

National
Academy
Foundation

Annual Report 2013-2014





Letter from the Founder/Chairman & the President

DEAR FRIENDS,

We are excited to report NAF served over 70,000 students in the 2013-2014 school year—a 13% increase over the previous year. NAF students also completed over 5,500 internships, representing an increase of 22% and nearly 5,000 business and community leaders served on local advisory boards, representing an increase of 9%. The opportunity to reach so many students and know the impact the academy experience has on their lives is both exciting and humbling.

College and career readiness remain at the forefront of the national conversation about our nation's economy and its recovery. The nation faces persistent, high levels of unemployment on the one hand and large numbers of unfilled jobs on the other. This is not only an employment problem, but an education problem as well.

Job forecasts indicate the necessity of some post-secondary education, be it a 4-year degree, master's degree or technical or job-specific training. Yet, we live in a country where every 26 seconds, a high school student drops out. Too often it is young people of color whom the educational system has failed to engage along an educational and career path that calls out their passions and highest abilities.

It is with enormous pride that we acknowledge the teams of educators and business partners that make up the NAF network of academies as they address this staggering issue.

Aligned with President Obama's goal to see the largest percentage of college graduates ever in 2020, NAF is determined to graduate 100,000 college and career-ready students by that same year. By harnessing the power of business and community partnerships, NAF's goal is to provide 100% of NAF students with internships, knowing how profoundly our students are inspired by professional immersion.

This year, two years ahead of our goal, 76% of academies reached Certified status, more fully implementing NAF's proven educational model, and 22 academies reached Distinguished status, delivering the model at the highest quality and with the deepest impact on students.

We have a ways to go, but we will get there. The tremendous support, energy, and dedicated leadership of our corporate partners, combined with the hard work of our network, will manifest every opportunity students need to take charge of their education and their future.

Thank you to our friends and partners for everything you do to make our students' success possible.



SANFORD I. WEILL
Founder & Chairman
National Academy Foundation



JD HOYE
President
National Academy Foundation



Aligned with President Obama's goal to see the largest percentage of college graduates ever in 2020, NAF is determined to graduate 100,000 college and career-ready students by that same year.



NAF Graduates Earn Their Place at the Head of the Class

When nine of the most influential companies in the world agree you've earned priority consideration as a job candidate, you know you did something right.

AT&T, Cisco, EMC, Hewlett-Packard Company, JPMorgan Chase, Juniper Networks, KPMG LLP, Verizon, and Xerox have committed as the founding partners for NAFTrack Certified Hiring.

As founding partners, all acknowledge that students who complete the NAF program and earn NAF certification upon graduation stand a cut above other qualified candidates.

High-level representatives and professionals from these companies have been integral to NAF's growth over the years. They serve as collaborators, investors, internship hosts, mentors, scholarship providers, and close advisors to teachers and students at 500+ NAF academies nationwide.

They have both witnessed and contributed to NAF's ability to prepare college and career-ready graduates by the tens of thousands.

Rigorous academics, intensive internships, completion of work-based learning activities, and industry-validated assessments of student knowledge all combine to establish NAFTrack Certification as a true differentiator in the hiring process—an asset that benefits applicants and employers.

United States Secretary of Education Arne Duncan gave a keynote speech at NAF Next 2014, where he praised NAF for addressing one of the nation's most pressing issues and generating measurable improvements.

Nicki Palmer, Senior Vice President & Chief Network Officer at Verizon Wireless, points out that "the leaders of our industries are in high school right now," and NAF offers businesses an opportunity to "connect our world with theirs in a profound and productive manner."

This validation from the corporate community is the culmination of more than 30 years of NAF experience making high school relevant by sending students out, bringing employers in, and positioning both to capitalize on their connections.

"If we expect students to be college and career ready, then the workplace better be the learning place," says NAF President JD Hoye. "NAF has emphasized workplace learning for over 30 years, and NAF alumni have pointed to their paid internships as formative experiences in their lives."

Hoye lists students' hard-earned qualifications: the ability to manage projects, take initiative, work with fellow employees of multiple generations and backgrounds, and calibrate their own ambitions and aptitudes.

Though each founding partner has its own unique hiring process and requirements, the NAFTrack Certified Hiring process may include:

- College internships;
- Pre-interview and resume support;
- Guaranteed interview in equally qualified applicant pool;
- Priority hiring for equally qualified applicants;
- Potential for higher starting salary;
- Applicant feedback & post-interview coaching.

