

**UNIDOS US**   
**20 FALL**  
**23 AFFILIATE**  
**CONVENING**

**GROWING THE POWER OF US:  
STRENGTH IN THE COLLECTIVE**

**November 6<sup>th</sup>-8<sup>th</sup> 2023**

CO-HOSTED BY  
**Comunidades Unidas**  
2023 Affiliate of the Year



**General Plenary:  
Building our Affiliate Network's Power**

**UnidosUS's Strategy to  
Build Wealth, Health and  
Power for Latinos**

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# Agenda

- Overview of strategic direction
- Our evolving relationship with Affiliates
- A conversation about our strategic direction in practice

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## Our strategy is rooted in UnidosUS's mission and vision

### Mission

We build a stronger America by creating opportunities for Latinos

### Vision

We want to see a strong America where economic, political, and social advancement is a reality for all Latinos, where all Hispanics thrive, and our community's contributions are recognized.



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In our fight for civil rights, social justice, and opportunity, UnidosUS seeks to close critical economic and social inequities for Latinos facing multiple barriers to opportunity through the following strategic goals

1

Change the underlying systems that cause economic and social inequities for Latinos  
(shift policies, practices, and resources)

2

Build the power and representation of Latinos to influence and hold systems accountable





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## UnidosUS's strategy is to build Wealth, Health and Power for Latinos

	Core issue area	Approach to shift policy, practice, and resources
Build Wealth	 <b>Economic empowerment</b>	Transform the <b>economic trajectory of Latinos</b> through homeownership, as well as financial empowerment (HOME Initiative)
	 <b>Education</b>	Increase <b>high-quality educational opportunities</b> for Latinos to ensure: (1) <b>increased kindergarten readiness</b> through access to affordable, culturally competent <b>early childhood education</b> ; (2) equitable access/completion of <b>employment-aligned postsecondary</b> ; (3) improved access/quality of <b>career pathways</b>
	 <b>Workforce development</b>	Transform the workforce ecosystem to ensure Latinos have access to quality jobs with clear pathways to prosperity by: 1) <b>increasing access to and completion of high-quality and culturally responsive training programs</b> connected to in-demand and emerging industries; 2) <b>influencing employer talent practices</b> to focus on skills-based hiring and continuous employee development
Foster Health	 <b>Health</b>	Improve health outcomes of Latinos by: (1) <b>bolstering nutrition and food security</b> ; (2) increasing access to <b>high-quality, affordable health care that is culturally responsive</b> (3) promoting access to mental healthcare through key initiatives (e.g. supporting Affiliate FQHCs)

*UnidosUS's immigration efforts are cross-cutting. We are currently engaged in a process to refine the strategic goals we are best positioned to work toward and will share updates with the Board in February 2024*

## We will build Wealth, Health and Power for Latinos through two goals

- 1-Change systems that cause inequities



- 2-Build Latino influence and representation to hold systems accountable



- Increase leaders' understanding of and accountability to the priorities of Latino communities



Increase Latino representation in key decision-making and leadership roles

**This strategy will present opportunities for UnidosUS and its Affiliates to partner differently + more deeply to drive impact for our community**

Affiliate role	2008 strategy	2023 strategy
Strategically engage with UnidosUS as direct service providers to drive local impact	Engage Affiliates in a <b>variety of activities</b> , based on Affiliate interest and capabilities	<ul style="list-style-type: none"> <li>Engage Affiliates to <b>drive progress toward impact and outcomes for Latinos with UnidosUS on core issues</b></li> <li><b>Co-develop/lead comprehensive work</b> aligned to goals</li> <li><b>Connect national actions/resources</b> to meet local needs</li> </ul>
Elevate local perspectives and expertise to UnidosUS	Connect UnidosUS to Latino communities and <b>inform our perspectives</b> on how to best support	<ul style="list-style-type: none"> <li><b>Elevate Affiliate expertise, data collection and communications</b> to inform strategies aligned to goals</li> </ul>
Network and learn from other Affiliates	Provide opportunities to <b>convene Affiliates</b> by region, issue area, etc to network and share best practices	<ul style="list-style-type: none"> <li>Provide <b>additional focus and opportunities</b> that enable <b>peer-led learning</b> and <b>Affiliate-led efforts</b> around core issues</li> </ul>



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## Our strategy and how to evolve our partnerships to build wealth, health and power have been shaped by Affiliate input and perspectives

### The Affiliate Network is diverse; Affiliates come to it with different needs and wants

*"Our workforce approach isn't as built out, so it's helpful to have a curriculum.*

*But other Affiliates might already have a model that works for them, so wouldn't really need this."*

– Affiliate

*"One size fits all is not going to work anymore."*

– Affiliate

### Affiliates want to partner with UnidosUS to complement their work

*UnidosUS can do the data analysis to make the case for this work. Then, we can focus on services we deliver."*

– Affiliate

*"Because UnidosUS is a national organization and learns from many communities, being able to leverage national insights and connections is so valuable and validating."*

