Inspiring and preparing young people for success

2017-2018 Mission Report
Dear Friends,

As we reflect on this past year, we’re energized by what we’ve accomplished thanks to your investment. Junior Achievement has experienced incredible growth, innovation, and success. We’ve impacted more students, joined with more educators and schools, and partnered with more volunteers. We’ve piloted two new programs — JA Inspire and JA Meda Fellows — to equip students with the skills needed to succeed in the workforce and start a business. We inspired the creation of 74 student-run companies through JA Company Program, an increase of 23% over last year.

We’re always looking for new ways to motivate young people to envision a successful future and to gain the skills needed to be contributing members of our community. Our partners are instrumental in keeping us relevant, innovative, and engaging! Today’s youth are our future; their success is our success.

As we look forward, we’re excited by what’s ahead. In 2019, Junior Achievement will celebrate its 100th year. Very few organizations make it to 100 years, much less continue to grow and thrive as Junior Achievement has. Celebrate with us – watch our centennial video at https://youtu.be/fKAuHJ9vcek.

Locally, Junior Achievement of the Upper Midwest is also experiencing a milestone next year. We’re moving our experiential learning center to St. Paul. The Junior Achievement James R. and Patricia Hemak Experiential Learning Center will have two experiential learning labs instead of one, allowing us to double the number of students participating in JA BizTown and JA Finance Park. We’ll also have the first-of-its-kind JA Innovation Incubator, a space where high school students can cultivate their entrepreneurial interests. We’re centrally located in the Midway neighborhood of St. Paul and easily accessible on the Green Line light rail.

We can’t wait to open our doors to our business and nonprofit partners, volunteers, educators, students, alumni, and the community. Together, we’re building a generation of fiscally responsible, innovative, and workforce-ready young adults who are prepared to enter the real world with the skills and confidence needed to succeed. Let’s build!

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 launch and run a business.

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

1 Junior Achievement Alumni Retrospective Survey.
2017-2018
Our Impact in the Upper Midwest

- Hours kids spend in JA programs: 1,220,223
- Program Volunteers: 10,557
- Teachers using JA curriculum: 5,934
- Schools participating in JA: 728

Our Students

- Total students: 165,551
- Economically disadvantaged students*: 61,972
- Children of color: 50,309

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

KINDERGARTEN
- JA Ourselves

1st GRADE
- JA Our Families

2nd GRADE
- JA Our Community

3rd GRADE
- JA Our City

4th GRADE
- JA Our Region

5th GRADE
- JA Our Nation

LEARNING LAB
- 4th / 5th / 6th GRADES
  - JA BizTown

6th / 7th / 8th GRADES
- JA Global Marketplace
- JA Economics for Success
- JA It’s My Business
- JA It’s My Future

9th - 12th GRADES
- JA Career Success
- JA Exploring Economics
- JA Personal Finance
- JA Economics
- JA Be Entrepreneurial

CAPSTONE
- 9th - 12th GRADES
  - JA Finance Park
  - JA Titan
  - JA Job Shadow
  - JA Inspire
  - JA Company Program

POST-SECONDARY EDUCATION
- JA Finance Park
- JA Titan
- JA Job Shadow
- JA Inspire
- JA Company Program

UPPER ELEMENTARY
- JA More Than Money
New JA Programs

JA Inspire

JA Inspire is designed to strengthen competencies and skill levels of high school students through an education-business partnership focused on career development, education, and training. The program provides students with an opportunity to explore, in depth, one of our state’s six career industries. For the pilot program in November 2017, supported by Wells Fargo, more than 300 students from Como Park High School’s (St. Paul) Academy of Finance learned about careers in the financial services industry. Students interacted with 40 Wells Fargo volunteers to learn about careers, discuss skills and education requirements, and participate in career stations. The students also took part in a presentation on soft-skills needed for high-demand local jobs, and worked with a Wells Fargo volunteer mentor to explore financial service career interests and opportunities within the financial services industry.

JA Meda Fellows (pilot)

Junior Achievement of the Upper Midwest and Metropolitan Economic Development Association (Meda) collaborated to create a new program model that develops young minority entrepreneurs. The result is JA Meda Fellows, an in-school and after-school program that gives high school students an opportunity to start and run a real company, explore careers, and gain skills that will help them succeed in the workforce. Seventeen students from Patrick Henry High School (Minneapolis) participated in the pilot program. Activities included networking with local minority entrepreneurs, job shadows and summer internships at Meda client companies, and participation in MN Cup.
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 January 2019
Junior Achievement James R. and Patricia Hemak Experiential Learning Center

The Junior Achievement James R. and Patricia Hemak Experiential Learning Center will open for business in January 2019, our 100th year. Thanks to the generosity of the community, our campaign to move our headquarters from Maplewood to St. Paul is almost complete. Our future home will house three premier learning labs: our existing experiential programs – JA BizTown and JA Finance Park – and the first-of-its-kind JA Innovation Incubator. We’re centrally located in the Midway neighborhood of St. Paul and easily accessible on the Green Line light rail. Our larger facility will allow us to double the number of students served each year by our on-site experiential programs from 17,000 to 34,000.

We’ve designed our new home as a resource for our business and nonprofit partners, volunteers, educators, students, and the community. Our facility will include a 160-seat auditorium, co-working and event space, and training/conference rooms available for public use.

