Junior State of America (JSA) prepares a diverse community of high school students to participate in our democracy. We offer hands-on, student-led civic programs designed to activate the talents of young people, instilling values of respect and understanding, and inspiring them to be a new generation of American leaders.
DEAR FRIENDS AND SUPPORTERS,

In the spring of 2020, it quickly became clear that JSA would be entering a period of uncertainty as the reality of a global pandemic set in.

Our heavy dependence on the revenue associated with large, in-person events made the pandemic an existential threat to our future.

As an organization, JSA was forced to completely reimagine its financial model and scale back staff dramatically. We relied on a core group of employees we believed would achieve our mission in the midst of uncertainty. We watched how students leveraged digital platforms to connect and communicate, to support each other, and to engage in activism. We quickly realized the possibilities it opened up for national programming, events, and initiatives that were impossible pre-COVID. And we saw how our organization had an opportunity to create substantive, permanent change and fundamentally evolve our programs instead of applying temporary band-aids.

Our biggest focus was on creating programming that would be rich, relevant, and vital—with the flexibility to engage students equally whether they were in an all-digital, hybrid, or in-person setting—and make JSA more resilient going forward.

Many donors increased their giving during this time of financial crisis, providing a lifeline and giving us the time to enact necessary changes. Today, thanks in part to successful fundraising and careful cost management, JSA is in a stronger financial position than we’ve seen in many years—having cut our debt in half and establishing financial reserves of $1M.

This annual report is a snapshot of the results of the reimagination that took place during 2020 and 2021. It offers a glimpse into the programming, financial highlights, events, and fundraising that took place during those unprecedented times.

We’ve always believed in the purpose of JSA—and in the potential of our students. Throughout this period, we were reminded that JSA is to students an organization with a unique capacity to connect, inspire, and empower. With the passion and ideas of our students and your generous support, JSA is ready to embark on a new era with hope and vitality, as we continue the journey toward a better democracy.

Rachel Kaganoff Stern
CEO
Junior State of America
2020–21 was a two-year period unlike any other.

With the help of many, including you, JSA remained focused on its mission and continued to provide outstanding programs and events that enriched the lives of its students during the pandemic.
2021 events

**JANUARY 14**
JSA Live ft. House Majority Whip James “Jim” Clyburn

**FEBRUARY 26**
Winter Congress (virtual)

**APRIL 23**
JSA Live ft. Gov. David Ige

**JULY 9**
Clivics Immersion Program (new + virtual)

**JULY 31 - AUGUST 14**
Young Women’s Leadership Institute (virtual)

**AUGUST 16**
JSA Live ft. Congresswoman Stacey Plaskett

**SEPTEMBER 23**
JSA Live ft. Congressman Dan Crenshaw

**JANUARY 18**
JSA National Day of Service

**FEBRUARY 27**
JSA Live ft. Stacey Abrams (virtual)

**APRIL 23**
Spring State (virtual)

**JUNE 12**
Gene A. Burd Institute on Media & Politics (virtual)

**JULY 29**
JSA Live ft. Amanda Litman
Today, we’re more confident than ever that JSA is part of the solution to our society’s greatest challenges.

We’ve done the hard work to reshape our organization, making bold changes that will enable us to deliver on that vision.
Evolving and Expanding Our Programs

Today's JSA is a reflection of what we've heard from students, educators, community partners, and donors, with new programming that is responsive to our times and transformative for all students. JSA challenges today’s youth to engage deeply with the issues that affect their daily lives, and we’ve evolved our programming to ensure its continued relevance to all communities we serve and aspire to serve:

→ Complete curriculum redesign for the Gene A. Burd Institute on Media & Politics, and the Young Women’s Leadership Institute.
→ Refocused academic offerings at JSA’s summer experience—now the Stern Civics Immersion Program—responding to student demand for courses that reflect their interests.
→ Increased national initiatives for a more robust JSA experience.
→ Introduced virtual speaker series drawing national leaders to address the JSA Nation.

