Welcome

Dear Friends,

We are currently in one of the most deeply transformational periods in Junior Achievement’s 95-year history. Forty years ago, Junior Achievement transitioned from being solely an after-school program to providing in-school programs. It was a milestone for the organization, expanding student reach as never before. Today, JA continues to anticipate and meet demands for innovation and impact that are the hallmarks of our knowledge-based economy.

Last year included a number of watershed moments for Junior Achievement. We continue to evolve our business model and program offerings to meet the needs of the students we serve. During the last year, we created an online destination for the delivery of JA programs—the JA Education Gateway—a learning management system that supports the digital delivery and blended learning approach for JA programs moving forward.

The JA Education Gateway contains the new JA Company Program®, our flagship student entrepreneurship experience. Teens conceptualize, start up, and manage a real business enterprise under the mentorship of a volunteer from the local business community. We are grateful to The Hartford for its support in making the new JA Company Program a reality.

Another one of JA’s most popular programs, JA Finance Park®, has been redeveloped to better meet the needs of our students. The simulation has been reimagined to engage students via a technology-driven environment. We are thankful to KPMG Foundation for its support of the new JA Finance Park.

Additionally, we created, vetted, and socialized a new JA alumni engagement strategy, which will provide JA Areas with a new suite of tools to help them re-engage with this important constituent group. I look forward to sharing initial results with you in next year’s annual report.

These are just a few examples of the great accomplishments of the past year, and forerunners of greater things to come. We are so grateful for your support, without which none of this would be possible. We look forward to continuing to work with you to inspire and prepare young people to succeed in a global economy.
Junior Achievement’s Purpose
To inspire and prepare young people to succeed in a global economy.

Junior Achievement’s Values
Belief in the boundless potential of young people.
Commitment to the principles of market-based economics and entrepreneurship.
Passion for what we do and honesty, integrity, and excellence in how we do it.
Respect for the talents, creativity, perspectives, and backgrounds of all individuals.
Belief in the power of partnership and collaboration.
Conviction in the educational and motivational impact of relevant, hands-on learning.
Senior Selena Martinez shares her story of hope and inspiration at the JA Hall of Achievement event. She was selected for this honor because of her remarkable journey and the role her JA volunteer played in inspiring hope during some very challenging times. Here's what she shared:

My entire life I was surrounded by poverty, violence, drug abuse, and psychological illnesses, but more than anything, simply the idea that things were always good enough. Eventually I realized that I wanted something different.

My brother had been medically discharged from the Army for schizophrenia. He had hallucinations and paranoia. Living in our house was like walking a minefield.

One day my brother destroyed the entire house trying to murder my father. None of our possessions survived. My brother was arrested, my father became depressed, and my mother was traumatized. I grew frustrated with my father for his drinking, and he told me to find another place to live.

With two trash bags and my backpack full to the rim, I left. I was homeless, on my own. I house-hopped, roamed, scraping up bits of money wherever I could. I thought this was it for me. Until a JA volunteer came to my high school.

JA came right when I needed it. The JA volunteer spoke about the importance of money management and budgeting. He taught us about interviewing for jobs, too. These were lessons that were not a part of my school or home life. Before he left, he encouraged us to keep pushing forward and to never stop because life was not going to wait on us. That volunteer had no idea about what I was going through, but his efforts were not in vain.

I applied everything I learned from my three JA experiences. I began selling my artwork and custom t-shirts to generate income. I became class president, captain of the varsity cheer squad, vice president of the National Honor Society, a member of the Student Board of Directors for the Federal Reserve, and an award-winning poet.

I recently began attending Bryn Mawr College to pursue my dream of creating an orphanage so I can help children realize their potential. JA’s lessons helped me manage my finances, speak to a crowd and handle difficult questions, and gave me belief in myself. Because of JA and similar organizations, students like me have the tools and guidance that would otherwise be unavailable. My future has been paved, not with limits, but by how great I was willing to be.

Selena recently appeared on PBS’ American Graduate Day to talk about the impact of JA on her life. Visit bit.ly/1ptpShW to see her story.
JA of Southeast Texas alumna Selena Martinez speaks at a JA Hall of Achievement event.
Ryan Kelly, a seventh-grader from Stamford, Conn., had JA programs throughout elementary school. He loved the idea of being an entrepreneur and tried to come up with a winning idea for his own business. Inspiration struck when the family adopted a beagle and couldn’t find appetizing treats to feed their new puppy pal. Ryan and his mom, Daniela, started Ry’s Ruffery (www.rysruffery.com), which makes all-natural dog treats. The business quickly took off.

Ryan says, “My mom and I experimented with recipes and I pedaled my bike around the neighborhood, doing taste tests with my friends’ dogs until the dogs couldn’t get enough of our treats. I started selling them at school, at lacrosse and hockey practice, and at local pet adoption events. I give part of the proceeds to Stamford Animal Rescue. Even though I was only 10 at the time, people took notice, and so did their dogs. We sold out EVERY. SINGLE. TIME.”

In 2013, Ryan and Daniela appeared on ABC’s “Shark Tank.” Shark Barbara Corcoran bought a 25-percent stake in Ryan’s company for $25,000.

Ryan is starting middle school and has much more on his mind than the average seventh-grader. He has employees and recently signed a deal with Target. Though production is now in Joplin, Mo., Ryan keeps a close eye on production to ensure the highest quality. The treats and their packaging are 100 percent made in the USA. Ryan’s two siblings manage the company’s social media and work alongside him at the bakery.

Ryan concludes, “Junior Achievement teaches kids as young as six or seven years old how to be responsible for themselves financially and how they fit into the workforce and their community. It teaches that no matter what your salary, you can be successful and responsible. It also teaches that no matter what your title is, you are needed and valued.”
Daniela and Ryan Kelly show off his company's all-natural dog treats along with Barbara Corcoran and Mark Cuban (l-r).
Recently, students in the Virginia Beach City Public Schools (VBCPS) participated in JA Company Program as a part of an accelerated six-week summer STEM (Science, Technology, Engineering, and Math) Camp. The 18 teen entrepreneurs developed a business called Bio Bands. Bio Bands are bracelets made from recycled, biodegradable materials that are stylish and good for the environment. The team of students produced Bio Bands with the help of a 3-D printer provided by the Advanced Technology Center.

