



National  
Urban League



BUILDING FOR THE FUTURE:  
CAMPAIGN FOR EQUITY



**Accelerate**  
our growth

**Strengthen**  
our programs

**Serve**  
more individuals

**Deliver**  
effective services

**Harness**  
our voice

**Enact**  
change locally

## FROM THE PRESIDENT

For decades, African Americans and underserved urban communities have struggled to overcome economic and social injustices. Since 1910, the National Urban League – a historic organization grounded in social services, civil rights, and economic justice – has been a force for progress. Through its 90 Affiliates in 300 urban communities, located in 36 states and the District of Columbia, more than 2 million individuals are served each year.

While progress has been made, vast disparities remain in jobs, education, housing, and health in divided American cities today. The National Urban League must accelerate our growth and strengthen our programs to serve more individuals, deliver effective services, and harness a collective voice of advocacy to enact change locally.

The National Urban League has a unique opportunity to develop the Urban League Empowerment Center (ULEC) which will house the *NUL Institute for Race, Equity, & Justice*, a resource and professional development center for Affiliates. It will also serve as a hub for research and the open exchange of ideas – by partners and thought-leaders – that foster innovation; and, equally important, there will be a museum that will showcase the civil rights movement from the Harlem lens.

A permanent home for the Movement, the ULEC will serve as a catalyst for elevating the Movement by strengthening each Affiliate and collectively addressing inequalities across the country as a more united, powerful, and transformational solution to urban issues.

Together, we can significantly, and permanently move the needle towards lasting equality– and, the time is now. We invite you to join us in this historic opportunity to lift our urban communities and create a better, more equal America for *all*.

Sincerely,

Marc Morial  
President and CEO  
National Urban League



EMPLOYMENT

# WHO WE ARE

For over a century, the National Urban League has been collaborating with community leaders, policy makers and corporate partners to elevate the standard of living for African Americans and other historically underserved communities.

Serving over 2 million individuals in 300 communities around the country, the Urban League network of 90 affiliates executes and delivers distinctive impact through the five pillars that drive our mission – workforce development, education, housing, health, and social justice. Deeply committed to enabling urban communities to secure economic, self-reliance, parity, power, and civil rights, we utilize metrics-based strategies to expand our footprint.



## Employment

Every American has access to jobs with a living wage and good benefits



## Education

Every American child is ready for college, work, and life



## Housing

Every American lives in safe, decent, affordable and energy efficient housing on fair terms



## Health

Every American has access to quality and affordable health care solutions



## Justice & Civic Engagement

Every American has an equal right and responsibility to fully participate in our democracy and civic processes, and all people have a right to justice and fairness



# BOARD LEADERS

## BOARD LEADERSHIP

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# NUL EXECUTIVE STAFF

## EXECUTIVE STAFF

Marc H. Morial  
President & CEO  
National Urban League

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Chief Marketing Officer

Calvin Harris Jr.  
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## URBAN EMPOWERMENT FUND

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President & CEO  
Urban Empowerment Fund



EDUCATION



## UNDERSTANDING THE REALITY

To build a future of equality, we cannot work in silos to address these disparities

|  | White Americans | African Americans | Hispanic Americans | All Races |
|--|-----------------|-------------------|--------------------|-----------|
| High School Graduation Rate <sup>1</sup> | 93.3%           | 87.0%             | 66.7%              | 88.4%     |
| Unemployment <sup>2</sup>                | 4.6%            | 9.6%              | 6.6%               | 5.3%      |
| Without Health Insurance <sup>3</sup>    | 6.7%            | 11.1%             | 16.2%              | 9.1%      |
| Home Ownership <sup>4</sup>              | 71.9%           | 42.3%             | 45.6%              | 63.7%     |

1 SOURCE: U.S. Census Bureau, 2015 Current Population Survey

2 SOURCE: U.S. Bureau of Labor Statistics, Current Population Survey (CPS), 2015

3 SOURCE: United States Census Bureau, Press Release: Income, Poverty and Health Insurance Coverage in the United States: 2015

