



**Junior Achievement North prepares young people with the skillset and mindset to build thriving communities. Our programming addresses the skills, wealth, and opportunity gaps we are currently facing.**

Through experiential learning focused on **financial literacy**, **career readiness**, and **entrepreneurship**, students build the skills required to succeed in today's dynamic world. These transformative educational experiences empower students to become engaged community and business leaders.

## Pathways to Boundless Opportunity

### FINANCIAL LITERACY

Building financial stability for young people has a lasting impact on their family and future. Through experiential learning, students gain critical knowledge and begin building a solid foundation.

### CAREER READINESS

Connecting students to real life skills and careers inspires them to dream big. Expanding access to opportunities and preparing students for success will help close the existing skills gap.

### ENTREPRENEURSHIP

Igniting youth entrepreneurship will fuel our future economy and shape vibrant communities. The chance to innovate, lead, and network helps students reach their full potential.

# Junior Achievement North

## A Bold Future

Looking back on the year, we're filled with gratitude. We had learning labs full of students, volunteers spending time in classrooms, and partners attending engaging events.

As we take on new challenges and adjust to the changing landscape of education, we remain committed to serving students, supporting educators, and partnering with the community. Together, we can continue to empower students across our entire region and ensure equitable access to opportunities as we work across Minnesota, North Dakota, and western Wisconsin.

Centered on our guiding principles, we are providing high impact programming for students who need it the most. As students engage, it's inspiring to see how our programming sparks creativity, fuels innovation, builds skills, introduces careers, promotes collaboration, and encourages fun.

Thank you for sharing in our mission. With strong community support and generous partners, we are able to ensure more students can access life-changing programming. The future is bright with Junior Achievement students dreaming big and exploring the boundless possibilities before them.

Gratefully,



Sara Dziuk



Janet Johanson



**Sara Dziuk**  
President & CEO,  
Junior Achievement North



**Janet Johanson**  
Founder & CEO, BevSource  
Board Chair,  
Junior Achievement North

### OUR GUIDING PRINCIPLES

*We believe students will thrive when we focus on impactful programs with measurable outcomes.*

*We believe that focusing program delivery on systemically excluded populations will more equitably expand access to life-changing skills, knowledge, and relationships.*

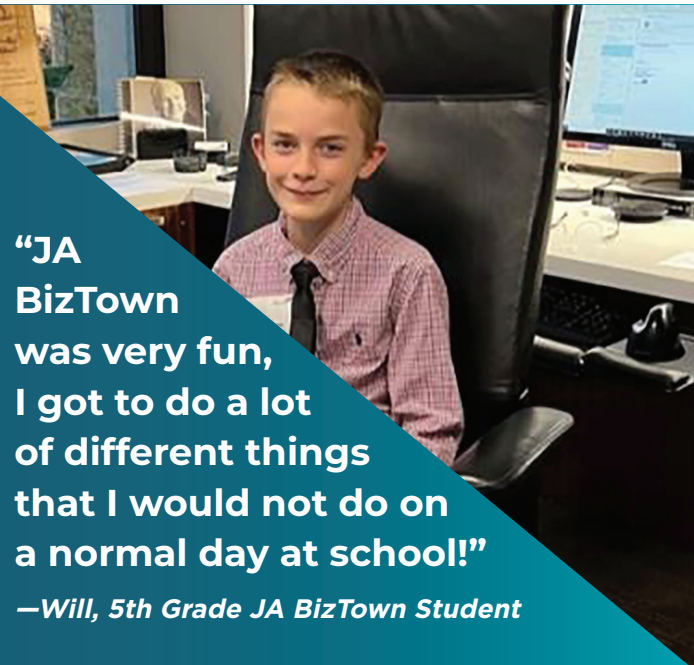
*We believe that prioritizing programming in rural communities will develop future leaders who are equipped to build vibrant local communities.*

### Bringing Learning to Life

During a visit to **JA BizTown**, a simulated city at our St. Paul experiential learning center, 5th grader Will had the chance to act as CEO of Mortenson for the day. This meaningful opportunity inspired Will to reach out to actual Mortenson CEO, Dan Johnson.

