

# 2023 Annual Report

*A Turning Point for Career Readiness in the U.S.*



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## A Turning Point for Career Readiness in the U.S.

*“The tools exist, the knowledge exists, and the array of viable options in front of kids has, in fact, never been greater. There is exceptional change ahead. It’s no stretch to say that an education-to-workforce revolution is on the horizon.”*

– Excerpt from  
**Crisis-Proofing Today’s Learners**  
by Jean Eddy, President & CEO,  
American Student Assistance®

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PART ONE

# A Turning Point

Today, many would say the U.S. education system is at a tipping point. College enrollment continues to decline. Teachers are overburdened. And, critically, many students still aren't learning the skills they need to enter the workforce.

In 2023, American Student Assistance® (ASA) used every arm of the organization to support students along their career-planning journeys by advocating for, investing in, and delivering new career-readiness learning solutions. We championed our belief that one size does not fit all when it comes to the paths students take after high school graduation—and that they must be able to explore and experiment with different careers starting as early as middle school and learn to navigate a landscape of postsecondary education options before the stakes are too high.

Our efforts impacted more than **15 million kids** in 2023 alone. While many challenges remain, the outcomes we've seen this year give us hope that rather than a tipping point, today marks a turning point for career readiness in the U.S.

[Explore our 2023 journey and discover why.](#)

## Equitable Opportunity & Access

*A Message From ASA's President & CEO, Jean Eddy*

**I**t is that time of year when I get the privilege of reflecting on what ASA has accomplished. I know you won't be disappointed as you read about our endeavors in this year's annual report.

This year, I published my first book, [Crisis-Proofing Today's Learners](#). Why? We have an epidemic of young people leaving high school who are not prepared for what comes next. They simply aren't getting the information and opportunities they need to have the future they deserve. As a community, **we owe it to them to do a better job**. I look at it this way: if all learners had equitable access to explore and experiment before they had to make life choices after high school, wouldn't they be happier, less stressed, and **more prepared to make decisions**? I fervently believe so. That's what I want for our kids and that's the charge I've given the senior leadership team at ASA.

My book doesn't have all the answers. But it raises the question of why we are failing our kids and speaks to how we can work collectively to help them discover who they are and can be. **My hope** is that it will ignite discussion, spur innovation, and educate policy makers. I also hope it will be a clarion call for change so that all students have equitable opportunity and access to career-readiness learning, starting in middle school.

I hope you will take the time to read about the great strides ASA made this year. I'm so proud of the work we accomplished in providing free digital career-readiness resources to over 15 million learners; in fostering innovation in career education through over \$23 million of impact investments; in making a difference for young people in underserved communities through our grants; and in influencing public opinion and informing policy.

So please do read on. Know that everyone here at ASA is so grateful for all you do to help young people find their way in this world. It makes a difference to me—and I know, collectively, it makes a difference to our next generation of leaders.



**Jean Eddy**  
President & CEO

A handwritten signature in black ink that reads "Jean Eddy".

# Ikigai – Finding Life’s Purpose

A Message From ASA’s Board Chair, Larry Gennari

In many respects 2023 has been a banner year.

Over 15 million young people are engaging with ASA on our free digital platforms, and our funding helps bring innovative learning solutions to market. More students in rural America, kids from underserved communities, and young people from challenging backgrounds are discovering where their great joy meets the world’s great need. Policy makers, educators, and like-minded organizations are having conversations about career education reform and the barriers that prevent equitable access to information and experiences for our young people.

Our message is resonating, and we must do even more. The problems we are addressing reach beyond our current constituencies. So, I invite the Nation’s Fortune 500 corporations, employers, and major funders to join this vital conversation. Only by raising awareness of the issues and collaborating on solutions can we bring about sustainable change for every young person in America.



This fall, our CEO Jean Eddy published *Crisis-Proofing Today’s Learners: Reimagining Career Education to*

*Prepare Kids for Tomorrow’s World*—a must-read roadmap for rethinking career education and redefining career success. Paramount to achieving true change is the concept of “ikigai” a life harmony concept that comprises four distinct but overlapping components that are required for a fulfilling career and a happy life. Jean explains that exploration in middle school, experimentation in high school, followed by navigation to diverse pathways can lead to the ikigai that our young people deserve. The book is an urgent call to action: if we don’t change how we approach career education—we will irreparably fail our kids. The book and ASA’s work has been featured on national TV, in podcasts, and in various publications such as U.S. News & World Report, District Administration, The Boston Globe, Fortune, Forbes, and Bloomberg.

Our message of helping kids find themselves, their purpose, and ultimately, their place in the world, seems to be resonating. ASA still has a long way to go—as a digital experience provider, an impact investor, a philanthropic giver, a thought leader, and a changemaker. In the next five years, we can—and will—strive to think bigger and do more so that all young people have equitable access to career readiness information and experiences.

**Lawrence H. Gennari**  
Chair of the Board of Directors  
Co-founder, Gennari Aronson, LLP

## ASA’s Board Members



PART TWO

# What Drives Us



## Our Vision

We envision a world in which all students have equitable opportunity and access to career-readiness learning, starting in middle school, so they will be equipped to make informed, confident decisions about their future.

## Our Mission

ASA is changing the way kids learn about careers and prepare for their futures through equitable access to career readiness information and experiences.

We help middle and high school students to know themselves—their strengths and their interests—and understand their education and career options so that they can make informed decisions. ASA is fostering a generation of confident, crisis-proof young people who are ready for whatever path comes next after high school.

