

# **THE POWER OF** *Opportunity*



**2018-2019 IMPACT REPORT**

# At NAF, we're making **THE POWER OF** *Opportunity* **possible by:**

**Providing the tools and resources  
students need to achieve success.**

**Helping underserved high school students  
make connections between their schoolwork  
and the professional world.**

**Making the life-changing difference  
between a student dropping out versus  
a future with limitless possibilities.**

**Breaking the cycle of poverty  
and creating a level playing field for all.**

## **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.

# A LETTER FROM OUR LEADERS

**NAF knows the power of opportunity. We see it in the faces of the students we serve and the partners we engage to ensure student success.**

We believe that all students deserve the opportunity to be successful. With the supportive structure of the NAF educational design, schools and industry partners align for a lasting impact. Teachers and professionals come together to impart the hard and soft skills that lead to students' academic, professional, and personal success.

Access is everything. NAF offers access in the form of mentorship, internships, and engaged partnership with industry leaders. NAF students often face formidable odds due to systemic economic, racial, and gender discrimination. Many NAF graduates are the first in their families to attend college. The edge that NAF academies offer young people – by making explicit and meaningful connections to the people with hiring power who welcome their skills and presence – cannot be overstated.

NAF has long addressed the economic and social disparities that exist in this country. Our economic system favors the well-connected. NAF academies make connections in students' favor.

This report highlights NAF's progress in extending access, celebrating student achievements, and honoring those who helped to create opportunity for all students to thrive. Unique partnerships have enabled NAF to rethink college and career readiness. Programs that have launched this year, including Future Ready Scholars at UC Berkeley and locally-sponsored Future Ready Labs, affirm our commitment to helping students envision and be prepared for the opportunities that lie ahead.

Next year will mark 40 years of NAF innovation and implementation. We are grateful for our supporters and inspired every day by the NAF alumni, teachers, mentors, partners, and students who have made our collective successes possible.

With gratitude,



**Sandy Weill**  
Founder & Chairman

**JD Hoyer**  
CEO

**Lisa Dughi**  
President

# OUR IMPACT

**109,800**

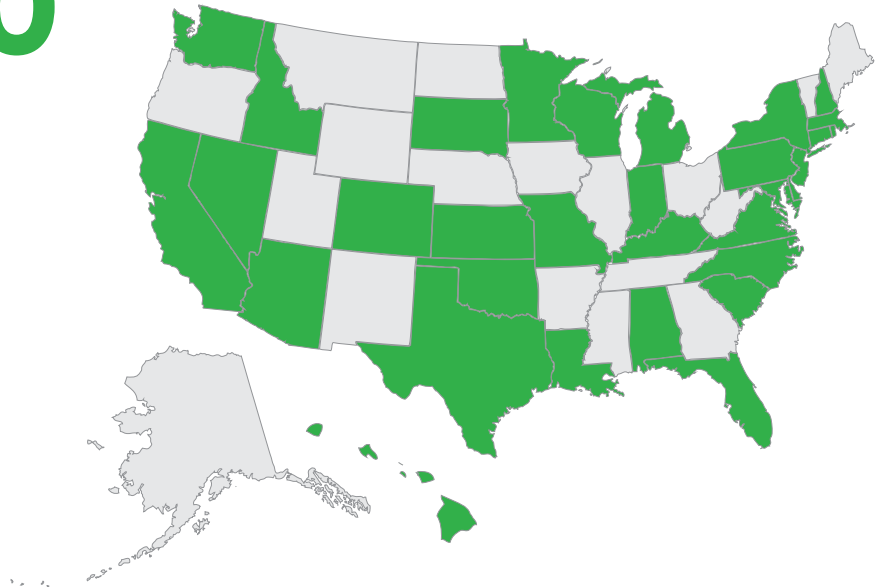
Students

**35**

States

**617**

NAF academies



**99%**

of seniors  
graduated

**87%**

of graduates are  
college-bound

**88%**

of students  
are females  
and/or  
ethnic  
minorities

**69%**

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



## TRANSFORMING THE HIGH SCHOOL EXPERIENCE

In an effort to create college, career, and future ready adults, NAF:



**Enables companies to play an active role** in filling the workforce pipeline with highly skilled and diverse candidates, thanks to partnerships with schools and exclusive opportunities for NAFTrack Certified graduates (see page 13 for more on NAFTrack).



