

STRIVE[®]
PREPARED
TO WORK
DETERMINED
TO SUCCEED



STRIVE: NOW MORE THAN EVER

2016 ANNUAL REPORT



OUR MISSION

At STRIVE, our mission is to help people acquire the life-changing skills and attitudes needed to overcome challenging circumstances, find sustained employment, and become valuable contributors to their families, their employers and their communities.

NOW MORE THAN EVER

THE TRANSFORMATIVE POWER OF STRIVE'S PROGRAMS IS NEEDED TO CONFRONT THE GROWING INCOME INEQUALITY AND ENTRENCHED UNEMPLOYMENT THAT IMPEDE THE AMERICAN DREAM. IN **20 CITIES ACROSS THE U.S.**, STRIVE TRAINS PARTICIPANTS IN SKILLS THAT EMPLOYERS NEED, HELPING TO CREATE TALENT PIPELINES THAT PROMOTE OUR NATION'S PROSPERITY. SINCE 1984, **70,000 STRIVE GRADUATES** HAVE SHOWN THAT A JOB BRINGS DIGNITY, HOPE AND A BRIGHTER FUTURE.

Dear Friends,

At a time when the American Dream is in peril for far too many Americans, **STRIVE** is taking action. Historical pathways to the middle class have been quietly eroding for many families, particularly those born into poverty. This trend has led to widening gaps in education, income and wealth, which in turn, threaten to undermine our nation's bedrock principles of justice and opportunity for all.

At STRIVE, we are optimistic that with smart investments in human capital, our nation can be a springboard of opportunity that affirms the promise of the **American Dream** for all. To realize this vision, we believe in the power of employment to create pathways of economic opportunity and mobility. STRIVE's commitment to tackling poverty through employment is necessary **now more than ever**.

Now more than ever...

STRIVE's services in 20 cities across the United States are equipping men and women with the attitudes and skills needed to **close the skills gap** and enter promising careers in growing industries.

STRIVE is **restoring the dignity and hope** that comes with employment for thousands of individuals annually.

STRIVE is **investing in our nation's youth** to help them enter career pathways through programs like our 10-city initiative, STRIVE Future Leaders.

STRIVE is helping individuals **earn a second chance** after incarceration and become valuable contributors to their communities. In doing so, we are helping to create new taxpayers and decrease the skyrocketing costs of incarceration.

STRIVE is focused not just on a job, but on **economic mobility** that helps our alumni advance along career pathways into higher wage positions to support their families.

STRIVE is **scaling to new communities across the country**, fulfilling our ambitious STRIVE Vision 2020 plan to double our impact nationally in the coming years.

STRIVE is grateful to our partners in philanthropy and across the public, private and nonprofit sectors. **Now more than ever**, these sectors must come together in new and innovative ways to forge lasting solutions to the insidious challenges confronting low-income communities. In this report, we are proud to highlight our successes over the past year, and we are excited for continued growth and impact in 2017 and beyond.

Sincerely

Phil Weinberg
President & CEO
STRIVE International

H. Thompson Rodman, Jr.
Board Chair and Co-Founder
STRIVE International



OUR VALUES

AUTHENTICITY

We are honest in our communication with our clients and tell them what they need to hear, even if it's uncomfortable.

DEPTH OF IMPACT

We focus on empowerment and transformation for our clients, building on job readiness.

SERVING THE MOST UNDER-SERVED COMMUNITIES

We help individuals with significant barriers to employment, who want to work.

LONG-TERM COMMITMENT

We help people not only find jobs, but also achieve success in a long-term career.

ACCOUNTABILITY

We insist that our clients take ownership for their actions, just as we exercise high standards of accountability with our clients, employers, and investors.



NOW MORE THAN EVER ATTITUDE OPENS OPPORTUNITY

STRIVE’s employment model is built on a core belief: job readiness starts not with specific occupational skills but with habits and behaviors people need to succeed in life and in work.

In short, long-term employment starts with the right attitude.

That is why CORE Job Readiness Training is an integral part of STRIVE’s program. Taking an interactive, strengths-based approach, the workshop emphasizes accountability and personal responsibility, mentoring participants toward the attitudes and behaviors needed to overcome employment obstacles and become successful. The curriculum covers attitudinal training, professional skills such as communication and workplace ethics, and work readiness, including resume writing and interview skills.