## Our Strategy

ASA fulfills its mission through **free digital-first direct experiences, philanthropy, advocacy, and impact investing.**

## OUR COMMITMENT

*A Message From ASA's Chief of People, **Angie Castera***

In our relentless pursuit of equitable career exploration opportunities for students, Diversity, Equity, Inclusion, and Belonging (DEIB) remain critical enablers of our mission and strategy.

In 2023, we authored a new five-year strategic plan and reaffirmed this commitment with the inclusion of an imbedded and intentional focus of serving four million learners in historically underserved communities—addressing more young people who lack access to career readiness and career-connected learning, including those of color, those living in rural areas and indigenous communities, those from immigrant families, and those who have disabilities or are English-language learners.

As a foundational step in the evolution of the organization, in 2023, we refreshed our values renewing our commitment to Diversity, Equity, Inclusion, and Belonging.

Additionally, leaders participated in more than 300 collective hours of training on racial equity to build shared language and deepen understanding of the enormity of the inequities faced by our students and communities.

We are humbled by the journey ahead, yet remain committed, believing we can do our part to pave the way for a more equitable and inclusive future—inside and outside of ASA—for all young people.

PART THREE

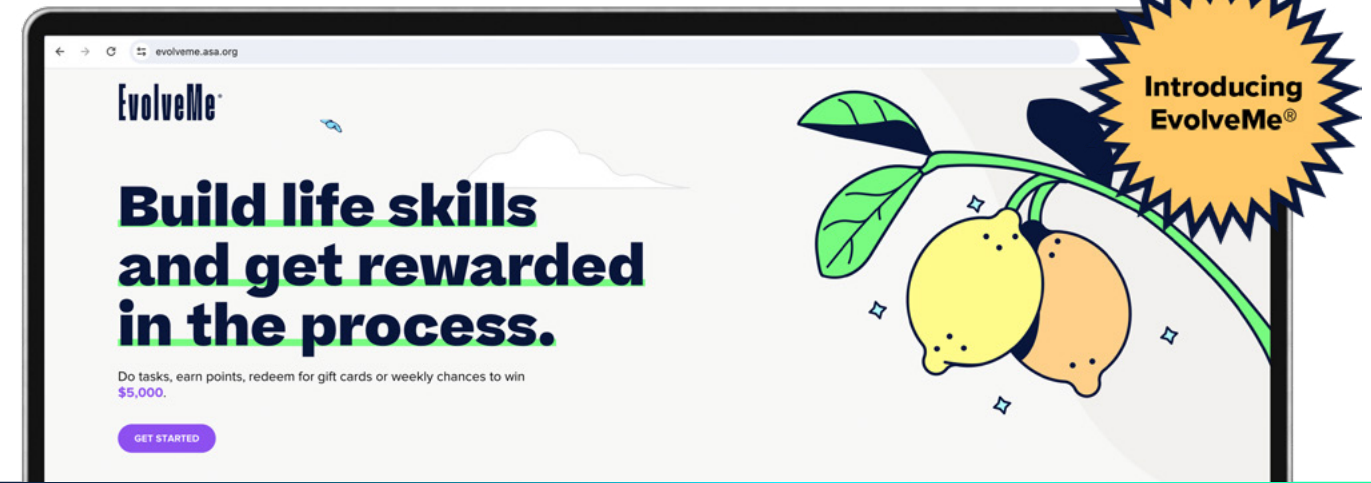
# Accelerating → Impact

## Changing the Way More Than 15 Million Kids Learn About Careers and Prepare for Their Futures

One of our primary goals in 2023 was to connect more students with a growing number of career exploration and experimentation solutions—both in and out of the classroom. To accomplish this, we took a three-pronged approach: (1) Expand our own ecosystem of free, **digital experiences**; (2) use the financial might of our **impact investing** initiative to fuel innovation in the space; (3) award **philanthropic grants** to organizations testing new approaches to career-readiness learning solutions.

This is how we were able to accelerate access to the resources kids need to learn about careers and prepare for their futures—and impact more than 15 million of them throughout the year.

**Now, let's take a closer look.**



## Digital Experiences: Meeting Students Where They Are

**L**unched in February of 2023, EvolveMe®—a first-of-its-kind digital experience that incentivizes students to learn career-ready skills and try on career paths—joined our ecosystem of digital experiences. On EvolveMe, students are introduced to a variety of educational and skill building tasks. These tasks range from things like watching videos about learning to build a personal brand to taking a coding class, practicing mock interviews, or even being connected with a mentor. For every task students complete, they earn points which they can redeem for rewards.

To ensure the platform's success, ASA worked with thousands of teens to co-create and test EvolveMe. This input from kids themselves, along with an incentivization strategy designed to encourage prolonged and repeated platform engagement, and the freedom that accompanies a digital resource that is intended to be self-directed and fun to use, has helped EvolveMe reach a diverse audience of nearly one million users in 2023 alone—with over 60 percent identifying as a

race other than white, and 21 percent coming from rural communities. Moreover, 72 percent of tasks started on EvolveMe are completed.

To build out the platform, we turned to innovators in the EdTech space and partnered with them to offer their solutions as free tasks in EvolveMe. In February, EvolveMe launched with nine partners and 26 sub-tasks; today, we have **46 partners** offering over **100 sub-tasks** on the platform—and that number will only continue to grow in the coming years. Of course, being the creator of our own digital experiences, we also added some of our own tasks to help kids explore our Future Network, Futurescape®, and Next Voice™ solutions—connecting our entire ecosystem on a single platform.