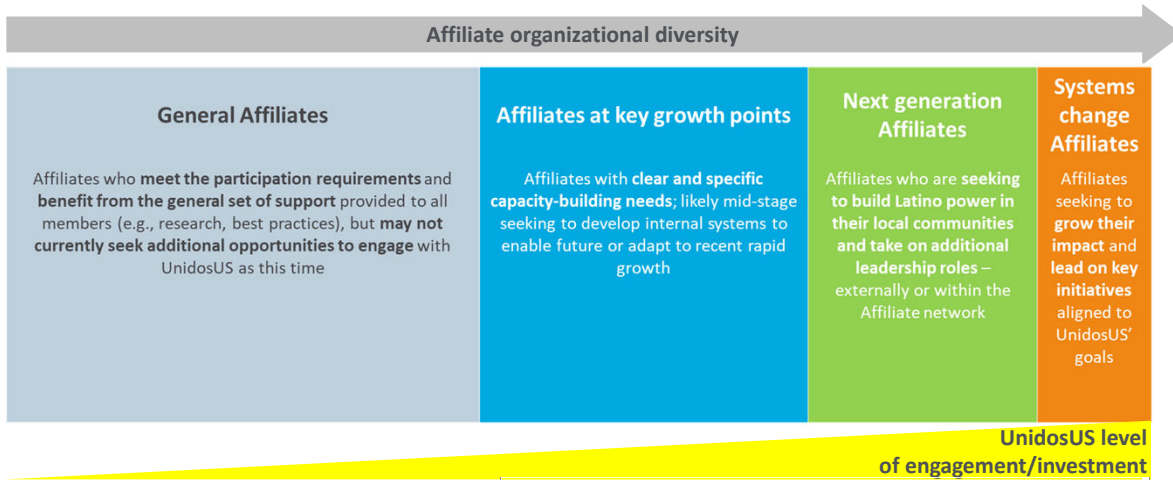
– Affiliate



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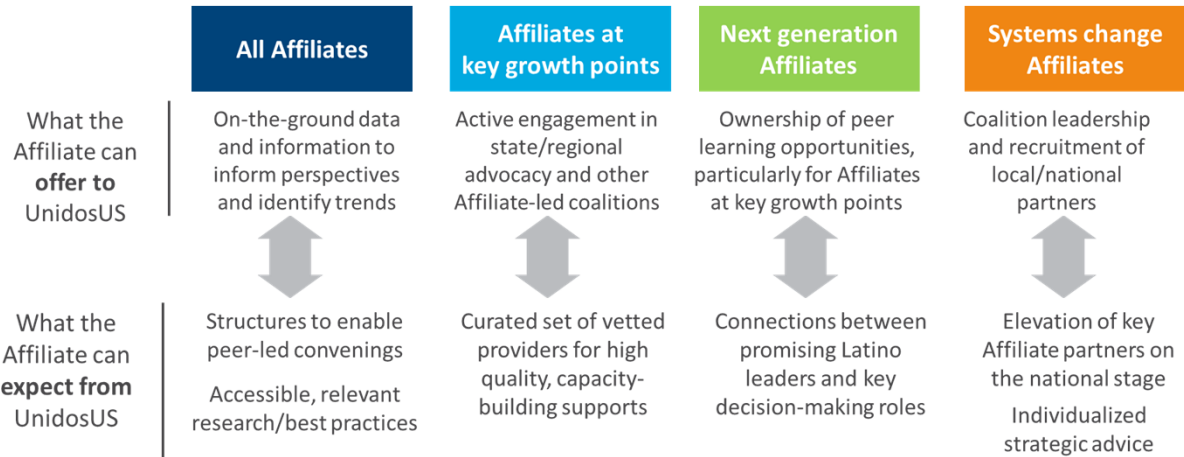
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## Partnerships will vary according to how Affiliates want to engage to help drive the strategy and our collective impact



For some Affiliates, this includes the opportunity to partner differently and more deeply with UnidosUS to drive impact

## Our new strategy clarifies our value proposition and underscores that UnidosUS and its Affiliates each has a role to play in driving impact



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10.30.23

**VISION**

We want to see a strong America where economic, political, and social advancement is a reality for all Latinos, where all Hispanics thrive, and our community's contributions are recognized.

**MISSION**

We build a stronger America by creating opportunities for Latinos.

**VALUES**

Excellence    *Respeto*    Accountability

LONG-TERM IMPACT

Close critical economic and social inequities for Latinos who face multiple barriers to opportunity.

**STRATEGIC DIRECTION**

Change the systems and underlying causes of economic and social inequities for Latinos.

Build the power and representation of Latinos to influence and hold systems accountable.

IMPACT AREA #1

**GROW WEALTH**

IMPACT AREA #2

**FOSTER HEALTH**

IMPACT AREA #3

**BUILD POWER**

**WE DRIVE STRATEGY AND IMPACT BY...**

1. **Shaping policies** in our core issue areas: education, housing and financial empowerment, workforce development and health.
2. **Scaling practices** that have proven their effectiveness in Latino communities.
3. **Partnering with UnidosUS Affiliates, RDF and others** in our network so they can mobilize and amplify their expertise and influence.
4. **Elevating the Latino narrative through** strategic communications.
5. **Responding to emerging threats** and new opportunities.

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**Examples: UnidosUS is already engaging in this type of work and evolving current priorities in ways that align with the strategy**

**Existing examples**



**Enable the creation of 4 million new Hispanic homeowners by 2030**

- **Cross-sector engagement** across five local markets, including Affiliates
- **Enable Affiliates to lead strategy**, e.g. communications, data analysis, advocacy
- Investigate **barriers to homeownership** and target resources and policy advocacy to priority markers

**Developing examples**



**Expand access to affordable, culturally and linguistically relevant health care for Latinos through engagement with federally qualified health centers**

- **Learning Collaborative** with RDF and Affiliates
- **Equip Affiliates to engage with RDF's services** (e.g., support for loan prep, real estate development)

**Future examples**



**Redesign current industry-specific career pathways to better address systemic barriers to Latinos entering key segments of the workforce**

- **Shift from direct services to an intermediary approach** engaging employers, rather than job seekers
- **Educate/influence employers** to adopt more equitable employment practices
- **Build Affiliate** capacity to support Latino employment in high-demand sectors



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