

# 20 YEARS

TRANSFORMING LIVES

2018 ANNUAL REPORT



Christel House®



CH South Africa

Open 2002



CH Academy Open 2002



Christel House India Open 2001



CH DORS

Open 2012



Christel House Mexico

Open 1998







(Above) From 1998, students from Christel House Mexico

(Right) Incoming President and CEO Bart Peterson with Christel DeHaan



**Christel House®**

## TWENTY YEARS TRANSFORMING LIVES

When we opened the first Christel House in Mexico City in 1998, my dream was to help impoverished children break the cycle of poverty. Twenty years later, 5,154 students in India, Mexico, South Africa and the USA are now building a better future for themselves and their families. Almost 80% of our graduates are on target to achieve or have already attained, self-sufficiency. The Christel House model WORKS!

I am stepping down as CEO of Christel House but will continue as its board chair. I am excited that Bart Peterson is taking the reins of our organization. New leadership will bring new ideas and new vision. The past 20 years have been a time of growth, development and remarkable achievement. There is more to come. Plans are currently underway to build our ninth learning center, Christel House Jamaica. It is an exciting time.

Gratitude is embedded in the Christel House DNA. I am grateful to all of you for the love and support you have shown our Christel House kids. Thank you!

Warmest regards,

*Christel DeHaan*

**Christel DeHaan**  
FOUNDER and CEO





## MEASURING TRANSFORMATION

**96%** ANNUAL K-12 STUDENT RETENTION

**99%** STUDENTS PASSING GRADUATION EXAMS

**5,154** STUDENTS SERVED INCLUDING COLLEGE & CAREERS

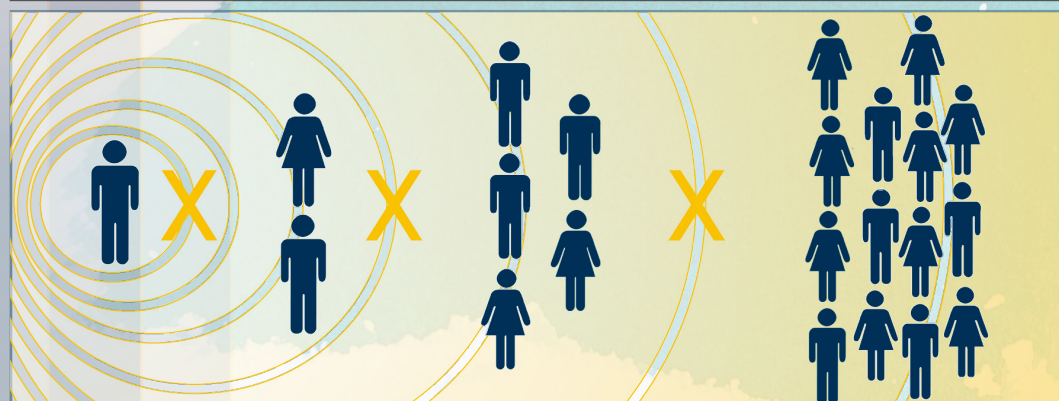
**96%** AVERAGE DAILY K-12 STUDENT ATTENDANCE

**92%** GRADUATES/CONTINUING STUDIES OR EMPLOYED

### THE CHRISTEL HOUSE MULTIPLIER EFFECT

Data shows almost 80% of our graduates are on target to achieve or have already achieved self-sufficiency. When the cycle of poverty is broken for one child, subsequent generations will also benefit. If each Christel House graduate has 2 children, 4 generations later 31 people would be impacted. If 80% of our current 5,154 students achieve self-sufficiency, the lives of 127,819 individuals would be transformed.

While there is no way to ascertain with certainty the multiplier impact, this calculation demonstrates the power of permanently breaking the cycle of poverty.





# CHRISTEL HOUSE STUDENTS

DEMONSTRATE  
SUCCESS AROUND  
THE WORLD...



**20**  
**YEARS**  
TRANSFORMING LIVES

	ACADEMY SOUTH USA	ACADEMY WEST USA	ATAL NAGAR INDIA	BANGALORE INDIA	DORS USA	MEXICO CITY	SOUTH AFRICA
GRADES SERVED	<b>K-12</b>	<b>K-5</b>	<b>K-4</b>	<b>K-12</b>	<b>9-12</b>	<b>1-11</b>	<b>K-12</b>
TOTAL STUDENTS SERVED*	<b>767</b>	<b>323</b>	<b>279</b>	<b>1,221</b>	<b>743</b>	<b>819</b>	<b>1,002</b>
AVERAGE DAILY STUDENT ATTENDANCE	<b>96%</b>	<b>96%</b>	<b>95%</b>	<b>96%</b>	<b>61%</b>	<b>95%</b>	<b>97%</b>
STUDENT YEAR TO YEAR RETENTION RATE	<b>95%</b>	<b>92%</b>	<b>100%</b>	<b>97%</b>	<b>N/A</b>	<b>97%</b>	<b>96%</b>
% OF GRADUATING CLASS PASSING EXAMS	<b>100%</b>	<b>N/A</b>	<b>N/A</b>	<b>97%</b>	<b>100%</b>	<b>N/A</b>	<b>100%</b>
% OF GRADUATES* CONTINUING EDUCATION OR EMPLOYED	<b>96%</b>	<b>N/A</b>	<b>N/A</b>	<b>91%</b>	<b>86%</b>	<b>87%</b>	<b>96%</b>

\* Includes College & Careers

DATA BASED ON LC SCHOOL YEAR ENDING IN 2018, UNLESS OTHERWISE NOTED



**SOUTH**  
2717 South East Street  
Indianapolis, Indiana 46225  
USA



**WEST**  
55 North Tibbs Avenue  
Indianapolis, Indiana 46222  
USA



**ATAL NAGAR**  
Sector 25 | Near Rakhi Village  
Atal Nagar  
492 015 | Chhattisgarh | INDIA

NAYA RAIPUR IS NOW  
KNOWN AS ATAL NAGAR.





