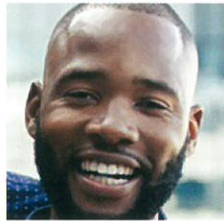
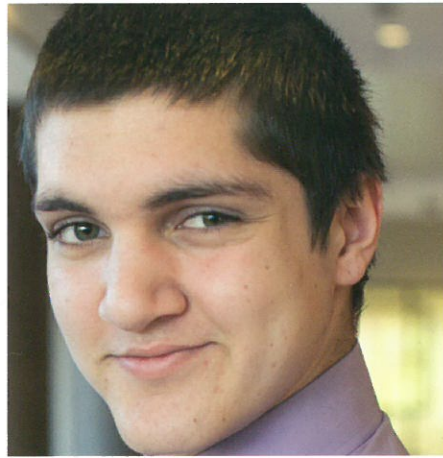
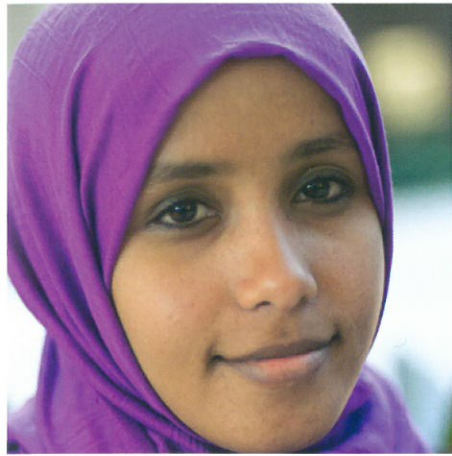




Shaping the
FUTURE OF AMERICA
for 40 Years





Jobs for America's Graduates (JAG) is a state-based, national non-profit organization dedicated to keeping young people in school through graduation and to improve the rate of success in achieving education and career goals. JAG serves young people who are often facing multiple challenges upon acceptance into a JAG Model Program. For the past 40 years, JAG has delivered consistent, compelling results – helping over 1.3 million middle school, high school and out-of-school students to graduate and pursue quality entry-level employment leading to career advancement opportunities. Research has shown that JAG graduates are more likely to be employed than the similar individuals in the average population. The JAG Annual Report is dedicated to the JAG Specialists who work tirelessly to help students recognize that they are capable of extraordinary accomplishments and are in fact **Shaping the Future of America for 40 years!**

2018-2019 PROGRAM YEAR

JAG Performance Outcomes for the Class of 2018



JAG has 14 sitting Governors from both political parties and 4 former Governors that are active on the Board of Directors.



JAG offers an extraordinary cost-effective approach to achieve extraordinary results, with the average cost per participant being - \$1,198!



JAG Specialists working together on a group project at the 2019 National Training Seminar.

JAG Statistics

39	Number of States
1,309	Total Number of Local Programs
1,286	Total Number of Specialists
71,811	Total Participants Served
\$85,415,408	Total State Organization Revenue
\$1,198	Cost Per Participant

JAG Students have experiential learning experiences in Washington, D.C. during the National Student Leadership Academy.

