



National  
Urban League



## **BUILDING FOR THE FUTURE**

CAMPAIGN FOR EQUITY TO BUILD  
THE URBAN LEAGUE EMPOWERMENT CENTER  
117 WEST 125<sup>TH</sup> STREET, HARLEM, USA



**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 92 Affiliates in 300 urban communities, located in 36 states and the District of Columbia, over 3 million individuals are served each year.

While progress has been made, vast disparities remain in jobs, education, housing, health, and civic engagement 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 a Conference Center, a resource and professional development center for Affiliates and community members. 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 New York City's first-ever museum dedicated to the civil rights movement.

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*.

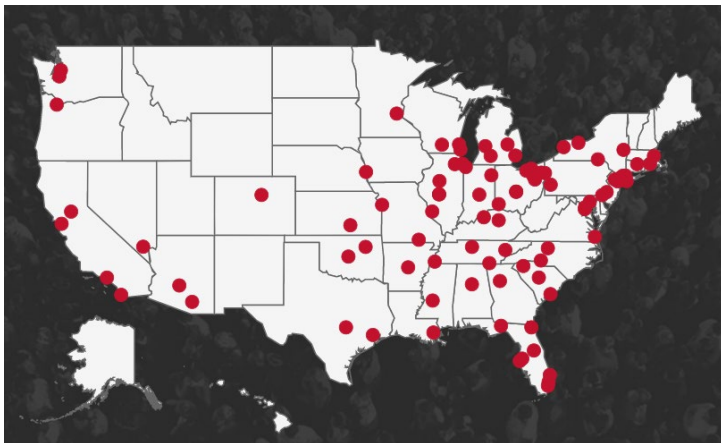
Sincerely,

Marc Morial  
President and CEO  
National Urban League

# 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 3 million individuals in 300 communities around the country, the Urban League network of 92 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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Chief Administrative Officer  
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Donna Epps  
SVP Public Policy & Strategic Alliances  
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### PRESIDENT AND CHIEF EXECUTIVE OFFICER

Marc H. Morial  
National Urban League, Inc.

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The Honorable Rodney E. Slater  
Severti Wilson  
Chris Winfrey  
Glenn T. Wright

*\*Current as of January 1, 2024*

# EXECUTIVE STAFF

## EXECUTIVE STAFF

### **Marc H. Morial**

President & CEO  
National Urban League

### **Dennis G. Serrette**

Executive Vice President and  
Chief Development Officer

### **Danielle Cooper Daughtry**

General Counsel and Senior Vice  
President, Legal Affairs

### **Sidney H. Evans, Jr.**

Senior Vice President, Finance and  
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### **Wanda Jackson**

Senior Vice President, Human  
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### **Herman Lessard**

Senior Vice President, Affiliate Services

### **Michael Miller**

Senior Vice President for Strategy,  
Innovation, and Technology, and Chief  
Technology Officer

### **Hal Smith**

Senior Vice President, Education,  
Youth Development and Health

### **Rhonda Spears-Bell**

Senior Vice President, Marketing and  
Communications

### **Cy Richardson**

Senior Vice President for Economic and  
Housing Programs

### **Jerika L. Richardson**

Senior Vice President for Equitable  
Justice and Strategic Initiatives





# UNDERSTANDING THE REALITY

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

	All Races	White Americans	African Americans	Hispanic Americans
High School Graduation Rate <sup>1</sup>	86%	89%	80%	82%
Unemployment <sup>2</sup>	8.1%	7.3%	11.4%	10.4%
Without Health Insurance <sup>3</sup>	11.6%	7.5%	12.7%	25.1%
Home Ownership <sup>4</sup>	66%	71%	46%	46%