This intensive, four-week program is unique to STRIVE and is the heart and soul of the transformative experience that helps our graduates gain hope and self-esteem – paving the way to sustained, living wage employment that breaks the cycle of poverty for themselves and their families.

“We hire STRIVE graduates because **they are motivated, professional, and have the right attitude.**”

~Ron Shuler, Regional Director of Operations, Starbucks

STRIVE’S FIVE PILLARS, EVOLVED OUT OF DECADES OF RESEARCH

ONE CORE ATTITUDINAL AND JOB READINESS TRAINING

STRIVE’s signature program is our CORE workshop, an intensive four-week “soft skills” training in workplace readiness, responsibility and professionalism.

TWO OCCUPATIONAL SKILLS TRAINING

Graduates of CORE training progress to vocational training in one of several career pathways aligned with local labor market demand and employer needs. Training results in the acquisition of one or more industry-recognized credentials.

THREE CASE MANAGEMENT

Beginning in CORE training, all STRIVE participants receive intensive case management to address obstacles that stand in the way of their success.

FOUR JOB PLACEMENT

STRIVE’s Career Services team forges relationships with employers and assists our graduates in securing jobs that are a good match with their skills and interests.

FIVE JOB RETENTION, ADVANCEMENT AND ONGOING FOLLOW-UP

STRIVE graduates receive active follow-up and retention services for two years after graduation. Many STRIVE alumni return for second and third placements as they pursue higher wages.

NOW MORE THAN EVER A SOLUTION THAT WORKS

IMPACT 2016

GRADUATES

2,243



PLACED IN JOBS

1,651



JOB PLACEMENT

70%

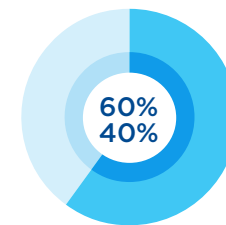


AVERAGE HOURLY WAGE

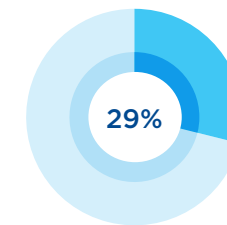
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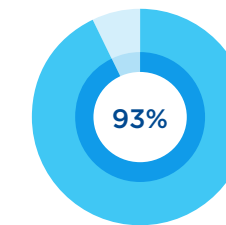
WHO WE SERVE



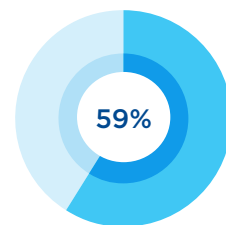
60% MEN AND 40% WOMEN



YOUTH AGED 18-24



AFRICAN-AMERICAN OR HISPANIC



INVOLVED IN THE JUSTICE SYSTEM

FOR OVER **30 YEARS**, STRIVE HAS TRANSFORMED THE LIVES OF **70,000 PEOPLE** THROUGH A GROUNDBREAKING PROGRAM THAT HAS BEEN IMPLEMENTED IN **20 U.S. CITIES** AND ACHIEVED AN **EXTRAORDINARY 70% JOB PLACEMENT RATE.**





DIEGO BRIDGEPORT, CT

Giving Back. Coming from a troubled past and a history of incarceration, Diego found himself at STRIVE Bridgeport looking for a fresh start. After the job readiness workshop he joined the “Green Team,” where he gained skills and certifications in Construction & Environment, Commercial, and Industrial Removal. “Not only did being able to work change my life,” Diego says. “It inspired me to make a change in my community. I felt empowered to help others who might share my story.”

Today Diego owns his own company in Connecticut, where he hires men and women who might otherwise encounter difficulty finding living-wage work. “I employ those who have come through halfway houses,” he says. “because a job really does change everything.”

NOW MORE THAN EVER
BRIDGING OUR NATION’S SKILLS GAP

Employers nationwide are facing a skills gap. Industries in the United States are experiencing rapid growth in middle-skill occupations, but are having difficulty finding individuals that are qualified and ready to work. At the same time, unemployment remains persistently high in impoverished communities across the country. STRIVE offers a solution that benefits employers and participants alike: in-demand occupational training, reflective of local employer needs.

