

PREPARING YOUNG PEOPLE
WITH THE
SKILLSET
AND **MINDSET**
TO BUILD
THRIVING COMMUNITIES



Building
PERSONAL FINANCE KNOWLEDGE

Exploring
CAREER PATHS

Cultivating
ENTREPRENEURSHIP SKILLS

The Future Starts Now. *Will you join us?*

A look at our three-year plan to increase student impact



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We believe that students are inspired to dream big when their classroom learning integrates with real-world experiences. As we look toward **the next three years of organizational innovation**, we're inviting you to deepen your investment in our mission as we ensure students are engaged and prepared for a future full of opportunities.

STRATEGIC IMPACT PROGRAMMING

At our core, we're focused on exposing students to concepts and tools related to personal finance, career readiness, and entrepreneurship, but we're also about **making learning an unforgettable adventure**.

Our future is focused on providing students with programming that delivers relevant and highly memorable learning experiences executed through strategic partnerships.

EQUITABLY SERVING STUDENTS

We remain committed to equitably serving students across our region of Minnesota, North Dakota, and western Wisconsin. By partnering with school districts, we can bring learning to life for schools and students who need it the most. This includes a focus on systemically excluded schools as well as school districts outside the Metro area. With a high school personal finance requirement on its way in Minnesota, we are poised to be a resource for teachers who need additional support to meet the new standards.

INNOVATIVE LEARNING MODELS

As education and the workforce continue to evolve, so does Junior Achievement North. Students are ready to discover how classroom learning can set them up for future success, and our engaging models are part of the solution.

3DE BY JUNIOR ACHIEVEMENT

Launching in Fall 2024 in two Saint Paul Public Schools, 3DE by Junior Achievement breaks free from the traditional classroom structure to bring real-world connectivity into the academic experience. As a learning model, 3DE positions students to be fully prepared for a dynamic future. Across the country, 3DE has proven to increase student engagement, strengthen comprehension, build critical thinking, and accelerate academic performance.



Three Year Plan

JA NORTH ORGANIZATIONAL INNOVATION

MEASURABLE OUTCOMES BY 2027

60% OF STUDENTS SERVED

in the Twin Cities area from

**SYSTEMICALLY
EXCLUDED SCHOOLS**



50% OF STUDENTS SERVED

from

RURAL COMMUNITIES

5

HIGH SCHOOLS
partnering in



3DE
BY JUNIOR ACHIEVEMENT

50,000

STUDENTS ANNUALLY

engaged in

JA BizTown & JA Finance Park



\$9M

**IN REVENUE
ANNUALLY**

+60

**NEW FUNDING
& VOLUNTEER
PARTNERS**



25

with

**FORMAL
PARTNERSHIPS**

SCHOOL DISTRICTS

EXPERIENTIAL LEARNING LABS

Our James R. and Patricia Hemak Experiential Learning Center continues to be a hub for deeply engaged learning opportunities through JA BizTown and JA Finance Park where students can explore careers, demonstrate leadership skills, learn personal finance knowledge, cultivate an entrepreneurial spirit, and gain life-long skills for the workforce.



REAL-WORLD INTEGRATION

Experiential programs like JA Company Program and JA Job Shadow are taking students out of the classroom as they explore how to build a business or be successful in dynamic jobs across our region. With a workforce shortage on the horizon, it is imperative that students build relevant skills and prepare to be the future leaders our region needs.

CULTIVATING STRONG PARTNERSHIPS

The power of partnerships is what makes JA North unique. We work across sectors to enhance the educational experiences of students. Together, we can make a collective commitment to invest in students across our region. As we continue to grow our programming, we will have an increased need for volunteers, donors, and community partners to ensure we're collectively supporting our area's young people.

Join us in this exciting work!



Sara Dziuk

Sara Dziuk
President & CEO,
Junior Achievement North



Rob Goggins

Rob Goggins
President, Great Clips Inc.
Board Chair,
Junior Achievement North

The Power of Partnership and Collaboration



This year was full of inspiring stories around partnership and collaboration, which is foundational to our mission at Junior Achievement North. We're stronger when we work together and it's evident in the highlights below. You'll learn more about how we are **expanding access to programming** as well as hear about a **new collaborative event**. Plus, you'll discover how partnerships help **build up our young entrepreneurs**.