Providing Access for All to Participate

JSA only works as a model of our democracy when it is truly a non-partisan representative of the views, experiences, and people of our society. We are committed to eliminating barriers to entry and making JSA accessible, equitable, and affordable to all students. We aim to increase participation and membership for both school-year and summer experiences with a focus on diversity, equity, inclusion, and belonging. We’ve reimagined our financial model in an effort to ensure a richer JSA experience for all by offering:

→ Reduced programming costs and fees.
→ Expanded scholarship opportunities.
→ Virtual and hybrid options that guarantee equal access from anywhere.

Growing from a Position of Strength

We collected the data. We spoke with students, alumni, and community leaders and heard what JSA has meant to them—what they learned about themselves, their peers, and democracy through their experiences. Through the process, JSA identified both our greatest strengths and the areas where we could improve to better fulfill our promise. This time of action and reflection has allowed us to emerge from the pandemic with a clear vision for sustaining and growing our organization:

→ Strategic plan to chart the evolution of JSA.
→ Reimagined financial model that shifts the burden away from in-person events.
→ New branding that authentically captures the essence and energy of JSA, thus broadening its appeal.
→ Updated giving model that allows for donor flexibility and corporate matching.

Giving Clarity to Our Mission and Vision

The pandemic challenged JSA to respond to an existential threat to the future of our organization. During these difficult times, we realized that we were being presented with an opportunity to improve our resiliency against future crises and remain vital to the students we serve. It was an opportunity to reexamine our mission and values and have honest conversations about how JSA was meeting the challenge of our democracy and the needs of our students. As a result, we identified priorities that are the key to providing a steady foundation for the future of our organization:

→ Build a cohesive year-round model with program modules that can both interact with one another and provide value independently.
→ Invest actively in chapters to strengthen the foundation of JSA.
In recent years, America’s students have been challenged to examine the history of racism and injustice in our society. They’ve reflected upon their own experiences, beliefs, and action; and while there are no easy solutions, some students have begun to act, finding non-partisan substantive ways to make change at an institutional level.
JSA connected us all together and gave us key leadership experience at a young age. We’re so glad we were able to tap into that when the ideation for Diversify Our Narrative came around!

Katelin Zhou  
Co-founder, Diversify Our Narrative

Diversify Our Narrative, a student-led organization focused on policy and curriculum change, aims to widen the range of perspectives offered to students by promoting more diverse sources of literature in California high schools, integrating authors that more accurately portray the racial and cultural diversity of our communities.

If it seems like an organization that shares a spiritual connection with JSA, it might not surprise you that its founders, Jasmine Nguyen and Katelin Zhou, attended JSA’s summer school together on the Stanford campus in 2019. Their organization, which began in June 2020, now has more than 6,000 student organizers in 800 school districts, and a social media reach of more than 200,000 followers.

As the organization has expanded, so have the resources it provides students, educators, and administrators through the Diversify Our Narrative website and social channels—which now include petitions, student action tool kits, recommended reading lists, and lesson plans.

Like JSA, Diversify Our Narrative puts a premium on student empowerment, encouraging students, teachers, administrators, and school boards to take a deeper interest in their education, and take action.

The sample petition on the Diversify Our Narrative website proposes that at least one required text in every English/Literature class be authored by a Black, Indigenous, People of Color (BIPOC) writer and pertain to the experiences of a person or people of color—and that those texts be taught and analyzed with the same rigor as any other standard text.

Zhou said the momentum connected to activism from Black Lives Matter protests inspired them to contribute to the movement in whatever way they could. They saw an opportunity to try to address the root of the problem through the public education system.