***“As a high school junior, EvolveMe gives me a chance to learn important life skills that are not taught at school. I also like the added point and reward system as it motivates me to keep learning!”***

**EvolveMe User**

# A Full Ecosystem Of Digital Experiences

With the introduction of EvolveMe, our vision for a free, fun ecosystem of engaging digital resources is now fully realized. This marks a major turning point in the resources available to students as they prepare for their futures. Starting in middle school, students can explore careers through experiences like the Future Network and Futurescape—and as they continue on their journey through high school, they can build career-ready skills and experiment with fields of interest using Next Voice and EvolveMe.

When taken together, these digital experiences create a powerful ecosystem that can help students find what they’re good at, what they can be paid for, what the world needs, and what they love. In 2023, this ecosystem was used by more than 15 million students.

## Future Network

An original video series that spotlights Gen Z as they explore and learn about different careers directly from professionals.

“I’m an aspiring game designer and I recently found one of your videos “Shadow: A Day in the Life of a Video Game Designer” on YouTube, which motivated me to want to pursue this passion.”

Future Network Viewer

## Futurescape®

A personalized career exploration tool that helps kids find and learn about career paths matched to their personality and interests.

“I like that you are able to further research the careers it selects for you. It is very helpful and it even helped me to select a possible college and college major.”

Futurescape User

## Next Voice™

A digital suite of resources that help kids develop an ability to self-advocate through the lens of social issues they care about.

“I like how it can help me discover new issues I wasn’t really aware about before. Sometimes I search on Next Voice for essay topics and to educate myself.”

Next Voice User

## EvolveMe®

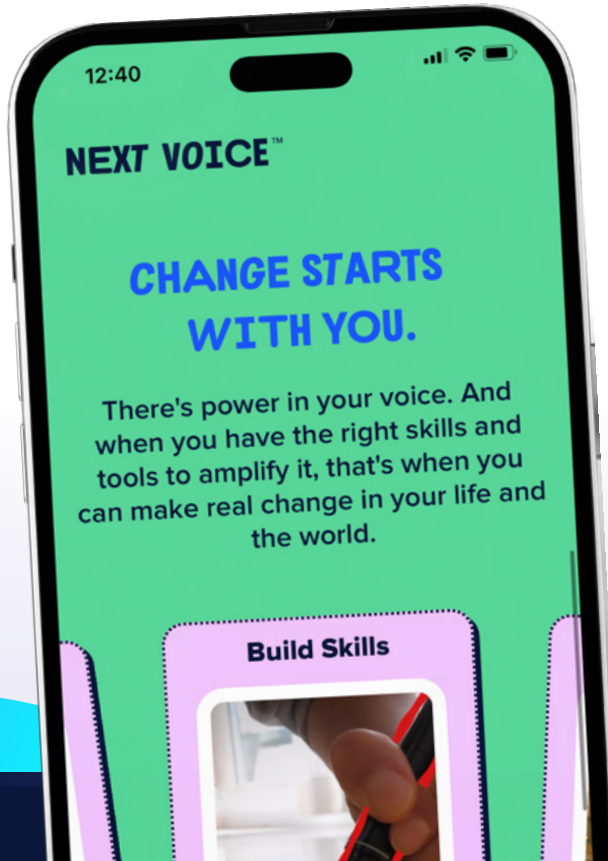
A skill-building and career experimentation platform that incentivizes students to take the next step on their journey.

“EvolveMe has helped me to not only identify my interests, but it has also helped me to expand on them. It has clarified a lot of the confusion I once had about what direction to head in and what job to pursue.”

EvolveMe User

“When you stitch together all of these discrete digital experiences that are designed around the life stages kids experience as they move through their middle and high school years, there is an opportunity to impact them in meaningful and lasting ways along the entirety of that journey.”

Clay Colarusso  
ASA's CMO & SVP of Digital Strategy



# Impact Investing: Fueling Innovation

Last year, ASA announced the creation of a \$125 million Strategic Impact Fund for investments in mission-aligned third-party funds and direct to companies over the following four years. Our goal was to help fuel a vibrant ecosystem of solutions—in addition to our own—that can help millions of students in career-focused education, intentional postsecondary pathways, and workforce development.

In 2023, we invested over over \$24 million in three funds and two direct investments. Our approach revolved around these core principles:

- 1. Leverage ASA's financial resources to support funds and companies providing new or enhanced opportunities to change the way kids learn about careers and prepare for their futures.
- 2. Make consistent investments towards our \$125 million goal that reaffirm our commitment to this work.
- 3. Generate income that grows our assets while supporting mission-oriented activities with scalable impact.

*"In just over a year and a half, we've really pushed ourselves into the center of the ecosystem—and now, we're at a place where funds and organizations are coming to ASA directly, looking at us as a trusted and valuable funding partner who can help them make a difference in students' lives."*

**Rilwan Meeran**  
ASA's VP of Mission Impact Investing

To date, our total investment now reaches \$44.65 million—spread across six funds and three portfolio companies. Additionally, we have been inspired by the response from the marketplace, where ASA has become a respected and engaged investor—hosting panels at multiple industry events to share our position and view of impact investing.

