As the newly appointed President of Education at Work, I am proud to put my years of experience to work serving our mission, vision, and most importantly, our student shareholders. Our achievements in 2018 include serving 30 percent more student shareholders while growing our revenues by 40 percent. In 2018, two new clients joined our mission, and a current client expanded its program to our Arizona State University campus. Every member of the Education at Work team is united as one as we continue on an accelerated growth trajectory while remaining true to our core commitments to our business clients, university hosts, and most importantly, our student employees.

To date, Education at Work has employed more than 3,800 students and has awarded more than $28 million in wages and tuition assistance. During the last cycle of tuition assistance payout in 2018, we reached a milestone of awarding $1 million in tuition assistance in one semester alone. While these are all tremendous achievements, student debt in the United States stands at $1.5 trillion, and on average, students are graduating $38,000 in debt.

In this report, you will see first-hand the positive influence that EAW has on promising college students. This is a direct result of the hard work of each and every one of our dedicated staff members. I’m committed to continuing to build upon the strong foundation of student success while driving a high-tempo, customer-centric culture. We will accomplish this by rallying our team around our core goals of growth, operational excellence, student success, and financial stability.

My goal in 2019 is to illuminate the path to success for our staff and our students as we continue toward our goal of employing 1,500 students nationwide by 2021. While we know there will be challenges along the way, we will remain focused on our vision to build brighter futures for every member of the EAW family.

Sincerely,
Jaime Nunez

PRESIDENT OF
EDUCATION AT WORK
Why EAW Exists

With the cost of higher education continuing to rise, college students continue to worry about how they will be able to afford their education. The ability to pay for tuition is the No. 1 reason students drop out of their institutions of higher education, especially students of color and first-generation college students. These student populations commonly have to work two or even three jobs to financially stay afloat – only to find that a gap still exists between living expenses and paying their tuition bills. Unfortunately, the only way for students to achieve the goal of graduating from college is to take out tens of thousands of dollars in loans.

EAW relieves students’ financial burdens by offering a regular hourly wage to student employees while also providing the possibility of earning $5,250 per calendar year in tax-free tuition assistance. This financial commitment affords student employees the ability to work one manageable job 16-20 hours per week while still being fully immersed in their university.

EAW is solving post-graduation employment challenges by employing students in resume-worthy customer service and back-office support positions on behalf of Fortune 500 companies. By working a job typically filled by an entry-level, full-time employee, EAW students are positioned to succeed post-graduation with work experience that stands out on their resumes. Additionally, many of EAW’s clients identify future employees through EAW’s talent pipeline that fit ideally within their organizations.

History of EAW

2012
In August 2012, Dave Dougherty, the former CEO of Convergys Corp., merged his passion for higher education and decades of experience in the business process outsourcing (BPO) industry to found EAW. That year, EAW hired more than 250 students from multiple universities in the Cincinnati, Ohio, area to provide customer care services to global retail and technology clients.

2014
EAW’s operating model evolved in October 2014 with the opening of our first university-based contact center at Mount St. Joseph University in Cincinnati. The campus-based center removed commuting barriers inhibiting student success, and as a result, EAW saw positive results on student success metrics – both from a university and business client standpoint.

2016
EAW’s success at Mount St. Joseph drew the attention of both prospective business clients and university partners. In May 2016, EAW expanded its footprint by opening its first national location at Arizona State University in collaboration with a global online payment processing company. Within three weeks of opening the ASU center, EAW received more than 700 student worker applications, illustrating the demand for on-campus student jobs.

2017
EAW opened new program centers at Northern Kentucky University and the University of Utah. While EAW’s value proposition remains the same across each of our locations, our business client at Northern Kentucky University exemplifies an ideal program partner as it continues to hire more than 90 percent of EAW graduates into full-time positions upon graduation.

Progressing into 2019, EAW has a clear path to mission growth in each of our current locations – Arizona, Utah, Kansas, Ohio, Kentucky, and Texas – as well as several new, soon-to-be-announced locations. Through these expansions, we plan to employ more than 1,000 college students across the nation by the end of 2019.
Education at Work achieved another year of strong growth and realization of its mission to help college students graduate with more professional skills and less student debt. Last year, we set four ambitious goals, aimed at improving the value proposition to our student employees and expanding our offering so that more students than ever could benefit and succeed:

Expand Operations
In 2018 we added three new premier Fortune 500 clients to our portfolio in Cincinnati, Phoenix, and Kansas City. Thanks to these new partnerships, all of which operate on our clients’ sites, we will create more than 175 new student positions by the end of 2019. Working with current university partners and business clients, we filled our open space at Arizona State University and the University of Utah.

