



Junior Achievement®  
of Central Carolinas

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# Board of Directors Meeting

August 31, 2021

# WELCOME & INTRODUCTIONS

RYAN TAYLOR, BOARD CHAIR

- ❖ Welcome new Board Members:
  - ❖ Mike Ryan | Senior Partner, Grant Thornton
  - ❖ Austin Wachter | Chief Accounting Officer & Corporate Controller, TIAA
  - ❖ Tracy Winkler | Business Line Chief Risk Officer, U.S. Bank
- ❖ Introduction of JACC functional leaders:
  - ❖ Kimberly Baker | SVP, Education
  - ❖ Danielle Honeycutt | Senior Director, Marketing
  - ❖ Lauren Layne | Senior Director, Development & Partnerships
  - ❖ Elizabeth Black | Founder, Grant Park Accounting

# APPROVAL OF THE MINUTES

RYAN TAYLOR, BOARD CHAIR

- ❖ Review minutes from June 17, 2021
- ❖ Discussion
- ❖ Motion to approve



# Organization Update

Ryan Taylor, Board Chair

# PHIL JURNEY

A LASTING LEGACY



- ❖ >20 years serving JA
- ❖ Capital Campaign Chair
- ❖ Executive Committee member
- ❖ Development Committee member



# EXECUTIVE UPDATE

RYAN TAYLOR, BOARD CHAIR

- ❖ CEO search committee established; competencies ranked; preparing to launch search
- ❖ Transition of team & culture has reached a positive inflection point
- ❖ Successfully closed out fiscal year 2021 (FY21; 2020-2021 school year)
- ❖ Preparing to serve students in FY22 with flexibility in delivery model and region/district
- ❖ Streamlining processes to drive an efficient, sustainable operating system
- ❖ Narrowed strategic focus on equity first model to maximize benefit on economic mobility
- ❖ 4-year growth plan (FY22-FY25) targeting:
  - ❖ 55% CAGR on student impact
  - ❖ 24% CAGR on investment

# CULTURE OBSERVATIONS

## PAST VS. FUTURE

- ❖ Select behaviors of past culture:
  - ❖ Controlling leadership....fearful staff
  - ❖ No trust
  - ❖ Low level of accountability
  - ❖ “Us vs. Them” mentality
  - ❖ Siloed – protecting turf, not sharing data
  - ❖ Staff reluctant to accept new leadership
  - ❖ Staff lacked motivation and desire to improve/drive positive change

- ❖ Behaviors of future culture:
  - ❖ Student centered
  - ❖ Solution oriented and results driven
  - ❖ Accountable to performance
  - ❖ Hard work and hustle with can-do attitude
  - ❖ Equitable mindset
  - ❖ Positive, collaborative and helpful
  - ❖ Courageous communication
  - ❖ Humble, respectful and kind

# TEAM UPDATE

## 8 RESIGNATIONS IN 5 MONTHS

8 resignations from March 26 thru August 26

1. **Cortney Harris, EVP Education** *(March 2021)*
2. **Cathy Sachs, Controller** *(June 2021)*
3. **Sarah Cherne, CEO** *(June 2021)*
4. **Karson Freeman, Volunteer Manager** *(June 2021)*
5. **Stacy Kiker, Financial Analyst** *(July 2021)*
6. **Stephanie Miles, Marketing Coordinator** *(July 2021)*
7. **Morgan Cohen, Capstone Operations Director** *(August 2021)*
8. **Danielle Haygood, Staff Accountant** *(August 2021)*

### Key Takeaways

- ❖ ~2/3rds of team resigned within 5 months
- ❖ Three key leaders resigned within 3 months
- ❖ Entire finance team resigned
- ❖ **Culture, compensation, leadership change and uncertainty** were key drivers

# TEAM UPDATE

## OUTSOURCED ACCOUNTING AND FINANCE

- ❖ Grant Park Accounting
  - ❖ Served JA of Georgia since 2018
  - ❖ Knowledgeable on **JA USA policies**
  - ❖ Knowledgeable on **JACC accounting software** (SAGE)
  - ❖ Supports > 20 business (for profit and non-profit)
  - ❖ HQ in Atlanta

### Engagement Overview

- ❖ Phase 1 *(through mid-September)*
  - ❖ June 30, 2021 year-end close
  - ❖ July 31, 2021 monthly close
  - ❖ 2022 annual budget
- ❖ Phase II *(through September 30)*
  - ❖ 2020-2021 fiscal year audit/tax
  - ❖ Process implementation and documentation
- ❖ Phase III – ongoing monthly services

