

RESILIENCE + INNOVATION



2019 / 2020 IMPACT REPORT



A Letter From Our Leaders

We are grateful for the unwavering commitment that each of you has shown to NAF's mission. Despite the massive disruptions caused by COVID-19, the NAF network has stayed true to our core value of innovation.

Your support allowed NAF to pivot to deliver virtual work-based learning opportunities and internships for students at home. The results of our collective efforts are nothing short of astounding: not only did students graduate, they were able to earn much-needed certifications, have work-based learning experiences and, in many cases, their first summer internship. We must, however, give special commendation to NAF's resilient teachers, who kept 620 academies running across America.

Despite the new and significant hurdles NAF educators faced, our incredible network continued to expand and deepen its impact. NAF had its highest-ever number of Distinguished Academies, as 138 academies met this prestigious distinction, 47 of them for the first time. Additionally, 31 new academies completed their Year of Planning virtually, and NAF opened its very first academies in Puerto Rico.

What a NAF academy offers in this critical time is an equitable learning community that recognizes high school students are individuals with capabilities, potential, and passions. By providing the opportunity for students to explore, experience, and learn from supportive professionals and tangible opportunities in high-income careers, NAF helps break down barriers to economic parity shaped by systemic racism, sexism, and classism. We still have a long way to go, and we look forward to continuing to participate in a national conversation on how to innovate education to meet the needs of our students.

As we move forward into a new school year, it is important that we revisit our collective vision of a world in which all young people have equal opportunity for successful futures. We must continue to evolve and adapt to serve our students, and we will also redouble our efforts to be agents of change, including furthering the cause of racial justice. We hope that for each of you, your involvement in NAF, is a source of pride and reason to be hopeful about the future.

Thank you,



Sandy Weill
Founder & Chairman



JD Hoyer
CEO



Lisa Dughi
President

Transforming The High School Experience

To achieve **our mission** of solving some of the biggest challenges facing education and the economy, NAF brings together education, business, and community leaders to transform the high school experience by:

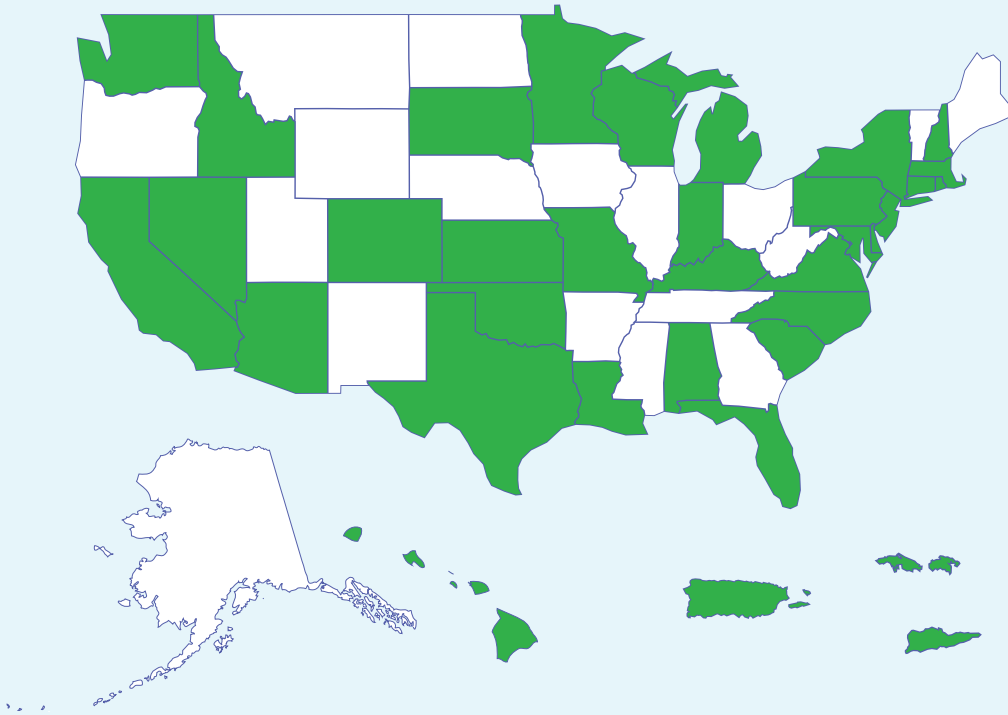
Offering a career-focused, academically rigorous curriculum that matches students' aspirations with the skills to achieve them.

Collaborating with local and national businesses to provide opportunities for students to gain work experience, build technical skills, and access a professional network in their community.