Diversify Our Narrative is an inspiring example for JSAers who want to do more by channeling their passion, sharpening their skills, and sharing their strengths. By following their passion for justice and change, the students and alumni of JSA continue to shape our world for the better.
Financial Highlights

**FY 2019–2020**

**REVENUE**
- Summer: 1.1% ($31,385)
- School Year: 55.0% ($1,574,985)
- Support: 43.9% ($1,255,466)

**EXPENSES**
- Summer: 11.4% ($365,785)
- School Year: 55.3% ($1,766,574)
- Support: 33.3% ($1,224,241)

56.1% of total revenue came from programs and 66.7% of expenses went toward programs in FY 2019–2020.

**FY 2020–2021**

**REVENUE**
- Summer: 1.2% ($36,314)
- School Year: 7.6% ($239,779)
- Support: 91.2% ($2,868,423)

**EXPENSES**
- Summer: 13.1% ($271,690)
- School Year: 40.5% ($840,618)
- General & Administrative: 20.5% ($431,458)
- Support: 25.6% ($529,883)

91.2% of total revenue came from support and 53.6% of expenses went toward programs in FY 2020–2021.
# People

## Leadership as of Dec. 31, 2021

- **Rachel Kaganoff Stern**  
  Chief Executive Officer
- **Susan Freundlich**  
  Chief Development Officer
- **Andee Steinman**  
  Chief Program Officer; State Director for Midwest and Ohio River Valley
- **Jodi Wiseley**  
  Chief Financial & Operating Officer

## Staff as of Dec. 31, 2021

- **Sara Almaraz**  
  Development Manager
- **Colette Ankenman**  
  Program Officer; State Director for Southern California, Southeast, and Arizona
- **Ed Banayat**  
  Senior Program Officer; State Director for Pacific Northwest, Mid-Atlantic, Texas, and Territories
- **Arnela Colic**  
  Program Manager; State Director for Northern California and Northeast
- **Malachi Jackson**  
  Program Manager
- **Gabby McNamara**  
  IT Coordinator
- **Simon Muturi**  
  Controller
- **Lucio Ramirez**  
  Administrative & Operations Coordinator
- **Ariel Reed**  
  Donor Relations Manager
- **Alzeta Wilson**  
  Outreach & Recruitment Manager
- **Zhui Wu**  
  Accounting Clerk

## Board of Directors as of Dec. 31, 2021

- **Laura Ansell**  
  Member, Board of Directors
- **Niraj Antani**  
  Member, Board of Directors
- **Letitia Clark**  
  Member, Board of Directors
- **Beth Freeman**  
  Vice President, Board of Directors
- **Bonnie Goldberg Germain**  
  Member, Board of Directors
- **Vishal Goradia**  
  Member, Board of Directors
- **Jeff Harris**  
  Member, Board of Directors
- **Larry Klane**  
  Member, Board of Directors
- **James Lintott**  
  Member, Board of Directors
- **Gabriel Stempinski**  
  Member, Board of Directors
- **Vivian Tsai**  
  Secretary, Board of Directors
- **Shayna van Hoften**  
  President, Board of Directors
- **Tom Warden**  
  Member, Board of Directors
- **Doug Wertheimer**  
  Treasurer, Board of Directors

## Council of Governors

### 2020–2021
- **Zane B.**  
  Arizona
- **Erica C.**  
  Mid-Atlantic
- **Anjali P.**  
  Midwest
- **Dev A.**  
  Northeast
- **Kaetlyn L. M.**  
  Northern California
- **Wonnie K.**  
  Ohio River Valley
- **Marlam J.**  
  Pacific Northwest
- **Ava C.**  
  Southeast

### 2021–2022
- **Lilly C.**  
  Southern California
- **David T.**  
  Texas
- **George B.**  
  Mid-Atlantic
- **Mehek T.**  
  Midwest
- **Peggy L.**  
  Northeast
- **Rebecca S.**  
  Arizona
- **Cecille P.**  
  Northern California
- **Anettej A.**  
  Ohio River Valley
- **Adelaide D.**  
  Pacific Northwest
- **Emma C.**  
  Southeast
- **Keira P.**  
  Southern California
- **Jason Y.**  
  Texas
Thank You from JSA

As a nonprofit, JSA relies on the generous support of organizations, and individuals like you. Your gift allows us to improve our civic programs, expand our reach, defray student fees, and offer life-changing experiences for high school students across the nation.

