

**A BOLD COURSE TO**

**75**

**MILLION**

Annual Report | FY 2024

“

We live in the wealthiest country in the world, yet too many people who have the desire, experience, and talent to play a meaningful role in the workforce are stagnating.

It is essential that we all join JFF to ensure that the future of work works for everyone.

”

—**Tod Loofbourrow**, Chair, JFF Board of Directors, and CEO, ViralGains



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# Driving toward 75M quality jobs

Jobs for the Future and our partners have seen some incredible success in recent years, particularly as a skills-first approach to economic advancement takes hold. But we're up against tremendous headwinds: U.S. skill needs and labor market trends continue to shift rapidly while the global economy becomes increasingly competitive.

It's clear that we must scale both our collective ambitions and our actions to rise to today's challenges. That's why, along with our partners, we've set a bold North Star goal: By 2033, 75 million people facing systemic barriers to advancement will work in quality jobs. That's almost double the current number.

This annual report illustrates the steps we've taken toward this goal during fiscal year 2024 (October 1, 2023, through September 30, 2024). You'll see how learners, workers, policymakers, corporate leaders, entrepreneurs, and innovators have benefited from our efforts.

Partnerships remain at the core of our impact. Here are a few launched in FY24 that will help people thrive in quality jobs and strengthen U.S. competitiveness:

- With American Student Assistance®, we launched the ASA Center for Career Navigation at JFF. The center empowers young people ages 16-24 to find the education and career path that's right for them by providing access to resources and opportunities that lead to quality jobs.
- We acquired the Rework America Alliance to advance the growth of skills-first hiring and joined Blackstone Career Pathways to broaden inclusive hiring practices.
- Our impact investment affiliate, JFFVentures, launched a new \$50 million fund to support startup founders building innovative tech solutions that lead to economic advancement.

- At our record-setting Horizons Summit, which drew 2,000 changemakers to Washington, DC, we launched the 75 Million Network, a group of employers, policymakers, educators, workforce development leaders, philanthropists, and others committed to our North Star.
- We also met a critical milestone in our \$60 million North Star fundraising campaign, thanks to generous gifts from philanthropist MacKenzie Scott, ASA, and others.

None of this would have been possible without the critical contributions of supporters like you. It's a true privilege to walk alongside you in this work.

I'm energized for what's in store for 2025, including the launch of our annual, field-wide quality jobs survey through Gallup and the Families and Workers Fund, which will offer—for the first time—a nationally representative data tool to track job quality over time.

Thank you for your support, partnership, and collaboration. And a special thank you to JFF's Board of Directors for their tremendous stewardship, advice, and guidance. Together, we're building a future that works—for everyone.



**Maria Flynn**  
President & CEO



**“It’s clear that we must scale both our collective ambitions and our actions to rise to today’s challenges.”**

# JFF leadership

## EXECUTIVE TEAM



**Maria Flynn**  
President & CEO



**Kristína Moss Guðrún**  
Gunnarsdóttir  
Chief of Staff



**Jennifer Anderson**  
Chief People Officer



**Kristina Francis**  
Executive Director,  
JFFLabs



**Susan Gouijnstook**  
Chief Solutions Officer



**Daphne Layton**  
Executive Vice President



**Aaron Pickering**  
Chief Marketing &  
Communications Officer



**Barbara Polk**  
Chief Operating Officer



**Kris Sampson**  
Vice President, Finance



**Amy Seusing**  
Chief Development  
Officer



**David Soo**  
Vice President, Strategic  
Engagements & Policy



**Steve Yadzinski**  
Chief Strategy &  
Impact Officer

## BOARD OF DIRECTORS

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CEO, ViralGains

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Jobs for the Future

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**Willa Seldon**

Partner, Bridgespan

**Alice Shobe**

Global Director, Amazon  
Community Impact

**Andrés Tapia**

Senior Client Partner  
Korn Ferry

# Our work

Our practices focus on three broad areas:

## Education

*Led by Joel Vargas, Vice President*

Improves how education and training providers support learners and workers to advance economically.

## Employer Mobilization

*Led by Cat Ward, Vice President*

Inspires and enables employers to adopt practices that prioritize quality jobs and career advancement for all.

## Workforce & Regional Economies

*Led by Tameshia Bridges Mansfield, Vice President*

Helps workforce development systems and regions to equitably address the needs of workers and communities.

Our centers focus on challenges faced by specific populations and on solutions that help all learners and workers advance economically:

## Center for Apprenticeship & Work-Based Learning

*Led by Myriam Sullivan, Interim Vice President*

Expands high-quality and equitable apprenticeship and work-based learning to new industries and professions.

## ASA Center for Career Navigation at JFF

*Led by Jeff Bulanda, Vice President*

Helps young people ages 16-24 evaluate, navigate, pay for, and connect to learning options that lead to quality jobs.

## Center for Justice & Economic Advancement

*Led by Lucretia Murphy, Vice President*

Eliminates barriers to economic advancement for people with records of arrest, conviction, or incarceration.

## Center for Racial Economic Equity

*Led by Michael Collins, Vice President*

Helps Black workers and learners advance in quality jobs in high-growth sectors, succeed in entrepreneurship, and build wealth.

Additional teams provide key capabilities, including:

## Policy & Advocacy

*Led by Karishma Merchant, Associate Vice President*

Advances nonpartisan, practice-informed federal and state policy solutions to help all people thrive.

## Research, Evaluation & Analytics

*Led by Lisa Soricone, Senior Research Director*

Combines rigorous systematic inquiry with deep field knowledge to create strong evidence for action.

## JFFLabs and JFFVentures push the envelope to test, incubate, and invest in new ideas.

### JFFLabs

*Led by Kristina Francis, Executive Director*

Drives innovation in education and workforce development by originating market insights, incubating solutions, and supporting new models and entrepreneurs. Labs is incubating:

- **The Center for Artificial Intelligence & the Future of Work**  
*Led by Alex Swartzel, Managing Director*
- **Climate Innovation**  
*Led by Taj Ahmad Eldridge, Managing Director*
- **Lifelong Learning**  
*Led by Eugene So, Managing Director*

### JFFVentures

*Led by Yigal Kerszenbaum and Sabari Raja, Managing Partners*

Independent company strategically aligned with Jobs for the Future that funds technologies, entrepreneurs, and startups to build a more inclusive future of work.