FOCUSED ON HIGH-GROWTH SECTORS

STRIVE works with employers across the country to build a skilled workforce, identifying the occupational skills necessary for employment in high-growth sectors, and then offering relevant trainings. Participants emerge with nationally recognized certifications, which – in combination with STRIVE’s job readiness training, wraparound case management, and referrals to necessary services – provide individuals with the support they need to get and keep a job.

NATIONWIDE, STRIVE PARTICIPANTS HAVE THE OPPORTUNITY TO LEARN OCCUPATIONS THAT INCLUDE:

- | | |
|---------------------------|--------------------------|
| Auto Mechanics | Manufacturing |
| Culinary Arts | Medical Billing & Coding |
| Construction | Nursing |
| Customer Service | Office Administration |
| Healthcare Administration | Retail |
| Landscaping | Welding |
| Maintenance | |

NOW MORE THAN EVER ECONOMIC MOBILITY MATTERS

STRIVE makes a commitment to help graduates not only find jobs, but also achieve long-term economic mobility. However, the training needed to move into middle skill, higher wage jobs is often too expensive for our graduates, and thus career advancement can be a struggle in low-income households. STRIVE New York, with support from the W.K. Kellogg Foundation and New York Community Trust, is testing a new program to give underserved communities more access to job training and upskilling resources.

A PATHWAY TO HIGHER SKILLS, HIGHER WAGES

In 2016, STRIVE New York partnered with employer partners, including Mount Sinai Health System, to identify career paths where workers can advance if they gain additional training. In an innovative new program called MOVE UP, STRIVE provides this training to qualifying alumni. STRIVE New York supports these alumni as they advance along a career pathway into higher-wage jobs, increasing their families' economic stability.



“The continued encouragement of STRIVE’s staff has **fueled my ambition, my dedication to improve, and my desire to give back.**”

~Elise

ELISE

NEW YORK, NY

A proud mother, stepping up. Elise lost her accounting job during the recession. In her 50’s, with three children who had college ambitions, she was determined to find a new job. A year later, she still hadn’t found work. At a job fair in 2011, she saw a STRIVE flyer offering a program to upgrade her computer skills.

“STRIVE gave me the tools for success and the belief I could achieve anything. I was hired by Mount Sinai as a billing coordinator right after I completed the Health & Office Operations Program. When I learned about STRIVE’s MOVE UP advancement program in 2016, I enrolled and got my billing and coding specialist certification and as a result I was promoted to a higher-paying job. On top of that, I took a Financial Literacy workshop at STRIVE, cleaned up my credit score and was able to buy a co-op in Harlem. Just as I hoped, my children are all college graduates. I am one proud mama!”

NOW MORE THAN EVER SECOND CHANCES COUNT

Justice-involved youth face daunting obstacles to employment. Research shows that having an arrest decreases job opportunities more than any other employment-related stigma. There is a greater than ever need for programs to help at-risk youth enter the workforce and earn a second chance.

That is the objective of STRIVE Future Leaders, a successful employment initiative that provides justice-involved youth from high poverty neighborhoods with the critical training, credentials, and support they need to enter and succeed in the labor market and avoid recidivism.

FERTILE SOIL FOR FUTURE LEADERS

Developed in partnership with MDRC and the Youth Development Institute and with support from the Annie E. Casey Foundation, STRIVE Future Leaders expanded across the country in 2016 to 10 Affiliate sites thanks to funding from the U.S. Department of Labor. STRIVE San Diego, which operates out of parent organization Second Chance, has a Youth Garden where neighborhood youth in the STRIVE Future Leaders program grow their own produce. With little-to-no work experience, these young people receive stipends to cultivate, harvest, and sell the organic produce to the community while learning how to promote food justice and healthy eating in the process.

“I wasn’t ready to be alone in my sobriety. STRIVE Future Leaders gave me support and motivation. They saw my potential and **truly gave me a second chance at life.**”

~Mac

MAC SAN DIEGO, CA

Seeing the positive potential. Mac grew up in a low-income, high-crime community in Southeast San Diego. When he was in 7th grade, he lost his sister to a car accident and fell into what he calls “a dark and troubled place.” Turning to drugs and alcohol to alleviate his pain, Mac soon became an addict going in and out of the juvenile system.

