

JUNIOR ACHIEVEMENT: A HISTORY

a personal account
of managing change
from drill press
to computer

by
Joe Francomano

and
Wayne & Darryl Lavitt

© 1988

**Copyright © 1988
By Junior Achievement Inc.**

All rights reserved

First printing, June 1988

**Junior Achievement Inc.
45 Clubhouse Drive
Colorado Springs, CO 80906
(719) 540-8000**

PRINTED IN THE UNITED STATES OF AMERICA



Acknowledgements

I wish to thank my wife, Charlotte, and our children, Ron and Cathy, whose continuous support of me throughout my 50 years with Junior Achievement made my career possible. I made the commitment-they made the sacrifice!

-J.F.

Darryl is grateful for a good marriage which made possible the teamwork at home with her husband, even in their hectic computer room den. Wayne thanks the Boston and Hartford public libraries, and Mark Teischer and his father, Richard LaBombard Sr., for their journalistic influence. *Many* thanks to our editor, Betty Hofle, and the Junior Achievement Inc. staff who believed in us and kept us on track.

-D.L. & W.L.



Special Thanks

The staff at Junior Achievement of North Central Connecticut who steered our initial query to the right person at Junior Achievement National Headquarters. Also, Junior Achievement of Eastern Massachusetts, Boston, for use of their computer equipment in the final editing phase.

-W.L.



Table of Contents

PREFACE	2
I. 1919-29 A SOLID FOUNDATION	
1. Birth	5
2. A Sound Structure with Able Leaders	7
3. A Prosperous Decade	12
II. 1930-46 SURVIVAL AND CONSOLIDATION	
4. Surviving the Crash	15
5. An Unlikely Source	17
6. Growth of a Junior Achievement Company, Growth of a Junior Achiever	20
7. The First of Many Speeches	24
8. 1938-41 and the Waldorf-Astoria Breakfast	26
9. 1942-45: The War Years	29
10. Strong Leadership Develops New Recruitment Strategies	43
III. 1946-69 POST-WAR GROWTH	
11. Picking Up the Pieces	48
12. Impressive Growth, Impressive Quality in the 50s	52
13. Into the Age of Television	56
14. Growth in Enrollment, Quality, and Leadership	59
15. junior Achievement's Image in the 1960s	62
IV. 1970-80 NEW DIMENSIONS	
16. Executive and Structural Change	66
17. Project Business, Business Basics, and the Semester Program	69
18. The Significance of the New Programs: PB Carves a New Future	74
19. Public Image and Public Relations in the 1970s	77
V. 1980s NEW FRONTIERS	
20. Joe Francomano Retires	91
21. The Johnston Report	93
22. Applied Economics Marks JA's Course for the 1980s	96
23. Forging Ahead into the Future	101
EPILOGUE Vision for Tomorrow	104



Preface

Joe Francomano retired as Executive Vice President of Junior Achievement Inc. in June, 1980. He first joined the staff of New York City JA in March, 1936. His involvement as an Achiever in the early 30s, his present post-retirement consulting services to Junior Achievement, and his 44 years on staff, add up to over a half century of service. An individual who has given that much time to one organization is a rarity, rarer perhaps than a gold dollar coin.

Joe is regarded as a symbol of what Junior Achievement stands for. Among several distinctions is his pivotal role in getting JA established on a national scale. Another distinction is a role that over time defaulted to Joe – that of being historian of JA. Headquarters staff came more and more to rely on his files, especially in the 1970s when it was evident that Joe had given more years of service than anyone else in JA.

Retirement would not be a time for Mr. Francomano to head south and relax. Rather, he anticipated these years as a time to achieve the objectives that had gotten pushed aside over the years. His first priority was to give more time to his family – to have leisure time with his wife on Long Island and be with his children and grandchildren. The second, among numerous other planned projects, was to write a history of the organization, which he had so long served. Karl Flemke, President and CEO of Junior Achievement Inc., gave Joe his wholehearted support and approved funds to publish the work in time for it to stand as a landmark to the accomplishment of a significant organizational goal – reaching one million students in a single year.

Joe then assembled a history, relying on recollections from his personal experience, old minutes, files, and news articles. The headquarters staff is to be thanked for assembling his work into typewritten manuscript form.

Darryl and I found this joint writing project to be a refreshing experience. We credit much of this to Betty Hofle's expertise. Betty, as Manager of Communications at Junior Achievement Inc., and editor of its *Partners* newsletter, lent her eye and ear for grammar, factual accuracy, and tone of the text, besides managing the back-and-forth flow of information and opinions.

The phrase "A History" was chosen in the title to indicate that this in no way is a complete history of Junior Achievement. Though at times biographical in the telling, we believe the outcome is an informal history relative to one of Junior Achievement's significant figures.

How is "joint authorship" done? There are varying degrees of cooperative efforts. If this effort is compared to home construction, we might say: Joe laid the foundation, framework, some walls and a roof; we provided windows, interior and exterior work, and some essential appliances.

Specifically, some chapters were written from scratch – e.g., Chapters 1-6 (W.L.) and Chapters 20-24 (D.L.). In these instances, Joe's manuscript and our library research and phone interviews were referenced. In other parts of the book, Joe is quoted verbatim – e.g., all of Chapters 7-9. Here and in other places we thought the first-person account best expressed those times. Still other chapters were given a significant reworking on the basis of Darryl's interviews and Wayne's research.

We have been as thorough as possible in checking factual accuracy. A work like this is never "done." Real world constraints of time and budget prevent the exhaustive research we would have preferred. However, we believe we have arrived at a true account that can serve as a basis for future editions.

Please feel free to call or send in comments about this work. Any documentation you send regarding JA's history will be considered and faithfully stored for future reference. Junior Achievement will keep making history, and undoubtedly it will have to update this work within a decade!

–W. & D. Lavitt

Comments or documentation to:

Junior Achievement Inc.
45 Clubhouse Drive
Colorado Springs, CO 80906
Attn: Vice President-Communications

**FOUNDATION
A SOLID
1916 - 1929**

Part I

Chapter 1



Birth

1916 might readily be remembered as the year before the United States entered World War 1.

Some may recall it was the year Woodrow Wilson was re-elected, that it was another in an almost century-old battle for women's suffrage (finally to become Amendment 19 of the Constitution in 1920), or the year Boston won its fourth World Series in five years. Others might say 1916 was the year of the Easter Rebellion in Ireland, the last year of Czarist rule in Russia, the year that Mexican bandit chieftain Pancho Villa took 16 American lives and successfully eluded federal troops. Or was the year a Ford Model T could be purchased for less than \$500 and an auto worker averaged \$20 a week.

1916 was also the year when the concept for Junior Achievement was first hammered out on paper.

Three hundred agricultural and business leaders attended a conference hosted by the Eastern States Agricultural and Industrial Exposition (ESAIE) in Springfield, Massachusetts, in August, 1916. The idea, "To work for the general advancement of boys and girls activities," was only *one* of numerous recommendations, and might have easily been lost in the conference agenda. The most pressing concern was the rural-to-city exodus of the populace. The emphasis at the conference was the improvement of farm production and marketing. Yet, *all* recommendations were treated seriously and amended to the existing corporate charter of the ESAIE. Committees were formed to meet later on and raise funds for implementing solutions.

The United States' entry into the First World War on April 6, 1917, would alter ESAIE's plans. Nevertheless, one committee, the Boys' and Girls' Bureau, was set on an aggressive course. The man behind this movement was Theodore Vail, president of American Telephone & Telegraph (AT&T). Vail served on the committee from the start, and was chairman from January, 1918, until October, 1920.

What would motivate a busy executive to take time out for such a committee? Why would Mr. Vail involve himself in these matters when management of his company's resources during a major war put great demands upon him?

Shortly after the war's end, Mr. Vail talked about his ideals for the Boys' and Girls' Bureau in a speech at the Glory club in Springfield, Massachusetts:

The future of our country depends upon making every individual, young and old, fully realize the obligations and responsibilities belonging to citizenship ... The future of each individual rests in the individual, providing each is given a fair and proper education and training in the useful things of life...

Habits of life are formed in youth...What we need in this country now...is to teach the growing generations to realize that thrift and economy, coupled with industry, are necessary now as they were in past generations.

Mr. Vail further stated that teaching youth this country's economic way of life and showing them the benefit of hard work would give them a self-reliance and independence. This, he believed, would have a positive impact on their future and even help safeguard American democracy.

The Boys' and Girls' Bureau Committee met January, 1919, in New York City, to draw up a plan of action. The committee members were influential business and agricultural leaders of the New England area. Other meetings followed, and by September, a fulltime director for the Bureau had been hired on a five-year contract. By the end of that year, the 22 members of the Committee had subscribed, for the next five years, a sum of \$250,000 (in 1985 dollars, over \$5 million!).

These first commitments chiseled the year 1919 into Junior Achievement's cornerstone. From humble beginnings it would take nearly seven decades to fully evolve into a unified organization reaching more than one million students nationwide – most of those right in the classroom. This is the story of Junior Achievement, largely seen through the eyes of one man, Joe Francomano, Mr. Junior Achievement, who witnessed more than 50 years of the history chronicled here. Together with his associates, they paint the picture of Junior Achievement.

The Bureau's first hire was Mr. O. H. Benson, a man long on experience who would put the pledged monies to work. Prior to his new job, Benson was Director of Agricultural Extension with the U.S. Department of Agriculture. Before that he had worked with young people in Iowa as Superintendent of Schools and had been a major force in 4-H Club development in that state. He had also pushed for federal legislation supportive of 4-H, the Smith-Lever Act of 1914 which allowed federal money to assist states in organizing 4-H Clubs. Benson was very enthusiastic about developing a "learn by doing" program for the Boys' and Girls' Bureau. He immediately began writing up procedures and policies for a program in the New England area. To get him started, the Committee provided Benson with a staff of one assistant and one secretary, and a headquarters office in Springfield, Massachusetts.

Theodore Vail, Horace Moses, and Senator Murray Crane were the motivators in the Boys' and Girls' Bureau Committee meetings. Senator Crane, of Massachusetts, was an asset with his Washington experience and political contacts. Moses, president of Strathmore Paper Company, was to have a far-reaching impact upon the organization.

On February 27, 1920, the Executive Committee of the Eastern States Exposition voted to change the name of Boys' and Girls' Bureau to *Junior Achievement Bureau*.

On October 19, 1920, Horace Moses succeeded Theodore Vail as Chairman of the Junior Achievement Bureau. Mr. Vail and Senator Crane, men in their 60s, passed away in 1920 and 1921. Moses went on to lead and serve another 27 years.

It was the financial commitment and the hiring of the first Bureau staff in the fall of 1919 that marked the birth of Junior Achievement. The dynamic leadership of Vail, Moses, Crane, and Benson had moved this organization from paper to a working reality!



A Sound Structure with Able Leaders

The first program of the Junior Achievement Bureau was developed by the Bureau Committee and their first director, O. H. Benson. The Committee outlined the program intentions, based on the ideal first expressed at the 1916 exposition of agricultural and business leaders. Benson, now on salary, was delegated the task of detailing program particulars. Their blueprint created a foundation and organizational structure that in the coming decades was to weather radical social changes, national catastrophes, even ignorance and indifference.

Springfield, Massachusetts, was the location of the Bureau's first headquarters office, and was considered a good central location for their plans to expand the program throughout New England. Mr. Benson began his five-year contract in September, 1919, and his initial staff of two was expanded as funds were provided by patrons and corporate grants.

Initially the program focused on girls and boys in the 8-12 age group. The new clubs would have adult leaders and be organized somewhat like a business. A group would be certified as a Junior Achievement Club if they agreed to the following requirements:

1. They would hold regular meetings--six or more would have been held prior to applying for certification.
2. Have at least five members-average club size was 12.
3. Ensure the leadership-have elected officers and a regular adult leader.
4. Plan a program around a club enterprise.
5. Develop the enterprise:
 - make articles for- sale or use;
 - exhibit products if requested by the area director; and
 - study local industries or the industry related to their enterprise to gain an understanding of production and sales methods.
6. Form departments in the club to run the enterprise-Purchasing, Production, Sales, Advertising.
7. Optionally, raise capital through the sale of shares.

Once certified, club members, under adult club leader guidance, would hold elections. The girls and boys would elect one another to these positions:

President
Secretary-Treasurer
Production Manager

Purchasing Manager
Sales Manager
Publicity Manager

The managers and officers reported to the president (two of these positions would be combined if only five members). The adult leader of course would oversee and emphasize the joint corporate effort so that no one child got carried away with the importance of his or her office. At the same time, the adult leader would take care not to run all aspects of the club and so defeat the "learn by doing" process that Benson intended.

What would a certified and organized club do? Think and plan, acquire supplies for manufacture, build and produce, advertise and sell. From simple rag collection efforts to sell to local paper manufacturers, to assembly-line turnout of antique-bottle lamps, doll clothes, race car models, book shelves, bird houses, residential name plates...these were among the enterprises of early Junior Achievement clubs.

Where did the club conduct business? Sometimes in basements and garages of the adult leaders. More often it was in facilities provided by sponsoring agencies, such as YMCAs, Girls Clubs, schools, and churches.

These *sponsoring agencies* in fact were an integral part of that blueprint drawn up by the Bureau Committee and Benson. To build clubs in the Springfield area, Junior Achievement would work with and through existing organizations that worked with youth. These were:

schools and churches,
Girl Scouts, Boy Scouts,
Girls Clubs, Boys Clubs,
YMCAs, YWCAs,
playground associations,
settlement houses, and
local or unorganized groups.

Sponsorship involved providing a meeting place, enlisting an adult leader, and recruiting boys and girls for club membership. Implicit to this arrangement:

the sponsoring agency would NOT provide funds for the program, nor were fees or dues collected from participating children.

From the start, Junior Achievement was funded solely by contributions from corporations and individuals!

In return for sponsorship, Junior Achievement provided: instructional material for club organization and for carrying out the club's enterprise; records forms; training of club leaders; club certification; and periodic exhibits and contest meetings in which the local clubs could participate.

Benson and his staff assistant were the first Junior Achievement "salesmen" to the community. The secretary, of course, provided the important follow-up letters and telephone calls. The 22 committee members had already "sold" the program to area companies, as evidenced by their initial \$250,000 subscription. Now Benson and his staff were doing the leg work needed to implement the program. Some resistance was expected. But when directors of the various organizations examined the credentials of the men behind the program, the serious financial backing by area industrialists, the long-term commitment, and the fact that it required no negative cash flow from their already tight budgets, they were generally agreeable, often enthusiastic about it.

The New England Rotarians were among the first to provide full-scale community support and sponsorship. This backing was reported March 31, 1920, in the Springfield, Massachusetts paper, *Springfield Daily News*. Portions of the article appear below; the first paragraph was the lead paragraph of the article.

The adoption of resolutions to have Rotary clubs of New England cooperate with the junior achievement bureau (sic) of the Eastern States industrial and agricultural league, and the pledging of sums of money to stimulate the boys' junior achievement work of the bureau, were events of the business meeting to-day (sic) of the conference of Rotary clubs of the 2d district which may go far in the future to solve the country's food problem...

The meeting to-day opened at 9 o'clock in the Auditorium with District Governor Charles W. Lovett of Lynn presiding. A contest and demonstration by boys in the junior achievement work preceded the passage of the resolutions pledging money to the cause.

The enthusiasm of the Rotarians in the work was evinced by the money prizes that various clubs presented to the boys. Such prizes had not been scheduled. An address by O.H. Benson on the purpose of the junior achievement bureau, (etc.), were features of the meeting.

In indorsing (sic) the achievement work as outlined by Mr. Benson, director of the junior achievement bureau of the Eastern States industrial and agricultural league, the resolution adopted calls for the appointment of a committee of seven to find ways and means for active co-operation of the Rotarians with other organizations behind the movement ...

The consensus was that Junior Achievement was right for the times.

Mr. Benson saw his position as National Director of Junior Achievement as a mission, not just another job. His past experience of building 4-H Clubs, motivating parents as a school superintendent, and interacting with business, agricultural, and political leaders in his previous government post gave him a knowledge base and unique qualifications for building this new organization that brought the business world to youth. He worked long hours with a high spirit, and motivated his staff to do as well.

Benson and staff, of course, could not go it alone. The 22 committee members were not without influence in their own communities. Yet these things took time, Benson and his associate were quite bogged down from the beginning since they marketed the program, trained the club leaders, followed up on club development while coordinating headquarters business such as writing and printing club manuals. The secretary was dealing with an increasing avalanche of correspondence, calls, and administrative functions. These constraints prevented the fullest possible growth of the organization in its first several years.

The Committee, however, was not slack in raising more financial backing. Thus, by the mid-1920s, Benson was able to: expand the national staff to 12 people, including two directors; hire a director of publicity; and establish several departments-Research & Development, Information & Statistics, and Field Department.

Horace Moses, now Chairman of the Junior Achievement Bureau, worked with an able, responsive Committee. He first steered members into a greater commitment. Moses also shaped the committee into a board of directors – he wanted the organization to be run like a business. Indeed, the board had a responsibility to its “stockholders,” i.e., the companies and individuals who had entrusted them with financial backing.

The close of 1924 – the end of the first five-year program – saw Junior Achievement operating on an expansive scale throughout New England. A brief, dated February 1925, reported Achiever membership at 4,859 in 26 centers in six states. The brief, "The Field of Junior Achievement Club Work" is reproduced in Appendix A.

The board of directors looked ahead to the next five years and envisioned national expansion. Their financial goal was ambitious: to raise \$1.5 million!

The drive was launched April 13, 1925, at a luncheon at the White House, hosted by none other than President and Mrs. Calvin Coolidge. Horace Moses, president of Strathmore Paper Co., was a man to put action behind his words; and so, before a group of 60 New England business leaders, he pledged \$100,000. Other pledges followed quickly, giving the drive a significant start. Eventually everyone moved on to a reception on the White House lawn to view a JA exhibit put on by "four members of the Work and Win Textile Achievement club of Holyoke, America's first junior textile club and the most productive organization of its kind now in existence..." (*Springfield News*, April 13, 1925).

The President's endorsement gave Junior Achievement national attention and new respect, besides bringing in new people and fresh sources of funds. As the President Coolidge put it, "Junior Achievement is a first class proposal – very much worthwhile."

Chapter 3



A Prosperous Decade

Robert Goddard's first efforts at getting a rocket off the ground were a source of ridicule, almost comic, creating scenes that might have easily fit into Chaplin movies. Goddard was able to finance most of his early experiments and did not have to answer his critics. Without question, his eventual success proved crucial to rocketry and the space program.

The growing popularity of the low-priced automobile in the early 1900s made the screen headdress for women and driving goggles for men profitable items for garment or auto accessories manufacturers. But the introduction of affordable closed-top autos in the early 1920s marked the decline of demand for those accessories. Any company that did not shift to new products soon enough closed down. A collector's delight was often some manufacturer's demise.

Critical to the success of a new invention or new program are available resources and the dedication of the man or woman or persons behind it. Also, the *need* for that new product is critical to its success and longevity.

The adult leaders of communities and industries in southern New England saw that Junior Achievement met a need. They were sold on it. Quite a chunk of time and money was invested into launching the program in its first decade, the 1920s.

Ironically, the market for whom the program was intended was not "buying" – youth were not joining on any large scale. Mr. Moses and the Junior Achievement Board realized that the response of young people was not proportionate to the gargantuan effort behind the JA clubs. So the economy was rolling, companies were flush with cash, and corporate giving was on the rise...so what? If a very youthful market was shunning this "product," then Junior Achievement would die. If leaner times were ahead – as indeed they were – then corporate givers would examine the bottom line with a critical eye. Flat or declining enrollment *could* precipitate an exodus of contributors.

What the Junior Achievement Bureau was discovering was an ancient phenomenon that in the 1920s had no school of thought to explain it, only a vestigial body of knowledge to tell how to deal with it. It was that phenomenon of fey, unpredictable youth. Even with the sophisticated market survey tools of today, it is unlikely the Bureau could have accurately predicted the early results of JA clubs.

The board and their staff, however, were in this for the long run. Reassessment and adjustments were needed...soon! So the board, with Benson and staff, took on the challenge of adjusting the program to fit the needs of youth while maintaining the intent of the original blueprint. This responsiveness to their market was to become a trademark of Junior Achievement in coming decades.

The program was certainly enjoying certain success. By the late 1920s there were nearly 800 JA Clubs with some 9,000 Achievers in 13 cities in Massachusetts, New York, Rhode Island, and Connecticut. Headquarters offices had expanded. In Springfield, a Junior Achievement Training Institute had been built – it was a facility for training staff and advisers and for local clubs. Horace Moses built Achievement Hall on the grounds of the Eastern States Exposition in Springfield where it stands today. This two-story brick building, nearly the length of a football field, housed exhibits during Exposition Week and provided facilities for year-round training of

JA leaders and members. A conference and exhibit center was built in Essex County, New York, at a cost of \$25,000 and was given to Junior Achievement. And a building in Holyoke, Massachusetts was bequeathed to JA for its programs.

Moses and the Board, however, saw beyond these immediate successes. In 1928, they directed headquarters staff to study what changes were needed to accelerate enrollment and keep youth interested and excited about the program. By early 1929, the Board had made a decision on a new approach.

The study determined that the 8-12 year age group was too young for the Achievement program. It was the opinion of staff that children at this age did not care to become serious about any adult activity, like business, for long periods. Some parents motivated their children into serious pursuits – e.g., music lessons – but these were a small minority, 10% at best. Thus, an older age group was recommended Junior Achievement would have a broader appeal to 16-21 year olds: This age group was more group-oriented, and was interested in activities away from home where they could establish their own "adult" identity.

The study also suggested that the program be centered in metropolitan centers as opposed to the semi-agrarian communities where it was previously focused. Towns and cities offered a larger youth population and more neighboring businesses. And there was the marketing logic of not competing for enrollment of youth in the sparser agrarian burghs where the growing 4-H seemed best suited.

Mr. Moses selected from JA Headquarters' staff two directors, Miss Marion L. Ober and Mr. John S. Mendenhall, to carry out these recommendations in an experimental program. With a grant of \$10,000, he sent them to New York City to open a JA program, recruiting young men and women 16-21 years old. Already in that city were several successful Achievement clubs at New York's West Side YMCA. As reported in an August, 1927, *New York Times* article: "More than sixty boys belonging to the 'Y' rose up en masse and asked for the (Achievement) clubs. And they got them." They would, as before, operate through existing youth agencies. However, they would put major emphasis on business practices – as it stood, a great majority of JA clubs operated as handcraft units with minimal business procedure. To signify the difference, the New York City units would be called Junior Achievement *companies*. The program would be chartered in the State of New York as a separate corporate entity, but would remain affiliated with Junior Achievement as a franchised area.

Miss Ober and Mr. Mendenhall, working as co-directors, opened the junior Achievement office in New York City at 25 W. 43rd Street in October, 1929. They immediately proceeded to call on the contacts provided by Mr. Moses and other board members in order to form a local board of directors.

On October 29, 1929, the stock market crashed, the first in the chain of events known as The Great Depression.

What a time to launch a new project! What a time for an organization that depended solely on donations from corporations and individuals!

What a time it was...What a time it would be!

**1930 - 1946
SURVIVAL AND
CONSOLIDATION**

Part II

Chapter 4



Surviving the Crash

The spectra of stampeding panic in the financial district of the world's largest metropolis, New York City, was mind numbing, a blow to the senses. Like the horror of an earthquake reducing buildings to piles of rocks, or a roaring conflagration lighting the sky 30 miles away, so too was October 29, 1929, an event that stunned all, that left a nation, then the world, in a state of shock.

The crash itself did not cause the Great Depression – the stock market was only one aspect of the nation's money system. It was, however, an accurate barometer of underlying attitudes about money and a prediction of the direction of the nation's economy. Sound money management was not the word of the day in corporate board rooms and banks, not even in American homes where decisions were made to put faith in "investment trusts" (an unregulated version of today's mutual funds).

Yet, not all were going pell-mell after some pot of gold. After the high risk-takers had their day, the conservative money managers would be sought out to bring the nation through the Depression in the months and years ahead. The private welfare and non-profit agencies, however, had the added burden of *finding* the money to manage.

The Junior Achievement Bureau took on both challenges of acquiring funds and managing these funds frugally. Horace Moses and the JA board knew they would be vying with other agencies for the same scarce dollars. They knew that horrifying figures like Wall Street's one-day loss of \$30 billion had already sent the minds of corporate leaders into a black pall. How were they to combat such bitter retorts from company presidents as, "Any money I give you ultimately takes bread off the table of one more family in this town. Right now I have ten workers on payroll that I don't need. That's my charity!"

The board knew that a dramatic shift in their "sell" approach was needed. Nationally, philanthropy would drop 25% from 1930 to 1935. Concurrently, the needs of private welfare societies would escalate rapidly, so the board knew it was no longer enough to say what a grand learning experience Junior Achievement was for the children. The 1935 Revenue Act gave corporations a tax deduction of 5% of net income for charitable giving, beginning in 1936. Additionally, throughout the 1930s, the federal government, of necessity, would take over many private social services, which would allow more philanthropic funds to be channeled to private agencies. However, those developments did not alleviate the immediate crisis of the early 1930s.

The Junior Achievement Board developed a strategy to stretch existing funds into the immediate future. Some contributors were able to keep up their five-year pledge commitments, while others reduced dollar amounts, but nevertheless kept a valued presence. The JA staff redirected their energies toward greater fundraising efforts. All pitched in on this task, knowing the existence of the organization was at stake, as well as their own livelihood! This effort helped JA survive the Depression with few layoffs. Price deflation aided their belt-tightening efforts, though the rate of decline of donations often exceeded the 30% price decline that had occurred by 1933.

An example of Junior Achievement surviving in the face of setbacks was the new unit in New York City. Two directors had started out only weeks before the stock market crash with their chairman's initial grant of \$10,000, designated to cover one year of operations. Despite the financially turbulent atmosphere, Miss Ober and Mr. Mendenhall were able to stretch this amount

much further. A great source of help to them was the moral and financial support of JA board members who lived or worked in New York City. This gave Ober and Mendenhall an optimism, and they stuck to their goal of raising 50 JA companies by June, 1931.

The high-spirited efforts of these two directors began to pay off, and they were able to enlist the support of such individuals as: Harold Ley, President of Life Extension Institute; Katherine Fisher of the Good Housekeeping Institute; B. D. Forster, V.P., Bank of Manhattan; and Charles Atwater, New York attorney. The type of help varied – some was promotional, financial, or volunteer work, while others offered all three. The double and triple efforts that Ober and Mendenhall gave to enlisting this help, however, took its toll on the new program objectives. Metropolitan Junior Achievement of New York City was not able to reach its goal of "50 units by 1931" until much later, 1937.

Junior Achievement pushed forward with a bright outlook. Yet the men and women running this agency could not help but occasionally submit to the dark spirit that was casting its long, grim economic shadow across the United States and around the world.

Then an unexpected source of encouragement began to come forward. It would give this organization the energy and vigor needed to fight its way through the Great Depression.

Chapter 5



An Unlikely Source

What was it like for a child growing up in the 1930s?

What was it like to look up to grief-ridden faces? To sense the weariness and despair around you? To bear cynical remarks about the country? To see neighbors you once admired now scrounging in alley ways, evading you, perhaps living in "Hooverilles" outside of town?

The children of the 1930s absorbed much of the grief and sadness of the Great Depression. Yet, with their boundless energy, short memories for "how it was," and daily fresh outlook, they were able to push ahead to another future. They wanted their parents to be happy again – all was not lost. They wanted to show their own resourcefulness and ingenuity at solving the problem at hand: getting enough to live on.

The continued fall of the economy indeed was taking an increasing toll on American families. There was the awesome number of unemployed workers – 14 million, or 25% of the work force, needed jobs in 1933. Because of earlier massive farm failures, there had been a great shift of the population toward cities and towns. New crowded conditions only increased tensions, particularly in one-industry towns where, for example, the closing of two factories meant that half of the town's workers were now unemployed. Though deflation brought down retail prices, wages fell as much as 30% to about \$23 a week at the beginning of the Depression.

The onerous volleying of Child Labor laws between Congress and the U.S. Supreme Court from 1916 to 1924 had at least reduced the number of child laborers. Now in the 1930s there was a generation that had not had to bear the adult yoke of heavy industry, that had not worked 12-16 hours per day in sweatshops. Here was a generation that could possess the carefree spirit of childhood. Theirs was not a careless, lazy attitude, for as it turned out, this generation would help pull their families through the Depression.

The economy had yet to hit bottom, but Junior Achievement was discovering help from an unlikely source: youth! To the delight of the board and staff, young people were beginning to show a greater interest in their program. Ironically, this unexpected development came in the face of a tight budget and certain cutbacks. Horace Moses, however, was a man to seize opportunity. He used the increased enrollment figures that were being reported to inspire his staff. He used this development to prod donors into increasing their contributions. He impressed upon industrial leaders how this was an opportune moment – they could use Junior Achievement to leave a positive impact on youth. Otherwise, in this time of great economic uncertainty, some strange ideology might fill the gap and turn youth against a major American institution, free enterprise corporations.

Why this interest from young people? Partly it was the growth of the new Metropolitan JA in New York City. That program, with its 16-21 age requirement and heavier business emphasis, was proving to be a right move by Moses and the board. For Depression-era youth, college was no longer an affordable choice for them; neither were there any jobs. How was a young person to compete with the large pool of unemployed skilled workers, even for menial jobs? New York City youth, however, were discovering that the JA program offered them business experience, and allowed them to earn some pocket money in the process.

The 8 to 12-year-olds and 16 to 21-year-olds of JA's newer programs throughout New England and New York state were making a similar discovery about Junior Achievement. Not

only the business experience or pocket change, but for some it was a way to bring income, however small, into their poverty-stricken homes. One dollar a week toward rent, even a nickel loaf of bread, meant survival for those families whose sons or daughters gave whole-hearted effort to the JA program. As later reported in *The Literary Digest*, February 20, 1937, one New York Achievement Company paid itself 20 cents an hour to turn out high quality crafts, and averaged a \$5 weekly payroll among its members.

By 1933, quite a number of young people thought Junior Achievement was a great idea. Among them was Joe Francomano.

1933 is remembered as the year Roosevelt took the oath of office, the banks had a run and were closed, and Prohibition ended.

It was also the year Joe Francomano, joined Junior Achievement. The year's events left a strong impression upon the 16-year-old youth who lived in Brooklyn, New York. But it was his immediate circumstance he was most concerned with. Joe was fortunate that his father's income provided for their family. He did not have to drop out of school and scrounge an income as so many of his peers were doing (the high school dropout rate was over 65% during the Depression). To the contrary, his parents insisted that he earn good grades and complete his education.

Joe did enjoy the healthy activity of sandlot sports in his mixed neighborhood of Italians, Jews, Irish, and Germans. It was a new next-door neighbor with whom he became immediate friends who introduced Joe to a downtown settlement house. The house was a gathering place for youth of all ages – settlement houses in New York City offered social services and educational and recreational activities. At the Willoughby House Settlement, Joe was quick to join the "Blue Arrows," a social and athletic club. The 50 cents annual membership fee gave him access to indoor co-ed sports and social events such as dances. All of this was quite a luxury for a young person accustomed to playing the streets with makeshift rolled-paper footballs.

In September, 1933, Joe and several other high school seniors of the Willoughby House were called to an unusual meeting by Earl Moll. Earl, of the Willoughby staff, was a large Pennsylvania Dutchman, a respected father figure who could be serious or jovial, depending on the occasion. They approached the meeting with certain trepidations, hoping the general bad news of the day was not about to descend upon their favorite gathering place.

It was not bad news. A representative from Junior Achievement had talked to Earl about having the Willoughby House sponsor a JA company. A group of seniors would organize a small company to make and sell products. They would sell stock for 10 cents a share to raise capital for their enterprise, to purchase materials and tools. Earl would be their Adviser and teach them about production and sales. An insurance man would teach them how to keep the books.

Earl knew young people and anticipated that his group might prefer their heavy sports schedule over some new program that involved work. But he used his persuasive influence over them, pointing out that the world after public school would be cold and cruel – some seniors would afford college, most would not. What made them think business would hire them even for a summer job? Would being Ping Pong champion or basketball star get them a job over all those 14 million unemployed skilled workers pounding on doors? These were frightening prospects for a young person.

This group of about 12 senior boys needed little more argument. Their senses were bombarded daily with the reality of Earl Moll's words. Soon after, their "Ornamental Gift Shop" was on its way to full operation. They elected a president, production and sales managers, and Joe was elected treasurer. Five hundred shares were sold to families, neighbors, and friends, for a grand startup sum of \$50. Their new workshop was a room they leased from Willoughby House at 25 cents per month. Junior Achievement then chartered them as a JA company.