# TEAM UPDATE

## NEW LEADERS ARE RAISING BAR ON PERFORMANCE, IMPACT AND ACCOUNTABILITY

5 current team members as of 8/30 (start date as full time)

### ❖ Education:

- ❖ **Kimberly Baker**, SVP Education *(June 2021)*
- ❖ Ann Elliot, Senior Director Catawba Region *(August 1999)*
- ❖ McKenzie Worley, Education Manager *(August 2021)*

### ❖ Development and Partnerships:

- ❖ **Lauren Layne**, Sr. Director, Development & Partnerships *(November 2020)*

### ❖ Operations and Brand:

- ❖ **Danielle Honeycutt**, Sr. Director, Marketing *(October 2020)*

### Key Takeaways

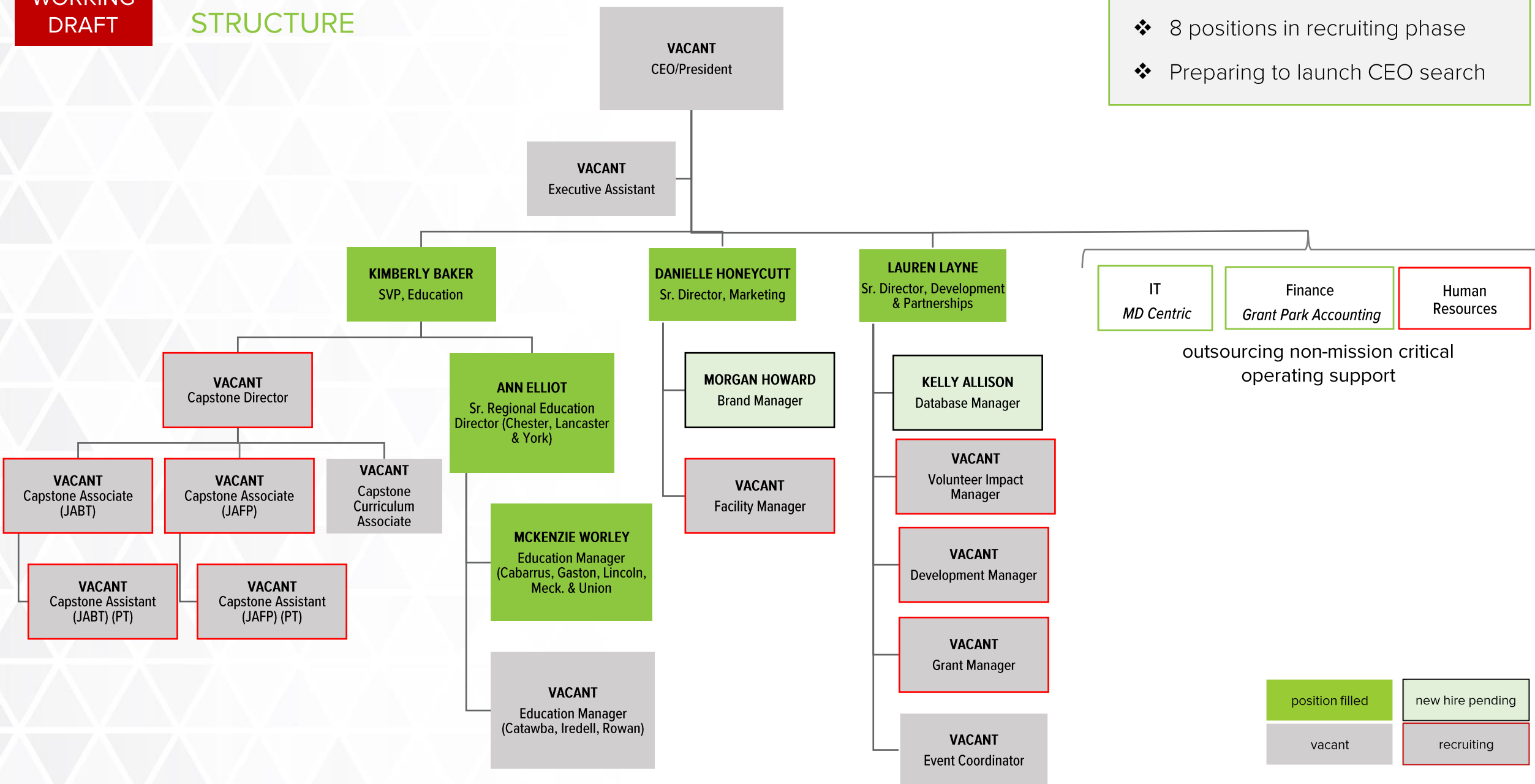
- ❖ Leaders navigating challenging environment...
- ❖ ...while defining new culture & path forward
- ❖ Strong commitment to equity first approach, efficient growth and maximizing impact
- ❖ Immediate focus on building a strong team

