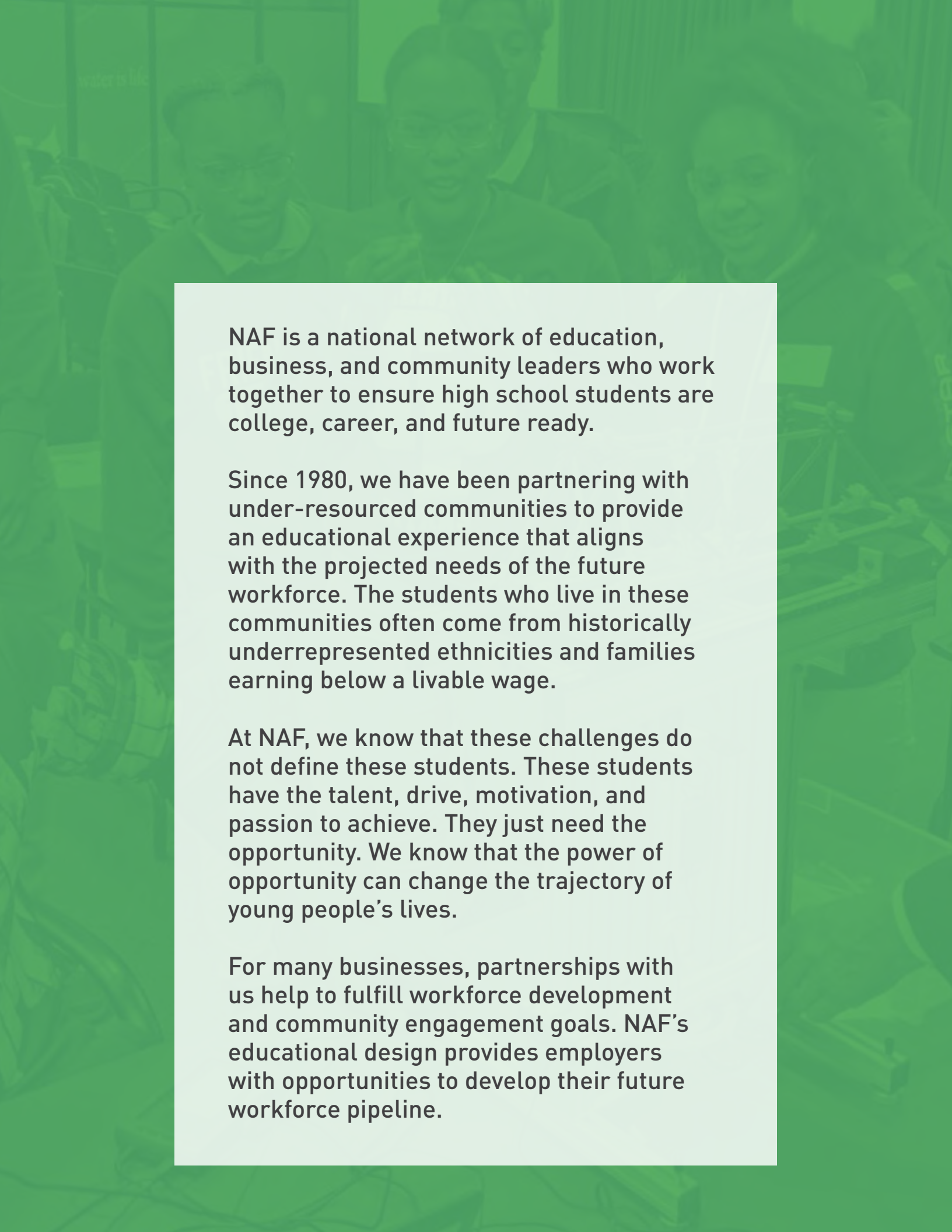




JOURNEY

2020/2021
IMPACT REPORT



NAF is a national network of education, business, and community leaders who work together to ensure high school students are college, career, and future ready.

