<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>LETTER FROM THE CO-FOUNDER + CEO</td>
<td>04</td>
</tr>
<tr>
<td>Q&amp;A WITH PRESIDENT</td>
<td>05</td>
</tr>
<tr>
<td>THE COLLEGE DEGREE DIVIDE</td>
<td>06</td>
</tr>
<tr>
<td>ONEGOAL’S RESPONSE</td>
<td>08</td>
</tr>
<tr>
<td>FELLOW EXPERIENCE</td>
<td>10</td>
</tr>
<tr>
<td>NATIONAL REACH</td>
<td>14</td>
</tr>
<tr>
<td>REGIONAL HIGHLIGHTS</td>
<td>15</td>
</tr>
<tr>
<td>LAUNCHING THE BAY AREA</td>
<td>20</td>
</tr>
<tr>
<td>FOCUS ON OUR PARTNERS</td>
<td>22</td>
</tr>
<tr>
<td>FINANCIALS</td>
<td>24</td>
</tr>
<tr>
<td>BOARD OF DIRECTORS</td>
<td>26</td>
</tr>
<tr>
<td>SUPPORTERS</td>
<td>28</td>
</tr>
</tbody>
</table>
Dear Friends,

Five years ago we launched a strategic plan, Phase II, fueled by the belief that all students—not just a select few—have excellence within. We grew to reach more students, while remaining laser-focused on our promise: ensuring Fellows have a real opportunity to earn a college degree. Together with our Fellows and partners, we built a model that produces remarkable results in cities across the nation.

Today 82% of OneGoal high school graduates are enrolling in college, and 78% of those who enroll are persisting or have graduated with a degree. OneGoal ended fiscal year 2017 serving nearly 9,700 students in five regions and named the Bay Area as our sixth region. The following pages outline the crucial partnerships forged and achievements reached within every region that led us to have this impact. Yet while there is much to be proud of, inequity remains entrenched. In my lifetime, it has never felt so apparent as it does today.

The degree divide is complex and has deep roots in systems of oppression and racism. Ours is a nation in which every year one million young people show up to high school having grown up in poverty. The majority are students of color and while they have the same raw talent and potential as their counterparts in high-income communities, their chances of realizing that potential are severely limited. Less than 200,000 of these same one million students will earn any form of postsecondary degree by their 25th birthday. Let us be clear: a college degree does not ensure success, especially as Fellows confront racism and prejudice against other aspects of their identities. But the opposite is also true: if you grow up in poverty and do not earn a degree, you are almost guaranteed to remain in poverty.

It is with this context that we set out to chart the course for our next phase. It can be defined in one word: transformation. This past year we spent time listening to Fellows, alumni, external experts, and allies. They shared stories—like Mario’s on page 12—and perspectives that quite literally transformed the way we thought of OneGoal’s future. In FY17 we completed our strategic plan—Phase III—ready to transform our model to be proportional to the complexity of the problem, and build new ways to deliver our model so we can scale beyond our current approach. One thing is clear: we cannot solve this problem on our own. Your continued commitment to Fellows and educational equity drives this movement forward.

On behalf of all of us at OneGoal, thank you.

Jeff Nelson
WHAT SERIES OF EVENTS SHAPED YOUR PATH TO DEDICATING YOUR LIFE TO EDUCATIONAL EQUITY WORK?

During my most formative years, I grew up as a black boy who got free lunch every day, had a single mom, and attended schools that ranged from terrible to decent. My mom fought hard to get me into a high school that would hold me to the highest standards and could give me access to opportunities like AP/IB courses and SAT prep classes. At this school, my teachers saw something in me and because I had that experience, I have a fundamentally different set of life opportunities than friends that grew up on my same block. While aspects of my upbringing are unique to me, the overarching storyline is similar to what I see with our fellows—brilliant, powerful students with passionate advocates, but living in systems that were not built to support them. I want to contribute to radically changing those systems and ensuring the opportunities and support I received are the norm, not the exception.

