

CELEBRATING 45 YEARS OF IMPACT

NAF 2025 Impact Report



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Leadership Message

Together, we reached a monumental milestone in 2025: **45 years of transforming the high school experience!**

As NAF nears its half-century mark, with well over half a million high school students reached, we reflect on the dreams realized, the successes celebrated, and the immense potential of the next generation of leaders rising through our network. Guided by the lessons of our history and energized by the possibilities ahead, NAF stands ready to continue uplifting students on their journeys to excellence.

This year marked a historic moment in NAF's story, as our visionary founder, Sandy Weill, retired from his role as Chairman and transitioned to Chairman Emeritus. More than four decades ago, Sandy saw that access to meaningful work-based learning could transform a young person's life and strengthen our communities and economy. His belief in that vision built the movement that NAF is today, and his leadership and generosity continue to inspire all of us to dream bigger and reach further. As we step into this new chapter together, we are honored to build upon Sandy's legacy and carry forward his lifelong commitment to expanding opportunity for every student. With renewed focus and shared purpose, we are leading NAF into its next era, grounded in growth, partnership, innovation, and a deep belief in the boundless potential of young people.

That spirit of growth was exemplified as NAF expanded into new regions this year, including Jackson, MS, and Atlanta, GA, while deepening our presence in Washington, D.C., Florida, Michigan, and Puerto Rico.

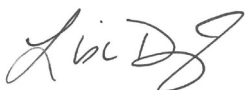
The launch of a new strategic partnership with American Student Assistance (ASA) is a catalyst for transformation. This collaboration will expand NAF's reach, strengthen our foundation, and accelerate our shared mission of helping all students discover and pursue their futures with confidence and purpose.

We continue to open doors to opportunity through technology. Our ed-tech platform, KnoPro, has connected more than 30,000 students and educators to real-world challenges sponsored by leading employers. From Lenovo's Future Ready Tech Challenge, which asked students to design AR/VR/AI prototypes for career exploration, to the AI for Global Health Challenge with the Patrick J. McGovern Foundation, students are not just learning about the future—they're helping to create it.

And as industries evolve, so too does NAF's curriculum. With support from Google, we are integrating AI literacy and productivity skills into work-based learning experiences and developing new instructional units that ensure every pathway equips students for success in a technology-driven world.

None of this progress would be possible without you. Your support – through funding, mentorship, and collaboration – empowers students to see what's possible and pursue futures full of promise. Together, we are shaping the next generation of talent, and we're just getting started.

With gratitude,



Lisa Dughi
Chief Executive Officer



Greg Hayes
Chairman

Strategic Plan Highlights

2021 - 2025

Over the last five years, NAF has pursued an ambitious, multi-year strategic plan focused on strengthening academy quality, expanding student access to career-connected learning, and deepening partnerships with districts, employers, and alumni. Data-driven decision-making, targeted relationship-building, and program innovation continue to drive the strategy for growth and deepened impact.

Each year has brought new milestones, ranging from launching transformative tools and frameworks to securing major funding commitments, laying the groundwork for long-term growth and sustainability.