Along with the real-world entrepreneurship experience that they received from JA Company Program, the students enjoyed using the 3-D printing technology, and they learned about using environmentally sustainable materials in their product. The students also learned how creativity and innovation in the STEM field can help propel a business and give it a competitive advantage.

Stephanie Sutton, STEM Grant Specialist with Virginia Beach City Public Schools, said, “JA Company Program allowed our students to put their personal and professional talents to use by challenging them to think outside the box in relation to STEM. Students learned to work both individually and collaboratively, giving them the competitive edge of enhancing work-readiness skills which they’ll carry for a lifetime.”

As the students created their business model, they learned about the importance of giving back to their community. With this in mind, the students decided early on to donate the profits from Bio Bands to Junior Achievement of Greater Hampton Roads. Over a period of two weeks, the students exceeded their sales goal, and their company was deemed a success. The students created their own company from the ground up, and received valuable STEM career experience in the process.
Bio Bands used a 3-D printer to create its product from recycled materials.
Junior Achievement Reimagines its Flagship Teen Entrepreneurship Experience

Junior Achievement has completed a major milestone in its 95-year history. With the support of a $1.5 million grant from The Hartford, JA has reimagined and redeveloped JA Company Program using a blended-learning model to provide teens with a relevant and responsive entrepreneurship experience.

In the new JA Company Program, teens have the opportunity to flex their entrepreneurial muscle in a 13-week, volunteer-led program. Sessions contain interactive content, including vodcasts led by subject matter experts exploring concepts such as brainstorming and crowd-funding. Students collaboratively develop and market their business to meet a consumer need, and can sell their product or service on- or off-line.

JA Company Program divides each session into two parts: “Company Ops” and “Deeper Dive.” Students report on progress and accomplish learning objectives during “Company Ops” and participate either individually or in groups to challenge themselves to push further during “Deeper Dive.”

“The new JA Company Program gives students the opportunity to play a leadership role in the process with volunteers encouraging them to find their voice and spark the entrepreneurial spirit,” noted Jack E. Kosakowski, president and chief executive officer of Junior Achievement USA.

JA staff who piloted the new JA Company Program in Northern California said:

The new JA Company Program is entrepreneurial in its entirety. It pushes volunteers, students and educators to take an innovative approach in starting and managing a real venture. Blended learning allows students to collaborate, share, and design their enterprise more effectively. Using the learning management system supports real-time collaboration and accelerates the decision-making process.

While JA Company Program has been inspiring students for nearly a century, today it incorporates innovation and interactivity to meet teens where they are—on their phones, tablets, laptops and more. With new digital learning modules, teens can collaborate and help drive economic growth with new ease.
AT&T and Junior Achievement are working together to mentor middle and high school students nationwide as part of Aspire Mentoring Academy. Students participate in JA Job Shadow™ and then experience an AT&T workplace first-hand. AT&T employees share their skills, knowledge, and career advice with students to help them to succeed in high school and beyond. One of the goals of the AT&T Aspire Mentoring Academy, which includes JAs and AT&T’s collaboration among other programs, is to provide students with 1 million hours of mentoring by AT&T employees by the end of 2016.

Students with mentors have a better chance of attending college and are 52 percent less likely than their peers to skip a day of school. In addition to positively impacting the lives of students, AT&T’s Aspire Mentoring Academy is a great way for colleagues to build relationships as they participate in mentoring activities together. In fact, studies show that volunteerism increases employees’ job satisfaction, motivation, and retention.

Paige Walker, a high school student from Riverside High School in New York, said:

I kept changing my mind about my major and had become frustrated. I was paired with AT&T maintenance worker Charles Cole who inspired me. He was informative and eloquent in explaining his job, and I could tell that he wanted to help and guide us. His passion for his career came through. I was sad that the tour was over in an hour, because I was learning so much from his advice about college and choosing a profession. I learned about AT&T’s innovative history and how the departments in the building work together. Mr. Cole explained the importance of a strong work ethic and of expressing our identity through our aspirations. It helped me decide what I want to do with my life. He simply said, “Be yourself” and from that point I knew that if I pursued what I loved that the rest would follow.
Visionary Profile

Cutting through Complexity: JA Redvelops Popular JA Finance Park Program with the Support of KPMG

In 2003, Junior Achievement of the Heartland in Moline, Ill., opened its doors to the organization’s first JA Finance Park facility. Now, more than a decade later, there are 19 permanent locations and 11 JA Finance Park mobile units located across the country—and more than 1 million students have experienced this fun, hands-on program. And with a $1.75 million grant from the KPMG Foundation, this popular Capstone program now infuses 21st-century learning concepts and technology, making it more career-focused and relevant than ever before.

The redeveloped JA Finance Park program is a critical step for Junior Achievement to achieve the goals outlined in the JA Education Blueprint. KPMG’s support has helped JA redevelop and design the JA Finance Park classroom curriculum to meet the needs of today’s middle school and high school students. The new flexibility of choices offers different learning options to meet students’ and teachers’ needs. And by using custom software and tablets during the simulation, the experience is not only more relevant for the students, it also eliminates the use of paper.

KPMG’s support of JA extends to its human resources. During the 2012-13 school year, more than 1,300 KPMG volunteers from more than 40 KPMG offices delivered 633JA classes benefiting more than 17,000 U.S. students. KPMG partners and employees serve on more than 50 local JA Area boards of directors across the United States, and this year KPMG was one of 40 recipients of the U.S. President’s Volunteer Service Award, recognizing more than 10,000 employee volunteer hours to JA.

KPMG has helped connect JA to its other corporate responsibility efforts like the National Academy Foundation, an organization of career-themed high school academies, and KPMG’s Family for Literacy program that provides new books to children from low income families. Through KPMG’s commitment to JA Finance Park, it is providing students with academically enriching, experiential learning. KPMG has set the standard for service and civic participation and Junior Achievement is grateful for the dedication of its volunteers and long-term financial support.