OUT OF ALL FORMS OF SOCIAL JUSTICE, WHY DO YOU FEEL THAT EDUCATIONAL EQUITY, SPECIFICALLY COLLEGE ACCESS AND SUCCESS, IS THE RIGHT INVESTMENT?

I deeply believe the best way to confront inequity in America is to empower communities through education, and have dedicated my career to this pursuit. I spent almost a decade and a half focusing on pre-k through 12th grade in various roles at Teach For America, from being a 4th and 5th grade teacher to leading the operations of TFA's 50+ regions. I saw the incredible power of students and what they can accomplish when given a real fighting chance. But getting students to finish high school in a much better place isn't enough. We have not seen enough progress in the college access and success sector. When I learned of OneGoal’s mission, program and results, I became convinced it was already a key player in eliminating the college divide, and that my experiences to date could help us accelerate the rate and scale of our impact.

YOU’RE ONEGOAL’S FIRST PRESIDENT; WHAT DOES THIS ROLE MEAN TO YOU AND WHAT DO YOU HOPE TO ACCOMPLISH?

I have a tremendous responsibility to our Fellows, Program Directors, staff members and partners. At its core, the president’s charge is to create a diverse, equitable and inclusive organization and nourish a culture that allows people to apply their talents and gifts to this mission to exponentially grow its impact. Phase III is an extremely bold plan that hasn’t been done in the college access space. When we get to the day five years from now when 25,000 Fellows are on track to complete college at rates almost on par with students in the highest economic quartile in our country, and when we have developed new delivery models that allow us to impact hundreds of thousands of students a year, we will have a real shot at eliminating the college divide in my lifetime.
WHY THIS WORK MATTERS.

Today, only 22% of 10th graders growing up in the bottom economic quartile complete a postsecondary degree (bachelor’s and/or associate) compared to 67% of students growing up in the highest economic quartile. This divide has remained almost unchanged in the past several decades, at exactly the time when postsecondary credentials became more essential to access economic opportunity and the middle class. As a result, hundreds of thousands of young people transition to adulthood every year without the requisite skills and credentials needed to compete. The vast majority of low-income students are pushed out or drop out of the system during the final years of high school and the first year in college. To understand and solve this national challenge, we need not look further than the postsecondary transition.

EVEN YEAR, NEARLY 1 MILLION NINTH GRADERS FROM LOW-INCOME HOUSEHOLDS SHOW UP TO HIGH SCHOOL, BUT LESS THAN 200,000 WILL EARN A POSTSECONDARY DEGREE A DECADE LATER.

---

2 “Student Pipeline - Transition and Completion Rates from 9th Grade to College” National Information Center for Higher Education Policymaking and Analysis, 2010.
At OneGoal, we envision a day when every young person in America will have a real opportunity to earn a postsecondary degree—and the life that comes with it.
WE KNOW WHAT IT TAKES TO SOLVE THIS.

Within the communities we serve, OneGoal recruits and selects high-performing teachers to implement our three-year college success model with a cohort of Fellows (25-30 students), beginning in junior year of high school with daily credit-bearing classes, and continuing with one-on-one remote support through the first day of sophomore year of college. Our model is unique, scalable, and cost effective because we:

1. **EMPOWER EXCELLENT TEACHERS**, allowing us to leverage a critical resource already present in the school building and deliver our model during the school day.

2. **PRIORITIZE STUDENTS WITH LIMITED COLLEGE OPTIONS**, those facing academic and socioeconomic barriers to attending and completing college. We reach students who are often overlooked by other interventions.

3. **BRIDGE THE TRANSITION FROM HIGH SCHOOL TO COLLEGE**, where students face the biggest barriers to college persistence. The same teacher works with students throughout the three-year model to make the transition as smooth as possible, and builds noncognitive skills and mindsets that lead to college success.

OneGoal is producing big gains in postsecondary outcomes at a fraction of the cost of the typical intervention. Yet, the complexity and scale of the problem requires a new, bold approach. In FY17, OneGoal completed our Phase III five-year strategic plan to transform our model and to position us for exponential growth.
What I expect in the future—not hope but expect—is that I graduate from college and find a way to give back to the people that helped me get to where I am right now.”