WORKING  
DRAFT

# TEAM UPDATE

## STRUCTURE

- ❖ 2 new hires starting in September
- ❖ 8 positions in recruiting phase
- ❖ Preparing to launch CEO search



# EXECUTIVE SUMMARY

RYAN TAYLOR, BOARD CHAIR

- ❖ Strong foundation in place for exponential growth:
  - ❖ Purpose that drives impact fit for local communities
  - ❖ 100 year+ brand identity
  - ❖ JA USA modern, experiential curriculums
  - ❖ Strong functional leadership
  - ❖ World class capstone facility
  - ❖ Experienced, proven and engaged Board
- ❖ Team and culture are at a positive inflection point
- ❖ Preparing to launch CEO search in September



# CEO SEARCH COMMITTEE UPDATE

Jon Rickers, CEO Search Committee Chair

# CEO SEARCH COMMITTEE UPDATE

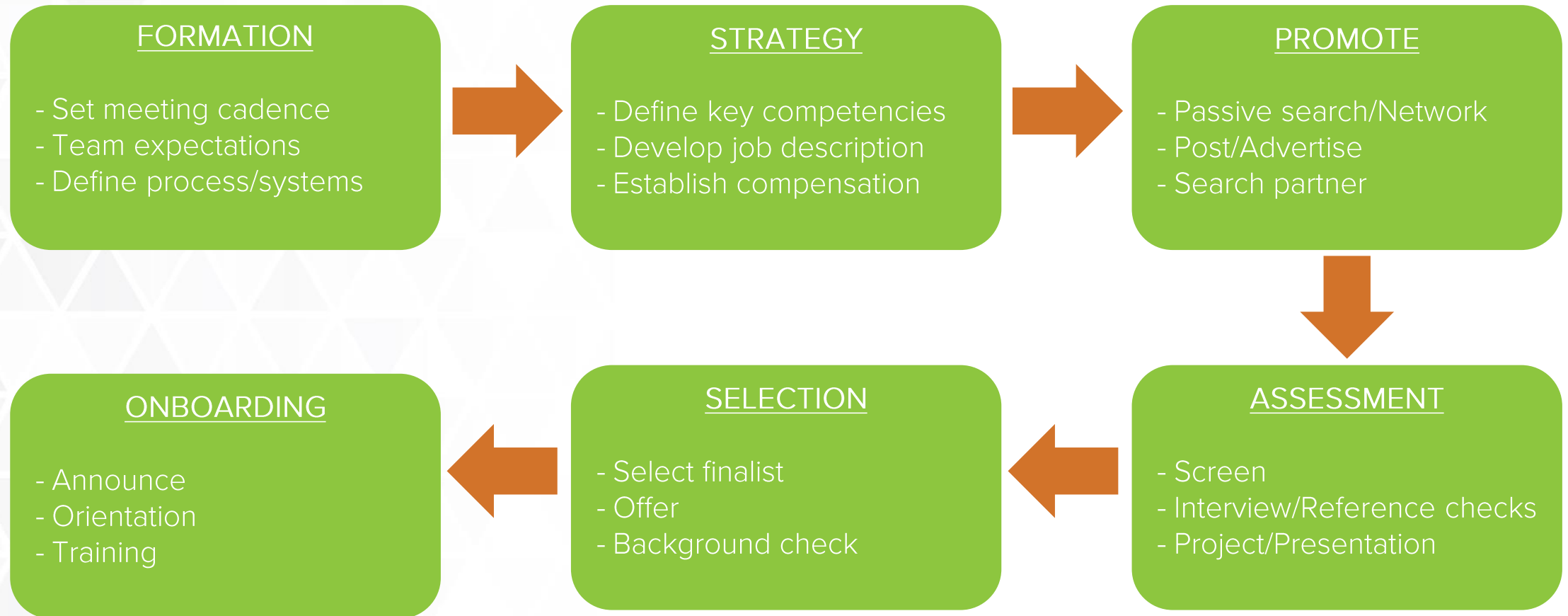
JON RICKERS, COMMITTEE CHAIR

- ❖ CEO Search Committee Members
  - ❖ Jon Rickers\* | Chief People Officer | ABX
  - ❖ Fred Kim | Managing Director, NA Financial Services Finance & Risk Services | Accenture
  - ❖ Diane Morais | President, Consumer & Commercial Banking Products | Ally Financial
  - ❖ Jeff Kimbell | SVP & Chief Commercial Officer | Honeywell International
  - ❖ Tim Monte | EVP & Head of Credit Products | Regions Bank
  - ❖ Andréé Taylor | SVP Financial Operations Manager | Bank of America
  - ❖ Michelle Thomas | Director, US Citizenship & Market Development, Southeast Region | Microsoft