Since 1980, we have been partnering with under-resourced communities to provide an educational experience that aligns with the projected needs of the future workforce. The students who live in these communities often come from historically underrepresented ethnicities and families earning below a livable wage.

At NAF, we know that these challenges do not define these students. These students have the talent, drive, motivation, and passion to achieve. They just need the opportunity. We know that the power of opportunity can change the trajectory of young people's lives.

For many businesses, partnerships with us help to fulfill workforce development and community engagement goals. NAF's educational design provides employers with opportunities to develop their future workforce pipeline.



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JD HOYE
Former CEO



LISA DUGHI
CEO



SANDY WEILL
FOUNDER

A MESSAGE FROM NAF LEADERSHIP

What a journey this past year has been! When NAF rebranded in 2015, adding our tagline “Be Future Ready,” we knew that we had to do everything within our power to ensure students were prepared to take the next steps in college and careers. We certainly couldn’t have predicted the pandemic and the challenges of the past year and a half, but despite extreme obstacles, our network kept that keen focus on our students, thanks in large part to your support. In this atypical year, NAF embarked on a new five-year strategic plan, focused on doing more of what we know works – this includes:

- Ensuring that inclusion, diversity, equity and access are at the forefront of organizational decisions and strategies;
- Reaching more students in key geographies, elevating student voice, and increasing access to work-based learning opportunities;
- Creating a more technology-enabled organization;
- Scaling employer partnerships and preparing students with the competencies and skills they need to succeed.

Your unwavering belief in our mission enabled NAF to make progress towards these goals, leveraging technology to provide virtual work-based learning and internships thereby increasing access to opportunities for students. In addition, we saw a record number of 178 academies achieve Distinguished status, the highest quality level, and 50 new academies joined the network.

None of this would have been possible without our courageous and determined network of educators, who provided students with so much more than academic support during this trying year. NAF’s 99% senior graduation rate, coupled with 87% of graduates being college-bound, speaks volumes about the hard work and dedication of both our students and our educators. We are immensely proud of our network’s impressive accomplishments!

While the world turned, NAF saw a lot of organizational change as well. With JD Hoyer stepping down while remaining on the Board after nearly 15 years of leading NAF through great successes, Lisa Dughi took the reins of the organization July 1 as the new CEO. NAF is grateful to be able to continue building upon the foundation JD set forth and push forward with a leader well-versed in the goals and mission of NAF.

NAF remains focused on creating access to opportunities for all students. We hope you’ll take a few moments to read about some of our recent milestones reached thanks to champions like you.

We look forward to continuing this journey with you!



STUDENT JOURNEY

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

80%

of NAF students reported that they felt ready and capable to succeed in college

84%

of students engaged in some form of work-based learning during the 2019-20 school year

80%

of participants agreed that the experience helped them explore possible future careers

87%

of students primarily reported a growth mind-set, believing that their intellectual abilities can be improved through hard work



HEALTH SCIENCES

was the largest indicated field of college study for NAF seniors, followed by other STEM fields.

ADVOCATING FOR STUDENT VOICE

NAF aspires to create and sustain school cultures that prioritize student engagement and hold space for young people's narratives and lived experiences by empowering the next generation. Weaving the student voice into the core fabric of our schools is essential to our mission.



Participatory Action Research (PAR) supports meaningful engagement of students and creates a system for sharing power with youth in classrooms, schools, and communities. PAR helps strengthen a shared ownership of student success.

Youth researchers at Wenonah High School in Birmingham, AL, volunteered to participate in a six-month pilot of PAR facilitated by our NAF team. These students were motivated and eager to share their voices in a collaborative effort to improve their school culture. The students and their academy leader met weekly to select and refine the issue(s) they wanted to address, collaborate with allies and experts, collect and organize data from their peers and staff, make meaning of the data, and co-create and present recommendations to school and district leaders for discussion.

"I have been waiting my whole high school career to be able to share my feelings this way. I feel a responsibility to the students coming behind me to speak up and make things better for them."

