Inspiring and preparing young people for success

Mission Report 2016-2017
Dear Friends,

Thanks to your investment, more than 163,000 JA students are managing their finances, honing their job skills, developing an entrepreneurial mindset, and launching small-business ventures. Through our commitment to youth employment and entrepreneurship, millions of young people have secured better lives for themselves, their families, and their communities.

It’s an exciting time as we transform Junior Achievement for the future. We are investing in strengthening our programs focused on youth entrepreneurship and career and college readiness to build our region’s talent and cultivate the entrepreneurial spirit that sits in this young generation. The 2016-2017 school year resulted in some powerful outcomes, including:

• Nearly 10,000 volunteer mentors delivered our hands-on, blended-learning programs focused on JA’s three pillars: financial literacy, work readiness, and entrepreneurship.
• 61 student-run companies were launched through the JA Company Program
• For the second year, we proudly sponsored the Youth Division of MN Cup. Of the 65 participants, 36% were female-led teams; 50% were minority-led teams
• 37 businesses introduced students to careers in their companies through JA Job Shadow.
• 17,000 students went to work running our economic simulation lab, deepening their understanding of jobs, careers and free market principles.

To help further build our region’s talent for the future, we are building a new learning facility that will house three simulation labs (versus our current single lab). The new learning center will enable us to double the number of students served by JA BizTown and JA Finance Park from 17,000 to 34,000 annually. We will also create a JA Innovation Incubator for high school students to cultivate innovation and entrepreneurship. Our new location on University Avenue in St. Paul (opening Fall 2018) will make it possible for students, families and schools to use public transportation to utilize the learning center.

When our young people succeed, everyone benefits. Families that know how to save, invest, and avoid debt are more able to invest in their neighborhoods. Communities are more stable and prosperous when young people are job creators and reliable employees. Employers benefit from a skilled and confident workforce that thinks like entrepreneurs. Teachers with access to a proven business curriculum have more to offer students. Volunteers report life-changing experiences when mentoring JA students. And JA alumni are more employable, create more businesses, see longer and better business results, and earn higher salaries than non-JA students.

More than ten million young people across the globe have bigger dreams and brighter futures because of Junior Achievement. Thank you for making that possible!

Gina Blayney
President & CEO
Junior Achievement of the Upper Midwest

Pete Godich
Board Chair, Junior Achievement of the Upper Midwest
Senior Vice President, Fulfillment, Deluxe Corporation
Our Promise

Junior Achievement is one of the world’s largest nonprofits dedicated to addressing fundamental social and economic challenges of young people by educating and empowering them to transform their future and own their economic success.

Through the delivery of cutting-edge, experiential education in financial literacy, career and college readiness, and entrepreneurship, JA enriches the ability of today’s youth to both engage in their own economic development and contribute to the strength of their families, communities and economies.

At Junior Achievement of the Upper Midwest, our vision is to give the next generation hope for the future. We connect our region’s young people with volunteer role models who guide them through relevant, hands-on learning experiences. We equip them with the skills needed to navigate success in an increasingly complex economy, like how to manage money, how to prepare for a career, and how to open and run a business.

Together, we can help prepare the next generation to succeed. See back cover to learn how you can get involved, or visit jaum.org/support-ja.

Our Impact

- HOURS OF JA CURRICULUM: 1,204,656
- EDUCATIONAL PARTNERS: 5,809
- PROGRAM VOLUNTEERS: 9,923
- SCHOOLS: 726

Our Students

- TOTAL STUDENTS: 163,108
- UNDERSERVED STUDENTS*: 63,188
- CHILDREN OF COLOR: 46,386

*Students attending schools with more than 40% free and reduced lunch.
Junior Achievement’s Sequential Model
Programs & Experiences

JA programs help prepare young people for the real world by showing them how to earn and manage money, how to create jobs which strengthen our community, and how to apply entrepreneurial thinking to the workplace.

Our programs correlate to the K-12 Academic and Common Core Standards in Minnesota, North Dakota and Wisconsin.

K-12 Classroom Programs
Our volunteer-delivered K-12 programs foster financial literacy, career and college readiness, and entrepreneurship using experiential learning to inspire students to take control of their economic success and understand the value of staying in school.

JA BizTown
Upper elementary and middle school students learn how to be responsible citizens, workers, consumers and business leaders at JA BizTown, an interactive, free market simulation lab.