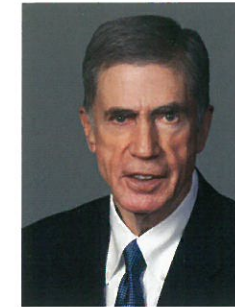


40 Years of Continuous Growth and Visionary Leadership

CHAIRS OF THE JAG BOARD OF DIRECTORS



Pete du Pont
Governor of Delaware
1980 - 1985



Charles S. Robb
Governor of Virginia
1986 - 1989



John R. McKernan, Jr.
Governor of Maine
1990 - 1995



George V. Voinovich
Governor of Ohio
1996 - 1998



Marc Racicot
Governor of Montana
1998 - 2002



Julie Nixon Eisenhower
Author and Speaker
2002 - 2003



Tom Vilsack
Governor of Iowa
2003



Janet Napolitano
Governor of Arizona
2004 - 2006



John E. Baldacci
Governor of Maine
2007 - 2010



Jack Markell
Governor of Delaware
2011 - 2014



Phil Bryant
Governor of Mississippi
2014 - 2017

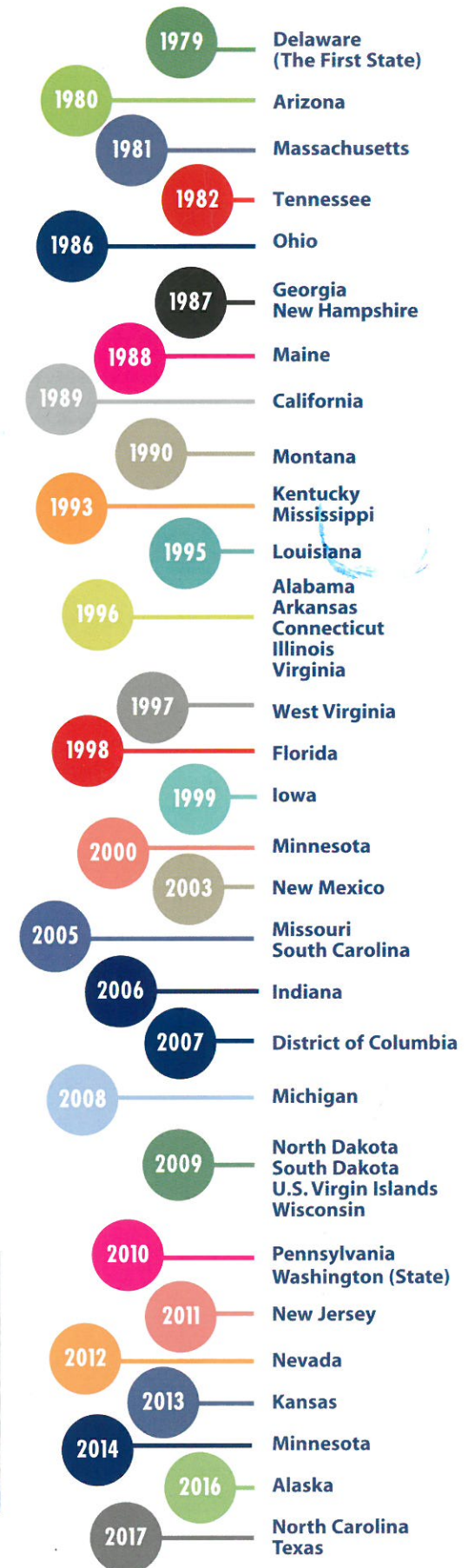


Eric Holcomb
Governor of Indiana
2017-2018



John Bel Edwards
Governor of Louisiana
2018-Current

State Charter Years



Top Challenges JAG Students Experienced in 2018-2019

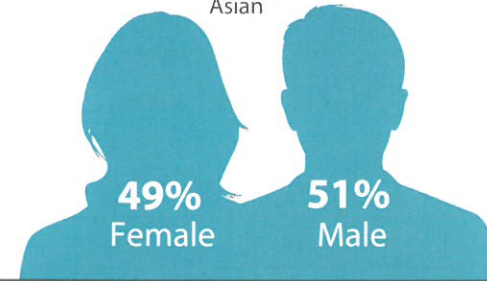
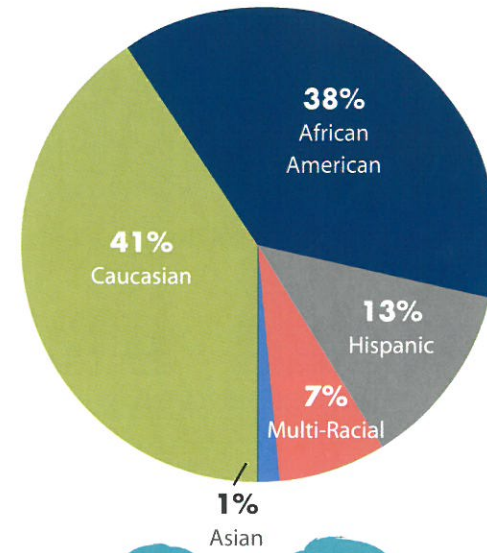
- 2.39** Average GPA
- 77%** Eligible for Free or Subsidized Lunch
- 58%** Lives in a single family house-hold
- 46%** Low academic performance
- 43%** Past record of excessive absences
- 58%** Lacks motivation or maturity to pursue education or career goals
- 65%** Economically disadvantaged
- 83%** Has inadequate or no work experience
- 81%** Lacks marketable occupational skills that are in demand of the workforce

JAG's data is tracked through its Electronic National Data Management System (e-NDMS) to guarantee performance measures and standards can be measured routinely on a school-by-school basis.



