



RISE

NAF

2021–2022  
*Impact Report*

Be *Future* Ready





“I wasn’t supposed to be in this situation, but my Academy of Finance and NAF took a chance on me. When I got that acceptance letter, I knew I wasn’t going to let this opportunity go to waste.”

.....

COVER PHOTO  
Student **Diego Moran** from the  
**Academy of Finance, Coral Gables**  
**High School** speaking at **NAF’s 18th**  
**Annual Benefit**  
MAY 2022

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# *A Message From* NAF LEADERSHIP

**Dear NAF Supporters,**

There is little to say about the past few years that hasn't already been said. As difficult as it has been in the midst of a pandemic and political discord, the NAF network has risen to the challenge and come together – pivoting and providing innovative opportunities and access for our academies and students.

While overall enrollment in many schools has decreased, NAF enrollment increased because of the efforts of our network to keep 120,000 students connected to their classwork and their future aspirations. Despite all the challenges faced, the commitment to quality never wavered.

As we progress forward in the second year of our strategic plan, we are taking bold steps, which are highlighted in the following pages. Our priority is to ensure that we can go deeper into the communities that need it the most and deliver high quality and equitable programs and resources for students and educators.

Along with new leadership at NAF, we have had the honor to celebrate countless student success stories and transformative partnerships, visit hundreds of academies, and see first-hand the significant impact our work has on the lives of NAF students. There's no doubt that our mission to solve some of the biggest challenges facing education is more critical today than ever before.

Because of your ongoing support, partnership, mentorship, and financial investment, a brighter future is possible for hundreds upon thousands of students across the country.

We know that this works, and that is proven every single day in our academies. No matter the pathway they choose, we know that NAF students are developing important, future-ready skills and making long-lasting industry connections. They are charting their next steps after high school with a vision towards making their futures and our country's future so much brighter.

We are delighted to share with you our progress and stories from our network this past year.

**Thank you for all that you do to rise to the moment for NAF students.**



LISA DUGHI  
CEO



SANFORD I. WEILL  
Founder and Chairman





PHOTO  
NAF CEO **Lisa Dughi** with Founder and Chairman  
**Sandy Weill** at NAF's 18th Annual Benefit  
MAY 2022

## 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.

# VOICES

## From our Network

### STUDENT

*"The internship opportunity NAF provided to me had an enormous impact on my education and future career aspirations. I am now on my way to Baruch College in New York City to pursue my degree in real estate, a passion I discovered through all of the connections I made during my virtual internship."*

**Amy Tochimani, Business of Sports School (BOSS)  
New York, NY**



### TEACHER

*"It's super important to have individuals that look like the people that we're supporting, because they can connect and relate better. If you want more individuals that are diverse, we need to have a way that we can communicate with the community to build those partnerships."*

**Janeth Rios, Program Coordinator  
Bryan Adams High School, Dallas, TX**



### PARENT

*"I am so very proud to be a NAF parent, because I have seen firsthand how this program can change the lives and the trajectories of so many children. NAF helps to break down the barriers that many students from under-invested in communities face and provides them with experiences, connections, and educational opportunities they would not find anywhere else."*

**Melissa McAtee, Marketing Mentor  
Olympic High School, Charlotte, NC**



### ALUM

*"It is imperative that students feel valued for their hard work and contributions to a company, so that they will want to give back and be part of a sustainable talent pipeline. Being paid for one's work is essential to recognizing one's value, beyond the very real role it plays in helping young people begin their careers with less debt."*

**Ashley McCullough, Class of 2011  
Accounting Manager, Thorn, Los Angeles, CA**







## BUSINESS PARTNER



*"SAP has partnered with NAF since 2016, and in that time, we have collaborated on a number of workforce readiness and IT pathway support programs, impacting approximately 500,000 students across the U.S. In 2021, we continued the partnership by supporting a key initiative: The Academy of Information Technology (AOIT) Curriculum Collaborative Lab. There are currently 115 IT pathways within the NAF network."*

**Katie Booth**  
Head of SAP North America Corporate Social Responsibility  
San Francisco, CA

## DONOR

*"NAF is at the forefront of understanding the needs and motivation of high school students, while providing each with the chance to engage in opportunities to open their horizons, learn new skills, and gain a broader perspective by collaborating with others. It's an honor to be associated with an organization that is leading the way and preparing the next generation to excel and meet the expectations of today's workforce."*

**Ann Marie Gothard**  
NAF Associate Board Member  
Vice President of Global Corporate Media Relations at  
Henry Schein, Inc., Melville, NY



## VOLUNTEER

*"Being past President and one of the founding advisory board members of our NAF Academy of Finance at Clarence High School, I am passionate about the youth of our community and aiding them with college and career readiness. I fundraised and rode 40 miles through NYC in the TD 5 Boro Bike Tour in memory of my dear wife, Celia, who we lost unexpectedly in 2014. We also grant an award to a graduating academy senior in Celia's memory on a yearly basis."*

**Keith Parwulski**  
Regional Director at The Summit Federal Credit Union  
Buffalo, NY

# Strategic Plan

## MILESTONES

In 2020-2021, NAF embarked on a five-year strategic plan with the primary focus to grow NAF's reach to impact significantly more students by 2025. Under the leadership of first-year CEO, Lisa Dughi, NAF is reimagining the future of education and the future of work to create and provide greater opportunity and access for future generations.