JA Finance Park
Middle and high school students learn about personal money management by simulating (on-site or virtual) the financial decisions and challenges they will experience in their adult lives.

JA Titan
High school students learn how to operate a virtual company through JA Titan’s online simulation.

JA Job Shadow
JA Job Shadow prepares high school students to be entrepreneurial thinkers in their approach to a career by equipping them with the skills needed to succeed in demanding and ever-changing workplaces.
JA Company Program
JA Company Program unlocks the innate ability in high school students to fill a need or solve a problem in their community by launching a business venture and unleashing their entrepreneurial spirit.

JA Innovation Incubator*
High school students develop their entrepreneurial interests utilizing technology to foster innovation and grow the vision for their own company.

Student Competitions
High school students demonstrate their business acumen and spirit of entrepreneurship as they compete against other students on a local, regional and national level.

JA Summer Camps
Students in grades 4-8 participate in an immersive, four-day educational experience while learning about STEM careers and entrepreneurship.

Visit jaum.org/programs for a complete description of JA programs.

*Opening Fall 2018
JA BizTown

This experiential program brings learning to life as upper elementary and middle grade students run a simulated free market economy in our JA BizTown learning lab. Educators utilize JA curriculum to prepare students for the one-day simulation through a series of classroom lessons. By working in one of 18 different JA BizTown enterprises, students learn how to be responsible business leaders, consumers, workers and citizens. They also deepen their understanding of various career pathways and the powerful role education plays in their future.

JA Finance Park

JA Finance Park teaches middle and high school students about personal finance and career exploration. Classroom instruction culminates in a day-long simulation in JA’s experiential learning lab. Students are randomly assigned family and income scenarios, calculate net monthly income, and make life decisions on housing, transportation, phone/data plans, healthcare and other expenses. Saving, paying for post-secondary education and managing an investment portfolio are also important learning objectives. Through this experience, students understand the cost of “life” and the correlation of earning power to education.

JA Innovation Incubator*

The JA Innovation Incubator will encourage high school students to cultivate their entrepreneurial interests and develop relationships, talents and skills to build self-confidence. This learning lab will be the first Junior Achievement high school business incubator of its kind that utilizes technology to innovate and incubate companies. This facility will be designed for students of all backgrounds, including young people seeking after-school programs.

*Opening Fall 2018
Maximizing Space; Maximizing Potential.

Let’s Build.

We’ve reached a critical juncture. Our current Maplewood facility serves 20% more students than the building was designed to accommodate. Despite this overcapacity, we are still turning away educators and students who need and want to integrate JA’s experiential programs and simulations into their 4th through 12th grade curriculum.

The Let’s Build campaign will enable us to double the number of students served by JA BizTown and JA Finance Park from 17,000 to 34,000. The campaign will also grow our Junior Achievement Foundation of the Upper Midwest, providing us with funding to meet new demands for program expansion, operating needs, technology upgrades and the ability to continue providing our programs to local schools at little or no cost. Shop sponsorships will introduce students to careers in Minnesota’s six career fields with the revenue supporting ongoing operations.

We have purchased a property at 1745 University Ave W, centrally located in the Midway neighborhood of St. Paul, which is being redesigned and refurbished to meet our specific needs and is easily accessible via mass transit.

To learn more about the Let’s Build campaign, or to make a financial gift, visit letsbuild.jaum.org.
Money Talks. We’ll Start the Conversation. Let’s Build Financial Literacy

Today’s youth face the challenge of preparing to compete in an increasingly complex global economy and they need our help. According to a JA survey, 48% of teens say they’re not sure how to manage a credit card; 36% are unsure how to invest effectively, and 25% are not confident in maintaining a budget.

JA programs equip students with the planning, goal-setting, and decision-making skills that will help them make wise financial choices and protect them from the unexpected financial pitfalls that plague so many adults.

6 OUT OF 7 STUDENTS who initially didn’t think it was important to manage their money changed their minds in a favorable direction after participating in JA Finance Park. *

Driving Success for Their Near, and Distant, Futures. Let’s Build Career & College Readiness

In a rapidly evolving and increasingly complex economy, too many of today’s young people lack fundamental 21st century skills needed to thrive in the “real world.” A recent survey reveals that 40% of college seniors fail to graduate with the soft skills needed in today’s workplace. Without a strong workforce, we cannot maintain a competitive edge in our global economy.

