

ElevateUSA

An affiliate-based mentoring model for at-risk and low-opportunity youth currently operating in 17 locations across the US

Investment Memo Presented by The USIT Foundation in Spring 2023

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Charity Summary

Charity Overview

- **ElevateUSA helps improve economic mobility by helping at-risk youth graduate high school and pursue either college or a career out of high school**
 - Their four-part program of accredited classes, mentoring, adventure, and college and career build much needed socioemotional relationships and support systems for at-risk students
 - ElevateUSA aims to improve high school graduation rates and college attainment through support and guidance from teacher-mentors both integrated into public school systems and outside of school
- **ElevateUSA has a scalable, data-driven program that has already been successfully implemented across 17 cities in the United States**
 - ElevateUSA takes a data-driven approach as they spend around \$200,000 are annually spent on data collection and analysis
 - Their pipeline system for affiliate creation has proven to create affiliates that sustainably grow over time
- **ElevateUSA’s inflows and outflows indicate a sustainably growing nonprofit**
 - Program funds (90% of total funding) are primarily used to launch new affiliates (11%), support existing affiliates (74%), and resource development (10%)⁽¹⁾
 - Funds are derived from individual donors (44%), foundations (23%), government grants (30%), and program services (3%).⁽¹⁾

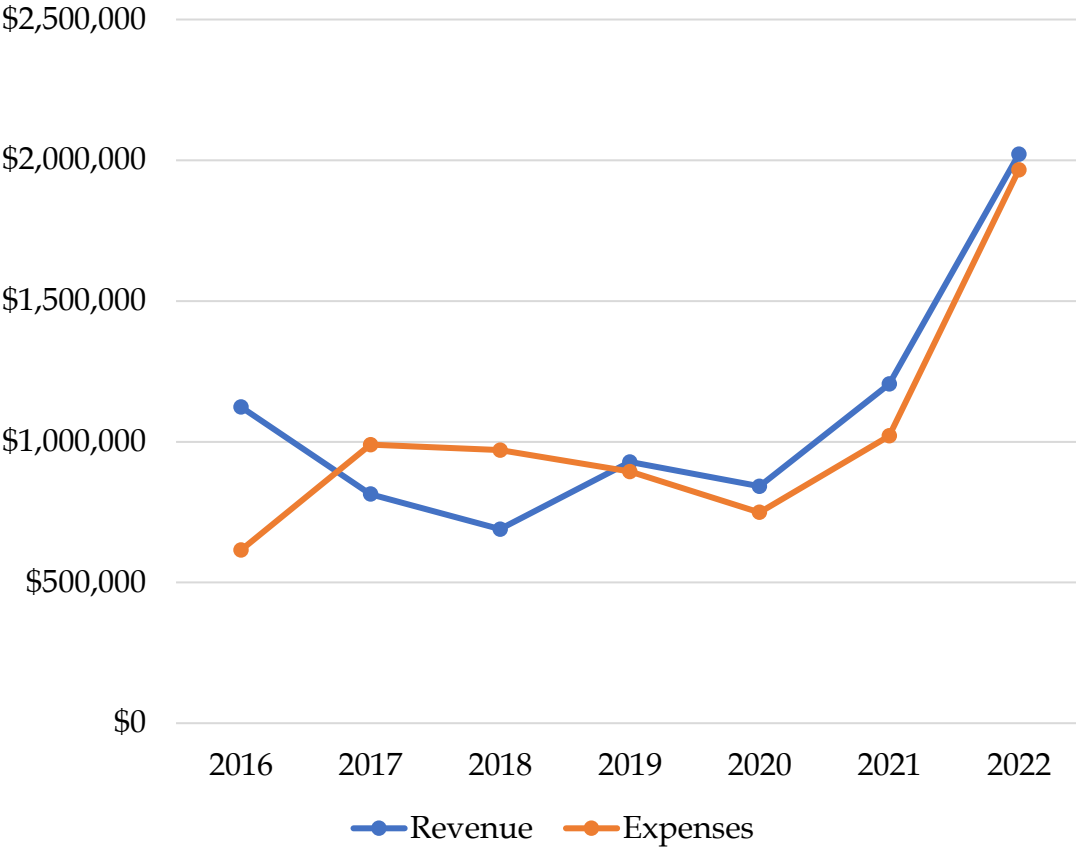
Donation Thesis

- **ElevateUSA is currently piloting a research study involving surveying and measuring the real outcomes of their 150,000 alumni across the country**
 - The USIT Foundation has potential to fund a significant portion of this study and fast-track the speed at which the study happens
- **The USIT Foundation has an opportunity to fill a gap in ElevateUSA operations through partnership**
 - Management has been incredibly open to sharing information and partnering with the USIT Foundation in the long-term
 - With Excellence in Giving exiting their partnership with ElevateUSA, there’s a gap within grant writing, grant allocation, and more that the USIT Foundation can fill in

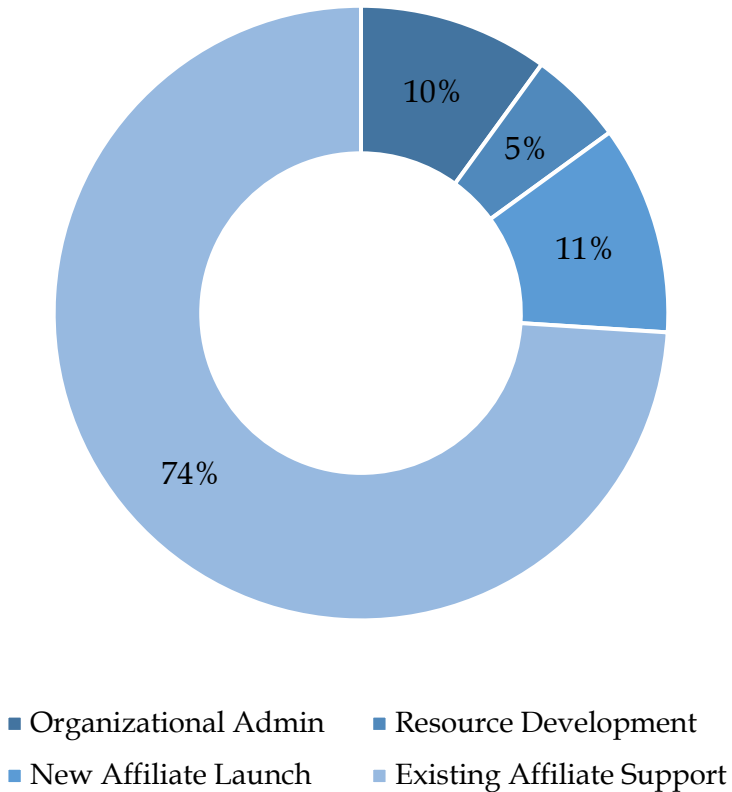
Financial Snapshot

Revenue is unreliable but predominantly used shortly afterward

Revenues and Expenses Over Time



[2022] Organizational Budget



Program Summary

Overview of Four-Part Mentorship Model

Accredited Classes

- Teacher-mentors teach elective classes within partnered public schools that any student can enroll in
- Partnered public schools are low-opportunity and high poverty public schools usually in metro areas
- Curriculum is focused on building core character qualities and life skills
- Finetuned curriculum through analysis of impact measurements across the past 40 years

Mentoring

- Students meet with teacher-mentors out of school in informal settings (50% of their total time with their teacher-mentor is outside of the classroom)
- High school students tutor elementary school students for 30 minutes a week on topics they recently learned to build community engagement and establish role models for younger generations

Adventure



- New and challenging experiences to push students to work in a team and build leadership skills
- Pushes students outside of comfort zone and offers opportunities that are otherwise inaccessible

College and Career

- 100% of graduates of ElevateUSA make detailed plans for some form of post high school program (Associate's degree, Bachelor's degree, trade school, military, etc.)
- Far majority have plans locked in for post high school program before leaving the program their senior year

Risks and Mitigants

ElevateUSA has systems in place to mitigate the predominant risks of research study investment

Risks	Mitigants	Assessment
<p>Not Successfully Capturing Data and Information Properly</p>	<ul style="list-style-type: none"> ElevateUSA has invested in numerous research studies (through Giving Excellence and the Search Institute) Dr. Fahey has previously worked with ElevateUSA on smaller scale versions of current longitudinal study proposal 	
<p>Research Study Adding Little Value</p>	<ul style="list-style-type: none"> ElevateUSA's significant annual investment into the measurement metrics raises slight concerns on the additionality value of investing in this longitudinal study The proof of concept provided by a study measuring actual alumni results reasonably would allow ElevateUSA to successfully market to an even larger audience 	

