



35th Anniversary Annual Report



DELIVERING
on the **promise**

CONTENTS

- 2 Contents
- 3 JAG—DELIVERING ON THE PROMISE!
- 4-5 Board Chairs and Milestones
- 6 Chairman Governor Phil Bryant’s Report
- 7 Vice Chairman Governor Steve Bullock’s Report
- 8 Vice Chairman Governor Mike Pence’s Report
- 9 Vice Chairman Governor Jay Nixon’s Report
- 10 President Ken Smith’s Report
- 11 JAG National Network
- 12 JAG Model—35 Years Tested and Continuously Proven
- 13 JAG Program Applications
- 14-15 Research Highlights
- 16 JAG Performance Outcomes
- 17-18 JAG Competency Based Employability Curriculums
- 19-20 Alumni Spotlight
- 21 JAG Board Meeting
- 22-23 Board Officers and Members
- 24-25 JAG Partnerships
- 26 JAG Investors
- 27-29 National Leadership Awards Events
- 30-31 National Student Leadership Academy
- 32 National Thought Leader Event
- 33-35 Annual National Training Seminar
- 36-37 Kenneth M. Smith Scholarship Fund
- 38-43 JAG State Organization Profiles



JAG Students attend Leadership Awards Luncheon



Governors Bryant and Markell congratulate JAG student



CELEBRATING

35 YEARS OF JOBS FOR AMERICA’S GRADUATES

Jobs for America’s Graduates (JAG) is a state-based, national non-profit organization dedicated to preventing educational dropouts among young people who possess a multitude of barriers to success upon acceptance into a JAG Model Program. Since 1980, JAG has delivered consistent, compelling results – helping over **one million** middle school, high school and out-of-school students to stay in school through graduation (or completion of a high school equivalency diploma), pursue a postsecondary education and/or secure quality entry-level employment that leads to career advancement opportunities. The 35th Anniversary Annual Report is dedicated to the highly professional and well-trained JAG Specialists who work tirelessly, creatively and persistently in the schools to help identify those young people with significant barriers to academic, personal and/or career success; deliver engaging and effective outcomes-based JAG Model services; keep JAG students in school through graduation; deliver the 12-month post-graduation job and college follow-up period; and, achieve extraordinary success! JAG is a life-changing experience for those fortunate to be served in a program that is customized to fit the needs of young people with barriers to success and who need, want and can benefit from a JAG Model program.

35 years ago Governor Pete du Pont of Delaware and a group of high visibility national leaders, including Vice President George H.W. Bush (who hosted the meeting in the White House Complex) and former Vice President Walter Mondale; Lane Kirkland, the President of the AFL-CIO; Jim Robinson, the Chief Executive Officer of American Express; Virginia Lieutenant Governor Chuck Robb; Ben Hooks, the President of the NAACP and a number of other leaders gathered to launch Jobs for America's Graduates.

It was a remarkable array of truly national leaders from both the public and private sectors who, based on two years of results of the test of the JAG Model in the State of Delaware, committed to invest their time, their reputations and their expertise to the strategy to bring the Jobs for America's Graduates Model to national scale.

Vice President Mondale, prior to leaving office, authorized a \$2 million commitment, based on the success of Jobs for Delaware Graduates, to implement the JAG Model in four additional states. The Rockefeller, Charles Stewart Mott and Ford Foundations joined together to provide an additional one million dollars of funding – a great deal of money in that era – to further support the national replication of the model developed and tested in Delaware.

(L-R) Dr. William B. Keene, Secretary of Education (DE); Mike Arnold, AFL/CIO; Governor Lamar Alexander (TN); Vice President George Bush; Governor Pete du Pont (DE); Ken Smith, JAG President

The states of Arizona, Massachusetts, Tennessee and Missouri joined the JAG Network to make it a truly national organization in the year that followed. Over time, the program continued to expand across the country through recessions, recoveries, and to almost every socioeconomic population in the United States. Today JAG is in 32 states and 1,041 classrooms serving 50,979 students of extraordinary promise when served by dedicated, committed and well-trained JAG Specialists.

Much has been accomplished and so much more is to be done. New states are being engaged to join the national network. Plans are in place to expand to much greater depth and breadth and reach within our current 32 states as well as strategies to take advantage of the shift to federal funding to support the expansion of our Out-of-School/Dropout Recovery Program combined with the testing of the College Success Program in higher education. Our heartfelt appreciation to all who have made JAG one of America's great success stories in the lives, futures, and well-being of our **one million and rising** young people with dreams and aspirations that energize our network by **DELIVERING ON THE PROMISE!**

JAG has continued to expand across the country through recessions, recoveries, and to almost every socioeconomic population in the United States to the current 32 states and 1,041 classrooms serving 50,979 students . . .



Thirty-FIVE Years of Milestones and Leadership

Chairs of the JAG Board of Directors



Founder
The Honorable
Pete du Pont
Governor of Delaware
1980 - 1985



The Honorable
Charles S. Robb
Governor of Virginia
1986 - 1989



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



The Honorable
George V. Voinovich
Governor of Ohio
1996 - 1998



The Honorable
Marc Racicot
Governor of Montana
1998 - 2002



Julie Nixon
Eisenhower
Author and Speaker
2002 - 2003



The Honorable
Tom Vilsack
Governor of Iowa
2003



The Honorable
Janet Napolitano
Governor of Arizona
2004 - 2006



The Honorable
John E. Baldacci
Governor of Maine
2007 - 2010

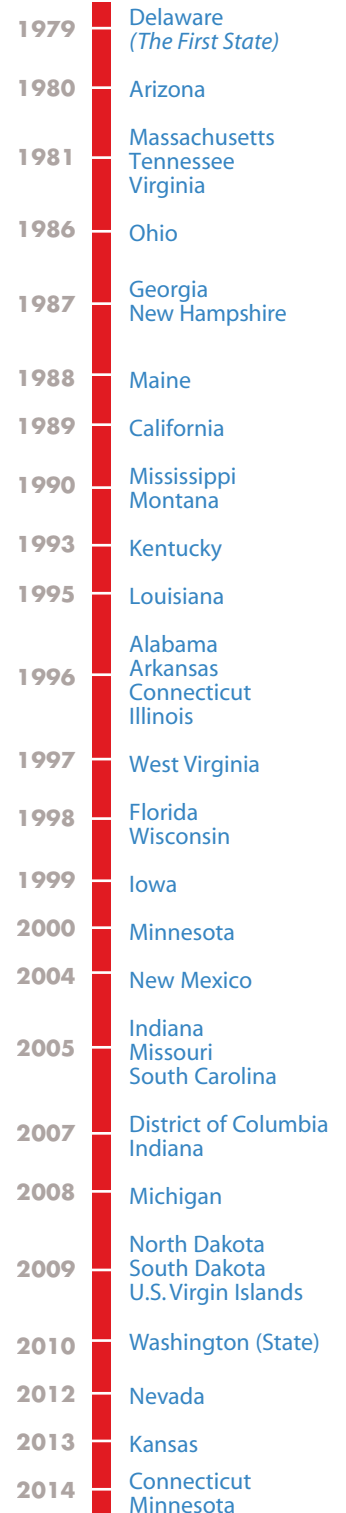


The Honorable
Jack Markell
Governor of Delaware
2011 - 2014



The Honorable
Phil Bryant
Governor of Mississippi
2015-Current

State Charter Years



1978 – 1979

In **1978-79**, at the request of Governor Pete du Pont, state and private sector leaders in Delaware developed a new comprehensive state-level approach to help at-risk youth stay in school and, find and keep jobs. This evolved into the JAG Model.

A non-profit corporation, Jobs for America's Graduates, was organized to manage the test of the Model. To signal the importance of the non-profit to Delaware, a group of policymakers, educators, employers, and senior public and private leaders were invited to serve on the board by Governor Pete du Pont who was elected Chairman of **the first Jobs for Delaware Graduates (JDG)** Board of Directors. The success of the 8-high school pilot prompted the eventual expansion of JDG to all high schools in Delaware.

1980 – 1983

In **1980**, **Jobs for America's Graduates, Inc.** (JAG) was established to test the JAG Model in additional states. JAG's founding Board of Directors was comprised of senior public officials and top corporate executives, including then-Vice President George H.W. Bush, former Vice-President Walter Mondale and five state governors and chief executives of corporations and national non-profits.

The Board's first decision was to approve a 5-7 years research and demonstration project supported with funds from the U.S. Department of Labor and three national foundations—Rockefeller, Ford and Mott. The Board set out to determine whether, in fact, the JAG Model would help states reduce significantly youth unemployment and high dropout rates among the nation's most at-risk young people.

1985 – 1986

In **1986**, at the request of school leaders, the Board of Directors expanded the Senior Program Application of the JAG Model to include a proactive, dropout prevention initiative serving non-senior students in grades 9 to 11. That decision was based on the need to deliver services at an earlier age to prevent students from dropping out of school before graduation.

JAG also launched the first test of the JAG Model in the United Kingdom called Compact Plus Clubs. "xl clubs" provide a personal development program aimed at young people aged 13-19 at risk of underachievement or exclusion from school. Prince's Trust xl clubs are led by an existing member of staff in the school or center, called an Adviser. There are approximately 900 clubs in over 600 schools and centers across the UK. Eighty-eight (88) percent of participants have gone into further education, work or training upon completion of the program.

1990 – 1998

In **1990**, JAG formalized the Multi-Year Program Application of the JAG Model to serve those who had left or were at-risk of leaving the education system before graduation. This application has

been applied as a dropout prevention and dropout recovery program in comprehensive high schools, alternative education schools, adult education/GED programs, career and technical centers and community colleges.

2000

In **2000**, JAG programs became viewed as a policy strategy. JAG seeks not only to help at-risk students secure a quality educational experience and job leading to a career, but to positively influence public policy by changing the way schools work with youth facing multiple social, academic and economic barriers to success, and as a result, improve their educational and employment outcomes. To support the continued development of the JAG Model and expand the JAG National Network, the Board of Directors approved the launch of the Trust for Jobs for America's Graduates.

2001 – 2002

In **2001**, a PEW Foundation grant was awarded to Jobs for America's Graduates in the amount of \$740,000. The grant was used to invest in infrastructure development.

In **2002**, the Congress approved a second grant for one million dollars.

2003 – 2004

In **2003**, Congress approved a request for a grant in the amount of one million dollars and was successfully completed by January 31, 2005.

In **2004**, the JAG Board of Directors launched a strategic planning process to develop a five-year plan.

In **2004**, JAG was highlighted in Assistant Secretary of Labor's "New Strategic Vision for the Delivery of Youth Services under the Workforce Investment Act."

2005 – 2006

In **2005**, the U.S. Congress approved another grant for JAG in the amount of one million dollars and was successfully completed by December 31, 2006.

In **2005**, the JAG Board of Directors approved the 2006-2010 Strategic Plan focused on expanding the value of the JAG Model to younger students and in new states.

2006 – 2007

In **2006**, the U.S. Department of Labor awarded a grant in the amount of \$1.5 million to test the Out-of-School Program Application of the JAG Model in three locations (Ohio, Florida, and Louisiana).

In **2007**, JAG launched the Middle School Program Application of the JAG Model in seven states and 45 middle schools. Jobs for Maine's Graduates first tested the Middle School Program for seven years prior to sharing the Middle School Program with the National Network.

In **2007**, seventeen state legislatures invested in JAG Model Programs.

2008 – 2010

In **2008**, President Obama's new Cabinet included leaders of the JAG Board of Directors:

- U.S. Secretary of Agriculture Tom Vilsack
- U.S. Secretary of Education Arne Duncan
- U.S. Secretary of Homeland Security Janet Napolitano

In addition, Secretary of the Navy Ray Mabus was the founder of Jobs for Mississippi Graduates in 1990 during his service as Governor.

In **2009 and 2010**, JAG launched the JAG Model in four new states and a U.S. territory—North Dakota, South Dakota, Virgin Islands and Washington (State).

2011 - 2013

In **2012**, Governor Brian Sandoval led Nevada to join the JAG National Network by piloting the JAG Model in five schools in northern Nevada.

In **2012**, JAG built on current and new partnerships with the areas of highest priority being the Walmart Foundation, McDonald's, Archer Daniels Midland Company, Maximus, AT&T Foundation, Delta Regional Authority, Regions Bank, the National Urban League and the Asian Pacific American Institute for Congressional Studies.

In **2013**, Governor Brownback (Kansas) used TANF funding to launch JAG for the first time in 25 schools; Indiana doubled from 80 to 150 schools with \$2.5 million of new funding led by Governor Pence; Mississippi asked the state legislature for largest request in JAG's history to expand from 32 to 50 schools.

The JAG National Board meeting, hosted by Governor Sandoval, was held in Carson City, April 22-23, 2013.

2014 - 2015

In **2014**, JAG launched the JAG Model in two new states—Connecticut and Minnesota.

In **2014**, the Class of 2014 achieved a 93 percent graduation rate.

At the National Leadership Awards Luncheon on November 20, Governor Jack Markell welcomed the 900 guests to the luncheon to celebrate the enrollment of the *one-millionth student* in one of the 1,000 classrooms of the 32-state JAG National Network. Each state selected one student representative to be recognized as the one-millionth student in their state. JAG is proud of the one-million success stories since JAG was launched in 1980.

The JAG National Board meeting, hosted by Governor of Montana Steve Bullock, was held in Billings, May 19-21, 2015.

In **2015**, the JAG National Network offered the largest number of programs (1,041) in 32 states, served the largest number of students (50,979) and delivered JAG Model services within the largest state/national budget (\$70 million) ever at an impressive cost of only \$1,300 per participant.

Chairman's Report

I extend my deep personal appreciation to all of those who have provided financial, organizational, and personal support to our work.

Governor Phil Bryant

State of Mississippi
Chair, JAG Board of Directors



Dear Friends and Supporters of Jobs for America's Graduates:

What a *remarkable* year of progress! A year of **delivering on the promise** of JAG, as we have now served more than one million of our nation's young people. This has also been a year of growth and expansion into new states, communities, and schools.

