



Empowered for life.

A series of white silhouettes representing a family. From left to right: a man standing, a woman sitting on the floor, a man standing, a woman standing, a child walking, a man walking, a woman walking, and a child walking.

[www.janewengland.org](http://www.janewengland.org)

Junior Achievement of Northern New England  
400 Fifth Avenue, Suite 300  
Waltham, MA 02451 • p. 781-373-1170



*Empowering young people to own  
their economic success.*





# Junior Achievement<sup>®</sup> of Northern New England



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A close-up photograph of a young girl with dark hair styled in braids. She is wearing a shirt with vertical stripes in shades of green, blue, and yellow. She has a thoughtful expression, looking slightly to the right of the camera. The background is softly blurred, showing what appears to be a desk with papers.

# Letter from the Board Chair

**Dear Friends of Junior Achievement,**

As Chair of the Junior Achievement of Northern New England Board of Directors, it is my pleasure to provide you with this annual report. As you know, our ability to serve the students of Eastern and Central Massachusetts and New Hampshire is dependent on your generous support – the hours you volunteer and the financial contributions you make. This past year, Junior Achievement of Northern New England implemented 1,535 programs throughout 200 schools and after-school sites, reaching over 36,000 youth through the efforts of 1,100 trained volunteers.

True to its founding mission to support youth, Junior Achievement (JA) continues to help bridge the in-school and out-of-school financial literacy education gap through its programs that teach financial literacy for life, blaze pathways to graduation, and provide mentoring experiences that positively influence career direction, empowering the personal and professional success of youth.

As I complete my term as Chair of the Board of Directors, I am pleased to let you know that the Board is stronger than ever and focused on ensuring the success of the organization. In addition, the newly-established Board Emeritus provides Junior Achievement of Northern New England with a group of experienced and dedicated individuals who will help support the Board in strengthening the organization for years to come.

In closing, I want to thank you for all for your contributions to Junior Achievement, and to the students we serve.

Sincerely,

**MaryLee Halpin**

*Chair, Junior Achievement of Northern New England  
Board of Directors*



# About Junior Achievement



# Mission and History

## Mission Statement

The mission of Junior Achievement (JA) is to inspire and prepare young people to succeed in a global economy. Using hands-on experiences, JA helps to prepare young people for the real world by teaching skills in financial literacy, workforce readiness and entrepreneurship. Junior Achievement trains community volunteers to deliver curricula, and to incorporate the sharing of personal and professional experiences with students. The hallmark of Junior Achievement efforts, these mentors inspire students by transforming the JA lessons into relevant messages that connect what is learned in the classroom to real-world situations.

## Junior Achievement History

Founded nationally by Horace A. Moses in 1919, the local JA chapter, Junior Achievement of Northern New England (JANNE), began in 1945 and focuses on serving disadvantaged K-12 students in Barnstable, Dukes, Essex, Middlesex, Plymouth, Norfolk, Nantucket, Suffolk and Worcester counties of Massachusetts, as well as the entire state of New Hampshire.

Horace A. Moses, a prominent industrialist and profound social engineer, donated time and finances toward the betterment of youth, ensuring that children would have access to economic education and financial literacy lessons. From his vision nearly 100 years ago, the Junior Achievement organization has grown to more than 120 chapters in the US, and JA Worldwide efforts expand each day. We, at Junior Achievement of Northern New England, are especially grateful to Horace Moses for his foresight in creating a namesake foundation that provides financial support that empowers youth, and blazes pathways for bright futures. We pay homage to Mr. Moses by serving the JANNE community of students, volunteers, educators, board members, and donors, with excellence in all aspects of program delivery, constituency engagement, and best practices.

## Junior Achievement of Northern New England 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; and
- Conviction in the educational and motivational impact of relevant, hands-on learning.



A photograph of three people in business attire standing together at an event. The image is overlaid with a semi-transparent teal filter. The person on the left is a man with glasses, wearing a dark suit, white shirt, and patterned tie. The person in the center is a woman with dark hair, wearing a dark blazer over a colorful patterned top. The person on the right is a man with short hair, wearing a dark suit, white shirt, and light blue tie. A name tag on the man on the left reads "ADVISORY COUNCIL".

# Special Events

Engage.

Honor.

Educate.

Celebrate.





## Engage.

### Junior Achievement Golf Classic

The Junior Achievement Golf Classic was attended by 132 golfers who hit the links at Black Rock Country Club in Hingham, MA. \$107,650 was raised at this signature event.





