



From left, Michael Osheowitz, SEO Founder and Chairman Emeritus; honoree Robert McCann, Chairman Americas, UBS; honoree Congresswoman Terri Sewell, SEO Career Alumna; Henry R. Kravis, SEO Board Chairman and KKR Founding Partner; and William Goodloe, SEO President and CEO.

\$3.89 million raised at the SEO 2016 Annual Awards Dinner

In April 2016, SEO hosted its 13th Annual Awards Dinner at the Waldorf Astoria in Manhattan. SEO Board member Kenneth B. Mehlman, Member, KKR, and our dinner chairman, personally generated \$1 million in donations, breaking the record for funds raised by the chairman of this event. Thank you, Ken!

The dinner brought together over 950 guests, and as a result of their generosity, we received more than \$3.89 million in support!

Three distinguished individuals were honored for their continued work in public service, education and philanthropy. Congresswoman Terri A. Sewell, SEO Career Alumna, was awarded the SEO Alumni Leadership Award. Arne Duncan, Former U.S. Secretary of Education, was awarded the SEO Founder's Award. Finally, Robert J. McCann, Chairman Americas, UBS, was awarded the SEO Corporate Leadership Award.

SEO is especially thankful for the underwriting sponsors of the event: Hara H. Amdemariam, Marie-Josée and Henry R. Kravis, Bob and Cindy McCann, Kenneth B. Mehlman, Joe and Susan Plumeri, Tishman Speyer, UBS, Leslie K. Williams and James A. Attwood Jr. We also thank David Ushery, News 4 New York News Anchor, for being this year's emcee.

🐉 SAVE THE DATE: SEO'S 14TH ANNUAL AWARDS DINNER, THURSDAY, APRIL 6, 2017 🐉

WE ARE PLEASED TO ANNOUNCE THE HONOREES FOR THE SEO 2017 ANNUAL AWARDS DINNER:

JOSEPH J. PLUMERI
VICE CHAIRMAN
FIRST DATA CORPORATION

ROBERT F. SMITH
FOUNDER, CHAIRMAN AND CEO
VISTA EQUITY PARTNERS

CESAR CONDE
CHAIRMAN
NBCUNIVERSAL TELEMUNDO ENTERPRISES



Robert J. McCann, Chairman Americas, UBS, accepting the SEO Leadership Award.



SEO Board Chairman, Henry R. Kravis, shares his experience with SEO and how it inspired him to get involved.



The late Bill Cunningham, legendary photographer for The New York Times, takes a photo of dinner chairman and SEO Board Member Kenneth Mehlman, SEO president and CEO William Goodloe, SEO Chairman Henry Kravis, and SEO founder Michael Osheowitz, for Evening Hours, a section of The New York Times that covers NYC's biggest social events.



SEO Career Alumna, Congresswoman Terri A. Sewell, receives the SEO Alumni Leadership Award from her fellow SEO Career Alumnus, the Honorable Julián Castro.



Michael Osheowitz, SEO Founder and Chairman Emeritus, introduces the recipient of the SEO Leadership Award, Robert McCann, Chairman Americas, UBS.



From left, Gilbert Garcia, Managing Partner of Garcia Hamilton & Associates and SEO Board Treasurer; Ellen Hollman, Actress; David Ushery, New 4 New York News Anchor; Michael Osheowitz, SEO Founder and Chairman Emeritus; honoree Robert McCann, Chairman Americas, UBS; honoree Congresswoman Terri Sewell, SEO Career Alumna, Henry Kravis, KKR Founding Partner and SEO Board Chairman; Carla Harris, Vice Chairman/Managing Director of Morgan Stanley, SEO Board Member, and SEO Career Alumna; William Goodloe, SEO President and CEO.



William Goodloe, President and CEO of SEO, greeting the full room of supporters at the Waldorf Astoria.



Carla Harris, Vice Chairman/Managing Director of Morgan Stanley and SEO Board Member, with SEO's Annual Awards Dinner Emcee David Ushery, of News 4 New York.



SEO Board Member and dinner chair Kenneth Mehlman welcomes the crowd and introduces a video of the SEO programs.



Arne Duncan, Former U.S. Secretary of Education, after being presented the SEO Founder's Award.



SEO Board Member James Attwood and SEO Board Chairman Henry Kravis conferring at the event.



Six SEO Scholars share their stories, and a laugh, with the 950+ guests in attendance.



