

Fiscal Year 2019

Annual Report



3

Welcome

Letter from CEO
Q&A with Co-Founder
+ Board Chair

6

Problem + Solution

Degree Divide
What We Do +
How We Are Unique

9

Fellow Spotlight

John Morales' Story

11

Strategic Plan

Program Transformation
Impact at Scale

15

FY19 Highlights

By the Numbers
From Our Regions
Brand Refresh
Partner Spotlight

20

Financials

Financial Position
Financial Activities

23

Board + Supporters

Board of Directors
Supporters



Dear Friends,

One of my first initiatives as OneGoal's new CEO was a listening tour, where I spent a lot of time engaging with staff, Fellows (students), partners, and supporters. Inevitably they would ask about the future of OneGoal. I would pause because, for me, the future is less about a specific OneGoal approach and more about the future of the problem we are trying to solve. I care deeply about where students across the country will be 20 or 30 years from now, whether they will have a legitimate opportunity to achieve their greatest postsecondary aspirations, and earn a sustainable wage. This vision for a different, more equitable future guides our direction and informs every decision.

Today, our country's education system is designed to privilege the few, not the many. The commitment to right that injustice is what unites all of us in this work.

Three years ago, one of our brilliant alumni issued a challenge to OneGoal. Her charge was clear: "Dream bigger!" At the time, I was OneGoal's Chief Program Officer. We took her message to heart then and continue that bold work today.

We've gone from delivering an effective program to building a model that attempts to meet the complex needs of all students. We've gone from scaling impact to designing a way to achieve impact at scale through a pilot initiative intended to serve entire districts in a new, innovative way. While there is still so much to learn, there's also much for which we should be proud. In fiscal year 2019, we served 12,000 students across six regions; we refreshed our brand to more accurately reflect who we are and what our Fellows care about; and we made innovations in data and technology to improve the school selection process for students and to provide better insights on what we're doing right and where we need to do more.

I'm humbled to be leading this critical work alongside a network of champions like you. Together with your support, our partners, and educators, we will implement strategic, systemic changes and finally close the degree divide. Our Fellows deserve nothing less.

Thank you,

A handwritten signature in dark ink that reads "Melissa Connelly". The signature is fluid and cursive, with the first name and last name clearly distinguishable.

Melissa Connelly
Chief Executive Officer

After 12 years leading OneGoal, co-founder and CEO Jeff Nelson stepped down and was named chair of the national board.



Q: What are you most proud of from your time at OneGoal?

A: Leading OneGoal has been the greatest honor of my professional life. We've come a long way since 2007 when we were serving 10 students and I was just 24 years old. I'm proud that we have consistently worked to solve what others think is unsolvable. Our results are changing mindsets. I'm proud that we've prioritized students and schools that have been dismissed by others. I'm proud that we are teacher-led and count on the commitment and partnership of those most proximate to students. I am proud of our remarkable team and that we focus on building a culture grounded in equity. But nothing tops hearing about our impact firsthand from Fellows and alumni. As they share, they consistently challenge us to be bolder so that we can reach not only their siblings and friends, but entire communities. Their words fuel my passion for this work and belief in OneGoal.

Q: Why did you decide to transition from CEO to Board Chair?

A: Succession planning is critical to building a strong, long-term organization, but two factors led me to decide the timing was right for a transition. First, I recognized how important it is for our CEO to be proximate to the work, and my wife Betsy and I are raising four amazing kids—all seven years old and below—in Ann Arbor, Michigan. Second, given the support and leadership of so many, OneGoal is in a position of strength. OneGoal has enjoyed 12 straight years of growth and we have a growing base of evidence that shows our program works. But above all, OneGoal has one of the strongest teams of any I've seen and we're supported by some of the best investors, partners, schools, educators, and board members I could imagine.

Q: What's next for you?

