Indego Africa was founded in 2007 with a mission to help female artisans lift themselves and their families out of poverty through economic empowerment and education.

As we continue to grow and scale as an organization, it is important for us to continuously return to this founding vision, and ask ourselves: is our model sustainable and are we making a difference in the lives of our artisan partners, their families, and their communities?

**THE ANSWER TO BOTH IS A RESOUNDING YES.** As of 2014 we are now partnering with 822 artisans across 22 cooperatives. As our number of artisan partners has grown so too has the income they generate – in 2014 purchase orders totaled $123,500 (more than double the amount generated in 2012) and we are on track to far exceed that amount in 2015.

In 2014, we continued to strengthen our brand and, in turn, provide more opportunities for our partners to earn fair-trade, sustainable income. These new business development efforts resulted in four major orders for delivery in 2015 with Anthropologie, J. Crew, Urban Outfitters, and Eileen Fisher – setting the stage for unprecedented sales growth and economic empowerment.

2014 was also the year in which we enhanced and expanded our education programs. **OUR LEADERSHIP ACADEMY** – a six-month advanced business program in Kigali – launched in October and has been an incredible, resounding success. Our basic business training, redesigned and relaunched as well in 2014, are now stronger and more effective than ever before.

These reinvigorated education programs, coupled with our increasing sales growth, are creating a deep impact in communities across Rwanda – providing a proven and compelling platform for us to scale our programming in Rwanda and beyond.

As Indego Africa continues to reach new heights, it is important to recognize the people who make it all possible: our dedicated, hard-working, and talented team in New York and Kigali and our Board of Directors and Board of Advisors. Together we are driven by a culture of global teamwork and collaboration – motivated everyday by our shared passion for improving the lives of thousands of people in Rwanda.

In this year’s Annual Report, we wanted to share with you the voices and insights of our team members, giving you an up-close-and-Indego look into our world. In the pages ahead, you will hear from each and every one of us about what we do and why we do it – it is truly a labor of love.

While we have made significant strides in achieving our mission since 2007, there still remains so much more to do. We hope that our 2014 Annual Report inspires you to help us go even further in making our vision a reality. **WE ARE DEEPLY GRATEFUL FOR YOUR SUPPORT.**

Sincerely,

Karen Yelick
MEET OUR TEAM

Karen drives Indego Africa forward with her keen business acumen, boundless energy, innate wisdom, and long-term vision. As CEO, she leads our organizational strategy and growth, while closely managing the day-to-day operations and fundraising necessary to successfully run a small social enterprise.

Rosine is the fearless leader of our operations in Rwanda. She ensures that our programming is running successfully through constant dialogue with our artisan and NGO partners and has become a trusted mentor and role model in communities across Rwanda. This fall, she added another title to her resume – Head Teacher of our Leadership Academy!

Brittany is the talent behind the beautiful photography, original content and graphic design that showcases our products day in and day out. Whether working on our website, managing our e-commerce platform, creating lookbooks, pitch materials and newsletters, or running Instagram, she helps to spread the word about Indego Africa through exquisite brand imagery.

Deirdre is the vision behind our brand and product line. Whether designing products that showcase the beautiful artistry of Rwandan crafts (while adding a fun and modern twist!), developing brand and designer collaborations, or creating dynamic marketing campaigns, Deirdre is constantly working to grow our brand and, in turn, provide more income and opportunity for our artisan partners.

Heloise has worn many hats at Indego, including Assistant Production Manager. Today she helps manages our finances in Rwanda – tracking and accounting for the funds wired from NYC in support of our programs in Rwanda. She’s recently taken on an enhanced communications role as well, working closely with our artisan partners and Hayley in New York to gather and share their stories.

Emeline helps prepare, teach, and translate all Leadership Academy lessons, while inspiring students with her own narrative of empowerment along the way. Emeline is the founder of Cocoki, the first cooperative we partnered with back in 2007, a graduate of the Goldman Sachs 10,000 Women program, the recipient of a Peace through Business award, and self-taught fluent English speaker. What a role model she is!