### Direct Investments

While investing in third-party funds allows us to have a far-reaching and powerful role in fueling innovation across the education space, we reserve direct investments for organizations where we can offer strategic advice in addition to funding. Each of these companies were carefully selected and offer an innovative solution well aligned with one or more of ASA's key focus areas:

#### 2022 - Ender \$0.25M invested

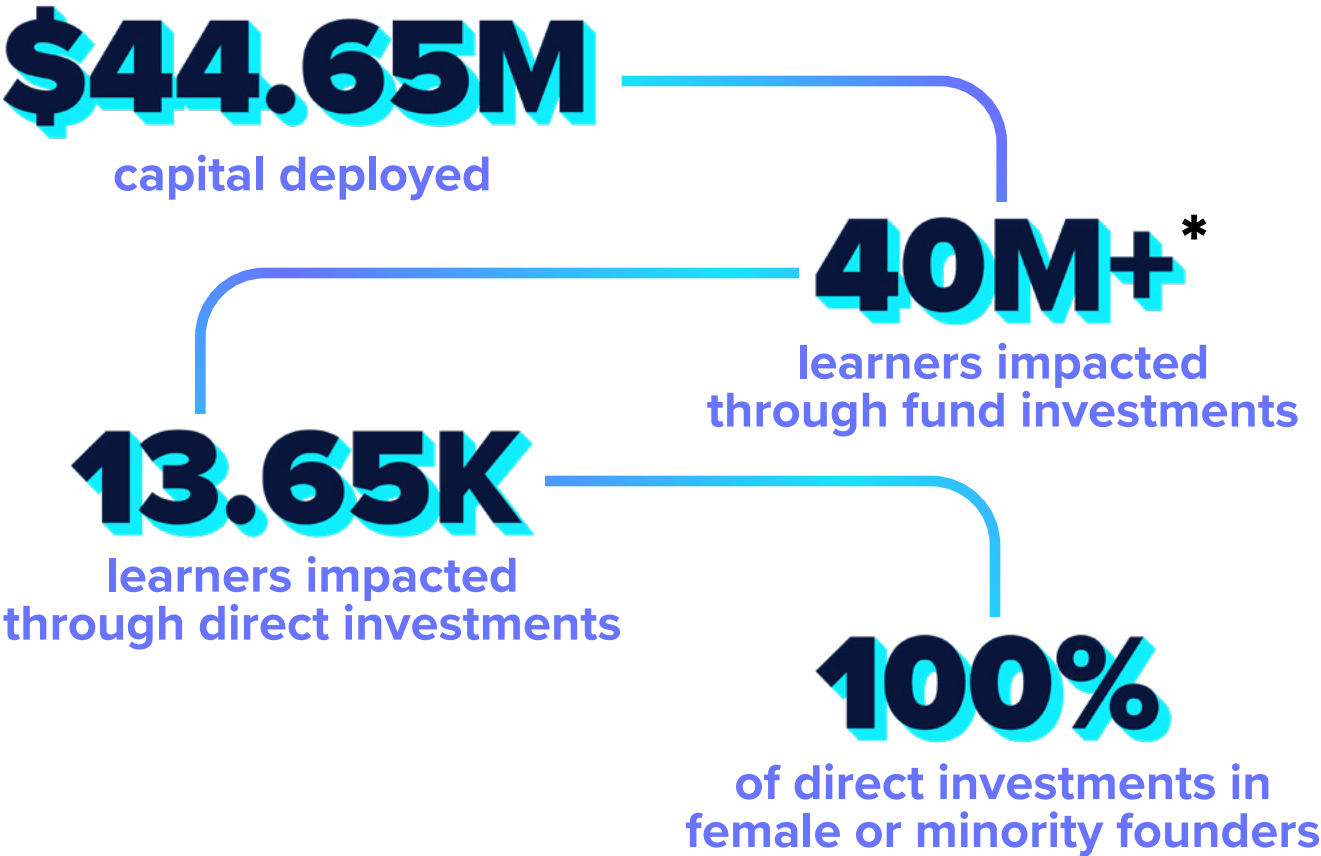
**Company Description:** Engaging middle and high school students in career-focused education.

#### 2023 - Pathstream \$2.895M invested

**Company Description:** Engaging individuals in non-traditional post-secondary pathways and workforce development opportunities

#### 2023 - Concentric Educational Solutions \$1.0M invested

**Company Description:** Providing individualized support to address non-cognitive barriers that prevent student success.



### Case Study: Pathstream

Pathstream is a B2B platform focused on building stronger, more diverse talent pipelines for critical roles by offering new career pathways and upskilling opportunities to frontline workers. They partner with technology platforms to develop online curriculum that educate users about the digital skills needed to operate their software programs. Simultaneously, Pathstream then develops partnerships with higher education institutions to facilitate the incorporation of these platform certifications into degree programs.

As part of ASA's investment, ASA required that Pathstream expand their product strategy to include middle and high school career exploration opportunities. ASA was the only institutional investor to require such criteria—showing how we can truly expand impact as an investor in the education space. Extending these opportunities to middle and high school students improves students' understanding of their career possibilities and motivates them to persevere in achieving their goals.

*"We are excited to partner with ASA on increasing our impact by reaching young adults earlier in their journey with the support needed to launch fruitful careers and thrive in the jobs of the future."*

**Eleanor Cooper**  
Co-Founder and CEO,  
Pathstream

\*Represents the total number of learners impacted globally.

# Corporate Social Responsibility: Expanding Opportunity

**O**ur philanthropy work serves as a critical testing ground to gain insight on what works best for students—which in turn, allows us to fuel innovation, expand opportunity, elevate voices, and inform needed policy change. In 2023, we saw a significant increase in requests for grant funding to expand career-connected learning—a signal that there is a growing need and desire to provide this programming. In total, ASA gave \$6.8 million in grants to 25 organizations, **reaching 40 states—15 more than in 2022.**

Through this work, ASA funds efforts to create greater opportunity for underserved youth to participate in career exploration and experimentation—and navigate a diversity of postsecondary education pathways—all of which will lead to improved career outcomes and greater economic opportunity.