A: I am going to slow down the travel and spend more time at home with my wife and kids. On the professional side, I am going to be consulting with a handful of organizations, companies, and donors that are at the cutting edge of social change—finding new ways to fuel economic mobility in the U.S. I am also joining the Harvard Kennedy School as a visiting Social Innovator for the upcoming academic year. I'll be forever committed to OneGoal's mission. In July, I moved into a new role as chair of our national board of directors because I deeply believe that OneGoal's brightest days are ahead and our Fellows, our communities, and the broader field need our solution more than ever before.

Our vision is
every young
person will have
an equitable
opportunity
to achieve
their greatest
postsecondary
aspirations.



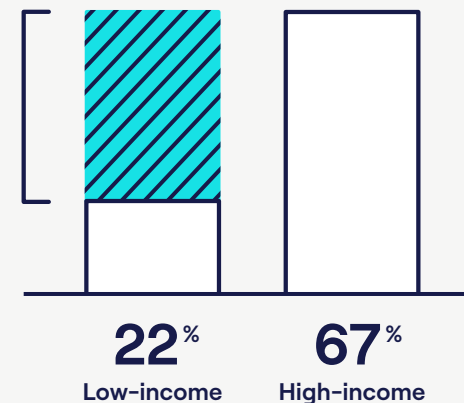
We believe in
the brilliance
of all students.

Together, we
can solve this
injustice.

The Degree Divide in America: 22% of students from low-income communities earn a postsecondary degree, compared to 67% of their peers from high-income areas.*

Potential and talent are equally distributed, but opportunity is not. Students from low-income communities have similar college aspirations to their peers from high-income communities. These young people are talented and ambitious, but they face a combination of economic, social, and academic barriers that make college nearly unattainable. As a result, the vast majority leave or are pushed out of the educational system during the transition from high school through the first year of college.

The
Degree
Divide



Our approach is simple, but bold.



OneGoal's mission is to close the degree divide in America.

We partner with high schools and colleges in low-income communities to make postsecondary planning, preparation, and support an integral part of the high school experience, and continue the support through the transition into college or other postsecondary pathways.

Our Differentiators

Three-Year Program

OneGoal uniquely focuses on three pivotal years: students' junior year of high school through their first year of college or other postsecondary path.

Culturally Relevant Teaching

Our curriculum, grounded in Culturally Relevant Pedagogy, empowers our students to use their strengths and identities to shape and pursue their postsecondary aspirations.

Teacher-Led

We recognize and celebrate educators' expertise. Our Program Directors are excellent teachers who have developed strong relationships with the students in their school buildings.

Student Profile

We prioritize students who have potential and ambitions, but who, without intervention, would have limited postsecondary options.



When you get the acceptance letter, that changes how you view yourself and what you are capable of.”

John Morales

OneGoal Alumnus
UMass Lowell
Class of 2022

Fellow Spotlight





I'm proud to be a trailblazer and be part of the first cohorts in Massachusetts, but I still need to graduate. More importantly, I want to graduate because I see my end goal. I see what it looks like when I don't limit myself and the kind of life I can lead. It looks good."

John Morales

OneGoal Alumnus
UMass Lowell
Class of 2022



Even in high school, John loved design and had an entrepreneurial spirit. In fact, he started a business with friends designing clothes and signs. Still, before his time at OneGoal, he didn't connect his education with his career aspirations. In short, he didn't think college was for him. With the encouragement of his Program Director Ainsley Robles, John started to believe more in his own strengths and secured an academic statewide scholarship. He began to recognize that a postsecondary education could open up more opportunities for him and help him realize his dreams. He applied to the University of Massachusetts Lowell, though he considered it to be out of his league. Not only did he get accepted, but it offered him the best financial aid package, access to resources connected to his academic pursuits, and was closest to home.

Now a sophomore, he's studying international business and marketing with plans to grow the business he started in high school. He does this not only through his classes, but by taking advantage of the resources around him, like the school's art center, networking opportunities, and even volunteering at OneGoal induction ceremonies to practice his public speaking. Through it all, he continues to harness the power of his relationship with Ms. Robles to stay on track toward college graduation.