Program Activities

Four-part mentorship model consisting of accredited classes, mentoring, adventure, and college & career

Overview of Model

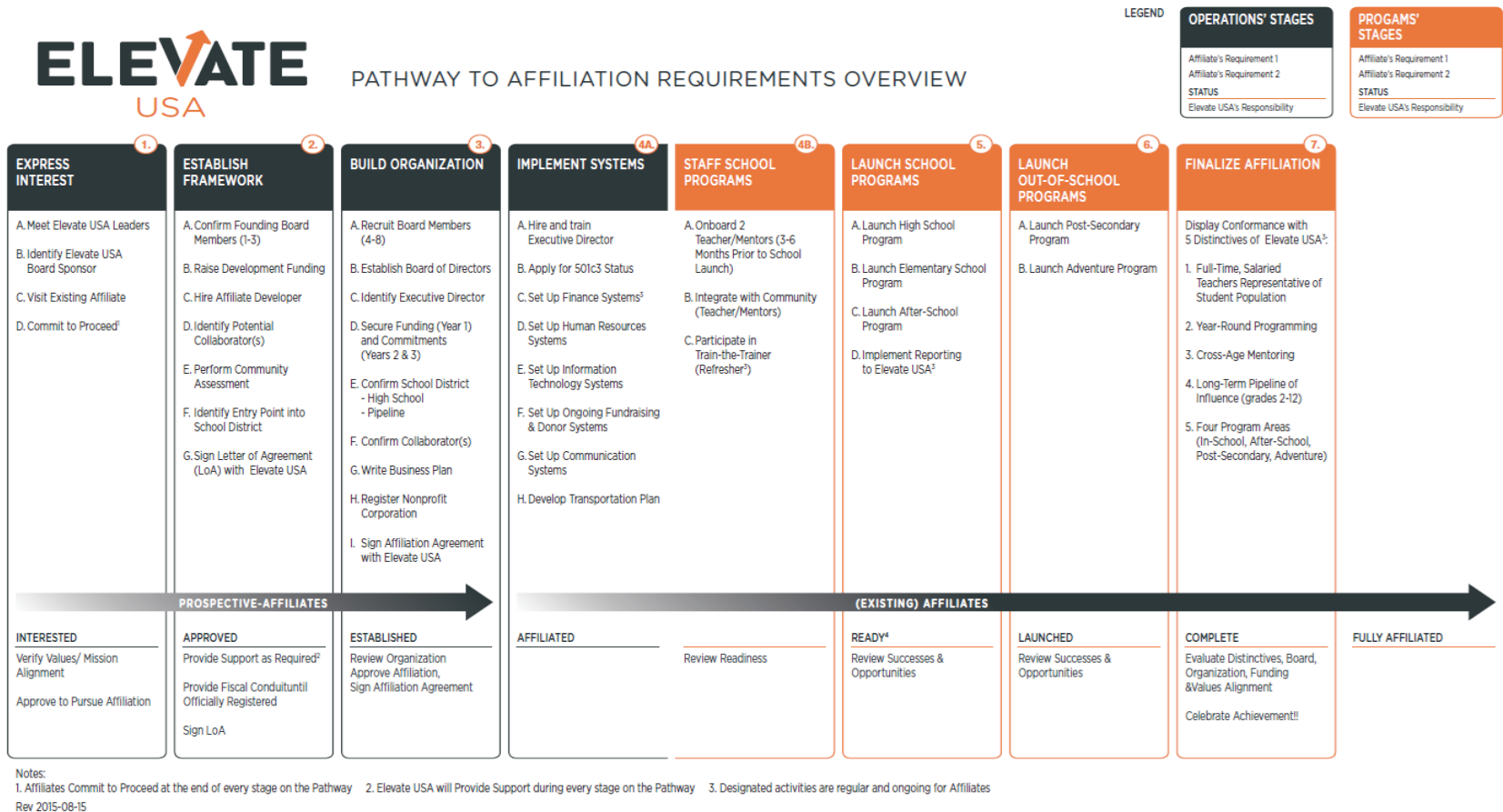
Affiliate-Based System Breakdown

- **Affiliate Development Process**
 1. Cities/Districts reach out to ElevateUSA to develop an affiliate in the local area
 2. ElevateUSA sends an executive and a coach to develop a strong business plan and create a donor base
 3. Once the affiliate proves it can sustain itself through reliable annual income from the local donor board, ElevateUSA provides the initial investment to start operations (each affiliate is around a \$60,000 investment through the entire process)
 4. The process has been finetuned and is rigorous to make sure new affiliates are sustainable and only continue to grow over the years (none of the affiliates that have gone through the pipeline have failed)
- **Seven Steps to Affiliate Development**
 1. Express Interest – Commitment to Proceed (meetings with ElevateUSA leadership and board)
 2. Establish Framework – Obtain development funding, founding board members, entry point into school district, affiliate developer
 3. Build Organization – Finalize leadership and board of affiliate, secure funding for Year 1, write business plan, register nonprofit corporation
 4. Implement Systems and Staff School Programs – Onboard 2 teacher-mentors, set up operational systems, apply for 501c3 status
 5. Launch School Programs – Launch high school, elementary school, and after-school programs
 6. Launch Out-Of-School Programs – Launch post-secondary and adventure programs
 7. Finalize Affiliation – Reach five distinctions of ElevateUSA affiliates (full-time teacher-mentors, year-round programming, cross-age mentoring, grade pipeline, four program areas)

Overview of Model

Affiliate-Based System Breakdown

- General Information**
 - Affiliates receive donations from donors in the operation area (or sometimes outside of it) to sustain operations
 - ElevateUSA's sole goal is to launch and maintain affiliates
 - ElevateUSA's revenue is from donors who specifically choose to donate to the central organization, fundraising, and a government grant (no revenue from the affiliates comes towards the central organization)



Program Breakdown

Closer look at the four-part program

- **Accredited Classes**
 - Accredited classes offered at Title 1 and reservation schools
 - These classes are offered through public middle and high schools and further information on specific curriculum can be found [here](#)
 - Allows at-risk students to gain a credit towards graduation and works on improving literacy, numeracy (mathematics), and reading level
 - Teacher-mentors teach these classes and function as life mentor outside of classroom
 - They're hired by each ElevateUSA affiliate and go through a paid college-credited curriculum to become a teacher-mentor
- **Mentoring**
 - Mentors have been through the experience or an experience similar
 - High school students mentor younger students which empowers them (often mentoring younger students on skills they've recently learned which builds confidence in their application and understanding)
- **Adventure**
 - Most of the children they work with have never been outside of the communities and environment they were born in
 - New experiences to build community amongst participants and further build relationships between students and mentors
 - Builds tenacity needed to survive in workplaces and outside of their current homes/communities
- **College/Career**
 - Students originally lack vision for future beyond their homes
 - Far majority of students are first-generation high school students let alone first-generation college students
 - ElevateUSA offers mentoring career through students who've gone through their program
 - Allows students to learn about different career paths and options beyond high school (information many of these students don't have)
 - Specific paths can range from bachelor's degrees, associate's degrees, trade school, or even high-demand jobs out of high school
- **General Information**
 - Students go through all four parts of the program throughout the semesters they're involved with ElevateUSA
 - The specific statistics (mentor to mentee ratio and number of semesterly adventure programs) ranges depending on the affiliate

Theory of Change

ElevateUSA's unique program and affiliate-based system lead to significant lifetime benefits amongst youth in Title 1 schools across America

