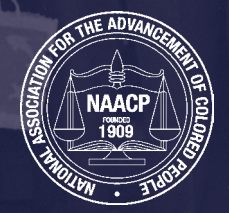


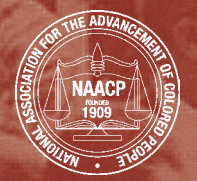


NAACP AFFIRMING AMERICA'S PROMISE

2011 ANNUAL REPORT



4805 Mount Hope Drive
Baltimore, MD 21215
www.naacp.org





OUR MISSION

The mission of the National Association for the Advancement of Colored People is to ensure the political, educational, social, and economic equality of rights of all persons and to eliminate race-based discrimination.

VISION STATEMENT

The vision of the National Association for the Advancement of Colored People is to ensure a society in which all individuals have equal rights without discrimination based on race.

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INTRODUCTION

Affirming America's Promise

The unspoken promise of the United States is that all it takes to succeed is hard work and determination. This is the land of democracy, where we are all supposed to start on a level playing field, and advantages of ancestry or political affiliation are not supposed to matter.

For many communities of color, the promise of America has gone unfulfilled — opportunities limited and progress slow. But the power of collective action will not be denied. By standing united to advance our common opportunities, the African American community and other communities of color continue to work to overcome the obstacles that hinder determination.

Through its work, the NAACP is insisting that just as the skills and strengths of these communities helped to make America great, the promise of America for these communities must be fulfilled, too.

In this report, you will see how our collaborative,



By standing united to advance our common opportunities, the African American community and other communities of color continue to work to overcome the obstacles that hinder determination.

unified work is affirming America's promise. By remaining united, strong, and optimistic — and yes, through hard work and determination — we are securing the promises of America. On these pages you will see our work to achieve:

- Sound policies that help families get and stay healthy
- Quality education (from pre-k through college) so that all children have a fair chance to advance
- Voting rights that ensure a representative democracy
- Equal treatment under the law, regardless of skin color
- Clean land, air, and water — even in communities of poverty
- Economic opportunity and jobs that pay a living wage
- A strong government that acts in our best interest

It's time for the promises of this nation to be affirmed for its entire people. Working together, we will succeed.





Chairman, National Board of Directors



In 2011, the NAACP identified key growth opportunities in a process that not only focuses our resources but helps define our progress in the months and years to come. As we refined our strategies and shored up our strengths, we enabled the year's successes — and also laid the path for even greater influence and effectiveness in the future.

Throughout its history, the NAACP has campaigned against tactics designed to stop people from casting free ballots. The work to assure black citizens the right to vote has followed a tortuous path over the years, including loss of life, reprisals, intimidation, beatings and various other actions. And finally, largely through NAACP campaigns and leadership, the 1964 Voting Rights Act was passed.

However, as we approach the 2012 national election, we find an increasing number of states establishing rules which will limit the ability of a significant number of our citizens to register and vote. So, we must remain vigilant and redouble our efforts to prevent the denial of voting rights and to ensure citizen involvement.

We know that the heart and soul of our organization lies in the work on the ground, and so we continue to identify ways to empower and support our local units to achieve significant and measurable progress.

In 2011, we launched a Collective Action Fund with the Tides Foundation to help our state conferences access funds and resources to engage in state-level advocacy. The Collective Action Fund went through a pilot phase during 2011 in



which 21 NAACP units — from Northeast Queens, NY to Bremerton, Washington — took part in trainings on how to raise funds, how to use their resources, and how to engage the voting public. The pilot phase was a success, and the Board voted to open the Collective Action Fund to all NAACP units — laying the critical foundation for the 2012 election efforts.

We are grateful for your past support and look forward to having you with us as we proceed on this vital journey.

Sincerely,

Roslyn M. Brock
Chairman
NAACP National Board of Directors

As we refined our strategies and shored up our strengths, we not only empowered the year's victories — we also laid the path for even greater influence and effectiveness in the future.



President & CEO

I see the desire we all share for a better tomorrow. We all seek justice and equality. We want our children to inherit a better world than we did.



At the NAACP, our strength comes from our unity — and in 2011, our unity remained strong.

In 2011, our membership continued to grow and to become more active, while our online activists more than doubled, to an impressive 600,000 participants — marking the third year in a row of steady growth, proving that people recognize the power of common action and participation.

As a result of this strong support from allies across the nation, we saw the lowest levels of public support for the death penalty since 1972, a growing awareness of the heinous attack on voting rights, and the release of agenda-setting reports on health and criminal justice that helped to empower NAACP activists to win victories in tough states.

I am privileged to meet and to speak with people from all walks of life and from across this nation. I see the desire we all share for a better tomorrow. We all seek justice and equality. We want our children to inherit a better world than we did. We hope we can find common ground and find reason to erase hatred and bigotry.

Thank you for your continuing support in our struggle to affirm America's promise and to look ahead at what could and must be.

Benjamin Todd Jealous
President & CEO

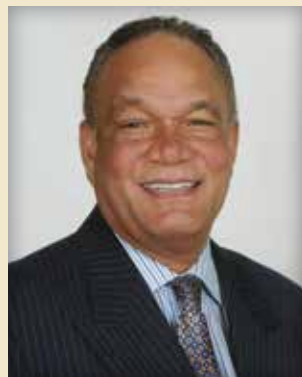




...the SCF board has been able to secure support that continues to rise with gratifying steadiness — with 2011 reflecting a 54% increase over funds raised by SCF in 2010.



Chairman, Special Contributions Fund



This year, the NAACP unfurled the banner proclaiming its theme, “Affirming America’s Promise.” This theme is based on our mission “To ensure the political, educational, social and economic equality of rights of all persons and eliminate racial hatred and discrimination.” We must successfully implement the vital programs in our mission, to affirm America’s promise.

Resources must be available to underwrite the costs of carrying on our programs across this nation. The NAACP Special Contribution Fund (SCF), governed by a Board of Trustees is committed to helping to secure the funds and resources necessary to support the mission of the NAACP. Each year, through individual and collaborative efforts, the SCF board has been able to secure support that continues to rise with gratifying steadiness — with 2011 reflecting a 54% increase over funds raised by SCF in 2010.

You will note that this 2011 Annual Report records the effective work of our units,

plus our dedicated and skilled staff as we forge ahead into 2012, supported by the key fundraising work of our SCF Board of Trustees. We are grateful for your support and ask you to be a continuing part of our unremitting campaign.

Sincerely,

Eugene J. Duffy
Chairman
NAACP Special Contribution Fund Board of Trustees



TROY DAVIS Touching All Lives

On the evening of August 19, 1989, Savannah, Georgia police officer Mark MacPhail was shot and killed. Troy Davis was arrested, convicted of the killing, and sentenced to the death penalty based on the testimony of seven witnesses and two who said Davis had confessed to them.

Over the 20 years between his sentencing and his execution, questions arose about the legitimacy of his conviction. Seven of the nine witnesses recanted or changed their testimony; several implicated another man in the murder. Evidence that the other man had confessed was excluded as hearsay.

His conviction was upheld. On September 21, 2011, Troy Davis was executed by the state of Georgia by lethal injection. Davis maintained his innocence up to his execution.

A COMMUNITY'S SUPPORT

Many of NAACP's programs played a critical part in the Troy Davis case. A multi-departmental team of staff including the Criminal Justice Program, Field Operations, Stakeholder Relations, Communications and New Media, led by President Benjamin Todd Jealous, Chairman Roslyn M. Brock and NAACP Georgia State Leaders, including Georgia State President, Edward Dubose, worked to amplify NAACP efforts on the Troy Davis "Too Much Doubt" campaign.

Working with our allies and the Georgia State Conference, the NAACP launched a national campaign that included a combination of strategic communications, direct appeals to the Georgia Board of Pardons and Parole and community organizing in an effort to save Troy Davis' life.

During the campaign, staff was dispatched to work

We mourn his death but are proud of the response of the people of this nation. The desire to speak out, to demand justice, is a reminder of why we fight.

on the ground in Georgia, our new media and communications teams employed aggressive communication and social media outreach, and we successfully recruited high level spokespersons and unlikely allies to weigh in on the campaign.

People across America wanted to express their outrage and find ways to help — and NAACP's new media efforts provided that outlet. The NAACP listserv gathered more than a quarter million petitions delivered to the Georgia Board of Pardons and Paroles.

The NAACP's #TooMuchDoubt campaign on Twitter was so powerful it garnered profiles in USA Today and the influential tech blog Mashable. It was the second most-tweeted story of 2011, peaking at 7,671 tweets per second on September 20, the day before Troy Davis was executed. One social media firm estimated that the earned-media value of the hashtag between September 19 and 22 alone was \$3.6 million.