To learn more about KPMG’s Corporate Responsibility strategy, visit www.kpmg.com/us/csr.
Junior Achievement is the world’s largest organization dedicated to giving young people the knowledge and skills they need to own their economic success, plan for their future, and make smart academic and economic choices. JA programs are delivered by corporate and community volunteers, and provide relevant, hands-on experiences that give students from kindergarten through high school knowledge and skills in financial literacy, work readiness and entrepreneurship. Today, JA reaches more than 4.5 million students per year in 116 markets across the United States, with an additional 5.8 million students served by operations in 120 other countries worldwide.

JA thanks its partners and stakeholders, who provided approximately $175 million in support nationwide during the 2013-14 fiscal year.
Junior Achievement’s Thought Leadership

During the last year, Junior Achievement has worked to raise the profile of issues aligned with its three pillars of student success: financial literacy, work readiness, and entrepreneurship.

Through partnerships with organizations like The Financial Services Roundtable, Young Entrepreneur Council, Millennial market research firm Ypulse, the Goizueta Foundation and Citi Foundation, Junior Achievement has led the charge to empower students to own their economic success.

In April, Junior Achievement USA and The Financial Services Roundtable conducted a public relations campaign to promote youth financial literacy and the results of JA’s annual Teens & Personal Finance Survey. The survey was sponsored by FSR member Allstate. The PR campaign netted more than 227 million media impressions including the TODAY Show.

JA partners with Millennial market research firm Ypulse to tap into trends and attitudes among America’s largest generational cohort. JA USA provided JA Areas with social media content and learning documents to leverage the data.
JA convened an education summit on preparing youth for the workforce. Attendees included representatives from nine different areas of specialization focused on the preparation of America’s next-generation workforce. Read the summit’s key findings.

JA worked with the Citi Foundation to develop a digital volunteer initiative using technology to scale volunteer engagement and retention. Read the findings of JA’s research about the benefits of digital volunteer engagement at www.juniorachievement.org/web/ja-usa/critical-issues-papers.

The Young Entrepreneur Council and JA work to raise awareness about the importance of entrepreneurship education to help foster small business growth and U.S. innovation.
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Established in 2000, the Free Enterprise Society recognizes individuals from around the world 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 between July 1 and June 30 each year to any JA affiliate. Charter members and individuals who make gifts of $1 million or more to Junior Achievement Over their lifetime, “Legacy Members,” are entitled to permanent membership in the Free Enterprise Society.

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Mr. and Mrs. John M. Fluke Jr.
Lyda Fluke-Kin Memory of John M. Fluke Sr.
Jane Folwell*
Mr. and Mrs. Allan Frank
Mr. and Mrs. Jim Freeman
William and Ellen Freeman
Michael H. Freund
J.B. Fuzay*
Stephan A. Fürbacher
Louis J. Fuzar Jr.
Ambassador Sam Fox
Donald and Adele Garbrosen
- In Honor of Ronald D. Cody
Bill and Verene Gore*
Elise R. Griffin
Raymond and Harriet Haas
James T. Hackett
Michael L. Hackworth
David E. Hall
Hall Family Foundation
Mr. and Mrs. Jenny Hank
Hunt and Diane Harris Foundation
Gerald L. Hassell
Mr. and Mrs. Ken Hatch
John and Judy Helm
James R. Hemak
Herbeter Family Foundation
Henry R. Hillenmeyer
Mr. and Mrs. John R. Home
Elwood and Ginger Howie Jr.
Mr. and Mrs. Frank M. Hubbard
Gina Hubbell
Thomas M. Hudson Jr.
Mr. and Mrs. Dean Huihing
H. Wayne Sr. and Marti Huizenga
Ingram Charitable Advised Fund
Ron Insana
William Janetschek
The Martha Holden Jennings Foundation
Mr. and Mrs. Bradford M. Johnson
Dennis and Judy Jones
Ove Jorgensen
Olydia and Marion Keaton
John and Nancy Kennedy Family Foundation
Norman and Teri Klein
Patrick and Audrey Knipe
John and Linda Knox Foundation
Kolberg Kravis Roberts & Co.
Ven-Tai Kwock
Todd and Fran Langley
Philip B. Lasser
Raymond P. Lavielette Foundation
Dr. Sarah Layton, CMC
Thomas A. Leipzig
Arthur D. Little and Joan Leeming
Jerome* and Carol Loeb
Dr. Walter Loewenstein
Dan Lovinger
William and Ernestine Lowrie
Janis Machala and David R. Stenberg
Christopher and Elaine Mahoney
Jim and Sue Marriott
Mr. and Mrs. Dan McAuliffe
John H. McConnell
The McDonald Fund of the Cleveland Foundation
Danie1 and Patricia McKelhan Jr.
Raymond McLaughlin
D. W. McMillan Foundation
Derman and Barbara McNear
The Meinders Foundation
John and Linda Meikows
Thomas C. Metzer
Steven and Lois Mihaylo
Mr. and Mrs. James J. Morris
The Morris Foundation
The Horace Moses Foundation
Leslie and Pamela Mumo
Jerry V. Mulhizer
Jeff Nadsau
NewCity Foundation
Mr. and Mrs. John D. Nichols
Scott M. Niswonger
The Dick and Mary Nunn Charitable Gift Fund
Wayne C. Oldenburg and Melodie Wilson
William R. Oldenburg
Gloria J. Olin-In Memory of Thomas F. Olin Sr.
F. J. O’Neill Charitable Corporation
Peter and Susan Ornday
Frank* and Helen Pekny
Suzanne and Richard Peiper Family Foundation
Norman and Elaine Polsky
Andrew and Kathryn Potos
Michael Preston
Dennis R. Purdum
Larry and Kathi Rambo
Bruce A. Ratliff
The Reiberger Foundation
Gary and Gail Reynolds
Mr. and Mrs. William Ries
Grower and Jill Robinson IV
Ian Rolland
Roper Brothers Foundation
Jack Rudel and Bly Jo Harned
Charles and Elizabeth Schellhorn
Hugh K. Schilling
- In Memory of Paul A. Schilling
Scott C. Schruck
Ron A. Sege
David L. Sheidler
Dr. A. Jess Shenson*
Thomas Marsha Slaght
Alex and John Smith
Kay L. Spurlin
John and Carole Steiner
The Stine-Nicholson Foundation
Albert E. Suter
Mark and Patricia Swynn Family Fund
Cliff and Betty Swenson
Nick and Julie Takton
Richard and Ann Teerlink
Ten Talents Foundation
John E. Tofft
Mr. and Mrs. Gary L. Tocker
Michael and Pamela Towers
Jean-Paul Valles
Jim Victor
Anthony G. Vascojolsi
The Waldron Family Foundation
Mr. and Mrs. Ronald G. Wasson
Thomas D. Weldon
Linda M. Wendt
- In Memory of Martin J. Wendt
Tim and Marsha Wepfer
Diane Wider
Wilson Wilde
James and Ruth Wilcox
John Williamson
Liane Wilson
Mr. and Mrs. Keith Wittycombe
Thomas and Frances Wolf Fund
F. Stansbury Young*
Six anonymous donors
*Deceased
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Junior Achievement established the Junior Achievement Heritage Society to recognize and honor ardent supporters who include the organization in their estate planning. Founding members are those who notified Junior Achievement of their inclusion of JA in their estate planning by June 30, 2006.