# Honor.

## Boston Business Hall of Fame

The Annual Junior Achievement Boston Business Hall of Fame took place on May 22, 2012, at the Westin Copley Place Hotel. The corporate inductees included Boston Rising, Care.com, EMD Serono, and Suffolk Construction, and the individual inductee was Paul Guzzi of the Greater Boston Chamber of Commerce. Companies were selected based on their excellence in industry and commitment to the community. A total of \$162,759 was raised at this hallmark event.





# Educate.

## Stock Market Challenge

Wall Street came to Boston on December 1, 2011, at the annual Junior Achievement Stock Market Challenge event, held at the EMC Club at Fenway Park. More than 160 students participated in a hands-on learning experience with “virtual” trading, high stakes and high energy. Each team was issued an account with \$500,000 in play money. Teams used that money to make stock picks and, ultimately, strive to become crowned the winner of the 2011 Stock Market Challenge.

The same competition took place that evening with 120 players from 21 companies competing against each other for a tense 60 minutes. Robert Half International was the lead sponsor and the event raised \$37,091.



# Celebrate.

## Bowl-a-thon series

More than 1,000 employees from 25 companies came together during the Fall and Spring Bowl-a-thon series to support Junior Achievement of Northern New England. These fun, team-building events were held at Lucky Strike Lanes, King's and Boston Bowl, raising \$142,636 for Junior Achievement.



STATE STREET.



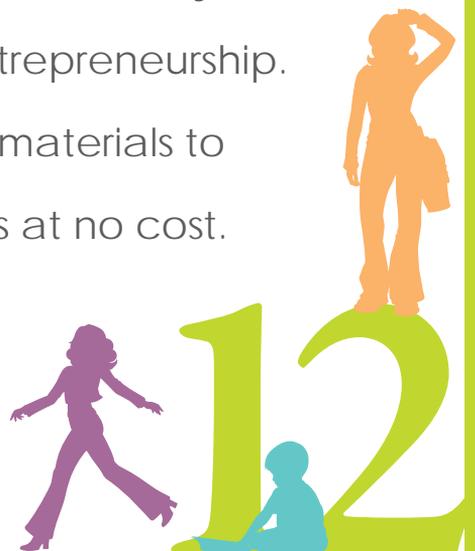
# School Programs



Junior  
Achievement

## Core Curriculum

Junior Achievement of Northern New England (JANNE) offers twenty-two programs for students in Kindergarten through Grade 12, which can be delivered during the school day, and in out-of-school settings. Each year, students throughout central and eastern MA, and the state of New Hampshire, participate in hands-on, interactive lessons taught by local business and community volunteers. JANNE's theme-based programs are aligned to the Common Core Curriculum Standards, and support concepts required for success in standardized testing. JANNE has found that once students experience a JA program, they are eager for more. The JA Core Curriculum consists of age-appropriate programs centered on financial literacy, workforce readiness, and entrepreneurship. JANNE provides all program materials to schools and after-school sites at no cost.





# Elementary School Programs

The elementary school programs include five sequential, themed lessons for kindergarten through grade 5.

Students learn the basic concepts of wants and needs, money, and how education is relevant to the workplace. The sequential activities build on studies from each preceding grade and prepare students for secondary school and lifelong learning.

**JA Ourselves™ (Kindergarten)** uses compelling stories read aloud by the volunteer, along with hands-on activities, to demonstrate helping, working, earning and saving.

**JA Our Families™ (Grade 1)** emphasizes the roles people play in the local economy and engages students with activities about needs, wants, tools and skills, jobs and interdependence.

**JA Our Community™ (Grade 2)** explores the interdependent roles of workers in a community, the work they perform, and how communities work.

**JA Our City™ (Grade 3)** studies careers, the skills people need to work in specific careers, how businesses contribute to a city, and introduces students to the concept of banking and the flow of money.

**JA Our Region™ (Grade 4)** introduces students to entrepreneurship and how entrepreneurs use resources to produce goods and services in a community. Students solve problems by weighing risks and rewards.

**JA Our Nation™ (Grade 5)** provides practical information about businesses' needs for individuals who can meet the demands of the job market, including high-growth, high-demand jobs. JA Our Nation also introduces the concept of the globalization of business as it relates to production materials and the need for students to be entrepreneurial in their thinking.





# Middle School Programs

The middle school programs for students in grades 6 through 8 build on concepts the students learn through the social studies Common Core Standards. The programs are geared toward helping teens make challenging decisions regarding their educational and professional futures, and encouraging them to start thinking early about their career goals.