1 SOURCE National Center for Education Statistics Public High School Graduation Rates, Updated December 2022

2 SOURCE: U.S. Bureau of Labor Statistics, Current Population Survey (CPS), 2020

3 SOURCE: United States Census Bureau, Health Insurance Coverage in the United States, 2021

4 SOURCE: United States Census Bureau, Homeownership Rates by Race and Ethnicity of Householder, Q2 2020

5 SOURCE: The State of Black America Report, 2020

# DRIVING IMPACT

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



2.46K

COUNSELED, TRAINED  
AND PLACED IN JOBS



140,000

SMALL BUSINESSES  
SUPPORTED



21K

PURCHASED  
HOMES



3.0M

YOUTH IN  
EDUCATION



6.1M

ADULTS IN CIVIC  
ENGAGEMENT



8.3M

CLIENTS IN  
HEALTH

# 23.7 MILLION

LIVES CHANGED

## 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

In the past decade, America has rebounded from the great recession. While many employers have steadily added jobs, the stock market progressively booms, and home prices have reached all-time highs, not all of America is experiencing such success. As stated from McKinsey Global Institute's report, *The Future of Work in America*, America is "a mosaic of local economies on diverging trajectories."<sup>1</sup> As we enter the Fourth Industrial Revolution, new technologies will result in the elimination of millions of jobs while new ones will be created. According to the report, 60 percent of job growth will be concentrated in 25 megacities and their peripheries, including New York, Austin, and Arlington by 2030. In contrast, 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>2</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 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.

The National Urban League has a unique opportunity to collaborate with New York City and New York **Building for the Future: Campaign for Equity**, a \$100 million fundraising campaign. This unprecedented undertaking will set the tone for a promising future, providing a whole new playing field of opportunity for our leaders of tomorrow.



<sup>1</sup> SOURCE: McKinsey Global Institute, 2019, *The Future of Work in America, People and Places, Today and Tomorrow*, pg. 6

<sup>2</sup> SOURCE: McKinsey Global Institute analysis, 2019, *The Future of Work in America, People and Places, Today and Tomorrow*, pg. 7



# 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, 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 Conference Center** will be a hub 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 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.

<sup>1</sup> SOURCE: McKinsey & Company, 2019, *The Future of Work in Black America*





# 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's Conference Center** 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 Conference Center will welcome industry experts and host keynote speakers to advise and counsel on the most pressing issues.

We recognize strategic partnership from diverse sectors will be essential in maximizing the National Urban League'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.



*"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."*

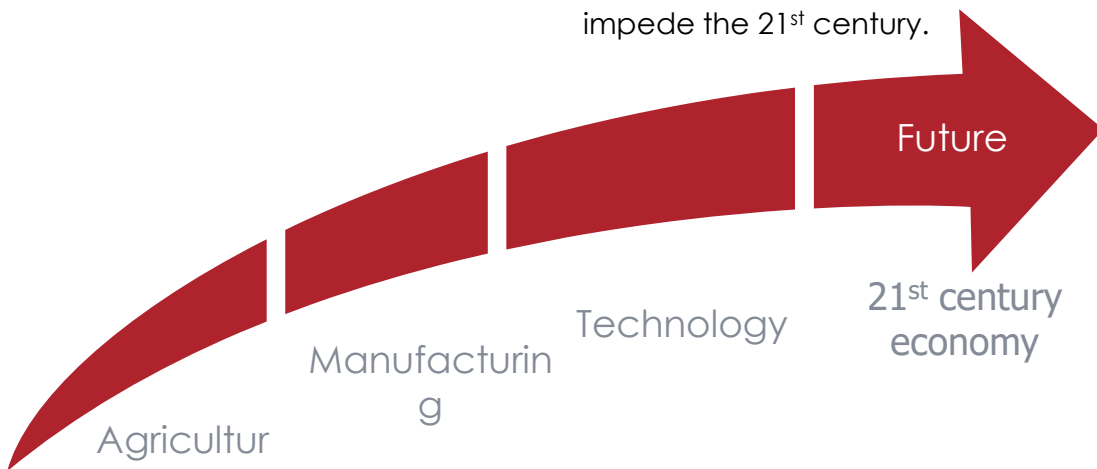
**—John Hofmeister**, Founding Building Committee Chair National Urban League

# DEVELOPING OUR FUTURE LEADERS

The Conference Center 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.