Fundraising for SEO: An Investment with Absolute Returns

Our Development team works closely with the board and senior management to grow SEO's family of supporters, and raise funds for our programs. SEO is incredibly proud of the efforts of our Development team, who have helped to SEO raise nearly 23% more than last year. In summer 2015, SEO welcomed Kerry Greene as Vice

President of Development. Her mandate is to strengthen SEO's development infrastructure and lead the team in their cultivation efforts. Reflecting on her first year, Kerry said, "The fundraising goals are growing, but our job is made easy by the hard work of our Scholars and the staff who help them every step of the way."

Your donations go towards serving more than 2,000 young people nationwide through SEO's three key programs — SEO Scholars, SEO Career, and SEO Alternative Investments. To see where your dollars go, take a look at a snapshot of our programs in action.

THE OPPORTUNITY MAKERS: THE STORY OF SEO



AVAILABLE ON AMAZON.COM 

This fall, author Charles Rutheiser released his latest book, *The Opportunity Makers: The First Half-Century of Sponsors for Educational Opportunity*. *The Opportunity Makers* tells the story of how SEO has successfully connected talent with opportu-

nity for more than 50 years. Drawing on archival research and hundreds of interviews, this book provides the first comprehensive account of how SEO evolved, what it has achieved, and what many of its alumni have accomplished.

The Opportunity Makers highlights the success of SEO's programs — in getting underserved students to and through college, in connecting talented under-represented college students with successful careers, and in building an adaptive organization that has maintained its founding values while evolving to fit the needs of today.

All proceeds from the sale of the book will go to support SEO Scholars. *The Opportunity Makers* can be purchased in hardback and e-book through Amazon.com.



SEO SERVES 2,000 STUDENTS ON AN ANNUAL BASIS*

See how our numbers add up:



SEO Scholars Transforms Underserved Public School Students into College Graduates

*Projected for 2016-2017 academic year

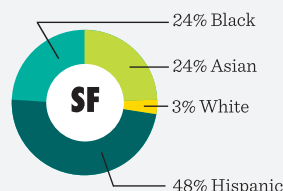
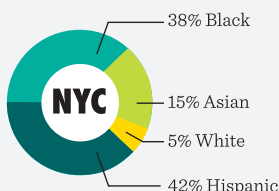
SEO Scholars serves low-income public high school students in New York City & San Francisco

- 950* High School Students
- Attending 136 Public Schools
- Average Family Income: \$32,000
- Average Family Size: 4

Scholars receive **720** hours of rigorous instruction in English and Math to eliminate the academic achievement gap

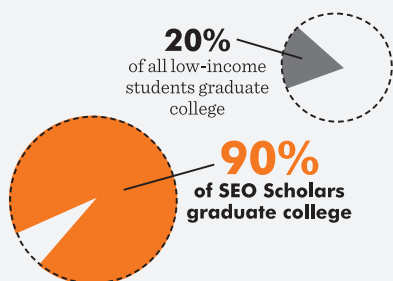


FEMALE
51%
MALE
49%



460 College Students Attending **148** Schools Across **21** States

College Graduation



SEO Scholars are College-Ready!

SEO College Scholars receive year-round, one-on-one advising on

- academic achievement
- psychosocial support
- career readiness

to help get them through college

- 3 out of 4 SEO Scholars attend top-tier colleges*
- 86% will be first-generation college graduates

*As rated by Burrow's



SEO Career Breaks Barriers



SEO Career is a summer internship and professional development program targeting talented Black, Hispanic, and Native American undergrads and pre-law school candidates

773
active participants
in SEO EDGE

Banking & Corporate
intern class of
250+ interns

90+
Law interns

In 2015 and 2016, more than **80%** of SEO Career interns received full-time job offers at **60+** partner companies.



SEO Alternative Investments Opens Doors

71 analysts have been selected for the AIFP from more than **700** applicants since launching

In 2016, the AIFP received 100 applications from talented, qualified diverse IB analysts

Class of 2017: **1400** average combined math and verbal SAT;
3.76 average GPA

Nearly **90%** of eligible Fellows received full-time offers to join alternative investments firms

FROM HIGH SCHOOL TO COLLEGE!



SEO Scholars NYC and SEO Scholars San Francisco celebrated their high school graduations with ceremonies on June 15 and May 17 respectively. The two groups of graduates were awarded over \$2 million in scholarships for the first year of college alone. This year's cohort of 127 students are now attending more than 60 different colleges in fall 2016, joining over 400 College Scholars across the nation.