NAF is proud of its track record of success and impact, but the key to reaching more students is scalability. That is why, over the next five years, NAF will expand our reach to 400,000 students, including students beyond NAF academies who can also benefit from our proven design and innovations. To achieve our goals, NAF is:



### POWERING CAREER READINESS IN KEY REGIONS

Expansion in Detroit is steadily progressing with strategic collaborations and cultivation efforts with local administrators, school districts, business partners and government officials. The area launched 15 academies to enable future upward mobility for students.



### DEEPENING THE ROLE OF LOCAL AND NATIONAL EMPLOYERS

Reimagining our approach to working with national and local high-growth businesses and employer partners to create meaningful experiences for greater numbers of students (learn more about our national partners on page 14).



### HARNESSING TECHNOLOGY TO BRING STUDENTS WORK-BASED LEARNING

NAF is developing new tech-enabled offerings to increase access to work-based learning opportunities to hundreds of thousands more high school students. KnoPro is NAF's new interactive mobile-friendly platform that is launching this fall. This is a 100% FREE web-based platform, where students can tackle real-world problems faced by industry leaders, grow their professional skills, and have a chance to win large cash prizes, scholarships, and more. This innovation is designed to specifically reach students beyond NAF's network and grow our impact exponentially.



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

To strengthen WBL efforts, NAF has developed a new Outcomes-Driven Work-Based Learning (ODWBL) approach with a focus on equitable delivery. ODWBL is a student-centered model for assessment of success through a Aspirations, Connections, and Skills framework. Student data and feedback are core to our Outcomes-Driven WBL approach. NAF will quantify and assess ODWBL at an academy and student level through two groundbreaking new tools:

- WBL Participation Tracker will provide insight into the number and demographics of students participating in WBL activities within each academy.
- WBL Impact Tracker will enable students to share their perceived impact after each WBL activity. The data will help educators identify which activities create the most impact and where gaps exist, informing NAF's ongoing improvements to equitably address students' needs.



# NATIONAL IMPACT

*by the Numbers*



**120,593**  
STUDENTS



**384**  
SCHOOLS



**3,818**  
ADVISORY BOARD  
MEMBERS

**618**

ACADEMIES

**50**

OTHER

**85**

HEALTH  
SCIENCES

**87**

HOSPITALITY  
& TOURISM

**96**

ENGINEERING

**120**

INFORMATION  
TECHNOLOGY

**180**

FINANCE

## STUDENT POPULATION

**53%**

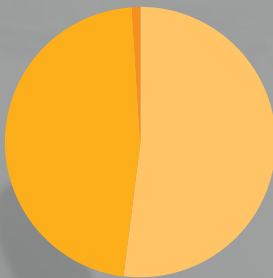
MALE

**47%**

FEMALE

**<1%**

GENDER NON-CONFORMING  
OR UNKNOWN



45% Hispanic/Latino  
26% Black/African American  
19% White  
5% Asian  
4% Other/Multi-Racial  
1% Pacific Islander  
<1% Native American/Alaska Native  
<1% Unknown



**67%**

Eligible for free/  
reduced price lunch

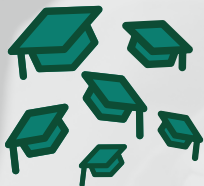


**17%**

English Language  
Learners

**89%** of students are females and/or ethnic minorities

## GRADUATES TAKING ON THE WORLD



**99%**

SENIORS  
GRADUATED



**87%**

OF GRADUATES ARE  
COLLEGE BOUND



**11%**

GRADUATES JOIN  
THE WORKFORCE



**2%**

JOIN THE MILITARY

# How our Most DISTINGUISHED & EXCELLENT RISE

# NAF in the News

NAF was mentioned in at least **183** news stories. We produced over one billion media impressions, and an advertising equivalency of **\$2.4 million dollars**.



KATHERINE BLASIK  
**DISTINGUISHED  
ACADEMY**

Our annual Academy Assessment measures strengths and areas for improvement in implementing NAF's results-driven design that prepares students to be college, career, and future ready. In 2021-2022, NAF proudly announced that more than 200 academies reached Model quality level and 181 reached Katherine Blasik Distinguished quality level. Of these, 157 of these academies have reached this quality level more than once and 24 are new to the roster.