Empowering students pursuing college and careers with greater awareness and preparation for their future through activities like job shadows, mock interviews and internships, and building technical skills, like coding, which can be used across industries.

Enabling companies to play an active role in diversifying their workforce with highly-skilled candidates.

Our Impact 2019 – 2020



112,208

Students

620

Academies

4,061

Advisory Board Members

99%

Graduation rate

86%

College-bound

76%

Students of color

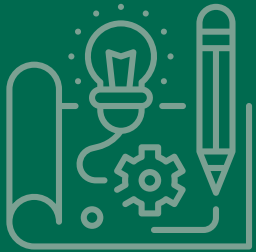
67%

Students who qualify for free or
reduced-price lunch program

15%

English Language Learners

Data Snapshots



50,000+

Black and Hispanic/Latinx students **exploring STEM careers** such as engineering, information technology, and health sciences.



21,000+

Students **exploring tech careers** such as information security, cloud computing, and database design.



20,000+

Students **exploring health sciences careers** such as medicine, biotechnology, and global health.

Student Perspective

Over 11,000 NAF students reflected on their classroom, work-based learning, and internship experiences through NAF's annual survey:

93%

of NAF students feel they know how to schedule their time and accomplish their tasks.

83%

of NAF students responded that NAF teachers make an effort to get to know students and build a positive working relationship with them.

80%

of NAF students think that work-based learning experiences at their NAF academy helped them explore possible careers.

70%

of seniors attending high-performing academies indicated feeling prepared to attend college.



"I stepped on campus, it felt like I was home, felt like I was with family. Kids know what they're doing now, know what they're going to do in the future."

— Academy student

"He was a square peg in a round hole and he just didn't fit in at his regular high school. [He] loves it here because he's really into the technology part of the curriculum."

— Academy parent

NAF Academies as Equitable Learning Communities: A Study

From NAF's 40 years of experience, we have seen firsthand the benefits small learning communities offer to students. A recent in-depth, peer-reviewed **case study** conducted by researchers at the Ohio State University and the University of South Florida affirmed this experience through a qualitative assessment of a Distinguished NAF Academy of Information Technology in the Southeastern United States. The methodology was a five-day site visit, classroom observations, off-site visits, and over 70 interviews with school leadership, business and industry partners, mentors, and community members.

Key Findings:

- The Academy exhibited "a unique culture of acceptance and students felt a strong sense of belonging, regardless of their backgrounds, sexual orientation, or cultural differences."
- NAF's national open-enrollment policy, small classroom size, and thematic focus promote this culture of acceptance.
- The Academy outpaced the district's graduation rate by 20%, as 98% of their students graduated in four years compared to 78% in the district at large.



Our Program



A Most Distinguished Year

Each year, NAF continues to place deep value on continuous improvement through our Academy Assessment. All NAF academies commit to this essential system of both self-assessment and site visits from experts who verify scores based on a comprehensive set of criteria and evidence to demonstrate their fidelity.

While the highest scores on the assessment are recognized as Model, a subset of those academies are recognized as Katherine Blasik Distinguished for meeting additional thresholds denoting extraordinary commitment to student success.

In 2020, 47 academies were introduced to a prestigious roster of nearly 200 Model academies, 138 of which are Distinguished.

We are thrilled to recognize our highest number ever of newly distinguished!

2018-19 2019-20

Distinguished Academies*	17%	25%
Model Academies	25%	32%
Certified Academies	53%	54%

**Distinguished Academies demonstrate exceptional fidelity to an educational design proven for success.*

Legacy of Quality

A true champion for Distinguished academies was Patti Smith, who held a variety of roles over nearly two decades with NAF before retiring in 2018 as Director, Evaluation & Continuous Improvement. Patti was a brilliant and encouraging presence in hundreds of school and district offices throughout her NAF career and spearheaded the continuous improvement cycle and Academy Assessment system. A dear friend and colleague to many, Patti passed away in June 2020. In her honor, NAF established a student scholarship that will continue her legacy through the aspirations of many future leaders.

