MESSAGE FROM THE CEO

Ryan Pavel

Dear Friends of Warrior-Scholar Project,

Because of your support, 2021 was a record-setting year. As you will see throughout this report, in 2021 we had record numbers of:

- College and university partners
- Veterans served in academic boot camps
- Veterans served in a pilot graduate school mentorship program
- Women veterans served in boot camps, workshops, and empowerment dialogues
- Sessions inviting our nation’s most inspiring speakers to meet and engage with our students
- Key partnerships forged
- Dollars raised

The team at Warrior-Scholar Project is as good as it gets. They confront challenges and exceed expectations with remarkable resilience and adaptability. Without them, WSP would just be an idea, rather than a leader in veterans’ higher education. Every member of staff, every alumni fellow, every board member, every campus partner, every faculty member, every volunteer, and every donor does what they do because they believe in the WSP mission. They know that our programs are the single best way to equip veterans with the tools needed to succeed in higher education.

When you support WSP, you join this motivated, dedicated, and experienced team. Dollar for dollar, there is no better way to support veterans pursuing higher education than through WSP.

A milestone of 2021 was our launch of graduate school mentorship. Our nation needs enlisted veterans not only to excel in undergraduate classrooms, but also in law schools, medical schools, PhD programs, and every other graduate program available. With our help, they will. Another milestone was the formalization of our partnership with the Department of Veterans Affairs. The VA spends an average $12 billion per year on education benefits, and through our partnership, we are now able to ensure that more veterans utilizing those benefits are informed, well-equipped consumers of higher education.

The students we serve will always be our focus, our north star. We will never stop building our capacity to reach and serve more of them, and we will never stop seeking to improve our unique programming based on their feedback. Our alumni are our single greatest asset, and we are committed to supporting them throughout their education and into the workforce.

We can only do this with your support. Thank you for making the WSP mission possible. Thank you for believing in us and, more importantly, for believing in the capacity and talents of enlisted veterans.

Sincerely,

Ryan Pavel

Ryan
2021 HIGHLIGHTS

304 veterans were served by our 2021 boot camps

21 college and university campuses across the country hosted our boot camps

19 weeks of humanities boot camp programs

7 weeks of STEM boot camp programs

3 weeks of business and entrepreneurship boot camp programs

76 veterans were served by our 2021 community college workshops

18 veterans served through our new Diana Davis Spencer Scholars graduate school mentoring program

2021 ACADEMIC BOOT CAMP COLLEGE AND UNIVERSITY PARTNERS

Amherst College
Calif. Institute of Technology
Columbia University
Cornell University
Georgetown University
Harvard University
Mass. Institute of Technology

Pomona College
Princeton University
Syracuse University
Texas A&M University
UNC-Chapel Hill
University of Arizona
University of California, Irvine

University of Chicago
University of Michigan
University of Notre Dame
University of Pennsylvania
University of Southern California
Williams College
Yale University

Travis Dozier, U.S. Army
2018 WSP Georgetown
2021 WSP Mobile Training Team Fellow
Florida International University '19 '22G
EMPOWERING VETERANS AND SERVICE MEMBERS TO SUCCEED IN THE CLASSROOM

OUR MISSION

Our mission is to empower enlisted veterans and service members and amplify their voices as civic leaders by providing them with (1) a skill bridge that enables a successful transition to the classroom by making them informed consumers of higher education and increasing their confidence to apply to and complete rigorous degree programs at top-tier institutions, and (2) sustained support throughout their pursuit of higher education and into the workforce.

OUR VISION

Our vision is to ensure that every degree-seeking enlisted veteran and transitioning service member succeeds in the transition to higher education and beyond.

WHAT WE DO

In partnership with top colleges and universities, Warrior-Scholar Project (WSP) hosts intensive, one and two-week college-preparatory academic boot camps for enlisted veterans and transitioning service members. Boot camps are offered in three disciplines: Humanities, STEM, and Business & Entrepreneurship.

WSP also offers workshops tailored to address the unique needs of veterans enrolled in community colleges and targeted programming for marginalized veterans, such as our Women Veterans Empowerment Dialogues. All programming is provided at no cost.