-MARIO MARTINEZ
ONEGOAL Y3 FELLOW, STUDENT AT TEXAS A&M CORPUS CHRISTI
Celinette will tell you that there is one thing that unites all teenagers: having a bad attitude. But as she learned about the work it would take to seriously apply for—and eventually attend—college, she knew her attitude had to change.

As her class spent their junior year exploring different college options, Celinette’s indifference transformed into motivation. She realized that Ms. Santiago was one of the few adults in her life that had gone through and understood the college process, and they formed a close bond.

“In my Y1 journey, I really had to open up to my Program Director to get her to understand why I am the way I am and how I got to be where I am. We built that trust and then she was able to help me in a way no one else could because she understood the college process and my family didn’t. Being first-generation, it’s hard when your family didn’t go through the process.

“Now I can say that my cohort and Ms. Santiago have been the biggest support group through the whole college process. We really help each other and make our class an open space so that everyone feels comfortable asking for help. Ms. Santiago will answer any question at any time of day and really proved to us that there’s no such thing as a dumb question.”

READ MORE
Jonathan spent his senior year of high school exploring what would be the right college for him—and what it would take to get in. He learned one universal truth: he would have to get out of his comfort zone.

Tapping into his Program Director Valerie Wynne Hennessey’s expertise, Jonathan not only learned the ins and outs of college and FAFSA applications, but he also learned the power of not taking silence for an answer. Initially, when he hadn’t heard back from his first choice school of Farmingdale State College and its automotive management technology program, he was resigned to the idea that he hadn’t gotten in. Ms. Wynne Hennessy pushed him to proactively reach out to the university and get a direct answer, which eventually made all the difference.

Jonathan learned why his application had not been outright accepted and, more importantly, he discovered the steps he needed to take in order to get into the program. A missing elective kept him from meeting the requirements of the automotive management technology program, so he enrolled in Farmingdale’s liberal arts program, earned his missing elective and is now part of that program.

“If it had not been for OneGoal and Ms. Wynne Hennessy, I wouldn’t have had the knowledge or motivation to reach out.”

“My Program Director pushed me to reach out to the university and get a direct answer. Ms. Wynne Hennessy continues to always check in on me and it’s always in moments when I didn’t realize that I needed her support until I get her call. I was one of the first students to get a college acceptance and I remember her writing it on the board and shouting out my acceptance to the rest of the class. It made me feel like I was ahead of the game and now, I still do.”
Mario started his freshman year of college feeling the full support of the OneGoal team. With the help of OneGoal and his Program Director Shilpa Sarang, Mario secured a financial aid package and campus housing that allowed him to attend his first choice college: Texas A&M Corpus Christi.

The transition from high school to college provided its challenges, but also showcased to Mario that, unlike the myths he had been told of standing alone in college, there were numerous people championing his success, especially his professors. He found that earning his teachers’ trust by participating in class and building relationships with them allowed him to better advocate for himself when unexpected obstacles got in his way. In one instance, an injury prevented him from arriving to class on time, and he lost time to take a quiz. By talking to his teacher and explaining the situation, he was able to reschedule the quiz for another day. Mario recalls, “She said, ‘Yes, your health is more important than a quiz.’ I was just so thankful for her saying that to me.”

Looking to his future, Mario looks past hope saying, “What I expect in the future—not hope but expect—is that I graduate from college and find a way to give back to the people that helped me get to where I am right now. They showed me how to be a leader. That is why I talk to students at OneGoal events and at my old high school. I want younger students to know the truth. I don’t sugarcoat things when talking about my experiences in high school and college. I tell them how difficult it can be. But it’s possible. I know I’m not the smartest person in my class but I’m trying to learn, and just by doing your work you’re already doing good.”
Fueled by countless partners and champions, OneGoal reached 50% more Fellows in FY17 by adding new cohorts at our current partner schools, piloting new delivery models, and expanding into new regions.
9,700 Fellows
An increase of 50% from FY16