## BANGALORE

Bellahalli Road  
Kannur Post via Bagalur  
Bangalore East | Bangalore  
562 419 | Karnataka | INDIA



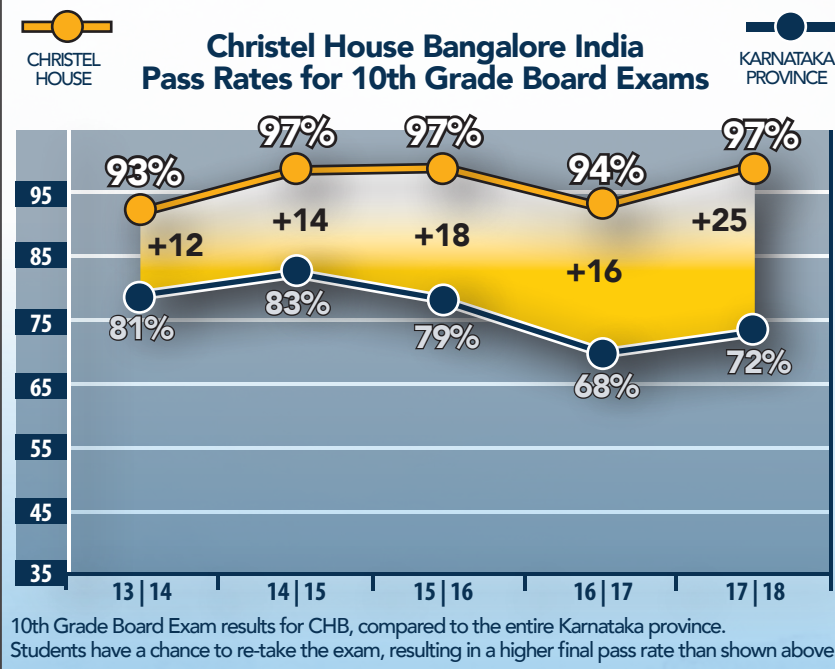
SOUTH: 2717 S. East St. Indpls, IN 46225  
WEST: 55 N. Tibbs Ave. Indpls, IN 46222  
IVY TECH: 4th Floor, 50 W. Fall Creek  
Parkway North Drive Indpls, IN 46208  
USA



Cda. Rufina 40,  
Col. Tacubaya C.P. 11870  
Ciudad de México | MEXICO



Swallowcliffe Drive  
Ottery | Cape Town  
SOUTH AFRICA 7800



## Christel House Academy South

### Percentage of 2018 Graduates Earning Academic Honors Diplomas

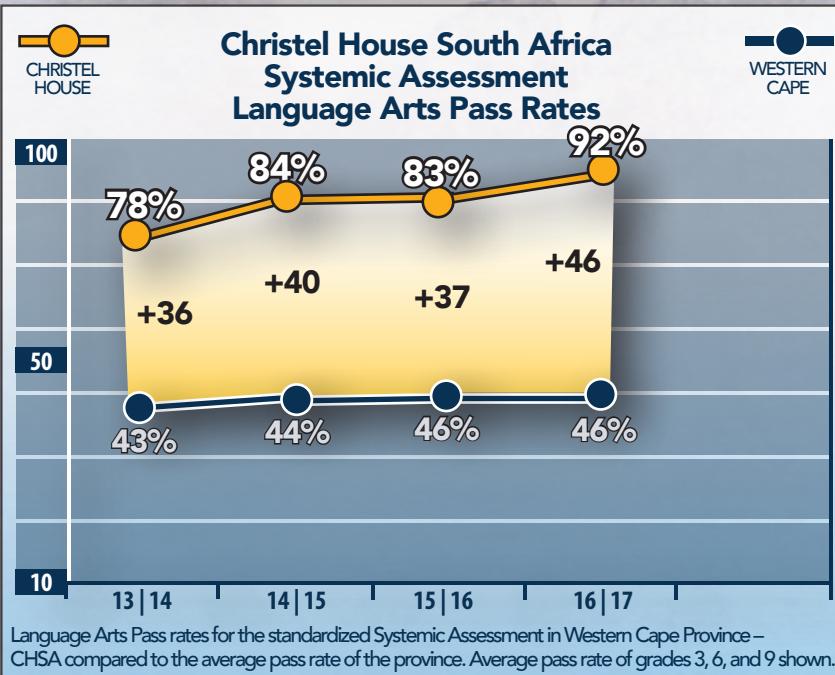
**79%**

Christel House Academy South

Local Public Schools

**27%**

Percentage of 2018 graduates earning Academic Honors Diplomas (instead of Core 40 or General Diplomas)







## MEXICO

The first Christel House opened in Mexico City in 1998, initially supplementing the education children received in public schools. Soon we shifted to a full-day accredited school.

In 2016, Christel House Mexico moved to a larger facility, allowing the addition of high school classes. In 2019, Christel House Mexico's first class of high school students will graduate.



## INDIA - BANGALORE

India welcomed the second Christel House in 2001. The largest Christel House center has a remarkable College & Careers record of success with over 170 graduates now working.