**JA Global Marketplace™ (Grade 6)** provides practical information about the key aspects of the global economy, what makes world trade work, and how trade affects students' daily lives.

**JA It's My Business™ (Grades 6-8)** teaches students entrepreneurship skills through innovative activities that focus on filling a need, knowing your customer and product, and being creative and innovative.

**JA America Works™ (Grades 7 & 8)** focuses on the impact of business and entrepreneurship on the development of the United States during the 19th century.

**JA Economics for Success™ (Grades 7 & 8)** explores personal finance and students' education and career options based on their skills, interests and values.





# High School Programs

As high school students begin to position themselves for their future, there are many unanswered questions about what lies ahead. Junior Achievement's high school programs help students make informed, intelligent decisions about their future, and fosters skills that will be highly useful in the business world. With a range of different programs, Junior Achievement teaches about concepts relating to financial literacy, workforce readiness and entrepreneurship. The volunteers bring real-life business experience and guidance into the classroom at a time that represents an essential crossroads for young people.

**JA Personal Finance™** focuses on earning money, spending money wisely through budgeting, saving and investing money, using credit cautiously, and protecting one's personal finances.

**JA Success Skills™** provides engaging, academically enriching and experiential learning in workforce readiness education and career perspectives.

**JA Be Entrepreneurial™** uses interactive classroom activities to challenge students to start their own entrepreneurial venture while still in high school. This program provides useful, practical content to assist students to transition into becoming productive, contributing members of society.

**JA Exploring Economics™** teaches concepts such as supply and demand and inflation, and teaches students about the effect that governments and individuals have on the global economy and on the price of familiar commodities.

**JA Careers With A Purpose™** introduces students to the importance of seeking careers that help them realize their life potential and noble purpose.

**JA Company Program™** teaches students how to create and run their own companies with the help of volunteers from the business community. As students organize and operate their businesses, they learn how they function and how the U.S. free enterprise system works.

**JA Economics™** gives students the chance to examine the U.S. economic system, explore business operations, study the emerging global economy, and acquire the knowledge and skills necessary to function as competent citizens, workers and consumers.

**JA Titan™** provides students the opportunity to run a virtual company using this web-based program. Students make decisions on price, production, marketing, capital investment, and research and development.





# After-School, Out-of-School, and Community Partner Programs

Junior Achievement of Northern New England (JANNE) provides programs to more than one-hundred after-school organizations and school-based programs. Some of these programs are the same as those offered during the school day, while others are tailored to the non-classroom setting. JANNE also promotes programs through which students gain practical knowledge by spending time in actual office environments.

**JA Job Shadow™** provides students the opportunity to experience first-hand the realities of a working day, as they shadow business volunteers. By exposing students to various business professions, the *JA Job Shadow* program motivates them academically and provides them tangible career goals.

**JA More Than Money™ (Grades 3-5)** teaches students about earning, spending, sharing and saving money. This program also introduces them to businesses they can start or jobs they can perform to earn money.

**JA It's My Business™ (Grades 6-8)** teaches students entrepreneurship skills through innovative activities that focus on filling a need, knowing one's customer and product, being creative and innovative, and believing in oneself.

**JA Skills to Achieve™ (Grades 9-12)** emphasizes the importance of critical thinking skills as well as the ability to communicate, market oneself and lead. This program also helps young people to identify keys to workplace success, such as personal appearance, professional demeanor, punctuality, and written and oral communications.

**JA Academy™ (Grades 9-12)** teaches students how to form and run their own companies and gain a better understanding of the world's free enterprise system.

All JA programs are designed with some intra- and inter- grade flexibility, and can be tailored to accommodate relative performance levels.