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Ambassador Sam Fox • Junior Achievement of Greater St. Louis

Michael H. Freund • Junior Achievement of Greater St. Louis

Susan Fronk and William Thiel • Junior Achievement of Wisconsin

James and Kathy Fuchs • Junior Achievement of Wisconsin

Donald and Adele Garretson • JA Worldwide

Pamela J. George • JA Worldwide

Eugene A. Gorab • Junior Achievement of Western Connecticut

Dr. Michael and Diane Grossi • JA Worldwide and Junior Achievement of Rhode Island

Gary and Linda Hickman • (1952-2014) Junior Achievement of Southern California

Diane M. Holmquist • Junior Achievement of Southwest Michigan

James and Carol Horstmann • Junior Achievement of the Heartland

Woody and Ginger Howse • Junior Achievement of Washington

Gene and Mabel Johnson • (1920-2003) Junior Achievement of Tampa Bay

Dennis Jones • Junior Achievement of Greater St. Louis

Peter M. Kelley • Junior Achievement of Southwest Michigan

John and Leah Klumph • Junior Achievement of Tampa Bay

John and Nancy Koss Sr. • Junior Achievement of Wisconsin

Gary and Christy Kunz • Junior Achievement of the Heartland
JA Heritage Society (cont’d)

Barbara Dowell Lancaster and Cameron Lancaster  
Junior Achievement of Southern California

The Raymond P. Lavietes Foundation  
Junior Achievement of Western Connecticut

John and Sue Lawson  
Junior Achievement of the Heartland

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Junior Achievement of Central Florida

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(1926-2013)  
Junior Achievement of the Heartland

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Junior Achievement of Tampa Bay

John and Sue Madden  
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Junior Achievement of Mid-Michigan – a division of  
Junior Achievement of the Michigan Great Lakes

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Debra Stinton Othitis  
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Junior Achievement of San Diego County

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Junior Achievement of Southern California

Mike and Carol Plunkett  
(1938-2012)  
Junior Achievement of the Heartland

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Junior Achievement of Tampa Bay

Larry R. Richardson  
Junior Achievement of Mid-Michigan – a division of  
Junior Achievement of the Michigan Great Lakes

Charlie and Mary Rogers  
Junior Achievement of Tampa Bay

Lewis and Kay Saxby  
(1924-2013)  
JA Worldwide and Junior Achievement of Northwestern Ohio

Amanda Sattler  
Junior Achievement of Southern California

William Schawbel  
Junior Achievement of Northern New England

Scott Schnuck  
Junior Achievement of Greater St. Louis

Michael S. Schoedinger  
Junior Achievement of Central Ohio

Mark and Kristi Shaffer  
Junior Achievement – Rocky Mountain

Stephan Sharf  
Junior Achievement of Southeastern Michigan

Wayne and Mary Smith  
(1948-2009)  
JA Worldwide

Barbara Stein  
Junior Achievement of Wisconsin

Frank G. Stryganek  
JA Worldwide

Susan L. Stuart  
Junior Achievement of Mid-Michigan – a division of  
Junior Achievement of the Michigan Great Lakes

Gene Toombs  
Junior Achievement of Greater St. Louis

Michael and Pamala Towers  
JA Worldwide

James and Judy Vaughn  
Junior Achievement – Rocky Mountain

Jim Victor  
Junior Achievement of the Heartland

Linda M. Wendt  
In Memory of Martin “Marty” J. Wendt  
Junior Achievement of Southwest Michigan

Steve and Robin Wise  
Junior Achievement – Rocky Mountain

Cynthia and Michael “Todd” Young  
Junior Achievement of Greater Washington

Jim and Joan Zawacki  
Junior Achievement of Mid-Michigan – a division of  
Junior Achievement of the Michigan Great Lakes

Robert K. Zelle  
Junior Achievement of Middle Tennessee

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The U.S. President’s Volunteer Service Award

The U.S. President’s Volunteer Service Award is a presidential recognition program created in 2003 by the President’s Council on Service and Civic Participation for individuals of all ages who contribute a significant amount of time to volunteer service. In 2006, Junior Achievement became an official certifying organization for this award because of its national reach and standing. This status allows JA to bestow this honor to corporations with a U.S. presence that provide volunteers to teach JA programs anywhere in the world.

Recipients of the 2013-2014 President’s Volunteer Service Awards are:

Gold
15,000 volunteer hours or more
- Accenture
- AT&T
- Bank of America
- Capital One
- Citi
- Deloitte
- Destination and Travel Foundation
- EY
- Exxon Mobil
- Financial Services Roundtable
- GE
- HSBC Holdings plc and HSBC Bank USA
- KPMG LLP
- PwC
- University of Central Florida
- US Bancorp
- Walt Disney World
- Wells Fargo

Silver
10,000 volunteer hours or more
- Broward College
- Hewlett-Packard
- Regions Bank

Bronze (continued)
5,000 volunteer hours or more
- General Motors Corporation
- Jackson
- J.P. Morgan Chase & Co.
- MasterCard Worldwide
- Microsoft
- MUFG Union Bank
- PNC Financial Services Group
- Prudential Financial, Inc.
- Robert Morris University
- State Farm
- SunTrust Banks Inc.
- TD Ameritrade—TD Bank
- University of Southern California
- UPS
- VOYA
- Walmart and Sam’s Club
- Woodforest National Bank
- YMCA of the USA
Seventy-six percent of total expenses are program activity expenses. The following is a brief description of how program services and fundraising expenses are used.

