Dear Friends,

As I write to you and reflect on the past year, I am struck by the resilience, humanity, and courage of our Fellows, Program Directors, staff, and partners as we confronted some of the biggest challenges of our generation. Fiscal year 2020 began with our entire staff convening in the outskirts of Chicago where we spent precious time envisioning how we can strengthen our culture to tackle the transformation work of improving our impact and achieving that impact at scale.

In the fall of 2019, we welcomed 8,800 Fellows across six regions, with plans to recruit thousands more by the end of the year. Our Fellows began working alongside their Program Directors to build community, explore their options, and confront any challenges along the way.

Then, the world changed. The closing of schools and offices, disproportionate infection and death rates in communities of color, and daily protests for Black lives impacted every aspect of our work and personal lives.

OneGoal quickly worked to ensure staff had the flexibility and support they needed. We accelerated bringing our curriculum online to create a completely virtual classroom experience. We prioritized care and support for our Program Directors so that they could prioritize care and support for their Fellows. We reimagined how to create meaningful one-on-one advising and small group coaching in a virtual setting. While the COVID–19 pandemic brought much uncertainty, we continued to see demand for OneGoal in more communities. Our District Partnership Pilot forged relationships with three new school districts to collaborate on a new way to deliver OneGoal to a critical mass of students.

There is no denying the pandemic has had a devastating impact on all of us. At the same time, this crisis has awakened and strengthened our commitment to overcome, buck the status quo, and do whatever it takes to ensure our kids have more just, more humane outcomes.

Today, as we look ahead, I believe we have a unique opportunity to reimagine the way we support students and communities. Let’s take a bold new path forward: one that is more likely to lead to an equitable future.

In community,

Melissa Connelly
Chief Executive Officer
The degree divide persists as one of our nation’s most complex and critical injustices, with deep roots in systems of oppression and racism.

Students from low-income communities are three times less likely to earn a postsecondary degree than their peers from high-income communities.

Too many students are left to confront economic, academic, and social barriers that make it almost impossible to achieve their greatest postsecondary ambitions. The COVID–19 pandemic further exposed and exacerbated inequity, with communities of color and those in low-income areas impacted at disproportionately high rates. Disruptions to our education system mean we are no longer just fighting the degree divide, but are also fighting the digital divide.

* Postsecondary Attainment: Differences by Socioeconomic Status* National Center for Education Statistics, 2015

* Postsecondary Completion

<table>
<thead>
<tr>
<th>The Degree Divide</th>
<th>Low-income</th>
<th>High-income</th>
</tr>
</thead>
<tbody>
<tr>
<td>22%</td>
<td>67%</td>
<td></td>
</tr>
</tbody>
</table>

* The degree divide is a critical national injustice. It’s time for bold solutions. Our mission is to close the degree divide in America.
Every young person will have an equitable opportunity to achieve their greatest postsecondary aspirations.
We partner with high schools, districts, and colleges in low-income communities to ensure college and postsecondary planning, preparation, and support are no longer extracurricular luxuries, but integral components of the high school experience for all students.

Bridging High School + College
Our three-year model starts during students’ junior year of high school and continues for a full year after high school graduation.

Leveraging Educator Expertise
Our curriculum is delivered through teachers who hold a deep understanding of students’ environments.

Culturally Relevant Teaching
We ground our teaching and approach in Culturally Relevant Pedagogy, empowering Fellows to explore, reflect on, and affirm their individual identities.

A Tech-Flexible Model
We provide a flexible model that can be delivered in-person, online, or through a hybrid structure.

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

<table>
<thead>
<tr>
<th>People of Color</th>
<th>96%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Average SAT</td>
<td>840</td>
</tr>
<tr>
<td>Average GPA</td>
<td>2.7</td>
</tr>
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</table>
One of my highlights of OneGoal was talking about my future and how I will get there.”

Knyia Mitchell
OneGoal Y3 Fellow
Claffin University
Class of 2024
When Knyia Mitchell attended a OneGoal info session during her sophomore year at Therrell High School, she was intrigued. “We talked about the different things we would be doing like college tours and opportunities to meet other students.” While very proud of her GPA, Knyia was nervous about navigating the college application process as a first-generation college student.

She joined OneGoal and loved how the curriculum gave her the space and support to think critically about her future. “One of my highlights of OneGoal was talking about my future and how I will get there.”

Knyia also counted on OneGoal to help her balance classwork and college planning. “My senior year was very stressful. I’d never experienced FAFSA before.” OneGoal provided consistency and guidance. “When my Program Director came in, it was just straight to work and positive energy. I can tell when a teacher really, really cares. She helped me stay focused and not get too frustrated.”