On September 21, Chairman Brock and President Jealous led NAACP members and allies in a rally and march in protest of the execution in Jackson, GA. These events galvanized worldwide attention as millions of supporters weighed in and followed these events.

Following the execution, NAACP worked with several other groups to assist the Davis family in organizing a funeral and celebration of Troy Davis' life that served as a national call to both remember his legacy and commit to fighting for the end of the death penalty in the United States. Members of the NAACP family were asked to serve as honorary pallbearers, joining a list of international leaders, dignitaries, and celebrities. More than three thousand people attended the funeral and millions more watched the services online.

Since the founding of the NAACP in 1902, we have



worked to pool the collective strength of our community to fight for justice and fairness. The case of Troy Davis was tragic; the death penalty should never be invoked — especially if there is as much as a shadow of a doubt.

And yet if there is a glimpse of hope in an appalling situation, it is that the voices of so many were heard in the defense of a man with no political power, no great wealth, no position of standing. Across America, people saw the injustice of the Troy Davis case — and they spoke out in opposition.

We mourn his death but are proud of the response of the people of this nation. The desire to speak out, to demand justice, is a reminder of why we fight: Most people in our nation want a better and more just world.



2011 marked the third year in a row of steady growth — but our current success must never be allowed to diminish our willingness to see new opportunities and reallocate our precious resources.

GAME CHANGERS

The NAACP is strongly positioned to advance our programs and issues in the world today. For the third year in a row, 2011 marked a year of steady growth — but our current success must never be allowed to diminish our willingness to see new opportunities and reallocate our precious resources.

So, in 2011, the NAACP undertook an extensive and high-level strategic planning program that identified five *“Game Changers”* — elements that will shape our world in the months and years to come. These are the areas where the NAACP can have a substantial impact; these are the issues that deserve immediate and thoughtful attention in order to fulfill a vision of a society in which all individuals have equal rights without discrimination based on race.

The process, guided by a Strategic Planning Steering Committee comprised of Board members and staff, the SPSC defined the unique strengths of the NAACP

and its organizational capacity.

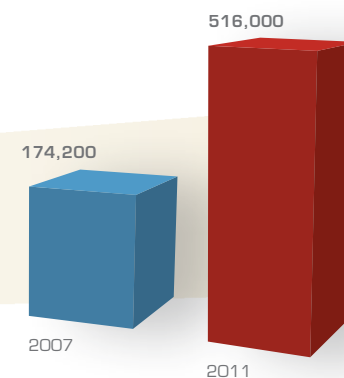
The *Game Changers* offer a new call to action for the 21st Century, providing a powerful successor to the original century-old call upon which the Association was founded. The organizational strategy carries the potential to attract new members and supporters, to reinvigorate the membership, to mobilize activists and to raise the stature and visibility of the oldest civil rights organization in America, positioning it firmly as the leading voice on civil rights, and the vehicle for real and lasting change.

The results of this strategic planning process are as follows, and you will see the roots of all these *Game Changers* in this annual report:

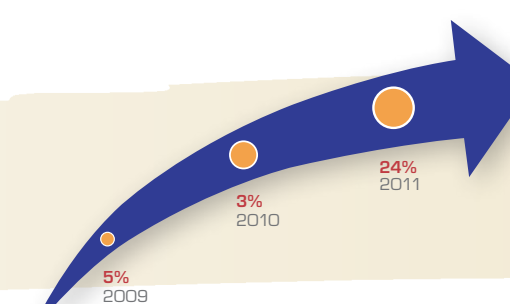
ORGANIZATIONAL STRATEGY

To educate, mobilize, and grow our membership, constituting a powerful grassroots civil rights

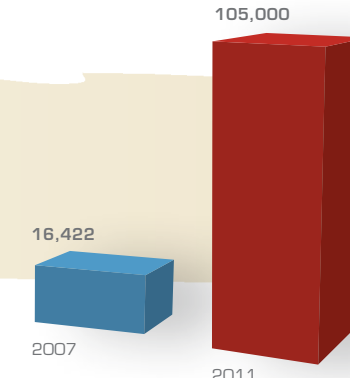
ONLINE ACTIVISTS



MEMBERSHIP SALES GROWTH



INDIVIDUAL DONORS



movement, and energizing the nation through activism, civic engagement, and mobilizing voters at every level of the political process.

GAME CHANGERS

1. Public Safety and Criminal Justice

Disproportionate incarceration, racially motivated policing strategies, and racially biased, discriminatory, and mandatory minimum sentencing will end. Incarceration will be greatly reduced and our communities will be safer. The death penalty will be abolished at the state and federal level, as well as in the military.

2. Economic Stability

Every person will have equal opportunity to achieve economic success, sustainability, and financial security.

3. Education

Every child will receive a free, high quality, equitably-funded, public pre-K and K-12 education followed by diverse opportunities for accessible, affordable vocational or university education.

4. Health

Everyone will have equal access to affordable, high-quality health care and racially disparate health outcomes will end.

5. Voting Rights and Political Representation

Every American will have free, open, equal, and protected access to the vote and fair representation at all levels of the political process. By protecting democracy, enhancing equity, and increasing democratic participation and civic engagement, African Americans will be proportionally elected to political office.

HEALTH PROGRAM



An epidemic of obesity, food “deserts” in our inner cities and unequal access to health care — African Americans face chronic obstacles to good health in our society. The NAACP is working to overcome those obstacles so that the good work of an individual will be enough to secure improving health conditions. No organization can promise good health to its members — but by working together, we can remove some of the obstacles that make good health a distant dream for far too many.

In 2011, the NAACP Health Program focused on two key health initiatives — HIV/AIDS and Childhood Obesity.

THE BLACK CHURCH AND HIV

The Health Program launched a new social justice movement, united with the Black Church,

in addressing the HIV/AIDS crisis in the African American community. In 2011, the NAACP began working to assist faith leaders in identifying the most effective ways to address HIV in their respective congregations, denominations and ultimately their larger communities.

The *Social Justice Imperative* initiative seeks to empower and mobilize the African American faith community by strengthening its individual and collective capacity to move from awareness to action in addressing the critical human and social justice needs of the HIV/AIDS epidemic within communities of color.

In 2011, to support the initiative, the NAACP conducted the “*Let It Rise*” 12-city Tour with focus groups and roundtable discussions with over 250 faith leaders in the following cities: Detroit, Atlanta, Baltimore, Chicago, Houston, Jackson (MS), Los Angeles, Fort Lauderdale/Miami, New Orleans, New

No organization can promise good health to its members — but by working together, we can remove some of the obstacles that make good health a distant dream for far too many.

York, Philadelphia, and Washington DC.

— The Health Program in partnership with Harvard University Center for AIDS Research and others hosted the second phase of the Forgotten Epidemic: “Our Collective Responsibility, Response and Solutions to the Black AIDS Crisis in America.” The two-day health advocacy and education summit was held in Washington DC with members of Congress attending. On the final day of the summit, 45 attendees visited legislators on Capitol Hill to discuss the Patient Affordable Care Act, the AIDS Drug Assistance Program crisis and the NAACP’s HIV/AIDS strategy.

— The Health Department also awarded seven mini-grants of \$1,000 each to seven NAACP units who proposed activities for 2011 World AIDS Day. The grantees were Vancouver, WA; Boston, MA; Fort Wayne/Allen County, IN; Colorado Springs, CO; Huntsville-Madison, AL; Stephen F. Austin University, TX; and Hampton University, VA.

CHILDHOOD OBESITY

Issues like poor nutrition, limited physical activity, and elevated obesity rates put the African American community at considerable risk for long term health challenges. According to the Office of Minority Health, African Americans are 1.4 times more likely to be obese than non-Hispanic whites. More alarming is the prevalence of childhood obesity among African Americans, where 35.9 percent of African American children are overweight or obese. These children are at risk of being obese in their adulthood and developing serious health consequences including chronic diseases.

To address the issue of obesity in the African American community, the NAACP continued to engage its broad volunteer base and partners in providing education and

community awareness designed to address healthy eating and physical activity. A key partnership formed in 2011 was with the Black Coaches and Administrators (BCA), a non-profit organization whose primary purpose is “to foster the growth and development of ethnic minorities at all levels of sports. This partnership was formed to help address physical activity in schools and to advocate for safe green spaces where young people can play.

The NAACP also continued to leverage its 1,200 branches in its advocacy efforts to encourage healthy living. In 2011, the NAACP released its National Childhood Obesity Advocacy Manual, an interactive, downloadable toolkit to support local efforts in addressing childhood obesity. The Manual offers tools to assist NAACP units and grassroots groups in promoting healthy behavior among African American families; identifies best practices in the fight against childhood obesity and; also helps unit understand how to work to change policies and programs at the local, state, and federal levels.

Joining the NAACP at the launch of the Manual was U.S. Surgeon General Dr. Regina Benjamin who applauded the NAACP’s renewed focus on healthy living and childhood obesity.