150 High Schools
Diverse public schools including traditional and charter

2,000+
More than 2,000 alumni

6 Regions
From west to east coast

23 College Partners
Who share a commitment to supporting students from low-income communities, first generation students and students of color
In FY17, in partnership with Chicago Beyond, our founding region piloted an accelerated delivery model that helped us expand more rapidly within four partner school communities. This innovative pilot, known as “The Full Release Model” allowed us to go beyond the traditional model of pairing a single teacher with a class of 25-30 students and, instead, fully release a teacher from other teaching duties in order to teach multiple class periods of OneGoal. Full Release teachers reached four to five times the number of students in their schools, and in total, served 400+ students at four high schools through this pilot. The first year of this pilot saw student achievement results (GPA and test score growth) that were nearly identical to our core delivery model, providing us the opportunity to apply these learnings across the organization. Thanks to an evaluation led by Urban Labs and made possible by Chicago Beyond, we will ensure we are assessing the impact of the Full Release Model across all predictive outcomes of student success so that we can continue to expand the pilot both locally and nationally.
OneGoal-Houston made great strides in school partnership in FY17. The region laid important groundwork to establish new partnerships with both secondary and postsecondary institutions. A signature outcome of these efforts was securing a pilot partnership with YES Prep Public Schools, one of the city’s most respected charter networks, known for its commitment to college success. This “Full Service” partnership will provide YES Prep with critical college access and success tools such as teacher support and data analytics, and brings OneGoal’s college persistence model to hundreds more students in the Houston area.
REGIONAL HIGHLIGHTS

NEW YORK
EST. 2014

FELLOWS SERVED: 490
FELLOWS RECRUITED: 480

Last school year, our first-ever class of high school seniors graduated in New York. Through a thoughtful and rigorous college application process, 88% of students enrolled in college the fall following their high school graduation, exceeding outcomes across the organization and logging one of the highest per class enrollment rates in OneGoal’s history. Of those students who enrolled, 80% are enrolled in a four-year postsecondary institution, and 20% are enrolled in a two-year institution. We are excited to learn from New York’s enrollment success and to continue tracking this founding class of Fellows toward their goal of college completion.
FY17 marked the first year we served students in Massachusetts. Six OneGoal Program Directors supported 135 students across five high schools in two school districts, Boston Public Schools and Lawrence Public Schools. Massachusetts represents our first statewide initiative, and the steady academic growth we witnessed across these communities is encouraging. During their junior year of high school, 75% of Fellows improved their GPAs, and 94% increased their SAT test scores. This strong progress will drive their continued success in OneGoal and in college, and sets an inspiring bar for our continued Massachusetts-focused efforts in the years ahead.
In its founding year, OneGoal-Metro Atlanta was honored to join a high-impact, three-year partnership with the Georgia State LIFT (Learning, Income, and Family Transformation) and State Farm—a partnership focused on transforming income levels through learning and raising up families and communities. Through this collaboration, we made critical steps in expanding OneGoal to a new school district and also solidified our partnership with Georgia State University. Thanks to the support of these partners, Metro Atlanta was poised for success and ready to offer substantial wraparound resources to first-generation college students at the start of the 2017-2018 school year.
We are committed to developing deep relationships with schools and communities in order to catalyze action around true college readiness. Although the Bay Area is a hub of innovation and opportunity, significant disparity is still present and in some cases widening. We envision a thriving, diverse Bay Area in which all people get to contribute. OneGoal is excited to collaborate with existing initiatives to achieve equity for all young people and be part of the solution.”

-LIA IZENBERG
EXECUTIVE DIRECTOR, ONEGOAL - BAY AREA
EXPANDING WEST

OneGoal chose the San Francisco Bay Area region for our sixth site, where we will build toward serving our first cohorts in the region by the Fall of 2018. OneGoal joins the Oakland Promise portfolio of providers, who will serve as our strategy partners. Our initial focus will be on the East Bay, with potential to expand to other sites in the San Francisco Bay Area as demand and need arises. In the East Bay region, 71% of students are considered low-income, and the majority would be the first in their family to graduate from college. Currently, only one out of every 10 Oakland ninth graders will complete college within five years of high school graduation. OneGoal is grateful to partner with the Bay Area community and to bring our scalable, teacher-led model to the students who need it most.

