The vision for CollegeSpring’s next three years has been shaped by a series of purposeful choices.
In order to more effectively serve schools and students, we needed to take a hard look at where we were having the most impact, how our limited resources would be best spent, and what would allow us to serve the most students in the best way possible.

Our strategy is to focus on filling a critical need—which happens to be the thing we’re best at: closing the test preparation gap so that all students have a shot at college and the opportunities that come with it.

We’re taking time over the next three years to apply what we’ve learned over the past ten, combine it with the latest research and innovation in education and equity work, and build a comprehensive program that does more than simply prepare students for a standardized test; we’re providing college knowledge, academic skills, and social emotional competencies—test confidence—so that tests are springboards to success—not barriers.

‘Solutionitis,’ the impulse to do everything to address the myriad challenges students face on their journey to and through college, is a common epidemic in our field. This is the immunization plan. We have the humility and discipline to know that we can’t do it all, and that our students will be better served if we forge partnerships with other organizations to which we can pass the baton. We also believe that if we become really really good at what we do, in addition to closing the test prep gap as we have done for the past ten years, we will ensure all students have the scores to make them 4-year college eligible. In doing so, we will have the opportunity to influence policy and scale our program nationally. So in the next 3 years, we’re also not growing to new cities because we refuse to be distracted.

We believe these choices will allow us to deliver the maximum impact to our schools and students. And we plan to measure it. The power of our program is that we intervene at a critical inflection point in students’ lives. What that means is that while our work has a domino effect, we won’t take credit for the last domino that drops. We’ll measure and claim our force of gravity only. The more we focus on our piece, the greater the impact down the line.

We’ve built flexibility into this plan so that CollegeSpring can continue to grow, improve, and change. We expect to learn a lot over the next three years because they will be building years. We’re building an enhanced curriculum, an infrastructure to support our evolution, partnerships to enhance our impact, and the potential to be ubiquitous. We believe that together, we can ensure that all students receive equitable access to SAT and ACT test preparation so that they are better prepared to enter and graduate from college.

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

Yoon S. Choi, PhD
CEO
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Executive Summary

The Challenge, Approach, Impact

2021 Strategic Plan

- Priorities
- Programmatic Evolution and Strategic Pillars
- Growth: Overview
- Financial Outlook
- Fundraising Priorities
- Capital Utilization
Executive Summary
What will it take to give all students equal opportunity to prepare for college?

The SAT and ACT have the power to change the trajectory of a student’s education and life outcomes, and yet, not all students are encouraged to – or can afford to – prepare.
At CollegeSpring, we recognize that SAT and ACT results are an important part of college admissions.

We therefore believe that all students, from all backgrounds, deserve access to premium test preparation to confidently take those exams.

Have you ever run a marathon without training? Taken your Driver’s test without reading the manual?

Being able to prepare for something important is not only smart, it’s necessary.

That’s why we focus on one thing: equipping schools and their teachers with a program that enables students to build their test confidence™, increase their results on the SAT and ACT exams, and open up a lifetime of opportunities.
2008–2018
CollegeSpring enters this strategic plan with a record of consistent impact, a scalable financial model, and a demonstrated ability to grow its programs. Our accomplishments create a strong foundation for the goals to which we aspire in our next three years.

What We’ve Accomplished:

25,000
Students served to date

1st & 2nd
Of the nation’s largest school districts served

22%
Average test score increase by students in our program

46%
College enrollment rate within 2 years of graduation, compared to a national average of 31% for students from similar demographic backgrounds
CollegeSpring's vision is for all students to receive equitable access to SAT and ACT preparation so that they are better prepared to enter and graduate from college.

Over the next three years, CollegeSpring will refine and codify its programs, increasing impact; evolve its financial model to be locally sustainable; and, invest in the people, systems, and technology needed to be best-in-class.