Issue Overview

Low high school graduation rates in specific communities in the US

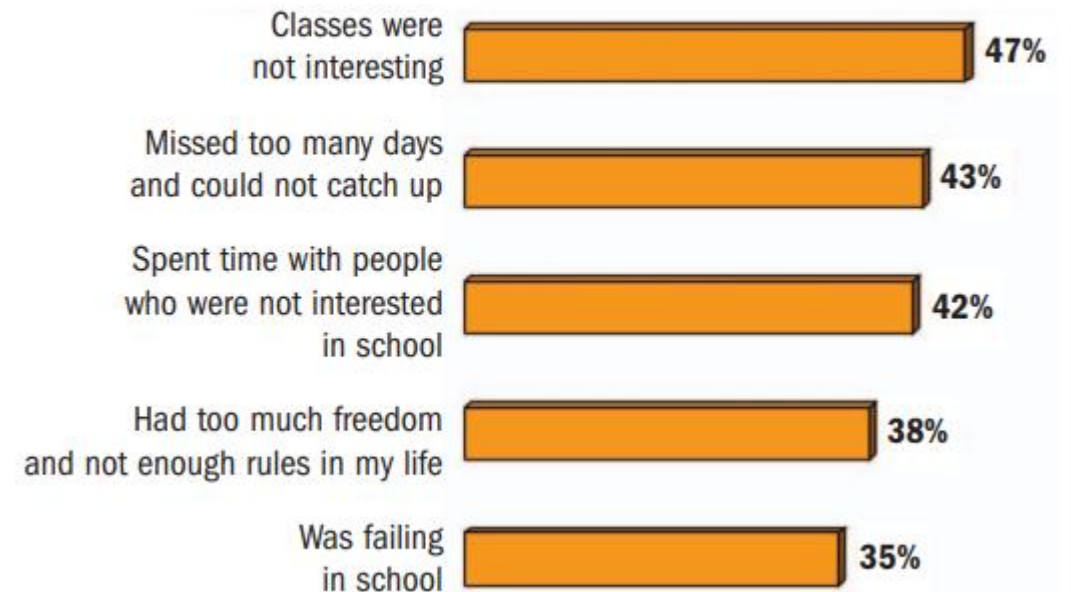
- Over 1.2 million students drop out of public high schools in the United States every year
- The impact of low graduation rates are especially visible in low-income communities
 - Increased teen pregnancy rates, increased crime and incarceration rates, and increased unemployment rates, while an exceptionally high percentage of unemployed youth remain unprepared for the workforce⁽³⁾
- There are numerous costs to both the students dropping out of high school and society due to high drop out rates (statistics from 2014)⁽¹⁾
 - High school dropouts, on average, earn \$20,241 while high school graduates, on average, earn \$10,000 more
 - 4% of high school dropouts participated in the 2012 presidential election while 24% of high school graduates and 37% of college graduates participated in the election
- There are also numerous consequences associated with at-risk students that graduate high school without any direction or guidance in their path towards obtaining a college education (statistics from 2012)⁽²⁾
 - Annual earnings of Americans with bachelor's degrees have annual earnings around \$32,000 (134 percent) higher than high school graduates
 - The likelihood of having health insurance through employment is 72% higher for bachelor's degree holders compared to high school graduates
 - The probability of an American with a bachelor's degree being in prison or jail was 4.9 times lower than a high school graduate
 - Lifetime taxes of Americans holding bachelor's degrees are \$273,000 (215 percent) greater than high school graduates
- Many education nonprofits inaccurately focus on simply improving general graduation rate of high schools which fails to track students who drop out earlier in their education (focusing on senior graduation rate makes metrics seem more appealing but fails to recognize the inflows and outflows of students throughout high school)

Root Cause Analysis

General anchor studies proving impact of positive role model

- **Psychosocial Reasons for High School Dropout**
 - Series of focus groups and survey conducted for Gates Foundation
 - 45% were poorly prepared in high school due to lackluster schooling during elementary and middle school
 - 62% felt that their school needed to do more to help students with problems outside of class
- **Mentorship Relationship (Baylor University Mentorship Guide)**
 - After the initial stage of getting acquainted, the second phase is known as initiation where a mentee begins to feel cared for and supported
 - Then, after 2-5 years, is the cultivation phase where a mentee’s talent and growth is maximized
 - Lastly is the separation and redefinition phase when a mentee becomes more independent
- **Benefit of Mentorship**
 - Quantitative study by Wright State University with 113 high school participants in the Freshman Focus mentorship program
 - Mentorship that started from freshman year and ended with senior year resulted in a graduation rate increase of 11.1% with the finetuning of the program resulting in an additional increase of 2.9%

Top Five Reasons Dropouts Identify as Major Factors For Leaving School



Root Cause Analysis

A positive role model to combat low graduation rates

- ElevateUSA identifies a central cause of low graduation rates in low-income areas as a lack of support and a lack of a positive role model
 - 1 in 3 students in America grow up without a mentor⁽¹⁾
 - About 50% of school staff believe their relationships with youth have weakened during the pandemic⁽¹⁾
 - 45% of young people say that they are moderately or extremely lonely⁽¹⁾
- The national ElevateUSA organization addresses this problem by creating affiliates in target cities with lower high school graduation rates
 - By creating a partnership with public high schools that are in low-income areas and employing members of the local community as their teacher-mentors (with paid training), ElevateUSA seeks to break cyclical poverty, unemployment, and incarceration
 - ElevateUSA's four-part program increases graduation rates for high school, but also increases positive school and community engagement
- ElevateUSA's mentorship model is unique from other programs due to its all-encompassing nature and targeted audience of Title I students
 - While a summer camp might expose a student to new experiences and push them out of their comfort zone, it wouldn't be able to provide long-term guidance in their college and career plan while putting them on-track to graduation (all at no cost to the student)

Theory of Change Summary

Inputs	Activities	Outputs	Outcomes	Impacts
<ul style="list-style-type: none"> 15-person management team with experience in the mentorship sphere and backgrounds in education and advocacy Annual 2022 Inflow: \$2,021,431 Annual 2022 Outflow: \$1,965,723 Currently have 17 active affiliates and 108 teacher mentors across those affiliates 80 schools currently offering ElevateUSA's accredited class with over 9,000 students enrolled in those classes 	<ul style="list-style-type: none"> Accredited Classes: <ul style="list-style-type: none"> Focused on building on public school education for better outcomes Mentoring <ul style="list-style-type: none"> Outside of the classroom meeting with students to represent a positive role model Adventure <ul style="list-style-type: none"> Provides opportunities for students to go rafting, skiing, snowboarding, and more to build teamwork and leadership skills College and Career <ul style="list-style-type: none"> Assistance with career planning, college scholarships, admissions applications, and more college and career prep 	<ul style="list-style-type: none"> 17 affiliates Serving 80 schools in 17 cities Over 9,000 students in the program (4,000 elementary, 2,500 middle, and 2,500 high) Opened two new affiliates in 2022 (included in 17) 300 hours of professional development for Elevate staff 840 accredited lessons on character qualities and life skills 13 vital Character Qualities and Life Skills integrated into accredited classes (aligned with 40 Developmental Assets, National Education Standards, and CASEL) 	<ul style="list-style-type: none"> 89% of students are on track to graduate high school 8% increase in GPAs on average after entering program 71% of Elevate alumni either have a college degree or are pursuing one (55% amongst peers not in Elevate program) 75% of students share life problems outside of the classroom with their Teacher Mentor 500+ high school graduates in the past semester 	<ul style="list-style-type: none"> Increase graduation rates in public schools connected to Elevate Increase in college enrollment and college education attainment in public schools connected (they're planning on tracking real college graduation and wage differences through longitudinal study) Builds social and emotional maturity in students Increases engagement with community and school Increases openness in students to seek help for and discuss personal problem Build community of student leaders and confident youth to increase career attainment, reduce incarceration rates, and improve generational economic mobility

Inputs

ElevateUSA's scaling operations require more and more funding for affiliate support

- **Inflows (CY 2022)⁽¹⁾**
 - \$2,021,431 dollars revenue
 - \$597,000 from government grants, \$474,000 from foundations, \$890,000 from gifts
- **Outflows (CY 2022)⁽¹⁾**
 - \$1,965,723 dollars expenses
 - \$1,455,000 for existing affiliate support, \$216k for new affiliate launch (two affiliates), \$196k for organizational admin, \$98k for resource development
- **Outstanding Resources Needed**
 - They're always needing more money for existing affiliate support as adding more affiliates only increases this fund overtime
 - They're not looking for more affiliate locations actively (long list of potential locations with expressed interest from city boards)
 - Recent 3-year government grant that focuses on the costs associated with securing new affiliate locations, preparing them for launch through the pipeline process, and launching them

Activities

ElevateUSA employs an involvement process that increases positive engagement within target communities

- **Involvement Process - Students**

- Students in public schools partnered with their local ElevateUSA affiliate are presented with ElevateUSA's accredited class as a class option
- Any students (up to capacity) that attend the schools are able to enroll in the class and through the class become involved with the entire ElevateUSA four-part program
- Due to the nature of ElevateUSA being through an accredited class, not many students are turned away as class size and the number of classes is under the discretion of the public school (the only ElevateUSA side limitation is the number of teacher-mentors)

- **Involvement Process - Schools**

- Public schools enter agreements with ElevateUSA to allow ElevateUSA employees (teacher-mentors) to teach the accredited classes
- The teacher-mentors are completely paid by ElevateUSA and incur no additional costs onto the public schools