**By 2033, 75 million people facing systemic barriers to advancement will work in quality jobs.**



[Watch how you can help millions more people work in quality jobs.](#)



# Our story

At Jobs for the Future, we believe every person deserves a fair chance to work in a quality job so they can build a better life. We work in every state to create more quality jobs and prepare people for those jobs today and in the future so our people, our economy, and our country can thrive.

**OUR CHALLENGE:** Too many people are unfairly shut out of quality jobs and the chance for a better life. Our education and workforce systems are inequitable, disconnected, hard to navigate, and filled with barriers to economic advancement.

**OUR SOLUTION:** We're driving transformation of U.S. education and workforce systems so every person can secure a quality job. We are reimagining what's possible—leading public, private, and nonprofit changemakers to new ideas and promising innovations to help millions more people advance and strengthen our nation's economic competitiveness.

## OUR NORTH STAR

All of our work centers on collaborating across the United States to achieve a shared [North Star goal](#):

**By 2033, 75 million people facing systemic barriers to advancement will work in quality jobs.**

That's almost *double* the current number.

## WHAT'S A QUALITY JOB?

A quality job provides a living wage and strong benefits, like health insurance, paid family leave, and retirement plans. But that's not all. Quality jobs must also provide stability, flexibility, a supportive environment with training and mentoring, a chance to contribute expertise and ideas, and opportunities to advance.

## WHERE WE FOCUS

To reach our North Star, we focus on populations facing significant systemic barriers:

- People without a four-year college degree, who struggle to secure quality jobs, regardless of their skills.
- People of color, even those with a four-year degree, who face racial bias in school and in the workplace.
- Women, even those with a four-year degree, who earn less than men and are promoted at lower rates.
- People with records of arrest, conviction, or incarceration, who continue to be stigmatized in the job market.

## To achieve our shared North Star, we must:



### CREATE

Drive the creation of more quality jobs.



### PREPARE

Ensure people are prepared for quality jobs.



### OBTAIN

Ensure people can obtain quality jobs.



### MOBILIZE

Mobilize America to our vision and catalyze action.

On the following pages, we share highlights from FY24 in each of these areas.

# Drive the creation of more quality jobs



## Entrepreneurs connect through JFFLabs

As a Black woman launching a tech startup, Taylor Shead of Dallas was painfully aware of the financial barriers facing entrepreneurs of color. Black-owned businesses receive less than 1% of U.S. venture capital. So when Shead learned of the JFFLabs Entrepreneur-in-Residence (EIR) incubator, which supports startup founders' efforts to develop and test their innovations and draft go-to-market strategies, she hoped the experience would give her a competitive advantage. It turned out to be an absolute game-changer.

Shead, who had struggled in high school math, pitched her vision to help today's students gain STEM skills by creating an educational platform that combines video

gaming and artificial intelligence (AI) to personalize learning. The incubator provided Shead and five other entrepreneurs with coaching, connections, and inspiration to refine their plans. She left brimming with new ideas—and two new partners, fellow EIR members Naomi Thomas and Khiry Kemp, who merged their own tech startups with hers, Stemuli.

The three have been rising stars ever since, attracting major investments and a 200,000-student contract. In 2024, the trio won the top prize in the United Nations "AI for Good" competition, taking home \$1 million.

*Thank you to Cognizant Foundation for supporting this work.*

"There's unlimited possibilities for what can happen when you partner with JFF."

—Taylor Shead, CEO, Stemuli

JFF entrepreneurs-in-residence Naomi Thomas, Taylor Shead, and Khiry Kemp. (Photo by Kathy Tran.)





## Pennsylvania embraces JFF's Quality Jobs Framework

JFF is shaping the narrative about what makes a job a quality job—and urging employers to improve existing jobs by giving workers not only a living wage and strong benefits but also stability, flexibility, a chance to contribute their expertise and ideas, and opportunities to advance.

Through a contract with the U.S. Department of Labor, JFF led the federal Job Quality Academy, which helps our partners in the workforce system identify strategies to advance job quality in their communities. We introduced our Quality Jobs Framework to 16 state and regional workforce development boards. The Pennsylvania Workforce Development Board was inspired to adopt JFF's framework to help screen partners and vendors, ensuring that companies working with the state are providing quality jobs.

"We want to be sure that the board is doing all it can to support the Commonwealth in being a model employer," said the board's executive director, James Martini, "and to help inspire and support other employers to get there as well."

*Thank you to the U.S. Department of Labor for supporting this work.*



## Creating quality jobs is good for workers—and the bottom line

JFF is helping Fortune 1000 companies focus on their most valuable asset—their employees—by making the case that promoting worker well-being can benefit customers and strengthen the bottom line.

Our updated Impact Employer Model offers step-by-step guidance on how to implement strong talent management practices, with dozens of inspiring examples. Employers can start with any of five key “building blocks”—designing quality jobs, fostering equitable career mobility, acting on employee voice, building a culture of inclusion, and centering accountability and long-term commitment.

JFF's Impact Employer network, which supports companies on this journey, includes 900 changemakers from 500 leading employers. Participants connect with peers and use actionable tools and best practices from top national employers, including Amazon and Disney.

*Thank you to Workday and JPMorganChase for supporting this work.*

# Ensure people are prepared for quality jobs



## Boosting career mobility through apprenticeship

Greg Morgan was proud to work his way up from cashier to assistant store manager at a national drugstore chain. But by his late 20s, he felt trapped. He had always wanted to be in a skilled trade but couldn't see how to change careers.

Thanks to JFF and our partners, Morgan is now elated to be a second-year apprentice preparing for a career as a service technician at Trane Technologies, a rapidly growing heating, ventilation, and air conditioning manufacturer with U.S. headquarters in North Carolina. He works full-time for \$26 per hour while receiving on-the-job training, classroom instruction, and mentorship from a veteran technician—all for free. After completing

the four-year program, technicians earn up to \$38 per hour, depending on the region.

JFF supports Trane and other companies to spur the creation of Registered Apprenticeship programs across the country. Trane now employs 160 apprentices in 29 states.