39 STATES ARE IN THE JAG NETWORK

JAG National Ethnicity



JAG Investors

JAG CORE INVESTORS

Adecco	\$20,000
AHLA	\$15,000
AEP	\$20,000
America Staffing Association	\$25,000
Archer Daniels Midland	\$75,000
AT&T Foundation	\$300,000
CIT	\$25,000
Bank of America Foundation	\$75,000
Entergy	\$25,000
Hilton	\$75,000
Honeywell	\$20,000
Microsoft	\$50,000
SHRM	\$47,500
Synchrony	\$40,000
Weyerhaeuse	\$10,000

JAG THOUGHT LEADER SPONSORS

Archer Daniels Midland	\$25,000
AT&T Foundation	\$25,000
Educational Testing Service (ETS)	\$5,000
HCA	\$12,500
Microsoft	\$25,000
SHRM	\$25,000

JAG NATIONAL TRAINING SEMINAR

AT&T	\$10,000
K12	\$25,000
McDonalds	\$50,000
Microsoft	\$25,000

JAG LEADERSHIP AWARDS SPONSORS

Trustees—\$25,000 plus

- Archer Daniels Midland
- AT&T Foundation
- K12
- McDonalds
- Microsoft
- SHRM

Sponsors—\$10,000 plus

- Abbot Laboratories
- HCA
- Sanderson Family Foundation

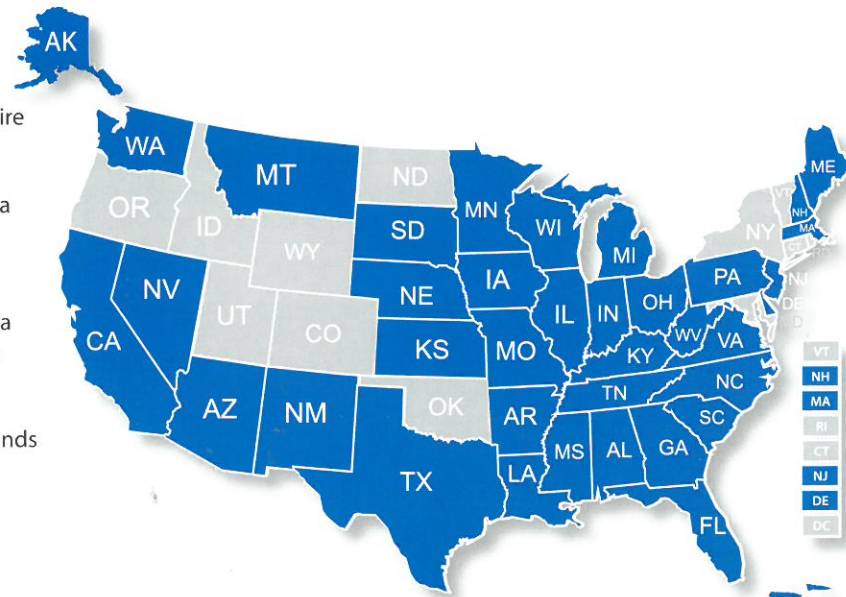
Donors—\$2,500 plus

- Adecco
- Educational Testing Service (ETS)
- King & Spalding



JAG National Network

1. Alabama
2. Alaska
3. Arizona
4. Arkansas
5. California
6. Delaware
7. Florida
8. Georgia
9. Illinois
10. Indiana
11. Iowa
12. Kansas
13. Kentucky
14. Louisiana
15. Maine
16. Massachusetts
17. Michigan
18. Minnesota
19. Mississippi
20. Missouri
21. Montana
22. Nebraska
23. Nevada
24. New Hampshire
25. New Jersey
26. New Mexico
27. North Carolina
28. Ohio
29. Pennsylvania
30. Puerto Rico
31. South Carolina
32. South Dakota
33. Tennessee
34. Texas
35. U.S. Virgin Islands
36. Virginia
37. Washington
38. West Virginia
39. Wisconsin



For individual State Profiles please visit jag.org



JAG 2018-2019 JAG Board Officers and Members

Board Officers



John Bel Edwards
Chair
Governor of Louisiana

Matt Bevin
Vice Chair
Governor of Kentucky

Mr. Kenneth M. Smith
President



The Honorable
Thomas J. Tauke
Chair
Executive Committee

Mr. James J. Duffy
Board Treasurer,
President and Chief HR
Officer
CIT

Dr. Sharon Robinson
Board Secretary,
Retired, President
& CEO
American Association of
Colleges for Teacher
Education