BRINGING LEARNING TO LIFE

Our programming helps bring classroom learning to life, and JA North students are the most powerful advocates when it comes to understanding the importance of experiential learning. We were inspired to see our students rise to the occasion and feel empowered to be engaged community leaders at the Minnesota State Capitol!



Junior Achievement North President and CEO, Sara Dziuk, along with JA North staff member, Dr. Karen Ruth-Jarmon, and two students testified in front of the House Education Finance Committee. We were so proud of our team, especially our amazing students. Thank you to State Representative Hodan Hassan and Senator Steve Cwodzinski, the authors of our bill, that helped JA North secure state funding to expand access to programming so that more Minnesota students can build critical personal finance skills, explore in-demand careers, and feel prepared to succeed in today's dynamic world.

IGNITING PASSIONS, IDEAS AND CONNECTIONS

In partnership with Brown Venture Group and Noma Capital, we launched **Ignite**, a brand new event in our building! Our shared passion for cultivating entrepreneurs, elevating diverse voices, and celebrating the Twin Cities ecosystem was the foundation of the evening.

What a night it was! Guests gathered to celebrate entrepreneurs and innovators working to transform the Twin Cities. It was an evening spent networking with peers, learning about new ideas, and hearing from local leaders, Dr. Chris Brooks of Brown Venture Group and Misky Abshir of Noma Capital, about collaboration.



Experience The Vibe!

Fulfilling our commitment to students in partnership with the community

THE FUTURE OF ENTREPRENEURSHIP

Developing a pipeline of innovative, collaborative, and community-minded entrepreneurs is at the core of our entrepreneurship programming. By building partnerships with organizations and individuals, we're investing in a community of support for our young entrepreneurs.

This work was in action at our **JA PitchFest** event. 21 student companies participating in JA Company Program spent time with JA North staff and volunteers to refine their pitches. Then, in this real-world learning experience, guests heard from each student company before having the opportunity to financially support the launch of their favorites.



*See Pitchfest
in Action*



Say hello TO CANVAWRAP

After a year of hard work and dedication, students gathered to present their businesses to a panel of judges and guests at **JA North Company of the Year**. We were blown away by JA North students' creativity, tenacity, and commitment. The business that rose to the top was CANVAWRAP from Mounds View High School in Arden Hills, MN.

The CANVAWRAP team embodies JA North's belief that when high school students are encouraged to explore their entrepreneurial spirit, they have a unique ability to solve problems in their communities.

CANVAWRAP makes beautiful, eco-friendly wrapping kits and gifts from upcycled materials. The CANVAWRAP team is grounded in protecting the planet by providing an environmentally friendly option that minimizes waste.

Through JA Company Program, students put theory into practice by creating, marketing, and operating their own company, from concept to creation. Students learn to collaborate with team members, make crucial business decisions, communicate with multiple stakeholders, and develop entrepreneurial knowledge and skills.

While competing in JA North's Company of the Year Student Competition, CANVAWRAP qualified for the prestigious **National Student Leadership Summit** in Washington D.C., organized by Junior Achievement USA; earning one of only 15 spots up for grabs in the US. Closer to home, CANVAWRAP was the **runner up in the Youth Division of the University of Minnesota's 2023 MN Cup**, an annual competition in which emerging entrepreneurs from across the state compete for startup money.

There is so much to celebrate!

Celebrating our mission through impactful events and learning experiences



WHAT A NIGHT!

The 2023 Junior Achievement North Hall of Fame event presented by Delta Air Lines and Great Clips was a beautiful evening. We were inspired by our class of Laureates, moved by our generous donors, grateful for our partners, and proud of our students.

Our Laureates, Tomme Beevas, Dr. Joe Gothard, and Marcia Page are leaders who embody integrity, value impact and equity, and represent diverse voices and industries. We excitedly introduced a Student Laureate Award, which was presented to Deling Chen. She is an emerging JA North student leader who is already an accomplished entrepreneur.



Watch a recap of the inspiring event!