Field Service provides assistance and guidance to help the 116 JA Areas and provide economic education to local cities and communities. Support in staff hiring, board recruitment, training and quality management are services that enable these operations to deliver consistent, high-quality programs to students in local schools.

The Brand Group creates public relations, social media and communications tools, guidance and support for JA Areas. Additionally, the Group helps drive awareness for donors and other key partners.

Research and development efforts continually evaluate and upgrade existing programs, as well as develop new curricula and supporting materials to provide the most effective instructional package possible.

Human resources reflects one of our primary organizational values—that people are our most important asset. This group helps maintain high standards of staffing across the nation which, in turn, provide the quality personnel necessary to support the organization.

Fundraising reflects JA USA’s cost to solicit contributions from our donors.

The Organization reaches out to the local community through a network of areas who educate and inspire young people to value free enterprise, business, and economics to improve the quality of their lives. The Organization teaches students in kindergarten through 12th grade about business and economics and accomplishes its mission by placing volunteers in the classroom to present JA USA’s educational curricula and materials. A JA Area is a community-based organization that serves a specific geographic region. Each JA Area is incorporated under the guidelines of its respective state and bylaws, which govern the actions and responsibilities of the area’s Board of Directors. The National Office and the JA Area join together under the terms of a signed agreement whose guiding principle is mutual support. As of June 30, 2014, 116 U.S. JA Areas provided programs in 50 states. The areas’ financial statements are not included in the financial statements of the Organization, since it does not have a controlling interest in the JA Area’s Boards of Directors or a financial interest in the JA Area’s operations. The bylaws of each JA Area designate a similar purpose not-for-profit organization to receive the residual interest of a JA Area in the event of dissolution.

The Organization’s primary revenues come from corporate and private contributions, private grants, materials sales and fees charged to JA Areas.

The accompanying financial information has been prepared using the accrual basis of accounting. Audited financial statements are available upon request.
## Junior Achievement USA Statements of Financial Position

### Assets

<table>
<thead>
<tr>
<th>Description</th>
<th>June 30, 2014</th>
<th>June 30, 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>$6,787,708</td>
<td>$3,150,343</td>
</tr>
<tr>
<td>Investments</td>
<td>7,404,435</td>
<td>9,617,996</td>
</tr>
<tr>
<td>Contributions receivable</td>
<td>1,325,624</td>
<td>749,796</td>
</tr>
<tr>
<td>Affiliates accounts receivable, net of allowance; 2014 - $171,934 and 2013 - $259,239</td>
<td>723,704</td>
<td>1,449,624</td>
</tr>
<tr>
<td>Inventory</td>
<td>2,807,279</td>
<td>3,326,072</td>
</tr>
<tr>
<td>Prepaid expenses</td>
<td>333,185</td>
<td>337,954</td>
</tr>
<tr>
<td>Due from related party</td>
<td>25,326</td>
<td>-</td>
</tr>
<tr>
<td>Accounts receivable - other</td>
<td>21,823</td>
<td>168,202</td>
</tr>
<tr>
<td><strong>Total current assets</strong></td>
<td>19,429,084</td>
<td>18,799,987</td>
</tr>
<tr>
<td><strong>Contributions Receivable, Net</strong></td>
<td>827,727</td>
<td>1,095,731</td>
</tr>
<tr>
<td><strong>Affiliates Accounts Receivable, Net of Current Portion and Allowance; 2014 - $8,066 and 2013 - $70,761</strong></td>
<td>9,934</td>
<td>81,000</td>
</tr>
<tr>
<td><strong>Fixed Assets, Net</strong></td>
<td>4,358,597</td>
<td>5,697,739</td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td>$24,625,342</td>
<td>$25,674,457</td>
</tr>
<tr>
<td><strong>Liabilities and Net Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Current Liabilities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts payable - trade</td>
<td>$3,703,487</td>
<td>$4,194,277</td>
</tr>
<tr>
<td>Accrued liabilities</td>
<td>216,090</td>
<td>206,719</td>
</tr>
<tr>
<td>Deferred revenue</td>
<td>151,674</td>
<td>139,720</td>
</tr>
<tr>
<td>Current maturities of long-term debt</td>
<td>79,162</td>
<td>134,425</td>
</tr>
<tr>
<td>Due to related party</td>
<td>-</td>
<td>8,755</td>
</tr>
<tr>
<td>Funds held for affiliates</td>
<td>773,511</td>
<td>1,166,836</td>
</tr>
<tr>
<td><strong>Total current liabilities</strong></td>
<td>4,923,924</td>
<td>5,850,732</td>
</tr>
<tr>
<td><strong>Long-term Debt, Net of Current Maturities</strong></td>
<td>227,119</td>
<td>28,574</td>
</tr>
<tr>
<td><strong>Total liabilities</strong></td>
<td>5,151,043</td>
<td>5,879,306</td>
</tr>
<tr>
<td><strong>Net Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Unrestricted, undesignated</td>
<td>10,283,676</td>
<td>8,797,753</td>
</tr>
<tr>
<td>Board-designated</td>
<td>1,333,729</td>
<td>1,260,336</td>
</tr>
<tr>
<td><strong>Total unrestricted net assets</strong></td>
<td>11,617,405</td>
<td>10,058,089</td>
</tr>
<tr>
<td>Temporarily restricted</td>
<td>7,856,894</td>
<td>9,737,062</td>
</tr>
<tr>
<td><strong>Total net assets</strong></td>
<td>19,474,299</td>
<td>19,795,151</td>
</tr>
<tr>
<td><strong>Total liabilities and net assets</strong></td>
<td>$24,625,342</td>
<td>$25,674,457</td>
</tr>
</tbody>
</table>
# Junior Achievement USA Statement of Activities