In addition, for the tenth year, NAF paid tribute to academies exhibiting the highest standards for public-private partnerships with the Sanford I. Weill Academy of Excellence Award. For 2022, we recognized two outstanding academies: Emmett J. Conrad High School, Academy of Engineering in Dallas, TX and William L. Dickinson High School, Academy of Information Technology

in Jersey City, NJ. We'd like to congratulate both for their efforts in ensuring ALL students are Future Ready – no matter where their paths may lead!

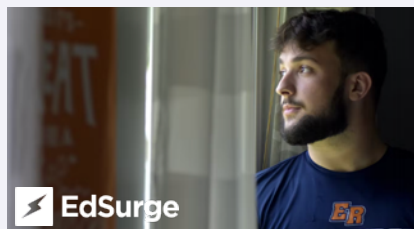
PHOTO  
NAF CEO **Lisa Dughi**  
celebrating our **Katherine  
Blasik Distinguished  
Academies at NAF Next.**  
JULY 2022



*Scholarships allowed me to graduate college debt-free. Now I'm paying it forward*



*Lisa Dughi Of NAF: Five Things I Wish Someone Told Me Before I Became A CEO*



*Guiding Young People Not to Colleges or Careers — But to Good Lives*



*How work-based learning benefits Gen Z, employers*



*A Nonprofit Works to Fix a Women of Color Talent Pipeline*



*Barfield: How Elected Officials and Policymakers Can Strengthen Work-Based Education Programs for a Future-Ready Workforce*



*Honoring Black History Month by Celebrating Black STEM Leaders with Career Readiness Resources for Students from the STEM Careers Coalition*

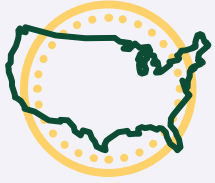


*How NAF and American Express Prepare Students for the Future of Work*



# POLICIES

## that Uplift Students



### NATIONAL

NAF successfully advocated to have a \$5 million federal grant program included in the Department of Labor's 2023 budget. This program will support full-time, work-based learning coordinators in

under-invested in communities, with an already proven track record for secondary career and technical education. Work-based learning coordinators support schools and students by conducting outreach, engagement, recruitment, and coordination of work-based learning activities with local community employers.



### MICHIGAN

For the first time ever, NAF was written into state legislation! NAF's Policy and Advocacy team, worked with Rep. Thomas Albert, Michigan House Appropriations Committee Chair, to

identify a solution to the state's healthcare workforce shortage. The result is an appropriation in HB 5523 (a bipartisan bill focused on COVID safety measures and healthcare sector support) designating \$250,000 of American Rescue Plan Funds for NAF Academies of Health Sciences. HB 5523 was signed into law by Michigan Governor Whitmer in February 2022. The Michigan budget for the 2022-23 school year also includes an additional \$253,000 to support expansion of NAF academies of any career pathway.

Chairman Albert was awarded NAF's 2022 Citizen of Excellence Award for his work with NAF to invest in students' futures and build sustainable workforce talent pipelines.



### TEXAS

NAF was invited to offer testimony before the Texas House Public Education committee, as they met to examine partnerships between K-12, higher education institutions,

and employers that promote postsecondary and career readiness. NAF provided policy recommendations to the Committee, including: additional ways to more closely align data systems and accountability indicators that incentivize high quality work-based learning, and especially paid internships; adding work-based learning coordinators to schools to support students; and implementing an internship assessment co-created with the business community.

This past year, our policy team continued to advocate for work-based learning and secured funding to invest in preparing the future workforce.

Read on for key updates about our return to legislative visits in person to see NAF students in action!




## ELECTED OFFICIALS VISIT NAF ACADEMIES

In Spring 2022, NAF students guided Michigan legislators Sen. Jeremy Allen Moss, Sen. Jim Runestad, Sen. Rosemary Bayer, Rep. Brenda Carter, and Rep. Mark Tisdell through Pontiac High School, where they met students and educators and learned about the benefits of work-based learning.

North Carolina legislators Rep. Mary Belk, Rep. Terry Brown, Rep. Wesley Harris, Rep. Rachel Hunt, and Sen. DeAndrea Salvador toured Olympic High School academies, taking time to learn about how students are preparing for future careers while in the classroom through project-based learning, which includes working directly with business and industry professionals.

## POLICY RECOMMENDATIONS IN SUPPORT OF WORK-BASED LEARNING

NAF published its third policy paper, *Work-Based Learning: Critical Infrastructure for a Future-Ready Workforce*. This publication examines what comprises a high-quality work-based learning program, identifies challenges and opportunities of developing and expanding these programs, and provides recommendations for policymakers. These best practices can help policymakers establish work-based learning, as the essential infrastructure needed to build a talent pipeline ready to meet the demands of tomorrow.

A photograph of three young women in a barn setting. One woman on the right is smiling and holding a red plastic bucket, with a goat's head visible next to it. Two other women are on the left, one wearing a black face mask. They are all wearing blue t-shirts. The background shows the interior of a barn with metal stalls and a wooden floor.