JA HALL OF FAME LAUREATES

EMBODY

integrity + empathy
creativity + vision

VALUE

innovation + impact
equity + relationships

REPRESENT

visionary new voices + established leaders
diverse backgrounds + various sectors



The Laureates engaged in our mission by immersing themselves into our programming and mentoring Junior Achievement North students as they participated in various learning experiences.

It was powerful to see each Laureate connecting with students and empowering the next generation of leaders.



SKOL! THE MINNESOTA VIKINGS AT JA BIZTOWN

We're still smiling after hosting some very special visitors! We were thrilled to have Minnesota Vikings players at JA BizTown. Thank you to Theo Jackson, Harrison Phillips, Brian Asamoah, Andrew Booth Jr., and Kenny Willekes for your support.

The players jumped in with students who showed them around and demonstrated all they had learned. Later, a student-led press conference had the players sharing wisdom and inspiring students to dream big.



Read what the Vikings had to say

THE FUTURE IS BRIGHT

As education continues to evolve, so does Junior Achievement. 3DE by Junior Achievement re-engineers high school education to be more relevant and experiential. By authentically connecting to the complexities of the real world, today's students are more fully prepared for the demands of tomorrow's economy.

We continue to prepare for 3DE to launch in two St. Paul High Schools in fall of 2024 by securing funding, engaging case partners, and collaborating with educators to ensure its success.

We were thrilled to preview this innovative learning model with our Board and close partners at an Executive Preview.



*Preview 3DE
by Junior Achievement*

3DE IN ACTION

3DE creates a high school experience that reflects the dynamic pace and interconnectedness of life beyond the classroom. A key element is Case Methodology, which increases student engagement, strengthens comprehension, builds critical thinking, and accelerates academic performance.

3DE STUDENT OUTCOMES

+22%

Lower Rates
of Chronic
ABSENTEEISM

+26%

Increase in
**GRADUATION
RATES**

+56%

Higher Rates of
Immediate
**COLLEGE
ENROLLMENT**

+96%

More Students
Demonstrating
**ACADEMIC
OUTPERFORMANCE**



Source: 3DE by Junior Achievement Bi-Annual National Updates, June 2023

Districts in Focus

A look into our student impact across our region

Junior Achievement North's footprint reaches across five district offices and many satellite locations throughout Minnesota, North Dakota, and western Wisconsin. Our headquarters, The James R. and Patricia Hemak Experiential Learning Center, is in St. Paul, MN. Each office works directly with local schools and community partners to deliver impactful programming that is accessible for all students.

Our Guiding Principles for Programming Delivery



Building Financial Stability for Young People



Connecting Students to Real-Life Skills & Careers



Igniting Youth Entrepreneurship



Cultivating Engaged Community Leaders

JA North collaborates with schools, delivering experiential learning to over 105,000 K-12 students across our region. We are focused on building diverse partnerships to meet the needs of our students. We achieve this through the dedication of our community volunteers along with the generous support of businesses, foundations, and partner organizations.

Each year our District locations host a variety of engaging fundraising and programming events to support students in their communities. A collective highlight has been **JA BizTown!**

The energy was off the charts when we boxed up the magic of JA BizTown and popped it into Northern Cass School in Hunter, **North Dakota** and launched **JA BizTown Pop-Up!** This new model makes our popular JA BizTown simulation more accessible for students across our entire region by bringing the experience right to the classroom when a trip to our learning labs isn't possible.

During the Pop-Up day, classroom learning is brought to life as students are engaging in career

exploration, solving a business challenge, and exploring a marketplace simulation. Volunteers support students by sharing tips on how to problem-solve and make decisions.



Regional Impact

JA NORTH DISTRICT OPERATIONS



Students in the New Ulm area concluded their JA classroom experience with a field trip to JA BizTown in St. Paul.