JA programs equip students with these critical skills – like leadership, team work, perseverance, and innovative thinking – through experiential programs that open a window to the real world.

90% of students reported that the things they learned in JA Job Shadow will help them get a good job.1

1JA USA JA Job Shadow Spring 2014 Summative Assessment.
Cultivating Minnesota’s Visionaries. Let’s Build Entrepreneurship

Junior Achievement promotes youth entrepreneurship and its opportunities by educating and inspiring young people to embrace innovative thinking and build 21st century skills. Our goal is to develop a more competitive workforce that combines the hard skills of academic learning, the soft skills of workplace knowledge, and the innovation found in entrepreneurial endeavors.

JA Company Program inspired the creation of 61 student-run companies.

The Youth Division of the MN Cup attracted 65 applicants from entrepreneurs 18 years and younger. 36% of these participants were female-led teams and 50% were minority-led teams.
Inspiring Today’s Youth to Innovate

For 16-year-old Ian Lim of Maple Grove Senior High School, excelling in Junior Achievement simply took the same kind of focused dedication he brings to basketball practice, where he spends up to four hours a day lifting weights, mentoring kids in a local basketball camp and working hard to improve his game.

Lim applied that same diligence to forming his Junior Achievement company, Crimson Café, dedicating long hours to the business. As a result, he was named 2017 Minnesota Otto Bremer Student Entrepreneur of the Year and his team also took first-place in the Minnesota JAUM Company of the Year Competition.

Lim received a $1,000 post-secondary scholarship as part of the winning team, and also received a second individual $1,000 scholarship from the Otto Bremer Trust.

Lim and his teammates created Crimson Café to sell coffee drinks to students at the high school, using a concession stand that was usually operated only during sports events.

“We started having meetings to come up with an idea for the company, and we settled on coffee,” says Lim, who will be a junior this fall. “We did some beta testing, surveys and market research and we thought this was the most viable idea. It took a while to go from an idea to an actual business, but I finally took the initiative and just started it.”

Story continues at:

www.jaum.org/ian-lim
Let’s Build Future Leaders

Jenny Bazile, 18, recently graduated from Sheyenne High School in West Fargo, N.D., where she was a cheerleader, on the soccer team, and played the flute. She also competed in the 2017 JAUM Company of the Year Competition with her company, JACE, where she was named the 2017 North Dakota Otto Bremer Student Entrepreneur of the Year.

In recognition, Bazile received a $1,000 post-secondary scholarship from the Otto Bremer Trust.

JACE, which took its name from the first letter of each of the four team members’ names, took first-place in the North Dakota JAUM Company of the Year Competition. The company designed and sold long and short-sleeve t-shirts with an eagle on each, representing “America as a nation,” Bazile says.

Before starting the company, Bazile first was introduced to Junior Achievement through a different program.

“My first interaction with JA was actually during my junior year,” Bazile says. “We were doing a virtual business with JA Titan [a computer-based business simulation game]. At first, I didn’t think it would really be my forte and I just thought it was a game, but as I started playing it, it was interesting and really fun. It became competitive, and since I’m a competitive person, it became, ‘I want to win this!’”

Story continues at: www.jaum.org/jenny-bazile

Students from high schools across Minnesota and North Dakota participated in the 2017 JA Titan Regional Competition. Twenty-three teams demonstrated their knowledge of business in this interactive business simulation. Congratulations to the winning team from South High School in Minneapolis.

DID YOU HAVE JA AS A STUDENT? IF SO, WE WANT TO HEAR FROM YOU.
CONTACT US AT: WWW.JAUM.ORG/ALUMNI

2017 JA Titan Business Challenge Winners
South High School, Minneapolis
From left to right: Jacob Zhang, Jalan Jones, Menna Bassiony, Anna Bichon, and teacher Richard Nohel
Connecting Young People to Business Mentors.  
Let’s Build School Partnerships

Connecting young people to business and our local economy is a cornerstone of the JA experience. Through the JA School Partnership Program, participating companies provide the funding and volunteers necessary to support JA at a local school.

Impact on Volunteers
When Emma Thomas and David Sauer talk about their Junior Achievement volunteer experience, the first thing they do is share a thick pile of heartfelt, scribbled ‘thank you’ notes from former Junior Achievement students—many embellished with fanciful stick-figure art.

“And I’m often drawn in a full evening gown, which I promise you I do not wear when teaching second-graders,” Thomas says with a chuckle.