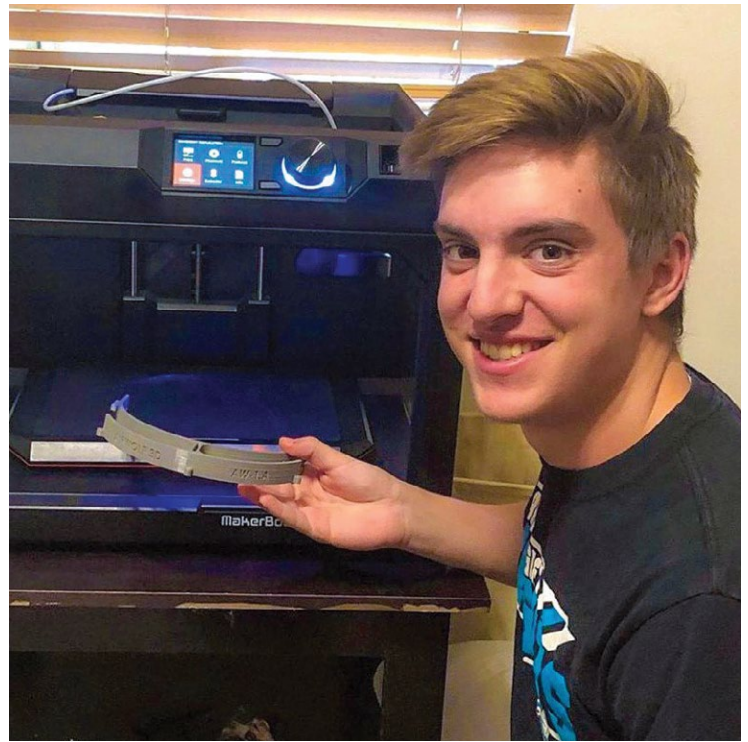
The 2020 scholarship was awarded to Natural Taylor, an outstanding student who graduated from a NAF Academy of Engineering and is off to Harvard University.



NAF Opened Up as Schools Shut Down: Going Virtual

In response to COVID-19, NAF quickly shifted work-based learning programming to meet student, educator, and business needs, addressing immediate demands while innovating our educational design and services to the new normal. Our response efforts included:

- Offering NAF curriculum to the public for free to better support all CTE educators
- Transitioning to remote internships
- Connecting business professionals with classrooms online via virtual work-based learning
 - Our corporate partners stepped up via their national workforce to volunteer remotely; Verizon contributed in many ways via its new “Citizen Verizon” program and a new partner, Dentsu Aegis Network, delivered their exciting introduction to marketing and advertising workshop “The Code” to NAF students
- Creating a virtual support group for educators
- Launching a **Virtual Guest Speaker Series** for industry professionals to bring their career stories and tips to students
- Making adjustments to our certification requirements to offer alternatives for internships
- Assessing and adapting to the network’s evolving needs in the 2020-2021 school year



Students from a NAF Academy of Engineering responded to the COVID-19 crisis by using a 3D printer to make face shields.



“I actually viewed interning in this new virtual environment as an opportunity to grow! Every day, our mentors have been there to help us and answer questions — I’ve enjoyed being able to learn from their expertise and practice networking. This experience has made me feel more connected to my academy and wanting to pursue other leadership opportunities.”

— ANGELINA M., Milpitas High School, NAF Academy of Information Technology

Internships Reimagined

June 2020 marked the fourth summer of NAF’s innovative group internship initiative, Future Ready Labs. The program is designed to offer employers an alternative way to host interns so that the quantity of meaningful internships can be scaled. During the multi-week experience, groups of 20-25 paid interns complete a project of value for employer partners, participate in skill-building workshops, and connect with professionals who serve as mentors. Even during this unprecedented summer, NAF partnered with nine national and local companies to offer virtual paid internships for over 200 students in labs throughout the country.

Special thank you to our national partners: AT&T, Capital One, Deloitte, Infosys, KPMG, Optum, and Verizon.

“We’re proud to invest in the leaders of tomorrow, and provide them the skills, tools and resources they need to overcome whatever challenges they may face in the future. Partnering with NAF over the past decade — and especially with Future Ready Labs in the past few years — has been an incredible opportunity to help students prepare for college and careers, while providing our associates with an especially meaningful and fulfilling way to give back.”

— SANJIV YAJNIK, President of Capital One Financial Services and NAF Board Treasurer

The Career Readiness Experience

NAF piloted a paid, three-week career experience for students to apply their academy education and seek out professional mentors in their community. The NAF Career Readiness Experience challenged 140 young people to complete a project of value for an industry affected by COVID-19 with skill-building workshops and input from 1-3 community professionals who served as mentors and evaluators of their work.



“I am so incredibly impressed with the work NAF has put into this program. Gaining experience at any age is crucial to the development and growth of an individual’s career path — and NAF is getting them involved early. They are arming these students with both the life and work skills that most people don’t learn until later on in life. NAF will set you apart from others and help you get closer to achieving your goals. Keep up the great work!”