We’re also committed to being good neighbors by making a significant investment in sustainability. Through a partnership with the U.S. Green Build Council (USGBC), we’re integrating sustainability strategies into the building, including solar panels, energy-efficient water heaters and HVAC system, and low-flow toilets. JAUM will utilize USGBC’s ADVANCE program to track operational performance to achieve LEED certification. Students will support this effort by tracking key LEED certification requirements, including solar energy generation, water usage, recycling practices, and energy audits. Teachers, volunteers, and corporate partners who visit the building will be encouraged to embrace sustainability practices, such as using public transportation, carpooling, and packing zero-waste lunches.

Students participating in the JA BizTown and JA Finance Park simulations will learn about sustainability technologies, careers, and education requirements, and teachers will be provided with sustainability-focused curriculum that they can implement in their classroom. In addition, several shop sponsors in the experiential learning labs will implement at least one of the key LEED certification requirements. This sustainability strategy will be a true collaboration between JAUM and its volunteers, educators, and business partners.
JA BizTown

JA BizTown is a fully interactive simulated free-market facility where upper elementary and middle grade students become business leaders, consumers, workers, and citizens for a day. 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 what it takes to run a successful business, manage personal and business finances, and work as a team. Through active participation in the JA BizTown simulation, students develop a strong understanding of the relationship between what they learn in school and their successful participation in a global economy.

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, health care, 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. Through career exploration, students also learn how education impacts career opportunities and potential earning income.

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 space will be designed for students of all backgrounds, including young people seeking after-school programs and opportunities.

*Opening January 2019
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.1

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.2

2JA 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 74 student-led companies in 2017-2018.

The Youth Division of MN Cup, now in its third year, attracted 37 applicants from entrepreneurs 18 years and younger. 75% of these participants were female-led teams and 58% were minority-led teams.

Congratulations to JA student-led company, Solupal, for taking second place honors in the 2018 MN Cup Youth Division finals (see page 12 for details).
Let’s Build Social Impact

For 17-year-old Ethan Olson of Fargo, North Dakota, taking part in JA Company Program not only taught him important hands-on lessons about building a business, it also earned him a $1,000 scholarship as his state’s Otto Bremer Student Entrepreneur of the Year.

Olson, who will be a senior this year at Davies High School in Fargo, served as co-CEO of a company called Socks for Cause. The company sold themed footwear, and then, in turn, donated their corporate profits to two prominent charities.

“We met about twice a week and our company sold both USA-themed and Christmas-themed socks,” Olson says. “We donated the profits from our USA socks to the Wounded Warrior Project and we donated the money from our Christmas socks to St. Jude’s Children’s Hospital. We ultimately made about $350 from our Christmas socks and $250 from the USA socks for donation.” Olson says the JA Company Program gave him his first sense of what it feels like to build a business and explore entrepreneurship.

“I really enjoyed the feeling and experience of owning a business and trying to work through all of the challenges that come with that.”

Story continues at: www.jaum.org/ethan-olson
Let’s Build Sustainability

For 17-year-old Michael Cao, putting theory into practice has helped him start a promising JA company and given him a head start toward his goal of becoming an entrepreneur.

Cao, who will be a senior this fall at Mounds View High School in Arden Hills, Minnesota, served as the CEO for a JA company called Solupal last year, which won the JAUM Minnesota company of the Year competition. For his efforts, Cao also received the Otto Bremer Student Entrepreneur of the Year award for Minnesota, which included a $1,000 scholarship.

“I’ve always been interested in science and technology,” says Cao. “I was looking at laundry detergent pods one day and thought, ‘That’s a really smart way to use dissolvable plastic packaging!’ And I started to wonder if there were other ways to use that same material.”

That idea led Cao and his teammates to found Solupal, which sells environmentally friendly, water-soluble shopping bags to help limit rampant plastic waste. Using the same technology as laundry pods, the company created bags made out of polyvinyl alcohol, which quickly break down to common elements when submerged in water.

Story continues at:
www.jaum.org/michael-cao
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.

Hope Academy
For Nathan Ziegler, principal of the upper school at Minneapolis-based Hope Academy, the kind of experiential learning provided to his students by JAUM and the school’s corporate partner, U.S. Bank, feels right on target.

Ziegler has spent the past 11 years at the faith-based school located in the inner-city Phillips neighborhood, one of the city’s more economically disadvantaged areas. More than three-fourths of students at the school are children of color, 32 percent speak more than one language, and the average household family income is less than half that of Hennepin County as a whole.

With the help of U.S. Bank volunteers, Hope Academy is now able to offer the JA experience to all of the school’s 475 students, from kindergarten to senior year. Ziegler says the real-world lessons of JA, delivered by people who are themselves in the business world, resonate with students.

“A lot of different JA programs happen here,” says Ziegler. “Some are multi-day visits where U.S. Bank volunteers come between four and eight times. Sometimes it’s a one-day event, like JA in a Day. We’ve been doing JA Job Shadow for a number of years, where our seniors go to the bank. The volunteers talk to the kids about all sorts of things, from hiring to firing to the impact of social media and a person’s presence there, for good or bad. They’re giving the kids a taste of what their life is like, and it brings the kids to a place where they can start seeing themselves in that position.”

Ziegler says having volunteers teach JA at Hope Academy also exposes students to important concepts that will help them later in life.

“For our sixth graders, one of the JA activities is to look at different career maps,” he says. “The volunteers talk about a lot of different careers and help the kids see, ‘If I want this career, this is what that’s going to take.’ Getting our students to think forward like that is a really, really helpful thing.”

Story continues at: www.jaum.org/hope-academy

Partnering for Success
U.S. Bank School Partnership

Without dedicated JAUM volunteers who give selflessly of their time and talents, thousands of students across the Upper Midwest would miss out on real-world opportunities to learn about financial literacy, entrepreneurship, and career and college readiness.