While the specific advantages continue to be defined, Imani Blackmon, a graduate of Magruder High School Academy of Finance, celebrates NAFTrack Certified Hiring policies: "Now we're not just reaching for the stars; we can become one."

"These companies are familiar with NAF," explains Hoye. "They've worked with our graduates and know them, know what they're capable of—they recognize that being a NAFTrack Certified Hiring partner is not just the right thing to do, but the smart thing to do."

John Hinshaw, Executive Vice President of Technology and Operations at Hewlett-Packard Company adds, "A NAFTrack-certified applicant is ready to take on the challenges facing our organization today—we know because the NAF credential is a well-thought-out roadmap."

NAF salutes each of our founding partners for their strong lead and looks forward to establishing a larger circle of validation for NAF graduates as other businesses follow suit.



“A NAFTrack-certified applicant is ready to take on the challenges facing our organization today —we know because the NAF credential is a well-thought-out roadmap.”

JOHN HINSHAW

Executive Vice President
of Technology and Operations
Hewlett-Packard Company



From Instability to Success: One NAF Student's Journey

While most kids my age were worried about exams or making friends at school, my biggest concern was making it home safely. Every day, my mother pleaded with me to transfer to a school closer to home.

For the first two years of school, my commute was three hours a day. I took three different trains. Every night coming home, I took a taxi from the train station to my front door to avoid walking alone. I'd heard of people being mugged or attacked in my neighborhood, and I didn't want to be one of them.

But I didn't want to change schools. I would do whatever was necessary to go there.

Three years ago, I enrolled in Manhattan Bridges High School where 100% of the students, many of them immigrants like me, speak Spanish as their native language. I felt at home at Manhattan Bridges.

Days before my freshman year started, I was asked if I wanted to be in the school's Academy of Engineering or in the Academy of Information Technology. I had never heard of a NAF academy before, but I jumped at the chance to study IT. I knew it would be valuable no matter what career I chose.

For most of my life, it had been difficult to envision success. I cannot think of a time when things were stable. I was born in the Dominican Republic and spent the first ten years of my life shuffled back and forth between the D.R. and the U.S. as my parents' marriage slowly crumbled. By age 12, I was living in Newark, New Jersey, with my mother, learning English, while my father lived in the Bronx. My life felt out of my control and I really couldn't think about the future.

I knew I was going to love being in a NAF academy from the start. For one of our first assignments, my teacher instructed us to take apart our computers. Yes, you read that correctly: take-apart-our-computers. Piece by piece we learned how to reassemble them.

As a NAF student, I built a boat under the direction of professional engineers, visited AT&T to learn about the inner workings of telecommunications, and earned iC3, Cisco Essentials, and Adobe Photoshop certifications. I learned about college and networking from real-life professionals at Verizon and Juniper.

All my teachers rally together to support our projects, connect technology to every subject, and help us find internships. Thanks to my English teacher, I've applied for an internship in the Hydroponics Lab at the Cornell University Cooperative Extension.

I intend to be the first person from my family to graduate from college. I want to earn a medical degree and develop new technologies for pediatric medicine. I want to establish a children's hospital in the Dominican Republic.

Next year, I will graduate from high school and head to college with a clear vision for the future and the confidence that I am prepared for what comes next. For that, I thank NAF and the amazing partnerships that make our dreams a reality.

My NAF academy has given me the tools I need to create stability wherever I am. I trust my ability to succeed professionally and become a role model to my family, friends, and community.

To me, college and career readiness is determined by the expectations you have for yourself, the goals you set, and the tenacity with which you pursue those goals. NAF makes college and career readiness a responsibility and an expectation.

Thank you to all the companies that partner with my school and the thousands of companies across the country that do this for all 70,000 NAF students.

— MARTHA DE LA CRUZ



NATIONAL
Academy
FOUNDATION

“To me, college and career readiness is determined by the expectations you have for yourself, the goals you set, and the tenacity with which you pursue those goals.

NAF makes college and career readiness a responsibility and an expectation.”

MARTHA DE LA CRUZ

Class of 2015

Academy of Information Technology

Manhattan Bridges High School

New York, NY

Milestones

The past year has been a watershed time in NAF's history. NAF is making a measurable impact by providing young people with the skills and experiences they need to become tomorrow's leaders through best practices that can be replicated across the country.