WAROIR-SCHOLAR PROJECT IMPACT

115,000 veterans transition from the military to higher education every year, out of 200,000 who separate from the military

1% of the total undergraduate populations of Top 20 institutions are veteran students, according to a report by SVA/IVMF

72% of student veterans nationwide have completed or are on track to complete a college degree, according to a report by SVA/IVMF

26% of WSP alumni who responded to the alumni survey are enrolled in or have graduated from Top 20 institutions

92% of WSP alumni who responded to the alumni survey have completed or are on track to complete a college degree

These statistics represent a three-year average from Warrior-Scholar Project alumni survey data.
ACADEMIC BOOT CAMPS

Warrior-Scholar Project partners with 24 colleges and universities nationwide to provide on-campus college preparatory boot camps to active-duty service members and veterans. Studying in small classes, student veterans benefit from a 2:1 student to staff ratio, with experienced WSP alumni providing one-on-one peer coaching and support during each intense, 75-hour academic week. Learning directly from distinguished faculty members from host institutions — who volunteer their time and expertise each summer — students experience in real-time the inspirational challenges and requirements of a demanding college curriculum.

In addition to academic skills and subject-specific information, programming covers study techniques, soft skills, cultural integration strategies, and self-care issues.

To ensure equitable program access, participation is absolutely free to all student veterans, including travel and technology support, and students may attend one or multiple one-week academic boot camps. As the majority of participants are first-generation college students, they face unique challenges acclimating to the college environment. For this reason, curricula include cultural integration strategies and mentoring that remove barriers to academic opportunity and success.

**Humanities academic boot camps**
The Humanities boot camps are democracy-focused, emphasizing the privileges and responsibilities of citizenship with reading and discussions underscoring civil discourse and civic engagement. Student veterans study and interpret writings and speeches by Abraham Lincoln, Sojourner Truth, James Madison, Frederick Douglass, Martin Luther King, Jr., Alexis de Tocqueville, Herodotus and others. They debate and explore democratic ideals, the role of government in a republic, and the responsibilities of citizenship.

**Business & Entrepreneurship academic boot camps**
Our business and entrepreneurship boot camp prepares students for the rigors of an undergraduate business degree. Business skills workshops, informed by real-world challenges, focus on topics such as accounting, finance, management, and communications, while entrepreneur-facilitated sessions examine issues surrounding leadership and team building.

**STEM academic boot camps**
STEM boot camps combine lectures, tailored problem sets, research projects, special topic lectures, and hands-on learning. Although the core curriculum is physics-based, select cohorts are focused on computer science or life sciences. Lectures cover one-dimensional motion, two-dimensional motion, projectile motion, Newton’s laws, gravitation, and kinetic/potential energy.

Working in small teams, students complete mentored research projects; this research allows them to apply their Python language coding skills to a unique research problem, while honing both collaborative and leadership skills. On the final day of the boot camp, research teams present their research projects to their peers and instructors.
THE WARRIOR-SCHOLAR PROJECT IMPACT

99%
of 2021 participants agreed they are confident they will succeed in college

98%
of 2021 participants agreed that they are more confident they will complete a bachelor’s degree

100%
of 2021 participants would recommend our programs to other veterans and service members

97%
of 2021 participants agreed that they are more informed consumers of higher education

94%
of 2021 participants agreed that they are more prepared to make the transition from the military to college

93%
of 2021 participants gained confidence to apply to colleges previously thought out of reach

HUMANITIES

99%
agreed that they understand the process of drafting, revising, and completing college essays

STEM

96%
agreed that the problem-solving skills they learned during their WSP STEM boot camp are valuable

BUSINESS

100%
agreed that they know what an elevator pitch is and how to develop one

Romeo Sarmiento, U.S. Marine Corps
2021 WSP UNC-Chapel Hill
2022 WSP Mobile Training Team Fellow
University of Virginia ‘25
FROM COMMUNITY COLLEGE TO COLUMBIA

U.S Marine Corps veteran Harry Foster was hooked on Columbia after his WSP boot camp

You attended our Community College Workshop at Saddleback College in 2019. What was your educational experience prior to that? Prior to the workshop, I had taken about three semesters of community college. I did reasonably well but I wasn't particularly focused. Also, none of the classes I had taken up to that point were particularly challenging. Before that was high school, but I graduated high school in 2013. So there was a significant gap before I began community college in 2018.

You attended our academic boot camp at Columbia University. How did that prepare you for your bachelor’s degree?

Well, I'm an English and Creative Writing major. So I was always going to be reading a lot, but my time at the WSP Columbia University humanities boot camp gave me a realistic picture of the kind of volume I would face and also how to manage that.

You’re a current student at Columbia! How does that feel?

It feels pretty wonderful, like a lot of things in my life coming full circle. I actually started an application to Columbia College when I was 17 back in 2012. I eventually quit halfway through because I felt there was no way I would get in, choosing to join the military instead. 17-year-old me would be absolutely thrilled at where we ended up.