HERO ($25,000+)
- David Schellhase
- James Lintott
- Rachel Kaganoff Stern
- Doug Wertheimer & Beth Mitchner
- The Melody S. Robidoux Foundation Fund
- Hurlbut-Johnson Charitable Trust
- Scott Bekemeyer
- Vishal Goradia
- Larry Klane
- June Thurber Paine & Garrett Paine
- Capital Group Companies Charitable Foundation
- Bill & Melinda Gates Foundation
- Cindy Capobianco & Rob Rosenheck
- The Coca-Cola Company

CHAMPION ($10,000–$24,999)
- Abe & Jennifer Friedman
- David Gray Carlson
- Michael Edelstein
- Maria Shim & Nick Fox
- Richard & Karen Prosser
- Michael McCurry
- Vivian Tsai
- Thomas Warden
- Marriott International
- Atkinson Foundation
- Ayako & Dale Okuno
- John Absher

ADVOCATE ($5,000–$9,999)
- Michael Linick
- Bonnie & Daniel Germain
- Tor Gronborg
- Scott & Sharon Miller
- Laura Ansell
- Anonymous
- Roxanne Cooper
- Vita Germain
- Scott Garner
- Lorryne Ward
- Edward Elliott
- Glen Fuller
- Jacqueline Hanson
- Rebecca Arons
- Alex Evans
- Comcast
- Frank Baxter
- Gabriel Stempinski
- Insperity
- Jen Wythes
- Matthew Randazzo
- Nicole & Alan Mutchnik
- Paul Hrabal
- Ronus Foundation
- Sandra Bunn
- Venable Foundation

ACTIVIST ($2,500–$4,999)
- Lenny Mendonca
- Daniel Ingram
- Karyn Dest Harrington
- Chris Cowart
- Auren Hoffman
- Elizabeth Hunter
- Dianne Chipps Bailey
- Kevin Smith
- Tom & Ellen Hoberman Charitable Trust
- Richard & Bonnie Sutton
- Joan Garner
- Shayna Mittler van Hoften
- Israel Klein
- Eric Whitaker & Sandra Gross
- J. W. Mailliard, Jr. Trust
- Josh Cahan & Katherine Caputo Cahan
- Benjamin & Debra Ansell
- Dan Schnur
- Kermit Marsh
- McCormick Foundation
ALLY
($1,000–$2,499)
Amazon Foundation
Andrew Green & Emily Gee
Jerry Newfarmer
Jeff Harris
Steven & Laurie Augustino
Blue Mudbhary
David Green
Anique DeWitt
Bryan Kenny & Monica Sarang
Catherine Tsai
Ben Birken
Mark Smith
Jewish Community Federation
Tessa Kaganoff
Mary Aimone
Jennifer Bunn Hayden & Eric Hayden
Helen Bennett
Thom Taylor
Crystal Frierson
Laurie Keleman
Eugenia Ann Volz
Victor Gallo
Carolyn Spitz
Conrad Schmidt
Suzanne Dale Estey
Bob Rapp
Ralph & Marla Andersen
Family Fund
Anna Duarte Moskowitz
Cathy Campbell
Jamie Cesaretti
William & Patricia Flumenbaum
John Guevara
Thomas Silverman
Anna Waggener & Hossein Alidaee
Joan Stern
Brian Collins
David Atlas
Elliot Fox
Joseph Simitian
Leonard M. Apcar
Robyn Field
Sally Bennett
The Mirza Family Foundation
Adrienne Torf
Eventbrite
Anne DeTraglia
Jennifer Hong
AmazonSmile Foundation
Jeanne Baridon
Jean Stern Atkinson
Google
Pamela Doris Jones
Jay Dhar
California Pizza Kitchen, Inc.
Bruce Adelstein
Sharon Kornely
Taryn Presley
Enno Krebbers
Angela Macey-Cushman
Chris Macey-Cushman
James Finsten
Jon & Jeanne Kalin
Mark Micheli
Nelson D. Crandall
Rajesh Naidu
Randy Lundeen
Robert Philibosian
Brian Cooper
Aisha Khemani
Andrew Balen Philips & Diane Wechsler Philips
Ann Kaganoff
Anthony Mardenborough
Araba Penn
Beth Wilson
Brookes Degen
Deborah Reichmann
Disney
Don & Elissa Chennavasin
Edda Margeson
Eesha Ved
F. Curtis May
Fred Turkington
James Katz
Jianrong Tang
John Byrne
John Feldman
Karina Sakhra
Manjusha Gunuganti
Michael Meese
Mike Fitzsimmons & Elaine Chapin
Norman Villarina
Raegan Victorine
Renee Rubino
Roger Snoble
Rosemarie Geiser
Scott Shapiro
Susan Solinsky Duryea & Paul Duryea
Theodore Toon
Tracy Fitzsimmons