GET HYPED

During the 2011 Annual Convention, the Health Program created a youth workshop entitled *Get HYPED* Healthy Young People Everywhere — as a unique way — to attract young health advocates and present the national health initiatives. Based on the positive feedback, the workshop was expanded to a national college tour designed to engage young university advocates in conversation around health and civil rights. More than 200 students participated in Get HYPED events, including testing for HIV/AIDS.

EDUCATION



With a sound education, a child of poverty should be able to aspire as high as a child of privilege, giving his or her best to this great nation and reaping the benefits in turn.

Education is the great leveler; it allows the recipient to overcome any circumstances of birth. With a sound education, a child of poverty should be able to aspire as high as a child of privilege, giving his or her best to this great nation and reaping the benefits in turn.

The NAACP has a proud legacy of advocacy for educational excellence and acknowledging the areas where disparities in achievement and opportunity persist. Almost 100 years after W.E.B. DuBois launched an NAACP Commission to focus on educational disparities; NAACP President Jealous was among 28 education advocates, scholars, lawyers, and corporate leaders to be appointed to the Department of Education's Equity and Excellence Commission to examine the disparities in educational opportunities that give rise to the achievement gap. The commission will also recommend ways to restructure school

The NAACP has a proud legacy of advocacy for educational excellence and acknowledging the areas where disparities in achievement and opportunity persist.

finance systems to achieve equity in the distribution of educational resources and further student achievement and attainment.

More than 50 years after *Brown v. Board* established educational equality in principle, African American students are still less likely to read on grade level, access advanced courses, graduate from high school or attend college than their white counterparts. This reality formed the framework for the NAACP education advocacy including: high-quality pre-school, excellent teaching, expanded learning opportunities, and funding targeted to the neediest students.

This framework was used to structure work sessions at the **2011 Daisy Bates Education Summit**, held in Memphis, TN. The theme of the Summit was "Finding Our Way Back to First" and the topics covered included expanded learning opportunities, the importance of pre-K as a foundation for literacy, civil rights data collection on school disciplinary practices, and equitable school funding.

In 2011, the Education Program was also responsive to state-specific concerns, including supporting the NAACP New York State Conference in its efforts to ensure student needs were met and community voices were heard around school closings and the co-location of charter and traditional schools. A series of fact-finding visits, interviews and negotiations with school and community officials, resulted in improved conditions for NYC students and revised

plans for dividing space and time among charter and traditional school students.

The NAACP also made its voice heard on the student athlete graduation rates and academic success. President Jealous joined Education Secretary Arne Duncan in calling on the NCAA to implement new reforms to address the chronic problem of low graduation rates for African American college athletic programs. They called for colleges and universities which fail to graduate at least 50% of their players should be banned from NCAA Tournament play, and that tournament revenues be reconfigured to provide incentives for schools to help players graduate.





VOTING RIGHTS

Historically, African American turnout has been low. In many respects, this is unsurprising. African Americans — denied representative government for so long — often felt that it didn't matter whether they voted or not; their issues would never be considered as a priority. The NAACP's challenge as the nation's leading voice for communities of color is to do what we can to maintain and sustain citizen involvement and clear away the obstacles to the casting of a ballot.

In 2011, the NAACP issued a joint report with the NAACP Legal Defense Fund, *Defending Democracy: Confronting Modern Barriers to Voting Rights in America*, detailing voter suppression initiatives legislative proposals, ballot initiatives and voting laws enacted or proposed since the 2008 election. Copies of the report were sent to federal and state agencies that monitor, administer and enforce voting rights, including the US Department of Justice, the Federal Elections Commission, and the Election Assistance Commission, as well as Secretaries of State and Attorneys General in all 50 states. In addition, the report will be delivered to the appropriate committees of jurisdiction in the House and Senate, and entities within the United Nations.

The report was released just prior to the Stand For Freedom rally for voting rights. Held in New York City on December 10 — the United Nations' International

In 2011, the NAACP issued a joint report with the NAACP Legal Defense Fund — Defending Democracy: Confronting Modern Barriers to Voting Rights in America — detailing voter suppression initiatives legislative proposals, ballot initiatives and voting laws enacted or proposed since the 2008 election.



Human Rights Day — the rally drew more than 25,000 participants and placed a national spotlight on the coordinated campaign to undermine voting rights. New York State Conference President Hazel Dukes, NAACP Political Action and Legislative Committee Chairman Rev. William Barber, US Senator Charles Schumer and Congressman Charles Rangel were among the featured speakers.

In 2011, the NAACP launched “*This is My Vote*” campaign, a massive voter registration, education and Get out the Vote (GOTV) campaign in preparation for the 2012 election cycle. Through this campaign there was a focus on twelve at-risk states where our intervention will have the greatest effect, including California, Florida, Georgia, Michigan, Mississippi, Missouri, North Carolina, Ohio, Pennsylvania, Texas, New York and Virginia.

“*This Is My Vote*” will provide resources to 1,200 local NAACP units, including access to voter contact technology, grassroots volunteer mobilization, and support through NAACP's strong partnerships with media, churches, fraternal organizations, and other allies. Thirty-seven state conferences and over 600 members participated in trainings and use of the Voter

Activation Network (VAN), a national voter database supporting GOTV initiatives, to help reach a goal to register and turn out more than 600,000 voters — 10% of the unregistered African American electorate — for the 2012 election season.





CRIMINAL JUSTICE



The misallocation of public funds away from schooling and into the penal system drains urgently-needed resources.

The current attitude toward criminal justice among lawmakers is urgently in need of reform. We cannot look at a failing system in a vacuum; it is not just a factor of injustice or of overcrowded, abusive jails. The relentless incarceration of non-violent drug offenders (whose challenges should be a health and not a criminal issue) is destroying families needlessly. The misallocation of public funds away from schooling and into the penal system drains urgently-needed resources. And the current system doesn't do enough to heal fragile communities and make our lives safer.

The NAACP's criminal justice report issued in 2011, *Misplaced Priorities*, analyzes the rise in corrections expenditures at the cost of investments in education and links low performance in high school tests to communities with high rates of incarceration. NAACP State and Youth and College units took action, including

With more than 700,000 people leaving prisons each year, our communities continue to grapple with the challenges presented by those who have "paid their debt to society" and yet are faced with numerous challenges and barriers that ultimately serve to continue their punishment.

the launch of "Educate Over Incarcerate" campaigns to downsize prisons and shift saved dollars to state education budgets. The report and its endorsements contributed to the passing of at least a dozen progressive criminal justice reform bills in Texas, including a measure that shut down a prison for the first time in the state's history. And Georgia passed a law requiring the most comprehensive review of existing criminal justice law by any state.

With more than 700,000 people leaving prisons each year, our communities continue to grapple with the challenges presented by those who have "paid their debt to society" and yet are faced with numerous challenges and barriers that ultimately serve to continue their punishment. Too often they are turned away from legitimate employment, which would engage them in productive activities and improve quality of life for everyone. When our returning citizens have an opportunity for employment all our communities benefit. Employed individuals are one-third less likely than their counterparts to recidivate and are more likely to turn their lives around for good. Their successful reentry makes our communities safer, and our economy stronger.

In 2011, the NAACP worked with one of the nation's largest private sector employers in a "ban the box" initiative of eliminating the requirement that an applicant divulge time in prison. This initiative is transformational in the effort to eliminate employment barriers for the formerly incarcerated.



Other key activities in the 2011 included:
Criminal Justice Summit: NAACP State conference presidents met in Chicago to discuss the war on drugs and the impact drug law enforcement has on communities of color. The summit included guest speakers and a facilitated discussion that resulted in a call for resolution to address racial disparities in drug arrests.
Building Safe Communities: NAACP's first violence reduction initiative, Building Safe Communities brings together law enforcement and communities of color to strengthen trust, reduce violence and respond to the needs of victims of violence. Pilot programs were established in Sacramento, California and Fort Lauderdale, Florida.



CLIMATE JUSTICE

Too often in the past, communities of color were considered expendable by polluters. Where to put the landfill, the factory, the energy plant? Poor neighborhoods were thought to be too weak to protest — unable to demand clean air, clean water, and clean land for their children. But as it has for over a century, the NAACP's roots in the community allow us to provide the organizing call that rallies communities in defense of their health and safety. Old mistakes are being remedied; new challenges are being defeated.

Local NAACP branches drew on the strength of national NAACP support and partnerships with other interested groups to make changes in their neighborhoods.

In 2011, the NAACP held four Energy Justice Summits, educating members on the perils of fossil fuel-based energy and on opportunities in energy efficiency and clean energy. Members and units were empowered to speak out clearly on matters of climate justice at the national level, helping to secure passage of the Mercury and Air Toxics Rule, and deflected attacks that would have stripped the Clean Air Act of its authority.