In July 2013, JD Hoyer announced NAF's signature goal to graduate 100,000 college and career-ready students by 2020, with a charge to increase paid internship opportunities for all NAF students. One year later, leading corporations joined NAF to announce NAFTrack Certified Hiring, with a promise to give special consideration to job applicants who, as high school graduates, earned a NAF credential valued by post-secondary education institutions and industry leaders.

This year, NAF surpassed its academy quality goal with more than 75 percent of its academies reaching Certified or Model status, the highest levels on our annual Academy Assessment. Additionally, a record 22 academies received Distinguished status, a category reserved for those that reach exemplary status in implementing the NAF model and serve as leaders in the network.

We are proud to share that in 2013:

- NAF served 70,259 students in 177 school districts and 38 states, DC, and the Virgin Islands, an increase of 13% in just one year
- NAF students completed 5,681 internships, representing an increase of 22% from the previous year
- Nearly 5,000 business and community leaders served on local advisory boards, representing an increase of 9% in just one year

These accomplishments were made possible because of the time, energy, and financial support offered by partners like you. We are proud to highlight some of our successes on the following page.



7/13

NAF President, **JD HOYE**, announced our commitment to graduate 100,000 college- and career-ready students by 2020, with a high quality, paid internship as part of their NAF experience.

9/13

JOSEPH J. PLUMERI II, Senior Advisor, KKR & Co L.P. and **JOSEPH M. TUCCI**, Chairman and Chief Executive Officer, EMC Corporation join NAF's Board of Directors.

10/13

In its inaugural year, the national **STEM ADVISORY COMMITTEE** partnered with NAF's Board of Directors, accelerating NAF's STEM initiatives. Led by **HEWLETT-PACKARD COMPANY** and **VERIZON**, the STEM Advisory Committee's membership includes **AETNA, APPLE, AT&T, CISCO, DREAMWORKS, JUNIPER NETWORKS, KPMG, MASTERCARD, NET@WORK, NEUSTAR, QUALCOMM,** and **RBC CAPITAL MARKETS.**

12/13

NAF is one of nine organizations selected to participate in the new \$250 million New Skills at Work Initiative, funded by **JPMORGAN CHASE FOUNDATION.**

1/14

Thanks to the extraordinary support of the Board and leadership donors, **NAF'S CAPITAL GROWTH CAMPAIGN** gains momentum with \$30 million committed towards a \$50 million goal to support strategic initiatives and innovations.

2/14

NAF's inaugural **ALUMNI LEADERSHIP COUNCIL** is formed with NAF alumnus, **ERICH DE LA FUENTE**, Miami Springs Senior High School AOHT, 1989, as Chairman of the Council and ex-officio member of the national Board of Directors.

2/14

NAF awarded a record high of \$100,000 in scholarships to NAF graduates, thanks to **MARRIOTT INTERNATIONAL, INC. JUNIPER NETWORKS INC., AMERICAN EXPRESS FOUNDATION, KELLY SERVICES,** and **LUDWIG FAMILY FOUNDATION.**

4/14

NAF exceeds its quality goals, with 76% of academies reaching Certified or Model levels, the highest levels on our annual **ACADEMY ASSESSMENT.**

6/14

NAF's work-based learning website goes live: **www.workbasedlearning.org.** Champions and supporters of NAF's WBL initiatives include: **BANK OF AMERICA FOUNDATION, CAPITAL ONE FINANCIAL CORPORATION, CITI FOUNDATION, JAMES IRVINE FOUNDATION, JPMORGAN CHASE FOUNDATION,** and **MOODY'S FOUNDATION,** among others.

6/14

NAF and **LENOVO** announce a renewed partnership for a **MOBILE APP DEVELOPMENT** project and contest for NAF students.

7/14

NAF Next is a sold out success, drawing more than 1,500 attendees! This is the largest turnout in the history of NAF's annual conference. Special guests included NAF Founder & Chairman **SANFORD I. WEILL** and U.S. Secretary of Education, **ARNE DUNCAN.**

7/14

NAFTRACK CERTIFIED HIRING is announced! NAFTrack founding companies (**AT&T, CISCO, EMC, HEWLETT-PACKARD COMPANY, JPMORGAN CHASE, JUNIPER NETWORKS, KPMG LLP, VERIZON,** and **XEROX**) promise to give special consideration to job applicants who, as high school graduates, earn a NAF credential.