## June 30, 2014

<table>
<thead>
<tr>
<th>Support and Revenue</th>
<th>Unrestricted - Undesignated</th>
<th>Board - Designated</th>
<th>Total Unrestricted</th>
<th>Temporarily Restricted</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contributions</td>
<td>$ 1,225,871</td>
<td>$ 9,000</td>
<td>$ 1,234,871</td>
<td>$ 4,586,154</td>
<td>$ 5,821,025</td>
</tr>
<tr>
<td>In-kind contributions</td>
<td>42,512</td>
<td>-</td>
<td>42,512</td>
<td>460,616</td>
<td>503,128</td>
</tr>
<tr>
<td>Materials sales</td>
<td>14,259,030</td>
<td>-</td>
<td>14,259,030</td>
<td>-</td>
<td>14,259,030</td>
</tr>
<tr>
<td>Area license fees</td>
<td>4,639,212</td>
<td>-</td>
<td>4,639,212</td>
<td>-</td>
<td>4,639,212</td>
</tr>
<tr>
<td>Investment return</td>
<td>573,350</td>
<td>132,774</td>
<td>706,124</td>
<td>108,710</td>
<td>814,834</td>
</tr>
<tr>
<td>Other income</td>
<td>777,429</td>
<td>-</td>
<td>777,429</td>
<td>-</td>
<td>777,429</td>
</tr>
<tr>
<td>Net assets released from restrictions</td>
<td>6,175,061</td>
<td>-</td>
<td>6,175,061</td>
<td>(6,175,061)</td>
<td>-</td>
</tr>
<tr>
<td>Total support and revenue</td>
<td>27,692,465</td>
<td>141,774</td>
<td>27,834,239</td>
<td>(1,019,581)</td>
<td>26,814,658</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Expenses</th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Program services</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Field services</td>
<td>8,976,961</td>
<td>1,445</td>
<td>8,978,406</td>
<td>-</td>
<td>8,978,406</td>
</tr>
<tr>
<td>Communications and marketing</td>
<td>1,230,913</td>
<td>-</td>
<td>1,230,913</td>
<td>-</td>
<td>1,230,913</td>
</tr>
<tr>
<td>Research and development</td>
<td>9,392,145</td>
<td>-</td>
<td>9,392,145</td>
<td>-</td>
<td>9,392,145</td>
</tr>
<tr>
<td>Human resources</td>
<td>427,586</td>
<td>-</td>
<td>427,586</td>
<td>-</td>
<td>427,586</td>
</tr>
<tr>
<td>Total program services</td>
<td>20,027,605</td>
<td>1,445</td>
<td>20,029,050</td>
<td>-</td>
<td>20,029,050</td>
</tr>
</tbody>
</table>

| Support services                         |                           |                    |                    |                       |       |
| Management and general                   | 4,812,991                 | 66,936             | 4,879,927          | -                      | 4,879,927 |
| Fundraising                              | 1,365,946                 | -                  | 1,365,946          | -                      | 1,365,946 |
| Total support services                   | 6,178,937                 | 66,936             | 6,245,873          | -                      | 6,245,873 |
| Total expenses                           | 26,206,542                | 68,381             | 26,274,923         | -                      | 26,274,923 |

| Change in Net Assets Before Net Assets   |                           |                    |                    |                       |       |
| Transfer to Related Party                | 1,485,923                 | 73,393             | 1,559,316          | (1,019,581)            | 539,735 |

| Net Assets Transfer to Related Party     |                           |                    |                    |                       |       |
| Change in Net Assets                     | 1,485,923                 | 73,393             | 1,559,316          | (1,880,168)            | (320,852) |
| Net Assets, Beginning of Year            | 8,797,753                 | 1,260,336          | 10,058,089         | 9,737,062              | 19,796,151 |
| Net Assets, End of Year                  | $ 10,283,676              | $ 1,333,729        | $ 11,617,405       | $ 7,856,894            | $ 19,474,299 |

June 30, 2014

Junior Achievement USA Statement of Activities
## Junior Achievement USA Statement of Activities

**June 30, 2013**

### Support and Revenue

<table>
<thead>
<tr>
<th></th>
<th>Unrestricted - Undesignated</th>
<th>Board - Designated</th>
<th>Total Unrestricted</th>
<th>Temporarily Restricted</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Federal grants</td>
<td>$724,901</td>
<td>$ -</td>
<td>$724,901</td>
<td>$ -</td>
<td>$724,901</td>
</tr>
<tr>
<td>Contributions</td>
<td>1,378,176</td>
<td>9,000</td>
<td>1,387,176</td>
<td>6,350,019</td>
<td>7,737,195</td>
</tr>
<tr>
<td>In-kind contributions</td>
<td>23,630</td>
<td>-</td>
<td>23,630</td>
<td>6,680,591</td>
<td>6,704,221</td>
</tr>
<tr>
<td>Area license fees</td>
<td>4,405,109</td>
<td>-</td>
<td>4,405,109</td>
<td>-</td>
<td>4,405,109</td>
</tr>
<tr>
<td>Investment return</td>
<td>406,419</td>
<td>64,618</td>
<td>471,037</td>
<td>49,557</td>
<td>520,594</td>
</tr>
<tr>
<td>Other income</td>
<td>2,079,563</td>
<td>-</td>
<td>2,079,563</td>
<td>-</td>
<td>2,079,563</td>
</tr>
<tr>
<td>Net assets released from restrictions</td>
<td>8,341,348</td>
<td>-</td>
<td>8,341,348</td>
<td>(8,341,348)</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total support and revenue</strong></td>
<td><strong>30,886,254</strong></td>
<td><strong>73,618</strong></td>
<td><strong>30,959,872</strong></td>
<td><strong>4,738,819</strong></td>
<td><strong>35,698,691</strong></td>
</tr>
</tbody>
</table>