Formalize Talent Pipeline
Our work with our longest tenured financial services client illustrates how impactful the creation of a talent pipeline can be, both to our students and our business clients. As of December 2018, 60 of our students received full-time positions post-graduation.

We’re passionate about our clients being equally invested in the creation of talent pipelines. That’s why we’ve implemented a “begin with the end goal” mindset. This helps us ensure that our students are top performers motivated by the “goal” mindset. This helps us ensure that our students have the best opportunities.

Increase Commitment to Experiential Education
In 2018, we continued to create additional opportunities for students to develop personally and professionally. Our students engaged in projects including growth mindset training, visiting our clients’ corporate global headquarters, and developing presentations for executives of our Fortune 500 clients. We continue to focus on “making meaning” of the EAW experience for students as we continually improve our coaching model to ensure that students recognize the skillsets they develop through their work in our program.

Impact Student Success
Education at Work’s Student Success team is responsible for creating individualized engagement strategies for each campus community. The foundation of each engagement plan starts with identifying and working closely with offices on campus that directly support minority, low-income, and first-generation college students, including Offices of Diversity/Inclusion, TRIO Programs, and First-Year/Sophomore-Year Experience Programs.

Throughout 2018, Education at Work has continued to add value to the overall student experience by offering training sessions focused on time management, financial literacy and service learning. Thanks in part to our flexibility in scheduling and our tuition assistance policy, the average EAW student sees an increase in GPA throughout their tenure.

Meet A Few Of Our Graduates

“I started my journey with Education at Work working part-time on behalf of a global financial services company. Little did I know that when I graduated two and a half years later I would still be employed by EAW on the path to my dream job at the company. I worked at as an undergrad! Thanks to EAW, my career path was not only set, but I was able to earn $4,300 in tuition assistance and graduate with barely any debt. EAW worked with me and my complex school schedule so I didn’t have to sacrifice credit hours in order to make enough money to pay for rent, food, and fun. While working, I was able to become licensed in a variety of fields, which boosted my resume further and set me on a path to succeed. My parents are so happy to see that not only am I the first in my family to graduate from college, but I did it with minimal debt and a job that is the beginning of a lifelong career!”

“My career counselor was the first person to introduce me to Education at Work. I was a bit lost, looking for a job that could accommodate my rigorous school schedule but also help pay the bills. The moment I walked in, the staff made it clear that they wanted me to succeed both inside and outside of school. I was offered a part-time position with a software development company and immediately began work. Not only was I getting an hourly wage, but I was earning tuition assistance all while gaining real-world skills which would be invaluable on my resume. My supervisors were always willing to help me craft my resume and help me prepare for interviews. Because of this work experience and support, I have been selected to participate in a prestigious leadership development program with this same software company once I graduate. I can’t thank EAW enough for their support of me throughout my collegiate career!”

“I began my collegiate career at Education at Work in 2014 working on behalf of a national retail client. I chose EAW because as a college freshman, I would only be able to work 20 hours a week, and they worked around my class schedule. From the very beginning, I knew that was going to grow professionally and I constantly pushed my supervisors to let me do more. They truly believed in me, and after six months, I was able to participate in training classes, which led to leadership opportunities. Through hard work and support from my supervisors, I was then given the opportunity to work directly with the EAW Sales and Marketing team, calling on potential clients to introduce the EAW business model. I can’t say enough about how EAW has built my confidence level and developed my professional skillset. I graduated from Northern Kentucky University in December 2018 and I’m living the EAW mission. I’ve now accepted a full-time role at EAW!”
Arizona Overview
At Arizona State University, we have grown from employing 240 students at the end of 2017 to more than 320 students as of December 2018. These students have earned more than $7.5 million in wages and tuition assistance since 2016.

In 2018, we began building out the center for a second program while partnering with a new Fortune 500 client. Students work directly on their downtown Tempe site, where they are responsible for helping newly acquired customers onboard.

Tuition Assistance
2018: $735,854
Since Inception: $1.9 million

Wages
2018: $2.5 million
Since Inception: $5.7 million

Utah Overview
At our University of Utah center, opened in October of 2017, students far surpassed our client’s expectations in key performance metrics. As a result, we rapidly increased our student headcount and overall impact in 2018.

In March of 2018, seven of our students traveled to Washington state where they visited our client's headquarters. Out of 2,500 college applicants applying for a prestigious leadership development program, two students ultimately selected for this program were from EAW’s program at University of Utah.

Tuition Assistance
2018: $658,762
Since Inception: $658,762

Wages
2018: $1.4 million
Since Inception: $1.5 million

Berenice Zubiate
Berenice is a junior majoring in media and fine arts at Arizona State University. Starting as an account manager with our global financial services partner, she grew into her role as a digital reporter working closely with the EAW marketing department to generate social media content. She is a second-generation college student and the first U.S. citizen in her family.