Modeste is a Teaching Assistant at our Leadership Academy in Kigali, after previously serving as a Kinyarwanda literacy instructor at one of our partner cooperatives. In his role as TA, Modeste helps support the Leadership Academy’s Head Teacher (alongside our TA Emelinee) with lesson planning and instruction. This past semester, he helped to translate each lesson from English to Kinyarwanda (a pain-staking but much appreciated task!)
This year we focused on building up our line and strengthening our brand through exciting new partnerships, improved communications, and, as always, a focus on beautiful artistry and design. By growing our community of shoppers and supporters, we were able to provide women in Rwanda with more fair-trade, sustainable income than ever before.

BUILDING OUR BRAND

A GROWING YEAR

2014 was a really big learning and growing year for our brand. We focused on building up our own line and launching smaller, design-centric partnerships. We wanted to show our customers that we could stand on our own as a brand with a clear voice and vision, and we wanted to show the design community that we could truly customize and adapt. I think we succeeded on both fronts and we’ve been reaping the benefits so far in 2015 with a fully developed line and a great family of designers and brands who support us!

COOL COLLABORATIONS

We met so many amazing designers in 2014 and had so much fun working with them! Two standouts were P.S. I Made This... & Spokewoven dreamcatchers!

The P.S.- I Made This…/ Conscious Commerce trip and collaboration was a very fun one to plan and work on. Erica Domesek, Babs Burchfield, and their teams are true creatives and were able to highlight our operations in Rwanda and the amazing work of our artisan partners in a fun, cool and powerful way that really amplified our own vision and voice. Genga from Spokewoven is one of the loveliest people we’ve ever met - the heart and soul she (literally) weaves into her products is inspiring. 

AND MORE COMING SOON!

We also spent a lot of 2014 laying the groundwork for 2015 collaborations: Tamar Mogendorff, DANNIJO x Holt Renfrew, Anthropologie, J. Crew, Eileen Fisher, Urban Outfitters (and more to come...stay tuned!). Every client has a different story, a different vision and brings us a different way to partner. It is so great to see our work and the talent of the artisans through the eyes of some of the best of the best in the design world.

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THE NUMBERS SAY IT ALL

FOLLOWERS FROM 2013–2014

<table>
<thead>
<tr>
<th>Platform</th>
<th>2013</th>
<th>2014</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Instagram</td>
<td>3,145</td>
<td>6,777</td>
<td>3,632</td>
</tr>
<tr>
<td>Twitter</td>
<td>3,843</td>
<td>7,165</td>
<td>3,322</td>
</tr>
<tr>
<td>Facebook</td>
<td>4,517</td>
<td>6,050</td>
<td>1,533</td>
</tr>
</tbody>
</table>

FROM RWANDA TO THE WORLD

I am so thrilled to add “Communications” to my title at Indego. It has given me the opportunity to interact with the women on a more personal level. They are very courageous, and determined. Hearing what they went through and what they have managed to accomplish over the years has been very inspiring, and I hope their stories will inspire others too.

DEIRDRE

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HELOISE

A NEW LOOK FOR A NEW INDEGO

We needed a website that reflected who we are as an organization and as a brand today. In April, we teamed up with the incredible design gurus of The Charles to create an interactive site that showcases not only the beautiful products that our partners in Rwanda handcraft but also the incredible stories of empowerment behind them. We are so inspired everyday by the amazing artisans we work with – why not have a beautiful website to showcase them and all they are accomplishing?

BRITTANY
At Indego Africa, we are all about the handmade process. We love to celebrate the beautiful crafts of Rwanda through products that combine traditional artisanal techniques with a modern twist. To make it all happen, we rely on our amazing Production Team in Rwanda that works everyday to ensure our production process operates smoothly, empowering our artisan partners at every step of the way.

A DAY IN THE LIFE OF OUR PRODUCTION MANAGER

In 2014, we partnered with 19 different cooperatives across Rwanda – some right in Kigali, but others in more rural areas miles away! On any given day, I could find myself traveling across the country – spending my morning at Imirasire (a weaving co-op in Bugesera, 50 minutes south of Kigali) only to find myself rushing to make it to Twiyubake in Kayonza (about two hours east of Kigali) by afternoon. All the running around is worth it though – working closely with our artisan partners is a huge part of who we are as an organization and is key to our production process.