4 SOURCE: United States Census Bureau, Homeownership Rates by Race and Ethnicity of Householder

# DRIVING IMPACT

Over the past decade, the National Urban League Movement have been a force for progress, serving more than 23 million individuals in our core program areas:



245,992

PLACED IN JOBS



21,353

PURCHASED  
HOMES



14,779

STARTED A  
SMALL BUSINESS



8.3M

CLIENTS IN  
HEALTH



3.0M

YOUTH IN  
EDUCATION



6.1M

ADULTS IN CIVIC  
ENGAGEMENT

# 23.7 MILLION

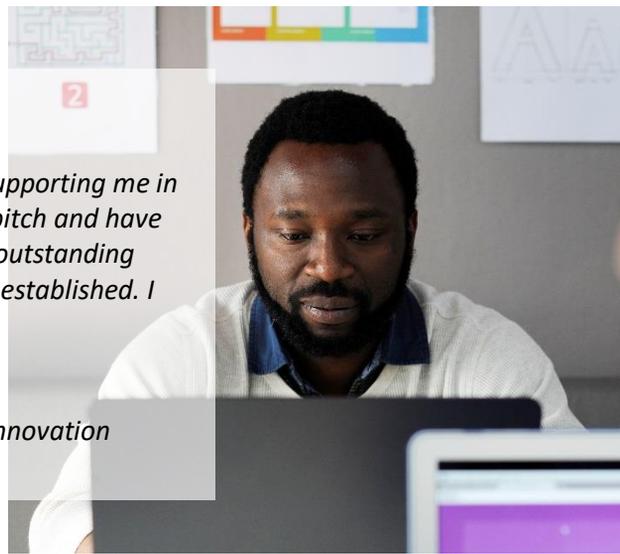
LIVES CHANGED

*\*Numbers reflect 2018 census*

## PROVIDING OPPORTUNITY

*“The Chicago Urban League has been phenomenal in supporting me in my business ventures. They have helped me refine my pitch and have put me in positions to land corporate deals. They have outstanding programs available for new business owners as well as established. I will always be a part of the Chicago Urban League.”*

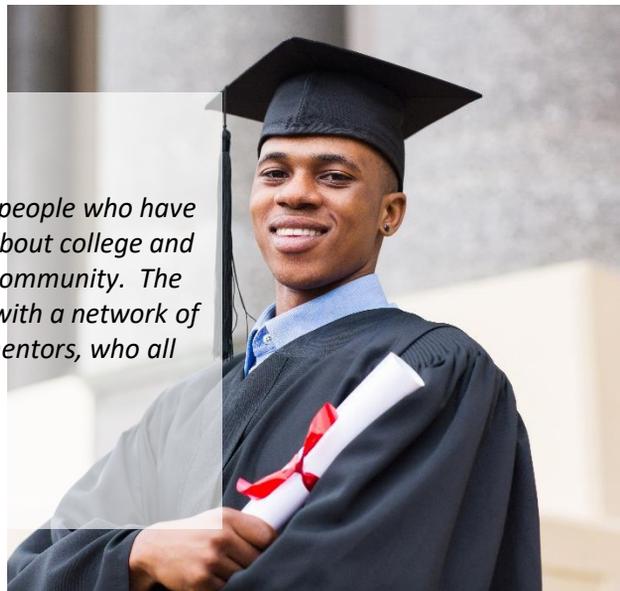
- Philip Nelson, Entrepreneurship Client  
Chicago Urban League Center for Entrepreneurship & Innovation



## EMPOWERING YOUTH

*“I joined Project Ready to surround myself with young people who have similar goals of excelling in education, learning more about college and college preparedness, and making a difference in the community. The program has allowed me to make strong connections with a network of positive young people, program leaders, and college mentors, who all support one another to succeed.”*