Local NAACP branches drew on the strength of national NAACP support and partnerships with other interested groups to make changes in their neighborhoods. In Indiana, the Hammond State Line coal plant is slated for closure by 2014. Both in Georgia and in Florida, biomass incinerator proposals were defeated. The NAACP and its units continued to pursue measures that will lessen our carbon footprint on the land. For example, we've reduced the waste going to landfills from the NAACP Headquarters by at least 10%, and the Mississippi State Conference passed a resolution to transition from coal power to clean energy.

In 2011, the NAACP continued working to uphold civil and human rights in disaster planning and emergency management implementation by establishing an Emergency Management Taskforce. Documenting civil and human rights challenges during the Gulf Oil drilling

disaster, the tornadoes in Alabama, and flooding in Mississippi (with specific recommendations to the Oil Spill Commission, Gulf Coast Claims Facility, FEMA, and the American Red Cross) will help to ensure that the same mistakes will be made in the future.

As a result of a series of trainings, assistance with certifications, and provision of information and resources, NAACP units, families, and individuals were equipped to manage the continuum of emergency management from preparedness through rebuilding, including understanding the systems and the resources available.





ECONOMIC OPPORTUNITY



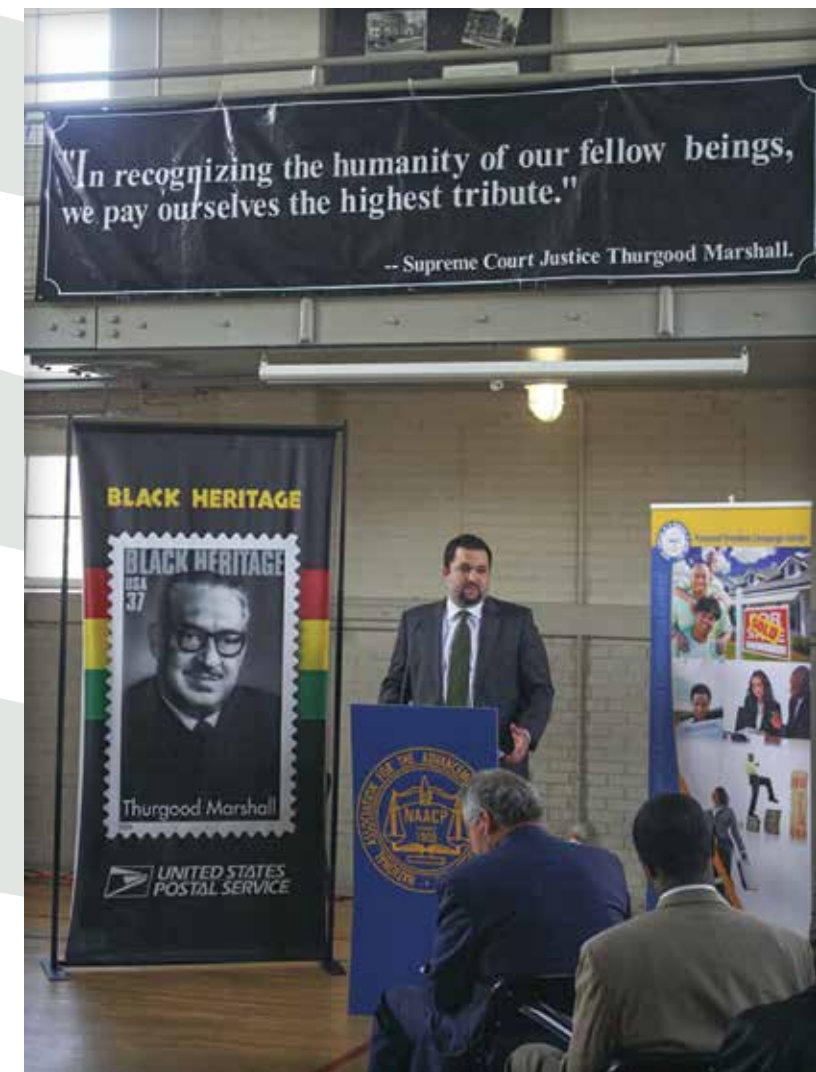
In 2011, the economy remained stagnant. Hopeful signs of progress appeared in the stock portfolios of millionaires, but on the streets, where millions were suffering, times remained tough and work was hard to come by. Under these conditions, attacks on worker's rights and the pursuit of corporate profits over human rights were to be expected; workers complain less when they feel their employment options are few. But NAACP unified communities of color to oppose abuses and educated the public about their rights and their opportunities. Collaboration and participation are more — not less — important in hard times.

In 2011, the NAACP opened the NAACP Financial Freedom Center, in Washington DC in partnership with Wells Fargo. The Center, the headquarters of the NAACP Financial Freedom Campaign, an initiative to influence change in the banking industry, prevent unfair mortgage lending practices, protect the community against predatory mortgage lending practices, improve fair credit access, and promote sustainable homeownership, financial education and

In its inaugural year, the Financial Freedom Campaign provided grants to 21 communities to provide financial education, financial services, and banking resources to local communities.

wealth building strategies in historically disadvantaged communities.

In its inaugural year, the Financial Freedom Campaign provided grants to 21 communities to provide financial education, financial services, and banking resources to local communities. These NAACP local units and state conference are: Alaska, Oregon and Washington State Area Conference; Huntsville, Alabama; Gilbert, Arizona; Riverside, California; Colorado Springs, Colorado; Wilmington, Delaware; Rockledge, FL; Illinois State Conference; Fort Wayne, IN; Louisville Youth Council; Jackson Parish Branch (Jonesboro, LA); Maryland State Conference; Biloxi, MS; Scotland County NAACP Youth Council (Laurinburg, NC); Montclair, NJ; Rio Rancho, NM; Roosevelt, NY; Columbus, Ohio; Brownsville, TN; Texas State Conference and Washington, DC. These units were trained to help them in the presentation of workshops on financial literacy foreclosure prevention and recovery, credit counseling, financial planning and community benefit agreements.





In 2011, the power of the NAACP was evident on the ground around key campaigns from voting rights to employee rights.

We are One—Protecting the rights of workers.

As a continuation of alliances renewed during the One Nation march in 2010, the NAACP engaged in activities to combat state-level attacks (particularly in Wisconsin, Illinois, Ohio, and Indiana) on collective bargaining for public employees. The NAACP joined more than 100 progressive allies for the “We Are One” Day of Action. NAACP units across the country led more than 50 mobilizations including town halls, rallies, press conferences and marches.

In 2011, the NAACP increased membership for the third consecutive year for the first time in over 20 years. When membership is combined with our growing number of donors (105,000), mobile activists (15,000), Twitter and Facebook followers (22,000 and 76,000 respectively) and e-Associates (605,000) the NAACP base of active supporters is now well over 700,000.

To build the capacity of the Units, the NAACP established the Collective Action Fund through the Tides Foundation to help local and regional units support programs and access funds to lay the critical foundation for the 2012 election efforts.

During the pilot phase, twenty-one units were accepted into the NAACP Collective Action Fund program. These units were trained on the use of the Fund. The participating units were:

- Haywood South Alameda, CA
- Springfield, MO
- Sacramento, CA
- St. Louis, MO
- San Jose/Silicon Valley, CA
- South Carolina State Conference

- Bremerton, WA
- Tennessee State Conference
- Beverly Hills/Hollywood, CA
- New Orleans, LA
- Connecticut State Conference
- Garland, TX
- Asbury Park/Neptune, NJ
- Snohomish, CA
- Bergen County, NJ
- Georgia State Conference
- New Brunswick, NJ
- Memphis, TN
- Oranges Maplewood, NJ
- North Carolina State Conference