FY19 marked the second year in our five-year strategic plan to transform our program to match the depth and complexity of the degree divide and develop a new delivery model to achieve impact at scale.

Phase III

Strategic Plan



Nine Pillars of Fellow Success guide our students.

Grounding our Program in Culturally Relevant Pedagogy (CRP)

In 2019, we introduced a new curriculum for our Year 1 Fellows (juniors in high school) and began writing the curriculum for our Y2 Fellows. The curriculum is built around nine pillars of Fellow Success, which serve as a guide to help Fellows explore, reflect on, and affirm their individual identities. This process encourages Fellows to build critical consciousness and identify postsecondary paths aligned to their personal aspirations.

The Pillars of Fellow Success

Key:

Content + Application

Self-Knowledge + Relationship Skills

Mindset + Dispositions

Culturally Relevant Pedagogy:

Cultural Competence + Socio-Political Consciousness + Academic Achievement



In addition to the curriculum, grounding our program in CRP impacts our model in a number of different ways.

An Entire Model Rooted in CRP



What we look for in our teachers:

We look for teachers who believe in the potential of all students, prioritize building relationships with them and their communities, and who give them leadership experiences in the classroom.



How we train and support teachers:

A CRP focus means OneGoal supports teachers to build their knowledge about postsecondary success and to reflect on their personal identities and how they impact their relationships with students. We engage in teacher coaching to support Program Directors in developing a student-led classroom.



What the classroom looks like:

In OneGoal classrooms, you will see cohorts of Fellows exploring and being affirmed in their identities, critically questioning the way things are, taking specific actions to access college (e.g. completing college applications), and building skills to both persist in college and advocate for changes they'd like to see in the world.



How we use data:

While quantitative data like GPA and SAT scores are critical to analyze what supports students need, we intentionally gather additional sets of qualitative data on Fellows' behaviors and mindsets to get a more complete picture on their growth and development during OneGoal.



Who we partner with:

We partner with high schools who share our vision of ensuring all students are prepared for their postsecondary aspirations. We seek postsecondary partners who actively provide the supports needed for first-generation college students and students of color to be successful on their campus, and who acknowledge the role that a student's identity plays into their experience in college.

We're working to co-design a new way to bring OneGoal to entire districts.



New Delivery Model

While thousands of Fellows participate in the program today, we are also looking to the future. We ask ourselves: what would it look like if all students in high schools across under-resourced communities had identity-affirming experiences that supported them to purposefully plan for their postsecondary pathways? To achieve this kind of high school transformation at scale, we identified school districts as critical partners.

Therefore, in FY19, we began to ideate with potential partners to develop a districtwide solution that preserves aspects of our core model—world-class curriculum, training, and analytics—but delivers them using public funds and district channels, ensuring scalability and sustainability.

We aligned on the core pillars of this new delivery model with the goal of securing partnerships and enrolling students in this new model by fall of 2020.

Partnership

With district leaders, we are co-creating postsecondary enrollment and completion goals, ensuring that the OneGoal course is integrated into schools' master schedule to reach a critical mass of students.

Technology

We are leveraging technology to deliver parts of our curriculum online and provide ongoing robust data analysis to ensure that teachers maximize in-person time with students.

