RISING WITH Resilience

Junior State of America
2022 Annual Report
Junior State of America, a student-led organization, prepares a diverse community of high school students to participate effectively in our democracy. We offer hands-on civic programs designed to activate the talents of young people, instill values of respect and understanding, and inspire them to be a new generation of American leaders.
DEAR FRIENDS AND SUPPORTERS,

Like the rest of the world, JSA greeted 2022 eager to get back to a semblance of normalcy.

We set to work ramping up opportunities for in-person learning, but new and unexpected obstacles soon appeared.

Our return to in-person programming was trickier than we predicted; onerous new school district rules surrounding student participation threatened the viability of events like our powerful (and eagerly anticipated) school-year conventions. Then, during the summer of 2022, COVID cases surged in many parts of the country. Coupled with soaring travel costs, this left many students and their families reluctant—or unable—to join us in person.

Despite these difficulties, JSA staff and students responded with resilience. Our leadership and staff summoned the ingenuity and energy needed to navigate a vastly different post-pandemic landscape. At the same time, our students served as bellwethers for new ways of learning. The digital programs we developed during the pandemic remained a strong option for students and groups who weren’t ready to return to in-person programming—and hybrid programs continued to address hindrances around affordability and accessibility.

After a long hiatus, we were thrilled to offer opportunities to gather in real life. From our summer programs, like The Gene A. Burd Institute on Media & Politics, to our first in-person gala since the start of the pandemic, JSA students and community members were grateful to be together once again.

And as a testament to our responsible reinvention, JSA has emerged from the pandemic in a stronger financial position than we’ve seen in many years; we’ve reduced our long-term debt by half, and raised over a million new dollars in cash reserves. We are exploring and developing a diverse set of revenue streams that will make JSA accessible and affordable to all students.

Our annual report offers a glimpse into key areas of growth for JSA this past year, including programming and financial highlights, events, and fundraising priorities. This year has reminded us of our collective adaptability and strength—especially from our students.

Thanks to your generous support, we are as confident as ever in our unique ability to empower open-minded, empathetic young leaders.

Rachel Kaganoff Stern
CEO Junior State of America
2022 was a year of resilience and determination. With your support, JSA braved the post-pandemic landscape with fresh ideas and a renewed commitment to deliver outstanding programs and events for all our students.
BY THE NUMBERS

9,000+
ACTIVE MEMBERS

306
JSA chapters
nationwide

300+
HIGH SCHOOLS
WITH JSA CHAPTERS

20
U.S. states with
active chapters

20
INFLUENTIAL
SPEAKERS FROM
ALL AREAS OF
GOVERNMENT

38
events hosted
(in-person, online,
and hybrid combined)

JULY 15–22
Civics
Institute
Micronesia

AUGUST 1–7
ACLU and
JSA National
Advocacy
Institute

SEPTEMBER 19–23
High School Voter
Registration Week

NOVEMBER–DECEMBER
Fall State
Northeast (November 5–6)
NorCal (November 5–6)
Pacific Northwest (November 5–6)
Southeast (November 12–13)
SoCal (November 12–13)
Ohio River Valley (November 12–13)
Arizona (November 19–20)
Midwest (November 19–20)
Texas (November 19–20)
Mid-Atlantic (December 3–4)

JULY 31–AUGUST 6
Young Women’s
Leadership
Institute

AUGUST 1–7
ACLU and
JSA National
Advocacy
Institute

NOVEMBER 21
Virtual JSA
College
Admissions
Panel

DECEMBER 17
Virtual
National
Fall State

JULY 6–25
Stern Civics
immersion
Program

JULY 29
JSA D.C. Gala
For generations, JSA has empowered citizen influencers to participate in democracy.

We’ve leaned into our strengths to help the next generation of young people find their passion to lead.

Revitalizing Our Brand and Organization

We’ve made bold changes to stay relevant and responsive to young people finding their voice. In 2022, JSA worked with Untuck, a national creative studio focused exclusively on nonprofits, to reimagine our visual identity and website. The new JSA logo and tagline are both durable and expansive. They capture the essence of what JSA offers teens: a place that says, “All views lead here.” The new look and feel of JSA is driven by the same mission but is now better positioned to reach a broader audience than ever.

- Our leadership team includes two new members, a Director of Development and a Director of Marketing & Communications. They are working to ensure JSA provides our students and programs with new sources of funding, and are using our new brand and marketing collateral to promote our work to new audiences of participants and supporters.