9/14

ALEX GORSKY, Chairman and CEO, Johnson & Johnson, and **SALLI SCHWARTZ**, Global Head of Investor Relations, Moody's Corporation become the newest members of NAF's Board of Directors.



2013 Donors

\$10,000,000 AND ABOVE

Joan & Sanford I. Weill & the Weill Family Foundation

\$5,000,000 TO \$9,999,999

JPMorgan Chase Foundation

\$1,000,000 TO \$4,999,999

American Express Foundation
Bloomberg Philanthropies
Capital One Financial Corporation
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The James Irvine Foundation
KPMG Foundation
The Honorable Eugene A. Ludwig and Dr. Carol Ludwig
Joseph Plumeri Foundation
RBC Foundation USA
Verizon Foundation
Ron and Cynthia Williams
Xerox Foundation

\$500,000 TO \$999,000

Citi Foundation
Juniper Networks Foundation Fund
The J. Willard and Alice S. Marriott Foundation
Lowell C. McAdam
The Moody's Foundation

\$100,000 TO \$499,999

Aetna Foundation
Bank of America Foundation
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Linda and Jim Robinson
Travelers Foundation

\$50,000 TO \$99,999

American Express
Amgen Foundation
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National Purchasing Partners
The Travelers Companies, Inc.

\$25,000 TO \$49,999

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\$10,000 TO \$24,999

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The Aber D. Unger Foundation, Inc.

\$5,000 TO \$9,999

Axciom Incorporated
Gary Appel
Bok Family Foundation
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Covington & Burling LLP
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James S. Turley

\$1,000 TO \$4,999

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Lisa Widdowson
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Sanjiv Yajnik

\$999 AND BELOW

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Elinore Antell
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Anthony A. Asplin
American Endowment Foundation
American Express Matching Gift Program
Lauren M. Bailey
Brenda Barry
Ira M. Berkowitz
Laura Beaubien
Umang Beri
John Bishop
Helen and Timothy Blanch
The Boston Consulting Group
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Cardone Family Foundation
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Alaric Lejano
Matthew Lischin
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Mark Maroney
Franke Martinez
Nicholas May
Kayla McCaffrey and Scott J. Nitz
Robert B. McCall
Katie McNally and Tim Pinel
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Ronald Mitchell
Ana Morrison
Robert Mudge
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Tim Omaggio
Arlene Osborne
Kashia Palmer
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Play for Your Cause
Rebecca J. Privett
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Traveler's Insurance
Union Bank of California
Angela Watson
Barbara Watkins
Daniel Wallace

ALUMNI SUPPORTERS

Patrick Berry
Edison Castaneda
Atul Kapoor

GIFTS IN-KIND

Pearson Inc.
Skadden, Arps, Slate, Meagher & Flom LLP

NAF WOULD LIKE TO THANK ALL OF OUR PARTNERS FOR THEIR GENEROSITY AND SUPPORT FOR FISCAL YEAR 2013. SHOULD YOU HAVE QUESTIONS ABOUT YOUR DONATION, PLEASE CONTACT THE INSTITUTIONAL ADVANCEMENT TEAM AT (212) 635-2400.



BALANCE SHEETS

YEARS ENDED DECEMBER 31, 2013 AND 2012

ASSETS

CASH AND CASH EQUIVALENTS	\$	441,222	768,074
CONTRIBUTIONS AND GRANTS RECEIVABLE, NET		11,031,527	3,339,007
OTHER RECEIVABLES, NET OF ALLOWANCE OF \$98,324 IN 2013 AND \$75,578 IN 2012		743,419	554,268
PREPAID EXPENSES AND OTHER ASSETS		65,336	120,322
INVESTMENTS		10,742,501	13,880,607
EQUIPMENT, FURNITURE, AND FIXTURES, NET		1,999,532	606,832

TOTAL ASSETS	\$	25,023,537	19,269,110
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LIABILITIES AND NET ASSETS

LIABILITIES:

ACCOUNTS PAYABLE AND ACCRUED EXPENSES	\$	1,505,381	1,324,607
AMOUNTS HELD FOR OTHERS		21,085	21,085

TOTAL LIABILITIES		1,526,466	1,345,692
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NET ASSETS:

UNRESTRICTED		4,464,768	4,464,768
TEMPORARILY RESTRICTED		18,502,303	12,928,650
PERMANENTLY RESTRICTED		530,000	530,000

TOTAL NET ASSETS		23,497,071	17,923,418
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TOTAL LIABILITIES AND NET ASSETS	\$	25,023,537	19,269,110
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STATEMENTS OF ACTIVITIES

YEARS ENDED DECEMBER 31, 2013 AND 2012

CHANGES IN UNRESTRICTED NET ASSETS:

SUPPORT AND REVENUE:

CONTRIBUTIONS AND GRANTS	\$ 618,477	2,885,485
MEMBERSHIP FEES	1,215,130	1,037,275
REGISTRATION FEES	575,913	582,181
SPECIAL EVENT	1,583,620	2,760,000
INTEREST AND DIVIDENDS, NET	125,356	218,659
NET REALIZED AND UNREALIZED GAIN (LOSS) ON INVESTMENTS	(101,756)	34,436
CONTRACT REVENUE	519,435	222,330
OTHER INCOME	13,345	22
NET ASSETS RELEASED FROM RESTRICTIONS	9,499,468	6,282,877

TOTAL UNRESTRICTED SUPPORT AND REVENUE	14,048,988	14,023,265
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EXPENSES:

PROGRAM SERVICES	10,540,770	10,442,396
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SUPPORTING SERVICES:

MANAGEMENT AND GENERAL	2,109,704	1,991,509
FUNDRAISING	1,398,514	1,393,872

TOTAL SUPPORTING SERVICES	3,508,218	3,385,381
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TOTAL EXPENSES	14,048,988	13,827,777
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INCREASE (DECREASE) IN UNRESTRICTED NET ASSETS	—	195,488
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CHANGES IN TEMPORARILY RESTRICTED NET ASSETS:

CONTRIBUTIONS	14,932,199	15,450,859
INTEREST AND DIVIDENDS	16,776	16,601
NET REALIZED AND UNREALIZED GAIN ON INVESTMENTS	124,146	50,744
NET ASSETS RELEASED FROM RESTRICTIONS	(9,499,468)	(6,282,877)

INCREASE (DECREASE) IN TEMPORARILY RESTRICTED NET ASSETS	5,573,653	9,235,327
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INCREASE IN NET ASSETS	5,573,653	9,430,815
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NET ASSETS AT BEGINNING OF YEAR	17,923,418	8,492,603
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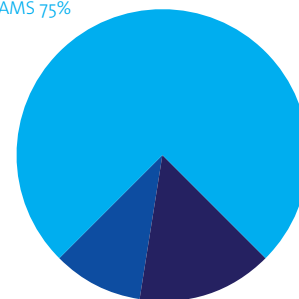
NET ASSETS AT END OF YEAR	\$ 23,497,071	17,923,418
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2013 BREAKDOWN OF EXPENSES

PROGRAMS 75%

FUNDRAISING 10%

GENERAL &
MANAGEMENT 15%





Sanford I. Weill – Chairman
Founder
National Academy Foundation

Kenneth I. Chenault – Vice Chairman
Chairman & Chief Executive Officer
American Express Company

Eugene A. Ludwig – Secretary
Founder & Chief Executive Officer
Promontory Financial Group, LLC

Sanjiv Yajnik – Treasurer
President, Financial Services
Capital One

Andy F. Bessette
Executive Vice President & Chief Administrative Officer
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Xerox Corporation

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Alex Gorsky
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John Hinshaw
Executive Vice President, Technology & Operations
Hewlett-Packard Company

JD Hoye
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Erich de la Fuente (Ex Officio)
Founder and CEO
EDF Communications



MISSION

The National Academy Foundation is dedicated to preparing young people for college and career success using its proven educational model.

VISION

The National Academy Foundation envisions a world in which all young people have the skills, knowledge, and experience needed to thrive.

ABOUT

The National Academy Foundation (NAF) is an acclaimed network of career-themed academies that opens doors for underserved high school students to viable careers. For over 30 years, NAF has refined a proven model that provides young people access to industry-specific curricula, work-based learning experiences, and relationships with business professionals.

NAF academies focus on one of five career themes: finance, hospitality & tourism, information technology, engineering, and health sciences. Employees of more than 2,500 companies volunteer in classrooms, act as mentors, engage NAF students in paid internships, and serve on local advisory boards.



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New York, NY 10018
(212) 635-2400

www.naf.org