THE HANDBEADED PROCESS

Creating products by hand is challenging but part of what makes our line so unique (AND MY JOB SO FUN). If we’re launching a new product, I typically go to the co-op with a sketch and suggestions on how to make it based on the raw materials & techniques the artisans have. Sometimes we’ll a hit roadblock – like a shortage in the material we’re looking for – but the women will typically come back to me with a new idea and find a way to make it work. Our partners take pride in this process because in the end the finished product is something that they made with their own skills and input.

2014 FAVORITES FROM OUR CREATIVE DIRECTOR

UKORE PILLOWS
These were the first product where we created the textile ourselves (the pillow-case fabric is hand-dyed by the artisans of Shikama Ukore!)

EMBROIDERED ART
These pieces highlight the truly remarkable beauty of Ibaba’s hand-embroidery.

OUR P.S.-I MADE THIS PATCH COLLECTION
This was such a full collaboration, and the product is fun, innovative and super bright – it was the perfect way to kick off the 2014 summer!

THE IMPACT

The income that our artisan partners earn helps them to provide for themselves and their families and they are very proud of that. Hearing a woman say that she can now afford to feed and send all seven of her kids to school is something that we want to hear everyday.

THE IMPACT

Women invest money earned through Indego Africa orders in the health, well-being, and future of their families. They pay for food, running water and electricity, school fees, health insurance, farming...the list goes on. Some also invest income in personal business ventures, whether it’s covering the costs of start-up machinery or replenishing everyday materials.

AMOUNT PAID TO COOPERATIVES
LAUNCHING A LEADERSHIP ACADEMY

On October 1, 2014, we launched a Leadership Academy dedicated to building the next generation of powerful female leaders, entrepreneurs, and businesswomen in Rwanda. This advanced business education program has been an incredible success so far – in the classroom and beyond – as women develop deeply valuable knowledge and skills.

THE IDEA

Hayley: The idea to launch a Leadership Academy came directly from feedback we received from our artisan partners, or, as we like to say, “they asked; we listened!” In 2013, we conducted a comprehensive review of our training programs and found that some women had mastered our classes and were eager to take their education to the next level (despite the fact that most had never completed secondary school, if attended school at all).

This was an important moment for us – both to recognize the accomplishments of our partners and to double down on our commitment to providing them with critically-needed educational opportunities. So we decided to launch a Leadership Academy: an innovative, six-month advanced business education program with a mission to build the next generation of powerful female leaders, entrepreneurs, and businesswomen in Rwanda.

THE PLANNING

Rosine: Launching the Leadership Academy was a lot of hard but productive work. We started by gathering input from our partners about the challenges they faced at their co-ops and the topics they wished to study. From there, with an expert team of our Board members and staff, we began to develop the curriculum from scratch, covering advanced topics such as: market and customer analysis, technology, accounting, import and export regulation, inventory, pricing, management, leadership, and product innovation. We then selected the first class of 25 students based on their mastery of our basic business training, previous leadership experience, and demonstrated business skills {don’t worry: those unable to participate in the first semester will have the opportunity to reapply in the next}. 

THE LAUNCH

Rosine: The Leadership Academy has been an incredible success. The students love it and you can tell how engaged, confident, and empowered they feel inside the classroom and out. At first, it was a little difficult to make the class interactive, but as the students got comfortable with one another, an amazing dynamic emerged. They drove the days forward with questions and real-life examples, and gave a lot of advice to each other – especially to the women from co-ops that were struggling.

FAVORITE MOMENTS

Modeste: In our lesson on Market and Customer Analysis, the students did a role-play activity where they pretended to buy and sell products with one another. It was amazing to see how clever the buyers were, and how passionately the sellers defended the quality of their products.

Karen: The day before the Leadership Academy launched, Rosine and I were setting up the classroom and decided to move the tables and chairs around into a horseshoe shape (like business school). The next day, it was amazing to see the way this layout facilitated class discussion and encouraged students to engage with one another.