## SOUTH AFRICA

In 2002, Christel House South Africa opened in Cape Town, where impoverished communities endure rampant crime and gang violence. For the past 10 years, 100% of Christel House South Africa Grade 12 students have passed graduation exams.



## ACADEMY SOUTH

The first Christel House in the United States, Academy South, located in Indianapolis, opened its doors as a charter school in 2002. Its graduates all receive acceptance letters to 4-year colleges.

1998

2001

2002

1998

1999

2000

2001

2002

2003

2004

2005

2006

2007

2008



**20**  
**YEARS**  
TRANSFORMING LIVES



**Christel House®**



### DORS SOUTH

DORS – which stands for Dropout Recovery School – was created in 2012 to give adults a second chance to earn a high school diploma in Indianapolis.



### DORS WEST

In 2015, the adult high school expanded to a second location.



### INDIA – ATAL NAGAR

Christel House expanded in India with a center in Atal Nagar (formerly Naya Raipur).



### ACADEMY WEST

Christel House Academy West opened as the third charter school in Indianapolis in 2014.



**CHRISTEL HOUSE  
JAMAICA**

**2012**

**2014**

**2015**

**2016**

**2020**

2009

2010

2011

2012

2013

2014

2015

2016

2017

2018

2019





**Christel House®**

## GRADUATE SUCCESS STORIES

Video profiles available at  
[www.christelhouse.org/2018annualreport](http://www.christelhouse.org/2018annualreport)

### **DR. SHAIK RESHMA 2012 CHRISTEL HOUSE INDIA GRADUATE MEDICAL DOCTOR**

Our first medical doctor! Dr. Shaik Reshma is a 2012 Christel House India graduate. "Becoming a doctor was my dream since childhood," Dr. Reshma says. She will work as an intern at a local hospital then do a year of rural service.

Dr. Reshma says the support she received from Christel House made this possible. "At Christel House I received support, care, love and encouragement."



### **CHERI WALKER-OWENS 2014 CHRISTEL HOUSE ACADEMY GRADUATE JUNIOR SECURITY ENGINEER**

Cheri Walker-Owens says the Christel House values of respect, responsibility, independence and integrity have defined her. "I have a really good set of morals," she says. A Christel House internship with the IT department at ICE (International Cruise and Excursions) focused her career interests on cyber security.

"The Christel House College & Careers program gave me the opportunity to get a good foothold in life," says Cheri.





**LERICIA SOLOMON**  
**2009 CHRISTEL HOUSE SOUTH AFRICA GRADUATE**  
**BUSINESS UNIT TRAINER**

Lericia remembers living on the streets with her mother and siblings when she was only six years old. A local church offered the homeless family a shipping crate in which to make a home. Lericia and her brother then enrolled at Christel House South Africa.

Today Lericia is a supervisor of employee training for a technology company. "The Christel House values made me the person I am," says Lericia. "I am proud to be an ambassador for Christel House!"

**ERIC SMITH**  
**2016 CHRISTEL HOUSE DORS**  
**GRADUATE**  
**SHERIFF DEPARTMENT ASSOCIATE**

A Christel House job fair led DORS graduate Eric Smith toward a career in law enforcement. Working for the Indianapolis Sheriff's department, he plans to become a detective. "Christel House has helped me in so many ways," says Eric.



**IVAN CONTRERAS**  
**2009 CHRISTEL HOUSE MEXICO GRADUATE**  
**DENTIST**

Ivan grew up in a little room on the roof of the building where his mother worked as a janitor. Now, not only is he a successful and practicing dentist, this Christel House Mexico alum also teaches 12th grade health sciences at the school. He recalls his first class when he was a student at Christel House – amazed to be sitting in front of a computer. "It was a dream come true!"

Returning as an instructor at Christel House, Ivan remembers the positive impact of his teachers. "I am very grateful I have the opportunity to contribute to the next generation of Christel House students."



**20**  
**YEARS**  
TRANSFORMING LIVES



Christel House®

# OUR MODEL...

## TRANSFORMS LIVES WE INVEST 18 YEARS IN EACH CHILD



**TECHNOLOGY**



**UNIFORMS**



**RIGOROUS EDUCATION**



**SPORTS**



**MUSIC & ARTS**



**BOOKS & SUPPLIES**





**COMMUNITY OUTREACH**



**COLLEGE & CAREERS**



**HEALTH CARE**



**TRANSPORTATION**



**CHARACTER DEVELOPMENT**



**MEALS & SNACKS**



# OUTSTANDING SCORES IN MEXICO

## STUDENTS EXCEL IN LANGUAGE AND MATH

The Mexico national standardized test scores (PLANEA) for 9th Grade students in 2017 show that over 90% of Christel House Mexico (CHMX) students are passing in both Math (92%) and Language Arts (97%).

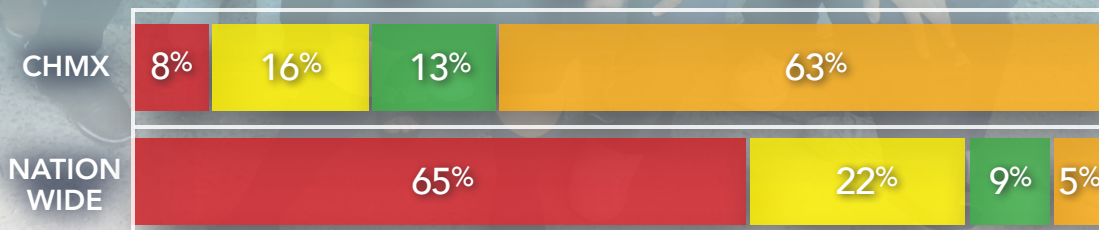
63% of Christel House Mexico students scored in the highest level (Honors) in math compared to just 5% of students in all of Mexico.