What have you learned from WSP that you will take with you as you pursue your degree?

The biggest thing I've taken from WSP is the importance and techniques of managing my time. People often tell me that I do a lot, and it's definitely true. However, I wouldn't be able to do the things I do without having learned how to use my time effectively.

Did WSP have any effect on how confident you feel as a student at Columbia?

Absolutely, I've doubted many things about myself in life (thankfully most of that has been dealt with in therapy) but my ability to perform in a classroom has never been one of them. WSP took that feeling and amplified it. Now it's not just “Oh, I can totally get an A in this class,” but has grown into “Oh, I can totally be an A student.”

“...I was able to learn how to navigate how to decide what college I want to transfer to after community college, as well as gave me the resources to determine which college program is best for me.”

--Participant, 2021 WSP Princeton University
WOMEN VETERAN INITIATIVES

WSP'S FIRST ALL-WOMEN COHORTS

In June 2021, we piloted our first all-women cohort, a virtual humanities boot camp in partnership with Yale University.

The cohort was so popular that we added a second all-women cohort in partnership with new host campus partner Pomona College later in the summer. Here's what our first all-women cohort participants had to say about their experience.

I found myself to be part of a group of people who empowered me not just to speak, but to continue speaking. And while this camaraderie may sound familiar to many service members and veterans, personally, I felt something particularly special being part of this cohort of female student veterans.

--Tina Wong, U.S. Army veteran, 2021 WSP Yale all-women cohort

"I didn't expect to feel so differently than if I was in an all-male cohort, but these relationships feel different." --Anonymous participant, 2021 WSP Yale all-women cohort

WOMEN VETERANS EMPOWERMENT DIALOGUES

We held 8 sessions of our webinar series that focuses on topics of interest for women veterans.

| January 2021: Self Care, Boundary/Goal Setting, & Resilience | April 2021: Resiliency & Trauma | October 2021: Trans Women Veterans Forum |
| March 2021: Celebrating Women’s Military History | September 2021: Creating Space for Women in Veterans Organizations |
ALUMNI ENGAGEMENT

SORENSON SEMINAR SERIES

In February 2021, the Warrior-Scholar Project family suffered a painful loss with the passing of beloved Board member Arne Sorenson, the CEO of Marriott International.

In addition to his visionary and impassioned leadership on the Board, Arne personally taught a humanities class every summer at our Georgetown University boot camp, and his classes were as inspirational as they were substantive.

We developed the Sorenson Seminar Series to honor Arne's legacy to our community and continue the tradition of leading figures in business, culture, philanthropy and government sharing their thoughts and hearing from our students and alumni in direct conversations related to our humanities curriculum, leadership, and democratic ideals.

2021 Sorenson Seminar Speakers:
- David M. Rubenstein, Co-Founder & President of Carlyle
- General Jim Mattis (Ret.), 26th US Secretary of Defense
- Doug McMillon, President & CEO of Walmart
- Roger Goodell, Commissioner of the National Football League
- Indra Nooyi, Distinguished Chair for the Study of Leadership, US Military Academy
- Jake Tapper, Journalist and News Anchor for CNN
- Admiral Michael Mullen (Ret.), 17th Chairman of the US Joint Chiefs of Staff

“Listening to you talk about your relationship with the people at PepsiCo and how you cared for them as if they were your own family was so special and affirmed my idea. It is inspiring to see such humility.”

--Ronaldo Moreno, U.S Marine Corps, 2020 WSP Georgetown and University of Arizona alumnus, in a thank you note to Indra Nooyi after her Sorenson Seminar

GRADUATE SCHOOL SUPPORT

For the first time this year, WSP is making academic mentoring available to alumni contemplating graduate school.

Funded by a generous grant from the Diana Davis Spencer Foundation, our Diana Davis Spencer Scholars program pairs students with mentors who work with them one-on-one to craft an Academic Strategic Plan.

Current participants show a range of interests regarding their graduate education, including: law school, health sciences, social service sector, and business school, among others.

Above: Current Diana Davis Spencer Scholar Patrick Trujillo greeting philanthropist David Rubenstein at a WSP event in NYC. Patrick is seeking an MBA to assist with his future business and entrepreneurship endeavors.
“This program has transformed me into a student who can succeed in college. I am very grateful that I had this opportunity to come here and learn from great professors and fellows.”

--2021 University of Arizona cohort alumnus

“Until WSP, I was told to be realistic about schools I was looking into. That ‘realistic’ narrative has been proven false to me by WSP. Veterans and service members need to know that pursuing academics can be for them if they choose, and WSP gives insight into what top-tier courses are like.”