That was the case here in Mississippi, where we reached the greatest number of schools in our history - 61. Based on the success we have seen here, I set a goal for doubling the scale of the program to 100 schools during the 2016-17 school year.

It was my great honor to join the JAG Board of Directors last year. I decided to do so because of the extraordinary track record of success of the program over the past 34 years and its 20 years of success in Mississippi. The program has always enjoyed the leadership of both Democratic and Republican Governors and State Legislatures, leading to additional bipartisan leadership from education, business, and communities.

I am impressed by the remarkable number of public and private sector leaders who have come together behind this great program for young people. Therefore, I was honored that Governor Markell and the Board of Directors invited me to serve as Chair of the JAG

Board for 2015, as Governor Markell completed his three-year term as Chairman. I am especially pleased that Governor Markell renewed his Board membership for another three years and continues his commitment to helping us expand the organization. Governor Markell's chairmanship is one for the history books.

When the Board of Directors met in November of 2015 to look ahead to the future of the organization, we set four guiding goals for 2015 and beyond:

1. Continuing to further enhance the success of each individual student who entrusts an important part of his or her future to JAG. We must deliver for each young person the help, support, guidance, and commitment needed to ensure their academic and economic success.

2. Bringing the great opportunity for success through JAG to thousands more young people by increasing the size of the program in as many of our existing states as possible. That means aggressively reaching out to the 13 new Governors in 2015, 11 of whom were in states without a JAG program in place.

3. "Going Deep" with Jobs for America's Graduates, by identifying one or more jurisdictions (regions, cities, or states) that are prepared to work with us in serving students in the lowest-performing 10-20% of schools over a period of 3-5 years. The goal will be to demonstrate at scale and over time what our evidence suggests will be "moving the needle" dramatically and resulting in significant academic, economic, social and community impact.

4. Expand the use of our Out-of-School/Dropout Recovery Model Application to help meet the new goals and directions

of the Workforce Innovation and Opportunity Act set by the Congress and the President. We will increase our efforts to help the nation's out-of-school and dropout populations with new opportunities to achieve the "American dream" through proven strategies like Jobs for America's Graduates.

As you read this report, our efforts in each of these areas are well underway. We knew that 2015 would be another year of important growth to new states - and serving more young people and schools in our existing states even more effectively. Today, more than 1,000 front line staff will continue to deliver to each student the preparation, help, and commitment they need to graduate, transition to good jobs and, if they wish, continue to improve their skills through post-secondary education.

It is an exciting time, with so many new leaders in state and local government who are determined to ensure the highest and best use of limited public resources. Jobs for America's Graduates has convincing evidence that it is, indeed, the highest and best use of the education and training investments of both the public and private sectors.

I extend my deep admiration to the front line staff of our National Network who are the "soul" of Jobs for America's Graduates - and they and their students make the best case to others for expanding the JAG program or implementing it for the first time. We have much to celebrate in our 35th Anniversary!

In addition, I extend my deep personal appreciation to all of those who have provided financial, organizational, and personal support to our work. We have a very modest national budget, but it results in great impact, as each dollar invested in JAG generates nearly \$40 in matching support at the state and local levels. I am also grateful for all the hours of time and energy committed by so many individuals at the national, state, and local levels to help achieve the results described throughout this report.

America is a land of great opportunity. For more than a million of America's young people, their great opportunity has been Jobs for America's Graduates. I am excited to be part of an organization that will ensure millions more will have the same opportunity in the years ahead.

Sincerely,

A handwritten signature in black ink that reads "Phil Bryant".

Phil Bryant
Governor of Mississippi
Chair, JAG Board of Directors

Vice Chairman's Report

Governor Steve Bullock

State of Montana

Vice Chair, JAG Board of Directors



The opportunity to see firsthand the truly remarkable impact that this program brings to the lives of thousands of young people of great promise, with the kind of opportunities and support that make that promise real, has been extraordinary.

Dear Partners and Good Friends of Jobs for America's Graduates:

It is a particular pleasure for me to join with my colleagues on the Board of Directors in introducing the 2015 Annual Report of Jobs for America's Graduates. As both Governor of Montana and Vice Chair of the JAG National Board, it is an honor to be a part of such an extraordinary organization. The opportunity to see firsthand the truly remarkable impact that this program brings to the lives of thousands of young people of great promise, with the kind of opportunities and support that make that promise *real*, has been extraordinary.

Here in Montana, we have in our 55 schools one of the largest applications of Jobs for America's Graduates in a rural setting. The organization has been in place now for more than 20 years. It was my pleasure as Attorney General to provide support for its growth and now to look ahead to bringing the great success of Jobs for Montana Graduates to 100 schools in our state over the next several years.

Jobs for Montana Graduates has set a Gold Standard of what can be achieved through partnerships among our young people, their families, the schools, our workforce system, state government, and employers. The rural nature of Montana lends itself particularly well to these kinds of strong partnerships. They come naturally here, as all of us here in Montana are always ready to help each other.

I also wanted to highlight the sustained success of the JAG Model with our Indian population. Jobs for Montana Graduates is the longest-running JAG state affiliate serving Native American young people in the country. Jobs for Montana Graduates operates in 11 schools with primarily Native American students. Jobs for Montana Graduates has achieved in excess of 90 percent graduation rates as we serve this population, as has South Dakota next door to us. I believe these results suggest what can be done at scale to help deliver on the promise of our Indian youth by providing the right combination of support, preparation and engagement opportunities. Therefore, part of my agenda for Jobs for Montana Graduates is to find ways to bring the success of Jobs for Montana Graduates to the rest of the 20 or so schools in our state with a primarily Indian population.

Finally, let me share my perspective as a former Attorney General. A perspective I presented to the National Association of Attorneys General with the President of JAG, Ken Smith, a couple of years ago. When describing the multiple returns on Montana's and our other 31 states' investment in Jobs for America's Graduates, we often highlight the extraordinary 90 percent graduation rates, the doubling of the rates of employment for some of our most challenged youth, and the dramatic expansion of enrollments in higher education.

However, from the perspective as Attorney General and now as a Governor, another very important value may not be as fully recognized. The facts are clear and compelling: If young people graduate from high school and get a job and/or go on to higher education, the odds of their ever being part of our criminal justice system are relatively close to zero. On the other hand, the majority of our adjudicated population did **not** complete high school and unable to find a good job or go on to higher education make up well over 80 percent of those who make up our adjudicated population.

As I said to my colleagues among the Attorneys General then, this is really simple: *Based on JAG's success in boosting high school graduation and employment rates, JAG is also one of **the** most effective vehicles for dramatically reducing our future needs for adjudication. Because of JAG's impact, we can instead devote all of those resources towards educational and economic opportunities.*

Thank you for your confidence and support of the work of Jobs for America's Graduates. It is a tremendous boon to the young people it serves, to our communities, and to our states.

Sincerely,

Steve Bullock

Governor of Montana

Vice Chairman, JAG Board of Directors

Vice Chairman's Report

Governor Mike Pence
State of Indiana
Vice Chair, JAG Board of Directors



Our states and nation as a whole benefit when we have flourishing and engaged citizens, and Jobs for America's Graduates continues to deliver on the very best of the "American Dream."

To the friends and family of Jobs for America's Graduates:

It is my great pleasure to join my fellow governors helping to lead the Jobs for America's Graduates organization in presenting the 35th Anniversary Annual Report of Jobs for America's Graduates (JAG). And what a report it is! It highlights the dramatic impact JAG has in the lives of tens of thousands of America's young people who too often face the most serious of challenges. It illustrates expansion and growth of this exceptional organization as its successful track record becomes better known. And it displays for the world the remarkably effective team of students, families, teachers, employers, staff, volunteers, and financial supporters, who, working together, have built this story of success for 35 consecutive years.

Shortly after taking office as Indiana's 50th Governor, I worked with the Indiana General Assembly to secure a \$6 million appropriation to double the scale of JAG-Indiana. As a state, we wanted to boost the education and employment success rates of our young people, and the perfect solution was JAG. It was one of Indiana's greatest success stories, and we were compelled to do much more in taking it to scale. Coupled with the Workforce Investment Act and other available resources, this appropriation doubled JAG-Indiana's impact on Hoosiers and will help it serve 6,000 young people through 118 programs statewide by the end of 2015. I am pleased to report that it is the largest growth percentage in the shortest period of time in the history of Jobs for America's Graduates.

Every day, governors and state legislatures, school boards and workforce boards, private companies, foundations, and individuals must choose where to place limited financial, organizational, and time resources. Through an ever-expanding team of one thousand

staff, thousands of teachers and administrators, and five-thousand employers, they each have made a commitment to support tens of thousands of young people facing challenges today. Moreover, thousands of volunteers, advisory and oversight Board members, and the remarkably generous financial supporters of some of America's great companies, United Way organizations, and individuals across the nation have each made JAG their financial and volunteer commitment of choice. For that dedication to our future, I offer my profound gratitude.

JAG is a great investment of your time, talent, and treasury. For decades to come, your support will pay dividends to individuals as they pursue their best educational and career opportunities, improve their own economic prosperity, build strong families, and contribute to building enduring communities. Our states and nation as a whole benefit when we have flourishing and engaged citizens, and Jobs for America's Graduates continues to deliver on the very best of the "American Dream."

Thank you for your confidence and your support. We will work hard to earn it again in 2016.

Sincerely,

Michael R. Pence
Governor of Indiana
Vice Chair, JAG Board of Directors

Vice Chairman's Report

Governor Jay Nixon
State of Missouri
Vice Chair, JAG Board of Directors



For 35 years, Jobs for America's Graduates has delivered, more than any other program, on its promise of academic and economic opportunity . . .

It is a *genuine* delight to have this opportunity to recognize Jobs for America's Graduates on its remarkable 35th Anniversary.

This Annual Report reflects not only the truly extraordinary success of the JAG organization in 2015 but also the inspiring work built over the 34 previous years, as JAG went from just a "good idea" to one of **the** great American success stories.

I have had the opportunity to serve in a number of statewide governmental positions. In each of those positions, I have placed a top priority on solutions for reducing dropout rates and boosting employment and college enrollment rates for our young people. Truly, no one does it better than Jobs for America's Graduates. This has been proven year after year now for 35 consecutive years.

Here in Missouri, we have had the opportunity to see firsthand just what this organization means in the individual lives of young men and women who often face the most daunting of challenges, but are genuinely determined to succeed...and with Jobs for Missouri Graduates, they do just that.

We are especially pleased that Missouri is the first state in the JAG Network to harness the energy, reach, and academic and employment opportunities of our statewide community college system to serve as the leadership and management institution of Jobs for Missouri Graduates. We believe that the increased synergies between our high schools and our community colleges through their joint commitment to the young people of Jobs for Missouri Graduates will provide great new opportunities for both.

For 35 years, Jobs for America's Graduates has delivered, more than any other program, on its promise of academic and economic opportunity, if young people are prepared to work hard and be diligent in their participation in the program.

For Missouri, I am determined in my final year in office to see to it that the organization reaches even greater scale and is well positioned with statewide organizational and financial support to ensure that it will continue to grow and meet the needs of young Missourians across our state.

It is an honor to serve as Vice Chair of this organization and to be associated with all of you who read this. Special thanks to all who will join us in redoubling our efforts to help serve the young people of JAG in the future even more successfully and at much greater scale.

With great sincerity,

Governor Jay Nixon
Vice Chair, JAG Board of Directors

President's Report

Kenneth M. Smith
President and Chief Executive Officer
Jobs for America's Graduates



The more than one million young people who have been part of Jobs for America's Graduates have demonstrated their readiness to learn, to work hard and to persevere against the most difficult of circumstances and odds - and achieve both academic and economic success.

To All Leaders of Jobs for America's Graduates National Network

Let me join in the congratulations to all the JAG state organization teams for a truly extraordinary year of continued success and some of the most important growth in our history, reflected in this 35th Anniversary Annual Report.

As noted by the other Officers of our organization, the results are compelling and remarkably consistent over the past 35 years, including:

- **90%** graduation rate, despite recessions, recoveries and the states' ever more rigorous graduation standards.
- **Doubling** the rate of employment for the most high-risk, disadvantaged and youth of color – again, at a time of the highest unemployment among young people in American history.
- **Dramatic increase** in enrollment in higher education.

Let me make the point again that those results are consistent at scale and over time in 1,000 communities across 32 states for the past 35 years. 2014 was a very special year for us, because the **one-millionth** student was enrolled in a Jobs for America's Graduates program.

That's correct – more than one million young people have been served by this organization since its inception in 1980. We believe that the faith and confidence placed in Jobs for America's Graduates by those million plus young people, and the work being done by such extraordinary Specialists at the front lines, supported by great leadership staff, the national and state Boards, and leaders from government, business and communities, demonstrates that the nation can achieve those kinds of outcomes on an even broad national scale.

It is especially important to recognize that the more than one million young people who have been part of Jobs for America's Graduates have demonstrated their readiness to learn, to work hard and to persevere against the most difficult of circumstances and odds - and achieve both academic and economic success.

We hope this report brings hope for the future of America and the opportunities ahead to bring Jobs for America's Graduates to scale.

We are working hard to inform how those from federal, state and local governments and the private sector can invest their limited resources for much greater impact. Re-direction of those resources to Jobs for America's Graduates and other programs that offer similar results is a clear pathway to greater, more consistent impact among more young people.

