

EDUCATION CHANGES EVERYTHING.

IMPACT REPORT
2017-2018



**NAF IS MAKING A
DIFFERENCE FOR
OUR STUDENTS,
OUR COMMUNITIES,
OUR WORLD.**

**Thank you for
being part of
the movement.**

**#BeFutureReady
@NAFCareerAcads**

A LETTER FROM OUR LEADERS

Dear Friends,

NAF continues to raise the bar on what we can accomplish together through public-private partnerships and the network keeps meeting the challenge. In 2017, we reached a milestone. With the help of our generous supporters, educators, business partners, board members, and advocates, NAF academies across the country are now serving **over 100,000 students**.

In 2017, 97% of seniors graduated, 90% of seniors planned to attend college, and nearly 1,000 students earned NAFTrack certification, a rigorous assessment system to ensure our students are graduating future ready. In 2018, the network doubled the numbers of NAFTrack Certified graduates, with almost 2,000 students earning this distinction. NAF students continue to excel inside and outside of the classroom – a testament to their own talents and successes, the strength of NAF academies, the many businesses with whom we partner, and supporters like you.

Throughout this report, you'll see the faces of the future – students of the most diverse generation who will become tomorrow's leaders, the partners who dedicate their time, talent, and resources to make NAF's design work, and the initiatives that help propel the students forward. We are so proud of their many accomplishments.

In the 2018-2019 school year, we will continue to focus on the goals set forth in NAF's 2017-2021 strategic plan. This includes ensuring that NAF has an impact not only on the students attending NAF academies, but also on non-NAF students in their districts, states, and across the country to ensure all students have access to opportunities to be future ready. Please take a moment to read about our plans on page 22.

Thank you for joining us in support of our remarkable students. Through our shared commitment and investment in our youth, we will continue to see that **education changes everything**.

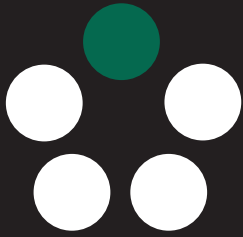
With gratitude,



Sanford I. Weill
Founder & Chairman, NAF



JD Hoyer
President, NAF



1 in 5 students don't graduate from high school in the United States, limiting their possibilities for successful careers and the ability to reach their full potential.

Education has the power to change everything.

Too many students, especially minorities living at or below the poverty line, don't have access to high quality education.

Meanwhile, businesses are struggling because they have limited access to a diverse, well educated, and future ready workforce. A staggering one - third of America's unemployment rate is due to the growing divide between employee skills and open jobs.

While the number of available jobs is increasing, the number of people qualified to fill them is not.

NAF helps underserved high school students make connections between their schoolwork and the professional world, opening their eyes to unimagined possibilities beyond the four walls of the classroom.

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.

HOW NAF IS SHAPING OUR FUTURE WORKFORCE



STEP 1:

Key stakeholders from education, local businesses, and the community come together to plan the development, implementation, and support of a NAF academy, in an existing public high school.



STEP 2:

Educators incorporate NAF-approved industry-validated courses into the school day.



STEP 3:

In collaboration with the business community, educators create a four-year work-based learning plan. Business partners commit to provide career awareness, exploration, and preparation activities such as resume writing, worksite tours, job shadows, mock interviews, and paid internships.



STEP 4:

NAF students graduate with NAFTrack Certification, an industry-recognized credential that gives NAF graduates a leg up in both college and the job market.



STEP 5:

Business partners recruit NAF graduates to create an innovative, highly skilled diverse workforce.

