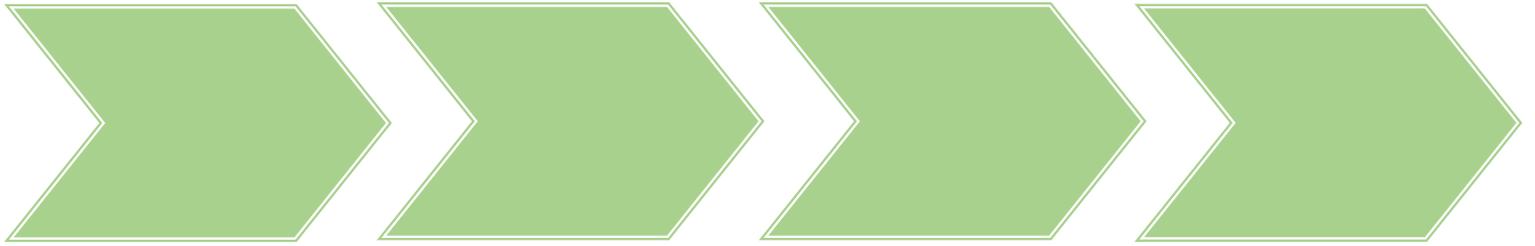


Roadmap to Latino Prosperity

Imagining and Creating a Prosperous Future for the Nation



Education ○ Entrepreneurship ○ Workforce Development ○ Latino Philanthropy

Mara Perez, Ph.D.

Founder & Principal

LATINO FUTURES – A THINK TANK PROJECT

In partnership with:

John F. Kennedy University

Dominican University of California

University of California, Berkeley

This document is based on a framework conceived by Mara Perez, Ph.D., interwoven with contributions and ideas formulated by participants at the March 21, 2017 Future of Latino Philanthropy Forum convened by Latino Futures and hosted by Dominican University of California, and the April 26, 2018 Roadmap to Latino Prosperity Forum, convened by Latino Futures and John F. Kennedy University.

The ideas contained herein are not attributed to specific forum participants, but rather represent the collective input and discussion of the two forums. In addition, ideas discussed at the forums have been further organized, researched, edited and expanded on by the Roadmap to Latino Prosperity author, Mara Perez, Ph.D.

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The second forum, entitled Roadmap to Latino Prosperity, was held at John F. Kennedy University in April 2018. Dr. Judy Castro, Associate Vice President of Student Experience and Project Director—Hispanic Serving Institution, was supportive of this forum from the beginning and instrumental in the decision to host it. Solomon Belette, Director of the Sanford Institute of Philanthropy at John F. Kennedy University, helped make this forum a success. In addition, Marcey Vasumpaur, Activity Director—Hispanic Serving Institution and Office of Student Experience, was instrumental in contributing ideas and logistics to help make the day a great success.

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Three universities joined forces with Latino Futures to create the October 3, 2018 Unveiling of the Roadmap to Latino Prosperity forum. A great thank you to, Dominican University of California, John F. Kennedy University, and University of California-Berkeley.

I convey my sincere appreciation to everyone who participated in the March 2017 and April 2018 forums. Their engagement and passion, experiences and ideas contributed mightily to the forums and this Roadmap. These leaders are truly committed to Latino success. Their names and organizational affiliations appear at the end of this document.

Finally, I thank my husband, Michael Bilton, for his enthusiasm and support of my vision for building Latino Futures, producing the convenings, and creating the Roadmap to Latino Prosperity.

With gratitude,

Mara Perez, Ph.D.

Founder and Principal

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Executive Summary

The racial and ethnic composition of the United States is changing. All projections point to a time in the not-so-distant future when thirty percent of all U.S. inhabitants will be Latino; this reality will come to fruition between 2050 and 2060. Between now and then, what has been the majority population, Whites, will be experiencing an aging trend. The numbers of births will be less than the numbers of deaths for Whites, and this population will decline. By 2045 or sooner this nation will no longer have a majority group and will become majority-minority. The Roadmap to Latino Prosperity emerged precisely within and because of this demographic context. The purpose of the Roadmap is to provide a clear view of what's to come, and where Latinos fit within this changing environment – demographically, socially, and financially.

The Roadmap to Latino Prosperity is framed around four fundamental pillars: (1) Education, (2) Entrepreneurship, (3) Workforce Development, and (4) Latino philanthropy. Specific priorities for each pillar focus on three vectors (pathways or levers to achieve Latino prosperity): (1) Policy, (2) Institutions, and (3) Funding.

(1) Policies in the public and private sectors can help move the needle forward in each of the four pillars by creating conditions conducive to meaningful change, and helping remove barriers to access and opportunity.

(2) The actions of large and small institutions to bring about change, starting with themselves, may help them better reflect the local, regional, and national population by expanding diversity. Further, institutions may set forth plans that stimulate cross-collaborations to augment capacity to address Latino issues, and thus scale positive outcomes.

(3) Funding is instrumental in enabling non-profit organizations and others to advance their efforts, scale their work, and produce greater and faster positive change through programs and services. Additionally, greater amounts funding will allow non-profit organizations to seek, pursue, and establish coalitions/partnerships with other like-minded-organizations to tackle a range of issues that combined can help accelerate the expansion of Latino socio-economic prosperity. To date, funding scarcity severely impedes Latino-led/Latino-serving non-profits, limiting the reach they need to be able to meet community needs.

Years of data analysis show that Latinos in the U.S. still lag behind in college/university graduation rates, most remain poor and work in low-paying jobs, and those who are business owners lack sufficient funding and other resources to scale their businesses. Current trends also show that there is a growing movement among Latinos to formalize their philanthropic giving by joining Giving Circles and being integrally involved in the grant-giving process through these Circles. Albeit small, this Latino philanthropy movement is gaining significant momentum, and it is very promising. Thus, Latino philanthropy is one of the Roadmap's four cornerstone pillars.

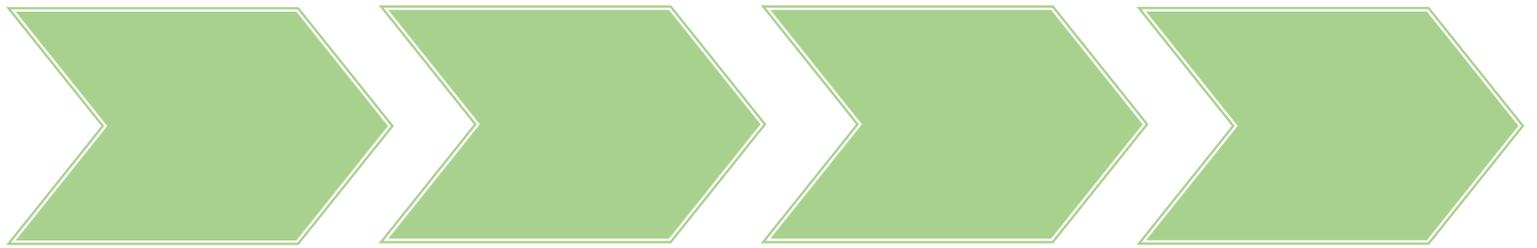
The following pages provide data points pertaining to each pillar, describing related trends and opportunities. The Roadmap is comprised of “Prosperity Circles” with informative graphs for each pillar and their respective three vectors. Each Prosperity Circle graph identifies specific priorities, and each of these priorities features actions. The actions are presented as initial steps that can help put the wheels in motion to achieve progress on all pillars. The Roadmap to Latino Prosperity is a “30,000-foot view” of key priorities and actions designed to spark dialogue, exploration, and movement to generate change and accelerate Latino socio-economic prosperity.

The goal of the Roadmap to is serve as a catalyst for change. The Roadmap seeks to inspire organizations such as non-profits; philanthropic foundations; businesses; and government; among others, to take a deep look at their practices and consider the future of the U.S. The future to consider is one in which Latinos remain poor, as opposed to how the country could advance when Latinos have reached their fullest potential, and represent thirty percent (30%) of the U.S. population.

The Roadmap to Latino Prosperity argues that Latino socio-economic prosperity is a matter of national economic security. The following pages show us why national security fits squarely within the realm of Latino advancement. Lastly, the Roadmap to Latino Prosperity illustrates how we can participate in imagining and creating a prosperous future for the nation by investing in the Latino community.

Roadmap to Latino Prosperity

A Nation at a Crossroads - A National Opportunity



Education ○ Entrepreneurship ○ Workforce Development ○ Latino Philanthropy

“The Roadmap to Latino Prosperity creates a framework to build Latino socio-economic prosperity, arguing that this must become a national imperative as the U.S. population undergoes a dramatic racial and ethnic shift over the coming decades. The Roadmap to Latino Prosperity sees Latinos as a major catalyst for national growth and prosperity.”

Mara Perez, Ph.D. – LATINO FUTURES – 2018

Roadmap to Latino Prosperity

The Roadmap sets a clear and consequential vision of a Latino community that reaches its fullest potential. The Roadmap argues that Latino socio-economic prosperity helps build and advance leadership, innovation, and growth in the United States now and in the future.

The Roadmap to Latino Prosperity defines and embraces a pivotal framework of socio-economic prosperity at a time when historic demographic trends in the U.S. portend major and lasting population change. Latinos are projected to represent nearly thirty percent (30%) of the total U.S. population between 2050-2060.

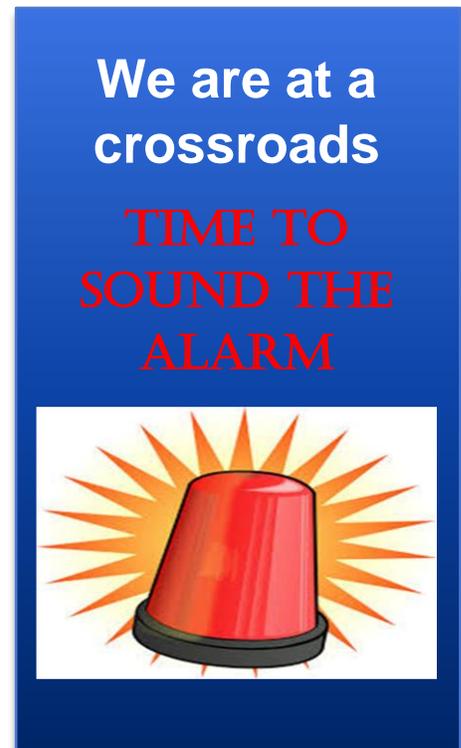
By 2050-2060, the country will either be at a place where Latinos have reached their highest potential, participating in, and contributing to all facets of national growth, or it will be facing a lack of talent and critical limitations to its workforce needs.

“Given the slow and in fact, last year, negative growth of the white population along with its rapid aging — it is important for older whites to understand that the only way we will have a growing labor force will be to embrace the younger racial minority populations.”

William Fray - Demographer - Brookings Institution

Four Key Demographic Facts

- ❖ By [2020](#), racial and ethnic minorities will outnumber Whites among those ages 18 and younger;
- ❖ By [2030](#), all baby boomers will be older than 65 years of age;
- ❖ By 2045, the White population will cease to be a majority in the U.S. Whites will be on a sustained [aging](#) trend, and they won't be sufficiently replaced by birth rates. The U.S. will become a majority-minority nation; and
- ❖ Between 2050 and 2060, nearly thirty percent (30%) of the United States population will be [Latino](#). In [2060](#), thirty two percent (32%) of those under 18 years of age will be Latino.

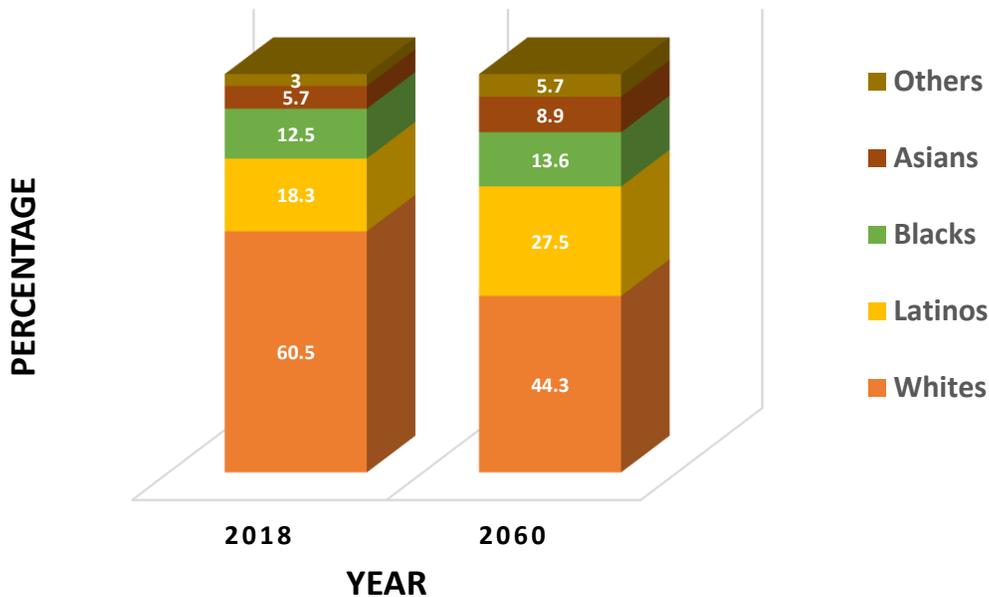


“The 2030s are projected to be a transformative decade for the U.S. population. The population is expected to become more racially and ethnically diverse.”