Robert “BJ” Roelike, senior vice president at U.S. Bank, and Ryan Phillips, vice president, are two of the many volunteers who provide that crucial link.

Roelike and Phillips—along with numerous other U.S. Bank volunteers—work with JA to help young people find their talents. In just one example, the 180-person staff in U.S. Bank’s Direct Lending division has effectively “adopted” the entire Hope Academy school in Minneapolis, and every year, bank volunteers deliver JA programs to each of its 475 K-12 students.

Roelike began working with JA and Hope Academy 12 years ago by signing up through the bank as a volunteer. His first experience was teaching third-graders.

“It was a blast!” says Roelike. “Third-graders want treats, they want attention and they want to ask questions…”

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

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

- 98% would recommend volunteering for JA to a friend or colleague
- 97% felt they made a difference in the lives of young people
- 95% agreed that students were engaged in the program
- 94% said they would volunteer with JA again
- 96% felt that JA’s experiential learning labs (JA BizTown & JA Finance Park) helped prepare students for the “real world”

Employees identified personal skill development after volunteering with JA:

- 21% Knowledge of economic concepts
- 24% Team management
- 43% Time management
- 44% Leadership
- 81% Public speaking/presentation skills

"I had such a great experience volunteering. The kids were engaged, asked great questions and had fun. I looked forward to going to their classroom every week to share lessons on communities and what makes them successful. The teacher was extremely supportive and mentioned more than once how the curriculum aligned perfectly with the social studies lessons. I hope that I have the opportunity to volunteer again in the future." - JA Volunteer

SOURCE: Junior Achievement of the Upper Midwest, Volunteer Survey Results, 2017-2018.
Let’s Build Employee Engagement

More than 2,100 bowlers from 87 different companies across our region bowled, ate pizza, played games, and celebrated at this year’s JA bigBowl, raising $718,000. Congratulations to the top three fundraising companies of 2018:

- $68k CliftonLarsonAllen
- $66k EY
- $35k AT&T

Nearly 275 business professionals from 31 different companies enjoyed friendly competition while teams challenged each other in JA Titan, trivia, and interactive games like cornhole, giant Jenga, and networking bingo.

2018 JA Corporate Challenge Champions

- 3M

2018 JA Titan Champions

- PENTAIR

2018 JA Trivia Champions

- Thomson Reuters

Presenting Sponsor

Delta

Champion Sponsor

PENTAIR

Challenge Sponsors

Cargill

Prize Sponsor

TRADITION CAPITAL BANK
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/hall-of-fame

2018 LAUREATES

Russ Becker
CEO and President
API Group, Inc.

David Mortenson
Chairman
M. A. Mortenson Company

Kate Mortenson
President & CEO
Minneapolis Local Organizing Committee, 2019 Final Four

John Noseworthy, M.D.
President & CEO
Mayo Clinic

Kevin Warren
Chief Operating Officer
Minnesota Vikings

Sri Zaheer
Dean, Elmer L. Andersen
Chair in Global Corporate Social Responsibility
Carlson School of Management

Past Laureates

2005
Elmer Andersen
Governor of MN, ECM Publishers
Jim Campbell
Wells Fargo Bank Minnesota
L.D. (Desi) DeSimone
3M
Luella G. Goldberg
Corporate Director & Civic Leader
Reatha Clark King
General Mills Foundation, Metropolitan State University
Carl Pohlad
Marquette Financial Companies, Minnesota Twins
Paul A. Schilling
Waldorf Paper Products

2006
Brad Anderson
Best Buy Co., Inc.
W. Harry Davis, Sr.
Civil Rights Activist, Businessman
Bill George
Medtronic, Inc.
James J. Hill
Great Northern Railway
Ebbe C. Hoffman
Smead Manufacturing, Inc.
Dick McFarland
RBC Dain Rauscher

2007
Stanley S. Hubbard
Hubbard Broadcasting
Irwin L. Jacobs
Gemmar Holdings, Inc.
Dave Koch
Graco
Bill Marvin
Marvin Windows and Doors
Dale R. Olseth
Surmodics
Mike Wright
SUPervalu

2008
Otto Bremer
Otto Bremer Foundation & Bremer Bank
Marylin Carlson Nelson
Carlson Companies

Stephen W. Sanger
General Mills, Inc.
Hugh Schilling
Horton Holding, Inc.
Warren Staley
Cargill

2009
Esperanza Guerrero-Anderson
Milestone Growth Fund
Bob Ulrich
Target Corporation
Tom Moe
Dorsey & Whitney LLP
Duane Benson
MN Early Learning Foundation
George Hormel
Hormel Foods

2010
Mary Brainerd
HealthPartners
Gane Frey
Waldorf Paper Products
Bruce Nicholson
Thrivent Financial for Lutherans
Gene Sit
Sit Investment Associates
Bill Sweasy
Red Wing Shoe Company

2011
AI Annexstad
Federated Insurance
Lynn Casey
Padilla Speer Beardsley
Richard Davis
U.S. Bancorp
Randall Hogan
Pentair, Inc.
Jim Humphrey

2012
Dave Anderson
Famous Dave’s
Bill Austin
Starkey Hearing Technologies
Pinky McNamara
Activar
Steve Rothschild
Twin Cities RISE!
Bob Senkler
Securian Financial Group
Glenn Taylor
Taylor Corporation

2013
Mark Davis
Davisco Foods International
Ken Melrose
The Toro Company
Ken Powell
General Mills
Tom Rosen
Rosen’s Diversified
Jim Ryan
Ryan Companies

2014
William A. Cooper
TCF Financial Corporation
Frank Donaldson, Jr.
Donaldson Company, Inc.
Mike Fiterman
Liberty Diversified International, Inc.
Richard M. Schulze
Best Buy
Andy Wells
Wells Technology

2015
Douglas M. Baker, Jr.
Ecolab
Judith S. Corson
Custom Research, Inc.
Ronald Offutt
R.D. Offutt Company
RDO Equipment Co.
Gregory R. Page
Cargill
Prince & Sandra Wallace
Independent Packing Services, Inc.