- Our new brand identity offers clarity and cohesion across all of our touchpoints, helping activate and excite our community.

- Our redesigned website provides students, funders, and partners the information they need including a complete menu of programs and events, useful resources, engaging stories of impact, and ways to get involved with JSA.

- We continue to bring professional educators into the program team. Having professional educators on our staff helps us build stronger programs to connect more deeply with teacher advisors, schools, and districts.

Expanding Our Network and Reach

JSA remains committed to increasing participation and membership in innovative ways. Our strategic plan gives us clarity around our greatest strength—world-class programming that empowers youth to engage with issues that affect their daily lives. New and renewed partnerships with kindred organizations enhance our excellent programming while simultaneously opening up new avenues of revenue that will help ensure the long-term health of our organization.

- Through a collaborative partnership with the ACLU, a nonpartisan organization that focuses on defending and preserving individual liberties, JSA will be able to continue to expand our engagement with young leaders. We partnered with the ACLU for their 7th annual National Advocacy Institute, providing logistical support and curriculum development as well as tapping into our extensive alumni network to serve as program facilitators.

- In our 32nd year working with the U.S. Department of the Interior, JSA launched its first-ever on-island summer program, Civics Institute Micronesia, designed to engage high school students in the U.S. Territories and Freely Associated States with the most pressing issues facing our democracy today. The highly successful program will be expanded in the summer of 2023.

- Procon.org, recently acquired by Encyclopædia Britannica, offers online research on controversial issues in a straightforward, non-partisan way. Our new partnership with the site will help us provide current, factual supporting materials for students in their work to break down the partisan divide.
Reimagining Student-Centered Learning

When lockdowns slowly started to lift, JSA and many of our students were eager to create new opportunities for in-person convenings. JSA navigated the new landscape, using skills we’d sharpened during the pandemic to offer innovative programming and career development opportunities for our students.

→ JSA students stole the spotlight at SXSW EDU 2022 when five JSA governors presented “Merging the Partisan Divide,” which explored how they are attempting to heal the ongoing devolution of American politics in their communities and beyond. Participating in SXSW was a JSA first!

→ To the delight of our students, we returned to in-person conventions, helping re-ignite connections and enjoy the unique programmatic opportunities available when we all share the same physical space.

→ JSA is dedicated to mobilizing high school students from around the country to get involved in the election process. Our students led our nationwide “Be the Vote” registration campaign, where students were encouraged to register as many voters as possible.

Ensuring Fairness and Accessibility

The pandemic gave JSA the chance to test our agility as we pivoted—again and again. We emerged with strengthened resolve and fresh ways to grow. We now envision a future where JSA’s revenue streams are increasingly diversified. With new and renewed partnerships, a new development leader at the helm, and new avenues for income, JSA is primed to continue to eliminate barriers to entry and make JSA accessible and affordable to all students. We have a renewed vision for sustaining and growing our organization.

→ By carefully culling expenses, JSA has been able to reduce its long-term debt by 50% in a single year and raised $1 million in cash reserves, in addition to our regular fundraising.

→ JSA was awarded nearly $500,000 from the U.S. Department of Interior.

→ Last year, we returned to in-person fundraising events and hosted one gala in Washington, D.C.—raising $145,000 in donations.

→ Updated giving models now include a planned giving campaign and five-year commitments as sources of sustainable revenue.
JSA challenges young people to engage deeply with the issues that affect their daily lives—offering transformative programming that is current, relevant, and urgently needed. As a result, JSA alumni become leaders uniquely equipped to tackle new and persistent challenges to our society and democracy.

We recently spoke with Katrina Mulligan, Chief of Staff to the Secretary of the Army, David Simnick, CEO & Co-Founder of SoapBox, and Mark Takano, U.S. Representative for the 39th Congressional District of California, about the impact our programs have had on their lives, career direction, and ability to lead.
How did JSA set you up for a career in leadership and civic involvement?

KATRINA: Having grown up in a housing project in California, and being the first person in my family to graduate high school, I credit a JSA summer residential program for changing what I thought was possible for my life. Everything that happened after that is because of that experience.

DAVE: In JSA, young people are empowered to wrestle with thorny issues. Doing what I love is a direct result of the opportunities JSA gave me to thoughtfully engage in difficult topics that need to be discussed and tackled.

MARK: JSA gave me the opportunity at an early age to not only meet elected and appointed officials but challenge them with tough questions about their political stance or values. This helped me hone my own ability to articulate my own stance and also made me realize that I could run for office myself someday.