Dan was thrilled to help this future leader learn more. Dan shared, **"As we continue to try and attract young folks to our industry, Junior Achievement's BizTown is a great way to expose our company and our industry to the next generation."**

After a day learning from Dan about Mortenson and the role of a CEO, Will left inspired and motivated. Our engaging programming builds tangible skills, provides leadership opportunities, and connects the classroom to the real world.



**"JA BizTown was very fun, I got to do a lot of different things that I would not do on a normal day at school!"**

**—Will, 5th Grade JA BizTown Student**

## Nobel Peace Prize Nomination

With a local vision and global connections, Junior Achievement is investing in tomorrow's leaders as part of an incredible network. Our programming is having a significant impact for students as they dream big and build foundational skills for the future.

JA Worldwide, which represents all Junior Achievement organizations globally, was nominated for the **2022**

**Nobel Peace Prize!** JA was nominated by a distinguished Professor of Law and International Affairs who was impressed by our global reach, our success in delivering economic empowerment to youth at scale, and our ability to find unity in diversity. As a member of the global JA network, we are honored and thrilled to have our transformational work recognized at this level.



*2nd Place Team Pathora competed against 6 other student company teams at our JA Company of the Year Competition in St. Paul in May 2022. This event brings together aspiring young entrepreneurs to exhibit their business ventures.*

## Direction, Purpose, and Progress for the Future

To grow as an organization, we are constantly listening to ideas and desires from students, educators, partners, and volunteers to grow as an organization. We recently changed our name from Junior Achievement of the Upper Midwest to Junior Achievement North to align with our vision. **This name is about more than a geographic footprint; it represents a compass point to guide our work.** We're continually evolving to meet students' needs, and we're thrilled our brand is shifting along with us. With an updated look and feel to our logo comes a renewed commitment to ensuring our service model is accessible for all students across our region.

### PROGRESSION OF THE BRAND

1986-2001



**Junior  
Achievement®**  
of The Upper Midwest, Inc.

SEPTEMBER  
2021



**Junior Achievement®**  
North

APRIL  
2022



**Junior  
Achievement™**  
North



## A Time to Reconnect and Honor

We were thrilled to reconnect with and honor five tremendously talented individuals inducted into the **Junior Achievement Hall of Fame**. Our 2021-22 Laureates, Dorothy Bridges, Beth Ford, Ben Fowke, Jeff Gau, and Ron James, have all had an extraordinary impact on our region's business and philanthropic communities and beyond. This event was the kick-off to in-person events, as later that fall we also gathered at our **JA Impact Celebration**, recognizing our dedicated volunteers, teachers, and partners.