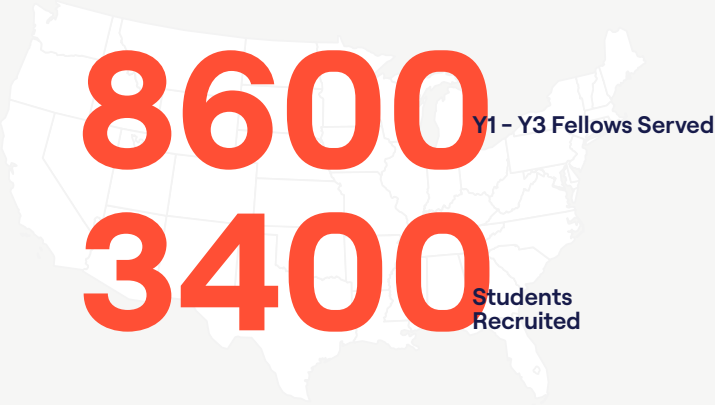
Training

We are adopting a “train the trainer” approach where we identify and train leaders within schools to serve as the OneGoal Site Director and the on-the-ground coach to multiple OneGoal Program Directors who teach the course to students.

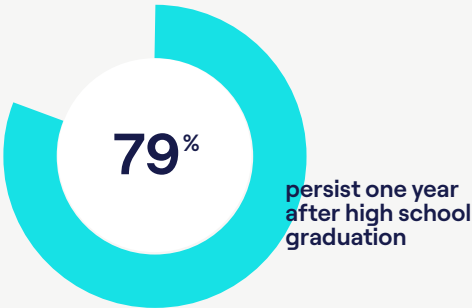
In a year marked
by big changes—
a new curriculum,
a new CEO, and a
refreshed brand—
we continued to
grow our reach
and impact.

FY19 Highlights

Our Reach



Our Impact



at a Glance

Fellows



People of Color

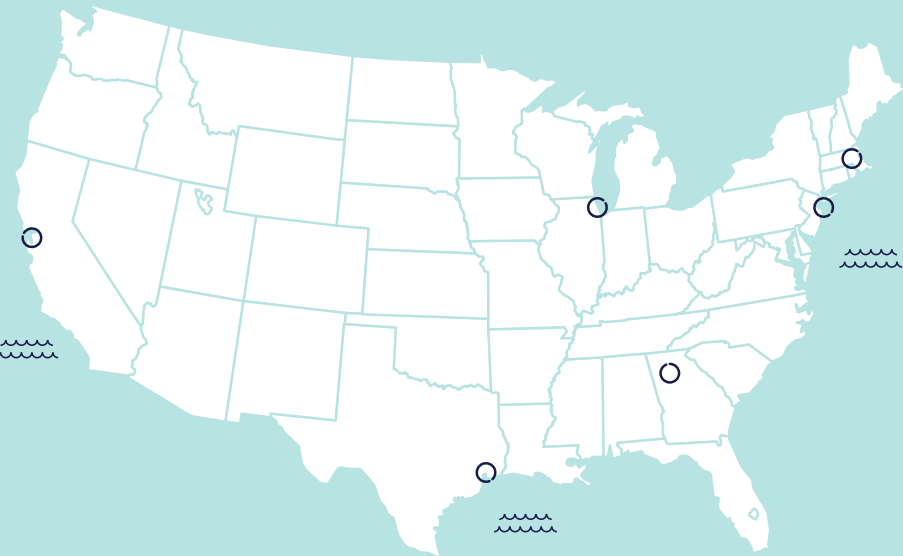


First-generation college students



Qualify for free and reduced lunch





EST. 2007

Chicago

4520 **1130**
Y1 – Y3 Students
Fellows Recruited

Chicago launched progressive pathways, a new initiative that expands on traditional two- and four-year options by exploring and evaluating trade and certificate programs, apprenticeships, tech bootcamps, combined education, civil service, and more.

EST. 2012

Houston

1850 **1120**
Y1 – Y3 Students
Fellows Recruited

Houston celebrated its first graduating class of college seniors. The region also successfully hosted its inaugural graduation gala, which surpassed funding goals and raised \$1.2M.

EST. 2014

New York

1310 **640**
Y1 – Y3 Students
Fellows Recruited

New York was selected to be a premier partner by the city’s College Access for All initiative, which resulted in 10 new school partnerships and increased opportunities to impact city-wide outcomes.