What products did this company turn out? Jewelry boxes and cigarette cases made from woods of unusual grain, leather belts and purses, and metal ashtrays and candy dishes. One night

a week, from 6-9 p.m. they worked like elves, carving, punching, hammering, sanding, and shellacking. On weeknights and weekends they sold door to door, many of their first customers the original bemused investors. For records, they used the provided mimeographed sheets to keep track of: accounts payable and receivable, inventory, time sheets and payroll, and the monthly balance.

How successful was the Ornamental Gift Shop? The first year of operation was a modest success financially – shareholders were faithfully paid a 5% dividend. The greater success was the interest and involvement of the company members.

An eye-opener for these young entrepreneurs was their participation in a Junior Achievement conference in the spring of 1934. The 20 JA companies of New York City assembled to exhibit their own products. JA directors visited the exhibits and judged the companies in various categories: product quality, original design, sales, and accuracy and legibility of the books.

The Gift Shop did not receive any prizes or recognition in this, their first conference. They had observed the sophistication of other JA companies and felt their own efforts were amateurish. Earl Moll, however, was not going to let his group lose faith and dissolve. He pointed out that some companies had started in 1930 and had four years of experience. Others, coming from uptown neighborhoods had more financial backing. Earl went on to give his company free management consulting, assessing their strengths and weaknesses, and pep-talking them week after week. At next year's conference they earned recognition. Indeed, 1934 was the *only* year in its seven-year history that the Ornamental Gift Shop came away without an award.

1934 marked another record year of U.S. business failures. But these young entrepreneurs were willing to give free enterprise another trial run!



Growth of a Junior Achievement Company, Growth of a Junior Achiever

Joe Francomano felt quite fortunate to be attending Brooklyn Engineering Institute in the fall of 1934. After a year of studies in drafting, however, the financial burden proved too great for his parents. He was fortunate again to find a job with a firm that designed and set up church and theater decorations and fixtures. Joe worked as an office boy in the drafting room, filing blueprints and drawings, mounting sketches, and fetching for the artists or draftsmen.

The Ornamental Gift Shop of Brooklyn's Willoughby House Settlement went into its second year, losing a few members, but gaining a few more. As was the procedure for JA companies, the Gift Shop began a new "fiscal year" in September, coinciding with the new school year. Joe stayed with the Gift Shop, even while at engineering school. He and his associates were keenly interested in making their company a greater success; and now having left school, Joe had more free time to give to this end. Weekly meetings were the requirement, but the company enthusiastically worked two and three nights a week to fulfill back orders.

A new sale of stock raised fresh capital for their purchase of a lathe, jigsaw, and sander. This allowed faster turnout of their existing product line. But they did not stop there: they diversified into metal spinning, handmade copper bowls, metal bud vases, and plastic mascot pins for the various clubs operating within the settlement house.

The serious effort of this company paid off. At their second Junior Achievement conference, they won second- and third-place awards. At their third conference, the spring of 1936, the Ornamental Gift Shop was awarded three first prizes and "Outstanding Company of the Year" by the JA directors. Adding to their success was a glowing "annual report" – their stockholders received a dividend of 10 cents on the dollar.

The Gift Shop group was not only aggressive in producing, selling, and winning – they were *progressive*. In 1935, as they began their third year of operations, this group of 16-21 year-old boys realized that expansion of their company was not possible without new members. Someone raised the question of asking girls to join. Why not? The boys from Willoughby House made an inquiry with the JA directors on 43rd Street and were excited to learn that there was no policy barring co-ed companies. Indeed, within JA's original club structure, boys and girls worked together, as with the successful Work and Win Textile Club of Holyoke, Massachusetts, of the mid-1920s. However, the new company structure with the older 16-21 age group – New York's Metro JA – started out with boys and girls working separately. The Ornamental Gift Shop had the distinction of becoming the first co-ed JA company.

This development pointed out two important underlying principles governing the operation of Junior Achievement: listen to youth; and allow change, even if on a limited "pilot" basis. The directors of Metro JA, Miss Ober and Mr. Mendenhall, approved of this program change and stayed informed of its progress through Earl Moll, company Adviser to the Gift Shop.

Was the Gift Shop and Junior Achievement ahead of the country in overlooking labor divisions and having women and men, or boys and girls, work side by side? Perhaps. At any rate, the Gift Shop had no qualms about having girls help them build a successful company. Any question about the feasibility of that arrangement was erased eight months later when the Gift Shop was awarded "Outstanding Company of the Year."

Joe Francomano was more and more involved in Junior Achievement by mid-1935. He was happy with his "real" job as office boy in Manhattan, in the heart of New York City's business district. But Joe found a greater outlet for his abilities through the JA company. As secretary, then treasurer of the Ornamental Gift Shop, he could exercise judgment on administrative and money matters. In company meetings, he could contribute ideas that were often voted for and almost immediately acted upon. In production and selling, he could help make their company as successful as he wanted. Later as president, he exercised all of these skills and leadership. Seeing almost immediate rewards in their young company was quite different from the work world where extra efforts often went unrecognized and got lost in the large machinery of business.

In the real work world, Joe was just an office boy. At the Gift Shop, he was a real businessman!

Concurrent to the strong self-confidence and sense of importance Joe was experiencing through JA was his social maturing and increasing interest in girls – rather, *one* girl in particular. Thanks to the social program of the Willoughby House, Joe met Charlotte Nixon at a party in December, 1933. He dated her more and more and saw her frequently at Willoughby where she was a member of the Acorns Social Club, an all-girls group. When the Gift Shop went co-ed, Charlotte was among the first to join, and she would open her home for that group's social events. She enjoyed listening to Joe's conversations about JA, and gave him intelligent feedback. Little did Joe know how much of a habit that was to become in the years ahead.

The Gift Shop was not only progressive in having girls join their company, but in building communications with the 20 other JA companies in New York City. In 1935, the groups were isolated and had no contact except for the annual conference – a competitive setting – or occasional meetings at the JA office in Manhattan. The Achievers of the Gift Shop thought it would be a great idea to exchange visits with other Metro JA companies. The directors approved, stipulating that it be done on a friendly learning basis.

It was the fall of 1935 when the Gift Shop began these exchanges, sending four to eight members to other JA companies, and inviting them to do the same. Ideas and information were shared, refreshments were served, and new friends were made. While others were exposed to the Gift Shop's co-ed arrangement, the Gift Shop members got an eyeful of simple-to-sophisticated operations in a variety of locations. The Oddity Shop, for example, had *the* model workshop, with ample space and most any handcraft tool. Operating out of Director Mendenhall's basement, this company had the distinction of being mentioned in an October, 1936, *Reader's Digest* article about Junior Achievement. Another company met at Avenue A Boys Club; others in the garages of their Advisers. The most unusual location was at the deep end of a drained swimming pool in a YMCA, machinery and tables lined against the tiled wall. A girls' company met in the bell tower of Riverside Church. There was, quite a range of operations: embroidering; woodworking, dressmaking; jewelry making; bicycle repairs; and the manufacture of decorative novelties made from catalin, wonder plastic of the day.

These informal exchanges eventually led to the formation of the first Achievers Association.

Co-ed company membership and exchange visits were new developments for Metro JA during its sixth year of operation. This was also the year Joe Francomano, now age 19, was elected company president by the Gift Shop – they were quite happy with his progressive leadership.

Joe's interaction with the JA directors regarding these changes brought him to their attention. Would he be willing to do some volunteer work for the JA office? They asked. Joe agreed without hesitation – it was an opportunity! What type of volunteer work? Directors Mendenhall,

Ober, and Fred Hein had in mind speaking engagements. They scheduled on a regular basis small luncheons for fund-raising purposes. As part of the director's sales pitch, a Junior Achiever would talk for five minutes. They needed a new upcoming Achiever who did not mind standing before business people to say what JA was about. Joe had been chosen from among the 200 some Achievers in New York City.

Joe still held his office job in midtown Manhattan, and since the luncheons were 5-10 minutes away, he was able to spend some of his lunch hours on a job he liked more and more. He always experienced some nervousness over meeting important business people; but when Joe began talking about the valuable learning experience and the amount of fun the JA company provided him and his associates, his excitement overcame the nervousness.

The directors liked the enthusiasm and confidence of this young Achiever, and they liked the fact that Joe had a *corporate* sense about his JA experience, *not* a self-centered concept where he took all credit for his group's successes. Thus, at these luncheons, Joe was introduced to many of Metro JA's board members. Some of these prominent individuals: James Sach, of the Goldman, Sachs family; George Blow, industrial designer with deVulchier, Blow, and Wilmet; Suffern Tailer, influential socialite; Stuart Scheftel, President of Eton Publishing Co.; and Katherine Fisher, Harold Ley, B.D. Forster, and Charles Atwater (four who joined the board when Metro JA was new to New York City).

It was inevitable that Joe would meet the President of Junior Achievement Inc. At one of the luncheons, Joe was introduced to one distinguished businessman, who had "a serious mien and commanding voice." This was Horace Moses? Joe had read and heard about the man, looked forward to the day he would meet him, and was now even more impressed. Joe had no clue then that he would have future opportunities to work alongside, even develop a friendship with a man for whom he already had deep respect.

Leading a JA company and having regular contact with the organization's leaders and patrons was a broadening experience that was having great impact upon Joe. It was an "education" that would give him a knowledge base that would drive him into a future leadership role.

The directors did not overlook Joe's potential. Now that the economy was improving, and new money was coming into Junior Achievement, the New York City Metro JA was seeing rapid growth – 40 JA companies by early 1936. The Metro JA staff had to expand, and Joe was invited to join. Joe accepted immediately, gave notice to quit his old job, and soon after reported for work at the New York office on 43rd Street. The new job involved greater responsibilities than his previous one, and there was better pay, \$18 a week. Joe knew there wasn't a better job!

What did his new job entail? Fund raising! That essential task for all non-profit agencies. The directors started Joe with the administrative duties of this function with full confidence in his abilities. He would research lists of potential contributors, write fund-raising letters, and maintain and upgrade the related files. Additionally, he assisted as program coordinator three evenings a week. All this added up to a long 60-hour week, but it seemed like no work at all to Joe. With his new-found success, he was in seventh heaven.

Joe Francomano did not leave behind the JA company that had helped propel him to his new position. He stayed active with the Ornamental Gift Shop, finishing his year as president. The Gift Shop would go on another four years, Joe with them another two until the age limit of 21.

The Outstanding Company of the Year award from Metro JA in 1936 gave the Gift Shop the opportunity to travel to the annual Junior Achievement conference, held at the Eastern States Exhibit during Exposition Week in Springfield, Massachusetts. This was quite an adventure; for most of these young people, it was their first time out of New York City. The train ride through Connecticut and Massachusetts past miles and miles of green foliage – some stroked yellow by incoming fall – was a pleasant shock to their senses. Staying five nights at Achievement Hall on the Exposition grounds, meeting new people with decidedly different dialects, and seeing new sights – modern machinery for agriculture and manufacturing – made for an exciting time for this delegation from New York.

The Gift Shop company found the JA exhibits at the Exposition as interesting as their New York counterparts. The program operating from the Springfield headquarters was gradually phasing in the 16-21 age requirement; but whatever the age group represented at a particular exhibit, there was a display of quality industry and innovation. One eye-opener was the exhibit by a JA company in Boston. This group made wrought-iron bridge lamps and became so successful at it, that the group went commercial – it was now their full-time job.

This New York group was also excited to learn more about the extent of the JA program and about new expansion efforts. Junior Achievement now had 13,000 members running 900 JA companies. The program was spreading not only throughout New England, but was to be found as far west as Colorado. Efforts were being made to bring JA to Europe, South America, the Hawaiian Islands, Canada, Alaska, and California. By the following year, 1937, many of these efforts would produce startup JA companies. These accomplishments were reported in three leading national publications, *Reader's Digest*, *Business Week*, and *The Literary Digest* (later merged with *Time*), in October, 1936, and February, 1937.

For many Depression-era children, belonging to Junior Achievement was an invaluable, broadening experience. For the Ornamental Gift Shop and Joe Francomano, success in business was already theirs!

Chapter 7



The First of Many Speeches

A seemingly routine event in the annals of Metropolitan Junior Achievement was to become a milestone. Metro JA was honored to have Charles Hook, President of American Rolling Mill Co., Middletown, Ohio, speak at a year-end JA awards conference in New York City, in the spring of 1938. Little did they know this corporate magnate would later become JA's National Chairman of the Board, and that his backing would aid JA's national expansion.

Joe Francomano, after a year and a half on Metro JA's staff, was given charge of the committee responsible for planning the awards conference. As he describes it . . .

In the fall of 1937, the co-directors of JA, Miss Ober and Mr. Mendenhall, organized a committee of the more experienced Achievers for the purpose of planning the year-end awards conference, to be held at the Town Hall Club of New York City. Because of my dual role as a staff member and as president of my JA company, I was elected to serve as chairman of the committee, which consisted of eight members, four girls and four boys, all presidents of their respective JA companies.

In our first meeting, the co-directors and committee made arrangements for the awards ceremonies. The committee agreed that the ideal guest speaker would be a businessman, and preferably someone who was not on the local JA board since most of them had been used frequently at past JA functions.

At that time, the newspapers were full of the activities of the National Association of Manufacturers (NAM), the organization which represented the top companies in the United States and was known to be the voice of big business. Mr. Mendenhall suggested we try the NAM offices at the Radio City complex and close to JA headquarters. NAM might help us land a speaker.

I and two other JA members visited the NAM office. The receptionist referred us to the Public Relations Department. We trooped down the hall to Public Relations and were met by Mr. Selvage who asked us to explain our mission. Since explaining JA was a familiar routine to the three of us, we launched into our narratives with much enthusiasm. Mr. Selvage kept asking questions like – who was behind us, who were the sponsors, how many people would be there, where was the JA headquarters, how many JA companies were in the city, etc. He seemed very interested and took notes. After a half hour, he said he thought that the NAM could probably help us. He would get word back to us in a couple of days through the JA office.

We did not know at the time of our interview that Mr. Selvage was Director of Public Relations for the NAM. Some days later we learned from Mr. Mendenhall that Mr. Selvage was quite excited about the possibilities of getting us one of their key speakers – he strongly supported what JA was doing to teach young people about the American system of free enterprise. Because of this important contact our conference committee was carried along in a whirlwind of events...events that would evolve into one of the best JA conferences to that date.

The good news seemed to come in week by week. It was confirmed that we would get a speaker, Mr. Charles R. Hook, President of American Rolling Mill Company in Ohio, one of the largest steel companies in the United States. Then we learned that Mr. Hook had just been elected President of the NAM and was regarded as one of the top business leaders in the country. At our conference, Mr. Hook's speech would be carried over a national radio hookup, giving our program national publicity and exposure – that was great news! Finally, arrangements were made to have Mr. Larry Kelly, an All American football player from Yale University say a few words.

All of these arrangements had been made by Mr. Selvage who seemed to wave a magic wand to bring about these events – or so it appeared to our committee of young Achievers. The year-end awards conference had become a major JA event. Word got around concerning the conference, and this gave us the biggest turnout of board members, sponsors and supporters that JA had experienced at any awards ceremony.

On conference day, everything went like clockwork. Mr. Hook arrived right on schedule. He was a soft-spoken man of medium height whose quiet air of assurance made me feel comfortable and aware of his qualities of leadership. As I escorted him around the exhibits, his interest seemed to grow. He started to ask all kinds of questions about our JA company operations. He asked me and other Achievers about our families and backgrounds, but soon our time was up. Then we were at the lectern and I was introducing Mr. Hook over a national hookup!

At the conclusion of his radio address, Mr. Hook was scheduled to leave, but he stayed on and spent another hour discussing the nuts and bolts of the program with me and a group of Achievers. Finally, Mr. Hook left our group and, after speaking with some of the board members of JA, left the conference. We later learned how extremely impressed Mr. Hook was by what he had seen and heard from the Achievers. He wanted to know what could be done to expand JA nationally.

Mr. Hook's initial contact with Junior Achievement led to his becoming involved with JA in a major leadership role which included becoming National Chairman of the Board. Mr. Hook stayed involved with JA from that day until his death.

One of the highlights of my personal career came when Mr. Hook stated before a group of several thousand business leaders, again at the Waldorf Astoria, some years later, "Joe Francomano, more than any other person, is responsible for my being in Junior Achievement. "

Chapter 8



1938-41 and The Waldorf-Astoria Breakfast

Joe Francomano recounts a very important event in Junior Achievement's history.

Prior to Mr. Hook's involvement at the Town Hall meeting in 1938, Metropolitan Junior Achievement's concern dealt only with the program in New York City. However, the publicity received as a result of Mr. Hook's broadcast and subsequent newspaper stories did bring about inquiries from areas outside of New York. Those inquiries, which were forwarded to Junior Achievement Inc. in Springfield, were returned to New York with the request that Metropolitan Junior Achievement (Metro JA) handle them since the interest expressed was for the New York City program for older teenagers, rather than for the Springfield version for 8-12 year olds.

The New York City board found itself in a dual role of trying to expand its local program and at the same time trying to help other cities start JA programs. We had no funds to cope with this new demand, nor the staff, literature or expertise in opening in new cities. However, the challenge and the opportunity were too great to pass up.

To meet the challenge, Mr. Hook and a number of his associates were invited to join Metro JA's Board of Directors, which they did and their assistance was secured toward raising new funds to spread the Metro JA program.

The interim years for Metro JA were not easy ones financially. In spite of the bright prospects, funds to support the program were slow in coming into headquarters. True, the war in Europe, which started in 1939, began to hasten the economic recovery of the country as industry began to gear itself to produce materials needed by the countries involved.

In September of 1939, through the influence of Mr. DeWitt Wallace of the Reader's Digest, an article appeared in the Christian Herald titled "Growing Up in Business," by Stanley High, a Reader's Digest feature writer. The article told the story of Junior Achievement and its accomplishments. As was its custom, the Reader's Digest reprinted the story in its magazine that same month. This write-up resulted in hundreds of inquiries coming into Metro JA headquarters. Unfortunately, Metro JA was not geared up to handle the number of inquiries or to provide the immediate kind of help which some of the correspondents wanted for starting local programs.

The year 1940 was a particularly difficult one financially. At one point during the year (about mid-summer), funds were at such a low ebb that the staff was called in and told that the payroll could not be met. Mendenhall and Ober – Mary O'Brien, Secretary, Fred Hein, Program Director, and myself – that while the prospects for the future were bright and the new leadership had some excellent plans in the works, there just wasn't any money at the moment to pay us. They asked for our cooperation even though they could not tell us how long the crisis would last. We

chose to carry on. I guess we felt that the new leadership of Messrs. Hook, Colgate, Roy W. Moore, and others was too powerful to let us down.

None of us was paid for two months during the summer of 1940. Then funds started rolling in to Metro JA. Within a month, all of our back pay was returned.

Suddenly, I found that my job with Junior Achievement had a new dimension. I was answering inquiries from Pittsburgh, Chicago, Hartford, Newark, and Mr. Hook's home town of Middletown, Ohio. I provided them with information on how to start up a program in their city. Simultaneously I tried to write the manuals and procedures to explain how it was done.

A group in Pittsburgh, under Chairman Robertson of Westinghouse Electric & Manufacturing Company, formed an organizing committee to start a JA program in that city. Mr. Mendenhall, the director, and I formed the task force to present the program at the Duquesne Club before a group of several hundred business leaders. As a result of the Duquesne Club meeting, a JA organization was started in Pittsburgh in 1939 and received the first charter issued by the New York operation by virtue of a special arrangement made with the board in Springfield.

Soon I found myself in a traveling salesman's role. Similar meetings were organized in Chicago, Hartford, Middletown, Ohio, and Newark. All of the meetings were well-attended due largely to the endorsement of the hosts, who were the top-level business leaders in each community. Each meeting resulted in enthusiastic support for a local program, the organization of a local board, and the issuing of a charter by Metro JA headquarters in New York, still operating under special agreement with the headquarters in Springfield.

By the time of the famous Waldorf-Astoria Breakfast of December 5, 1941, local programs had been established in five cities outside of New York. The prototype had proven it could be duplicated with success. The new program was as far west as Chicago, and operating in Hartford, Pittsburgh, New Jersey and Ohio.

Mr. Hook became interested in Junior Achievement when he was President of the National Association of Manufacturers (NAM). In spite of his many commitments as president of his own company, American Rolling Mill Co. (later renamed Armco Steel), and his many obligations as President of the NAM, Mr. Hook's interest in JA was so keen that he took the time to thoroughly investigate the program and the people involved.

Mr. Hook's interest in JA at our conference prompted him to send a delegation from Middletown, Ohio, to learn more about our operations. They spent most of their time with our co-directors during the day. Fred Hein, Program Director, and I worked the "night shift," escorting them to the various JA companies about the city and answering their questions.

Subsequently, we learned that Mr. Hook got in touch with Mr. Moses, President of Junior Achievement Inc., in Springfield. Hook expressed his interest in expanding the Metro JA program on a national basis.

It was now 1940. Following a series of small meetings, Mr. Hook and Mr. Moses agreed to co-sponsor a meeting at the Union League Club in New York City. Mr. Hook would write a group of prominent business leaders from across the country and invite them to this meeting to determine whether they would be willing to work to expand the program. If all went well, this group would form a committee to launch a national expansion of Junior Achievement. Over 50 businessmen accepted the luncheon invitation.

Mr. Hook requested that I speak briefly to the group about my experiences in Junior Achievement. The program would consist of remarks by Mr. Moses, comments by Mr. Hook, my five-minute speech, and finally a question-and-answer period. The guest list included such names as: S. Bayard Colgate, Chairman of Colgate Palmolive-Peet; Roy W. Moore, President of Canada Dry Ginger Ale, Inc.; T.J. Watson, President of IBM; Malcolm Muir, President of Newsweek; and others, all of whom had titles of president or chairman.

Lunch at the Luncheon Club! For a boy born and raised in Brooklyn, this was really getting into the big leagues. Suddenly I was being introduced. I had not prepared a speech so the words came out just as they came to mind. Many questions were directed to me during the question-and-answer time as the business people were curious about what we did in JA and how we felt about the value of the program.

Mr. Hook talked about his belief in JA becoming a national program. An informal poll indicated the group was willing to join with him and Mr. Moses to organize a committee to plan and implement a national kickoff meeting.

It was business as usual for me and the staff following the Union League Club meeting. Metropolitan Junior Achievement was growing steadily, and there were now approximately 50 companies operating throughout New York City. Mr. Hook's involvement was bringing in new funds from outside New York and staff was added to work on expansion plans.

The decision was reached to hold the kickoff meeting for national expansion at the Waldorf-Astoria Hotel in New York City on December 5, 1941. This coincided with the annual meeting of the National Association of Manufacturers (NAM). Several thousand top business leaders would be in the city for NAM's conference. A breakfast was planned by our office to avoid conflicts with NAM's schedule. Several thousands of invitations were mailed out over the signatures of Messrs. Moses and Hook, inviting people to be their guests for breakfast at the hotel to learn about a new dynamic youth program.

A flood of acceptances began to pour into Mr. Hook's JA office in New York. When the final count was made, some 800 corporate executives, presidents, and chief executive officers of many of the country's leading business had accepted - 751 actually attended. The longtime Maitre d' and Banquet Manager, "Oscar of the Waldorf," said it was the single largest, most prestigious group of business leaders that had ever sat down to breakfast together at the Waldorf-Astoria Hotel.

The 33 people at the Speakers' Table represented a top-level cross section of American business and industry leaders; they served as the Organizing Committee for this assembly. Also seated at the Speakers' Table were Mr. Mendenhall and myself.

The people in attendance were from several hundred cities in 29 states and the District of Columbia. Junior Achievement could not have asked for a better audience to talk about national expansion. As each person entered the vast dining room, a rose was pinned to their lapel by one of the Achiever ushers. At each place was a printed program that included the names of the people at the Speakers' Table and the name, title and affiliation of everyone in attendance.

My previous speech at the Union League Club did nothing to prepare me for the size and prestige of the audience I faced. Needless to say, I did not partake of the breakfast. It was my turn to speak at the microphone. I talked about my background, schooling, and experiences in the community and JA. I stressed how important I felt it was for those in the audience to reach out a helping hand to the many young Americans like myself. We were entering the adult world on the heels of the

Depression and with half the world at war. We needed more job and business training, and they represented our only hope for survival.

JA's Waldorf-Astoria breakfast was a tremendous success. In one fell swoop, a major cross section of America's business leaders had heard, in person, the story of Junior Achievement. They had heard a first-hand testimony of its value to young people and endorsements from business leaders at the Speakers' Table, including Hook, Colgate, and Moore. The meeting adjourned on the highest level of interest and enthusiasm for Junior Achievement, a tribute to the JA program, the sponsors, and organizers.

Little did anyone in the banquet room know that in less than 48 hours, a Japanese strike force would execute the infamous sneak attack of Pearl Harbor. Before many of the participants in the JA Waldorf-Astoria Breakfast would arrive home, the country would be plunged into World War II.

Chapter 9



1942-45: The War Years

Joe Francomano tells how Junior Achievement survived the war years and contributed to the war effort.

The plans that had been made prior to the Waldorf-Astoria Breakfast to expand Junior Achievement had been elaborate in terms of numbers of cities to be organized, funds to be raised, and staff to be employed. Entry into the war, however, made it necessary for everyone to re-evaluate these plans.

Obviously, all of JA's sponsors and board members would become deeply involved in the war effort and would have to cut back the time they could devote to JA's expansion. Funds would probably be sufficient, due to expanding industry, but staffing and membership would be affected by the mobilization of the services and expanded need for industrial employees.

Serious consideration was given to putting the whole expansion project on the shelf for the duration of the war. In the final analysis, JA's program was of too great a value to shelve. Therefore, plans were revised to go ahead with expansion on a limited basis, as time and opportunity permitted. This fortunate decision made it possible for JA to establish the base from which it would grow in the immediate post-war period.

At the start of the war, Metropolitan Junior Achievement (Metro JA) was established in New York City, Pittsburgh, Chicago, and Middletown, Ohio. In 1942, only one new area was added, that being an office in New Jersey to handle statewide operations. In 1943, Metro JA programs were started in Connecticut, Massachusetts, and Wisconsin. An operation started in Cleveland was suspended after the successive loss of two directors. In 1944, Metro JA programs were started in Georgia, Louisiana, Texas, Ohio, Missouri, and Indiana. In 1945, when the Japanese surrendered, the Metro JA program was operating on a full-time basis in 13 cities:

Atlanta

Milwaukee

Chicago
Dayton
Hartford
Houston
Indianapolis
Middletown, Ohio

New Orleans
New York
Newark
Pittsburgh
Springfield, Mass.

Wartime activity brought about immediate and long-term changes on the JA program. Military drafts had an immediate effect from the standpoint of staffing and Achiever membership. The 16-21 age group of the program settled back to 16-18; high school sophomores, juniors, and seniors now made up the majority of Achievers. Efforts were made to recruit older staff to replace those who had gone into the service, but JA ran into competition with industry. JA could not compete with the salaries being offered by business and industry. The double and triple shifts of many industries affected the availability of Advisers. Yet in the face of these adversities, Junior Achievement carried on.

The war brought about interesting changes in JA company activities. Early in 1942, at the request of the National Board of Directors, I made several field trips to visit the manufacturing plants of a number of our board members and sponsors. I was to identify either products or services being produced by industry, especially for the war effort, which could be made by JA companies. We realized that 'youth power' was an asset which could be harnessed to the war effort. After all, JA had the skills, the tools, the machinery, the motivation, and the youth. All we had to do was match these assets up with the need.

My immediate discovery was that industry used a large quantity and variety of wooden blocks, braces, shims and chocks, mainly in the shipping of products to hold parts in their cases or to protect exposed parts. The basic tools for making these were available in JA. So JA companies "went to war" and produced these parts according to the specifications of local plants.

In Chicago, the enterprising JA companies got a contract to manufacture 10,000 pants hangers for the Army. They earned not only a decent profit, but a lot of publicity as well. In Pittsburgh, an asbestos-lined box for carting off incendiary bombs was approved by the Civil Defense and sold locally. There was also the manufacture of baby incubators. The adult companies making these incubators were into war products and had reduced production, causing a shortage. With the help of medical authorities, a wooden incubator was designed and approved. Yet another JA company located an abandoned locomotive and obtained permission to go into the scrap metal business. They used acetylene torches to cut it apart for badly needed scrap iron.

The shortage of many items provided all sorts of opportunities for Achievers with ingenuity to find new and different products. This provided an incentive to many teenagers and probably had much to do with the fact that Achiever membership during the war years remained relatively high.

The new national leadership for JA at the beginning of the war and the upsurge in the economy during the war affected support for junior Achievement in a positive way.

When I joined the JA staff in 1936, the annual budget for Metro JA was less than \$25,000. This included the salaries of two directors, a program director, a secretary, and myself, and rent, utilities, supplies, etc. By 1941, as a result of the new

leadership, the income went to \$61,127. Four years later, income designated to the Metro JA program of Junior Achievement grew 4.5 times to \$277,915. The growth of JA companies under Metro JA guidelines was equally impressive: 52 JA companies in 1941, to 214 JA companies in 1945.

The reorganization of the Board of Directors for Metropolitan Junior Achievement was a result of the influx of new leadership from a number of states and cities, due to the success of the Waldorf-Astoria Breakfast. This board was atypical of a JA-area board. Since this board was carrying out the program that Mr. Moses had piloted more than 13 years ago, Mr. Moses prevailed upon the Board of Directors of Junior Achievement Inc., the parent national organization, to relinquish their responsibilities and turn them over to the Board of Directors of Metro JA. The Metro JA board would then become the National Board with all responsibility for development of the new program. The old program was still operating in a dozen or so cities in New England and would be allowed to continue their lower-age-group programs. There would be no direct relationship between these older programs and the new national program.

On August 27, 1942, Mr. Moses, as President of JA Inc., along with Vice Presidents Charles A. Russell, Henry D. Sharpe, Ernest N. Worthen, and Treasurer G. E. Williamson, resigned, along with a number of the elected members of the Board of JA Inc. At the same time, the nominating committee proposed a new slate of officers for Junior Achievement Inc., as well as a new Board of Directors. The results of this election was as follows:

Life Honorary President – Horace A. Moses
President – Charles R. Hook
Chairman of the Board – S. Bayard Colgate
Treasurer – Roy W. Moor

The new national board combined members of the old JA board with members of the Metro JA board. This new Junior Achievement Inc. board assumed responsibility for the national expansion of JA based on the New York City prototype. The new board was empowered to franchise new operations and to service them.

In this transition, the staff of Metro JA became the national staff of JA Inc. while still retaining responsibility for and supervision over the JA program in New York City. The program in New York City was to be operated as a department of the national organization.

JA Inc. was to remain a Massachusetts corporation, even though its headquarters would be located in New York City. As a Massachusetts corporation, it would be obliged to hold the annual meeting of the corporation to elect a Clerk and Treasurer in the Commonwealth of Massachusetts. Under its bylaws, Junior Achievement Inc. would be operated on the following basis:

1. It would be a single autonomous organization which would franchise new operations which qualified for a fee.
2. The franchise fee would be equal to 20% of the franchised areas' contribution income.
3. All staff personnel would be employees of Junior Achievement Inc. responsible to the officers of JA Inc. and on its payroll.
4. JA Inc. would render specific services for the franchise fee paid. Additional services would be supplied at additional cost.

5. *JA Inc. would retain jurisdiction over all territory not specifically franchised to another JA operation.*
6. *JA Inc., in cooperation with local board of directors, would raise all funds for local and national JA programs from all sources. It would also be responsible for applying such funds to local budgets and administering their expenditure.*

It is to be noted that the above relationships did not apply to the areas or cities operating the original program. These operations were exempt as long as they did not convert to the new program.

The 2 ½ years I spent during the war years with JA were hectic, exciting, and challenging. We were building and learning at the same time. Policies and procedures had to be developed from scratch. Manuals of instruction had to be created. The staff in 1944 now consisted of 13 staff executive personnel, with a support staff of approximately 20 secretaries, clerks, bookkeepers, et al.

I had been exempt from military service in the early years of the war due to my having been married in 1940 and with a child in August, 1943. However, as the war intensified, those of us deferred because of marital or parental status began to be called up for service. I entered the Army in the fall of 1944, served Uncle Sam for two years, and returned by late summer of 1946. I was officially given a leave of absence during this period of time by the board of directors.