--2021 WSP boot camp alumnus

"WSP has most definitely boosted my confidence. I wasn’t even entirely sure that school was feasible for me just months ago."

--Zabrina Adorno, U.S. Navy, 2021 WSP Harvard cohort
WHAT DID YOU LEARN FROM WSP THAT WILL BE HELPFUL AS YOU PURSUE YOUR DEGREE?

"The academic skills and habits that I’ve gained are totally priceless. I’ve gained the confidence to go back to school."
--Madden Partin, U.S. Air Force, 2021 WSP Syracuse University cohort

"WSP gave an insight on what college is like and gave us confidence that we can succeed too, no matter our background."
--Kobe Maristela, U.S. Army, 2021 WSP MIT cohort

"I learned that, despite everything I’ve forgotten and all of the learning issues I’ve struggled with since my TBI, I can take classes I thought were impossible for me, like physics and higher-level math."
--Genevieve Chase, U.S. Army, 2021 WSP Princeton cohort
THANK YOU TO OUR 2021 SUPPORTERS

We are grateful for your continued generosity!
This list includes donors of $500 or more.

W. Graham Arader III
Mark Berey
David & Sherry Berz
Thomas Blackburn
Peter Brooks
Frank & Deenie Brosens
John Brosens
Leroy Buechele Jr.
Brian Clew
James Cochran
Betsy Cohen
Michael Considine
Julia & Michael Dailey
Kelly Leigh Dowd
Nancy Duran
Stephen & Silvia Fitzgerald
Larry Fitzgerald Jr.
Matthew Flavin
The Foster Family
Michael Fotos III
Paul Gaston
Marla Geha
Arman Gokol-Kline
Glenn Greenberg & Linda Vester Greenberg
Janice Gruendel
Brandon Haley & Anna Flett
David R. Halperin
George A. Hambrecht
William Hanlon
Dorothy & Bryan Hollenbach
Laurel Huber
Samuel Hughes
Terry Hughes
Stephen Hull & Carol Clawson
Kevin & Amanda Kavanagh
Molly Kelley

Thomas & Pauline Ketchum
Mitch Lerner
Rachel Lipschutz
Mark London and Dania Fitzgerald
Trevor & Traci Maclaine
Joseph Marden
Susan Esserman & Andrew Marks
Jonathan Moore
Richard Moore & Noel Crook
Kiyoshi Nakasaka
Jessica Nelson
Michael & Patricia O'Neill
Peter & Mary Beth Oppenheimer
A. Wright Palmer
David & Maria Patterson
Paul Piccini
Sergio Posada
Lane Potkin
Edward and Vita Reinoso
Jesse Reising
Stephen and Robyn Reising
Nicholas Rugoff
Raphael Sagalyn
Andy Sandler & Karen Degerberg
Garry & Vivian Schweitz
Ruth Sorenson
Zachary Sorman
Robert Strassler
Alessandra Swanson
Matthew Tully
Archbold & Helene Van Beuren
Robert Vogel & Bonnie Malkin
Charles Weissman
FOUNDATION AND CORPORATE SUPPORTERS

A. James & Alice B. Clark Foundation
Bernard & Anne Spitzer Charitable Trust
Bruce and Deborah Duncan Foundation
Diana Davis Spencer Foundation
Enterprise Holdings Family Foundation
Fulton Michalik Foundation, Inc.
Glenn Greenberg and Linda Vester Foundation
Grayson Family Foundation
McKee Family Foundation
Orange County Community Foundation
Priority Toyota
Publicis Sapient
Robert R. McCormick Foundation
Taconic Charitable Foundation
The 2017 Cardinal Trust
The Duchossois Family Foundation
The Eirenikos Foundation
The Marc Haas Foundation
The Milbank Foundation
Tiburon Fund
Tierpoint, LLC
Tully Family Foundation

2021 FINANCIALS

SUPPORT AND REVENUE

**In-kind Support** $162,348
**Grant Support** $2,240,423
**Corporate Support** $57,003
**Individual Contributions** $2,364,167
**Loan Forgiveness** $255,000
**TOTAL** $5,283,526

OPERATING EXPENSES

**Program Services** $1,905,128
**Admin. and Support Services** $447,533
**Fundraising Services** $275,232
**TOTAL** $2,657,893
BOARD OF DIRECTORS

