



BE FUTURE
READY

Corporate Engagement
in Action







*What makes NAF academies
uniquely effective in raising
student attendance, graduation
rates, academic achievement,
and earning potential?*

The corporate partners
and business professionals
who join teachers to bring
education to life.

Structured relationships between NAF academies and their corporate partners create a dramatic impact for students beyond what a great school, part-time job, or even a strong coaching relationship can achieve on its own.

The integration of those experiences provides the applied learning and reinforcement that motivates young people to study and achieve. The chance to establish professional contacts pushes NAF academy students to make the most of every work-based learning experience.

For many businesses, partnership with NAF helps to fulfill their corporate social responsibility goals and assure the growth and profitability of their business, whether a corporation's philanthropic focus is education, healthcare, poverty reduction, the environment, or diversity. The NAF educational design provides businesses multiple channels for preparing students to contribute to specific industries and areas of innovation.

An alliance with NAF is an investment in college-goers who do not otherwise have access or exposure to careers on a professional track. It is an investment in the talent and diversity they bring to our future workforce, particularly in STEM occupations.

Partnership with NAF and its academies offers meaningful volunteer opportunities to employees as well—many of them young professionals who place a high premium on giving back. Likewise, companies gain the opportunity to build business relationships with peer organizations and community members who share their commitment to education and community well-being.

This report focuses on four companies—Marriott, Verizon, KPMG, and Kelly Services—that partner with NAF to have a lasting, positive impact on the lives of students, the culture of their organizations, and the fulfillment of their corporate social responsibility goals. Each has initiated its own systems for making the partnership with NAF successful.

As NAF strives toward achieving the goal of 100% paid internships and 100,000 college and career-ready graduates by 2020, we are determined to work together with all our outstanding partners to scale and amplify their impact.

JD HOYE
President, NAF



"NAF delivers strong STEM-based programs and has a proven track record of success. Their goals align with our mission as a corporate foundation and with who we are as engineering and technology professionals."

JAYNE MAYER

Director of Employee
Engagement
Verizon Foundation

NAF's partnership with Verizon gains momentum each year, generating meaningful connections between Verizon employees and NAF academy students nationwide.

In addition to creating opportunities for engagement within the company, Verizon also extends its impact by leveraging its vast network of business, client, and community-based partners. The result is a broader ecosystem of engagement and partnerships—led by Verizon—that supports collective action and impact.

The partnership is run through the Verizon Foundation, which identifies education among its three focus areas, along with healthcare and energy management. NAF addresses the Foundation's commitment to prepare students for success in the 21st century, while increasing student interest and achievement in science, technology, engineering, and math (STEM).

Verizon employees and senior level executives host job shadow days that include speed networking and tours of Verizon's high-tech operations center in Basking Ridge, NJ. They provide ongoing professional expertise, as well as internships to students at NAF academies all over the country.

Verizon Chairman and CEO Lowell McAdam serves on the NAF Board of Directors and has invested significant energy in establishing a NAF Academy of Finance at his *alma mater*, Barker Central High School, in upstate New York. WAVE (Women's Association Verizon Employees) hosts events year-round that champion girls' pursuit of STEM education. "Our philanthropy includes a disciplined

approach to measurement; our programs are only as good as the impact they make," says Jayne Mayer, Director of Employee Engagement for Verizon Foundation.

NAF's reach makes it easy to rally volunteers, as does the company culture which celebrates employee involvement with charitable causes. In the past five years, Verizon and its employees have donated more than \$114 million to nonprofits through the company's matching gifts program. Employees have also given 2.3 million hours of volunteer service, and 33,000 community nonprofits have benefitted from Verizon employee's support. To date, the Verizon Foundation, along with Verizon Communications, have contributed \$3,619,000 to NAF.

Ms. Mayer works at Verizon's headquarters in New Jersey, a 1.3 million square foot complex that features, among other things, a health and wellness center, TV production studio, restaurant, dry cleaning services, soccer field, and baseball diamond. "When the students visit," she says, "we want them to see what the inside of a corporation looks like, and that there's something for every one of them here."

During the speed networking events, NAF academy students are paired up with Verizon employees. The student quickly shares and elicits meaningful information until a bell rings and the student moves on to another Verizon employee. The students typically go through five to ten rounds.