"I am someone that really likes to get involved with extracurricular activities. I like to put myself out there," Princesa says. "Although I am a little bit shy at times, I do want to make sure that I'm giving myself those opportunities to grow and expand as a leader."

"I want to be able to get my bachelor's and my master's and eventually my doctorate degree," Princesa says. "Especially being a woman in, possibly, a STEM field, I want to be able to motivate others younger than me to pursue those types of careers."

.....

**Princesa C.**

*NAF Graduate, Class of 2022  
Monache High School, Academy  
of Environmental Science  
Porterville, CA*

PHOTO

*Princesa caring for goats with classmates.*

*Photo by Rod Thornburg for EdSurge.*

MARCH 2022





Princesa moved to the U.S. from Mexico before she turned five years old. Her two older brothers work as teachers and were both the first in her family to go to college and serve as her inspiration. She is currently attending California Polytechnic State University, San Luis Obispo. Her planned major is environmental science, with a minor in agricultural business. She even has her career selected: agronomist—a soil scientist.

Read more about how Princesa named her future in EdSurge's article: *Guiding Young People Not to Colleges or Careers — But to Good Lives*





# FUND II FOUNDATION

## *Supporting Student Success and Championing STEM Enrollment*

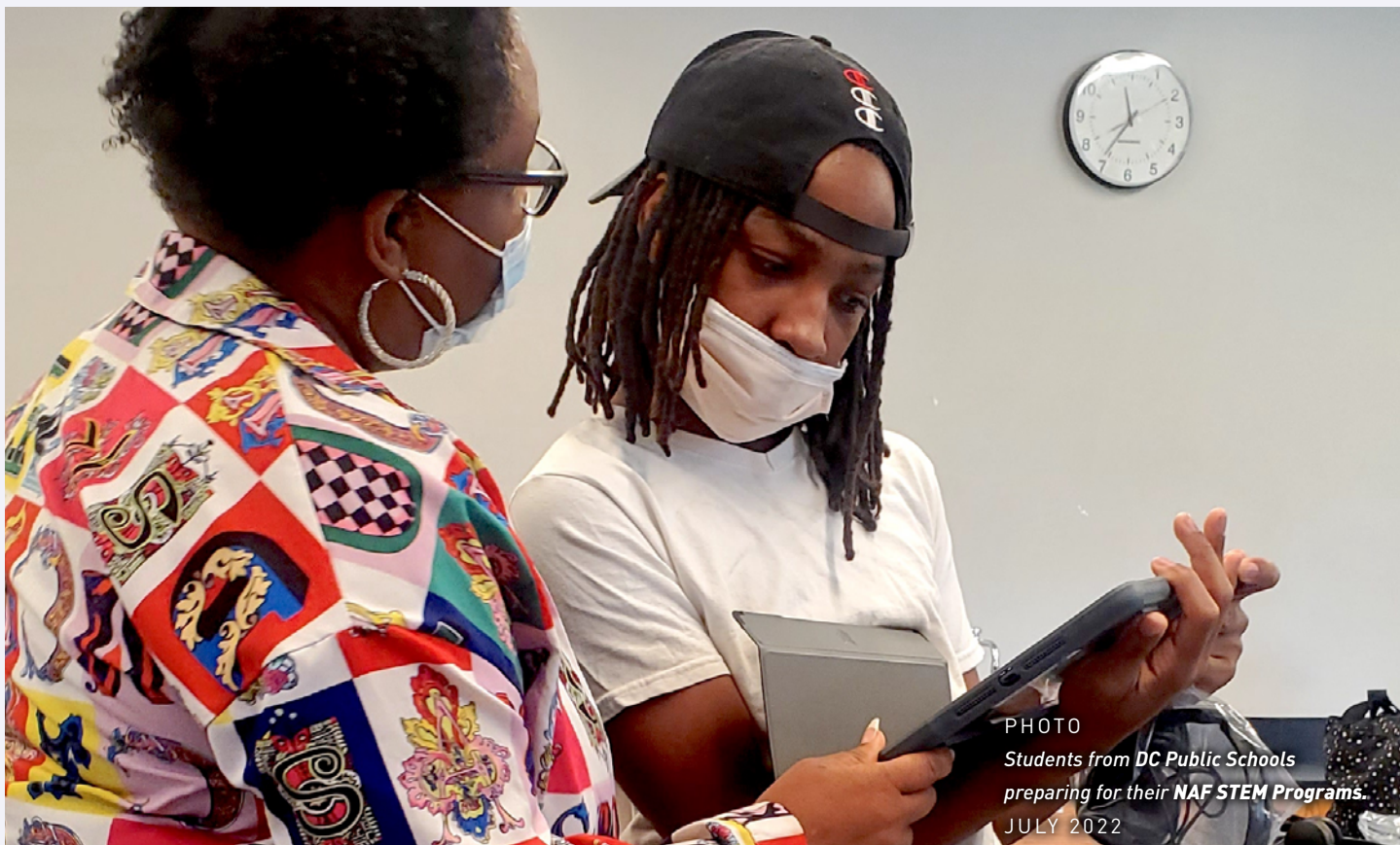


PHOTO  
Students from DC Public Schools  
preparing for their NAF STEM Programs.  
JULY 2022