Lia Izenberg, OneGoal-Bay Area’s founding Executive Director, has more than a decade of education experience in the San Francisco Bay Area, and incredible expertise in college access and success. Most recently at KIPP, she designed and implemented strategic guidance for the national, network-wide KIPP Through College community in support of alumni college persistence. Prior to KIPP, she worked in a number of leadership roles at College Track, a national college success organization with six sites in California. Lia began her career as a middle school teacher in Oakland.

“As leaders of The Oakland Promise, we fully endorse and welcome the addition of OneGoal to our portfolio of providers serving the students of Oakland. We believe that the OneGoal model provides additional necessary, differentiated support for our students who are most at-risk of not completing college, and we have advocated for OneGoal’s consideration of the Bay Area for site expansion in conversations over the last year.”

– Mayor Libby Schaaf, City of Oakland
& David Silver, Director of Education for Oakland Mayor Libby Schaaf
OneGoal-New York board member, Mimi Sternlicht, has been an incredible supporter of our New York region since its launch nearly four years ago. In that time, the region has expanded to serve more high schools and students each year, and Mimi’s support of OneGoal has been unwavering during this growth. In the 2016-2017 school year, she made a leadership gift to our Phase III campaign, which will help our organization dramatically deepen its impact and serve even more Fellows.

Mimi’s commitment to OneGoal goes beyond philanthropy. In addition to co-hosting our first board-led cultivation event to introduce us to her community, she has also provided college essay coaching support to our Year One Fellows, helping them prepare for the rigorous college application process.

Mimi is the Co-Founder of Bread Ventures, an innovative business development firm that advises and invests in young companies, and a social-entrepreneur, writer, and creative director. Mimi has used her skills and passion for education to help multiple nonprofits, and has served as a mentor to students worldwide. Her contributions to OneGoal-New York and our national organization are felt across all aspects of our work, and we are grateful she is part of the OneGoal family.

“There are so many well-intentioned organizations dedicated to improving education and the opportunities it affords, but few offer a model as scalable and financially responsible as OneGoal. I’ve been so impressed with both the national and the New York teams; their creativity, grit, flexibility, and forward thinking makes me feel confident in supporting their work.”
The mission of ECMC Foundation is to inspire and to facilitate improvements that affect educational outcomes—especially among underserved populations—through evidence-based innovation.

ECMC Foundation made an important, first-time investment in OneGoal during the 2016-2017 school year, fueling the fifth and final year of our Phase II strategic plan. Specifically, support from ECMC Foundation enabled our newly launched National Training + Support Team to refine and codify the way we coach and train OneGoal Program Teams across the country, all in order to more effectively support OneGoal teachers and students nationwide. ECMC’s grant enabled us to analyze and more concretely define the types of support that are highest-impact for OneGoal teachers’ development, and determine which parts of our coaching model should remain flexible and responsive to regional landscapes. This critical work will ultimately drive even stronger student outcomes, higher college persistence rates, and lead to students experiencing greater college completion rates overall. ECMC Foundation’s support will also extend into the 2017-2018 school year—the first year of OneGoal’s Phase III—and we remain humbled by and optimistic for the power of this partnership.

“Understanding how critical a smooth transition is for students through their first year of college—especially those who are the first in their families to attend—ECMC Foundation is proud to support OneGoal. The fact that they are working to not only standardize their powerful teacher training model, but also ensure that it is nuanced to their sites, demonstrates OneGoal’s commitment to students’ college success. We are looking forward to seeing this important program continue to grow and serve more students.”
# STATEMENT OF FINANCIAL POSITION