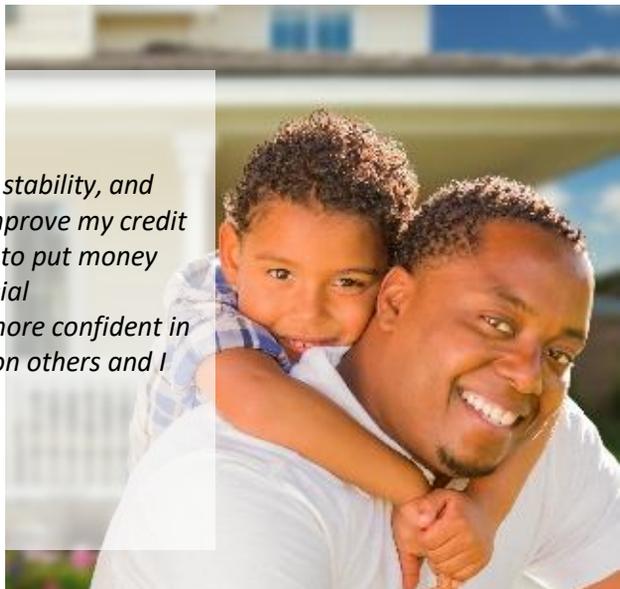
- Steven Jones, Project Ready participant  
Urban League of Metropolitan St. Louis



## BUILDING FINANCIAL STABILITY

*“The Urban League rescued me and gave me the hope, stability, and confidence to attain any goal I set. I am on course to improve my credit and they helped me to open a savings account in order to put money away towards buying a car. The Urban League’s Financial Empowerment Center program has allowed me to be more confident in my abilities to live a self-sufficient life and not depend on others and I like how that makes me feel.”*

-Keith Johnson, Financial Empowerment Client  
Urban League of Hampton Roads



# PAVING A PROMISING FUTURE

The COVID-19 pandemic has placed us in uncharted territory. This unprecedented set of circumstances have caused profound effects to the economy, including financial and emotional distress for many. Unemployment has sky rocketed, leaving many of the small businesses and entrepreneurs we serve left with fewer resources to transform their dreams. As a country, we find ourselves at a standstill, but at NUL, we are committed to guiding and empowering the backbone of America to face this harsh reality, head-on, and come out stronger than ever.

Our mission is at the core of what we do and as advocates for underserved communities, we need to come together and help spearhead recovery by embracing our future workforce. As America experiences a looming recession in conjunction with the transition to the Fourth Industrial Revolution, the McKinsey Global Institute's report, *The Future of Work in America* highlights the harsh reality that we face:

- American is a mosaic of local economies on diverging trajectories.<sup>1</sup>
- Sixty percent (60) percent of job growth will be concentrated in 25 megacities and their peripheries, including New York, Austin, and Arlington by 2030.<sup>2</sup>
- Fifty-four (54) middle class cities and 2,000 rural counties where many of our Affiliates are based, such as Detroit and Columbus, could see a decline in job growth, showing an even more polarized labor market.<sup>3</sup>

Vast disparities continue to riddle our country leaving generation after generation facing a never-ending cycle of poverty. Growing economic inequality and exclusion is threatening our nation, and these challenges looking forward will only increase in complexity and scale. The next wave of technology will have a significant impact on jobs and small businesses across the country, shifting the workforce towards one that emphasizes roles in healthcare, STEM fields, and business services. Now, more than ever, is the time to act and respond to this transition, helping our rising leaders gain new skills that will ensure their success and generate a more sustainable economy.

NUL has a unique opportunity to collaborate with New York City and New York State with the support of corporate and private philanthropy to embark on **Building for the Future: Campaign for Equity**, a \$75 million capital campaign. This extraordinary undertaking will set the tone for a promising future, providing a whole new playing field of opportunity for our leaders of tomorrow.