Our Next 3 Years

2019–2021

By The Numbers:

- 50,000 Total students served after this plan
- 25,000 Number of additional students CollegeSpring will serve over the next three years
- 25% Average test score increase by students in our program
- $16,000,000 Total fee-for-service and philanthropic revenue required over the three-year period, with a financial model that focuses on sustainability both regionally and nationally
Beyond 2021

This plan positions CollegeSpring to develop a model that will lead to widespread adoption by schools, districts, and nonprofit partners across the nation. By 2021, we will have built the infrastructure, funding base, and record of impact that leads to market leadership. Ultimately, this leadership through results will influence policy change and transform school systems.

A New Standard of Preparation

- CollegeSpring is seen as the solution for schools and districts
- CollegeSpring is at the forefront of systems-wide change, partnering with other college access and success organizations to see students to and through college
- CollegeSpring advocates for all students to have access to the requisite preparation for college
- CollegeSpring will be positioned for exponential growth in 2021 and beyond
The Challenge, Our Approach & Our Impact
The Challenge

SAT and ACT results are critical to college admissions. But test preparation comes at a significant cost, creating disparate outcomes between those who have access to formal preparation, and those who do not. While students from higher-income households likely receive individualized tutoring, counseling, and test preparation outside of school, most students do not have that opportunity. The advantages that money can buy on test preparation and college applications have become so great that the American ideal of education as the great leveler regardless of income level has been grossly undermined.

At CollegeSpring, we are actively changing the status quo. We believe that preparation is every student’s right, not a privilege for a select few. For this reason, CollegeSpring brings the opportunity to prepare for these consequential tests to schools, in school, where all students are. By offering our program during the school day and meeting the needs of diverse learners, we are leveling the playing field so that all students have the opportunity to represent and unlock their potential through increased test scores.

We are dedicated to equipping schools and their teachers with a differentiated curriculum that prepares learners with academic skill-building, exam familiarity, knowledge about college, and a feeling of readiness and motivation for the SAT and ACT.

We call this Test Confidence™.

Test Confidence increases students’ results, motivation, and ultimately, future opportunities. Our results demonstrate what’s attainable when preparation for all is the standard.
## Test Preparation Changes Trajectories in Multiple Ways

### Value of the SAT / ACT in College Access and Beyond

- SAT and ACT performance is **critical for admission to most 4-year colleges**
- Even a **small score increase can make a big difference** in accessing selective institutions that have better financial aid and support systems, and higher graduation rates
- Meeting threshold scores allow students to **place out of remedial courses** upon entering college, saving precious time and funds
- Performance on the SAT has been shown to be a **strong predictor of future achievements** in career and lifetime earnings

### Value of Test Confidence™

- Students learn to successfully set and **work toward personal and academic goals**
- Teachers help students gain ability to **accurately assess their strengths and growth areas**, and provide students with a well-grounded sense of confidence, optimism, and **growth mindset**
- Both teachers and students understand that **the test does not define a student**; it is an **opportunity to unlock future opportunities**
- Teachers help students develop **habits, skills, and approaches that can be applied to other future situations**, leading to life-changing results
Test Confidence™ Transforms Results

Knowledge

Motivation

Skills

Test Confidence™

More than just a test

Doing well on the SAT and ACT requires more than tips and tricks. Students need to have knowledge about the college application process, best-fit schools, why the test matters, and how it can change their college-going trajectories; they need to feel motivated to use this test as a lever to unlock opportunity; and they need the academic skills to perform effectively. All of these things combined build their Test Confidence, leading to results that set students up for success in college and beyond.
**CollegeSpring’s Approach**

CollegeSpring reduces inequalities in test preparation by building the capacity of schools. Teachers at our partner schools receive training and support, lesson plans, and classroom materials in order to deliver CollegeSpring’s curriculum.

CollegeSpring also trains, coaches, and pays local undergraduates to work with students in small groups. Many are first-generation college-goers, giving them unique insight into CollegeSpring students’ educational journeys and helping them serve as valuable role models.