- **Involvement Process - Teacher-Mentors**

- Teacher-mentors are selected within the target communities to make it easier for students to relate to them
- Once selected, they go through a 3-month program called the RISE program
- The program is intensive and prepares teacher-mentors to use applicable resources from over a thousand lesson plans ElevateUSA has made, builds social-emotional skills, and teaches teacher-mentors to be an instructor/role model/friends to these students
- Teacher-mentors are compensated for the entire RISE program and are eligible for 12 college credit hours in applicable bachelor's or master's programs with select universities that ElevateUSA has partnered with (including University of Minnesota)

Outputs

ElevateUSA measures clear metrics for their students

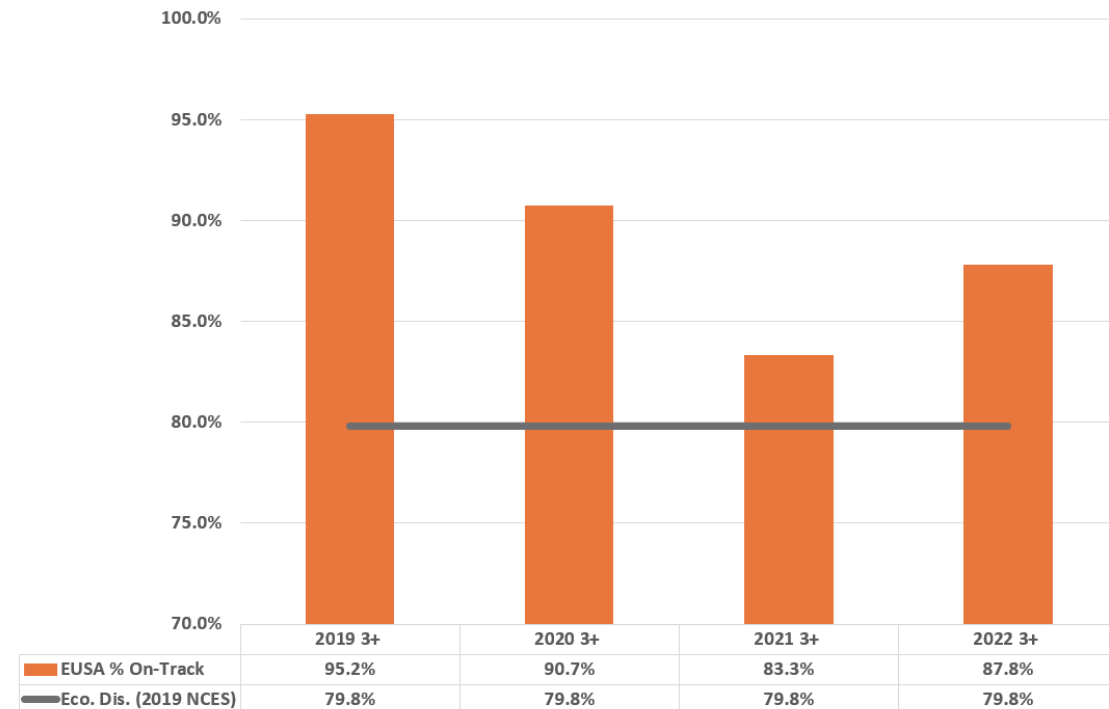
- **Outputs of ElevateUSA programming focuses on academic and career outcomes⁽¹⁾**
 - 89% of ElevateUSA students are on track to graduate high school (compared to 79% of peers)
 - 53% of ElevateUSA alumni are enrolled in college (compared to 35% of peers)
 - 68% of ElevateUSA students/alumni are pursuing high demand jobs (compared to 45% of peers)
 - 78% of ElevateUSA alumni are employed (compared to 64% of peers)
- **Academic benefits of mentorship⁽²⁾**
 - Quantitative study by Wright State University with 113 high school participants in the Freshman Focus
 - Mentorship that started from freshman year and ended with senior year resulted in a graduation rate increase of 11.1% with the fine tuning of the program resulting in an additional increase of 2.9%
- **Outputs of ElevateUSA programming focuses on academic and career outcomes**
 - Since ElevateUSA exclusively functions in Title 1 and reservation schools, there isn't apparent selection bias amongst the students that select to engage in the program
 - Most public-school administration that ElevateUSA works with prioritize letting at-risk students who currently aren't on track to graduate into the accredited class rather than students already on track to graduate class
 - Students already likely to engage in the class aren't overrepresented in the classes

Outcomes | Key Performance Indicators

ElevateUSA measures a significant number of KPIs as they're incredibly data-focused

- **Academic KPIs⁽¹⁾**
 - On track to graduate high school: **89%** (Peers: **79.8%**)
 - Enrolled in college: **53%** (Peers: **35%**)
 - Pursuing high demand jobs: **68%** (Peers: **45%**)
 - Employed: **78%** (Peers: **64%**)
- **Socioemotional KPIs**
 - Students getting in trouble at school: **26%**
 - Black and Hispanic Males in physical fights in last 12 months: **12%**
 - Students holding leadership positions: **62%**
- **Education/Employment Outcome KPIs**
 - ElevateUSA graduates working high-demand jobs: **63.5%** (Peers: **45.3%**)
 - ElevateUSA graduates employed: **77.5%** (Peers: **64.3%**)
 - ElevateUSA graduates involved: **57.7%** (Peers; **51.7%**)
 - ElevateUSA students stressed during pandemic: **72.2%** (Peers: **81.0%**)

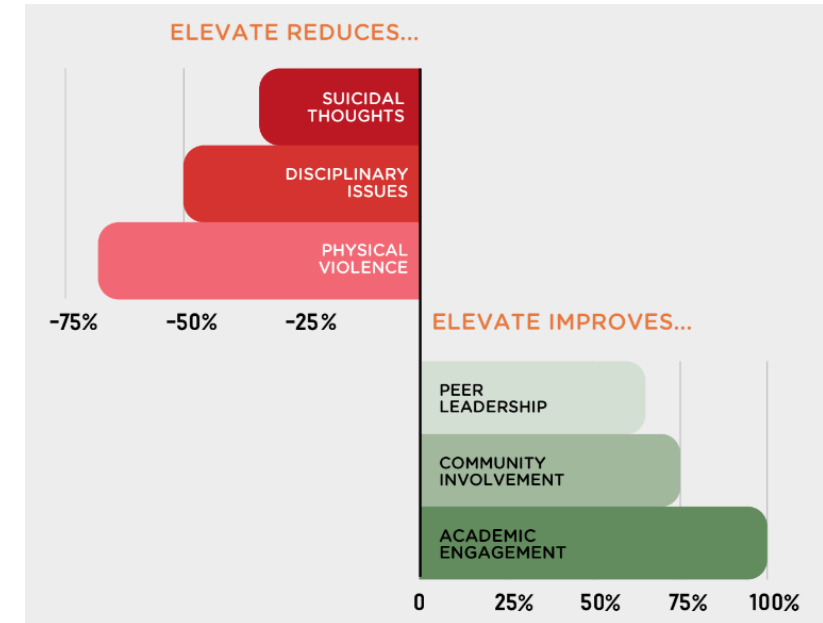
Elevate 4 Year Trended On-Track To Graduate Rate 3 and more Semester Participation Compared to 2019 NECS 4 Yr. Adjusted Cohort Graduation Rate Economically Disadvantaged Students. (Pre-Covid)



Impacts

ElevateUSA has proven impacts on the lives of youth going through their program

- **After three semester of involvement in ElevateUSA (Excellence in Giving program evaluation across four years)⁽¹⁾**
 - 217% increase in classroom engagement
 - 75% increase in community volunteering
 - 65% increase in assuming peer leadership roles in and outside of the classroom
 - 34% decrease in serious thoughts of suicide among black and Hispanic females
 - 69% decrease in physical violence and fights
 - 50% decrease in disciplinary issues during school
 - Image to the right is also part of this study
- **According to an ElevateUSA Impacts Report by QREM⁽²⁾**
 - 71.1% of ElevateUSA alumni have either acquired or are currently pursuing a college degree (compared to 55.5% of peers)
 - 63.5% of ElevateUSA high school students are interested in working in high demand jobs (compared to 43.5% of peers)
 - 77.5% of ElevateUSA alumni are employed (compared to 64.3% of peers)
 - 87.4% of middle school and 87.8% of high school ElevateUSA students participate in class (compared to 62.3% of peers)



Charity Financials

ElevateUSA's financials show a replicable, consistent system through which growth is easily achievable

Sources of Inflows

The national ElevateUSA organization has a relatively even split between inflow sources