The sheets are all notes of appreciation from various second- and third-graders who attend Urban Academy Charter School in St. Paul, each of whom has been in a Junior Achievement program taught by Thomas and Sauer. The school serves more than 320 kids in grades K-6, largely recent immigrants and students of color.

Both Thomas and Sauer are employed by Securian, a financial services group with headquarters in St. Paul, and 6,400 associates nationwide. The two have volunteered multiple times in recent years to teach day-long Junior Achievement classes to groups at Urban Academy, and they say the funny, sweet notes from the kids are just one reason they continue to volunteer for Junior Achievement again and again.

Securian has long been a strong supporter of both Junior Achievement and Urban Academy. The partnership between the school and the company got its start because Urban Academy was formerly located just a block or so away from Securian’s headquarters. That proximity led leaders from both organizations to create a “reading buddy” program, wherein employees from Securian walked over to the school and spent an hour or more each week reading and being with the kids. (Today that mentoring program continues, even after Urban Academy relocated to a different campus much farther from downtown. More than 80 kids are bused to Securian headquarters each Tuesday, where they take over a portion of the plaza so that employees can continue to read with and mentor the children.)

From that simple start, the relationship between Securian and Urban Academy has continued to deepen and expand. It now encompasses a number of Securian volunteers teaching a variety of Junior Achievement classes within Urban Academy. Each year the company fields up to 100 different volunteers who support Junior Achievement, including JA BizTown in Maplewood, as well as various other programs at the school.

Story continues at:  
www.jaum.org/Securian
Impact on Schools
On a muggy July morning at Urban Academy Charter School in St. Paul, Minn., whoops and yips come from a collection of summer school kids clambering over playground equipment on the lawn.

Dr. Mongsher Ly, superintendent and co-founder of the school, sits in his office as the laughter outside continues. He says Junior Achievement has benefitted kids just like those playing a few feet away since his school opened its doors in 2003.

Today, the role JA plays at Urban Academy has become even stronger with the help of volunteers and financial support from Securian, a financial services group located in downtown St. Paul.

Ly says that JA and the dedicated volunteers from Securian who support the program have helped introduce his at-risk students to ideas about financial literacy, entrepreneurship and business that they might not otherwise receive.

The charter school predominantly serves a population of 320 kids in grades K-6 who are new immigrants and students of color, a group that may not traditionally understand how business impacts their lives.

Story continues at: www.jaum.org/urban-academy
Promoting Volunteerism. Let’s Build Employee Engagement

Here’s what employees say about their JA volunteer experience:

- 99% agreed the teacher was supportive during the activities
- 98% felt that JA programs helped prepare students for the “real world”
- 98% felt they made a difference in the lives of young people
- 97% would recommend volunteering for JA to a friend or colleague
- 95% agreed that students were engaged in the program
- 94% said they would volunteer with JA again
- 97% of JA volunteers gained more respect for their employer because of its involvement with Junior Achievement

“"It is great to see the smiles on the kids’ faces. They are excited to be learning while still having fun. JA provides a very rewarding volunteer experience." - JA Volunteer

Employees identified personal skill development after volunteering with JA:

- 26% Team management
- 28% Knowledge of economics
- 46% Leadership
- 54% Time management
- 84% Public speaking

Partnering to Promote Morale.  
Let’s Build Employee Engagement

2017 JA bigBowl

- 2,520 BOWLERS PARTICIPATED
- 504 PIZZAS EATEN
- $787,000 RAISED
- 504,000 PINS KNOCKED DOWN
- 5,040 SHOES DISINFECTED
- 30,000 STUDENTS IMPACTED

JA CORPORATE CHALLENGE

Corporate teams engaged in some friendly competition while putting the fun in fundraiser.

- 43 TEAMS
- 30 COMPANIES COMPETING
- 235 PARTICIPANTS

JA CORPORATE CHALLENGE CHAMPION: Pearson
JA TITAN CHAMPION: Thomson Reuters
JA TRIVIA CHAMPION: Travel Tags

401K RACE FOR FINANCIAL FITNESS

Participants ran, jogged and walked for physical and financial fitness to benefit JA.
Established in 2005, the JAUM Business Hall of Fame honors leaders from our region’s business community and shares their stories with the students we serve as examples of success. Laureates are selected for their entrepreneurial achievements and community mindedness.