U.S. Census – Newsroom – September 6, 2018

The table below shows the projected changes in U.S. population from 2018 to 2060. Clearly, the decline in the White population and the increase in the Latino population will be pronounced within this timeframe.

U.S. POPULATION - 2018 vs. 2060



Source: U.S. Census – population projections, 2018

Food for Thought

If Latinos in the U.S. were a nation, in 2015, their gross domestic product (GDP) would have been the equivalent of the seventh largest nation in the world, at \$2.13 trillion.

*Latino Donor Collaborative
Fast Facts – Latinos in America*

It is time to pause and re-read the above quote, for at least two paradoxical reasons:

- The dollar amount is exceedingly large.
- The vast majority of Latinos in the U.S. are low-income, have low academic achievement levels, and live in poverty.

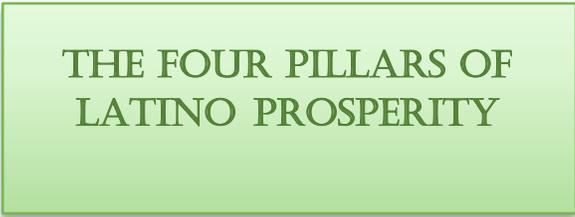
The Four Pillars Framework

The Latino population has the potential to become a major source of economic growth and vitality for the nation. **How?**

The Roadmap to Latino Prosperity presents a vision of viable pathways to build robust Latino socio-economic prosperity through action on four interconnected pillars.

The pillars are:

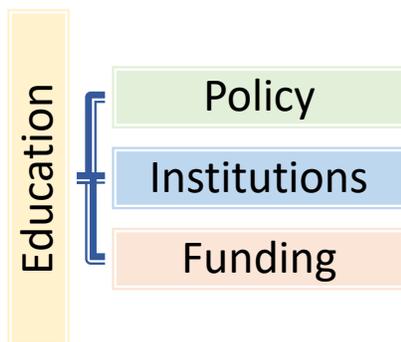
- Education
- Entrepreneurship
- Workforce development
- Latino philanthropy

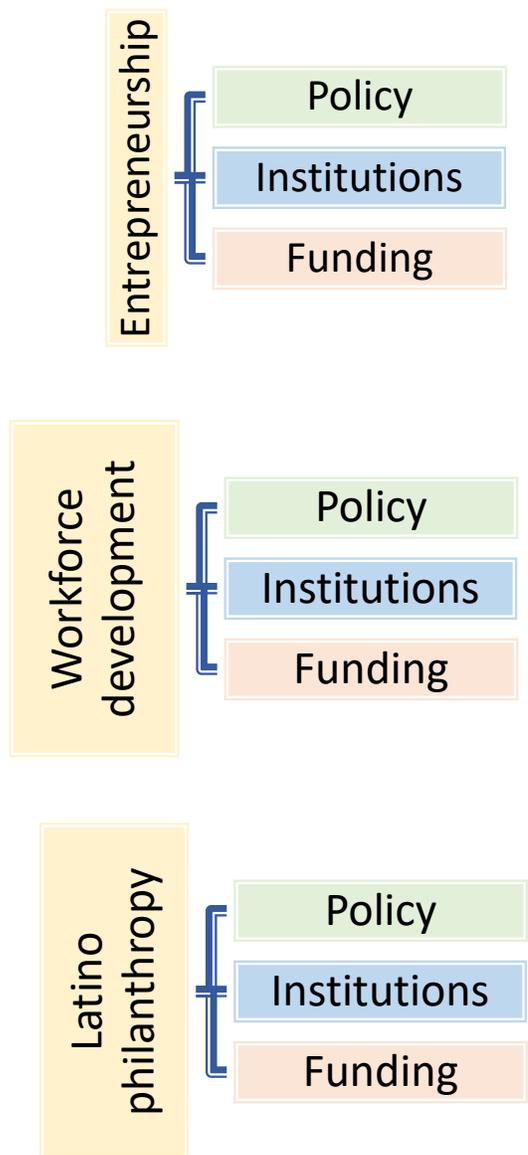


Furthermore, the Roadmap builds strategies for each pillar by focusing on specific vectors, providing focused pathways to change. These vectors are the same for each pillar. Thus, actionable recommendations for the pillars flow from these three vectors:

- Policy
- Institutions
- Funding

The Four Pillars and the Three Vectors—Visual Representation





To advance each pillar and related vectors, the Roadmap offers ideas for actionable steps conceived by experts who participated in the March 2017 Future of Latino Philanthropy Forum, and the April 2018 Roadmap to Latino Prosperity Forum. These leaders provided critical insight for furthering Latino socio-economic prosperity in the U.S.

Facts about the Four Pillars

Education

“The Hispanic population in the United States is rapidly growing, and their academic achievements has important implications for America’s future.”

*Low Hispanic College Graduation Rates Threaten U.S. Attainment Goals.
Bill and Melinda Gates Foundation – Press Room*

Since 1999, [Latino](#) high school drop-out rates **have fallen by 24 points**, and the numbers of Latinos enrolling in college have risen. In 2016, forty seven percent (47%) of Latino high school graduates ages 18-24 were enrolled in institutions of higher education, up from thirty two percent (32%) in 1999. Further, [in 2017](#), forty five percent (45%) of Latinos had some college education, compared to thirty five percent (35%) in 1992. [While the Latino population is growing](#), Pew Research Center reported that despite increases in enrollment, Latinos ranked behind other racial and ethnic groups in college graduation. In 2012, fourteen and a half percent (14.5%) of Latinos ages 25 and older had graduated from college, compared to fifty one percent (51%) of Asians, thirty four and a half percent of Whites (34.5%) and twenty one percent (21%) of Blacks. Despite increases in college graduation, in 2017, **only twenty two percent (22%) of Latino adults (ages 25 and older) had a bachelor’s degree**, compared to thirty percent (30%) of Blacks, forty five percent (45%) of Whites, and thirty nine percent (39%) of all [adults](#) in the U.S.

Latino entrepreneurship

Latino entrepreneurship is growing, but needs a push for accelerated growth and sustainability.

“Latinos... are playing an important role in driving U.S. economic vibrancy through their outsized contribution to new business creation.”

*Unleashing Latino-Owned Business Potential – Latinos
and Society Program – The Aspen Institute – 2017*

According to a survey by the Stanford Latino Entrepreneurship Initiative entitled “2017 *State of Latino Entrepreneurship*,” Latino businesses amount to forty two percent (42%) of all minority firms, and twelve percent (12%) of all U.S. businesses. This report estimates a range of 4.4 to 5.3 million Latino businesses. Nearly half of all Latino businesses are owned by Latinas. Further, Latino millennials (ages 18-34 who arrived in the U.S. as children), far outpace all other Latino immigrants in business ownership earning one million dollars or more, annually. Specifically, eighty six percent (86%) of all Latino businesses earning one million dollars or more are owned by Latino millennials.

The above [survey](#), consisting of more than 5,000 self-identified Latino business owners, shows that more than seventy percent (70%) of these businesses use personal savings and/or loans from family and/or friends to start their companies. Only twelve percent (12%) of Latino businesses access bank loans, compared to eighteen percent (18%) of Whites, fifteen percent (15%) of Asians, and fourteen percent (14%) of Black entrepreneurs. While Latino businesses are growing **three times faster** than those started by any other racial or ethnic group, they rank last in access to bank loans.

Angel investors and venture capitalists deploy approximately 1 percent of all of their investment dollars towards Latino entrepreneurs. Factors contributing to this situation may be that they tend to invest in those that look like them—mostly White males. Further, Latino entrepreneurs need training to develop pitches and reach appropriate stages in business development to then pursue and secure this kind of funding support. The Latino Business Action Network, in Palo Alto, CA, is providing robust support to Latinos entrepreneurs to significantly scale their businesses and reach multi-million dollars in annual revenue.

Workforce development

“Workforce development is the coordination of public and private-sector policies and programs providing individuals with opportunities for a sustainable livelihood and helping organizations achieve exemplary goals, consistent with the societal context.”

*Emergence of Workforce Development: Definition, Conceptual Boundaries and Implications - 2007
Robert Jacobs and Joshua Hawley*

In 2017 there were **6.2 million job openings** and employers could not find the right hires. A [Washington Post](#) article argued that employers found it increasingly hard to find qualified workers. Similarly, more than half of all small business owners said there were "few to none qualified applicants" for open positions. It would seem that the talents and skills required for those 6.2 million jobs were simply not there. Discussing the same figures, a [CNN Money](#) article added: "Job seekers tend to lack the skills in demand."

Workforce development can help accelerate the strengthening of a solid cadre of workers, aiming to support their advancement in their fields/industries of interest. In addition, workforce development efforts will help meet the needs of employers today and in the future. Growth areas for a highly trained workforce include STEM, cybersecurity, and healthcare, among others.

Workforce development **is obviously in the interest of companies and organizations. It is also in the interest of schools** as a commitment to ensure that their students will have opportunities for a rewarding and productive future.

Workforce development **is in the interest of communities**, to build and sustain socio-economic prosperity for their businesses, residents, and all entities within those communities, and to alleviate poverty. Workforce development **is in the interest of the nation** to stay globally competitive.

Ensuring that workforce development efforts adequately serve Latinos is a clear way of creating a strong workforce for the future. **A racial equity lens** is instrumental for policies and the implementation of workforce development efforts. This should be of major interest to those delivering workforce development programs, given current demographic trends. Advocates should create strong and compelling cases to be brought to the attention of entities engaged in workforce development services.

Latino philanthropy

American institutional philanthropy generating grants deploys less than five percent of all of its annual giving to Latino-led/Latino-serving non-profit organizations, despite population projections. It is important to remark that grants generated by foundations on a yearly basis reach 25 billion dollars. American institutional philanthropy has been, in effect, neglecting a sector of the nation's population that will prove to be vital for growth, innovation, and leadership over time. Fostering a new philanthropic vision will prove of paramount importance.

It is within this context that **Latino philanthropy is growing as a movement**. The Roadmap highlights a specific case that is gaining momentum, and has great promise. Specifically, in California, this philanthropic growth is occurring through Giving Circle networks spearheaded by the [Latino Community Foundation](#). This foundation has a remarkable ability to mobilize generous Latinos who have achieved a certain level of financial security and success. This movement is accelerating; it started in San Francisco with a few Giving Circle members, and it has expanded to Southern California and beyond.

“The importance and impact of the Giving Circle Network is that it brings people together to support their communities in a profound and impactful manner. It also inspires philanthropy within our community and dispels the myth that you have to be very wealthy to make a difference in the lives of others. A great way to make giving a part of your DNA!”

Angel Chavez, Member, Latino Giving Circle Network

Latinos have always been generous, supporting families here, and through remittances sent to their home countries, giving donations to churches, and helping others in a wide range of ways. This new movement of Latino philanthropy, however, centers on a formal philanthropic way of giving through Circles. Emerging Latino philanthropists donate a minimum of \$1,000 per year per person. These Circles function as “mini-foundations,”

receiving administrative support from the Latino Community Foundation, then conducting their own due diligence and vetting of potential grantees. Giving Circles determine amounts and award grants. Typically, Giving Circle members are people who have not been involved in formal philanthropy in the past. The Giving Circle Network lifts the veil of philanthropy and expands access and understanding of how this sector functions. In essence, the Giving Circle model democratizes philanthropy -a core value at the Latino Community Foundation.