- 12TH GRADE RESEARCHER



OUR IMPACT



117,550
STUDENTS

80%

STUDENTS OF COLOR

17%

ENGLISH LANGUAGE
LEARNERS

60%

STUDENTS FROM UNDER-
INVESTED IN COMMUNITIES

BASED ON AVAILABLE FREE AND REDUCED
PRICE LUNCH DATA

99%

GRADUATION RATE

87%

COLLEGE-BOUND



2020-2021 DATA AT-A-GLANCE



619
ACADEMIES

4,020

ADVISORY BOARD
MEMBERS





OPPORTUNITY FOR ALL

NAF IS COMMITTED TO PROMOTING DIVERSITY, EQUITY, AND INCLUSION ACROSS THE NATION AND WITHIN THE ORGANIZATION.

NAF is uniquely positioned to close educational and economic gaps by connecting our students, 70% of which identify as Black, Hispanic or Latinx, with industry partners committed to building a diverse talent pipeline.

We revisited its educational design and programmatic offerings with a lens on inclusion, diversity, equity, and access (IDEA). In addition, we are revising our curriculum to embed culturally responsive practices and offering related professional development opportunities for the NAF network.

NAF is partnering with companies like Raytheon Technologies, KPMG, and Verizon on their equity initiatives. We continue to actively seek partnerships with those demonstrating efforts towards advancing racial equity.

We also continue to guide young people through post-high school services that foster rich experiences for our alumni. Applying IDEA strategies allows us to focus on mentoring and on college experiences that elevate the BIPOC community. We have a dedicated commitment to providing access, opportunity, and inclusion for the future workforce and to helping our partners to sustain their current workforce. We are ALL aligned in the belief that representation and inclusion matters for a sustainable workforce.

NAF's commitment to aligning work with DEI-AR standards does not stop with our partners. In 2021, we have invested and implemented new efforts into embodying these best practices internally. This includes, but is not limited to:

- Continued training of employees, including using an internal equity guide, when communicating about diverse populations.
- The development and work of our Transformation Team, which identifies and implements key strategies to create a truly equitable organization.
- Applying and embedding a DEI-AR lens throughout all departments that positively impacts our employee experiences and culture.





ACHIEVING DISTINGUISHED QUALITY



KATHERINE BLASIK
**DISTINGUISHED
ACADEMY**

For over 40 years, NAF has partnered with hundreds of high schools to implement a results-driven educational design that includes STEM-infused, career-relevant curricula and work-based learning activities, and that fosters safe and inclusive learning environments.

Our annual Academy Assessment measures an academy's strengths and challenges in implementing the design, with an emphasis on continuous improvement in deepening academic and developmental outcomes.

In 2020-2021, NAF proudly announced that more than 200 academies reached Model quality level and 178 reached Katherine Blasik Distinguished quality level. Of these, 135 of these academies have reached this quality level more than once and 43 are new to the roster.

For the ninth year, NAF paid tribute to academies exhibiting the highest standards for public-private partnerships with the Sanford I. Weill Academy of Excellence Award. For 2021, we recognized two outstanding academies:

Northridge High School, STEM Academy in Greeley, CO

Hialeah Gardens High School, Academy of Health Sciences in Hialeah, FL





POLICY WINS

Over the last year, NAF has worked to successfully increase awareness about work-based learning for high school students through a variety of key policy initiatives. Below are a few highlights that summarize our efforts and the impact of their results:

WORK-BASED LEARNING ADVOCACY

The 87th Texas Legislature passed House Bill 1247 and signed it into law in June 2021. NAF joined a coalition with Educate Texas, Project Lead the Way, and the Texas Business Leadership Council to advocate for this bill, which requires the Texas Workforce Commission, Texas Education Agency, and Texas Higher Education Coordinating Board to develop a strategic framework to encourage work-based learning in Texas and to deliver a report to the Legislature by December 2022.