FARGO-MOORHEAD AREA

Area Reach: 11,583 students

Area Impact: Bismarck, Casselton, Dickinson, Fargo, Grand Forks, Minot, Moorhead, West Fargo

GREATER MANKATO AREA

Area Reach: 8,573 students

Area Impact: Cleveland, Eagle Lake, Good Thunder, Janesville, Waldorf, Pemberton (JWP), Lake Crystal, Le Center, (Tri-City United), Mankato, Mapleton, Montgomery, North Mankato, St. Clair, St. Peter

NEW ULM AREA

Area Reach: 2,565 students

Area Impact: Courtland, Lafayette New Ulm, Nicollet, Sleepy Eye

OWATONNA

Area Reach: 5,746 students

Area Impact: Blooming Prairie, Faribault, Medford, Owatonna, New Richland, Waseca

ST. CLOUD AREA

Area Reach: 8,763 students

Area Impact: Albany, Avon, Clear Lake, Clearwater, Cold Spring, Collegeville, Luxemburg, Pleasant Lake, Rice, St. Augusta, St. Cloud, St. Joseph, St. Stephen, Sartell, Sauk Rapids, Waite Park

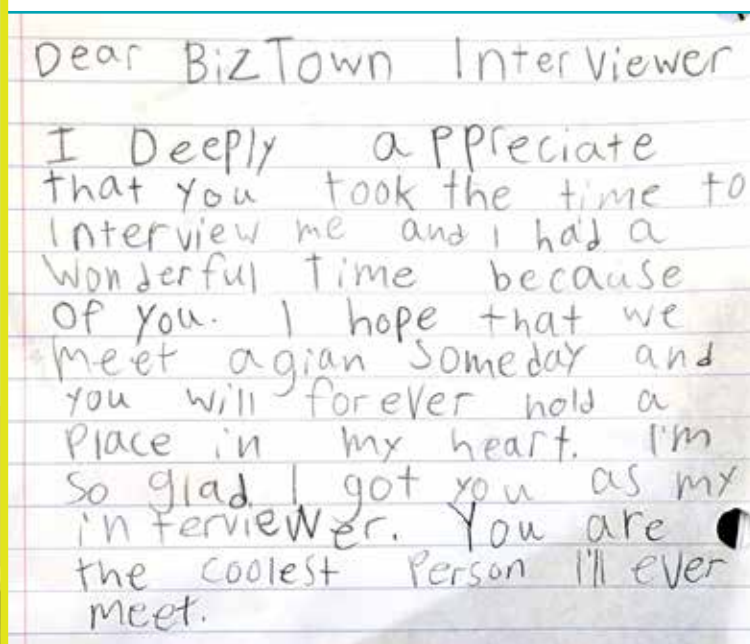
In the **Owatonna area**, JA BizTown is a 6th grade milestone. All 6th graders from Owatonna Public School and St. Mary's school participate in classroom programming and an on-site simulation.

The buzz of JA BizTown is not coming from students' experiences alone; teachers have something to say too!

"This [JA BizTown] is a field trip kids will remember for the rest of their lives."

— Leslee, Teacher, Lincoln Elementary—Owatonna

To further prepare students for career readiness and their on-site or pop-up experience, our district areas implement mock interview events. Volunteers interview students applying for their top three JA BizTown jobs. Students are encouraged to dress up, create a resume, and fill out a job application. Complete with a handshake or fist bump to bookmark the experience, it's the real deal! Read what an incredible impact this experience and volunteer meant for a **Greater Mankato area** student.



Just as volunteers are leaving a lasting impression on students, this experience is also rewarding for volunteers like Jeff from the **St. Cloud area**.

"I had such a fantastic experience in this incredible learning environment. It is wonderful to see that this program exists to help our students self discover, be innovative, and learn to become leaders. Their futures are bright."



"My favorite part of the day was working and checking my savings account."

—Sleepy Eye student

Financials

Statement of Activities July 1, 2022 - June 30, 2023

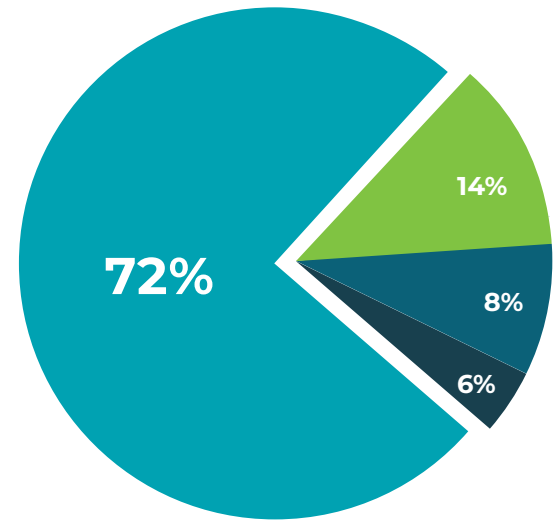
	Junior Achievement North		Junior Achievement North
	Operating ¹	Buildings ²	Foundation
REVENUE			
Philanthropy	\$6,980	—	\$2,238
Events	370	—	—
Program Fees & Other	692	—	100
Total Revenue	\$8,042	—	\$2,338
EXPENSES			
Program	\$5,802	\$738	—
Volunteer Recruitment	330	35	—
Contribution Solicitation	730	71	63
Management and General	440	30	2
Total Expenses	\$7,302	\$874	\$65
Surplus (Deficit)	\$740	(\$874)	\$2,273