What is something you wished everyone knew about JSA that would inspire them to support JSA’s mission and organization?

KATRINA: Our democratic experiment is going through its paces. JSA helps catalyze young people’s interest in being problem solvers in the public context—there aren’t many places in our education system where that happens.

DAVE: JSA is a place where students’ voices are amplified, and their leadership skills are given space to be exercised. Those spaces need to be protected.

MARK: Now more than ever, our young people need the experiential civic education that JSA offers—education that is live and engaging, and beyond what a textbook can provide.

Some say that the political divide has never been wider. What makes you hopeful for the future of democracy in the United States and around the globe?

KATRINA: I’m eternally optimistic about today’s youth. Just like at one point, there was a young person in school who would go on to invent the Polio vaccine, there’s a student today who will figure out how to restore global peace. The kids are OK. We’re the ones wringing our hands; they’re busy setting their minds to do something about it.

DAVE: Democracy is fragile, but in the same breath, it’s incredibly resilient. Democracy works as long as we believe in it.

MARK: This is a generation to be hopeful about. I’m looking at a generation that’s less racist, less homophobic, and less sexist than previous generations. This generation has a sense of justice and unfairness. It’s also deeply engaged.

JSA has touched the lives of hundreds of thousands of students since our inception. To learn more about the ways JSA alumni have become citizen influencers for democracy, please visit our alumni page at jsa.org/why-jsa/alumni.

“JSA gave me an opportunity to have real leadership and to thoughtfully engage in difficult topics. It’s a laboratory that made it incredibly apparent how difficult democracy is to uphold, and how sacred it is at the same time.”

DAVID SIMNICK
CEO & Co-Founder, SoapBox
Financial Highlights

FY 2021–2022

**REVENUE**
- Summer 24.7% ($690,859)
- School Year 11.9% ($332,352)
- Support 63.4% ($1,774,135)

**EXPENSES**
- Summer 28.2% ($1,068,081)
- School Year 40.3% ($1,523,203)
- General & Administrative 12.7% ($480,568)
- Support 18.8% ($712,211)

36.6% of total revenue came from programs in FY 2021–2022.

68.5% of expenses went toward programs in FY 2021–2022.
LEADERSHIP as of Dec. 31, 2022

Rachel Kaganoff Stern
Chief Executive Officer

Tyler Morningstar
Director of Development

Eliana Rodriguez
Director of Marketing & Communications

Andee Steinman
Chief Program Officer

Jodi Wiseley
Chief Financial & Operating Officer

STAFF as of Dec. 31, 2022

Sara Almaraz
Development Manager

Colette Ankenman
Program Officer; State Director for Southern California and Arizona

Ed Banayat
Senior Program Officer; State Director for Territories and Pacific Northwest

Sarah Boyd
Program Coordinator

Sophina Schmidt Goldstein
Marketing & Communications Specialist

Simon Muturi
Controller

Lucio Ramirez
Administrative & Operations Coordinator

Amanda Timpson
Program Manager; State Director for Southeast and Texas

Rasaan Turner
Program Manager; Director for Northeast, Midwest, and Ohio River Valley

Alzeta Wilson
Outreach & Recruitment Manager

Zhuai Wu
Accounting Clerk

BOARD OF DIRECTORS as of Dec. 31, 2022

Laura Ansell
Member, Board of Directors

Niraj Antani
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

Aashna R.
Governor of Southern California

Gabriel Stempsinski
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 as of Dec. 31, 2022

2021–2022

Rebecca S.
Arizona

George B.
Mid-Atlantic

Mehek T.
Midwest

Peggy L.
Northeast

Cecille P.
Northern California

Aneetej A.
Ohio River Valley

Adelaide D.
Pacific Northwest

Emma C.
Southeast

Keira P.
Southern California

Jason Y.
Texas

2022–2023

Maritza R.P.
Arizona

Rishi J.
Mid-Atlantic

Ariel S.
Midwest

Annabelle X.
Northeast

Georgia L.
Northern California

Sophia M.
Ohio River Valley

Riya S.
Pacific Northwest

Carlineissa
Jean F.
Southeast

Aashna R.
Southern California

Kaitlyn H.
Texas

ANNUAL REPORT 2022
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+)
Rachel Kaganoff Stern
David Schellhase
James Lintott
Doug Wertheimer & Beth Mitchner
Jack Eugene Teeters (deceased)