NAF secured report language in the Fiscal Year 2021 Labor, Health and Human Services, and Education Appropriations bill. This language provides an opportunity for local secondary educational authorities, with expertise in work-based learning, to be included on local workforce development boards and to provide guidance on work experience, including summer employment opportunities for youth.

CIVIC ENGAGEMENTS

During the pandemic, NAF's Policy team hosted virtual engagements to raise awareness and build relationships at the federal and state levels. NAF held a congressional briefing for federal policymakers on the transformative power of career-focused education. We also held several civic engagement panels in which elected officials and local leaders – from North Carolina, Texas, and Missouri – connected with students, shared their educational and professional experiences with advice on college and career.

NAF published a policy paper, [*A Path to Economic Opportunity for America's Young People*](#). This publication highlights the success of work-based learning programs during challenging times, calling on policymakers to invest in these initiatives.

Justin Yancy, President of the Texas Business Leadership Council, was named NAF's 2021 Citizen of Excellence and was honored at this year's NAF Next:

"On behalf of the TBLC, I am honored to accept this recognition from NAF. It is vital that the business community partner with thought leaders and top-notch providers, such as NAF, to advance our shared goal of a workforce fully prepared to compete on a global scale."

- Justin Yancy, President of the Texas Business Leadership Council



COLLEGE READY

FROM INNOVATIVE CURRICULA, TO COLLEGE-LEVEL PROGRAMMING, NAF IS TACKLING COLLEGE READINESS.

Through Future Ready Scholars, NAF partners with colleges and universities to expand college readiness activities to NAF academies. Students benefit from a variety of experiences allowing them to gain awareness about college, explore a multitude of career options, and prepare for their next steps after high school.

At NC State, nearly 30 students participated in a program sponsored by Lenovo, which included a drone lesson and flying demonstration. At the University of Michigan and UC Berkeley, 110 students participated in STEM and computer

science courses, as well as college planning and policy sessions.

“The amount of experience of college life and learning has been significant! I am grateful for this experience and everything it had taught me. The part of choosing classes was a great help! I’ll be sure to use all this information,” said one Florida student.

This summer, NAF piloted a self-guided college success course which included coaching, exposure to higher education norms, and academic expectations. Working with our academies to recruit, forty students from across the country participated in this program spanning over thirty days.



ACCELERATING OPPORTUNITIES WITH THE NBA FOUNDATION

The NBA Foundation's second round of grant making was released this spring and included \$3 million for organizations that are working to create employment opportunities, further career advancement, and drive greater economic empowerment in Black communities. The grants align with the NBA Foundation's mission to provide skills training, mentorship, coaching, and pipeline development for high school, college-aged, job-ready and mid-career individuals in Black communities across the United States and Canada.



Of the \$3 million, \$300,000 was awarded to NAF, as one of the nine grantees. This gift became the first for NAF's Project Opportunity fund, enabling our organization to maximize hands-on experiences, including internships, that are most meaningful to high school students' personal and professional growth. With the NBA's support, NAF was able to expand opportunities for NAF students by piloting an internship preparation course and a Job Application Essentials course and is offering the first set of modules in the fall of 2021 on skillsbuild.org.

IMPACT OF FUTURE READY PROGRAMS

270 students participated in Future Ready Labs

100 students participated in Career Readiness Experiences

240 students participated in Future Ready Scholars postsecondary programs

5,000 students completed a lesson in NAF's online Job Application Essentials course



"The league came together and focused on economic opportunity for Black youth, ages 14 to 24. I think in many ways the NBA has a tremendous history around being involved in issues of social justice and civil rights, and the origin of the foundation is standing on that history."