CHMX 9th graders also significantly outperformed students in private schools, with 47% more Christel House students in the top level of math and 39% more in the top level of language arts than private schools.

"Our curriculum goes beyond what is required by Mexico's SEP (Secretariat of Public Education) as is demonstrated by these outstanding scores," says Javier Alarcón Benet, CEO of Christel House Mexico.

### Mexico National Standardized Test Scores in Math

POOR BASIC ADVANCED HONORS







# A DECADE OF SOUTH AFRICAN SUCCESS

**GRADUATES QUALIFY FOR  
TWICE AS MANY COLLEGE  
ADMISSIONS**

Christel House South Africa celebrated a milestone – for the tenth year in a row, the school achieved a 100% matric pass rate. The class of 2018 also attained a 72% bachelors pass rate – more than double that of the national bachelors pass rate of 33%. A bachelor pass is required for students to attain college admission.



Ronald Fortune, Principal of the High School, says he is extremely proud of the Grade 12 students. "These results are an indication that the Christel House model works," he says. "We give students the chance to be their best."



# FEELING BETTER EVERY DAY

## LONG TIME PARTNER KEEPS CHILDREN HEALTHY IN INDIA

Healthy kids learn better. So Christel House provides medical care. Over the course of a week at Christel House India – Bangalore, the annual Medical Camp provides hearing and vision screenings, immunizations, and annual physical exams to over 1,200 children. Dozens of doctors and nurses from M.S. Ramaiah Memorial Hospital volunteer to conduct the screenings. Medical problems identified are treated through prescription medication and/or medical intervention at the hospital.

M.S. Ramaiah Memorial Hospital has served the children since the school opened in 2002 says Jaison C Mathew, CEO of Christel House India. "The extensive medical care our partner hospital has provided to students has made a significant contribution to their learning."



 **100%**  
 **ALL CHRISTEL HOUSE K-12 STUDENTS RECEIVE HEALTH CARE INCLUDING IMMUNIZATIONS, PHYSICALS, DENTAL CARE AND VISION CARE.**







# FIGHT HUNGER, IMPROVE LEARNING

## CHRISTEL HOUSE OFFERS NUTRITIOUS MEALS AND A SNACK EACH SCHOOL DAY

The school day starts early at Christel House India – Atal Nagar. Food workers arrive to prepare breakfast for nearly 300 kindergarten through 4th grade students. For the children, this meal is their first nourishment of the day and necessary to their successful learning. In addition to breakfast, students receive a generous lunch and then end their day with a healthy snack and milk.

“The Raipur Institute of Medical Sciences diagnosed a large percentage of our students as severely underweight and anaemic,” according to Taniksha Mary George, Christel House India. A nutritionist designed a food program and daily menu of healthy options for children. “The impact has been incredible,” says George. “Students that joined us with health issues have seen a remarkable increase in weight, height and overall growth and development.”

YEARS  
TRANSFORMING LIVES



OF CHILDREN IN INDIA GO HUNGRY  
(MALNUTRITION INCLUDING STUNTING,  
WASTING AND VITAMIN DEFICIENCY.)





**Christel  
House®  
South Africa**

# CHARACTER OVERCOMES CHALLENGES

## CHARANIQUE HONORED WITH KNEBEL CHARACTER AWARD

Charanique S., Christel House South Africa's 2018 Valedictorian, lost her grandmother in 2016 and just a few months later, her mother. The grief was overwhelming. "I felt like giving up," she says. Support from teachers and friends combined with character lessons at school offered a healing perspective.

Charanique's academic performance, leadership and strength in overcoming obstacles made her the recipient of the Knebel Character Award. Christel House International Board member Don Knebel and wife Jen established the honor to salute students who exemplify the Christel House core values of respect, responsibility, independence and integrity.

"Christel House not only helped me become the best version of myself academically, it helped me become the best version of myself in all aspects of my life," Charanique says.



**98%**  
OF CHRISTEL HOUSE SOUTH AFRICA  
STUDENTS SAY THAT WHEN THINGS  
GET TOUGH, THEY KEEP TRYING.





90%

OF CHRISTEL HOUSE ACADEMY SOUTH  
SECONDARY STUDENTS REPORT THEY  
HAVE LEARNED LEADERSHIP SKILLS.

# A NATIONAL SCHOOL OF CHARACTER

INDIANAPOLIS SCHOOL RECOGNIZED FOR CHARACTER BUILDING CULTURE

Christel House Academy South has been honored as a 2018 National School of Character – the only school in Indiana to receive this designation. “Character education is central to our daily routines for students and staff,” says Carey Dahncke, Head of Schools.

The mentoring program was cited in the recognition. Children in elementary school pair with older students. Ashley, a fourth grader, regularly meets with her mentor, Kamryn, a high school junior (pictured above). “Character is just as important as academics for us,” says Dahncke. “It helps establish a positive culture that supports learning.”







# GIVING BACK TO THEIR COMMUNITIES



## SERVICE LEARNING PROJECTS DEVELOP VALUES

Community outreach is part of every Christel House. Learning to help others starts early. Third graders (right) at Christel House Academy West in Indianapolis celebrated the 20th anniversary of Christel House by collecting canned goods for a local food bank.