**Offers a career-focused, academically rigorous curriculum** that provides relevancy and inspiration to students as they prepare for college and careers.



**Provides opportunities for students to learn about career options** through activities like job shadows, mock interviews and internships, and build technical skills like coding, which will be used across industries.



**Opens the door for low-income students to obtain more competitive wages**, bettering the national economy and creating a diverse talent pool for workforce recruitment.





# Opportunity IN ACTION



**"I can show you how much we know and the experience that we've gathered. I'm a senior in high school. I've gotten four industry certifications. I'm only 17."**

**- Rushawn Johnson, Miami Lakes Educational Center & Technical College, Class of 2019, on "Why NAF?"**

## TALENT MEETS OPPORTUNITY

Rushawn Johnson shines bright the way NAF graduates often do. A young person who is supported into their strengths and a place of opportunity will shine—and Johnson beams purpose, direction, and focus.

Rushawn graduated high school with a roster of certifications including CompTIA A+, CompTIA Cloud+, and Cisco CCENT. For his senior Capstone project, he designed an enterprise network for a Smart City, incorporating the Internet of Things. Weeks after NAF's annual Benefit in June when Johnson and Lenovo North America IDG President Matt Zielinski participated in a panel discussion, Rushawn joined Lenovo for its summer internship program for high school students.

Rushawn completed a fully compensated four-week internship in Raleigh, NC. NAF provided the academy development work, corporate engagement relationship, and access to information and technology that helped to make this happen. But it's Johnson who had the persistence and diligence to see it through.

Rushawn will be the first in his family to go to college and plans to become CEO of his own tech company. "I'm just setting little goals and little milestones to get where I need to be," he says. "Because I see the vision."

# THE ALUMNI LEADERSHIP COUNCIL CHARGES FORWARD

The NAF Alumni Leadership Council officially launched in 2015 and now has a growing national membership. Members collectively fundraise and host Alumni Month each November, which connects alumni back to their local academies and school districts through special events. At one event, Ana Medina, NAF alumna and Chaos Engineer at Gremlin, hosted a Girls In Tech webinar with Sophie Thixton, Program Manager at Google, to share advice with female students from a NAF academy interested in technology and engineering careers. Currently, there are over 53,500 engaged alumni across the country.

## Alumni Leadership Council

### **Lauren Budzich**

Academy of Finance, Class of 2015  
Johnson & Johnson

### **Jacqueline Burgos**

Academy of Finance, Class of 2004  
Viacom

### **Erich de la Fuente**

Academy of Hospitality & Tourism,  
Class of 1989  
Llorente y Cuenca

### **Shatiek Gatlin**

Academy of Finance, Class of 2012  
Nielsen

### **Lani Holmes**

Academy of Health Sciences, Class of  
2019  
Student, Norfolk State University

### **Jason Wynne Hughes**

Academy of Finance, Class of 2000  
African Diaspora Consortium

### **Ana Medina**

Academy of Information Technology,  
Class of 2012  
Gremlin

### **Luisa Mendoza**

Academy of Hospitality & Tourism,  
Class of 2002  
BSE Global

### **Jennifer Montgomery**

Academy of Finance, Class of 2008  
I AM Jennifer Mo Consulting

### **Connor Nolan**

Academy of Finance, Class of 2011  
Keller Williams Realty Gold Coast

### **Josuel Plasencia**

Academy of Finance, Class of 2013  
ForeFront Cultures

### **Natasha Ghatak Singh**

Academy of Finance, Class of 2002  
Marriott International

### **Antonio Smith**

Academy of Finance, Class of 2014  
KPMG

### **Shannon Smith**

Academy of Finance, Class of 2008  
JPMorgan Chase

### **Lissett Weinmann**

Academy of Finance, Class of 2002  
Goldman Sachs

## NAF AS A LAUNCH PAD

“When I found out I was going to be a father in high school, the first person I told was my academy instructor, Tracy Giradina. She told me that I needed to focus even more in school because it wasn’t just about me anymore. I needed to use my internships to get a job that would allow me to continue my education and support my family.