JFF provides technical and financial assistance to help serve apprentices from underrepresented populations—including people of color, women of all backgrounds, young adults, veterans, and people with disabilities. In FY24, we supported employers in building 35 Registered Apprenticeship programs that served 1,200 apprentices in advanced manufacturing alone.

*Thank you to the U.S. Department of Labor's Employment & Training Administration for supporting this work.*

Isaac Sanchez on the job as an apprentice at HVAC manufacturer Trane Technologies. (Photo provided by Trane Technologies.)

“The only thing I used to see myself doing was store manager. Now I see myself being a lead technician, being a mentor, and teaching others like I was taught. I feel truly, truly thankful.”

—Greg Morgan, apprentice, Trane Technologies





## Partnership empowers immigrants in rural Texas

In rural towns surrounding San Antonio, immigrants from North Africa, South Asia, and the Middle East who had been working in low-wage jobs now lean on their cultural traditions of raising and breeding livestock while learning the ins and outs of tech-driven animal husbandry.

With plans to open their own businesses, they take technical and English language classes through Culturingua, a grassroots organization started and led by immigrants. A year and a half into the program's implementation, past participants now employ current learners. Culturingua is also working to acquire a cooperative land trust to help reduce startup costs for these small-scale ventures.

Culturingua is part of a network of 10 organizations JFF funds and advises in rural areas struggling with economic decline and a shrinking workforce. Together, we're breaking down barriers to education, training, and employment for immigrants. JFF has provided coaching, convenings, and peer learning events, plus research and analytics support.

Essam Bouras, Culturingua's program manager, called the expertise invaluable. "The Rural Immigrant Success Exchange (RISE) Network presents a valuable opportunity for us to engage with fellow organizations, collectively addressing any shared challenges or obstacles we may encounter. It also allows us to collaborate on the exchange of ideas and potential solutions."

*Thank you to Ascendium Education Group and the WES Mariam Assefa Fund for supporting this work.*



In 2024, our Quality Green Jobs Regional Challenge awarded **\$4.5 million.**



## Investing to build green economy

JFF's [Quality Green Jobs Regional Challenge](#) awarded a total of \$4.5 million in 2024 to six U.S. regions to develop innovative strategies to prepare individuals for climate-resilient quality jobs. Over the next three years, each region will receive \$750,000 toward work to collectively train and place 25,000 people in quality clean energy jobs. The work is part of the Climate-Resilient Employees for a Sustainable Tomorrow (CREST) initiative of the Ares Charitable Foundation.

Recipients are collaborating regionally to:

- Develop an open-source extended reality (XR) technology solution to train battery technicians in rural upstate New York.
- Connect Tennessee employers in advanced manufacturing and green construction with jobseekers from rural southern Appalachia and Black communities in urban Knoxville.
- Provide career pathways to quality jobs in construction and green infrastructure in southeast Louisiana for Black, Indigenous, and rural communities and people with records of arrest, conviction, or incarceration.
- Create training and green employment pathways for K-12 students in Latine and Indigenous communities by working with rural collaboratives in western Colorado.
- Bring together state and tribal governments, labor unions, workforce boards, and educational and community organizations to develop a career and technical education STEM curriculum, offering dual credit and union apprenticeships to build career pathways for young people in Oregon.
- Connect youth and immigrants in rural North Carolina to quality green jobs in the textile industry.

*Thank you to the Ares Charitable Foundation for supporting this work.*



“The very first time I put the headset on ... I looked around, and it was totally a different world. This training has helped us to understand our clients better.”

—Shontai Wood, caregiver, Visiting Angels of Salt Lake City



[Watch Shontai Wood learn how VR technology can improve patient care.](#)

## JFF helps train hundreds using virtual reality technology

JFF has been a trailblazer in identifying ways small businesses can use virtual reality (VR) technology to teach employees new skills—and to separate the hype over VR from its practical value. We partnered with Embodied Labs, a JFF Ventures portfolio company, and Talespin to help 21 small businesses in health care, manufacturing, construction, and hospitality try a new approach to training. Meta donated Quest headsets.

For Visiting Angels of Salt Lake City, a senior home care provider, Embodied Labs offered enlightening lessons in how patients with vision and hearing loss experience each day. “The very first time I put the headset on ... I looked around, and it was totally a different world,” said Shontai Wood, one of hundreds of people JFF helped train nationally. “This training has helped us to understand our clients better.”

*Thank you to Meta for supporting this work.*

## Preparing Black learners for high-growth tech jobs

Black workers make up 13% of the U.S. workforce but only 8% of the technology workforce. In fact, Black people are overrepresented in low-wage service jobs and underrepresented in high-wage jobs in growing fields. This reality, known as occupational segregation, contributes to significant racial wealth gaps.

JFF partners with community colleges to understand these gaps and drive changes that help more Black learners and members of other groups facing systemic barriers to economic advancement move into high-wage, high-growth roles. In FY24, we worked with 6 community colleges that together enroll over 13,000 Black learners. In the coming year, we'll partner with an additional 10 colleges.

*Thank you to PricewaterhouseCoopers Charitable Foundation for supporting this work.*



## Colorado follows JFF’s Big Blur lead

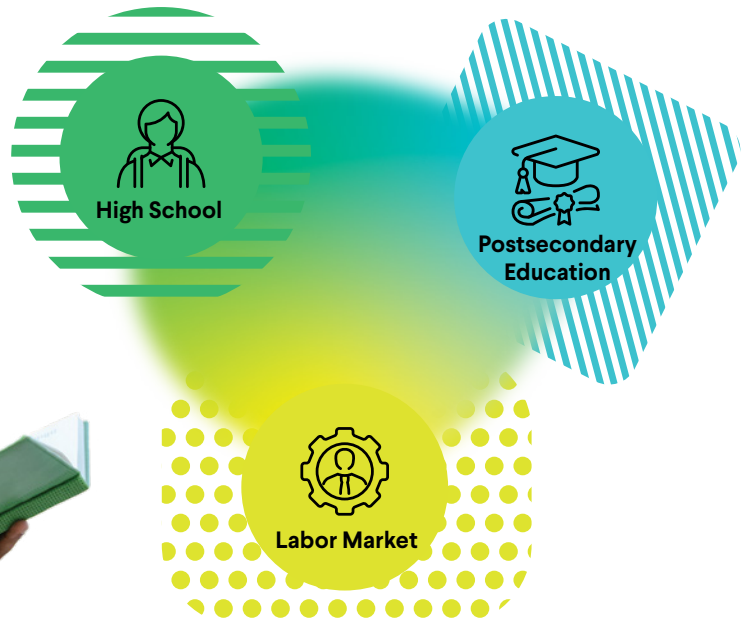
JFF’s bold vision to erase the arbitrary boundaries between high school, college, and career—and create one new system that expands economic opportunity for young people ages 16-20—is gaining momentum. Colorado is one of the states leading the country in embracing JFF’s Big Blur, changing policies to make it easier for high school students to earn college credits, experience work-based learning, and complete postsecondary credentials that lead to a quality job. JFF helped to facilitate a statewide task force and develop detailed policy recommendations that are now

being implemented, including a new state law during the 2024 legislative session.