\* Indicates Committee Chair | **BOLD font** indicates Executive Committee member

# CEO SEARCH KEY PROCESSES

JON RICKERS, COMMITTEE CHAIR



# CEO COMPETENCY RANKING

JON RICKERS, COMMITTEE CHAIR

RANK	COMPENTENCY	DATA
1	Talent Team Builder (tie)	Top Rank (1), Bottom Rank (1), Sum (3)
2	Visionary Leader (tie)	Top Rank (2), Bottom Rank (2), Sum (2)
3	Passionate Advocate for the Mission (tie)	Top Rank (3), Bottom Rank (4), Sum (1)
4	Determined Leader who Executes Relentlessly Against the Vision	Top Rank (4), Bottom Rank (3), Sum (4)
5	Motivator who can Engage Individuals	Top Rank (5), Bottom Rank (5), Sum (5)
6	Intellectually and Emotionally Competent	Top Rank (6), Bottom Rank (6), Sum (6)
7	Manages with Business Acumen	Top Rank (7), Bottom Rank (7), Sum (7)
8	Savvy Salesperson	Top Rank (8), Bottom Rank (8), Sum (8)

# CEO SUB-COMPETENCY IMPORTANCE RANKING

JON RICKERS, COMMITTEE CHAIR

RANK	SUB-COMPETENCY	AVG.
1	Demonstrates authentic leadership based on transparency, honesty and an ethical approach to business practices and building relationships.	4.95
2	Committed to JA's mission; always acts in a way that projects and protects the JA brand.	4.90
3	Committed to building a diverse, equitable and inclusive organization	4.80
4	Connects the dots to assimilate input from board, staff, the education community, and other external sources. Builds consensus to create a plan that takes advantage of early trends & opportunities to advance JA's long-term mission.	4.70
34	Effectively delegates tasks while maintaining oversight for overall success.	3.90
35	Apply effective strategies (coaching, rewards, recognition, etc.) to gain the commitment of individuals or groups to achieve goals and objectives.	3.90
36	Thinks and plans with imagination and wisdom.	3.80
37	Effectively applies fundamental selling skills in prospecting, connecting and developing relationships which result in support for JA.	3.60



# Functional Updates

Kimberly Baker, Danielle Honeycutt & Lauren Layne

# EDUCATION UPDATE

KIMBERLY BAKER, SENIOR VICE PRESIDENT

## FY21 CLOSEOUT

❖ Students Served	17,378	<i>(67% from Title 1 Schools)</i>
❖ Instructional Contact Hours	82,230	

## UPDATES

- ❖ Staffing model to meet program demands
- ❖ Five (5) active opening positions for the Education department
- ❖ Serving students in-person & virtually

## ACCOMPLISHMENTS

- ❖ JACC Liaison with FOX Carolina School Supply Jam & Schools  
\*Benefitting Sugarloaf ES & Woodfin ES (Title 1 Schools)
- ❖ Gaston County School Partnership w/submitted MOU (8/30)
- ❖ Charlotte-Mecklenburg School District partnership meeting (8/30)
- ❖ Partnership w/ CMS JROTC Division-20 High School Battalions
- ❖ Communities in Schools Partnership: Monthly Showcase: JACC (9/2021)
- ❖ York School District Partnership meeting (9/2)
- ❖ 2<sup>nd</sup> Union County School Partnership meeting (9/10)

# OPERATIONS & MARKETING UPDATE

DANIELLE HONEYCUTT, SENIOR DIRECTOR

## OPERATIONS

- ❖ HVAC
- ❖ Sonitrol Burglary & Access Control
- ❖ Associate Hiring Functions
- ❖ Supply Management
- ❖ Housekeeping
- ❖ Technology

## MARKETING

- ❖ School Supply Jam
- ❖ The Hartford #MissionMoment Project
- ❖ Newsletter
- ❖ JACC Style Guide & Brand Approval Process
- ❖ JACC SharePoint Site



## FOX CAROLINAS SCHOOL SUPPLY JAM

## THE HARTFORD #MISSIONMOMENT PHOTO EXPERIENCE



# JA Central Carolinas STYLE GUIDE



Junior Achievement of Central Carolinas is defined as a JA Area and is a subsidiary of Junior Achievement USA® (JA). This style guide works to compliment the [Corporate Identity](#) defined by JA in order to achieve a unique personality that reflects the community we serve. These guidelines will help to provide consistency, efficiency and a unified message.