That was when I started to see the full potential of what NAF could be for us. NAF became my launch pad. Today, I take three courses a semester at El Centro Community College and work full time as a Lead Field Tech.” – Daniel Uribe







**"This isn't magic. This is good work in teaching, learning, and support. The combined impact among districts, educators, businesses and NAF is a model built over almost four decades that can demonstrate the outcomes we want for all of our children."**

**- excerpted from an interview with Katherine Blasik**

## DISTINGUISHED IN MEMORY

A distinguishing feature of NAF is its commitment to continuous improvement and academy assessment. As NAF Vice President of Research and Evaluation, the late Katherine Blasik envisioned and built our system for measuring outcomes, drawing on years of her own experience and deep knowledge of this organization, its core values, and its grand vision.

Today, all NAF academies use this essential system, which combines self-assessment with site visits from experts who verify scores. Academies that most closely align with and manifest the NAF academy gold standards for a high-quality education achieve status as a Distinguished or Model Academy.

A cherished colleague and friend to many of us Katherine Blasik, passed away in March 2019. Every spring, the Distinguished and Model Academies will be announced in her name, and we will celebrate both her life and influence on our entire network.

In 2019, more than 100 NAF academies reached Model status, and 90 reached the highest level of Distinguished—of these, 72 are returning and 18 are new. Academies who maintain that degree of excellence are thriving in Miami, Dallas, Charlotte, Las Vegas, and many more cities nationwide, thanks to the collaborative, coordinated efforts of partners who give generously of themselves day in and day out.

	2017-18	2018-19
<b>Certified Academies</b>	<b>56%</b>	<b>56%</b>
<b>Model Academies</b>	<b>24%</b>	<b>27%</b>
<b>Distinguished Academies*</b>	<b>14%</b>	<b>18%</b>

\*Distinguished Academies demonstrate exceptional fidelity to an educational design proven for success. For more information, go to [naf.org](http://naf.org)

# ADVISORY BOARDS ACTIVATE

More than 4,400 Advisory Board members volunteer their time, expertise, and networks to support the success of local academies and students. Last June, NAF hosted several gatherings of Advisory Board leaders in which members captured and shared best practices, field-tested new resources, and networked.

This year, NAF introduced an Advisory Board Impact Dashboard, which offers key performance indicators to support academy quality. The Dashboard shares real-time data with Advisory Board members to inform action plans and improve the flow of resources to academies they serve.

## 2019 Advisory Board Champions

This summer, NAF honored leading advisory board members who have moved the needle in their communities.



**Fred Vosburgh**, *Industry Executive, Government Banking at JPMorgan Chase, Buffalo, NY*, is a founding member of the Clarence High School, Academy of Business and Finance Advisory Board; Chair of the Western New York NAF Regional Advisory Board; and proud parent of a NAF academy graduate. Under his leadership they secured a \$65,000 grant from State Farm to fund student-centered activities and initiatives.

**"NAF's educational design produces students with real-world career skills, great soft skills, and fantastic attitudes."**



**Greg Hutton**, *Senior Manager, Virtualization Planning at Verizon, Dallas, TX*, is active on four NAF-Dallas Independent School District boards. A mentor and classroom presenter, Mr. Hutton introduces NAF students to professional associations for Black, Hispanic, and female engineers. His input was vital to the College to Careers Leadership Conference at the University of Texas at Dallas.

**"It's an incredible and humbling honor to be recognized alongside the other volunteers and leaders across the country."**



**Leslie Potts**, *Assistant Vice President, Training Program Management at Synchrony Financial, Costa Mesa, CA*, spearheads monthly mentoring sessions at Millikan High School, Academy of Finance in Long Beach, CA. In the first year of the partnership, Ms. Potts and her colleagues completed 70+ hours of volunteering with students and faculty members. Their work includes faculty planning sessions, educator worksite tours, and more.

**"Volunteering and mentoring feeds my soul and keeps me inspired and motivated to make a difference any way I can."**



## EDUCATION AND BUSINESS TOGETHER CREATE EXPONENTIAL IMPACT

**National partners propel NAF's mission through innovative initiatives and financial investments.**

### **Capital One**

NAF awarded Capital One the first-ever Internship Champion Award. Marc Reed, Executive Vice President & Strategic Advisor to the Chairman of Verizon and NAF Board member, presented the award at the annual NAF Dallas Corporate Partner Engagement Event. A partner of NAF for 10 years, Capital One goes above and beyond to increase the number of high-quality paid internships, collaborating for the last two years with the Dallas Independent School District to host an internship expo where companies can interview hundreds of intern-ready students.