1 & 2 SOURCE: McKinsey Global Institute, 2019, *The Future of Work in America, People and Places, Today and Tomorrow*, pg. 6

3 SOURCE: McKinsey Global Institute analysis, 2019, *The Future of Work in America, People and Places, Today and Tomorrow*, pg. 7



**FOR  
SALE  
SOLD**

HOUSING



# ESTABLISHING A PERMANENT PLAN

The increase in automation is disrupting the job market, creating a more divided economy. Research shows that these trends may actually be widening the racial gap, which would have a significantly negative effect on underserved communities, especially African American families.<sup>1</sup> As the demand for new skillsets emerge and the uncertainty of our economy grows, we need to prepare our young leaders for this forthcoming transition.

The construction of the Urban League Empowerment Center is our strategic response to expand the Urban League Movement across our nation and prepare our Affiliates to fight the disparity gap in America. Building upon its legacy as a social service intermediary, this exciting initiative will continue to pave the way for leaders, small business owners, activists, policy makers, and government officials.

This state-of-the-art building will house a center that will:

## 1 Inspire and cultivate the next generation of leaders:

**The NUL Institute for Race, Equity, & Justice** will be a facility to convene Affiliates, national leaders, and citizens. It will serve as the cornerstone for comprehensive research, collective knowledge, and thought-provoking materials to guide and enhance Affiliate services nationwide.

## 2 Deliver a permanent home and serve as a key base for our organization:

**The National Urban League Headquarters** will provide more office space and reside in the historical home of its past, Harlem, New York.

## 3 Build on our magnificent history:

**The Urban Civil Rights Experience Museum** will contribute to the art and cultural landscape in Harlem, the epicenter of African American culture in the United States.

## 4 Foster urban development and job opportunity:

**Major Retail Space and 170 affordable residential units** providing jobs and homes for neighbors.



# DEVELOPING OUR FUTURE LEADERS

We believe empowering and developing our leaders will improve and resolve entrenched and incipient community issues. To ensure the National Urban League's commitment to support these rising stars, we need to be equipped with the necessary resources.

**The National Urban League Institute for Race, Equity, and Justice** will serve as a catalyst for enrichment by integrating a newly designed portfolio of avant-garde programs into our current business model.

To manage the consistent changes and anticipate the needs in our urban communities during the Fourth Industrial Revolution, the NUL Institute for Race, Equity & Justice will welcome industry experts and host keynote speakers to advise and counsel on the most pressing issues and discuss the nuances of the business world.

We recognize strategic partnership from diverse sectors will be essential in maximizing NUL's mission. It is paramount that we collaborate with outside organizations through data, research, and analytics, so, this hub will also be a location where government, corporate and nonprofit entities will convene at summits. Reputable leadership will have the opportunity to engage in face-to-face dialogue while exploring challenges and strategizing innovative solutions to address the problematic inequalities in our country.

# DEVELOPING OUR FUTURE LEADERS



*“The National Urban League is the leading authority on urban issues in America – truly understanding the root causes of inequity and developing the most effective and innovative ways to impact lasting change. I support the National Urban League because I believe in equal access to opportunity for all Americans. The work of the Urban League levels the playing field, lifts our urban communities, and elevates economic equity for all.”*