-GREG TAYLOR, NBA FOUNDATION EXECUTIVE DIRECTOR

ELEVATING LOCAL SUPPORT:

BALLMER GROUP FUNDS NAF'S FIRST FUTURE-READY COMMUNITY

NAF was thrilled to be the recipient of a new round of funding from Ballmer Group, laying the groundwork for significant expansion of opportunity for young people in the Detroit Tri-County area. This grant supported the planning process for one of the key components of NAF's strategic plan – the development of local career readiness systems that drive economies, upward mobility, and a diverse talent pipeline. The Detroit Tri-County area is the first location in which NAF has focused its coalition building efforts within this strategic priority.

As part of its Future-Ready Communities initiative, NAF expanded its footprint by partnering with Detroit Public Schools Community District (DPSCD), School District of the City of Pontiac, Southfield Public School District, and neighboring districts, to establish additional career-focused academies in public high schools in the region. Currently, the Detroit Tri-County region includes 22 academies with 2,739 enrolled students and over 170 active advisory board members supporting these academies efforts. Strategies for work-based learning and innovation in the Tri-County area include overseeing the regional career fairs and facilitating professional development for educators, administrators, and advisory board members. The grant also focused on advocating for legislative support of Career Technical Education (CTE) and facilitating conversations with district and state CTE directors and teams, as well as developing policy recommendations on workforce and education.



“This new grant provides us an opportunity to further develop programming and further reimagine our high schools, so they are more relevant to our students’ lives and a genuine springboard to college and careers. We are proud to extend our partnership with NAF and Ballmer Group and believe this will enhance our reform to increase high school enrollment, attendance, and overall student achievement.”

-DR. NIKOLAI VITTI, SUPERINTENDENT OF DETROIT PUBLIC SCHOOLS COMMUNITY DISTRICT



ADVANCING EQUITY IN STEM EDUCATION AND CAREER DEVELOPMENT

This spring, Raytheon Technologies announced its Connect Up Initiative – a ten-year, \$500 million program designed to advance equitable opportunities in STEM education, career development, and community well-being. NAF was selected as a strategic partner and secured funding from Raytheon Technologies through 2023. The Connect Up initiative will leverage philanthropic capital, public/private partnerships, and employee volunteerism to help improve access to STEM education, particularly in communities of color, advancing education goals and creating opportunities for a more equitable future.

LAUNCHING THE FIRST ACADEMIES IN PUERTO RICO

Raytheon Technologies played a crucial role in NAF's expansion into Puerto Rico, facilitating the development and launch of the first Academies of Engineering in Aguadilla (Escuela Superior Benito Cerezo Marquez) and Santa Isabel (Escuela Elvira M. Colón Negrón) in March of 2020, as well as the development of local advisory boards to create support for career education and work-based learning. Throughout the academy development process, Raytheon Technologies facilitated and supported meetings with the Secretary of Education, the Secretary of Economic Development, the Mayors of Aguadilla and Santa Isabel, university leaders and the local site managers of Collins Aerospace and Pratt & Whitney. They also assisted NAF in reviewing engineering curricula, with an eye toward building the competencies to enter Raytheon Technologies' local workforce. Raytheon Technologies continues to provide support as these academies grow, including funding infrastructure upgrades and new technology labs.

CREATING INNOVATIVE WORK-BASED LEARNING EXPERIENCES

This summer, Pratt & Whitney, a Raytheon Technologies company, launched its first Future Ready Lab in Hartford, CT. The experience was designed to put students' professional skills into practice and gain a greater understanding of Pratt & Whitney's business and career pathways. NAF and Raytheon Technologies have worked together to create an innovative virtual program to prepare students for the workforce, generate employee engagement opportunities and diversify talent pipelines. In June 2021, Raytheon Technologies Future Ready Engineers launched two 3-week sessions, serving 150 Academy of Engineering students. They participated in workshops and built professional portfolios and skills that position them for success. Employee volunteers served as panelists, subject matter experts, and mentors, evaluating students' work and sharing about career pathways at Raytheon Technologies.

ENGAGING RAYTHEON TECHNOLOGIES EMPLOYEES

Since October 2020, Raytheon Technologies employees have hosted three virtual work-based learning engagements in two languages impacting more than 1,000 students throughout the NAF network. NAF is proud to share that Raytheon Technologies has already surpassed the annual goal for the number of students engaged virtually.