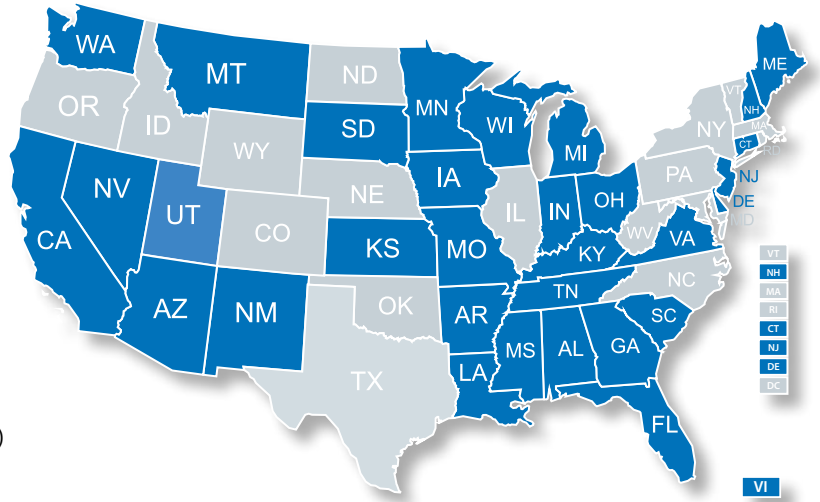
In a recent Congressional hearing, when asked what should be done about some of the major issues the nation faces, one agency leader commented "Find out what works - and then do more of it." That is precisely what we will be doing in 2016 with your help and the continued confidence and support of our young people, schools, the over 5,000 employers who regularly hire JAG young people, and all of those who invest their time, talents and financial resources in our work.

On behalf of all the young people who have benefited from your help in 2015, *thank you!*

Kenneth M. Smith
President and Chief Executive Officer

JAG National Network

1. Alabama
2. Arizona
3. Arkansas
4. California
5. Connecticut
6. Delaware
7. Florida
8. Georgia
9. Indiana
10. Iowa
11. Kansas
12. Kentucky
13. Louisiana
14. Maine
15. Michigan
16. Minnesota
17. Mississippi
18. Missouri
19. Montana
20. Nevada
21. New Hampshire
22. New Jersey
23. New Mexico
24. Ohio
25. South Carolina
26. South Dakota
27. Tennessee
28. U.S. Virgin Islands
29. Virginia
30. Washington (State)
31. West Virginia
32. Wisconsin



NSLA delegates share plans



High performance is recognized at the annual National Training Seminar

JAG Network Factoids

2015-2016 School Year

Number of States:	32
Total Number of Local Programs:	1,041
• Middle School Programs	112
• Multi-Year Programs	666
• Alternative Education Programs	107
• Senior Programs	89
• Out-of-School Programs	47
• College Success Programs	4
• Other Programs	16
Total Participants Served:	50,979
• Middle School	4,608
• Multi-Year	24,814
• Alternative Education	1,969
• Senior	3,341
• Out-of-School	1,346
• College Success	201
• Other Programs	1,370
Total Participants Receiving 12-month Follow-up Services	13,330
Total State Organization Revenue:	\$66,232,647
Total JAG National Revenue	\$3,000,000
Total National Network Revenue	\$69,232,647

35-Years Tested and Continuously Proven by Delivering on the Promise!

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 six program applications have been tested and continuously improved for 35 years: Middle School; Alternative Education; Multi-Year; Senior Only; Out-of-School; and, College Success.

Over one million young people have received JAG Model services from accredited JAG State Organizations and JAG local programs across the 32-state JAG National Network since 1980.

The ultimate goal is for participants to receive a high school diploma (or equivalent), secure a quality entry-level job in the workforce, pursue a postsecondary education, and/or seek career advancement opportunities.

What sets the JAG program apart from other education programs is the relationship it builds between students and their Specialists (teachers).

JAG MODEL COMPONENTS

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. JAG classes are scheduled during the school day for credit.

Competency-Based Employability Curriculum. The JAG National Curriculum equips students with a minimum of 37 employability competencies and intensive career exploration and adult living skills. As many as 81 competencies may be completed for students enrolled in high school (grades 9-12).

Adult Mentoring. JAG Specialists provide individual attention to students to overcome barriers that prevent them from taking advantage of their high school education, completing requirements for a high school diploma securing employment, or pursuing a postsecondary education leading to a career after high school.

Advisement and Support. JAG Specialists provide advice and support as students make significant career and life decisions and serve as a “one-stop” connection for participants to access personal, psychological, and other youth services in the community.

Professional Development. Continuous improvement in results is achieved through the ongoing commitment to initial staff training and professional development both on site and the annual National Training Seminar.

Summer Employment Training. Job placement is provided during summer months as well as partnerships with summer youth employment programs to support year-long learning.

Student-Led Leadership Development. A highly motivational student-led organization—the JAG Career Association—provides opportunities for students to develop, practice, and refine their leadership and team membership skills.

Job and Postsecondary Education Placement Services. Specialists identify entry-level job opportunities for graduates and assist graduates in the exploration of postsecondary education opportunities and help graduates navigate the financial aid enrollment process to pursue a degree program, a certificated program or an industry-recognized credential.

12-Month Follow-up Services. JAG provides no less than twelve months of follow-up services and support to graduates *delivering on the promise* of entry-level employment, military service, and/or postsecondary enrollment that lead to career advancement opportunities.

Accountability System. A unique comprehensive, internet-based tracking and reporting system (e-NDMS 2.0) that tracks vital information in three categories—students served, services delivered and outcomes achieved. JAG is an evidence-based organization that uses metrics to reward performance and identifies best practices for continuous improvement.

The JAG Model is cost-effective with an average cost of less than \$1,300 per participant on average that can be recovered in taxes paid alone in only 14 months of full-time employment.

JAG Program APPLICATIONS

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

Middle School Program Application 6th to 8th Graders

Key elements of the Middle School Program include:

- ▶ Students will stay in school and successfully transition to the 9th grade and graduate with a high school diploma.
- ▶ Students will improve their academic performance, school behavior, attendance, participation and self-esteem.
- ▶ Students will improve their leadership skills and being an effective team member.

Multi-Year Program Application 9th to 12th Graders

The key elements of the Multi-Year Program is dropout prevention, retention and graduation.

- ▶ Students most likely to drop out of school before graduation are targeted in a JAG Model program.
- ▶ Students in the Multi-Year Program normally possess more barriers to success (on average) than students in the Senior Program.
- ▶ The JAG National High School Employability Curriculum, consisting of 81 competency-based modules, provides 810 hours of classroom instruction when implemented over a 4-year period.

Alternative Education Program Application 9th to 12th Graders

Students in the Alternative Education Program often possess serious barriers to success compared to those in the Multi-Year or Senior Year Programs. Performance outcomes are the same for all high school programs.

Senior Program Application 12th Graders

Key elements of the Senior Program include:

- ▶ Students are targeted in the 12th grade who are unable to overcome academic, economic, family and/or personal barriers in their final year of high school.
- ▶ The Senior Program focuses on graduation (first), then, a positive destination (job, postsecondary education and/or military).
- ▶ Specialists do not take credit for outcomes until successful completion of requirements for a high school diploma or an equivalent certificate is attained.

College Success Program Application 2-year and 4-year colleges

Key Elements of the College Success Program include:

- ▶ Connect students to a postsecondary education and careers after high school.
- ▶ Enhance the collegiate experience of JAG graduates.
- ▶ Encourage persistence in achieving academic goals.
- ▶ Elevate career aspirations.

The postsecondary JAG Model program is designed to increase the number of students enrolling and completing their academic and career preparation and successfully transition from college and take advantage of career advancement opportunities.

Out-of-School Program Application Dropout Recovery

Young people (*ages 15 to 24*) who drop out of high school are served through the Out-of-School Program Application of the JAG Model. The key elements include:

- ▶ Complete a high school diploma or equivalency.
- ▶ Master the JAG competency-based employability skills curriculum.
- ▶ Attain occupational specific training (*if available*); and,
- ▶ Achieve a positive destination, i.e., a quality job leading to a career or the pursuit of a postsecondary education to enhance career advancement opportunities or both.



Information is available for the program application that is of interest on the JAG web site—www.jag.org or by emailing jag@jag.org.

Research Highlights

Class of 2015 Programs and Students Served

NUMBER OF PROGRAMS

Characteristics	Senior Programs	Multi-Year Programs	Alternative Education Programs	Middle School Programs	Out-of-School Programs	College Success Program	Total Programs (Classroom)
Number of Programs	149	618	116	112	37	2	1,034
Percentage	14%	59%	11%	11%	4%	1%	100%
Average # of Participants	36	34	14	55	30	29	33

There was a net increase of 112 programs from the Class of 2014 (912 programs) to the Class of 2015 (1,034 programs). The greatest increase occurred in Senior Programs with a 61 program increase. Program loss occurred in only the Out-of-School Program (-5).

The JAG standard for enrollment in a JAG Model program is 35-45 participants. Middle School Programs (serving 6th to 8th grade students) exceeded the JAG standard with an average enrollment of 55 students. All other JAG Model programs have unused capacity that could serve more students and be within the JAG Model standard of 35-45 students. The cost per participant for the Class of 2015 was \$1,723.45; therefore, participant cost could be greatly reduced by increasing the number of students served in the programs that are operating below the 35-45 program size standard.

NUMBER OF PARTICIPANTS

Characteristics	Senior Programs	Multi-Year Programs	Alternative Education Programs	Middle School Programs	Out-of-School Programs	College Success Program	Total Participants (Classroom)
Number of Participants	3,092	20,505	2,270	3,993	729	69	30,678
Percentage	10%	67%	7%	13%	2%	1%	100%

The Multi-Year Program offers the greatest flexibility to schools to recruit students for the JAG Program Roster from the 9th to 12th grades; therefore, it is understandable why the Multi-Year Program attracts 67 percent of the total students participating in JAG Model programs. The second most populated and fastest growing program is the Middle School Program serving students in the 6th to 8th grades. The Middle School Program would be much larger if there was a funding source (public or private) that schools could approach to fund the Middle School Program. The third largest JAG Model program is the Senior Program serving students in the 12th grade only. The fourth largest program is the Alternative Education Program and has experienced considerable growth due to serving students in alternative education settings and/or those unable to be served in a traditional school program. Only 2 percent of JAG participants are served in an Out-of-School Program.

GENDER

Characteristics	Senior Programs	Multi-Year Programs	Alternative Education Programs	Middle School Programs	Out-of-School Programs	College Success Program	Total Participants (Classroom)
Male	45%	49%	64%	51%	54%	31%	50%
Female	55%	51%	35%	49%	46%	69%	50%

Overall, the JAG National Network has done an exceptional job of maintaining a nearly 50-50 balance in recruiting males and females to JAG Model programs. Even though there are differences between the program applications, the overall gender balance of 50/50 is impressive.

BARRIERS TO SUCCESS

Characteristics	Senior Programs	Multi-Year Programs	Alternative Education Programs	Middle School Programs	Out-of-School Programs	Total Network (Classroom)
2015 Average Barriers	5.58	6.95	8.67	6.69	8.91	6.98
2014 Average Barriers	6.02	7.02	8.49	7.24	8.81	6.81

JAG Specialists enter a Participant Profile into the Electronic National Data Management System (e-NDMS 2.0) which includes a set of 36 research-based barriers to success. Specialists are expected to use the JAG methodology and tools to remove or neutralize as many of the barriers as possible to keep the program participant in school through graduation, to help participants become employable (job ready) and/or enroll in a postsecondary institution leading to a career (career ready). Participants in an Out-of-School Program and an Alternative Education Program have the greatest barriers to success (8.91 to 8.67) respectively. In addition to identifying the barriers upon entry into the program, Specialists are expected to track "barrier status" to identify barriers that are removed or neutralized during the participant's enrollment in the program. A portion of the 36 barriers cannot be removed but Specialists can assist students in learning how to cope with the barriers.

SELECTED BARRIERS TO SUCCESS

Characteristics	Senior Programs	Multi-Year Programs	Alternative Education Programs	Middle School Programs	Out-of-School Programs	Total Network (Classroom)
W.2 – Having inadequate or no work experience	82%	86%	80%	78%	81%	84%
W.3 – Lacks marketable occupational skills that are in demand in the local labor market	79%	82%	70%	73%	75%	80%
W.1 – Economically disadvantaged as defined by public assistance, TANF, or free lunch	57%	63%	57%	66%	69%	63%
P.2 – Lacks motivation or maturity to pursue education or career goals	39%	55%	52%	69%	53%	55%
E.15 – Needs transportation to and from work or school	33%	43%	48%	29%	55%	41%
A.7 – A past record of excessive absences as verified by school officials	39%	39%	60%	29%	45%	40%
A.3 – Low academic performance	29%	46%	70%	50%	65%	47%
E.4 – Mother does not work	23%	27%	26%	24%	30%	26%
A.4 – Basic skills deficient	14%	26%	35%	25%	48%	26%
E.3 – Father did not graduate from high school	20%	25%	28%	19%	22%	24%
A.8 – Has been suspended, expelled or put on probation during high school	17%	22%	42%	17%	26%	23%
E.2 Mother did not graduate from high school	16%	22%	26%	19%	24%	21%
A.9 – Has dropped out of school previously	1%	1%	14%	1%	45%	4%

Performance Outcomes - Classes of 1990 to 2014

JAG Classes	Graduation Goal-90%	Positive Outcomes Goal-80%	Job Placement Goal-60%	Full-time Jobs Goal-60%	Full-time Placement Goal-80%	Unable to Contact Goal ≤5%	Further Education Rate	Average Wage
1990	90%	78%	59%	64%	NA	NA	NA	\$5.12
1991	91%	80%	59%	59%	NA	NA	NA	\$5.24
1992	91%	79%	57%	60%	NA	NA	33%	\$5.30
1993	91%	80%	60%	62%	80%	NA	35%	\$5.38
1994	88%	81%	61%	68%	84%	NA	35%	\$5.70
1995	89%	82%	60%	55%	85%	NA	38%	\$6.02
1996	90%	82%	60%	66%	86%	NA	39%	\$6.22
1997	90%	82%	60%	66%	86%	NA	39%	\$6.48
1998	91%	69%	50%	68%	89%	NA	34%	\$6.53
1999	91%	66%	54%	76%	87%	25%	21%	\$6.90
2000	88%	73%	54%	72%	90%	18%	35%	\$7.28
2001	85%	72%	51%	68%	89%	20%	21%	\$7.44
2002	85%	72%	52%	66%	88%	19%	20%	\$7.54
2003	93%	72%	50%	67%	86%	17%	36%	\$7.08
2004	91%	73%	50%	62%	87%	17%	41%	\$6.70
2005	92%	73%	52%	67%	89%	18%	39%	\$7.00
2006	94%	78%	57%	66%	88%	16%	41%	\$7.40
2007	94%	83%	60%	67%	90%	9%	46%	\$8.05
2008	94%	79%	57%	66%	89%	10%	46%	\$8.10
2009	94%	81%	55%	66%	88%	9%	48%	\$8.09
2010	93%	79%	54%	67%	88%	12%	47%	\$8.07
2011	94%	78%	54%	68%	89%	14%	45%	\$8.11
2012	93%	77%	55%	70%	89%	16%	43%	\$8.22
2013	91%	79%	59%	71%	90%	14%	43%	\$8.48
2014	93%	81%	59%	72%	89%	10%	43%	\$8.59
25-Year Average	91%	77%	56%	66%	88%	15%	38%	\$7.28
High Average	94%	83%	61%	76%	90%	Low 9%	48%	\$8.59



NSLA Award Winners



NSLA delegates meet new friends

Competency-Based Employability Skills Curriculum Resources

The National High School Employability Skills Curriculum for the In-School Program Applications (Senior Year and Multi-Year) is comprised of 81 competency-based modules which provide 810 hours of content, activities, reading and math exercise, competency-based tests, and methodology. The Senior Year Program focuses on the 37 core competencies (A.1 to F.37) in the 12th Grade. The Multi-Year Program accesses the 81 core competencies (A.1 to I.88) in the 9th, 10th, 11th and 12th grades. Employers were asked to validate the core competencies (A.1 to F.37) for the Senior Program and the 81 competencies (A.1 to I.88) as well as the 20 Out-of-School Program Competencies (OS-1 to OS-20). The 42 National Middle School Curriculum competencies (7th and 8th grades) have been reviewed by employers, principals, counselors and curriculum specialists.