---

**CollegeSpring Product & Service**

- Proprietary SAT and ACT curriculum and training
- Diagnostic tests with data and specific feedback afterwards
- Culturally relevant, tailored approach

**School**

- Inclusive school-based model
- Every student—not just a select few
- Increase school’s college-going culture

**Teacher & Mentors**

- Familiar teachers deliver program for the students they already know
- Mentors provide additional social and emotional inspiration

**Student Beneficiaries**

- Increased scores
- Test confidence
- Higher likelihood to enroll in 4-year college
Closing the Test Preparation Gap

- Students enrolled in the program (2016-17) **increased their scores by an average of 22%** (104 points)
- Schools benefit from CollegeSpring, too—our **program boosts a school-wide college going culture** and increases teacher knowledge and skills in the importance of SAT and ACTs

- **94%** of administrators were satisfied with the quality of CollegeSpring's service
- **87%** would recommend partnering with CollegeSpring to another school

![Graph showing CollegeSpring Students' Pre-Exam Scores, Post-Exam Scores, and Average SAT Score for Non SAT Fee-Waiver Students]
Preparing Students to Meet College and Career-Ready Benchmarks

- CollegeSpring students’ SAT score increases correlate positively with college enrollment and persistence
- Four out of five students identified they are more prepared for the SAT and confident they can get into college

### Student Progress to The College Board's Benchmarks for College Readiness

<table>
<thead>
<tr>
<th>Before CollegeSpring</th>
<th>After CollegeSpring</th>
</tr>
</thead>
<tbody>
<tr>
<td>31% of students met or were within benchmarks in reading &amp; writing</td>
<td>55% of students met or were within benchmarks in reading &amp; writing</td>
</tr>
<tr>
<td>13% met or were within benchmarks in math</td>
<td>30% met or were within benchmarks in math</td>
</tr>
</tbody>
</table>

### College Matriculation & Graduation

- **National Average for Demographically Similar Students**
- **CollegeSpring Students**

- College Enrollment Rate Within 2 Years of High School Graduation:
  - 31% for students before CollegeSpring
  - 46% for students after CollegeSpring

- College Graduation Within 6 Years*:
  - 51% for students before CollegeSpring
  - 68% for students after CollegeSpring

*Note: Our intervention is during students’ junior year of high school. While we track the college enrollment and graduation rates of our students, there are a host of other factors that positively influence persistence and graduation.

*(!) Our sample size thus far is one cohort from 2011 and (2) our 4 year rate is 35%, which includes multiple cohorts of students. College graduation rate cited for demographically similar students is for Pell grant recipients.
2021 Strategic Plan
Over the next three years, CollegeSpring will set the stage to become the solution for closing the test preparation gap.

Our priorities will be impact first, sustainability second, and then scale—in that order.

Each year will be guided by the following themes and priorities:


2021: Repeat. Replicate. Reach.
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Refine</strong> our program model:</td>
<td><strong>Innovate</strong> through technology:</td>
<td><strong>Repeat</strong> emergent best practices:</td>
</tr>
<tr>
<td>- Invest in curriculum, training, and program model enhancements</td>
<td>- Automate manual processes and service delivery</td>
<td>- Repeat all the things that led to retention and successful impact</td>
</tr>
<tr>
<td>- Introduce social emotional learning into curriculum</td>
<td>- Explore differentiated learning options to help teachers better serve <em>all</em> students</td>
<td>- Codify best and standard practices across existing sites</td>
</tr>
<tr>
<td>- Evaluate and better articulate the value proposition of mentors via pilot</td>
<td>- Pilot student facing platform to engage and motivate students more deeply</td>
<td></td>
</tr>
<tr>
<td>- Enhance capacity for teachers and schools</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Codify our staffing structure &amp; partnership criteria</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Revise and roll out full-year ACT program</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Retain</strong> partners, staff, and revenue:</td>
<td><strong>Initiate</strong> growth and partnerships:</td>
<td><strong>Replicate</strong> success:</td>
</tr>
<tr>
<td>- Retain best-fit school partners</td>
<td>- Initiate deeper growth via district partnerships in existing regions</td>
<td>- Replicate successful earned revenue, philanthropic and partnership structures</td>
</tr>
<tr>
<td>- Implement best-in-class hiring practices to recruit and retain diverse and talented staff</td>
<td>- Initiate partnerships with other non-profit organizations in the college access and success space to provide continuum of services to students</td>
<td>- Ensure national infrastructure can support and sustain service model</td>
</tr>
<tr>
<td>- Increase earned income to exceed 50% in each region, creating a path towards local sustainability</td>
<td>- Build CollegeSpring brand via national media and participation in national conferences and press that will position CollegeSpring as leader in this space</td>
<td>- Gain external validation of our program and innovative practices</td>
</tr>
<tr>
<td>- Boost national philanthropic efforts to sustain growth and fuel innovation</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Refrain</strong> from distractions:</td>
<td><strong>Implement</strong> Core / Connect at greater scale:</td>
<td><strong>Reach</strong> higher and wider:</td>
</tr>
<tr>
<td>- Refrain from non SAT and ACT programs</td>
<td>- Roll out standardized program model across regions</td>
<td>- Years 1 and 2 will determine the most effective, impactful, and efficient route to scale</td>
</tr>
<tr>
<td>- Instead, begin building a coalition of partners for strategic hand-offs so students can receive programming as seniors and college students</td>
<td>- Continue to lay groundwork for significant scale</td>
<td>- Prepare for scale through virtual, remote service model— not brick and mortar growth to new cities</td>
</tr>
</tbody>
</table>
Program Focus: Strategic Pillars

### Evolve our school-based program model
- Explore awarding course credit for students in CollegeSpring program
- Measure school culture improvements
- Become an approved vendor in all regions, opening up funding opportunities
- Update curriculum to enhance outcomes around social-emotional learning and support the development of Test Confidence
- Better serve English language learners, students with learning differences, and high performers
- Provide more—and higher quality—training for CollegeSpring staff and instructors
- Develop CollegeSpring’s instructional coaching philosophy and define how we support teachers

### Leverage Leading-Edge Technology
- Upgrade data systems, including grading and reporting software and surveys
- Invest in differentiated learning, developing tools to provide students and their instructors with individual roadmaps
- Introduce a portal for CollegeSpring instructors, enabling remote access to program implementation resources and training
- Develop a student-facing platform to increase student engagement, motivation, and results

### Invest in Research and Evaluation
- Standardize and codify CollegeSpring’s program model
- Examine current outcomes and plan for future impact
- Launch external evaluation of program efficacy
Over the next 3 years, CollegeSpring will raise $16M in cumulative revenue, including $11M philanthropically. $3M will support strategic plan investments.

Total Revenue: $16M

- Philanthropy: $11M
  - Annual Philanthropy: $3M
  - Strategic Plan Investments: $8M

- Fee-for-Service: $5M

55% of total philanthropy will be raised regionally.

20% of our revenue is dedicated to strategic plan investments. Securing this funding at the beginning of the plan will best position CollegeSpring to achieve its 2021 vision.

At the beginning of the plan, fee-for-service payments contribute 49% of regional revenue; by 2021, this percentage grows to 59%.
Join Us On Our 2021 Journey

CollegeSpring’s ability to achieve our vision is contingent on engaging our investors to provide the capital we need to be successful.

Our Philanthropic Goal over 3 years:

$11,000,000

Our Commitment to Investors

- Data-driven reporting on progress against all of the goals in this plan
- Transparency around the accomplishments, setbacks, and learnings inherent in the pursuit of our vision
- Continued dialogue about the progress against our goals and the strategic considerations that will emerge over the next three years
CollegeSpring will raise $3M in investments over the next three years to deepen our impact, increase our sustainability, and scale in existing regions.