My last year before entering the armed services, 1944, was particularly busy. As the Junior Vice President in charge of expansion, my primary goal was to try to establish JA in a dozen key industrial areas from which Junior Achievement would be expanded into the surrounding areas when the war was concluded.

At the end of 1943, Junior Achievement was in operation in ten areas. Preliminary contacts had already been made in a number of cities across the country, and based on the results of these initial contacts, plans were made to zero in on Atlanta, New Orleans, Houston, Dayton, and Indianapolis.

One method of expansion was to ask our business friends already associated with JA to write to their branch offices in our target cities and suggest they help JA start a local chapter. Armed with copies of these letters, I would then visit a target city and call upon the top contacts that had been made until I secured one business leader who would agree to act as a host for JA by calling a luncheon meeting to which all our contacts would be invited. JA would pay the expense of the lunch, which generally included 12-20 people.

At this preliminary meeting, I would bring along one of our JA board members from National or a nearby operating city, and between us we would explain the program, its costs, its accomplishments and benefits. We would point out the involvement of their companies elsewhere and also of the involvement of many major businesses. Our goal at this meeting was to organize a committee with a chairman, whose purpose would be to hold a community-wide dinner for the purpose of launching JA locally. We got cooperation on the basis that JA Inc. would do all the work connected with inviting 250 to 300 of the business, civic and education leaders to this kickoff meeting. JA Inc. would also launch a fund drive following the meeting to raise the local budget – at that time anywhere from \$15,000 to \$25,000, depending on the size of the city.

JA Inc. promised that if the local people would not agree to provide leadership for a JA program or if insufficient funds were raised to support a program, the project would be halted and all funds raised would be returned to the donors without any

deductions. JA Inc. would absorb the expense. This procedure provided maximum incentive for the local leaders since there was no commitment on their part until the community had heard the story and either agreed to go ahead or to discontinue the attempt without cost to them.

The procedure proved highly successful over the years. I can only recall two or three incidents when insufficient funds were raised and an organization was halted. In each instance, donors' funds were returned in full. All of our target cities were organized and in operation in 1944, bringing the total up to 15 areas of operation.

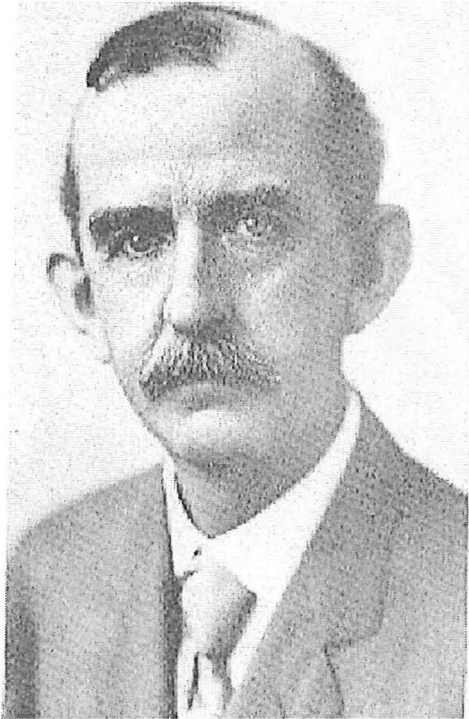
This procedure, however, called for a considerable amount of travel on my part to the various target cities for the preliminary meetings and subsequent fund drives. It was not uncommon for me to be on the road for periods of two and three weeks at a time. During the organizing period, September to May, I was lucky to average one full week at headquarters. I have often contended that is why I only had two children born ten years apart.

I was also called upon to participate in major fund raising meetings held in key cities already in operation. Once particularly memorable meeting for me personally took place at the Waldorf-Astoria in New York on March 30, 1944. That was the evening I got to share the podium with one of America's greatest heroes: Captain Eddie Rickenbacker, famed ace of World War I, the miraculous survivor of 24 days floating in a rubber raft after his plane crashed in the Pacific in October, 1942. It was no surprise that close to 1,000 business and community leaders came to pay tribute to Captain Eddie, President of Eastern Airlines and deeply involved in the war effort. Captain Rickenbacker was our principal speaker and as such endorsed the program of Junior Achievement, urging its support and expansion.

I shall always remember his closing words. "I have faith enough in the American people – and the Youth of America – to feel that all the headaches, heartaches, and soul-searing agony that we, as a nation, must endure, will pay dividends in the future."

Early in 1942, the two co-directors of Junior Achievement, Mr. Mendenhall and Miss Ober, who had originally founded the JA program in New York City, resigned. They were replaced briefly by Mr. George C. Hager of Chicago, who was followed by Mr. Edward M. Seay in January, 1943. Mr. Seay had been recruited from the staff of the National Association of Manufacturers. In November, 1942, Mr. Seay resigned to accept a commission as a Lt. Commander in the Navy.

Mr. George O. Tamblyn, Jr., who was on the staff of Junior Achievement as the National fund raiser, was appointed as Executive Vice President as of November 10, 1943. Mr. Tamblyn was an innovative fund raiser and an inspiring staff leader who did much to organize and motivate the staff in building JA during the critical war years. As a fund raiser, Mr. Tamblyn had taken over an operation in 1941 with an annual income of \$61,127. By the end of the war the income more than quadrupled. Tamblyn was to continue as National Executive Vice President until he resigned in February, 1950. During his term of office, the program grew from 10 area operations to **54 areas with 1,438 JA companies!**



Sen. Murray Crane: The founder with contacts in Washington.



Theodore Vail: The founder who wanted trained work force to match the rural-to-city exodus.



Horace Moses: The founder who carried the vision through a quarter century of change.



The early staff in Springfield, Mass.



A JA booth at the Eastern States Exposition in the 1920s.



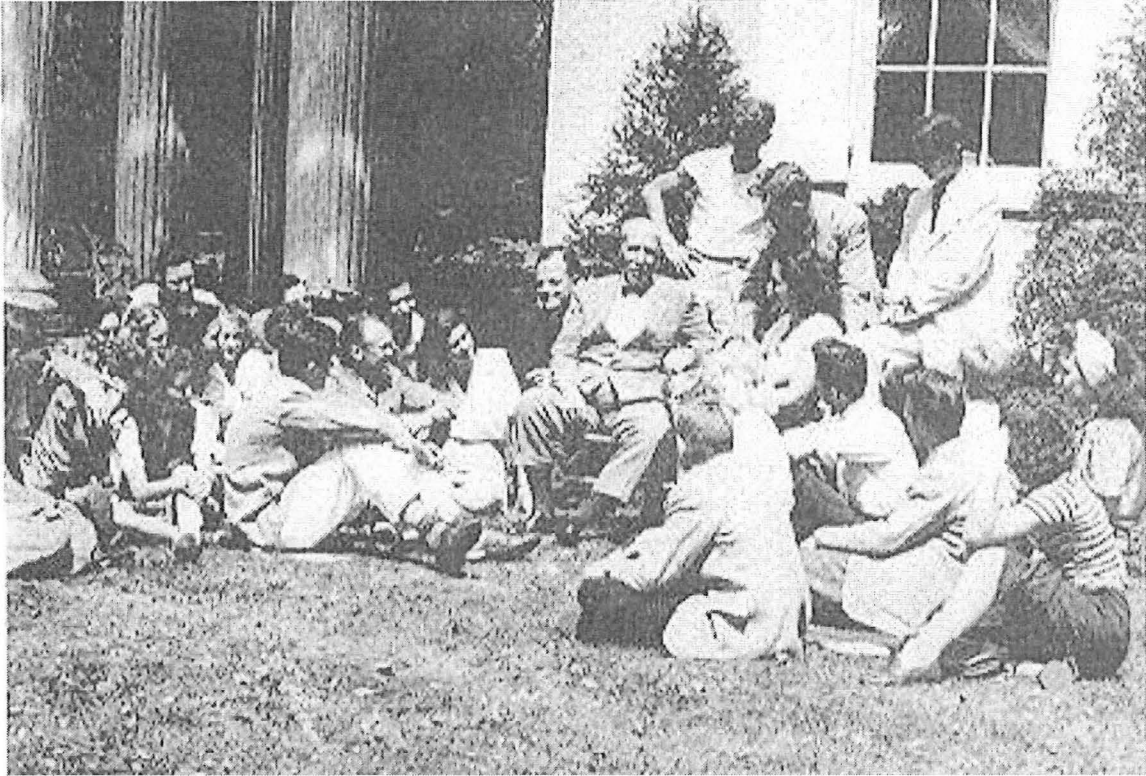
In early years of the program, hands-on education focused on building skills needed for heavy industry.



Springfield JA leaders, including the mustachioed Horace Moses, with President Calvin Coolidge on the White House lawn.



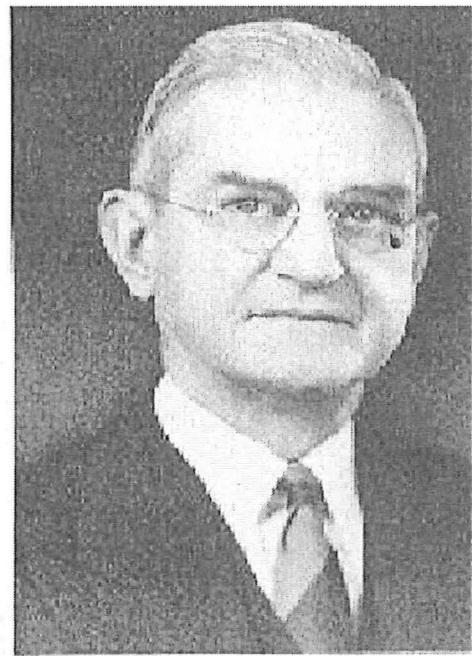
Seated, in the lower left corner of the picture, are J.C. Penney and Horace Moses.



The first National Association of Junior Achievement Companies conference (NAJAC) was in Ogelbay Park, WV. Business leaders gather with students, who also participate in seminars and leadership development.



Joe Francomano, in an accustomed pose. Seated is George O. Tamblyn, Jr., JA's top staff officer from 1942 to 1950.



Charles R. Hook, president of American Rolling Mill Company, played a critical role in making Junior Achievement a national organization.



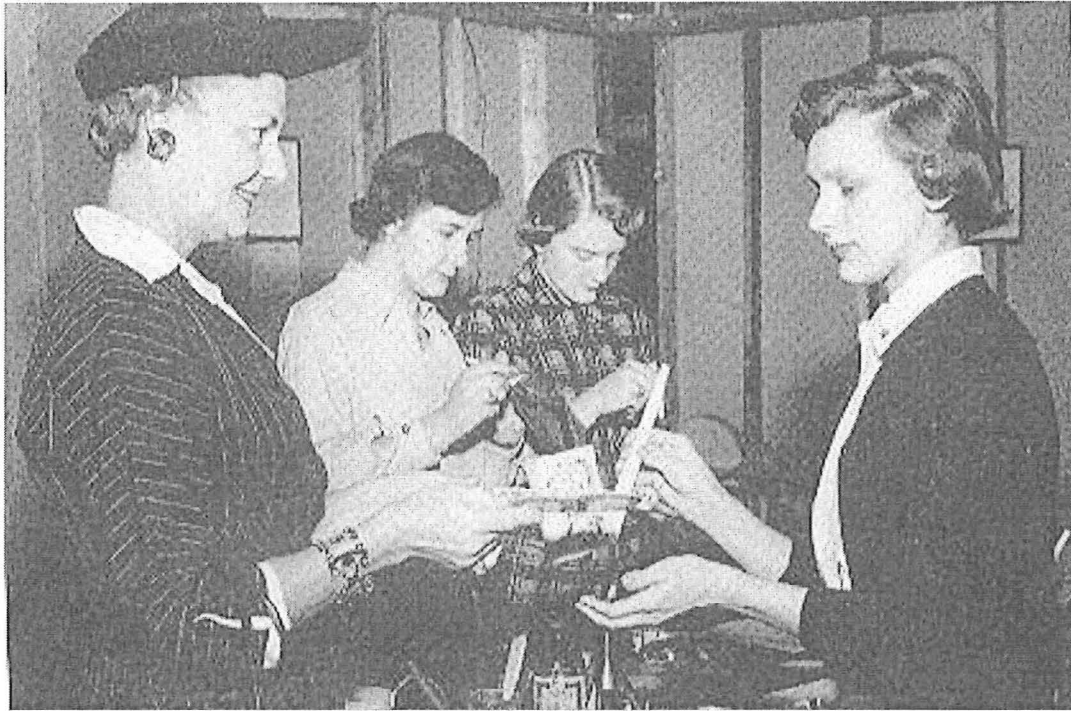
JA National Board members Joseph Spang of Gillette, Larry Hard of Johns Manville, and William Naden of Esso, circa 1948.



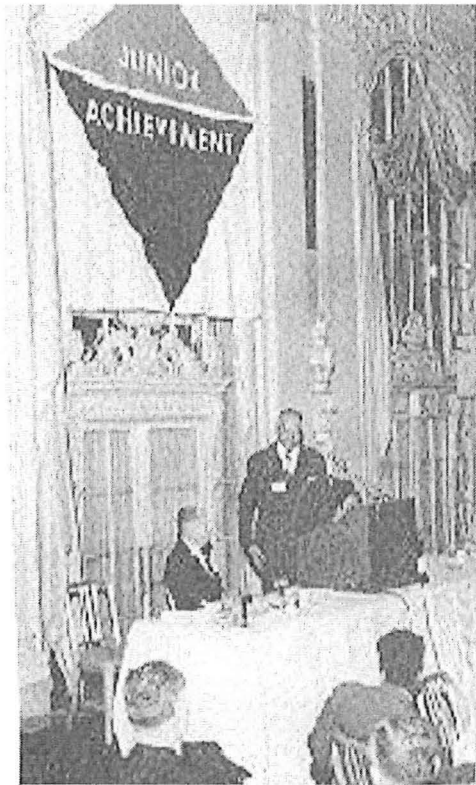
The Gardnerettes of Middletown, Ohio, a mini-Company sponsored by the Gardner Company the 1940s.



Adviser checks an Achiever's bud vase at the Crane Company in Chicago in the early in 1950s.



The sale. A trade fair conducted in 1955.



S. Bayard Colgate at the podium at the National Waldorf Astoria Hotel in New York.



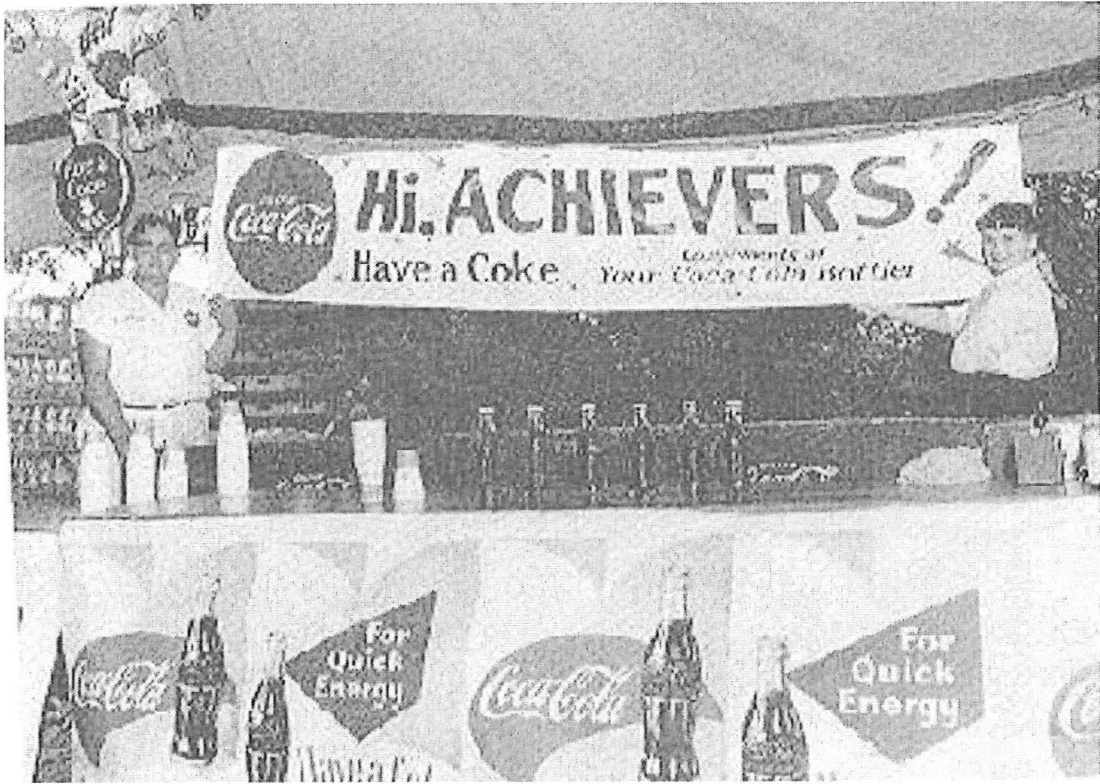
Winthrop Howard was a long-time Board member who helped create the atmosphere for growing local-area autonomy in the 1950s.



The Miss Achievement competition was a major event for JA for many years. This winner had the opportunity to meet comedian Sam Levinson.



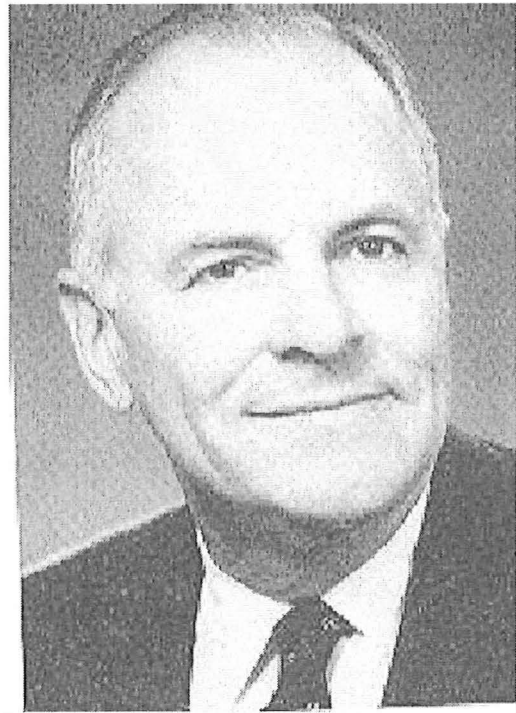
Chairman John D. deButts addresses a JA audience at the Waldorf. At his left are JA President Don Hardenbrook and Bruce Palmer of the National conference Board, who chaired JA.



The Coca-Cola tent has been a fixture at NAJAC for decades, distributing free Cokes to delegates.



Gen. Douglas MacArthur on a JA tour of duty.



John Davis Lodge, JA's first paid, full-time president.

During this period of activity, JA received a fair amount of favorable publicity from the media. Stories of JA's accomplishments and its program appeared in such magazines as Time, Life, Young America, Liberty, Colliers, and the Ladies Home Journal.

Since the Junior Achievement membership included a very high percentage of young women, it was no surprise that leading women executives and professionals rallied to the JA program. In 1945, the National Board of Directors organized a National Women's Council to assist in the development of JA's programs. The Council brought together many of the finest women executives of that period under the leadership of Mrs. Elizabeth Chadwick Carlson of Wilton, Connecticut. (A list of the National Women's Council of 1945 is reproduced in Appendix D.)

The remarkable expansion of JA during and after the war years was evidenced by Metro JA's growth from 52 in the late 1930s to 214 in 1945, and JA Inc.'s expansion from ten areas in 1941 to 54 areas in 1950. The JA staff and Joe Francomano worked tirelessly to bring their program into new regions around the country.



Strong Leadership Develops New Recruitment Strategies

There is no question that the 1940s was important for Junior Achievement. Given the destructive course of world events, it was likely that at critical junctures, JA leaders would table action on JA plans until more favorable times. Often echoed were words like: "wait until the War ends"; "wait until the post-war economy gets going"; and the like. Yet in the face of war-time obstacles, when plans were debated among JA leaders, the outcome was often a decision to proceed as quickly as possible.

A positive attitude was maintained, and much of the credit for this goes to a small, influential group of business leaders who headed the national program of Junior Achievement during these trying years. Charles Hook played a key role in the national expansion and program development of JA. Further, Mr. Hook gathered a significant number of prominent business and civic leaders around him. Many of these men became major contributors to the organization later on.

Among the first to be recruited by Mr. Hook and Horace Moses, one of JA's founders, was S. Bayard Colgate, Chairman of the Board of Colgate-Palmolive Peet. From his first contact with the program and the young people involved in it, Bayard Colgate felt an immediate and lasting connection to Junior Achievement. In 1940, he agreed to serve as JA's Chairman of the Board and direct national expansion. For the next 25 years, until his death in 1965, he served Junior Achievement as an officer and a director of the National Board.

Mr. Colgate was not content just to provide administrative leadership for JA in his duties as an officer and board member. He was also involved in the missionary work of traveling to new cities to spread the word and expand the program. He helped raise funds. Most important of all, he involved himself directly with the young men and women of JA. He was among the first of JA's business leaders who attended the National Association of Junior Achievement Companies (NAJAC) conferences. At the first NAJAC conference in Ogelbay Park, West Virginia, in 1942, there were only 30 Achiever delegates in attendance. Mr. Colgate sat down with the Achievers and talked with them as if he were one of the group. In his 25 years of association with JA, he attended many Achiever Conferences and established a rapport on a personal basis with hundreds of Achievers who came to know and love him.

Joe Francomano says about him, "It was my good fortune not only to meet and work with Mr. Colgate, but over the years to come to regard him as a personal friend as well." Joe recounts the following anecdotes:

In those early years, as a young staff member, I had to accompany Mr. Colgate on a number of expansion trips to new cities. As the principal speaker, he would exhort the attendees to set up a JA program. I would explain how the program worked and what JA would do to help local cities get started.

Riding trains, as we did in those days, gave us ample time to sit and talk during a ten or twelve hour trip. It was during those talks that I really got to know Bayard Colgate. He always treated me as a friend and associate despite the difference in our years, and the even wider gap in our social and business status. J. Bayard Colgate erased for me and many other Achievers the myth that top-level corporate executives were all hard-boiled, tough beings, isolated in ivory towers.

Another great "activist" of the early days was Roy W. Moore, President of Canada Dry Ginger Ale, Inc. He served as JA board member and JA National Treasurer for many years. Joe remembers him as "perhaps the most eloquent and dynamic speaker he had ever heard. He was a tall, handsome and jovial man who could hold the attention of his audience with his eloquent and emotional style." He won many to the cause of JA in contributions of both time and dollars. Joe tells this story about Mr. Moore:

Quite often, as part of my many duties (we wore so many hats in those pioneering days), I had to go to Roy Moore's office to get his signature on JA checks. He would invariably have me ushered into his office where we would sit and talk for 10 or 15 minutes about JA or sports or whatever was in the news. He was never too busy to show his interest in me. I always remember him as the epitome of a southern gentleman.

There were two others whose leadership was a key factor during the 1940s. Joseph P. Spang, Jr., President of Gillette Safety Razor Company in Boston, and Robert L. Lund, Executive Vice President of Lambert Pharmaceutical in St. Louis. They were friends of Mr. Hook through the National Association of Manufacturers. Both men were instrumental in the expansion of JA, with Mr. Spang taking the leadership in the Boston area and Mr. Lund in St. Louis. Both served several terms on JA's National Board of Directors. Mr. Lund was JA National President for several terms.

These five men, and those they gathered around them, comprised the positive leadership which *motivated the organization forward*, as opposed to adopting a posture of "waiting for the right time." Without their foresight and leadership during the critical war years, JA might well have been left behind. They might have lost opportunities that would emerge when the tough times were over. But they did not!

One of the strategies which were adopted in the early 1940s revolutionized the way JA would recruit Achievers. It laid the groundwork for a relationship which would change JA forever. The concept was recruiting Achievers from the high schools by getting permission from school authorities to address the students at school assemblies. Not only was this an efficient and effective recruiting technique, but it placed JA in direct active relationship with the schools. It was the beginning of a partnership with the schools that would blossom in later years.

In its initial program in the 1920s and 30s, JA had adopted a policy of recruiting potential members through the various youth agencies already in existence – YWCAs, YMCAs, settlement houses, churches, Boys Clubs, etc. While this proved effective, it provided a rather limited source from which to recruit. When the JA staff considered alternate recruiting methods, they looked to the schools. With this decision, it became obvious that JA would have to begin a comprehensive educational program directed at school authorities regarding the purpose and program of Junior Achievement. Given that the American school system operates on an independent community basis, there was no one source through which this could be accomplished. Each city in which JA operated would have to be handled individually.

Initial advances were made to school superintendents by local JA board members and staff. Meetings were arranged for top school officials to learn about JA. School officials expressed their interest and willingness to cooperate, and JA reciprocated by inviting them to join local JA boards. This allowed the educators to provide valuable input regarding the JA program's techniques, procedures, and materials.

The initial progress was slow. Quite a few of the educators had reservations about the JA program. JA was a new and unknown program to the vast majority of the people they spoke to. Joe Francomano comments, "Many top educators initially agreed to allow JA to recruit in the schools, largely out of the respect they held for the

caliber and reputation of the men and women on the local JA boards who urged them to cooperate."

However, even after securing the superintendents' approval, JA was not necessarily given an open-arms welcome in every high school for assembly dates. Further explanation and "cultivation" was required. Historically, schools had only permitted recruiting of the student body for those activities which were carried on *within* the schools, after their regular hours. JA recruitment meant setting a precedent. But the assurances of the JA staff that they would strictly adhere to all the school policies and time limits – along with the firm endorsement of the local business community – was often enough to convince the educators to allow in-school recruiting.

The first in-school recruiting assemblies occurred in 1945. JA's presentation would last 10-45 minutes. Local JA staff explained the program and its value, passed out literature and applications, and answered questions. In time, these assemblies included not only local JA staff, but also present and former teenage Achievers, local and civic leaders, films, and sometimes entertainment or sports celebrities. The Technicolor JA film, "Future Unlimited," was most popular. These presentations very often would recruit in excess of program availability.

National and all the JA areas realized what a valuable association the school recruiting program was building. Reports were sent to school principals on the numbers of their students involved in JA as well as their progress and any awards given. Recognition was given to educators at Future Unlimited Banquets, and principals and teachers were invited to JA Open Houses and Trade Fairs.

Every JA area, by the late 1940s, was doing most of its new recruiting at school assemblies. Word spread of JA's cooperative methods with schools. Consequently, when JA started in a new city, the educational community readily accepted their program. The positive relationship from the new recruitment program was to be the basis on which Junior Achievement was to eventually expand its programs to other school levels in the future.

**1946 - 1969
POST-WAR
GROWTH**

Part III

Chapter 11



Picking Up the Pieces

The United States was thrown into a hectic period of reorganizing and retooling immediately after World War II. A peacetime economic boom was beginning due to consumer demands for durable goods and housing. Junior Achievement was also caught up in the need to meet the challenges of the post-war period.

Joe Francomano was among the hundreds of thousands of American GIs and personnel home from the war in 1945 and 1946. Having served the Army two years up until the summer of 1946, he returned to JA to find that the organization had done well to maintain advances made in the late 1930s and early 40s. The program operated in 12 cities spanning nine states, as far west as Chicago and Milwaukee, and south in Atlanta, north in Boston. All of the operations were relatively small and thinly staffed.

One very positive development during the war was establishment of the Achievement Foundation, a group of individuals closely affiliated with JA established this support organization that was totally separate and distinct from JA. Its goal was to encourage corporations to donate \$5,000 each to the Foundation for the support of JA programs. With these funds, the Foundation would grant loans to JA areas for expansion purposes, research and development, or interest-free loans to carry JA areas through critical cash flow periods. The Foundation would, in coming decades, contribute hundreds of thousands of dollars to Junior Achievement Inc.

The immediate priorities for the organization at the start of the 1945-46 program year were clear: recruit and rebuild the staff, and reactivate the expansion plan set up December 5, 1941, which had suffered major setbacks during the war. George Tamblyn, National Executive Director, decided that Joe Francomano would assume his old title of Junior Vice President as the board had approved in 1942. George and Joe agreed that the first priority would be fund raising, and that Joe would be in charge of this on a national scale. This was a whole new arena of responsibility, but Joe quickly adapted.

The fund-raising plan was simple, yet effective. Working with key members of the National Board, Joe established a list of prospects comprised of the high-level business associates and personal friends of board members. Each board member would then call on or write this associate and set up a time to meet Mr. Francomano. At this meeting, Joe would explain the JA program and its planned expansion. He would ask the associate to participate in one of two ways:

- help start JA in their own city by providing the leadership to organize a board which would finance and administer a local program; or
- help JA raise funds among 12 or more associates throughout the country.

Francomano traveled to many cities and spoke to many associates. Rarely did he get totally turned down. After the board members contacted their friends, many opted for giving fund-raising assistance, while others started a local program. Joe's priority for two years was in this fund-raising effort.

1947 was a year which brought a sad event for the organization. Horace Moses, the principal founder of Junior Achievement passed away. Only months before his death, he had made a contribution of \$100,000 to be equally divided between JA Inc. and the Achievement Foundation Inc. Horace Moses had been a guiding light to JA for almost 30 years. His leadership helped launch the original program in 1919; and in 1929 he developed the modern program, Metropolitan JA, and brought about its initial national expansion.

Mr. Moses influenced the reorganization of the National Board in 1942, which furthered JA's expansion and development under Hook, Colgate, et al. Mr. Moses's personal foundation continued to support both JA Inc. and the Achievement Foundation long after his death. When his foundation was eventually liquidated, some 25 JA areas, mostly in the New England area, received grants of \$25,000 each for their local programs.

Two pages reproduced from JA's *Achievement* magazine, July, 1947, are included in Appendix I. The magazine aptly expresses the feelings of the organization over the loss of its founder.

JA National, in 1947, established a policy that would have a permanent impact on the method and means of fund raising in JA:

No JA program could accept funds from community chests, or similar central funds that provided for nonprofit agencies.

Motivating this decision was the premise that JA was neither a charity nor a welfare activity, but an educational activity – specifically, business education – designed and operated by business, educational, and civic leaders. Support of JA should come from the business community. The policy further stipulated that JA Inc. and its franchised areas would not seek funds from local, state, or Federal funds. These policies prevail to this day. In the long run this would give JA a strong base of support with business leaders.

New York's Metro JA, a department within National Headquarters, in New York City, received some financial support from the Greater New York Fund, a type of community chest. However, to avoid being in conflict with the new policy of JA National, Metro JA withdrew from the Greater New York Fund.

Junior Achievement expanded rapidly from 1945 to 1950, with enrollment increasing fivefold. The 1945-46 program year saw enrollment go from barely 2,000 to over 7,000. While some of this was attributable to GIs returning home – those within the 21 age limit – most of the increase came from the Technicolor JA film, "Future Unlimited." The 20-minute film, developed under JA President Lund and National Executive Director Tamblyn, had been completed for fall 1945 showings in high school assemblies across the country (see also Chapter 10). It stirred much enthusiasm among youth and resulted in the new interest in the JA company program. The late-1940s expansion drive headed by Mr. Francomano resulted in further growth to a 1949-50 enrollment figure of 12,409. By then JA encompassed 27 cities in 18 states. These cities included: Spokane, San Francisco, Denver, Houston, Detroit, Providence, et al.

Junior Achievement Inc., under its Executive Director George Tamblyn, would undergo certain structural changes in the 1940s.

National Headquarters as it was in the war years consisted of several departments: program, fund raising, and accounting. Department heads reported directly to Tamblyn. The departments dealt directly with all of the area operations, rendering accounting support, manuals, and fund raising help. In return for these services, the JA areas were charged 20% of their operating income – i.e., local corporate or philanthropic contributions as administered from National.

Tamblyn moved to have program materials upgraded. Manuals and guides were developed which formalized operational procedures. Standards of performance and evaluation were established. In 1949, the accounting department, with the help from the American Association of CPAs and Price Waterhouse, reorganized its own systems to the double-entry accounting standard. The JA Adviser manuals were simultaneously updated to bring JA company bookkeeping practices, as done by Achievers, to these standards. This updating of Adviser manuals was done under the guidance of a new Program Director, Jim Sweeney (see next Chapter).

Fund raising went through changes as well. In the early 1940s, financial procedures were very centralized. The National Board of Directors had the responsibility for raising all of the funds for all of the programs wherever they operated. Fund raising and accounting were administered out of National Headquarters in New York City, and all of the individual area directors were payrolled as staff of JA Inc. Headquarters thus supervised the JA areas' activity, setting goals and objectives and overseeing their budgets.

