Overview

ABOUT
OneGoal’s mission is to close the college divide by enlisting and training the nation’s best educators to teach underperforming high school students (students beginning 11th grade with a 2.0-3.0 GPA) how to enroll in and succeed in college. Through a three-year program that begins junior year of high school and runs through the first day of a student’s sophomore year of college, OneGoal supports students towards improved SAT scores, higher GPAs, and leadership skills that ultimately lead to enrollment and graduation from college.

WHY WE INVESTED
OneGoal seeks to close the degree divide by supporting academically underperforming, low-income students to enroll in and persist through college. OneGoal has developed a unique, teacher-led model that is effective, affordable and scalable. External evaluation has provided evidence of the program’s impact. A University of Chicago study found that OneGoal-Chicago (OGC) increases college enrollment and persistence by 10-20 percentage points while also increasing non-cognitive skills and academic performance. Additionally, over 50 percent of college enrollees from OGC’s three earliest cohorts have completed a four-year degree within six years, which compares to a rate of 38 percent for similar Chicago Public Schools students. Driven by its exemplary national and local management team, the organization has become a leading college success program in Chicago and nationally.

GRANTEE SINCE
2011

INVESTMENT TO DATE
$3.94M

CURRENT NUMBER SERVED
4,300

LEADERSHIP
Sarah Berghorst
Executive Director
Our Assessment

PROGRAM
By 2020, 70 percent of jobs nationally will require postsecondary education or training, yet less than a quarter of Chicago Public Schools (CPS) graduates attain a associate’s or bachelor’s degree. Additionally, less than half of CPS graduates enroll in college and return for their second year, two critical milestones towards college graduation. To change this reality, OneGoal is working with low-income students from 11th grade through their first year of college, providing them with the opportunity to define their highest postsecondary ambitions and develop the skills, academic behaviors and mindsets needed to achieve those goals. External evaluation has provided evidence of the program’s impact. A University of Chicago study found that OneGoal-Chicago (OGC) increases college enrollment and persistence rates by 10-20 percentage points while also increasing non-cognitive skills and academic performance. Approximately 60 percent of OGC high school graduates enroll in a two or four-year college and persist to sophomore year, which compares to a rate of 31 percent for similar CPS students. OGC continues to improve outcomes by innovating on its curriculum and delivery, including the recent roll out of culturally relevant pedagogy which utilizes best practices from their most effective program directors.

LEADERSHIP
OneGoal has built exemplary national and local leadership teams. In recent years, the national organization expanded to ensure OneGoal has the leadership necessary to make progress against its strategic plan. OneGoal-Chicago (OGC) is led by a well-regarded leader, Sarah Berghorst, who has demonstrated her ability to manage a strong team and effectively fundraise. OGC has experienced management team changes and Berghorst was able to fill positions, including a new chief of staff role, with proven leaders from within the OGC team due to intentional leadership development. OneGoal’s national and local boards have been engaged in fundraising and continue to provide strategic guidance as the organization achieves significant expansion. OGC’s board includes 15 leaders that bring unique perspectives and strategic counsel to Berghorst and her management team. In 2018, OGC added three new board members to fill seats of outgoing members. In doing so, OGC leadership was intentional about identifying the right expertise to guide the organization, including education leaders. In the year ahead, OGC will review and set their board success metrics to ensure the regional board continues building its effectiveness.
Our Assessment

OPERATIONS
OneGoal-Chicago’s (OGC) strong organizational health positions the organization for continued growth with its impressive fundraising track record, strong staff culture and increasingly sophisticated data infrastructure. While OGC more than doubled its fundraising revenue from $2.5M in 2014 to over $5M in 2017, the organization landed just shy of its 2018 revenue target. OGC has ambitious revenue targets looking ahead, including raising $6.3M in 2019 and over $7M by 2022. Given OGC’s track record to date, we believe the organization will meet revenue growth targets. With its accelerated growth, OGC has focused intensively on maintaining its strong staff experience and culture, as well as identifying a staffing structure that matches capacity to the organization’s needs. OGC uses a nationally recognized instrument (Gallup) to evaluate culture and measure staff satisfaction. The organization has continued to receive top scores, even as it has grown to a staff of over 40 full-time employees. Finally, OGC’s staff is supported by a sophisticated data tracking and reporting system, as well as a centralized national data support team, to enable continuous improvement of their work.

SCALE
OneGoal-Chicago (OGC) has achieved, and will continue to pursue, aggressive growth. From 2014 to 2018, OGC nearly tripled the number of students served from 1,443 to 4,300. By 2021, the organization seeks to serve over 5,000 students in Chicago, continuing its track record of increasing its service capacity on an annual basis. OneGoal’s cost-efficient, effective model, along with strong district and school partnerships, gives us a high level of confidence in OGC’s ability to realize this goal. The organization has established critical relationships within Chicago Public Schools and will continue to maintain an earned revenue contract which has facilitated OGC’s expansion. OGC will add 25-30 cohorts of students each year by adding cohorts in its current partner schools, as well as building new school partners. Additionally, OGC will explore different variations of their model to reach more students in the years ahead. OneGoal will also continue to address the question of how to continue expanding nationally in markets where it is reaching saturation, including exploring deeper partnership with the district.
Grantee Performance

**KEY OUTCOME**
College persistence rate of high school graduates

- **OneGoal-Chicago = 60%**
- **Chicago benchmark = 31%**

**REVENUE**
In millions

<table>
<thead>
<tr>
<th>Year</th>
<th>Revenue</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY15</td>
<td>$2.9</td>
</tr>
<tr>
<td>FY16</td>
<td>$3.6</td>
</tr>
<tr>
<td>FY17</td>
<td>$5.5</td>
</tr>
</tbody>
</table>

**SCALE**
Students served

- 0
- 500
- 1,000
- 1,500
- 2,000
- 2,500
- 3,000
- 3,500
- 4,000
- 4,500
- 5,000
- 5,500

Note: Key outcome and benchmark calculated using an indexed rate (each calculation input based on the most recently available data) rather than a cohort rate (calculation based on data from the same set of students over time) in order to reflect the current state of educational attainment as accurately as possible. Benchmark is based on Chicago data reflecting outcomes for students with academic credentials similar to OGC students.

Sources: OneGoal-Chicago; OneGoal financial statements; Chicago Public Schools
Our Impact

INVESTMENT TO DATE

MANAGEMENT SUPPORT HIGHLIGHTS

Strategic Plan: OneGoal worked with a consultant to develop its national strategic plan which launched in July 2017. A Better Chicago supported OneGoal in finding a vetted consulting firm, participated in the project and covered 50 percent of the fees.

Leadership Development: OneGoal-Chicago’s leadership team is participating in Leading for Impact®, a cohort-driven leadership development program run by the Bridgespan group. A Better Chicago is covering 50 percent of the fees.

Program Strategy: OneGoal-Chicago worked with Greater Good Studio to complete a program strategy to ensure that program directors consistently coach fellows to increase the selectivity of college match. A Better Chicago helped scope the engagement and covered 50 percent of the fees.
Contact Us

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