Analysis:

- **$1.4M** will fund programmatic expansion in New York, Southern California, and the Bay Area.
- **$1M** will fuel innovation in Programs & Impact, including investments in Research & Evaluation.
- **$600K** will scale our Technology, Systems & Infrastructure as we build a best-in-class organization.

### Strategic Plan Investments by Fiscal Year & Type

- **Technology, Systems & Infrastructure**
- **Programs & Impact**
- **Growth in Existing Regions**

<table>
<thead>
<tr>
<th></th>
<th>FY 19</th>
<th>FY20</th>
<th>FY21</th>
</tr>
</thead>
<tbody>
<tr>
<td>Technology</td>
<td>$500K</td>
<td>$500K</td>
<td>$800K</td>
</tr>
<tr>
<td>Systems</td>
<td>$100K</td>
<td>$300K</td>
<td>$500K</td>
</tr>
<tr>
<td>Infrastructure</td>
<td>$200K</td>
<td>$200K</td>
<td>$200K</td>
</tr>
</tbody>
</table>
Growth: Overview

CollegeSpring will support 25,000 additional students across the country over the next three years.

This growth will take place within Southern California, Northern California, and New York.

In 2018, CollegeSpring worked with 52 partner organizations/schools. By 2021, this number will increase to 100, increasing our student cohorts to 100+ to maximize efficiencies.

Growth will focus on:

- Larger-scale partnerships with schools and districts, which will allow CollegeSpring to maximize the number of students served within each partnership
- Partnerships with districts/cities that have “Promise” scholarships, universal testing and a college readiness focus, but lack test-prep strategies

Students Served by Region

<table>
<thead>
<tr>
<th>Region</th>
<th>Students</th>
<th>FY 18</th>
<th>FY19</th>
<th>FY20</th>
<th>FY 21</th>
</tr>
</thead>
<tbody>
<tr>
<td>SoCal</td>
<td>1,400</td>
<td>1,200</td>
<td>1,800</td>
<td>2,500</td>
<td>3,500</td>
</tr>
<tr>
<td>NorCal</td>
<td>700</td>
<td>1,400</td>
<td>1,800</td>
<td>4,000</td>
<td>5,000</td>
</tr>
<tr>
<td>NY</td>
<td>2,800</td>
<td>3,000</td>
<td>3,000</td>
<td>3,000</td>
<td>3,000</td>
</tr>
<tr>
<td>Other</td>
<td>5,000</td>
<td>6,000</td>
<td>8,000</td>
<td>11,000</td>
<td>11,000</td>
</tr>
</tbody>
</table>

Partners:

<table>
<thead>
<tr>
<th>Region</th>
<th>Partners</th>
</tr>
</thead>
<tbody>
<tr>
<td>SoCal</td>
<td>52</td>
</tr>
<tr>
<td>NorCal</td>
<td>60</td>
</tr>
<tr>
<td>NY</td>
<td>75</td>
</tr>
<tr>
<td>Other</td>
<td>100</td>
</tr>
</tbody>
</table>
## Budget Detail

