THE POWER OF RELATIONSHIPS

Supporting educational equity for all
Every student deserves a champion.
OUR MISSION AND VALUES

iMentor builds mentoring relationships that empower first-generation students from low-income communities to graduate high school, succeed in college, and achieve their ambitions.

We believe that people of all backgrounds deserve equal access to educational opportunities. Recognizing that racism and systemic oppression drive educational disparities, we aim to address the economic and racial divides that impact the communities we serve, and we commit ourselves to consistently moving toward equity and inclusion.
CEO LETTER
The Power of the iMentor Community

At iMentor, we work to create a future in which all students have an equitable chance to achieve their highest ambitions.

This year, we came together as a community and empowered 8,000 students on the path to realizing their dreams. I am humbled by the gains we have made and grateful to our supporters for making this work possible.

Since 1999, iMentor has created 30,000 mentoring relationships. From initial conversations in crowded high school cafeterias to visits to local college campuses, our mentors and mentees have spent years together building relationships across difference, learning from each other’s perspectives and experiences, and establishing the trust necessary to support and challenge each other during their most consequential moments.

To illustrate why these relationships are so pivotal, I’d like to share a story about Giselle, a student in the Bay Area who was the first person in her family to attend college.

Giselle had long set her sights on going to a liberal arts college on the East Coast, even though that would mean venturing far from her family in California. Her mentor, Jen, understood Giselle in ways she didn’t expect. Until she met Jen, Giselle didn’t know anyone who was as much of a bookworm as she was; the pair started reading books together for fun. Like Giselle, Jen had been a first-generation college student. Jen was, according to Giselle, “another me.”

During junior year, Jen helped Giselle develop a list of schools and a plan for admission. When Giselle was named a finalist for a prestigious scholarship, Jen read her essays and helped her prep for interviews. Giselle’s hard work paid off: She received an offer of admission and a full scholarship from Lehigh University.

Later that summer, she was on a plane across the country to begin her college dream.

This November, Jen traveled to the East Coast and stopped by Lehigh to catch up with Giselle, who is now a first-year college student. College has expanded Giselle’s horizons, and the pair has discussed how Giselle can enjoy literature classes while also pursuing a newfound interest in a marketing career.

When Jen first decided to volunteer with iMentor, she took the first step in a years-long commitment to a single student. Since that moment, her mentoring has been rooted in simple acts and everyday deeds: showing up, caring, and making an effort to help. The power of our work lies in the accumulation of these simple acts over years—the ones between Jen and Giselle and within the thousands of relationships in iMentor communities across the country this year.

What starts as a first step becomes a truly unique relationship in a young person’s life, a powerful model for schools to support every student on their path to college success, and an all-too-uncommon way for our communities to ensure our next generation of leaders represents the full diversity of talent our country has to offer.

In these pages, you’ll find all the ways that iMentor has had an impact over the last year. As we look ahead, we are profoundly grateful for your belief in what we can accomplish together.

With gratitude,

Mike O’Brien
CEO, iMentor
Our Model

iMentor partners with high schools in which most students will be the first in their families to attend college. Every student is matched with a college-educated volunteer who is deeply committed to helping their mentee succeed.

- Mentors, who have experience in a variety of professional fields, each commit to working with a single student for a minimum of three years. Mentors and mentees build their relationships through weekly online communication and monthly in-person meetings.

We provide the expertise and support mentors need to be effective, including our college success curriculum that guides each weekly interaction, and a full-time staff member responsible for the success of the relationship.

- Mentors gain a holistic understanding of their mentee’s individual talents, aspirations, and challenges, which allows them to provide a level of personalized support that could not be achieved through traditional school counseling alone.

Strategic Plan 2018–23

We are expanding to bring our program to more students who will be the first in their families to attend college. Under a new strategic plan, we will double the number of students we have served, narrowing the college completion gap in communities across the country.