NAF ALUMNI: CREATING A MORE INCLUSIVE WORLD FOR ALL



This year, at NAF Next 2021, we honored three NAF alumni who have dedicated their time and talents to give back to other students like them.



KARTIK TYAGI graduated from Enloe High School, Academy of Health Sciences, and is currently a student at the University of North Carolina at Chapel Hill. He is also a NAF Alumni Policy Ambassador and is passionate about public health and healthcare - advocating for a more holistic outlook for both individuals and communities.

ASHLEY MCCULLOUGH, is an alumna of Olympic High School, and works as an Accounting Manager for Thorn, a nonprofit organization in Los Angeles, CA. She credits her NAF academy experience and internships as providing exposure to the workforce at an early age. Ashley also prioritizes giving back and started her own scholarship fund for young women – the Ashley B. McCullough Princess Project.



RAYMUNDO LOPEZ is a 2015 graduate of Harmony Magnet Academy of Engineering and works as a Deep Water Rig Engineer for BP America, Inc. He is passionate about changing the future and working to expose more young people of color to engineering in high school.

NAF LAUNCHES ALUMNI MENTORSHIP PROGRAM

In September 2021, we held a virtual kickoff for this school year's NAF Alumni Mentorship Program. More than 30 alumni have been paired – one college-age and the other a seasoned professional – to learn from each other and network throughout the year.

NAF ALUMNI AS ADVOCATES

NAF's network of Alumni Policy Ambassadors has grown. With nearly 20 advocates on board, their unique experiences as NAF alumnus have inspired policymakers and other leaders to support education and workforce development initiatives that expand opportunities for students.





NAF NEXT: DRIVE

During our annual signature professional development conference, we learned impactful, motivating, and innovative ways for the network to drive forward. We had more than 1,000 participants engage in 70+ learning, professional development, and networking sessions, discussing vital topics such as: Elevating Student Voice, Joining Business & Education, Industry Trends, Connecting with Policymakers, and much more. Our main stage presenters included:

- **Lisa Dughi, our new CEO**
provided an update on the current state of the network
- **Jaime Casap, former Education Evangelist for Google**
spoke about the real-world impact of our work
- **Jason Hughes, NAF Alumnus**
hosted a panel of NAF students on what equity/access means to them
- **Our three Alumni Awards winners**
presented compelling accounts of their NAF journeys

We also honored Verizon with our Internship Champion Award, an accolade showcasing their dedication to creating over 500 internships since 2014. This event proved to be another bright spot in 2021 - bringing together distinguished educators, business leaders, and government representatives virtually to prepare the next generation of leaders to enter the workforce.

SAVE THE DATE | July 10-13, 2022 - Sheraton Dallas Hotel, Dallas, TX

2021 BENEFIT

Our first-ever virtual Benefit raised \$1.1 million in honor of the 2,000+ educators who demonstrated incredible dedication, creativity, and perseverance that supported our students on their paths to success. The program was hosted by Sheinelle Jones of "3rd Hour of TODAY" and showcased how the NAF network's ability to innovate our educational design and continue to deliver quality college and career readiness opportunities for our young people.

The event was well attended and included messages from NAF Board members, including JD Hoyer and Sanford I. Weill of NAF, Matthew Zielinski of Lenovo, Nicola Palmer of Verizon, Gregory J. Hayes of Raytheon Technologies, NFL player Kevin Beachum, and many more. It was an inspirational event full of connection, storytelling, and gratitude!

SAVE THE DATE | May 11, 2022 - Mandarin Oriental, New York City



NAF PIONEERS INNOVATIVE STRATEGIES



NAF kicked off its new five-year strategic plan in 2021, with ambitious goals focused on making progress towards ending inequity in education. Inequity in education contributes to significant disparities in long-term outcomes, particularly for students of color. This moment demands accelerated and more significant progress toward addressing these inequities – which were only exacerbated by the COVID-19 health and economic crises. We won't be satisfied until every high school student has a real shot at realizing their full potential.