### **Lenovo**

Lenovo continues to deepen their engagement with NAF. The Lenovo Scholar Network has reached more than 18,000 students since its inception in 2014, and Lenovo continues to host internships for approximately 30 students at their headquarters in Morrisville, NC. These young people have the unique opportunity within this global tech leader to offer effective solutions to real-world issues.

## **We appreciate the support of our national partners:**

American Express • AT&T • Ballmer Group • Bloomberg Philanthropies • Capital One • Cisco Systems, Inc. • Citi Foundation • Courtyard • Dell EMC • Fund II Foundation • Hewlett Packard Enterprise • Johnson & Johnson • JPMorgan Chase • KPMG • Lenovo • Mastercard • Marriott International, Inc. • Moody's Corporation • Optum • Promontory Financial Group, LLC • RBC Foundation USA • SAP North America • Skadden, Arps, Slate, Meagher & Flom LLP • Two Sigma Investments • United Technologies Corporation • Verizon • World Wide Technology • Xerox Corporation



**To see a full list of corporate partners or to find out how your company can join them—visit <https://naf.org/about/our-partners>**



**"The solar suitcase I built with my classmates that will be sent to Northern Ghana to communities without electricity was my metaphorical light bulb moment...STEM education builds stronger societies."**

**- Sofia Biagio, NAF's ACE Pathway, Class of 2022**

## COLLEGE READY WITH UC BERKELEY

The first group of 50 NAF academy students embarked on their multi-summer experience as Future Ready Scholars at University of California at Berkeley, thanks to support from the Fund II Foundation and Weill Family Foundation. This residential program brings NAF academy students to UC Berkeley to study STEM on a college campus.

Director of NAF National Partnerships, Keisha Stephenson Taylor, Ed.D., described the social and emotional stretch this program offers rising 10th graders, who live on campus for 21 days, find their own way around, and learn from new teachers with students from other NAF academies. "From the communications they shared before going, to the thank you and follow up messages I received afterward, the growth was impressive," said Dr. Taylor.

For the majority of teenagers traveling from Fresno, Vallejo, and Porterville, UC Berkeley was the furthest they had been from home and their families. UC Berkeley took care to inspire loved ones' confidence and earn their trust in advance, so they would feel comfortable sending their children to the three-week program.

As opportunities in STEM fields continue to soar, NAF and UC Berkeley aim to close gender and racial gaps and enable a successful transition of skilled and diverse students from high school into competitive four-year universities.

Students coded nanosatellites, studied environmental science to help improve their own communities, and built portable solar panels. "The programs seemed very outside of my comfort zone, and I thought: let's definitely do it, I'd love to expand my horizon," says Treasure, a student at a NAF Academy of Health Sciences.

Treasure will return with her group of 50 students next year, along with a new entering class of 50. Those 100 students will return the following year, along with a new entering class of 50. The three-summer long program provides mentorship by graduate and undergraduate students and faculty, as well as projects, career coaching, and paid internships by industry sponsors.

Next summer, NAF will embark on a new partnership at the University of Michigan, exposing Detroit area NAF students to similar STEM-infused experiences. Additional relationships are in development on other college campuses.



# CHANGE INSPIRED FOR MORE FIELDS THAN ONE

## NFL, PARTNER

**"NAF has done remarkable work to ensure that high school students nationwide are college, career, and future ready. One of the priority areas of the NFL's Inspire Change initiative is education and economic advancement. NAF was selected to receive an Inspire Change grant because it has partnered with underserved communities for decades to provide educational access and tactical experiences for young adults. We are excited to assist NAF in its efforts to reduce barriers to opportunity for the next generation of leaders."**

**- Anna Isaacson, SVP Social Responsibility, NFL**



# myNAFTrack

## myNAFTrack OFFERS A MORE DIRECT LINK IN

NAF wants to see its graduates on a track that leads straight to their desired career paths. Virtual platforms are an excellent way to achieve that.

NAF created myNAFTrack to connect alumni directly with companies that understand and value the education, training, and preparation that goes into attaining NAFTrack Certification.

myNAFTrack focuses on promoting great internships, entry-level jobs, and professional development opportunities to college students

and alumni. So far, 16 major U.S. corporations have signed on as hiring partners, ready to match jobs and internships with the NAF students and graduates qualified to do them.

Key stakeholders in Miami are also working on a local myNAFTrack pilot to demonstrate the advantages of securing local connections, while keeping national connections always within reach.