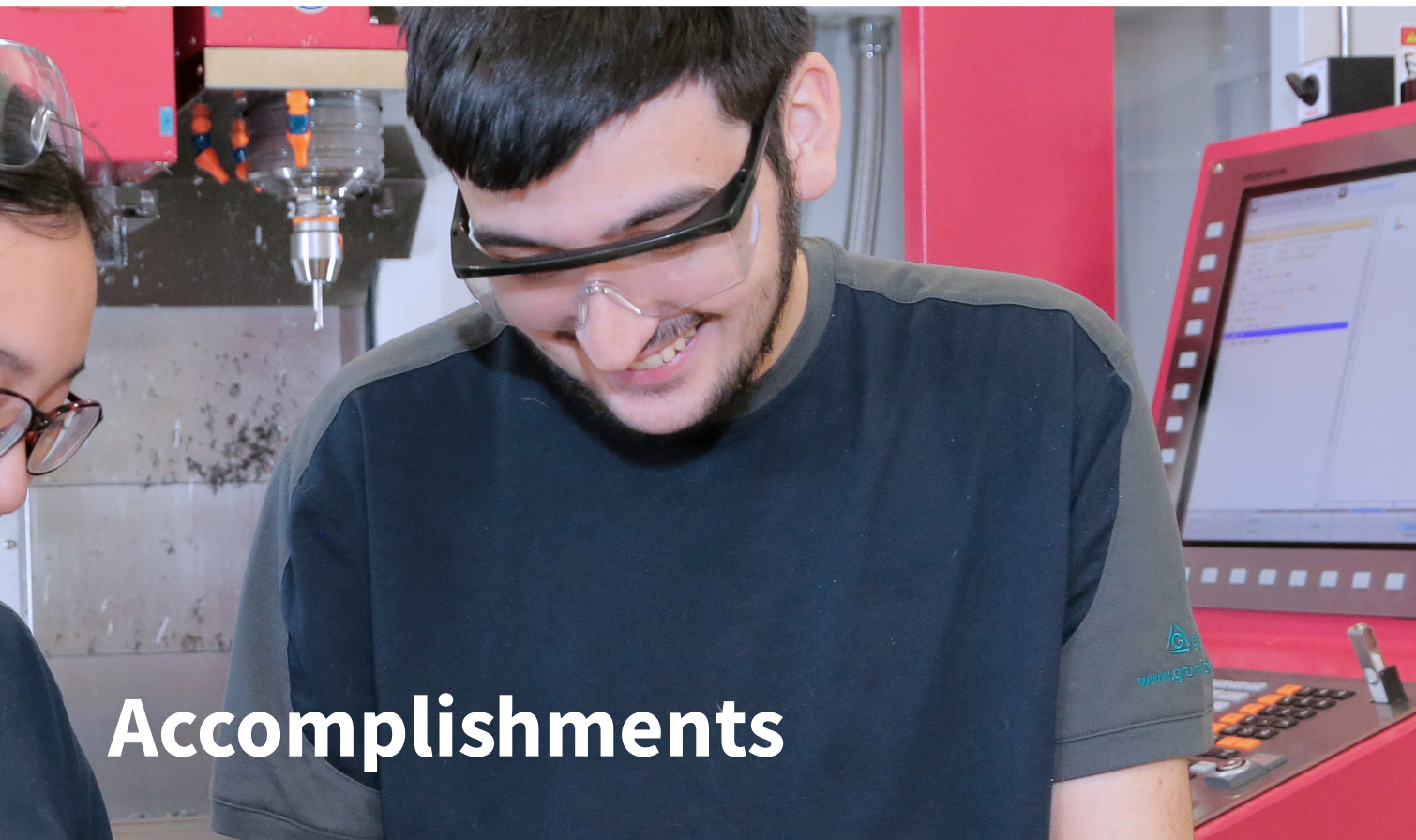
+ 200+ New academies joined NAF's national network over the past five years.

+ 32,000+ New users have joined KnoPro since its launch in 2023.

+ \$230k+ Prizes awarded to KnoPro Challenge winners since 2023.

+ 12,317 Internships completed during the 2024-2025 school year.





Accomplishments

Power Career Readiness Systems in Key Regions – NAF launched its community impact work in Southeast Michigan in 2021 to expand its reach and strengthen career readiness systems. Work-based learning participation surged, with more than 850 student experiences recorded in the Work-Based Learning Tracker for the 2024-25 school year. Student enrollment grew across the region in existing academies and districts, and expanded into new districts including Southfield, Taylor, Hazel Park, and Jalen Rose Leadership Academy. Academy assessment completion rates rose by 25 percentage points.

Harness Technology to Bring Work-Based Learning to Students Across the Country – NAF launched the tech-enabled work-based learning initiative to significantly expand access to high-quality digital experiences. After piloting student challenges and industry projects, NAF officially launched KnoPro in fall 2023. There are now more than 32,000 registered users, with over 1,000 new users joining each month.

Reorient Work-Based Learning Around Future-Ready Skills and Competencies – NAF transformed its approach by focusing on developing career aspirations, skill development, and professional connections. NAF updated its Future Ready Skills to focus on collaboration, communication, problem solving, initiative and self-direction, social awareness, and planning for success. The organization built and deployed the WBL Tracker, Student Reflection Form, and Feedback Tool, tracking over 80,000 students' participation in work-based learning in SY2024-25. Over 15,000 student reflection forms were completed, with students consistently reporting increased confidence in their career direction, enhanced professional skills, and expanded professional networks

Deepen the Role of Local and National Employers – NAF implemented the National Partners strategy to transform corporate engagement. The organization developed a partnership assessment tool categorizing partners into three tiers based on engagement levels. The National Partner Internship Program expanded from 300 to 500 internships, with over 1,000 applications processed. NAF created an alumni tracking system with contact information for 80,000 alumni, and more than 1,250 alumni have participated in 107 engagement opportunities.

45 Years of **Impact**

Celebrating the milestones you
made possible.

Our Vision

We envision a world in which all young
people have equal opportunity for
successful futures.



1980

A Vision for the Future

Sanford I. Weill founded NAF and partners with the NYC Board of Education to design a transformational education opportunity for preparing high school students for careers in finance. The seed for NAF's first academy was planted.

1987

Expanding Pathways

NAF launches the Academy of Travel & Tourism (now Academy of Hospitality & Tourism), marking the growth of career-themed pathways in the NAF network.

2000

Tech Forward

The Academy of Information Technology launches in 12 schools, with backing from major technology companies, signaling NAF's commitment to preparing students for the digital economy.

1984

First Graduating Class

NAF celebrates its first cohort of 35 graduates from John Dewey High School in Brooklyn. Thirty-four of 35 students went to college, demonstrating early success in bridging education and career readiness.