OUR IMPACT

⋮

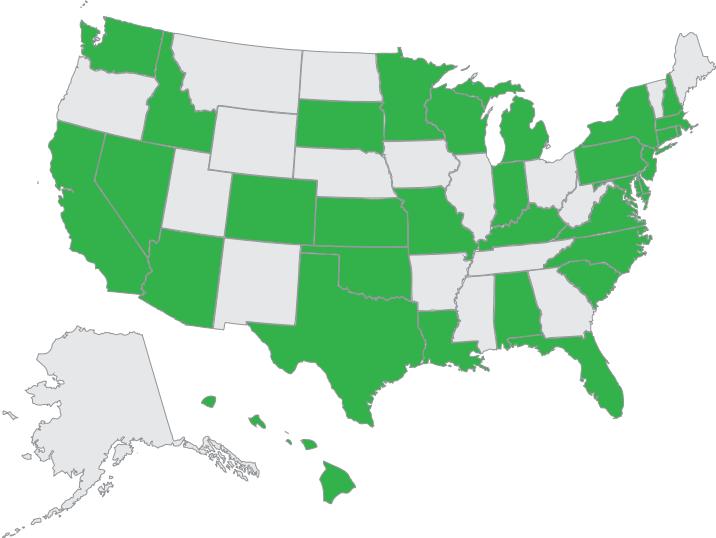
104,261

Students in

36

States

⋮



644

academies

89%

of students
are females
and/or ethnic
minorities

90%

college-bound
graduates

97%

seniors
graduated

71%

of students are
low-income
based on eligibility for free
& reduced price lunch

⋮
.....

	2016-17	2017-18
Certified Academies	51%	56%
Model Academies	20%	24%
Distinguished Academies*	6%	14%

*Distinguished Academies demonstrate exceptional fidelity to an educational design proven for success. For more information, go to naf.org.

VOICES OF THE NAF NETWORK

2017 – 2018
HIGHLIGHTS



VOICES OF THE NAF NETWORK



Asha Amerson addresses the guests at the 2018 NAF Benefit



Heather Hartmann and JD Hoyer on stage at NAF Next 2018

For the Best Future Possible

ASHA AMERSON, STUDENT

Jennings Senior High School
Academy of Health Sciences, Class of 2018
Jennings, MO

"I can attest to the fact that my NAF education changed everything. I am graduating with health science knowledge from my academy, work experience from my internships, and professionalism, character, and mobile app building skills from World Wide Technology, a NAF partner. My education from NAF opened doors that I didn't know I was able to walk through and prepared me for the best future possible."

Transforming Lives

HEATHER HARTMANN, EDUCATOR

Academy of Finance Director, Clarence High School
Winner of the 2018 Sanford I. Weill Academy
of Excellence Award
Clarence, NY

"Witnessing the growth and development of our students into leaders is the most rewarding part of my work as an educator. The support that invested adults can provide, in equipping academy students with the skill sets required for today's workplace, is so instrumental to their future success. I am proud to be part of a national network that is transforming lives each and every day for the betterment of our world!"

“I didn’t have doctors or lawyers in my family. I didn’t have money for tutors and SAT prep. I lacked access.

But because of my NAF academy, that didn’t matter. Every industry needs what I and all NAF academy students and alumni have in abundance: talent.”

✓ **FACT:** At-risk NAF students graduate from high school at a 10% higher rate than at-risk non-NAF students.



Diana Ramos accepts the Alumni Award at NAF Next 2018

An Abundance of Talent

DIANA RAMOS, ALUMNA

Winner of the NAF Next 2018 Alumni Award
Harmony Magnet High School
Academy of Engineering, Class of 2012
Strathmore, CA

“Because of my NAF academy, I got a full scholarship to the University of Southern California. I coordinated the first annual STEM Life Journey Conference at my old academy. I’m 24 years old — I’ve already got a Bachelor’s degree in biomedical engineering under my belt and I’ll be graduating with a Master’s degree in Engineering Management in December of 2018.

It’s because of my NAF academy that I got here so fast. It’s because of my mother that I had the courage to come so far. Thank you NAF for sending the elevator of success back down to everybody so we all rise together.”

VOICES OF THE NAF NETWORK



NAF Founder and Chairman Sandy Weill with board member Bob Dughi at the inaugural advisory board convening

A Meeting of the Minds (and Hearts)

2018 ADVISORY BOARD CONVENING

Advisory boards are comprised of volunteers who dedicate their time, expertise, and networks to play an active role in the success of their local academies and students. One of NAF's most important goals is to enable every student to gain workplace experience through a high-quality paid internship by increasing the number of national and local partners. It can only be achieved with the strategic support of advisory board members.

In June 2018, 50 advisory board members and key academy leaders from across the country gathered at SAP's office in New York City for the inaugural National Convening of Advisory Board Leaders. Sandy Weill, NAF's Founder and Chairman, along with other representatives from NAF's Board of Directors, inspired a productive, cross-functional conversation to help inform and enhance the advisory board network.