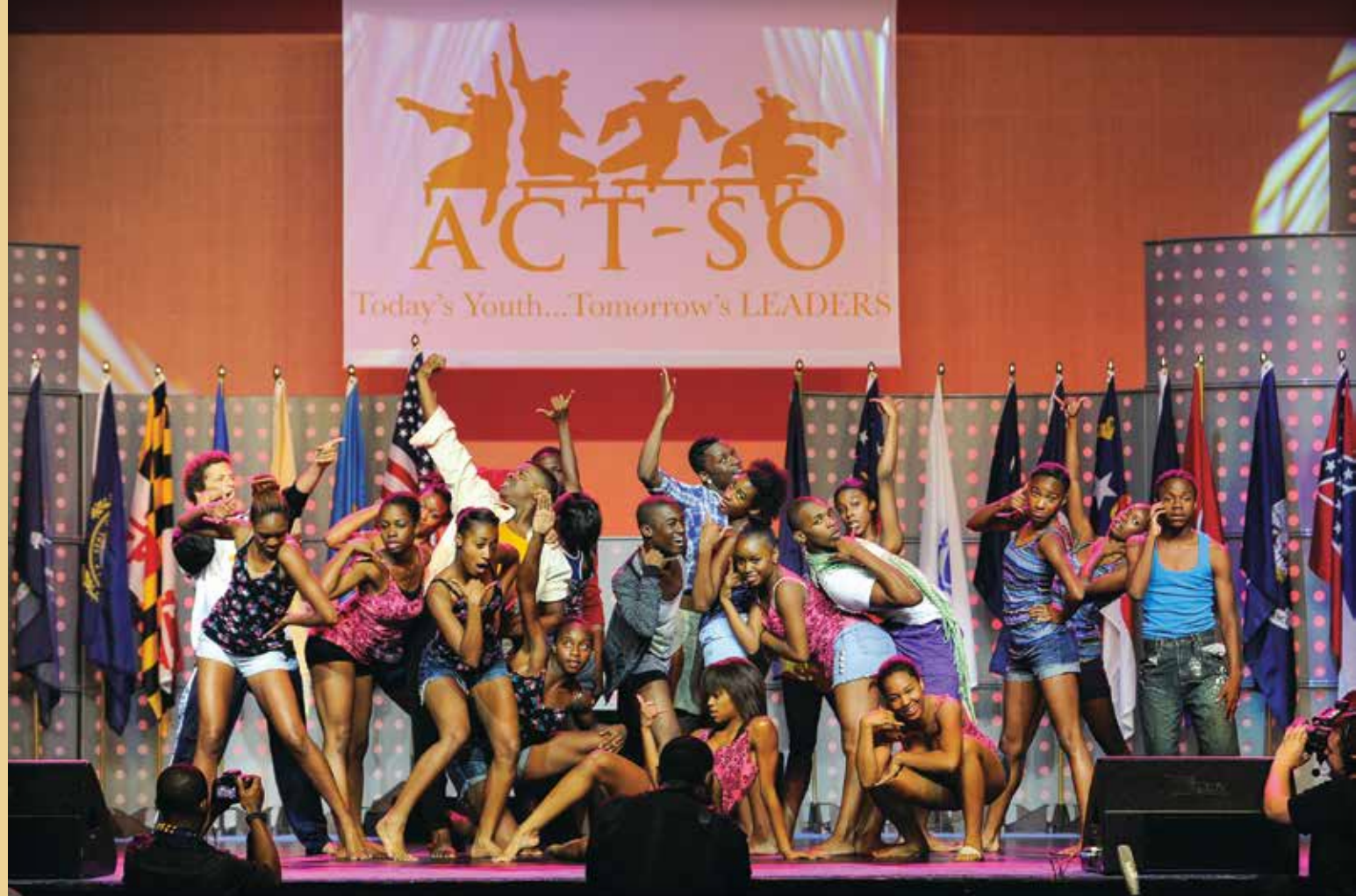
FIELD OPERATIONS AND MEMBERSHIP

The true strength of the NAACP has always been an impassioned membership, standing united for a better future. As the NAACP strategizes about the best ways to improve rights and equality at a national level, we know that the work on the ground is where the heart and soul of our organization lies. With over 1,200 units (including everything from state chapters to youth and college groups), the NAACP benefits from the care and action of members from coast to coast. We all know we are stronger together; it is the Field Operations and Membership divisions that power our work.

In 2011, the power of the NAACP was evident on the ground around key campaigns from voting rights to employee rights.

Stand for Freedom rally on December 10 — the United Nation’s Human Rights Day — the NAACP and coalition of more than 100 partners in a rally in New York City for voting rights. More than 25,000 showed up and marched to the United Nations to protest an aggressive attack against voting rights across the country.

Troy Davis. Working with our allies and the Georgia State Conference, the NAACP launched a national campaign that included a combination of strategic communications, direct appeals to the Georgia Board of Pardons and Parole and community organizing including a state-wide mobilization, rallies, prayer services and petition drives. These events galvanized worldwide attention as millions of supporters weighed in and followed the Troy Davis case.



Our Youth Division provides one of the strongest and most capable segments of the NAACP's national volunteer network, with young people mobilizing and organizing around issues that impact the daily lives of African American across the country.

volunteer network, with young people mobilizing and organizing around issues that impact the daily lives of African American across the country. In 2011, our Youth Division provided strong support to work around Criminal Justice, specifically playing a key organizing role in supporting Troy Davis and in highlighting the findings of the *Misplaced Priorities* report.

Misplaced Priorities issued by the NAACP in 2011, identified the true cost of bleeding off educational dollars for prisons and criminal detention. From town hall meetings and rallies to leafleting, Youth and College chapters seized this opportunity to educate

students on the direct impact of the overspending on incarceration at the expense of education.

Students used Facebook and Twitter to advertise their actions and to generate further buzz around the report. Chapter Presidents submitted an editorial to their campus newspapers, highlighting the direct impact to their state. Each chapter gathered signatures on a petition for support for reform, particularly based on the reality that financial aid dollars are becoming scarce in the academic world.

ACT-SO

Since 1978, ACT-SO has inspired and encouraged young people, including many in American's toughest neighborhoods, to pursue academic and artistic excellence. Each year, more than 11,000 students from 210 communities nationwide participate in local ACT-SO programs, competing in 26 categories that range from business and biology to ballet. Winners from local competition compete at the national competition, and are given an opportunity to enhance their talents and skills through master classes and other enrichment activities over the four day national competition.

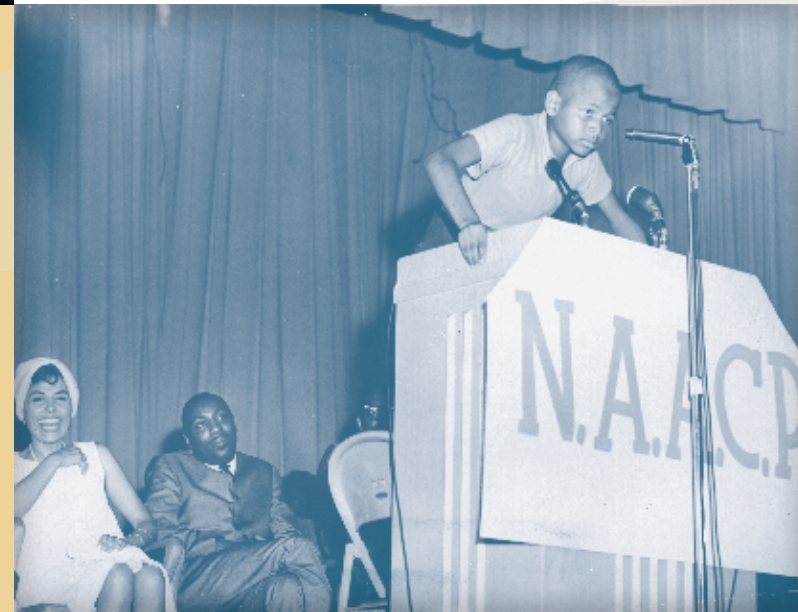
In 2011, *NAACP Connect* was introduced — A social networking platform connecting ACT-SO participants from around the country for the purposes of mentoring and collaboration. Also, in 2011, Culinary Sciences was introduced as a new category to encourage Science Technology Engineering and Math through the arts.

YOUTH PROGRAMS

YOUTH AND COLLEGE DIVISION AND ACT-SO

Like generations before them, young people continue to be a driving force for change in our country. The NAACP has more than 25,000 members and activists under the age of 25, representing 700 actively involved Youth Councils, High School Chapters and College Chapters. This means the NAACP has one of the largest organized groups of young people of any secular organization in the country. That's not just a benefit for today. It's also a good indication that our cause will be well and capably tended in the decades to come.

Our Youth Division provides one of the strongest and most capable segments of the NAACP's national





In 2011, the legal teams confronted the subtle racism of redistricting efforts that would split the authority of predominantly African American communities, and provided critical education on civil rights.



LEGAL ADVOCACY

Since 1909, the NAACP has maintained a legendary legacy for fighting legal battles to win social justice for all Americans. The NAACP Legal Department maintains an active docket of Civil Rights cases, frequently in conjunction with a team of cooperating lawyers around the nation who work daily in the courts alongside the Legal Department to address Civil Rights violations and forge the way in the fight to prevent the erosion of Civil Rights law in this country.

In 2011, the Legal team confronted the subtle racism of redistricting efforts that would split the authority of predominantly African American communities, and provided critical education on civil rights. These efforts are essential to removing the obstacles to a truly representative democracy.

Through the *National Redistricting Project for Education, Jobs, and Justice*, the NAACP acted as

advocates for African Americans and other minorities in the redistricting process by working with and through NAACP branches, state conferences, and units throughout the country. We supported the units with training for over 1,600 members, technical assistance, legal counsel, and project management with our work taking us from the Fayette County Georgia Commissioners Court to the US Supreme Court.