1994

National Impact

NAF's influence reaches Capitol Hill as former CEO, Dr. John Dow, Jr., testifies in support of Federal School-to-Work legislation, helping shape policies that prioritize real-world learning for students nationwide.



Our 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.**

2023

Innovation for All

NAF launches KnoPro, a free digital learning platform for all NAF and non-NAF high students nationwide; now supporting more than 15,000 students and educators, ensuring access to real-world, project-based learning in every classroom.

2011

Expanding Reach

NAF surpasses 500 academies nationwide, a powerful milestone that underscores the organization's ability to transform education at scale.

2017

Reaching Scale

NAF surpasses 100,000 students enrolled in academies nationwide, a number that proves the organization's ability to transform education and impact students at scale.

2025

Future Forward

After 45 years of tutelage and leadership, Sanford I. Weill becomes Chairman Emeritus—welcoming Gregory J. Hayes, former Executive Chairman of RTX, as the new Chairman.

Bridging The Gap

How NAF Expands Opportunity in Communities



NAF works to meet the unique needs of every community we support. In Miami-Dade County, more than 24,000 students, or about 22% of the district's high school population, participate in NAF academies, reflecting the scale and depth of our partnership across a large, urban district. Four hours north in Hillsborough County (Tampa), NAF engages nearly 1,200 students, representing less than 2% of local high schoolers, in a more targeted but equally vibrant approach. Together, these two regions highlight how NAF adapts to different community contexts, proving that regardless of size or scale, meaningful impact and student success can thrive.

Similar Obstacles, Different Contexts

NAF's Open Data Index for Schools (ODIS) helps make those challenges visible by aggregating data based on educational, economic, housing, health, and crime, all centered around school attendance boundaries (the geographic area in which a school's students live). According to ODIS, both Miami and Tampa schools are situated in communities with above-average structural challenges. Miami ranks in the 80th percentile nationally for overall community challenge, meaning schools there experience more concentrated barriers than 80% of public high schools in the U.S. Tampa's challenge, meanwhile, is still significant but notably less severe ranking at the 66th percentile.

Results That Defy the Odds

Despite facing deeper community-level challenges, NAF students in Miami are thriving. Academies report that students graduate at a rate of 99.25%, nearly 7.5 percentage points above the district average of 91.8% and more than 12 points above the national average. Given the size of NAF's student cohort here, their success lifts the entire district's performance by an estimated 2.2 percentage points. In Tampa, the story is just as compelling. NAF students there graduate at a rate of 100%, compared to the district average of 88%. Even with a small presence, the impact is clear: when students have access to career-aligned coursework and real-world experiences, they succeed.

A Scalable Solution

A recent peer-reviewed study (Fletcher & Tan, 2025) confirms what we see on the ground, when NAF students engage in their career academy's program they enroll in college at higher rates than peers who don't. These outcomes are made possible by the sustained investment of partners who believe in students and the systems that support them. The data is clear. NAF works, and it works despite community challenges that often hinder student success. The question now is: how much more impact can we unlock by bringing this design to more students, in more communities, facing similar circumstances.

The NAF Network

By the Numbers

The NAF network expands across the country, supporting students in all kinds of communities as we strive to ensure all students are future ready.

650,000+

+ Students over 45 years

112,395

+ Students in 2025

81,000

+ Alumni in the NAF Network

3,645

+ Advisory board members across the NAF Network.