# Board of Directors

## GOVERNING BOARD OF DIRECTORS\*

**CHAIR:** Janet Johanson, BevSource, CEO

**VICE-CHAIR:** Rob Goggins, Great Clips, Inc., President

**SECRETARY:** Patrick Pazderka, Fox Rothschild LLP, Partner

**TREASURER:** Phil Krump, BMO, Regional Commercial Head

## BOARD OF DIRECTORS\*

**Rotolu Adebisi**, Thrivent Financial, Senior Counsel – Insurance Law and Compliance

**Amy Brachio**, EY, Partner Global Business Consulting

**Joe Chow**, Winthrop & Weinstine, Chief Operating Officer

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

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

**Bruce Corrie**, Concordia University, Associate Vice President Professor of Economics

**Jeff Davidman**, Delta Air Lines, VP-Government Affairs

**Kevin DiLorenzo**, Rise and Shine and Partners, President

**Michael Duffy**, retired, DST Market Services, LLC, Partner (Emeritus)

**Eyo Ekpo**, Entrepreneur and Angel Investor

**Pete Godich**, retired Deluxe Corporation, Chief of Operations (Emeritus)

**Robert Grubka**, Voya Financial, President Employee Benefits

**Jenny Guldseth**, Allianz Life Insurance Company of North America, Chief Human Resource Officer

**Ronald P. Hafner**, Wipfli LLP, Partner (Emeritus)

**Tom Holman**, Morning Foundation, Founder and Director

**Paul Johnson**, Xcel Energy, Vice President, Treasurer & IR

**Shane Johnson**, Bremer Bank, Director – Banker Support Credit & Collateral Services

**Edward M. Kadletz**, Wells Fargo Bank, N.A., Head of Consumer and Small Business Deposits

**Jan Kruchoski**, Every Meal, Community Engagement Coordinator

**Jed Larkin**, 3M, Senior Vice President, Tax

**Saida Lesov**, KPMG LLP, Partner, Tax

**Julie Loughrey**, Ecolab, Associate General Counsel Global Food and Beverage

**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

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

**Brian Peterson**, TruChoice Financial Group, LLC, President & CEO

**Rohit Prabhakar**, EQ Holdings, Chief Growth Officer

**Kethan Pradhan**, General Mills, VP Finance, Snacks Division

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

**Julie Rethemeier**, Federated Mutual Insurance Company, Vice President, Director of Public Affairs & Advertising

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

**Chris Samson**, Best Buy, VP Treasurer

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

**Steven D. Steen**, TruStone Financial, Chief Retail Officer

**Heather Teskey**, Deluxe Corporation, Chief Marketing Officer

**Beth Thiebault**, Deloitte, Principal

**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

**Sheneeta White**, Schulze School of Entrepreneurship, University of St. Thomas, Associate Dean

**Dr. Denise Williams**, Metro State University, Associate Professor

**Jamie Woell**, RSM US LLP, Minneapolis Office Managing Partner

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

## FOUNDATION BOARD OF DIRECTORS\*

**CHAIR:** Mike Roos

**VICE-CHAIR:** Rob Goggins

**SECRETARY/TREASURER:** Jim Hemak

Gina Blayney

Mike Duffy

Terry Gilberstadt

Pete Godich

Brian Peterson

## Our Impact / 2021-2022

### HOURS STUDENTS SPENT IN PROGRAMS



583,054

### STUDENTS ENGAGED IN PROGRAMS



81,024

### PROGRAM VOLUNTEERS



4,636

### TEACHERS USING CURRICULUM



2,683

### SCHOOLS PARTICIPATING



510

*"I had an amazing time volunteering at Junior Achievement. In a very unique way, they are able to support youth with experience around economics, business, finance and real-world situations. Combining classroom learning that leads to an engaging activity with volunteers directly from the community and these businesses is truly remarkable and memorable not only for the children but the volunteers too!"*

- Teri Ann Lott, Target

85%

of JA alumni say JA played an important role in fostering a **belief they could achieve their goals.**

JA Alumni report an **increase in their standard of living** between childhood and adulthood, an indicator of economic mobility.

91%

of JA Alumni reported being **confident in managing money.**



\*JA North Board of Directors and JA North Foundation Board of Directors are current as of February 2023.

(Source: 2020 JA Alumni survey by Ipsos; 2016 JA Alumni survey)

# Financials

## Statement of Activities July 1, 2021 - June 30, 2022 (in thousands)

	Junior Achievement North		Junior Achievement North Foundation
	Operating <sup>1</sup>	Buildings <sup>2</sup>	
REVENUE			
Philanthropy	\$3,975	—	\$10
Events	515	—	—
Program Fees & Other	912	—	(221)
<b>Total Revenue</b>	<b>\$5,402</b>	<b>—</b>	<b>(\$211)</b>
EXPENSES			
Program	\$3,156	\$769	—
Volunteer Recruitment	227	24	—
Contribution Solicitation	505	72	107
Management and General	463	39	1
<b>Total Expenses</b>	<b>\$4,351</b>	<b>\$904</b>	<b>\$108</b>
<b>Surplus (Deficit)</b>	<b>\$1,051</b>	<b>(\$904)</b>	<b>(\$319)</b>