<table>
<thead>
<tr>
<th>2018</th>
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<tbody>
<tr>
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**CORE IMPACTS**

- **College Success at Scale**: We will generate field-leading outcomes in underserved communities across the country, bringing iMentor to three new regions and improving our program’s efficacy and impact at a national scale.
- **Broad Influence**: We will increase our impact by mobilizing our mentor community and harnessing our data and knowledge to influence how students are supported on the path to college.
- **Organizational Excellence**: We will invest in our infrastructure and increase our financial sustainability in order to ensure operational success at a national scale.
At the heart of the iMentor model is our curriculum: It guides our mentor-mentee pairs from week to week as they create education and career plans and navigate the college process. During the 2017-2018 programmatic year, we redesigned our curriculum, adding new lesson plans and prompts to create conversation and collaboration between mentors and mentees, all embedded on the iMentor online platform.

A major focus of the redesign was to create a goal-tracking element called the Goals and Problem Solving Toolkit, allowing mentor-mentee pairs to set goals and solve problems together. Students and mentors each set their own monthly goals and develop strategies to achieve them. At weekly check-ins, the pairs record their efforts and reflect on their performance. By providing this opportunity to support one another as equals, we aim to enrich and deepen the mentoring relationship, which is so critical in shaping student outcomes.

We also improved our assessment process for 12th graders, piloting an online tool that asks mentees to complete a short quiz at the end of each monthly unit. This will allow program managers to more precisely chart each student’s progress.

Envisioning Paths for Post-Secondary Success

First-generation college students and students from low-income backgrounds often face challenges that imperil their access to opportunities. After many years of helping students stay on track and maximize their post-secondary educational experience, iMentor formally expanded the Post-Secondary Program (PSP) with the high school graduating class of 2017 in our New York and Chicago regions, with support from the Michael and Susan Dell Foundation and the Heckscher Family Foundation. This program allows pairs to extend the relationship through post-secondary pursuits after high school.

PSP is designed to equip mentors and students with the knowledge, resources and tools to facilitate successful completion of two- or four-year degrees. The model follows a proactive support approach, which regularly sets calls to action and suggests curricular content to mentor-mentee pairs to help students avoid common challenges on the road to college graduation.

Though we believe a student’s best way forward is through the attainment of a college degree, for many students, enrolling in college immediately after high school may not be the best next step. iMentor has designed a robust Alternate Pathways component to its program to support mentor-mentee pairs as they work toward goals related to completing a gap-year program or certification. All students, no matter their pathway, are supported for post-secondary education success that will lead to careers of their highest aspirations.
iMentor NYC has a 19-year track record of building transformational mentoring relationships.

A college degree has become critical for success in today’s complex workforce and can translate into a lifetime of benefits, including higher earning potential, greater career opportunities and a host of other positive outcomes.

iMentor is committed to helping students from low-income communities, students of color, and students who are the first in their families to attend college navigate the complex college admissions process and prepare for the demands of post-secondary education.

Over the past five years, iMentor NYC has matched more than 5,777 students with a mentor. Today, we serve students in 15 NYC high schools and our pairs work together for a minimum of three years.

Capital One is proud to support iMentor’s mission. We’re especially proud of our associates who have committed to supporting their mentees’ journeys to post-secondary education and careers. iMentor brings to life Capital One’s Future Edge initiative to prepare people for jobs in the digital economy.

— CATHERINE FOCA, VICE PRESIDENT OF COMMUNITY AFFAIRS AT CAPITAL ONE —

We partnered with three schools to increase the presence and achievement of underrepresented minorities in STEM and career and technical education (CTE), and diversify the talent pool in New York City.

We hosted the First Mentoring Young Men of Color panel discussion as part of an effort to broaden our pool of mentors and better support our students of color.

We established the Student Advisory Council to enhance the student experience and integrate student input into the iMentor program.
Stepping Up to the Plate

Stepping Up to the Plate

We’re working to close the opportunity gap in Chicago. Our students encounter numerous obstacles on their path toward educational success. Many are the first in their families ever to attend college. Having one more personal champion on their team can make all the difference.

iMentor works to help students gain the skills and insights they will need to persevere in college and fulfill their goals. Since launching in 2015, iMentor Chicago has grown to serve more than 1,300 students through four partner schools—and we’re starting to see impressive results.