“Jobs for the Future’s ‘Big Blur’ report has been a pivotal inspiration in transforming Colorado’s approach to postsecondary and workforce readiness,” said Colorado Education Commissioner Susana Córdova. “By breaking down barriers between high school, college, and career, we are striving toward a future where every Colorado student, by age 21, has access to in-demand industry credentials, college credits, and work-based learning opportunities needed to thrive in the workforce.”

Delaware, Illinois, Ohio, and Texas are also working to implement Big Blur-inspired innovations.

*Thank you to the Walton Family Foundation, Bloomberg Philanthropies, the Gates Foundation, the Colorado Department of Education, the Colorado Community College System, and the LAUNCH funder collaborative for supporting this work.*



“Jobs for the Future’s ‘Big Blur’ report has been a pivotal inspiration in transforming Colorado’s approach to postsecondary and workforce readiness.”

— Susana Córdova, Colorado Education Commissioner

**“I feel like I’m worth something now. I’ll be able to get a job, have a career, and live independently.”**

—**Danielle Krob**, who graduated from Asheville-Buncombe Technical Community College while incarcerated in North Carolina

## Education in prison increases opportunity and post-release success

When the federal government restored Pell Grants for prison-based postsecondary education, JFF seized the opportunity to implement a proven solution to decrease recidivism and increase economic opportunity after release. Several thousand students benefited.

We awarded grants to 20 colleges and universities in 16 states—plus statewide entities in New York and Arkansas—to create new prison education programs and enhance existing ones. We’re engaging experts who have led successful programs in correctional facilities and individuals who have studied while incarcerated.

We offered individualized coaching, group learning, and an online resource center for navigating the complexities of program administration, financial aid, data collection and evaluation, and supporting students reentering their communities.

*Thank you to Ascendium Education Group, ECMC Foundation, and The Ichigo Foundation for supporting this work.*

## JFF research reveals racial and gender gaps in student financial security

To explore challenges faced by students seeking to complete postsecondary degrees, JFF conducted original research revealing profound differences in financial security across learner populations. Using Trellis Strategies data on more than 30,000 college students from 89 schools in 23 states, our analysis revealed significant financial stress for Black and Latine students and women of all backgrounds.

One striking finding: In response to the question, “Are you able to cover a \$500 emergency?” Black students were nearly twice as likely as white students to report difficulty meeting that expense, and women were twice as likely as men to report difficulty.

JFF’s researchers recommended ways to support learners, including on-campus basic needs centers that can provide food and help pay for housing and transportation, and policy changes to enable more students to participate in federal food and housing assistance programs.

## Female students were up to 2x more likely than male students to report needing financial help for:



Food



Child care



Medical care



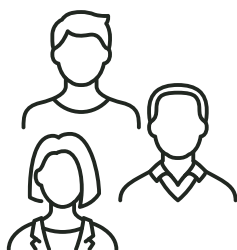
# Ensure people can obtain quality jobs



## National law firm models fair chance hiring for its clients

The national law firm Husch Blackwell was already employing people with criminal records when labor and employment attorney Sarah Vincent learned about JFF's in-depth training for companies seeking to implement fair chance hiring. Vincent invited two of her firm's HR leaders, Kesha Kent and Katie Penquite, to join her in our [Fair Chance Corporate Cohort](#).

Participants in the fee-based virtual eight-week training explore their own assumptions about people with records of arrest, conviction, or incarceration; assess their company's employment practices; and create a customized plan to become a fair chance employer. Following the training, the cohort continues to meet weekly for an additional month of coaching and support as they begin to implement their plans.



More than **70 million** people in the United States have a record.

**“The feedback and the research that [JFF] provided was so amazing. They really created a safe space to talk through and understand all of the different things that go into fair chance hiring.”**

—**Kesha Kent**, DE&I talent strategist, Husch Blackwell

(Photo provided by Kesha Kent.)



Kent, a DE&I talent strategist who works remotely from St. Louis, said the three colleagues emerged with a vision to not only expand employment opportunities for people with records at their firm, but to take it a step further and offer their clients support in doing the same. The firm has since offered a virtual information session that drew nearly 600 clients from companies across the country.

*Thank you to the Justice and Mobility Fund, a collaboration launched by The Ford Foundation and Blue Meridian Partners with support from the Charles and Lynn Schusterman Family Philanthropies, for supporting this work.*

# OBTAIN





## Digital wallets empower jobseekers in a skills-first economy

According to a JFF-commissioned Morning Consult survey, 75% of jobseekers said digital wallets could help them in their job search by offering a user-friendly way of sharing verified digital records of their skills and credentials with prospective employers. JFF Labs is exploring solutions to meet this need, helping jobseekers demonstrate their qualifications and accelerating the shift to skills-first hiring practices.

The survey of 2,049 people found that while jobseeker demand for ways to showcase digital credentials is clear, very few employers (19%) are asking for them.

The data underscores the need for employers, tech developers, and workforce partners to collaborate on improving the technology and promoting its benefits, not only to expand the adoption of skills-first practices but also to scale and sustain them over time.

*Thank you to Walmart for supporting this work.*

## Driving skills-first talent strategies to promote CTE grads

Corporate leaders increasingly recognize that traditional screening qualifications, like bachelor's degrees, no longer meet their talent needs. To help employers build strong, reliable, and diverse talent



pipelines based on job applicants' skills, JFF launched the free Talent of Tomorrow Fellowship for corporate HR professionals. Participants learn how to diversify their employers' workforces and build teams with in-demand skills by tapping into an often-overlooked source of talent: community college career and technical education (CTE) programs.