- **Revenue in 2022: \$2,021,431**
 - 44% from individual donors (around \$890,000)
 - 30% from government grants (around \$597,000)
 - 23% from foundations (around \$474,000)
 - 3% from program services (around \$60,000)
- **Revenue Breakdown for Dallas Affiliate (FY July 2021 to June 2022): \$446,295.93**
 - 79.83% from individual/small businesses (\$356,118.75)
 - 96.71% from open donations (\$344,418.75)
 - 3.29% from restricted donations (\$11,700)
 - 20.17% from foundation grants (\$90,000)
 - 44.44% from open donations (\$40,000)
 - 55.56% from restricted donations (\$50,000)
- **General Financial Information**
 - Each affiliate is its own registered nonprofit and 501(c)(3) with a local donor base separate from the national ElevateUSA organization
 - The local donor base is established during the affiliate development process and ensures a sustainable income for each ElevateUSA affiliate's operations (with occasional financial support from the national ElevateUSA organization)
 - The national ElevateUSA organization often distributes grants it receives amongst the affiliates to continue to financially support them
 - Cumulatively, the inflows of the ElevateUSA network are around \$20,000,000

Funding and Expense Details

ElevateUSA is transparent on YOY budgets and affiliate outflow breakdowns are available through request

- **Program Expense Breakdown - \$1,965,723⁽¹⁾**
 - 74% of their budget supporting affiliates. This involves coaching, training, toolkits, curriculum development, program materials, best practice resources, national events, measurement and evaluation, networking, program fidelity oversight, branding, and messaging⁽¹⁾
 - 11% of their budget launching Elevate Navajo and Elevate Orange County
 - 10% of their budget spent on organizational administration
 - 5% of their budget spent on resource development (impact metric measurement and curriculum development)
- **Program Expense Breakdown - Dallas FY 2022 (Total Expenses: \$466,800.39)⁽²⁾**
 - Payroll Fees - \$342,002.05
 - Payroll fees make up a significant portion of an affiliate’s expenses since teacher-mentors and administration are grouped together as employees of each affiliate
 - While a breakdown of this split wasn’t available, it’s clear that the ElevateUSA national organization emphasizes the fair compensation of their teacher-mentors to the best of each affiliate’s ability
 - Consultants and Contractors - \$19,139.88
 - Non-personnel Expenses - \$14,834.67
 - Facilities and Equipment - \$22,148.96
 - Travel and Meeting Expenses - \$2,760.57
 - Program Event Expenses - \$45,647.01
 - Other Miscellaneous Expenditures - \$14,075.29
 - Marketing - \$5,105.00
 - Business Expenses - \$1,086.96

Impact Calculations

Clear impact calculations make ElevateUSA's overall and individual student impact appear significant

Social Return on Investment | Overview

Dollar Benefit of One ElevateUSA Student Annually

- **Overall Thoughts**
 - The central statistics used for the Student SROI focused on the probability of an ElevateUSA student graduating high school and the conditional probability of an ElevateUSA student graduating college
 - The benefits/saved costs focused on in the SROI purely surround high school and college benefits
- **Benefit of High School Graduation**
 - Annual income increase due to high school graduation is the average annual difference in wages between high school dropouts and high school graduates (with only a high school diploma)
 - Annual social costs saved by high school graduation is the approximate annual difference in social costs (taxes, incarceration, unemployment benefits, social security) between high school dropouts and high school graduates (with only a high school diploma)
- **Benefit of College Graduation**
 - Annual income increase due to college graduation is the average annual difference in wages between high school graduates (with only a high school diploma) and college graduates
 - Annual social costs saved by college graduation is the approximate annual difference in specifically annual tax payments and government costs between high school graduates (with only a high school diploma) and college graduates

Dollar Benefit - 1 ElevateUSA Student

High School Benefits for 1 Student	
Additional Percentage Chance of Graduating High School	↘
Annual Income of High School Dropout	↘
Annual Income of High School Graduate	↘
Annual Income Increase due to Graduating High School	
Annual Social Costs Saved by High School Graduation	
Total High School Graduation Benefit	
College Graduation Benefit for 1 Student	
Additional Percentage Chance of Graduating College	↘
Annual Income of College Graduate	↘
Annual Income Increase due to Graduating College	
Annual Government Costs Saved by College Graduation	↘
Annual Tax Benefit from College Graduation	↘
Annual Social Costs Saved by College Graduation	
Total College Graduation Benefit	

Social Return on Investment | Overview

Dollar Benefit of ElevateUSA continued

- **Cost of College Graduation**
 - Reduce expected income to factor college enrollment is where income for the first four years (college years) is not factored in for the probability that the student attended college
 - Annual average debt payment is simply the approximated average cost of attending and paying off college
- **Benefit of Students Reached Per Year**
 - Students reached per year is projected off of ElevateUSA report plans to hit 25,000 by 2025
 - Benefit of graduates is applied according to how many years spent graduated before 20-year mark (2042)
- **Cost of ElevateUSA operations annually**
 - Found expenses of national organization and estimated expenses of all the affiliates (approximated off the Dallas Affiliate’s 2021-2022 fiscal year)

Reduce Expected Income to Factor College Enrollment
Annual Average Debt Payment
Total College Graduation Cost
Dollar Benefit - ElevateUSA Total Operations
Students Reached Per Year
Percentage of Students that are High School Seniors
High School Graduates
Total Dollar Benefit of One ElevateUSA Student
Total Dollar Benefit of Annual Cohort
Discount Factor
Total Discounted Return Calculation
Total 20Y Benefit of Annual Cohort
Dollar Cost - Charity Outflows
Program Expense Spend
Proportion of Program Expenses
Admin Expense Spend
Proportion of Admin Expenses
Fundraising Expense Spend
Proportion of Fundraising Expenses
Student Unit Cost
Total Outflows

Breakdown of One ElevateUSA Student's SROI

- **Lifetime Wage Benefits of One ElevateUSA Student**
 - The lifetime benefit was based off the income increases and social costs associated with the additional probability that an ElevateUSA student graduates from high school or college
 - The income differences between high school dropouts and high school graduates was assumed to currently be \$10,000 and the income difference between high school graduates and college graduates was assumed to be \$32,000
 - Then an average percentage wage increase of 4.7% was applied to all incomes
- **Lifetime Social Benefits of One ElevateUSA Student**
 - The social costs saved when a student graduates high school were calculated by dividing lifetime social costs of a high school dropout with the average life expectancy of a high school dropout (to find an annual value)
 - The social costs saved when a student graduates college were calculated by dividing lifetime government costs saved and lifetime tax benefits with the average life expectancy of a high school graduate (to find an annual value)
 - Then an average COLA across the past 10 years of 2.58% was applied to all costs
- **Lifetime Costs of One ElevateUSA Student**
 - Administration estimate the cost of one ElevateUSA student to be around \$1,200 per semester
 - The optimal number of semester for one ElevateUSA student to be involved is 3 since the return on spending further semesters in the program is minimal
 - The cost was calculated by simply assuming the three-semester involvement in ElevateUSA's program (with further SROI's being calculated up to eight semesters in ElevateUSA)

Social Return On Investment | Calculations

SROI of One Student

Dollar Benefit - 1 ElevateUSA Student	2022E	2023E
High School Benefits for 1 Student	1.00	1.00
Additional Percentage Chance of Graduating High School	10.0%	10.0%
Annual Income of High School Dropout	\$ 20,241.00	\$ 21,192.33
Annual Income of High School Graduate	\$ 30,241.00	\$ 31,662.33
Annual Income Increase due to Graduating High School	\$ 10,000.00	\$ 10,470.00
Annual Social Costs Saved by High School Graduation	\$ 4,052.74	\$ 4,157.30
Total High School Graduation Benefit	\$ 1,405.27	\$ 1,462.73
College Graduation Benefit for 1 Student	0.00	0.00
Additional Percentage Chance of Graduating College	15.2%	15.2%
Annual Income of College Graduate	\$ 62,241.00	\$ 65,166.33
Annual Income Increase due to Graduating College	\$ 32,000.00	\$ 33,504.00
Annual Government Costs Saved by College Graduation	\$ 1,031.19	\$ 1,057.80
Annual Tax Benefit from College Graduation	\$ 3,475.49	\$ 3,565.16
Annual Social Costs Saved by College Graduation	\$ 4,506.68	\$ 4,622.96
Total College Graduation Benefit	\$ -	\$ -
Reduce Expected Income to Factor College Enrollment	\$ (152.47)	\$ (159.63)
Annual Average Debt Payment	\$ -	\$ -
Total College Graduation Cost	\$ (152.47)	\$ (159.63)
Total Dollar Benefit of Annual Cohort	\$ 1,252.81	\$ 1,303.10
Discount Factor	1.00	1.12
Total Discounted Return Calculation	\$ 1,252.81	\$ 1,163.48