— **ABIGAIL ALDEEN**, District Director,
Representative Morgan Meyer, District 108, Dallas, Texas

Policy Spotlight

NAF published **Building Future Ready Workforce Pipelines**, a blueprint with five key recommendations for state and local policymakers to expand access for high school students to paid internships:

1. Leverage Existing Funding and Mechanisms
2. Build a Work-Based Learning Infrastructure
3. Include Work-Based Learning and Internships in Accountability Systems
4. Expand and Align Quality Summer Youth Employment Programs
5. Create Local Funding Initiatives to Support Work-Based Learning

The paper spotlighted policies and programs that have successfully encouraged work-based learning engagements in communities across the country, offering lessons for others looking to follow suit and build a stronger workforce for their communities.

Expanding the Network

In 2019, NAF was proud to expand Academies of Engineering (AOIT) to Puerto Rico with Raytheon Technologies through a multimillion-dollar national partnership. Two high schools will serve as the inaugural sites for Puerto Rico’s first AOIT and are close to UTC’s Pratt & Whitney and Collins Aerospace Systems facilities, making it possible for employees to volunteer and work side-by-side with students. “Raytheon Technologies is incredibly proud to partner with NAF, an organization that is transforming the STEM learning environment with tangible, hands-on learning opportunities for high school students in underserved communities,” said Greg Hayes, Raytheon Chairman and CEO. “These academies will expose generations of students in Puerto Rico to STEM classes, mentorships and company internships, bringing to life what a future career in engineering and technology can look like.”



College Ready

In the summer of 2020, NAF continued the Future Ready Scholars summer internship experience at the University of California at Berkeley virtually, with 46 returning NAF juniors. Thanks to the support of the Fund II Foundation and Joan & Sanford I. Weill, and the Weill Family Foundation, the students experienced a remote version of the three-summer program. In 2019, the first cohort of NAF academy students went to UC Berkeley for a three-summer program which includes the opportunity to live on-campus, experience mentorship from students and faculty, receive college preparation support, and complete a paid internship.

NAF expanded its college-ready initiative in summer 2020 by launching a new program in partnership with the University of Michigan, providing 50 rising 10th graders from Detroit Public Schools Community District with two weeks of remote learning experiences and plans to convene on-campus in 2021 with another group of 50 rising 10th grade students.



Serving Alumni

NAF has created a bi-monthly email series called *Career Insider* for NAF alumni, which shares exciting opportunities from **NAFTrack** corporate partners and other national organizations, including:

- Paid college internships
- Insider connections to corporate recruiters to answer personal questions about jobs and internships
- Invitations from corporate partners to apply for exclusive programs for young talent
- Invitations to local events in major NAF cities and access to an expansive network of business professionals

Our Network

Alumni: Making Their Mark

We often talk about the resilience of our students; in so many ways, this year has truly proven their strength. Jada Sampson, 2020 class valedictorian at the Academy of Finance and Enterprise in Long Island City, is one such example of that strength. In a profile published in the *New York Post*, Jada remembers what motivated her through a 5:30 a.m. alarm and two-hour commute to become her school's first Black valedictorian:



Photo credit: Annie Wermiel/
NY Post

"I've been picturing graduation for four years. My family would be there in their finest clothes, smiling at me, crying tears of joy. My great-grandmother is 95 and a Guyanese

immigrant. She asked God to spare her life so she could see my graduation day and see me get a scholarship to college."

Jada delivered her valedictorian speech virtually with optimism, grace, and fierce determination. Her final message to her fellow graduates:

"Decide to take on a challenge. Decide to reach your potential. You are stronger than you think. Now, let's make our mark on the world!"

Alumni bring to life the promise of NAF academies. Currently, there are **thousands of engaged alumni** across the country whose continued connection to NAF academies provides a source of inspiration for volunteers, mentors, and internships. One such inspiration is Erich De La Fuente, who remembers his decades of experience with NAF, from student to mentor, fondly:



"I graduated from the first NAF academy in Florida in 1989. I have since played many roles with NAF as an alum, business partner, and local Advisory

board member. From experience, I can say with certainty that NAF adds great value, leveling the playing field for students by providing access to opportunities, exposure to new possibilities and the tools to harness their "soft skills."

I worked two jobs in high school and maintained great grades before joining NAF, but the organization opened a window to the professional world that I did not have access to before. It was up to me to take the opportunity. I am just one of many NAF students who have walked along a similar path. NAF has a culture of giving back, and I am proud to be a part of it; my mentee and former intern recently graduated from Yale University and is now working at Google."