When COVID-19 forced her school to move to virtual learning, Knyia hadn’t yet made her college decision. “I was struggling to make a choice. Not being able to have our college decision day - that really tore me apart.” But OneGoal was still there to guide her. “We had maybe 8 Zoom calls before picking the school I was going to go to!” That school was Claflin University, a private historically black university in Orangeburg, South Carolina.

Though her first semester of college has been completely virtual, Knyia remains hopeful. “I made all As and one B, so I’m super happy about that. I’m adapting.” Knyia appreciates that OneGoal routinely checks up on her, even now that she’s in college. “I love the consistency and the feeling of someone actually caring.” Knyia is studying mass communications with a focus in digital media and also just launched her own jewelry and accessories business. She hopes to complete several media internships while on her path to becoming a broadcast news analyst.
In FY 2020, we explored innovative ways to deliver a more consistent program as we welcomed our largest cohort of Fellows and deepened our school partnerships.
Progress + Impact

Our Program Vision

Schools should be places where students can dream about and plan for what’s next.

It’s about completely shifting the paradigm around how we as educators can impact how 16, 17, and 18-year-olds think about what’s possible for their future and how they prepare for it. That was the departure point as we reenvisioned what our program could look like.

We know that OneGoal can influence the systems, strategy, and outcomes for postsecondary preparation and support across all schools, for all students. In fiscal year 2020, OneGoal defined a new program vision to transform to a more rigorous, culturally relevant, low-cost, tech-enabled solution that puts user-friendly tools in the hands of students and teachers.

Exploring new and innovative ways to deliver our content—especially during this unprecedented global pandemic that has closed schools across the country—will allow us to deliver a program that is more consistent across classrooms, more adaptable across multiple school schedules and structures, and requires less from districts. Our goal is to build the foundation required to not only continue to serve more students within the regions we currently serve but also serve more of the 1.4 million juniors who begin their postsecondary journey with very little support.
We have a real chance to create the world of opportunity that we know should exist for all students.
**Progress + Impact Fiscal Year 2020 - July 1, 2019 - June 30, 2020**

- **8800** Y1 - Y3 Fellows Served
- **2800** Y0 Fellows Recruited
- **3500** Students Currently Enrolled in a Postsecondary Program

- **140** High School Partnerships
- **44** Postsecondary Partnerships
- **3** District Partnership Pilot Districts Secured

- **86%** of Y1 - Y3 Fellows enroll in a postsecondary institution
- **76%** persist one year after high school graduation

**Core Model Regions**
- Bay Area
- Chicago
- Houston
- Massachusetts
- Metro Atlanta
- New York

**District Partnership Pilot Districts**
Amidst a global health crisis, recession, and Civil Rights movement, our community remained steadfast in supporting Fellows on their postsecondary pathways.
When COVID-19 hit, we moved our program online in a matter of weeks.

In March 2020, as our country began to shelter in place due to COVID-19, we knew we had to pivot quickly to address the evolving circumstances for our students, teachers, and schools. In just a matter of weeks, we moved our program online positioning our Program Directors to effectively facilitate OneGoal virtually or in-person, and seamlessly alternate between the two, while still privileging the importance of relationships.

Even before COVID-19 hit, we were in the midst of a program transformation to enable us to increase impact and achieve that increased impact at scale. Our tech-enabled solution gives educators the flexibility to meet the unique needs of each student and allows us to fulfill our promise to Fellows in light of a shifting environment while providing an equitable learning experience for all.
We quickly rallied to innovate and secure additional resources for Fellows.

Our Massachusetts team was considering virtual teacher training even before the pandemic, but the need increased rapidly. Directors of Teacher Support quickly developed thorough practices for effective online training and check-ins, and OneGoal Program Directors are reaping the benefits of their work.

In Chicago, a COVID-19 Wellness Survey captured qualitative data directly from Fellows about their circumstances. This informed a robust system of support that included an adaptive texting strategy, phone banking, and over 700 hours of advising.

We received an $88K emergency fund grant from Tipping Point to help ensure matriculation to postsecondary for Bay Area seniors with financial gaps.
As a student with an IEP in a system that wasn’t well set up to meet those needs, Emily was discouraged from taking advanced courses or considering 4-year colleges. With the support of her Program Director, Ms. Jann and her OneGoal community, she improved her GPA from a 2.0 to a 3.0, and all four of her college applications were accepted. Leveraging a COVID-19 grant, Emily enrolled at California State University Channel Islands where she is studying health sciences.