As one example of their success, our students participated in an annual event hosted by the Chicago Scholars Foundation that brings together college admissions representatives and high school seniors from low-income communities to interview onsite for same-day admissions offers. The 27 iMentor students at the event received an astounding 40 college acceptance offers, along with $1.8 million in merit scholarship awards.

iMENTOR

Chicago

ALEJANDRO AND ABHISHEK

Alejandro, a senior at the Academy for Software Engineering in Manhattan, was matched with his mentor Abhishek because of their mutual interest in computer science. But when Alejandro audited a class in sports management at NYU, he fell in love with a new career path.

“I play baseball and I’ve always been interested in sports,” Alejandro said, “but I had no idea that sports management was a college major. I wasn’t sure what Abhishek would think when I wanted to explore this as a career, but he’s been nothing but supportive.”

Still, Alejandro had trouble summoning the motivation to check off the hundreds of boxes that are part of the college application process. Abhishek remembered that his first iMentor mentee, Daniel, had experienced the same challenge, and introduced Alejandro to Daniel, who is now in college.

“We went to a Korean BBQ spot, and I found out Daniel had put off college stuff because he was so focused on baseball. He had to kick it into high gear at a really late point,” Alejandro said. “I realized that my applications needed to be done.”

With Abhishek’s support, Alejandro submitted a number of college applications, including, of course, one to NYU.

“What I appreciate most about Abhishek is how he has supported my new career interest,” Alejandro said. “Abhishek doesn’t have all the answers, but he’s going with me on the process.”

“I think iMentor should be a requirement for everyone. You get that honest opinion about what path you should go down.”

-JA’VONTAE, MENTEE

Read about Ja’Vontae and his mentor Marlon on P12.

We’re working to close the opportunity gap in Chicago.
Program Highlights

We ramped up our program of college and corporate visits throughout the year to ensure that students are aware of the educational and career opportunities available to them.

We received more support from organizations that share our vision, including the Hunter Family Foundation, whose gift will support more than 1,000 mentoring pairs in Chicago as well as pairs in the Bay Area.

We enlisted a fourth partner school, Chicago Military Academy on the South Side, and celebrated our first graduating classes with Crane Medical Preparatory High School and Phoenix Military Academy.

I think iMentor is an awesome program. It gives kids a chance to know that someone besides their parents cares about them, their future, and has their best interests in mind. I don’t ever want my daughter Jaliyah to feel like there’s something she can’t do, something she can’t reach.

- LAKITA WILLIAMS, PARENT -

Ja’Vontae, a junior at Chicago Military Academy, met his mentor, Marlon, at the start of the school year. He quickly went from being a skeptic about iMentor to someone who believes all students should have a mentor.

“I have friends in other Chicago high schools where they don’t have the iMentor program,” Ja’Vontae said. “They don’t know which college is the right fit or what they want to major in.”

Ja’Vontae was thrilled that Marlon’s background was a perfect match for his career interests. Since he was young, Ja’Vontae had wanted to pursue a career in the military or law enforcement because the family members he admired most were in the services. Marlon served for 18 years in the Air Force and is now a federal marshal.

“I told Marlon that I wanted to enlist in the Air Force, but I was nervous about passing the ASVAB,” said Ja’Vontae, referring to the Armed Services Vocational Aptitude Battery. “I didn’t want to score low because I was nervous about being put in the infantry on the front line.”

Marlon suggested Ja’Vontae consider attending a college that offers ROTC, which would prepare him for the ASVAB.

Now, the pair are identifying colleges that offer ROTC for Air Force and looking at applications. “I think iMentor should be a requirement for everyone,” said Ja’Vontae. “You get that honest opinion about what path you should go down.”
iMentor Bay Area celebrates the graduation of its first class of high school seniors.