“My family couldn’t believe that I received tuition assistance that helped with my expenses this semester. I used that as motivation for my academics and it definitely paid off. I made the Dean’s List for my grades and I can very much thank EAW for the support,” said Berenice. “Plus, I’m learning real-world job skills every week, like new marketing techniques and how to present myself professionally.”

Gus Flores
Gus is a first-generation student pursing a degree in Business Administration from the University of Utah. One of his goals when starting college was to not only get good grades, but also gain real-world experience while building a solid resume. During his time with EAW, Gus has been able to work outside his comfort zone and gain insight into the professional world. Through EAW training, coaching and one-on-one time with supervisors, he has been able to build his confidence and his professional skillset.
Cincinnati Overview

In Cincinnati, Ohio, and Westlake, Texas, our longest tenured financial services client continues to realize the value proposition created as a result of the unmatched talent pipeline EAW creates, having hired more than 60 of our students into full-time roles post-graduation as of December 2018.

Through a new partnership with a local hospital network, EAW students played an integral role in the launch of a new human resources open enrollment system, supporting more than 5,000 employees.

2018:
$565,622
Since Inception:
$3.4 million

2018:
$1.3 million
Since Inception:
$11 million

Tuition Assistance

2018: $1,488,429
Since Inception: $6,454,006

Wages

2018: $5,848,672
Since Inception: $23,259,902

Jayda Klink

Jayda is a first-generation college student studying to become a veterinary technician at the University of Cincinnati. Being from a family of seven brothers and sisters, the hourly wage and tuition assistance she receives has alleviated her parents’ significant financial burden. Through her experience at EAW, Jayda has grown as a leader, has been recognized as Student of the Week on multiple occasions, and was recently promoted to a supervisor. In her new role, she hopes to grow her leadership skills and help other students increase their confidence and become the next class of leaders.

Working with our oldest financial services client, EAW also provides on client-site collegiate staffing in Westlake, Texas. In 2018, EAW had 14 student employees in Westlake, who have collectively earned $54,000 in tuition assistance.
In 2017, the leaders of a global Fortune 50 software development company hypothesized that they could break through the consumer satisfaction flat-line by hiring engaged, invested people, providing them industry-leading tools, and promoting a trust-based, transparent culture. Education at Work was selected due to our unique student model of smart, tech-savvy, engaged students in a mission-based environment with an emphasis on talent development.

Students are staying with our program, averaging a tenure of more than one year. Seventy-five percent of students have learned enough about the clients’ products and services to be labeled “fans,” nine out of 10 would be interested in working for the client post-graduation, and two were hired post-graduation into the client’s most prestigious development program. All have opportunities beyond their job duties to participate in client-oriented special projects ranging from marketing to analysis to contact center design. The total tuition and wages earned in 2018 was $1.8 million.

The University of Utah collegiate workforce delivered, surpassing the global average customer satisfaction measure in the first three months and within six months, hitting the stretch goal target. This collegiate workforce of 175 students is comprised of students in a variety of majors with computer science, engineering, and business as the three most popular.

To achieve our goal of 35 percent revenue growth and meet aggressive future growth goals, we will continue to invest in strategic outreach to attract new clients through our student internship sales development program and traditional salesforce. In addition to outreach initiatives, we recognize our current client base is our best opportunity for program expansion as well as a source for testimonials and advice. To strengthen our position with clients, we plan to develop a client advisory board which will allow us to be more responsive and adaptive to their needs. Additionally, this board will advise us on expansion programs for our students that develop the future skills sought by Fortune 500 companies.

Student Centered Outcomes
Students are staying with our program, averaging a tenure of more than one year. Seventy-five percent of students have learned enough about the clients’ products and services to be labeled “fans,” nine out of 10 would be interested in working for the client post-graduation, and two were hired post-graduation into the client’s most prestigious development program. All have opportunities beyond their job duties to participate in client-oriented special projects ranging from marketing to analysis to contact center design. The total tuition and wages earned in 2018 was $1.8 million.

What’s Next?
Success at the University of Utah has led to an expansion of the program to Arizona State University, set to launch in March 2019, which will employ more than 100 additional students.