Learn more about these exceptional business leaders and entrepreneurs. Visit jaum.org/business-hall-of-fame
2016-2017 Financials*

REVENUE ($ in millions)

Operating Revenue
- Corporations 1.7M
- Individuals .5M
- Foundations .9M
- Events 1.0M
- Program Fees & Other .4M
- Total Operating Revenue $4.5M

Campaign Revenue $4.4M
Foundation Revenue $0.2M
Total Revenue $9.1M

OPERATING EXPENSES
- Personnel 2.6M
- Program .9M
- Operations and Misc. .6M
- Facilities .2M
- Depreciation .1M
- Total Operating Expenses $4.1M

Campaign Expenses $0.6M
Foundation Expenses $0.5M
Total Expenses $5.5M

BALANCE SHEET*

ASSETS
- Cash & Escrows 4.0M
- Investments 1.1M
- Pledge Receivables 5.5M
- Prepaid & Other Assets .2M
- Property & Equipment, Net 1.9M
- Total Assets $12.7M

LIABILITIES
- $.5M

NET ASSETS
- Unrestricted 4.8M
- Temporarily Restricted 6.8M
- Permanently Restricted 0.6M
- Total Net Assets $12.2M
Total Liabilities & Net Assets $12.7M

FUNCTIONALIZED OPERATING EXPENSES
- Program 75%
  - In-School Delivery Model 61%
  - Learning Facility 14%
- Development 13%
- Management & General 8%
- Volunteer Recruitment 4%

*Consolidated financial information for JAUM operations and JAUM Foundation – unaudited and non-GAAP. A responsible operating surplus allows us to self-fund our cash flow needs and build a solid financial foundation for continued program growth. Audited, GAAP financial statements with footnotes will be posted on our website, www.jaum.org, in October 2017 following the completion of our annual external financial audit.
Let’s Build. Campaign Gifts

Founder ($4,000,000+)  
James R. and Patricia Hemak*

Chairman ($1,000,000 - $3,999,999)  
Anonymous  
WEM Foundation

Benefactor ($500,000 - $999,999)  
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Michael Roos and Cindy Goplen  
Securian  
Wells Fargo  
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Michael and Ann Duffy

Janet and Shawn Johanson  
U.S. Bancorp

Platinum Level ($25,000 - $49,999)  
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Frank Evans*  
Ed Kadletz and Cathy Casey  
Eric and Elizabeth Laughlin  
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Tony and Jill Szczepaniak

Gold Level ($10,000 - $24,999)  
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Financial Services Roundtable  
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Rob Goggin  
Craig and Kimberly Gordon  
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Simpson Family Foundation

Silver Level ($5,000 - $9,999)  
Robin and Larry Gallaway  
John and Joyce Hajostek  
Paul and Renee Johnson  
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Scott Stein  
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Bronze Level ($1,000 - $4,999)  
Elizabeth Abbott  
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Paul Badger  
Heidi Christopherson  
Rose Chu  
Kurt and Louise Fasen  
Tim Grafe  
Jeff and Deanna Kerr  
David Hakensen  
Bruce and Sarah Hanson  
Jason Howards*  
Jan and Gene Kruchoski  
Stefanie Lenway  
Joy Lindsay  
Lane and Molly Mansell  
Phil Miller  
Patrick Pazderka  
Brian and Emily Peterson  
Troy Rosso  
Terri Soutor  
Ryan and Maureen Thomas  
UnitedHealth Group

*Includes gifts made to the JA Foundation  
+Includes shop sponsorship in experiential learning lab  
#In honor of James R. Hemak

Let’s Build. Individual Gifts

Ambassador Circle ($100,000 - $249,999)  
Anonymous  
WEM Foundation

President Circle ($50,000 - $49,999)  
Mark and Mary Davis  
Edward and Peggy McIntyre  
Hugh K. Schilling

Entrepreneur Circle ($10,000 - $24,999)  
Douglas and Julie Baker  
Gina and Jim Blayney  
James and Carmen Campbell*  
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Beth and Jim Abbott  
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Heidi and Chris Christopherson  
Kevin and Cathy DiLorenzo  
Joseph C. & Lillian A. Duke Foundation  
Katrina Falk  
Kurt and Louise Fasen  
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Jeffrey and Deanna Kerr  
Stefanie Lenway  
Korwin and Marilyn Lockie  
Charles Marohn, Jr.  
Mortenson Family Foundation  
Michael and Renee Nelson  
Brian and Emily Peterson  
Barbara Renner  
Scott and Erica Stein  
Tony and Jill Szczepaniak  
J. A. Wedum Foundation

