</td> </tr> <tr> <td>2005 Total Revenue:</td> <td style="text-align: right;">\$1,216,275</td> </tr> <tr> <td>2005 Total Functional Expenses:</td> <td style="text-align: right;">\$1,457,418</td> </tr> <tr> <td style="padding-left: 10px;">- Program Service Expenses</td> <td style="text-align: right;">\$1,335,209</td> </tr> <tr> <td style="padding-left: 10px;">- Mgmt. & General Expenses</td> <td style="text-align: right;">\$117,049</td> </tr> <tr> <td style="padding-left: 10px;">- Fundraising Expenses</td> <td style="text-align: right;">\$5,160</td> </tr> </table> <p>Salaries of Key Staffing Positions: Executive Director: \$109,616. Deputy Director: \$89,132. Project Director: \$58,509. Policy Analyst: \$50,774.</p> <p>Mission and Key Initiatives/Strategies: The mission of Rhode Island KIDS COUNT is to improve the health, safety, education, economic security, and development of Rhode Island's children. Rhode Island KIDS COUNT provides independent, credible, comprehensive information on Rhode Island's children and uses that information to change or influence public policies and programs to improve children's lives. The organization provides information and strategies on "what works" and promotes best practices that will turn the curve on indicators of child well-being.</p>	Net Assets/Fund Balance, 2005	\$1,595,896	2005 Total Revenue:	\$1,216,275	2005 Total Functional Expenses:	\$1,457,418	- Program Service Expenses	\$1,335,209	- Mgmt. & General Expenses	\$117,049	- Fundraising Expenses	\$5,160	<p>Selected Funders (2002-2005):</p> <ul style="list-style-type: none"> • Annie E. Casey Foundation • CVS Charitable Trust • Conrad N. Hilton Foundation • Ford Foundation • Robert Wood Johnson Foundation • Ewing Marion Kauffman Foundation • Open Society Institute • Prince Charitable Trust • Rhode Island Foundation • van Beuren Charitable Foundation • Wallace Foundation
Net Assets/Fund Balance, 2005	\$1,595,896												
2005 Total Revenue:	\$1,216,275												
2005 Total Functional Expenses:	\$1,457,418												
- Program Service Expenses	\$1,335,209												
- Mgmt. & General Expenses	\$117,049												
- Fundraising Expenses	\$5,160												

Rhode Island Economic Policy Council

Address: 3 Davol Square
 Providence, RI 02903
 Tel: (401) 521-3120
 www.ripolicy.org

Selected Funders (2004):

- FM Global Foundation
- Rhode Island Foundation
- State of Rhode Island

2005 Total Revenue: \$787,421
2005 Total Expenses: \$752,450
Net Assets/Fund Balance: \$82,019

Salaries of Key Staffing Positions:

Executive Director: \$118,454.
 Adult Education Manager: \$58,464.

Mission and Key Initiatives/Strategies: The Council engages in research to promote economic development and job creation in Rhode Island and also educates the public about policies and programs that will lead to economic growth and job creation.

Institute for Poverty Awareness and Education at the Rhode Island College of Social Work (“Poverty Institute”) 2005 Profile

Address: 600 Mt. Pleasant Avenue
 Providence, RI 02908
 Tel: (401) 456-8512
 www.povertyinstitute.org
 email: info@povertyinstitute.org

Selected Funders (2003-2005):

- Carter Family Charitable Trust
- Rhode Island Foundation
- Stoneman Family Foundation

2005 Total Revenue: \$51,535
2005 Total Expenses: \$50,387
Net Assets/Fund Balance: \$9,713

Salaries of Key Staffing Positions:

Executive Director: \$22,600.
 Thrive Director: \$5,175.

Mission and Key Initiatives/Strategies: The Poverty Institute develops and promotes public policies that improve economic security for low and moderate income Rhode Islanders and works to ensure that tax and budget policies are fair and adequate to fund public services. One of the Poverty Institute’s major initiatives is THRIVE, a budget and financial literacy training program for low income individuals.