<table>
<thead>
<tr>
<th>Objective</th>
<th>Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>In 2017, the leaders of a global Fortune 50 software development company hypothesized that they could break through the consumer satisfaction flat-line by hiring engaged, invested people, providing them industry-leading tools, and promoting a trust-based, transparent culture. Education at Work was selected due to our unique student model of smart, tech-savvy, engaged students in a mission-based environment with an emphasis on talent development.</td>
<td>The University of Utah collegiate workforce delivered, surpassing the global average customer satisfaction measure in the first three months and within six months, hitting the stretch goal target. This collegiate workforce of 175 students is comprised of students in a variety of majors with computer science, engineering, and business as the three most popular.</td>
</tr>
</tbody>
</table>
While Strada Education Network continues to provide financial support to Education at Work, the ultimate objective is for EAW to become fully self-sufficient.

For Education at Work, this will require continuing to scale operating programs as well as seeking ongoing financial support from like-minded philanthropic organizations to support student scholarships. Through scale, we project we will generate close to $40 million in business client revenue and reduce the cost per student served to less than $1,000 by 2021. Our financial sustainability is primarily driven through an increase in student headcount. Education at Work will serve more than 1,500 students by 2021.

In early 2015, as part of Strada Education Network’s strategic initiative to identify and support the development and expansion of mission-aligned, high-impact nonprofit organizations, Strada acquired Education at Work as an operating affiliate. Strada is dedicated to improving pathways between college and career through its mission of Completion With a Purpose®.

Strada organizes its work around five areas of activity to help individuals translate their educational experiences into economic opportunity:

- **Research and Insights**: Research is conducted by the Strada Institute for the Future of Work think tank and innovation lab, Strada’s Consumer Insights practice, which has partnered with Gallup to create the nation’s largest database of consumer insights on educational experiences after high school.

- **Mission-Aligned Affiliates**: Through affiliates, Strada provides direct services, enabling the network to accelerate and scale innovative solutions from the ground up including: Council for Adult and Experiential Learning (CAEL), College Confidential, DXtera Institute, Education at Work, Emsi, InsideTrack, and Roadtrip Nation.

- **National Engagement**: Partnerships with national associations and direct work with states and metro areas strengthen and scale programs and policies central to advancing Strada’s mission.

- **Strategic Philanthropy**: Through more than $125 million in grants since 2014, Strada supports organizations helping students to find the postsecondary path that’s right for them and to make purposeful connections between their education and career opportunities. This includes more than $15 million in grants in Indiana and nearly 6,000 local employee volunteer hours.

- **Mission-Aligned Investments**: Strada invests in startups and emerging solutions provided by nonprofits and companies that show promise for influencing student success in learning, work outcomes, and overall wellbeing.

Strada is dedicated to improving pathways between college and career through its mission of Completion With a Purpose®.

**EAW**

**FINANCIAL SUMMARY**

In early 2015, as part of Strada Education Network’s strategic initiative to identify and support the development and expansion of mission-aligned, high-impact nonprofit organizations, Strada acquired Education at Work as an operating affiliate. Strada is dedicated to improving pathways between college and career through its mission of Completion With a Purpose®.

Strada organizes its work around five areas of activity to help individuals translate their educational experiences into economic opportunity:

- **Research and Insights**: Research is conducted by the Strada Institute for the Future of Work think tank and innovation lab, and Strada’s Consumer Insights practice, which has partnered with Gallup to create the nation’s largest database of consumer insights on educational experiences after high school.

- **Mission-Aligned Affiliates**: Through affiliates, Strada provides direct services, enabling the network to accelerate and scale innovative solutions from the ground up including: Council for Adult and Experiential Learning (CAEL), College Confidential, DXtera Institute, Education at Work, Emsi, InsideTrack, and Roadtrip Nation.

- **National Engagement**: Partnerships with national associations and direct work with states and metro areas strengthen and scale programs and policies central to advancing Strada’s mission.

- **Strategic Philanthropy**: Through more than $125 million in grants since 2014, Strada supports organizations helping students to find the postsecondary path that’s right for them and to make purposeful connections between their education and career opportunities. This includes more than $15 million in grants in Indiana and nearly 6,000 local employee volunteer hours.

- **Mission-Aligned Investments**: Strada invests in startups and emerging solutions provided by nonprofits and companies that show promise for influencing student success in learning, work outcomes, and overall wellbeing.

**Mission-Aligned Affiliates**: Through affiliates, Strada provides direct services, enabling the network to accelerate and scale innovative solutions from the ground up including: Council for Adult and Experiential Learning (CAEL), College Confidential, DXtera Institute, Education at Work, Emsi, InsideTrack, and Roadtrip Nation.

**National Engagement**: Partnerships with national associations and direct work with states and metro areas strengthen and scale programs and policies central to advancing Strada’s mission.
We look forward to continuing the conversation with new partners as we fulfill our mission to help college students graduate with more professional skills and less student debt.

Education at Work | 2300 Wall Street, Suite R, Cincinnati, OH 45212
partnerships@educationatwork.org | 513-841-3605