99% of NAF seniors graduate high school.*

The data is self-reported by NAF academies

634 Academies

+ Finance: 171

+ Engineering: 89

+ Health Sciences: 98

34 States & Territories

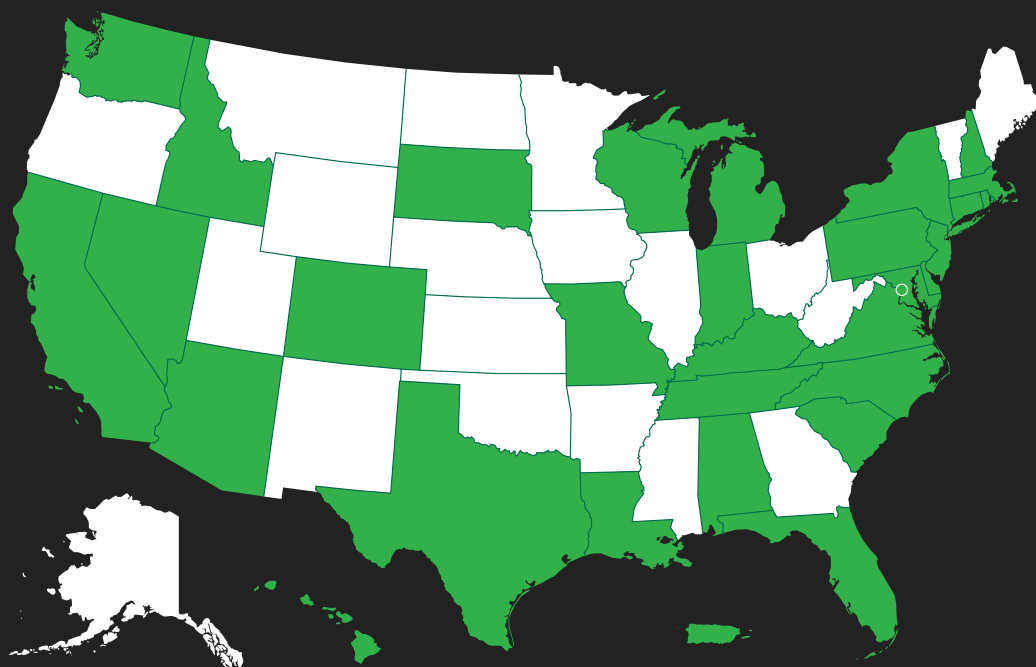
+ Hospitality & Tourism: 78

+ Information Technology: 103

+ Additional Pathways: 95

367 Schools

149 Districts



73%

+ of students see the connection between classroom learning and the workplace experience.

78%

+ of students reported WBL activities exposed them to one or more career pathways.

86%

+ of students indicated they built career skills through WBL.

1,800

+ Colleges attended by alumni.

NAF's Annual Benefit



Celebrating widespread student and alumni success at NAF's 21st annual Benefit

On May 7, 2025, NAF held its 21st Annual Benefit at the Metropolitan Club in New York cohosted by NAF Board Members Kenneth I. Chenault and Joe Russo. The event was a celebration of the accomplishments of students, alumni, and business leaders, who illustrate the success of NAF's mission to prepare future leaders. NAF CEO, Lisa Dughi, presented honoree, American Student Assistance (ASA) with the James D. Robinson III Award for Innovation, accepted by Executive Vice President (now President & CEO), Julie Lammers, for its role in providing job skills and transforming the high school experience for over 112,000 students annually.

Alumna host, Lara Tolan, moderated a student panel featuring two NAF seniors, Johnathan Griffin, Jr. and Morgan Molina, who shared insights on their academy experiences, on-site job training, and how far they have come with gaining confidence and furthering career planning, since they began their pathways as freshmen. Additionally, both current and former NAF students were in attendance and shared how they have used their classroom and real-world experiences to prepare for college and careers.

The signature event was a moment to celebrate 45 years of connecting students to opportunities in some of the nation's fastest-growing industries and highlighted the tremendous collaboration between industry and education.

“There’s no doubt that what I learned during my time in the NAF academy set me up for my career in finance today. The confidence to pursue competitive roles and challenge myself, the internships that gave me a leg up and introduced me to the professional world, and the push to show initiative and reach my loftiest goals, all thanks to NAF.”

Alumna, Lara Tolan

*NAF '15 Alumna, AOF
Senior Research Associate,
Shenkman Capital Management*



• Save the Date:

May 6, 2026
New York, NY

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our **Supporters**

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- UnitedHealth Group

NAF Next: **Your Journey, Our Quest**



Approximately 800 educators, community leaders, and partners gathered to connect, learn, and be inspired at NAF Next 2025 in Aurora, CO. “Your Journey, Our Quest” featured extensive professional development opportunities via dynamic learning sessions, hearing from NAF staff, partner speakers, and more. Over the course of three days, we certainly reached new heights, as we celebrated our 32 Newly Katherine Blasik Distinguished and 40 Year of Planning/Fast Track academies, in addition to our Weill Award winner, West Seneca Central School District, Academy of Digital Media and IT! Attendees also had the special opportunity to visit the Dr. Helen Blanch Innovation Studio, honoring our late colleague, and dive into what’s next for work-based learning, curriculum, and ed-tech. Attendees were treated to a thought-provoking keynote presentation, from Jared Chung, Founder and Executive Director of CareerVillage.org, that focused on how AI can be used to transform the way future leaders prepare for their careers.

The culminating Celebration Dinner honored our academies, educators, advisory board members, supporters, students, and alumni, who are helping to shape the future of education and workforce readiness.

“In wrestling, you can train for weeks and still lose a match in seconds. I remember beating myself up over every mistake, thinking that if I wasn’t perfect, I was failing. But over time, I realized that what really mattered wasn’t winning every match—**it was showing up, not only for myself, but for those who believed in me,** supported me, those who believed I can go farther than I see myself going.”