EST. 2015

Massachusetts

640 **240**
Y1 – Y3 Students
Fellows Recruited

Massachusetts saw its first cohorts transition from high school to their postsecondary paths. The region added a new district partner (Southbridge, MA) and had nine college partners to support Fellows toward postsecondary completion.

EST. 2016

Metro Atlanta

240 **130**
Y1 – Y2 Students
Fellows Recruited

Students in Metro Atlanta’s charter cohorts navigated college applications, enrollment to best-fit colleges, and financial aid to prepare them for their chosen postsecondary pathway.

EST. 2017

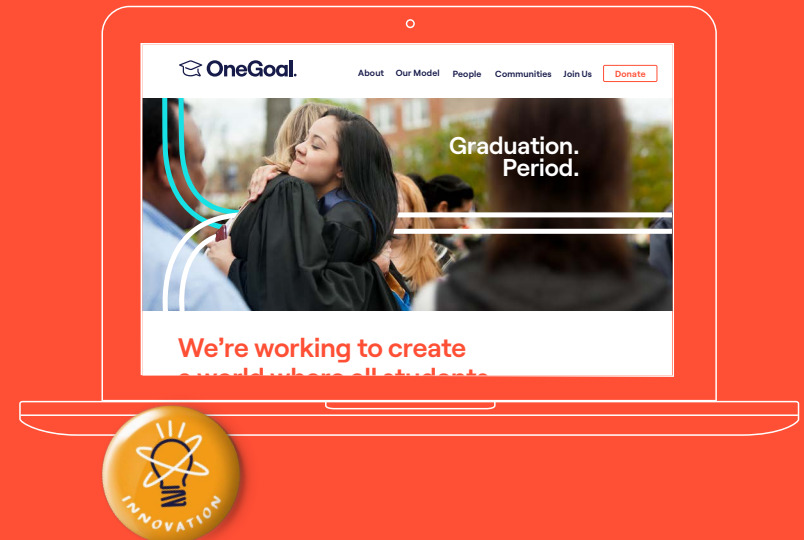
Bay Area

120 **180**
Y1 Fellows Students
Recruited

The Bay Area began serving students for the first time in five schools across two districts. The region also implemented a successful recruitment campaign in order to double the amount of students reached in FY20.

Our new brand celebrates the diverse pathways and perspectives of our Fellows with a bold design system.

Every path
is unique.
Every Fellow
is different.



Together,
we go
further.



When it comes to closing the degree divide, ensuring more students are accepted into college is only part of the solution, which is why we strategically partner with colleges and universities who are invested in our students' success on their campuses. Robert Morris University has been a partner since 2016 and, throughout the last three years, the collaboration has resulted in benefits for both OneGoal Fellows and for other first-generation college students at the school.

The partnership starts with ensuring Robert Morris is an accessible choice for our students. This means active recruitment opportunities for students to meet Robert Morris admissions teams and measures to make the university financially accessible, including renewable scholarships for OneGoal Fellows that can be bundled with other financial resources. The support continues when students are on campus, through data-sharing agreements that enable the partners to identify when students are off track so that they can collaborate with specific supports.



There's a commonality of vision + mission between our two institutions. The students we serve are really the same. My purpose, as a leader of our organization, is to improve the numbers from where they are currently. We won't be happy until 100% of OneGoal Fellows graduate from college."

Andy Berger

Vice President of Admissions
and Recruitment
Robert Morris University

Our financial
position remains
strong and stable,
with an eye on
long-term
sustainability.