Eventually Mac realized he needed a change. He enrolled in rehab and in the STRIVE Future Leaders Program at STRIVE San Diego.

Today, Mac has earned his high school diploma, and is working towards a certificate in Building Construction. After he expressed interest in plumbing, STRIVE staff connected him with a local company who offered him an internship and, upon completion, a full-time position. “I have a start to a career,” says Mac. “To be able to say that is a great accomplishment for me.”

NOW MORE THAN EVER STRENGTHENING FAMILIES

At STRIVE, we understand that breaking the cycle of poverty is a family matter. To serve our communities' most vulnerable families, we provide an intensive, holistic approach to job training that addresses the needs of parents and their children. Support includes one-on-one case management, referrals to comprehensive services, and specific family-focused programs, such as the multi-generational, wraparound service model offered by STRIVE Atlanta's parent organization, The Center for Working Families.

STRONG FAMILIES, STRONG COMMUNITIES

STRIVE believes that children do better in strong families, and families do better in strong communities. Every parent who begins STRIVE training at The Center for Working Families works one-on-one with a designated Pathway Coach, and together they develop a roadmap to address not only training and employment goals, but personal issues from substance abuse to housing and child custody. The program leads to parents with stable, living wage employment, and children with better nutrition, improved housing stability and security. By transforming individual families, STRIVE Atlanta transforms communities, creating an environment where, research shows, children are likely to have higher school attendance, improved graduation rates, and better mental health.

“When I heard about the culinary class, I said, ‘oh yeah, that’s me.’ It lit a fire that I had let die down. Now I’m working for a restaurant and I want to do catering. This is a reinvention. If anyone asks me about change, I can say **this changed me.**”

~Rolanda



ROLANDA AND SHANTERIA ATLANTA, GA

One mother, one daughter, two dreams. Like many parents, Rolanda wanted to motivate her daughter, Shanteria, to pursue her goals. But Rolanda took things a step further than standard encouragement: she joined in the process by signing up for STRIVE together with her daughter, and something wonderful happened in the process.

Rolanda explained, “My daughter wanted to be a registered nurse, and I told her I’d go with her if she found a class. But even though I have a bachelor’s in healthcare administration, I really wanted a change. When I heard about a culinary class, it lit a fire I had let die. I started taking the culinary class and delivered newspapers at night. And Shanteria went ahead and got her CNA. Now she’s a Certified Nurse Assistant working for Westminster Commons Nursing home and saving for a car and a house. And I’m a Culinary Arts graduate working for Levy Restaurants and I want to do catering. We both love our jobs! We helped each other and STRIVE helped us both!”



DELISA NEW ORLEANS, LA

Finding a job, but not keeping it. That was the issue that brought Delisa to STRIVE NOLA, seeking answers. During the CORE training, she made a discovery. “I realized that my attitude was the problem,” she says. “At STRIVE, I learned better ways to communicate with people around me and how to work with a team.”

These skills would prove to be a valuable asset in her career. In March 2016 Delisa was hired by Ochsner Health Systems as an Environmental Service Technician. Although she encountered some bumps on the job, her employer was supportive and helped her work through her issues. In November 2016, Delisa was voted Employee of the Month by her supervisors, giving her recognition for amazing service, professionalism, and being a team player.

NOW MORE THAN EVER OUR EMPLOYER PARTNERSHIPS WORK

STRIVE’s employment model is successful because it places a priority on working with local employers, which ensures that trainings we offer in our programs match their most in-demand skills and staffing needs. In turn, these employer partners become champions of STRIVE, breaking cycles of poverty in underserved communities by offering living wage, career pathway jobs to STRIVE graduates.

A HANDS-ON EMPLOYER PARTNER IN NEW ORLEANS

At STRIVE NOLA, Ochsner Health System is an employer partner committed to hands-on participation throughout the job training and hiring process. Hiring Managers and Human Resource staff engage STRIVE participants during CORE with mock interviews, career advancement insight, and resume assistance. STRIVE graduates who seek careers in healthcare then have a chance

to showcase their skills by interviewing with Ochsner’s managers and executive-level Human Resources staff. After STRIVE graduates are hired, Ochsner staff stay connected with STRIVE to ensure their new employees are supported no matter what personal situations crop up.