Student Speaker, Christina Pahcheka-Ybarra

*NAF Academy of Health Sciences,
Sunset High School, Dallas, TX*



● **Save the Date:**
July 6-9, 2026,
Washington, DC

Thank you to
our **Supporters:**

Gaylord National
Resort & Convention
Center in National
Harbor





Partner Spotlight: **American Student Assistance (ASA)**

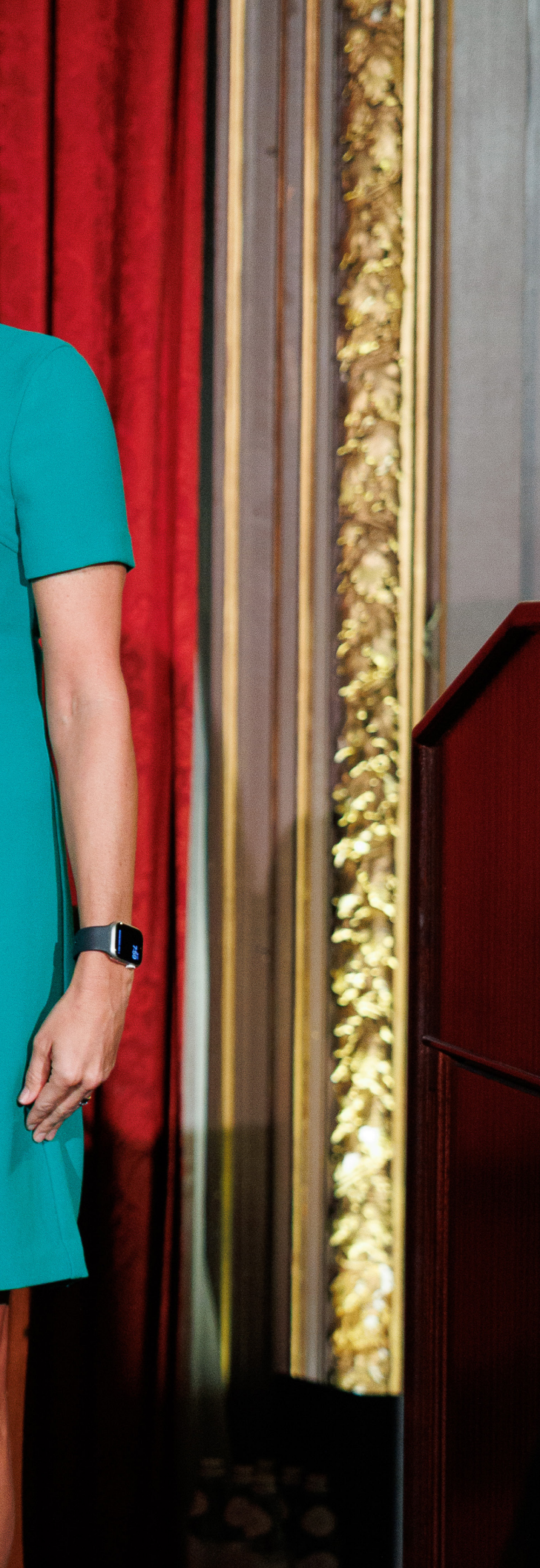
ASA is changing the way students learn about careers and prepare for their futures. This collaboration kicked off with a two-year, \$5 million unrestricted grant—a generous investment that will accelerate high-impact initiatives, including a new five-year strategic plan—and positions NAF to unlock up to \$14 million in matching funds over the next seven years.

Together, our organizations aim to create systemic change, deepening work-based learning, broadening career exploration, and advancing educator professional development. ASA brings expertise in both middle and high school career learning, while NAF has supported over 650,000 students through immersive, career-focused education. This partnership builds on ASA's previous commitment to NAF's Outcomes-Driven Work-Based Learning (ODWBL) initiatives and will open new doors to

This year, NAF and American Student Assistance (ASA) proudly announced a bold seven-year strategic partnership to strengthen and expand career-based education for high schoolers nationwide.

employers, community partners, and policymakers. NAF and ASA are calling on school districts, employers, community organizations, and philanthropic partners to get involved—by joining our national network, hosting student internships, providing educator professional development for career readiness learning, sharing expertise, or matching funding. Every action, every dollar, and every partnership moves us closer to a future where all students have access to the experiences, resources, and support they need to thrive.

For more information about this partnership and how to contribute to unlock the match, please, contact development@naf.org.



“We are thrilled to take this bold step forward with ASA. **This partnership is grounded in a shared commitment to purposeful innovation**, and it positions us to reach even more students with the opportunities they need to become Future Ready. **With ASA’s support, we are scaling a more powerful and sustainable design for career-connected learning**. But lasting change requires all of us. This is a call to action — for funders, partners, and industry leaders - to join us in transforming the high school experience and unlocking the full potential of the next generation.”

Lisa Dughi
CEO, NAF

“Research tells us that less than half of Generation Z said they had enough information to decide what post-high school pathway was best for them. ASA is honored to extend its strategic partnership with NAF, as **their unique approach to providing school-integrated, career-track curricula has provided transformative outcomes for more than tens of thousands of students**. Through our collaborative efforts, we will empower every young person with the information and experiences they need to make informed, confident decisions about what comes next after high school.”

Julie Lammers
President and CEO, American Student Assistance

Partner Spotlight: Google

As advances in technology alter the nature of entry-level jobs and the skills required for career success, NAF and Google have aligned efforts to ensure that high school youth are **Future Ready**.

Google's support has strengthened NAF's curriculum development and professional learning with a particular focus on Artificial Intelligence (AI).