National High School Curriculum

A. Career Development Competencies

- A.1 Identify occupational interests, aptitudes and abilities
- A.2 Relate interests, aptitudes and abilities to appropriate occupations
- A.3 Identify desired life style and relate to selected occupations
- A.4 Develop a career path for a selected occupation
- A.5 Select an immediate job goal
- A.6 Describe the conditions and specifications of the job goal

B. Job Attainment Competencies

- B.7 Construct a résumé
- B.8 Conduct a job search
- B.9 Develop a letter of application
- B.10 Use the telephone to arrange an interview
- B.11 Complete application forms
- B.12 Complete employment tests
- B.13 Complete a job interview

C. Job Survival Competencies

- C.14 Demonstrate appropriate appearance
- C.15 Understand what employers expect of employees
- C.16 Identify problems of new employees
- C.17 Demonstrate time management
- C.18 Follow directions
- C.19 Practice effective human relations
- C.20 Appropriately resign from a job

D. Basic Competencies

- D.21 Comprehend verbal communications
- D.22 Comprehend written communications
- D.23 Communicate in writing
- D.24 Communicate verbally
- D.25 Perform mathematical calculations

E. Leadership and Self Development Competencies

- E.26 Demonstrate team membership
- E.27 Demonstrate team leadership
- E.28 Deliver presentations to a group
- E.29 Compete successfully with peers
- E.30 Demonstrate commitment to an organization

F. Personal Skills Competencies

- F.31 Understand types of maturity
- F.32 Identify a self-value system and how it affects life
- F.33 Base decisions on values and goals
- F.34 Identify process of decision-making
- F.35 Demonstrate ability to assume responsibility for actions and decisions
- F.36 Demonstrate a positive attitude
- F.37 Develop healthy self-concept for home, school and work

G. Life Survival Skills

- G.38 Evaluate a career plan to determine appropriate postsecondary educational options
- G.39 Identify how best to achieve marketable occupation skills for an entry level job
- G.40 Conduct a job analysis
- G.41 Apply critical thinking skills
- G.42 Demonstrate effective study skills
- G.43 Demonstrate how to use group dynamics techniques
- G.44 Explain the roles and function of a value-added organization
- G.45 Understand the essential elements of high performing work teams
- G.46 Describe how to work and communicate with diverse people at work and in the community to satisfy their expectations
- G.47 Demonstrate techniques for building commitment by others
- G.48 Demonstrate an openness to change
- G.49 Provide constructive feedback
- G.50 Negotiate solutions to conflicts
- G.51 Demonstrate politeness and civility
- G.52 Demonstrate an ability to adapt to people and situations
- G.53 Exhibit work ethics and behaviors essential to success
- G.54 Set and prioritize goals and establish a timeline for achieving them
- G.55 Apply the problem solving process to complex problems
- G.56 Demonstrate an ability to analyze the strengths and weaknesses of self and others
- G.57 Design and justify solutions by tracking and evaluating results
- G.58 Identify ways to build mutual trust and respect
- G.59 Prepare a short- and long-term personal budget

H. Workplace Competencies

- H.60 Demonstrate punctuality and good attendance practices
- H.61 Demonstrate initiative and proactivity
- H.62 Demonstrate how to work effectively with others
- H.63 Demonstrate an attitude that attracts the attention of management
- H.64 Demonstrate an ability to communicate and work with customers to satisfy their expectations
- H.65 Demonstrate listening skills which will result in gaining a clear understanding of information being conveyed
- H.66 Demonstrate an ability to follow and give directions
- H.67 Demonstrate good reasoning skills which results in thinking first, then taking action
- H.68 Demonstrate integrity and honesty in dealings with internal and external customers
- H.69 Demonstrate a willingness to accept responsibility for one's own actions
- H.70 Demonstrate a commitment in completing work assignments accurately and in a timely fashion
- H.71 Demonstrate an ability to satisfy the purposes of a delegated task

- H.72 Demonstrate an ability to prioritize and manage time effectively in the workplace
- H.73 Demonstrate enthusiasm for work
- H.74 Demonstrate an eagerness to learn new responsibilities or improve current responsibilities
- H.75 Demonstrate an understanding of the work to be accomplished
- H.76 Demonstrate familiarity with a variety of technologies
- H.77 Demonstrate an ability to self-evaluate and develop a continuous improvement (career development) plan
- H.78 Demonstrate basic computer operation skills
- H.79 Demonstrate an ability to learn from past experiences and others
- H.80 Demonstrate an ability to send, receive and organize e-mail messages
- H.81 Demonstrate an ability to search for information on the Internet

National Middle School 7th Grade Curriculum

I. Self-Understanding Competencies

- J.101 Identify, understand and apply knowledge of social roles
- J.102 Participate in assessments and utilize results
- J.103 Articulate personal values
- J.104 Identify, understand and effectively manage emotions
- J.105 Demonstrate ability to make healthy choices
- J.106 Identify and understand personal interests, aptitudes and abilities

J. Communications Competencies

- K.107 Differentiate between opinion and fact
- K.108 Identify and demonstrate key communication skills
- K.109 Express needs and wants
- K.110 Listen and contribute appropriately in a group situation

K. Organizational Skills Competencies

- L.111 Use a method of time management
- L.112 Establish long- and short-term goals
- L.113 Demonstrate organizational skills

L. Study Skills Competencies

- M.114 Use basic study skills effectively
- M.115 Use knowledge of personal learning style in study habits
- M.116 Explain the value of completed homework

M. Decision Making Competencies

- N.117 Demonstrate an understanding of decision making
- N.118 Explain the importance of taking responsibility for actions and behaviors
- N.119 Demonstrate appropriate anger control techniques
- N.120 Demonstrate appropriate conflict resolution techniques
- N.121 Develop and implement a Personal Development Plan
- N.122 Define and demonstrate empathy

N. Character Development Competencies

- P.123 Explain the significance of respect for self, others and rules
- P.124 Explain the value of good character
- P.125 Explain the benefit of a positive attitude
- P.126 State the benefits of being perceived as a person of good character
- P.127 Demonstrates effective leadership skills

National Middle School 8th Grade Curriculum

P. Dreamwork Competencies

- Q.128 Develop a career or educational plan which reflects personal goals, interests and skills
- Q.129 Describe the future, including personal and career potential
- Q.130 Demonstrate understanding of social and cultural diversity

Q. Lifestyles Competencies

- R.131 Apply concepts related to living on their own in the “real world”
- R.132 Access key local resources
- R.133 Demonstrate understanding of earning, spending and saving
- R.134 Develop a budget

R. Negotiations Competencies

- S.135 Define “negotiation” and give examples of everyday negotiations that take place in a student’s life and society
- S.136 Explain the reasons for and benefits of negotiation related to self and counterpart
- S.137 Describe the process of negotiation

S. Career-Based Learning Competencies

- T.138 Explain the difference between a job and a career
- T.139 Demonstrate an understanding of skills and abilities necessary for success in a job
- T.140 Identify skills necessary for career choice
- T.141 Demonstrate understanding of the job application process
- T.142 Explain the value of job shadowing

National Out-of-School Curriculum

- OS-1 Identify occupational interests, aptitudes and abilities
- OS-2 Design a personal resume
- OS-3 Conduct a comprehensive job search
- OS-4 Write a cover letter for a job application
- OS-5 Complete a job application and accompanying employment tests
- OS-6 Demonstrate job interviewing skills
- OS-7 Dress appropriately for a job interview
- OS-8 Determine employer expectations of employees
- OS-9 Demonstrate the ability to work cooperatively with others
- OS-10 Demonstrated effective decision-making and problem solving skills
- OS-11 Demonstrate positive attitudes, work ethics and behaviors
- OS-12 Demonstrate the ability to accept responsibility for one’s own actions
- OS-13 Demonstrate effective conflict resolution skills
- OS-14 Demonstrate the ability to establish realistic goals and priorities
- OS-15 Demonstrate effective money management skills (e.g. *personal/family budget, credit, etc.*)
- OS-16 Demonstrate an ability to communicate and work with customers to satisfy expectations
- OS-17 Demonstrate basic computer skills
- OS-18 Demonstrate the ability to objectively evaluate one’s job-related skills
- OS-19 Explore opportunities for personal development (e.g., *further job training, postsecondary education*)
- OS-20 Demonstrate effective independent living skills (e.g., *renting an apartment, shipping, insurance*)

We can’t afford to let students give up on themselves or their futures. We must do everything we can to empower them to become productive, self-respecting adults.

Alumni Spotlight

Jobs for America's Graduates is proud of its long history of success working to help resolve the nation's dropout and youth unemployment problems. Below are spotlights on three unique JAG Alumni and their post-graduation experiences in a JAG Model program.



Dr. Robert Williams

A high school graduate in 1995, **Dr. Robert Williams**, is currently the Principal at N.R. Burger Middle School, Hattiesburg Public School District, in Hattiesburg, Mississippi.

Only two decades prior, Robert was recruited for the Jobs for Mississippi Graduates program at Crystal Springs High School. He was an athlete and that competitive attitude propelled

him athletically, academically and in real-world settings. In 1994, Robert joined the military between his junior and senior year in high school. He remembers his JMG Specialist's storytelling with a purpose, skill and ability to focus his JMG students on the importance of professionalism. Robert indicated that students should take maximum advantage of the relationship building component of the JAG program.

After graduation from high school (1995) with the help of JMG, Robert entered Copiah-Lincoln Community College (Co-Lin) and maintained a GPA of 3.406, recognized as an Honors Graduate and member of Phi Theta Kappa. His Associates in Arts in Elementary Education was conferred in May, 1997.

Robert pursued a Curriculum and Instruction Program at the University of South Mississippi in Hattiesburg in August, 1997. He was appointed to the Professional Educational Council, attained a GPA of 3.648, recognized as an Honors Graduate, completed degree requirements for the Bachelor of Science in Elementary Education and graduated in December, 1999.

Robert served as Head Football and Basketball Coach at the Earl Travillion Attendance Center, a kindergarten through 6th grade with approximately 300 students, located in Hattiesburg. (1999-2001).

In 2001, Robert became the 7th and 8th grade Head Football Coach at N.R. Burger Middle School with total responsibility for the athletic department including scheduling, assistant coaches, team philosophy, team discipline and morale, eligibility documentation, and promoting a winning academic and athletic attitude. At the same time, he continued his professional development by pursuing a Master of Education in Elementary Education at William Carey College in Hattiesburg, attaining a GPA of 3.90, and graduating in May 2002. In 2004, Robert enrolled in a Specialist in Education Degree in Education Administration at the University of

Southern Mississippi in Hattiesburg, achieving a GPA of 4.0, and graduating in August, 2005.

In 2001, Robert was named the **Soldier of the Year** as a member of the United States Army Reserve. When he retired in 2014, he retired Sergeant First Class as a Petroleum Supply Specialist having received numerous awards and decorations.

From 2001 to 2005, Robert was the math teacher at N.R. Burger Middle School and taught General Math, Pre-Algebra and Algebra I. In 2005-2006, he served as the Assistant Athletic Director at the Hattiesburg Public School District. In 2005-2007, Robert served as the Assistant Principal at Hattiesburg High School moving to Ninth Grade Principal in 2007-2009 at the Ninth Grade Academy in the Hattiesburg Public Schools.

During 2005-2008, Robert enrolled in the doctoral program at the University of Southern Mississippi and achieved a GPA of 3.941 and graduated with a Doctor of Philosophy in Education Administration and Supervision on December 12, 2008.

In July 2008, former JMG graduate, Dr. Robert Williams became the Principal at N.R. Burger Middle School, in Hattiesburg, Mississippi. He is the lead for grades 7-8 with over 625 students, supervises 83 faculty and staff, manages a budget in excess of \$2.7 million, and has received several awards including:

- Designated as "High Progress School" (2012)
- Received "Champion of Change" Award from MS Department of Education (2012)
- Hattiesburg Public Schools Administrator of the Year Award (2011-2012)
- William Carey Best Practices Award for Professional Development (2010)



Robert remembers JMG Specialist's storytelling with a purpose, skill and ability to focus his JMG students on the importance of professionalism. Robert indicated that students should take maximum advantage of the relationship building component of the JAG program.