Here are some of our Scholar's awarded scholarships:

QuestBridge National College Match

Flora (Yun Woon) L. **Princeton University**

Jessica A. **Yale University**

Gates Millennium Scholarships:

Christopher N. **Cornell University**

Rui Jia Z. **George Washington**

New York Times Scholarship:

Jessica (Jia Ying) M. **Columbia University**

POSSE Scholarships:

Mbalu F. **Vanderbilt University**

Selena M. **Franklin & Marshall College**

Kayla P. **Trinity College**

San Francisco's Star Scholar

SEO SF College Scholar **Evelyn** is a sophomore at Northwestern University with an intended major in Psychology. She is the recipient of numerous accolades and scholarships, including the Northwestern Dean's List, the Lowell Alumni Association Scholarship, the Steve Tirado Scholarship, and the Northern California Laborers Scholarship. Evelyn has used her first year to explore various academic subjects, including mathematics, computer science, and psychology, and is excited about her second year of college at Northwestern.



MEET AN INSTRUCTOR

Name: China Camacho

Day Job: Peer Collaborative Teacher at Manhattan Early College for Advertising

Subject: Global History; Grade 10

Semesters at SEO: 6

Title at SEO:

Lead Instructor, Critical Reading

Teaching at SEO:

"As a full time public school teacher, teaching for a 6th day of the week can seem like a daunting task, however, being an instructor at SEO each week reinvigorates my passion for the profession and reminds me of the possibilities that every student and classroom has. Each Saturday, I see Scholars light up, interested in the subject matter and deeply engaged in the readings. This is what keeps me teaching in the classroom and why I return each semester to work as an instructor at SEO."



Getting Scholars To and Through College

SEO Scholars is an eight year program that starts in ninth grade, and carries students all the way to and through college. High school years are spent focusing on supplemental education; Scholars complete more than 720 hours of intensive English and math studies to become college-ready.

Once they are in college, their needs change. That's where our College Scholars team steps in. Our team of College Persistence Advisors (CPAs), comprised of 11 Licensed Master Social Workers (LMSWs), create individualized plans to help students succeed in college. CPAs hold workshops to help students learn critical tools to survive their first year of college, and provide more than 460 SEO Scholars with one-on-one academic, personal and career guidance. The result: *More than 90% of SEO Scholars graduate from college*, with over 85% becoming the first generation in their families to put on the cap and gown.

College Scholar Alumni Spotlight: Kevin

As a 9th grader in the fall of 2008, Kevin heard about SEO from an SEO Program Manager who visited his school and instantly knew he wanted to be part of it. Even after he wasn't initially accepted, Kevin and his mother begged Nicole McCauley, former SEO Program Manager, to get him into SEO Scholars. His persistence paid off. As Kevin wished, "Nicole worked her magic and helped me get in."



All throughout high school, Kevin had a lot on his plate — playing basketball for his school, the Bronx Academy of Letters, his school work and his SEO work, in addition to his family responsibilities. His grades faltered in 11th and 12th grade, putting his college plans off-course as his first choice, Syracuse, waitlisted him. Instead, Kevin enrolled at SUNY Potsdam. Things did not begin well. His first semester of college was a rough adjustment and he finished with a 0.46 GPA.

But Ays Necioglu, Vice President of SEO College Scholars, wouldn't let Kevin give up on himself. She reminded him that he could do it, and she told him he could graduate from college in four years with a strong GPA. Not long after, Kevin got into a car accident that could have ended his life. With not one but two wake up calls that he could not ignore, Kevin knew he needed to turn things around.

With his newfound determination to thrive and succeed, Kevin became an active leader

on his campus and even interned with Viacom in Nickelodeon's public affairs department. He graduated in May 2016 cum laude with honors, and was one of 19 students in the nation to receive The LaGrant Foundation Scholarship. Kevin is now attending the Syracuse Newhouse School of Public Communications Master's Program, one of the most prestigious communications graduate programs. He will always remember how SEO taught him that he is in the driver's seat of his life: "There's no back row in SEO."

A JOURNEY OF A LIFETIME

During the summer between 11th and 12th grade, SEO's enrichment programs help our Scholars gain an expanded knowledge of the world by pushing their boundaries and stepping outside their comfort zones.

For Fatou, that meant backpacking in the Pacific Northwest with the National Outdoor Leadership School (NOLS). The

program helps to develop leadership skills through outdoor curriculum, ethics, and exploration. Over the 31-day course, Fatou hiked 120 miles through the Olympic National Park, seeing an abundance of wildlife along the



way. Before her trip, Fatou had never seen the West Coast, and the closest she had come to nature was in New York's Central Park.