Mrs. Maria Sotelo, a teacher, Program Director, mom of two under two, and partner to an essential worker, was juggling an incredible amount of responsibility during the spring. To model self-compassion and courageous vulnerability, she emailed her Fellows about the struggles she was personally experiencing. In response, a Fellow who had been previously unresponsive wrote her back and reconnected, demonstrating the importance of being human first.

During shelter-in-place, Mylesha found herself stuck in Miami where she attended college. Her culinary program couldn’t offer a virtual option and eventually canceled classes indefinitely. Unwilling to let the pandemic postpone her postsecondary education, she switched schools and is loving her new Public Relations and Advertising major at Barry University.
In Atlanta we pivoted quickly to get in contact with as many Y2 Fellows as possible, providing direct support through phone calls and texts as early as March. We sent individualized college commitment packages to our Fellows celebrating their postsecondary choices and distributing their graduation stoles.

A freshman at Northern Essex Community College in Lawrence, MA, Jennifer had a difficult time accessing her course material online during second semester. However, she was able to leverage the solid relationships she built with the Academic Advising Center coaches through a OneGoal connection. Jennifer was able to finish the semester and now advises other OneGoal Fellows on the importance of leveraging support.

Mr. Hirvelt Megie, New York Program Director, is grateful his cohort developed a sense of family from the beginning. He has seen his students show up as a solid support system for one another during a time when teaching and learning has changed completely. Hirvelt is proud of the way Fellows have communicated with one another and simply been present during a year like no other.
We do a lot of talking about the world around us and that has actually helped me a lot. My Program Director has told us from the first day of class that our voices matter. That has helped me feel heard in this world.”

OneGoal Fellow
Skyline High School
Oakland, California
Students of color are more likely to live in marginalized communities and less likely to complete a postsecondary degree.

The barriers to a postsecondary degree are symptomatic of the historic inequity that pervades our economic, education, and social systems. Students of color, and specifically Black and Latinx students are more likely to live in marginalized communities and less likely to complete a postsecondary degree. This in turn, means they are less likely to earn a living wage, be homeowners, and ultimately build generational wealth.

2020 forced our nation to confront systemic racism, as Black lives were lost, cities erupted in protests, and deep racial divisions increased in their aftermath.

Sociopolitical consciousness is a critical component of our curriculum and as such, we updated our lessons to reflect the current context in which our students live.

Program Directors created space for Fellows to reflect on the Black Lives Matter movement, critical policies like immigration, and how the pandemic impacts communities of color more acutely.

It was also important for OneGoal to continue interrogating our internal work around diversity, equity, and inclusion. We continued the practice of looking at salaries, tenure, promotions, and engagement along racial lines to check for equity. We also prioritized taking bolder steps to strengthen our culture so that all staff members thrive, starting with the creation of a Culture and Community Council composed of diverse staff members from across our regions, teams, and management levels. The Council will focus on core areas including talent philosophy, bringing core values to life, staff engagement, and advising the CEO.
Financials
## Statement of Financial Position

**as of June 30, 2020**

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<thead>
<tr>
<th></th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current Assets</strong></td>
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<td></td>
</tr>
<tr>
<td>Cash</td>
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<tr>
<td>Investments</td>
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<tr>
<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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<td><strong>Property and Equipment</strong></td>
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<td>Net property and equipment</td>
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<td><strong>Other Assets</strong></td>
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<tr>
<td>Rent deposit</td>
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<tr>
<td>Pledges receivable, non-current</td>
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<td><strong>Total other assets</strong></td>
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<tr>
<td><strong>Total assets</strong></td>
<td><strong>$44,721,893</strong></td>
<td><strong>$33,069,816</strong></td>
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<tr>
<td><strong>Current Liabilities</strong></td>
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<tr>
<td>Accounts payable and accrued expenses</td>
<td>$764,309</td>
<td>$544,268</td>
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<tr>
<td>Deferred revenue</td>
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<td>$198,300</td>
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<td><strong>Total current liabilities</strong></td>
<td><strong>$801,809</strong></td>
<td><strong>$742,568</strong></td>
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<tr>
<td><strong>Long-term Liabilities</strong></td>
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<td>Deferred rent</td>
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<td>Loan payable</td>
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<td><strong>Total long-term liabilities</strong></td>
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<td><strong>$287,280</strong></td>
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<tr>
<td><strong>Total liabilities</strong></td>
<td><strong>$4,031,104</strong></td>
<td><strong>$1,029,848</strong></td>
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<tr>
<td><strong>Net Assets</strong></td>
<td></td>
<td></td>
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<tr>
<td>Without donor restrictions</td>
<td>$22,438,986</td>
<td>$14,036,394</td>
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<tr>
<td>With donor restrictions</td>
<td>$18,251,803</td>
<td>$18,003,574</td>
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<tr>
<td><strong>Total net assets</strong></td>
<td><strong>$40,690,789</strong></td>
<td><strong>$32,039,968</strong></td>
</tr>
<tr>
<td><strong>Total liabilities and net assets</strong></td>
<td><strong>$44,721,893</strong></td>
<td><strong>$33,069,816</strong></td>
</tr>
</tbody>
</table>
## Financials