— **ERICH DE LA FUENTE**, CEO, EDF Communications
NAF Academy of Hospitality & Tourism, Miami Springs
Senior High School, Class of 1989

Show up. Listen. Act.

Matching Words with Actions

Lenovo is a valued and committed “all-in” partner of NAF’s. The Lenovo Scholar Network, its “Lenovo in the Classroom” initiative, and paid internships are just a few ways in which they invest in NAF students. Shortly after the unjust death of George Floyd, through their “Show Up. Listen. Act.” initiative, Lenovo increased...” increased their match of employee gifts to an unprecedented 5:1 match for organizations addressing racial justice and empowering Black communities. NAF is proud to be included.

Corporate Partners — Shaping the Future Workforce

Relationships between NAF academies and corporate partners have a dramatic impact on students beyond what a great school, part-time job, or even mentorship can achieve on its own. Companies partner with NAF not only to have a lasting, positive effect on student outcomes, but to help diversify their future workforce and build a positive culture in their organizations.

KPMG has been a committed partner for over a decade, and NAF was proud to award them with the Internship Champion Award during its annual NAF Next conference in 2020. KPMG has been a key thought leader in scaling internships, sharing best practices with peers for successful programs and



*Student and alumni panel moderated by Diana Greco,
Managing Director, Global Mobility Services at KPMG*

creating opportunities to keep interns connected for the future. They were one of the first companies to pilot Future Ready Labs (FRLs) in 2017 and have since co-hosted eight Future Ready Labs in New York City, Dallas, Washington D.C., and St. Louis. They were also a valuable resource for new locally sponsored FRLs, providing training, content workshops, and an internal playbook for hosting FRLs in local markets to increase capacity.

We appreciate the support of our national corporate partners: American Express • AT&T • Capital One • Center for Audit Quality • Citi Foundation • Courtyard • Dell EMC • Denstu Aegis Network • Johnson & Johnson • JPMorgan Chase • KPMG • Lenovo • Mastercard • Marriott International, Inc. • Moody’s Corporation • NFL • Optum • Promontory Financial Group, LLC • Raytheon Technologies • SAP North America • Skadden, Arps, Slate, Meagher & Flom LLP • Two Sigma Investments • Verizon • VICE Media • World Wide Technology

Funder Spotlight

Fund II Foundation

With support from the Fund II Foundation, NAF launched an initiative to work with school districts that serve high concentrations of African-American students to build local strategies to prioritize African-American student success with a focus on achievement in STEM. NAF selected seven proposals that demonstrated significantly promising practices from the following districts:

- Broward County Public Schools
- Dallas ISD
- Detroit Public Schools
- District of Columbia Public Schools
- Miami-Dade Public Schools
- Orange County (FL) Public Schools
- Milwaukee Public Schools

Each district submitted compelling plans designed to:

- Increase the number of African-American students enrolling in NAF STEM career academies
- Increase academy quality with a goal to reach model or distinguished within two years
- Strengthen corporate, post-secondary, and community engagement in the district's academies, particularly in support of African-American students participating in STEM related internships
- Increase in number of African-American students achieving NAFTrack Certification



World Wide Technology

“WWT invests in educational equity where all young people have the resources, opportunity and access to realize their full potential. NAF makes this a reality through its mission to solve some of the biggest challenges facing education and the economy by bringing education, business, and community leaders together to transform the high school experience. We are honored to stand alongside NAF, drawing on our core values and commitment to our youth, to ultimately deliver the finest college and career outcomes for our next generation leaders.”

— **JUANITA LOGAN**, WWT Senior Director,
Corporate Development Program



Ludwig Family Foundation

Gene and Carol Ludwig hosted a gathering in their home for NAF and KIPP in October 2019. Leaders from both organizations and Dan Porterfield of the Aspen Institute led a panel on Building a Future-Ready Workforce.

Local + Regional Champions: Advisory Boards

NAF is fortunate to have over 4,000 committed **Advisory Board (AB)** member volunteers connecting academies to local businesses and helping to shape student futures. We wanted to highlight a few extraordinary AB members.



Vikas Mittal

Managing Director at Accenture
2020 Advisory Board Champion
Award winner at NAF Next
AB Champion
NEW YORK, NY

Vikas' leadership as Co-Chair of the NYC NAF Advisory Board has been instrumental as the board secured over 350 high-quality paid internships, focused direct support to increase academy quality, and developed new mentoring opportunities since 2018. He consistently brokers new connections for academies, including introducing more than 20 Accenture employees to over 100 NAF students at Brooklyn Academy of Global Finance for an innovative and sustainable new mentorship series. Additionally, Vikas creatively identifies and secures funding streams to support NYC Academies as a Member of the NYC Academy Foundation Board of Directors.