FRIEND
($500–$999)
Leslie Scheunemann
Amy Davidson
Indigo Mudbhary
CAFA
Bethan Cantrell
Isabella Yum
Christopher Nguyen
Timothy Jason Young
Jill Johnson
Jessica Bryndza
Charities Aid Foundation
Jiselle Lobo
Ed Prosser
Theresa Hall
Nancy Oflynn

*Note: gifts from fiscal years 2020 and 2021 (October 1, 2019–September 30, 2021) have been combined for the purposes of this special two-year report.
Looking Ahead

For generations, JSA has provided students with the tools to think, to discuss, and take action. These vital experiences have inspired students to become open-minded, empathetic, and responsible leaders in their communities.

Our students are an inspiration to all of us. Their leadership during the pandemic led to many of the major changes we have outlined in this report. It was students who created the new digital election process; students who created both online and, later, hybrid conventions; and it was students who brought a focus to diversity, equity, and inclusion.

In a society where bi-partisan collaboration and compromise is seemingly waning, JSA students continue to embrace differences and learn together by doing. Like JSAers before them, they will be leaders—not spectators—in our democracy. We are confident that we will be there to challenge, support, and inspire them for generations to come.

As we write the next chapter of our story, JSA is committed to making substantive, strategic changes that will ensure a bright future for our organization and our students, by:

- Diversifying our revenue sources to ensure long-term financial sustainability.
- Cultivating an organizational culture in alignment with our values.
- Designing and implementing an impact measurement system.
- Developing an accessible, integrated, and scalable year-round program architecture.
- Optimizing and leveraging technology to expand our reach and influence.
- Growing student membership and expanding chapters with a focus on diversity, equity, and inclusion.
- Activating JSA’s network to deepen, broaden, and amplify our impact.
You can help us achieve our mission and ambitious goals.

Contact our Development team to explore how you can get involved today.

→ **Tyler Morningstar**  
  Director of Development  
  tmorningstar@jsa.org  
  510-694-0884

**Partner with Us**

Through corporate and community partnerships, JSA continues to increase our capacity in important ways, enabling us to develop responsive programming, extend our reach into new communities, and ensure fair and equal access for all.

→ Learn more at jsa.org/partner

**Support Us**

Your support at every level emboldens our commitment to empowering young leaders. Learn more about how you can support JSA, including planned giving, recurring donations, securities, matching gift programs, or even portions of your Amazon retail purchases.

→ Learn more at jsa.org/donate

**Stay Connected**

Once an alum, always an alum. If you’ve been feeling disconnected and craving civic engagement, JSA can be the organization that brings you back. When you support JSA, you can network with fellow alumni, attend events, get updates on JSA’s impact, and stay connected to our community and our mission.

→ Learn more at jsa.org/stay-connected