Emeline: My favorite moment was the day we introduced our students to Chromebooks (thanks for the donation, Google!) They were so excited to work with them that no one wanted to take a break. We practically had to force them to go home at the end of class.
We firmly believe that education is the key to empowerment and are thrilled to now be running advanced business training for our partners. Our team members closest to the Leadership Academy’s day-to-day operations – Rosine, Modeste, Emelienne – weigh in on the program’s significance and impact.

EMPOWERING THROUGH EDUCATION

The Leadership Academy is important because it is giving women a second chance to receive education – especially since some of them did not have the opportunity to go to school, and others were not able to finish. I believe that bringing women from different personal and artisan backgrounds together to learn business skills and share their professional experiences has helped them to build their confidence. This experience is encouraging and motivating them to explore new ways to develop their businesses so that they are able to compete in the local market.

The Leadership Academy students are also now in a position to share their new knowledge with friends or family members who may not have access to the same opportunities. This is a positive change for communities across Rwanda!

MODESTE

Women have mastered challenging skills, built powerful knowledge, and gained an immense amount of confidence since beginning the Leadership Academy. All of the Academy’s students are spreading their new knowledge and skills to the rest of their co-ops – a crucial step in our goal to help our partners become self-sustaining and self-reliant businesswomen. People need knowledge, skills and commitment to turn life’s circumstances into successful opportunities. The Leadership Academy’s students are helping to close the knowledge gap between women who have been formally educated and those who have not. They are working to help all of our partners make their lives better on their own terms, without waiting for charity.

EMELIENNE

Most Rwandans, especially women, were not able to complete their primary education, let alone attend secondary school. Our experiences at the Leadership Academy have shown just how important educational opportunities for women are. For example, some of the cooperatives Indego Africa partners with did not know how to go about paying their taxes. After completing our lesson on law and tax compliance, the leaders of these co-ops were able to share the information they learned with the rest of their colleagues and are now in the process of registering to pay taxes – funds that will go towards building our country, Rwanda.

The Leadership Academy is providing important lessons for aspiring leaders and entrepreneurs across Rwanda, who are now implementing what they have learned at their cooperatives and in their communities. I am sure that this experience will lead to positive change in our country.

ROSINE

“it is time to remember that we are the masters of our lives and that our actions will last forever”
Rosine Urujani
M-Country Teacher

2014
There are lots of moving pieces and logistics that go into successfully running a small social enterprise. Here, our CEO answers some of the most commonly asked questions about our organization, sharing the inside scoop on Indego Africa in action.

**HOW DO YOU KEEP TRACK OF THE PURCHASE ORDERS YOU PLACE WITH THE COOPERATIVES?**

All product information and purchase orders are housed in a centralized database on Salesforce and updated by our detailed-oriented team members in Kigali and NYC. The entire lifecycle of an order is updated in real-time on Salesforce – from placement at a cooperative in Rwanda, to production, to payment and finally to shipment to New York City. After the products clear customs and arrive in our NYC office, we unpack the inventory, which is then ready to ship to clients!

PS: That’s not all we use Salesforce for! We also download inventory and financial data from the database to our accounting system and use it to capture relevant information for future orders (such as design specs, quality notes, and pricing data).

**WHO PAYS THE CO-OPs AND HOW DOES IT WORK?**

Indego’s crackerjack production team visits each cooperative daily to place orders, perform quality control and pick up products. When the production team presents a purchase order to the cooperative, they review the design, color, quantity, price per unit and deadline with the cooperative leadership. The purchase order is then signed by both parties and Indego pays the cooperative 50% of the purchase order amount. The remaining 50% is paid upon completion of the order. And voilà: a deal is done and well-earned income is provided for the artisans!

**WHERE DOES INDEGO’S REVENUE COME FROM?**

Our revenue comes from two streams: products sales and grants/donations. We sell our beautiful made-in-Rwanda products through three distribution channels: e-commerce, wholesale orders, and in person pop-up shops and trunk shows. We are also engaged in consistent, round-the-clock fundraising which includes: grant-writing, individual donations, corporate sponsorship and online campaigns. These funds are pooled with the proceeds from sales to support our education programs. Each revenue stream has its own nuances and we try to customize our approach for all clients, customers and donors. We work hard for every cent we receive!