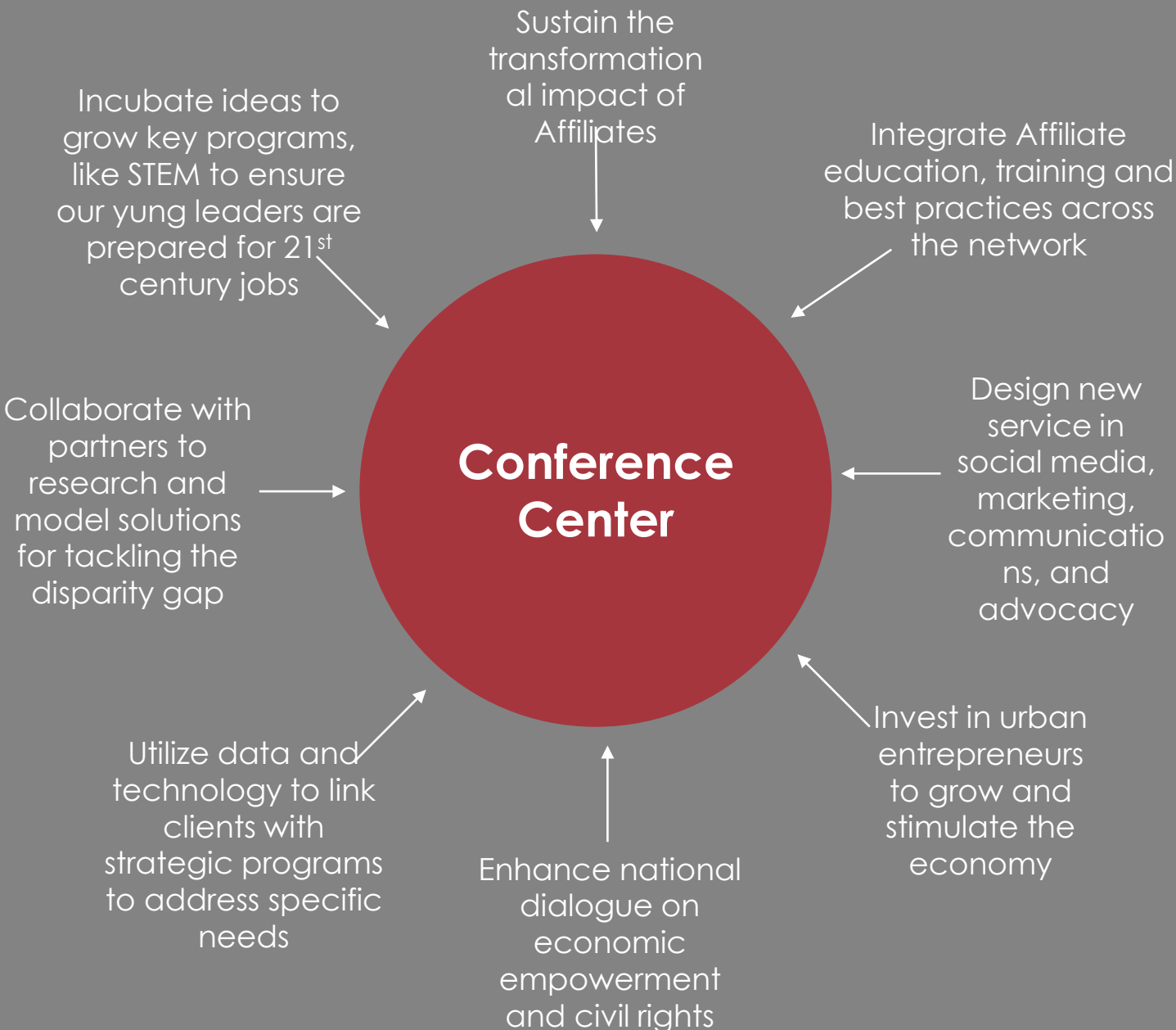
A resource area will be provided with a comprehensive collection of traditional and online research materials to guide and enhance services and training needs. The available resources will focus on matters central to the National Urban League's mission and growth, including Advocacy, Cross-Sector Collection, Communications and Marketing, Fundraising, and Leadership.

While this new home will be a central component of the Urban League Empowerment Center and provide invaluable support and opportunity for the Affiliates, it will also 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.





# 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 the epicenter 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 developed in partnership with Local Projects** will...