2016
Richard Copeland
THOR Construction, Inc.
Elise Hernandez
Ideal System Solutions
Bill Popp
POPP Communications
Inge Thulin
3M
Scott Wine
Polaris Industries, Inc.

2017
Ray Barton
Great Clips
Chris Polickinski
Land O’Lakes, Inc.
Penny Wheeler, MD
Allina Health
Rodney Young
Delta Dental of Minnesota

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Includes gifts in support of JAUM’s capital, shop sponsorship, and foundation gifts

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Julie Loughrey
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Tatum Markovick
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+Includes shop sponsorship in experiential learning lab

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WEM Foundation

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Ronald and Julie Jafner
E.W. Haas Charitable Trust
Christopher and Susan Higgins
Thomas and Kim Holman
Edward Kadletz and Cathy Casey
Michael and Nancy Keller
Katrina Kirkbye
Paul and Michelle Koch
Brian Knudson
Stefanie Lenway
John and Sallie March
Thomas and Terry Montmorry
Ofutt Family Foundation
Marna and Eric Ricker
Margaret Rivers Fund
Dudley Ryan
Stephen and Karen Sanger
Marcel Smits and Virginia Perez
Warren and Mary Lynn Staley
Glen A. Taylor Foundation

Platinum Circle ($250,000 - $499,999)
The Anderson Brothers Family Fund
Tina and Joe Burbach
Heidi and Chris Christopherson
Kevin and Cathleen DiLorenzo
Angela Dosedel
Joseph C. & Lillian A. Duke Foundation

Michelle Fiehe
Pete and Martie Godich
Robert and Katie Goggins
Jamie Hafkerger
Paul and Renee Johnson
Jeffrey and Deanna Kerr
Michael Halloran Family Community Fund
Korwin and Marilyn Lockie
Jon and Ailsa Nudd
Katherine and Patrick Persons
Brian and Emily Peterson
Barbara Renner
Kamas Rooney
Stacy and Noah Sandler
Scott and Erica Stein
Amanda and John Swoverland
Jamiie and Vyette Woell

Gold Circle ($100,000 - $249,999)
Pamela and Joe Axberg
Vicki Bailey and Louis Speltz
Nathan and Lindsay Berg
Hugh Bonner
Nate Bornstein
Toby Brockman
Beth Brown
Sandy and Douglas R. Coleman, Jr.
Judith and Richard Cornson
Marra Cottet
Teresa Dornseif
Julee Dosek
Jeffrey and Betsy Elgin
Shane Van Engen
Michael and Linda Fiterman

David Fry
Timothy Grafe
Wendy and Andy Gray
Thomas Greenheck
Gianne Hagen
John and Joyce Hajostek
Michael Halloran
Mark and Laura Heyne
Jones Page Jacobson Family Foundation
Kimberly Jinks
Janet and Shawn Johnson
Gerald Kaiser
Margaret H. and James E. Kelley Foundation, Inc.
Melissa A. Kittelson
Jan and Gene Kruchoski
Rose Lambros
Leonette M. and Fred T. Lanners Foundation
Eric and Elizabeth Laughlin
Christian Laur
Jean and Laurence LeJeune
Kaylee Loftspeich
Patrick Lynch
Bruce and Andrea Machmeyer
Lane Mansell
Rachel Marsh
The Martinson Foundation
Anne McDonald
John McMahon
Karsten and Stephanie Melgaard
Christopher Mozina
Tammy Moon
Kevin Newman
Jessica Noren

Patrick and Christina Pazderka
David Petrocchi
Maureen Pecheack
Rebecca Pfeifer
Chris Philipp
Bill and Teri Popp
Vince Rash
Bryan Reinhardt
Kim Ries
Sheryl Rogers
Andrea Roscoe
Leah Scheel
Daniel Schmidt
Scott Scheel
Todd Senger
Dan Smart
Deborah and Leon Sobczak
Chad Stanford
Steve and Dab Steen
Alex Stern Family Foundation
Raymond Sullivan
Kellee Tapie
Terhuly Foundation
Daniel Thibault
Ryan Thomas
Brett Tran
Robin and Steve Turner
Jeff Vinz
Scott Westbrock and Kellyanna Wohlfeiler
Allyse Wilcox

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Let’s Build. Individual Gifts Continued

Paul and Karla Williams
LaChelle Williams and Robert Malecha
Scott Walker
Joanie Young and Thomas Church