## MISSION/PURPOSE

To inspire and prepare young people to succeed in a global economy.

## FONTS

### Email Communication:

Arial Regular

### Marketing Collateral:

Alternate Gothic No30 (titles/headlines; all caps or sentence case)

Proxima Nova (all font families are acceptable)

### Website:

The JACC website is nested within JA USA and therefore adopts the framework of the national brand.

## COLOR PALETTE

JA Central Carolinas will primarily use the first four colors however, when an additional color is needed (e.g., fund sheets) blue is also permitted.



RGB (0,135,81)  
CMYK (87,23,87,8)



RGB (141,198,63)  
CMYK (50,0,100,0)



RGB (210,115,42)  
CMYK (14,64,98,2)



RGB (98,00,102)  
CMYK (62,53,50,21)



RGB (131,153,173)  
CMYK (52,33,23,0)

## JA LOGOS

The JA Central Carolinas logos can be downloaded in the JA Brand folder in both a horizontal and vertical arrangement (approved colors are green, black, white and gray).

Left Aligned:



Center Aligned:



## JA AREA NAME/ABBREVIATIONS

- Junior Achievement of Central Carolinas
- JA Central Carolinas
- JACC
- TowneBank Opportunity Headquarters (HQ)\*

\*Sponsored by TowneBank until Mar 31, 2025.

## JA PROGRAMS

The program names (e.g., JA BizTown®, JA Finance Park®) must be referred to in their entirety, italicized (except when using the logo treatment) and must also include a registered trademark "®" when spelling out the name.

Sponsorship of JACC Capstone programs should be recognized using the following format:

\*JA BizTown® sponsored by XXXXX\*

\*JA Finance Park® sponsored by XXXXX\*

## PROGRAM LOGOS

JACC will use the horizontal arrangement only and should not use the "stacked" logo provided by JA USA. See the Brand Info folder for logo access.



JA BizTown®  
JA Finance Park®



JA BizTown®



JA Finance Park®

# JA Central Carolinas STYLE GUIDE [continued]

## IMAGERY

The primary goal of imagery is to visually communicate the values and purpose of the brand. Therefore, it is important to use images that represent JACC in action. This includes shots of students in the classroom interacting with caring adults, or images of JACC events.

Images can be downloaded from SharePoint in the Marketing/Photos folder or from the [JA Branded Library](#).

## BRAND TEMPLATES

The JACC Brand Templates include a broad variety of resources. The intent of the Brand Info folder is to provide templates for all of your marketing and communication needs. Below are examples of the templates that can be accessed.

- Letterhead
- Business Cards
- Boilerplate
- Email Signatures
- Note card
- General Presentations
- Job Descriptions

## SOCIAL MEDIA ICONS

The approved social media icons for JACC can be downloaded in the Brand Info folder.



## OUR 3 PILLARS

Program pillars should be listed in alphabetical order and used with the associated icons which can be accessed in the JACC Brand Info folder.



Entrepreneurship



Financial Literacy



Work Readiness

## QUESTIONS OR CONCERNS

Please reach out to a representative in the Marketing Department if there additional questions, concerns or further direction is needed.



### SharePoint Tutorial

Reviewing/Editing Files  
Troubleshooting Formatting Issues



### MEETING NOTES

- Capstone Volunteers - Arrival time is 8:00am and training begins at 8:30am
- 

Charlotte, NC  
83°F Mostly Cloudy  
9/1/21 10/2/2021 MSN Weather

### TEAM NEWS & UPDATES

#### News

+ Add

#### All Interim Assignments

Until all positions within the organization have been filled, please refer to this list for all interim assignments. Task Job...  
Assigned Temp. Assigned Claim & deposit ACH Database

Danielle Honeycutt July 21

#### New SharePoint Site

Danielle Honeycutt July 12

#### Upcoming Post

- |              |                                      |
|--------------|--------------------------------------|
| Sep 3<br>Fri | Summer Hours End 🌞<br>All day<br>N/A |
| Sep 6<br>Mon | Regular Hours Resume 🏠<br>All day    |
| Sep 6<br>Mon | Closed: Labor Day<br>All day         |