***“We had a significant increase in requests for funding this year, which points to the fact there are more and more organizations trying to provide these tangible, experiential opportunities for students. What we’re seeing is a real shift in thinking that prioritizes career readiness as an essential piece of the broader education system.”***

**Julie Lammers**  
ASA’s SVP of Advocacy & Corporate Responsibility

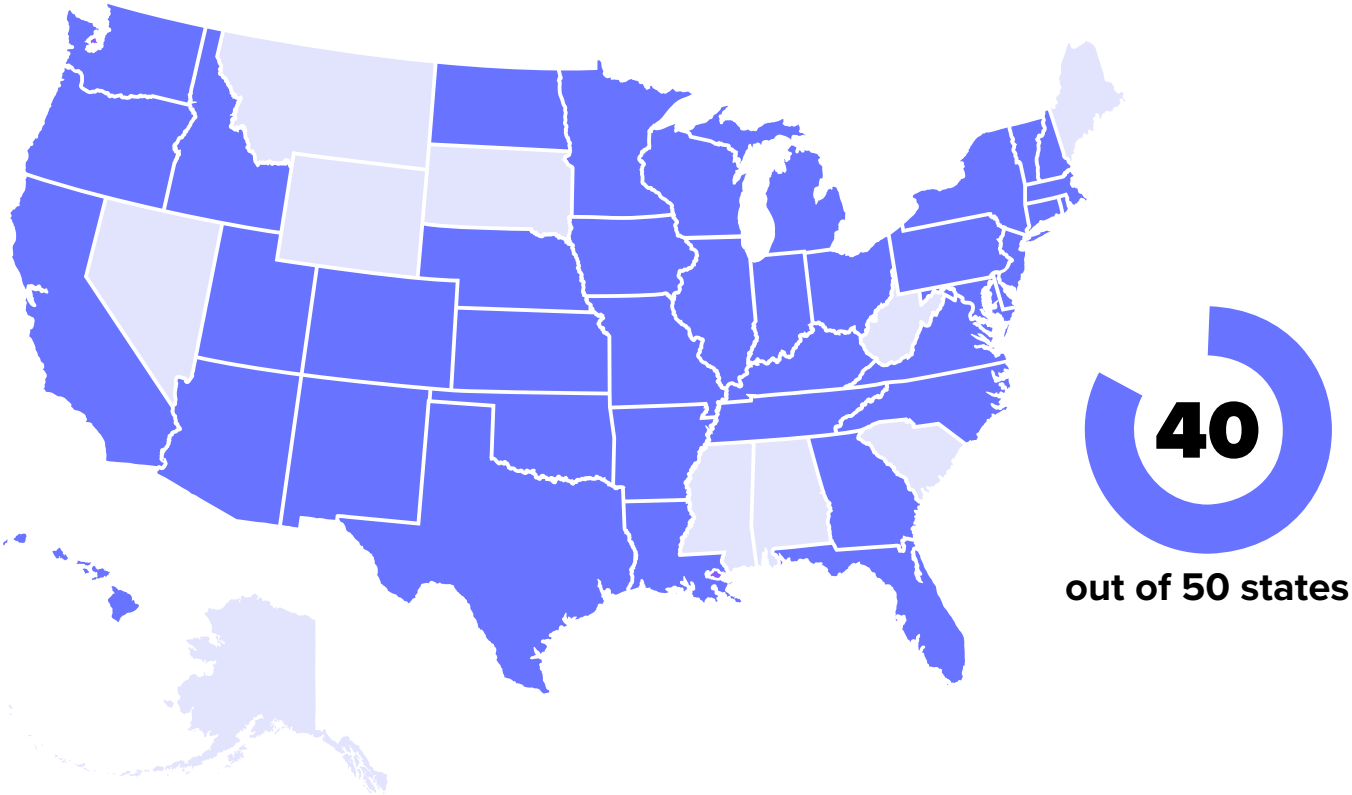
## Philanthropic Highlights

Over the past year, we have been inspired to see many of our grantees realize positive outcomes as a direct result of our support. Here are some highlights:

**U.S. Chamber of Commerce:** The US Chamber of Commerce Foundation is building a project-based learning program called Employer Provided Innovation Challenges (EPIC), which brings learners together to develop solutions to real-world challenges and allows employers to actively engage in work-based learning. ASA’s funding will support the development of the framework for evaluating challenges, scaling, and overall reach of the platform as well as growing the network of employers engaged in creating these challenges. Their goal is to reach 15,000 learners by 2025.

**NAF:** NAF brings schools and businesses together to better prepare students of all backgrounds. Since 1980, NAF has led a movement for immersive, career-focused teaching and work-based learning that puts students on a path to achieving their full potential. In 2023, ASA funded NAF to pilot and assess the effectiveness of high school work-based learning for educators and students through the KnoPro platform, which will serve as an evaluation tool to determine effectiveness of exploration activities, sustainability of social capital, and the ability to build skills. The tool was launched in July of 2023.

## States Impacted by ASA Funding in 2023



**Flare Education:** Flare Education is in its second year of ASA funding and engages 10th, 11th, and 12th grade Boston public school students in a workforce and career development training program that prepares them for a four- to eight-week paid summer internship opportunity, provides professional mentors, paid Saturday workshop sessions, community/workplace events, and a two-week summer camp with job specific training. The funding supports their direct program costs enabling the organization to add additional students into their cohorts.