APPENDIX III

	Contact Info	Mission Statement	Primary Activities	Focus Area	Notable Funders
Latino Policy Centers					
Latino Issues Forum www.lif.org	Latino Issues Forum 160 Pine Street, Suite 700 San Francisco, CA 94111 Email: lifcentral@lif.org	Latino Issues Forum (LIF) is a non-profit public policy and advocacy institute dedicated to advancing new and innovative public policy solutions for a better, more equitable and prosperous society. Established in 1987, LIF's primary focus is on the broader issues of access to higher education, economic development, health care, citizenship, regional development, telecommunications issues and regulatory issues. LIF also serves as a clearinghouse to assist and provide the news media with accurate information and sources in Latino community for fair and effective coverage of issues. LIF addresses public policy issues from the perspective of how they will affect the social and economic future of the Latino community	Advocacy Collaboratives, Policy Briefs, white papers, issues briefs, Community education	Civic Participation Health Consumer Protections Sustainable Development Telecommunications and Technology	Mostly California Foundations The Ms. Foundation Hispanics In Philanthropy Hewlett Packard Foundation
Mauricio Gastón Institute www.gaston.umb.edu/index.html	The Mauricio Gastón Institute for Latino Community Development and Public Policy University of Massachusetts Boston 100 Morrissey Boulevard, Boston, MA 02125-3393 Phone: (617) 287-5790 Fax: (617) 287-5788 E-mail: Gaston.Institute@umb.edu	The Mauricio Gastón Institute for Latino Community Development and Public Policy was established at the University of Massachusetts Boston through the initiative of Latino community activists and academicians in response to a need for improved understanding of Latino experiences and living conditions in Massachusetts. The task of the institute is to inform policy makers about issues vital to the Commonwealth's growing Latino community and to provide this community with information and analysis necessary for effective participation in public policy development.	Statewide Policy Conference; Fact Sheets; Working Papers; seminars	Health & social service delivery Demographic trends Education Economic issues Political Participation Poverty Immigration Health	<ul style="list-style-type: none"> • Rhode Island Foundation (one-time research study) • Verizon • Robert Hildreth Stewart Charitable Fund endowment (75k) • State earmark -Budget: 300k -Staff: Director, Associate, Outreach Coord., 2 FT support, faculty (in transition)
Centro de Estudios Puertorriqueños www.centropr.org	Center for Puerto Rican Studies Hunter College 695 Park Avenue, Rm. E1429 New York, NY 10021 Voice Mail: Centro: (212) 772-5688 Library: (212) 772-4197 Archives: (212) 772-5151 Faxes:	The Centro de Estudios Puertorriqueños/Center for Puerto Rican Studies is a university-based research institute whose mission consists of two components. One is to collect, preserve and provide access to archival and library resources documenting the history and culture of Puerto Ricans. The other is to produce, facilitate, and disseminate interdisciplinary research about the diasporic experiences of Puerto Ricans and to link this scholarly inquiry to social action and	The Centro is a research center dedicated to the study and interpretation of the Puerto Rican experience in the United States. We are committed to making this	History and political economy Migration Race, class, gender and sexuality Education Community development	State earmark (500k) Budget: 1.4m (a large percentage of the budget is assigned to the library and archives division) Staff: N/A

	Contact Info	Mission Statement	Primary Activities	Focus Area	Notable Funders
	Centro Main Office (212) 650-3673 Library & Archives (212) 650-3628 CUNY/UPR & CUNY/Caribbean Academic Exchange Programs: (212) 650-3903	policy debates.	research available and useful to those in community organizations, public policy, and academia. The Centro is also the world's only repository of archival and library materials dedicated exclusively to the Puerto Rican diaspora.	Political and human rights Public policy and political participation Cultural and literary studies	
Tomas Rivera Policy Institute www.trpi.org	The Tomás Rivera Policy Institute University of Southern California School of Policy, Planning, and Development Ralph and Goldie Lewis Hall 650 Childs Way, Suite 102 Los Angeles, CA 90089-0626 E-mail: Info@trpi.org Phone: (213) 821-5615 Fax: (213) 821-1976 The Tomás Rivera Policy Institute Columbia University 420 W. 118th Street Mail Code 3320 New York, NY 10027-7213 Phone: (212) 854-3646 Fax: (212) 222-0598	The Tomás Rivera Policy Institute conducts and disseminates objective, policy-relevant research and its implications to decision makers on key issues affecting Latino communities. TRPI has built its reputation as one of the premier policy institutes on Latino issues through its capacity to conduct sound primary and secondary research. One of TRPI's critical strengths is survey research. From questionnaire and sample frame development to survey interviewing, the Institute provides a reliable, objective source of information on attitudes held by the Latino community in the United States.	Commissioned Surveys, Studies and independent Research; Policy briefs, white papers, etc.	Education Healthcare Information Technology Media Social/ Political	<ul style="list-style-type: none"> • Bank of America • Western Union • Kaiser • Merrill Lynch • Sempra Energy • USA Funds • Washington Mutual • Northrop Gruman • AstraZeneca • Southwest • Coke • Ford • Allstate
Julian Samora Research Institute http://www.jsri.msu.edu/	Julian Samora Research Institute 301 Nisbet Building 1407 S. Harrison East Lansing, MI 48823-5286 Phone (517) 432-1317 Facsimile (517) 432-2221 E-mail info@jsri.msu.edu	The JSRI is committed to the generation, transmission, and application of knowledge to serve the needs of Latino communities in the Midwest. To this end, it has organized a number of publication initiatives to facilitate the timely dissemination of current research and information relevant to Latinos.	Research reports Statistical Reports White Papers Outreach	Varies depending on annual public opinion survey	unclear
UC Latino Policy	UC Latino Policy Institute	The UC Latino Policy Institute (LPI), formerly	Fellowships	Higher	University