Silver Circle ($500 - $999)
Matthew Adam
Patty Alcorn
Julie Anderson
Paul Badger
Timothy Ball
Keith Baister
Tim Beers
Jessica Bernet
Kristine Birkholz
Keith Bispala
Laura Blackmear
Korey Boelter
Brad and Katie Boettcher
Merrie Bogdanovich
Christina Bohike
Tracy and Eric Botten
Kelly Bowe
Carla and Byron Brady
Alissa and Nathan Brekke
Kelly Bretz and Daniel Ryder
Douglas Brodzik
Keith Bush
Dale and Heidi Buytaert
Sophia Campbell-Smith
Kyle Cannon
Troy and Betsy Cardinal
Cathy Clarke
Jeanne Crain
Maryann D’Angelo
Frank Davis
Ryan Davis
Reece Devlin
Nicole and John Donlon
Hank Donatell and Amy Fischer
Matthew and Lynn Downs
Mindy Dragisch
Lydia Drexler
Amy Eklund
Robert Elise
Paul and Erin Enter
Robert and Kathleen Erlen
Karen Erickson
Thomas and Carolyn Espel
Janet and David Estep
Kurt and Louise Fasen
Linda Feddema
Jery Felicelli
Jim Fesler
Jacob Folks
Tim Forstod
Robert Frykman
Andrew Frye
David Gale
Lisa Giese
Terry and David Gilberstadt
Dan and Katie Glaser
Scott Goemen
Kelsey Gorall
Kimberly Gordon
R.R. Gould Foundation
Aaron Green
Ryan Grussing
Michael Hall
Bruce and Sarah Hanson
Jolene and Tom Hart
Eric Herly
Christopher Hesse
William Hinath
Dennis Hoogenveen
James and Ann Howard Family Fund of the Minneapolis Foundation
Kelvin and Amy Hult
InFaith Community Foundation
Andrew and Angie Jacobs
Michael Jacobson
Mark and Joni Jacobson
Michelle “Shelly” and Tom Jones
Carol Judd
Patricia Kerner
Robert Kierlin
Robert Kinsella
Morgan Knirsch-Wright and Dirk Kloss
Monte Kuehl
Julie Kunkel
Valerie Kurtz
Daniel Kvasnicka
Steven Lai
Shelli and Tim Langenrud
Adam Larson
Donald and Joann Leavenworth
Matthew Lodes
Brook Mallak
Joslyn Manske
Casey March
Gary and Jane Marden
Dave Mason
Mary Lou Mathiowetz
Ellen and Brian McCabe
Darryn McGarvey
Brian McInerney
Charles McMurray
Timothy McNeal
Craig Meyers
Sheri Melo
Sarah Michelle Menke
Brandon Mewhorter
Jacob Meyer
John and LaAnne Miller
Philip and Michelle Miller
Matt Mispen
Debra Moen
Michael Mootz
Brian Mueller
Steven Noble
Sandra Oachs
Marc Olson
Doug Opheim
Joseph Oepen
Eric Overman
Jason Phillips
Jill and Gabe Pieper
Kelly Ramswick
Howard Roark
Thomas Roos
Michael Ristom
Richard and Julie Rushton
Kendra Ryder
Erin Saeveert
Todd Secary
Mary Jo Schuh
Robert Schillie
Diane Schoeneman
Neil Schroeder
David Schroeder
Jodi and Joshua Schull
Jeremy and Erica Skoglund
Jeff Smrick
Kathleen Smith
Terri Lynn and David Souter
Jaci and Daniel Sprague
Stephen Stenbeck
Jon Stordahl
Chad Surpennant
John Tauer
Greg and Tama Theis
Heather Thelgais
Tara Thompson
Callie Tilley
Janet Tolander
George and Shirley Torney
Stacey and Gary Tronson
Ryan Urich
Veronica Vail
Daniel Valerio
Allisen Waage
Matt Wadsten
Teresa Waldorf
Wayne and Sarah Walgenbach
Terene Warne
Jessica Washington
Jacob Whiting
Thomas Willenbring
Jeremy Willner
Laura L. Wolter
Adam and Melissa Worke
Lorie Wressell

Let’s Build. Free Enterprise Society

The Free Enterprise Society recognizes individuals who demonstrate outstanding support in helping Junior Achievement inspire and prepare young people to succeed in a global economy. Recognition is provided to individuals and families who have made gifts of $10,000 or more during the year. Individuals who have given $1 million or more over a lifetime are also considered Legacy Members.

Legacy Society ($1,000,000 over a lifetime)
James R. and Patricia Hemak
Peter J. King Family Foundation
Otto Bremer Trust
Hugh K. Schilling
WEM Foundation

Emeritus ($250,000+)
Mark and Mary Davis
Richard and Theresa Davis
Warren and Mary Lynn Staley

Ambassador ($100,000 - $249,999)
Anonymous
Peter J. King Family Foundation
Mark and Alicee Mortenson
David and Kate Mortenson
Otto Bremer Trust

Tom J. Rosen
Hugh K. Schilling
Richard M. Schulze Family Foundation
WEM Foundation
Scott and Jill Wine

Chairman ($50,000 - $99,999)
Fred C. & Katherine B. Andersen Foundation
Hardenbergh Foundation
Michael Roos and Cindy Goplen

President ($25,000 - $49,999)
Anonymous (2)
John Hemak
Richard and Nancy Nicholson
Greg Piper
Michael Wright

Entrepreneur ($10,000 - $24,999)
Dick Anderson
Andreas Foundation
Anonymous
Gina and Jim Blasny
James and Carmen Campbell
Sandy and Douglas R. Coleman, Jr.
James and Tamara Gieritz
Ronald and Julie Hafner
James R. and Patricia Hemak
LRE Foundation
Richard and Joyice McFarland
Anne and Thomas Mootz
Marcel Smits and Virginia Perez
Sundance Family Foundation
Wenger Foundation