The National Redistricting Project staff created and distributed over 4,000 redistricting manuals and over 8,000 brochures providing NAACP units with information about how they can become players in the often-cloistered redistricting process that can dilute the vote and limit minority political power.

Through the National Redistricting Project, the NAACP are leading efforts around the country to address challenges to voting rights:

- Challenges to Section 5 of the Voting Rights Act in Alabama, Florida, Georgia, North Carolina, and Texas.
- Active in the litigation in challenging Texas redistricting maps and the impact on minority voting rights.
- Vote Dilution Challenges in North Carolina and Arkansas on redistricting under the one-person, one-vote principle and on laws that dilute minority voting strength.
- Challenged the voter ID laws one of the most insidious tools to limit minority voting power in South Carolina and Texas.





HOLLYWOOD BUREAU

The NAACP Hollywood Bureau continues to encourage the presence of good role models in our popular entertainment — fighting stereotypes and promoting healthy, sound behaviors and relationships on screen.

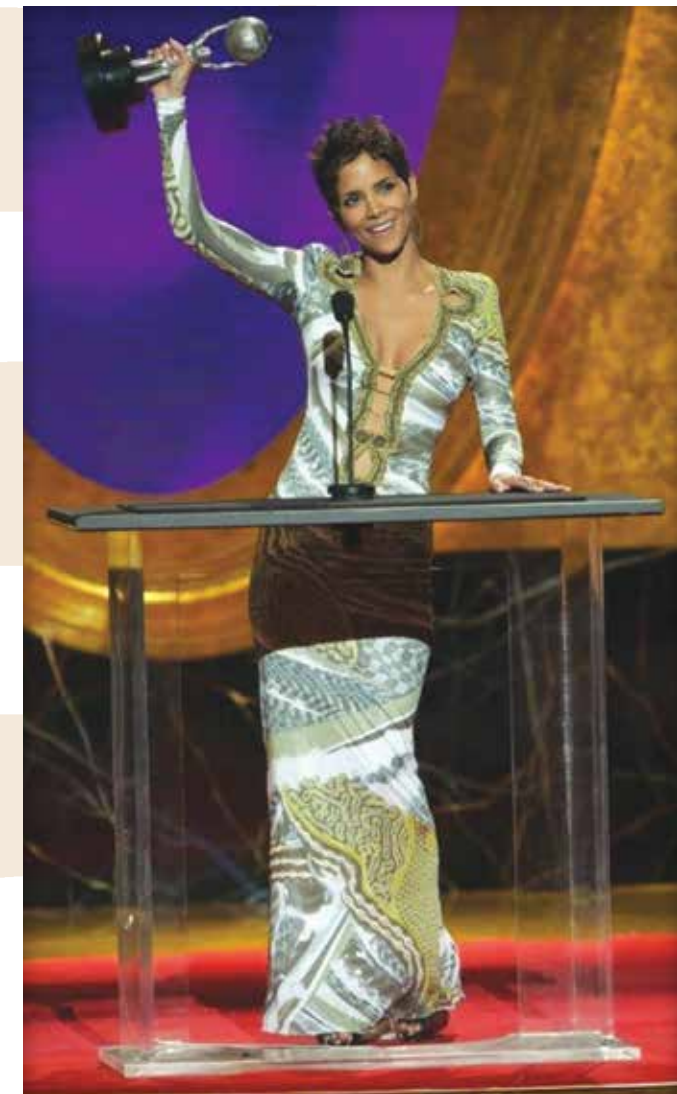
Master's Writing Fellowship. The NAACP Hollywood Bureau's Master Writing Fellowship awards were offered in conjunction with the CBS and NBC networks to two minority students at UCLA and USC. Both fellows, while fulfilling their fellowship requirements with CBS, NBC and their respective university, also participated as interns with the NAACP Hollywood Bureau.

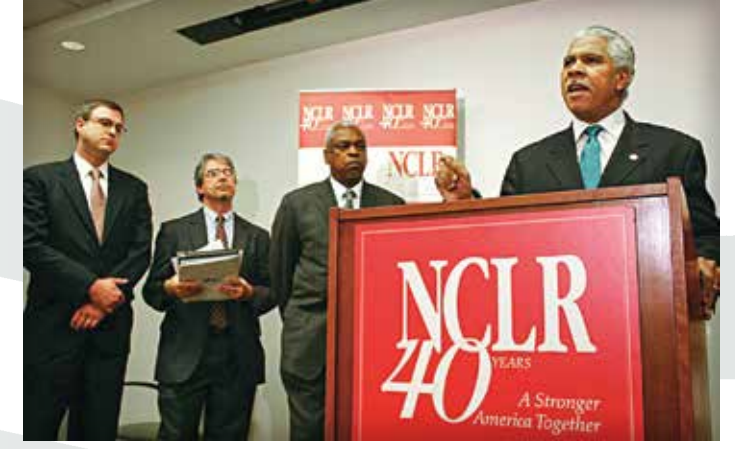


The NAACP Hollywood Bureau continues to encourage the presence of good role models in our popular entertainment...

NAACP Interactive Timeline — NAACPHistory.org. NAACPHistory.org, a powerful learning tool launched in 2009 and sponsored by the Verizon Foundation, is an interactive timeline that brings to life the 102-year history and the story of the civil rights movement through words, pictures, interviews and film.

In 2011, the Hollywood Bureau began to integrate the history of six local branches into the timeline. The branch integration will become an integral part of the timeline content.





The Washington Bureau ensures that African Americans and other racial and ethnic minorities aren't marginalized in the national discussion.

WASHINGTON BUREAU

The NAACP's Washington Bureau is the voice on matters of national legislative and federal public policy consideration. The process of government has become so complex that few individuals honestly believe they can follow the details of even the most crucial issues — and that's why the NAACP created a division devoted solely to representing the interests of communities of color within the federal halls of power. The Washington Bureau ensures that African Americans and other racial and ethnic minorities aren't marginalized in the national discussion. Although headway was made on several of our legislative priorities, we were forced to defend many recent gains against attacks by emboldened forces in the 112th Congress that are hostile to our interests.

Balancing the budget. As Congress and the President battled over how to bring the federal budget more into balance, the NAACP consistently argued for solutions that maintain the safety net for the most vulnerable Americans as well. We advocated for a federal budget which puts people back to work; rebuilds the economy; invests in infrastructure, research and innovation, worker productivity, training and education; continues to protect Americans' civil rights; and restores fairness to the tax code.

Determining the debt ceiling. Just one week after the NAACP passed a resolution at its annual convention calling on Congress to pass legislation increasing the debt ceiling through 2013, the President signed a bill into law which did much of what we called

for. However that same law required both houses of Congress to vote on a balanced budget amendment to the US Constitution, a measure that the NAACP strongly opposes. Fortunately, both the House and Senate defeated the amendment proposal.

Federal job creation. The national unemployment rate was critically high throughout 2011, and the NAACP Washington Bureau worked diligently to promote job creation programs. While the official national unemployment rate remained consistently around 9%, among African Americans, the rate was above 16%. For African American males the rate was consistently around 17.5%, and for black teens it was usually over 40%. Furthermore, by the end of 2011, 1.4 million African Americans had been out of work for more than 6 months. Specifically, the Washington Bureau promoted the American Jobs Act, which would expand opportunities for the long-term unemployed to reenter the workforce, providing incentives for businesses to hire and make investments in revitalizing schools, infrastructure and neighborhoods. It extends unemployment insurance to benefit the long-term unemployed and their families, and would make it illegal to discriminate against the long-term unemployed when making hiring decisions. The plan supports summer / year-round jobs for youth. The tax cuts portion will benefit over 100,000 African American small businesses and will help African American owned small businesses access capital.

Sound laws. The House of Representatives passed

the NAACP-supported Deaths in Custody Act and several other crucial bills which were priorities of the NAACP policy agenda were introduced in the House and Senate, including the End Racial Profiling Act, the Democracy Restoration Act (which mandated re-enfranchisement for ex-felony offenders in national elections), the Fix America's Schools Today Act, the Employment Non Discrimination Act and the Every Student Counts Act, among others.

Significant testimony. Judiciary Chairman Rep. Lamar Smith (TX) held a hearing on racial profiling at which NAACP Washington Bureau Director Hilary Shelton testified that racial profiling is unconstitutional, socially corrupt and a counterproductive method of law enforcement. The Washington Bureau also testified at a Senate hearing on racial profiling held in 2012. And at a meeting of the US Sentencing Commission, NAACP testified in support of applying new sentencing guidelines for a federal conviction of crack cocaine possession retroactively to those currently in prison. The Commission voted unanimously in support — meaning more than 12,000 men and women currently incarcerated for crack cocaine possession (over 10,000 of whom are African Americans) will be eligible for an adjustment of their sentences. Washington Bureau Director Shelton also testified before the House Financial Services Committee in support of the nascent Consumer Financial Protection Bureau and before the U.S. Commission on Civil Rights on the subjects of workplace bullying and eminent domain.