Taking care of the environment is important in India. Christel House India – Atal Nagar children perform plays in local villages to encourage neighbors to recycle and support water conservation.

In South Africa, Zanele S., (pictured above) a 10th grader at Christel House, is changing lives of young girls in Cape Town. Zanele launched a social action project to inspire confidence, health and well-being for young girls in her community. "I want them to have a positive outlook on life," says Zanele.



73,366

HOURS OF COMMUNITY SERVICE COMPLETED BY CHRISTEL HOUSE STUDENTS IN 2018.

FOOD DRIVE



**98%**  
OF CHRISTEL HOUSE MEXICO  
PARENTS PARTICIPATE IN  
PARENT WORKSHOPS.

# A SCHOOL FOR PARENTS

**CHRISTEL HOUSE MEXICO PARENTS LEARN WITH THEIR CHILDREN**

Education can break the cycle of poverty. At each Christel House learning center, community outreach includes special programs to support parents and caregivers. In Mexico, it's called School for Parents. Sessions cover a variety of relevant topics – socio-emotional development, sex education, financial management, drug prevention, health care and nutrition.

Program content complements the school's character development program and is adapted for each grade so parents receive content appropriate to their children's ages. In the 2017-2018 school year, CHMX held 127 sessions for hundreds of participating families.





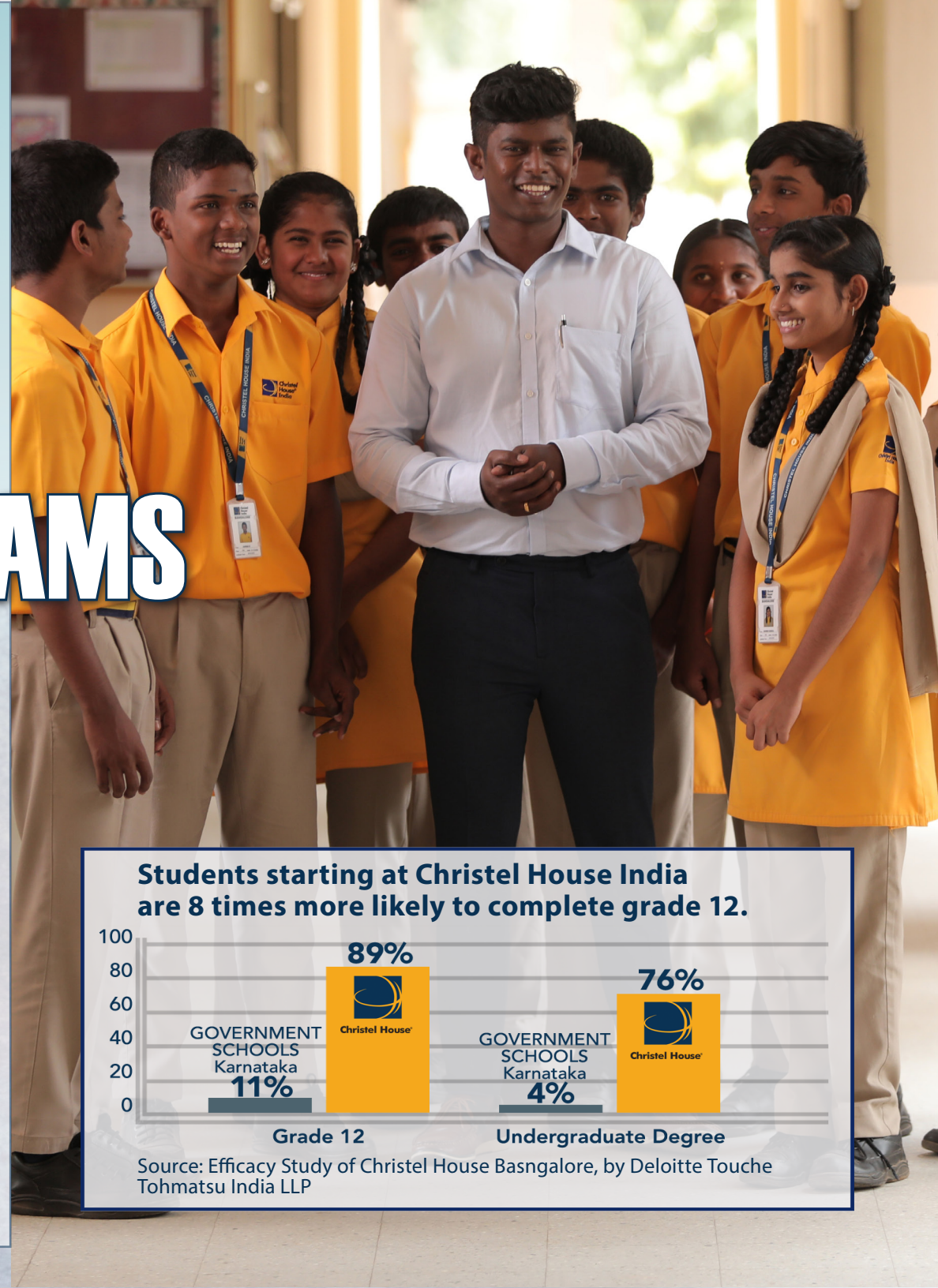
**BANGALORE**

# COLLEGE & CAREERS SUPPORTS DREAMS

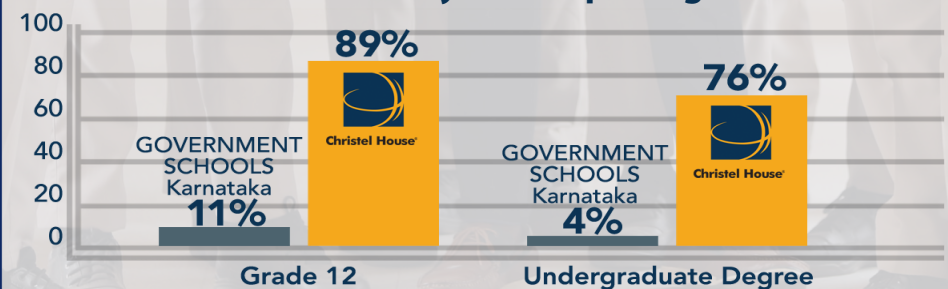