The convening provided the opportunity to identify key strategies from high-performing advisory boards to increase impact for all advisory boards. NAF plans to use best practices and input from a series of convenings to encourage collaboration and replicate them across the network.

GET INVOLVED:

Interested in learning more about becoming an advisory board member? Contact James Cole at jcole@naf.org

✓ **FACT:** There are 4,855 advisory board members across the U.S.



Soley Gonzalez speaks at the Industry Updates panel session at NAF Next 2018

12 Years, 100 Interns—The Story of One Advisory Board Member

SOLEY GONZALEZ, MBA

Community Engagement Strategist

NAF Advisory Board Champion

NAF Leadership Fellow

Academy of Finance Advisory Board Chairperson

Miami, FL

“I was the first one in my family to aspire to obtain a college degree. I knew it could change everything. It’s something I’ve tried to impart on my interns every day for the past 12 years – no matter what your current situation is, education can at least level the playing field.”

As an advisory board member, I quickly learned the importance of my role in every intern’s experience. We are the north star for many that come from underserved communities. We can guide them and help them break the cycle of despair and poverty.

Through NAF, high school students attain paid internships, connect with real business professionals, shadow them, and work with them. NAF has created a pathway so they no longer have to only dream — they can achieve their dreams. Interns recognize that advisory board members are supporting, guiding, and rooting for them. In my 10 plus years supporting NAF academies, I’ve supervised over 100 interns. I have learned that before I can motivate students with the allures of success, I must help them strengthen their emotional intelligence. We have a stake in shaping and developing the future workforce by helping those who need it the most make connections between their education and their futures.”

Breaking Down Barriers and Building Futures

FUND II FOUNDATION, PARTNER

"We at Fund II Foundation are enthusiastic about NAF's work because they understand that success requires people to educate; people to teach; people to mentor; people to model. NAF demonstrates this insight of authenticity by prioritizing exposure to a variety of corporate professionals as well as parents, educators, and an informed community in a strategy for student success. We proudly support NAF as they break down those barriers and advance our youth in meaningful directions." - Linda Wilson, Executive Director, Fund II Foundation



Linda Wilson speaks to students at the 2018 NAF Benefit

An Alumnus Turned Supporter

DANIEL BARILE, SUPPORTER

Alumnus, Class of 1999, Academy of Finance
Managing Director, Skybridge Capital Partners

"I'm an alumnus of NAF's Academy of Finance in New York City and my internship on the trading floor at Salomon Smith Barney in 1998 – at 16 years old – was a life changing experience. I give to this exceptional organization because 20 years later, students are still having wonderful experiences like mine, and it is very important to me that NAF continues to thrive so it can positively impact lives for the next 20 years and beyond."



A Lenovo employee and a NAF student engage in work-based learning activities

“At Verizon, we don’t wait for the future. We build it. Through our Verizon Innovative Learning program, we are providing technology, internet access, and immersive, hands-on learning to help give under-resourced students the tech education they deserve. With great partners like NAF, we are giving kids the ability to do more in this world. To achieve more. To learn more. To create more. And the results are nothing short of amazing.”

– Justina Nixon-Saintil, Director, Corporate Social Responsibility, Verizon Innovative Learning

Investing in Change

BUSINESS PARTNERS

Business partners provide an essential bridge to the professional world, and NAF’s partners engage with students in a variety of innovative ways. The following are just a few exciting examples of how business partners are providing invaluable experiences for young people:

- Verizon’s dedicated leadership on the Board of Directors, STEM Advisory Committee, and exemplary employee engagement are prime examples of partners that are truly engaged in NAF’s work. During National Engineering Week in February, over 30 Verizon engineers and executives volunteered as guest speakers in NAF academies throughout the country, sharing industry and career insights with nearly 1,300 students.
- KPMG has fully committed to partnering with NAF to develop their future workforce through work-based learning and providing leadership on advisory boards. The KPMG Champions program provides a sustained employee engagement structure and has resulted in KPMG volunteers dedicating over 960 hours to NAF students across the country.
- Lenovo has pioneered various ways to engage with NAF students including the Lenovo Scholar Network, where nearly 9,000 high school students across 21 states learned to code and participated in a competition to develop innovative mobile apps. During the “Lenovo in the Classroom” event, approximately 90 students engaged with over 100 Lenovo employees for a day of work - based learning activities at their North Carolina campus. They’ve also wholly embraced the idea of traditional internships and have scaled up their internship engagement from hosting 25 internships last year to nearly 60 this year.