Currently, the Latino Giving Circle Network consists of more than 500 members in nearly 30 circles throughout California. It is imperative to grow this Giving Circle movement, and create other initiatives across the nation so that donations from Latinos can help fill the void left by American institutional philanthropy, which is effectively neglecting a sector of the population upon which the country will depend in the near and not-so-distant future.

With a big push in favor of Latino philanthropy we can imagine a day when there will be an entity that could be known as the **National Latino Endowment**, supporting organizations dedicated to building a strong Latino community, funded by Latinos and others invested in the future of the nation.

It is through renewed, sustained, and strong action in each of the four pillars that we can generate substantial change and accelerate socio-economic growth for Latinos in the U.S. In the pages that follow, the Roadmap provides specific recommendations for the three vectors: Policy, institutions, and funding, in relation to education, entrepreneurship, workforce development, and Latino philanthropy.

In a Nutshell - The Roadmap to Latino Prosperity

- **Reflects** a vision and belief that socio-economic prosperity for the Latino community helps build the nation as a whole.
- **Underscores** the importance of cultivating individuals and institutions, stressing the fact that Latino socio-economic prosperity matters for the nation.
- **Emphasizes** the need for concerted efforts and commitment on the part of individuals, institutions and communities —and decision-makers as a whole— to build and strengthen socio-economic prosperity in the Latino community.
- **Highlights** the need to advocate for philanthropic foundations to increase funding for Latino non-profit organizations.

- **Challenges** everyone to work on the removal of barriers to inclusion, equity, and opportunities for Latinos.
- **Promotes** the notion of creating collaborations/coalitions to leverage resources, augment advocacy power, and amplify outcomes.

Who Can Use This Roadmap?

The Roadmap provides a 30,000-foot view of key priorities and actions that can spark change and acceleration to build robust and lasting Latino socio-economic prosperity. The driving idea is that any and all organizations can read the Roadmap and act on it as they see fit. The goal is that anyone finding the Roadmap useful can bring it to ground-level by customizing any part that relates to, and can enrich their work.

This document seeks to engage leaders in non-profit organizations, funding institutions (including private, corporate and community foundations, and government agencies), business, policy-making, and education.



Coalitions and Collaborations as Vehicles to Accelerate Latino Prosperity

A fundamental principle of the Roadmap is that a holistic, integrative approach to the four pillars is imperative for Latino socio-economic prosperity.

It is known that connections (i.e. higher pay improves with higher education, and low educational attainment negatively impacts employment and pay) between and among a range of fields impede or advance progress in a multitude of ways. To date, it is often the case that groups, organizations, and/or entities striving to improve life for Latinos tend to concentrate and work on single issue areas (i.e. education, or workforce development, etc.), driven by their expertise, vision, mission, and goals.

An increasing number of non-profit Latino leaders recognize the difficulties of achieving uniform improvements in all areas of need for the Latino population. Indeed, data about Latinos show that despite decades of efforts by non-profit organizations to improve overall conditions in housing, health, income, education, and more, change has been slow at best, and often marginal. Socio-economic prosperity remains elusive for large swaths of the Latino community. Something new needs to be done to generate positive change.

One productive conduit to achieve change is collaborative work. Regrettably, collaborations among non-profit organizations are often non-starters due to a continuous lack of funding from funders. This lack of funding curtails opportunities to grow staffing and secure additional resources essential to embark on collaborations and coalitions.

Years of quantitative data analysis about Latinos in the U.S. show that they remain underserved, their academic achievement is low, and their incomes are insufficient to support adequate housing, and most forms of advancement. However, advancement for Latinos is within reach with: (1) Increased funding for organizations serving this population across sectors and regions with new programs and high-impact collaborations, (2) new policies, (3) increased diversity in institutions, and (4) greater levels of donations from the Latino community. In addition, there is a need to support greater coordination of services within and across organizations to create opportunities to move Latinos upward in a manner that sustains their growth, supports their needs until met, nurtures their talents, and removes barriers to achievement.



Coalitions: An Example



Again, one way to get going with a new perspective and adequate funding is by forging a coalition of non-profits—*this is a good place to start anew*—.

A coalition, and joint initiative formation among Latino-led/Latino-serving non-profits and advocacy organizations may prove effective in pushing forward advancement in the four pillars and beyond. A case in point:

[The San Francisco Latino Parity and Equity Coalition](#) is one good example. In the last couple of years, a range of Latino non-profit organizations coalesced to identify key areas of need in specific neighborhoods in San Francisco where Latinos reside. Coalition members understood that joint efforts to meaningfully move the needle for Latino advancement could produce better results than what has been done by single organizations working on distinct key issues, without robust coordination and collaboration with others addressing different, yet similarly important issues.

Coalition members developed a mission statement and identified their roles and responsibilities, as well as goals and objectives. One organization, Mission Neighborhood Centers, has been serving as the lead entity for this long-term effort. This endeavor can be considered a [collective impact](#) initiative. During the first few months, Coalition members discussed issues impacting Latinos in San Francisco in order to define the scope of their project. As a result, they determined to concentrate on arts & culture; education; health & wellness; immigration; housing; and workforce. In addition, this undertaking strategically targets Latinos in five San Francisco neighborhoods: Bayview; Excelsior;

Mission; Visitacion Valley; and Tenderloin. A project management team comprised of several members and a consultant met regularly to advance the Coalition's work, and to prepare agendas and packets for Coalition meetings.

The process involved a sixteen-month strategic planning phase (2017 and 2018) that included regularly scheduled Coalition meetings; focus groups; retreats; in-depth research and analysis; reports; presentations; and meetings with members of the Mayor's Office of Housing and Development. As a result, the Coalition produced a strategic plan and a substantial and substantiated budget and funding request presented to the Mayor's Office. This request led to a robust, seven figure (yearly), multi-year financial commitment. The Mayor's Office also funded the work of the Coalition to develop the strategic plan, and the fees of a consultant for the entire process.

The above model can be replicated in other settings, it definitely requires the commitment of a lead organization, and all members for what will likely be a project taking several to many months to plan, and years to carry out. It is equally important to engage funders from the very beginning-as the San Francisco Latino Parity and Equity Coalition did.

The Genesis of the Roadmap to Latino Prosperity

On April 26th, 2018, twenty-seven invited leaders gathered at the Roadmap to Latino Prosperity Forum, in Pleasant Hill, CA, to formulate effective strategies to expand and catapult Latino socio-economic prosperity. Participants engaged in facilitated group exercises, presentations and dialogue to examine the four key pillars: (1) Education, (2) Workforce Development, (3) Entrepreneurship, and (4) Latino philanthropy. A key goal was for expert participants to collectively advance innovative ideas that move the Latino socio-economic prosperity needle forward.

Participants contributed expertise in education; employment; entrepreneurship; business; philanthropy; and policy-making. These experts helped identify the building blocks for the Roadmap to Latino Prosperity. Mara Perez subsequently developed and wrote the Roadmap based on participants' dialogue and ideas.

The Project's Roots – Here I Must Turn to the First Person

The idea of Latino prosperity as it relates to this Roadmap goes back to 2013, 2015, and 2016, in publications as founder and principal of Latino Futures-A Think Tank Project:

“[Thinking](#) about the future of the U.S.? Think Latinos,”

“[Latinos](#), the future of U.S. economic security,” and

“[Rewriting](#) the Future: A Latino Prosperity Movement.”



I developed and published ideas pertaining to how demographic changes in the U.S. already in motion call for immediate action. These demographic changes include the aging and decline in size of the White population, along with the growth of the Latino population, and an emerging philanthropic movement among Latinos (Latinos have always been generous and giving, this movement refers to the engagement of Latinos not only as donors, but importantly as philanthropic givers in the formal sense of the word).

For years, I have been calling for action to build robust mechanisms to accelerate the advancement of Latinos. I argue that this advancement is not only a matter pertaining to and benefiting Latinos, but also U.S. interest in economic security, innovation, leadership, and sustainability. Latinos are a catalyst for growth for the nation as a whole.

THE POWER OF
COLLABORATIONS
WITH UNIVERSITIES
AND CONVENINGS
OF LATINO LEADERS

To further advance the idea of building Latino prosperity, I convened an inaugural Latino Futures Forum in March 2017, hosted by Dominican University of California and its Institute for Leadership Studies. At this Forum, entitled “The Future of Latino Philanthropy,” participants explored the growth of formal Latino philanthropy, its importance, and how to scale it. This invitation-only forum included Latino and non-Latino philanthropists; angel investors; entrepreneurs; corporate and non-profit leaders; educators; and policy makers.

A key tenet of this forum was that Latinos need to build wealth not only to prosper individually, but also to have a strong capacity to support Latino-led and Latino-serving non-profits. Augmenting the amount and impact of Latino philanthropy in the U.S. is not only good, it is critical because American institutional philanthropy practically ignores Latino led/Latino serving organizations’ requests for funding. This disinvestment has major negative repercussions for non-profits serving the Latino community.

Following the March 2017 forum, I endeavored to convene another forum, entitled “Roadmap to Latino Prosperity.” This second forum was held in April 2018, in collaboration with Dominican University of California, John F. Kennedy University, and the Sanford Institute of Philanthropy. This convening was held at John F. Kennedy University’s Pleasant Hill, CA campus.

Dominican University of California, John F. Kennedy University, and University of California-Berkeley joined Latino Futures to plan the unveiling of the Roadmap to Latino Prosperity, held on October 3, 2018.

Future plans include convening meetings in 2019 to engage organizations to further advance ideas for Latino socio-economic prosperity, focusing on the philanthropic sector,

and sparking ideas for collaborations and coalitions among Latino-led/Latino-serving organizations.

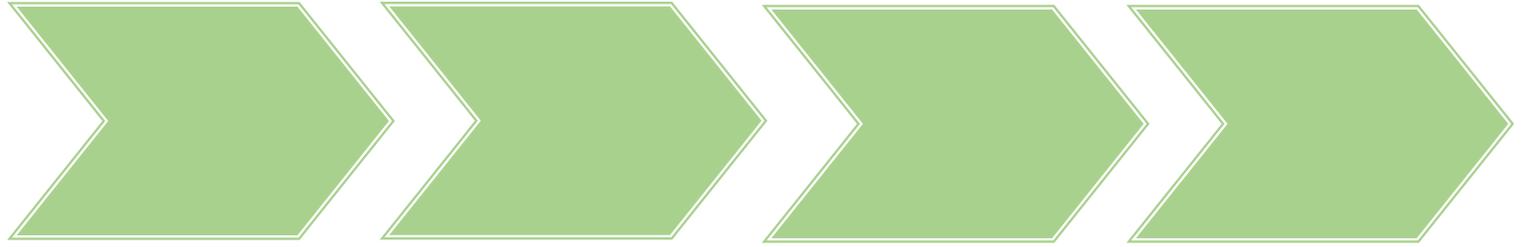
Additionally, we will take the Roadmap to Latino Prosperity “on the road” to share it with associations; non-profit organizations serving the Latino community across the country; presenting ideas at conferences; giving lectures; producing publications; and using it as an educational and advocacy tool for Latino advocates; entrepreneurs; funders; policy-makers; business leaders; angel investors and venture capitalists; educators; media outlets; academic institutions; and other major stakeholders.

In October 2019, Latino Futures and John F. Kennedy University will be presenting the Roadmap to Latino Prosperity at the Hispanic Association of Colleges and Universities conference, to be held in Chicago.

In 2019, Latino Futures and the Sanford Institute of Philanthropy will endeavor to develop a Philanthropic Call to Action to fund the acceleration of Latino college and university graduation rates so as to bring them to the levels of Whites and Asians in the U.S., within a specific time frame. This project will be developed in collaboration with a group of experts brought together by Latino Futures and the Sanford Institute of Philanthropy. Experts will include philanthropists, economists, demographers, policy makers, and educators. The Call to Action will provide quantitative data and recommendations for investment to achieve specific outcomes, nationally, and in California.

Additional presentations and project stemming from the Roadmap to Latino Prosperity are currently under development with key collaborators in the areas of Latino entrepreneurship and workforce development.

Roadmap to Latino Prosperity



Priorities and Actions

The following section, dedicated to the examination of each pillar (education, entrepreneurship, workforce development, and Latino philanthropy) reflects the input provided by expert participants at the April 2018 Roadmap to Latino Prosperity Forum. Their input, further elaborated with additional research and data, generates priorities and ideas for actions.