“As the state’s largest private employer, we are aware of the impact we can have in increasing meaningful employment opportunities for the people of our city and the region.”

~Warner Thomas,
CEO, Ochsner Health System

STRIVE IS GRATEFUL TO OUR SUPPORTERS

Abell Foundation
Altman Foundation
Annie E. Casey Foundation
Arthur M. Blank Foundation
Bank of America Foundation
Barker Welfare Foundation
Blanchette Hooker Rockefeller Fund
Bob Barker Company Foundation
Brian P. Friedman Family Foundation
Capital One
Capital Workforce Partners
Charles Stewart Mott Foundation
Chicago Community Trust
Citi Foundation

Community Foundation for Greater Atlanta
Community Foundation of Greater New Haven
Consortium for Worker Education
Crown Family Philanthropy
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Eddie & Joe Allison Smith Foundation
Frank E. and Seba B. Payne Foundation
Greater Flint Health Coalition
Harry & Jeanette Weinberg Foundation
Hearst Foundation

Irvin Stern Foundation
Jovid Foundation
JPMorgan Chase Foundation
Legler Benbough Foundation
Mary Reynolds Babcock Foundation
Mayor’s Fund to Advance New York City
MDC YouthBuild
New York City Council
New York City Department of Correction
New York Community Trust
New York State Office of Temporary & Disability Assistance
New York Women’s Foundation
Pew Charitable Trusts

PIMCO Foundation
Ready Foundation
Reddy Fund- Coastal Community Foundation
Rose M. Badgeley Charitable Trust
Rudin Foundation
S. Mark Taper Foundation
Samuel Freeman Charitable Trust
Seedco
Share Fund DC
Starbucks Foundation
TD Bank
Tiger Foundation
Travelers Foundation
United Way of Greater Philadelphia

United Way of Pitt County
United Way of Westchester Putnam
Upper Manhattan Empowerment Zone
U.S. Department of Labor
Vanderbilt Family Foundation
Verizon Foundation
W.K. Kellogg Foundation
William G. McGowan Charitable Fund
Willow Springs Charitable Trust
Wisner Fund

NOW MORE THAN EVER OUR NATIONAL IMPACT IS GROWING

STRIVE’s power and strength reside in the remarkable Affiliate partners that offer STRIVE programming in cities across the U.S. Now more than ever, this unparalleled network of community-based organizations is committed to tackling poverty through employment.

STRIVE CHARLESTON: OUR NEWEST AFFILIATE

STRIVE’s programs came to South Carolina for the first time with the launch of STRIVE Charleston in September 2016. Funded by a generous contribution from the Coastal Community Foundation, STRIVE Charleston is an initiative of The Step UP Network, a community-based organization working to improve economic opportunity for individuals living within the Tri-County region of South Carolina. The programs are open to at-risk individuals in a region where the unemployment rate is significantly higher than it is for the state as a whole.

STRIVE Charleston officially opened its doors in August, and graduated its first class from CORE job readiness training in October. “This is an exciting partnership for the city,” Charleston Mayor

John Tecklenburg said. “Residents who struggle with economic stability need programs that not only teach hard skills, but also programs that increase hope.”

STRIVE WASHINGTON, DC: MERGER WITH A SHARED MISSION

STRIVE DC and Samaritan Ministry of Greater Washington successfully merged in August 2016. STRIVE became a component part of the Samaritan Ministry of Greater Washington’s innovative Next Step approach to positive life-change. The merger brings dignity and hope to low-income men and women from across the metropolitan area seeking to transform their lives. Participants gain workforce training and employment through STRIVE’s proven model, and support in setting and achieving life-changing goals through Next Step.

STRIVE BALTIMORE AND STRIVE SAN DIEGO: HITTING A GRADUATION MILESTONE

East Coast and West Coast, two STRIVE Affiliates reached the milestone of a 200th STRIVE graduation in 2016. STRIVE San Diego Affiliate

Second Chance held its 200th graduation in June. In addition to CORE job readiness training, Second Chance is also implementing STRIVE Future Leaders as part of the national juvenile justice initiative funded by the U.S. Dept. of Labor. STRIVE’s Baltimore Affiliate, The Center for Urban Families, marked the completion of its 200th training class with a “Celebration of an Era” event in January, commemorating 17 years of providing pre-employment training and job placement to economically aspiring men and women in Baltimore.