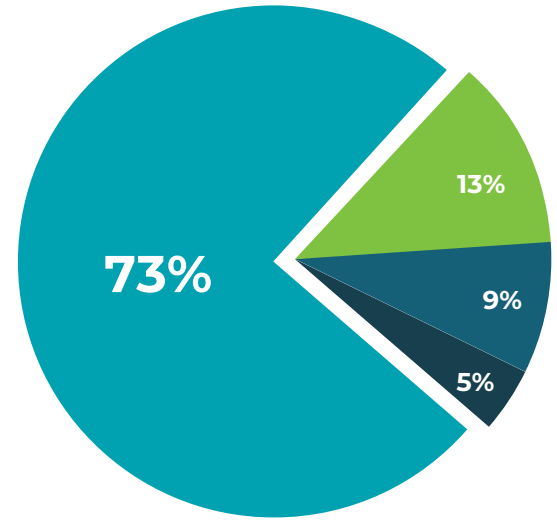
## Statements of Position as of June 30, 2022

	Junior Achievement North		Junior Achievement North Foundation
	Operating <sup>1</sup>	Buildings <sup>2</sup>	
ASSETS			
Cash	\$2,536	\$40	\$330
Investments	—	—	1,000
Pledge Receivables	1,598	25	63
Prepaid & Other Assets	243	—	—
Notes Receivable - NTMC <sup>3</sup>	—	—	11,303
Interfunds	2,150	(1,788)	(362)
Property & Equipment, net	—	14,528	—
<b>Total Assets</b>	<b>\$6,527</b>	<b>\$12,805</b>	<b>\$12,334</b>
LIABILITIES			
Notes Payable - NTMC <sup>3</sup>	—	\$15,352	—
Notes Payable - Other	43	—	—
Other liabilities	365	—	—
<b>Subtotal</b>	<b>\$408</b>	<b>\$15,352</b>	<b>—</b>
NET ASSETS			
Without Donor Restrictions	\$4,281	(\$2,547)	\$11,531
With Donor Restrictions	1,838	—	803
<b>Subtotal</b>	<b>\$6,119</b>	<b>(\$2,547)</b>	<b>\$12,334</b>
<b>Total Liabilities and Net Assets</b>	<b>\$6,527</b>	<b>\$12,805</b>	<b>\$12,334</b>



1745 University Avenue W  
St. Paul, MN 55104  
651-255-0055  
janorth.org

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## FUNCTIONALIZED OPERATING EXPENSES

<b>Program</b>	<b>73%</b>
In-School Delivery Model	45%
Learning Facility	28%
<b>Development</b>	<b>13%</b>
<b>Management &amp; General</b>	<b>9%</b>
<b>Volunteer Recruitment</b>	<b>5%</b>

<sup>1</sup> Portrays the day-to-day operational activities for JA North.