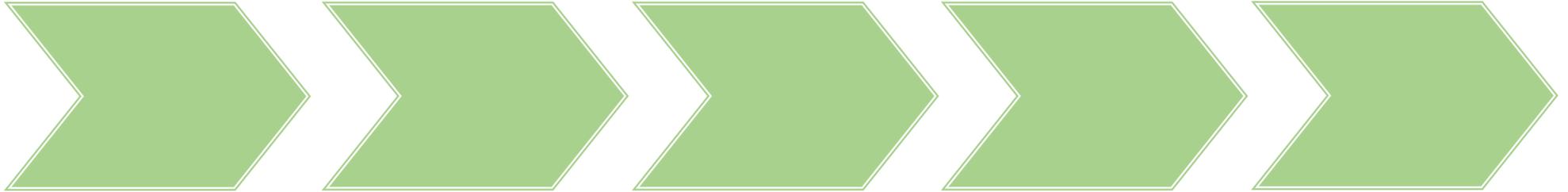
This section contains discrete segments for education, entrepreneurship, workforce development, and Latino philanthropy, each built with a priorities table and an actions graph.

The actions identified in the Roadmap are framed as initial steps to put the wheels in motion. Additional actions should be identified by entities using this Roadmap, in relation to their specific capabilities and goals. In other words, greater level of detail on actions is an organization/context-specific endeavor. Indeed, the Roadmap is “a 30,000-foot view” of key priorities and actions that can spark dialogue, exploration, change, and acceleration in building Latino socio-economic prosperity.

The entire premise of the Roadmap is that to achieve robust Latino prosperity. The four pillars will benefit from work carried out by organizations working in concert with one another to promote advancement across the pillars.

The priority tables and action graphs below have a constant core in the form of a central circle: Latino socio-economic prosperity. Spokes out of the central circle lead to priority areas (seen in light green circles). Each priority area leads to primary actions, (shown in yellow bubbles). **The graphs are intended to be read as *Prosperity Circles*[™].** That is, the priorities and actions contained in the action graphs are intended to be roadmaps to Latino prosperity.

Roadmap to Latino Prosperity



PILLAR: EDUCATION

VECTORS:

- ❖ POLICY
- ❖ INSTITUTIONS
- ❖ FUNDING

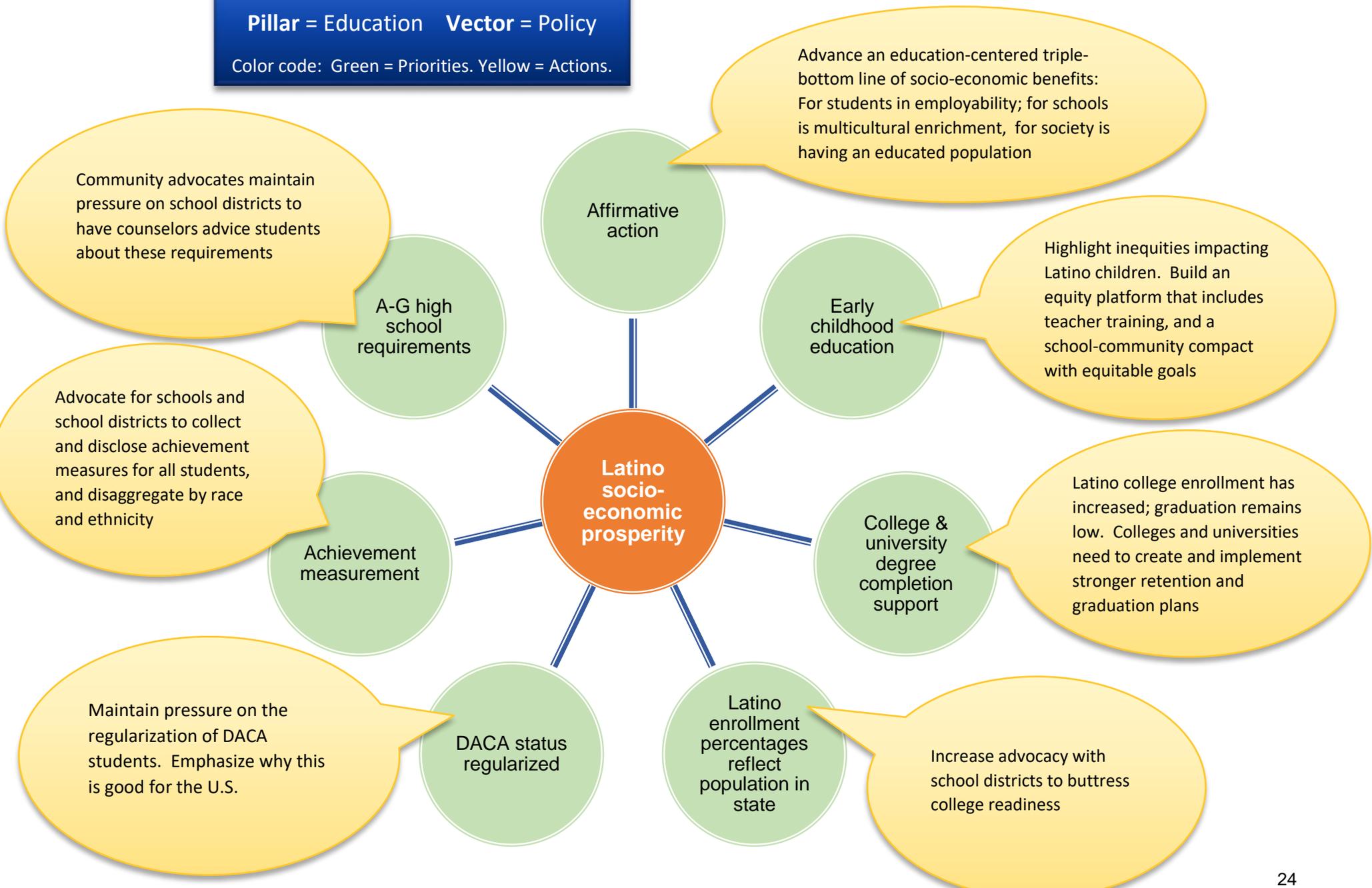
PILLAR: EDUCATION

Vector analysis: Policy

Goal: Education policies better support the advancement of Latino socio-economic prosperity.

| Policy - Priorities |
|--|
| Educational institutions pursue equity through robust affirmative action policies supported by all departments, and at leadership levels |
| Early childhood education for Latino children is emphasized, as is the quality of programs they attend, and the academic support they receive along the way, with measures to assess progress |
| A-G high school requirements are set with a vision of closing the achievement gap, ensuring school districts support college readiness |
| Schools measure and report achievement of students by race and ethnicity , not only as a whole for their student body, in order to ascertain academic performance and implement any actions necessary to support underperforming students |
| College/university degree completion for Latino students gains as much relevance as enrollment did in recent years |
| DACA students are safely protected through appropriate policies in the U.S. |
| State and local colleges and university systems enroll Latina/o students at rates proportional to the state's population |

Prosperity Circle
Pillar = Education Vector = Policy
 Color code: Green = Priorities. Yellow = Actions.



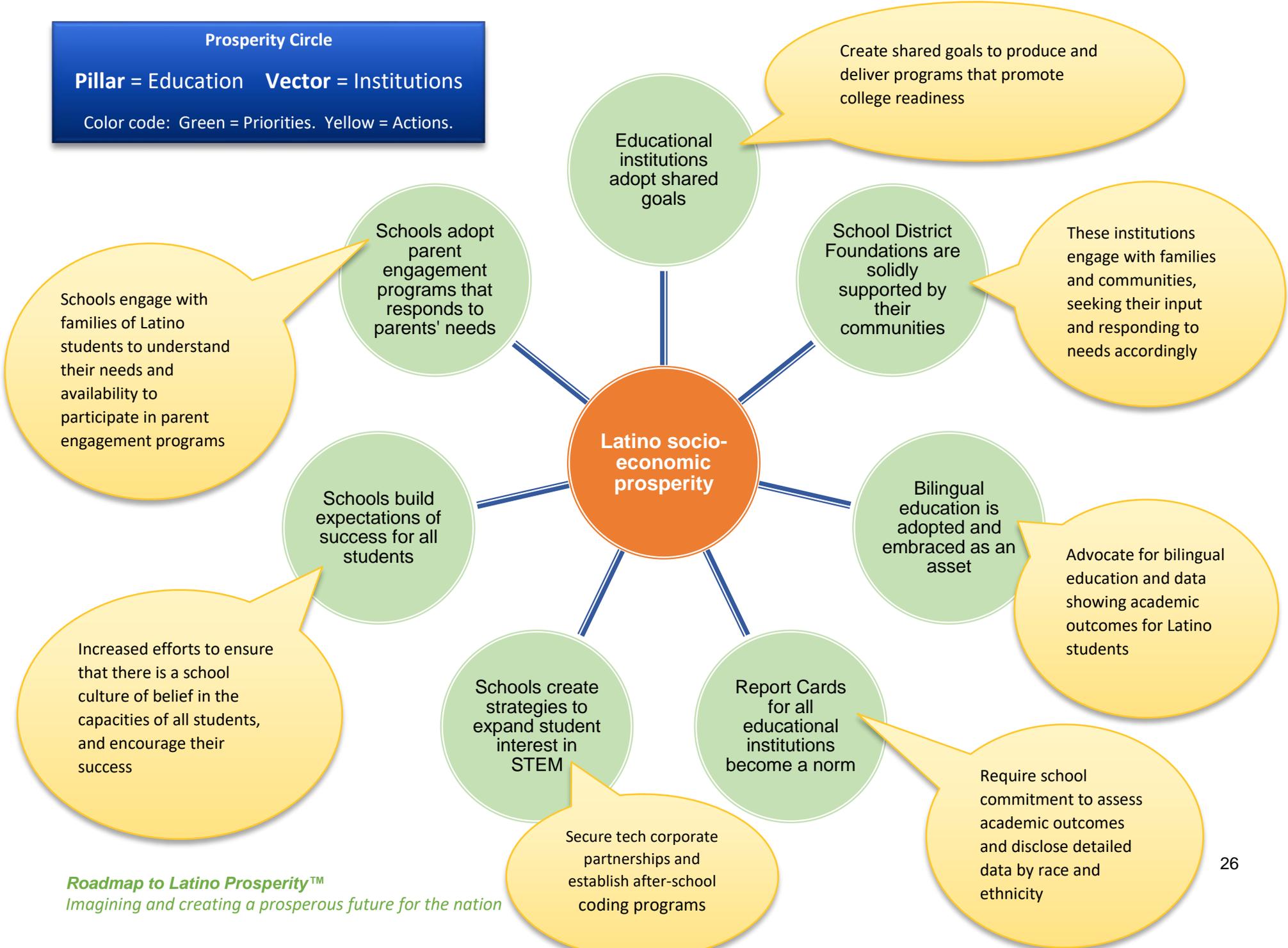
PILLAR: EDUCATION

Vector analysis: Institutions

Goal: Institutions will better support education with the ultimate growth of Latino socio-economic prosperity.

| Institutions - Priorities |
|---|
| Educational institutions, including early childhood education programs, high schools, colleges, and universities formulate and adopt a shared institutional goal to advance the academic achievement of Latino students, outlining known barriers and action plans for their removal |
| School district foundations are robust and serve their constituency effectively and equitably. |
| School Districts' parent engagement programs and efforts are customized to the communities served. This includes an understanding of what Latino families need to be engaged (i.e. translations, transportation, appropriate scheduling of parent engagement activities) |
| High schools provide strong support to students to build solid expectations for success and elevate academic achievement |
| Bilingual education is adopted , moving away from English immersion frameworks |
| Educational institutions adopt the practice of creating and sharing Report Cards that outline academic achievement levels for all students, breaking it down by race and ethnicity, and delivered to parents and other community constituents on a yearly basis |
| Develop strategies to increase student interest in and ability to pursuer STEM education |

Prosperity Circle
Pillar = Education Vector = Institutions
 Color code: Green = Priorities. Yellow = Actions.