- Showcase the role of the civil rights movement in the development of northern cities.
- Provide interactive and educational experiences suitable for children and adults about the long, historic fight for justice featuring individuals and organizations that were key in the Movement, including the National Urban League’s work in helping historically disadvantaged people pursue, obtain, and maintain economic and social opportunities.
- Capture the stories of the Harlem Renaissance and the Great Migration and ways people have organized to secure better lives for themselves.

# 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 nucleus 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.



## JOBS

**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

**30%**

Workforce in construction composed of local/minority/women

**30%**

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



## COMMUNITY PARTNERSHIP

- 150+ units 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

# PROGRESS TO DATE



June  
2021

September  
2022

July  
2023

Spring  
2024

Spring  
2025

Construction  
Kickoff

Topping Off  
Ceremony

Base Building  
Completion

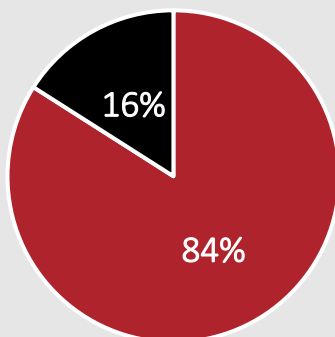
Retailers  
Opening

Construction  
Completion



Photos L to R: National Urban League President and CEO, Marc H. Morial with construction workers at the kickoff event, June 2021; NULEC construction progress as of October 24, 2022.

The total cost for the effort is **\$100 million**, which will be paid through a combination of **New Markets Tax Credits**, **City and State grants**, and **corporate and private philanthropy**.



**\$15,981,450**

Additional funds to be raised

**\$84,018,550**

Funds raised to date



# CONSTRUCTION PHASE II: FIT OUT

With core and shell construction on schedule to complete in July 2023, Phase II of planning has commenced. This includes the fit-out for the 3<sup>rd</sup> and 4<sup>th</sup> Floors of the ULEC.

These floors will house the NUL National Headquarter Offices, as well as the Conference Center and the Urban Civil Rights Museum.



## Fit-Out Phase Partners

The Switzer Group  
Lord Cultural  
Resources  
Local Projects

## Fit-Out Phase Timeline

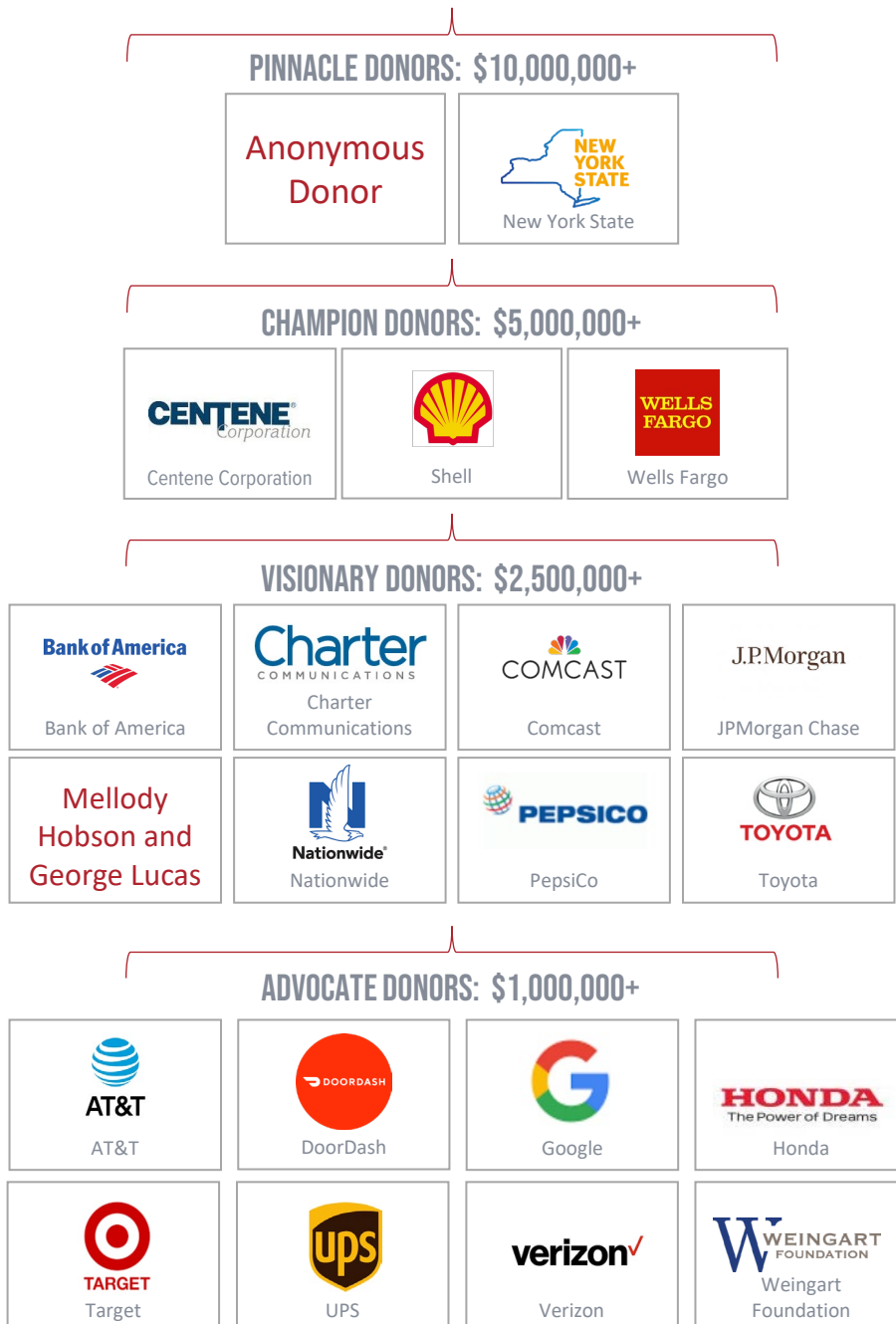
Interior  
Construction  
Commences:  
January 2024