	Contact Info	Mission Statement	Primary Activities	Focus Area	Notable Funders
Institute	California Policy Research Center c/o Pamela Lloyd UC Latino Policy Institute California Policy Research Center 1950 Addison St. #203 Berkeley, CA 94720-7410 Phone: (510) 643-6082 Fax: (510) 642-8793 E-mail: cprc@ucop.edu	the Latino Policy Research Program, has served as a clearinghouse and sponsor of UC-based policy research on leading issues related to California's Latino population since 1990. Housed at the university's California Policy Research Center, LPI also provides technical assistance to state policymakers.	Research Grants Technical Assistance to Policymakers Public Education	educationalHealth Immigration	
The William C. Velásquez Institute (WCVI) http://www.wcvi.org/	National Office Kelly USA, Building 1670 206 Lombard Street, 1st Floor San Antonio, TX 78226 Phone: (210) 922-3118 Fax: (210) 922-7095	The purpose of WCVI is to conduct research aimed at improving the level of political and economic participation in Latino and other underrepresented communities; To provide information to Latino leaders relevant to the needs of their constituents; To inform the Latino leadership and public about the impact of public policies on Latinos; To inform the Latino leadership and public about political opinions and behavior of Latinos. It is the policy arm of the the Southwest Voter Registration Education Project.			
Institute for Latino Studies (Notre Dame) http://www.nd.edu/~iuplr/	Institute for Latino Studies of Notre Dame Metropolitan Chicago Initiative 3322 S. Oak Park Ave Berwyn, IL 60402 Telephone: 708-788-6109 Fax: 708-788-6106	The Institute for Latino Studies, in keeping with the distinctive mission, values, and traditions of the University of Notre Dame, promotes understanding and appreciation of the social, cultural, and religious life of U.S. Latinos through advancing research, expanding knowledge, and strengthening community.			<ul style="list-style-type: none"> • University • MacNeal Health Care (community hospital) • Aetna Foundation • Annie Casey • Chicago Community Trust
Policy Coalitions					
Latino Policy Coalition	Latino Policy Coalition 1121 L St, Suite 908 Sacramento, CA 95814 Tel. (916) 449-6190 Fax. (916) 449-6199 Email lpcinfo@latinopolicycoalition.org	The Latino Policy Coalition is a national non-partisan non-profit consortium of the country's leading Latino research organizations and scholars. It includes The Tomás Rivera Policy Institute, Latino Issues Forum, William C. Velasquez Institute, National Association of Latino Elected Officials, National Institute for Latino Policy, Leavey Center for the Study of			