"On day one, I was ready to pass out from hiking three miles," said Fatou. "By day ten, I was pushing eight miles comfortably!" Through perseverance, grit, and effort — some of the fundamental qualities of our Scholars — Fatou took a challenging experience and made it a trip of a lifetime.

SEO Scholars' Biggest Mentor Group Ever

With more than 230 Scholars in the 11th grade now, we have assembled our biggest group of mentors — more than 250 to date! Our thanks to everyone who has volunteered to help us change the lives of our Scholars.



Kneeco H., 11th grade NYC High School Scholar, currently attends the Urban Assembly Bronx Studio School for Writers and Artists. His mentor David (left), 22, works at RBC Capital Markets and is an alumnus of Fordham University.

"David and I have a perfectly synced mentor/mentee relationship. David has really helped me grow academically, socially, and personally. He is not just a teacher, and he is also not just a friend. He's the best of both worlds and is always there to support me. He never lets me down, and I never let him down."

— Kneeco '17 on his relationship with his mentor.



APPLY ONLINE TODAY:
SEOSCHOLARS.ORG/MENTOR

GIVING SEO INTERNS THE COMPETITIVE EDGE



SEO IS CONSTANTLY EXPANDING and adapting to deliver the best training for students, and to provide our corporate partners with the most competitive talent pool of diverse interns. Read more to see how much SEO Career has grown! SEO EDGE is the first stage of the SEO Career program. SEO EDGE focuses on giving participants the keys to successful interviewing for some of the most coveted internship opportunities. EDGE

participants receive the Education, Development, Growth and Experience needed to build a strong candidate profile and institutional knowledge of their prospective industry and role. Upon acceptance to SEO EDGE, participants are enrolled in one of six tracks within SEO EDGE:

- SEO EDGE Foundations is designed for those participants who have not yet identified a primary area

of interest. SEO EDGE Foundations offers early stage career exploration guidance and development, and upon completion of Foundations participants are accelerated into an EDGE track for interview-focus preparation.

- The other five tracks are internship area specific: Banking, Markets, Finance, Corporate, and Technology

Students gain a competitive EDGE they can leverage regardless of whether or not they are selected to be an intern with an SEO Career partner. The value of the live instruction, online courses, webinars, coaching calls, industry talks, group sessions, clinics, and workshops shows in the ultimate success of the SEO EDGE participants for years to come.

SEO Career corporate partners gain high potential, well trained candidates for their internships and full-time jobs. Our track record of successful placements speaks for itself: more than 80% of 2015 and 2016 SEO Career interns received full-time job offers from our partners.

SEO Career Expands its Corporate Presence

After experiencing tremendous success with placing interns in financial services to increase diversity, the Corporate Leadership Program was created in 2005 to expand placements to a more diverse group of industries and areas. In partnership with IBM, the inaugural class was composed of 11 interns working in corporate finance. Since then, SEO Career has placed 908 interns at non-bank Fortune companies in the areas of corporate finance, engineering, technology, marketing, sales, human resources and consulting, with 80% of interns receiving a full-time job offer. SEO Career has responded to the changing needs of the non-bank Fortune companies we serve as well as the various career interests of students in the program. The Corporate program continues to grow; this year we placed a class of 57 corporate interns. These students represented 40 colleges with an average GPA of 3.51, and worked at 14 corporate partners.

In 2016, we were pleased to welcome our new corporate partners: **American Express, Boston Scientific, First Data, FSG, New York Life and Rubicon**. If your corporation is interested in partnering with SEO, contact Barbara Berliner, Managing Director of SEO Career, at bberliner@seo-usa.org.

CAREER INTERN SPOTLIGHT

Adbirizak Abdi

**Babson College,
Class of 2017/
SEO Intern
Summer 2016**

**Quote on my
SEO experience:**

"When I texted my SEO coach I got the offer at Evercore he immediately gave me a call and congratulated me and it was an extremely emotional experience. A lot of it was made possible by SEO."



Internship:

Evercore, Mergers and Acquisitions

Full Time Position:

Evercore, Mergers and Acquisitions

CAREER ALUM SPOTLIGHT

Frank Baker SEO Career Class '92

Growing up outside of Chicago, SEO Board Member Frank Baker knew nothing about investment banking or alternative investments. It wasn't until he found SEO Career that he saw the opportunity before him to learn about Wall Street.