## SARAVANA WORKS WHILE EARNING DEGREE

Saravana Shanmugam has worked most of his life. At nine he worked in a car garage, supporting his family. "I had no hopes of stepping foot into a school," he says. That changed when Christel House India social services workers asked if he wanted to study. "I said yes and education, transportation, food, medical care and more became my reality."

Even as he excelled as a top student at Christel House, Saravana continued to work before and after school. He graduated in 2011, determined to go to college. He worked while taking night classes. "The College & Careers program helped me find a college and regularly checked on me." He now has a career with Viacom, managing travel for corporate clients. "I'm an independent individual today because of the love and support from Christel House!"



### Students starting at Christel House India are 8 times more likely to complete grade 12.



Source: Efficacy Study of Christel House Basngalore, by Deloitte Touche Tohmatsu India LLP





# APPRENTICESHIP OFFERS NEW LIFE

## INDIANAPOLIS GRAD OVERCOMES OBSTACLES

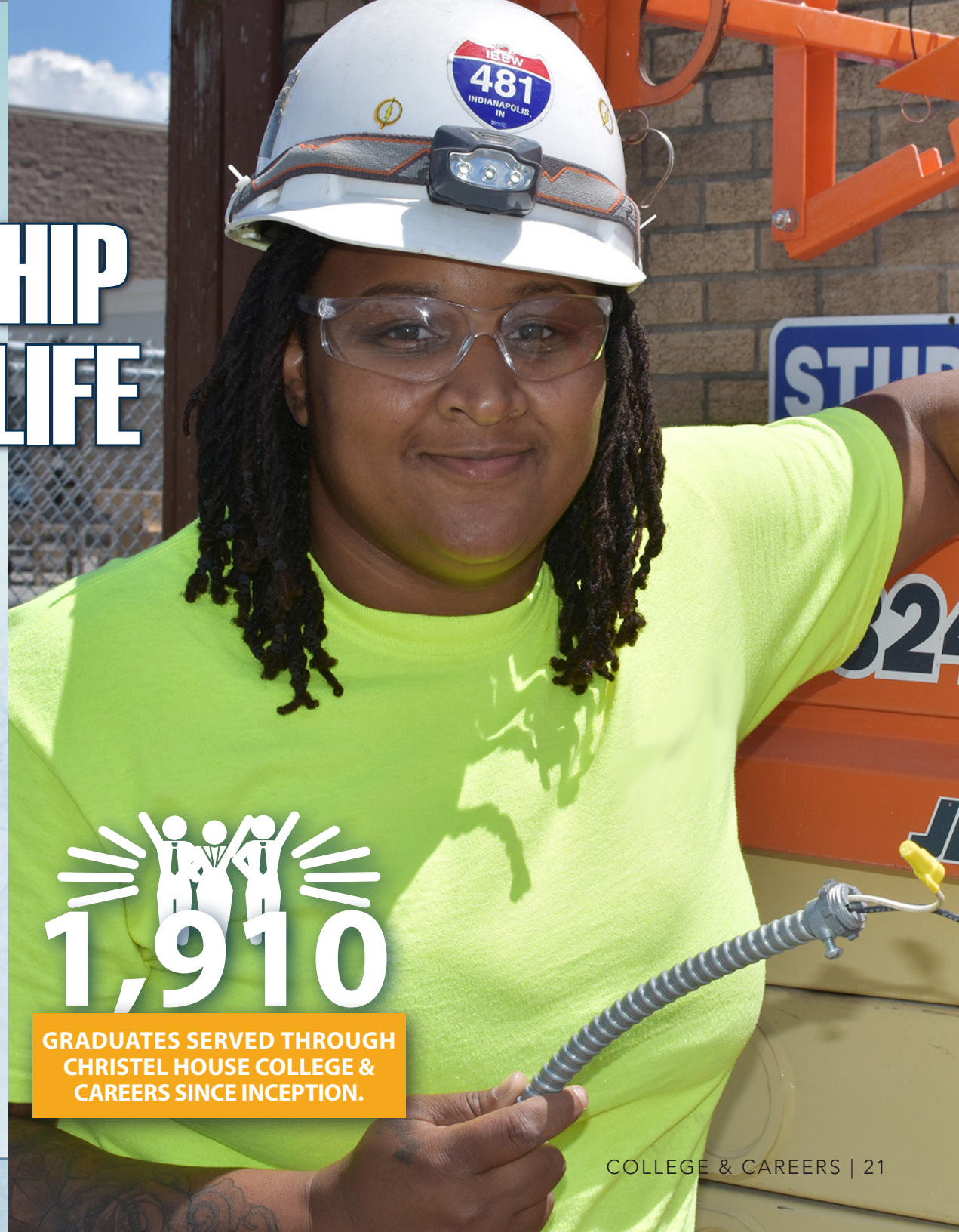
Montaneke M. says Christel House changed her life. A 2017 DORS graduate, she is building her career to become a licensed electrician. Montaneke is candid about mistakes she made before discovering the adult high school. She considered a military career but dropped out of high school. A poor decision led to incarceration. She was briefly homeless, living out of her car. But the care and support of Christel House DORS, the adult high school, opened opportunities. "Life throws hurdles at me that make me feel I'm on a tall building and there's this dark mist surrounding me," she says. "With DORS, it's like I have these hands protecting me from going over the edge."