<table>
<thead>
<tr>
<th></th>
<th>FY18 Annualized</th>
<th>FY19</th>
<th>FY20</th>
<th>FY21</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regional Philanthropy</td>
<td>$1,670,000</td>
<td>$2,058,000</td>
<td>$2,210,000</td>
<td>$2,410,000</td>
</tr>
<tr>
<td>National Philanthropy</td>
<td>$1,371,500</td>
<td>$1,300,000</td>
<td>$1,400,000</td>
<td>$1,500,000</td>
</tr>
<tr>
<td>Total Philanthropy</td>
<td>$3,041,500</td>
<td>$3,358,000</td>
<td>$3,610,000</td>
<td>$3,910,000</td>
</tr>
<tr>
<td>Earned Revenue</td>
<td>$1,051,000</td>
<td>$1,185,000</td>
<td>$1,565,000</td>
<td>$2,135,000</td>
</tr>
<tr>
<td>Total Unrestricted Revenue</td>
<td>$4,092,500</td>
<td>$4,543,000</td>
<td>$5,175,000</td>
<td>$6,045,000</td>
</tr>
<tr>
<td>Personnel</td>
<td>$2,675,000</td>
<td>$3,055,000</td>
<td>$3,575,000</td>
<td>$4,100,000</td>
</tr>
<tr>
<td>Other Expenses</td>
<td>$1,000,000</td>
<td>$1,325,000</td>
<td>$1,500,000</td>
<td>$1,500,000</td>
</tr>
<tr>
<td>Total Expenses</td>
<td>$3,675,000</td>
<td>$4,380,000</td>
<td>$5,075,000</td>
<td>$5,600,000</td>
</tr>
<tr>
<td>Subtotal: One-Time Expenses</td>
<td></td>
<td>$200,000</td>
<td>$160,000</td>
<td>$225,000</td>
</tr>
<tr>
<td>Subtotal: Recurring Expenses</td>
<td></td>
<td>$4,180,000</td>
<td>$4,915,000</td>
<td>$5,375,000</td>
</tr>
<tr>
<td>Change in Unrestricted Net Assets</td>
<td>$417,500</td>
<td>$163,000</td>
<td>$100,000</td>
<td>$445,000</td>
</tr>
<tr>
<td>Unrestricted Net Asset Balance</td>
<td>$500,000</td>
<td>$663,000</td>
<td>$763,000</td>
<td>$1,208,000</td>
</tr>
</tbody>
</table>
Financial Outlook

- Increase earned revenue in regions to exceed 50%, decreasing reliance on philanthropy for financial sustainability
- National philanthropy will fuel innovation and strategic investments

**Earned Income as a Percentage of Regional & Total Expenses**

- **Earned Income as a % of Regional Expenses**
- **Earned Income as a % of Total Expenses**
Cost-Effectiveness

CollegeSpring has a proven track record of decreasing costs year-over year. Over the next 3 years, cost-per-student will decrease an additional 26% due to efficiencies enabled by scale and growth.

Cost Per Student Declines as CollegeSpring Scales

Previous Plan

FY19 – FY21 Plan

FY 15  FY 16  FY 17  FY 18  FY 19  FY 20  FY 21

$1,015  $927  $866  $734  $723  $610  $508

3100  3600  5000  5200  6000  8000  11000

Students  Cost Per Student
National Board Members

Tom Friel, National Board Chair
Retired Chairman and CEO, Heidrick & Struggles

Yoon S. Choi,
CEO, CollegeSpring

Avi Dorfman,
Vice President & Head of New Ventures, The D.E. Shaw Group

Joel Jones,
Vice President, Sales Planning and Operations, Facebook

Larry Kubal,
Partner, Labrador Ventures

Juanita Lott,
Technology Entrepreneur and Executive

Garrett Neiman,
Co-Founder & Former CEO, CollegeSpring

Todd Penner,
Portfolio Director, College Success, Michael & Susan Dell Foundation

Mindy Rogers,
Philanthropist

Ralph Sutton,
Validity Capital Partners, LLC

Southern California Board Members

Gene Sykes, Regional Board Chair
Co-Chairman of M&A and Global Technology, Media and Telecom Group, Goldman Sachs

Ambassador Frank Baxter (Honorary)
Retired CEO & Chairman, Jeffries & Co.

Jason Collins
Retired NBA Player, NBA Cares Ambassador

Shomik Dutta
Co-Founder and Partner, Higher Ground Labs

Sarah Ketterer
CEO, Causeway Capital

John Kissick
Retired Co-Founder and Senior Partner, Ares Management

Scott McConnell
Principal, Ares Relationship Management Group

Dale Okuno
CEO, Okuno Associates, Inc.