A new management philosophy was instituted in 1945 to assist the National Board in meeting its ever-widening responsibilities. "Local autonomy" was a concept introduced and molded into policy by a National

Board member, Alfred C. Fuller, of Fuller Brush Company. Each JA area would now have local boards and committees. These boards would take over the tasks of raising local funds and enlisting JA company Advisers. This degree of decentralization meant that JA areas would pay their own staff and executive director; and though area budgets were still approved by National JA, the area boards and directors had a greater hand in the budgetary process. Peoria, Illinois, was the first area to adopt this system.

This structural change had the potential of creating fund-raising nightmares. Would the areas maintain effective long-term fundraising practices? And, without centralized records, would duplication of solicitations occur? Here, Joe Francomano, with his fund-raising responsibilities and expertise, stepped in. His suggestions resulted in policy that would prevent overlap of philanthropic contacts and cut through potential administrative complications. Further, the board reduced the participation fee that Headquarters charged JA areas – from 20% of their income, to 10%. This was a logical step, given that JA areas now had greater responsibility over their administrative functions.

This move toward local autonomy was a gradual process. By 1950, the issuance of franchises became standard policy: Junior Achievement Inc., the parent organization, issued franchises to the numerous areas within the five JA Regions. The 10% fee gave an area exclusive rights to operate the JA program within a territory and paid for services rendered by JA Inc.

Local autonomy was significant to the evolution of Junior Achievement's organizational structure. A door was opened to greater local involvement, and local pride came through more individual participation in this national organization.

This was the birth of "The Field." In early years, Junior Achievement had been a small, local program. A national presence emerged in the 1940s, in the Colgate-Tamblyn years. But now, strong personalities who would guide Junior Achievement through a quarter century of its most robust growth were making their voices heard.

Tom Pendergast in Chicago was the acknowledged Father of the FUB – Futures Unlimited Banquets – where young Achievers were honored and got the chance to rub elbows with top business leaders. Pendergast – who also is credited with the creation of JA Trade Fairs and was instrumental in making local student conferences a JA staple – was an outstanding fund-raiser who used these events to build a vibrant operation.

Wally Fleming, in nearby Detroit, is remembered as a "barrier-buster" who was the first – and arguably the only – field executive to run more than 400 JA companies in a single year. Year after year his was the best-financed JA area in America. He often banked enough money to continue operations for 12 full months, even if fund-raising stopped completely. Fleming was the first to build this one-year "benchmark," which has since become a standard for excellence in JA area solvency.

Bud Schwenk completed a field triumvirate that epitomized this newly visible field presence. As top staff officer in St. Louis, he was perhaps the most effective yet unpretentious field leader in the history of Junior Achievement. A football All-American, he joined JA after quarterbacking for the Cleveland Browns and Baltimore Colts. Schwenk used his name to make contacts and raise money, but he then applied drive and superb organizational skills to build the largest and in many respects the finest operation in the country.

But others stepped forward to fill the rapidly expanding field ranks: Jim Freytag of Wilmington, Del., who stumped the country with the concept of "JA in a Box" decades before videotape and satellite technology made Rural Outreach programs feasible. Together with Program Development Committee chairman David Hicks, today president of Indianapolis, record-keeping and training materials were packaged to allow "living-room orientation" of advisers without only the long-distance coordination of a JA professional.

Fred Ayer – a "Gentleman's gentleman" – pioneered the JA banking-company concept and was a leader in JA service-company development. Bob Richards of Peoria, Ill., was the popular song-leader of the NAJAC conference for many years. The Spirit of NAJAC, he also fostered regional and local student conferences, and improved many elements of program materials, always with the interest of young people firmly in his heart.

There were others who characterized the friendliness and integrity of JA: Bill Morris, who engineered superb programs in Charlotte, N.C.; "Doc" Colston, a Ph.D. who doubled as a member of the physical education department at the University of Memphis; Tom Butter, an industrious "Devil's Advocate" from Toledo, Ohio, who

developed a remarkably sound and surprisingly large program in a relatively small city; and the likeable and creative Webber Hudson in Nashville, who died tragically as a young man.

And there were others whose innovations, local networking and program quality made them standouts: Jim Rich of Dayton, Ohio, who was chastised by many field peers and national staffers for pushing an idea that turned out to be ahead of its time – in-class JA programs; builders like James Aldridge of St. Paul, Minn., and Clarence Parker of Los Angeles.

Pulling together these field leaders was a new team of National staff people, who were instrumental in constructing a regional administrative system that would eventually cement JA's future: Men like Jack Spencer, Dick Ballou, and Henry Heffner opened dozens of cities in the 1950s and 1960s, becoming "Train and Plane and Car Men" in the tradition of Joe Francomano, Marvin Butts and Herman Gall, in laying the foundation for cross-country growth.

Such was the spirit and pride that set the stage for the emergence of Junior Achievement as a nationally known youth organization in Post-War America.



Impressive Growth, Impressive Quality

Junior Achievement entered its fourth decade in the 1950s with the goal of greater expansion and program improvement. The recent implementation of local autonomy freed the National JA staff from constant administrative oversight of the JA regions and areas. The parent organization could now funnel more resources toward research and development.

Economic conditions, a large labor pool, and public perceptions of business were ripe for JA to grow. The post-war economy was geared up to meet consumer needs; this translated into an improvement in corporate philanthropy. With more funds, staffing needs could be filled. Thus by 1950, National staff numbered 20, field staff 65. Corporate and civic leaders were giving more time to community needs and organizations.

There was a general awakening to the need for providing young Americans with a better understanding of how the free enterprise system worked. There was concern over youth gaining practical experience in business as a foundation for their own careers. And JA received a boost from fresh media attention with the *Saturday Evening Post* article in 1951 – this brought on a flood of requests for information regarding the JA program.

Junior Achievement experienced explosive growth in the 1950s. Enrollment leaped five-fold from 1950 to 1959. The 1958-59 program year had 66,245 participants operating well over 3,000 JA companies; these teenagers worked in 139 cities and 12 towns in most of the 50 states. A few of these companies operated out of Windsor, Ontario, and Vancouver, B.C. These were regarded as the first *successful* foreign operations; earlier startup efforts in Europe in the 1930s had not survived the war.

This fast growth was a result of a vigorous team effort of national, regional, and area JA staffs. Francomano was one team player who, after managing fund raising in the late 1940s, went on to manage the National Expansion Department. For the next several years he spent 70% of his time on the road, traveling across the country to start operations in new cities. He states, "The years I spent expanding the program were the most exciting and rewarding years of my entire career in Junior Achievement."

Francomano's goals for expansion in the 1950s included bringing JA to smaller communities. One such community was Fort Madison, Iowa, home of Schaeffer Pen. Mr. Schaeffer took a personal interest in the JA program and freely gave business advice to JA Advisers. For smaller towns, JA developed a correspondence plan – interested parties received material on how to organize the JA program. Hugh B. (Jim) Sweeny, JA Program Director from 1948 to 1978, visited some of these small communities which had set up the JA program. West Point, Virginia, was such a town. Chesapeake Corp., a paper mill, sponsored the program – i.e., purchased the instructional material and provided Advisers; this program involved 30 teens.

Sweeny and Francomano recognized early on the value of incorporating ideas from the communities that built JA programs. Sweeny states:

It is desirable to have local innovation work its way up . . . As new ideas get crystallized, they can be promoted for wider application – then everyone benefits.

Another aspect of Sweeny's flexible approach was his belief that the JA program allowed youth to make mistakes and learn from them, mistakes that a real world company might not tolerate.

David Hicks, President, Central Indiana JA, started programs in many cities in that state and contributed much to the writing of JA manuals. John Spencer, during his long term of service to JA, served as Regional VP to three

regions at various times. Henry Heffner, Herman Gall, John Dickinson, Dick Ballou, and Wally Fleming were among the Regional VPs reporting to Francomano; and it was up to them to raise funds and manage the continued growth and development of their areas. Marvin Butts, Southern Regional VP, opened programs in a record number of new cities for JA in his two decades of serving the South, 1956-1977.

The 1950s saw continued organizational changes at National Headquarters. George Tamblyn resigned in February, 1950, and was replaced by Romeo Cohn, then Training Director. John Haien, former executive at Chrysler Corporation and former JA Area chairman in Detroit, was commissioned to head a study of the JA National structure with the goal of improving field relations. He recommended regional structuring encompassing JA areas – this would provide better proximity of services. While heading this project, Haien was appointed interim National Director; this occurred in April, 1955, following Colin's resignation.

The original plan established six regions, but became five regions when the Southeast and Southwest were combined into the Southern Region. The other designated four regions were Eastern, Central, Midwestern, and Western. Each region had a representative who reported to the National Executive Vice President. The representative was staffed with a secretary and was initially budgeted at \$25,000. He reported to National the growth, finances, and operations of the JA areas within his region. Further, he was to work the areas toward greater self-sufficiency, though JA Inc. would underwrite certain funds to any area.

Each region formed a board of area representatives; the board elected a chairman, vice chairman, and secretary; and the Regional Representative worked with and through the board to achieve his desired outcomes. These regional boards often hammered out plans and policies that the national board eventually adopted as policy. Expansion to new cities within the region was, under this new structure, the responsibility of the Regional Representative. Thus, the National Expansion Department, which Francomano had headed for seven years, became obsolete and was eliminated.

These organizational changes had a major impact on Joe's career. His concern caused him to think about applying for one of the Regional Representative positions. But Haien had other things in mind for his associate.

Joe worked with John Haien for more than a year through mid-1956, touring the country and meeting with JA-area boards to explain the new regional system and enlist their support. The legwork in the planning and structuring of the regions involved setting up meetings, preparing reports, keeping minutes, and corresponding with the field. Joe missed the adventure and autonomy of his former job as Expansion Director, a job that had an inherent satisfaction from seeing new operations established. Despite this change and the uncertainty of what position he would assume when Haien left, Joe excelled in this task, believing this new structure had a long-term benefit to the organization.

John Haien stepped down from his interim salaried position as Executive Vice President at the annual board meeting in June, 1956. The job was turned over to Larry Hart, retired Vice President of Human Relations for Johns Manville, and a long-time National Board member and former President of JA. Haien included in his final report to the board two recommendations: create a new staff position, Administrative Vice President, to oversee all field operations; and appoint Joe Francomano to this new position. To Joe's surprise and pleasure, the board quickly agreed.

Joe Francomano began his new job by assessing further organizational improvements and refinements to JA Inc. One small but significant result of this was the move of National Headquarters to a larger space at 500 Fifth Avenue in New York City.

A major part of his job involved tasks similar to his work under Haien – coordinating the work of the Regional Representatives, those who played an important part in the surge of growth in the 'late 50's. But there were differences:

I was forced to look at Junior Achievement from a completely new perspective. In the past, my whole focus had been on growth – get an area started, move on, and leave administrative concerns to someone else. As Administrative Vice President, I had to change my focus to dealing with the ongoing problems of communications and services to areas.

Joe soon discovered that many administrative procedures in the field had been treated lightly or were altogether ignored. The primary reason for this was that hundreds of policies had been created at board meetings or through memo exchanges, but were not centralized. This was one hazard of the decentralization of the early 1950s. Joe spent over a year compiling and writing JA's first comprehensive Policy Manual. He then worked on and directed the completion of other manuals iterating standard procedures for the organization's accounting, expansion, publicity, and public relations.

Simultaneously, in the Program Department, Director Jim Sweeny began to formalize the latest program procedures by improving the written materials for Advisers and Achievers. Clearly written, updated manuals would help field staff and Advisers better understand JA procedures – the last Adviser manual update occurred in 1946, two years before Sweeny's appointment. Achiever manuals had to reflect the ongoing changes in the real business world, besides communicating with a new generation of teens with changed values. Further, Jim worked with the American Association of CPAs and Price Waterhouse to have his department advised on current accounting principles and procedures so that the Adviser manuals gave correct accounting practices for the JA companies.

Sweeny also developed an architectural manual with the help of the Graduate School of Architecture at Columbia University. The manual explained and portrayed modern setups for JA company workshops and meeting places, discussing such things as proper lighting, sufficient electrical power, isolation of power tool noise, safe layout of work areas, etc.

Standardization and greater accuracy of records that tracked total Achiever enrollment and the number of Achiever companies was first installed by Jim Sweeny in 1949. During the 1950s, he refined this process to the extent that the JA companies' monthly and quarterly reports to area directors, and the area and regional reports to JA National were done with much greater speed. Jim found this enabled headquarters to better identify trends in the teen population.

The annual National Association of Junior Achievement Companies (NAJAC) conference had seen over a dozen past successful annual conferences and was to experience more refinements in the 1950s. This week-long event brought together top Achievers from all over the country. Competitions were held for the selection of outstanding Achievers in sales, production, management, accounting, and public speaking. Every Achiever delegate was assigned to a discussion group which met daily to talk about JA company problems or general business subjects. The conference was a place to measure the effectiveness of the JA experience. It provided business people an opportunity to view the program they supported (or might support), to see how well it worked, and discover what Achievers felt about their experience. Further, this was a great showpiece for the media to cover.

The NAJAC conference had come a long way from its prototype of the 1920s. Back then, Achievers who had won intercity and interstate contests in ten eastern states went on to the Eastern States Exposition in Springfield, Massachusetts, where they set up exhibits and competed in their own Industrial Achievement Village. The end of Chapter 6 in this book mentions an early Springfield conference in the 1930s.

Sweeny helped modernize the conference structure in the 1950s into what it is today. Chaperones were replaced by "counselors" – young adults, adult volunteers, and teachers who were assigned to a group of 25 boy or girl Achievers. The conference agenda was enhanced with a Business and Industry Education Day that involved business people from Achievers' hometowns who shared information about their companies in a one-day forum.

Sweeny also established conference policies that encouraged equal opportunity among Achiever delegate attendees, such as open access to the various one-week positions – dorm leader, host or hostess positions, forum leaders, et al. These positions were determined by impartial counselor evaluations; Achievers were grouped with counselors whom they had never met. An Achiever could potentially attend this annual event six times, but the evaluations kept in check any false sense of superiority. These one-week roles could help an Achiever in the award system – four levels up to Executive Achiever (a system set up in 1945). Extensive JA involvement was often regarded by companies as work experience on a young person's job application.

The NAJAC Conference of June, 1959, saw thousands of people in attendance at the Bloomington, Indiana site. These included Achiever delegates, volunteers and counselors, business visitors, and other visitors.

An Achiever could find his own sense of reward and satisfaction in what he accomplished in his JA company at home. Yet the annual conference was an opportunity to have larger recognition and reward for his or her recent eight months of hard work. Besides all that, there was the fun of travel, the anticipation of learning and seeing something new, and the excitement of meeting peers from around the country. Being a part of this event was quite a reward in itself!

Chapter 13



Into the Age of Television

Junior Achievement's expansion brought more and more media attention. Stories began to appear in the leading magazines, in feature stories in the newspapers and over nationwide news services. In a report given to the National Board at a 1952 annual meeting, the estimate was that magazine articles regarding JA in the past year had reached an audience of over 18.6 million people!

Joe Spang, President of the Gillette Safety Razor Company, and known on the JA national board as an innovative leader, made a proposal in the early 1950s that all JA areas time their local fund raising to coincide with JA National's publicity and fund raising effort: the vehicle would be *National Junior Achievement Week*.

President Eisenhower declared a National Junior Achievement Week in 1955, January 30 to February 5-thereafter, generally the last week in January. This brought to the nation's attention the impact JA was having on the business education of youth. Organizations such as the Advertising Council, the National Association of Broadcasters, and the Outdoor Advertising Association helped publicize JA's efforts and activities. The Publicity Department at National Headquarters coordinated the event. Billboards were posted all across the country on donated space during JA Week. Hundreds of companies that sponsored radio and TV shows were asked to donate some commercial time for JA. The reception was positive. Hundreds of spot promotions during JA Week appeared in prime time radio and television networks. Celebrities agreed to appear in the JA "commercials" to enhance audience appeal; among the first was Bing Crosby, who taped a JA message with his son, Gary.

These dramatic ads brought a deluge of inquiries which prompted further expansion. The more people saw and heard of JA, the less difficult it became to raise funds and make it grow.

Vice President Richard Nixon, in 1955 at Valley Forge, presented to Junior Achievement the Freedom Foundation Medal to recognize the fine work of the JA program. This Foundation has as one of its aims the preservation of the free enterprise system.

Junior Achievement's program was a truly national one by the mid-1950s. The rapid growth and greater distances of JA areas from National Headquarters tended to isolate the operations – the feeling was regional rather than national. To promote a national unity among the areas and regions, a national JA conference was proposed – it would be held in Washington D.C. This would bring together JA business leadership at national and local levels, and they would meet top representatives from government and education.

The Washington Conference was held at the Hotel Statler, February 1, 1956. This one-day event entitled, "Business, Education and Government for Junior Achievement," was chaired by M. J. Rathbone, President of the Standard Oil Company (currently, Exxon). The Sponsors Committee which backed this event included leaders in government, business, and education (see Appendix L). A message from President Eisenhower was read at the opening of the conference and led into inspiring remarks by many from the Sponsors Committee.

The Washington Conference was highly successful in showcasing JA to the country and in revitalizing interest within JA leadership. This led to similar future conferences and also spurred JA leaders to return to their communities and plan further growth.

The late 1950s and the growth it brought led to the expansion of Headquarters staff. More staff translated into improved quality of services, more dollars raised, greater publicity, and greater enrollment in the program. Every effort was made during this period of growth to keep the program quality at a level with program growth.

The JA program was becoming more sophisticated and more like the actual business world. The upgrade of JA company accounting systems was mentioned in the previous chapter – this occurred under Program Director

Jim Sweeny. Achievers worked at product quality. From the beginning, JA had been a manufacturing-based program; Achievers wanted to be proud of the products they made from raw materials. They did not want to turn out shoddy, poorly designed, or cheaply packaged products they would be embarrassed to sell. The Program Department thus placed more emphasis on product development so that JA companies could hold their own in the open market. Director Sweeny gathered descriptions of the best products and published them in booklet form so that new JA companies could use them as guides.

Junior Achievement's leadership continued to maintain the highest quality. In June, 1958, JA was fortunate enough to have another outstanding business leader become National President of JA: Edwin H. Mosier, Jr., President, later Chairman of the Board of Mosier Safes Company. Joe recounts how Mr. Mosier got involved with JA, a story which underscores a significant point, that the most important part of JA was and always is the Achiever:

Ed Mosler had first come in contact with JA when he attended a Young Presidents Organization (YPO) Conference in Phoenix, Arizona. I had been invited to make a presentation to the 400-500 members in attendance and had brought along an Achiever, Bob Morris from Chicago. Bob had been selected as JA President of the Year. While my talk was well-received, it was the Achiever, Bob, who was the "hit" of the show.

Ed Mosler approached me after the presentation to learn more about the program. He appeared skeptical about the values of JA training and asked me how much of the Achiever's talk had been prepared for him by staff. I assured him that outside some general guidelines, the speech was Bob's and suggested that he confirm this by talking directly with Bob. They spent a couple of hours together in conversation. Ed Mosler then came away sold on JA. He became active in JA affairs through YPO, which subsequently led to my recommending him to our Nominating Committee for board membership.

Edwin H. Mosler was to serve Junior Achievement with distinction as a board member, National President, and finally Vice Chairman of the Board for many years, even through some very critical periods in the 1960s.

Joe Francomano filled an important role in the team effort for JA expansion in the 1950s by administering and maintaining program quality after expansion efforts had gotten under way. He comments about his experiences:

I joined the staff of Metropolitan Junior Achievement in 1936 and was assigned a variety of tasks, including speaking engagements. When JA Inc. was moved to New York City in 1942, I became part of the new national staff. My speaking assignments continued, but now I was talking before groups in other cities across the country. Often I would be assigned a 15-minute spot at a national convention of a particular group to talk about this phenomenal new program, Junior Achievement. The groups ranged from Daughters of the American Revolution to the National Convention of Engineers.

When the expansion boom started and I was placed in charge of that department, I was really in my glory as far as career assignments go. I had always enjoyed the speaking assignments and the opportunity to travel and meet new people. It was gratifying to know that when I left a newly organized JA city, something new was there that was having a positive impact on the lives of many young people.

When I became Administrative Vice President, I expected that my traveling and speaking days would be severely curtailed. I could not have been more mistaken – this activity increased. The only thing that changed was the audience. In my expansion role, I was talking to people about a new idea, a program called JA. As an administrator, I was now talking to JA staff professionals – JA boards of directors, JA company Advisers, Achievers, parents, and JA sponsors and contributors. These talks took place at Future Unlimited Banquets, dinners, and training sessions. I have found talking to these audiences immeasurably rewarding.

I also enjoyed conducting our annual clinics for local area board members. This was a great way to meet the new JA area leadership that was coming into the program. The clinics not

only helped orient the new board members to their JA responsibilities, they helped the staff to establish a personal relationship with our local leadership, an ingredient which became more and more important as the organization grew and our lines of communication grew longer and thinner.

In this role as administrator, I had to learn to cope with new responsibilities with which I had little or no experience. Our growing organization needed to create policies and procedures dealing with personnel practices, budgeting, and time management. One very complex task was staying on top of our insurance needs – personal liability, fire bonding, product liability, life insurance, etc. At this point we still could not afford staff specialists in each of the areas of operation, so our staff, myself included, continued to wear many hats of expertise to cover these areas.

In essence, I and many others went back to school. People of various skills and knowledge were extremely helpful in lending their expertise, teaching us professional policies and procedures, and advising us on proper coverages and forms. From them we developed the unique style of administration and management that was best for a unique program: Junior Achievement.

Chapter 14



Growth in Enrollment, Quality, and Leadership

The Sixties may be remembered as turbulent times. It was the age of the Beatles and student revolution, the time of the crippling Vietnam War. If JA presented challenges to youth, the youth of the 1960s took up the challenge. In 1960, JA was operating in 139 areas. The goal of having the JA program in all 50 states by its 50th birthday in 1969 was accomplished; and by 1970, the number of JA areas was 155. Whereas the early program had seen more than a ten-fold gain in its first two decades, the modern JA program, after World War II, *doubled* that rate, with a 22-fold gain from 1945 to 1970.

JA was growing in quality as well as size. To enrich the program, Junior Achievement Inc. produced and published a series of pamphlets that explained its philosophy and the underlying logic of the U.S. economic system – the series was titled, “The Free Enterprise System.” JA joined with Republic Steel to develop a series of Economic Education Films to further elucidate the Free Enterprise System. These educational media were used as a basis for Achiever discussion groups.

Manuals were kept up-to-date and new ones were written under Program Director Jim Sweeny. A Program Development Committee gathered ideas from JA areas around the U.S.; these ideas were incorporated into a new *Adviser’s Guide*. In 1966, a *Company Manual* was produced, one for Achievers and one for Advisers. A *Banking Manual* explained two banking systems a JA company could use – one system relied on real checking at a local bank. These publications helped refine the JA program.

The agenda for the annual National Association of Junior Achievement Companies (NAJAC) Conference was expanded to provide Achievers with a maximum opportunity to participate in discussion groups and workshops with top business leaders and educators. Regional conferences followed the national one.

The *Reader’s Digest* sponsored a program that further enhanced the NAJAC program. This developed through the influence of a long-time JA sponsor, Mr. DeWitt Wallace, *Reader’s Digest* Editor and Publisher. A Reader’s Digest Speakers Bureau and Seminar was first set up in 1967 to have contestant finalists give their speeches at the week-long conference. From this they were chosen to form a Speakers Corps. These Achievers would be groomed and sent out as speakers to special events around the country to tell the JA story. *Reader’s Digest* paid all travel expenses. Here was a tremendous opportunity for an Achiever: he or she met with business and community leaders and traveled about the country. As a further highlight, *Reader’s Digest* held a three-day conference each year to which business leaders were invited to meet these outstanding Achievers.

There were other positive program developments. National Chairman S. Bayard Colgate, of Colgate Palmolive, volunteered a grant of \$10,000 to initiate a graduate program in the early 1960s. This was in response to the often-asked question, “What happens to Achievers after they finish a program?” The program united former Achievers into chapters and existed for about six years, but was discontinued when funds ran out.

To carry on the idea of pursuing graduates’ opinions, a grant of \$25,000 from the Rockefeller Brothers Foundation was secured. Opinion Research Corp. was hired to do a two-part study of JA Graduates’ opinions compared to current Achievers’ opinions. The results showed that both groups considered their JA experience valuable. Graduates especially held this perception, as they had gone into the business world and saw an immediate application of what JA taught them.

Recruiting efforts during this period were developed and improved by the Program Committee. It was even proposed that JA be expanded to the college level. College scholarships continued to be awarded to eligible Achievers – a program begun in the late 1930s – and the Program Committee refined the academic and Achiever performance ratings.

The National Board of Junior Achievement made a proposal to the National Alliance for Business (NAB) about interfacing the JA program with an existing NAB program that created jobs for youth. Soon after, in 1967, the Johnson Administration requested Junior Achievement to follow through on the proposal – JA would become

part of the national Summer Job Education Program. Joe Francomano was put in charge of starting up JA's part of the program. Always a mind for efficiency, he recalled the "Youth Power" program of JA during World War II when JA companies produced items for industry under sub-contract. He researched and updated the techniques. The program he developed would have groups of teenagers organize into small JA companies; they would use JA center facilities and equipment. Every day, these young "employees" would receive an hour of instruction on production methods and business practices, then would work three hours on the sub-contracted product at a wage of \$1.50 per hour, 25 cents more than the prevailing minimum wage of \$1.25.

Joe discovered that many of the corporations that participated in NAB's youth job program were also contributors to JA. This eased the next step of identifying products to be contracted for. Two pilot programs were established in Detroit the summer of 1968. Their success prompted an expansion the following summer. Recruitment efforts were made to enroll young people from minority backgrounds or economically distressed homes, and these groups responded. By the early 1970s, some 20 JA areas were involved, including 47 units and hundreds of young people.

The 1960s were years of change for JA in its leadership at the National Board level and staff level. Arthur Young & Company was commissioned in 1960 to study JA's corporate structure. They recommended that a full-time, paid Chief Executive Officer be employed with the title of President. Subsequently, on November 30, 1962, the board elected the Honorable John Davis Lodge – former Congressman, former Governor of Connecticut, and former Ambassador to Spain – as President of JA Inc. Ed Mosler stepped aside as volunteer president – the job in fact had become too enormous to be "volunteer"; Mosler was then elected Vice Chairman of the Board. S. Bayard Colgate was elected Chairman of the Executive Committee. Lodge proved to be an excellent choice as president. He was a man who attracted many to JA as its first paid president. He resigned almost two years later to run for the United States Senate. The next president was Donald J. Hardenbrook, a former executive of the Union Bag Paper Company and a past president of the National Association of Manufacturers. He served for five years. Joe Francomano was Executive Vice President of National JA during this time.

At the board level, Junior Achievement was to suffer some grievous losses. On October 8, 1963, S. Bayard Colgate, who had provided leadership and inspiration for over 20 years, passed away. Five weeks later, on November 14, 1963, Charles R. Hook, the man who had made the national expansion of the JA idea a reality, passed away.

Donald Hardenbrook succeeded in getting John D. deButts, Vice Chairman and later Chairman of the American Telephone and Telegraph Company, to accept the chairmanship of the Board of Directors of JA Inc. in 1967. Mr. deButts was to provide the leadership that opened junior Achievement's future into new and challenging fields.

A leadership group formed in the field in 1962 was to become a moving force in the evolution of the organization. The Metro Area Group was established by and for JA's chief executives of the 25 largest metropolitan areas to discuss common challenges and problems. These 25 represented 50% of the JA programming at that time. To "qualify," the executive had to have 100 JA companies in his area, a \$100,000 operating budget, and at least two full-time assistants. Early members of the group included: Mike Parker of Los Angeles; Bud Schwenk, St. Louis; Tom Pendergast, Chicago; John Dickinson, Cleveland; Wally Fleming, Detroit; Karl Flemke, Pittsburgh; and Merritt Clegg, Boston. The group met twice a year and at national conferences. These executives exerted strong leadership and had a positive impact upon the direction of JA National.

Junior Achievement's National Board responded to JA's growth in size and prestige; in 1962 they appointed a committee to begin making application for a national charter. The committee was headed by Russell Venn of Exxon Corporation, and the bill would have as its sponsor Sen. Kenneth Keating of New York. By 1964, a full draft of Congressional bill S.2518-65 for a national charter was completed, and the first step was taken to submit the bill to the Senate Judiciary Committee for its initial processing and approval. In the interim period, Senator Keating had been replaced by Senator Everitt Dirksen of Illinois as the sponsor of the bill.

The bill waited in the Judiciary Committee from 1965 to 1969. Then JA received the news that action on all pending bills would be postponed indefinitely due to reorganization of the Judiciary Committee. Just at this time, Senator Dirksen passed away and JA lost sponsorship of its bill. In December, 1971, Senator Roman Hruska with 15 other congressional leaders announced they would sponsor a new National Charter bill for Junior Achievement. Russell Venn who had worked as Chairman of the Charter Committee for ten years retired in 1972.

Meanwhile, plans had been made to move the National Headquarters of JA out of New York City to Stamford, Connecticut. There had been no word or action on the national charter for quite some time. A Connecticut charter would be needed for a real estate tax exemption if JA were to buy a building. JA's next president, W. R. "Dick" Maxwell decided to apply for a charter in that state. In 1975, when JA Inc. applied for a Connecticut charter, the 13-year effort to obtain a National Charter came to an end. The Springfield, Massachusetts corporation was merged into the Connecticut corporation.

The 1960s also brought JA new expansion possibilities. The organization had been focusing on the development of JA in the United States and its territories. However, many inquiries from other countries, coupled with headquarters idea that JA could be successful at international expansion, led the board to make a study of its future course of action in this matter. In 1961, a committee was established to study international relationships and to formulate policy for the National Board's consideration.

Junior Achievement already had established programs in several cities in Canada as an extension of its U.S. operations. A pilot program had also been set up in Mexico City. The National Board agreed on the policy of JA providing the "know-how," and the interested countries providing some or all expenses for travel and materials. JA reserved the right to establish appropriate contractual agreements when necessary. Joe Francomano was assigned the responsibility for handling all international inquiries and development as part of his capacity of Administrative Vice President, and later, Executive Vice President.

It was determined that Canadian expansion would be handled by U.S. offices closest to the province where it was to occur. However, in 1967, the Canadian operation separated completely from JA Inc. A Canadian National Headquarters was established as a totally independent organization.

A final major expansion effort of the 1960s was the vigorous effort to bring JA to South America. The JA program, which had begun in Mexico City in 1960 received media attention in other South American circles. Joe Francomano knew from his experience of developing JA in over 50 U.S. cities that attempts to build JA by mail were futile. Thus he began fund-raising efforts to enable him to travel and accomplish any requested foreign expansion. Bruce Palmer of the National Industrial Conference Board and their members assisted him; they raised \$10,000. Joe then organized a committee to travel with him to eight major cities in seven countries in South America. Accompanying Joe was Ed Mosler, JA Chairman, president of JA of Mexico, and a Mexican Achiever.

The campaign was intensive and thorough. The committee made presentations at luncheons and meetings to 40 business leaders at a time and left sufficient literature and brochures in their native language to explain the program in detail. They also promised to follow-up with complete guides to setting up programs and systems; an open invitation to the South American businessmen was extended to visit any JA program in the U.S.

There was no question in the minds of the committee members that there was a great need throughout the South American countries to combat economic illiteracy and general lack of knowledge of a free, competitive enterprise system. But the meetings began to show a similar, difficult pattern. At first there was great interest, then much skepticism as to whether a JA program would work locally. However, as questions were answered, the positive feelings rose again. At the conclusion of each meeting there was a feeling that a program parallel to Junior Achievement could be adapted and made to operate successfully.

The key to the successful organization of JA programs there would depend on the committee's ability to find at least one person who would assume the leadership role and who would then motivate others to build a program. Though appropriate candidates could be found, the committee felt they would need strong follow-up to motivate them in fully accepting the responsibility. Of course, the same questions would arise as in the States: Did potential JA leaders have the time? What was the attitude of the school administrators? What position would local governments take?

In two cities, Bogota and Caracas, JA programs carried on successfully for a period of time. However in six other locations, the lack of a single person willing to assume leadership caused more failure.

JA's international efforts came to the end of the runway after about six months. It was a well-intentioned attempt, but the program did not fly.



Junior Achievement's Image in the 1960s

The national program of Junior Achievement came of age during the 1960s and was accorded greater recognition from a variety of sources. In early 1960, President Eisenhower invited JA to participate in the White House Conference on Children and Youth. This validated the organization's national stature on issues of youth education. JA also received its third Freedom Foundation Award.