Each year, NAF's curriculum team guides a cohort of exemplary NAF educators who connect, reflect, and chart a course for the future of curricula for all career pathways. With funding support from Google, during the 2024-2025 school year, NAF and our group of educators focused on creating AI curriculum resources and assessing how educators can best use AI in the classroom. Throughout the year, we researched industry AI trends, discussed AI usage and challenges, and developed AI unit activities and content. As a result of these efforts with support from Google.org's funding, NAF has now launched new AI units for

each of our core career pathways (Engineering, Finance, Health Sciences, Hospitality & Tourism, and Information Technology).

Google has also provided sponsorship support of NAF Next, our annual educator professional development conference. At NAF Next 2025, we unveiled our new AI curriculum resources during several conference sessions, and educators shared their excitement about implementing them. Additionally, through NAF's partnership with Grow with Google, we are able to offer free access to Google Career Certificates; NAF educators have obtained Google certificates in topics such as Project Management, Digital Marketing and E-commerce, Cybersecurity, and more.

Google's generous support has expanded NAF's curriculum resources and advanced professional learning opportunities. Through this support, NAF will continue to make a lasting impact on high school students—equipping them with future-ready, AI-driven skills that prepare them for success in college, career, and beyond.

With the support of corporate partners like Google, NAF ensures our work remains aligned with the evolving needs of students, educators, and industry.



Take **Action**

Your support helps NAF students define, explore, and experience career pathways that transform their futures.

Whether you give, volunteer, or partner with us, you make it possible.

For more information on giving, partnering, or getting involved, contact:

Valaida Wynn Guerrero
Chief Advancement Officer
development@naf.org



Make a Gift

Make a one-time or monthly tax-deductible donation — or honor someone special with a gift that creates lasting impact. Give easily through:

- NAF's website
- Donor-advised funds
- Stock transfers
- Planned giving, including bequests
- By mail: 169 Madison Ave, Suite 2797 New York, NY, 10016



Become a Partner

Help students build social capital and gain real-world experience by becoming a partner. Partner opportunities include:

- Volunteering in classrooms or at events
- Serving on local advisory boards
- Hiring student interns
- Supporting alumni
- Funding innovative learning and teaching strategies



Volunteer

Every hour you give builds a stronger future workforce. Share your expertise and make a direct difference:

- Conduct mock interviews
- Lead resume or career-readiness workshops
- Mentor students or alumni
- Join a local advisory board and bring work-based learning to NAF academy students



Join our Community

Stay connected and be part of our growing movement.

- Subscribe: naf.org/newsletter
- Follow: [@NAFCareerAcads](https://twitter.com/NAFCareerAcads)
- Share: **#BeFutureReady**



Create your own Fundraiser

Turn life's milestones into moments of impact. From birthdays to graduations, weddings to retirement parties — celebrate by launching a peer-to-peer fundraiser on our easy-to-use platform.



Double your Impact

Did you know your employer may match your gift — even triple it? Ask your HR team if your company offers matching gifts or CSR grants. Companies also amplify impact through event sponsorships and corporate grants. Let's work together to make your generosity go even further.

Thank You: Supporters & Partners



Transformational

- American Express Company
- American Student Assistance*
- Anonymous*
- Ballmer Group*
- Bloomberg Philanthropies*
- Fleischer Scholars Foundation*
- KPMG LLP*
- Lenovo North America*
- Robert F. Smith*
- RTX*
- Joan & Sanford I. Weill & the Weill Family Foundation*