Alumni Spotlight



Shawn Roderick
Class of 2002
Jobs for Maine's
Graduates

Shawn grew up in a small town in Somerset County, Maine; a beautiful area dotted with farms and pristine lakes, but with

limited job opportunities. Before he enrolled in JMG, Shawn and his friends imagined a future where their education would likely end at their high school graduation ceremony and they would all find jobs in their hometown. He lived with two supportive parents who loved him, but had never gone beyond high school themselves.

Shawn joined JMG his sophomore year. He had heard good things about it, but his expectations of the program were low – just as they were for himself. That all began to change as his relationship with his Specialist, Chris Poulin, developed. Shawn says Chris helped him identify dreams and passions; encouraged him to think about the future and the kind of life he wanted. *“In JMG I learned what the real world was going to be like. The reason I believe I am where I am today is because Chris taught all of us if you want to do something, go for it and give it all you have. If you don’t try to do it, you will never know. This is how I live my life each and every day.”*

According to Chris, Roderick was “a great leader” in and out of the classroom. For community service, Shawn and his classmates read to kindergarten students once a month. Chris says, “He was a huge hit. He was big and friendly and all the kids would climb on him and hang from his neck and shoulders.”

Because of Chris’ consistent support and belief in Shawn, it was inevitable that Shawn eventually came to believe in himself. Shawn started to nurture his interest in politics. When he talked with Chris about pursuing a job shadow with a government employee at the Maine State Capital, once again, Chris nudged Shawn out of his comfort zone by suggesting he job shadow the Governor. And, in true JMG fashion, a dream became a reality. Shawn shadowed Governor Angus King (now a U.S. Senator); an experience that not only fed his passion, but confirmed his fate. A year and a half later, Shawn was a freshman at the University of Maine studying political science.

Since graduating, Shawn has been successful in attaining a number of jobs related to government – each one offering more responsibility and greater benefits than the one before. In 2010, Shawn thought he had reached the height of his governmental career when he was elected by the entire Maine legislature to serve as Assistant Clerk of the House. Shawn says, “It was pretty neat; one of the most humbling and rewarding experiences of my life so far, to be sworn in in front of the House of Representatives and be elected by them to the position of the Assistant Clerk of the House.”

Yet, there was more to come. This past fall, Shawn was once again sworn in - this time as Assistant Secretary of the Maine State Senate. The swearing-in ceremony was held in the Governor’s office, in front of Shawn’s family and JMG’s President and CEO, Craig Larrabee. Craig says, “I was very touched and honored that Shawn invited me to such an intimate and prestigious event in his life. I couldn’t be more proud of what he’s accomplished and can’t wait to see what Shawn does next.”

Speaking of which, when Shawn was asked if he had aspirations of some day running for office, perhaps Governor, he said, “If the opportunity arises and it’s the right time for me and my family, I would strongly consider it.”



Stephen J. Sturm
Class of 2005
Jobs for West Virginia's Graduates

Stephen J. Sturm has what is called Autism Spectrum Disorder. For an unknown reason the two spheres of his brain do not communicate as they should. This results in Stephen living in a world he doesn’t always understand, especially in social situations. He was diagnosed just as the current wave of ASD patients was being

identified. There were not special programs for autistic people then, but his parents tried everything they could find. One of the best programs Stephen completed was Jobs for America’s Graduates.

Stephen was a member of the Jobs for West Virginia’s Class of 2004-2005 at Greenbrier East High School and graduated in May 2006. He was an active member of the JAG Career Association

while at Greenbrier East. Stephen was not a senior while in the program so he did not participate in the follow-up but members of the JWVG team working in conjunction with the West Virginia Division of Rehabilitation Services were able to place Stephen in a position at Gateway Industries, the local sheltered workshop.

After a few years at Gateway, Stephen and the other workers were told that there was little work and some people may need to be laid off. Without the knowledge of his rehabilitation counselor or his parents, Stephen made application to the local Walmart store. He was hired on his first interview. When asked how he knew what to do to apply, he credited his participation in Jobs for West Virginia’s Graduates.

When asked, Stephen said that it had been his desire to work in a computer related field but that he is very satisfied with what he is doing currently. He has completed six years of service, and works full-time with full benefits. Stephen’s advice to other young people, *“Don’t give up on getting your diploma, do your best and you will get the job you want and be able to start a family.”*

JAG Board Meeting

Washington, D.C. • November 20, 2014

The Board of Directors Meeting was held on November 20, 2014 at the Marriott Marquis Washington Hotel.

A Special Board Meeting was conducted on November 19, during which the Board considered options for the future of the organization. Later that evening, Board member Governor John Engler, President of the Business Roundtable, hosted the Special Recognition Reception at the Business Roundtable headquarters.

The following actions were taken by the Board of Directors at the Year-End Board meeting on November 20:

- Governor Phil Bryant was elected to serve as the next Chair of the Board of Jobs for America’s Graduates.
- The Board re-elected for a three-year term the slate of directors including the re-election of Governor Jack Markell as a continuing Board member.
- The Plan of Work for 2015 was presented to the Board and approved.
- The 2015 budget was approved.
- Extensions of the management contracts.
- Reports from all Board Committees were presented and unanimously approved.
- The Board authorized investing up to 10 percent of JAG’s investment allocations in alternative investments.
- Direction was given to pursue several new options for the growth and development of JAG.



(L-R) Governor Phil Bryant, Carolyn Warner, Treasurer, and Rep. Chris Broadwater



(L-R) Ken Smith, Governor Jack Markell, and Governor Phil Bryant



(L-R) Larry Caruso and Dr. Jim Koeninger, JAG Executive Vice President



Tom Tauke, Executive Committee Chair



Adriane Brown, President, Intellectual Ventures



(L-R) Margo Day, Microsoft and Stacey Stewart, United Way



(L-R) John Steele, HCA, Janet Parker, Regions Financial Corporation, and Dr. Sharon Robinson, American Association for Colleges for Teacher Education"



JAG Board of Directors

2015 JAG Board Officers and Members



BOARD OFFICERS



The Honorable
Phil Bryant
Chair
Governor of Mississippi



The Honorable
Steve Bullock
Vice Chair
Governor of Montana



The Honorable
Jay Nixon
Vice Chair
Governor of Missouri



The Honorable
Mike Pence
Vice Chair
Governor of Indiana



The Honorable
Thomas J. Tauke
Chair, Executive Committee



Mr. Kenneth M. Smith
JAG President
Chairman, Strategic
Partnerships, LLC



Ms. Carolyn Warner
JAG Treasurer
President
Corporate Education
Consulting, Inc.



Ms. China Gorman
JAG Secretary
Chief Executive Officer
CMG Group

GOVERNORS



The Honorable
Sam Brownback
Governor of Kansas



The Honorable
Doug Ducey
Governor of Arizona



The Honorable
Asa Hutchinson
Governor of Arkansas



The Honorable
Ken Mapp
Governor
U.S. Virgin Islands



The Honorable
Jack Markell
Governor of Delaware



The Honorable
Terry McAuliffe
Governor of Virginia

COMMUNITY LEADERS



Mr. Marc Morial
President
National Urban League



Ms. Stacey Stewart
U.S. President
United Way Worldwide



EDUCATION LEADERS



The Honorable
Tommy Bice
State Superintendent
State of Alabama



The Honorable
Randy Dorn
State Superintendent
State of Washington



Dr. Sharon Robinson
President & CEO
American Association
of Colleges for Teacher
Education



Dr. Melody Schopp
Secretary of Education
South Dakota

HONORARY MEMBERS



The Honorable
John E. Baldacci
Governor of Maine
(2003-2011)



The Honorable
Thomas R. Carper
United States Senator
State of Delaware
(2001-current)



The Honorable
Chet Culver
Governor of Iowa
(2007-2011)



Ms. Julie Nixon
Eisenhower
Author



The Honorable
John Hoeven
United States Senator
State of North Dakota
(2011-current)



The Honorable
Marc Racicot
Governor of Montana
(1983-2001)



The Honorable
George V. Voinovich
United States Senator
State of Ohio
(1999-2011)

GOVERNMENT LEADERS



The Honorable
Don Beyer
United States
Representative
State of Virginia



The Honorable
Chris Broadwater
Louisiana State
Representative



The Honorable
Mark Butler
Commissioner
Georgia Department
of Labor



The Honorable
Bill Galvano
Florida State Senator



General David
Poythress
Retired, Georgia
National Guard



The Honorable
Cliff Rosenberger
Speaker, Ohio
House of
Representatives



The Honorable
Will Weatherford
Former Speaker
Florida House of
Representatives

CORPORATE LEADERS



Mr. Siegfried Behrens
General Manager
Global Education
Stratays



Mr. Linden S. Blue
Vice Chairman
General Atomics



Maya Bordeaux
Senior HR Director
McDonald's



Ms. Adriane Brown
President and Chief
Operating Officer
Intellectual Ventures



Mr. Lawrence Caruso
Chairman and
Executive Director
Jobs for Kentucky
Graduates, Inc.



Mr. John Castellani
President and CEO
Pharmaceutical Research
and Manufacturers of
America



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



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



Ms. Margo Day
Vice President of U.S.
Education
Microsoft



Mr. Leo P. Denault
Chairman of the Board
and Chief Executive
Officer, Entergy



Dr. Alan Drimmer
Chief Academic Officer
Apollo Group



Mr. James J. Duffy
Chief Human
Resource Officer
Ally Financial



Ms. Anna Marie Dunlap
Senior Vice President,
Investor Relations,
Zenith Education



Governor John Engler
President
Business Roundtable



Mr. Stephen Heyman
Vice President and
Head of State
Government Affairs
UnitedHealth Group



Ms. Shannon Hobbs
Head of Human
Resources for
Commercial Banking
JPMorgan Chase



Mr. Edward J. Hoff
Human Resources
Vice President
Global Sales and
Sales Incentive
IBM Corporation



Ms. Athena Kaviris
Senior Human
Resources Manager
GE Transportation



Ms. Charlene Lake
Senior Vice President
of Public Affairs and
Chief Sustainability
Officer, AT&T



Mr. Brian Malnak
Vice President of
Government Affairs
Shell Oil Company



Mr. Scott Nelson
Vice President of
Communications
and Public Affairs
Educational Testing
Service



Mr. Mark Nicholls
Senior Vice President
HRG Search



Mr. Richard Nordstrom
CEO, Northstream
Communications, LLC



Ms. Catherine McKee
Olesen
Retired, General
Dynamics C4 Systems



Ms. Janet Parker
Executive Vice President
Human Resources
Regions Financial
Corporation
International, Inc.



Mr. Martin Shultz
Senior Policy Director
Brownstein Hyatt
Farber Schreck



Mr. John Steele
Senior Vice President
Human Resources
Hospital Corporation
of America



Mr. Richard A. Stoff
President
Ohio Business
Roundtable



JAG Partnerships

JAG is committed to building on current partnerships and creating new ones in areas of highest priority.

GROWTH PARTNERSHIPS



AT&T:

JAG wrapped up a three-year commitment of \$1 million grant from the AT&T Foundation, which provided partial incentive grants to 47 new JAG programs among 21 JAG State Affiliates. In addition, 10 JAG programs were sustained through this commitment. Nearly 4,250 students were served through the life cycle of the grant, and over 95% of the new programs supported in part by AT&T were retained after the one-time grant was used. Based on that success, AT&T committed a new \$2.5 million grant in 2015 to further expand JAG across the nation.

The DRA committed \$300,000 to Jobs for America's Graduates.



Delta Regional Authority:

The DRA committed an additional \$300,000 to Jobs for America's Graduates in support of launching 12 new schools in the DRA service area to demonstrate the JAG Model, with matching funds coming from schools, workforce boards, and assorted local funding sources.



Connecticut:

Through the support of Governor Dannel Malloy and Commissioner of Labor Sharon Palmer, JAG-Connecticut was launched in the 2014-2015 school year with operations in five schools. The program is managed by the Hartford Consortium for Higher Education, and nonprofit working with community colleges in the Hartford Metro Region.



Governor Dannel Malloy

USA Funds committed the largest single grant to JAG in its 35-year history.

USA Funds committed the largest single grant to JAG in its 35-year history. Over \$3.9 million during the next three years was invested to support the statewide growth of JAG in Delaware and Missouri; to support growth in Clark County School District in Las Vegas, Nevada; and, to support the launch of Jobs for Michigan's Graduates in Detroit Public Schools. In 2015, they added to their support by investing in growth of Jobs for Montana's Graduates



President Bill Hansen, USA Funds



Co-Chairman Chris Masingill, Delta Regional Authority



The Aspire Mentoring Academy

Partnership with AT&T continued and grew for a second year to connect 3,000 JAG students to AT&T employees. JAG students engage with AT&T employees at their facilities to learn about employment opportunities with AT&T and for mentoring. In turn, AT&T employees visit JAG classrooms to continue the mentorship partnership.

AT&T provides \$168,120 to Iowa Jobs for America's Graduates.

JOB PARTNERSHIPS



Archer Daniels Midland

guarantees every JAG student who applies at jag@adm.com a job interview. This is not a guarantee of an offer, but all JAG graduates will be granted an interview to display their employability skills learned and mastered through a JAG Model program.



Michael D'Ambrose,
Senior Vice President,
ADM

Integrity Staffing Solutions has forged partnerships with JAG State Affiliates in Arizona, Delaware, Indiana, Kentucky, and Nevada to help connect JAG graduates to employment opportunities with their member companies. In addition, Integrity Staffing has executive level membership on the Jobs for Delaware Graduates Board of Directors and is providing financial assistance to help grow Jobs for Kentucky Graduates.



JAG Students visit an Amazon Fulfillment Center with Integrity Staffing Solutions

McKinsey & Company

McKinsey Social Initiative

is working closely with JAG and their *Generation* program, which connects un- and under-employed youth with job opportunities through intensive "bootcamp" training and internships to employers with the goal of ending in full-time employment with employer partners. Jobs for Delaware Graduates was the first JAG Affiliate to partner with McKinsey, with others following in 2015.