**HOW DO YOU GET PARTNERSHIPS WITH ALL THE DESIGNERS & BRANDS YOU WORK WITH?**

Lots and lots of good old-fashioned pounding the pavement! Our Sales team in NYC is constantly reaching out to brands and stores that they think would be a good fit for our products. Deirdre and Brittany are always updating our pitch materials to make sure we are putting our best visual foot forward and that potential clients can see just how beautiful the made-in-Rwanda products really are and how impactful our work (and their support) can be for women in Rwanda. It’s hard to say no to good designs, a hard working team and a truly meaningful cause.

**HOW DO YOU FIND CO-OPS TO PARTNER WITH IN RWANDA?**

We always say our team in Rwanda is our eyes and ears on the ground. They are constantly scouting out new groups to work with and trying to play matchmaker with orders and designs from our clients in NYC to artisans throughout Rwanda. We rely on word of mouth, recommendations from our current cooperative partners, craft fairs in Rwanda and the truly expert knowledge of all-things artisanal by our team in Rwanda. Once we do an initial visit, Rosine and our team make sure the new cooperative is open to working with us and understands what that means: orders with deadlines, a sampling process, fair trade payments and strict quality control processes. If that’s all a go, we start the partnership with excitement!
LOOKING BACK & LOOKING FORWARD

Our leaders share proud moments from 2014 & the exciting things to come in 2015.

I am really proud of our global team. We all work so hard every day to push forward our mission and 2014 was a really grinding year for us all. I am proud that not only did we not give up, but we took the year to work even harder to find success.

DEIRDRE

I can’t wait to see the social impact metrics of the initiatives we undertook in 2014. From the **37% increase** in production orders paid to our cooperative partners, to the compelling new communication of our mission and brand, I am eager to validate the impact we have had in the lives of our partners as we continue to grow and raise awareness about Indego Africa around the world.

KAREN

I am incredibly proud of our Leadership Academy. Seeing the curriculum that we had worked on for so long come to life – like a bolt of lightning – was very gratifying. Even more gratifying was seeing how well the students responded to it! Within the first few weeks, they had already begun to implement the lessons they learned to improve the management of their cooperatives.

KAREN

I am so proud that we started the year with an idea for the Leadership Academy and accomplished it! It exceeded all of our expectations.

I’m excited to see how the Leadership Academy affects the way our partners manage and run their cooperatives. I think we’ll be seeing a change for the better!

DEIRDRE

I am so excited for our new products, the new cooperatives we are working with, the **OH-MY-GOSH-HOW-COOL-COLLABORATIONS** and collections we have launched (and will launch) and the possibility of expansion into different parts of Africa. This year we will keep building our brand and establishing ourselves as a go-to for global design and artisanal sourcing. We learned a lot in 2014 and we are ready to put ourselves to the test in 2015. All good things to come!

KAREN

We are excited to be rolling out new social impact initiatives in Rwanda next year and to expand our model into **GHANA**!

KAREN, ROSINE & DEIRDRE
## Statement of Activities

For the Year Ended December 31, 2014

### Revenue & Support

<table>
<thead>
<tr>
<th>Description</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gross Product Sales Revenue</td>
<td>205,605</td>
</tr>
<tr>
<td>Donations</td>
<td>348,034</td>
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<tr>
<td>Gross Income from Fund-Raisers</td>
<td>12,388</td>
</tr>
<tr>
<td>Other Income, Including FX Loss</td>
<td>(2,700)</td>
</tr>
</tbody>
</table>

**Total Revenue** 563,322

### Total Expenses

<table>
<thead>
<tr>
<th>Description</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cost of Goods Sold</td>
<td>180,805</td>
</tr>
<tr>
<td>Functional Expenses</td>
<td></td>
</tr>
<tr>
<td>Program Services</td>
<td>285,713</td>
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<tr>
<td>Management &amp; General Development</td>
<td>44,527</td>
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<tr>
<td>Development</td>
<td>33,395</td>
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<tr>
<td><strong>Total Functional Expenses</strong></td>
<td>371,056</td>
</tr>
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</table>