	2040E	2041E	2042E
	1.00	1.00	1.00
	10.0%	10.0%	10.0%
\$	46,267.10	\$ 48,441.65	\$ 50,718.41
\$	69,125.20	\$ 72,374.09	\$ 75,775.67
\$	22,858.11	\$ 23,932.44	\$ 25,057.26
\$	6,410.29	\$ 6,575.67	\$ 6,745.32
\$	2,926.84	\$ 3,050.81	\$ 3,180.26
	1.00	1.00	1.00
	15.2%	15.2%	15.2%
\$	142,271.15	\$ 148,957.89	\$ 155,958.91
\$	73,145.94	\$ 76,583.80	\$ 80,183.24
\$	1,631.05	\$ 1,673.13	\$ 1,716.30
\$	5,497.24	\$ 5,639.07	\$ 5,784.56
\$	7,128.29	\$ 7,312.20	\$ 7,500.86
\$	12,239.22	\$ 12,791.43	\$ 13,368.99
\$	-	\$ -	\$ -
\$	-	\$ -	\$ -
\$	-	\$ -	\$ -
\$	15,166.06	\$ 15,842.24	\$ 16,549.25
	7.69	8.61	9.65
\$	1,972.19	\$ 1,839.39	\$ 1,715.61

Social Return On Investment | Calculations

SROI of One Student

Total 20Y Benefit of One Student	\$	45,682.21							
Total 20Y Cost of One Student	\$	3,600.00							
SROI									
Cumulative Total 20Y Benefit	\$	45,682.21							
Total Uncertainty Factor		0.77							
Total Adjusted Return Calculation	\$	34,946.89							
Cumulative Total 20Y Cost	\$	3,600.00							
SROI		9.71x							
SROI for One Student Based on the Number of Semesters									
Semester			3	4	5	6	7	8	
SROI		9.71x	9.71x	7.28x	5.82x	4.85x	4.16x	3.64x	

Control Panel - Income	
4.70%	Rate of Increase - Salary
2.58%	Rate of Increase - Social Cost
12.00%	Discount Rate

Social Return On Investment | Calculations

SROI of ElevateUSA

Dollar Benefit - ElevateUSA Total Operations	2022E	2023E
Students Reached Per Year	9000.00	12741.30
Percentage of Students that are High School Seniors	6.9%	6.9%
High School Graduates	625	884.8125
Total Dollar Benefit of One ElevateUSA Student	\$ 176,536.51	\$ 159,987.26
Total Dollar Benefit of Annual Cohort	\$ 110,335,318.03	\$ 141,558,729.33
Discount Factor	1.00	1.12
Total Discounted Return Calculation	\$ 110,335,318.03	\$ 126,391,722.62
Total 20Y Benefit of Annual Cohort	\$ 3,275,186,793.43	

Dollar Cost - Charity Outflows	2022E	2023E
Program Expense Spend	\$ 6,364,562.51	\$ 7,433,506.69
Proportion of Program Expenses	33.23%	33.23%
Admin Expense Spend	\$ 12,790,011.11	\$ 14,938,125.45
Proportion of Admin Expenses	66.77%	66.77%
Fundraising Expense Spend	\$ -	\$ -
Proportion of Fundraising Expenses	0.00%	0.00%
Student Unit Cost	\$ 2,128.29	\$ 1,755.84
Total Outflows	\$ 19,154,573.62	\$ 22,371,632.14
Discount Factor	1.00	1.12
Total Discounted Return Calculation	\$ 19,154,573.62	\$ 19,974,671.56
Total 20Y Cost of Annual Cohort	\$ 392,520,058.05	

2040E	2041E	2042E
1519622.92	1877798.04	2301617.06
6.9%	6.9%	6.9%
105529.3694	130402.6417	159834.518
\$ 3,911.43	\$ 2,555.90	\$ 1,252.81
\$ 412,770,916.48	\$ 333,296,508.04	\$ 200,241,718.57
7.69	8.61	9.65
\$ 53,676,560.79	\$ 38,697,983.30	\$ 20,758,411.20

2040E	2041E	2042E
\$ 33,684,721.07	\$ 34,339,973.11	\$ 34,724,666.66
33.23%	33.23%	33.23%
\$ 67,691,684.44	\$ 69,008,456.93	\$ 69,781,524.17
66.77%	66.77%	66.77%
\$ -	\$ -	\$ -
0.00%	0.00%	0.00%
\$ 66.71	\$ 55.04	\$ 45.41
\$ 101,376,405.51	\$ 103,348,430.04	\$ 104,506,190.83
7.69	8.61	9.65
\$ 13,182,946.22	\$ 11,999,453.11	\$ 10,833,818.73

SROI of ElevateUSA

Unit Economics	
Per Student 20Y Benefit	\$ 293.65
Per Student 20Y Investment	\$ 35.19
SROI	
Cumulative Total 20Y Benefit	\$ 3,275,186,793.43
Total Uncertainty Factor	0.77
Total Adjusted Return Calculation	\$ 2,505,517,896.98
Cumulative Total 20Y Cost	\$ 392,520,058.05
SROI	6.38x

Social Return On Investment | Calculations

Background Calculations for SROI of ElevateUSA

Social Costs Calculations		Total Expense Calculations				
Year (January)	COLA Adjustment	Affiliate	Revenue (2022)	Expenses (2022)	Programming Expenses	Admin Expenses
2014	1.5%	Affiliates	\$ 17,978,569.00	\$ 17,188,850.62	\$ 4,595,411.81	\$ 12,593,438.81
2015	1.7%	National ElevateUSA	\$ 2,021,431.00	\$ 1,965,723.00	\$ 1,769,150.70	\$ 196,572.30
2016	0.0%	Total	\$ 20,000,000.00	\$ 19,154,573.62	\$ 6,364,562.51	\$ 12,790,011.11
2017	0.3%					
2018	2.0%					
2019	2.8%					
2020	1.6%					
2021	1.3%					
2022	5.9%					
2023	8.7%					
Average	2.58%					

Social Return On Investment | Further Considerations

The benefits of education are hard to entirely encompass via SROI model

- **Post high school plans are simplified to simply four-year institutions or generalized employment**
 - There are numerous paths that ElevateUSA students can take after high school that aren't captured accurately by the SROI
 - For instance, the SROI doesn't factor in students pursuing trade school, two-year institutions, or other options
 - This generalization leads to the model underestimating the SROI of the program generally and of each student
 - The income of ElevateUSA high school graduates are assumed to be average when ElevateUSA has metrics on how their students are more likely than peers to work high-demand jobs (therefore most likely having a higher average income
 - This lack of data is one of many important data points that would be introduced into future SROI modelling of ElevateUSA through the longitudinal study of alumni (measurement of the real income outcomes of their high school graduates, college graduates, and more)
- **Benefits captured in ElevateUSA model is limited**
 - While annual wage increases and social costs saved on students who go through ElevateUSA are significant portions of the overall quantifiable benefit of the program, it's a simplification of the more qualitative benefits of the program
 - Many communities that ElevateUSA targets have higher than average rates of juvenile crime and ElevateUSA's programming is significant in reducing those crime rates amongst their students
 - While building confidence in their students has benefits in educational attainment that are depicted in the SROI model, the influence that ElevateUSA's programming has on a student's ability to form meaningful relationships and work in team environments aren't completely captured within the model

Relative Impact | Comparable Charities

Comparable charities are either less scalable or have less significant impacts

Charity Name	Description	Size (# Served, Inflows/Outflows)	Published Impact Metrics	Why was this chosen as a comp?
ACE Mentor Program	<ul style="list-style-type: none"> Provides essential work opportunities and training Receive hourly wage and get involved with workshops / support groups 	<ul style="list-style-type: none"> 2020 Revenue: 1,867,379 2020 Expense: 1,806,064 2020 Program Expense: 1,511,163 2020 Fundraising Expense: 157,331 	<ul style="list-style-type: none"> 75 affiliates in 38 states Over 10,000 students More than 70% of ACE seniors enter postgraduate program 	<ul style="list-style-type: none"> Similar affiliate-based system Targets increasing post-high school engagement with education More industry focused and less soft, emotional benefits
Step Up	<ul style="list-style-type: none"> Provides mentorship to girls of color and/or first-generation girls Mentorship involves career prep and planning 	<ul style="list-style-type: none"> 2020 Revenue: 2,403,413 2020 Expense: 2,716,631 2020 Program Expense: 1,907,038 	<ul style="list-style-type: none"> Enrolled 1,285 kids in the program 97% of teens found Step Up as a safe space during peak pandemic 	<ul style="list-style-type: none"> Similar target demographic of low-opportunity students Similar size charity and emphasis on soft, emotional benefits
Mentor Foundation USA	<ul style="list-style-type: none"> Provides mentorship to reduce drug use amongst youth Targets specifically high schoolers 	<ul style="list-style-type: none"> 2019 Revenue: 463,221 2019 Expense: 479,955 2019 Program Expense: 290,371 	<ul style="list-style-type: none"> 52% less likely than peers to skip a day of school 46% less likely to start using illegal drugs 	<ul style="list-style-type: none"> Similar affiliate-based system except across countries (USA is an affiliate) Similar target of increasing graduation by reducing drug use