SPECIAL EVENTS

ANNUAL CONVENTION

The NAACP celebrated its 102nd year at our Annual Convention, held in 2011 in Los Angeles. Under the theme of “Affirming America’s Promise,” thousands of delegates met to exchange fellowship, form stronger bonds, and tackle the economic and social crises faced by struggling communities of color.

The Youth and College Division celebrated its 75th anniversary — a powerful legacy of fostering leadership for the NAACP and the nation for three-quarters of a century. This milestone was celebrated with workshops, luncheons and forums, culminating in a special plenary session.

Convention participants included actors, established and emerging civil rights leaders, elected officials and



faith-based leaders. Civil rights attorney Frankie Muse Freeman received this year’s Spingarn Award, awarded to an American of African descent for outstanding and noble achievement, in recognition of her extraordinary history

of advocacy in the civil rights movement.

At the Convention, the NAACP also examined the reality for low-income communities and communities of color including double digit unemployment, high incarceration rates, school re-segregation, and other critical issues threatening progress made in the last century. Together we defined the response and scope of work for the coming year, ensuring that, in the words of President Jealous, “together, we can realize America’s promise for all.”

Students in the ACT-SO competition competed in 26 categories including sciences, humanities, performing arts, visual arts, and business. ACT-SO attracts some of the nation’s most gifted high school students. Its past participants occupy a wide array of careers ranging from executive positions to entertainment. Famed ACT-SO alumni include musician Kanye West, actress Jada Pinkett-Smith, filmmaker John Singleton and comedian Anthony Anderson.

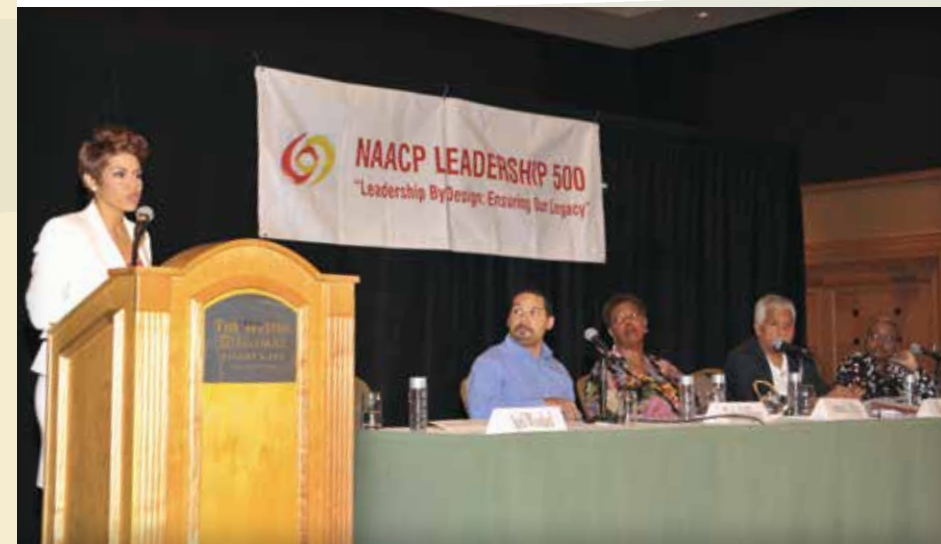
LEADERSHIP 500

Over 400 people attended the 7th annual Leadership 500 Summit, held in Hollywood, FL, the NAACP’s premier networking event for young professionals connects civic, community and business representatives and engages them in critical discourse around civil rights and social justice. The summit featured keynote addresses by Terrie Williams of the Terrie Williams Agency, Dr. Isabel Wilkerson, Pulitzer Prize-winning author and Keith Clinkscales, senior vice president, ESPN.

This year’s event also featured an Energy Justice Summit to examine the energy crisis and its implications for communities of color. A town hall



meeting entitled *2012: What’s the Next Step?* — featured panelists including Charles Ellison, Rev. Leah Daughtry, Lorraine Miller, and Hilary Shelton who discussed the critical role young professionals can play as we approach the 2012 election.



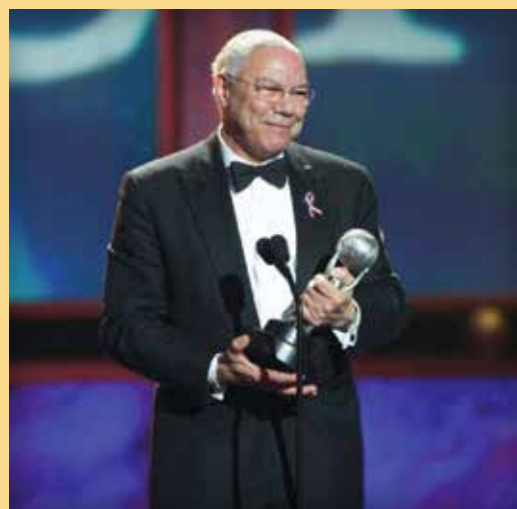
THE GREAT DEBATE

With the Connecticut State Conference, Washington DC branch and the Howard University college chapter, the NAACP helped organize the “Great Debate,” a competition between two legendary debate schools of Howard and Yale Universities.

The Great Debate attracted over 1,000 people with MSNBC correspondent and former NAACP Youth & College Division director Jeff Johnson serving as the debate host.



NAACP IMAGE AWARDS



The 42nd NAACP Image Awards celebrates the accomplishments of people of color working in the fields of literature, music, television and film. It also honors individuals and groups who promote social justice through creative endeavors. The awards show was broadcast live from the historic Shrine Auditorium in Los Angeles, California and hosted by Wayne Brady and Holly Robinson-Pete.

Surgeon General Dr. Regina Benjamin received the Chairman's Award and General Colin Powell (Ret.) was the recipient of the President's Award. Celebrity presenters and guests included Halle Berry, Prince, Sofia Vergara, Amber Riley, LL Cool J and many more. Celebrated recording artists Mary Mary, Michael Franti and Spearhead performed.

All the participants showed their support of union workers by wearing red, white, and blue ribbons to show that they stand in solidarity with workers struggling to maintain collective bargaining agreements in Wisconsin, Indiana, Ohio and dozens of other states.



The 42nd NAACP Image Awards celebrates the accomplishments of people of color working in the fields of literature, music, television and film.



RELIGIOUS LEADERS SUMMIT

The NAACP's 13th National Religious Leaders Summit — "From Prophetic Preaching to Prophetic Action"— drew more than 80 attendees from major religious denominations. The Leadership Roundtable Breakfast brought together religious leaders representing more than 15 million people. Attendees participated in the first Social Justice Institute and took part in discussions on the NAACP 2012 Civic Engagement Plan, mass incarceration, and our fight against the death penalty.

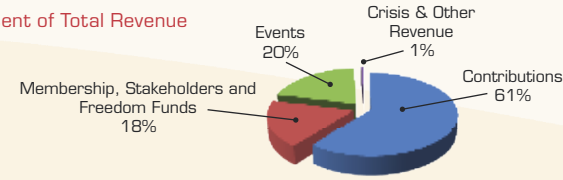
FINANCIALS

NAACP AND AFFILIATES

CONSOLIDATED STATEMENTS OF FINANCIAL POSITION as of December 31, 2011 and 2010

	2011	2010
ASSETS		
CURRENT ASSETS		
Cash and cash equivalents	\$ 3,384,085	\$ 2,214,468
Investments	4,654,628	4,638,301
Accounts receivable, net	4,334,827	4,140,886
Other current assets	103,323	97,610
Total Current Assets	\$ 12,476,863	\$ 11,091,265
FIXED ASSETS		
Furniture and equipment, net	\$ 985,121	\$ 595,891
Land and building	454,550	454,550
Total Fixed Assets, net	\$ 1,439,671	\$ 1,050,441
OTHER ASSETS		
Other assets	15,583	15,583
Total Other Assets	\$ 15,583	\$ 15,583
TOTAL ASSETS	\$ 13,932,117	\$ 12,157,289
LIABILITIES		
Accounts payable and accrued expenses	\$ 1,983,844	\$ 2,362,764
Line of credit	1,500,844	-
Pension benefits	3,292,004	1,557,667
TOTAL LIABILITIES	\$ 6,776,692	\$ 3,920,431
NET ASSETS/SHAREHOLDER'S EQUITY		
Unrestricted	1,230,797	4,349,713
Board designated net assets	3,081,799	2,954,030
Accumulated deficit	(4,357,922)	(4,688,253)
	(45,326)	2,615,490
Temporarily restricted	7,200,751	5,621,368
TOTAL LIABILITIES AND NET ASSETS	\$ 13,932,117	\$ 12,157,289