The 2024 cohort included representatives from major employers including Meta, Delta Air Lines, and Lockheed Martin, among others. One of the participants, Tadd Wamester of EnGen, a career-specific English language learning platform, credits the fellowship with helping his company build a more diverse workforce. The company removed degree requirements from job descriptions and partnered with community colleges to identify skilled candidates who better reflect the diversity of EnGen's learners.

*Thank you to ECMC Foundation for supporting this work.*

### Digital wallets survey

**24%**

of jobseekers have used digital credentials in their job search.

**75%**

of jobseekers said digital wallets could help them in their job search.

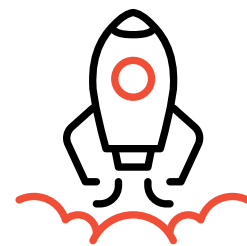
**19%**

of employers currently ask jobseekers for digital credentials.



Morning Consult online survey of 2,049 jobseekers, conducted February 5-11, 2024.

# Mobilize America to our vision and catalyze action



## ‘No Dead Ends’ calls for bipartisan solutions

JFF commissioned Morning Consult to survey registered voters about their education and workforce priorities and asked candidates—and all policymakers—to work across party lines on common-sense solutions.

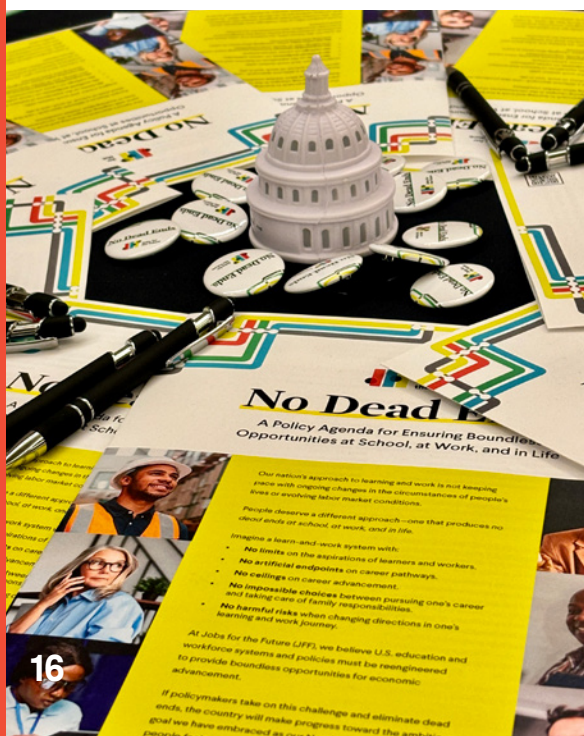
On Super Tuesday, we launched [“No Dead Ends,”](#) a national campaign to advance policy recommendations that will:

- Help people get ahead during times of economic uncertainty.
- Blur the lines between education and work to ensure more people have the skills they need for career success.
- Recognize everyone’s skills, knowledge, and expertise, regardless of where they learned them.
- Empower people through data, guidance, and resources to navigate their work and learning journeys.

We also engaged with federal policymakers and practitioners to explore additional nonpartisan solutions to education and workforce challenges.

Among our activities, we:

- Urged the U.S. House of Representatives to pass and further refine a bipartisan bill to reauthorize and update the Workforce Innovation & Opportunity Act (WIOA). David Bradley, JFF’s director of workforce policy, testified before the U.S. Senate Committee on Health, Education, Labor & Pensions, urging Congress to invest in and strengthen WIOA to help workers get the support they need to thrive in today’s rapidly changing economy.
- Presented our AI workforce report, noting that AI will reshape most jobs—but not replace them—to a group of 14 senior White House staff.
- Worked closely with the U.S. Domestic Policy Council to catalyze a skills-first economy.
- Led a coalition of innovative student finance providers to identify more equitable practices and improve and scale their programs across the country.



## What’s important to registered voters?



**84%** Encouraging employers to hire people based on their skills, not college degrees.

**83%** Providing high school students with opportunities to develop job-related skills.

**80%** Ensuring full-time workers earn enough to support their families.

**71%** Increasing child care access for workers.

**70%** Increasing funding for job training.



*Morning Consult survey of 2,045 registered voters, conducted June 22-25, 2024.*



**“I grew up a migrant farm worker, and not in spite of that, but because of that, I became an astronaut.”**

—**José Hernández**, President and CEO, Tierra Luna Engineering, LLC; retired NASA astronaut

Horizons Ambassador Alex Edgar interviews José Hernández. (All photos on this page by [Drew Bird](#).)

administration, and Arne Duncan, who served in the Obama administration. U.S. Secretary of Commerce Gina Raimondo and Maryland Gov. Wes Moore also spoke.

The two-day event featured exciting announcements, including an expansion of our partnership with American Student Assistance®, the launch of our 75 Million Network, a national job quality survey with Gallup and the Families and Workers Fund, and a collaboration with AstrumU and ETS Solutions to verify workers’ skills and map them to quality jobs.

JFF Board member Tyra Mariani, founder and principal of UP Advisors LLC, and keynote speaker and author Ta-Nehisi Coates engaged in a discussion about race, power, and discomfort. Horizons closed with an inspiring message about perseverance from astronaut José Hernández, who overcame 11 NASA rejections on his journey from working as a migrant laborer to achieving his dream of flying in space.

Horizons returns to New Orleans on June 10-11, 2025.

## Horizons 2024: The Power of Us

We used our convening power to gather 2,000 changemakers in the nation’s capital for our signature event, the [Horizons Summit](#). Leveraging the theme “The Power of Us,” we urged participants to set aside any differences to drive economic advancement for millions of learners and workers.

In addition to corporate leaders, philanthropists, and innovators, Horizons drew federal, state, and local officials from both sides of the aisle. U.S. Education Secretary Miguel Cardona spoke about bipartisan collaboration, as did former Education Secretaries Margaret Spellings, who served in the George W. Bush

Horizons Main Stage speakers Ta-Nehisi Coates and Raj Chetty; Horizons attendee trying out VR technology.