Governors



Albert Bryan
Governor of U.S.
Virgin Islands

Phil Bryant
Governor of Mississippi

Steve Bullock
Governor of
Montana

Doug Ducey
Governor of Arizona



Eric Holcomb
Governor of Indiana

Asa Hutchinson
Governor of Arkansas

Bill Lee
Governor of
Tennessee

Henry McMaster
Governor of
South Carolina



Mike Parson
Governor of Missouri

Kim Reynolds
Governor of Iowa

Steve Sisolak
Governor of Nevada

Chris Sununu
Governor of
New Hampshire

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United States
Representative
State of Virginia

Mark Butler
Commissioner
Georgia Department
of Labor

Jack Markell
Former Governor
of Delaware

Mr. Clarence Mingo
Former Franklin
County Auditor
JAG Alumnus

Lloyd Smucker
United States
Representative
State of Pennsylvania

Anna Tovar
Mayor of
Tolleson, Arizona
JAG Alumna

Honorary Members



John E. Baldacci
Former Governor
of Maine

Marsha Blackburn
United States Senator
State of Tennessee

Thomas Carper
United States Senator
State of Delaware

Jeff Colyer
Former Governor
of Kansas

Chet Culver
Former Governor
of Iowa

Ms. Julie Nixon
Eisenhower
Author

John Hoenen
United States Senator
State of
North Dakota

Marc Racicot
Former Governor
of Montana

Corporate Leaders



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Senior Vice President,
Human Resources
GE Transportation

Ms. Myrna Bell
Senior Director,
Global Diversity, and
Strategic Development
McDonald's

Mr. Linden S. Blue
Vice Chairman
General Atomics

Ms. Adriane Brown
Retired Senior Advisor
Intellectual Ventures

Mr. Larry Caruso
Retired
General Electric

Mr. DJ Casto
Synchrony, Senior
Vice President of
Human Resources,
Synchrony Financial

Mr. Tim Daly
Senior Vice President
of Global Public Policy
Western Union



Mr. Michael
D'Ambrose
Senior Vice President
Human Resources
Archer Daniels Midland

Mr. Leo Denault
Chairman of the
Board and CEO
Entergy

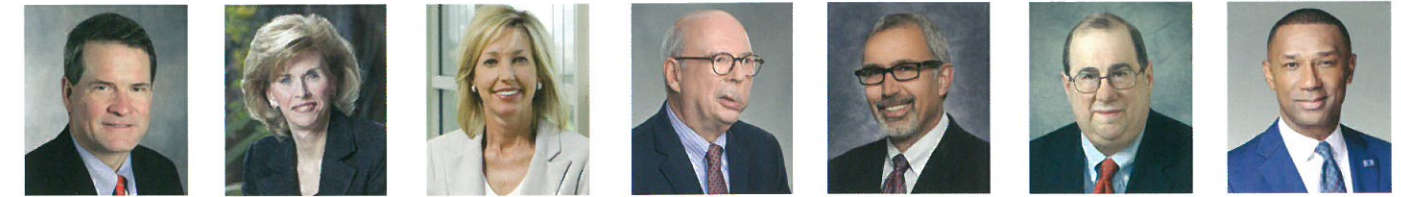
Mr. Danny Hughes
Executive Vice
President and President
of the Americas
Hilton Corporation

Ms. Athena Kaviris
Vice President
Human Resources
GE Aviation

Ms. Karen Kocher
Chief Learning
Officer, Microsoft

Mr. Rod Nagel
Senior Vice President
Human Resource
Operations
Tyson Foods

Mr. Scott Nelson
Senior Vice
President of Strategy
Marketing & Growth
ETS



Mr. Mark Nicholls
Senior Vice President
HRG Search

Ms. Catherine McKee
Olesen
Retired
General Dynamics
C4 Systems

Ms. Leslie Carter-Prall,
Executive Vice President
Regions Bank

Mr. Edward R. Schmidt
Chairman of the Board
Strada Education
Network

Mr. John Steele
Senior Vice President
HCA

Mr. Richard A. Stoff
Retired, President
Ohio Business
Roundtable

Mr. Johnny C. Taylor
President and CEO
SHRM



Ms. Stephanie Tyler
Executive Director of
External Affairs
AT&T Western Region

Mr. Richard Wahlquist
President and CEO
American Staffing
Association

The JAG Board Officers and Members include those from America's most conscientious and concerned companies who support the young people of JAG.