Relative Impact | The USIT Foundation Portfolio

While ElevateUSA has a lower SROI calculation than the current portfolio, it holds significant potential in trackable shorter term social impact

Charity Name	Description	Unit Cost	SROI	Notes
ElevateUSA	<ul style="list-style-type: none"> Provides four-part program through public schools Focuses on putting Title 1 middle school and high school students back on track for high school graduation with college and career plans 	\$1,200 per student per semester (up to student to decide how many semester involved)	9.71x for single student for 20 years and 6.38x for charity operations/growth in 20 year period	While ElevateUSA's SROI is less than the current portfolio, the calculation represents a realistic 20-year SROI without pulling outcomes into lifetime
PelotonU	<ul style="list-style-type: none"> Provides non-traditional college students with stronger outcomes Wrap-around mentorship support and competency-based curriculum for participants 	\$14,782 per person (lifetime cost)	25.6x	
Literacy Partners	<ul style="list-style-type: none"> Focuses on 2-generation outcomes by educating parents and children through ESL classes for parents 	\$2,100 per student for ELP, \$8,333 per student for Basic Literacy, \$6,666 per student for College Transition	25.1x	

Management Engagement & Further Partnership

ElevateUSA's management shows a keen interest in working closely with the USIT Foundation and is incredibly open to share information

Management Structure

ElevateUSA's management consists of experts in the field of education philanthropy

- Kevin Byerley (CEO)
- John Oliver (COO)
- Kevin Singleton (Senior VP of Leadership Development)
- Krista Adams Wallace (Director of Learning Innovation)
- Adam Roybal (Director of Affiliate Development)
- Dr. Rhonda Richmond (Program Director)
- Pamela Perea (Development Manager)
- Richard Speck (Director of Finance and Impact)
- Emma Turnbull Onstott (Director of Marketing and Communications)
- Lacey Mabe (Finance and Administration Manager)
- Debbi Speck (President Emeritus)
- Jim Pocock (Senior VP of Leadership Development)
- Jack McGill (Senior VP of Leadership Development)
- Joseph Perea (Director of Affiliate Relations)
- Art Williams (Senior VP, Southwest Region)

Management Structure

Dr. Rhonda Richmond went through ElevateUSA's program

- Before participating in ElevateUSA (Colorado Uplift)
 - Richmond started as an at-risk student living with her grandma who only had a 4th grade education
 - She had spent an extensive amount of time within the foster care system and was quite academically behind (she was illiterate, couldn't do math, couldn't read well)
 - She saw limited possibilities outside of her family (never felt a real need to pursue a college education)
- After participating in ElevateUSA
 - The accredited class through ElevateUSA put her back on track for high school graduation
 - The career path guidance through the college and career part of program led to her applying to and pursuing a bachelors degree from Colorado Women's College
 - Still in contact with her mentor and felt like she could see herself going beyond a high school education through them
 - Built tenacity and met people outside of her community through adventure events (could see future beyond family and high school)
 - Went on to pursue a Masters of Arts in Liberal Studies, Masters of Arts in Curriculum and Instruction, and a Doctorate of Education



Charity Engagement

Management is extremely willing to engage with PIT and the USIT Foundation

- **Management is incredibly responsive and interested in PIT's work**
 - Management is open to sharing any information necessary for PIT work product and shares outside resources quite openly
 - They're open to sharing all the metrics they measure that they have ready
 - They're open to PIT having a voice and a seat on the boards of affiliates PIT donations directly fund
- **There could be potential future partnership within continuing to fund more research studies for ElevateUSA**
 - With ElevateUSA's data focused model, many of the professionals and organizations employed by them to measure impact metrics could be valuable to the USIT Foundation's work product
 - Both Excellence in Giving and Dr. Fahey employ their own models through which they try to measure the effectiveness of a nonprofit's programming
 - More specifically, Dr. Fahey focuses on quantifying social impact similarly to how the USIT Foundation attempts to quantify the social return on investment for a nonprofit
- **The USIT Foundation could fill a gap in operations/assistance for ElevateUSA**
 - Excellence in Giving previously assisted ElevateUSA in grant proposal writing, how grants should be allocated between affiliates, improving the theory of change model, and wrote program improvement reports for ElevateUSA
 - Excellence in Giving has since backed out of the partnership (due to administration having change in interest)
 - The USIT Foundation has a lot of potential to fill in the gap that Excellence in Giving has left for ElevateUSA

Charity Growth

ElevateUSA has a clear, achievable plan for their growth

- **Projected pathway of growth**
 - ElevateUSA aims to serve 25,000 youth and 29 cities by 2025
 - They're currently on track to open 4 new affiliates every year¹
 - They're initiating a massive project to measure the real outcomes of their over 150,000 alumni across the country in order to better understand the long-term impacts of ElevateUSA's program
 - The project is an attempt to quantify how participation in ElevateUSA's program affects long-term health outcomes, income, incarceration rates, and more
 - Now that ElevateUSA has been functioning for quite a few years, they have a sufficiently sized, active alumni base through which they can measure the metrics mentioned above
 - The project provides a way for ElevateUSA to use actual data on the outcomes of their program rather than the projections they've been using in the past
- **Room for Funding Analysis**
 - The room for funding for launching new affiliates has been severely reduced due to the addition of a government grant focused on launching new affiliates in the past year
 - Room for funding is now focused within the existing affiliate support and impact measurement spheres
 - The rapidly growing number of affiliates under ElevateUSA is leading to a constant need to increase their support fund
 - Current plans for a massive research project on the actual impact of ElevateUSA through alumni surveying requires a large budget (the larger budget they can procure, the larger the scale of the project can be)

Appendix

Contact History & Relevant Links

ElevateUSA is incredibly responsive and open for communication

- Contact History
 - 11/30/22 – Called St. Louis Affiliate Director Frank Bell
 - 12/01/22 – Called CEO Kevin Byerley
 - 12/14/23 – Called CEO Kevin Byerley, COO John Oliver, Program Director Dr. Richmond, Director of Finance and Impact Richard Speck
 - 3/1/23 – Called Program Director Dr. Rhonda Richmond
 - 3/6/23 – Called Director of Finance and Impact Richard Speck
 - 4/5/23 – Called Head of Thriving Youth Survey (Excellence in Giving) Timothy Van Vugt
 - 4/10/23 – Called (Mother of Previous ElevateUSA St. Louis Student) Rebecca Bowen
- Links
 - [Charity Navigator](#)
 - [GuideStar](#)
 - [Official Website](#)
 - [2021 Annual Report](#)
 - [2022 Impact Report](#)
 - [Accredited Class Structure](#)

- What data does ElevateUSA collect annually?
 - The ~\$200,000 that the national ElevateUSA organization spends on data collection annually largely involve hiring third-parties to either measure metrics on the outcomes of ElevateUSA students and alumni along with reviewing and developing their curriculum
- Which public schools partner with ElevateUSA?
 - ElevateUSA exclusively works with Title 1 and reservation public schools to target at-risk students who aren't on-track to graduate high school
 - Teacher-mentors and administration for affiliates are always members of the community
- How many semesters is the typical student in ElevateUSA? When does it reach maximum effectiveness?
 - ElevateUSA students reach maximum efficiency after spending three semesters in the program in high school
 - Pursuing further semesters beyond these first three, while continuing to provide credits that go towards one's education, has less significant impacts on currently measured metrics (continuation in the program past three semesters has no negative effect, just a smaller positive one)
- How does each affiliate support their operations?
 - Each affiliate, during the development process, has a local board of donors who commit to sustainable donations towards the operations of the affiliate
 - The goal of this system is to make ElevateUSA affiliates completely independent (in the long term) to make sure that the national organization can focus on continuing to develop new affiliates and improving the programming further