Statements of Position as of June 30, 2023

	Junior Achievement North		Junior Achievement North
	Operating ¹	Buildings ²	Foundation
ASSETS			
Cash	\$1,161	\$30	\$840
Investments	9,553	—	2,578
Pledge Receivables	2,473	—	25
Prepaid & Other Assets	93	—	—
Notes Receivable - NTMC ³	—	—	11,303
Interfunds	2,044	(1,905)	(139)
Property & Equipment, net	—	13,902	—
Total Assets	\$15,324	\$12,027	\$14,607
LIABILITIES			
Notes Payable - NTMC ³	—	\$15,448	—
Notes Payable - Other	17	—	—
Other liabilities	355	—	—
Subtotal	\$372	\$15,448	—
NET ASSETS			
Without Donor Restrictions	\$4,921	(\$3,421)	\$13,746
With Donor Restrictions	10,031	—	861
Subtotal	\$14,952	(\$3,421)	\$14,607
Total Liabilities and Net Assets	\$15,324	\$12,027	\$14,607



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janorth.org



FUNCTIONALIZED OPERATING EXPENSES

Program	72%
In-School Delivery Model	49%
Learning Facility	23%
Development	14%
Management & General	8%
Volunteer Recruitment	6%

¹ Portrays the day-to-day operational activities for JA North.

² Portrays the James R. and Patricia Hemak Experiential Learning Center owned by JA North and the related activities

³ In June 2018, JA North 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, JA North 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.

"I think providing education on how to handle money is so incredibly important yet so rarely taught. We have an opportunity to have a real impact on a student's knowledge. Students are so excited to have a Junior Achievement volunteer in the classroom you really can't have a bad day after volunteering. I'm thankful for this opportunity each year."

— Affinity Plus Federal Credit Union Volunteer

Junior Achievement North Leadership

GOVERNING BOARD OF DIRECTORS*

CHAIR: Rob Goggins, Great Clips, Inc. President

VICE-CHAIR: Rotolu Adebiji, Thrivent Financial, Chief Legal Officer

SECRETARY: Patrick Pazderka, Fox Rothschild LLP, Partner

TREASURER: Phil Krump, Dacotah Banks, Inc., Market Executive

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Kasey Beeler, Ecolab, Vice President Marketing – Institutional Channels

Amy Brachio, EY, Partner Global Business Consulting

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Jarrett Campbell, Bank of America, Small Business Manager

Heidi Christopherson, Securian Financial Group, Second Vice President, Institutional Market Technology

Rose Wan-Mui Chu, PhD, Plum Blossom Strategy LLC, Founder/President

Jeff Davidman, Delta Air Lines, VP-Government Affairs

Shelisa Demuth, LAUREL, Founder

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Eyo Ekpo, Entrepreneur and Angel Investor

Andrew Frend, Benefitfocus, President

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Andrea Kroska, Deluxe, VP, Employee Engagement and Talent

Jan Kruchoski, Every Meal, Community Engagement Coordinator

Saida Lesov, KPMG LLP, Partner, Tax

Cassie Lundy, BMO Harris Bank, Director of Commercial Banking

Michelle Maryns, We Sparkle, Founder and CEO

Phil Miller, Carlson School of Management, Assistant Dean

Anne Mootz, retired EY Partner

Sarah Mumm, Aon, Senior Managing Director Minneapolis

Michael Muratore, Piper Sandler, Director

Christine Noel, ECMC, Director of Government Affairs

Bill O'Keefe, Howden Tiger, Head of Growth & Strategic Advisory

Brian Peterson, AmeriLife, President, Accumulation & Retirement Income

Kethan Pradhan, General Mills, VP Finance, Snacks Division

Leela Rao, US Bank, Senior Vice President/Director of Strategic Initiatives

Joe Ravens, Wells Fargo Bank, Senior VP/Regional Banking Director Western MN, North and South Dakota