We believe higher education institutions should reflect the diversity of our nation. However, the education system continues to underserve many students, locking them out of the opportunities that come with a college degree and denying our workplaces the benefits of a diverse talent pool.

iMentor is increasing the pipeline of students of color and first-generation college-goers by making college enrollment and completion a core part of our program. Since launching in 2016, iMentor Bay Area has served more than 500 mentor-mentee pairs. This year, we welcomed Felix Flores, Jr. as executive director of the Bay Area region. A first-generation college student himself, Felix brings a wealth of experience and passion to the role and looks forward to building iMentor’s impact in the Bay.

After partnering with iMentor for two years, James Lick High School, a New Tech school in San Jose, achieved its highest graduation rate and number of college entrants in 40 years.

Students from Lionel Wilson Prep made visits with their mentors to the Google office in San Francisco and the University of San Francisco.

If you promise to support me as my mentor, I promise to help you grow and learn from a young person like myself. This will be our mutual brotherly bond.

- Daniel, a James Lick High School student, to his mentor —

I tried hard to model the idea that it’s OK not to know all the answers—it’s really about finding the person who does know and asking them.

~ Maria, Mentor

Read about Maria and her mentee Vanessa on P15.
iMENTOR continues to grow by partnering with organizations that share its vision.

Through our Partner Programs, iMentor works with nonprofits across the country to implement our model in their local communities as mentor2.0.

We have a longstanding partnership with Big Brothers Big Sisters (BBBS). Because the high school student-to-counselor ratio in the United States is 450 to 1, we are committed to supporting high school students in BBBS communities by offering one-to-one college-success mentoring. A majority of these students will be first-generation college graduates.

Maria signed up as a mentor not long after moving to the Bay Area from Tennessee. Now a program manager at Cisco, Maria was a first-generation college student from a rural community who went on to attain an advanced degree.

“I moved to Silicon Valley for my job, and it was eye-opening to realize that beyond the tech industry and the Maseratis and the Teslas is this entire community that doesn’t have access to all the opportunities this place represents,” said Maria.

Maria was matched with Vanessa, then a junior at James Lick High School in San Jose. Their conversations centered around Vanessa’s myriad interests and how they might translate to careers.

“We talked about things like the difference in pay for someone with a certification versus a four-year degree, or if Vanessa could combine her interests in physical therapy and special needs,” Maria said. “I tried hard to model the idea that it’s OK not to know all the answers—it’s really about finding the person who does know and asking them.”

When Maria and Vanessa next meet, it will be at De Anza College in San Jose, where Vanessa is completing her core classes with the goal of transferring to a four-year college in the University of California system.

“My mentor Josh continuously has me strive for greatness... He is my biggest role model.

—CALEB, MENTEE

Read about Caleb and Josh on P18.
**Program Highlights**

We helped **BBBS Independence** in Philadelphia launch a program with 50 mentor-mentee pairs.

We worked with **BBBS Southern Arizona** to provide a curriculum deliberately focused on college preparedness.

We supported **BBBS East Tennessee** in implementing curricular assessments and expanding their program.

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**MENTOR** has helped us to successfully partner with schools, be in a position to quickly scale, and has provided helpful guidance and training along the way.

— **WENDY FOSTER**, CEO OF **BBBS MASSACHUSETTS BAY** —

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**Caleb’s New Ambition**

When Caleb joined mentor2.0 at Big Brothers Big Sisters in East Tennessee, he found an ideal mentor in Josh, who could relate to his high energy level and love of laughter.

During his first two years of high school, Caleb had no interest in pursuing college. It wasn’t until the end of sophomore year that Caleb began asking his mentor about college. “I felt really encouraged that the seeds we had planted with Caleb over the past two years were finally starting to grow,” Josh said.

In one of the mentor2.0 lessons during Caleb’s junior year, students were asked to write about someone who inspires them. Here’s what Caleb wrote:

“I know one person who has graduated from college, and that’s my mentor Josh. He is hilarious, strong, smart, and extremely inspiring. I am not sure exactly what challenges he faced but I’m pretty sure he fought and killed a dragon. Dragons are tough to kill, and he killed it with his wit, which is INSANE! In all seriousness, Josh is an amazing mentor. He continuously has me strive for greatness... He is my biggest role model.”