### Statement of Financial Activities

as of June 30, 2020

<table>
<thead>
<tr>
<th></th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenues</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contributions</td>
<td>$28,588,933</td>
<td>$17,582,031</td>
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<tr>
<td>In-kind</td>
<td>$384,049</td>
<td>$384,480</td>
</tr>
<tr>
<td>Fee for service</td>
<td>$1,906,580</td>
<td>$1,686,550</td>
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<tr>
<td>Other income</td>
<td>$22,850</td>
<td></td>
</tr>
<tr>
<td>Investment income, net</td>
<td>$328,983</td>
<td>$166,036</td>
</tr>
<tr>
<td><strong>Total Revenues</strong></td>
<td><strong>$31,231,395</strong></td>
<td><strong>$19,819,097</strong></td>
</tr>
</tbody>
</table>

| **Expenses**     |                   |                   |
| Program Services | $16,542,690       | $15,352,731       |
| Fundraising      | $3,301,353        | $3,502,464        |
| General Administrative | $2,736,531 | $2,328,944 |
| **Total Expenses** | **$22,580,574**  | **$21,184,139**  |

| **CHANGE IN NET ASSETS** | $8,650,821 | -$1,365,042 |
| **NET ASSETS AT BEGINNING OF YEAR** | $32,039,968 | $33,405,010 |

**Net Assets at End of Year**

$40,690,789 $32,039,968
In community, thanks to our board members and supporters that make our work possible.

Boards + Supporters
**Board of Directors**

**NATIONAL**

Melissa Connelly  
Chief Executive Officer, OneGoal

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Chief Product Officer, Facebook

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Former Superintendent, Spring Branch Independent School District

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Chief Executive O/f_f_i.ligacer + Director, Oasis Petroleum, LLC

Wynne M. Snoots, Jr., Chair  
Pa/r_t.liganer, EnCap Investments LP

Michael Vellano  
Founder + Chief Executive O/f_f_i.ligacer, Vo/r_t.ligaex Companies

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Executive Vice President, Northern Trust Co.

Claire O’Grady  
Scott Pofcher  
Senior Vice President, Morgan Stanley

Jose Luis Prado  
Chief Executive Officer, Evans Food Group  
Former President, Quaker Oats North America

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RTC Medical Preparatory Magnet High School

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Chief Operating Officer,  
Loop Capital Markets

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Inco Partner, Jackson Walker LLP
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Former Managing Director, Wells Fargo Securities, LLC
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Partner, Doran + Scalora
Michael Jacobs
Portfolio Manager, Avik Capital Management
Duncan Klussmann
Former Superintendent, Spring Branch Independent School District
Renee Lavender
Principal, Boston Consulting Group
Michael H. Lou
Chief Financial Officer + Executive Vice President, Oasis Petroleum, LLC
Thomas B. Nusz
Chief Executive Officer + Director, Oasis Petroleum, LLC
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Founder + Chief Executive Officer, Vortex Companies

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Vice President Information Technology, The TJX Companies, Inc.
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Former Interim Chancellor, University of Massachusetts - Boston
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Brand President, Reebok

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Emily Stone Gelb
Vice President, Executive Director Onboarding, Teach For America
Ira Handler
Managing Principal, New Holland Capital
Sushant Jadhav
Managing Director, Guggenheim Partners, LLC
Carol Schafer
Managing Partner + Founder, Hyphen Advisors, LLC
Mimi Klein Sternlicht
Co-Founder, Bread Ventures, LLC
Co-Founder, Campus Goose, LLC
Arthur Wit
Managing Director, Lone Pine Capital
$1,000,000 + ABOVE
Anonymous 
Anonymous
Baylor-Handler Charitable Program Fund
William K. Bowes, Jr. Foundation
Cox-Vadakan Foundation
Michael & Susan Dell Foundation
Thomas + Susan Dunn
Edgerley Family Foundation
Mike + Alyse Gamson
Bill & Melinda Gates Foundation
Lewis-Sebring Family Foundation
Ray & Tye Noorda Foundation
One8 Foundation
Phillips Family Foundation
Arthur Rock + Toni Rembe Rock
Sternlicht Family Foundation
The Studio @ Blue Meridian Partners
Walter Family Foundation