Wendy Wachtell
President & CEO, Joseph Drown Foundation

Bay Area Board Members

Joel Jones, Regional Board Chair
Vice President, Sales Planning and Operations, Facebook

Diana Balgas
Executive Director of Transfer Programs, CSU East Bay

Walker Conolly
Manager, Business Integrity, Facebook

Tarah S. Evans
Executive Director, Franklin & Catherine Johnson Foundation

Joan Kiekhaefer
Senior Vice President, US Bank

Matthew Kinsella
Managing Director, Maverick Capital Ventures

Paula Schmidlin
Global HR Executive

Sinohe Terrero
Chief Financial Officer and Chief Operating Officer, Quid

New York Board Members

Avi Dorfman, Regional Board Chair
Vice President & Head of New Ventures, The D.E. Shaw Group

Ankur Agrawal
Partner, McKinsey & Company

Tracey K. Allard
Nonprofit Executive and Social Entrepreneur

Karen Bene
Director of Online Sales, LinkedIn

Alex Farman-Farmaian
Partner & Vice Chairman, Edgewood Management

Teena-Ann Sankoorikal
Levine Lee, LLP

Richard Steele
Principal, SYPartners

Nada Usina
Managing Director, Russell Reynolds Associates

*All Board Members contribute financially to CollegeSpring
Current and Past Supporters

Foundations & Corporations
- 49ers Foundation
- The Brin Wojcicki Foundation
- Bodhi Fund
- Campaign for Black Male Achievement
- College Board
- Creative Artists Agency Foundation
- The David and Lucile Packard Foundation
- Dwight Stuart Youth Fund
- ECMC Foundation
- The Edwin Gould Foundation
- Elizabeth Bixby Janeway Foundation
- Franklin and Catherine Johnson Foundation
- The Heckscher Foundation for Children
- The Hitachi Foundation
- Joseph Drown Foundation
- Koshland Foundation
- Kresge Foundation
- Leon Lowenstein Foundation
- Lisa and Douglas Goldman Fund
- The Los Angeles Dodgers Foundation
- Maverick Capital Foundation
- The Michael & Susan Dell Foundation
- Monster Worldwide, Inc.
- The Pinkerton Foundation
- Pricewaterhouse Coopers
- Quest Foundation
- The Ralph M. Parsons Foundation
- The Red Crane Fund
- The Sage Foundation
- Thomas J. Long Foundation
- S.D. Bechtel, Jr. Foundation
- S.H. Cowell Foundation
- Southern California Edison
- TPG Capital
- The Warriors Community Foundation
- W.L.S. Spencer Foundation
- W.M. Keck Foundation
- Weingart Foundation
- Westly Foundation
- William K. Bowes, Jr. Foundation

Individuals
- The Aldrich Family Fund
- Anonymous
- Ambassador and Mrs. Frank E. Baxter
- Diana Bowes Weller
- Cameron-Schrier Family Fund
- Coleman Fung Foundation
- The Craig and Susan McCaw Foundation
- Diana Chang
- Elizabeth Cooper
- Stephanie Cohen
- Dan Murphy Foundation
- Dana Emery
- Irwin and Concepcion Federman
- Zac Guevara
- Trace Harris
- Irfan Hussain
- The Ken Olivier and Angela Nomellini Charitable Fund
- Kitchen Table Foundation
- The Lamont Family Fund
- Victor Miramontes
- John O’Farrell and Gloria Principe
- Dale Okuno
- Arthur & Toni Rembe Rock / The Rock Foundation
- Sarah Ketterer Family Foundation
- Sheila Sarma
- Sheryl Sandberg and David Goldberg Philanthropy Fund
- Alan Schwartz
- Mark Stevens
- Joyce and Larry Stupski
- Aman Verjee
- Yates Family Fund
Thank You