National Impact

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- Verizon*

Expanding Impact

- Patrick J. McGovern Foundation*

Community Impact

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- Kathryn & Kenneth I. Chenault*
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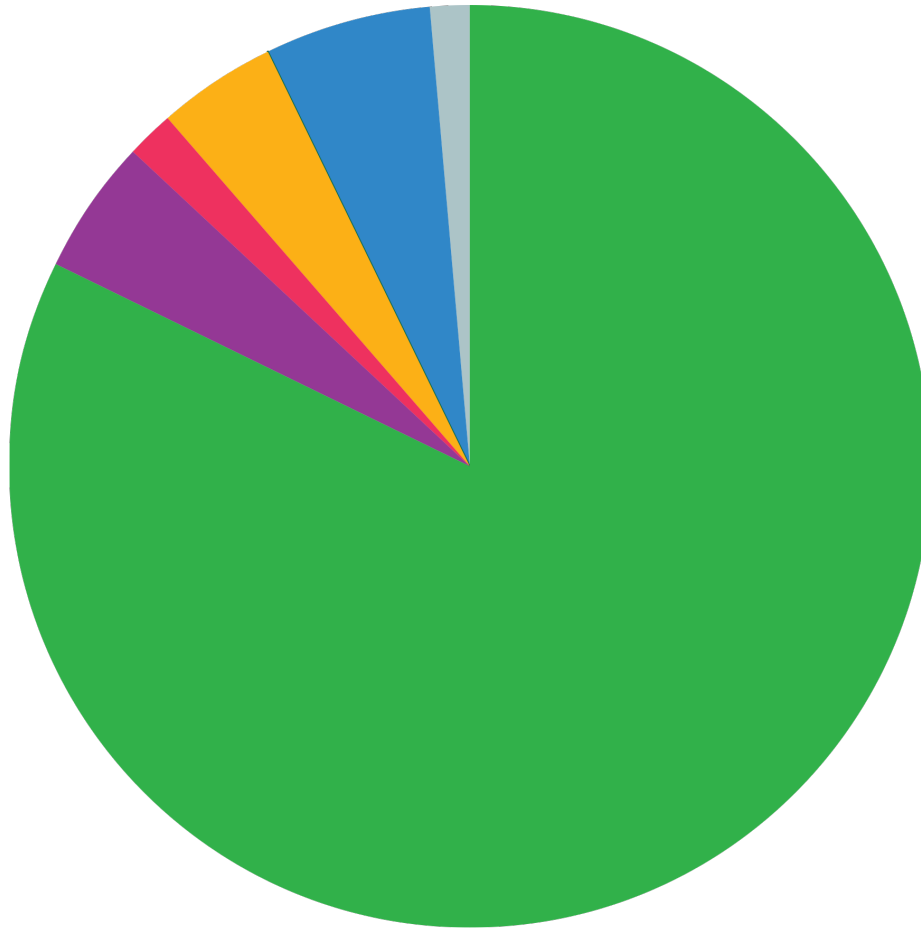
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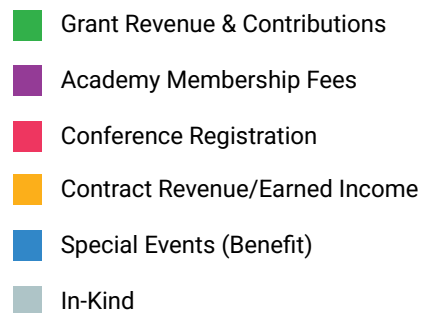
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*Contributions from January 1, 2024 -
December 31, 2024
Multi-Year Commitments

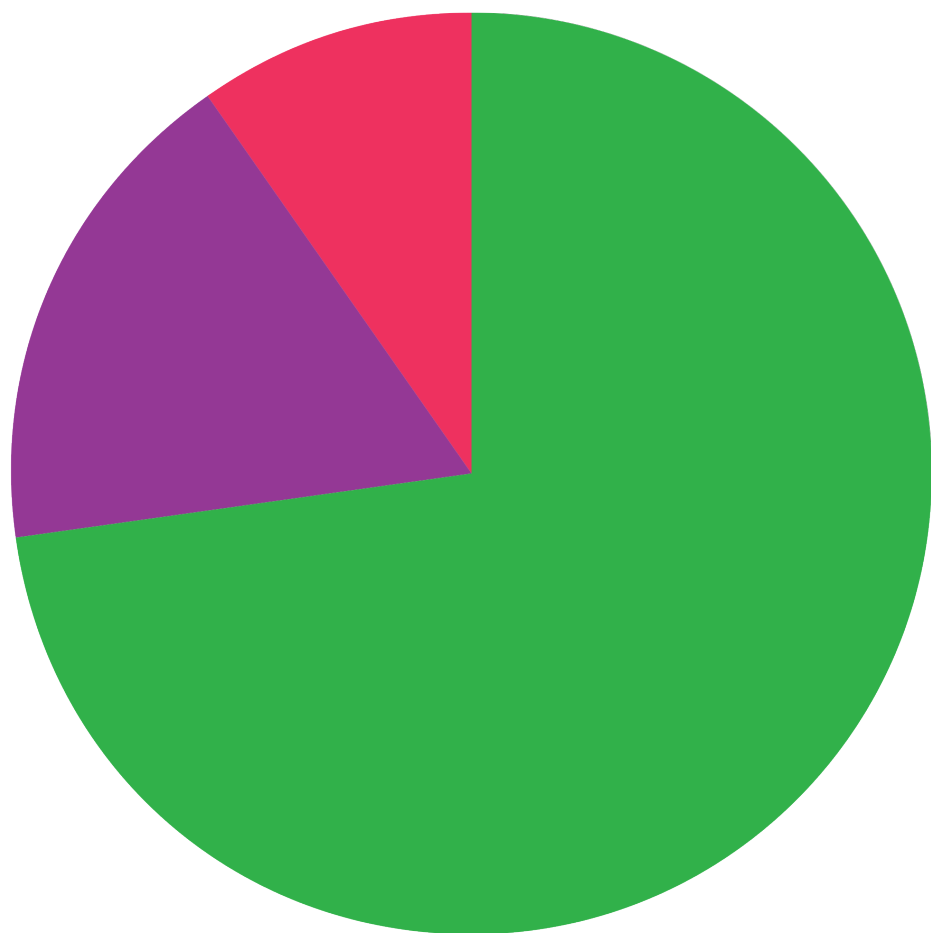
Revenue



Category	Amount
Individual Gifts & Contributions	\$18,426,671
Academy Membership Fees	\$1,070,015
Conference Registration	\$386,272
Contract Revenue/Earned Income	\$934,691
Investment Rev	\$16,654
Special Events (Benefit)	\$1,252,260
In-Kind	\$309,901
Total:	\$22,396,464



Expenses



Category	Amount
Program	\$15,262,865
Management & General	\$3,634,199
Fundraising	\$2,006,356
Total:	\$20,903,420

- Program
- Fundraising
- Management & General

Board of Directors

NAF's Board of Directors is composed of distinguished leaders from across industries who bring **expertise, vision, and a shared commitment to NAF's mission** and expanding impact nationwide.