Let’s Build. Tribute Gifts

IN MEMORY OF
Hugh Schilling
RSM US LLP
Tom Mayer
Dara Rudick

Karen A. Leighton
Jean Loveloe
Lynne Mills
Moss & Barnett
John Orbison
Ronald and Lynn Sandquist
Mary and Gary Y ourker

Peg Schilling
RSM US LLP

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# 2018–2019 Boards of Directors

**GOVERNING BOARD OF DIRECTORS**

**CHAIR:** Pete Godich, Deluxe Corporation  
**CHAIR ELECT:** Jan Kruchoski, CliftonLarsonAllen LLP  
**SECRETARY:** Patrick Pazderka, Fox Rothschild LLP  
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Pam Stegura Axberg, UnitedHealthcare  
Paul Badger, Travelers  
Duane Benson  
Kelly Bretz  
Toby Broberg, Delta Air Lines  
Tina Burbach, Accenture  
Heidi R. Christopherson, Securian Financial Group  
Rose Chu, Minnesota Education Equity Partnership  
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Michael Duffy, retired, DST Market Services, LLC  
Kent Engler, TCF Bank  
James R. Giertz, retired, H.B. Fuller Company (Emertitus)  
Terry Gilberstadt, Horton Holding, Inc.  
Rob Goggins, Great Clips, Inc.  
Tim Grafe, Donaldson Company  
Robert Grubka, Voya Financial  
John Hajostek, Forum Communications Company  
David Hakensen, FleishmanHillard  
Christopher Higgins, U.S. Bank  
Tom Hoff, SW/WC Service Cooperatives  
Tom Holman, Morning Foundation  
Dan Hoverman, retired, Mounds View Public Schools  
Peter Janzen, retired, Land O’Lakes  
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Paul Johnson, Xcel Energy  
Shane Johnson, Bremer Bank  
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Paul Koch, UBS Financial Services  
Eric Laughlin, Thomson Reuters  
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Sherri Matuke, Bremer Bank  
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Phil Miller, Carlson School of Management  
Matthew Mohs, Saint Thomas Academy  
Thomas E. Montminy, PwC  
Tammy Moon, CBIC  
Anne Mootz, EY  
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Barb Renner, Deloitte Tax LLP  
Julie Retheimeier, Federated Insurance Company  
Abe Rezai, H.B. Fuller  
Michael Roos, retired, KPMG LLP  
Troy Rossow, BMO Harris  
Cecilia Saddler, Minneapolis Public Schools  
Elizabeth Sanberg, Pentair  
Colleen Sauter, University of St. Thomas/Opus  
College of Business  
Martin Scanlon, ECMC Group  
Hugh K. Schilling, Horton Holding, Inc.  
Marcel Smits, Cargill, Inc.  
Terri Soutor, FastBridge Learning  
Steven D. Steen, TruStone Learning  
Alyse Stofer, Medtronic  
Amanda Swoverland, Sunrise Banks  
Ryan Thomas, Mercer  
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Kreg Weigand, KPMG LLP  
Brian West, AT&T Mobility & Entertainment  
Paul S. Williams, Synchrony Financial  
Jamie Woell, RSM US LLP

<table>
<thead>
<tr>
<th>REGIONAL ADVISORY BOARDS</th>
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<tbody>
<tr>
<td><strong>BISMARCK</strong></td>
</tr>
<tr>
<td>Joel Bird, Ameriprise Financial</td>
</tr>
<tr>
<td>Melissa Hammond, Bismarck Bucks</td>
</tr>
<tr>
<td>Jim Jeske, Pioneer Elementary School</td>
</tr>
<tr>
<td>Michelle Jones, Wells Fargo</td>
</tr>
<tr>
<td>Garrett Kunz, AT&amp;T</td>
</tr>
<tr>
<td>Dawn Kopp, Downtown Business Association of Bismarck</td>
</tr>
<tr>
<td>David Leingang, Bismarck/Mandan Chamber of Commerce</td>
</tr>
<tr>
<td>Aaron Ness, Eide Bailly LLP</td>
</tr>
<tr>
<td>Curtis Peterson, Bremer Bank</td>
</tr>
<tr>
<td>Chad Radke, Mary Stark Elementary</td>
</tr>
<tr>
<td>Wendy Van Duyne, Stantec</td>
</tr>
</tbody>
</table>

| **BRAINERD** |
| Sarah Adams, Bremer Bank |
| Angela Andrist, Brainerd High School |
| Michelle Gonska, CliftonLarsonAllen LLP |
Brook Mallak, Raboin & Francis Law Office
Dawn Meierding, GLS Promotions
Kevin O’Grady, Goldleaf Partners
Aaron Stegner, Justin, Clausen & Company LTD
James Thompson, Ascensus
Christa Wacker, CliftonLarsonAllen LLP

FARGO
Nicole Aarestad, Bell State Bank and Trust
Jodi Christiansen, Microsoft
Todd Clark, Country Financial
Lukas Croaker, Ohnstad Twichell Law Firm
Jeremy Elbert, RBC Wealth Management
Lisa Giese, Integrity Windows & Doors
Kelsey Gordon, Microsoft
John Hajostek, Forum Communications Company
Denise Jonas, Cass County Career & Technical Education Center
Joshua Jorgenson, Swanson Health Products
Reid Mattson, Eide Bailly
Karsten Melgaard, Bank of the West
Todd Scearcy, U.S. Bank
Heather Swanson, Marco Technologies LLC
Michael Wickham, Starion Financial
LeeAnn Staffne, Alerus Financial
Callie Schlieman, Bell State Bank and Trust
Adam Wendorf, Myriad Mobile