"We get participation from employees of all ages, backgrounds, and career disciplines," explains Ms. Mayer. "Our focus is on STEM, but we also include legal, marketing, human resources, security professionals, and more, to ensure that the students gain insight from a diverse group of people and leave with a

strong sense of our corporate culture." WAVE brings a cultural awareness to its events and activities with NAF academy students as well—particularly girls.

"These girls are a lot smarter and more technologically savvy than we were. But there's still a lot of shyness," says WAVE member Carmen Flores. Ms. Flores is a Manager in the Verizon Transport Creation Center, with a background in mechanical engineering and telecommunications management and 14 years of experience with Verizon. "We make them aware of what they already have: that natural leadership ability and capacity for teamwork."

Ms. Flores and the other WAVE members make sure girls can see the pathway for themselves to a career in a STEM field. Executives who are women of color and/or immigrants share stories of growing up in a single parent home or being the English translator for their parents, and then going to an Ivy League school.

"They answer the girls' questions about what they studied in college and how they got through that first year," says Ms. Flores. "They show girls that it's all about building a network of support so you're not alone—which is a good way to think about business anyway."

In 2013, WAVE facilitated 12 events, involving 64 Verizon employee volunteers and reaching 448 NAF academy students. Students learned what employers expect, what to put in a resume, and what to share on social media.

"When you're putting your time in, you can see it right there," says Ms. Flores. "Right away, the students are more comfortable. That's when the confidence comes out."



"We've put quantitative measures in place and check in quarterly to make sure the engagement is happening. We know we can count on NAF's strong leadership team to be well organized and get us every bit of information we need along the way."

BETSY KISS

Senior Director of Workplace
Strategies
Marriott

Marriott International, Inc. was one of NAF's main corporate partners in the launch of the NAF Academies of Hospitality & Tourism.

NAF consistently hosts its annual professional development conferences at the Marriott properties, and Marriott brings advisory board members, classroom involvement and work-based learning opportunities, including gold standard internships, to academy students in several U.S. markets.

Betsy Kiss, Marriott's Senior Director of Workplace Strategies, describes community service as "a pillar of our company culture since its founding." The company is widely recognized as a great employer that promotes inclusion and advancement at every rank.

As NAF joins an impressive list of partners with whom Marriott fulfills its corporate social responsibility goals, it is especially rewarding to know that our partnership meets Marriott's highest standards. "What gets measured gets done," says Ms. Kiss, who appreciates NAF's professionalism and responsiveness.

What was once a small family-owned company has grown to 3,900 hotels in 72 countries and territories. Marriott has a stake in training and inspiring young people as they pursue careers in hospitality. The company offers five scholarships a year of \$1,500 each to outstanding NAF academy graduates. Since 1999, Marriott has given \$440,000 to NAF.

2013 Marriott Scholarship Winner Dianlyn Cenidoza, Chief Sealth High School Academy of Hospitality & Tourism graduate, completed a paid internship at the Lake Union Marriott. "I had to wake up at four in the morning and catch two buses to get to work by 6 am," says

Ms. Cenidoza, now a student at Washington University. "I didn't mind because it was enjoyable to just be at work."

Partnership with NAF extends from the national to the local level, with hotel professionals and academy directors in New York, Washington, D.C. and Miami working in concert to identify high-value activities for students and schools.

Ms. Kiss explains, "Marriott professionals make a commitment to serve on advisory boards and to host a certain number of internships, job shadow days, and classroom activities in their geographic markets. We have a team that monitors this involvement, and I partner with NAF to share our results and plan for the future."

Page Petry, who heads the Information Technology Department for Marriott in the Americas, has shown a remarkable dedication to the NAF partnership.

"I have a personal desire to see students stay in sciences and technology," says Ms. Petry, now in her third year on the advisory board for NAF academies in Montgomery County School System, where Marriott IT Headquarters are based. "Whether they work in our hotel or even our industry is unimportant. I want to see them involved in careers where they can expect long term growth."

Marriott offers placements to students in NAF Academies of Finance, Information Technology, and Engineering, in addition to Hospitality & Tourism. Ms. Petry notes that mock interviews provide a glimpse into what students are learning and prepares them for life beyond school. "If some of these students were going through a real interview," she says, "I would hire them on the spot."

She credits academy teachers whose passion on behalf of students fires up advisory board members (industry professionals from the community) who naturally want to support them.

"Teachers come to the meetings to share where they have a need. They're the ones who prepare students for all their interactions with the professional world and make sure we turn over every stone to get those internships," says Ms. Petry. "They make it easy for the board to activate the business community."