NAF remains grateful for the partnership of Fund II Foundation, which supports NAF through two generous multi-year pledges. Beginning in 2017, NAF has utilized a \$14M grant to support student success through the plan, launch, and implementation of our strategic initiatives (detailed in page 8). In 2019, NAF leveraged an additional \$5M grant to launch a national initiative to increase the number of African American students exploring and experiencing careers in lucrative STEM industries in NAF academies.

Multiple districts were invited to apply to submit proposals that demonstrated innovative practices that would result in the following:

- Increased enrollment of African American students in NAF STEM career academies
- Increased academy quality with a goal to reach Model or Katherine Blasik Distinguished level within two years
- Increased number of African American students achieving NAFTTrack Certification, signifying completion of a program of study that has prepared them to pursue postsecondary opportunities and careers in STEM

Nearly 10,000 African American students have been impacted from this grant, with significant accomplishments including:

- >6,000 new students pursuing success in STEM through a NAF academy, with enrollment nearly doubling since the grant's launch
- 14 scholarships awarded to members of the class of 2022 who are pursuing postsecondary options in STEM
- 22 newly Model or Katherine Blasik Distinguished academies
- A 270% increase in the number of students participating in an internship





PHOTO  
Students from **McKinley Tech High School, Academy of Engineering** in Washington DC presenting to NAF CEO **Lisa Dughi** and staff.  
MARCH 2022

These results are further enhanced by the incredible achievements to date within each participating district:

**Broward County Public Schools** used funding to increase student stipends for internship completion and recognizes that their STEM Initiative grant facilitated greater engagement of students in authentic work-based learning opportunities.

**Dallas ISD** used funding to support 40 additional internships as of June 2022, and has focused on student attendance, school climate, and student social and emotional support throughout the pandemic.

**DC Public Schools** focused on increasing STEM academy enrollment by developing customized recruitment guides for middle school students and promoting the adoption of Career & College Clubs in area middle schools.

**Detroit Public Schools** used the funding to offer new health sciences certifications, such as CPR, AED, and First Aid, as well as a district-wide certification training for students to earn credentials in phlebotomy, qualifying them for immediate employment upon graduation.

**Miami-Dade County Public Schools** have supported the district's summer youth internship program, which thousands participate in each year. Grant funds have also enabled MDCPS to support students' participation in major robotics contests, tour colleges state-wide, and attend national STEM conventions. Advisory board members and others have increased their support, engagement, and commitment to student success and outcomes.

**Milwaukee Public Schools** used funding to increase teacher efficacy in project-based learning; bring students to visit HBCUs; and to support Future Ready Scholars in collaboration with University of Wisconsin - Milwaukee.

**Orange County Public Schools** impacted over 170 students through a district-wide App Pitch contest utilizing Apple iOS application development tools, STEM academy readiness summer programs, and an internship preparation program. They also launched two efforts aimed at attracting young women to STEM and robotics careers.

## EVENT highlight



The NAF network was overjoyed to return to an in-person experience for NAF Next 2022, in Dallas, TX. During our annual signature professional development conference, educators, business partners, students, and alumni had the opportunity to “Reunite” – with nearly 1,000 participants engaging in learning, professional development, and networking sessions. Highlights include:



*Educator, speaker, and author, Michael Bonner’s keynote kicked off NAF Next and urged our network members to recognize the power they have in being educators and to do things differently!*

*The new Innovation Studio hosted 30+ vendors and provided the opportunity to learn more from our diverse learning sessions, and the chance to engage with NAF staff.*



*NAF’s first ever student testimonial, featuring Alessio Sincore, from J.P. Taravella High School, Academy of Finance.*

*NAF’s first-ever Fashion show, featuring our co-chairs of the Alumni Leadership Council and our NAF Next interns!*

## SAVE THE DATE JULY 12-14, 2023

*JW Marriott Phoenix Desert Ridge Resort & Spa, Phoenix, AZ*

## National PARTNERS

NAF works with companies on a national scale to develop high-quality programming for students, alumni, and educators. The partners highlighted below demonstrate all-in commitment to support thousands of students, alumni, and educators across multiple geographies, every year.

Thank you to all our current partners for your commitment to making an impact together, for the network.