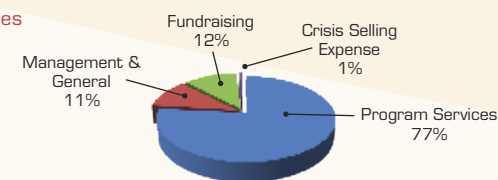
Percent of Total Revenue



CONSOLIDATED STATEMENTS OF ACTIVITIES for the years ended December 31, 2011 and 2010

	2011	2010
SUPPORT AND REVENUE		
Support:		
Grants and Contributions	\$ 19,852,400	\$ 19,752,713
Legacies and bequests	65,065	291,213
Total Support	\$ 20,217,465	\$ 20,043,926
Revenue:		
Membership	\$ 2,847,951	\$ 3,088,155
Convention	2,942,119	2,827,838
Image Awards	3,361,516	2,210,530
Leadership 500	500,155	357,025
Legal	2,013,162	-
Regional Offices & Conferences	25,000	90,348
Freedom Funds	1,234,786	1,238,865
Investment income	(79,024)	453,370
Disaster Relief	21,363	198,883
Subscriptions	14,432	66,033
Advertising	114,000	27,098
Other revenue	164,352	287,622
Total Revenue	\$ 13,159,812	\$ 10,845,767
TOTAL SUPPORT AND REVENUE	\$ 33,377,277	\$ 30,889,693
EXPENSES		
Program Services:		
Membership Services	\$ 1,519,643	\$ 1,398,962
Field Operations	4,084,471	4,065,849
Convention	3,432,223	2,744,050
Image Awards	2,325,838	1,906,451
Leadership 500 Summit	525,587	369,025
ACT-SO	1,051,690	841,677
Civic Engagement	338,850	1,115,114
Legal Programs and Fellows	1,969,694	1,475,097
Direct Issue Education	2,845,055	3,041,090
Redistricting Project	52,563	729,274

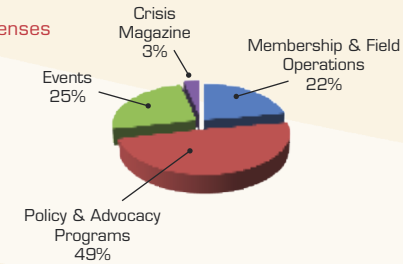
Percent of Total Expenses



CONSOLIDATED STATEMENTS OF ACTIVITIES for the years ended December 31, 2011 and 2010 (cont.)

	2011	2010
Research and Policy	1,143,211	1,254,581
Education	582,217	570,330
Health	877,284	467,653
Economic Development	1,830,033	327,100
Disaster Relief	764	234,066
Climate Justice	294,033	218,835
Criminal Justice	841,260	580,900
Human Rights and Voting Rights	551,979	-
Cost of Sales - Crisis	861,511	841,556
Total Program Services	25,127,906	22,181,610
Support Services:		
Management and general	3,544,382	4,132,680
Fundraising	3,775,193	3,486,061
Selling expense	276,893	296,262
Total Support Services	7,596,468	7,915,003
TOTAL EXPENSES	32,724,374	30,096,613
Support and revenue over expenses	652,903	793,080
Change in defined pension plan obligation	(1,734,337)	(375,047)
CHANGE IN NET ASSETS	(1,081,434)	418,033
Net Assets/(Deficit), Beginning of Year	8,236,858	7,818,825
Net Assets/(Deficit), End of Year	\$ 7,155,424	\$ 8,236,858

Percent of Program Expenses



CONSOLIDATED STATEMENTS OF CASH FLOW for the years ended December 31, 2011 and 2010

	2011	2010
CASH FLOWS FROM OPERATING ACTIVITIES		
Change in net assets	\$ (1,081,434)	\$ 418,033
Adjustments to reconcile changes in net assets to net cash (used in) provided by operating activities		
Depreciation	211,459	219,792
Unrealized (gain) loss on investments	246,412	(250,629)
Changes in assets and liabilities:		
Decrease (Increase) in Accounts receivable	(193,941)	(1,441,660)
Decrease (Increase) in other assets, net	(5,713)	(926)
(Decrease) Increase in accounts payable and accrued expenses	(378,920)	1,228,556
(Decrease) Increase in pension benefits	1,734,337	375,047
(Decrease) Increase in other liabilities	-	(206,101)
Net cash (used in) provided by operating activities	532,200	342,112
CASH FLOWS FROM INVESTING ACTIVITIES		
Purchase/transfer of investments	(2,213,335)	(3,711,883)
Sale of investments	2,118,547	3,750,258
Reinvestment of interest and dividends	(167,951)	(161,207)
Purchase of property and equipment	(600,689)	(87,801)
Net cash (used in) provided by investing activities	(863,428)	(210,633)
CASH FLOWS FROM FINANCING ACTIVITIES		
Advances on loan management account	1,500,844	-
Net cash (used in) provided by financing activities	1,500,844	-
Net (decrease) increase in cash and cash equivalents	1,169,616	131,479
CASH AND CASH EQUIVALENTS, BEGINNING OF YEAR	2,214,468	2,082,989
CASH AND CASH EQUIVALENTS, END OF YEAR	\$ 3,384,084	\$ 2,214,468
Supplemental Data:		
Cash paid for interest	\$ 4,688	\$ -

OUR DONORS

The NAACP is grateful to all our donors who support and share our efforts to advance civil and human rights. Our work would not be possible without their support.

The NAACP values the support of its many supporters and works to ensure that all contributions are properly recognized. So, if your contribution has been inadvertently omitted or misrepresented, or for spelling errors, please contact the Development Office at (410) 580-5777.

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Perennial Strategy Group
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\$10,000 — \$49,999

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\$50,000 — \$99,999

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\$100,000 and above

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Auxiliary to the National Medical Association

\$50,000 — \$99,999

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Leadership Conference on Civil Rights
Education Fund, Inc.

\$25,000 — \$49,999

United States Department of the Army
United States Department of the Navy

\$5,000 — \$24,999

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(Individual gifts of \$10,000 or greater)

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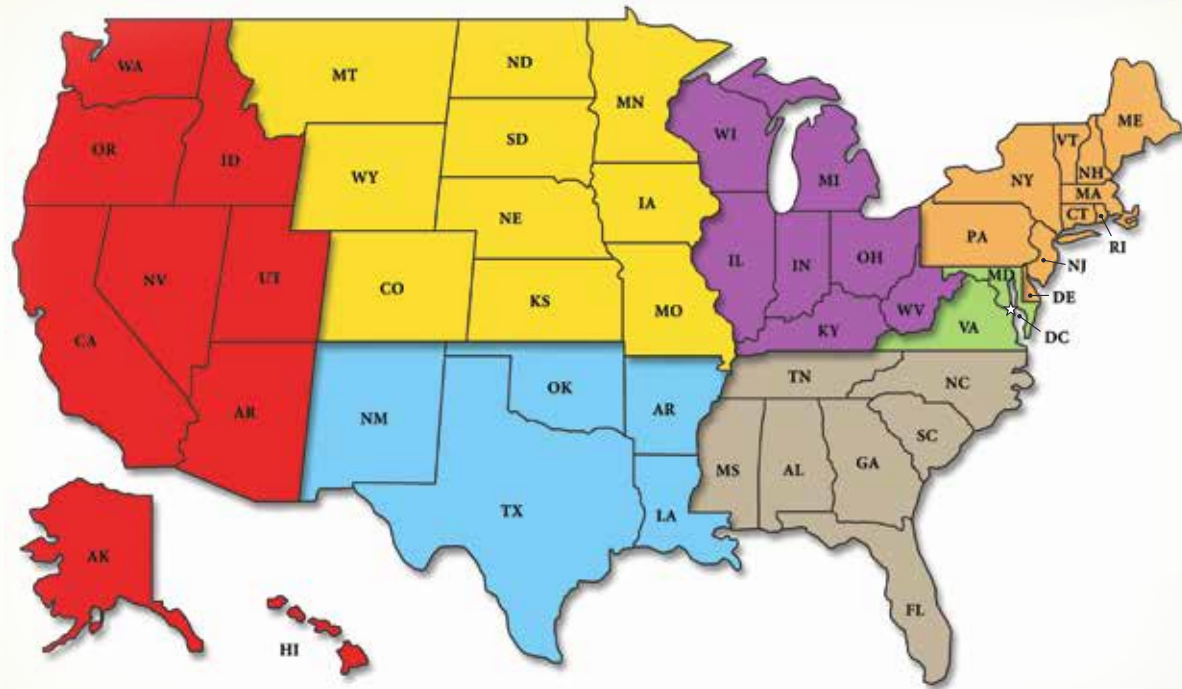
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