Gold Circle ($1,000 - $2,499)  
Pam and Joe Axberg  
Mindy Bakke  
Brendan Brennan and Kathleen Just-Bannigan  
Molly Berg  
Hugh Bonner  
Nate Bristow  
Toby Broberg  
Dale and Heidi Butyaert  
Denise Byers  
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Judith and Richard Corson  
Mark Eich  
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Jeff and Marty Fetter  
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John Frisk  
David Fry  
Tami Galy  
Michael and Dorothy Gordon  
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Jean and Laurence LeJeune  
Joy Lindsay  
Jeff Loch

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Sheryl Rogers  
Kanas Rooney  
Thomas Roos  
Troy and Susan Rosso  
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Marcel Smits  
Alex Stern Family Foundation  
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Raymond Sullivan  
Kalie Topie  
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Ryan Thomas  
Robin and Steve Turner

Bronze Level ($1,000 - $4,999)  
Elizabeth Abbott  
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Paul Badger  
Heidi Christopherson  
Rose Chu  
Kurt and Louise Fasen  
Tim Grafe  
Jeff and Deanna Kerr  
David Hakensen  
Bruce and Sarah Hanson  
Jason Howards*  
Jan and Gene Kruchoski  
Stefanie Lenway  
Joy Lindsay  
Lane and Molly Mansell  
Phil Miller  
Patrick Pazderka  
Brian and Emily Peterson  
Troy Rosso  
Terri Soutor  
Ryan and Maureen Thomas  
UnitedHealth Group

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+Includes shop sponsorship in experiential learning lab  
#In honor of James R. Hemak
Let’s Build. Individual Gifts Continued

Hank Donatell and Amy Fischer
Angela Dosedel
Mindy Dragisich
Lydia Drexl
Charles and Kari Eihlers
Amy Elkon
Josh Enger
Janet and David Estep
Nancy Fitzgerald
Chelsie Foyes
Eugene and Mary Frey
Chris Futrell
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Chris Garcia
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Kathleen Smith
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Daniel Thibault
George and Shirley Torrey
Anastasia Tripoliskaya
Trent Van Or
Tom Waldvogel
Sean Walker
Mark Weinberger
Ray West
Walter White
Thomas Wilenbring
LaChelle Williams and
Robert Malecha
Jeremy Wilner
Sarah Wing
Adam and Melissa Worke
Jeremy Zwart

Let’s Build. Tribute Gifts

In honor of

Brendan Bannigan
MaryJean Becker
Judith Conson
Kendrick B. Melrose
Richard Davis
Financial Services Roundtable
Ted Pfohl
Susy Prosapio
Scott Wine
Minnesota Business Partnership

In memory of

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Richard and Carol Baker
Suan Bishop
Kay Bolla
Mary Dougherty
Lafrae Grimm
Ann Herzog-Olson
Barry Ness
Daniel Ness
Virginia Prior
Barbara Schlaefer
Gretchin and Greg Taylor
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13. Federated Insurance Company
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JA Foundation

Our ability to provide exciting, innovative, hands-on learning experiences rests upon the depth of our funding. The Junior Achievement Foundation of the Upper Midwest is a permanent asset that will provide a reliable, secure funding stream to increase participation by controlling costs to schools and households, and by providing more opportunities through creative programming and outreach to new student populations.

You can support our mission with an unrestricted gift to the foundation, as well as planned or deferred gifts (will, life insurance policy, retirement account or trust arrangement) and named funds.

Planned gift donors will be recognized as members of the Schilling Family Legacy Society as supporters who have taken deliberate steps to ensure our future success.

JA FOUNDATION FINANCIALS

<table>
<thead>
<tr>
<th>REVENUE</th>
<th></th>
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<tbody>
<tr>
<td>Contributions</td>
<td>$120,500</td>
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<tr>
<td>Investment income</td>
<td>$114,400</td>
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<td><strong>Total Revenue</strong></td>
<td><strong>$234,900</strong></td>
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<table>
<thead>
<tr>
<th>EXPENSES</th>
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<tr>
<td>Personnel</td>
<td>$82,800</td>
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<tr>
<td>Administration</td>
<td>$13,700</td>
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<tr>
<td>Transfer to JAUM</td>
<td>$358,800</td>
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<tr>
<td><strong>Total Expenses</strong></td>
<td><strong>$455,300</strong></td>
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<tr>
<td><strong>Total Assets</strong></td>
<td><strong>$1,157,000</strong></td>
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Financial information presented is unaudited and non-GAAP. Junior Achievement Foundation of the Upper Midwest will be included in consolidated financial statements upon completion of our annual external financial audit.