# NAF FUTURE READY LABS

**are designed to offer employers an alternative way to host interns. Through this innovative approach, employers can scale the quantity of meaningful internship opportunities.**

Through a multi-week group internship (minimum total of 120 hours per student), 20-25 interns complete a project of value on behalf of the employer partners, participate in skill-building workshops, and connect with professionals who serve as mentors.

The Future Ready Labs program is in its third year and included 15 labs, serving nearly 300 students in 15 school districts. This year, the program expanded to include labs wholly designed and implemented at the local level. Whether designing social media plans for local small businesses or utilizing 3-D printers to create

devices for members of the disabled community, our interns have created dozens of technology-driven projects.

Barry Altland, Florida Prosperity Partnership, said, "As you listen to the feedback from the NAF Academy of Finance students, they recognize that this six-week, intensive internship pours into them in a way that is dramatically different from the experience they gain in their school. And that is a good thing. A darn good thing that gets them ready for a better life. It really lives the tag of 'Future Ready.'"

## 2019 NAF Future Ready Labs powered by the following partners:

**Capital One** with support from the University of Texas at Dallas - Dallas, TX

**Capital One and KPMG** with support from the University of North Texas at Dallas - Dallas, TX

**KPMG and JP Morgan Chase** with support from SAP Next Gen - New York, NY

**Verizon and Accenture** - New York, NY

**Mastercard, KPMG, and World Wide Technology** with support from the University of Missouri at St. Louis - St. Louis, MO

**Optum** - Boston, MA; Hartford, CT; Raleigh, NC; Eden Prairie, MN; Basking Ridge, NJ; Phoenix, AZ

## Locally Sponsored Future Ready Labs:

**Florida Prosperity Partnership, Orange County Public Schools, Career Source Central Florida, and CenterState Bank** - Orlando, FL

**Harford County Chamber of Commerce, Route 40 Business Association, Point Breeze Credit Union, and Harford Bank** - Harford, MD

**Corning Foundation, Decision Path, S&D Coffee & Tea, and Cabarrus County Schools** - Cabarrus County, NC

**United Way for Southeastern Michigan** - Detroit, MI



## SAVE THE DATE

40th Anniversary Celebration

# 2020 Benefit

Honoring Larry Renfro

May 13, 2020

Mandarin Oriental  
New York, NY

"Education was always paramount for my family, but getting where I am was against all odds: my mom taught kindergarten and my father worked the drive-thru at Tim Horton's. What got me here were lightning bolts: that first internship, that first mentor willing to help, those game-changing moments that jumpstart careers. When I think about NAF, I think about how it provokes these lightning bolts for students."

- Matt Zielinski, President, Lenovo NA



## Celebrating The Power of Opportunity

# NAF'S 16TH ANNUAL BENEFIT – NEW YORK CITY

On May 8, 2019, nearly 400 students, alumni, educators, and business leaders from America's top companies gathered at the Mandarin Oriental New York for NAF's 16th Annual Benefit. The event raised nearly \$1.5 million to prepare young people to be college, career, and future ready.

Global tech leader Lenovo was honored for its impact on thousands of NAF students through the Lenovo Scholar Network—a program that enables students to develop mobile apps. This program has made a difference for over 150 NAF academies in nearly 65 cities across the country, with an annual competition for students to come

up with solutions to real-world issues through the creation of an app that is judged by industry professionals.

Guests were treated to a panel discussion with JD Hoyer, NAF CEO; Matt Zielinski, Lenovo President North America IDG; and two incredible NAF students Rushawn Johnson and Dakota Reynolds. Guests had the opportunity to interact with forty NAF students from across the country and view their projects demonstrating how they have used their NAF academy experience to prepare for their next steps.



**SAVE THE DATE**

**NAF Next  
2020**

**July 12-15, 2020**

**World Center Marriott,  
Orlando, FL**

**"What an experience! We all were blown away with the scale of the event, as well as the depth in which things were being covered. It helped us better understand not only our role as advisors but appreciate what the educators were going through on the front lines. Meeting with others after sessions or at various networking or open-time portions allowed us to gain different experiences we never thought of. Invaluable to say the least."**

**—Sheryl Lefmann, Advisory Board member, President/CEO at Duarte Chamber of Commerce**

## **NAF NEXT 2019 – DETROIT, MI**

NAF Next is NAF's signature professional development event that brings together members of the NAF network. Nearly 1,000 education, business, and community leaders from Hawaii to Puerto Rico gathered for three days at the Cobo Center in Detroit, Michigan, to EMPOWER one another to grow partnerships and improve learning experiences and outcomes for high school students. Main stage presentations and breakout sessions focused on key insights on the future of the working world and strategies to improve NAF academies, helping NAF educators better prepare students for life after high school.