In recognition of the support JA was receiving from major industries, a National Future Unlimited Banquet celebration was developed to honor local and national industrial supporters. Another celebration and meeting was the Junior Achievement National Founders' Recognition Dinner held in 1963 to honor JA's four modern pioneers – Colgate, Hook, Moore and Spang. The meeting was chaired by Nell McElroy, Chairman, Proctor and Gamble.

A second Washington Conference emerged out of the Founders' Recognition Dinner – the first Washington Conference had been held in 1956 and brought together leaders in government, education, and business in support of JA. The purpose of the 1964 meeting would be to launch "the great forward thrust in Junior Achievement's expansion," according to JA President Hardenbrook. Serving as general Conference Chairman was H. I. Romnes, President of AT&T Co. Leaders were honored, and there was a panel discussion between leading businessmen and teenage members of Junior Achievement. The conference was a tremendous success; it would serve as the model for the future National Business Leadership Conference, which JA would develop in 1975 to showcase the National Business Hall of Fame induction ceremonies.

Junior Achievement marked its golden anniversary in 1969 with a dinner modeled after the second Washington Conference. A film was prepared for the occasion. In the film, actor Don Ameche gave introductory remarks. Also, Joe Francomano was interviewed and asked to project the future for JA. He bore the prediction that JA would be involved with programs at the grade school, junior high, and college levels, possibly as in-school or on-campus programs; further, JA companies would make use of computers.

JA ran an exhibit at the 1964 New York World's Fair which was used to promote both the Free Enterprise System and JA. In the two-year period that the JA Exhibit was in the Hall of Free Enterprise, hundreds of thousands of people got to view the exhibit and learn more about the program and its benefits. Particularly helpful in getting across this information was an electronic question and answer board which visitors found quite fascinating. Local and national Achievers were present at the exhibit each day to talk about JA and distribute literature. JA's participation at the Fair was a great image builder and promotional tool.

Despite these successes, JA was on a collision course with the radical changes rippling through society. The Civil Rights movement gathered momentum on the college campuses in the second half of the decade, as well as the anti-war effort against U.S. involvement in Vietnam. Many college students became alienated from the "Establishment" or the "military-industrial complex." The mood of many young people became cynically anti-business. As a result, many students dropped their plans for careers in business and moved into studies of the humanities. Anything remotely connected with business, and especially large corporations, was out. The "in" slogans became: "profit is just another word for greed"; "business is not where the action is"; or, "get out of the corporate rat race – do something for humanity."

Organizations like Students for a Democratic Society (SDS) spread ideas even to high schools claiming that JA was a tool of capitalism being used to "brainwash" young Americans. Following are examples of the attacks made on JA:

Sure, it'll get you out of the house at least one night a week. And for you energetic sellers, the extra pocket money is handy. You and your friends may even enjoy the feeling you're really doing something yourselves. It all works, and your efforts are rewarded, if your Adviser approves.

JA is a pretty calculated effort on the part of the sponsoring firms to sell you on the idea of their "free enterprise system." What is free enterprise in America? Twenty-five percent of adult Americans own some stock. But the controlling interest is concentrated in about 3-4% of the population. This isn't the way you get it from the JA Advisers. In JA, the workers own the company. Workers in America's "great" corporations would envy this situation.

You're taught in JA to get yours, and get it by climbing – climbing on the backs of everyone below you! JA is an effort to get kids into the rat race of competing against everyone else and trying to get to the top. Ever stop to think how many places there are at the top?

Some people even attacked Achievers for not being like the rebellious anti-establishment youth of the turbulent 60s. At a Speakers Bureau in the late 1960s, one aggressive young woman called out to a young woman JA speaker, "You're not a typical teenager! How can you represent yourself that way?!" The Achiever answered saying, "I'm an individual and have worked awfully hard to get ahead. I hope in four years you'll hire me instead of those people you're calling typical teenagers!"

Junior Achievement speakers and promoters were termed "hardcore capitalists and reactionaries" who allegedly brainwashed youth to preserve and maintain the capitalistic system. More young people were perceiving JA promotional films as self-righteous in declaring that JA could give "the principles of life," or could "improve your outlook on life." The conclusion of the new anti-JA faction was that if everyone joined, and adhered to its dogma, there would be absolutely no dissention from the capitalistic postulates and dictates of the world of "big business." Everyone would be assimilated into a gargantuan conformist society.

There was more than one fault in this logic. JA Inc. was never assumed that "everyone," i.e., every teenager, would or should join their organization. The diversity in American society and presence of other youth agencies worked against such an assumption; certainly in a *laissez-faire* atmosphere where government did not compel youth to belong to any one agency, it was understood that other groups or extracurricular activities would win over youth's time and energy. JA had built itself up the past 50 years understanding such constraints. Further, despite the radicals' scoffing at conformity, there was the radicals' high pressure upon their peers to conform to the new counter-culture image. Likewise the charge of brainwashing – the radical segment did quite a thorough job at grilling youth with vehement anti-Establishment rhetoric.

Faulty logic aside, there was an element of truth to be examined. There was growing evidence to the JA Board of Directors and staff that their program was having a waning impact upon youth. JA had just celebrated 50 years of successfully working side by side with teenagers. So why this new "generation gap"? Had JA become presumptuous? How was a very small minority of young people able to turn the minds of their peers against old, reliable institutions? These questions would not find immediate answers. Indeed, the manner in which youth hurled violently against the adult world caused an Establishment reticence, and it would be some years before the needed changes would take hold in society.

JA, however, did not have the luxury of "waiting until this blows over," to divide truth from rhetoric. Its annual growth rate in the late 1960s had now dropped to 0-4%. When compared to average annual increases of 10% for its first 45 years, the figures might have been interpreted as discomfoting, but not alarming. However, the 1960s was the decade of the coming of age of the post-WWII baby boom. Vital statistics showed that teenagers now made up the largest segment of the U.S. population. By 1970, it was painfully evident to JA that it was capturing a *decreasing* portion of youth.

The late 1960s was a difficult period, but Junior Achievement was quick to its feet. International expansion efforts and participation in the Summer Job Education Program were changes that kept the board and staff alert and open to new developments. Just as JA had, 40 years ago, critiqued its own program and made suggestions that preceded the Metropolitan JA program, so now was JA on the verge of developing new programs that would skyrocket and double enrollment.

Junior Achievement would undergo radical changes in the 1970s. So those radicals were partially right: The times they were a-changin'.

**DIMENSIONS
NEW
1970 - 1980**

Part IV



Executive and Structural Change

The 1970s would be a decade of great change for Junior Achievement in practically every phase of its operations. Leadership, management, training, service, programs and organizational structure were all to undergo study. This would result in revisions of goals and priorities and the exploration of new dimensions for this youth-oriented organization.

Donald Hardenbrook resigned as National President in 1970. The search committee chose Dick Maxwell, former president of the Better Business Bureau; he was to serve as JA president for 12 years. His experience of running profit and non-profit organizations made him an excellent choice. He exerted the strong leadership JA would need throughout the 1970s to overcome the sometimes internal intransigence to organization and program changes.

In his first year, Maxwell restructured the National Board and Executive Committee and got approval for a program called "A Crusade for Involved National Leadership." The thrust of this program was to streamline JA's existing structure while delegating greater responsibility. His fresh, fast-moving approach and convincing ways cut through various corners of the organization that had become a bureaucratic thicket – that phenomenon that occurs in mature organizations where domains and spheres of influence built over years, even decades, create a drag on much-needed momentum.

The new National Board would be comprised of 60 persons divided into three groups, re-elected on a rotating basis for a term of three years. This board was partly created from the most active and capable members of the old board of 400 members. And Maxwell brought in new people – including officers from major corporations such as IBM, Boeing and Ford Motors. The new board would meet four times a year and operate on a committee basis. Its first meeting convened June, 1971, with William Elmer, then Chairman and CEO of Texas Gas, as JA's Chairman

During Maxwell's presidency, he was able to assemble one of the most prestigious non-profit board of directors in the nation. The Board membership included many of the CEO's of Fortune 100 companies. It was chaired by Richard Terrell, Vice Chairman of General Motors. Other chairmen were: Dick Jay, Vice Chairman of Goodyear; Frank Cary, Chairman and CEO of IBM; David Kearns, President and CEO of Xerox; Dennis Hendrix, Chairman and CEO of Texas Gas; John Young, President and CEO of Hewlett Packard, Hicks Waldron, Chairman and CEO of Avon; and Lodwick M. Cook, Chairman and CEO of ARCO.

Maxwell realized that the restructuring to greater autonomy of JA areas that had occurred in the late 1940s and 50s had gone to the extent that the organization languished as disparate entities. He wanted to unify the organization, but not to the detriment of the entrepreneurial spirit characteristic of JA areas. In 1971, Maxwell set forward six goals for JA which formed a mission structure for the time he was President. They were:

- attain financial solvency;
- develop involved business leaders;
- improve JA's product;
- increase professionalism;
- improve and enlarge public awareness; and
- growth.

He observed, "By the end of the decade, people had bought into them."

Maxwell's elevated Board of Directors met the goal of increased professionalism while also making a national impact. By unifying the areas under common goals, Maxwell was striving for JA to become a cohesive organization that spoke with one voice. Junior Achievement would become a household word.

To further achieve the goal of increased professionalism, Maxwell appealed to Frank Cary, Chairman and CEO of IBM and at the time, National Chairman of Junior Achievement. Maxwell wanted to provide a professional management and training system for JA and IBM had the best in the corporate world. Frank Cary loaned Ed Kappus, an IBM executive, to JA for over two years; Kappus would later join the JA staff. Over a five-year period, Kappus designed and implemented a management system patterned after IBM's that strengthened the organization and provided the mechanism to sustain it during its rapid-growth years. The Achievement Planning, Coaching and Review System would become a cornerstone of JA's reputation as one of America's best-managed not-for-profit corporations.

JA Inc. also underwent a major geographical change. In September of 1971, Maxwell had initiated a study to consider moving the National Headquarters out of New York City, where it had been located since 1942. Finally, in 1974, a committee of the board set up to review potential sites, recommended that Southern Connecticut was best suited as a location for the site of a new National Headquarters. Three months later, in April, 1974, the Executive Committee approved the purchase of a building in Stamford, Connecticut, at 550 Summer Street. By February, 1975, the entire JA staff had relocated to their new home.

Since Headquarters was now in Connecticut, JA would have to become a Connecticut corporation – not a nationally-chartered organization – to qualify for tax abatement under Connecticut law. JA thus decided to terminate its pursuit of a national charter, and became a Connecticut corporation in April, 1975.

A debate about name and logo change had surfaced on various occasions throughout JA's history. The word "Junior" was thought to be negative – a turn-off to potential members. Some felt the name was not dynamic or descriptive enough. A study concluded, "Junior Achievement has a widely favorable reputation among kids and adults, and all aspects of the program are favorably regarded, including the name."

JA's logo, a red and black "kite design," had been adopted in 1959, the fourth official logo. The Detroit area was now recommending a logo change, resurrecting an old debate. Francomano would remind them of the considerable cost in changing stationery, pamphlets, and course materials, though he willingly processed their suggestions. In 1986, another new logo was adopted, the current solid-green triangle with golden stairs.

Junior Achievement began restructuring services to the areas in the 1970s. In the beginning of the decade, it was becoming clear to Francomano that the growth of JA was placing a financial strain on the resources of National Headquarters to provide improved and additional services for the operating areas. The five Regional offices and their limited staffs were overburdened. Historically, funds generated by the Area Participation Fees had never equaled expenditures for servicing areas and starting JA in new cities. JA Inc. had always been faced with the need to raise funds to subsidize its costs for servicing the areas.

Francomano projected an ever-widening gap in these funds, due largely to rising costs and fixed fee schedules. Headquarters would have to find a more economical method of servicing the areas. In answer to this, Joe and other senior staff members mapped out a Cluster Concept plan. It suggested that in lieu of adding new staffs to the Regional offices to provide needed services, a contract would be made with a number of the larger JA areas to be a local agent. In this capacity, these larger JA areas, with their greater number and often more-qualified staff, would provide services to nearby smaller JA areas for a fee which JA Inc. would pay; fees of course were far more cost-effective than enlarging area staff.

In June, 1975, the Committee recommended that the plan, now called the Divisional Plan, be tried for a minimum of two years in selected areas. Over time, aspects of the Divisional Plan filtered into structural changes within JA.

Concurrent with the Divisional experiment, an effort was made to test the feasibility of including an Achiever Membership Fee as part of the National Program. The board had voted against this idea two times in the past on the rationale that it would be detrimental to recruiting Achievers.

The experiment proved conclusively that the membership fee had no effect on membership recruiting. Achiever recruitment was at the same level or at a higher level with the membership fee as it was in areas without a fee. The acceptance of the fee encouraged the National Board to adopt a policy of making membership fees mandatory throughout JA. However, this position was later amended by the board from mandatory to voluntary

when it was determined that in some states or in individual communities, such a fee could legally bar JA from recruiting in the schools.



Project Business, Business Basics, and the Semester Program

Junior Achievement's *modus operandi* had, in the past, been one-dimensional. It reached high school boys and girls with the single program of miniature company operation – it was now referred to as the High School Program. In the early days, this program had seemingly limitless potential so that little or no consideration was given to any development of complementary programs for markets at other age levels. This would, however, change dramatically in the 1970s.

One of the first departures from the standard program was the Summer Job Education Program under the federal program which provided jobs for youth (see Chapter 14). The change was not dramatic as it was still structured around the JA company concept and had further similarities to JA's sub-contract program for Achievers during World War II (Chapter 9). This 1968-75 program was, however, significant in its expanded cooperation with the Federal government and a business association, National Alliance for Business (NAB).

Another new program was in the works, one that would thrust JA into a new era. The program would bring about a close working relationship with public schools.

Out of the organization's goals of improved product and growth, came the idea of reaching out directly to the young people in the schools. Enrollment growth in the early 70s was only averaging only 1-2% per year. Maxwell felt that business education ought to start early; the trend nationally was to start *every* educational process early. Thus, he heralded the idea of getting a JA program to junior high schoolers. This idea, and its implementation, was to permanently and fundamentally alter JA's programmatic structure and revitalize the organization. It would become JA's most important milestone (see also Chapter 18).

In 1971, a Research and Development Department was created at National Headquarters. The man chosen to head it was Gilbert Folleher, a former Achiever from Toledo, Ohio. He had successfully worked his way up from being a part-time program assistant to leadership roles in the program and training departments. Folleher was given two priorities as R&D Director: to explore the development of new programs, and to explore new ideas and experiments in the area operations.

President Maxwell knew diversification was key to JA's success in sustaining and augmenting growth. In 1971, he called in Joe Francomano and Joe's subordinate, Gil Folleher, and charged them with developing a junior high school program. He also asked them to examine the effectiveness of developing a JA presence on college campuses. Francomano developed an informal report outlining suggestions for Gil Folleher to pursue.

Gil Folleher began by visiting JA areas that had tried working with younger age groups. In 1972, Gil drafted an in-school course that brought in some of the best elements of the JA company program. Designed for junior high students, the program would bring an adult business person to the school – he or she would meet with the eighth or ninth grade class once a week to discuss a variety of business subjects. This person would draw on their own business experience to liven their subjects and help students correlate some of what they learned at school. A mock company would be set up for further study. This milestone program was called *Project Business*.

In the fall of 1972, Gil Folleher assumed directorship of the JA program in Seattle. Mary Beth Vernon succeeded him as Research and Development Director and furthered the Project Business design. Prior to his departure, Folleher recommended to Francomano the hiring of Julie Hubbard, who would later become instrumental in the startup of a second in-school program.

When Hubbard came on board as National Research and Development Director in early 1973, Project Business (PB) was operating as a 30-week program with a simple curriculum structure: ten weeks operating a JA

company; ten weeks of field trips; and ten weeks of current events discussions. However, Hubbard realized that in its present form, the basic driving activity was still the JA company operation; she knew that PB was intended to be a *different* program, not simply the same program at a different level and setting. Thus, throughout 1973 and 1974, she assembled different topics and materials, using innovations developed in the field, e.g., teaching principles of banking by having checking accounts where actual checks were written by the students. By spring of 1974, Julie had assembled a PB manual. Project Business was ready to be tested!

Maxwell met with Hubbard and five regional vice presidents to solicit their cooperation in obtaining test sites to run classes of the new program. She presented the program to them with great confidence: "I would like each of you to choose a city in your region to test the product so that we can modify it before we launch it on a wider scale. We will run two classes in each of three schools – public, private, parochial – in each city." The vice presidents were amazed at the new ideas and at this young woman presenting them, but none offered support during the meeting.

Marvin Butts, Southern Regional Vice President, did however seek Julie Hubbard after the meeting to offer his support. He became a strong adviser, resource, and partner to Hubbard, showing his initial support by setting up meetings for himself and her in four cities in his region – Nashville, Orlando, Dallas, and Jackson, Mississippi. Orlando and Jackson came on board in 1974.

One aspect of the 18-week PB programming was that company sponsors would not only provide classroom consulting but would also absorb the cost of the program – \$150 per class to cover materials and JA administration. This departure from JA's standard funding methods allowed PB to be free of JA fund-raising constraints, and also had broader implications (as discussed in the next chapter). In Jackson, an IBM sales manager volunteered to pick up the cost for all six classes and PB was on its way there. Orlando also found backing.

PB's strongest early supporters were: Marvin Butts; Marty Lee, Executive Director of Jackson; Billy Yeager, Executive Director of Orlando; and Mike Roer, the man responsible for all production aspects.

The program found early success. Why? A Florida PB manager who was among the first to test the program gives a few reasons: "Some reacted with, "You're crazy – why should business pay to teach these kids?" But many businesses saw it as an opportunity to tell a new generation that business was okay. They wanted youth to understand business, because these were tomorrow's corporate leaders, managers. In my area, many companies jumped at the chance to get into the classroom."

In 1976, under the influence of Dr. Peter Ellis of the Kellogg Foundation, JA was awarded \$750,000 to help start up Project Business in other cities. It was the largest grant JA had ever received. Thirty-five cities were budgeted for "seed money"; but because of the revolutionary format of PB, only 13 of the smaller cities would accept. In order to qualify for the grant money, the cities had to have a full-time staff. In an effort to gain support for PB, Hubbard organized an Educational Committee of carefully-chosen national staff, including Peter Rohan, an enthusiastic promoter of PB in the Midwest. Between 1975 and 1976, to broaden acceptance of PB, Julie Hubbard "rode the circuit," giving 20-minute board presentations across the country, building confidence in the new program.

In 1976, Julie Hubbard hired Don Floyd, then an Executive Director in Reading, PA, to be PB's first full-time employee and first National Director. Floyd inherited a stable program model, but his goals were to further it by building up a formal material and curriculum package that volunteers would find easy to teach. National expansion was also a priority. PB was programmatically separate from other parts of JA, with the management style being more aggressive, hard-driving, and bottom-line oriented. And it was organizationally a separate division. There was some initial resistance to PB from those who were comfortable with the reliable JA company program, but the more visionary members of the organization made room for PB in the JA picture of economic education delivery.

Regional directors, viz., specialists, for PB were gradually added to each Regional office beginning in 1977. Training programs were given twice a year for staff and volunteers were awarded certification in running PB programs. For four years, Floyd traveled the country setting up full-time PB programs that followed the PB model. In those four years, PB enrollment jumped to over 100,000 students. In 1980, when Floyd was hired by IBM Chairman Frank Cary to run New York, Ralph Schulz, a former Achiever, assumed the national directorship of PB. Schulz points to PB as establishing an important model for new JA programs. The elements of this model are:

1. Learn by doing.
2. Follow the school calendar.
3. Provide a volunteer in the classroom along with materials and high quality service.
4. Operate in the schools.

Another important feature of PB, observes Schulz, is "the incredible synergy that develops between the student and local business person in the 15 weeks of the program." Research showed that the eighth grade was an opportune time to introduce to them business people since this age group was open to new role models outside of home.

Project Business was such a phenomenal success that by June, 1983, enrollment figures for the program surpassed those of the, regular High School Program by 7,170 students. The following table documents PB's recent dramatic growth:

<u>Year</u>	<u>Students</u>
1976-77	16,751
1977-78	59,371
1978-79	102,094
1979-80	136,016
1980-81	173,707
1981-82	212,225
1982-83	242,136
1983-84	280,280
1984-85	312,343
1985--86	357,872
1986-87	392,290
1987-88 (Est.)	431,000

Project Business has now evolved into a program described as a program of economics and business education, which supplements the eighth and ninth grade social studies classes one day a week, for one semester. Corporate volunteers bring business realities such as marketing, mergers, manpower, production costs, and profit-and-loss sheets into the classroom and make them come alive.

One woman executive of Boston's Financial District taught Project Business in the East Boston junior high schools:

It was a lot of fun – we enjoyed bringing business to these young people. My biggest surprise was to discover that most students in this age group had no concept of checkbook spending. They thought you purchased a checkbook, then merrily went along writing checks until the checks ran out.

To impress upon them otherwise, we made an arrangement with the school's student store – we wanted to act as a bank for our PB students. We did not use real checks in this instance, but the store agreed to accept substitute ones. The store later redeemed the checks for the real money we 'banked' for the students. It was interesting to watch the concept take hold as they tried to balance their checkbooks. In one instance, a student gave the store blank checks – he forgot you had to fill them out!

I felt we did them a great service. The program helps them understand the everyday business principles and practices we take for granted.

Surveys commissioned in the late 1970s and 1980s clearly showed that teachers, students, and business representatives involved in the program all agree that Project Business is an effective and valuable learning experience.

The initial success of Project Business spurred the Research and Development Department to initiate other programs. In 1973, a year following the initial design of Project Business, two pilot programs were created. The first, known as Applied Management, was designed to work at the college level. Students, generally business majors, would serve as Advisers to JA companies for one year in the same capacity as adult Advisers. The experience would be tantamount to writing a thesis. However, the program was not an ultimate success, and eventually was abandoned.

Another new program was Economic Awareness, launched in the fall of 1973. Its aim was to meet the need for providing the general public with more knowledge and facts concerning business and economics via mailings of educational literature. The program had moderate success by the mid-1970s and became operational in 24 areas across the country. This program, too, was eventually dropped.

On the heels of the successful junior high program, Project Business, came a second in-school program, *Business Basics*, conceived and developed in the mid-1970s. This program was designed to bring basic business knowledge and information to students in the fifth and sixth grades.

The program began when a principal, who was a former Achiever, called the National office and asked Julie Hubbard for a way to bring the JA program to the fifth grade. From her experience with PB, Hubbard knew she could not simply translate PB to an elementary level; she had to develop an entirely new and appropriate program. She talked with teachers and students, then assembled four lesson plans. These studies covered:

- organization of a company;
- the production process;
- competition; and
- marketing.

A unique aspect of the program was the selection of successful Junior Achievers from the High School Program to work as “instructors.” It was believed that high schoolers might be more readily accepted than adults as role models to 11 and 12 year olds. The program and materials were prepared at Junior Achievement Headquarters. Then local JA staff selected qualified Achievers, those who had owned and operated a JA company, and carefully trained them in their role as “student consultant.” With the cooperation of the local schools, appointments were made for the young consultants to visit the elementary classroom.

The Achiever consultant would teach the basics of organizing and managing a business, as well the production and marketing of a product or service. He or she would tell of their own JA company experience. This personal aspect was effective in stimulating interest from the fifth and sixth graders – this was no dry lecture – and they often responded to the high school Achiever with dozens of questions. This learning adventure not only benefited elementary children, but also Achievers. They gained self-confidence and were by the nature of their instructional role challenged to increase their own business knowledge. PB had already paved the way in terms of JA’s credibility and relationship to the schools. Hubbard said she had no problem selling the program. Business Basics became one of the fastest growing programs JA had developed.

While the new programs were being tested and developed, the JA company, or High School Program, was also undergoing study and transformation in the 1970s. This was the principal activity of Junior Achievement, that original 1919 program – modified in the 1930s – which had 16-21 year-old youths run their own company. In the fall of 1971, the Expansion Committee of the National Board concluded a study that resulted in a recommendation to curtail this program’s expansion into new cities; available funds would be used to expand within existing areas and improve their quality.

Concern over the traditional JA company program increased when the 1973-74 enrollment figures showed nine out of 14 areas had incurred losses. An analysis by R&D pointed to several major causes: school strikes, the energy crisis, low employment, and the loss of sponsoring firms and Advisers. Too, it was inevitable that the skyrocketing success of PB would cause an uneasiness among those in the organization who managed the old program – uncertainty over the future had a way of extinguishing high spirits. These constraints aside, R&D suggested that the High School Program needed to change in order to appeal to the changing needs and motivations of the 70s teenagers.

Everyone on staff pulled together, and in the 1974-75 year, there was an 11% increase in High School Program enrollment. But the experience stirred further discussion about new ideas and concepts for this program.

The Los Angeles area, under the direction of Karl Flemke, was working on a High School Program variation named the *Semester Program*. Developed in cooperation with National JA, it was designed to reduce the JA company cycle of operation from 28-30 weeks down to 16-18 weeks. Thus it would be possible to operate two cycles per year in a JA area. This shorter cycle would eliminate the occasional dropout problems. Some Achievers, for example, found scheduling conflicts when a winter or spring sport dominated their spare time; and likewise the adult Advisers ran up against seasonal community commitments. It would also provide for greater use of the community or JA facilities – *two* JA companies per calendar year – and for sharp increases in Achiever enrollments. Within two years, after some refinement, the Semester Program was adopted as an approved alternative that JA areas could elect to run.

Twenty percent of the JA companies were operating under the Semester Program by the 1979-80 year. This gave the regular High School Program a considerable boost not only in enrollment, but in appeal to Advisers, Achievers, and sponsoring companies. The shorter program cycle was cost- and volunteer-efficient, and eliminated a great deal of the repetitive part of the original program, the production and selling activities. It also eliminated mid-year recruitment of Advisers, since the adult could choose one or both semesters in anticipation of his or her other seasonal commitments. A follow-up evaluation showed that the learning experience of Achievers was not diminished by this shorter cycle.

All of these new programs required a tremendous administrative effort at JA headquarters to update and write new program materials, schedules, and manuals. It called for a considerable investment in development, testing, and production. Headquarters took on this challenge, and the new programs grew rapidly.



The Significance of the New Programs: Project Business Carves a New Future

Project Business was the first wave of new programs that were to change Junior Achievement fundamentally and forever. The sweeping new elements of the program affected JA in such radical ways that PB became the marker between the “old JA” and the “new JA.” Features of the program had broad significance.

The most obvious departure from the traditional JA program was the location of Project Business (PB) in the daytime school classroom. JA was demonstrating, along with good marketing, a high degree of flexibility – modifying its calendar and perspective to fit that of its “client.” The daytime schedule was custom-made for executives who could afford an hour or two; and PB classes were able to attract not just managers and supervisors, but CEOs to their activities. The move from “JA’s turf” to within public schools was a significant measure of JA’s solid relationship with the school systems; it showed adaptability and ability to survive.

The program was designed to have high integrity and internal consistency – it was a package that National was marketing and it was uniform. It could be replicated in any part of the country and still look much the same. Because of the Kellogg grant providing seed money for start-ups in different parts of the country; and in order to get and keep that money, “rules” of the program had to be followed, and they were. The aspect of uniformity also made it easier to present PB to educators. More than a decade after its beginnings, the uniformity of PB is still intact. Volunteers attested, “All I do is run it like they tell me and it works!”

Before Project Business, women were not a major presence in JA program management positions for several reasons: the requirement of long hours which interfered with home responsibilities; travel requirements; late-evening safety concerns; some physical constraints, as in instances of moving heavy shop equipment; and possibly a vestige of older societal perceptions about women in leadership roles. With the advent of PB and its changed hours, 80% of the PB managers were now women. One area president said of their management, “JA did not know what it was missing in the past!” The new PB managers were tough and hard-driving, and many say were given “somewhat of a hard time” – not just because they were women, because the males’ experience was similar – but because they represented a new breed.

Because of the intensive management training PB managers received, and because they were perceived as a new breed, the standard of excellence for these managers was high. Their responsibilities included raising capital, budgeting, planning, training volunteers, managing the classes – the whole gamut. They were set off from the traditional company program which struggled to maintain enrollment while PB rocketed ahead. While teamwork was the byword within JA, these diverging growth tracks gave the organization a healthy dose of internal competitiveness.

Among the various reactions to the success and impact of Project Business were these comments:

I was fortunate to have been leading PB at that time, but it was a team effort on the part of those who made it work ... (especially) the PB managers. They were entrepreneurs who built something out of nothing in the most dynamic activity of JA since its creation!

They made sure the quality of the program was high – they deserve the applause because they were new pioneers and they delivered.

--Ralph Schultz, second National Director of PB

In 1978, when we started 11 classes in Alton, Miss., we had no idea whether it would work – whether what we were doing was right or wrong. Our training seminar was great...now we have the largest number of PB classes in the country along with Detroit – 553 classes.

--Pat Klossner, a PB manager

The most important thing we did was to set a style of performance – a bottom line for excellence. I first led PB, but it was all one tremendous team effort.

--Don Floyd, first National Director of PB

A PB manager added that the team effort was evident throughout *all* involved with the program – National, local board people, the schools, the community. All were on the PB team making a rich and successful program.

A radical departure from the traditional JA program was that Project Business operated as a profit center. As early as the late 1960s, John deButts, Chairman of AT&T, suggested that JA operations be run like a business. In the traditional program, funds were raised by traditional means, usually from large manufacturing firms. But in PB, the PB managers had to bring in both persons and dollars from usually the local small business community in order to pay their salaries! The Kellogg grant started PB classes going and maintained them in a decreasing dollar contribution for three years; but after that, PB managers had to become self-sustaining – and they did. The profit center approach provided an even more stable base of income than did the fund-raising approach since contributions varied from year to year. The “dollar-side” and the “program-side” were now linked, and they were both under the management of this new breed of JA manager.

Another most significant feature of PB was its ability to overcome weighty resistance on many fronts. Within JA itself, there was a conservative streak that threatened the development of the new program. Many thought PB would undermine the traditional company program at a time when it was particularly vulnerable. The reluctance of cities to pick up on money provided through the Kellogg grant is clear evidence of this phenomenon. In the educational community some teachers were skeptical and feared a one-sided “brainwashing” would occur in their classrooms. But the strength, excellence, and sheer power of the program allowed it to make its mark, with the support of top leadership. As Don Floyd commented:

PB is the most significant thing that happened in the organization until the 1980s. It never could have come to fruition if Dick Maxwell (JA President) hadn't moved and taken JA into the schools.

The Project Business program fundamentally and forever changed many aspects of JA Inc. The mission of the organization was and is still the same: to promote economic literacy. However PB brought a totally new concept to the delivery of economic education. PB and the educational programs that followed have meant that Junior Achievement has become the largest supplier of economic education to public and parochial schools in the country, “a premier economic education organization” in the words of John Dickinson, former Regional Vice President of Mid-Western JA. He continued:

The partnership that was created between education and business as a result of these new programs is phenomenal. No longer somewhat adversarial, we can now truly serve the needs of youth. These new programs help us deliver our programs to an ever increasing number of young people, and the cost is less than the traditional program.

Don Floyd observed the internal impact of PB: “A subtle but significant change evolved. National, rather than the field organizations, had a leading role in the change.”

The field organizations began to look to National for direction and guidance, a development Maxwell's successor, Karl Flemke, would use to the advantage of the whole organization (see Chapter 22). This change, from the late 1970s to early 80s, was difficult to absorb at times; but when it was realized that the future of JA truly was in the classroom, the era could be looked at “as a case study in major organizational change,” as Ralph Schulz termed it.

JA had reached 6% of the youth market prior to PB's inception, and that was considered a healthy figure. By 1987, however, 42% of all seniors across the United States had received at least one semester of JA programming. It was projected that by 1989 JA would reach one million students per school year – indeed, that figure was surpassed a year early, and the 1987-88 school year became the year of a million.

PB was a true milestone in the evolution of JA. It brought together a cooperative and dedicated spirit of education involving JA, the school, the company, and the community. The CEO from the company would get involved and join JA's board after his or her time in the classroom; the JA staff would become keenly interested in the community that had given so much to the program. The junior high students would reap the best of many educational worlds. The in-school idea was JA working – hard and well. Project Business rolled out the red carpet for the other in-school programs to march into the future.