PILLAR: EDUCATION

Vector analysis: Funding

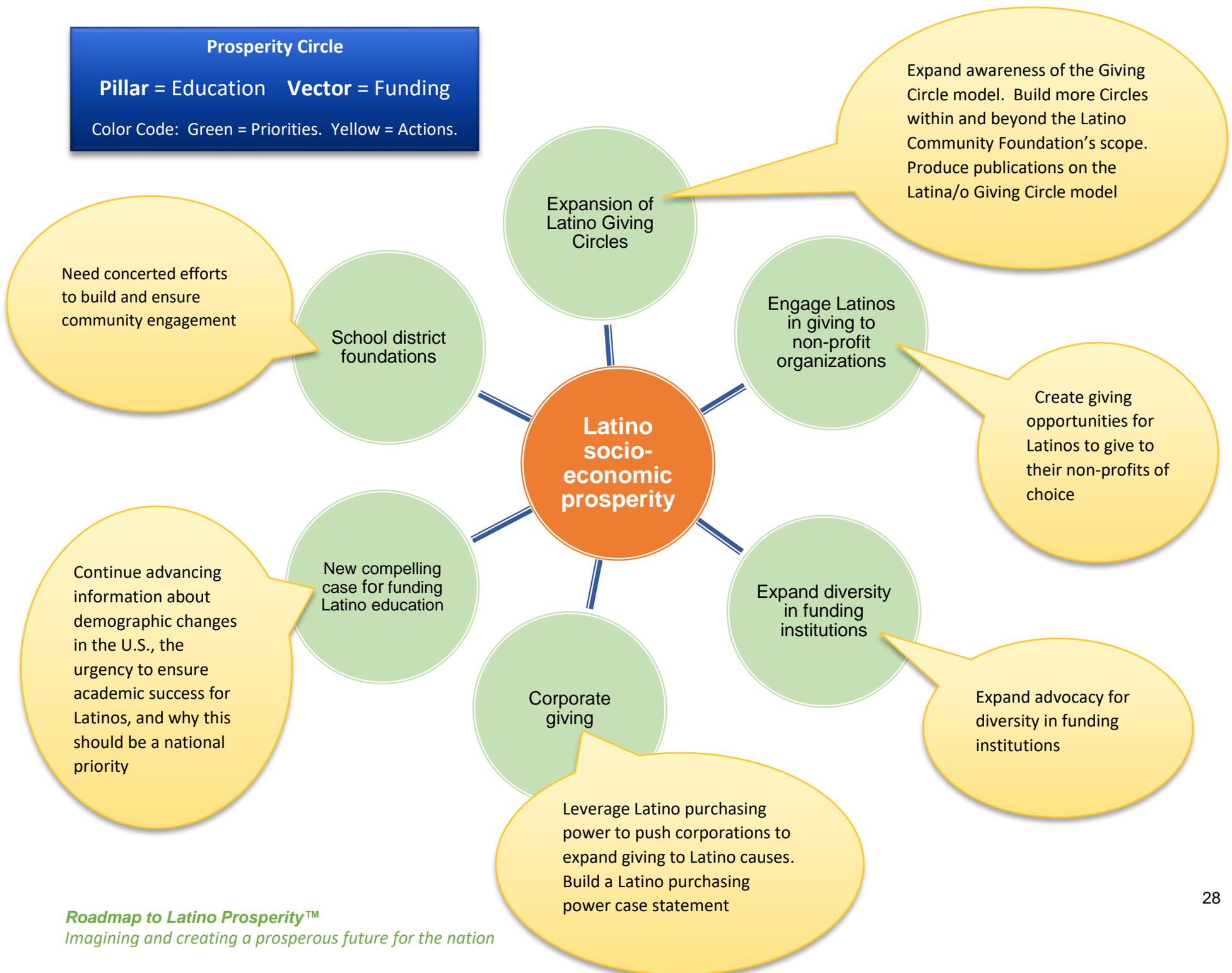
Goal: Funding for education better supports the growth of Latino socio-economic prosperity.

| Funding - Priorities |
|--|
| The Latino Community Foundation's giving circle network is a proven success that needs to continue to grow, while serving as a model to create other giving circle vehicles |
| Latinos who participate in/and receive services from non-profit organizations have been considered service recipients. Change the framework so that these individuals can also be givers to the organizations that support them as donors and volunteers, and stakeholders in decisions that impact their communities |
| Philanthropic foundations need higher rates of Latinos on staff, management, and boards to reflect the overall population |
| Yearly Latino purchasing power in the U.S. is \$1.5 trillion dollars. Latinos can leverage this power for greater corporate commitment to support Latino education |
| Latinos will play a critical part in helping advance the nation. Create a new case for why support Latinos in the U.S. This would be a case that educates, illustrates, and inspires funders to increase their giving to Latino causes |
| Strengthen School District Foundations by further engaging students' families in the form of giving, representation within the foundations, and in the development of plans for their communities |

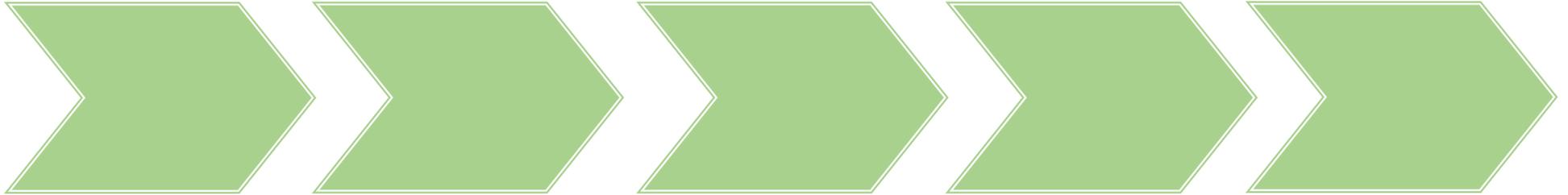
Prosperity Circle

Pillar = Education **Vector = Funding**

Color Code: Green = Priorities. Yellow = Actions.



Roadmap to Latino Prosperity



PILLAR: ENTREPRENEURSHIP

VECTORS:

- ❖ POLICY
- ❖ INSTITUTIONS
- ❖ FUNDING

ENTREPRENEURSHIP

Vector analysis: Policy

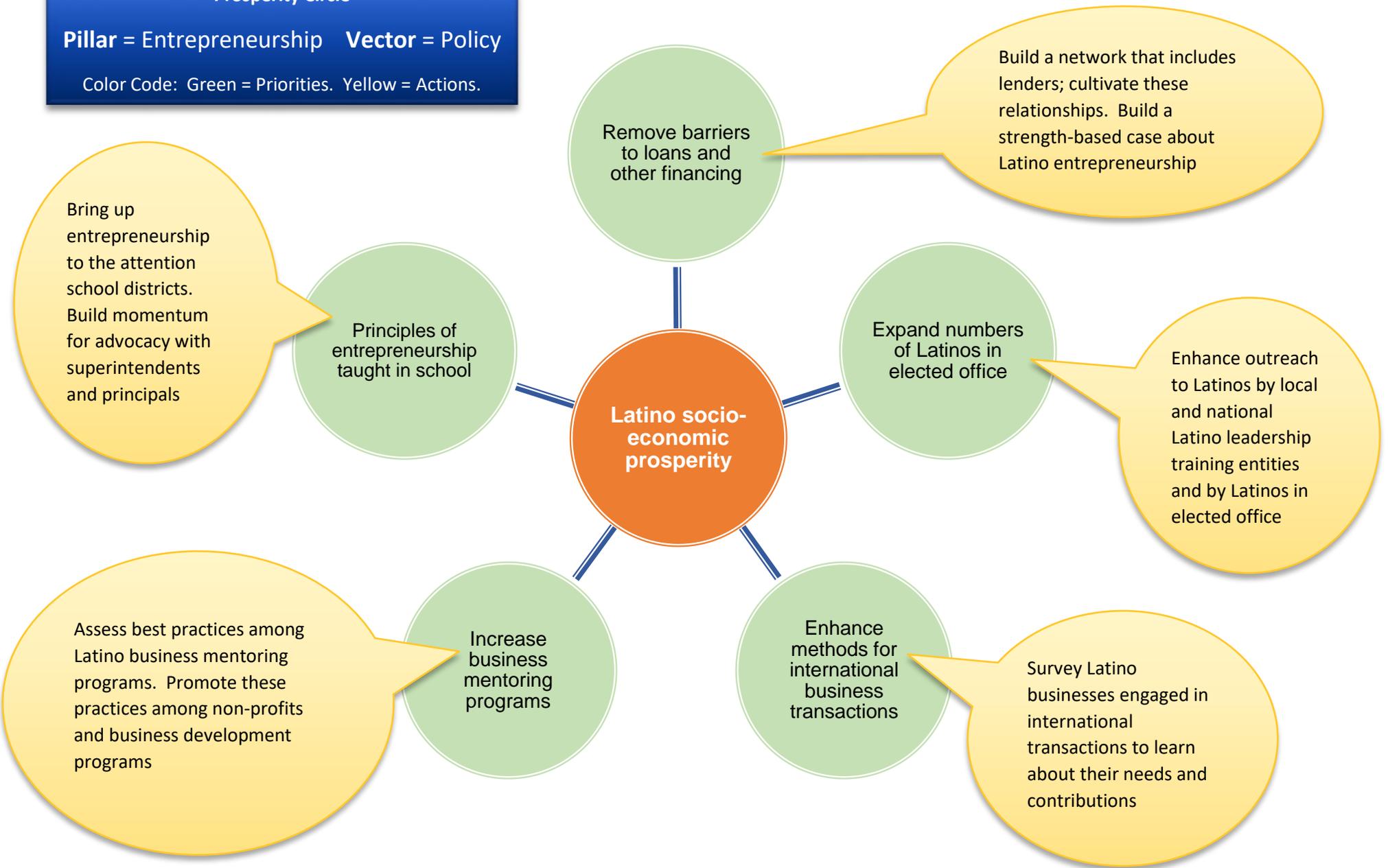
Goal: Policies impacting Latino entrepreneurship will better support the growth of their businesses.

| Policy - Priorities |
|---|
| Inclusive policies whereby barriers to access to capital from banks are removed, this includes multicultural understanding, and seeing Latino entrepreneurs as assets |
| Expand numbers of Latinos running for office so that they can have a direct impact on policies related to entrepreneurship/businesses |
| Foster and facilitate international business transactions as Latino firms rank highest in international businesses when compared to all other races and ethnicities in the U.S. |
| Introduce entrepreneurship at an early age. School districts can include entrepreneurship principles in curricula. This will require education and advocacy with these institutions |
| Mentoring program policies designed to support Latino entrepreneurs can be of value and modeled, for example, on the SCORE program of the Small Business Administration. This needs to be customized to serve the specific needs of Latino business owners. Also, a strong model for consideration is the Latino Business Action Network. Overall, there is a need for more Latino business development programs |

Prosperity Circle

Pillar = Entrepreneurship **Vector = Policy**

Color Code: Green = Priorities. Yellow = Actions.