To kick off the conference, Sandy Weill, Founder and Chairman of NAF, and Alex Gorsky, Chairman & CEO of Johnson & Johnson, participated in a fireside chat about the future of the healthcare

industry and how we can spark curiosity, instill courage, and urge persistence in our students—regardless of the career path they pursue. Attendees also got the chance to hear from a brilliant panel of current NAF students and alumni, who shed light on the challenges that they have faced and those who empowered them to succeed.

Additional speakers included: Dr. Nikolai Vitti, Detroit Superintendent; Shane Feldman, Founder & Chief Executive Officer of Count Me In; Brian Pyles, CTE Director of Michigan; and Libby Richards, Community Engagement Manager at Lenovo.

### **Thank you to our 2019 Sponsors:**

Fund II Foundation • American Express • JPMorgan Chase & Co. • United Technologies • KPMG • Marriott International • NFL



## NAF HITS THE ROAD

On May 5th, team NAF took on the TD Five Boro Bike Tour, a 40-mile course through the car-free streets of New York City. Our team of nine raised nearly \$7,000 to help students across the country be college, career, and future ready. Join our team on May 3, 2020!

## NAF IS FEELING THE LOVE!

When Barry Fisher and Lauren Wasserman were planning their wedding, they recommended that their friends and family donate to a cause that aligned with their values in lieu of gifts. They chose NAF after learning more about our work and realizing that Barry's employer, Cisco, is a NAF corporate partner. They got married in September 2019, raising nearly \$5,000 in support of NAF. We were honored to be a part of their special day!

Barry shared, "We want to help improve our nation's school system because it benefits both students in high-need communities and the entire economy for future generations. We've selected NAF because we agree with its mission and strategy, plus it has a proven success record and is rated highly for financial efficiency, accountability, and transparency."



**Host your own event to benefit NAF!**

## GET INVOLVED

Make a difference in the life of a NAF student. Give the POWER OF OPPORTUNITY by getting involved.

**SHARE YOUR EXPERTISE** through guest speaking in a classroom, hosting a job shadow, or leading a worksite tour.

**JOIN A LOCAL ADVISORY BOARD or NAF's ASSOCIATE BOARD.**

**HELP STUDENTS HONE THEIR SKILLS** by conducting a mock interview, assisting in a resume writing workshop, or mentoring.

**HIRE STUDENTS AS INTERNS** so that they can contribute work of value to your company.

**DONATE TO SUPPORT NAF** and unleash the power of opportunity for our students.

**HOST A DIGITAL FUNDRAISER** or participate in an endurance event.

# STATEMENT OF FINANCIAL POSITION

December 31, 2018

(with comparative amounts at December 31, 2017)

	2018	2017
<b>ASSETS</b>		
Cash and cash equivalents	\$606,024	\$1,125,830
Contributions and grants receivable, net	6,122,025	9,656,219
Other receivables, net allowance of \$129,037 in 2018 and \$118,652 in 2017	702,166	931,532
Prepaid expenses and other assets	379,276	640,726
Investments	11,183,098	8,839,646
Equipment, furniture and fixtures, net	2,072,635	2,289,550
	<u>\$21,065,224</u>	<u>\$23,483,503</u>
<b>LIABILITIES AND NET ASSETS</b>		
Liabilities		
Accounts payable and accrued expenses	1,263,194	1,663,411
Refundable advance	-	748,002
Deferred revenue	615,349	609,203
Deferred rent	138,879	143,976
Amounts held for others	85,785	21,085
Total Liabilities	<u>2,103,207</u>	<u>3,185,677</u>
Net Assets		
Without donor restrictions	4,607,505	4,388,026
With donor restrictions	14,354,512	15,909,800
Total Net Assets	<u>18,962,017</u>	<u>20,297,826</u>
	<u>\$21,065,224</u>	<u>\$23,483,503</u>



# STATEMENT OF ACTIVITIES

Year Ended December 31, 2018

(with summarized totals for year ended December 31, 2017)