Chapter 19



Public Image and Public Relations in the 1970s

Junior Achievement was gathering momentum through the growth and diversification of its programs, and this presented opportunities for publicity in all media. At the same time, there was increased pressure from within the organization to invest more time and monies in the development of a cohesive national Public Relations program for all of Junior Achievement.

The activities of Achievers tended to attract media attention. The success stories of teenagers organizing and operating miniature companies, the unique products and services, the conferences, trade fairs and Future Unlimited Banquets, all provided newsworthy items for local, regional, and even national news. Further, Junior Achievement was fortunate to have an excellent "product," the Achievers, who spoke for themselves.

An opportunity to bring new national attention to JA came in August, 1971. at the week-long National Association of Junior Achievement Companies (NAJAC) Conference in Bloomington, Indiana, Joe Francomano received word that the Today Show wanted to feature JA on their program. That was exciting news! The one catch was that an adult spokesperson and an Achiever had to be in a Chicago TV studio by 6:30a.m. the following morning. They had been given only a half day's notice.

It was quickly decided by JA's Public Relations Department that Joe would handle the adult role and select a representative Achiever; he chose Steve Schroeder. At 6:30 the next morning, they were in the studio waiting to be briefed. They were told when to go on the set, who would interview them, and that they should avoid looking into the camera and speak clearly. Joe had been interviewed on radio, TV, and newspapers across the country and was confident, of course, about JA. Steve, on the other hand, had never been interviewed; his debut was to be on a coast-to-coast live network news program. Joe recalls:

We had a great ten-minute spot that told the story of JA to millions of viewers. I provided the statistical answers and background. But, the real star of "our bit" was young Steve, who unprepared and unrehearsed, went on live and told about his JA experiences with all the poise of a veteran. He assumed the role I had played for JA many times in my youth.

Junior Achievement got a reasonable share of national media attention from publications like *U.S. News & World Report*, *Time*, *Business Week*, and *The Wall Street Journal*. Local media was most active in giving coverage. But in the mid-70s, good fortune brought a new member to JA's National Board: Mary Wells Lawrence, Chairman of Wells Rich & Greene Inc., a prestigious New York advertising firm. Her commitment and that of her organization brought about a renaissance in the public relations efforts of Junior Achievement.

A public relations effort with overwhelming impact was the initiation in 1975 of the National Business Leadership Conference combined with The National Business Hall of Fame Induction Ceremony. These conferences honored business leaders and contributors.

How did these come about? In the early 1970s, Alan Hilberg was on the National staff as a fundraiser. Fundraising at the National level was restrictive as efforts had to be confined outside of franchised areas. In 1974, Alan came into Joe Francomano's office looking for advice concerning special fund-raising events which would qualify under the policy of allowing "high quality events." Joe remembers:

During our conversation, I told Hilberg about our previous Washington Conferences and how highly successful they had been. I suggested that a national affair along these lines would not only qualify under the policy, but would be of tremendous public relations value as well. I gave Hilberg my old files so that he could review them.

Not long after their conversation, Alan Hilberg proposed to the National Board that they hold another "Washington-type" conference to be called a National Leadership Conference. He further proposed that JA simultaneously sponsor a business hall of fame to pay tribute to the outstanding business leaders in the country. Mr. Al Rockwell, chairman of Rockwell International, also played a major role in developing a business hall of fame concept. Hilberg's convincing argument to the board came when he announced that he had contacted *Fortune Magazine* to discuss the idea and that they had indicated they would be willing to serve as the research team to develop a slate of nominees. These nominees would then be reviewed by a special board of Fortune editors who would select the individuals to be inducted into the National Business Hall of Fame. Junior Achievement would be excluded from the research, nomination or selection process, and thus could remain totally objective in its sponsorship. JA would officially initiate and sponsor the National Business Hall of Fame and would assume complete responsibility for managing, financing and directing all aspects of the induction ceremonies and presentation of awards.

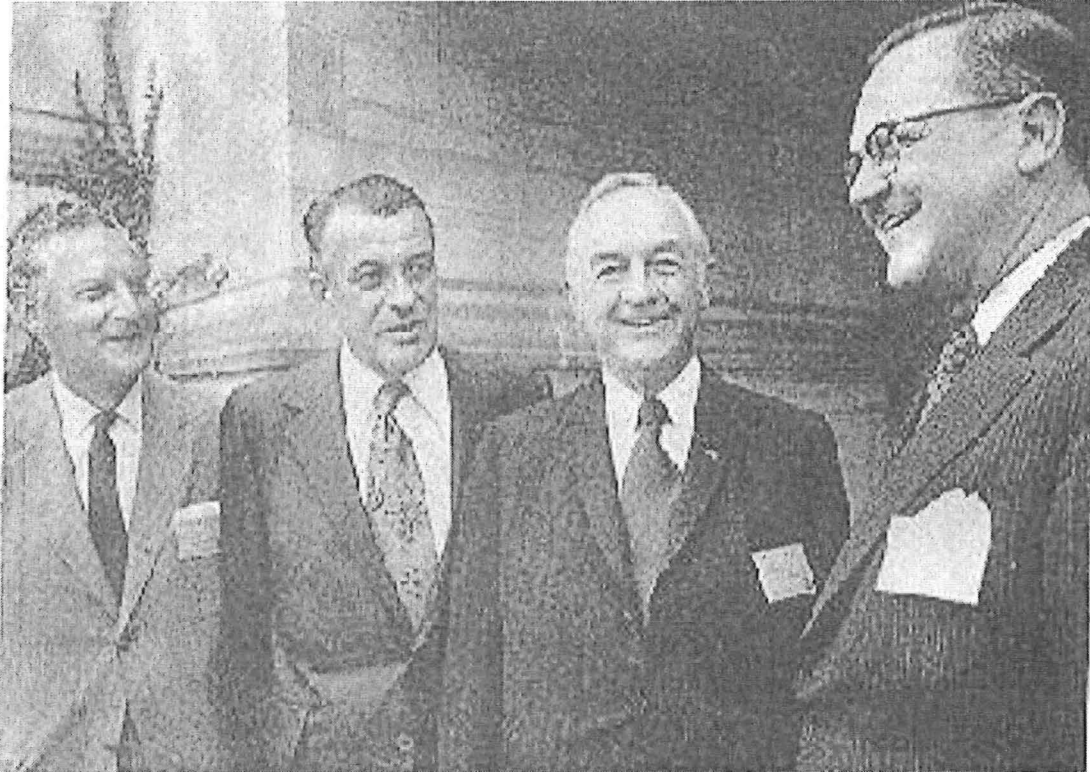
The National Board approved the project of a combined leadership conference and Hall of Fame function. A central, Midwestern location was chosen for the first event. It would be held January 23, 1975, at the old Landmark Stevens Hotel in Chicago.

The program was to be in three segments. The opening was a luncheon to honor all JA Area Presidents for their leadership in their communities, and through them thank the Area Board of Directors for their accomplishments. The second segment involved holding two seminars. One was a dialogue between selected Achievers and a panel of business leaders. The second was a discussion between selected panelists on the question of responsibility for America's future. Finally, the third segment would be the induction of laureates into the National Business Hall of Fame. This ceremony was the focus of the evening black-tie dinner.

The first conference was hosted by Lowell Thomas; and the keynote speaker at the luncheon was John D. deButts, Chairman of AT&T, and former Chairman of JA Inc. There were four Achievers and a panel of notable business leaders: John G. Smale, President, Proctor and Gamble Co.; Brooks McCormick, President, First Wisconsin Trust Co.; and David Packard, Chairman, Hewlett-Packard Company. The seminar was moderated by TV newscaster, Floyd Kalber. Joe Francomano comments:

It is indicative of the faith we all had in the Junior Achievement program and the value of its training that we would match four teenagers in a general dialogue on business with such a formidable panel of business executives. In the lively discussion that followed, the young people not only held their own against these senior executives, but were a credit to JA as well.

The second seminar moderated by Max Ways of *Fortune Magazine* was also dynamic. On the panel were representatives from industry, academics, labor, and government. In a spirited dialogue they addressed the question, "Leadership for America – Whose Responsibility?"



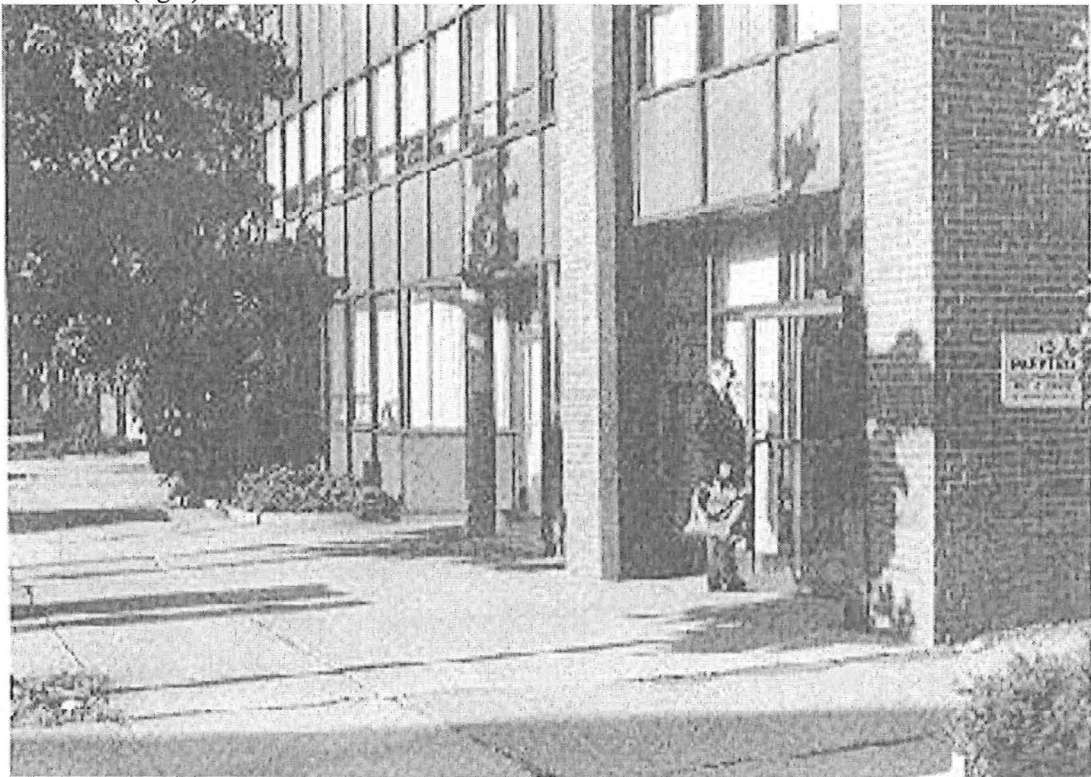
The turbulent Sixties - September 20, 1967 (left to right): JA President Dick Maxwell, ex-JA Chairman Bill Elmer, soon-to-be Nixon Commerce Secretary Maurice Stans, and JA Chairman John D. deButts.



A \$1 investment in each of two Junior Achievement mini-companies returned a profit of 49 cents to President Richard Nixon in 1969. William A. Leadens and Patricia A. Young of Minneapolis presented the profits to the president, who bought shares on a 1968 campaign swing.



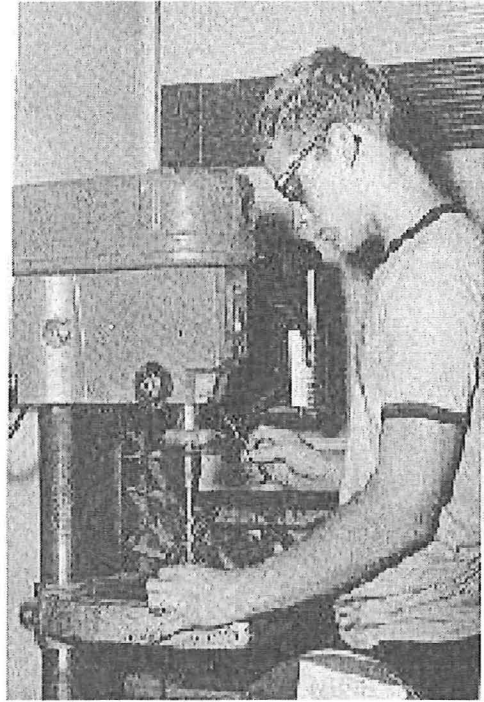
Teddy Kennedy, later a U.S. senator from Massachusetts, spoke to a National Staff Conference in Miami in 1962. With Kennedy are S. Bayard Colgate (left), and JA professionals John Maggiore and Bill Morris (right).



JA President Dick Maxwell opens the door to JA headquarters at 550 Summer Street in Stamford, Conn., early one morning in the 1970s.



W. R. (Dick) Maxwell, JA's president from 1970-82.



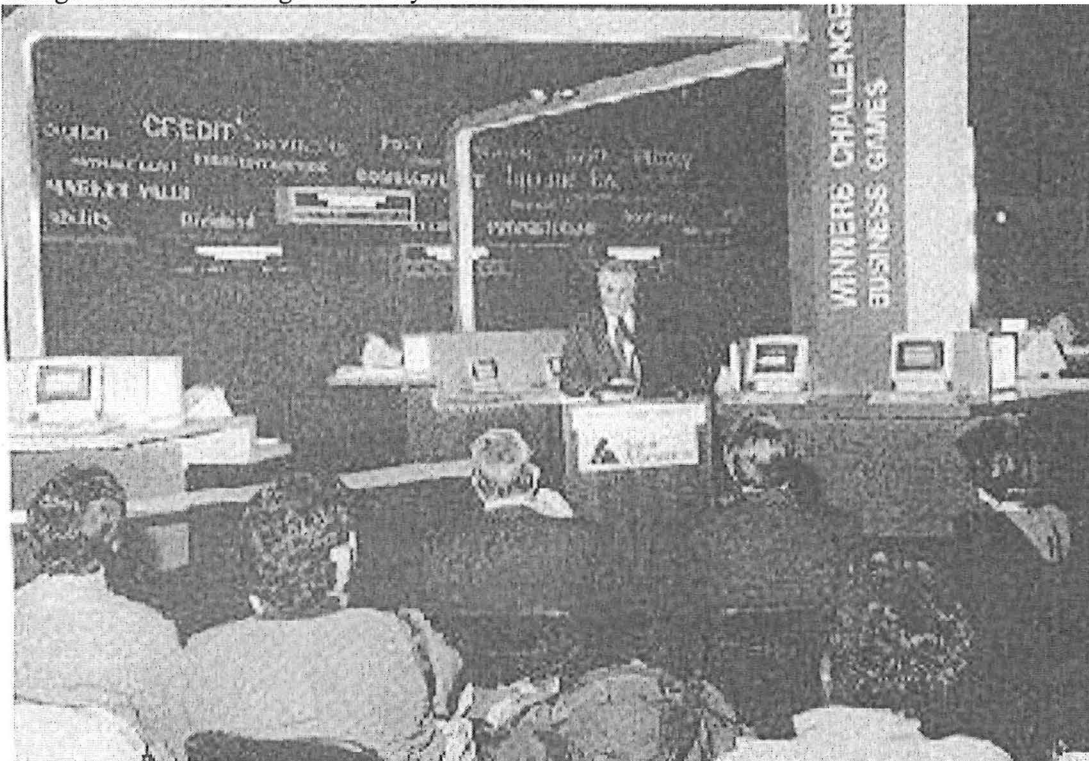
The ubiquitous drill press.



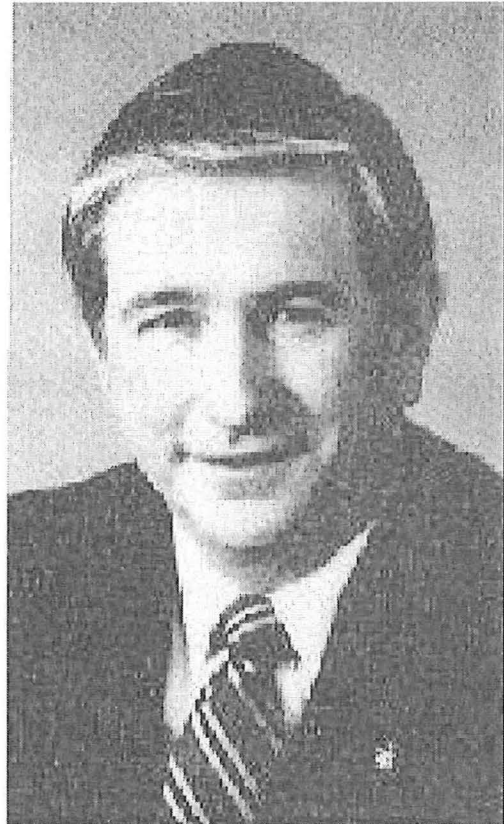
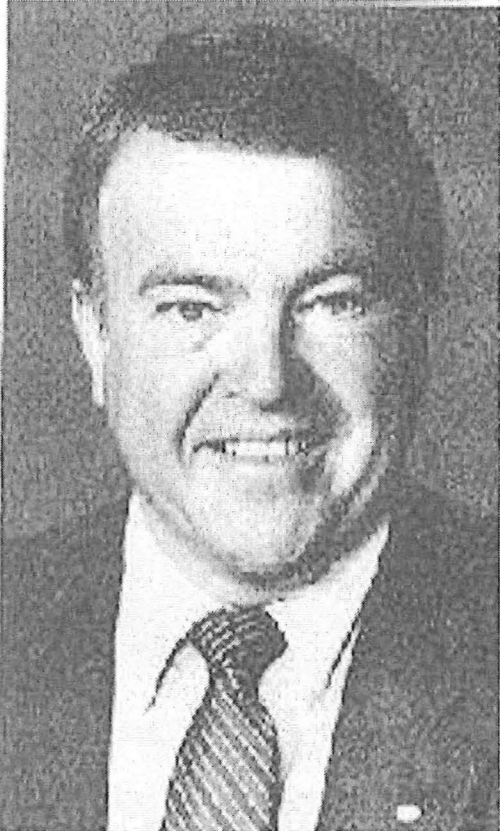
Students and consultant involved in the JA Company program, the staple of Junior Achievement's economic education programs.



Entertainer Dinah Shore, a member of Junior Achievement's National Board, has emceed several National Business Hall of Fame induction ceremonies. She was joined in 1982 by Vice President George Bush and Pittsburgh Steeler Lynn Swann.



Junior Achievement President Karl Flemke speaks at a press conference at the beginning of the National Business Hall of Fame exhibit in Chicago's Museum of Science and Industry on November 18, 1986.



Among prominent alumni of Junior Achievement programs are (clockwise, from upper left) Charles Walgreen, chairman of Walgreen Stores; John Roach, chairman of Tandy Corp.; Dr. Donna Shalala, chancellor of the University of Wisconsin; and Maynard Parker, editor of Newsweek Magazine.

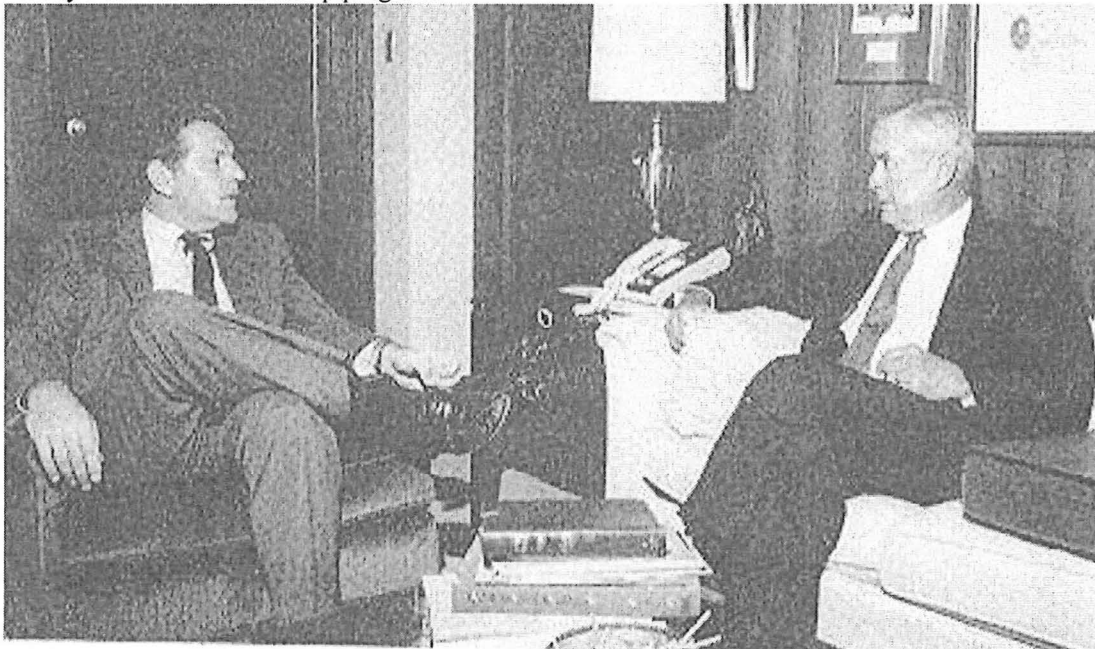




Royal Little, the founder of Textron and a laureate to the National Business Hall of Fame, is a Junior Achievement supporter who makes hundreds of thousands of dollars in MBA scholarships available to Junior Achievement alumni through the Little Family Foundation Fellowship program.



ARCO Chairman and CEO Lodwick M. Cook at the 1987 NAJAC conference with Distinguished Graduate Award winner Bruce Kennedy, chairman of Alaska Airlines.



Education Secretary William Bennett discussed economic education issues with Junior Achievement President Karl Flemke at a December 1987 meeting in Washington.



Ribbon cutting ceremonies June 11, 1987, at the Colorado Springs headquarters. From left to right: ARCO Chairman Lodwick M. Cook, President William Hybl of the El Pomar Foundation, Avon Products Inc. Chairman Hicks B. Waldron, Hewlett-Packard President John Young, Dinah Shore, Gates Land President David Sunderland, Junior Achievement President Karl Flemke and Colorado Governor Roy Romer.



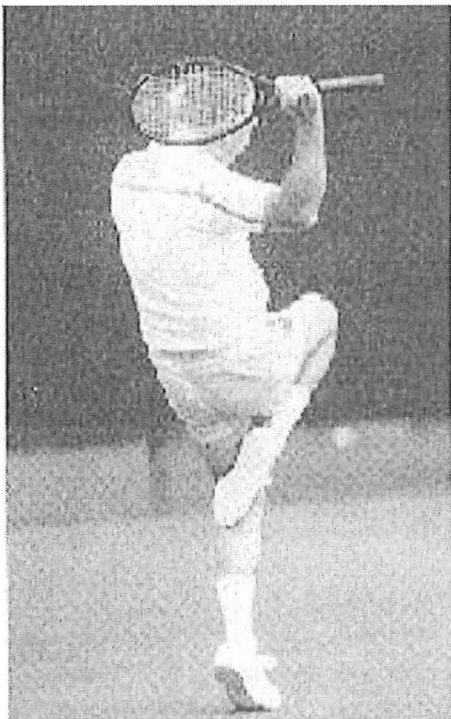
The Colorado Springs headquarters building looking southwest toward the foothills.



FORTUNE publisher James B. Hayes speaking at the 1988 National Business Hall of Fame Induction Ceremony in Atlanta. Laureate awards are arrayed on the podium in front of Hayes.



President Karl Flemke chats with 1988 National Business Hall of Fame inductees David Packard (center) and William R. Hewlett (right) at a reception in Atlanta.



Dinah with the Broadmoor Golf Club's Dow Finsterwald, host professional for the annual Dinah Shore/Junior Achievement Golf Tournament. In addition to the golf, the joy of victory also is shared on the tennis courts in the day's festivities.



High School students watch a demonstration of the computerized Management and Economic Simulation Exercise (MESE) used in Junior achievement's Applied Economics program.



A Project Business consultant hard at work in a Junior high school classroom.



A sixth-grade student reads the "Business Journal," one of the classroom supplements used in the Business Basics program.

Finally, in the evening in the grand ballroom all listened as Governor Dan Walker of Illinois and Richard Jay, Vice Chairman of Goodyear Tire & Rubber, Co. and a past Chairman of JA Inc., welcomed the Honorable Nelson Rockefeller, Vice President of the United States, who gave the keynote speech. Then it was time for the induction of the National Business Hall of Fame nominees. *Fortune's* Managing Editor Robert Lubar said that they had used an immense range of activity indicated by the word "business" for the selection of honorees. They had defined "leadership" as "outstanding and enduring contributions to improving the products, the processes, the efficiencies or the human relations of business."

The initial selections were drawn from a highly researched pool of candidates ranging over 200 years of U.S. business. Fifteen historical figures were chosen as well as four living men. The first inductees were Henry Ford, John D. Rockefeller, J. Pierpont Morgan, Alfred P. Sloan Jr., A. P. Giannini, George Washington, Eli Whitney, Cyrus H. McCormick, Andrew Carnegie, Theodore N. Vail, Alexander T. Stewart, Thomas A. Edison, David Sarnoff, George Eastman, M. J. Rathbone, J. Erik Jonsson, Royal Little, and William M. Allen.

The history of each nominee was read alternately by Richard Jay and W. F. Rockwell, Jr.; the honoree or direct descendant or associated member of the industry would accept the award. The National Business Leadership Conference (NBLC) and National Business Hall of Fame evening was highly praised by all who attended.

Although the NBLC was only a moderate fund-raising and media success, it was agreed that it would become an annual event for JA. Joe Francomano was asked by JA President Maxwell to take over the management of the conference, which he did for five years until his retirement in 1981. The NBLC and National Business Hall of Fame have enjoyed 14 years of outstanding success at different sites around the country. Some changes have been made in format; for example, celebrities have been called to assist in the awards presentations. John Wayne, Lucille Ball, Charlton Heston, and Dinah Shore have been involved in NBLC festivities.

Over the years, media attention to the event has grown so that recently it was shown that information about NBLC reached more than 80 million people.

**FRONTIERS
NEW
1980 - 1988**

Part V



Joe Francomano Retires

Joe Francomano was approaching his 64th birthday in 1980. Although Junior Achievement Inc.'s mandatory retirement age for executives and staff was 65, Joe opted for retiring a year early. He felt the time was right to turn over the implementation of new goals and directions to the next generation. On them would fall the responsibility for the programs' success. Thus, in January, 1980, he announced that he would culminate 44 years of service with his retirement, effective June 30 of that year.

Joe determined his priorities for the remaining months to be (1) management of the 1980 National Business Leadership Conference in Los Angeles, and (2) the wrap-up of his work as Executive Vice President so that he could turn the reins over to his successor.

The evolution of JA meanwhile went on. The Semester Program was moving along well with 19 JA areas changing over to the two-cycle operation. Also, two major grants were announced. The first was a grant of \$49,000 from the Alcoa Foundation to cover the cost of the *Johnston Report*. The Johnston Report was a comprehensive analysis of trends in society and among teenagers. It made recommendations as to how JA could capture and retain teen interest and Adviser support (see Chapter 21). The second, a grant of \$107,000 from the Lilly Foundation, would provide funds for two years for JA's new Management Training Program.

Joe recalls:

It was in this highly optimistic atmosphere for the future of JA that I attended my last board meeting in June 1980 and said my official farewells to the members of the National Board with whom and for whom I had served. I shall not dwell on what a highly emotional experience it was for me. I had served with some of those board members for upwards of 25 years. It was not easy to cut my official ties after all those years.

It was a greater emotional experience a few weeks later at the National Staff Conference when I said goodbye to my peers. Over the years I had worked, fought, played, planned, and shared successes and some failures with practically all of the men and women in that room. With some I had shared as much as 30 years of this kind of close association. I shall always remember the thoughts and good wishes shared with me that night by the staff and associates. When Charlotte and I sat down after a very heartwarming and prolonged standing ovation, I realized that this was truly the end of my official career in JA. As I sat down, I thought, "Well, you finally made it to the finish line!"

Karl Flemke was chosen to succeed Joe as National Executive Vice President under JA President Maxwell. Karl had 20 years of collective experience in New Bedford, Mass, Pittsburgh, and Los Angeles, where he had served as top staff executive. Other organizational changes happened concurrent to Joe's retirement. Much of this was a result of recommendations from the Johnston Report, changes which Joe had begun to help implement.

The departure of Joe Francomano was in itself a change to Junior Achievement. They were to lose a valuable team player whose long experience and historical sense of their direction had helped define Junior

Achievement. But if they had lost a "parent," they had gained a "grandparent," one whose advice and stories of days past would continue to have a positive impact upon JA!



The Johnston Report

The Education Committee of Junior Achievement's National Board decided in June, 1979, to commission a study of the teenage environment for the purposes of planning programs and growth for the next decade. The decision was partly based on the two-year decline in membership in the original JA company program. Under a \$49,000 grant from the Alcoa Foundation, Pittsburgh, the study was prepared by the Robert Johnston Company, Inc., New York.

The report was titled, "Growth Strategies for Junior Achievement, Based on a Study of the Teen Environment." It examined trends in society affecting the teen world, and trends which constrained JA's growth.

The report included an analysis of societal trends that revealed the systems which formed or changed the values of youth were drastically altered. Home, church, and school were not the primary influences on the behavior of high school students – rather, it was celebrities, media, and peers. Role models from these groups acquired heroic proportions. Mass media also had a far-reaching influence, much more than educational institutions, the family, or organized religion. These trends themselves were subject to change, which made predictions difficult at best. This was a critical revelation since JA believed that the high school years were vital in forming the next generation of leaders.

Youth as well as adults were caught between value systems as they moved into the 1980s. In the 1930s and 40s, youth had a goal not to repeat the events that led to the Depression and World War II. In the 1950s, there had been relative contentment and some boredom. In the 1960s, the counter-cultures had fought against injustices. In the 1970s, however, young people saw their frontiers disappearing: geographical, educational, technological, social, lifestyle, and religious areas were long ago explored and established. So by the late 1970s, youth had turned inward to "self." Since there were no great frontiers, the world of business and JA could fill this void, the researchers concluded.

Schools, for the most part, no longer taught a particular value system, the report revealed. Thus, JA's value system could have a real impact. JA could be sold to educators, even though there was some hostility in the culture toward business.

An analysis of teen trends revealed that the void in values and guidelines resulted in their pursuit of higher material goals. There was a desire for instant gratification, which gave way to seeking instant results without sufficient direction or dedication. These feelings brought on frustration and confusion and the search for a real frontier.

A 1979 analysis of almost 200,000 questionnaires answered by teenagers and adults brought the researchers to these conclusions:

1. Business and the world of work could be the new frontier for teens and represent their aspirations.
2. Peer pressure can be used positively – since it is such a powerful force in a teen's life – if there is sufficient market research of the subcultures and social groupings.
3. Teens want to become adults and assume adult responsibilities faster.
4. Parents feel they have lost control of their teens, but JA could reunite home and peer values.

The Johnston Report cited external and internal constraints that, in JA's 60th year of operations, were inhibiting growth:

1. There was negative peer pressure against JA.
2. Business leaders saw JA as positively oriented toward youth, but not vital to business itself.
3. Corporate managers did not perceive their subordinate's role as JA Adviser as significant vis-à-vis financial backing, scheduling conflicts, etc.
4. There was competition for a student's time.
5. Transportation to and from JA centers, for Achievers and Advisers, was often difficult.
6. There was a poor public image of private enterprise.
7. The quality of Advisers was declining.
8. There was lack of publicity, money and facilities.
9. CEO support was weak.

The study made three major recommendations:

1. JA companies need to be a *contrast* to the looseness of society at large – a guided sanctuary of order, common sense, sanity, and security for youth. JA should be *predictable* to the young person.
2. It must be a peer-approved and cohesive experience.
3. JA must try to fill the *frontier* void.

The researchers recommended that JA continue to provide the basics, and additionally, add options for advancement for those who desired it. They recommended JA aim for a growth of 2.5-3 times in the next five years by: improving procedures; capitalizing on resources; modernizing fund-raising; improving marketing to get the JA message out more effectively; and making JA more accessible by using existing facilities in schools, churches, etc. The in-school program was recommended for part but not all of JA programming. Churches were recommended as a recruiting and Adviser source.

The researchers also examined JA's relationship to business and concluded that JA must be more effective with business executives and board members in terms of providing accurate and realistic information. They advised that JA get itself to the point where it was perceived almost as a subcontractor – part of the cost of doing business – and supported as such. The board members should create participants as well as decision-makers.

The researchers' recommendations regarding JA's program was that the JA experience be repeated if desired – that sequential programming could improve depth and quality as well as retain additional Achievers. The programs could be broadened so that a true understanding of the importance and relevance of the free enterprise system, not just the mechanics, is achieved.