**Center for Black Educator Development:** The Center for Black Educator Development (CBED) is in its second year of grant funding in which ASA is supporting their expansion of school-year and summer programming—called the Freedom Schools Literacy Academy—across Memphis, TN, and Detroit, MI. Since last year, their Detroit site has expanded to include three partner sites, training 44 high school and college teaching apprentices.

***“Through our outcomes-driven, work-based learning approach, the generosity and support of ASA funds directly impact students’ building the skills, aspirations, and connections needed to define a future for themselves and become future ready.”***

**Lisa Dughi**  
CEO, NAF

PART FOUR

# Building Bridges Through Thought Leadership & Advocacy →

One of the key ways ASA works to create a better education-to-workforce system is by first doing the deep research needed to better understand today's challenges for students, educators, and employers. We do this through large-scale, rigorous quantitative projects, along with smaller qualitative studies and teen advisory panels to understand where cracks in the system exist and what has effectively worked—or should be tried—to fill in those gaps.

What we learn guides the conversations, content, ideas, and resources we put forward as a thought leader and advocate to **change public opinion, build coalitions of support, and change policy.** Through these efforts we are able to build bridges between the solutions we know young people need and the investors, innovators, business leaders, educators, employers, and policy-makers who can make them a reality. **Here is a look at how these efforts came together in 2023.**

## Exploring New Policies To Expand Career Exploration

In 2023, ASA launched a research effort to uncover promising policies in all 50 states that will expand opportunities for career exploration for middle school students. The research will be published in early 2024 and will highlight efforts like those happening in the State of Delaware where ASA funding supported the state expansion of career exploration curriculum for middle school students. In 2023, the Delaware pilot project served 6,000 students with new middle school programs and a plan to expand statewide in the coming years. From this research, we will share valuable learnings in an effort to inform policy on a national scale.

## Working with States To Expand Early College Programs

Throughout the year ASA supported early college programs that allow students to gain college credit while they are in high school. In Massachusetts, we were proud to support the efforts of the MA Alliance for Early College as they pushed to expand access to early college programs in the Commonwealth. These advocacy efforts led to significant increases in state funding for early college programs in 2023.

## Continuing Our Work with Jobs For The Future

ASA continues to work with Jobs For The Future (JFF) to change public opinion around the need for a diversity of high-quality postsecondary pathways. [New research](#) was conducted in 2023 that highlights student perspectives on why young people are pursuing these paths. Through this work, we aim to shed light on the fact that these kinds of opportunities are a good option for many students to reach economic prosperity, and highlight what needs to be done to ensure there are high-quality paths that every young person can easily navigate.

## A New Partnership with Getting Smart

The Getting Smart Collective is a non-profit intermediary and advocacy organization that has been designing and executing campaigns and initiatives centered around innovations in learning, workforce development, and purposeful learning, for over 10 years. Throughout 2023, we ran a joint campaign on intentional high school pathways and shared strategies, research, and tools through social media, over 130 blog posts, multiple industry events and webinars, and over 35 episodes of the [Getting Smart Podcast](#). We also jointly published critical resources like [Support & Guidance For All New Pathways Journeys](#)—which delves into the vital role of support, guidance, and robust advisory systems in schools.

## Spreading Our Message

To influence the national discussion about how to best prepare students for successful futures, we shared research-backed learnings, solutions, and viewpoints online, in national publications and media, and at career education events across the country throughout 2023. This resulted in earned media coverage from *U.S. News & World Report*, *District Administration*, *The Boston Globe*, *Fortune*, *Forbes*, *Bloomberg*, and more. Take a closer look at some of the ways we engaged throughout the year:

“This year, we’ve been really heartened by the increased interest from educators, the media, other non-profits and solution providers, employers, and policy-makers—going all the way up to the President—in career-readiness learning. It’s a message that we and others have been repeating for years, and we are now at a turning point where real change is starting to take shape.”