As he nears the end of his junior year, Caleb will be pursuing his new dream of going to college to become a marine biologist.

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**CALEB AND JOSH**
OUR IMPACT

iMentor is tracking the long-term college outcomes of nearly 8,000 students nationally since 2009. Our students continue to outperform the best comparable peer groups in enrollment and completion, and they persist at similar rates to their peers.

College Outcomes

<table>
<thead>
<tr>
<th></th>
<th>iMentor</th>
<th>National Average</th>
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</thead>
<tbody>
<tr>
<td><strong>Enrollment</strong></td>
<td>73%</td>
<td>54%</td>
</tr>
<tr>
<td><strong>Persistence</strong></td>
<td>69%</td>
<td>69%</td>
</tr>
<tr>
<td><strong>2-Year and 4-Year Degree Completion</strong></td>
<td>45%</td>
<td>25%</td>
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</table>

Student Demographics

iMentor is fighting to rebalance the odds for our students so that they have a fair chance to realize their dreams.

Navigating the College Process

With the support of mentors, students work toward college success and plan to pursue their career aspirations.

- 86% of students submitted FAFSA
- 91% of students applied to at least one college
- 90% of students who applied were accepted

Strength of Relationships

The bond between mentors and mentees ensures that every student has a champion.

- 90% of students say their relationship with their mentor is very important
- 91% of students are open and honest with their mentors
- 92% of students trust their mentors

College Enrollment

iMentor students are 35% more likely to enroll in college, compared to graduates of schools serving similar student populations.

- 70% of our students will be first-generation college students
- 94% of our students identify as students of color
- 88% of our students’ families qualify for free and reduced lunch
- 94% of iMentor students aspire to go to college
Our Champions

Thank you to our generous supporters for helping us champion students who are the first in their families to attend college.

$1,000,000 AND ABOVE

Anonymous**
Ballmer Group*
Bezos Family Foundation**
Citi Foundation*
Chase and Stephanie Coleman**
David and Sloan Greenspan**
John and Amy Griffin Foundation**
John and Joelia Lykouretzos**
Michael and Susan Dell Foundation*
Open Society Foundations*
Robertson Foundation**
Samberg Family Foundation**
Yellow Chair Foundation**

* Multi-year funder • Strategic growth
The Bezos Family Foundation supports the science of learning, and the experiences and environments young people—from birth through high school—need to learn and thrive. Since 2013, the Bezos Family Foundation has invested $8 million to help iMentor achieve a bold vision for impact and scale. Since the beginning of this partnership, iMentor has supported 19,000 mentoring relationships and grown to serve over 9,000 students annually. It has opened offices in Chicago and the Bay Area and expanded its partnership with Big Brothers Big Sisters to 14 communities across the country. Most recently, the Bezos Family Foundation made a pivotal investment to support our 2018-2023 plan, through which iMentor will create and support 30,000 relationships in 33 communities across the country.

“At the Bezos Family Foundation, we know how important relationships are to a young person’s development. Positive relationships with trusted adults can help transform a young person’s path in life. Through their methodology, program model, and support for students through high school and into college, iMentor is a leader and innovator in the field. We are glad to partner with them to support even more first-generation students in reaching their full potential.”