The Johnston Report further suggested making the companies more like real business with closer-to-minimum wage pay and discussions of timely issues in the education portion of the program. They suggested publishing articles, marketing information kits, and other ideas to provide greater program flexibility.

Implementation of special training programs for city and minority Advisers was also recommended. They stressed that Advisers must know how to function as counselors and know when to refer problems to other professionals. They recommended that high school educators become active on JA boards, and that there should be a National Commission of Educators for Junior Achievement. Outreach to handicapped and juvenile offenders was recommended. The researchers emphasized that Achievers should be used most often to promote JA.

Improved recruitment methods for Achievers and Advisers were recommended – people's reasons for belonging to the organization were to be highlighted. Bringing in top quality Advisers was essential in attracting and retaining young people in the JA programs.

On marketing, the study recommended specific tactics for the four target groups: youth, business executives, potential advisers, and educators. Many marketing ideas were presented, including marketing all of the benefits of JA and having sponsors include JA as part of their existing advertising.

The Johnston Report researchers concluded that Junior Achievement's existence had many implications for business. It could help business tell its story, a story important in the 1980s. JA promoted the system in which business flourished. The challenge existed within JA to learn how to responsibly wield its influence in business and among modern youth.



Applied Economics Marks JA's Course for the 1980s

Junior Achievement's new program developments of the 1970s were rapidly taking hold. Not only was membership increasing, but JA had been opened to entirely new markets where it could apply its concepts of economic education. *Project Business* and *Business Basics* were growing by leaps and bounds. Experiments were being carried on at the college level; and the mailing program, Econ U.S.A., was still being tested. The regular high school program had been revamped into the *Semester Program* and was attaining success, both in acceptance and in meeting its objectives of enrolling more members with no loss of effectiveness.

The development of Project Business and Business Basics were made possible because of the fine working relationships JA had built with all the schools in the various communities where it operated. Growth occurred because of generous grants from foundations such as the W. K. Kellogg Foundation would give a total of \$2.5 million to expand the in-school programs. The assistance and cooperation of teachers administrators had evolved from years of mutually beneficial relationships with educators who had come to know and trust the JA record of performance.

Junior Achievement and the school systems were to become partners in economic education. Over the years, the greatest obstacles in developing the high-school age program had been recruiting Achievers, retaining Achievers, and meeting overhead costs. *In-school* programs immediately solved the first two problems and greatly diminished the third.

In 1979 in Los Angeles, Karl Flemke, president of that area's JA franchise, designed a program that combined "the best of PB and the best of JA," as one JA executive said. This program was the precursor of Applied Economics, JA's third successful in-school program. Flemke's new concept incorporated a mini-company model that operated in the high school curriculum as a one-semester practical economics course in cooperation with volunteers from the local business community. The school system welcomed the program idea and applauded its success along the way.

With Karl Flemke's promotion to Executive Vice President in 1980, JA's National staff began putting together a program that would link the schools and JA in a partnership for the purpose of economics education for high school students. The basic premise was that JA would develop a study course with materials, textbooks, etc. Volunteer business consultants would take over a classroom once a week to explore business and economics. The school's part would be to provide the classroom facilities and to assign specific class times, such as social studies, in which to hold the program. Students would receive credits toward graduation.

It appeared that the expansion of the Applied Economics (AE) program would be limited only by the availability of the funds needed for the development of materials, hardware, and the training of JA personnel to organize and manage the programs.

It was only two years later that Flemke was elected by the National Board to succeed Dick Maxwell as President and Chief Executive Officer after Maxwell's retirement in 1982. He championed the cause of raising the funds necessary to continue AE's growth. Individuals, businesses and foundations responded to the challenge Flemke gave them to support the new program. Many contributed to start-up funding. A first

grant of \$40,000 came from Dennis Hendrix of Texas Gas Transmission Co. Hewlett-Packard donated \$71,510 worth equipment. A Knoxville businessman, Jesse Jackson, gave a personal grant of \$250,000. The Glenmede Trust approved a grant of \$1,155,000 for AE development (\$100,000 was set aside for training area AE staff).

The program was still in its infancy. Flemke appointed two task forces to formulate course outlines and he designated Mike Roer, Vice President of Research and Development, to be project director. The overall responsibility of the project came under Senior Vice President Gil Follenher in the Program Department. Meanwhile, Flemke lined up support from educators, business leaders, foundations, educational institutions and local franchises. Major business organizations, such as the U.S. Chamber of Commerce, the National Association of Manufacturers, the AFL-CIO and the American Bankers Association were kept informed since they might play a role in the development or implementation of the new program.

Realizing that JA needed broad academic input and guidance from nationally respected educators, Flemke organized a National Education Advisory Council (along the lines of a recommendation of the Johnston Report) comprised of many prominent secondary school educators from around the country. Many of these educators further volunteered their expertise, became members of JA's Curriculum Development Committee, and worked with the JA staff to write up the program and develop school relationships.

Peter J. Harder, Ph.D., was hired by Mike Roer in 1981 to be JA's National Director of Curriculum. Harder comments:

Local social studies leaders provided curriculum suggestions and raised questions concerning state or local graduation requirements, teacher contracts, class scheduling, variances between semester length in different school systems, and other potential technical pitfalls. One generality was confirmed in each city: if the educators want a program, they will interpret state and local regulations to allow the program into the curriculum; if they don't, they will find a regulation that effectively bans it. State regulations are drawn loosely enough so that local systems will not feel stifled in creativity to meet local needs. Power to make decisions about curriculum is greater lower in the hierarchal levels.

Roer and Harder put together the 18-week AE curriculum, which incorporated running a company, role playing, doing business simulations, using case studies, and using computer technology to expedite the learning process. A volunteer was to come in once per week, and the product aspect of the company was to be de-emphasized. JA's basic concepts of learn-by-doing from business volunteers, combined with use of the latest technology would work together to make AE a powerful program.

Applied Economics was a well-timed effort by JA. Schools were actively seeking new methods to enhance their own programs of economic education. Many states were mandating economic education, and the schools turned to JA for help. The AE proposal was reviewed by educators with a very open mind, and soon plans were made to test the concept in three school areas. In the fall of 1981, schools in Fort Wayne Ind., Minneapolis, and New Britain, Conn., agreed to a program test. Their consequent success convinced the National board to expand the program I 1982-83. An initial funding request of \$2,383,000 was made to the board for national development.

By July, 1981, Flemke's team knew from market research that the new product had excellent potential and would be enthusiastically accepted. Financial needs for the development and testing of AE would be \$750,000. Karl Flemke made this funding goal his personal project. Within one year, more money had been raised than in the past ten years of JA's history. Flemke also lined up 25 areas for piloting the program; he and other staff presented the program to area boards. In each area, one city was targeted to pilot five classes in two schools for the academic year of 1982-83.

As part of this effort, JA produced and made available at no cost to each participating school a package of learning aids. These packets included: textbooks and workbooks (updated annually); guides for teachers and for the volunteer consultant; and overheads, a dozen film strips, and cassette audio visuals. Further, a computer, monitor, and printer came with software for student company business records, management games, and economic trade-off simulations. To ensure the quality of the materials and texts, a committee of prominent educators in the field of economics was asked to be text reviewers and contributing writers. They came from such organizations as:

- Harvard Business School,
- University of Connecticut, and
- the Education Department of the AFL-CIO.

Feedback from business professionals, teachers and staff in the field was incorporated into later editions of the JA materials. Dr. Harder described the process:

We sought a model that could be replicated nationally. Some business leaders wanted a heavy dose of business topics in the course. Some educators favored advanced economic theory. The compromise developed a blend of practical business applications through a limited amount of economic theory.

Because testing and development went on simultaneously, JA's AE text was in its fourth pilot edition before the end of the second year!

JA wanted to be able to show the successful results of the AE program. They got an outside evaluation from the Formative Evaluation Research Association which studied the program and concluded AE was a more effective vehicle of economic education than the traditional classroom.

Comments from educators on the need and value of such education also showed tremendous endorsement for AE:

Helping young people to become economically literate is an objective of the social studies that needs little justification.

**--National Assoc. of Secondary School Principals,
Curriculum Report, October 1980**

Economics is one of the more difficult subjects to teach in a high school classroom in a meaningful way. This new JA Applied Economics course promises to be the answer to that problem because the student...will be able to see the relationship between theory and practice.

**--Richard A. Boyd, Superintendent of Schools,
Lakewood Board of Education, Lakewood, OH.**

The relationship between the School District and JA has opened additional opportunities for teachers and members of the business community.

**--Richard A. Green, Superintendent of Schools,
Special School District No.1, Minneapolis.**

Pete Harder added his perspective to these positive comments:

Applied Economics meets goals because funds and talent were applied to its development. When we thought we had it right we tested it in three classes in the fall of

1982 in three cities. We were advised, by the American Federation of Teachers, to try our model in classrooms to provide the best laboratory for final development of a course. The pre-pilot was successful, based on the acid test that all three teachers repeated the course. In the spring of 1983 we launched the official pilot with materials and procedures we knew would work. The spring pilot in 162 classrooms in school systems nationwide proved that the initial success was not a temporary phenomenon.

This hard work was recognized. Business and industry gave enthusiastic support to this new and successful economics education approach. IBM, Hewlett-Packard, and the Xerox Corporation pledged to provide the computer hardware to launch the Applied Economics (AE) program in the schools for the pilot year of 1982-83. By February, 1983, AE was operating successfully in 25 cities.

Funding for AE continued from a variety of sources. Program momentum was increasing in the 1983-84 school year. The Kellogg Foundation continued its generous support under the recommendation of Dr. Peter Ellis. And a grant had been received in the amount of \$826,500 over a three-year period to provide seed money for AE programs in JA areas across the country. Tandy Corporation also became a contributor, donating 720 computers over the upcoming five-year period to meet the school hardware needs for the expanding program.

Training helped maintain the quality of the new AE program. Training programs were established for JA staff, business consultants, and teachers. Pete Harder described the process:

In the summer of the pilot year, staff received a week of training on teacher and consultant training. Local staff, usually in conjunction with area universities, conducted the teacher orientation to the material and course procedures, with emphasis on the unique aspects of AE: the student-run company, and computer software and hardware. Half of the two-day training sessions were spent on the computer, which at that time was a rarity in the social studies department. The teachers had considerable anxiety about the computer, but that melted away as soon as they received hands-on training. We then directed their attention to the subjects of course evaluation, schedules, consultant relationships, and case study technique.

The high integrity of AE was thus transmitted, preserved, and passed on.

AE had a significant impact on JA's organization. Under the direction of Dr. Harder, now Vice President of Education, an Education Department was created, and two Ph.D.s were added. Other educators were being added to further the curriculum development and educational advances for JA programs. As for participation and membership of young people, AE was broadening JA's acceptance across the country. As Gil Folleher said:

PB was very exciting, but AE found a niche and made JA a very credible organization, something to hang our hats on.

Another JA executive, John Dickinson, by now president in Chicago, commented:

AE will be the single most significant JA program with the largest impact. It fulfills JA's mission within the partnership of youth, education, and business with the best of educational technology available today.

Karl Flemke did not just administer AE from an executive distance. From the beginning, he was right in the thick of it, and he stayed there. Don Floyd, JA Executive VP, observed:

Karl has single-handedly created AE. PB had many fathers and mothers but AE is Flemke. AE has experienced explosive growth since its inception and there is every reason to believe that will continue.

This new addition to the JA family of programs had its affect on its siblings. Some areas opted to redirect their resources to AE, thereby curtailing their regular high school program. Other areas had to face the challenge of raising new resources of funds in order to continue all their programs. To this end, a Future Funding Task Force was organized to study the impact of possible program fees on the growth of AE and PB and the question of maximizing marketing strategies for them while developing alternate funding mechanisms.

The Task Force, consisting of ten Area board chairmen and ten Area staff executives, as well as six members of the National staff, came up with five recommendations:

1. A sponsorship fee from area supporting companies should be solicited for AE – a fee similar to sponsorship of Project Business whereby the consultant teacher and/or his company picked up costs associated with the course.
2. The sponsorship fee would be at least \$500.
3. A planning model should be developed.
4. A National Marketing Task Force of corporate and educational leaders should be formed.
5. A national and local media plan should be in place to support the Marketing Task Force.

JA's other programs were also booming. Project Business, the junior high school program, actually surpassed the membership figure of the High School Program, or Semester Program, in 1982. Business Basics, the elementary school program, was given added impetus by a grant of \$250,000 plus \$2.6 million in equipment from the 3M Company. Due to competition for staff time and money, it was agreed to phase out the Econ U.S.A. mailing program in 1982.



Forging Ahead into the Future

Junior Achievement faced the challenge of simultaneously ensuring growth while managing new diverse programs, a markedly different task from the previous 50 years when a single program was managed. To do this, JA needed not only a broader base of support from the business community, but more in-depth support from companies which had been loyal supporters over the years. The National Board developed and adopted in 1981 a Five Point Plan for Partnership in economic education for youth to address this need. The plan was to be circulated to every major corporation in the country – former supporters were asked to renew their involvement and new companies were asked to become partners.

Each company could become a partner by pledging to carry out five points:

1. Our company recognizes that support of the mission and programs of Junior Achievement is a highly worthwhile investment in the future of our private enterprise democracy.
2. Our company considers volunteer involvement by our employees in JA as valuable to the future of our business.
3. Our company recognizes that we can help fulfill the needs of JA by encouraging management employees to apply their expertise to JA's needs.
4. Our company believes that the JA experience is a valuable and recognizable asset for young people in their career development.
5. Our company encourages our executives to serve as ambassadors for the Junior Achievement movement.

Hundreds of companies signed the partnership agreement in a two-year period. Below is just a sample of the many prestigious companies (and association) which decided to join or renew their commitment to the Junior Achievement effort.

Allis-Chalmers Corp. – Milwaukee, WI
Armco Inc. – Middleton, OH
Carl Byoir Associates Inc. – New York, NY
Cities Service Company – Tulsa, OK
Conoco, Ind. – Stamford, CT
Detroit Diesel Allison – Indianapolis, IN
E.I. duPont de Nemours & Co. – Wilmington, DE
Eastman Kodak Co. – Rochester, NY
Exxon Chemical Co. – Darien, CT
Ford Motor Company – Dearborn, MI
General Electric Company – Fairfield, CT
Halliburton Co. – Dallas, TX
Hallmark Cards – Kansas City, MO
John Hancock Mutual Life Insur. Co. – Boston, MA
Holiday Inns – Memphis, TN
IBM Corporation – Armonk, NY

Minnesota Mining & Mfg. – St. Paul, MN
Nat Assoc. of Manufacturers – Washington, D.C.
Oklahoma Natural Gas Co. – Tulsa, OK
Owens Corning Fiberglas Corp. – Toledo, OH
Owens-Illinois – Toledo, OH
J.C. Penney Co. Inc. – New York, NY
Pitney Bowes – Stamford, CT
Ralston Purina – Lafayette, IN
Ryder Truck Lines – Jacksonville, FL
Samsonite Corporation – Denver, CO
Security Pacific National Bank – Los Angeles, CA
Shawmut First Bank & Trust Co. – Springfield, MA
Smith & Wesson – Springfield, MA
Southern Bell Telephone Co. – Griffin, GA
Tenneco Inc. – Houston, TX
Textron Inc. – Providence, RI
Texas Gas Transmission Co. – Owensboro, KY
Toledo Edison Co. – Toledo, OH
Touche Ross & Co. – New York, NY

Junior Achievement celebrated its tenth National Business Leadership Conference (NBLC) and the National Business Hall of Fame event in 1984. Considerable time had been given to finding a site for a permanent physical home for the National Business Hall of Fame awards that could serve as an inspiration to all interested Americans. In 1982, a recommendation was made to consider the Museum of Science and Industry in Chicago, the city where the first NBLC had been held. As many as 4,000,000 visitors toured the museum annually, and it had an excellent location and reputation. Further, the museum was interested in housing the National Business Hall of Fame and was even willing to invest between \$100-\$150,000 towards developing the proper concept for the exhibits.

The National Board, going on the recommendation of the Site Committee, approved the Museum of Science and Industry as the site for the National Business Hall of Fame. In June, 1983, a budget of \$900,000 was approved for construction and development of the exhibits. Fund raising got off to a strong start when ARCO Chairman Lodwick M. Cook arranged a \$100,000 lead gift through the ARCO Foundation. On November 18, 1986, there was a gala celebration at the opening of National Business Hall of Fame, celebrating the culmination of years of planning for this permanent attraction.

JA was self-reflective in the mid-1980s. Throughout its dramatic growth and development, the organization had been highly aware of the unique partnership that existed between the volunteer lay leaders and the professional staff. Millions of dollars worth of time and expertise were contributed by volunteers – these included the JA company Adviser and class consultants, local and regional board members, and national board committee members. Without this voluntary participation, JA could not have existed. The professional staff recognized this. They respected the volunteer contribution and were inspired by it.

JA had over the years developed many workshops and seminars to assist new volunteers in understanding and orienting themselves in their JA roles. Simultaneously, staff training and development programs were constant priority items in each year's goals and objectives. Given the new programs in the 1970s and 80s, the consequent restructuring, and the skills needed in working with educators, this priority was vital.

The board and executive officers saw some major changes during this period. David Kearns, President of Xerox Corporation, stepped down in 1981 as JA Inc.'s Chairman of the Board; Dennis R. Hendrix, Chairman of Texas Gas Transmission Corporation, assumed the position until June 30, 1983. It was during the Hendrix administration that large scale experimentation and development of Applied Economics occurred.

A new officer of the board brought innovative changes into the organization. On July 1, 1983, John A. Young, President and Chief Executive Officer of Hewlett-Packard Company, was elected Chairman of Junior Achievement after Hendrix's term expired. Among Mr. Young's priorities was the development of a marketing plan for the expansion of the Applied Economics program. A Marketing Task Force was set up, and within the year a model program was developed in New Haven, Conn. A second priority of Mr. Young was the development of an Affirmative Action program. With the assistance of a "loaned" executive from IBM a plan was developed which set the guidelines for all of JA on Affirmative Action, not only in regards to personnel practices, but in every aspect of involving minority volunteers and minority organizations in JA activities. New data indicated that JA's in-school program encompassed a larger percentage of minority students relative to its total enrollment than minority percentages of the U.S. population. Much of this was due to JA's long-time commitment to the metropolitan areas, where there were concentrations of various nationalities.

JA's program growth as it headed into the 1980s spiraled at a dizzying pace. The phenomenal success of the in-school Project Business (PB) in the late 1970s encouraged full development of other programs in the works. Student participation in the junior high PB program had leaped more than 27-fold from 1975 to 1980. What better encouragement?! Business Basics (BB) started with the 1979-80 school year and the pilot year for Applied Economics was 1982-83. These also skyrocketed: BB jumped 36-fold in student participation from 1979 to 1986, while AE leaped 32-fold in only a four-year span through 1986.

Why the sudden interest in business from youth? Had JA's marketing gone the route of Madison Avenue? Had teens found new heroes in business leaders? The fact was that JA was the right outlet for youth at the right time. Had JA not worked steadily throughout its previous 60 years with the same ideals of its founders, Moses, Vail, and Crane, and with the diligence of dedicated staff and volunteers, then it would not have had the resources to respond to this phenomenon.

Indeed this was a phenomenon. Taking only a recent historical comparison, the young people of the 1960s expressed in no less than violent terms their aversion to "The Establishment," business, government – almost anything their parents had succeeded in. The complete turnaround of the 1980s youth might have caught JA off guard. But the steadiness in their original program, and the belief in the values they taught youth gave JA a durability. Junior Achievement was able to attract youth and harness this explosive energy through sound management and organizational excellence.

Joe Francomano worked over a half century for the organization. In compiling facts and figures for this history of Junior Achievement, he observed:

The history of JA is replete with human interest stories of the effect this program has had on the lives of Achievers, Advisers, staff and volunteers. Each of these stories is a testimonial to the value of one generation caring enough to prepare another generation for its place in the practical world of business.

For me, Junior Achievement was not only a hope and an opportunity as a young man, it also became a career that made it possible for me to help others enjoy the same hope and opportunity.

In 1983, Junior Achievement established a Professional Hall of Fame "to recognize the giants of our profession who are exemplary role models for the future of Junior Achievement." Joe Francomano was one of the first two professionals to be inducted into the new honorary assembly. Mr. Francomano most cherishes the introduction he was given at the banquet where he received the honor:

Ladies and Gentlemen: Mr. Junior Achievement – Joseph J. Francomano.



Vision for Tomorrow

The beaming faces of Junior Achievement youth that appear on the covers of annual reports and in the media reflect a spirit of the organization that is embodied in the dedication and professionalism of the staff, and the inspiration and commitment of the volunteers. "JA is a way of life – nowhere in the world could I have the rewards I have in JA," one staff member said. Marvin Butts, who retired in 1987 as a senior vice president, summed up the quality of leadership in the organization:

There is a real flow in the leadership of JA. Non-profits tend to become complacent till someone comes along, shakes them up, and forces them to move ahead. We've been blessed with the right combination of strong volunteer leadership that is willing to turn the reins over to strong professional people who have guided it. That's our success – a good board won't tolerate a bad staff, and vice versa.

One leader who has consistently demonstrated the kind of excellence that allows JA to function best is Karl Flemke. There is his large effort at ushering Applied Economics from birth to maturity, a program that continues to bring the organization national success. Further, on the administrative front, Flemke is the first leader who climbed the ranks in JA's field. As such he was able to resolve much of the occasional alienation between the national side and local operations, to create a partnership on which JA could build. Many JA leaders pointed to this accomplishment, but one put it this way:

One of the reasons we're seeing a Renaissance in JA is not only because we've updated our programs but because we have a tremendous spirit of partnership...it's the greatest phenomenon that's happened to the organization in a long time. Lee Iacocca's Statue of Liberty campaign in 1986 showed this. For this JA raised over \$46,000 from six people solicited by Karl – he got \$100,000 for the whole campaign. This response from the field was amazing. Through Karl's uniting national and the field and dissolving that old "we/they" attitude, we have overcome our single biggest drawback.

Another field administrator agreed:

Today National and Metro (the internal advisory council) are on the same track – that's why we're successful. Maxwell made the first steps toward bridging the field and National, but he was perceived as an outsider by the field people. Karl, on the other hand, was looked at as a field person. Karl is right there working closely with us.

Flemke's grassroots approach was a natural follow-up of the Maxwell administration. Without Maxwell, JA might have never achieved the altered organizational structure that was critical to handling the new programs and their integration with the educational community. Yet, with the structure intact, there was the new need among JA leadership to have the genius behind the new structure explained to them in person and in field terms. This is where Flemke came in. and beyond this: "JA is now exploding with

growth and imagination. Flemke is driving this organization into a totally new mold," states one JA administrator.

Pete Rohan, now a National vice president, describes the challenges in JA's future:

JA has moved from being a mom-and-pop bookend production shop to competing in the educational sector on a large scale. We have good products and a market that's demanding them. We must gear up in terms of professional staff to handle our projected growth. It will be enormous – one million students is nothing, soon it will be four or five million. So we must get the word out and then have a professional organization that's ready to support our quality reputation at that level of service.

Dr. Ellis of the Kellogg Foundation had a perspective which captured the same issues for JA:

JA is a very healthy organization with a tremendous future. It has sound and responsible leadership. The challenge now is to maintain quality as it grows. One challenge is to bring JA programs to nontraditional youth – young people who can't access the programs easily, like those in reformatories, or foster care, or in rural areas.

To this end, JA received a grant from Kellogg for \$500,000 for rural outreach. The new program placed emphasis on telecommunications which would alleviate the heavy dependence on people "being right there" – sometimes a difficult requirement for rural areas. Thus, JA's outreach came full circle – in 1928, JA leaders had decided to shift recruitment efforts from rural to metropolitan areas (see Chapter 3).

JA staff felt through the mid-1980s that they had to work twice as hard to keep up with the challenges. But as one top field executive stated:

I've always been excited about Junior Achievement – what it has done, can do, and will do for economic education in our nation. I'm happy to be a part of it – these are the most exciting times for Junior Achievement when it is on the absolute leading edge. We're doing now what the business community has wanted us to do all along.

By the mid-1980s, three-quarters of a million students were reached by Junior Achievement programs, and cumulative totals showed JA had by then reached more than 7.3 million students in 68 years. The strategic move into the classroom had paid off. More and more young people were entering the work force with greater understanding of the fundamentals of the work place. By 1989, it was projected that Junior Achievement would be a million strong.

But in June, 1987, area projections of program numbers indicated that national totals might reach 983,000 in the 1987-88 school year – tantalizingly close to the million.

Characteristically, President Karl Flemke decided to "go for it." The charismatic CEO stepped in front of hundreds of field professionals at a general session of the National Training Seminar in Minneapolis and unveiled a vision of "The Year of a Million," pledging National support for a field-driven effort to go over the top a full year ahead of schedule.

The task was not easy. At first dubious, area executives quickly stepped forward in the finest of Junior Achievement tradition. Already overburdened staff were urged to go an extra mile to get just two more classes, or five, a dozen – in some cases 50 or 60 extra classes – to reach the million. National and area board members committed special resources to the effort and pledged even more of their own volunteer time. The national staff provided videotapes and other promotional materials, and closely monitored progress toward the goal.

But all the while, Flemke refused to allow the numerical goal to stand in the way of quality – even though it was his own goal, one that would benefit the organization by having Junior Achievement

recognized as a true major-league player. He and National Chairman Lod Cook (who funded a black-tie celebration at year's end) repeatedly stressed the need to make every class program, every JA Company experience, meet the high program standards that had been established.

In the end, the goal was met, and Junior Achievement professionals began looking toward new frontiers to conquer. To use an old JA slogan, "The future for Junior Achievement is truly unlimited!"

APPENDIX A

This page, and the following three pages, is reproduced from a 1925 document published by the early Springfield, Mass., organization.

February, 1925

"Let the next generation be my client"

Brief No. 5



The Field of Junior Achievement Club Work Centers Engaged in Achievement Work

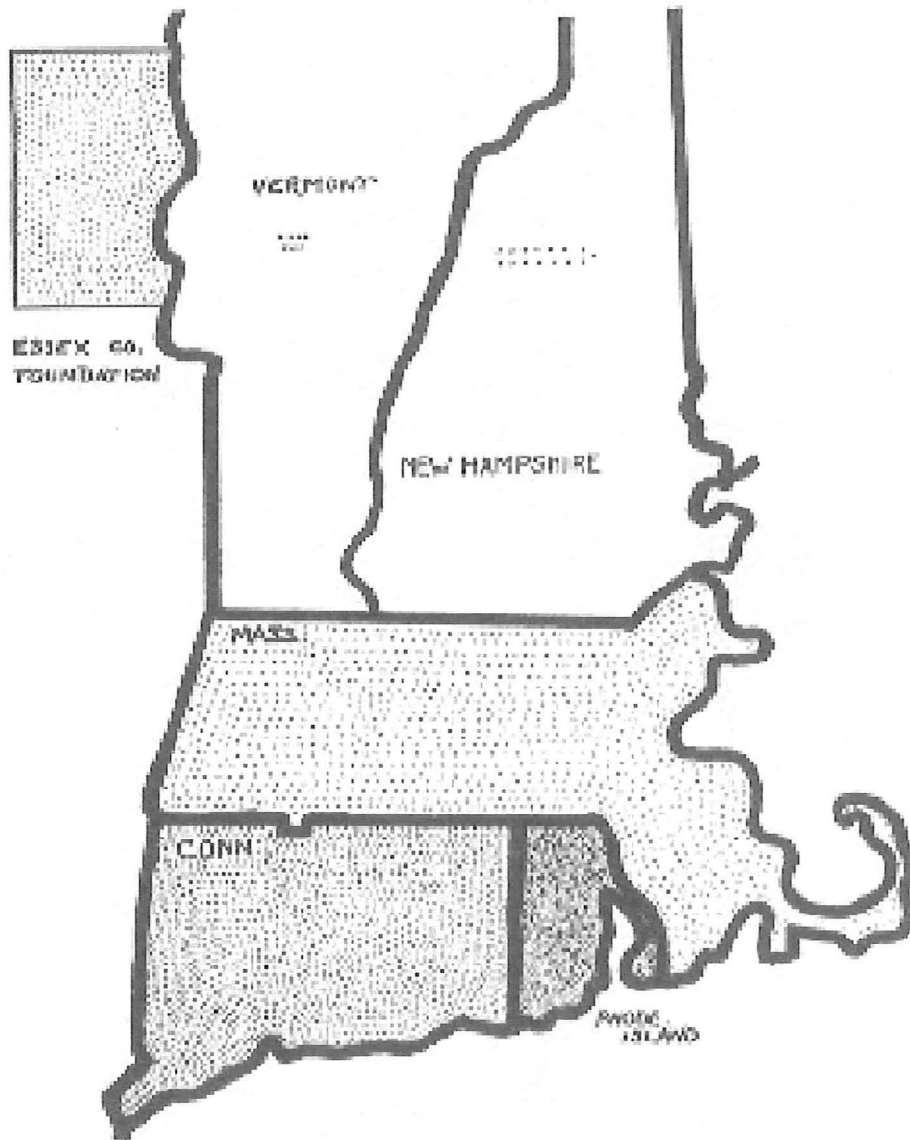
For the first five years concentration has been the watchword.

Twenty-six centers in six states were carrying on Junior Achievement Club Work on January 1, 1925. Four of these centers have Junior Achievement Foundations, locally financed and organized with full-time directors in charge to carry on Junior Achievement Club Work. Civic service organizations such as Rotary, Kiwanis and Lions Clubs, represented by their committees, are in charge of the work in three centers. Local leaders with the aid of Bureau specialists conduct the club work in 19 other communities.



Membership

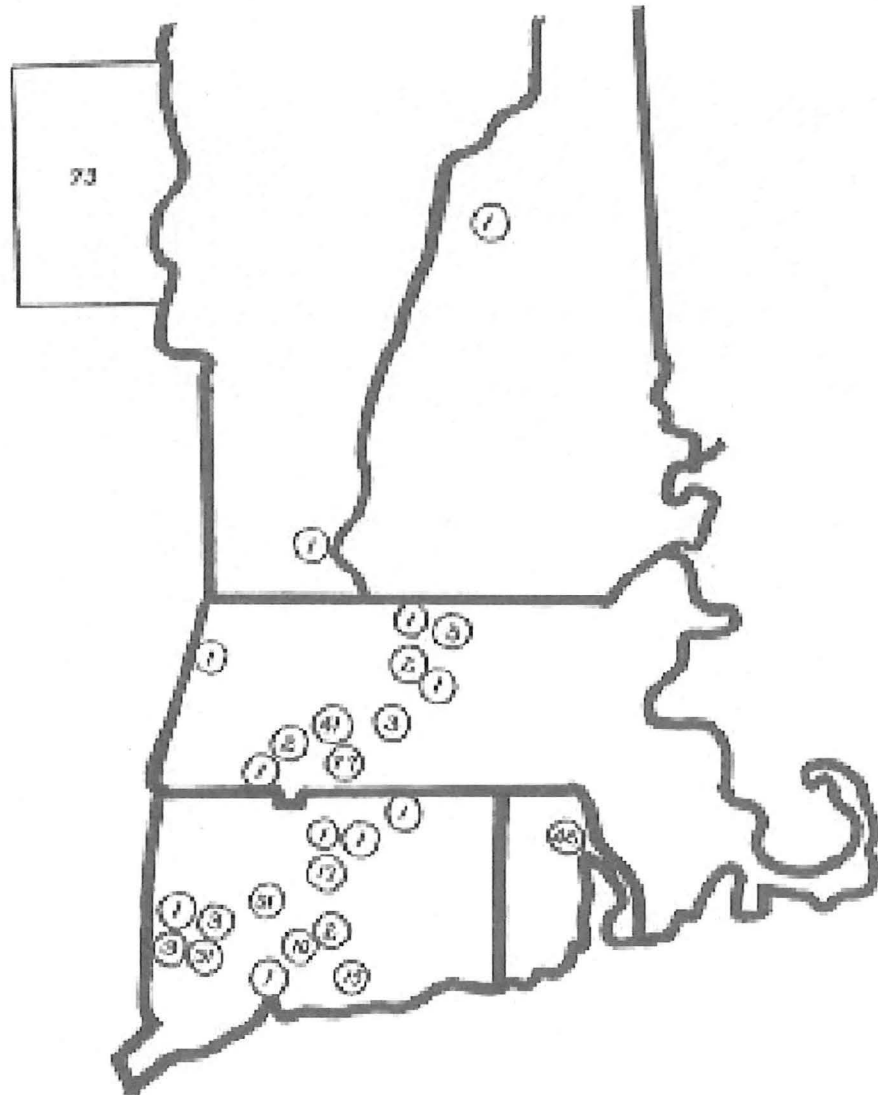
Four thousand eight hundred fifty-nine boys and girls of the Northeastern states are engaged in Junior Achievement Club Work. Each carries out a work enterprise through the year in some line of industry or homemaking. Many thus get their first thrill of real accomplishment.