**Raytheon Technologies** supports our strategic goal of expanding to new geographies, including NAF’s first-ever academies in Puerto Rico. The partnership has focused on designing transformational opportunities and creating more access and equity in STEM (Science, Technology, Engineering, and Math) for youth – specifically Black/ African American, Hispanic/Latino, and female students – as well as those from under-resourced communities. The approach with Raytheon Technologies has focused on offering robust engineering programming; developing a multifaceted, employee engagement strategy to educate students about engineering careers and pathways at Raytheon Technologies; encouraging participation in the FIRST Robotics competition; and hiring summer interns.



Photo Courtesy of Raytheon Intelligence & Space

PHOTO  
Raytheon Technologies and NAF power  
Newman Smith High School Academy of  
Innovation in Carrollton, TX.

SEPTEMBER 2022



**World Wide Technology (WWT)** is focused on providing thousands of students across the country with a high-quality academy experience rooted in STEAM (Science, Technology, Engineering, Arts, and Mathematics) and meaningful work-based learning; funding NAF Academies of Engineering, Information Technology, and internship growth. The approach with WWT creates a through-line from school to STEAM careers and developing leaders of tomorrow, including establishing the Future Ready St. Louis community initiative to expand academies and develop a regional advisory board.





**Verizon** has been partnering with NAF since 2000, providing funding for academy development and STEM programs. Over the years, their involvement has increased exponentially. Their current goals are focused on aligning with the existing Citizen Verizon commitment of preparing 500,000 individuals in the most vulnerable and under-resourced communities for the jobs of the future, through skills training and mentorship opportunities through work-based learning. In addition, they have a company-wide goal of reaching 2.5 million volunteer hours by 2025, through a workforce of over 135,000 Verizon employees. The approach with Verizon has focused on hiring summer interns, including being one of three founding partners of the Future Ready Lab internship program in 2017 and activating employees to provide local support by serving on advisory boards.



**Lenovo's** partnership with NAF started with a single advisory board member serving a local North Carolina academy in 2012 and took off in 2014 with the development of a robust mobile app development program designed to encourage greater interest among under-resourced high school students in STEM. This program has taught students how to code while enhancing academies' curriculum and technology offerings. Lenovo has also committed to increased employee engagement and providing local students meaningful summer internships. The approach with Lenovo has also focused on providing multiple national engagement activities each year for students, educators, and employee volunteers. The partnership also includes collaborating with NAF and NC State to support a post-secondary experience where students spend one-week on a college campus to delve into the robotics aspect of engineering, as well as receive ACT/SAT exam preparation.



**KPMG's** partnership with NAF began in 2010 as an investment in the NAF finance and accounting curriculum and professional development opportunities for teachers. This relationship has grown to include KPMG's involvement in additional NAF career pathways and an extraordinary commitment to employee engagement, internships, executive championship, and pro-bono advising services. The approach with KPMG has focused on enhancing and auditing NAF's Academy of Finance curriculum; upskilling teachers and connecting them to American Accounting Association mentors; amplifying work-based learning and internships; spearheading advisory board support strategies; and elevating NAF's profile as a leader in career education.

## EVENT highlight

# RISE

TO THE **MOMENT.**  
TO THE **CHALLENGE.**  
TO THE **OPPORTUNITY.**

On May 11th, 2022, the NAF network gathered in-person for the first time in three years to celebrate NAF's 18th Annual Benefit, at the Mandarin Oriental in New York City. We were proud to honor Stephen J. Squeri, Chairman & CEO of American Express, and celebrate 35 years of partnership with American Express!



Students from eight NAF academies presented their work-based learning projects to representatives from top companies and demonstrated how they have used their classroom and real-world experiences



to prepare for college and careers. Another highlight of the evening was a panel discussion with NAF CEO, Lisa Dughi; Honoree, Stephen J. Squeri; NAF student, Ebony Woods; and NAF alumnus, Kartik Tyagi.

A huge thank you to all of our valued sponsors who helped to raise over \$1.2 million for NAF!

**SAVE THE DATE**  
**MAY 2023**

*Mandarin Oriental, New York City*

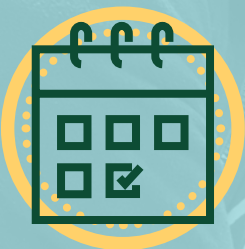
# TAKE ACTION

*and support NAF's mission*



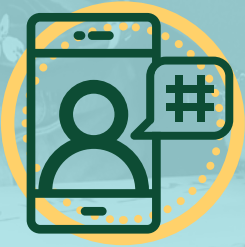
## DONATE

Make a one-time or monthly tax-deductible gift to support students as they define, explore, and experience their future careers. You can also contribute via NAF's website, Donor Advised Fund, stock transfer, or planned giving programs.



## CREATE YOUR OWN FUNDRAISER

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



## JOIN OUR COMMUNITY

Follow NAF at [@NAFCareerAcads](#) on social and spread the word using [#BeFutureReady](#). Sign up for our brief and informative newsletters at [naf.org/newsletter](http://naf.org/newsletter).