Antoine Joyce

VP and City Leader of the All Stars Project of Dallas
Chair South Oak Cliff AOE/AOIT and beyond
DALLAS, TX

Antoine has provided training and internship opportunities for several other academies in addition to the AOE/AOIT. He believes "that EVERY business in Dallas should take on high school interns.

"We talk about creating a talent pipeline, but then wait for our youth to go to college, (if they get there), and then only select those who are prepared for work. If our youth are never exposed to the corporate sector and never learn about what jobs are available, why would they strive to gain a higher education? How and when do they become career-ready? Companies who take on high school interns not only support their own talent pipeline, but the entire corporate pipeline. Again, it's all about early exposure and creating new possibilities."



Kate Crockett

Business Development Manager
CPI University
Fundraising Chair at Crooms AOIT
CENTRAL FLORIDA/ORLANDO

Kate's support of the Business Advisory Council at Crooms Academy of Information Technology extends beyond her leading the Fundraising Committee (which has exceeded its goals) to tireless advocacy and connecting to new partners. She has brokered new work-based learning partnerships with organizations such as Orlando Health, Orlando Federal Credit Union, and Sanford-Orlando Airport.

Consider serving on a local advisory board or learning about empowering your employees to make a local impact. Email James Cole, Director, Corporate Engagement & Relations: jcole@naf.org

Our Community

Verizon's Global Employee Volunteerism Initiative Delivers Strong Impact

Verizon's CEO, Hans Vestberg, and Corporate Social Responsibility Team launched an Employee Volunteerism Program that aims to have their global base of employees engaged in volunteering to support local communities through their Social Innovation Partners. NAF is proud and grateful for Verizon's longstanding "all-in" partnership, including the time and expertise of hundreds of their employees. Over the 2019-20 school year, and via both on-site and virtual engagements, Verizon's contributions to NAF via this program included:

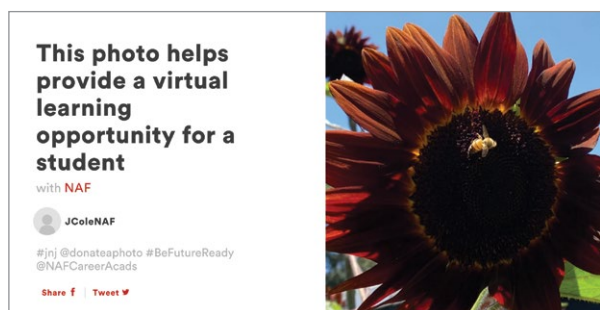
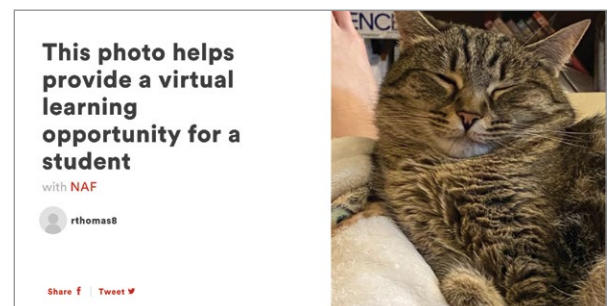
- 121 volunteers contributed 327 hours of their time and expertise through 28 direct academy requested work-based learning experiences including guest speaking, resume reviews, mock interviews, internship mentoring, capstone project judging, career fairs, and work site tours. Over 1,200 students were impacted across several geographies – Dallas, Detroit, Orlando, New York/New Jersey, Maryland, Tampa, Charlotte, and Raleigh.
- Co-sponsored a national exercise campaign to raise awareness of NAF and the importance of STEM. Over 2,000 employees participated in the activity of their choice for over 13,000 hours
- Co-hosted (with several other partners) three virtual Future Ready Labs mentoring a total of 60 students in summer 2020

Verizon has a corporate objective to deliver 2.5 million volunteer hours by 2025 in core focus areas of Digital Inclusion, Climate Protection, and Human Prosperity.



A Dollar for a Photo

NAF partner, Johnson & Johnson, featured NAF in their Donate a Photo campaign. Encouraging our network to download their app and snap a photo that brought them joy, J&J donated one dollar for each photo donated. In total, the NAF community met the goal of 15,000 photos two months early, resulting in a \$15,000 donation to support virtual learning opportunities!