In 1992, Baker joined a cohort of 60 other smart, talented interns, working with Goldman Sachs the summer after his sophomore year. Baker was invited back the summer after his junior year, eventually joining the firm in 1994 as an analyst. He worked at Goldman Sachs for two years in the mergers and acquisitions area.

"Interacting with 60 other young professionals of color with the focus of working on Wall Street empowered me and set me apart — a lot like the base that I built at Harvard Business School," Baker noted.

Baker is now a co-founder and managing partner of Siris Capital Group, a private equity firm with \$2.5 billion assets under management and 35 full-time staff members, including three SEO alumni. He wants to build his organization by leveraging, and giving back to, the SEO network. Baker cites SEO as "the biggest reason that there is any diversity within investment banks today."

Sponsors for
Educational
Opportunity



SEO Unveils New Legal Fellowship Program

The SEO Law internship program has expanded to become a fellowship program. The SEO Law Fellowship is an academic and internship program targeting Black, Hispanic/Latino, and Native American incoming law school students who have both exceptional promise and demonstrated accomplishments in their undergraduate and professional careers. Fellows receive intensive academic prep through workshops, lectures, and the Law Institute, all before starting their first year at law school.

The program also offers scholarships to help promising underrepresented students attend the law school of their choice. To learn more about the new SEO Law Fellowship program and scholarship opportunities, visit www.seolaw.org.



"SEO Law is truly an invaluable opportunity. When I started my first year of law school I knew exactly what to focus on and what professors would be looking for when exam time came around." — Claudia Ojeda

SEO Law Alumni — Our Track Record of Success

For 30 years, SEO Law has served as a pipeline linking talented pre-law students of color to elite global law firms, with more than 1,300 interns participating since 1986. We are incredibly proud of our esteemed alumni who have gone on to become successful lawyers, advocates, and business leaders. There are at least:

- ★ 40 alumni who are partners at major law firms
- ★ 23 alumni in General Counsel and Chief Legal Officer roles
- ★ 105 alumni in Deputy/Senior/Associate General Counsel or other in-house counsel roles
- ★ 14 alumni serving as Assistant U.S. Attorneys, Deputy or Assistant District Attorneys, or Deputy or Assistant Attorneys General
- ★ 3 SEO alumni who are U.S. District Court judges: Derrick Watson, Andrea Wood, Haywood Gilliam
- ★ 1 SEO alumnus in the U.S. cabinet: Julian Castro, Secretary of Housing and Urban Development
- ★ 1 SEO alumna in the U.S. congress: Terri Sewell (D-Alabama)

The SEO Law Fellowship program now boasts 32 partner firms in 10 cities across the nation.

SEO'S ANNUAL ALTERNATIVE INVESTMENTS CONFERENCE DRAWS 500 ATTENDEES

SEO's Seventh Annual Alternative Investments Conference

(AICON) held March 24, 2016 saw a record number of 500 attendees. The Conference's 11 panels featured prominent fund managers and investors representing public pension funds, endowments and foundations, who offered timely perspectives on topics such as private equity, real estate, hedge funds, venture capital/growth equity, emerging markets and emerging managers. This year also featured our first "Spotlight on Foundations, Endowments and Family Offices" panel, which proved to be the perfect, thought provoking close to our conference.

Overall, it was another very successful AICON. We extend our appreciation to the speakers, sponsors and participants who made it a reality!



(L-R) Russell L. Carson, Co-Founder and General Partner, Welsh, Carson, Anderson & Stowe and Henry R. Kravis, Co-Chairman and Co-Chief Executive Officer, Kohlberg Kravis Roberts & Co., SEO Board Chairman

Special thanks to our presenting sponsors: Court Square Capital Partners, GCM Grosvenor, Oaktree Capital Management, Siris Capital Group, and Welsh, Carson, Anderson & Stowe.



(L-R) Scott C. Evans, Deputy Comptroller for Asset Management & CIO, Office of the New York City Comptroller, Jerry Albright, Deputy Chief Investment Officer, Teacher Retirement System of Texas and SEO Career alumna Natalie Jenkins Sorrell, Deputy Chief Investment Officer, Employees' Retirement Fund of the City of Dallas



(L-R) The Honorable Scott M. Stringer, New York City Comptroller, William A. Goodloe, SEO President and Carra L. Wallace, Chief Diversity Officer, Office of the New York City Comptroller

Stefan Kaluzny Receives Reginald F. Lewis Award

Stefan Kaluzny, Founder and Managing Director of Sycamore Partners, received SEO's Reginald F. Lewis Achievement Award. Sycamore Partners, a New York-based private equity firm specializing in consumer and retail investments, oversees a broad portfolio with aggregate retail sales in excess of \$10 billion and more than 50,000 employees. Stefan's impressive track record of success and unique

leadership has established him as a recognized role model in the alternative investments space. New York State Comptroller, Thomas P. DiNapoli, presented the award along with SEO Board Chairman Henry R. Kravis.