— MIKE BEZOS, BEZOS FAMILY FOUNDATION
$2,500 – $9,999

Anonymous (4)
Acquavella Galleries
John Aiken
Alliant Credit Union Foundation
Vaughn Alliton
Antares Capital
Diana Arzoomanian
The Auer Family Foundation
Axiom Consulting Partners
Rich Herrera and Purnima Puri
Stacey Bendet
Charles Best**
Doug Borchard and Barbara Talcott**
Julia Briggs
Charley’s Kids Foundation
Karen and Alvin Chopra
Cigna Midwest Markets
Cisco
Romy and David Coquillette
Nicholas and Maria Currier
Peter and Miriam Daneker
Rema and Joshua Davis
Mickey Dreixler
Glenn and Eva Dubin
Michael Duda
Egon Zehnder
Faegre Baker Daniels
Bryce Ferguson
Michael J. Fox and Tracy Pollan
Friedman, Kaplan, Seller & Adelman LLP
Full Circle Foundation
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Hotel Chantelle
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Macy’s
Previn Mankodi
Steve and Alexandra Marks
Maverick Capital Charities
Gordon McKenie
Seth Meyers and Alexi Ashe
Mesirov Financial
Nicole Milazzo
MUFJ
Nelmar Marcus Group
Daniel and Jane Och
Travis Owen
Jim Pallotta
PPM America/Jackson
Shannon Rotenberg
Salesforce
Arthur and Rebecca Samberg
Samlyn Capital
Jaclyn Sene
Robert Siegel
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THRIVE Chicago
Brett Trukenbrod
The Vistria Group
W.W. Grainger, Inc.
West Monroe Partners
William Blair & Company, LLC
Reese Witherspoon and Jim Toth
Michael and Carol Yu

In 2016, the Michael & Susan Dell Foundation provided iMentor with a $1 million, three-year investment to support the design and relaunch of iMentor’s Post-Secondary Program. Thanks to this catalytic investment, iMentor has developed and scaled a comprehensive Post-Secondary Program to help thousands of students in New York City, Chicago, and the Bay Area achieve critical college enrollment, persistence, and completion milestones.

“We are thrilled to partner with iMentor to help disadvantaged students get to and through college. In harnessing long-term, personal relationships in the post-secondary years, iMentor offers an innovative approach to supporting college completion for low-income and first-generation students.”

– SARA LEVY, PROGRAM OFFICER, MICHAEL & SUSAN DELL FOUNDATION

Learn about the Post-Secondary Program that MSDF supports through the story of Rema and Sultana on iMentor.org.

Since 2014, iMentor has partnered with the Citi Foundation to help low-income, first-generation students enroll in college and graduate with the skills necessary for 21st-century careers. The Foundation has invested more than $2.5 million in iMentor’s growth and innovation, and more than 340 Citi employees have served as mentors in New York, Chicago, and the San Francisco Bay Area, making the Citi Foundation our largest national corporate partner to date.

“The Citi Foundation is proud to support iMentor as part of our Pathways to Progress initiative. The long-term relationships that our employees build with their mentees move the needle on student achievement and contributes to the growth of Citi employees as leaders.”

– BRANDIE MCHALE, HEAD OF CORPORATE CITIZENSHIP AT CITIGROUP AND PRESIDENT OF THE Citi FOUNDATION
Our Financial Report

In 2018, iMentor launched a capital campaign to secure strategic growth funding to seed expansion and up-front investments for its next five-year strategic plan (2018-23).

Public Support & Revenue

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<th>Source</th>
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Total Public Support & Revenue $35,183,301

Expenses

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<tr>
<td>Non-Program</td>
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Total Expense $19,674,278
Our Leaders

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Bezos Family Foundation

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KIPP Foundation

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Two Sigma

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Chegg

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Executive Director, Chicago

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Mike O’Brien
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Max Polaner
Executive Director, iMentor NYC

Jana L. Reed
Chief Operating Officer

Adeola (Ola) Whitney
Chief Regional Officer

Essie Widlanski Haimes
Chief External Officer

Board Director Spotlight

David Saltzman co-founded the Robin Hood Foundation and served as its executive director for 27 years before joining Two Sigma Investments. Under his leadership, Robin Hood pioneered a results-based approach to philanthropy and raised more than $2.5 billion to fight poverty in New York City. Joining iMentor’s board in 2017, Saltzman has served as an ardent iMentor champion through Robin Hood’s decade-long support and through his own dedication to creating pathways to post-secondary success for generations of future leaders.

“iMentor is one of the most effective organizations Robin Hood has supported over the past three decades. Through its innovative model leveraging the power of mentoring, iMentor is delivering solid outcomes and boosting college success rates for underserved students across the U.S.”

— DAVID SALTZMAN