Kathy Robideau, Minneapolis St. Paul Business Journal, Market President and Publisher

Michael Roos, retired, KPMG, LLP, Partner, Tax (Emeritus)

Jesse Ross, Professional Speaker/Executive Coach/Consultant

Chris Samson, Best Buy, VP Treasurer

Amanda Seabaugh, AT & T, Market Vice President, General Manager Northern Plains

Nora Sievers, UnitedHealth Group, VP, Global Talent, Learning and Development

Steven D. Steen, TruStone Financial, Chief Retail Officer

Heather Teskey, Andersen Windows, Vice President Marketing

Beth Thiebault, Deloitte, Principal

Antonio Toft, UnitedHealth Group, VP of Global Diversity, Equity and Inclusion

Jackie Turner, St. Paul Public Schools, Chief Operations Officer

Alexis Walsko, Lola Red, CEO & Visionary

Nathan Weaver, H.B. Fuller, Vice President of Human Resources and Communications

Kreg Weigand, Cargill, Vice President, Corporate Audit

Tom Williams, Accenture, Managing Director

Jamie Woell, RSM US LLP, Minneapolis Office Managing Partner

Xiao Zhang, Liberty Diversified International, Vice President, Liberty Plastics

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Mike Duffy

Jim Hemak

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Jolene Hart

VP Innovation

Kumar Balasubrahmanyam

VP PARTNERSHIPS

Maryse Birr

VP Programs

Jen Kmecik

VP Development

Sarah Trendera Martin



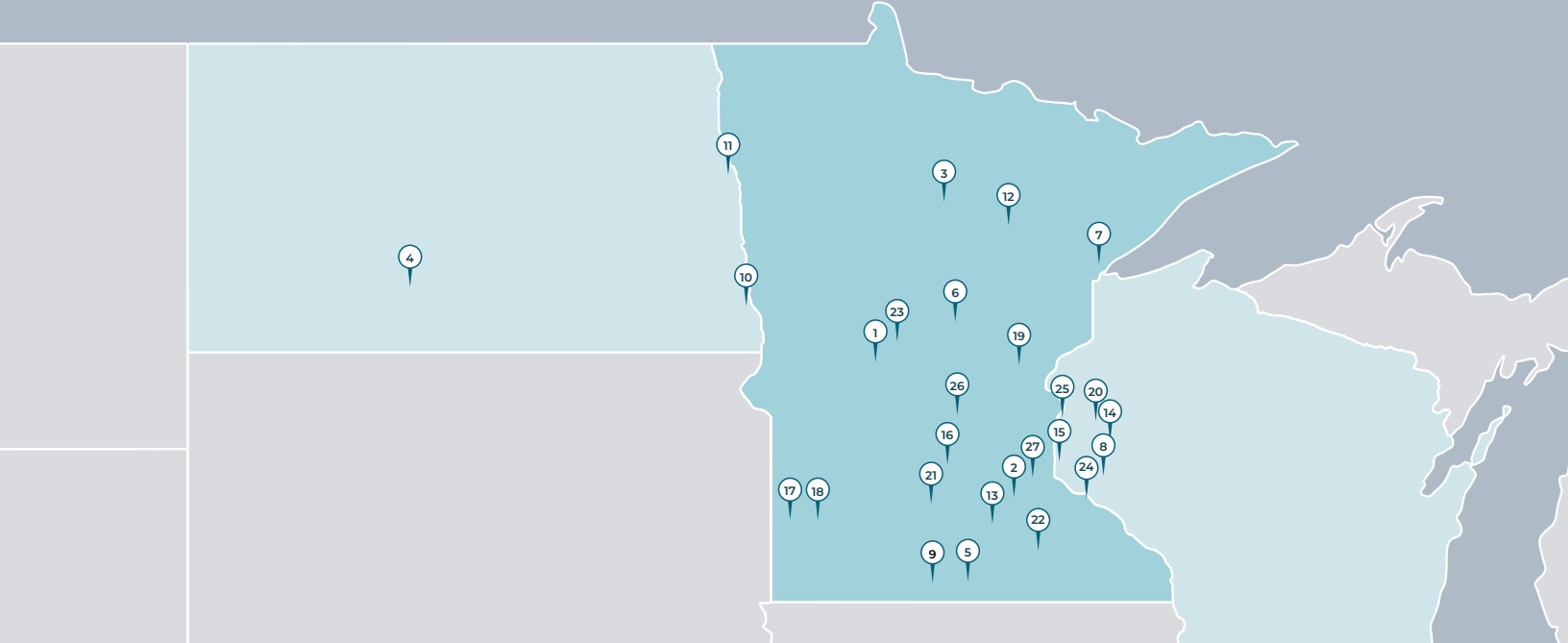
EXEMPLARY LEADERSHIP

Janet Johanson, 2022-23 Chair of the Junior Achievement North Board of Directors, was awarded the Gold Leadership Award in Washington, D.C. Sara Dziuk, President and CEO, JA North, and Jack Kosakowski, President and CEO, JA USA, were there to celebrate with Janet as she received this prestigious recognition.

The Gold Leadership Award was presented to eleven honorees from across the country who have led the way in supporting and expanding JA's student impact, resources, operational excellence, and sustainability. This award is the highest honor a JA volunteer can receive.