**AS OF JUNE 30, 2017**

## CURRENT ASSETS

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<thead>
<tr>
<th></th>
<th>2017</th>
<th>2016</th>
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<tbody>
<tr>
<td>Cash</td>
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<td>Accounts receivable</td>
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<td>Pre-paid expenses</td>
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<td>Pledges receivable</td>
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<td><strong>Total current assets</strong></td>
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## PROPERTY AND EQUIPMENT

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<th></th>
<th>2017</th>
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<tr>
<td>Furniture and fixtures</td>
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<td>Computer equipment</td>
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<td>Leasehold improvements</td>
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<td>Website</td>
<td>$61,440</td>
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<td><strong>Total</strong></td>
<td><strong>$501,522</strong></td>
<td><strong>$312,922</strong></td>
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<td>Less: accumulated deprecuation</td>
<td><strong>$(83,353)</strong></td>
<td><strong>$(139,378)</strong></td>
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<td><strong>Net property and equipment</strong></td>
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## OTHER ASSETS

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<td>Rent deposit</td>
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<td>Pledges receivable, non-current</td>
<td>$4,739,801</td>
<td>$225,000</td>
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<td><strong>Total other assets</strong></td>
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<td><strong>TOTAL ASSETS</strong></td>
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<td><strong>$14,528,874</strong></td>
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## CURRENT LIABILITIES

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<tbody>
<tr>
<td>Accounts payable and accrued expenses</td>
<td>$205,264</td>
<td>$221,580</td>
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<tr>
<td>Accrued payroll</td>
<td>$105,794</td>
<td>$60,470</td>
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<td>Deferred revenue</td>
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<td><strong>Total current liabilities</strong></td>
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## LONG-TERM LIABILITIES

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<td>Deferred rent</td>
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<td>Deferred lease incentive</td>
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<td><strong>Total long-term liabilities</strong></td>
<td><strong>$37,309</strong></td>
<td><strong>$20,613</strong></td>
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<tr>
<td><strong>Total liabilities</strong></td>
<td><strong>$564,117</strong></td>
<td><strong>$367,663</strong></td>
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## NET ASSETS

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<thead>
<tr>
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<tbody>
<tr>
<td>Unrestricted</td>
<td>$9,985,683</td>
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<td>Temporarily restricted</td>
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<td><strong>Total net assets</strong></td>
<td><strong>$22,382,187</strong></td>
<td><strong>$14,161,211</strong></td>
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<tr>
<td><strong>TOTAL LIABILITIES AND NET ASSETS</strong></td>
<td><strong>$22,946,304</strong></td>
<td><strong>$14,528,874</strong></td>
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STATEMENT OF FINANCIAL POSITION
AS OF JUNE 30, 2017

<table>
<thead>
<tr>
<th>REVENUES</th>
<th>2017</th>
<th>2016</th>
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<tbody>
<tr>
<td>Contributions</td>
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<tr>
<td>Foundations</td>
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<td>$5,618,672</td>
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<tr>
<td>Individuals</td>
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<td>Corporations</td>
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<tr>
<td>In-kind</td>
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<td>Fee for service</td>
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<td>Interest</td>
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<td>Loss of disposal of assets</td>
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<td><strong>Total Revenues</strong></td>
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<td>$9,443,581</td>
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<tr>
<th>EXPENSES</th>
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<tr>
<td>Program Services</td>
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<td>Fundraising</td>
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<td>General Administrative</td>
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<tr>
<td><strong>Total Expenses</strong></td>
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<tr>
<th>CHANGE IN NET ASSETS</th>
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<tbody>
<tr>
<td></td>
<td>$8,065,976</td>
<td>$1,347,353</td>
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<tr>
<td>NET ASSETS AT BEGINNING OF YEAR</td>
<td>$14,316,211</td>
<td>$12,968,858</td>
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<td>NET ASSETS AT END OF YEAR</td>
<td>$22,382,187</td>
<td>$14,316,211</td>
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NATIONAL

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Chief Product Officer
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Founder
Braven
Staff Emeritus
Teach For America

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Head of Wealth and Investment
Management
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Jessica Drost Yagan + Sam Yagan

¹ Commitment spanning multiple years
² Regional + National commitment
³ Multi-region + National commitment
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