## CONNECT YOUR COMPANY

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

Hire students as interns and give them the opportunity to apply their skills to add value for your company.



## VOLUNTEER

Support students in cultivating their skills by conducting a mock interview, assisting in a resume writing workshop, or mentoring. Join a local advisory board and play a key role in bringing work-based learning to NAF academy students.



*To get started, email*  
**DEVELOPMENT@NAF.ORG**



## 2022 BOARD OF DIRECTORS

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

**Sanford I. Weill**  
CHAIRMAN  
Founder, NAF  
Chief Executive Officer  
Casa Rosa Ventures LLC

**Kenneth I. Chenault**  
VICE CHAIRMAN  
Chairman and Managing Director  
General Catalyst

**Eugene A. Ludwig**  
SECRETARY  
Chief Executive Officer  
SpringHarbor Financial

**Sanjiv Yajnik**  
TREASURER  
President  
Financial Services  
Capital One

**Jeffrey A. Brill**  
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College

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Executive Officer  
Raytheon Technologies

**Harold McGraw III**  
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**Jennifer Morgan**  
Global Head of Portfolio  
Transformation and  
Talent  
Blackstone

**Nicola Palmer**  
Chief Technology  
Ambassador  
Verizon

**Thomas Penny III**  
President  
Donohoe Hospitality  
Services

**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**  
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and Co-Founder  
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**David L. 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  
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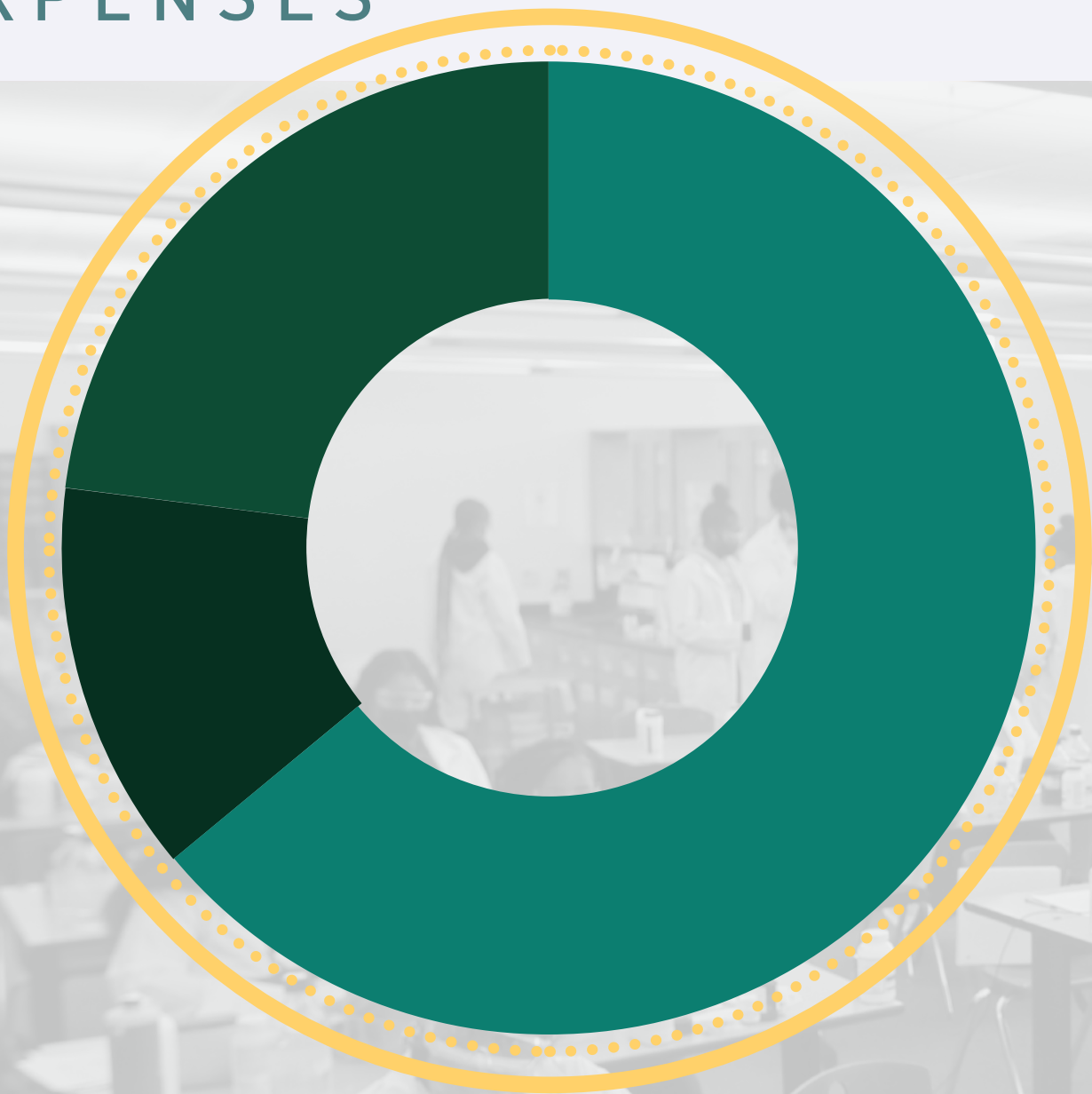
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2021-2022 financials