VOICES OF THE NAF NETWORK



Future Ready Lab interns present their cybersecurity projects at Mastercard in St. Louis



Capital One Future Ready Lab interns work on a design thinking challenge at the Blackstone Innovation Center at UTD

Internships Reimagined

NAF FUTURE READY LABS

NAF Future Ready Labs are an innovative paid internship concept designed to make more meaningful internships available for more students to gain experience in a corporate setting and prepare for future careers. Through a multi-week experience, groups of student interns complete a project of value on behalf of a corporate partner or partners, participate in professional skill-building workshops, connect with professionals who serve as project mentors, and learn about college life.

Future Ready Labs allow for corporate partners to play a more flexible role throughout the internship process, while still meeting their need for building a diverse and skilled talent pipeline. This internship model provides a collaborative professional environment for students to apply skills and knowledge learned in the classroom to the workplace, giving a realistic preview of a career field. According to a pilot study of Future Ready Lab interns, 100% reported acquiring new soft and technical skills. Through Future Ready Labs, employers and students alike are creating a diverse, college, and career ready workforce.

2018 FUTURE READY LABS POWERED BY THE FOLLOWING CORPORATE PARTNERS:

- Capital One with support from University of Texas at Dallas – Plano, TX
- Capital One in association with the Dallas Entrepreneur Center with support from the University of Texas at Dallas – Plano, TX
- KPMG LLP and Moody's in association with the NYC Academy Foundation – New York, NY
- Mastercard, KPMG LLP, and World Wide Technology, with the support of the University of Missouri at St. Louis – St. Louis, MO
- Oath – Sunnyvale, CA
- Optum – Boston, MA
- Optum – Eden Prairie, MN
- Optum – Ontario, CA
- Verizon and SAP Next Gen in association with the NYC Academy Foundation – New York, NY

✓ **FACT:** In the 2017-2018 school year, there were 77 Distinguished academies, and more than 100 have reached Model quality level on NAF's annual assessment.



JD Hoyer and leadership from Hialeah Gardens High School

“If we could change our name from Hialeah Gardens High School, we would choose Opportunity High School because that’s what we’re all about.”

– Dr. Louis Algaze, Principal, Hialeah Gardens High School

Unprecedented Success

HIALEAH GARDENS HIGH SCHOOL

Hialeah Gardens High School was the recipient of the 2018 NAF President’s Award – recognizing outstanding examples of partnership and engagement that enable NAF and our network to deliver on our mission to solve some of the biggest challenges facing education and the economy. For the first time in NAF history, Hialeah Gardens High School had all five of their NAF academies reach Distinguished level – NAF’s highest level of achievement.

The high school has a large immigrant population and reports that 98% of their students are ethnic minorities and 84% are economically disadvantaged and living below the poverty line. Despite the odds, the leadership and academy staff at Hialeah Gardens High School has tirelessly worked to ensure that all students have access to a high-quality educational experience that will continue to set themselves up for success in college, career, and beyond.

Virtual Connections

NAFTrack CERTIFICATION & myNAFTrack

Since the NAFTrack Certified Hiring program was introduced in 2014, 16 major U.S. corporations have agreed to become NAFTrack Certified Hiring partners, giving special consideration to students and eventual job applicants that graduated from their academy having earned NAFTrack Certification.

In 2018, NAF launched the new and improved myNAFTrack platform in partnership with SAP. myNAFTrack creates the mechanism to develop those relationships and allows for an easier process to connect students and alumni with business partners and other graduates. Users build a profile that includes a resume with education, work experience, cover letters, and other awards and memberships and continue to build their profile after graduation. Business partners with employment opportunities will have an easier time identifying students and alumni for internships or full-time positions.

One of the exciting features of the new myNAFTrack is NAF Jam, a collaborative platform that allows alumni, students, advisory board members, and educators, to create communication groups to stay connected year-round. These user groups can comment on each other’s posts, answer questions, share best practices, and stay up to date on NAF events.