	2018			
	Without Donor Restrictions	With Donor Restrictions	Total	2017 Total
<b>SUPPORT AND REVENUE</b>				
Contributions and grants	\$ 2,348,731	\$12,465,696	\$14,814,427	\$19,247,624
Membership fees	1,297,254	-	1,297,254	1,180,213
Registration fees	617,139	-	617,139	693,536
Special events	1,500,996	-	1,500,996	1,448,572
Contract revenue	532,135	-	532,135	705,035
Investment return	36,137	17,145	53,282	226,045
Other income	22,984	-	22,984	18,060
Net assets released from restrictions	14,038,129	(14,038,129)	-	-
Total Support and Revenue	20,393,505	(1,555,288)	18,838,217	23,519,085
<b>EXPENSES</b>				
Program services	15,430,734	-	15,430,734	14,486,528
Supporting services				
Management and general	3,337,938	-	3,337,938	3,612,073
Fundraising	1,405,354	-	1,405,354	1,429,969
Total Supporting Services	4,743,292	-	4,743,292	5,042,042
Total Expenses	20,174,026	-	20,174,026	19,528,570
Change in Net Assets	219,479	(1,555,288)	(1,335,809)	3,990,515
<b>NET ASSETS</b>				
Beginning of year	4,388,026	15,909,800	20,297,826	16,307,311
End of year	\$4,607,505	\$14,354,512	\$18,962,017	\$20,297,826

# 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 unleashing the power of opportunity.**

## **\$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**

Bloomberg Philanthropies

## **\$2,500,000 to \$4,999,999**

Citi Foundation  
SAP North America  
United Technologies  
World Wide Technology

## **\$1,000,000 to \$2,499,999**

AT&T  
Johnson & Johnson  
Joseph Plumeri Foundation  
JPMorgan Chase Foundation  
KPMG Foundation  
Lenovo North America  
Optum  
Two Sigma Investments, LP  
Verizon

## **\$500,000 to \$999,999**

Booth Ferris Foundation  
The J. Willard and Alice S. Marriott Foundation  
Ludwig Family Foundation  
NFL Foundation

## **\$100,000 to \$499,000**

Capital One  
Friedman Family Foundation

KPMG LLP  
Siegel Family Endowment  
Cynthia & Ron Williams

## **\$50,000 to \$99,000**

Cisco Systems, Inc.  
Mastercard  
Moody's Corporation  
Jim & Linda Robinson  
William R. Kenan, Jr. Charitable Trust

## **\$25,000 to \$49,999**

American Express  
American Institute of Certified Public Accountants  
BlackRock  
Kathryn & Kenneth I. Chenault  
Betsy & Dick DeVos  
John & Julia Hinshaw  
Marriott International, Inc.  
National Science Foundation  
OPI Construction  
Pitney Bowes Foundation

## **\$10,000 to \$24,999**

BAE Systems  
Compass Group NAD  
CVS  
Maura & Robert Dughi  
Gensler  
JD Hoyer & Donna Florio  
Motorola Solutions Foundation  
Ovation  
David & Thelma Steward

Synnex Corporation  
The Joseph M. and Maureen Tucci Family Fund  
United Building Maintenance

## **\$5,000 to \$9,999**

Aileen & Jeffrey Brill  
D&H Distributing Co.  
Juniper Networks, Inc.  
Lowell C. McAdam  
PC Connection  
Kuldip Thusu  
Matthew Zielinski

## **\$1,000 to \$4,999**

Steven Bagby  
Brenda & John Barry  
Helen & Tim Blanch  
Jacqueline A. Burgos  
Michael C. Freedman  
Canon Business Process Services, Inc.  
Joseph Castro  
Mike & Leslie Conway  
Lisa Dughi & Brennan Higgins  
Joseph Dunn  
Colleen Gillis  
Michael Golz  
Maryanne & George Greenfield  
John F. Harrington  
Shivani Kak  
Shelley & Grady Lane  
Nancy N. Mathis  
MDG Benefit Solutions  
Oppenheimer Funds Legacy Account

PKF O'Connor Davies LLP  
Fred J. Press  
Edward & Reka Schmidt  
Salli Schwartz  
Viktoria Slutskaia  
Peter Sposato  
The Moody's Foundation  
Lawrence Tiller  
VALIC  
Holly Wallace  
Daniel Zamora

## **\$999 and Below**

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