Annie Knickman, McKinsey
Social Initiative

Archer Daniels Midland guarantees every JAG student who applies at jag@adm.com a job interview.



2015 JAG Investors

JAG CORE INVESTORS

Ally Financial, Inc.: \$25,000
 American Staffing Association: \$25,000
 Archer Daniels Midland: \$200,000
 AT&T: \$200,000
 Board and other Investors: \$50,000
 Dart Group II Foundation: \$5,000
 Delta Regional Authority: \$300,000
 Ford Motor Company: \$5,000
 GE Foundation: \$100,000
 Gen Re: \$2,000
 JPMorgan Chase: \$25,000
 Shell Oil Company: \$10,000
 Western Union: \$25,000
 Zenith Education: \$5,000

JAG LEADERSHIP AWARDS EVENT INVESTORS

Trustees—\$25,000 plus

Archer Daniels Midland
 AT&T
 Entergy
 JPMorgan Chase & Company
 Microsoft Corporation
 Shell Oil Company
 Western Union

Sponsors—\$10,000 plus

Abbott
 Adrienne & Darryl Brown
 Ally Financial, Inc.
 ECMC Foundation
 GE
 HCA – Hospital Corporation of America
 McDonald's
 PhRMA
 Sanderson Family Foundation
 Strategic Partnerships LLC
 The Thomas M. and Jeri A. Tippet Foundation

Associates—\$5,000 plus

American Association of Colleges
 for Teacher Education (AACTE)
 Educational Testing Service (ETS)
 Michael E. Hogrefe
 King & Spalding
 Society for Human Resource Management (SHRM)

USA Funds
"Growth Investor"

JAG THOUGHT LEADER EVENT INVESTORS

Trustees—\$25,000 plus

Archer Daniels Midland
 AT&T
 Microsoft Corporation
 Western Union

Senior Associates—\$15,000 plus

Shell Oil Company

Sponsors—\$10,000 plus

HCA-Hospital Corporation of America
 McDonald's
 PhRMA
 Society for Human Resource Management (SHRM)
 Strategic Partnerships LLC

Donors—\$5,000 plus

American Association of Colleges for Teacher Education
 (AACTE)
 Educational Testing Service (ETS)
 Lumina Foundation
 Toys "R" Us

In-Kind Investors

Educational Testing Service (ETS)
 Gallup Organization

INNER CIRCLE CLUB

The Inner Circle Club of Jobs for America's Graduates was formed to engage individuals who have shown a particularly high level of appreciation for the extraordinary success that JAG has on young people, against so many odds. JAG is seeking individuals who are able and willing to pledge \$5,000 per year for three consecutive years.

Inner Circle Club Members

JC Boggs	Cathy and Doug Olesen
Adriane and Darryl Brown	Sharon Robinson
Larry Caruso	Melody Schopp
John Castellani	Ken and Nora Smith
Mike D'Ambrose	Tom Tauke
James Duffy	Tom and Jeri Tippet
Lee Alcott	Carolyn Warner
Frank Doyle	Marna Whittington
Ted Hoff	



Leadership Awards Events

Washington, D.C. • November 19-20, 2014

This year's Leadership Awards events began with a **Special Recognition Reception** hosted at the Business Roundtable by Governor John Engler and Governor Jack Markell. JAG was pleased to have Secretary of Education Arne Duncan join us for such an inspiring reception. Mariah Gaspers JAG student from Jobs for Ohio's Graduates of Greater Canton, shared her story to begin the evening. She shared her lack of interest in education earlier in life and described how JAG gave her the passion to strive for success!



JAG Leaders with Bonnie St. Jean (NH)

Early the following morning, the **JAG Board of Directors** met and adopted the 2015 Plan of Work and Budget and elected officers and directors. This was the regular end-of-year Board of Directors' Meeting.



Secretary of Education, Arne Duncan



Mariah Gaspers, JAG-OH student



(L-R) President Ken Smith, Governors Jack Markell and Phil Bryant



U.S. Senator Tom Carper (DE)



Governor Jack Markell (DE)

The **National Leadership Awards Luncheon** began promptly at noon. It was the largest gathering of the JAG family in the history of Job's for America's Graduates to celebrate the enrollment of the *one-millionth* student in one of the 1,000 JAG classrooms somewhere across our 32 states. The event had more than 900 attendees, including 500 of our promising young leaders from around the country. Joining in the recognition were the following: Chair of the JAG Board of Directors Governor Jack Markell of Delaware; Incoming Chair Governor Phil Bryant of Mississippi; and, long-standing supporter and former Board Vice Chair, U.S. Senator Tom Carper. JAG students spoke about the enormous personal impact that JAG had on their lives!



Kendra Smith, JAG-SC



Governors Bryant and Markell with "One Millionth Students"

2014 National Leadership Awards Recipients

The Leading the Charge to Growth Award

The National Leadership Award Recipients were submitted by the JAG State Organizations to recognize local and state leaders who have demonstrated a high level of commitment and involvement in the support of JAG Model Programs. The award recipients were recognized at the 2014 Special Recognition Reception and the 2014 Leadership Awards Luncheon. Appreciation and recognition were also given to students who spoke at both events.



The Honorable Phil Bryant
Governor of Mississippi

National Student Investor of the Year Award



USA Funds
Bill Hansen, President

National Network Leadership Award



Bonnie St. Jean
NH Department of Resources and Economic Development

Government Leader Award



Cheryl Stanton, Executive Director
Accepted by Darrell Scott
S.C. Department of Employment and Workforce



2014 National Leadership Awards Recipients

National Above & Beyond Award



James M. Bowyer, Manager
Walmart Store #1499

National Workforce Development Leadership



Cynthia Spell Tweh, Director
City of Phoenix



Beverly Flores
External Manager of Communications, ISG
John Deere

National Partnership of the Year Award



McKinsey & Company
Accepted by Annie Knickman
Director of Global Programs and Operations

JAG Student Speakers



Zandra Shelton
JAG-Nevada



Ashley McLean
JAG-Delaware



Mariah Gaspers
JAG-Ohio



Itzel Perez Pagaza
JAG-Arizona

18th National Student Leadership Academy (NSLA)

A Once in a Lifetime Experience!



658 delegates from 28 states

attended the 18th Annual National Student Leadership Academy (NSLA) at the Crystal City Gateway Marriott in Arlington, Virginia. The NSLA attracted the largest number of states and delegates ever to three days of leadership development, teaming, problem-solving, recognition, patriotic values, and touring of our nation's capital.

On Thursday, the delegates registered and loaded on 14 buses for a 30-minute ride to the Marriott Marquis Washington, D.C. to attend the 2014 JAG National Leadership Awards Luncheon with more than 900 guests in attendance. Immediately following the luncheon, the students and chaperones loaded the buses and returned to the Crystal City Gateway Marriott to begin the National Student Leadership Academy. This year's NSLA attracted 145 student competitors in one of the three national events: Employability Skills, Public Speaking, and JAG's newest competitive event – Math Skills. The competitors were judged by JAG partners and the winners announced at the Luncheon on Saturday, November 22.



JAG is honored in the changing of the guard ceremony

The NSLA delegates were able to experience the changing of the guard ceremony at the Tomb of the Unknown Soldier in Arlington National Cemetery on Friday afternoon. The annual public wreath laying ceremony was something that lets the students connect with and honor the sacrifice of all who have served our nation. The group was also able to see John F. Kennedy's grave and the eternal flame.

Every year a JAG grad works full-time, they will increase their future wages by 4-5 percent a year.

18th National Student Leadership Academy (NSLA)

NSLA Factoids

658 Total number of delegates

498 Total students attending

160 Total chaperones



States sponsoring delegates: Alabama, Arizona, Arkansas, Connecticut, Delaware, Florida, Georgia, Iowa, Indiana, Kansas, Kentucky, Louisiana, Maine, Michigan, Mississippi, Montana, New Hampshire, New Jersey, Nevada, Ohio, South Carolina, South Dakota, Tennessee, Virginia, U.S. Virgin Islands, Washington (State), Wisconsin, and West Virginia.

28 Total states sponsoring delegates

10 Leadership Group Facilitators



Leadership Group Facilitators. Left to right: Jennifer Robinson (IN), Kristie Marriner (DE), Natoya Brown (AZ), Keake Williams (AZ), Nidia Lopez (KS), Mikki Williams (TN), Cathy Kemp (DE), Maria Dahn (MI), Cyrus Birch (SC), Lena Thomas (SC)

145 Total student competitors



Public Speaking Winners

1st Place - Dawnasia Jameson, Kansas
2nd Place - Zandra Shelton, Nevada
3rd Place - Jacob Johnson, New Mexico



Employability Skills Winners

1st Place - Rachel Winesberry, Tennessee
2nd Place - Erika Paz, Indiana
3rd Place - Eric Kiefer, South Dakota



Math Skills Event

1st Place - Katherine Conlen, Tennessee
2nd Place - James Grayson, Tennessee
3rd Place - Heather Warren, Tennessee

9th Annual Thought Leader Event

September 30, 2015 • Washington, D.C.

The 2015 *National Thought Leader Event* held on September 30, was led by Governor Phil Bryant, Chairman of the JAG Board of Directors. The event involved the participation of well over 100 of the nation's public and private sector experts regarding youth employment ideas for the public and private sector, recommendations for Governors, and setting an agenda for the Next President of the United States regarding: Youth Unemployment.

At this Thought Leader event, specific recommendations were developed in interactive working sessions that included panels and roundtable discussions. Governors, Senators who are honorary JAG board members, and private sector leaders on the JAG board will take the recommendations to the nation's Governors, the Congress, the Administration, and other private sector leaders who are committed to building "pipelines" of future young workers in the economy.



Jobs for America's Graduates was grateful for the event to be hosted by four distinguished organizations—The Society for Human Resource Management, The Hispanic Heritage Foundation, The Asian-Pacific Islander American Scholarship Fund, and The National Urban League.



Panel One: The Big Ideas led by (L-R): Governor Chet Culver, Former Governor of Iowa, Stacey Stewart, U.S. President, United Way Worldwide, and Governor Phil Bryant, State of Mississippi



Panel Two: Recommendations for the Private Sector moderated by Blake Wilson, President and CEO, Mississippi Economic Council; panelists included (L-R): Kelem Butts, Director of Charitable Operations, AT&T Foundation, Chauncy Lennon, JPMorgan Chase Foundation, Martha Laboissiere, Associate Principal, McKinsey & Company, Luis Felipe Rodriguez Vega, Head of Commercial Sales, Western Union, and Bill Hansen, CEO, USA Funds

Panel Three: Initiatives at the State Level to Reduce Youth Unemployment – Policy and Programmatic led by (L-R): Governor Phil Bryant, State of Mississippi, Scott Sanders, Executive Director, National Association of State Workforce Agencies, The Honorable Chris Broadwater, Representative, Louisiana House of Representatives, and Commissioner Mark Butler, Georgia Department of Labor.



Panel Four: Setting an Agenda for the Next President – Reducing Youth Unemployment led by (L-R): Governor John Engler, President, Business Roundtable, Stacey Stewart, U.S. President, United Way Worldwide, Governor John McKernan, Former Governor of Maine, Governor Phil Bryant, State of Mississippi, and Chris Masingill, Federal Co-Chairman, Delta Regional Authority

32nd Annual National Training Seminar

Theme: "A Million Strong and Growing!"

New Orleans, LA • July 15-17, 2015

The 32nd Annual JAG National Training Seminar was held July 15-17 in New Orleans at the Sheraton New Orleans Hotel. There were over 500 delegates, speakers, presenters, and JAG advocates in attendance at the annual professional development event. This is not only the largest gathering of staff and management annually, it is the highest rated of our professional development activities by Specialists and management because of the awards and recognition of high performing states and individuals in the four general sessions, the sixty (60) interactive workshops, and the constant sharing of best practices to deliver the JAG Model in high school, middle school, and out-of-school programs.

Opening Session

Perhaps the most exciting and memorable Opening Sessions in JAG's recent history began with JAG-Louisiana delegates parading around the ballroom in traditional Mardi Gras style, throwing beads to the audience. This was followed by a lively musical rendition of "Stop in the Name of Love," by three talented Specialists from Louisiana. The entire audience jumped to their feet to dance and sing in unison with our JAG Louisiana hosts.



"Stop in the Name of Love"



Mardi Gras at NTS

The Honorable Chris Broadwater, welcomed the National Network on behalf of the state of Louisiana. He reinforced the JAG message and reviewed some of the impressive results that JAG has achieved. **Kohl Preston**, Jobs for Louisiana's Graduates alumnus, spoke about his experience with JAG. His enthusiasm for life and for the importance of JAG helped to motivate everyone in attendance. 127 Specialists received **\$26,300** in monetary awards provided by donations from JAG Board members and Strategic Partnerships LLC.



Representative Chris Broadwater



Kohl Preston, JAG-Louisiana Alumnus



2015 JAG National Network Outstanding Specialists



2015 JAG National Network Outstanding Specialists



Joe Lindahl (pictured) and Jonathan Barnes, American Staffing Association



Tony Franklin, Microsoft



Janet Parker, Regions Financial Corporation

Best Practices Workshops

Delegates were provided sixty (60) intensive 90-minute best practices workshops that included the launch of new techniques, content, and systems support to enhance the impact and value of the JAG Model to the young people served. A special thanks to the workshop presenters who received the highest ratings by NTS delegates:

- Stephanie York, North American Staffing
- Janet Parker, Regions Financial Corporation
- Joe Lindahl, American Staffing Association
- Jonathan Barnes, Integrity Staffing Solutions
- Vicki Whebbe and March Kessler, ECMC
- Tony Franklin, Microsoft

32nd Annual National Training Seminar

Professional Development in Action



VIP Reception

Jobs for Louisiana Graduates and the JAG Board of Directors hosted a reception prior to the Awards Dinner. The reception, attended by state and national leaders and partners, provided the right venue to celebrate the accomplishments of the 2014-2015 program year and prepared delegates for a memorable Awards Dinner.