Financials



	2019	2018
Current Assets		
Cash	\$17,584,826	\$15,144,975
Accounts receivable	\$791,725	\$548,825
Pre-paid expenses	\$191,775	\$205,141
Pledges receivable	\$7,671,427	\$8,635,858
Total current assets	\$26,239,753	\$24,534,799
Property and Equipment		
Net property and equipment	\$358,690	\$365,926
Other Assets		
Rent deposit	\$235,759	\$231,618
Pledges receivable, non-current	\$6,235,614	\$8,866,233
Total other assets	\$6,471,373	\$9,097,851
Total assets	\$ 33,069,816	\$ 33,998,576
Current Liabilities		
Accounts payable and accrued expenses	\$397,539	\$118,476
Accrued payroll	\$146,729	\$109,036
Deferred revenue	\$198,300	\$80,000
Total current liabilities	\$742,568	\$307,512
Long-term Liabilities		
Deferred rent	\$287,280	\$286,054
Total long-term liabilities	\$287,280	\$286,054
Total liabilities	\$1,029,848	\$593,566
Net Assets		
Unrestricted	\$14,036,394	\$11,939,591
Temporarily restricted	\$18,003,574	\$21,465,419
Total net assets	\$32,039,968	\$33,405,010
Total liabilities and net assets	\$ 33,069,816	\$ 33,998,576

Revenues	2019	2018
Contributions	\$17,582,031	\$25,826,807
In-kind	\$384,480	\$317,533
Fee for service	\$1,686,550	\$1,419,700
Interest	\$166,036	\$4,105
	\$ 19,819,097	\$ 27,568,145
Expenses		
Program Services	\$15,352,731	\$13,287,360
Fundraising	\$3,502,464	\$2,312,062
General Administrative	\$2,328,944	\$1,895,319
	\$ 21,184,139	\$ 17,494,741
CHANGE IN NET ASSETS	-\$1,365,042	\$10,073,404
NET ASSETS AT BEGINNING OF YEAR	\$33,405,010	\$23,331,606
Net Assets at End of Year	\$ 32,039,968	\$ 33,405,010

In community,
thanks to our
board members
and supporters
that make our
work possible.

Boards + Supporters



NATIONAL

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Founder, Braven
Staff Emeritus, Teach For America

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Mimi Klein Sternlicht
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Co-Founder, Campus Goose LLC

Jonathan G. Weiss
Senior Executive Vice President
+ Head of Wealth and Investment
Management, Wells Fargo Securities

Arthur Wit
Managing Director,
Lone Pine Capital

\$1,000,000 + ABOVE

Achieve Atlanta¹
 AT&T¹
 Baiyor-Handler Charitable Program Fund^{1,2}
 William K. Bowes, Jr. Foundation^{1,2}
 Chicago Beyond^{1,2}
 Cox-Vadakan Foundation¹
 Michael & Susan Dell Foundation^{1,2}
 Thomas + Susan Dunn^{1,2}
 Edgerley Family Foundation^{1,2}
 Mike + Alyse Gamson^{1,2}
 Charles Ashby Lewis + Penny Bender Sebring^{1,2}
 Ray & Tye Noorda Foundation¹
 One8 Foundation^{1,2}
 Phillips Family Foundation^{1,2}
 Arthur Rock + Toni Rembe Rock^{1,2}
 Sternlicht Family Foundation^{1,2}
 Strategic Grant Partners¹
 Walter Family Foundation^{1,2}

\$500,000 + ABOVE

A Better Chicago + A Better Chicago Fund at the McCormick Foundation¹
 Anonymous
 Blue Meridian Partners
 The Bluhm Family Charitable Foundation^{1,2}
 Maynard + Kathleen Holt^{1,2}
 Koshland Foundation¹

Kresge Foundation¹
 Salesforce.org¹
 Charles and Lynn Schusterman Family Foundation¹
 State Farm + GA LIFT¹

\$250,000 + ABOVE

The Barr Foundation
 Carnegie Corporation of New York
 Heckscher Foundation for Children
 Keywell Family Foundation^{1,2}
 Thomas B. + Terri Nusz¹

\$100,000 + ABOVE

The Paul M. Angell Family Foundation
 Anonymous
 Chicago Blackhawks Community Fund, a fund of the McCormick Foundation
 Crown Family Philanthropies/ Arie & Ida Crown Memorial
 Finnegan Family Foundation
 Maverick Capital Foundation³
 Oasis Petroleum
 The Joseph Pedott Legacy Fund at The Chicago Community Foundation
 Robin Hood Foundation
 Joanne Sekulic
 State Street Foundation
 Tiger Foundation
 Stephanie + Frank Tsuru