ENTREPRENEURSHIP

Vector analysis: Institutions

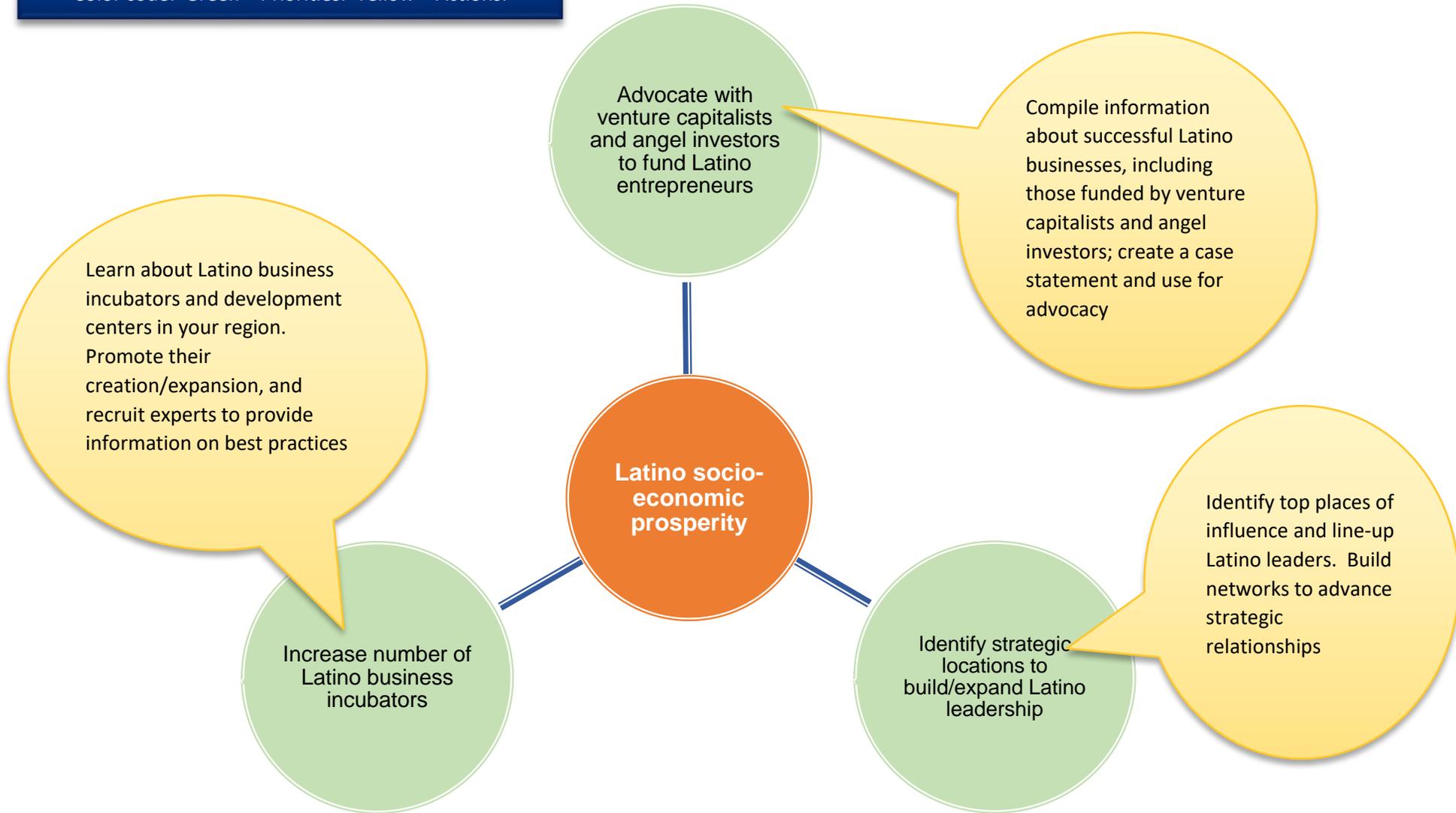
Goal: Business and business-supporting institutions (venture capital and angel investing, business development, etc.) will seek out the participation of Latino entrepreneurs/Latino-owned businesses. These institutions will recognize the importance of inclusion, while Latino businesses will be equipped to pursue funding. Latino business supporters will be well on their way to become integrated into a range of spheres of influence.

| Institutions - Priorities |
|--|
| Shepherd angel venture capital and angel investing institutions to expand support of Latino entrepreneurs through awareness building and advocacy |
| Establish greater numbers of business incubators designed to serve Latino entrepreneurs and aspiring entrepreneurs, and emphasize building knowledge and preparation on how to be funding-ready for applications and presentations to potential funders |
| Expand Latino power in places of influence. Work as a team to identify those places and create strategies as appropriate |

Prosperity Circle

Pillar = Entrepreneurship **Vector = Institutions**

Color code: Green = Priorities. Yellow = Actions.



ENTREPRENEURSHIP

Vector analysis: Funding

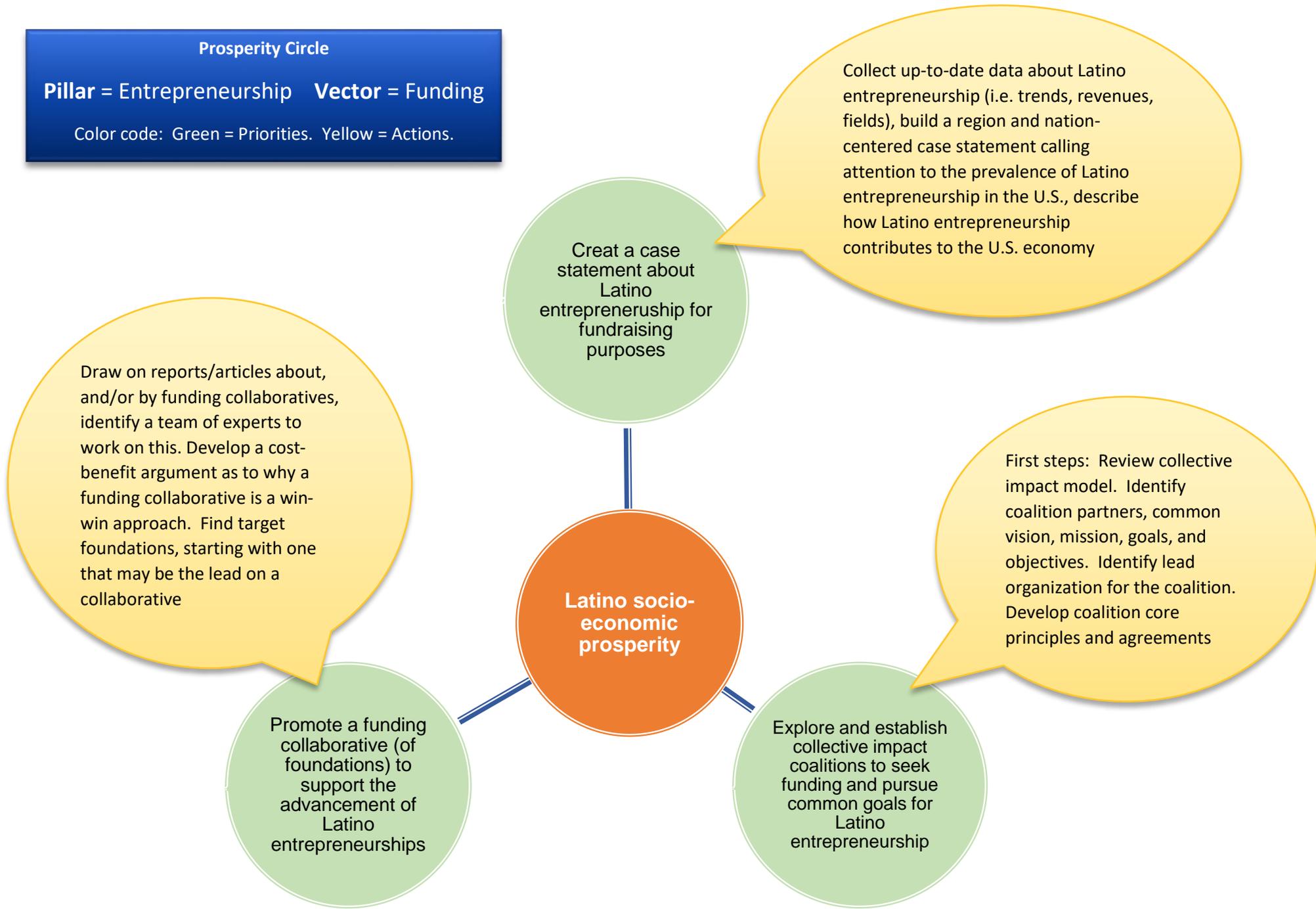
Goal: Advocates for funding to support Latino business development and growth programs will have fully articulated a case statement. These advocates will be in ongoing pursuit of funding opportunities. Advocates will also advance the concept of a collaborative of funders to support Latino entrepreneurs.

| Funding - Priorities |
|---|
| A case statement about Latino entrepreneurship will build awareness by highlighting data about Latino businesses, and providing a quantitative description of untapped opportunities for economic growth, which can be accessed by supporting Latino businesses |
| Latino business advocates will promote a funding collaborative to support Latino entrepreneurs. They will create a case statement about how a funding collaborative can produce results, also describing how Latino business advocates will support this initiative with relevant information, relationship-building, and other means of support |
| Efforts among Latino-business supporters (i.e. business development non-profits) will generate impetus to establish coalitions (across states and regions) to pursue governmental and other funding |

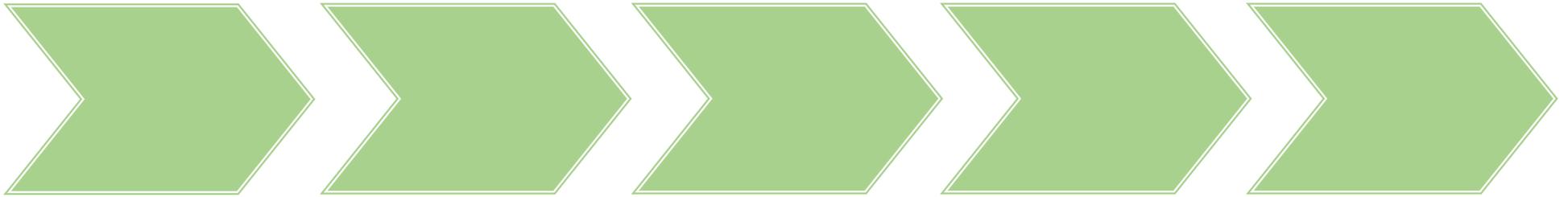
Prosperity Circle

Pillar = Entrepreneurship **Vector = Funding**

Color code: Green = Priorities. Yellow = Actions.



Roadmap to Latino Prosperity



PILLAR: WORKFORCE DEVELOPMENT

VECTORS:

- ❖ POLICY
- ❖ INSTITUTIONS
- ❖ FUNDING

PILLAR: WORKFORCE DEVELOPMENT

Vector analysis: Policy

Goal: Workforce development initiatives will include a racial equity lens, and related policies.

| Policy - Priorities |
|---|
| Workforce development initiatives include a Language Barriers Policy and related classes for Spanish speakers |
| A Report Card assesses policy outcomes of workforce development programs yearly (in cities, towns, counties), and it examines the existence and implementation of a racial equity lens |
| Advocacy for living wage policies is supported by materials created by local agencies (i.e. position papers), and it considers specific factors for Latinos in the region (i.e. income, poverty, educational levels) |
| School districts institute workforce development policies and related strategies, and deliver programs that fit the needs of English language learners (Latino students) |

Prosperity Circle
Pillar = Workforce Vector = Policy
 Color code: Green = Priorities. Yellow = Actions.

Language barriers policies are part of workforce development efforts

Latino-led/Latino-serving organizations advocate with Workforce Investment Boards and local employers

Living wage advocacy to improve conditions for Latinos

Create working group to develop a case statement for living wage advocacy. Emphasize a *Latinos are an asset* perspective.

Latino socio-economic prosperity

A Report Card provides objective annual assessments

Establish a working group to conduct a search for best practices for Report Cards about workforce development, and adjust to fit local setting

Workforce development initiatives school

Create working group to identify initiatives at schools, develop advocacy approach based current state of affairs at local schools (advocate for initiatives if they don't exist, or to enhance if/as appropriate). Identify best practices to include in advocacy efforts/case statement