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# SHAREPOINT SITE

- ❖ JACC intranet
- ❖ Centralized administration
- ❖ Document management & collaboration
- ❖ Integrated w/existing apps
- ❖ Enhanced security
- ❖ Replaces on-site server storage

# DEVELOPMENT UPDATE

LAUREN LAYNE, SENIOR DIRECTOR

## FY21 CLOSEOUT

❖ Total UNRESTRICTED Revenue (FY21 projection)	\$2,167,043
❖ Total UNRESTRICTED Expenses (FY21 projection)	\$1,959,051
❖ Surplus/Deficit (FY21 projection)	\$207,991

## RECENT WINS

- ❖ Honeywell Future Hub Investment (\$100,000/ year x 3 years)
- ❖ Marcus Foundation Grant (JA USA) (\$25,000/year x 2 years + \$10k for FY22 Upfit)
- ❖ Bank of America Volunteer Grant (JA USA) (\$10,000)
- ❖ Ally Financial (JA USA) (\$25,000)
- ❖ Truliant Federal Credit Union Mini Grant (\$1,500)
- ❖ Target Circle Community Impact Investment (\$2,802)
- ❖ Kelly Allison, Database Manager (Start Date 9/13/2021)
- ❖ VolunteerHub + Sterling Volunteers Platform Integration



# OUR PATHWAY FORWARD

## AN EQUITY FIRST APPROACH

## THE CHALLENGE

# A WIDENING GAP BETWEEN STUDENT SKILLSET & THE REQUIREMENTS TO EFFECTIVELY NAVIGATE THE GLOBAL ECONOMY

### FRACTURED LEARNING

-63%

#### Student Disengagement

Total student participation in online math coursework decreased by 62.9% compared to January 2020.

### UNPREPARED WORKFORCE

70%

#### Critical Skills Gap

70% of CMS graduates entering CPCC require remediation in math and/or reading before they can take college-level courses.

### CHALLENGING ECONOMY

4.4%

#### Income Immobility

Low-income children raised in Charlotte have a <5% chance of growing up to become wealthy adults.

## SOCIALLY <distant> CAPITAL

Social networks are strongly homogenous across demographic categories, especially by race & income.

Economically disadvantaged students born into economically disadvantaged neighborhoods in Charlotte are likely to grow up to have distressingly thin and unreliable networks relative to jobs, education and housing.

Charlotte's current social networks reflect the outcomes of past choices that must be reshaped to achieve a horizon community.



### RELEVANT

Programs are correlated to North Carolina Essential Standards and offer a multidisciplinary connection across disciplines.



### AUTHENTIC

Infuses business connectivity into all aspects of learning to deepen students' understanding and sustain engagement.



### EXPERIENTIAL

Delivers opportunities to apply academic concepts to enhance students' retention of knowledge and develop skills for success.

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### PARTNERSHIPS

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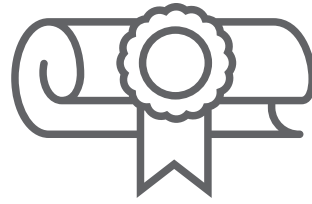
JA is uniquely positioned to bring together partnerships with the business and education communities to unify efforts and deliver scalable learning solutions.

### CONTRIBUTING SOLUTION

**JA OFFERS AN  
EQUITABLE  
APPROACH TO  
'NEXT GENERATION'  
PATHWAYS FOR  
ALL STUDENTS.**

CATALYST FOR CHANGE

# JA ENSURES YOUTH CAN ACCESS HIGHER EDUCATION AND TRAINING OPPORTUNITIES.



## RELEVANT

93% of JA Alumni graduate high school & 67% are more likely to pursue obtaining an advanced degree.



## ENTREPRENEURSHIP

Survey results suggest that 53% of JA Alumni have started or owned a business.



## EXPERIENTIAL

77% of JA Alumni report that they work or have worked in the same field as their JA volunteer.