**Total Expenses** 551,861

### Surplus/Deficit

<table>
<thead>
<tr>
<th>Description</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Surplus/Deficit</strong></td>
<td>11,461</td>
</tr>
</tbody>
</table>

## Statement of Positions

For the Year Ended December 31, 2014

### Assets

<table>
<thead>
<tr>
<th>Description</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash &amp; Investments</td>
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<tr>
<td>Accounts Receivable</td>
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</tr>
<tr>
<td>Product Inventory</td>
<td>58,569</td>
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<tr>
<td>Fixed Assets</td>
<td>-</td>
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<tr>
<td><strong>Total Assets</strong></td>
<td>227,486</td>
</tr>
</tbody>
</table>

### Liabilities

<table>
<thead>
<tr>
<th>Description</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounts Payable</td>
<td>0</td>
</tr>
<tr>
<td>Other Current Liabilities</td>
<td>115,560</td>
</tr>
<tr>
<td><strong>Total Liabilities</strong></td>
<td>115,560</td>
</tr>
</tbody>
</table>

**Accumulated Surplus** 111,926

**Total Liabilities & Accumulated Surplus** 227,486
MANY THANKS TO OUR SUPPORTERS

We would like to extend a special thank you to ORRICK, HERRINGTON & SUTCLIFFE LLP for its continued sponsorship and support and thank the hundreds of supporters who donated online during our BACK-TO-SCHOOL CAMPAIGN.

$25,000+
All People Be Happy Foundation
Ann B. Zeis Scholarship Fund
Puneet Mansharamani
Ron and Alia Tutor
Segal Family Foundation

$10,000-$24,999
Eileen Fisher Human Rights Foundation
Google Donation-In-Kind
Rockdale Foundation
Tom Mitro

$2,500-$9,999
APBH Volunteer Service Award
Catherine Chao Foundation
Conor French
Esta Stecher
Jeffrey Vorchheimer
Joe Owens
Katherine Boas
Kathy Crost
Lift Investments
Marcus Colwell
Martin Kaplan
Matt Mitro
Proskauer
Robert French
Roger B. McNamee
Ryan Lester
Steve Foresta

$1,000-$2,499
Adam Vorchheimer
Arthur & Margaret Grandy
Christopher Birosak
Elizabeth Strickler & Mark Gallogly
Eric Vorchheimer
Jennette DaVeris
Jennifer Field
Jinghan T. Phalager
Joyce Mushaben
McDermott, Will & Emery
Michael & Lisa Nash
Michelle LeMarchant
Richard Collins
Robert Herrmann
The Ruth and Robert Satter Charitable Trust
Virginia Davies & Willard Taylor
Yambe LTD
Zachary Kaufman

CORPORATE MATCH
American Express
Chevron
Goldman Sachs
Google
Independent Bank
JP Morgan

$500-$999
Alan Vorchheimer
Ashley & John Bailey Charity Wedding Registry
Carolyn Turney
Donna Pearcy
Deborah Kaye
Janette DaVaris
John Narducci
Joseph Soufer
Lorraine McGowan
Mary Nell Berry
Michael Arietti
Natalie Pope
Ndidi Oteh
Patricia Costa
Randy Hustvedt
Renee Plante
Sara Thomas
Vadim Brusser

A SPECIAL THANK YOU TO OUR
BOARD OF DIRECTORS & BOARD OF ADVISORS
Matthew Mitro (Chair)
Ben Stone (Vice-Chair)
Tara Abrahams
Katherine Boas
Kathy Crost
Jen Field
Stephen G. Foresta
Randy Hustvedt
Zachary D. Kaufman
Ryan Lester
Tom Mitro
Joe Owens
Alia Tutor
Karen Yelick

Zachary D. Kaufman (Chair)
Ambassador Michael R. Arietti
Christopher Burns
Conor B. French
Natasha Goldstein
Aubrey Hruby
Deborah Kaye
Alex Kennedy
Lorraine S. McGowen
Jackson Muneza M’vunganyi