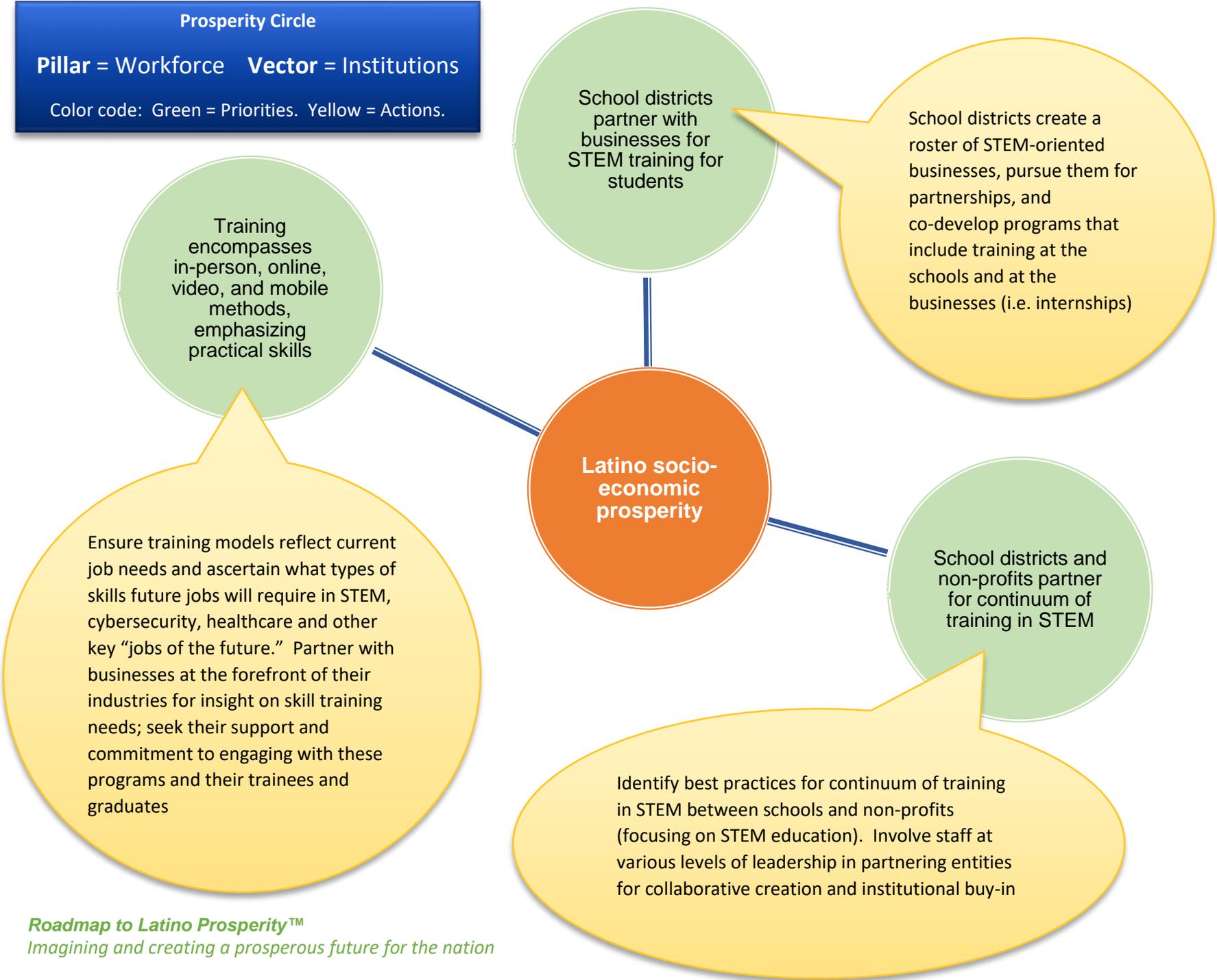
WORKFORCE DEVELOPMENT

Vector analysis: Institutions

Goal: Institutions (schools, non-profits, businesses) implement practices to build a strong workforce equipped to tackle to jobs of the future by building capacity amongst today's Latino youth.

| Institutions - Priorities |
|---|
| School districts provide their high school students with workforce development programs that focus on STEM , and partner with local and regional businesses in related fields for training, internships, and other training opportunities |
| Non-profit organizations and school districts create alignments whereby after-school programs serve as an extension of school activities in STEM so that students can continue learning, practicing, and building skill |
| Training is delivered in a range of ways , such as in-person instruction, online, videos, and mobile. Assessments or progress evaluations are performed regularly to let trainees know where they stand, and curricula emphasize practical tasks and simulations to make the situation as real as possible |

Prosperity Circle
Pillar = Workforce Vector = Institutions
 Color code: Green = Priorities. Yellow = Actions.



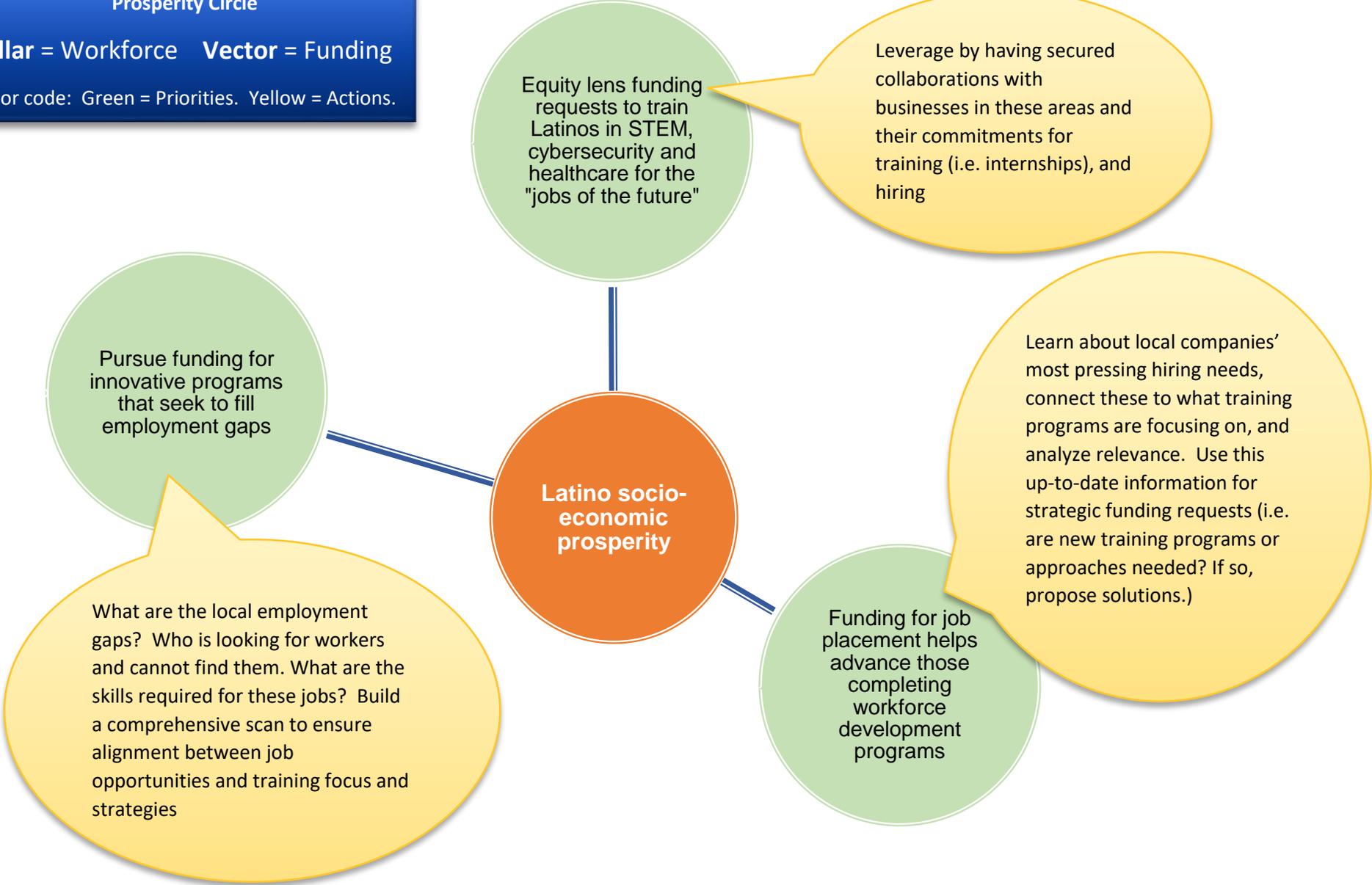
PILLAR: WORKFORCE DEVELOPMENT

Vector analysis: Funding

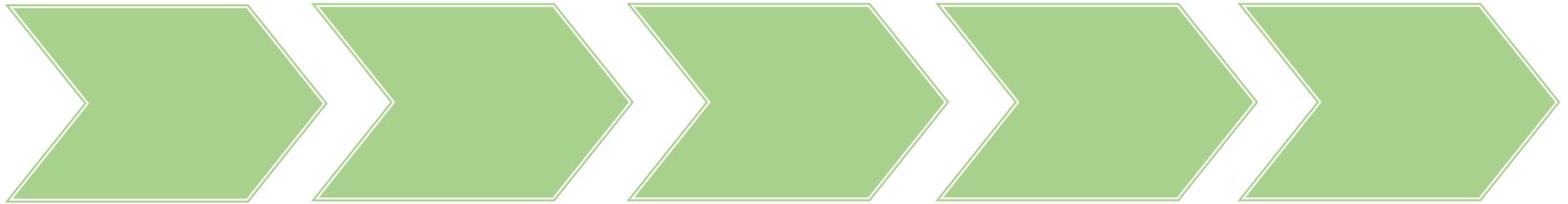
Goal: Workforce development funding supports programs that prepare Latinos in STEM, cybersecurity and healthcare, places them in promising internships and jobs, and help fill employment gaps in these areas of specialization.

| Funding - Priorities |
|---|
| Organizations with a racial equity lens develop and submit funding proposals to focus on training and skill building for young Latinos in STEM, cybersecurity, and healthcare, among other fields, to prepare Latino youth for jobs that align with growing sectors/industries |
| Seek funding for internship and job placement of those who have graduated or are graduating from workforce development programs |
| Develop innovative workforce development programs to fill employment gaps , and pursue relevant government, private, and public funding |

Prosperity Circle
Pillar = Workforce Vector = Funding
 Color code: Green = Priorities. Yellow = Actions.



Roadmap to Latino Prosperity



PILLAR: LATINO PHILANTHROPY

VECTORS:

- ❖ POLICY
- ❖ INSTITUTIONS
- ❖ FUNDING

PILLAR: LATINO PHILANTHROPY

Vector analysis: Policy

Goal: Grow Latino philanthropy in an effort to augment funding going to Latino-led/Latino-serving non-profit organizations.

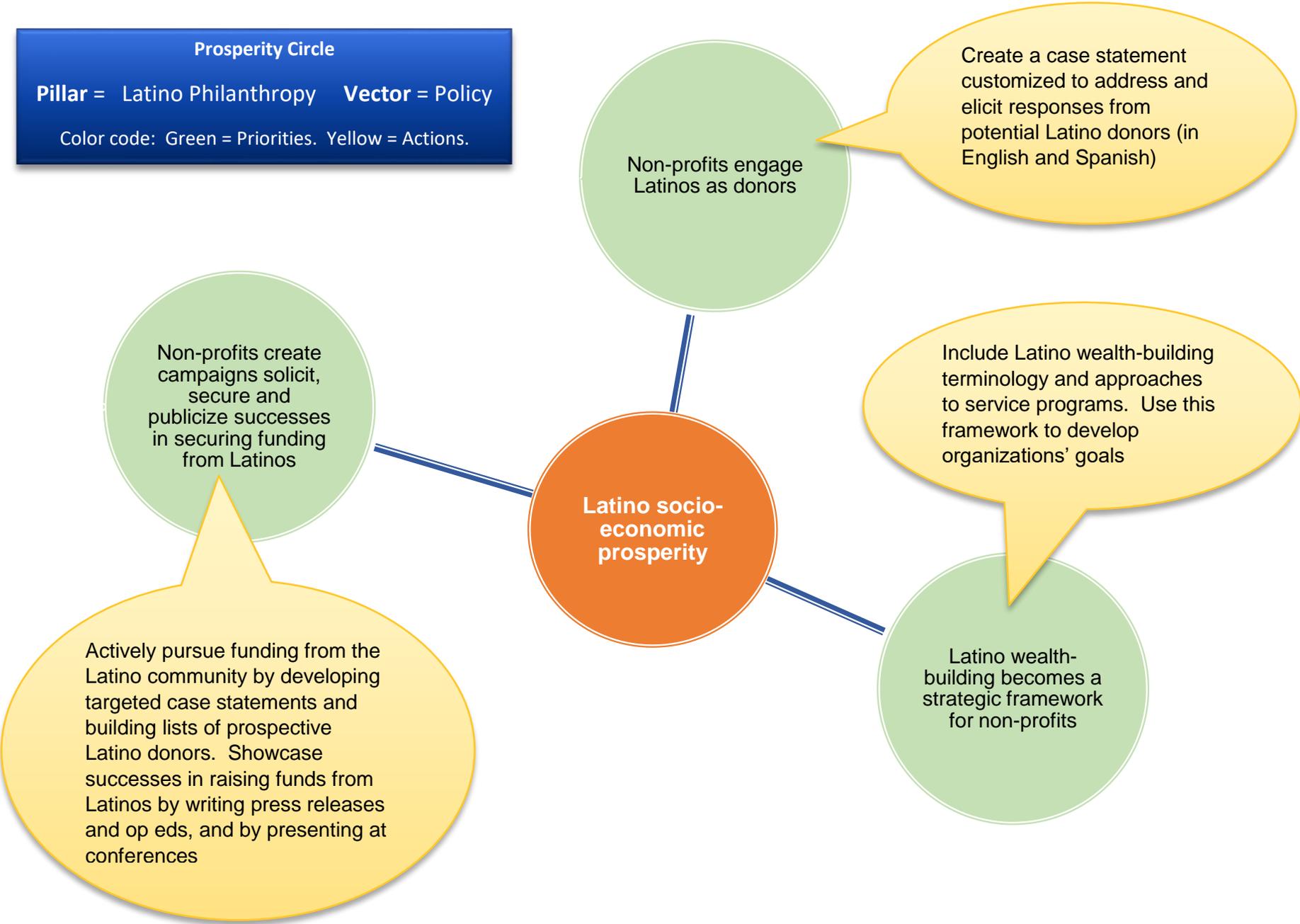
Policy - Priorities

Latino-led/Latino-serving non-profit organizations **include funding from Latinos** as a goal in their fundraising plans and in their overall practices for at least two main reasons: To increase their funding stream, and to view Latinos as donors, as opposed to only program service recipients

Latino-led/Latino-serving organizations create **policies to engage Latinos as donors**. These organizations share information about these initiatives with funders, policy-makers, the media, and other stakeholders to debunk notions that Latinos are only service recipients

Organizations create policies that guide the advancement of **Latino wealth-building** through educational, informational, and other related programs

Prosperity Circle
Pillar = Latino Philanthropy Vector = Policy
 Color code: Green = Priorities. Yellow = Actions.