Interior  
Construction  
Complete:  
March 2025



# RECOGNIZING 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.



# NAMING OPPORTUNITIES

Special recognition opportunities throughout the building are being reserved for donors who commit to ULEC at the \$1M+ level. Potential naming opportunities appear below, which will be finalized at the time of agreement and based upon finalized interior renderings and schematics provided by our architect.

## \$10,000,000+ (3)

- ULEC Auditorium
- Museum Main Gallery
- Museum Rotating Exhibition Gallery

## \$5,000,000+ (20)

- Building Entrance Lobby
- Museum Lobby
- National Urban League Lobby
- ULEC Conference Rooms (6)
- Museum Galleries (6)
- Museum Public Areas (4)  
(Terrace, Café, Shop, Lounge)

## \$2,500,000+ (12)

- National Urban League Conference Rooms (8)
- Museum Classroom (2)
- ULEC Breakout Rooms (2)

## \$1,000,000+ (6)

- National Urban League Executive Suite
- National Urban League Recording Studio
- National Urban League Library
- National Urban League Social Media Room
- National Urban League Café
- National Urban League Lounge
- Presidential Walls Listings



## \$1,000,000+ (14)

- National Urban League Executive Conference Room



# ADDITIONAL OPPORTUNITIES

Donors at the Pinnacle, Visionary and Champion levels will be eligible for additional benefits at the Urban League Empowerment Center for the first (5) years of operation, following ribbon cutting, such as:



## Conference Center Corporate Membership

Priority access to host corporate events within NULEC's Conference Center

Special invitations to participate in conferences, seminars, summits in programmatic areas relevant to corporate activities

Opportunity to participate in annual DEIJ-related professional development workshop, featuring NUL leadership and other distinguished guests



## Urban Civil Rights Museum Experience, Corporate Membership

Walk-up admission without a reservation with valid company ID

Complimentary Museum tickets and premium tours based on membership level

Expedited entry via Museum member line

Discount in the Museum Store for corporate member ticket holders

Customized employee volunteer and engagement opportunities



Invitations to attend exhibition openings, public programs, and other special events with complimentary admission

Recognition in the annual report and on the website



Fourth floor auditorium, conference center, museum lobby and café renderings courtesy The Switzer Group



National  
Urban League  
LEAGUE



Nation  
Urban L

**NATIONAL URBAN LE  
HEADQUARTERS &  
URBAN CIVIL RIGH  
MUSEUM**

# 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.