Fourteen states received the JAG "5 of 5" Award



Jobs for Maine's Graduates received the "5 of 5" Award for the 20th consecutive year, Jobs for Ohio's Graduates received the "5 of 5" Award for the 19th consecutive year

Awards Dinner

Fourteen (14) states received JAG's highest recognition – the "5 of 5" National Performance Outcomes Award including: Alabama, Arizona, Arkansas, Florida, Indiana, Iowa, Kansas, Louisiana, Maine, New Hampshire, Ohio, South Carolina, Virginia, and West Virginia. 263 JAG Specialists were recognized for meeting or exceeding JAG's five national performance measures.

The Award Session attendees had the pleasure of seeing two JAG alumni musical talents! First, was a presentation by **Tarius Thomas**, whose video was highlighted on JAG.org. He followed the presentation with his perspective on the role JAG played in his life. The second alumnus was **Dylan McArthur**, a singer, poet, and song writer, whose entertaining commentary and musical performance made the evening special.



Dylan McArthur, JAG Alumnus



Tarius Thomas, JAG Alumnus



Joseph Gabe Sonnier, Principal, Port Barre Elementary School

Principal of Port Barre Elementary School, **Joseph Gabe Sonnier**, brought the audience to tears with his story – from school janitor to school principal. His heartwarming tale of courage when faced with what seemed like impossible odds, was the perfect message for the Specialists and managers. His personal motto was one that embodies the message Specialists spread to their students – "It's not where you start, it's how you finish!"

32nd Annual National Training Seminar

Thursday Luncheon

A tremendous leader for the Delta Regional Authority and JAG supporter, **Federal Co-Chairman Chris Masingill** keynoted Thursday's Luncheon. He was truly touched after watching two JAG students share their talents in song and poetry. The Top 10 State Scholarship Awards were presented for helping their graduates secure more than **\$52 million** in scholarships to pursue a collegiate degree program. **JAG-Indiana** received the 1st place award in scholarships by securing **\$15,229,745** in scholarships for their graduates.



Carolyn Warner, JAG Board Member

Closing Session

JAG delegates were re-energized by **The Honorable Carolyn Warner's** message at the closing session. Her charm and warmth delivered through storytelling and anecdotes brought the audience to laughter and tears, which has become the norm for Carolyn's message to send us home to start a new year.

Pre-NTS Professional Development Courses, July 14-16, 2015

Over **260** managers and specialists enrolled in one of seven (7) JAG National University courses that began on Monday, July 13, and concluded with a Recognition Brunch on Wednesday, July 15, in time for the Opening Awards Session of the 32nd National Training Seminar. The professors conducting the courses were JAG national trainers who possess considerable expertise and experience in implementing JAG Model programs that achieve high performance outcomes.



JAG 101: New Specialist Training



JAG 101: New Specialist Training



JAG 110: Advanced Specialist Training



JAG 200: Management Development Institute



JAG 300: Train-the-Trainer Workshop



JAG 400: JAG Out-of-School Training Academy



JAG 520: JAG Council of State Affiliates Management Seminar

Kenneth M. Smith Scholarship Fund

The Kenneth M. Smith Scholarship Program has resulted in the awarding of ninety (90) scholarships in the amount of **\$122,000** since 2009. Applications were submitted by 581 JAG seniors from the National Network with all the required documentation for the JAG Scholars Committee to review and select the Smith Scholars for each year. Those receiving the scholarships are referred to as **Smith Scholars**. This is an appropriate tribute to Kenneth M. Smith, the only President of Jobs for America's Graduates since its inception in 1980.

Scholarships were funded originally through the generosity of JAG Board members and staff and these sources continue to be the major funding investors in the Kenneth M. Scholarship Program.

In 2015, the initial screeners selected 40 finalists for consideration by the Scholars Committee which, in turn, selected 20 finalists for review by the Governance Committee. The Governance Committee selected the Top 14 Scholars plus two Scholars from the Class of 2014 for a follow-on scholarship. A total of **\$17,000** in scholarships was presented to the **16 Smith Scholars** in 2015. The 2015 Smith Scholars are presented on page 37.



Kenneth M. Smith, JAG's first and only President

2015 Smith Scholars' National Profile

GPA Average: 3.30 **Postsecondary** 14

- GPA High: 4.00 • 2-Year: 1
- GPA Low: 1.43 • 4-Year: 13

Stated Career Goals

- Health Career (42%)
- Business/Technology (21%)
- Education (14%)
- Engineering (7%)
- Criminal Justice (7%)

Scholarships Earned by JAG Grads

JAG Specialists were extremely successful in assisting students in finding scholarship dollars in 2015. In the nineteen (19) JAG states reporting, \$52,632,730 in scholarships were earned by deserving JAG graduates.

AL	1,402,184
AR	\$8,360,998
FL	\$883,768
GA	\$2,557,317
IN	\$15,229,745
KS	\$1,081,110
KY	\$369,030
LA	\$360,647
ME	\$6,500
MI	\$1,919,680
MN	\$70,591
MO	\$7,000
MS	\$6,725,959
MT	\$441,426
OH	\$6,344,048
SC	\$3,002,925
TN	\$3,462,693
VA	\$331,159
WA	\$75,950
Grand Total	\$52,632,730

The Kenneth M. Smith Scholarship Program has resulted in the awarding of ninety (90) scholarships in the amount of \$122,000 since 2009.

Smith Scholars - \$1,000 Scholarship Recipients



1. **Mary Ballard**
North Little Rock High School, Arkansas
College Acceptance: University of Central Arkansas
Career Goal: Primary Education
JAG Specialist: Brenda Butler



2. **Katherine Conlen**
Fairview High School, Tennessee
College Acceptance: University of Southern California
Career Goal: Medical Doctor
JAG Specialist: Vicki Parsons



3. **Alxius Dingle**
Manning High School, South Carolina
College Acceptance: NC AT&T State University
Career Goal: Environmental Engineering
JAG Specialist: Carolyn Reed



4. **Mykala Dummar**
Mineral County High School, Nevada
College Acceptance: Grand Canyon University
Career Goal: Elementary Education
JAG Specialist: Janis Horn



5. **Merian Pena Guerrero**
Ivanna Eudora Kean High School, Virgin Islands
College Acceptance: University of Virgin Islands
Career Goal: Criminal Justice
JAG Specialist: Josette Illis



6. **Richard Hibbs**
Roberts High School, Montana
College Acceptance: Rocky Mountain College
Career Goal: Physician's Assistant
JAG Specialist: Stacie Nardinger



7. **Kei-Chelle Jordan**
Calumet New Tech School, Indiana
College Acceptance: University of Indianapolis
Career Goal: Network Specialist
JAG Specialist: Nicole Ascar



8. **Courtney Smith**
Leesville High School, Louisiana
College Acceptance: University of Louisiana Monroe
Career Goal: Gynecology
JAG Specialist: Alice Guess



9. **Grant Tavin**
Cabot High School, Arkansas
College Acceptance: Arkansas Tech University
Career Goal: Agricultural Loan Officer
JAG Specialist: Brenda Early



10. **Jessica Tedder**
Centennial High School, Tennessee
College Acceptance: University of Tennessee
Career Goal: Neuroscientist
JAG Specialist: Debra Odom



11. **Brooklynn Timmerman**
Dutton-Brady High School, Montana
College Acceptance: Montana State University
Career Goal: Veterinary Medicine
JAG Specialist: Todd Bishop



12. **Elijah White**
Riley High School, Indiana
College Acceptance: Indiana University
Career Goal: Business Management
JAG Specialist: Sarah Taylor



13. **Regan Williams**
Newport High School, Arkansas
College Acceptance: Vanderbilt University
Career Goal: General Surgeon
JAG Specialist: Linda Black



14. **Dillon Wyatt**
John S. Battle High School, Virginia
College Acceptance: Northeast State Community College
Career Goal: Welding Foreman
JAG Specialist: Felcia Sikes

Smith Scholars - \$2,000 Follow-Up Scholarship Recipient



15. **Sarah Covert**
University of Arkansas
Career Goal: Pharmacist



16. **Brittany Horton**
University of West Georgia
Career Goal: Nurse Anesthetist

JAG State Organizations

JAG State Organizations, whether organized as a non-profit with 501(c)(3) tax exemption or as a subset of a state or local public agency, sign a national affiliation agreement with Jobs for America's Graduates for the purpose of delivering JAG Model services through local programs. Seventy-two percent (72%) of the JAG State Organizations operate as a non-profit corporation and are led by a public-private board of directors. Twenty-eight percent (28%) of JAG State Organizations are sponsored by state or local agencies, i.e. Department of Education, Department of Workforce Education, Education Service Center, Department of Labor, Workforce Development Board, Office of the Superintendent of Instruction, etc.

JAG State Organizations conduct one or more of the six program applications of the JAG Model, including:

- Middle School Programs (Grades 6-8)
- Alternative Education Programs (Grades 6-12 for students with low academic skills)
- Multi-Year Programs (Grades 9-12)
- Senior Programs (Grade 12)
- Out-of-School Programs (Dropouts)
- College Success Programs (Postsecondary/Collegiate Enrollees)

JAG provides start-up and on-going technical assistance to JAG State Organizations and local programs to ensure the successful implementation of JAG Model programs. The basic package of technical assistance includes the following categories of services:

- Launch Services and On-site Assistance
- Resource Development and Fundraising
- Training and Staff Development Services
- JAG Model Publications—handbooks, videos, PowerPoint presentations, annual report, newsletter, research reports, e-learning courses, fact sheets, PSAs, etc.
- Electronic National Data Management System (e-NDMS 2.0)
- National Leadership Development

JAG conducts accreditation reviews including monitoring of the e-NDMS 2.0 database for each state and on-site reviews. The purpose of the accreditation review process is to determine the extent to which the state organizations and local programs have fully implemented the program applications of the JAG Model. The full range of services is mobilized to assist state organizations to receive standard accreditation by the national organization.



Council of State Affiliates



CSA Representatives - AR, KY and KS

Jobs for Alabama's Graduates

50 North Ripley Street
 Montgomery, AL 36130
 Contact: Mandy Nichols
 Phone: 334.353.1545
 Fax: 334.353.8861
 Email: mnichols@alsde.edu
 Website: www.alsde.edu.html
www.alcareertech.org

Charter Year: 1996

Program Applications:	22
Senior	2
Multi-Year	20
Specialists:	22
Students Served:	1,159
Class of 2014-2015	808
Class of 2014 (Follow-up)	351
2014-2015 Budget:	\$795,000



Jobs for Arizona's Graduates, Inc.

3320 W. Cheryl Drive, Suite B220
 Phoenix, AZ 85051
 Contact: Graciela Garcia Candia
 Phone: 602.216.9503
 Fax: 602.368.8168
 Email: graciela.candia@jagaz.org
 Website: www.jagaz.org
 Charter Year: 1980

Program Applications:	24
Senior	1
Multi-Year	11
Out-of-School	1
Alternative	2
Middle School	9
Specialists:	24
Students Served:	1,202
Class of 2014-2015	1,023
Class of 2014 (Follow-up)	179
2014-2015 Budget:	\$1,083,752



Jobs for Arkansas Graduates

#3 Capitol Mall, Room 402
 Little Rock, AR 72201
 Contact: Marylene Tate
 Phone: 501.682.1535
 Fax: 501.682.1805
 Email: marylene.tate@arkansas.gov
 Website: <http://dwe.arkansas.gov>
 Charter Year: 1996

Program Applications:	94
Senior	23
Multi-Year	30
Alternative	37
Middle School	4
Specialists:	94
Students Served:	3,041
Class of 2014-2015	1,620
Class of 2014 (Follow-up)	1,421
2014-2015 Budget:	\$1,100,000



JAG-California

17701 San Pasqual Valley Road
Escondido, CA 92025
Contact: Dan Radojevic
Phone: 760.233.4028
Email: dan@workforce.org
Charter Year: 2008

Program Application:	1
Senior	1
Specialists:	1
Students Served:	45
Class of 2014-2015	45
Class of 2014 (Follow-up)	0
2014-2015 Budget:	\$500,000



Jobs for America's Graduates—Connecticut

31 Pratt St., 5th Floor
Hartford, CT 06103
Contact: Liz Dupont-Diehl
Phone: 860.702.3810
Fax: 860.241.1130
Email: lddiehl@metrohartford.com
Website: jagct.org
Charter Year: 2014

Program Application:	1
Senior	1
Specialists:	1
Students Served:	240
Class of 2014-2015	240
Class of 2014 (Follow-up)	0
2014-2015 Budget:	\$670,000



Jobs for Delaware Graduates, Inc.

381 West North Street
Dover, DE 19904
Contact: Nicole Poore
Phone: 302.734.9341
Fax: 302.734.4912
Email: npoore@jobsdegrads.org
Website: www.jobsdegrads.org
Charter Year: 1979

Program Applications:	40
Multi-Year	26
Middle School	13
Out-of-School	1
Specialists:	40
Students Served:	3,160
Class of 2014-2015	2,570
Class of 2014 (Follow-up)	590
2014-2015 Budget:	\$4,673,187



Jobs for Florida's Graduates, Inc.

306 South Ocean Shore Boulevard
Flagler Beach, FL 32136
Contact: Heather Beaven
Phone: 386.439.5730
Fax: 386.439.5731
Email: hbeaven@flgraduates.org
Website: www.flgraduates.org
Charter Year: 1989

Program Applications:	35
Senior	6
Multi-Year	1
Middle School	7
Alternative Education	21
Specialists:	33
Students Served:	1,750
Class of 2014-2015	1,750
Class of 2014 (Follow-up)	0
2014-2015 Budget:	\$3,040,000



Jobs for Georgia's Graduates

Georgia Department of Labor
148 Andrew Young International Blvd.
Suite 472
Atlanta, GA 30303
Contact: Nedra Wakefield
Phone: 404.232.3598
Fax: 404.232.3720
Email: nedra.wakefield@gdol.ga.gov
Website: www.dol.state.ga.us
Charter Year: 1987

Program Applications:	27
Senior	11
Multi-Year	16
Specialists:	27
Students Served:	1,489
Class of 2014-2015	964
Class of 2014 (Follow-up)	525
2014-2015 Budget:	\$1,691,928



JAG-Indiana

Indiana Department of Workforce
Development
10 N. Senate Avenue, Room SE304
Indianapolis, IN 46204
Contact: Leslie Crist
Phone: 317.233.4010
Email: lcrist@dwd.in.gov
Website: JAGIndiana.org
Charter Year: 2006

Program Applications:	118
Multi-Year	101
Out-of-School	12
Alternative	5
Specialists:	118
Students Served:	5,708
Class of 2014-2015	3,721
Class of 2014 (Follow-up)	1,987
2014-2015 Budget:	\$11,366,000



“The more JAG grads work when they are young the more they are going to work when they are older.”