Community Leader



Mr. Marc Morial
President
National Urban League

Education Leaders



Randy Dorn
Former Superintendent
of Public Instruction
Washington

Mr. Pat Skorkowsky
Former Superintendent
Clark County
School District
Nevada



2018 2019

YEAR IN REVIEW



Students from across the JAG National Network travel to Washington, D.C. to compete in one of JAG's competitive events: Employability Skills, Math Skills, Project Based Learning Showcase, and Public Speaking. There were over 200 competitors at the 2018 National Student Leadership Academy



OVER **200**
The number of competitors at the 2018 National Student Leadership Academy

Learning Objectives during the 2018 NSLA included:

- Maximize participants leadership abilities
- Develop communication, team development, and team building skills
- Utilize NSLA leadership activities at state CDCs and local events
- Learn how to network and engage peers
- Enhance participant's knowledge of the Nation's Capital and develop an appreciation of U.S. history and patriotism.

950
Leadership Awards Luncheon attendees

The 2018 Leadership Awards Luncheon was hosted by Governor Eric Holcomb. The event welcomed 950 attendees, including 875 students and Specialists from across the network.

2018 2019

YEAR IN REVIEW

The 2018 National Student Leadership Academy was the largest gathering of JAG students in history! These delegates participated in leadership development groups, Washington, D.C. experiential learning activities, and networked with JAG partners, Board members, and friends.



The National Training Seminar is JAG's most important training session and celebration of state and local program's achievements. In 2019 it was held in Orlando, Florida. This annual event is a powerful experience for JAG Specialists and staff. The National Network shares best practices through 70 workshops. JAG staff are engaged in 8 Professional Development Workshops at the beginning of the week at Pre-NTS.



The 12th Annual National Thought Leader Event was held at Gallup Headquarters in Washington, D.C. on October 29, 2018. Governor Eric Holcomb hosted the event that had a central theme of *Big Solutions for Big Problems*.

The 2018 National Student Leadership Academy was the largest gathering of JAG students in history!



For the fourth consecutive year the JAG National Network achieved the "5-of-5" Performance Outcomes Award for the Class of 2018 with the best results in its thirty-ninth year history! The outcomes include: Graduation Rate (96%), Positive Outcomes Rate (84%), Job Placement Rate (65%), Full-time Jobs Rate (78%), and Full-time Placement Rate (91%).

JAG Model

JAG MODEL COMPONENTS

The JAG Model consists of a comprehensive set of services designed to keep young people in school through graduation and improve the rate of success in achieving education and career goals. The JAG Model is the platform on which five program applications have been tested and continuously improved for thirty-eight years: Middle School; Alternative Education; Multi-Year; Senior Only; Out-of-School; and, College Success.

1. CLASSROOM INSTRUCTION.

A trained "JAG Specialist" provides individual and group instruction to 35-45 students carefully selected by an in-school advisory committee, comprised of faculty, administrators and counselors.

2. COMPETENCY-BASED CURRICULUM.

The JAG National Employability Skills Curriculum equips students with no less than 37 employability competencies and intensive career exploration and developmental opportunities. As many as 81 competencies may be completed for students enrolled in high school (grades 9-12).

3. PROJECT BASED LEARNING.

PBL methodology provides a realistic learning experience for JAG students who engage in projects that assist in developing 21st century workplace skills.

4. CARING ADULTS.

JAG Specialists provide individual attention to students to help them overcome challenges that prevent them from graduating and/or securing employment.

5. ADVICE AND SUPPORT.

JAG Specialists provide advice and support as students make significant career and life decisions.

6. SUMMER EMPLOYMENT TRAINING AND SUPPORT.

Job placement is provided during summer months to support year-long learning.

7. STUDENT-LED LEADERSHIP DEVELOPMENT AND EXPERIENCE.

The JAG National Career Association provides opportunities for students to develop, practice, and refine their leadership and team membership skills.

8. JOB AND POSTSECONDARY EDUCATION PLACEMENT SERVICES.

Specialists help graduates identify entry level job opportunities and assist in the exploration of postsecondary education.

9. 12-MONTH FOLLOW-UP SERVICES.

JAG provides no less than twelve months of follow-up services and support to graduates in the advancement of their career and educational opportunities.