CHAMPION
($10,000–$24,999)
Hurlbut-Johnson Charitable Trust
Maria Shim & Nick Fox
Larry Klane
Vishal Goradia
Wanda & Scott Bekemeyer
Anonymous
Vivian Tsai
June Thurber Paine
& Garrett Paine
Dr. Ann Kaganoff
Bonnie & Daniel Germain
David Gray Carlson
Gabriel Stempinski

ADVOCATE
($5,000–$9,999)
Thomas Warden
Scott & Sharon Miller
Laura Ansell
Abe & Jennifer Friedman
Thomas & Carolyn Langfitt Foundation
George Mason University
Helen Bennett
Ralph & Marla Andersen Family
Fiona Hill

ACTIVIST
($2,500–$4,999)
Michael & Debra Linick
Jerry Newfarmer
Tor Gronborg
Anonymous
Carolyn Spitz
Daniel & Amanda Ingram
Tyler Johnson
& Jill Kauffman Johnson
Shayna Mittler van Hofen
Karyn Dest Harrington
Estelle Saltzman
Klein/Johnson Group
James Katz
Jennifer Anastasoff

ALLY
($1,000–$2,499)
Karen Crandall
Rosenthal Family Foundation
Sabrina Lieberman
Michael McCurry
Karen Prosser
J. W. Mailliard, Jr. Trust
Andrew Green & Emily Gee
John Alsheser
Christopher Nguyen
Caroline Kelly
Crystal Frierson
Elizabeth Hunter
Lorrayne Ward
Par Larsson
Richard & Bonnie Sutton
Thom Taylor
Amy Davidson

FRIEND
($500–$999)
Annique DeWitt
Edison International
Jennifer Hong
Michael Wallace
Rosenaz Sharifi
Andrea Steinman
Anna Waggener & Hossein Alidaee
Annique Riddle
Jonathan Goldin
Michael & Jennifer Cobb
Blue Mudbhary
Jay Dhar
Jennifer Bunn Hayden
& Eric Hayden
Beth Wilson
Jim Conklin
Nelson D. Crandall
Tessa Kaganoff
Timothy Jason Young
Allison Moore
Dianne Chipp Bailey
Fred Turkington
Glenn Havskjold
Jeff Harris

Jose C. Martinez
Kevin Smith
Lawrence Young
Lenny Mendonca
Mark Smith
Mike Fitzsimmons & Elaine Chapin
Niraj Antani
Peter Loge
Scott Shapiro
Tracy Fitzsimmons
Youth Service America
Looking Ahead

The world is changing faster than ever, and the need to protect, preserve, and strengthen our democracy has never been more acute.

Our students hold the future of democracy in their hands. What they say matters. What they do matters even more. Our role—and the role JSA has played for generations—is to give them agency, amplify their voices, and trust their leadership. As the challenges we faced during the pandemic wane and new ones make themselves known, we continue to put our faith in our students to steer our organization toward new opportunities for scale and impact. In return, they inspire and reenergize us.

Where there is polarization, there are JSA students pushing back—they respect different viewpoints and backgrounds, embrace collaboration, and learn how to lead in their schools and communities. We are certain of and excited for JSA’s future and hopeful for a better, thriving democracy.

JSA is committed to organizational sustainability so we can meet the needs of future students. We continue to grow from a position of strength by:

→ Continuing to diversify our revenue sources and explore corporate sponsorships to ensure long-term financial sustainability.
→ Addressing structural impediments to participation to bring JSA programming to more schools.
→ Increasing access by making participation in key events more affordable.
→ Leveraging insights to improve and expand programs aimed at students nationwide.
You can help us achieve our mission and ambitious goals.

Contact our Director of Development to learn more.

→ **Tyler Morningstar**  
  Director of Development  
  tmorningstar@jsa.org  
  619-928-8299

**Support Us**

Your support at every level emboldens our commitment to empowering young leaders. Learn more about how you can support JSA, including cash donations, planned giving, multi-year giving, stock transfers, and matching gifts. As a nonprofit 501(c)(3), gifts to JSA are tax deductible.

→ Learn more at jsa.org/donate

**Partner with Us**

As a JSA partner, you will help us 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

**Stay Connected**

Once an alum, always an alum. When you support JSA, you are part of a unique network of leaders and changemakers. You will have the chance to attend JSA events, get updates on our impact, and stay connected to our vital mission.

→ Learn more at jsa.org/stay-connected