Over the next five years, NAF seeks to quadruple its impact, reaching 400,000 students annually no later than 2025 by:

- **POWERING CAREER READINESS IN KEY REGIONS**

Collaborating with education leaders, employers, post-secondary institutions, and community organizations to build inclusive workforce pipelines and develop innovative solutions that will improve student outcomes.

- **HARNESSING TECHNOLOGY TO BRING WORK-BASED LEARNING TO STUDENTS NATIONWIDE**

Exploring tech-enabled supports to dramatically increase high-quality digital experiences for students.

- **DEEPENING THE ROLE OF LOCAL AND NATIONAL EMPLOYERS**

Partnering closely with high-growth business communities and corporations to enhance career-connected learning in classrooms, provide work-based learning, and build career-ready talent pipelines.

- **RE-ORIENTING WORK-BASED LEARNING TO FOCUS ON SKILLS AND COMPETENCIES**

Developing 'future ready' competencies aligned to high quality work-based learning activities to ensure meaningful impact for students.

**JOIN US IN ENSURING EDUCATIONAL
EQUITY FOR ALL. EMAIL US AT
DEVELOPMENT@NAF.ORG**



GET INVOLVED

DONATE

Make a one-time or monthly tax-deductible gift on our website to support students as they define, explore, and experience their future careers. You can also contribute via your Donor Advised Fund, make a stock transfer, or set up a bequest.

LEVERAGE YOUR COMPANY OR ORGANIZATION'S MATCHING OPPORTUNITIES

Reach out to your HR department to see if your company has a Corporate Social Responsibility program and the perks they may offer to causes their employees care about. Your company could have a matching gift program that will double, and sometimes even triple, employee gifts. You can also explore event sponsorships and grants through your company.

SET UP YOUR OWN FUNDRAISER

You can turn any milestone event into a fundraiser! Have an upcoming birthday, graduation, wedding, or a reason to celebrate? Host your own peer-to-peer fundraiser on our simple and efficient giving platform or Facebook.

EMAIL DEVELOPMENT@NAF.ORG TO GET STARTED.

JOIN US AT A SPECIAL EVENT

NAF academies around the country host special events in their local communities. We also hold our Annual Benefit in New York City, offering guests the opportunity to celebrate students' successes and our annual conference, NAF Next, which is offered in a new city each year, brings our national network together to learn, grow, and connect.

DONATE WHEN YOU SHOP ON AMAZON

Shop Amazon through smile.amazon.com, they donate 0.5% of your purchase from eligible products! Search for NAF when prompted to a charitable organization. You can also check out our store, store.naf.org, for NAF branded clothing and gear!

JOIN OUR COMMUNITY

Follow NAF at [@NAFCareerAcads](https://twitter.com/NAFCareerAcads) on social and spread the word using [#BeFutureReady](https://twitter.com/BeFutureReady) to receive NAF's updates.





FINANCIAL POSITION

DECEMBER 31, 2020

ASSETS	2020
CASH AND CASH EQUIVALENTS	\$5,767,631
CONTRIBUTIONS AND GRANTS RECEIVABLE, NET	\$9,896,029
OTHER RECEIVABLES, NET	\$468,449
PREPAID EXPENSES AND OTHER ASSETS	\$235,480
INVESTMENTS	\$15,411,296
EQUIPMENT, FURNITURE AND FIXTURES, NET	\$543,063
TOTAL ASSETS	\$32,321,948

LIABILITIES AND NET ASSETS

LIABILITIES	
ACCOUNTS PAYABLE AND ACCRUED EXPENSES	\$1,927,745
DEFERRED REVENUE	\$261,163
DEFERRED RENT	\$483,074
LONG-TERM DEBT FOR OTHERS	\$1,365,100
TOTAL LIABILITIES	\$4,037,082