Students network and share their projects with guests

**“We are redefining what education looks like and I am excited about the future because of all of you!”
– David L. Steward, Chairman and Founder of World Wide Technology**



Honoree, David L. Steward with students and guests

EDUCATION CHANGES EVERYTHING

NAF 15TH ANNUAL BENEFIT – NEW YORK CITY

On May 9, 2018, over 400 students, alumni, educators, and business leaders from America’s top companies gathered at the Mandarin Oriental, New York for NAF’s 15th Annual Benefit. The evening celebrated the power to change lives through education, and raised over \$1.5 million to help students along their journey to “Be Future Ready.”

NAF partner and Board member, David L. Steward, Chairman and Founder of World Wide Technology, was honored for his partnership and commitment to creating opportunity for NAF students. Guests were treated to a fireside conversation between Dave and fellow board member, Ronald A. Williams, Chairman and CEO, RW2

Enterprises, LLC, moderated by NAF’s president JD Hoyer. In addition, it was announced that World Wide Technology was the latest company to join NAFTrack Certified Hiring.

The highlight of the night was the opportunity for guests to meet 40 exceptional students from 14 NAF academies from across the country who shared their stories, showcased their impressive projects, and networked with guests whose careers motivate and inspire them.

SAVE THE DATE **2019 BENEFIT**
May 8, 2019
Mandarin Oriental,
New York



IMAGINE OUR FUTURE

NAF NEXT 2018 – WASHINGTON, D.C.

“NAF Next outlines a clear message for career technical education teachers that focuses our mission and gives us the tools to be successful.”– Stanley Weaver, Olympic High School, Charlotte, NC

Every year, NAF hosts a dynamic professional development conference to equip our educators with the tools their students need to be future ready. This year, we were joined by 1,200 educators, administrators, business, and community leaders in Washington, D.C. for three days to “Imagine Our Future.” Attendees had the opportunity to listen to plenary speakers share their insights on the future of education, learn from industry leaders what will be needed from the future workforce, and reflect on their role in elevating the student voice, in our schools and communities.

Through the sessions, attendees connected with their peers in the NAF community. Participants learned how to leverage the NAF network to become better educators and identify ways to work together to provide more opportunities and support for students.

Speakers included: Thomas Penny, President of Donohoe Hospitality Services and NAF Board member; Dr. Antoinette S. Mitchell, Assistant Superintendent of Postsecondary and Career Education for Washington, DC; Ursula Burns, Executive Chairman of VEON Ltd and NAF Board member; John B. King Jr., President and CEO of The Education Trust, and former U.S. Secretary of Education; Rob Cato, Executive Director, North America Channel Chief for Lenovo; Dr. Victor Rios, author and professor at University of California, Santa Barbara.

2018 SPONSORS:

AICPA
American Express
Fund II Foundation
JPMorgan Chase
KPMG

Lenovo
Marriott International
McGraw-Hill Education
Verizon Innovative Learning

**SAVE
THE
DATE** **NAF NEXT 2019**
July 7 – July 10, 2019
Cobo Center,
Detroit, MI

STATEMENT OF FINANCIAL POSITION

December 31, 2017

	2017	2016
ASSETS		
Cash and cash equivalents	\$1,125,830	\$1,697,755
Contributions and grants receivable, net	9,656,219	6,855,362
Other receivables, net allowance of \$118,652 and \$43,952 in 2017 and 2016	931,532	783,897
Prepaid expenses and other assets	640,726	515,147
Investments	8,839,646	5,858,517
Equipment, furniture and fixtures, net	2,289,550	2,796,616
	<u>\$23,483,503</u>	<u>\$18,507,294</u>
LIABILITIES AND NET ASSETS		
Liabilities		
Accounts payable and accrued expenses	1,663,411	1,395,803
Refundable advance	748,002	-
Deferred revenue	609,203	584,869
Deferred rent liability	143,976	198,226
Amounts held for others	21,085	21,085
Total Liabilities	<u>3,185,677</u>	<u>2,199,983</u>
Net Assets:		
Unrestricted	4,388,026	3,932,676
Temporarily restricted	15,379,800	11,844,635
Permanently restricted	530,000	530,000
Total Net Assets	<u>20,297,826</u>	<u>16,307,311</u>
	<u>\$23,483,503</u>	<u>\$18,507,294</u>