MANKATO
Linda Albrecht, Eide Bailly
Chet Anderson, Bremer Bank
Matthew Downs, Carlson-Tillisch Eye Clinic
April Femrite, Coldwell Banker Commercial Fisher Group
Nathan Hanel, Capstone Publishing
Jessica Hatapa, Hatanpa Insurance Agency
Joel Heitner, SouthPoint Financial Credit Union
Miranda Honnette, Consolidated Communications
Doug Lago, United Prairie Bank
Jason Lieske, Country Financial
Jodi Lumsden, CliftonLarsonAllen LLP
Jennifer Lurken, Gislason & Hunter LLP
Jeannie Meidlinger, South Central College
Larissa Mrozek, Abdo Eick & Meyers LLP
Michael Mullvihill, Taylor Corporation
Brandon Thiesse, U.S. Bank
Anne Wolff, Snell Motors
Samuel Ziegler, Greater Mankato Growth

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Jeff Amundson, Bank Midwest
Catherine Anderson, Alliance Bank
Julie Anderson, Mathiowetz Construction Company
Jill Berdan, Edward Jones
Nicole Briggs, Jensen Motors, Inc.
Scott Cooper, 3M
Kimberly Hanson, New Ulm Real Estate, LLC

Jenna Peterson, CliftonLarsonAllen LLP
Kayla Sandersfeld, New Ulm High School
Kari Steele, United Prairie Bank

OWATONNA
Dale Buytaert, CliftonLarsonAllen LLP
Jennifer Copeland, Viraco
Jason Eyberg, Bremer Bank
Katie Glaser, ConvergeOne
Jon Huemoeller, Fernbrook Family Center
Angela Klecker, Jostens
Troy Klecker, City of Owatonna
Michelle Krell, Owatonna ISD 761
Robert McMullen, Wenger Corporation
Kellyanna Moore, Mayo Clinic Health Systems
Juliana Sammon, Riverland Community College
Kathleen Smith, U.S. Bancorp
David Thamert, Wells Fargo
Toni Webster, Federated Insurance Company
Adam Worke, Colony Court
Anni Yule, Amesbury Truth

ST. CLOUD
Daniel Edelbrock, U.S. Bancorp
Nicole Folkerts, CliftonLarsonAllen LLP
Wendy Gray, Capital One Financial
Tina Hengel, Premier Real Estate Services
Jon Latcham, Schlenner, Wenner & Company
Kimberly Magnuson, Bremer Bank
John Miller, Country Financial – Cold Spring
Lynne Ridgway, Reichert Wenner PA
Tom Seidl, Marco
Trina Shea, Wells Fargo
Regional Operations 2017-2018

Bismarck/Mandan
- Contact hours: 18,010
- Students: 3,340
- Economically disadvantaged**: 526
- Schools: 31
- Volunteers: 121

Brainerd Lakes Area
- Contact hours: 38,688
- Students: 7,067
- Economically disadvantaged**: 3,153
- Schools: 17
- Volunteers: 207

Fargo/Moorhead, MN
- Contact hours: 54,314
- Students: 10,025
- Economically disadvantaged**: 3,614
- Schools: 41
- Volunteers: 485

Mankato
- Contact hours: 88,560
- Students: 10,203
- Economically disadvantaged**: 2,116
- Schools: 30
- Volunteers: 389

New Ulm
- Contact hours: 30,017
- Students: 3,652
- Economically disadvantaged**: 487
- Schools: 13
- Volunteers: 169

Owatonna
- Contact hours: 40,679
- Students: 5,880
- Economically disadvantaged**: 2,391
- Schools: 16
- Volunteers: 315

St. Cloud
- Contact hours: 53,389
- Students: 7,697
- Economically disadvantaged**: 3,294
- Schools: 31
- Volunteers: 315

Twin Cities Metro Area*
- Contact hours: 766,779
- Students: 97,440
- Economically disadvantaged**: 36,958
- Schools: 437
- Volunteers: 7,756

Satellite Operations

Total Satellite Numbers
- Contact hours: 129,787
- Students: 20,240
- Economically disadvantaged**: 9,433
- Schools: 112
- Volunteers: 916

Junior Achievement of the Upper Midwest Reach
- Hours of JA curriculum: 1,220,223
- Students: 165,551
- Economically disadvantaged**: 61,972
- Schools: 728
- Volunteers: 10,557

*Includes 11-county metro area and two counties in western Wisconsin

**Students attending schools with more than 40% free and reduced lunch
2017-2018 Financials*

Activities July 1, 2017 - June 30, 2018
(in millions)

<table>
<thead>
<tr>
<th></th>
<th>Junior Achievement of the Upper Midwest, Inc.</th>
<th>The Junior Achievement Foundation of the Upper Midwest</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>REVENUE</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Philanthropy</td>
<td>$3.06</td>
<td>$7.21</td>
</tr>
<tr>
<td>Events</td>
<td>$0.92</td>
<td>$0.07</td>
</tr>
<tr>
<td>Program Fees &amp; Other</td>
<td>$0.48</td>
<td></td>
</tr>
<tr>
<td>Campaign Gifts Transferred</td>
<td>0.00</td>
<td>$11.41</td>
</tr>
<tr>
<td>Total</td>
<td>$4.46</td>
<td>$7.21</td>
</tr>
</tbody>
</table>