(L-R) Henry R. Kravis, Co-Chairman and Co-Chief Executive Officer, Kohlberg Kravis Roberts & Co., SEO Board Chairman, Stefan Kaluzny, Founder and Managing Director, Sycamore Partners and The Honorable Thomas P. DiNapoli, New York State Comptroller



Alternative Investments Fellowship Creates Success

The intensive education, training, exposure and mentoring offered through SEO's 10-month Alternative Investments Fellowship Program (AIFP) has enabled 90% of our 50 previous fellows to successfully receive offers to enter the alternative investments sector. Fellows have accepted offers at the following firms: Apax Partners, Blackstone, The Carlyle Group, Davidson Kempner, ICV Partners, Kohlberg Kravis Roberts & Co., Palladium Equity Partners, Pantheon Ventures, Soros Fund Management, Sun Capital Partners, TPG, Warburg Pincus and Welsh, Carson, Anderson & Stowe.

"The SEO Alternative Investments Fellowship Program played a critical role during my private equity recruiting process. The rigorous nature of the training program provided me with the technical skillset and business acumen required to be a successful candidate. More importantly, the Fellowship goes far beyond that. It gave me access to an alternative investment community with mentors, coaches and peers to help me grow as a young professional. As an SEO Career alum and an AIFP Fellow, I'm glad to have joined the SEO Family, as it was a fantastic career decision."

—Ricardo Olympio, Analyst, Evercore Partners, SEO Career Intern ('14) and SEO Alternative Investments Fellow ('16), joining KKR in 2017

STRENGTH IN NUMBERS — SEO'S EVOLVING BOARD

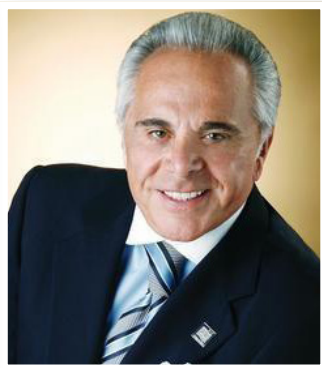
A nonprofit is only as strong as its board, and we are so grateful to have assembled a very accomplished and dedicated Board of Directors. Our Board is comprised of a group of diverse business leaders, many of whom are SEO alumni, and most importantly, professionals who share a passion for our mission. Under the leadership of our Chairman, Henry R. Kravis, the board is responsible for the strategic decision-making and fiscal responsibility of SEO. We are thrilled to welcome our new board members, and give thanks to our former members for their service.

BOARD MEMBERS ADDED SINCE DECEMBER 2015:

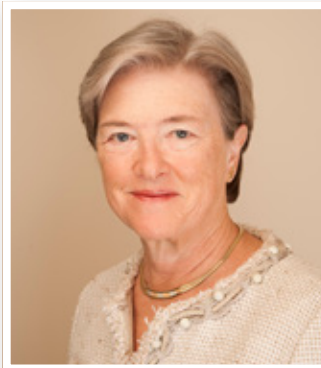
Joshua Fink



Joseph Plumeri



Kathryn Wylde



We thank our former board members for their service:

- **Mina Pacheco-Nazemi**
- **Diego Recalde**
- **Charles Shorter**
- **Don Tellock**

SEO BOARD OF DIRECTORS

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Mark Bieler Associates

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Kathryn Wylde
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Partner Fund Management

John Soden
Managing Director and
Head of Medical Technologies,
Houlihan Lokey

Steven Wolfe Pereira '94
Senior VP, Chief Marketing and
Communications Officer,
Neustar

*The years listed above indicate SEO alumni year.
*Ex-Officio / **Honorary*

55 Exchange Place, Suite 601
New York, NY 10005

The Story of SEO

A new book chronicling the fifty-year history of our organization, with inspiring stories from some of our most accomplished alumni.

All proceeds will go to support SEO Scholars.

AVAILABLE ON AMAZON.COM.

amazon.com



🦋 Save the Date: 8th Annual SEO Alternative Investments Conference 🦋
Thursday, March 16, 2017