### Expenses

<table>
<thead>
<tr>
<th></th>
<th>Unrestricted - Undesignated</th>
<th>Board - Designated</th>
<th>Total Unrestricted</th>
<th>Temporarily Restricted</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program services</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Field services</td>
<td>11,853,131</td>
<td>1,317</td>
<td>11,854,448</td>
<td>-</td>
<td>11,854,448</td>
</tr>
<tr>
<td>Communications and marketing</td>
<td>1,050,663</td>
<td>-</td>
<td>1,050,663</td>
<td>-</td>
<td>1,050,663</td>
</tr>
<tr>
<td>Research and development</td>
<td>9,039,012</td>
<td>-</td>
<td>9,039,012</td>
<td>-</td>
<td>9,039,012</td>
</tr>
<tr>
<td>Human resources</td>
<td>441,154</td>
<td>-</td>
<td>441,154</td>
<td>-</td>
<td>441,154</td>
</tr>
<tr>
<td><strong>Total program services</strong></td>
<td><strong>22,383,960</strong></td>
<td><strong>1,317</strong></td>
<td><strong>22,385,277</strong></td>
<td>-</td>
<td><strong>22,385,277</strong></td>
</tr>
</tbody>
</table>

| Support services     |                             |                   |                   |                        |       |
| Management and general | 5,156,634                 | 7,013             | 5,163,647         | -                      | 5,163,647 |
| Fundraising          | 1,299,296                   | -                 | 1,299,296         | -                      | 1,299,296 |
| **Total support services** | **6,455,930** | **7,013** | **6,462,943** | - | **6,462,943** |
| **Total expenses**   | **28,839,890**             | **8,330**         | **28,848,220**    | -                      | **28,848,220** |

### Change in Net Assets

<table>
<thead>
<tr>
<th></th>
<th>Unrestricted - Undesignated</th>
<th>Board - Designated</th>
<th>Total Unrestricted</th>
<th>Temporarily Restricted</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>2,046,364</td>
<td>65,288</td>
<td>2,111,652</td>
<td>4,738,819</td>
<td>6,850,471</td>
</tr>
</tbody>
</table>

### Net Assets, Beginning of Year

<table>
<thead>
<tr>
<th></th>
<th>Unrestricted - Undesignated</th>
<th>Board - Designated</th>
<th>Total Unrestricted</th>
<th>Temporarily Restricted</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>6,751,389</td>
<td>1,195,048</td>
<td>7,946,437</td>
<td>4,998,243</td>
<td>12,944,680</td>
</tr>
</tbody>
</table>

### Net Assets, End of Year

<table>
<thead>
<tr>
<th></th>
<th>Unrestricted - Undesignated</th>
<th>Board - Designated</th>
<th>Total Unrestricted</th>
<th>Temporarily Restricted</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>$8,797,753</td>
<td>$1,260,336</td>
<td>$10,058,089</td>
<td>$9,737,062</td>
<td>$19,795,151</td>
</tr>
</tbody>
</table>
### Operating Activities

<table>
<thead>
<tr>
<th>Change in net assets</th>
<th>June 30, 2014</th>
<th>June 30, 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>$ (320,852)</td>
<td>$ 6,850,471</td>
<td></td>
</tr>
</tbody>
</table>

**Items not requiring (providing) operating activities cash flows**

<table>
<thead>
<tr>
<th>Description</th>
<th>June 30, 2014</th>
<th>June 30, 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Depreciation and amortization</td>
<td>1,691,451</td>
<td>1,003,044</td>
</tr>
<tr>
<td>Gain on disposal of assets</td>
<td>(5,639)</td>
<td>-</td>
</tr>
<tr>
<td>Bad debt expense</td>
<td>9,874</td>
<td>20,000</td>
</tr>
<tr>
<td>Net realized and unrealized gains on investments</td>
<td>(621,535)</td>
<td>(318,907)</td>
</tr>
<tr>
<td>Net assets transfer to related party</td>
<td>860,587</td>
<td>-</td>
</tr>
<tr>
<td>Noncash contributions of fixed assets</td>
<td>(65,616)</td>
<td>(4,089,740)</td>
</tr>
</tbody>
</table>

**Changes in assets and liabilities**

<table>
<thead>
<tr>
<th>Description</th>
<th>June 30, 2014</th>
<th>June 30, 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contributions receivable</td>
<td>(311,074)</td>
<td>569,302</td>
</tr>
<tr>
<td>Federal grants receivable</td>
<td>-</td>
<td>165,483</td>
</tr>
<tr>
<td>Affiliate accounts receivable</td>
<td>936,741</td>
<td>(526,036)</td>
</tr>
<tr>
<td>Inventory</td>
<td>518,793</td>
<td>(843,853)</td>
</tr>
<tr>
<td>Prepaid expenses</td>
<td>4,769</td>
<td>212,602</td>
</tr>
<tr>
<td>Accounts payable and accrued liabilities</td>
<td>(481,419)</td>
<td>876,078</td>
</tr>
<tr>
<td>Deferred revenue</td>
<td>11,954</td>
<td>40,473</td>
</tr>
<tr>
<td>Funds held for affiliates</td>
<td>123,911</td>
<td>(564,904)</td>
</tr>
<tr>
<td>Due from/to related party</td>
<td>(34,081)</td>
<td>(58,104)</td>
</tr>
</tbody>
</table>

**Net cash provided by operating activities**

<table>
<thead>
<tr>
<th></th>
<th>June 30, 2014</th>
<th>June 30, 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2,317,864</td>
<td>3,335,909</td>
</tr>
</tbody>
</table>

### Investing Activities

<table>
<thead>
<tr>
<th>Description</th>
<th>June 30, 2014</th>
<th>June 30, 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Purchase of investments</td>
<td>(762,941)</td>
<td>(3,756,958)</td>
</tr>
<tr>
<td>Purchase of fixed assets</td>
<td>(12,687)</td>
<td>(10,060)</td>
</tr>
<tr>
<td>Proceeds from sale of investments</td>
<td>3,598,037</td>
<td>2,226,162</td>
</tr>
</tbody>
</table>

**Net cash provided by (used in) investing activities**

<table>
<thead>
<tr>
<th></th>
<th>June 30, 2014</th>
<th>June 30, 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2,822,409</td>
<td>(1,540,856)</td>
</tr>
</tbody>
</table>