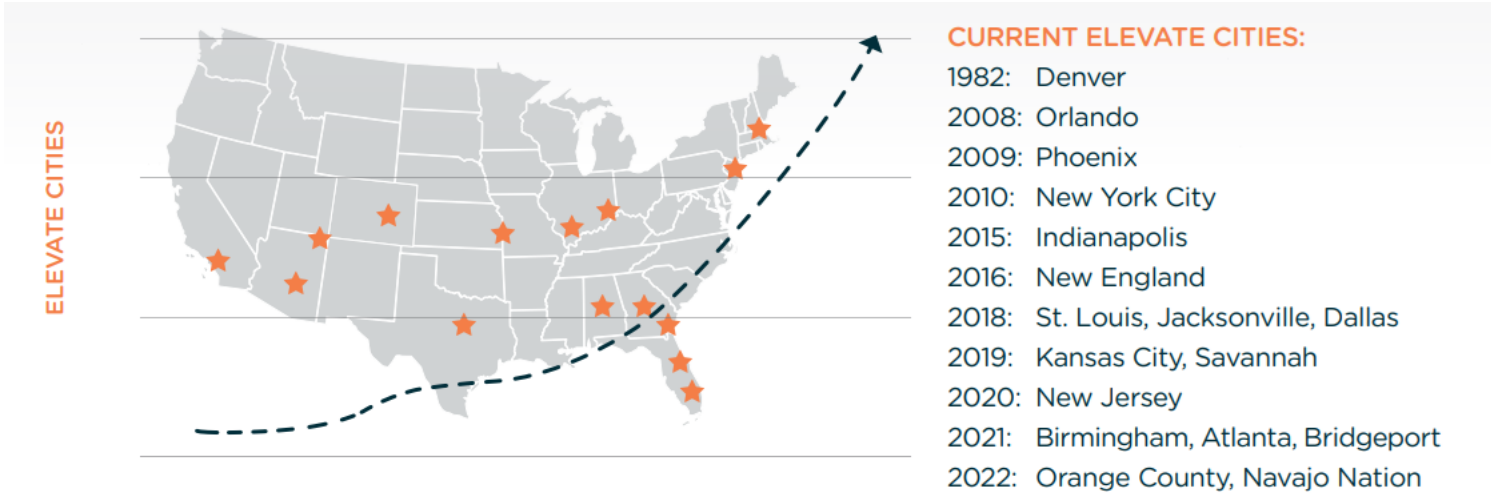
Outstanding Questions

ElevateUSA has minimal outstanding questions that aren't currently being actively answered

- Will inflows continue to grow fast enough to match the creation of four new affiliates each year?
- How quickly are affiliate support expenses for older affiliates expected to decrease? Will these expenses reach zero in the long term?
- What are the lifetime income benefits of participating in ElevateUSA's program?
- Is there selection bias amongst students that choose to participate in the ElevateUSA program versus those that choose not to?
- Is there an optimal number of ElevateUSA affiliates to have across the country? If so, what would that number look like?

Physical Assets and Locations

ElevateUSA currently operated in 17 cities and reached 10,600 students in 2022



With the help of **generous donors** and **passionate champions**, Elevate stands to  **INCREASE** to 29 cities in the next three years

creating a tipping point for positive social change in low-opportunity communities around the country.

ElevateUSA Board Bios

Board is filled with qualified and established individuals

<p>Shawn McLaughlin CEO Emporia Energy Denver, CO (Chairman)</p>	<p>Jon Jay Seal Owner/ President Seal Furniture and Systems Littleton, CO</p>	<p>Debbi Speck President Emeritus Elevate USA Denver, CO</p>
<p>Jay Cleary, CLU, ChFC President Bridge Financial Group, LLC Denver, CO (Treasurer)</p>	<p>Charles E. (Chaz) Mueller, Jr. President Progress Residential Dallas, TX</p>	<p>Marydel Harris Sparrow Charitable Foundation Dallas, TX</p>
<p>Darren Dragovich Vice President and Associate General Counsel, The Western Union Company Castle Rock, CO</p>	<p>Robert Griffith, M.D. Alabama Dermatology Assoc. Tuscaloosa, AL (Secretary)</p>	<p>Mark Engstrom Principal Meadowstream Advisors Scottsdale, AZ</p>
<p>Lyn Cook Secretary/Treasurer Cook Pest Control Decatur, AL</p>	<p>Zke Zimmerman 100 Black Men of Savannah Savannah, GA</p>	<p>Celso White CO-CEO Igniting Business Growth LLC Englewood, Colorado</p>
<p>Christine Bess Community Non-profit & Ministry Volunteer/Board Member Littleton, CO</p>	<p>Kevin Byerley CEO Elevate USA Arvada, CO</p>	<p>Scott Cousino Founder Coella Partners Englewood, CO</p>

Primary Interviews

Call with Mother of ElevateUSA Student from ElevateUSA St. Louis

- Ms. Bowen's son was in ElevateUSA St. Louis's accredited class from freshman year to senior year
- Her son is incredibly close to his mentor even after graduating from the program and entering college
- Administration and teacher-mentors showed clear interest in furthering college and career of every child
 - Teacher-mentor reached out to veterinarian connections to get Ms. Bowen's son a clear perspective
 - Teacher-mentors were always incredibly responsive and reliable (especially outside of school times)
- The mentoring part of the program through which her son was able to mentor elementary school children in the local area had significant impact on son's school engagement and confidence
- Ms. Bowen and her husband consistently volunteer with ElevateUSA and help plan activities such as the adventure part of the program
 - Husband has been able to plan two fishing trips for the students in the ElevateUSA St. Louis program which really gave her son new experiences to see the world outside of their community
 - Many of other adventures that her son went on included travelling out to a volunteer who owned a lot of land near the outskirts of St. Louis where they hiked and spent time within the wilderness
- After joining the ElevateUSA accredited class, Ms. Bowen saw incredible growth within her child
 - Her son was not completely dedicated to the program in the beginning, but quickly became more and more engaged over time
 - His grades and attitude had a clear improvement through participation in the program (along with improvements in confidence)

The USIT Foundation

usitfoundation.org | texasusit.org

The USIT Foundation

About the USIT Foundation

The USIT Foundation is the 501(c)(3) parent organization of the University Securities Investment Team, the largest student-run investment fund at The University of Texas at Austin. Comprised of alumni who started their investing journeys with the team, the USIT Foundation works closely with student leadership in the contexts of investing, data science, and philanthropy.

The USIT Foundation supports and advises the USIT student organization and marshals and engages its alumni to promote personal and professional growth through active charitable giving. In Spring 2020, the alumni of the USIT Foundation initiated a philanthropic Giving Pledge to commit time and resources to better our communities.

Philosophy and Approach

The USIT Foundation is committed to evidence-based philanthropy and continuously builds upon a model of effective, responsible capital deployment. In its months-long competitive annual process, the Foundation identifies and performs deep diligence, including client testimonials, data room modeling, and impact stress testing, on charities. In the 2022-23 academic year, the Foundation plans to provide \$100,000 in donations to several charities that operate within the three observed impact verticals, with the initial donation opening the door for years-long engagement and follow-on investments.



Education

Ensuring that students of all ages receive high-quality, equitable education while community members are properly supported.



Justice & Opportunity

Breaking down systemic barriers to assist the reentry transition and reduce nationwide recidivism.



Climate Change

Reducing emissions and waste to invest in a cleaner planet and higher quality of life for communities.

Philanthropy Investment Team

History

The Philanthropy Investment Team was formed in Spring 2020 at The University of Texas at Austin by request of the University Securities Investment Team (USIT) Foundation and Alumni Network, which wished to establish a partnership with the student organization to source charitable investment opportunities.

This fund generates ideas and performs diligence on charities that merit a donation with a value investing framework. Through the primary and secondary research of undergraduate Analysts, the Philanthropy Investment Team is developing a model of impact measurement, both for initial investment diligence and subsequent staged donations. Its funds are replenished yearly, comprising 1% of the total Annual Gross Income of the Alumni Network.

Portfolio Manager Contact

Manu is a sophomore majoring in Finance and Philosophy. In his free time, he enjoys sampling local coffee shops and reading postmodern philosophy. Last summer, he interned as a Long Short Equity Analyst at Tenebrist Global. For any questions about this project, you may contact him at mramineni@utexas.edu.



Junior Analyst Contact

Dinesh Elanchezhian is a first-year undergraduate student at the University of Texas at Austin. He is passionate about improving college and career outcomes amongst at-risk populations to improve economic mobility. For any questions about this project, you may contact him at dineshe@utexas.edu.