JA Foundation Board of Directors

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Volunteer for a JA Program
Mentor a Student JA Company
Host a JA Job Shadow

Make a Gift
Participate in a Special Event
Adopt a School

Visit jaum.org/support-ja for a complete description of ways to partner with JA.
## Geographic Reach 2016-2017

### Regional Operations

<table>
<thead>
<tr>
<th>Area</th>
<th>Contact Hours</th>
<th>Students</th>
<th>Underserved Students</th>
<th>Schools</th>
<th>Volunteers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bismarck / Mandan</td>
<td>17,512</td>
<td>3,430</td>
<td>447</td>
<td>29</td>
<td>122</td>
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<tr>
<td>Brainerd</td>
<td>35,364</td>
<td>6,580</td>
<td>2,604</td>
<td>17</td>
<td>197</td>
</tr>
<tr>
<td>Fargo, ND / Moorhead, MN</td>
<td>52,954</td>
<td>9,476</td>
<td>3,154</td>
<td>39</td>
<td>497</td>
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<tr>
<td>Mankato</td>
<td>69,752</td>
<td>9,021</td>
<td>2,521</td>
<td>30</td>
<td>318</td>
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### New Ulm

<table>
<thead>
<tr>
<th>Contacts</th>
<th>26,328</th>
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<tbody>
<tr>
<td>Students</td>
<td>3,392</td>
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<tr>
<td>Underserved Students</td>
<td>311</td>
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<tr>
<td>Schools</td>
<td>13</td>
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<tr>
<td>Volunteers</td>
<td>147</td>
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### Owatonna

<table>
<thead>
<tr>
<th>Contacts</th>
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<tbody>
<tr>
<td>Students</td>
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<tr>
<td>Underserved Students</td>
<td>2,784</td>
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<tr>
<td>Schools</td>
<td>18</td>
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<tr>
<td>Volunteers</td>
<td>218</td>
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</table>

### St. Cloud

<table>
<thead>
<tr>
<th>Contacts</th>
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<tbody>
<tr>
<td>Students</td>
<td>8,570</td>
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<tr>
<td>Underserved Students</td>
<td>4,104</td>
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<tr>
<td>Schools</td>
<td>33</td>
</tr>
<tr>
<td>Volunteers</td>
<td>325</td>
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### Twin Cities Metro Area*

<table>
<thead>
<tr>
<th>Contacts</th>
<th>782,889</th>
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<tbody>
<tr>
<td>Students</td>
<td>98,488</td>
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<tr>
<td>Underserved Students</td>
<td>38,447</td>
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<tr>
<td>Schools</td>
<td>430</td>
</tr>
<tr>
<td>Volunteers</td>
<td>7,169</td>
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### Satellite Operations

#### Total Satellite Numbers

<table>
<thead>
<tr>
<th>Contacts</th>
<th>80,072</th>
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<tbody>
<tr>
<td>Students</td>
<td>19,090</td>
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<tr>
<td>Underserved Students</td>
<td>8,816</td>
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<tr>
<td>Schools</td>
<td>117</td>
</tr>
<tr>
<td>Volunteers</td>
<td>930</td>
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</table>

#### Junior Achievement of the Upper Midwest Reach

<table>
<thead>
<tr>
<th>Hours of JA Curriculum</th>
<th>1,204,656</th>
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<tbody>
<tr>
<td>Students</td>
<td>163,108</td>
</tr>
<tr>
<td>Underserved Students**</td>
<td>63,188</td>
</tr>
<tr>
<td>Schools</td>
<td>726</td>
</tr>
<tr>
<td>Volunteers</td>
<td>9,923</td>
</tr>
</tbody>
</table>

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*Includes 11 county area and western Wisconsin

**Students attending schools with more than 40% free and reduced lunch

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Junior Achievement of The Upper Midwest, Inc.
1800 White Bear Avenue North
Maplewood, MN 55109
651-255-0055
www.jaum.org