As a guest at NAF graduation ceremonies, Ms. Petry has been approached by parents of students who interned with Marriott. "One family made a point to sit with me over cake and punch to talk about how the internship positively influenced their daughter's decisions," Ms. Petry recalls. "The younger siblings were all there listening. She was going to be the first in the family to get a college education."

The work and hours spent in meetings, organizing events, reviewing resumes, and getting high school interns into the payroll system are well-spent, according to Ms. Petry. "Some organizations, you never know whether you made a difference," she explains. "With NAF, you see the impact. I don't look at this as work, not for this program."



"Our professionals tell us that they are struck by how poised and professional the NAF students are and that they are impressed with how well prepared they are for the business world."

MEGHAN BRACKEN

National Director, Corporate
Citizenship
KPMG

NAF's dynamic partnership with **KPMG** began in 2010 as an investment in the NAF finance and accounting curriculum and professional development opportunities for teachers. This relationship has since grown to include KPMG's involvement in additional NAF career themes and an extraordinary commitment to employee engagement.

KPMG LLP, the audit, tax, and advisory services firm, operates from 87 offices in the U.S. and has achieved distinction as a top employer among organizations committed to diversity. Through its Foundation, KPMG focuses on providing resources to students at every stage of their academic career. Over twenty years ago, KPMG Foundation created The PhD Project to offer funding and incentive to PhD candidates of color.

The firm's commitment to improve public education, particularly among racial and ethnic minorities and people from lower income backgrounds, reflects KPMG's corporate responsibility and bottom line goals. To date, the KPMG Foundation and KPMG LLP together have contributed \$1,785,510 to NAF.

To ensure that the local relationships with NAF academies were as effective as possible, KPMG's Corporate Citizenship department created the KPMG/NAF Engagement Toolkit. It details not only all of the ways that KPMG employees can partner with academies, but also includes data on why such an investment is necessary.

"The gaps in workforce readiness are perhaps most evident among youth growing up in low-income and underserved communities," the Toolkit's authors explain. "If KPMG is going to have long-term access to a strong and diverse talent pool, we need to be part of the solution." To this end, KPMG provides meaningful ways for its employees to apply their professional training and skills as volunteers.

"Engagement with NAF academies is very appealing to our employees," explains Meghan Bracken, National Director for KPMG Corporate Citizenship. The company cultivates a volunteer culture and recruits hundreds of college graduates each year. "Our people are very committed to their communities and the opportunity to work with youth that have an interest in finance was a perfect fit. We soon realized that we could expand beyond that."

NAF Academies of Finance provide an obvious pipeline to diverse talent. Yet KPMG recognizes that NAF academy students are, by definition, honing valuable workplace communication skills and technical training. KPMG is an exemplary provider of the NAF gold standard internships and cultivates NAF students of finance, engineering, and information technology.

KPMG's "NAF Champions" make it happen at the local level. "Once we make the introduction between the Champion from KPMG and the NAF academy director, they take over," says Ms. Bracken. "They identify the activities that will be the most beneficial to the students and then match an available KPMG resource. It's a very individualized approach.

The KPMG Toolkit prepares volunteers down to the last detail. Knowing in advance about the time commitment, appropriate activities

for students in each grade, fundraising duties, classroom presentations, and more, attracts volunteers who are aware of and drawn to that commitment.

"We have very committed but busy people, so they appreciate knowing exactly what volunteering entails," says Ms. Bracken. She and others in her department work closely with NAF's national team to ensure the quality of KPMG/NAF interactions. "Miami is particularly lively, and so is Los Angeles, Dallas, Atlanta, New York—every place where academies are accustomed to dealing with corporate partners."

KPMG regularly attends and presents at the NAF annual conference, NAF Next. This event is a great way to hear directly from academy directors and students who have worked with their Champions.

"Students who have interned with us tell us they were overwhelmed by how much the firm embraced them and the projects they were able to work on," Ms. Bracken shares. "Our professionals tell us that they are struck by how poised and professional the NAF students are and that they are impressed with how well prepared they are for the business world."

KPMG's foresight to create such a thorough and detailed engagement toolkit positions them to have a lasting impact far beyond its own offices. Together, NAF and KPMG are strategizing about how to build on KPMG's deep understanding of what corporate engagement with NAF is all about, attract additional partners, and show them how it's done.



"Kelly partners with NAF to place students in summer internships. The task of bringing interns on board can be very difficult considering the timing and administrative demand. These are things that we do every day that are a part of our business. We're good at it; we get people to work."