STRIVE ATLANTA: A CULINARY PARTNERSHIP

STRIVE Atlanta, in partnership with Westside Works and Levy Restaurants, recently introduced a new Culinary Arts occupational skills training program. Participants are introduced to kitchen safety protocols, international cuisine, baking and pastry, and restaurant simulations. Graduates have a path to employment through Levy Restaurants venues, such as the Georgia World Congress Center, as well as dining establishments throughout metro Atlanta.

STRIVE NEW ORLEANS: AWARD-WINNING PARTNERS

Ochsner Health System, an integral employer partner of STRIVE NOLA, received the 2016 Corporate Partnership Award from The City of New Orleans – Network for Opportunity in recognition

of its leadership in creating pathways to prosperity for New Orleanians.

STRIVE NOLA was created in 2014 as part of Mayor Mitch Landrieu’s economic opportunity strategy, and annually graduates more than 100 New Orleanians from the program. As Mayor Landrieu said of STRIVE, “New Orleans is really proud to be part of this spectacular national network that is transforming lives through employment. Together, we’re creating pathways to prosperity for every individual.”



STRIVE AFFILIATES

STRIVE ATLANTA
The Center for Working Families
tcwfi.org

STRIVE BALTIMORE
Center for Urban Families
cfuf.org

STRIVE BOSTON
Justice Resource Institute
bostonstrive.org

STRIVE BRIDGEPORT
Career Resources, Inc.
careerresources.org

STRIVE CHARLESTON
The Step UP Network
stepupnetwork.org

STRIVE CHICAGO
A Safe Haven
asafehaven.org

STRIVE DC
Samaritan Ministry of Greater
Washington
samaritanministry.org

STRIVE FLINT
Odyssey House
flintstrive.com

STRIVE GREENVILLE
L.I.F.E. of North Carolina, Inc.
strivenc.org

STRIVE HARTFORD
Career Resources, Inc.
careerresources.org

STRIVE MAINE
STRIVE Northern New England
strivenne.org

STRIVE MT. VERNON
Westchester/Putnam Workforce
Board
westhab.org

STRIVE NEW HAVEN
Career Resources, Inc.
careerresources.org

STRIVE NEW ORLEANS
Network for Economic Opportunity
nola.gov

STRIVE NEW YORK
STRIVE International
striveinternational.org

STRIVE PHILADELPHIA
Public Health Management
Corporation
theworkforce-institute.org

STRIVE SAN DIEGO
Second Chance
secondchanceprogram.org

STRIVE WATERBURY
Career Resources, Inc.
careerresources.org

STRIVE WHITE PLAINS
Westchester/Putnam Workforce
Board
westhab.org

STRIVE YONKERS
Westchester/Putnam Workforce
Board
westhab.org

NOW MORE THAN EVER LOOKING AHEAD

BIGGER

STRIVE's Vision 2020 sets an ambitious plan to more than double our impact in current and new U.S. cities, with the goal of serving 5,000 individuals annually by 2020.

Our growth follows two primary paths. The first is by forging selective new partnerships in **new** STRIVE communities, such as our recent entrance into Charleston, South Carolina. The second is within our **current** communities, bringing new STRIVE interventions and expanded services to our Affiliates.

BETTER

Even as we set our sights on scaling impact, we are also making major investments in the **quality** and **depth** of our employment services. From youth to parents to those seeking a second chance following incarceration, STRIVE is busy crafting new, evidence-based interventions to help even more individuals realize their full potential. In doing so, we are partnering with best-in-class researchers and practitioners.

STRONGER

We are doubling down on our internal infrastructure to support this increased impact: adding exceptional new members to our national support team, rolling out a new national performance management system, hosting increased national professional development convenings for front-line staff network-wide, and moving into a new, state-of-the-art national headquarters.

TOGETHER

With our STRIVE partner organizations across the country, we are building the nation's leading, most vibrant network of community-based organizations committed to creating economic opportunity and mobility through the power of employment.



OUR VISION

STRIVE envisions a world where everyone has the opportunity to achieve economic self-sufficiency, dignity, and a promising future for themselves and their families.

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