NAF NEXT: Connect. Unite. Breakthrough.

For the first time, NAF hosted its signature professional development **conference** virtually and made it free for all attendees. Over 1,100 education, business, and community leaders registered for the two-day event, which included learning sessions centered on ways to Connect, Unite, & Breakthrough. Highlights included sessions featuring:

- Henry Mack, Chancellor for Career Technical and Adult Education, Florida Department of Education
- Dr. Art McCoy, Superintendent, Jennings School District
- Jaime Casap, former Chief Education Evangelist, Google
- Diana Greco, Managing Director, Global Mobility Services, KPMG, and a panel of NAF students and alumni

The closing ceremony celebrated our NAF superstars, including educators, advisory board members, and alumni, as well as the Lenovo Scholar Network Fan Favorite winner, as part of the annual mobile app development competition.

SAVE THE DATE: NAF Next 2021
July 13-15 Phoenix, AZ

Thank you to
our sponsors:



Celebrating 40 years of Transforming the High School Experience

1980 Sanford I. Weill sees a gap in the talent pool and has a firm belief in the potential of young people.

1982 The first Academy of Finance launches at John Dewey High School in Brooklyn, NY.

1987 The Academy of Hospitality & Tourism launches Academies open in New York and Miami with the support of the American Express Foundation and Marriott International Inc.

1989 NAF is officially established as the National Academy Foundation to provide support and leadership to its growing network of 37 academies.



1999 President Clinton makes the keynote speech at NAF's 15th annual professional development conference, what would be later called NAF Next, in California.

2000 In response to the dot-com boom, NAF creates the Academy of Information Technology, launching in 12 high schools across the country with support from AT&T, Alcatel-Lucent, Hewlett-Packard Company, Oracle Corporation, United Technologies Corporation, and Verizon.

2007 NAF partners with Project Lead The Way and the National Action Committee for Minorities in Engineering to develop the Academy of Engineering. The launch is made possible by the Bill & Melinda Gates Foundation, Motorola, Verizon, Xerox, and over 40 other technology companies.

NAF welcomes JD Hoyer as President.

2008 An independent longitudinal study of career academies conducted by MDRC found significant sustained impact on earnings of graduates of NAF and other career academies.

2009 President Obama appoints NAF Board Members Ursula M. Burns and Lowell C. McAdam to his Educate to Innovate campaign, a national initiative to improve US students' STEM skills.



2011 NAF launches the Academy of Health Sciences with support from the Aetna Foundation, Ronald A. Williams, the Amgen Foundation, the James S. Irvine Foundation, and Johnson & Johnson.

2013 NAF forms the STEM Advisory Committee to address the growing role science, technology, engineering, and mathematics play in education and to ensure a skilled and diverse workforce in these fields.



2014 NAF debuts NAFTrack Certified Hiring, a groundbreaking initiative through which corporate partners pledge to invest in NAF students and offer them special consideration during hiring after graduation.

2015 National Academy Foundation officially rebrands as its commonly used acronym, NAF, introducing a new visual identity and tagline: Be Future Ready.

2017 NAF launches a new five-year strategic plan. NAF also pilots Future Ready Labs, an innovative solution to scaling internship experiences. NAF partners with ICF on a four-year independent study to measure NAF's effectiveness, the study confirmed that the NAF program had a positive impact on students and found that it has an even greater impact on students from at-risk communities.



2019 NAF reaches 100,000 students annually. NAF partners with The University of California at Berkeley to develop its first residential college experience on campus in partnership with the University and SMASH.

2020 NAF urgently responds to COVID-19 by making the NAF curriculum available to all, at no cost, as well as expanding virtual work-based learning and resources.

NAF expands into Puerto Rico with Academies of Engineering in partnership with Raytheon Technologies.

LOOKING FORWARD

NAF is currently developing a new 5-year strategic plan, and we do so with the knowledge we have pulled together as a network through this difficult year. There is an urgent need for innovation and investment in the future of career-based education in high school, especially for students of color. We are focused on expanding and deepening our program through meaningful digital opportunities and strategic educational and corporate partnerships. Throughout this planning process, we keep our vision at the forefront: ensuring that every single one of NAF's more than half a million students and alumni, from California to Puerto Rico, from future hotel owners to civil engineers, from 1980 to 2020, has an equal opportunity to pursue their own vision of a successful future.