## 2011-2012 School Program Partners Massachusetts

<b>Abington</b>	St. Bridget School	<b>Falmouth</b>	Mullen-Hall School Teaticket Elementary School
<b>Acton</b>	Conant Elementary School McCarthy Towne Elementary School	<b>Framingham</b>	St. Bridget School Staples (After School) Wayside Academy
<b>Allston</b>	Jackson Mann Elementary School	<b>Franklin</b>	Hockomock Area YMCA Jefferson Elementary School
<b>Andover</b>	Henry C. Sanborn Elementary School High Plain Elementary Shawsheen Elementary School West Elementary School West Middle School	<b>Grafton</b>	Grafton High School
<b>Ashburnham</b>	Oakmont Regional District High School	<b>Holden</b>	Dawson Elementary School
<b>Ayer</b>	Page Hilltop Elementary School	<b>Hopkinton</b>	Elmwood Elementary School Hopkinton High School
<b>Beverly</b>	St. John the Evangelist School	<b>Hyannis</b>	Barnstable High School
<b>Billerica</b>	Shawsheen Valley Technical High School	<b>Hyde Park</b>	Elihu Greenwood Elementary School
<b>Boston</b>	Boston University School of Management Cathedral Grammar School Citizen Schools Diamond Girls Boston Franklin Park Zoo – Zoo Teen Program Josiah Quincy School Josiah Quincy Upper School KPMG LLP (After School) Northeastern University Project Destiny Autumn – Spring Salvation Army Boston - South End	<b>Lawrence</b>	GLCAC, Inc. Latchkey Program/Community Kids Place
<b>Braintree</b>	Archie T. Morrison Elementary School Braintree High School Donald Ross Elementary Highlands Elementary School Liberty Elementary Mary E. Flaherty School	<b>Leominster</b>	Northwest Elementary School
<b>Bridgewater</b>	Mitchell Elementary School	<b>Lowell</b>	St. Margaret Elementary School
<b>Brighton</b>	Brighton High School	<b>Lynn</b>	Drewicz Elementary School Lynn English High School Robert L. Ford Elementary School
<b>Brockton</b>	BCC After School Program Boys & Girls Club of Brockton Brockton After Dark Brockton Champion High School	<b>Malden</b>	Mystic Valley Regional Charter School
<b>Brookline</b>	St. Mary of the Assumption	<b>Mansfield</b>	Hockomock YMCA Mansfield Branch Mansfield High School
<b>Cambridge</b>	Fletcher Maynard Academy	<b>Mattapan</b>	Pope John Paul II Catholic Academy – Mattapan Campus St. Paul's Assembly of God Learning Resource Center
<b>Canton</b>	Canton High School Lt. Peter M Hansen Elementary School St. John the Evangelist Elementary	<b>Melrose</b>	Lincoln Elementary School Roosevelt Elementary School St. Mary's Elementary School Winthrop Elementary School
<b>Charlton</b>	Heritage School	<b>Methuen</b>	St. Monica Elementary School
<b>Chelsea</b>	Boys & Girls Club - Jordan Chelsea Clubhouse St. Rose School	<b>Milton</b>	Glover Elementary School Tucker School
<b>Danvers</b>	Danvers High School	<b>Nahant</b>	Johnson Elementary School
<b>Dedham</b>	Greenlodge Elementary School Oakdale Elementary School Riverdale Elementary School	<b>Nantucket</b>	Nantucket Boys and Girls Club
<b>Dorchester</b>	Achieve! After School Oliver W. Holmes School Bird Street Community Center Boston Adult Tech Academy Boston Collegiate Charter School Catholic Charities Teen Center Epiphany Middle School GRASP @ John Marshall The Home for Little Wanderers Metropolitan Baptist Church After School Pope John Paul II Catholic Academy – Columbia Campus Pope John Paul II Catholic Academy – Lower Mills St. Brendan School Tech Boston Academy	<b>Natick</b>	Bennett Hemenway School Brown Elementary School Memorial Elementary School
<b>East Boston</b>	Swift Waters Afterschool Program	<b>North Andover</b>	Annie L. Sargent School Kittredge Elementary School
<b>East Bridgewater</b>	Central Elementary School	<b>North Falmouth</b>	North Falmouth Elementary
<b>Everett</b>	Everett High School Lafayette School	<b>North Quincy</b>	State Street Corporation
		<b>Norwood</b>	Norwood High School
		<b>Plymouth</b>	Indian Brook Elementary Plymouth Community Intermediate School Plymouth North High School
		<b>Quincy</b>	Lincoln Hancock Community School North Quincy High School Quincy Catholic Academy Snug Harbor Elementary School Squantum Elementary School Wollaston Elementary School
		<b>Randolph</b>	Randolph High School
		<b>Roslindale</b>	Charles Sumner Elementary School
		<b>Roxbury</b>	Boston Day and Evening Academy Boston Latin Academy Sociedad Latina St. Patrick School
		<b>Roxbury Crossing</b>	MissionSafe
		<b>Somerville</b>	Benjamin G. Brown School East Somerville Community School Somerville High School