Judy Goldstein  
ASA's SVP of Public Relations,  
Communications & Planning

Garnered  
**2.4B**  
earned & paid media  
impressions

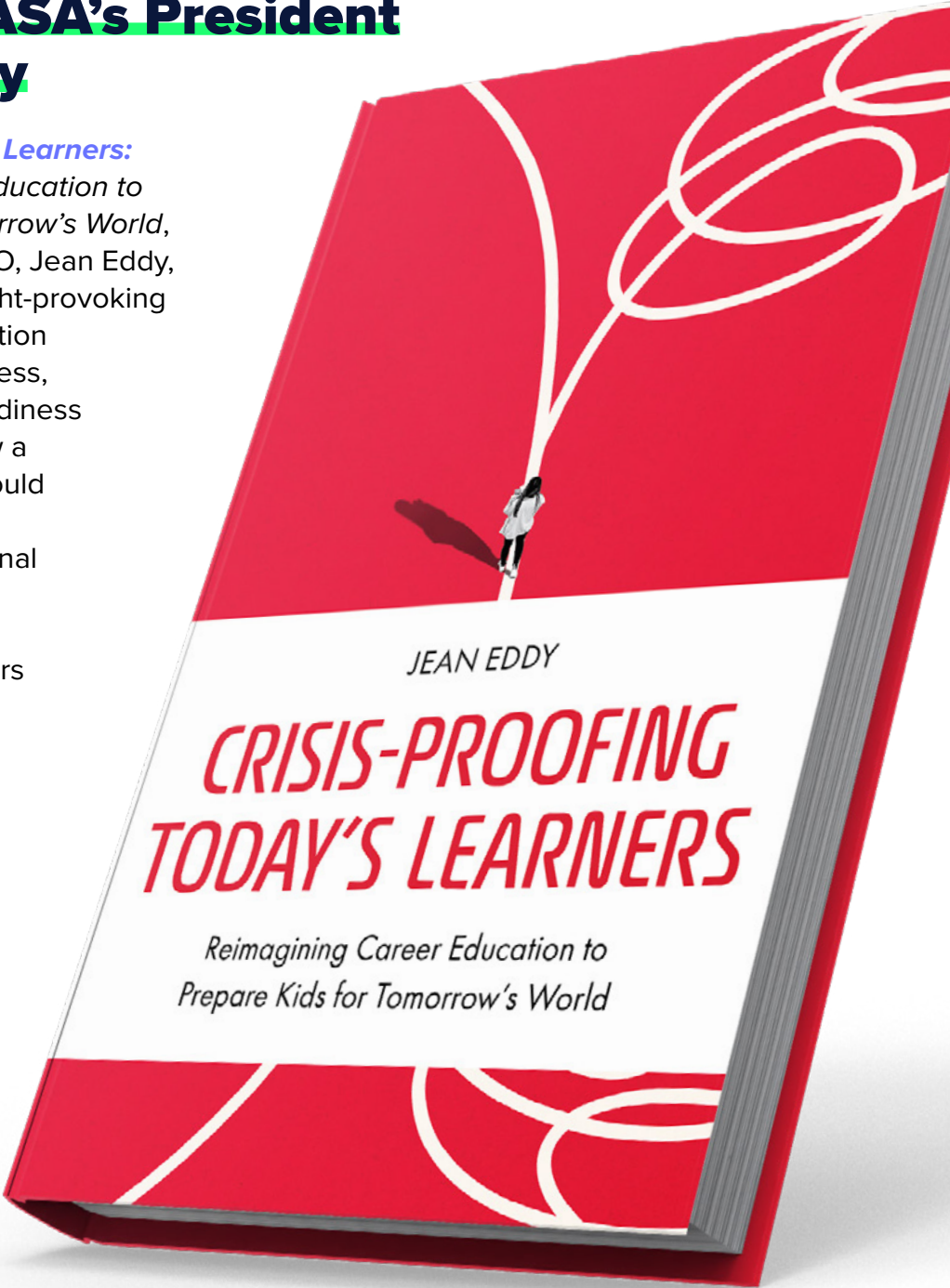
Earned over  
**23M**  
social media impressions

Created over  
**100**  
pieces of original content

Engaged  
more than  
**5.5K**  
participants at multiple  
industry events

## A New Book by ASA's President & CEO, Jean Eddy

*Crisis-Proofing Today's Learners: Reimagining Career Education to Prepare Kids for Tomorrow's World*, by our President & CEO, Jean Eddy, was released in October. A thought-provoking examination of today's K12 education system and workforce preparedness, this book explores the career-readiness pathways our youth take and how a different educational approach could prepare them for the detours life presents. Written in a conversational style with anecdotes from young adults, education, corporate, and community leaders, the book offers recommendations for system change, solutions for middle school career learning, expanded access for high school work-based or experiential learning, and widespread acceptance of non-degree postsecondary educational pathways. It also offers insights into the types of skills young people need to be successful in today's workforce and prepare them for careers that we might not even have imagined in 2023.



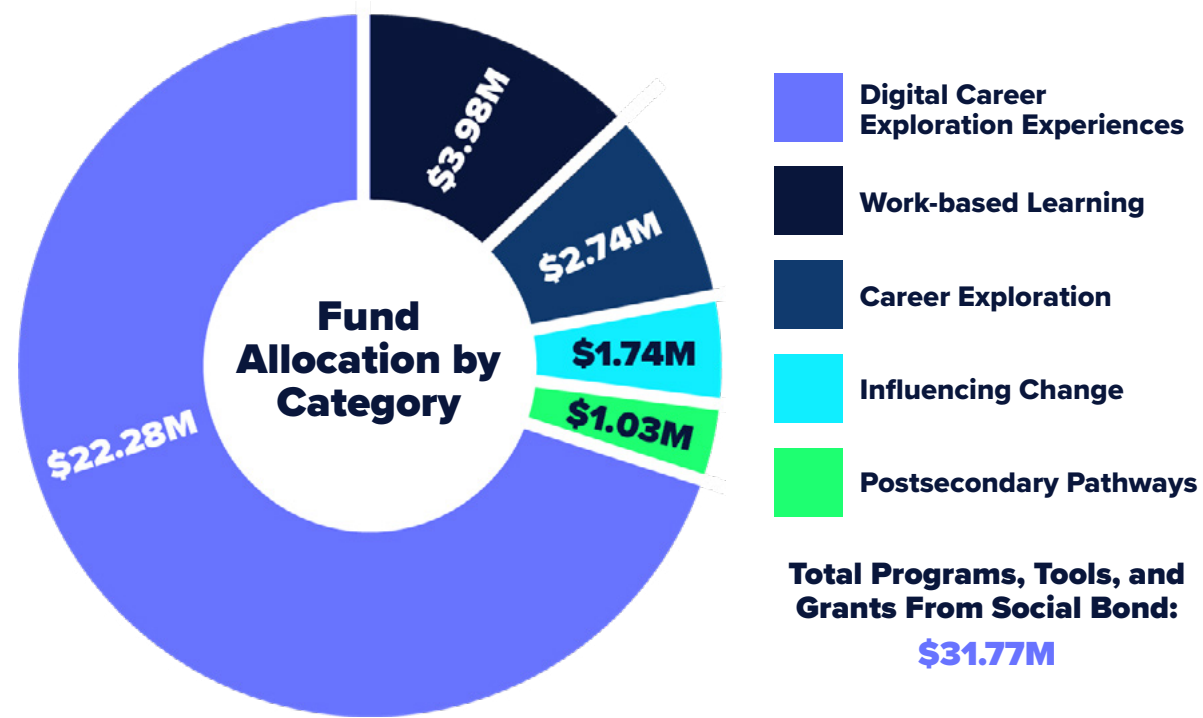
“Jean Eddy makes a compelling case for how more and better pathways are urgently needed that reinforce durable skills and promote adaptability in one’s life and career. Not only will this prepare learners for a lifetime of personal and professional success, but our country’s very future and economic competitiveness may depend on it.”