— **90%** TEACHERS OBSERVED THEIR STUDENTS EFFECTIVELY INTEGRATING —



COLLABORATION



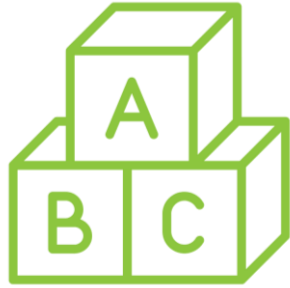
CRITICAL  
THINKING



COMMUNICATION  
SKILLS



ECONOMIC  
SKILLS



### ELEMENTARY SCHOOL

#### JA CURRICULUM

Kindergarten: JA Ourselves  
1<sup>st</sup> Grade : JA Our Families  
2<sup>nd</sup> Grade: JA Our Community  
3<sup>rd</sup> Grade: JA Our City  
4<sup>th</sup> Grade: JA Our Region

#### DELIVERY MODEL

Classroom & Virtual

#### STUDENT GOAL

3,750

#### TAUGHT BY

Community Volunteers  
& High School Leaders



### MIDDLE SCHOOL

6<sup>th</sup> Grade: JA BizTown  
7<sup>th</sup> / 8<sup>th</sup> Grade: JA Finance Park

Opportunity HQ & Virtual

30,000

Corporate Volunteers  
& Partner Organizations



### HIGH SCHOOL

9<sup>th</sup> -12<sup>th</sup> Grade:  
High School Leaders  
JA Personal Finance  
JA Inspire Career Fair

Classroom & Virtual

11,250

Community Volunteers  
& Partner Organizations

### PLANNED SUCCESS

**DESIGNED TO  
SUPPORT  
STUDENT  
GROWTH  
WITH AN  
INTENTIONAL,  
SCALABLE  
MODEL.**

ADJUSTED FOR BARRIERS

**JA IS DEVOTED TO  
TRANSFORMING  
WHAT IS POSSIBLE  
FOR THE FUTURE.**



### EQUITY FIRST MODEL

We're determined to reach scholars who need our support the most. Beginning this Fall, low-socioeconomic schools in our region will have access to our services at no cost.



### LUNCH PROVIDED

Our vision of equity doesn't stop at the lunch table. It's our goal to provide each student the option to enjoy the same nutritious lunch as their peers. We believe these shared experiences bring value to our student ecosystem.