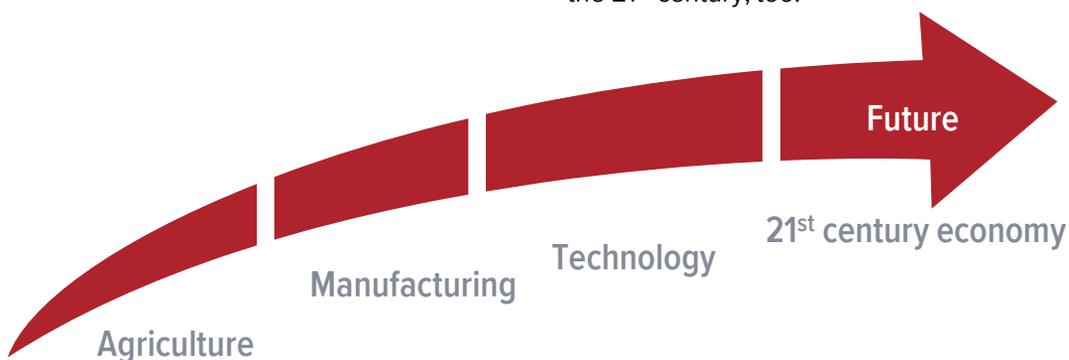
**—John Hofmeister, Building Committee Chair National Urban League**

A 60,000 square foot center, the NUL Institute for Race, Equity, & Justice will offer a plethora of opportunities for our Affiliates and other external leaders. Specifically, it will feature an expanded training rubric of contemporary approaches, best practices, and year-round training geared towards improving Affiliate leaders’ capacity to create and effectively deliver dynamic programs in their communities.

Small businesses are the livelihood of local economies and an essential component of the U.S. economy. They create jobs, spark innovation, and provide opportunities for many people, including women and minorities, to achieve financial success and independence. In order to rebound from the disruption COVID-19 has caused, we need to provide exceptional support and direction to our first responders – the Affiliates. Our Affiliate leaders will have the opportunity to gain the knowledge of scaling and sustaining small businesses so they can strategically advise their clients.

The NUL Institute of Race, Equity, & Justice will also house a resource area with a comprehensive collection of traditional and online research materials to guide and enhance services and training needs. The available resources will focus on matters central to NUL’s mission and growth, including Advocacy, Cross-Sector Collection, Communications and Marketing, Fundraising, and Leadership.

This new home will welcome leaders from across all sectors to establish cohesive plans and incubate solutions to address the issues that continue to impede the 21<sup>st</sup> century, too.



# EXPANDING THE URBAN LEAGUE MOVEMENT



“In order to build a new learning ecosystem, employers, educators, and state and regional leaders need actionable information to educate and train workers more effectively.”

- Strada Education, 2019, *The New Geography of Skills*



## PRESERVING OUR HISTORY

Located on 125th Street in central Harlem, the ULEC will play a historic and transformational role in the revitalization of the neighborhood that once served as “ground zero” of the Civil Rights Movement.

**A Harlem Welcome Center:** The Urban Civil Rights Experience Museum at the Urban League Empowerment Center will be a first stop for visitors, with a focus on the development of Harlem as a “beacon for African American progress.” Exhibitions and programs will use high- and low-tech interactives to create opportunities for exploration of Harlem-area attractions, historic and contemporary sites of interest. The Museum will pursue partnerships with area organizations, tour companies, and institutions to serve as an orientation site for tours and activities, preparing visitors and residents alike with engaging experiences.

**An Information Hub:** This space will provide resources for residents and visitors on cultural opportunities throughout the area.

**A Museum Focused on Urban Civil Rights:** Using Harlem-based stories as a jumping off point, the exhibitions and programs will...

- Capture the stories during the Harlem Renaissance
- Showcase the role of the urban civil rights movement in the development of cities
- Use the experience of Harlem as a lens through which to see the wider urban civil rights experience in cities across America
- Provide interactive and educational experiences suitable for children and adults on the role of organizations like the Urban League in helping historically disadvantaged people pursue, obtain, and maintain economic opportunities



# SUPPORTING COMMUNITY GROWTH

The Urban League Empowerment Center will mobilize Affiliates and leaders across our nation to advance integrated strategies for achieving inclusive growth. This Epicenter will serve as a model for the sustainability and development of urban communities by generating thousands of jobs over time, bolstering the New York retail market and producing hundreds of millions of dollars in economic activity in New York City. The long-term economic benefits of this investment will ensure the sustained impact of the Movement for years to come.