## ASA and JFF launch career navigation center

Too many young people leave high school without clarity on where to go next. They face a vast array of degree and nondegree choices but little information on which paths lead to meaningful, quality jobs and careers. With American Student Assistance® (ASA), we launched the [ASA Center for Career Navigation](#) at JFF to help young people ages 16-24 find, evaluate, access, and pay for high-quality education and training programs while helping employers identify workers with skills that match their needs. Our goal is to empower 20 million young learners by 2030 with resources, including a free digital experience to guide them in discovering their education and career pathways.



[Watch to learn more about this strategic partnership](#)

## JFF experts drive national education-workforce conversation

JFF President and CEO Maria Flynn's guest essay on the importance of durable skills in the era of artificial intelligence (AI) was published in *The New York Times* in March, reaching millions and setting the stage for a year of successful thought leadership.

JFF Vice President Michael Collins joined Flynn as an official *Forbes* contributor, with columns focused on

economic mobility for Black workers and occupational segregation in the labor market. Across the organization, our leaders also appeared in publications including *Fast Company*, *Fortune*, and *Barron's*. The World Economic Forum published our opinion piece on the growing potential for private equity to create quality jobs, *Governing* magazine featured our approach to addressing the U.S. green skills gap, and *The Wall Street Journal* turned to us to make sense of Gen Z's shifting workplace expectations.

*The Boston Globe* reported on MacKenzie Scott's \$20 million donation, and *Politico* covered JFF's voter survey on whether elected officials and candidates were giving sufficient attention to jobs and education.

JFF experts also spoke at SXSW in Austin, ASU+GSV in San Diego, LinkedIn's Talent Connect, HolonIQ, UPCEA, and more.



[Watch JFF President and CEO Maria Flynn join Brad Smith on Yahoo Finance to preview the August jobs report.](#)

Labor market is not in 'a worry zone' just yet, expert says



WEALTH

**A MIXED PICTURE OF THE LABOR MARKET**  
Stocks waver after ADP data comes in softer than expected

**The New York Times**

**THE WALL STREET JOURNAL.**

**The Boston Globe**

**Forbes POLITICO**

## 75 Million Network mobilizes field toward North Star

We're using JFF's convening power to rally partners to help achieve our goal of seeing 75 million people facing systemic barriers to advancement working in quality jobs by 2033. That's why we launched the 75 Million Network in partnership with our founding members: the Gates Foundation, ETS, Jobcase, Mohawk Valley Community College, Opportunity at Work, and REDF.

This growing network of stakeholders, including education and training providers, employers, government institutions, community organizations, philanthropies, and more, are standing up as champions committed to expanding access to quality jobs.

### MEMBERS RECEIVE:



Updates on our progress, upcoming events, and opportunities to get involved.



Access to thought leadership resources, success stories, and best practices from across the network.



Opportunities to participate in peer learning, workshops, and events to foster collaboration and innovation.

To join the network, go to [jff.org/75million](https://jff.org/75million)

## JFF commits to advancing quality jobs with Clinton Global Initiative

JFF joined the Clinton Global Initiative's 2024 Annual Meeting to launch a Commitment to Action to expand the number of quality employment opportunities for workers facing systemic barriers across the United States.

The commitment, announced by JFF President and CEO Maria Flynn at the New York City gathering, launched our Regional Action to Advance Quality Jobs initiative, engaging leaders in our 75 Million Network to activate quality jobs. The initiative is an open RFP to select regional leaders to develop customized action plans to promote regional economic growth that will have a significant impact on people without four-year degrees, people of color, women of all backgrounds, and people with records of arrest, conviction, or incarceration.

We will provide expert technical assistance and advisory services and share job quality practices that support career mobility and employee well-being while promoting business success. We'll equip more than 600 advocates, public servants, and community members to improve economic advancement for all.

JFFers at Clinton Global Initiative's annual meeting: Alex Hoffinger, Josh Copus, Tameshia Bridges Mansfield, and President and CEO Maria Flynn.



# Thank you to our generous supporters



- |   |  |   |   |
|---|--|---|---|
| AARP Foundation   | Gates Foundation                                       | Comcast Corporation                             | Frederick A. DeLuca Foundation            |
| Accelerate the Future   | Blackstone Charitable Foundation                       | Comcast NBCUniversal Foundation                 | Fund for Public Schools                   |
| Achieving the Dream   | Blanchette Family*                                     | Commonwealth of Massachusetts                   | Genentech                                 |
| Advance CTE   | Bloomberg Philanthropies                               | Communities Foundation of Texas                 | General Motors                            |
| Ahmed Ali*  | Blue Meridian Partners, Inc.                           | The Connecticut Project                         | GitLab Foundation                         |
| Alec Leibsohn*  | BNY Mellon   | Conrad N. Hilton Foundation                     | GoFluent                                  |
| Alex Hanse*   | Bobbie Sue Gonzalez*                                   | Coursera  | Gong Family Foundation                    |
| Alex Swartzel*  | The Boston Foundation                                  | Courtney Everett*                               | Google LLC                                |
| Alice Myerhoff*   | Boys & Girls Clubs of America                          | Crankstart Foundation                           | Greater Twin Cities United Way            |
| Alice Shobe*  | Brenda Johnson*  | Dallas Regional Chamber                         | Guild Education                           |
| Alida Cella*  | Brittany Flynn*  | Daniel Kaplan & Kay Richman*                    | The Heinz Endowments                      |
| Alliance for Rural Impact   | Burning Glass Lightcast                                | Daniel Obregon*                                 | High Impact Partners (HIP)                |
| Alliance for Sustainable Energy, LLC  | California Community Colleges Chancellor's Office      | Dave's Killer Bread Foundation                  | Hilary Pennington*                        |
| Allstate Foundation   | The California Endowment                               | David and Diane Toole*                          | IACMI-The Composites Institute            |
| Amazon  | The California Wellness Foundation                     | David Soo*                                      | IBM                                       |
| American College Test, Inc. (ACT)   | Caterpillar Foundation                                 | Delaware Department of Education                | Ichigo Foundation                         |
| American Federation of Labor - Congress of Industrial Organizations (AFL-CIO) | Charles Koch Foundation                                | The Denver Foundation                           | Illinois Community College Board          |
| American Institutes for Research  | Charter Communications, Inc.                           | Departamento de Desarrollo Económico y Comercio | Imaginable Futures                        |
| American Student Assistance   | Checkr Foundation                                      | Desiree Beebe*                                  | ImpactAssets Inc                          |
| Amy Seusing*  | Chef Ann Foundation                                    | Deutsche Bank                                   | Indeed                                    |
| Andrés Tapia*   | Chegg, Inc.  | Digital Promise                                 | Intel Corporation                         |
| Annie E. Casey Foundation   | Chicago Community Foundation                           | Dr. Alan Murdock*                               | Intel Foundation-Employee Giving*         |
| Anonymous donors (6)*   | The Chronicle of Higher Education                      | Durham Technical Community College Foundation   | Interplay Learning                        |
| Apollo Opportunity Foundation   | City of San Antonio                                    | The East Bay Community Foundation               | Ivy Tech Community College                |
| Ares Charitable Foundation  | City of San Antonio Workforce Development Office (WDO) | ECMC Foundation                                 | Jack, Joseph and Morton Mandel Foundation |
| Arnold Ventures   | City of Springfield                                    | ECMC Group                                      | The James Irvine Foundation               |
| Ascendium Education Group   | Clayton, Dubilier & Rice, Inc.                         | Educate Texas                                   | Jean Walsh*                               |
| Aspen Forum for Community Solutions   | Collaborative Composite Solutions Corporation          | Elliott Francis*                                | Jennifer Jones*                           |
| Autodesk  | College Board  | Emily Courtney*                                 | John Colborn*                             |
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| Bank of America Charitable Foundation, Inc.                                   | College of the Desert                                  | Ernst & Young LLP                               | John T. Gorman Foundation                 |
| Barbara Brittingham*  | Colorado Community College System                      | Facebook Technologies, LLC                      | The Joyce Foundation                      |
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| Bettenhauser Family*  |  | Ford Foundation-Employee Giving*                | Kaitlyn Khatib*                           |
|   |  | Foundation for California Community Colleges    | Karyl Levinson Conescu*                   |
|   |  |   | Kathryn Mannes*                           |
|   |  |   | Katie Montani*                            |