+ Gregory J. Hayes

Chairman
Former Chairman and Chief Executive Officer, , RTX

+ Sanford I. Weill

Chairman Emeritus
Founder, NAF
Chief Executive Officer,
Casa Rosa Ventures LLC

+ Kenneth I. Chenault

Vice Chairman
Chairman and Managing Director,
General Catalyst

+ Robert F. Smith

Vice Chairman
Founder, Chairman and Chief Executive Officer, Vista Equity Partners

+ Eugene A. Ludwig

Secretary
Chief Executive Officer,
Ludwig Advisors

+ Jeffrey A. Brill

Partner,
Skadden, Arps, Slate, Meagher & Flom LLP

+ Ursula M. Burns

Founding Partner of Integrum Holdings
Chairwoman, Teneo Holdings LLC
Retired Chairman and CEO, Xerox Corporation and VEON, Ltd.

+ Lynne M. Doughtie*

Former Chairman and Chief Executive Officer,
KPMG

+ Lisa Dughi

Chief Executive Officer, NAF

+ Alex Gorsky*

Former Executive Chairman,
Johnson & Johnson

+ Erin McSweeney

Chief People Officer,
UnitedHealth Group

+ Jennifer Morgan

Chief Executive Officer,
UKG

+ Nicola Palmer

Retired Chief Technology Ambassador,
Verizon

+ Thomas Penny III

President,
Donohoe Hospitality Services

+ Joseph Russo

Executive Vice President and President,
Global Networks & Technology,
Verizon

+ David L. Steward

Founder and Chairman,
World Wide Technology

+ Sandy Torchia

Vice Chair, Talent and Culture,
KPMG

+ Joseph M. Tucci

Chairman & Co-Founder,
Bridge Growth Partners

+ Marc Weill

Senior Advisor,
Two Sigma Ventures

+ Dantaya Williams

Chief Human Resources Officer,
RTX

+ Matthew Zielinski

EVP, President, International Markets,
Lenovo

+ Lauren Budzich-Goren

Chair, NAF Alumni Leadership Council
Senior Manager, US Commercial
Transformation,
J&J MedTech

+ James D. Robinson III

(in memoriam)
General Partner & Co-Founder,
RRE Ventures

**Board members whose term ended in 2024.
NAF is deeply grateful for their service and
commitment.*

STEM Advisory Committee

Leading STEM executives who help inform NAF's approach to STEM-enabling strategies in curriculum, work-based learning, employee engagement programs, advisory board development, college access, and professional development.

+ Nicola Palmer

Chair
Retired Chief Technology Ambassador,
Verizon

+ Alencia DeAnda-Gregg

Assistant Vice President, Human Resources,
AT&T

+ Joseph Dill, DDS, MBA

Consultant, former Chief Dental Officer,
Delta Dental Plans Association

+ Mike Haberman

Senior Vice President,
Verizon

+ Vinay Iyengar

Founder and Managing Partner,
Anansi Capital

+ Brian Monahan

Senior Vice President,
Albertsons Media Collective

+ Milanka Muecke

Executive Director, Global Solutions and
Services Communications,
Lenovo

+ Juan F. Rodriguez

National Strategic Advisor - SLED K12 E-rate
and Federal Funding,
World Wide Technology

+ Bobby Soni

Global Technology Consulting Leader,
KPMG US

+ Brian Thomas

President and CEO,
Lightspeed Systems

Workforce Development Committee

Established in 2024 to bring together HR, talent acquisition, and university relations leaders from our corporate partners to help identify direct workforce entry opportunities and identify existing and/or create new opportunities for NAF alumni.

+ Marybeth Caulfield

Senior Manager, Global University Recruitment
& Employer Brand,
Lenovo

+ Sarah D'Angelo

Director, Talent Development and University
Recruitment,
Marriott International

+ Soléy Gonzalez

Associate Director, Corporate Social
Responsibility,
RTX

+ Dora Moreira

University Recruiter,
World Wide Technology

+ Jennifer Neal

Director, Talent Attraction and Inclusion,
KPMG US

+ Jim O'Neill

Associate Director, Campus Programs,
RTX

+ Kathleen Schaum

Executive Director, University Talent
Acquisition,
KPMG US

+ Chris Van Bavel

Vice President, Global Talent Acquisition
Innovations, Programs, and Solutions,
Marriott International

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