Mark London, Chairman of the Board
Attorney at Law, London & Mead

Peter Brooks
Principal and Co-Founder, Sylmar Group

Frank Brosens
Co-Founder, Taconic Capital

Julia Dailey
COO, Holocene Advisors, LLP

Matthew Flavin
CEO, Concord Energy Holdings

Dr. Michael Fotos
Director of Undergraduate Studies, Environmental Studies & Lecturer in Political Science, Yale University

Dr. Marla Geha
Professor of Astronomy and Astrophysics, Yale University

Darren Gruendel
Operating Partner, National Truck Protection and Consultant, Kinderhook Industries

Jessica Nelson
Alumni Board Member and Founder, Grid North

Chris Michalik
Managing Director, Kinderhook Industries

David Patterson
Founder and Chairman of the Board of Directors, Brandywine Trust Company, LLC

Jesse Reising
Co-Founder, Warrior-Scholar Project

Nick Rugoff
Co-Founder, Warrior-Scholar Project, and Co-Founder & Partner at Eothen

ACADEMIC ADVISORY

Humanities Advisors

Dr. Jadwiga Biskupska
Assistant Professor, Sam Houston State University

Dr. Sean Dowdy
Postdoctoral Fellow, University of Oslo

Dr. Mike Fotos
Director of Undergraduate Studies for Environmental Studies and Lecturer in Political Science, Yale University

Dr. Michael Klarman
Charles Warren Professor of American Legal History, Harvard University

Dr. Steven Lamy
Professor Emeritus of Political Science and International Relations and Spatial Sciences, University of Southern California

Gen. David Petraeus
Partner, KKR & Chairman, KKR Global Institute

Dr. Lowry Pressly
Postdoctoral Research Associate, Political Theory Project, Brown University

Dr. Gregory Redhouse
Assistant Professor, Dine College

Dr. Norma Thompson
Associate Director of the Whitney Humanities Center and Senior Lecturer in the Humanities, Yale University

Dr. Corri Zoli
Director of Research and Assistant Research Professor in International Security at Institute for National Security & Counterterrorism, Maxwell & Syracuse University College of Law

STEM Advisors

Dr. Michael McDonald
Associate Professor of Physics at the Kavli Institute for Astrophysics and Space Research, Massachusetts Institute of Technology

Dr. Marla Geha
Professor in the Astronomy and Physics Departments, Yale University

Writing Advisors

Dr. Keith Shaw
Director of Transfer, Veteran, and Non-Traditional Student Programs; Princeton University

Dr. Karin Gosselink
Associate Director of Undergraduate Writing and Academic Strategies, Poorvu Center for Teaching and Learning, Yale University

Maria Del Mar Galindo
Interim Dean, Branford College, Yale University

Dr. Kathryn Temple
Professor and Chair, English Department, Georgetown University

Business Advisors

Dr. Maria Gibbs
Managing Director, INVANTI, Esteem Graduate Program, University of Notre Dame

Dustin Mix
Cofounder and Managing Partner, INVANTI, Esteem Graduate Program, University of Notre Dame
SUPPORT WARRIOR-SCHOLAR PROJECT

Your gift to Warrior-Scholar Project puts enlisted veterans and service members on a time-proven path to success at a critical moment: transition from the military. Drawing on the resilience, drive, and courage honed through service, these women and men can now utilize their skills in a challenging new environment — higher education.

Give your tax-deductible donation now to make a critical difference for veterans pursuing higher education!

Give online, visit: warrior-scholar.org/donate

Make it monthly!
Setting up a recurring monthly donation online is an easy way to ensure that WSP has the resources needed to support our student-veterans’ academic success. Just indicate that you’d like to make a “recurring” donation when you see that option.

Donate by mail, please send your check made out to “Warrior-Scholar Project” to:
Warrior-Scholar Project
1012 14th St. NW, Suite 1200
Washington, D.C. 20005

Give through electronic transfer or donate stocks or securities: warrior-scholar.org/donate

Amazon Smile
Shopping through Amazon Smile is an easy way to support Warrior-Scholar Project. Sign up for Amazon Smile on Amazon's main website, and choose “Warrior-Scholar Project” as your selected charitable beneficiary. Amazon Smile will contribute 0.5% of the price of your eligible online purchases to WSP!

To inquire about including Warrior-Scholar Project in your estate plans, or to learn more about how your gift ensures the academic success of service members and enlisted veterans, contact Gina Taglieri at gtaglieri@warrior-scholar.org or call 202-796-8777.

Warrior-Scholar Project operates under the Operation Opportunity Foundation, a 501(c) 3 nonprofit organization. All donations are fully tax-deductible to the extent allowed by law. EIN: 45-2745669