Ventana Charitable Foundation¹
 David Weekley Family Foundation
 Harry and Jeanette Weinberg Foundation Inc.
 L and J Weiner Foundation²

\$50,000 + ABOVE

Altman Foundation
 BMO Harris Bank
 Tammy Crown
 John + Maureen Dugan
 Joan + David Evans, the Prosper Road Foundation
 Guggenheim Capital LLC
 Eric Holoman
 Michael + Tracy Lou
 Petersen Family Foundation
 The REAM Foundation, made possible by Steve + Diane Miller
 Schwartz Family Foundation^{1,2}
 Shackouls Family Foundation
 Andrew + Jessica Sieja
 Herb and Nell Singer Foundation
 Aimee + Wynne Snoots
 Solon E. Summerfield Foundation
 Thomas L. Thomas Family Foundation Fund^{1,2}
 Voorhis Foundation C/O Foundation Source
 Jonathan Weiss + Barbara Asch
 Wellington Management

¹ Commitment spanning multiple years² Regional + National commitment³ Multi-region commitment

\$50,000 + ABOVE (CONT.)

The Mary and Greg Whalley
Family Foundation
Zorich Family Foundation

\$20,000 + ABOVE

The Adtalem Foundation
Anonymous
Anonymous
Ime Archibong
Balyasny Foundation Inc.
Seth and Mandy Berman Fund
Best Portion Foundation
The Brinson Foundation
The Brown Foundation Inc.
California Endowment
Capital One Foundation
Centro: The Giving Tree
Cleveland Avenue Foundation
for Education
CME Group Community Foundation³
The Conway Family Charitable Fund
Cubs Care, a fund of the
McCormick Foundation
Sharon + Jason DeLorenzo
Edwin Gould Foundation
EMK3
Evans Family Foundation
Sarah + Doug Foshee
Gray Foundation

Claire + Joe Greenberg
Mike + Margarita Jacobs
David Korman
Litowitz Family Foundation
Joe + Rika Mansueto
Kristin + Paul Marcus
Mayer & Morris Kaplan Family
Foundation
Morton Salt Inc.
Northern Trust Charitable Trust
Nudge4 Solutions Lab
Claire + Michael O'Grady
The Osa Foundation
Matthew O'Toole
Plains All American Pipeline L.P.
Scott + Sally Pofcher
Polk Bros. Foundation
The Powell Foundation
Quest Foundation
Taylor + Krissi Reid
Sartain Lanier Family Foundation¹
Tim Schwertfeger¹
Stevens Foundation
Jennifer Stier
Liz + Don Thompson
Dan Towriss
Dilnaz Waraich
Jessica Droste Yagan + Sam Yagan

\$10,000 + ABOVE

Shradha Agarwal
Anonymous
Anonymous
Arbor Brothers
Kristine Boyden
Bradford Allen Realty
Melinda + Jay Chernosky
CFI Partners
Citi
David + Ashley Coolidge
Tim J. Detmering
Discover Financial Services
Deutsche Bank Americas Foundation
The Donley Foundation
EquiTrust Life Insurance Company
Evans Food Products Co.
Paul + Mary Finnegan and Family
Forge Energy
Fortis Minerals
Tim Frank
GCM Grosvenor
Gochnauer Family Foundation
GrubHub
Heikkinen Energy Advisors
Mabel A. Horne Fund
Charles + Charlene Hyle
J.P Morgan Securities
Jemp-D Foundation

¹ Commitment spanning multiple years³ Multi-region commitment

\$10,000 + ABOVE (CONT.)