## JOB

**1,250**

Jobs  
per year

**250-400**

Permanent jobs  
in Harlem

**170**

Regional  
jobs



## ECONOMIC BOOST

**\$307**

**MILLION**

In economic  
activity in NYC

**\$120**

**MILLION**

In new wages  
and compensation

**\$4.4**

**MILLION**

In new annual  
tax revenues



## INCLUSION

**50%**

Workforce in  
construction  
composed of local/  
minority/women

**50%**

Permanent jobs for  
local/minority/women  
or individuals earning  
below poverty line



## COMMUNITY PARTNERSHIP

- 114 unites of mixed-income housing
- Harlem Community workforce development liaison
- Collaboration with Harlem Community Boards, elected officials, 125<sup>th</sup> Street Business Improvement District



*"You can holler, protest, march, picket and demonstrate, but somebody must be able to sit in on the strategy conferences and plot a course. There must be strategies, the researchers, the professionals to carry out the program. That's our role." —Whitney M. Young*

# PROJECT HIGHLIGHTS

# \$75 MILLION CAMPAIGN

## \$75 MILLION

- To support core, shell, and fit out of conference facilities & learning space, resource center, headquarter offices, museum & cultural hub, and contingency
- To expand our capacity to provide ongoing training and professional development for affiliate sustainability and ULEC operational costs

**80,000**

square feet\* of space for the ULEC (conference facilities, learning space, resource center, museum, cultural hub, and NUL headquarters)

**80,000**

square feet\* of additional commercial office space

**93,000**

square feet\* of retail space

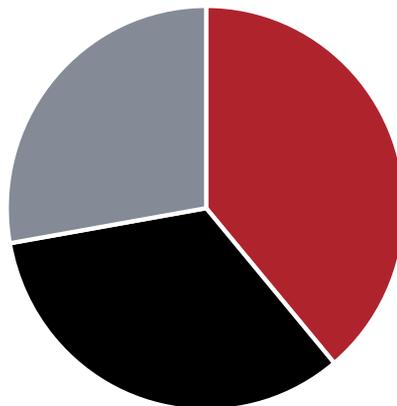
**Revenue Opportunity**  
expected to generate \$1.5 million annually for NUL

**170**

affordable residential units

## Financing Plan

The total cost for the effort is \$75 million, which will be paid through a combination of New Markets Tax Credits, City and State grants, and corporate and private philanthropy.



- **\$34,850,000**  
Raised to Date
- **\$35,000,000-\$40,000,000**  
Potential revenue from New Markets Tax Credits and City and State Financing/Grants
- **\$10,000,000-\$15,000,000**  
Additional funds to be raised

# RECOGNIZING OUR FOUNDING DONORS

The National Urban League acknowledges the generosity of our Founding Donors. Founding Donors are donors who make a commitment of \$1 million or more to the Urban League Empowerment Center. To date, 19 commitments totaling \$34,850,000 have been committed to *Building for the Future: Campaign for Equity*.

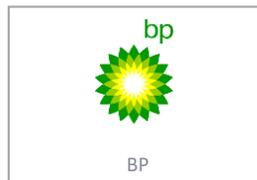
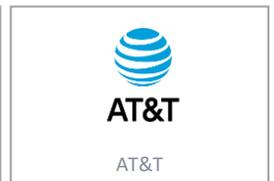
## CHAMPION DONORS: \$5,000,000+



## VISIONARY DONORS: \$2,500,000 - \$4,999,999



## ADVOCATE DONORS: \$1,000,000 - \$2,499,999





CIVIC  
ENGAGEMENT



**THANK YOU FOR  
YOUR CONSIDERATION**

The Urban League Empowerment Center is a historic endeavor that will redefine the way we empower communities and change lives. Please consider how you can support a future where economic self-reliance, power, parity, and civil rights are a reality for all.

**JOIN US** in the  
campaign for equity.



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