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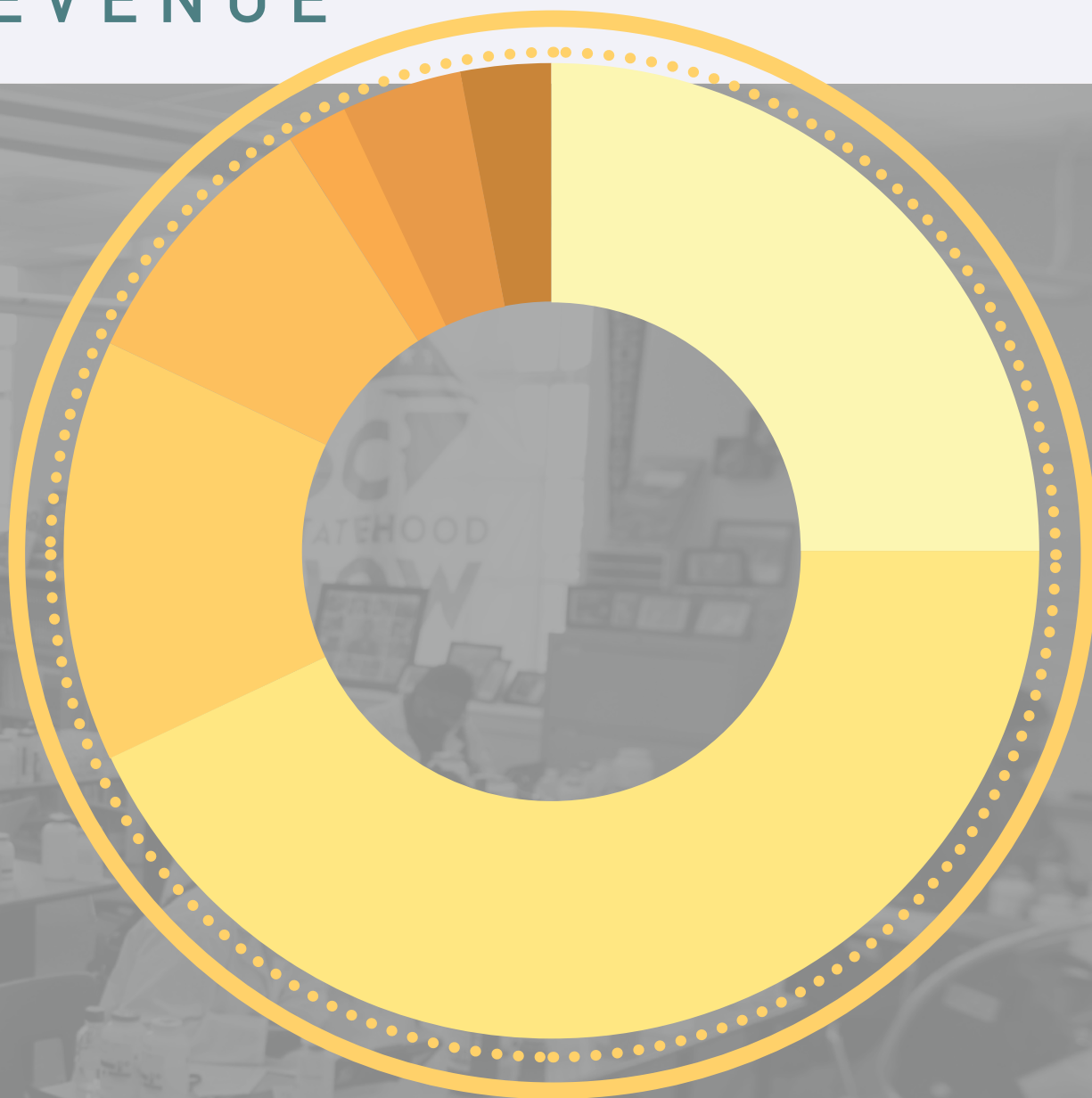


Program	\$	15,019,712
Management & General	\$	5,379,942
Fundraising	\$	2,983,745



## 2021-2022 financials

# REVENUE



Corporate Grants	\$	5,933,431
Foundation Grants	\$	10,204,795
Government Grants	\$	3,257,210
Individual Giving	\$	2,187,848
Investment Income	\$	616,040
Other Revenue	\$	928,533
Special Event	\$	742,259

**GRAND TOTAL** **\$23,870,116**



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