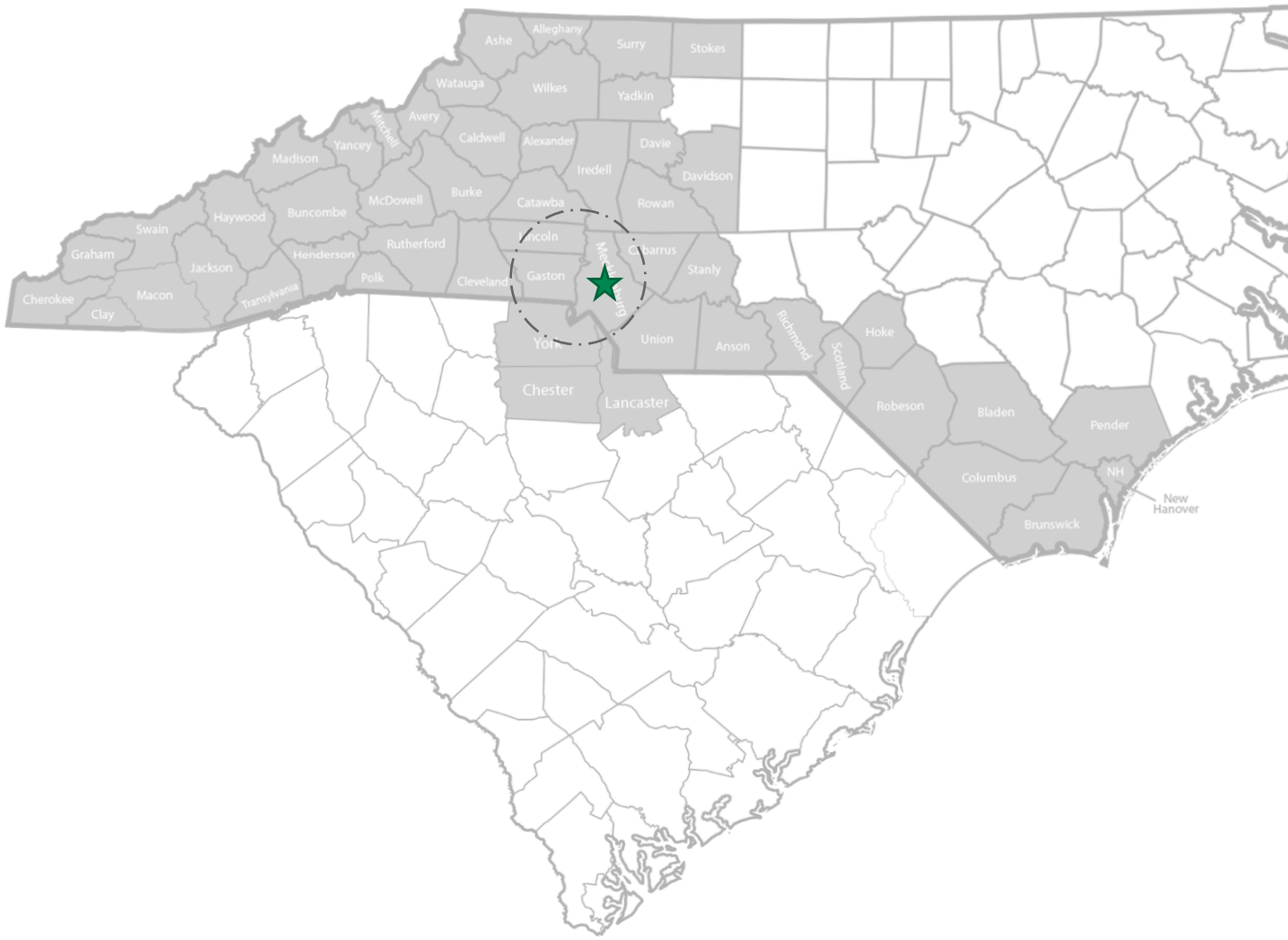
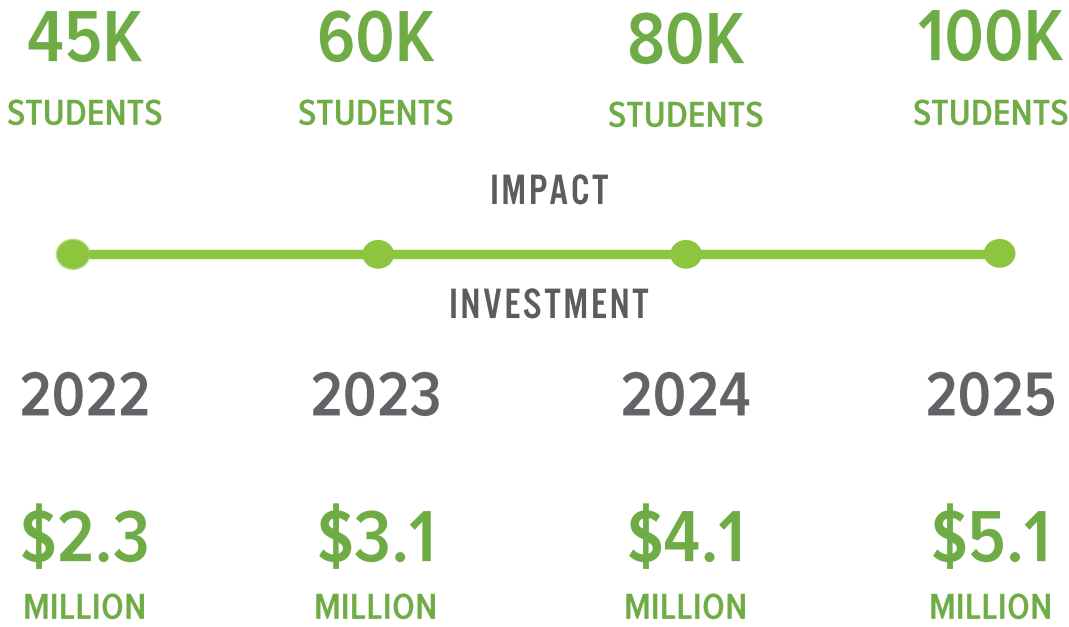


### TRANSPORTATION ASSISTANCE

While JA isn't in the transportation industry, we're not going to let the lack of funding hold back under-resourced schools from visiting our campus. If a 'equity first' school needs help funding the bus to JA, we're going to work hard to assist them with solutions.

IMPACT FOCUSED

# SUCCESS REQUIRES SUPPORT FROM OUR SERVED COMMUNITIES.





# EXECUTIVE SESSION

Ryan Taylor, Board Chair

# EXECUTIVE SESSION

RYAN TAYLOR, BOARD CHAIR

- ❖ Other operational matters:

- ❖ Compensation adjustment
- ❖ Capital Campaign
- ❖ CAM / facility lease
- ❖ Catawba region

- ❖ Board matters:

- ❖ Board leadership openings:
  - ❖ Vice Chair
  - ❖ Capital Campaign Chair
  - ❖ Engagement Chair - *NEW*
- ❖ Meeting schedule – *review, add & prioritize*



Junior  
Achievement®  
of Central Carolinas

TOWNEBANK  
OPPORTUNITY HQ

BECOMING WILD  
plants and animals  
need our help