This list includes all funding JFF received between October 1, 2023, and September 30, 2024, as well as any active grants from previous years. We pride ourselves on keeping accurate records, but please let us know if we need to make any updates. (Contact Isaac Mason, [imason@jff.org](mailto:imason@jff.org))

Kay Porter*	P16Plus Council of Greater Bexar County (DBA UP Partnership)	Teamer Strategy Group, LLC*	Walmart Foundation
Kentucky Student Success Collaborative	Page Sciotto*	Texas Education Agency	Walmart Inc.
Kevin Robinson*	Patricia Heesels*	Texas Higher Education Coordinating Board	Walmart.org
KnowledgeWorks Foundation	PayPal, Inc.	Texas Higher Education Foundation	Walton Family Foundation
The Kresge Foundation	Platform for Social Impact	Texas Rural Funders	Washington Speakers Bureau
Laura and John Arnold Foundation	Prologis, Inc	TNTP, Inc.	Washington State Board for Community and Technical Colleges
Linde Family Foundation	The Prudential Foundation	Trellis Foundation	Washington Student Success Center
LinkedIn Corporation	PwC Charitable Foundation	Trip Finity Taylor*	Waymo
LinkedIn Social Impact Charitable Grant Fund	Quality Jobs Fund	Truist Foundation	Wendy Catbagan*
Lisette Nieves*	The Rapides Foundation	Tyra A. Mariani*	Wesley H. Hamm*
Lowe's Foundation	Responsible Business Initiative for Justice	U.S. Department of Commerce	Western Governors University (WGU)
Lumina Foundation	Roadtrip Nation	U.S. Department of Education	
Mallory Gianola Beccio*	Robert Wood Johnson Foundation		
Manufacturing Institute	Rockefeller Philanthropy Advisors, Inc.		
Marcella Barganz*	Rodel Foundation of Delaware		
Markle Foundation	RTI International		
Mary Cusack*	Salesforce Foundation		
Massachusetts Department of Elementary and Secondary Education	Salesforce, Inc.		
Massachusetts Institute of Technology	San Francisco Foundation		
McDonald's Corporation	Santa Barbara County Education Office		
Merit International, Inc.	SAP		
Meta	Sara Richman*		
Michigan Center for Student Success	Schultz Family Foundation		
Microsoft	Schwab Charitable		
Mursion	Shana DeSmit*		
Nancy Hoffman*	Shireen Idroos*		
Nancy Mannes*	Siegel Family Endowment		
National Governors Association	SkillsVR		
National Renewable Energy Laboratory (NREL)	Social Policy Research Associates		
NEO Philanthropy, Inc	Society for Human Resource Management		
New America Foundation	Society for Human Resource Management Foundation, Inc.		
New Jersey Community College Consortium for Workforce and Economic Development	SOVA		
New Profit, Inc.	Stand Together Trust		
New Venture Fund	State of California Employment Development Department		
The New World Foundation	State of Delaware		
New York State United Teachers Education and Learning Trust	State University of New York (SUNY)		
Ohio Association of Community Colleges	STEM Next Opportunity Fund		
OneTen Coalition, Inc.	Strada Education Foundation		
Open Campus Media, Inc.	Stuart Foundation		
	Taco Bell Foundation, Inc.		
	Tague Charitable Fund		
		U.S. Department of Labor	Willa Seldon*
		U.S. National Science Foundation	William Blanchette*
		Unity Technologies	William Penn Foundation
		University of California-San Francisco Medical Center	Wisconsin Student Success Center
		University of New Mexico	WoodNext Foundation
		The University of Phoenix, Inc.	Workday Foundation
		Urban Institute	Workday, Inc.
		Verizon	World Education Services, Inc.
		Virginia Wellington	Younger Family Fund (YFF)
		Cabot Foundation	Yvette Johnson*
		Voxy EnGen	
		W.K. Kellogg Foundation	

**“Jobs for the Future is a critical organization in advancing equitable economic opportunity for all. Their innovative approaches and dedication to education and workforce development have helped unlock pathways to success for individuals and communities across the country. At the Gates Foundation, we are proud of our longstanding partnership in support of JFF’s transformative efforts to create more inclusive and sustainable futures.”**

—Allan Golston, President, U.S. Program,  
Gates Foundation

\* These donors are the first to support JFF’s individual giving program.