### Financing Activities

<table>
<thead>
<tr>
<th>Description</th>
<th>June 30, 2014</th>
<th>June 30, 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Repayments of capital lease obligations</td>
<td>(125,085)</td>
<td>(131,082)</td>
</tr>
<tr>
<td>Transfer of cash to related party</td>
<td>(1,377,823)</td>
<td>-</td>
</tr>
</tbody>
</table>

**Net cash used in financing activities**

<table>
<thead>
<tr>
<th></th>
<th>June 30, 2014</th>
<th></th>
<th>June 30, 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>(1,502,908)</td>
<td>(131,082)</td>
<td></td>
</tr>
</tbody>
</table>

### Increase in Cash and Cash Equivalents

<table>
<thead>
<tr>
<th></th>
<th>June 30, 2014</th>
<th>June 30, 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>3,637,365</td>
<td>1,663,971</td>
</tr>
</tbody>
</table>

### Cash and Cash Equivalents, Beginning of Year

<table>
<thead>
<tr>
<th></th>
<th>June 30, 2014</th>
<th>June 30, 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>3,150,343</td>
<td>1,486,372</td>
</tr>
</tbody>
</table>

### Cash and Cash Equivalents, End of Year

<table>
<thead>
<tr>
<th></th>
<th>June 30, 2014</th>
<th>June 30, 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$ 6,787,708</td>
<td>$ 3,150,343</td>
</tr>
</tbody>
</table>

### Supplemental Cash Flows Information

- During 2014, the Organization transferred certain assets to a related party

<table>
<thead>
<tr>
<th>Description</th>
<th>June 30, 2014</th>
<th>June 30, 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash transferred</td>
<td>$ (1,377,823)</td>
<td>-</td>
</tr>
<tr>
<td>Plus liabilities transferred</td>
<td>517,236</td>
<td>-</td>
</tr>
</tbody>
</table>

**Net transfer**

<table>
<thead>
<tr>
<th></th>
<th>June 30, 2014</th>
<th></th>
<th>June 30, 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>(860,587)</td>
<td></td>
<td>-</td>
</tr>
</tbody>
</table>

- Acquisition of equipment through capital lease obligations, including trade-ins

<table>
<thead>
<tr>
<th></th>
<th>June 30, 2014</th>
<th>June 30, 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$ 320,423</td>
<td>$ -</td>
</tr>
</tbody>
</table>
Junior Achievement USA Board Members

Mr. Ainar D. Aijala, Jr.
Chief Global Corporate Development Officer
Deloitte Touche Tohmatsu Limited
Principal, Deloitte Consulting LLP

Ms. Evelyn Angelle
Senior Vice President – Supply Chain
Halliburton

Mr. Alan S. Armstrong
President and Chief Executive Officer
The Williams Company, Inc.

Ms. Sandra Beach Lin
President and Chief Executive Officer (Retired)
Calisolar Inc.

Mr. Mark Brenner
Senior Vice President External Affairs
Apollo Group, Inc.

Ms. Catherine S. Brune
President – Eastern Territory (Retired)
Allstate Insurance Company

Mr. Rodney Bullard
Vice President of Community Affairs and
Executive Director
Chick-fil-A Foundation

Mr. Agustin Carcoba
Vice President and MD – Strategic Industry Ventures
GE Capital

Mr. James M. Carroll
Global Managing Director Government Relations
Accenture

Mr. Michael Deniszczuk
Partner and U.S. Independence Leader
PricewaterhouseCoopers LLP

Ms. Lynne Ford
Executive Vice President – Distribution & Marketing
Calvert Investments, Inc.

Mr. Perry Hewitt
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Harvard Public Affairs and Communications – Office of Digital Strategy

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El Pomar Foundation

Mr. Clyde D. Keaton
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Argo Turboserve Corporation

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Ernst & Young LLP

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Chief Executive Officer
HSBC North America Holdings Inc.

Mr. Jack E. Kosakowski (Ex Officio)
President and Chief Executive Officer
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Global Vice Chairman – Quality and Risk Management
KPMG LLP

Mr. Robert Lloyd
President, Development and Sales
Cisco Systems, Inc.

Mr. Paul E. McKnight
Senior Vice President – Organization Planning
Emerson

Mr. Gregory McStravick
General Manager and Global Head of SAP Database & Technology Global Customer Operations
SAP Americas, Inc.

Ms. Julie A. Monaco
Managing Director/Global Head Public Sector Corporate and Investment Banking Division Institutional Clients Group
Citi

Mr. Douglas D. Olson
Executive Vice President
Meredith Corporation

Mr. Jonas Prising
Chief Executive Officer
ManpowerGroup

Mr. Ed Rapp
Group President and Chief Financial Officer
Caterpillar Inc.

Mr. Robert Reeg
President
MasterCard Technologies

Mr. Sean Rush (Ex Officio)
President and Chief Executive Officer
JA Worldwide®

Mr. Larry W. Sidwell
Senior Vice President Global Credit and Risk
John Deere Worldwide Financial Services

Mr. Albert E. Suter
Chief Operating Officer (Retired)
Emerson

Mr. Richard A. Woods
Senior Vice President – Corporate Affairs
Capital One
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**Buzzy Thibodeaux**
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**Tim Armijo**
Chief Financial Officer

**Howard D. Bartner**
Senior Vice President – Operations

**Gary Blanchette**
Senior Vice President – Development

**Jackie Dant**
Vice President – Operations

**Deborah Denmark**
Vice President – Conference and Event Planning

**MC Desrosiers**
Vice President – Design, Innovation and Strategic Planning

**Lisa Frye**
Vice President – Employment and Employee Relations

**Lisa Gillis, M.A.**
Chief Academic Officer

**Ed Grocholski**
Senior Vice President – Brand

**Christy Kunz**
Vice President – Operations

**Jeanette Lee**
Vice President – Development

**Susan Luu**
Senior Vice President – Business Improvement

**Leslie Pierce**
Senior Vice President – Talent and Organization Development

**Kris Ponciroli**
Vice President – Donor Relations and Development Services

**Andy Schenck**
Curator – Entrepreneurship Experiences

**Steve Schmidt**
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**Joe Thomas, Ph.D.**
Vice President – Evaluation and Research
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