The Mr. and Mrs. Michael Keiser
Donor Advised Fund
Jane Kiernan
Kirkland & Ellis LLP³
Kutchins, Robbins & Diamond Ltd.
Lazard Middle Market LLC
Lone Pine Capital
Lone Pine Foundation
Eddie Lou
William Scott Mace Foundation
James McNulty
Mesirow Financial
Barry Mills
Neuberger Berman
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North Park University
OCA Ventures
Omenn-Darling Family Advised Fund
c/o Seattle Foundation
Opportune LLP
Power Energy
Quantum Energy Partners
Richie-Logan Family Trust Fund
Rogers Family Foundation
Jessica + Steven Sarowitz
Brian Sir
The Siragusa Foundation
Michelle and Alan Smith Family Fund
Steele Family Foundation
Courtney + Doug Swanson
Vinson & Elkins LLP

Wells Fargo Foundation
William Blair & Company LLC
Leigh + Arthur Wit
Witmer Family Fund
Chuck Yates

\$5,000 + ABOVE

Amegy Bank
Leslie Anderson Rutland
Anonymous
Arena Energy
Arrow Impact
Erin Baker
Michael Blinka
Kevin Boehm
Brass Spoon
Yung Bong and Peggy Lim Fund
at Schward Charitable
Mark + Connally Burroughs
Callison Family Fund
Mark + Martha Carnes
Ann + Clarence Cazalot
Mike Christ
Clayton A. Struve Family Foundation
Richard Clemens
Dennis Cullen
DAMB Foundation
Amy DeVore
Greg Dingens
DLA Piper LLP
Joseph Doherty

Earthstone Energy Inc.
Barbara + William H. Easter III
The Chas Edelstein Ne Pro Meus
Solus Fund
EnCap Investments
Enertia Software
Bassel Ericsoussi
Evercore Partners Inc.
Andrew Feichter
John and Mary Franklin Foundation
Ravin Gandhi
John + Kate Gilligan
Goldman Sacs
Jackson Walker LLP
Rosemary Jones
Kristie + Kyle Kafka
Dick Kipper
Nicholas Kristof
Lam Research
Jack + Catherine Langlois
Latham & Watkins
Robin Lavin
Lawrence Foundation
Lederhausen Foundation
Peter Lee
Tim + Liz Lee
Robert S. Levy
Linden Foundation
LLL Foundation, Leila Shakkour
and Michael Thorne
Holly and Matt Maloney
Charitable Trust

³ Multi-region commitment

\$5,000 + ABOVE (CONT.)

McMaster-Carr Supply Company
Michael Mergener
Midway Foundation
Mizuho Securities USA Inc.
Richard Moore
One Night
Barbara O'Connor
John and Charlene O'Shea
Family Foundation
Paul Hastings LLP
Sue Payne
Jane + Harry Pefanis
The Perry Family Foundation
Pomellato Boutique
Prado Family Fund
RBC Capital Markets
Anthony Ribaud
Shawn Riegsecker
Riverbend Oil & Gas
Richard Robuck
David Rone
Phyllis + Barrett Rouse
John Sabl + Alice Young
Shekhawat Family Charitable Fund
Bradley Schmarak +
Gina Propp-Schmarak
Sidley Austin LLP
Don + Suzie Sinclair
Amie + Jeff Springmeyer
Square One Foundation

Karen + Frank Steininger
The Streibich Family Charitable Fund
Sweet Family Fund
Greg and Anne Taubeneck Family
Fund at The Chicago Community
Foundation
Lisa + Brad Thielemann
Thompson & Knight LLP
John + Erika Toussaint
Phoebe + Bobby Tudor
Dan Turner
Janie + Ken Valach
Vortex Companies
Rick Waddell
John and Lisa Walker Family Fund
Daniel + Emily Weingeist
Wells Fargo & Company
Britt Whitfield
Darrell + Allison Williams
Clay + Jenny Williams
Barry & Barbara Winstead
Charitable Gift Fund
Sherman & Kara Wright Foundation

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20
19