# Financial summary

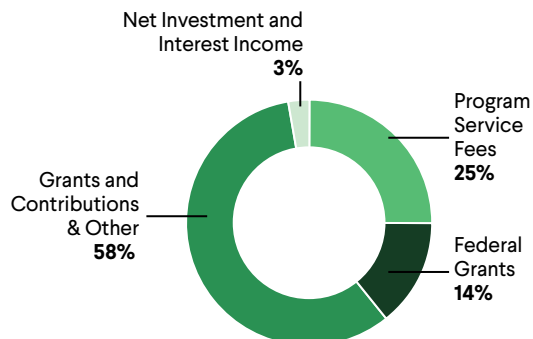
Our strong financial foundation is underpinned by diverse revenue streams and multi-year awards that fund pieces of our work through Fiscal Year 2028.

## FY24 SUMMARY FINANCIAL STATEMENT

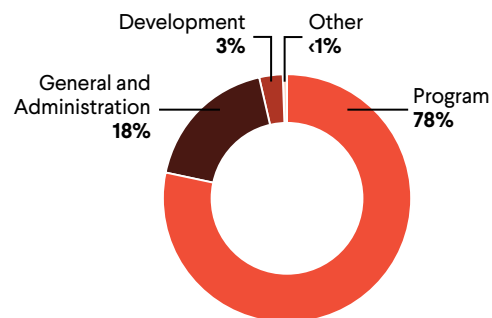
	FY24 (unaudited)*	FY23 (audited)
<b>ASSETS:</b>		
Investments	\$20,698,601	\$30,046,068
Other Investments (JFF Ventures)	11,316,077	11,005,617
Cash & Cash Equivalents	31,214,734	24,774,408
Receivables & Other	18,624,930	20,277,864
<b>Total Assets</b>	<b>\$81,854,343</b>	<b>\$86,103,957</b>
<b>LIABILITIES &amp; NET ASSETS:</b>		
Accounts Payable & Other	\$12,898,698	\$12,865,120
Notes Payable	13,582,242	13,369,242
Net Assets	55,373,403	59,869,595
<b>Total Liabilities &amp; Net Assets</b>	<b>\$81,854,343</b>	<b>\$86,103,957</b>
<b>REVENUES:</b>		
Program Service Fees	\$23,462,711	\$25,050,542
Federal Grants	13,486,154	10,630,355
Grants and Contributions & Other	54,345,447	72,825,873
Net Investment and Interest Income	2,910,853	1,186,801
<b>Total Revenues</b>	<b>\$94,205,165</b>	<b>\$109,693,571</b>
<b>EXPENSES:</b>		
Program	\$77,140,878	\$73,041,149
General and Administration	18,095,357	16,068,891
Development	3,078,589	2,174,624
Other Expenses	386,528	26,935
<b>Total Expenses</b>	<b>\$98,701,352</b>	<b>\$91,311,599</b>
<b>Change in Net Assets</b>	<b>(\$4,496,188)</b>	<b>\$18,381,972</b>
<b>Net Assets, Beginning of Year</b>	<b>\$59,869,591</b>	<b>\$41,487,623</b>
<b>Net Assets, End of Year</b>	<b>\$55,373,403</b>	<b>\$59,869,595</b>

\*These are unaudited financials. For updated information, please see [www.jff.org/AnnualReport](http://www.jff.org/AnnualReport).

### REVENUES



### EXPENSES







JFF staff members at Horizons 2024. (Photo by Drew Bird | [drewbirdphoto.com](https://drewbirdphoto.com).)

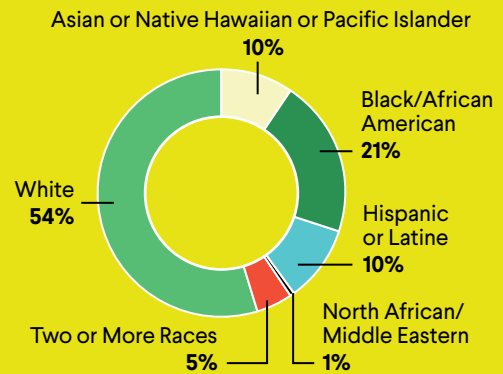
# Our staff

In FY24, JFF had **347 employees** doing work across all **50 states**.



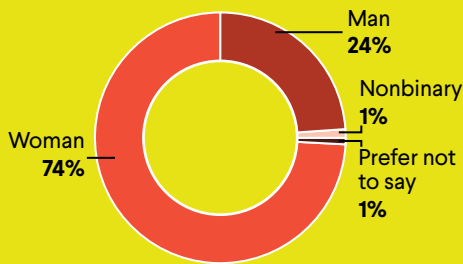
We invest in our team members' success through a powerful commitment to diversity, equity, inclusion, belonging, and well-being. We create transparent, equitable pathways for advancement, invest in professional development, and aspire to be a great place to work, learn, grow, and make a meaningful impact. Here's a snapshot of who we are.

## RACE/ETHNICITY

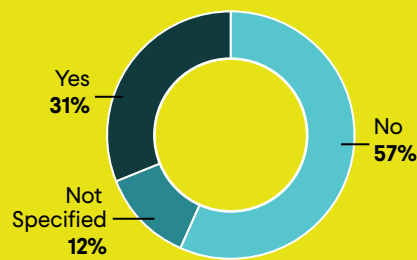


*Note: Percentages don't add up to 100 due to rounding.*

## GENDER IDENTITY



## FIRST-GENERATION COLLEGE STUDENT



We aspire to be a great place to work, learn, grow, and make a meaningful impact.

“

We need a change now. Young people want that urgency. And I think that’s what we need from companies and policymakers is to join us. Let’s get on the train and head toward a better future together.

”

—Denia Brielle Smith, Horizons Ambassador, nationally recognized activist, and junior at American University

# JOIN US!

Horizons Ambassadors  
Denia Brielle Smith, Ciara  
Thrower, and Fiona Lu.



# Together, we're building a future that works—for everyone.



## CONNECT

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## COLLABORATE

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