<b>South Boston</b>	South Boston Catholic Academy
<b>Stoneham</b>	Central Elementary School South Elementary School
<b>Tewksbury</b>	Heath Brook School Louise Davy Trahan Elementary School
<b>Wakefield</b>	Northeast Metropolitan Regional Vocational Tech High School
<b>Walpole</b>	Norfolk County Agricultural High School Walpole High School
<b>Waltham</b>	Chapel Hill – Chauncy Hall Plympton School Waltham Boys & Girls Club
<b>Watertown</b>	Cunniff Elementary School Lowell Elementary School
<b>Webster</b>	Webster Adult Basic Education Webster Before/After School Program Webster Middle School PASS Program
<b>Wellesley</b>	Wellesley High School
<b>West Bridgewater</b>	Rose L. MacDonald Primary School Spring Street School
<b>West Roxbury</b>	Holy Name Parish School
<b>Weymouth</b>	Stars Program
<b>Whitman</b>	Whitman-Hanson Regional High School
<b>Winchester</b>	Ambrose Elementary School St. Mary's Elementary School
<b>Woburn</b>	St. Charles Elementary School
<b>Worcester</b>	City View Elementary School Elm Park Community School Flagg Street School Grafton Street School Lincoln Street School Nelson Place Elementary School Rice Square Elementary School Seven Hills Charter School St. Mary's Elementary School Wawecus Road School
<b>Wrentham</b>	Delaney Elementary School

<b>Hudson</b>	Alvirne High School
<b>Keene</b>	Benjamin Franklin School
<b>Lee</b>	Mast Way School
<b>Loudon</b>	Loudon Elementary School
<b>Lyme</b>	Lyme Elementary School
<b>Meredith</b>	Inter-Lakes Elementary School
<b>Newport</b>	Unity Elementary School
<b>Northwood</b>	Northwood Elementary School
<b>Penacook</b>	Penacook Elementary School
<b>Salisbury</b>	Salisbury Elementary School
<b>West Canaan</b>	Indian River School
<b>Windham</b>	Golden Brook Elementary School

### School Program Partners Vermont

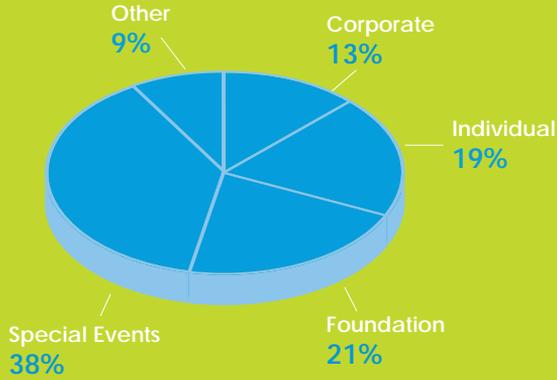
<b>Bradford</b>	Oxbow High School
<b>Hartland</b>	Hartland Elementary School
<b>Tunbridge</b>	Tunbridge Central School
<b>West Fairlee</b>	Westshire Elementary School
<b>White River Junction</b>	Hartford Memorial Middle School

### School Program Partners New Hampshire

<b>Amherst</b>	Wilkins Elementary School
<b>Belmont</b>	Belmont Elementary School Belmont High School
<b>Bow</b>	Bow Elementary School
<b>Brookline</b>	Captain Samuel Douglas Academy Richard Maghakian Memorial School
<b>Claremont</b>	Bluff Elementary School
<b>Concord</b>	Second Start Alternative High School Conant Elementary School Concord High School
<b>Derry</b>	Pinkerton Academy
<b>Dover</b>	Seymour Osman Community Center/ Dover Housing Authority
<b>Durham</b>	Oyster River High School
<b>Epsom</b>	Epsom Central School
<b>Greenfield</b>	Crotched Mountain School
<b>Hampstead</b>	Hampstead Central School
<b>Hampton</b>	Sacred Heart School

# 2011 2012 Financials

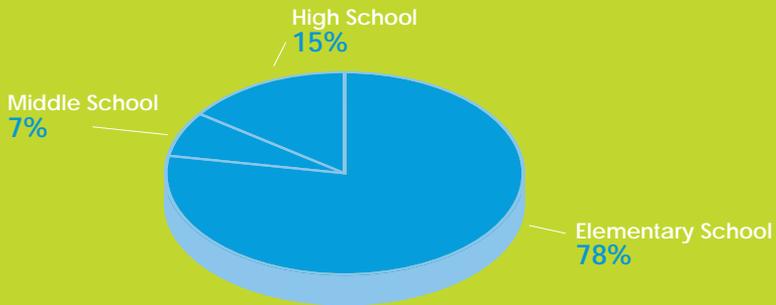
## Percentage of Gross Revenue 2011-2012