Through Christel House College & Careers guidance, Montaneke enrolled in a state program encouraging minorities in the construction industry and secured an electrician apprenticeship. She is grateful for the positive support that turned her life around.

An icon depicting three stylized human figures in white, standing with their arms raised in a celebratory gesture. They are positioned above the large number 1,910.

1,910

**GRADUATES SERVED THROUGH  
CHRISTEL HOUSE COLLEGE &  
CAREERS SINCE INCEPTION.**







## INDIA

Students from Christel House India – Atal Nagar (formerly Naya Raipur) had the rare opportunity to meet Prime Minister Narendra Modi. The Prime Minister encouraged them to concentrate on their studies and be well-rounded. After the meeting, Prime Minister Modi shared this message on Twitter: “Interacting with India’s youth convinces me that the future of our nation is bright!”



## INDIA

Support of Christel House runs in the family. Amelia Spence (pictured above) used her summer break to volunteer at Christel House India. John Spence, Chairman and Founder of Karma Group, is proud of his daughter. “It was a fabulous experience for her.”



## EUROPE

Peter Hutchison (held aloft by friends) celebrated his 100th marathon by supporting Christel House. A long-time supporter, Peter ran his first marathon in 2005 to honor his late brother. “While the urge to stop running can be overwhelming, the children of Christel House have always provided inspiration to keep me going.”



## SOUTH AFRICA

Dell employees like Leigh-Anne Goldie (right) joined students at Christel House South Africa to celebrate Nelson Mandela's birthday. In addition to joining students in class, they participated in a tree-planting ceremony to honor the late leader.



## EUROPE

Lord Anthony St John and his son Alex (left) put their feet to work to support the children of Christel House at the Westminster 10K. Lord Anthony is a long-time supporter and Alex volunteered at Christel House South Africa.



## SOUTH AFRICA

Cape Grace Hotel supports the education of two Christel House South Africa students. Employees show support by attending CHSA events. Hotel executive Tanya Johnson (left) is welcomed with face painting.





## MEXICO

Christel House Mexico celebrates the Alberto Bailleres Foundation for its commitment to education. The Foundation covers all academic, nutrition, healthcare, character development, college & careers and community outreach costs for 10th, 11th and 12th grade students.

Rosa Isela Gluyas, Director of the Alberto Bailleres Foundation, and Octavio Figueroa, Corporate Director of Bal Group, are joined by students and Christel House Mexico Board Chair Gabriel Oropeza and CEO Javier Alarcón Benet.



## MEXICO

Christel House Open golf tournament partners traveled to Christel House Mexico to meet students and families. The group also participated in classroom and school activities. Pictured with students are representatives of Grand Pacific Resorts, Christie Lodge, The Lodging Kit Company, ICE, GOODMANagement, and Sun Hospitality.



See a full list of all donors online at [www.christelhouse.org/donors](http://www.christelhouse.org/donors) list



## INDIANAPOLIS

Passport to Prosperity provided an opportunity for supporters to take a virtual tour of Christel House learning centers in India, Mexico, South Africa and the United States.

2012 Christel House India – Bangalore graduate Sindhu Kumari (seated lower left, with Eli Lilly and Company guests) was the featured speaker, sharing her Christel House experience. Over \$200,000 was raised by the event.

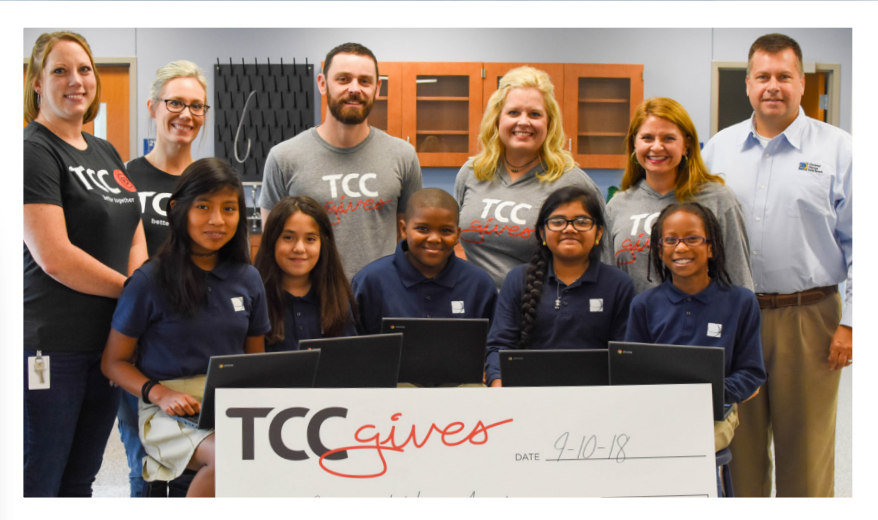
Dr. Jas & Raj Gidda and Muniver Singh were presenting sponsors; Gail & George Mahoney and Yvonne Shaheen matched donations; and Allegion, Alessandro Franchi & Jan Barnes, Lilly, and TCC Gives sponsored country experiences.