$500,000 + ABOVE
Achieve Atlanta
Barr Foundation
The Bluhm Family Charitable Foundation
Maynard + Kathleen Holt
Keywell Family Foundation
Kosland Foundation
Kresge Foundation
Salesforce.org
Charles and Lynn Schusterman Family Foundation
Joanne + Mike Sekulic
Anonymous

$250,000 + ABOVE
A Better Chicago and A Better Chicago at the McCormick Foundation
Anonymous
Crown Family Philanthropies; Arie and Ida Crown Memorial
Harry and Jeanette Weinberg Foundation

$100,000 + ABOVE
Best Portion Foundation
BMO Harris Bank
Carnegie Corporation of New York
Finnegan Family Foundation
Hecksher Foundation for Children
Macquarie Group Foundation
Maverick Capital Foundation
Oasis Petroleum
The Joseph Pedott Legacy Fund at The Chicago Community Foundation
Polk Bros. Foundation
Robin Hood Foundation
Timothy R. Schwertfeger + Gail Waller
State Street Foundation, Inc.

$50,000 + ABOVE
Solon E. Summerfield Foundation
Tiger Foundation
Tipping Point Community
Yagan Family Foundation
Younger Family Fund

1 Commitment spanning multiple years
2 Regional + National commitment
3 Multi-region commitment
$50,000 + ABOVE (CONT.)
Thomas L. Thomas Family Foundation¹
Voorhis Foundation
Jonathan Weiss and Barbara Asch
Wellington Management
The Mary and Greg Whalley
Family Foundation
Yellow Chair Foundation

$20,000 + ABOVE
Adtalem Global Education Foundation
Anonymous
Anonymous
Anonymous
Anonymous
Balyasny Asset Management
BayCoast Bank
Seth and Mandy Berman Fund
The Brinson Foundation
The Brown Foundation
Carnival
Centro: The Giving Tree
Jay + Melinda Chernosky
Cleveland Avenue Foundation
for Education
The Conway Family Charitable Fund
Cubs Charities Community Fund
The Donley Foundation
EMK3
Gorman Family Holdings
Edwin Gould Foundation
H.E. Butt Foundation
Harrison Street
Eric + Terri Holoman
Houston Endowment Inc.
Houston Energy
Earvin “Magic” Johnson
Mayer & Morris Kaplan
Family Foundation
Sartain Lanier Family Foundation²
Lone Pine Foundation
Marc and Jeanne Malnati
Family Foundation
Joe + Rika Mansuetu
Karen + Barry Mills
Ben Moreland
Northern Trust Charitable Trust
Claire + Mike O’Grady
Petersen Family Foundation
Scott + Sally Pofcher
Jose Luis + Rosy Prado
Quest Foundation
Taylor + Krissi Reid
John + Jeanne Rowe
The Siragusa Family Foundation³
Spectrum Family Foundation
Steele Family Foundation
Stier Family Charitable Fund
Michael + Lettie Vellano
Ventana Foundation
Leigh + Arthur Wit
Zell Family Foundation
Julie Zhuo + Mike Sego
Zorich Family Foundation

$10,000 + ABOVE
Anonymous
Anonymous
Arbor Brothers
Kristine Boyden
Bradford Allen Realty
Chevron Corporation
Anne + Anuj Dhanda
DWS
EquiTrust Life Insurance Company
Fortis Minerals
Doug + Sarah Foshee
Tim + Danielle Frank
Gary & Denise Gardner Family
Foundation
Gochnauer Family Foundation
Andi + Jim Gordon, Edgewater Funds
Joe + Claire Greenberg
HarborOne Foundation
Mabel A. Horne Fund, Bank of
America, N.A., Trustee
Charlene + Charles Hyle
Jemp-D Foundation
Jace Kiernan
Kutchins, Robbins & Diamond, Ltd

¹ Commitment spanning multiple years ² Multi-region commitment ³ Multi-city commitment
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<thead>
<tr>
<th>$10,000 + ABOVE (CONT.)</th>
<th>$5,000 + ABOVE</th>
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<tbody>
<tr>
<td>Lefkofsky Family Foundation</td>
<td>Kenny + Melissa Baldwin</td>
</tr>
<tr>
<td>Robert + Bridget Levy</td>
<td>Mary Bennett</td>
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<tr>
<td>Linden Foundation</td>
<td>Chevazz Brown</td>
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<tr>
<td>Eddie + Brittany Lou</td>
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Stephanie + Frank Tsuru
Unison Consulting, Inc.
John and Lisa Walker Family Fund
Champ Warren
William Blair & Company, LLC
Sherman & Kara Wright Foundation