10. ACCOUNTABILITY SYSTEM.

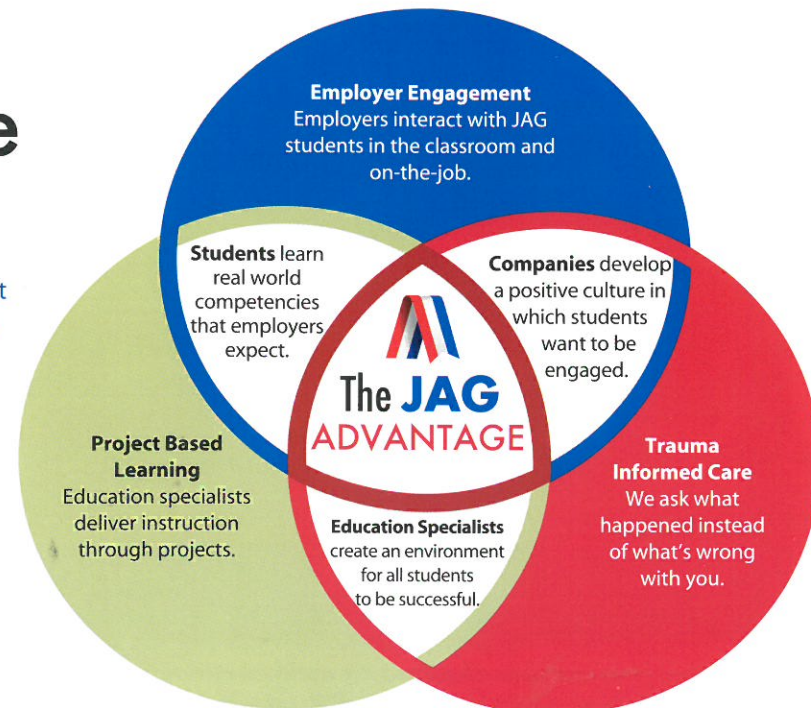
A comprehensive tracking and reporting system (e-NDMS) tracks vital information in these three categories – students served, services delivered, and outcomes achieved.

The JAG Advantage

The **JAG Advantage** is based on a promise. That promise is that JAG will deliver student-centered programs to help young people achieve their fullest potential. JAG is all about giving students an advantage that will set them apart from other youth in today's emerging workforce.

The **JAG Model** blends these approaches and when delivered effectively, Specialists are able to deliver JAG competencies, engage this Career Association work with employers in strategies that are healthy and supportive to our students.

THIS is the wave of education in our future, and it makes sense!



JAG Program Applications

JAG offers a JAG Model to states and school districts with a battery of five tested and proven program applications to serve students in middle school, high school, out-of-school, or college.



SENIOR PROGRAM—12th Grade Only

This original JAG program was a school-to-career transition program. Its primary mission is to keep young people in high school through graduation.

MULTI-YEAR PROGRAM—9th to 12th Grades

The Multi-Year dropout prevention program has rapidly become the most popular of the high school programs in hopes of keeping students in school through graduation.

ALTERNATIVE EDUCATION PROGRAM—9th to 12th Grades

The Alternative Education Program is designed to serve students who are unable to be successful in a traditional high school.

MIDDLE SCHOOL PROGRAM—6th to 8th Grades

The Middle School Program is to help 6th to 8th graders to transition more successfully from middle to high school.

OUT-OF-SCHOOL PROGRAM—Dropouts and System Involved Youth

The Out-of-School program serves youth (ages 16-24) who left the traditional school system and are interested in completing requirements for a high school diploma or certificate.

Participants by Program Application

Alternative Education 2,567

Senior Year 3,363

Out-of-School 2,840

Middle School 5,659

Multi-Year 34,505



Shaping the
FUTURE OF AMERICA
for 40 Years



JAG has made a difference in my life, and because of that I have been able to make a difference in the lives of those around me. I had allowed anxiety to grip me by the throat and my mind had become toxic. It felt that the only relief came when I slept, but even then, some nights I would lie in bed overthinking for hours. I had come to a point where in my mind there was no reason to continue to live this everyday struggle. I had lost my purpose. When you lose your purpose, you can easily lose your desire to live, because what is the point anymore. The light at the end of the tunnel had completely vanished. Because my lack of motivation, school was not a place that I wanted to be. I had practically dropped out of high school my freshman year, because of this I was put into summer school to make up credits and that is where I met my JAG Specialist, who was a truly incredible woman who helped me change the course of my life.

**-Daniel Rubio, Iowa-JAG
Speaker at the 2018 Leadership Awards Special Reception**

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