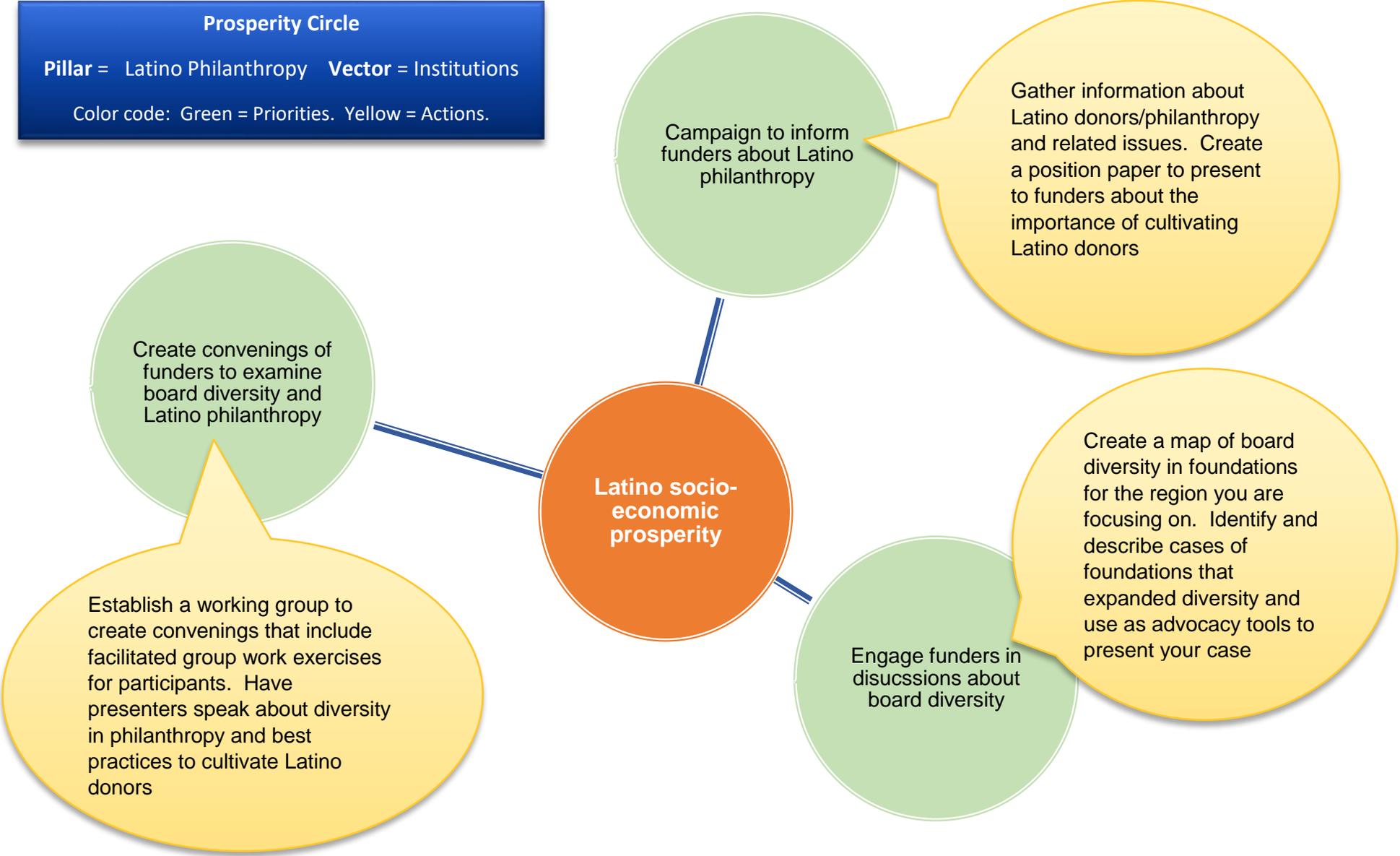
PILLAR: LATINO PHILANTHROPY

Vector analysis: Institutions

Goal: Increase representation of Latinos on foundation boards (at less than 4 percent to date) and in leadership positions on staff (currently at 2.3 percent for CEO’s and 3.9 percent for other executive staff), and provide access to tools and information about Latino issues to foundations (education efforts).

| Institutions - Priorities |
|---|
| Build a campaign to inform foundations about Latino issues and Latino philanthropy. Develop a case for foundations to support Latino-led/Latino serving non-profit organizations, as well as programs designed to increase Latino philanthropy |
| Engage trustees of foundations in discussions regarding the importance of building a diverse board . Identify interlocutors willing to take ideas to their boards |
| Convene funders (foundations) to programs/forums that center on board diversity and Latino philanthropy |

Prosperity Circle
Pillar = Latino Philanthropy **Vector = Institutions**
 Color code: Green = Priorities. Yellow = Actions.



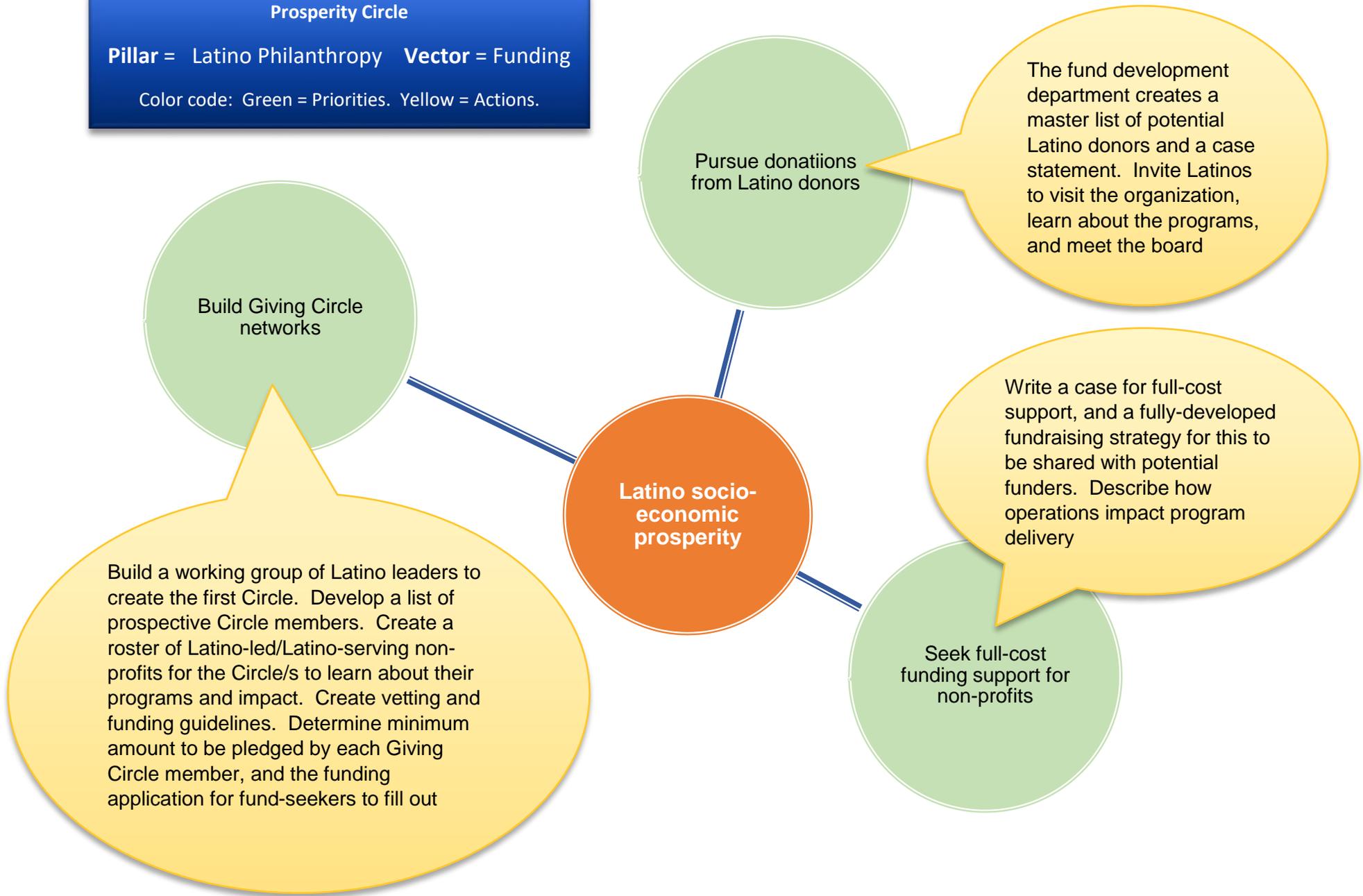
PILLAR: LATINO PHILANTHROPY/LATINOS IN PHILANTHROPY

Vector analysis: Funding

Goal: Securing funding for non-profit organizations to implement programs that stimulate Latino philanthropy and non-profits that support Latino causes.

| Funding - Priorities |
|---|
| Develop strategies to stimulate donations to non-profit organizations from Latino donors |
| Create funding proposals and advocate for full-cost funding support for Latino non-profits (that is, funding that covers operational costs, in addition to programmatic efforts) |
| Follow the Giving Circle Network model of the Latino Community Foundation and build networks of Latino donors across your geographic region. Seek funding for these efforts |

Prosperity Circle
Pillar = Latino Philanthropy Vector = Funding
 Color code: Green = Priorities. Yellow = Actions.



CONCLUSION

Clearly, there is an urgent need to address the demographic changes the nation is undergoing. Stimulating and keeping an economy growing and flourishing requires everyone's contributions to their fullest potential. The Latino population is already an engine of growth for the country by working, creating businesses and products, and participating in the socio-economic fabric of the nation. However, current circumstances could predict that Latinos may continue to lag behind in academic achievement, keep their businesses small due to a lack of access to funding, and remain in low-paying jobs, while foundations may maintain their approach and continue to underfund Latino-led/Latino-serving non-profit organizations.

A new sense of purpose can become a reality with an awakening to what's to come, and what the economic ramifications can be with an aging White population that is decreasing in numbers, paired with a low-income and under-resourced Latino community that is poised to reach thirty percent of the total U.S. population.

This Roadmap to Latino Prosperity provides guiding parameters for action in four fundamental pillars. Combined, growth in all four pillars will lift Latinos up to a socio-economically prosperous future. This growth will be achieved faster and more sustainably if all pillars are addressed in concert with one another, focusing on the three vectors outlined throughout the Roadmap.

Further, strategic coalitions represent a productive approach for how Latino prosperity can be achieved. Further, funding for these endeavors is essential —It behooves American institutional philanthropy to step up to the plate and help support coalitions in a substantial manner. While coalitions are not a magic bullet, they are effective mechanisms for wider impact in communities. Additionally, the growth of formal Latino philanthropy is an emerging pillar that presents new opportunities to build robust funding streams for non-profit organizations.

The Roadmap offers a wide range of priorities and actionable steps as a starting point for organizations. Entities can take these priorities and build on them according to their community needs and goals. The Roadmap is intentionally presented as a "30,000 foot" model. Finally, Latinos in the U.S. are a catalyst of change and growth. They are, indeed, a national asset. It is up to all of us to act now to lift barriers, and create pathways to sustained Latino prosperity and thus help secure national vitality and advancement.

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The following individuals participated in one or both of the March 2017 Future of Latino Philanthropy Forum and April 2018 Roadmap to Latino Prosperity Forum

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