**EXPENSES**

|                      |                                               |                                                      |
|----------------------|-----------------------------------------------|                                                      |
| Personnel            | $2.79                                         | $0.18                                                |
| Program              | $0.93                                         | $0.05                                                |
| Operations & Misc.   | $0.51                                         | $0.02                                                |
| Facilities           | $0.17                                         | $0.36                                                |
| Depreciation         | 0.00                                          | $0.15                                                |
| Campaign Gifts Transferred | 0.00                                      | $11.41                                                |
| Total                | $4.40                                         | $11.76                                               |

Surplus (Deficit) $0.06 ($4.56) $11.07

Statement of Positions as of June 30, 2018

<table>
<thead>
<tr>
<th></th>
<th>Junior Achievement of the Upper Midwest, Inc.</th>
<th>The Junior Achievement Foundation of the Upper Midwest</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ASSETS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash</td>
<td>$1.85</td>
<td>$0.37</td>
</tr>
<tr>
<td>Cash - NMTC 3</td>
<td>0.00</td>
<td>$0.02</td>
</tr>
<tr>
<td>Investments</td>
<td>0.00</td>
<td>$0.90</td>
</tr>
<tr>
<td>Pledge Receivables</td>
<td>$0.80</td>
<td>$2.16</td>
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<tr>
<td>Prepaid &amp; Other Assets</td>
<td>$0.13</td>
<td>$0.62</td>
</tr>
<tr>
<td>Notes Receivable - NTMC 3</td>
<td>0.00</td>
<td>$11.30</td>
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<tr>
<td>Interfunds</td>
<td>$1.35</td>
<td>($1.25)</td>
</tr>
<tr>
<td>Property &amp; Equipment, net</td>
<td>0.00</td>
<td>($0.10)</td>
</tr>
<tr>
<td>Total</td>
<td>$4.13</td>
<td>$20.36</td>
</tr>
</tbody>
</table>

**LIABILITIES**

|                      |                                               |                                                      |
|----------------------|-----------------------------------------------|                                                      |
| Notes Payable - NMTC 3 | 0.00                                      | $15.01                                               |
| Notes Payable - Other | 0.00                                          | $2.00                                                |
| Other liabilities    | $0.50                                         | $2.26                                                |
| Total                | $5.00                                         | $19.27                                               |

**NET ASSETS**

|                      |                                               |                                                      |
|----------------------|-----------------------------------------------|                                                      |
| Unrestricted         | $2.10                                         | $8.42                                                |
| Temporarily Restricted | $1.53                                     | $0.58                                                |
| Permanently Restricted | 0.00                                      | $0.60                                                |
| Total                | $3.63                                         | $12.23                                               |

**FUNCTIONALIZED OPERATING EXPENSES**

- Program: 73%
- In-School Delivery Model: 62%
- Learning Facility: 11%
- Development: 15%
- Management & General: 8%
- Volunteer Recruitment: 4%

Statement of Positions as of June 30, 2018

<table>
<thead>
<tr>
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<th>Junior Achievement of the Upper Midwest, Inc.</th>
<th>The Junior Achievement Foundation of the Upper Midwest</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>NET ASSETS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Liabilities &amp; Net Assets</td>
<td>$4.13</td>
<td>$20.36</td>
</tr>
</tbody>
</table>

1 Portrays the day to day operational activities for JAUM.
2 Portrays the two buildings owned by JAUM and the related fundraising activities for these buildings.
3 In June 2018, JAUM was the recipient of a New Market Tax Credits (NMTC) financing arrangement. NMTC provided $16,000,000 for the ongoing renovation of the building purchased in July 2017.

These arrangements provide federal tax incentives to the investing banks. In exchange, JAUM anticipates forgiveness of a portion of the outstanding Notes Payable - NMTC at the end of a seven year period. The net impact of this transaction is expected to be $3.2M that pays for a portion of the cost of the building and its renovations.

JAUM transferred assets to the Foundation in order to facilitate this NMTC transaction.

*Consolidated financial information for JAUM operating, buildings, 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, jaum.org, in October 2018 following the completion of our annual external financial audit.
Junior Achievement Foundation of the Upper Midwest

Our ability to provide relevant, hands-on learning experiences depends upon the depth of our funding. The Junior Achievement Foundation of the Upper Midwest 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.

Create a legacy of preparing young people for a successful future by including Junior Achievement Foundation of the Upper Midwest as a beneficiary in your will, trust arrangement, life insurance policy, retirement plan, or other financial vehicle.

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.

Learn more at www.jaum.org/support-ja

JA Foundation Board of Directors
Mike Roos, retired, KPMG LLP (Chair)
Jan Kruchoski, CliftonLarsonAllen (Chair-Elect)
Jim Hemak, Webincs, Inc. (Secretary and Treasurer)
Mike Duffy, retired, DST Market Services, LLC
Pete Godich, Deluxe Corporation
Paul Koch, UBS Financial Services, Inc.
Hugh Schilling, Horton Holding, Inc. (Advisory Member)

Schilling Family Legacy Society
Ronald D. Cody
James R. and Patricia Hemak
Barbara Koch
Paul and Michelle Koch
Richard and Joyce McFarland
Daniel P. and Carol Mulheran
Hugh K. Schilling
Ways to Partner with JA

Visit jaum.org/support-ja for a complete description of ways to partner with JA.
Announcing the
Junior Achievement
James R. and Patricia Hemak
Experiential Learning Center

Our new headquarters, the Junior Achievement James R. and Patricia Hemak Experiential Learning Center, will be open for business in January 2019! Come visit us in the Midway neighborhood of St. Paul, conveniently located on University Avenue and the Green Line light rail.