STATEMENT OF ACTIVITIES

Year Ended December 31, 2017

	2017			Total	2016 Total
	Unrestricted	Temporarily Restricted	Permanently Restricted		
SUPPORT AND REVENUE					
Contributions and grants	\$2,503,800	\$16,743,824	-	\$19,247,624	\$7,493,142
Membership fees	1,180,213	-	-	1,180,213	1,603,815
Registration fees	693,536	-	-	693,536	772,668
Special event	1,448,572	-	-	1,448,572	1,628,631
Contract revenue	705,035	-	-	705,035	594,261
Interest and dividends, net	208,005	63,177	-	271,182	144,082
Net realized and unrealized (loss) gain on investments	(82,707)	37,570	-	(45,137)	25,234
Other income	18,060	0	-	18,060	7,960
Net assets released from restrictions	13,309,406	(13,309,406)	-	-	-
Total Support and Revenue	19,983,920	3,535,165	-	23,519,085	12,269,793
EXPENSES					
Program services	14,486,528	-	-	14,486,528	11,930,929
Supporting services					
Management and general	3,612,073	-	-	3,612,073	2,968,003
Fundraising	1,429,969	-	-	1,429,969	1,455,562
Total Supporting Services	5,042,042	-	-	5,042,042	4,423,565
Total Expenses	19,528,570	-	-	19,528,570	16,354,494
Change in Net Assets	455,350	3,535,165	-	3,990,515	(4,084,701)
NET ASSETS					
Beginning of year	3,932,676	11,844,635	530,000	16,307,311	20,392,012
End of year	\$4,388,026	\$15,379,800	\$530,000	\$20,297,826	\$16,307,311

WITH GRATITUDE

Thank you to our supporters who have made the extraordinary investment to ensure a better future for our youth and the nation. Together, we are paving the way for an education that can change everything for students.

\$10,000,000 AND ABOVE

Ballmer Group
Fund II Foundation
Joan & Sanford I. Weill & the Weill Family Foundation

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

JPMorgan Chase Foundation

\$2,500,000 TO \$4,999,999

Citi Foundation
SAP North America
World Wide Technology

\$1,000,000 TO \$2,499,999

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Capital One
Centene Charitable Foundation
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Mastercard
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The Moody's Foundation
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\$25,000 TO \$49,999

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Jim & Linda Robinson

\$10,000 TO \$24,999

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United Building Maintenance
VALIC

\$5,000 TO \$9,999

Aecom Tishman
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NFL Foundation
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\$1,000 TO \$4,999

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IN-KIND DONORS

Lenovo
Skadden, Arps, Slate, Meagher
& Flom LLP

Gifts & pledges between August 1,
2017 - July 31, 2018

BOARD OF DIRECTORS

Members of the NAF Board are leaders in their fields and powerful advocates for improving education and workforce development in the United States.

SANFORD I. WEILL – CHAIRMAN

Founder
NAF

KENNETH I. CHENAULT – VICE CHAIRMAN

Chairman & Managing Director
General Catalyst

EUGENE A. LUDWIG – SECRETARY

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Chair, NAF Alumni Leadership Council
Senior Director
Marketing and Partner Solutions
Viacom



Jacqueline Burgos and James D. Robinson III



JD Hoye, David L. Steward, and Ronald A. Williams

ACHIEVING OUR GOALS TOGETHER

2017

2021

**CORPORATE PARTNERS
PROVIDING INTERNSHIPS**

FROM
175

TO
350

**INTERNSHIP RATE
(60K+ NEW INTERNSHIPS)**

FROM
31%

TO
79%

CONNECTED ALUMNI

FROM
5K

TO
107K

**NAFTRACK CERTIFIED
GRADUATES**

FROM
3,238

TO
46K

**STUDENTS REACHED
BY NAF'S EXPERTISE**

FROM
100K

TO
1M+

At NAF, we value innovation and progress to enable a brighter future for all students. NAF is undertaking initiatives designed to dramatically scale its impact. We will leverage technology, expand public-private partnerships, continue to improve network quality, and create more work-based learning opportunities, including paid internships.

We look forward to working together with supporters like you and our network of students, educators, community leaders, and business partners to accomplish these goals.

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