Jason A. Tyszko  
SVP, Center for Education and Workforce, U.S. Chamber of Commerce Foundation

# Funding Change

## 2023 Financial Highlights

**I**n 2021, ASA secured a \$100 million social bond to deepen our impact in helping students make informed education and career decisions. In 2023, ASA continued to use the bond to **greatly expand our digital, direct-to-kid career exploration experiences** and expand availability of and access to high-quality, career-connected learning services and opportunities centered on 6th-12th graders — with an emphasis on marginalized or economically disadvantaged communities, and students who have faced barriers to education success. ASA funds were allocated to programs that sought wide-reaching change in **five key areas**.



## 2023 Summary Financial Statement *(In thousands)*

Assets:	2023 <i>(Unaudited)</i>	2022 <i>(Audited)</i>
Investments	\$883,771	\$828,865
Cash & Cash Equivalents	107,782	85,193
Receivables & Other	53,169	31,121
<b>Total Assets</b>	<b>\$1,044,722</b>	<b>\$945,179</b>
<b>Liabilities &amp; Net Assets:</b>		
Accounts Payable & Other Liabilities	\$32,158	\$26,422
Social Bond Payable	99,258	99,156
Net Assets	913,306	819,601
<b>Total Liabilities &amp; Net Assets</b>	<b>\$1,044,722</b>	<b>\$945,179</b>
<b>Revenues:</b>		
Revenues	\$58,202	\$68,560
Grants & Other	411	1,389
Net Investment Return	100,353	(146,439)
<b>Total Revenues</b>	<b>158,966</b>	<b>\$(76,490)</b>
<b>Expenses:</b>		
Grants & Programs	\$11,881	8,403
Operating Expenses	52,462	41,481
Non-Recurring	918	(785)
<b>Total Grants &amp; Expenses</b>	<b>\$65,261</b>	<b>\$49,099</b>
<b>Change in Net Assets</b>	<b>93,705</b>	<b>125,589</b>
<b>Net Assets, Beginning of Year</b>	<b>819,601</b>	<b>945,190</b>
<b>Net Assets, End of Year</b>	<b>\$913,306</b>	<b>\$819,601</b>

*These financial statements represent unaudited data.*

# Navigating Tomorrow

## A Look Ahead

Transforming America's education system into one that—in and out of the classroom—allows kids to embrace self-discovery, start exploring interests and careers early, build the skills they need to excel, and follow whatever path works best for them, will take time. But it's the reason we're here. And it's the mission we will continue to relentlessly pursue.

The work we've achieved in 2023 was the culmination of a five-year plan we envisioned back in 2018—but it doesn't end here. We've been hard at work laying out our plan for the next five years, and we're confident that with the right partners and support, hard work from our dedicated colleagues, and an unyielding passion to assist students to the best of our abilities, we will build a better system for America's students.

**Over the next five years, ASA will take bold steps to lead wide-sweeping systemic change—in education, on the hill, and in investment sectors—to revolutionize the way all kids learn about careers and prepare for their futures.** Our unwavering purpose is to ensure that every child has equitable access to career readiness information and experiences, as early as middle school, so they can find their purpose and transform their passions into life sustaining wages that lead to happy, meaningful lives. We will leverage our influence, philanthropy, impact investing, and product innovation to help kids connect to careers and understand how to navigate the path that's right for them after high school. To accomplish this, we will:

- 1. Ensure every learner has equitable access to career readiness.** We will continue to optimize our free ecosystem of digital experiences to engage millions of teens along their career-planning journeys. Our impact investing initiative will continue to fuel innovation by investing in more mission-aligned funds and companies developing career-readiness solutions. And we will continue to test new solutions through grant-making and research—and advocate for the solutions we know students need to prepare for the futures they want.
- 2. Drive deeper impact with learners.** Through our digital experiences, impact investing, philanthropic giving, and advocacy, we will seek out innovators and thought leaders offering best-in-class solutions—and partner with them to expand access across the U.S. to the services, resources, and experiences that can help students progress along their career-planning journeys and take meaningful action toward their future.
- 3. Intentionally focus on learners in historically underserved communities.** We will work to engage young people who have historically lacked access to career-readiness resources and career-connected learning—including justice-involved youth, those of color, those living in rural areas and indigenous communities, those from immigrant families, and those who are English-language learners or have disabilities.
- 4. Focus on solving how young people navigate diverse pathways after high school.** We will work with partners to create a solution that empowers young people to confidently navigate what comes after they graduate from high school; one that covers the full journey from awareness to attainment, has a focus on equity and aligned incentives across stakeholders, and provides reliable, proprietary data.

With the efforts we've made in 2023—and our vision for the road ahead, today marks a turning point. Tomorrow, we go forward. **Will you come with us?**



For more information, visit [www.asa.org/about](http://www.asa.org/about) or  
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