NET ASSETS	
WITHOUT DONOR RESTRICTIONS	\$8,401,764
WITH DONOR RESTRICTIONS	\$19,883,102
TOTAL NET ASSETS	\$28,284,866
	\$32,321,948



STATEMENT OF ACTIVITIES

DECEMBER 31, 2020

	2020		
	WITHOUT DONOR RESTRICTIONS	WITH DONOR RESTRICTIONS	TOTAL
SUPPORT AND REVENUE			
CONTRIBUTIONS AND GRANTS	\$4,454,617	\$19,271,301	\$23,725,918
MEMBERSHIP FEES	\$911,713	-	\$911,713
REGISTRATION FEES	\$6,250	-	\$6,250
CONTRACT REVENUE	\$302,483	-	\$302,483
INVESTMENT RETURN	\$657,585	\$67,088	\$724,673
OTHER INCOME	\$1,499	-	\$1,499
LOSS ON DISPOSAL OF EQUIPMENT, FURNITURE, AND FIXTURES	(\$106,047)	-	(106,047)
NET ASSETS RELEASED FROM RESTRICTIONS	\$15,205,883	(\$15,205,883)	-
TOTAL SUPPORT AND REVENUE	\$21,433,983	\$4,132,506	\$25,566,489

EXPENSES

PROGRAM SERVICES	\$13,054,462	-	\$13,054,462
SUPPORTING SERVICES			
MANAGEMENT AND GENERAL	\$4,312,100	-	\$4,312,100
FUNDRAISING	\$2,424,723	-	\$2,424,723
TOTAL SUPPORTING SERVICES	\$6,736,823	-	\$6,736,823
TOTAL EXPENSES	\$19,791,285	-	\$19,791,285
CHANGE IN NET ASSETS	\$1,642,698	\$4,132,506	\$5,775,204

NET ASSETS

BEGINNING OF YEAR	\$6,759,066	\$15,750,596	\$22,509,662
END OF YEAR	\$8,401,764	\$19,883,102	\$28,284,866



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 and Managing Director
General Catalyst

Eugene A. Ludwig - Secretary

Chief Executive Officer
SpringHarbor Financial Group

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

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

Former CEO
NAF

Harold McGraw III

Chairman Emeritus
S&P Global, Inc.

Jennifer Morgan

Global Head of Portfolio
Transformation and Talent
Blackstone

Thomas Penny III

President
Donohoe Hospitality Services

Nicola Palmer

Chief Product Development Officer
Verizon

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

SVP, President International Sales
Organization
Lenovo

Natasha Ghatak Singh

(Ex-Officio)
Chair
NAF Alumni Leadership Council &
2002 NAF Alumna
Commercialization Strategy Lead
U.S. Bank



WITH GRATITUDE

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

\$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
Raytheon Technologies

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

SAP North America
World Wide Technology

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

Johnson & Johnson
Lenovo North America
Ludwig Family Foundation
Optum
Two Sigma Investments, LP
Verizon

\$500,000 to \$999,999

KPMG Foundation
The J. Willard and Alice S.
Marriott Foundation

\$100,000 to \$499,000

American Express
Capital One
Friedman Family Foundation
KPMG LLP
Mastercard
NBA Foundation
Siegel Family Endowment
Cynthia & Ronald A. Williams

\$50,000 to \$99,000

Alliant Insurance Services, Inc.
Kathryn & Kenneth I. Chenault

Cisco Systems, Inc.
National Science Foundation
The Moody's Foundation

\$25,000 to \$49,999

BlackRock
Ursula M. Burns
Ericsson
GEI Consultants
Richard E. & Nancy P. Marriott
Foundation
Pitney Bowes Foundation
James D. Robinson III &
Linda Robinson

\$10,000 to \$24,999

Ally Financial
Anthem, Inc.
Blackstone
Lynne & Ben Doughtie
Maura & Robert Dughi
JD Hoyer & Donna Florio
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