BRAD WALDRON
Director, Finance
Product
Kelly Services, Inc.

For **Kelly Services®**, partnership with NAF is integral to the company's commitment to help build the next generation of professional and technical talent. This global workforce solutions provider places professional and technical employees into the fields of finance and accounting, education, engineering, information technology, law, science, and healthcare.

As one of the world's largest scientific staffing providers and a leader in IT, engineering, and financial staffing, Kelly Services takes seriously the skills shortage in STEM occupations. "It's our job to encourage interest in those fields where we know we will need to hire," says Kristina Drobocky, Director, Finance Product, Kelly Services, Inc.

To date, Kelly Services has awarded \$42,000 in grants to NAF Academies of Engineering and \$25,000 in scholarships to NAF Academy of Information Technology students. Yet NAF's partnership with Kelly Services extends beyond these generous financial contributions. The company now plays a critical role in helping NAF reach its goal of 100 percent internship placements.

While every NAF academy deals with the difficulty of generating enough quality internships, businesses face challenges as well. Brad Waldron, Kelly Services, Director of Engineering Services explains why.

"The task of bringing interns on board can be very difficult considering the timing and administrative demand," says Mr. Waldron.

Some companies prefer to recruit and hire their own interns, but they're not all prepared to deal with the administrative responsibility that comes with it.

"That's where we come in," Mr. Waldron says. "Kelly Services can seamlessly take over the administrative aspect of maintaining intern and co-op programs. We'll handle required employment forms, assemble and distribute welcome packets, assist with orientation, issue timely and accurate paychecks, and take care of all the tax issues—from unemployment and workers' compensation coverage to distribution of W-2s."

The benefits flow directly to students. "This allows a business to focus on mentoring interns to ensure they have a positive experience," says Mr. Waldron. He sees a natural fit between Kelly Services and NAF. "These are things that we do every day that are part of our business. We're good at it; we get people to work."

Kristina Drobocky was a district manager for Kelly Services when she was first introduced to NAF and asked to consider assisting with NAF interns in the San Francisco Bay Area.

"I remember thinking, 'What on earth is a high school student going to do for my client? One: There is risk with hiring a high school student. Two: What technical ability could he or she really have without a college degree?'" Ms. Drobocky recalls. "I had that complete bias and I simply did not understand the program."

To learn more about what she might be undertaking, Ms. Drobocky attended the NAF Next conference, which was being held in her city that year. "If you want to figure out what kids are being taught, you need to study their

curriculum and meet their teachers," she says. Her experience was eye-opening.

"They were learning things just as technical as some of the college classes our candidates take in their accounting and finance Bachelor's and Associate's programs," says Ms. Drobocky.

Struck by the level of detail at which students were learning and the drive of the teachers, Ms. Drobocky then sat in on a few sessions where NAF students addressed the assembled educators, business leaders, board members, and NAF leadership. "Their poise, their speaking ability, the level of technical proficiency they displayed in their internships—that brought it together for me. The whole entire program," she recalls, "I got it."

In the summer of 2013, Kelly Services tested the NAF internship program in Baton Rouge, Louisiana, and Detroit, Michigan, by placing NAF students into internships with companies that are Kelly Services customers. Like KPMG, the company is creating a toolkit that will position Kelly Services branches to partner directly with NAF academies.

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MISSION

NAF solves some of the biggest challenges facing education and the economy by bringing education, business, and community leaders together to transform the high school experience.

VISION

NAF envisions a world in which all young people have equal opportunity for successful futures.

ABOUT

NAF is a national network of education, business, and community leaders who work together to ensure high school students are college, career, and future ready. Since 1982, NAF has been partnering with existing high schools in high-needs communities to enhance school systems at a low cost by implementing NAF academies—small learning communities within traditional high schools. NAF has grown from one NAF Academy of Finance in New York City to hundreds of academies across the country focusing on growing industries including: finance, hospitality & tourism, information technology, engineering, and health sciences.

NAF's educational design ignites students' passion for learning and gives businesses the opportunity to shape America's future workforce by transforming the learning environment to include STEM infused industry-specific curricula and work-based learning experiences, including internships. During the 2014-15 school year nearly 82,000 students attended 667 NAF academies across 38 states, including DC and the US Virgin Islands. In 2014, NAF academies reported 97% of seniors graduated with 93% of graduates planned to go to college.



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