Iowa-Jobs for America's Graduates, Inc.

Grimes State Office Building, 3rd Floor
 400 E. 14th Street
 Des Moines, IA 50319
 Contact: Laurie C. Phelan
 Phone: 515.242.5611
 Fax: 515.242.5618
 Email: laurie.phelan@iowa.gov
 Website: www.ijag.org
 Charter Year: 1999

Program Application:	37
Multi-Year	31
Alternative	4
Middle School	1
Early College Success	1
Specialists:	37
Students Served:	2,182
Class of 2014-2015	1,633
Class of 2014 (Follow-up)	549
2014-2015 Budget:	\$2,357,255



Jobs for Kansas Graduates, Inc.

500 SW Van Buren, Office 217
 Topeka, KS 66603
 Contact: Matthew Fearing
 Phone: 785.296.4187
 Email: matthew.fearing@jagkansas.org
 Website: www.jagkansas.org
 Charter Year: 2013

Program Applications:	52
Multi-Year	36
Alternative Education	6
Middle School	10
Specialists:	51
Students Served:	2,505
Class of 2014-2015	2,200
Class of 2014 (Follow-up)	305
2014-2015 Budget:	\$4,135,000



Jobs for Kentucky's Graduates, Inc.

1208 Cherokee Road
 Louisville, KY 40204
 Contact: Larry Caruso
 Phone: 502.459.2751
 Email: lscaruso1@gmail.com
 Website: www.jobsforkygraduates.org
 Charter Year: 1993

Program Applications:	8
Senior	1
Multi-Year	6
Middle School	1
Specialists:	8
Students Served:	479
Class of 2014-2015	443
Class of 2014 (Follow-up)	36
2014-2015 Budget:	\$161,000



Louisiana Jobs for America's Graduates

Louisiana Department of Education
 1201 N. Third Street, Suite 4-272
 Baton Rouge, LA 70804
 Contact: Dianna Keller
 Phone: 225.342.3412
 Fax: 225.342.2011
 Email: Dianna.Keller@LA.GOV
 Website: www.louisianaschools.net
 Charter Year: 1995

Program Applications:	70
Multi-Year	43
Out-of-School	4
Alternative Education	1
Middle School	23
Specialists:	70
Students Served:	3,874
Class of 2014-2015	2,766
Class of 2014 (Follow-up)	598
2014-2015 Budget:	\$3,735,000



Jobs for Maine's Graduates, Inc.

45 Commerce Drive, Suite 9
 Augusta, ME 04330
 Contact: Craig Larrabee
 Phone: 207.620.7180
 Fax: 207.620.7185
 Email: clarrabee@jmg.org
 Website: www.jmg.org
 Charter Year: 1988

Program Applications:	80
Senior	1
Multi-Year	48
Out of School	2
Middle School	15
Other	14
Specialists:	80
Students Served:	5,150
Class of 2014-2015	4,300
Class of 2014 (Follow-up)	842
2014-2015 Budget:	\$7,630,475



Jobs for Michigan's Graduates

499 West Main Street
 Benton Harbor, MI 49022
 Contact: Kristin Harrington
 Phone: 269.208.1596
 Fax: 269.927.1399
 Email: harringtonk@kinexus.org
 Charter Year: 2008

Program Application:	26
Multi-Year	15
Alternative	8
Out-of-School	2
Middle School	0
Specialists:	26
Students Served:	778
Class of 2014-2015	651
Class of 2014 (Follow-up)	157
2014-2015 Budget:	\$2,260,000



"Work and school together is the best outcome for JAG graduates!"

Jobs for Minnesota's Graduates

1250 West Broadway
 Minneapolis, MN 55411
 Contact: Terry Henry
 Phone: 612.668.0549
 Fax: 612.668.5299
 Email: terry.henry@mpls.k12.mn.us
 Charter Year: 2015

Program Applications:	7
Multi-Year	7
Specialists:	7
Students Served:	147
Class of 2014-2015	147
2014-2015 Budget:	\$898,740



Jobs for Mississippi Graduates, Inc.

6055 Ridgewood Road, Suite A
 Jackson, MS 39211
 Contact: Ramona Seabron-Williams
 Phone: 601.978.1711
 Fax: 601.678.3232
 Email: rwilliamsjmg@aol.com
 Website: www.jmgms.org
 Charter Year: 1990

Program Applications:	50
Multi-Year	44
Middle School	4
Alternative Education	2
Specialists:	49
Students Served:	2,294
Class of 2014-2015	1,726
Class of 2014 (Follow-up)	568
2014-2015 Budget:	\$2,796,500



Jobs for Missouri Graduates

P.O. Box 2386
 Springfield, MO 65807
 Contact: Paul Kincaid
 Phone: 417.425.5139
 Email: paul@kincaidcommunications.com
 Charter Year: 2005

Program Applications:	6
Senior	1
Multi-Year	4
Alternative Education	1
Specialists:	6
Students Served:	195
Class of 2014-2015	175
Class of 2014 (Follow-up)	20
2014-2015 Budget:	\$852,500



Jobs for Montana's Graduates

P.O. Box 1728
 Helena, MT 59624
 Contact: Erica Swanson
 Phone: 406.444.0978
 Fax: 406.444.3037
 Email: eswanson@mt.gov
 Website: http://wsd.dil.mt.gov/jmg/jmg.asp
 Charter Year: 1990

Program Applications:	50
Senior	6
Multi-Year	22
Alternative	7
Out-of-School	1
Middle School	14
Specialists:	49
Students Served:	1,520
Class of 2014-15	980
Class of 2014 (Follow-up)	540
2014-2015 Budget:	\$791,681



Jobs for New Hampshire's Graduates, Inc.

175 Ammon Drive, Suite 212
 Manchester, NH 03103
 Contact: Katie Dichard
 Phone: 603.647.2300
 Fax: 603.668.1627
 Email: kdichard@nh-jag.org
 Website: www.nh-jag.org
 Charter Year: 1987

Program Applications:	11
Multi-Year	9
Out-of-School	1
Middle School	1
Specialists:	11
Students Served:	438
Class of 2014-2015	356
Class of 2014 (Follow-up)	82
2014-2015 Budget:	\$1,015,569



Jobs for New Jersey Graduates

New Jersey Department of Education
 P.O. Box 500
 Trenton, NJ 08625
 Contact: Dr. Sandra Strothers
 Phone: 609.292.6874
 Email: Sandra.strothers@doe.state.nj.us
 Charter Year: 2012

Program Applications:	2
Multi-Year	2
Specialists:	32
Students Served:	180
Class of 2014-2015	105
Class of 2014 (Follow-up)	75
2014-2015 Budget:	\$188,880



“The problems of young men without high school diplomas are not only economic; they are social, political and generate enormous economic and social problems for the country.”

Jobs for Nevada's Graduates, Inc.

4045 South Buffalo Drive
Suite A101-128
Las Vegas, NV 89147
Contact: Dr. Rene Cantu, Jr.
Phone: 702.425.5384
Fax: 702.410.8067
Email: rcantu@jagnv.org
Charter Year: 2012

Program Applications:	23
Multi-Year	21
Alternative	1
Specialists:	23
Students Served:	858
Class of 2014-2015	728
Class of 2014 (Follow-up)	0
2014-2015 Budget:	\$2,048,705



Jobs for New Mexico Graduates

3908 Calle Pino NE
Albuquerque, NM 87111
Contact: Kay Provolt
Phone: 505.239.9270
Fax: 505.293.8126
Email: kandgp@comcast.net
Charter Year: 2003

Program Applications:	8
Multi-Year	5
Alternative	2
Middle School	1
Specialists:	6
Students Served:	278
Class of 2014-2015	217
Class of 2014 (Follow-up)	54
2014-2015 Budget:	\$275,755



Jobs for Ohio's Graduates, Inc.

55 East Cuyahoga Falls Avenue
Akron, OH 44310
Contact: Chris Canova
Phone: 330.374.9445
Fax: 330.374.9448
Email: ccanova@jogworks.org
Website: www.jogworks.org
Charter Year: 1986

Program Applications:	67
Senior	2
Multi-Year	51
Alternative	3
Out-of-School	10
Middle School	1
Specialists:	59
Students Served:	3,679
Class of 2014-2015	2,520
Class of 2014 (Follow-up)	1,159
2014-2015 Budget:	\$3,739,235



JAG-South Carolina

South Carolina Department of
Employment and Workforce
1550 Gadsden Street
Columbia, SC 29202
Contact: Elaine Midkiff
Phone: 803.737.0214
Fax: 803.737.2119
Email: emidkiff@dew.sc.gov
Website: http://dew.sc.gov
Charter Year: 2005

Program Applications:	26
Multi-Year	25
Middle School	1
Specialists:	26
Students Served:	1,467
Class of 2014-2015	1,134
Class of 2014 (Follow-up)	333
2014-2015 Budget:	\$1,969,423



JAG-South Dakota

PO Box 1474
Pierre, SD 57555
Contact: Dr. Margo Hienert
Phone: 605.828.2002
Email: kippey51@yahoo.com
Website: www.doe.sd.gov
Charter Year: 2009

Program Applications:	8
Multi-Year	6
Middle School	2
Specialists:	8
Students Served:	203
Class of 2014-2015	187
Class of 2014 (Follow-up)	15
2014-2015 Budget:	\$85,000



Jobs for Tennessee Graduates, Inc.

6 South 14th Street
Nashville, TN 37206
Contact: John Dwyer
Phone: 615.289.1703
Email: johndwyerhammes@comcast.net
Charter Year: 1981

Program Applications:	19
Senior	18
Out-of-School	1
Specialists:	19
Students Served:	1,114
Class of 2014-2015	541
Class of 2014 (Follow-up)	573
2014-2015 Budget:	\$167,000



JAG graduates working full-time attain higher wages than part-time workers . . . they work twice as many hours a week . . . and are more likely to receive benefits.

Jobs for Virginia Graduates, Inc.

P.O. Box 843061
Richmond, VA 23284
Contact: R. Barry Glenn
Phone: 804.513.1931
Email: rbarryglenn@gmail.com
jvgjag@gmail.com
Website: www.jobsforvagrads.org
Charter Year: 1982

Program Applications: 19
Senior 8
Multi-Year 11
Specialists: 19
Students Served: 1,127
Class of 2014-2015 551
Class of 2014 (Follow-up) 576
2014-2015 Budget: \$1,122,467



Jobs for Washington Graduates, Inc.

Old Capitol Building
P.O. Box 47200
Olympia, WA 98504-7200
Contact: Dr. Ken Emmill
Phone: 360.725.6044
Email: ken.emmill@k12.wa.us
Charter Year: 2010

Program Applications: 48
Senior 4
Multi-Year 10
Alternative 27
Out-of-School 3
Middle School 4
Specialists: 47
Students Served: 1,560
Class of 2014-2015 1,163
Class of 2014 (Follow-up) 397
2014-2015 Budget: \$823,832



Jobs for Wisconsin Graduates— Milwaukee

2338 North 27th Street
Milwaukee, WI 53210
Contact: Joan Ward
Phone: 414.270.7556
Fax: 414.225.2375
Email: joan.ward@milwaukeeewib.org
Website: www.milwaukeeewib.org
Charter Year: 1998

Program Application: 3
Multi-Year 2
Alternative Education 1
Specialists: 3
Students Served: 114
Class of 2014-2015 80
Class of 2014 (Follow-up) 34
2014-2015 Budget: \$225,000



Jobs for Virgin Island Graduates, Inc.

PO Box 7881
St. Croix, VI 00823
Contact: Fernando Webster
Phone: 340.626.3434
Email: fwebster@vidol.gov
Charter Year: 2009

Program Applications: 3
Multi-Year 3
Specialists: 3
Students Served: 139
Class of 2014-2015 85
Class of 2014 (Follow-up) 54
2014-2015 Budget: \$250,000



Jobs for West Virginia's Graduates, Inc.

PO Box 635
Barboursville, WV 25504-0635
Contact: W. Brent Sturm
Phone: 304.667.8278
Email: ed.jwvg@live.com
Charter Year: 1997

Program Applications: 3
Multi-Year 3
Specialists: 3
Students Served: 161
Class of 2014-2015 120
Class of 2014 (Follow-up) 41
2014-2015 Budget: \$180,500



Jobs for Wisconsin's Graduates— Balance of State

Forward Service Corporation
1402 Pankratz Street, Suite 101
Madison, WI 53704
Contact: Sarah Jo Dahlstrom
Phone: 715.299.9417
Fax: 920.787.5938
Email: sdahlstrom@fsc-corp.org
Website: www.fsc-corp.org
Charter Year: 2009

Program Applications: 2
Multi-Year 1
Alternative 1
Specialists: 2
Students Served: 54
Class of 2014-2015 38
Class of 2014 (Follow-up) 16
2014-2015 Budget: \$208,874

JAG graduates have Specialists, employers and other adults in their corner, cheering for them, and expecting them to succeed!



NATIONAL HEADQUARTERS
1729 King Street, Suite 100
Alexandria, VA 22314-2720
Tel 703.684.9479
Fax 703.684.9489
jag@jag.org

NATIONAL CENTER FOR
EVIDENCE-BASED PRACTICES
548 Silicon Drive, Suite 101
Southlake, TX 76092
Tel 972.691.4486
Fax 972.874.0063
www.jag.org