Get Involved

Make a difference in the life of a NAF student:

SHARE YOUR EXPERTISE

through guest speaking in a classroom or virtually, 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, all possible virtually

HIRE STUDENTS AS INTERNS so that they can contribute work of value to your company, in person or virtually

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

HOST A DIGITAL FUNDRAISER
or participate in an endurance event

Board of Directors

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

Sanford I. Weill – Chairman

Founder, NAF

Kenneth I. Chenault – Vice Chairman

Chairman and Managing Director
General Catalyst

Eugene A. Ludwig – Secretary

Founder and Chief Executive Officer
Promontory Financial Group, LLC,
an IBM Company

Sanjiv Yajnik – Treasurer

President, Financial Services
Capital One

Jeffrey A. Brill

Partner
Skadden, Arps, Slate, Meagher
& Flom LLP

Ursula M. Burns

Senior Advisor
Teneo Ltd
Retired Chairman and CEO
Veon Ltd
Retired Chairman and CEO
Xerox Corporation

Lynne Doughtie

Former Chairman and Chief
Executive Officer
KPMG

Robert C. Dughi

Executive Chairman
Financial Soundings, LLC

Barbara Benioff Friedman

Trustee Emerita
Cornell University
Vice Chair of Overseers
Weill Cornell Medical College

Alex Gorsky

Chairman and CEO
Johnson & Johnson

Gregory J. Hayes

President and Chief Executive Officer
Raytheon Technologies

JD Hoyer

CEO
NAF

Harold McGraw III

Chairman Emeritus
S&P Global, Inc.

Jennifer Morgan

Former Co-Chief Executive Officer
SAP SE Executive Board

Thomas Penny III

President
Donohoe Hospitality Services

Nicola Palmer

Chief Product Development Officer
Verizon

Joseph J. Plumeri II

President
JJP Ventures, LLC

Marc Reed

Former Executive Vice President and
Strategic Advisor to the Chairman
Verizon Communications

Larry Renfro

Vice Chairman
UnitedHealth Group
Founder and Managing Partner
Optum Ventures

James D. Robinson III

General Partner and Co-Founder
RRE Ventures

David Steward

Founder and Chairman
World Wide Technology

Joseph M. Tucci

Co-Chairman
GTY Technology Holdings, Inc.

Marc Weill

Senior Advisor
Two Sigma Ventures

Ronald A. Williams

Chairman and Chief Executive Officer
RW2 Enterprises, LLC

Matthew Zielinski

President, North America
Lenovo

**Natasha Ghatak Singh
(Ex-Officio)**

Chair
NAF Alumni Leadership Council & 2002
NAF Alumna
Director of Operations, Planning and
Scheduling
Marriott International

Statement of Financial Position

December 31, 2019

	2019
ASSETS	
Cash and cash equivalents	\$2,921,624
Contributions and grants receivable, net	5,004,842
Other receivables, net allowance of \$25,000	606,185
Prepaid expenses and other assets	464,983
Investments	15,900,721
Equipment, furniture and fixtures, net	1,223,269
	\$26,121,624
LIABILITIES AND NET ASSETS	
Liabilities	
Accounts payable and accrued expenses	2,671,740
Deferred revenue	535,625
Deferred rent	404,597
Amounts held for others	-
Total Liabilities	3,611,962
Net Assets	
Without donor restrictions	6,759,066
With donor restrictions	15,750,596
Total Net Assets	22,509,662
	\$26,121,624

Statement of Activities

Year Ended December 31, 2019

	2019		
	Without Donor Restrictions	With Donor Restrictions	Total
SUPPORT AND REVENUE			
Contributions and grants	\$ 3,602,883	\$20,908,933	\$24,511,816
Membership fees	1,409,614	-	1,409,614
Registration fees	526,487	-	526,487
Contract revenue	435,731	-	435,731
Investment return	631,945	98,589	730,534
Other income	250	-	250
Net assets released from restrictions	19,611,438	(19,611,438)	-
Total Support and Revenue	26,218,348	(1,396,084)	27,614,432
EXPENSES			
Program services	16,729,581	-	16,729,581
Supporting services			
Management and general	5,857,555	-	5,857,555
Fundraising	1,479,651	-	1,479,651
Total Supporting Services	7,337,206	-	7,337,206
Total Expenses	24,006,787	-	24,066,787
Change in Net Assets	2,151,561	1,396,084	3,547,645
NET ASSETS			
Beginning of year	4,607,505	14,354,512	18,962,017
End of year	\$6,759,066	\$15,750,596	\$22,509,662

With Gratitude

Thank you to our supporters who have made the extraordinary investment to ensure a better future for our youth and the nation.

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