	Contact Info	Mission Statement	Primary Activities	Focus Area	Notable Funders
		Los Angeles, University of Washington Institute for the Study of Ethnicity, Race, and Sexuality, Program in the Policy of Immigration, Ethnicity and Race, and Diversity Focus/National Community for Latino Leadership . The LPC analyzes, through nationwide public opinion surveys, policy issues affecting the Latino community. LPC seeks to highlight Latino community views on key national issues; and thus stimulate public policy debate among local, state and national elected officials.			
Inter-University Program for Latino Research http://www.nd.edu/~iuplr/	Inter-University Program for Latino Research 230 McKenna Hall :: Notre Dame, IN 46556 :: (574) 631-3481	IUPLR is a national consortium of university-based centers dedicated to the advancement of the Latino intellectual presence in the United States. IUPLR works to expand the pool of Latino scholars and leaders and increase the availability of policy-relevant Latino-focused research.	Latino National Survey Research Studies Scholarly papers on Latinos	Civic Engagement Higher Education	<ul style="list-style-type: none"> • National Science Foundation • Annie E CAsay
National Latino Policy and Advocacy Organizations					
National Council of La Raza (NCLR)	www.nclr.org	Is a nonprofit, nonpartisan organization established in 1968 to reduce poverty and discrimination and improve opportunities for Hispanic Americans.	National Conference Lobbying Technical Assistance Grants Publications	Policy Advocacy Economics Healthcare Education Leadership Community Development	See below
League of United Latin American Citizens (LULAC)	http://www.lulac.org	The League of United Latin American Citizens - is the largest and oldest Hispanic Organization in the United States with more than 600 membership councils throughout the United States and Puerto Rico.		Higher Education Equity	
Non-Latino Policy Institutes					
The Woodstock Institute	http://www.woodstockinst.org/	Woodstock Institute's goals are to promote community reinvestment, economic development, and access to capital and credit in lower-income and minority communities in ways that help develop and support local leadership. Our specific tools are applied			

	Contact Info	Mission Statement	Primary Activities	Focus Area	Notable Funders
		research and policy development, technical assistance, public education, and coalition-building.			
The Greenlining Institute www.greenlining.org	1918 University Avenue 2nd Floor Berkeley, CA 94704 Phone: 510.926.4000 Fax 510.926.4010	The Greenlining's mission is to empower communities of color and other disadvantaged groups through multi-ethnic, economic and leadership developments, civil rights and anti-redlining activities.			
Resources					
National Latino Research Center	Cal State San Marcos Kellogg Library 4410 333 S. Twin Oaks Valley Road San Marcos, CA 92096-0001 Tel: 760.750.3500 Fax: 760.750.3510 E-mail: nlrc@csusm.edu	Clearinghouse of information, data, stats, etc.			
Moving Ideas: The Electronic policy network	http://www.movingideas.org/	Site for progressive public policy information			
The Center for Lobbying in the Public Interest	http://www.clpi.org/Links.aspx	great list of public policy tools and resources			
The Harvard Journal of Hispanic Policy		Serves as a resource to policy analysts and advocates in public, private, and nonprofit organizations. It provides a forum on issues related to the U.S. Hispanic community's political, social and economic development.			
Foundations and Corporate Sponsors					
The Russell Sage Foundation	http://www.russellsage.org/	For research awards to university affiliated scholars dedicated to progressive research			
Pew center for Hispanic studies	http://pewhispanic.org/about/	They sponsor timely research on Latinos, including work here in Providence.			
The Wilma and Flora Hewitt Foundation	http://www.hewlett.org/Default.htm				

	Contact Info	Mission Statement	Primary Activities	Focus Area	Notable Funders
The Ms. Foundation for Women	http://www.ms.foundation.org				
Hispanics in Philanthropy	http://www.hiponline.org/home/				
The energy Foundation	http://www.ef.org/app_guidelines.cfm				
The Tides Foundation	http://www.tidesfoundation.org/index.php				
Foundations listed in annual reports, or as web sponsors, conference sponsors of Latino policy related activities		Rockefeller, Ford, Kellogg, Taconic, Irvine, C.S. Mott, Annie E. Casey, Levi Strauss, Blaustein, Spencer, George Gund, Albert List, Fannie Mae, Boehm, AMJ, Tides, Caroline & Sigmund Schott, Nathan Cummings, Joyce, Abell, Akonadi, New World, and Freddie Mac Foundations, the Impact Fund, The Open Society Institute, Working Assets Fund, the Fund for the City of New York, Funding Exchange, the Lindheim Memorial Trust, and The Baltimore Community Foundation.			
Corporate and Foundation Funders for organizations like: LULAC, NCLR,		The Allstate Corporation, Bank of America The Coca-Cola Company Citigroup Fannie Mae Freddie Mac Ford Motor Company General Motors Corporation MBNA Corporation PepsiCo Foundation The PMI Group, Inc. State Farm Insurance Companies UPS Univision, Wal-Mart Stores, Inc.			

Policy Institute & Resource Table prepared by Adriana Young for the Latino Policy Institute