## INDIANAPOLIS

Christel House wants all kids to succeed in life. For children challenged in the classroom, the STARS program is there to help.

Created by Cindy Flesher (right) in honor of her own daughter's struggles with learning, STARS offers targeted, remedial assistance for students who need it most. Over 1,000 kids received this critical support in 2018.



## INDIANAPOLIS

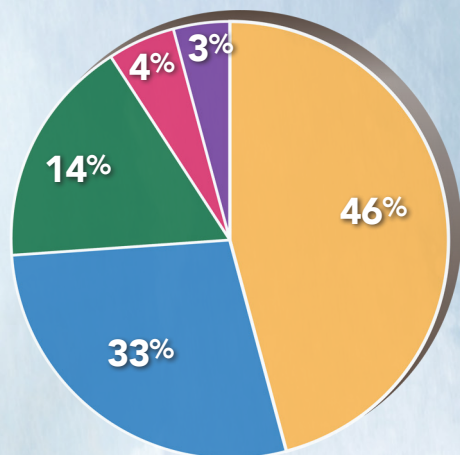
A \$10,000 grant from TCC Gives provided computers for Christel House Academy West. Julie Moorehead, Executive Director, TCC Gives (standing, second from right) joins TCC Gives associates, Academy students and Carey Dahncke, Head of Schools.



# TRANSPARENCY AND ACCOUNTABILITY

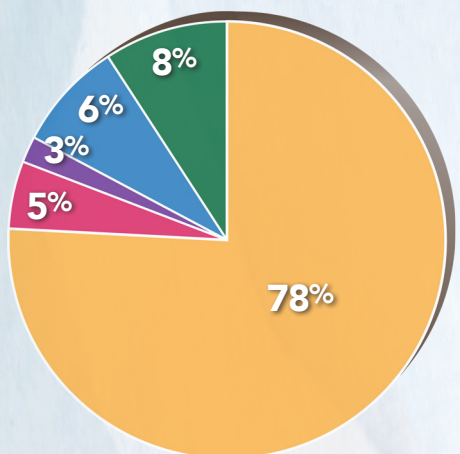
## Combined and Consolidated Financial Statements<sup>1</sup> of Christel House International Inc. and its Affiliates

Breaking the cycle of poverty requires tenacity and determination. It requires adherence to rigorous educational and business practices, high measures of accountability and complete transparency. Every Christel House entity's financial statements are audited annually.



### 2018 Combined Revenue<sup>2</sup>

Government <sup>3</sup>	\$13,908,000	46%
Founder <sup>4</sup>	10,023,000	33%
Corporations/Foundations	4,169,000	14%
Individuals/Board Members	1,286,000	4%
CH Open/Events	1,101,000	3%
<b>TOTAL</b>	<b>\$30,487,000</b>	<b>100%</b>



### 2018 Combined Expenses

#### EDUCATION & OTHER PROGRAM SERVICES

Education	\$ 23,108,000	78%
Nutrition	1,456,000	5%
Health, Outreach & Social Services	884,000	3%
<b>TOTAL</b>	<b>25,448,000</b>	<b>86%</b>

#### GENERAL & ADMINISTRATIVE<sup>5</sup>

Management & General	1,970,000	6%
Fundraising	2,273,000	8%
<b>TOTAL</b>	<b>4,243,000</b>	<b>14%</b>
<b>TOTAL</b>	<b>\$29,691,000</b>	<b>100%</b>

1. Financial data above is unaudited; when completed, audited financial statements will be available on our website.

2. Excluding \$4.2m non-operating gain on sale of Mexico facility.

3. Primarily U.S. State and Federal charter school funding.

4. Founder contributions, plus earnings on and releases of previously contributed Founder restricted funds.

5. Management & General and Fundraising expenses are funded by the organization's Founder.

Note: Christel House International is a registered 501(c) (3) public charity, number 35-2051932. Christel House learning centers are registered not-for-profit entities in their local countries. The Christel House Registration number with the Florida Department of Agriculture & Consumer Services is SC 10875.



**Christel House®**

**20**  
**YEARS**  
TRANSFORMING LIVES

## 2018 BOARD OF DIRECTORS

**Christel DeHaan** - INDIANA  
Founder and Chief Executive Officer,  
Christel House International

**Nancy Gillespie** - FLORIDA  
Retired Human Development  
Economist, World Bank

**Gordon S. Gurnik** - NEW JERSEY  
Executive Vice President and Chief  
Operating Officer, Hilton Grand Vacations

**Don Harrill** - FLORIDA  
Vice Chairman of the Board  
Directors, Orange Lake Resorts

**Nelson Hitchcock** - NEW YORK  
Senior Vice President,  
Scholastic, Inc.

**Judith A. Kleiner** - NEW JERSEY  
Former Senior Vice President,  
KBC Financial Products

**Donald E. Knebel** - INDIANA  
Of Counsel, Barnes & Thornburg LLP

**Martha Lamkin** - INDIANA  
Retired President and CEO,  
Lumina Foundation for Education, Inc.

**Gail Shiel Mahoney** - INDIANA  
Principal, Shiel Design Company

**Lucas Montarce** - INDIANA  
Vice President Finance and CFO  
International Business Unit,  
Eli Lilly and Company

**Guido Neels** - INDIANA  
Operating Partner,  
Essex Woodlands

**Neil H. Offen** - MARYLAND  
Retired President and Chief  
Executive Officer,  
Direct Selling Association

**Bart Peterson** - INDIANA  
Former Senior Vice-President,  
Eli Lilly and Company, and former  
Mayor of Indianapolis

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