## Financial History Revenue



## Program Impact 2011-2012



## Special Events Revenue 2011-2012



# 2011 2012 Financials

## Statement of Activities For the Year Ending June 30, 2012

### Revenues and Other Support

Contributions	\$657,862
Special Events Revenue	\$758,021
Less: Cost of Direct Benefit to Donors	\$283,807
Net Revenue From Special Events	\$474,214
<b>Total Revenues</b>	<b>\$1,132,076</b>

### Other Support

Interest	\$20,501
Unrealized Gain/(loss) on Endowment	(\$22,190)
In-kind Contributions	\$98,995
Other Income	\$9,320
<b>Total Revenue and Other Support</b>	<b>\$1,238,702</b>

### Program and Supporting Services Expenses

Program Expenses	\$697,531
Supporting Services	
Administrative	\$191,371
Fundraising	\$223,782
<b>Total Supporting Services</b>	<b>\$415,153</b>
<b>Total Program and Supporting Services</b>	<b>\$1,112,684</b>

<b>Change in Net Assets</b>	<b>\$126,018</b>
<b>Net Assets, Beginning of Year</b>	<b>\$461,290</b>
<b>Net Assets, End of Year</b>	<b>\$587,308</b>

## Statement of Financial Position June 30, 2012

	<i>Assets</i>
<b>Current Assets</b>	
Cash and Cash Equivalents	\$187,752
Pledge Receivable, Net	\$86,594
Inventory	\$2,005
Prepaid Expenses	\$4,448
<b>Total Current Assets</b>	<b>\$280,799</b>
<b>Long Term Assets</b>	
Cash and Cash Equivalents - Restricted	\$52,576
Investments	\$371,736
Security Deposits	\$14,982
Property and Equipment, Net	\$11,414
<b>Total Long Term Assets</b>	<b>\$450,708</b>
<b>Total Assets</b>	<b>\$731,507</b>
	<i>Liabilities &amp; Net Assets</i>
<b>Current Liabilities</b>	
Accounts Payable and Accrued Expenses	\$30,365
Refundable Advances	\$91,050
<b>Total Current Liabilities</b>	<b>\$121,415</b>
<b>Long Term Liabilities</b>	
Deferred Rent	\$22,784
<b>Total Long Term Liabilities</b>	<b>\$144,199</b>
<b>Net Assets/(Deficit)</b>	
Unrestricted	\$162,343
Temporarily Restricted	\$164,965
Permanently Restricted	\$260,000
<b>Total Net Assets</b>	<b>\$587,308</b>
<b>Total Liabilities and Net Assets</b>	<b>\$731,507</b>



Volunteerism

**Smart.**

**Generous.**

**Insightful.**

**Talented.**

**Enthusiastic.**

The JA volunteer is all of the above - and more. A sincere thank you to the 1,100 individuals who volunteered their time to teach 36,000 local students about financial literacy, workforce readiness, and entrepreneurship.



# Board & Contributors

## Board of Directors

Junior Achievement of  
Northern New England  
FY 2011-2012 Board of Directors

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President, New England District  
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Partner, KPMG, LLP

**Mr. David Powers**  
Corporate Secretary  
Partner, Goodwin Procter

**Ms. Emily A. Neill**  
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Junior Achievement of  
Northern New England

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**Ms. Susan Stevenson**

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**Mr. Andrew Vrigian**  
Partner  
Ernst & Young LLP

**Mr. David A. Weber**  
Director  
Corporate Relations Office of  
External Relations  
MIT Sloan School of Management

**Ms. Veronica Zsolcsak**  
President, Consulting Division  
The Schawbel Corporation

**Advisory Council**  
Junior Achievement of  
Northern New England  
FY 2011-2012 Advisory Council

### MEMBERS:

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Woburn Foreign Motors

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**Mr. John P. Hamill**  
Director  
Sovereign Santander

**Mr. Benjamin Howe**  
Chief Executive Officer  
America's Growth Capital

**Mr. Michael C. Jorgensen**  
General Manager  
The Westin Copley Place Hotel

**Mr. R. Bruce Journey**  
Chief Executive Officer  
Dataxu, Inc.

**Mr. Scott Levy**  
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