Janet exemplifies the values of Junior Achievement and carries her experience as a JA student into her career as an entrepreneur, Founder and CEO of BevSource. We are deeply grateful for the perspective Janet brings to our work and for the many ways she goes above and beyond for our organization, for entrepreneurs, and for our students.

*JA North Board of Directors and JA North Foundation Board of Directors are current as of February 2024.



- | | | | |
|-------------------|--------------------------------|------------------------|----------------------------------|
| 1 ALEXANDRIA | 8 ELLSWORTH | 15 HUDSON | 22 OWATONNA AREA |
| 2 BELLE PLAINE | 9 FAIRMONT | 16 HUTCHINSON | 23 PARKERS PRAIRIE |
| 3 BEMIDJI | 10 FARGO-MOORHEAD AREA | 17 LINCOLN CO. | 24 RED WING |
| 4 BISMARCK/MANDAN | 11 GRAND FORKS | 18 LYON CO. | 25 SOMERSET |
| 5 BLUE EARTH | 12 GRAND RAPIDS AREA | 19 MORA | 26 ST. CLOUD AREA |
| 6 BRAINERD | 13 GREATER MANKATO AREA | 20 NEW RICHMOND | 27 TWIN CITIES METRO AREA |
| 7 DULUTH | 14 HAMMOND | 21 NEW ULM AREA | |

Geographic Reach 2022-2023

District Operations

Fargo-Moorhead Area

Contact hours	43,282
Students	11,583
Economically disadvantaged**	2,595
Schools	44
Volunteers	151

Greater Mankato Area

Contact hours	59,764
Students	8,573
Economically disadvantaged**	2,358
Schools	34
Volunteers	253

New Ulm Area

Contact hours	22,817
Students	2,565
Economically disadvantaged**	610
Schools	13
Volunteers	126

Owatonna Area

Contact hours	31,806
Students	5,746
Economically disadvantaged**	2,155
Schools	18
Volunteers	200

St. Cloud Area

Contact hours	48,506
Students	8,763
Economically disadvantaged**	3,987
Schools	34
Volunteers	235

Twin Cities Metro Area*

Contact hours	391,335
Students	47,127
Economically disadvantaged**	18,568
Schools	244
Volunteers	4,424

Satellite Operations

Total Satellite Numbers

Contact hours	125,972
Students	18,868
Economically disadvantaged**	4,962
Schools	118
Volunteers	861

Junior Achievement North Impact

Contact hours	724,482
Students	105,633
Economically disadvantaged**	35,235
Schools	506
Volunteers	6,250

* Includes 11-county metro area & students from across our region traveling to our experiential learning center in St. Paul.

** % of students that qualify for free and reduced lunch