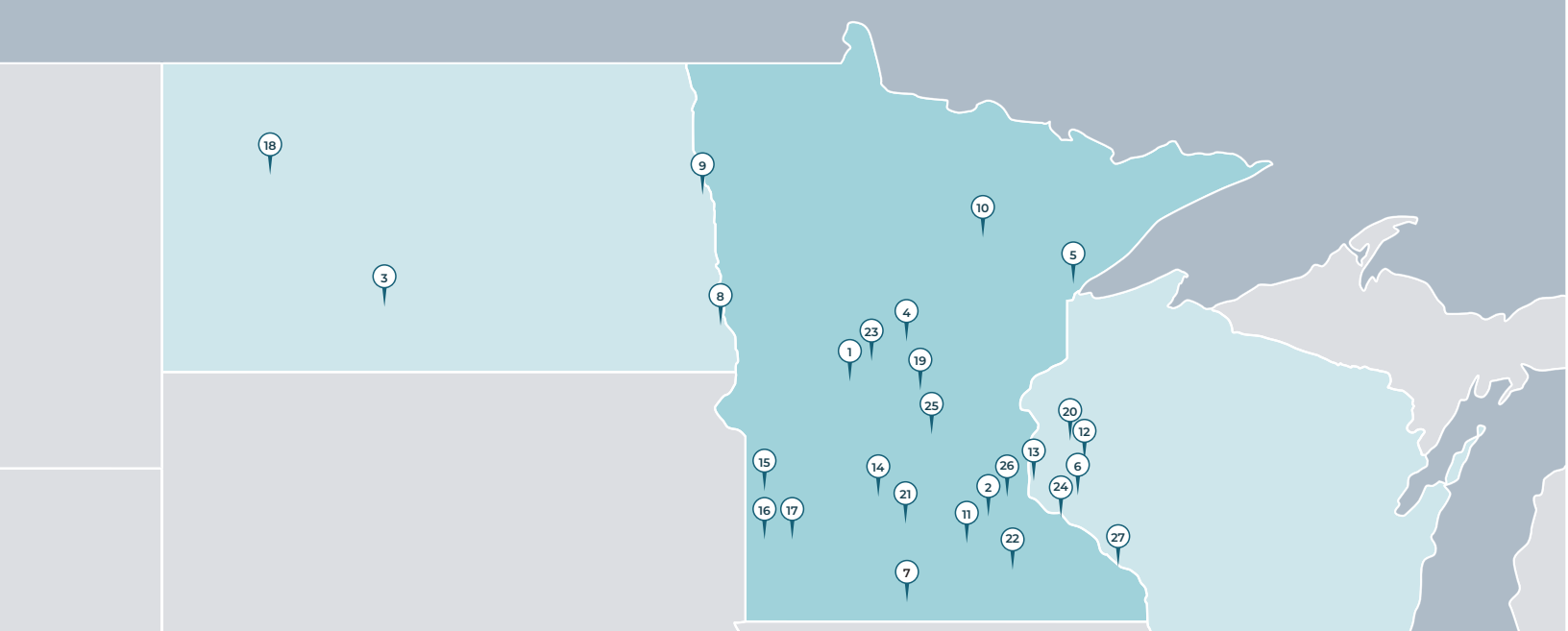
<sup>2</sup> Portrays the James R. and Patricia Hemak Experiential Learning Center owned by JA North and the related activities

<sup>3</sup> 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.

*“Business leaders and community leaders should really look at Junior Achievement as an opportunity. It's an opportunity to invest in the future. These are our future leaders. The more we pour into them, the more they pour into our communities.”*

– Dr. Denise Williams  
Professor, Metro State University  
Department Chair of Management,  
Entrepreneurship and Human Resources and  
Junior Achievement North Board Member



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

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.**

## Geographic Reach 2021-2022

### District Operations

#### Fargo-Moorhead Area

Contact hours	20,300
Students	5,339
Economically disadvantaged**	1,746
Schools	39
Volunteers	98

#### Greater Mankato Area

Contact hours	63,494
Students	7,715
Economically disadvantaged**	2,554
Schools	38
Volunteers	189

#### New Ulm Area

Contact hours	22,282
Students	3,127
Economically disadvantaged**	1,016
Schools	14
Volunteers	127

#### Owatonna Area

Contact hours	25,282
Students	4,098
Economically disadvantaged**	1,520
Schools	17
Volunteers	172

#### St. Cloud Area

Contact hours	43,359
Students	6,859
Economically disadvantaged**	3,148
Schools	37
Volunteers	226

#### Twin Cities Metro Area\*

Contact hours	298,488
Students	36,678
Economically disadvantaged**	14,598
Schools	240
Volunteers	3,013

### Satellite Operations

#### Total Satellite Numbers

Contact hours	109,942
Students	17,208
Economically disadvantaged**	5,397
Schools	125
Volunteers	811

#### Junior Achievement North Impact

Contact hours	583,054
Students	81,024
Economically disadvantaged**	29,980
Schools	510
Volunteers	4,636

\*Includes 11-county metro area

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