Each dot represents a Junior Achievement Club member. Nineteen hundred fifty-five members are enrolled in Connecticut, 1,362 in Massachusetts, 878 in Rhode Island, 642 in New York, 15 in New Hampshire and 7 in Vermont

Leadership

Three hundred seventy-five volunteer leaders are each directing one or more club groups. These men and women in trades, industries and in homemaking, who have spent a lifetime of training and practice in their vocations, are now passing their skill and knowledge on to the on-coming generation. Of the clubs, 246 are under Foundation directors, 91 under central committees and the remaining 76 directly in the charge of local leaders.



Showing Location of the 375 volunteer local leaders of Junior Achievement Clubs

Summary of Enrollment

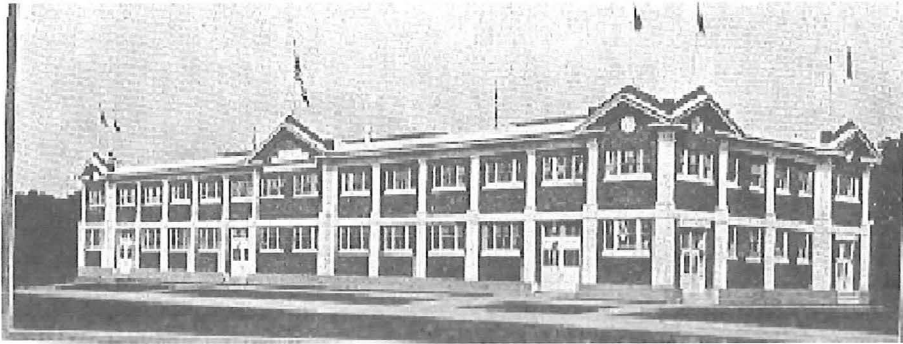
The four Foundations enroll 2,461 club members, or about 50 percent of the grand total. Thirty percent of the entire membership is enrolled in the three cities where the work is sponsored by central committees. A complete summary of enrollment follows:

	LEADERS	CLUBS	MEMBERS
FOUNDATIONS			
Essex County, New York.....	73	66	642
Holyoke, Mass.	41	53	378
New Britain, Conn.....	31	58	666
Springfield, Mass.....	77	69	775
	222	246	2461
CENTRAL COMMITTEE CITIES			
Hartford, Conn.....	17	17	188
Providence, Rhode Island.....	46	43	878
Waterbury, Conn.....	31	31	400
	94	91	1466
OTHER CITIES			
Barre, Mass.....	2	2	23
Brattleboro, Vermont.....	1	1	7
Cromwell, Conn.....	2	3	41
Gardner, Mass.....	3	3	27
Grantham, N.H.....	1	2	15
Litchfield, Conn.....	1	1	23
Middleton, Conn.....	10	12	135
New Haven, Conn.....	1	3	31
Rockville, Conn.....	1	1	8
South Barre, Mass.....	1	1	18
Stafford Springs, Conn.....	1	1	7
Terryville, Conn.....	3	2	37
Warren, Mass.....	3	3	58
Watertown, Conn.....	9	9	108
Westfield, Mass.....	2	2	22
Winchendon, Mass.....	1	1	7
Windsor, Conn.....	1	1	11
Woronoco, Mass.....	1	4	54
	44	52	632
CAMPS			
Camp Hazen, Conn.....	15	24	300
SUMMARY OF ENROLLMENT			
Foundations.....	222	246	2461
Central Committee Centers.....	94	91	1466
Other Centers.....	444	52	632
Camp Hazen.....	15	24	300
<i>Grand Total</i>	375	413	4859

JUNIOR ACHIEVEMENT BUREAU of the EASTERN STATES LEAGUE
Springfield, Mass.

APPENDIX B

This is a reproduction of the printed invitation to the opening of the first real home of Junior Achievement.



DEDICATION OF JUNIOR ACHIEVEMENT HALL

September 21, 1925, Springfield, Massachusetts

The Executive Committee of the Eastern States League

requests your presence at the dedication

of

JUNIOR ACHIEVEMENT HALL

On the Eastern States Exposition Grounds

at eleven-fifteen A.M. on

Monday, September twenty-first

One thousand nine hundred and twenty-five

Kindly reply by returning enclosed card

**APPENDIX C
VOLUNTEER LEADERS
JUNIOR ACHIEVEMENT INC.**

1919-1920 – Theodore Vail – AT&T
1920-1942 – Horace A. Moses – Strathmore Paper
1942-1944 – Charles R. Hook – ARMCO Steel
1944-1949 – Robert L. Lund – Lambert Pharmaceutical
1949-1952 – Earl O. Shreve – General Electric Co.
1952-1956 – Larry C. Hart – General Electric Co.
1956-1958 – T.G. Shirreffs – Standard Oil
1958-1962 – Edwin H. Mosler, Jr. – Mosler Safes
1962-1965 – S. Bayard Colgate * – Colgate-Palmolive
1966-1968 – McClain Smith – IBM Corp.
1969-1970 – Bruce Palmer – Conference Board
1970-1971 – John D. deButts – AT&T
1971-1973 – William Elmer – Texas Gas Corp.
1973-1975 – Richard A. Jay – Goodyear Tire & Rubber
1975-1977 – Richard L. Terrell – General Motors
1977-1979 – Frank T. Cary – IBM Corp.
1979-1981 – David T. Kearns – Xerox Corp.
1981-1983 – Dennis R. Hendrix – Texas Gas Corp.
1983-1985 – John A. Young – Hewlett-Packard Co.
1985-1987 – Hicks B. Waldron – Avon Products, Inc.
1987-1989 – Lodwick M. Cook – ARCO

* In the early years of the modern Junior Achievement program, a chairman and president shared the volunteer management of the organization. In 1962, John Davis Lodge became the first full-time, paid president of Junior Achievement Inc. (See following list).

**CHIEF STAFF OFFICERS
JUNIOR ACHIEVEMENT INC.**

1919-1929 – O.H. Benson
1929-1942 – John St. Clair Mendenhall
 – Marion L. Ober
1942 – George C. Hager
1942 – Edward M. Seay
1942-1950 – George Tamblyn
1950-1952 – Romeo Collin
1952-1955 – John Haein
1955-1960 – Larry Hart
1960-1962 – Vacant
1962-1964 – John Davis Lodge
1965-1970 – Donald J. Hardenbrook
1970-1982 – W.R. (Dick) Maxwell
1982 – Karl Flemke

APPENDIX D NATIONAL WOMEN'S COUNCIL

Junior Achievement's National Board of Directors created the National Women's Council in 1945 to aid in the development of JA programs nationwide. The council included many of the top female executives of the period.

CHAIRMAN:
MRS. ELIZABETH CHADWICK CARLSON
WILTON, CONNECTICUT

Elizabeth Arden
Elizabeth Arden
New York, NY

Mrs. Grace Allen Bangs, Director
Club Service Bureau
Herald Tribune
New York, NY

Mrs. Margaret Culkin Banning
Duluth, MN

Mrs. Betsy Talbot Blackwell
Editor-in-Chief
Mademoiselle Magazine
New York, NY

Eloise Davison, Director
Home Institute, Herald Tribune
New York, NY

Mrs. La Fell Dickinson, President
General Federation of Women's Clubs
Washington D.C.

Mrs. Betty Hawley Donnelly
Vice President, NY State
American Federation of Labor
Brooklyn, NY

Katherine Fisher, Director
Good Housekeeping Institute
New York, NY

Adelaide Hawley
Station WEA
New York, NY

Mrs. Elinor Herrick, Director
Personnel & Labor Relations
Todd Shipyards Corporation
New York, NY

Margaret A. Hickey, President
National Federation of Business
and Professional Women's Clubs
St. Louis, MO

Mrs. Louise Huston, Director
Educational Service Bureau
American Bemberg Corp.
New York, NY

Judge Anna M. Kross, Chairman
Youth Conservation and Protection

Committee, General Federation of
Women's Clubs
New York, NY

Ruth Leach, Vice President
International Business Machines
New York, NY

Mary Lewis
Mary Lewis, Inc.
New York, NY

Mrs. Clara Savage Littledale
Editor, Parent's Magazine
New York, NY

Esther Lyman, Merchandise Editor
Harper's Bazaar
New York, NY

Lorna F. McGuire, Freshman Adviser
Barnard College, Columbia University
New York, NY

Elizabeth Maher
Elizabeth Maher Associates
New York, NY

Marion Morris, Educational Director
Bristol Myers Co.
New York, NY

Mrs. Loretta Moushey
Dept. of Industrial & Public Relations
Monsanto Chemical Co.
New York, NY

Mrs. Poppy Cannon Phillippe
Maxon, Inc.
New York, NY

Mrs. Franklin F. Russell
Program Service, The Reader's Digest
Pleasantville, NY

Jane Todd
New York State Assemblywoman
New York, NY

APPENDIX D

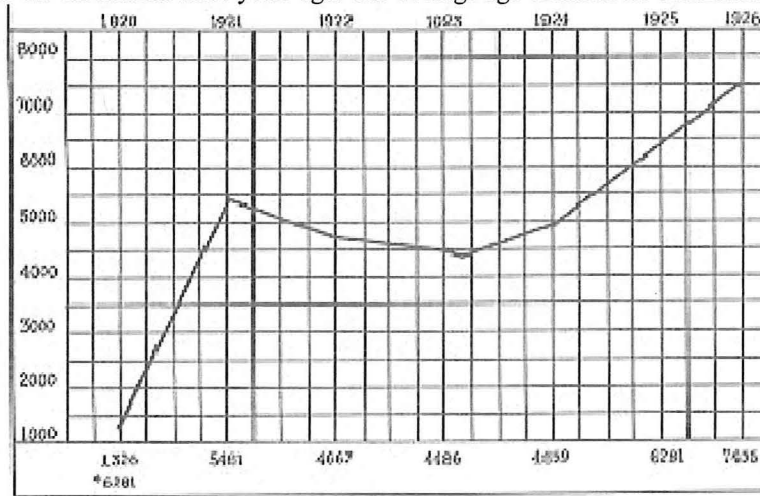
This membership chart, published in the March 1927 edition of "The Log," an early JA publication, shows the dynamic growth of the early organization.

THE LOG

VOLUME OF WORK

Membership

As shown by the following graph, a total of 7445 boys and girls engaged in Junior Achievement Club Work, representing an increase of 18.5% over the previous year, or an increase of 66% over the enrollment three years ago. The average age of members continued to rise.



* Indicates number of boys and girls taught indirectly as well as through club groups.

Clubs

A total of 714 clubs were organized and functioned during the year, as compared with 571 in 1924-25. The average enrollment per club the past year was slightly over 10 as compared with 11 the year before and 18 six years ago. The smaller number permits more efficient teaching.

Enterprises

The number of clubs in each enterprise was as follows:

Electrical	34	Woodwork	110
Toymaking	122	Doll to Mother	144
Head to Foot	129	Home Improvement	37
Reed	60	Foods	26
Textile	7	Printing	10
Lettering	3	Photography	1
Art Metal	7	Structural Iron	7
Cement	1	Pyroxylin	5
Musical	8	Leather	2
Rubber	1		
Total	-	-	174

Organizations

A total of 318 organizations dealing with boys and girls carried on Junior Achievement Club Work. This is an increase of 52.5%. The list below shows the variety and scope of organizations cooperating:

- | | |
|-------------------|------------------------|
| County YMCAs | City YMCAs |
| City Boys' Clubs | City Girls' Clubs |
| Playgrounds | Churches |
| Settlement Houses | Boy Scouts |
| Schools | Vacation Bible Schools |
| Boys' Camps | Hospitals |
| Community Centers | |

APPENDIX F

DISTINGUISHED GRADUATES AWARD

Following is a list of Junior Achievement alumni who have been recognized for outstanding accomplishments within a chosen profession, as well as their continuing commitment and participation in Junior Achievement programs. The award is presented annually at the National Junior Achievement Conference (NAJAC).

- | | |
|---|---|
| 1944 – Nadine Rudiell – Middletown, OH | 1965 – Betty Quenon – Chicago, IL |
| 1946 – Bill Henry – Pittsburgh, PA | 1966 – Charles Slack – New Jersey, NJ |
| 1947 – Jim Morgan – Peoria, IL | 1967 – John Putman – Huntsville, AL |
| 1952 – Alvin Outcalt – Belleville, IL | 1968 – Scotty Turnball – Detroit, MI |
| 1953 – Bert Salamen – Helsinki, Finland | 1969 – John Putman – Huntsville, AL |
| 1954 – Melitta Taus – Bridgeport, CT | 1970 – Bob Roblee – Seattle, WA |
| 1955 – Ken Sharma – New York, NY | 1971 – Al Bright – Elmira, NY |
| 1956 – James Turnbull – Detroit, MI | 1972 – Joseph Cronin – Boston, MA |
| 1957 – James Turnbull – Detroit, MI | 1973 – Emilie Miller – Virginia State Senator |
| 1958 – Jim Morgan – Peoria, IL | 1974 – Maynard Parker – New York, NY |
| 1959 – Dan O’Keefe – New York, NY | 1975 – John Spisak – US Army |
| 1960 – Ed Mosler – New York, NY | 1976 – Donna Shalala – Milwaukee, WI |
| 1961 – Joe Francomano – New York, NY | 1977 – Dennis Houlihan – Baltimore, MD |
| 1964 – Millard Fuller – Atlanta, GA | 1978 – Gordon Van Sauter – Middletown, OH |

- 1979 – Chris White – President, Krisam Group, Washington, DC
1980 – David K. Wachtel, Jr. – President, Shoney’s, Nashville, TN
1981 – Donald Nielsen – President, Hazelton Laboratories, Vienna, VA
1982 – W. Steven Brown – President, Fortune Group, Atlanta, GA
1983 – D. Richard Green – Superintendent of Schools, Minneapolis, MN
1984 – John V. Roach – President, Tandy Corporation, Fort Worth, TX
1985 – Riad Shaheen – President, Long Electric Company, Indianapolis, IN
1986 – Charles Walgreen – Chairman, CEO, Walgreen Company, Deerfield, IL
1987 – Bruce Kennedy – Chairman, CEO, Alaska Airlines, Seattle, WA

APPENDIX G

These two pages, reproduced from the April 1945 edition of "Achievement," a Junior Achievement publication, give a sense of the industrial flavor of JA companies of the era.

Merchant Heads Up Middletown Area

MIDDLETOWN, OHIO. Ben Bender, Secretary-Treasurer of The Central Store was elected to replace C.E. Grant, as President of the Board of Directors of Middletown Junior Achievement at the board's monthly meeting at the Manchester Hotel Thursday noon, according to Earl Flint, local executive director.

Others elected were Jerome Jarrett, Vice President, and Robert Lane, Secretary. They will serve for one year terms. The nominating committee was composed of C.W. Denny, Jr., C.H. Murray and Russ Dempster.



Ohio Company Finds Lucrative Market with Coat Hangers



DAYTON, OHIO. David F. Israel, Vice President of the Junior Association of Commerce and Adviser, helps Achiever Robert Cook in the finishing process of a coat hanger for local dry cleaning establishments and has found an excellent market for it.



J.A. Chairman Buys Stock in Missouri Company



KIRKWOOD, MO. Clem Staetter, Chairman of J.A. in this city, buys a share of stock in the Powder Horn Products Company from Achiever Hobey DeStaebler. This company, sponsored by the Lambert Pharmaceutical Company, is at present manufacturing refrigerator water bottles decorated with decals.

BE THE FIRST TO WIN –
ACHIEVERS AWARD

Girls Form Printing Company



BROAD RIPPLE, IND. The Ink Company, sponsored by the River Crest Civic Association of this city, at work printing business cards, their major product. Left to right are: Chester Zeziel, Dorothy Pike, Marian Ludke, LaVon Smith, Jackie Oakes, Joyce Birsfield, Barbara Furry, Nancy Lake, Peggy Burke, Ray Neff, Jean Hollister.

Advertise Your Product



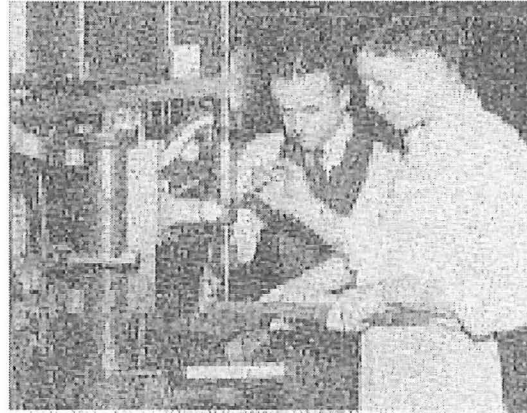
Water Bottle

To keep your drinking water fresh and pure in the refrigerator. Conveniently square shaped, this 2-quart bottle has decal trim, red tipped cork stopper. 39¢

The advertisement reproduced above was used by the Powder Horn Products Company of Kirkwood, Missouri, as part of the sales promotion of their company product, a refrigerator bottle decorated with a decal.

Did you know that there are scholarships for any Achiever in any College or University in the entire United States?

**Business Center Boasts
New Equipment**



DAYTON, OHIO. Adviser F.J. Hillgruber teaches Achiever Roger Bender of this city tricks of drilling on one of the machines in the Dayton Business Center.

**Achiever Produces House
Number Sign**



DAYTON, OHIO. Davie Gaines of the Teen-Age Production Company of this city, attaches the final figure on a house number marker which his company manufactures. The company is sponsored by the National Cash Register Company of this city, and is composed of sons of NCR employees.

Treasurer Checks Books



DAYTON, OHIO. Business Adviser R. A. Will studies the financial statement made by the company treasurer, Robert Lambert, of the Teen-Age Production Company of this city. The company, recently started, sold 209 shares of stock at 50 cents a share.

**Radio Company Head Addresses
Middletown Meeting**



MIDDLETOWN, OHIO. Dick Monroe, 17 year old President of the Radio and Electronic Manufacturing Company of this city, assists during the formal presentation of awards and citations at the annual Valentine Party of Middletown Junior Achievement. Dick is a member of Middletown's newly organized Speakers' Bureau.

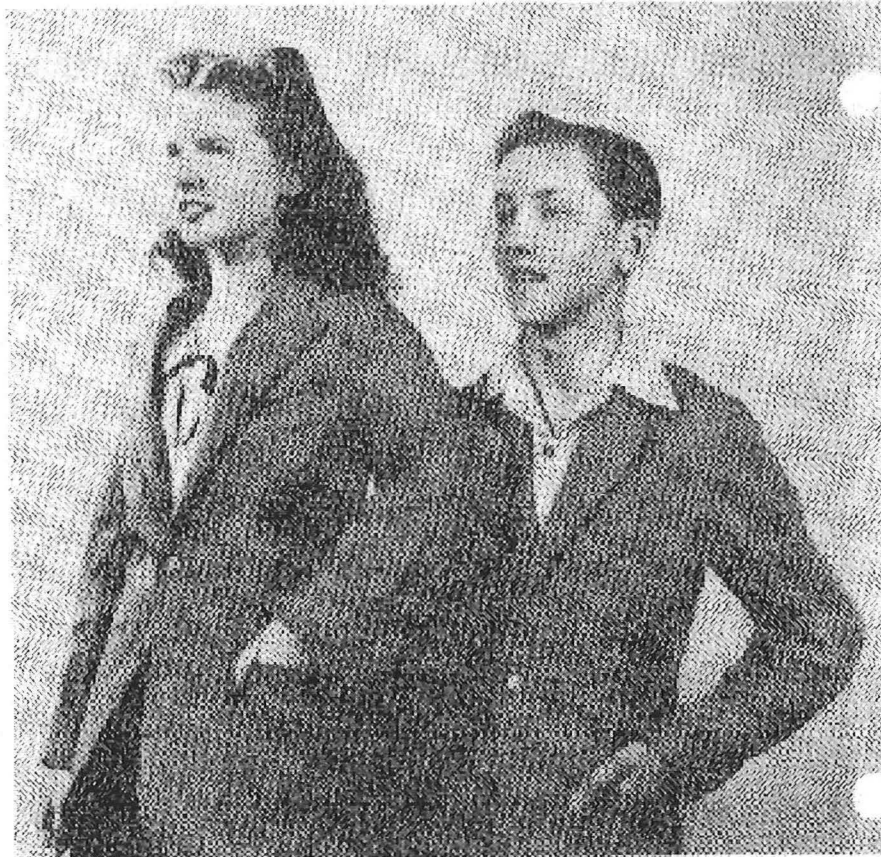
**Company Uses Original Jig To
Produce Coat Hangers**



DAYTON, OHIO. Tom Cook, president of the Woodcrafters Company of this city, demonstrates the jig used and devised by their company for producing coat hangers which are sold to local dry cleaners. In addition to being a member and officer of the Woodcrafters Company, Tom is a member of the Board of Directors of NAJAC.

APPENDIX H

Junior Achievers were known for their sales savvy, but they also were the targeted audience for some very effective sales pitches.



NEW JUNIOR ACHIEVEMENT SHOP COAT



This attractive coat is now available at your local headquarters for use in your production shop. Cost including emblem only \$2.50 apiece. Equip the members of your company today. It's in the groove.

Are you coming to the NAJAC Conference
this summer?

Why a sparkling smile can be your
BRIGHTEST ACHIEVEMENT!

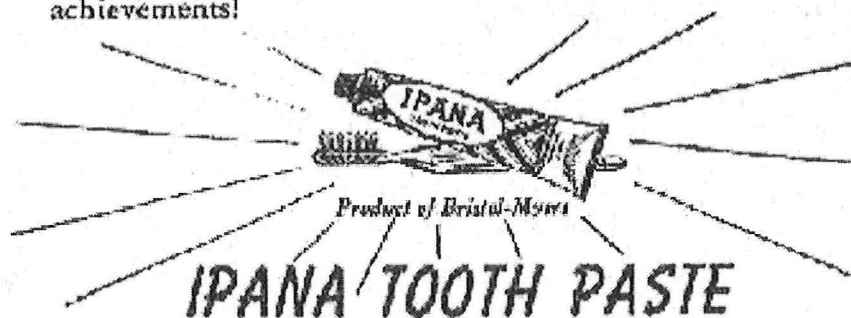
DON'T THINK for one moment we're trying to tell you J.A.'ers how important a smile can be to social and business success. Every J.A.'er knows *that!*

But we would like to tell you how you can help turn a dreary, dingy smile into a sparkling one—and what could be a *brighter* achievement?

Just remember that *sparkling teeth call for firm, healthy gums*. How do you get these firm, healthy gums? By eating Banana Royals? Creamy desserts? Nuh-uh. Today's soft foods often rob gums of exercise. Next thing you know, gums are apt to become tender, flabby. And that's often followed by "pink" on your tooth brush.

The minute *that* happens, see your dentist. Let *him* decide what's what. If it's just another case of soft foods robbing your gums of exercise, he may merely recommend "the helpful stimulation of Ipana and massage."

That's good advice to follow. Just massage your gums gently with Ipana, the tooth paste specially designed, with massage, to help make gums firmer and teeth brighter. That's all—but it's enough to start you on your way toward a more s-p-a-r-k-l-i-n-g smile that will be one of your proudest achievements!



APPENDIX I

The organization mourned the death of its co-founder and strongest early supporter, Horace A. Moses. The two pages are reproduced from the July 1947 edition of "Achievement."

ACHIEVEMENT

VOL. 7 JULY, 1947 NO. 8

Horace A. Moses, Founder of Jr. Achievement, Dies at 85



WEST SPRINGFIELD, MASS. The Junior Achievement world is grieved at the passing of Horace A. Moses, J.A.'s Founder, who died on the morning of Apr. 22, one day after his 85th birthday. Mr. Moses had been ill for one week.

Born in Ticonderoga, N. Y. on April 21, 1862 of Henry H. and Emily J. (Hising) Moses, he graduated from Troy Academy and married Alice Elliott in 1895. He was engaged in paper manufacturing from 1881, finally rising to the position of President of the Springfield Paper Co.

Moses' main interests in life were the development of closer relationships between urban and rural folk, and the improvement of the position of the farmer. His own experience in 4-H Clubbing as a youth led him to believe that city boys and girls were not getting the practical experience necessary to take on an adult livelihood; therefore, together with the late Senator Murray M. Crane and the late Theodore S. Vail, he founded Junior Achievement in 1919 to remedy this situation. Moses was active in J.A. through the twenties; he was Honorary President at the time of his death.

His keen interest in education is demonstrated by the fact that he served as trustee of Boston University, Wesleyan University, Deerfield Academy,

THAT OLE' STUFF J.A.'s Junior Models of Houston display their wares for the Foley Bros. Drygoods Company.

|| J.A. Firms Disbanded; Clean Slate In Fall

NATL. HDQRS. Junior Achievement is now a one year experience. Efforts were made to liquidate all existing companies by May 31.

In the past, many firms have limped through their second year in a sorry state because half the members failed to show up after summer vacation. Under the new policy, efficiency will be boosted by killing off all companies every spring, and starting with freshly-organized units each fall. Practicians are made, of course, for old members who wish to join new companies.

ACHIEVEMENT

"A Publication of, By, and For Achievers"

Annual Subscription\$1.00

Editor DAN O'KEEFE

Assistant Editors: Ed Rothman
Julie Andrade

Contributing Editors

Contributing Editors in Chicago, Milwaukee, Boston, Newark, Jersey City, Paterson, Board Brook, and New Brunswick, N. J., New York, Poughkeepsie, St. Louis, Houston, New Orleans, Atlanta, Dayton, Middletown, O., Pittsburgh, Hartford and New Britain, Conn., and Indiana. Advertising deadline for post-ups of copy, 10th of second preceding month; for plates, 15th of second preceding month.

Issued monthly by

Junior Achievement, Inc.
345 Madison Avenue
New York 17, New York

Advertising Manager Bert Litwin
Associate Advertising Manager Aaron Rausen
Western Ad Manager Jane Purges
Poughkeepsie Ad Representative Jim Edron
Newark Ad Representative Audrey Melkowitz
St. Louis Ad Representative Pat O'Hara
Long Island Ad Representative Frank Johnson
Middletown, O., Ad Representative Irving Herman
Layout Editor Rita Fingerman

"Glory Glory Hallelujah"

When Horace Moses first saw the light of day, Admiral Farragut was bombarding New Orleans and McClellan was marching in the peninsula. This was 1862, the year of the Monitor and the Merrimac, of Antislavery and Frederickahugh and the Emancipation Proclamation, of the copperhead and the weeping mother and the divided brothers. The boys were in the streets in blue and grey and they were singing "Glory Glory Hallelujah" It was a terrible and a critical moment for America . . . with this vast fraternal war still anybody's victory.

Horace Moses saw a united America leap strong from the ruins of that debacle, saw her twice save a world blest while, Crisis-born, he left us in another crisis . . . more serious than ever before in history. He left a desolate, semantically-confused, torn gutted world that has lost its faith and its direction. But Horace Moses died

with the satisfaction of achievement, of contribution . . . he left us knowing that his life had a meaning and a purpose. He gave us Junior Achievement to teach our youth, in its simple honest way, the facts about the life they are going to lead. He created an instrument for understanding, a potential balm for some of the troubles of the world.

Horace Moses did a lot of other things besides founding Junior Achievement. We associate him with J.A. because that is how we have known him: the nice old man in Springfield who gave us scholarships and sent us inspiration to help our movement grow. But were it just for the foundation of Junior Achievement, he will go down in history as one of our greatest leaders. Horace Moses lived his life, lived it fully and died quietly. Fortunate are those who will share his immortality.

THEY MET IN J. A.: Young Jim Maloney and 18-year-old Edith Anderson of New York. Jim engineered her election, years back, as President of the N. Y. Achievers' Association. Now they're engineering together . . . and it's a new Achiever expended in the fall.

Deadline News

The National Lumber Manufacturers' Association has awarded a fancy prize to the J.A. wood working team submitting the best product made primarily of wood. A member of the company will take a fine trip to the American Lumber Congress in CHICAGO.

Governor Bradford of MASS. passed out dainties right and left at the annual J.A. gathering in BOSTON, 200 attended and Edith Szada, the champion, 18 year old Toast Mistress, kept all eyes fixed. Bradford was serenaded by J.A.'s Symphonettes Co. and awarded a whopping prize box of fudge by the Pat-A-Cake Catering Co. His Excellency reports no ill effects.

ATLANTA has located a wonderful business center right on Peachtree Avenue, the main drag. It houses the State office and could easily handle 75 companies a week.

SOOTHE THROAT!
Relieve Coughs
due to colds

VICKS
MEDICATED
COUGH DROPS

APPENDIX J

1949

President
Vice President
Secretary

NAJAC OFFICERS

Robert Preston, Chicago, IL
Don Cismowski, St. Louis, MO
Carolyn Price, Atlanta, GA

1953

President
Vice President
Secretary

Dick Hagens, Dayton, OH
Jeannine Johnson, West Point, GA
John Witt, Milwaukee, WI

1954

President
Vice President
Secretary
Association Secretary
Southern Representative
Western Representative
Eastern Representative
Mid-West Representative

Roger Alvey, Bridgeport, CT
Jim Baskfield, ST. Paul, MN
Richard Freedman, Mattapan, MA
Mary Pat Tyrrell, Pittsburgh, PA
Paul Coulter, Riverview, AL
Ronald Larson, Portland, OR
Mary Manning, New Bedford, MA
Marilyn Smith, Barberton, OH

1955

President
Vice President
Conference Secretary
Association Secretary
Southern Representative
Western Representative
Eastern Representative
Mid-West Representative

Donald Smith, South Bend, IN
Alvin Fields, Atlanta, GA
Josephine Coco, Clifton, NJ
Emilie Feiza, Chicago, IL
Anne Holderfield, LaGrange, GA
Tom Powell, Denver, CO
Rochelle Trahan, New Bedford, MA
Ronald Roman, Orland Park, IL

1956

President
Vice President
Conference Secretary
Association Secretary
Southern Representative
Western Representative
Eastern Representative
Mid-West Representative

Patrick Oliver, Detroit, MI
Bill Moran, Chicago, IL
Sonja Vukov, Seattle, WA
Jackie Koch, Shrewsbury, MS
Herbert Hill, Atlanta, GA
Robert Baumgardner, Portland, OR
Patricia Oliveira, New Bedford, MA
Jerome Ulane, Chicago, IL

1957

President
Vice President
Conference Secretary
Association Secretary
Region 1
Region 3
Region 4
Region 5

James Turnball, Detroit, MI
J.E. McGowan, Jr., Atlanta, GA
Catherine Pitz, Milwaukee, WI
Marilyn Eddings, Portland, OR
Nancy Clark, Bridgeport, CT
William Dobias, Chicago, IL
William White, Portland, OR
Samuel Gamble, Lanett, AL

1958

President
Vice President
Conference Secretary
Region 1 President
Region 4 President
Region 5 President

William Browder, Bessemer, AL
Sasha Lanz, Dallas, TX
Carole Silvia, Lakewood, RI
Dennis Wayson, Baltimore, MD
Bob Lehman, San Francisco, CA
Peter Jessup, Dallas, TX

1959

President
Association Secretary
Conference Secretary
Region 1 President
Region 4 President
Region 5 SE President
Region 5 SW President

Michael Redman, Seattle, WA
Anthony Schopp, Navarre, OH
Judy Augustine, St. Louis, IL
Rosalyn Skelton, Vinton, VA
Donald MacKinnon, Seattle, WA
Larry Cole, Nashville, TN
Vincent Rohloff, Dallas, TX

1960

President
Vice President
Association Secretary
Conference Secretary
Regional I Officer
Regional II Officer
Regional IV Officer

Robert L. Walker III, Nashville, TN
Mary Jane Walker, New Bedford, MA
June DeMers, Windsor, Ontario
Joan Johnstone, Vancouver, BC
Robert Mitchell
Craig Kinzelman
Jon Halgren

1961

President
Vice President
Association Secretary
Conference Secretary
Eastern Regional Officer
Central Regional Officer

James Harrington, Chicago, IL
Judith Sugimoto, Honolulu, HI
Mary Bader, St. Paul, MN
Jean-Ette Johns, Cicero, IL
Michael Sobolweski, Newark, DE
Calvin F. Scott, Ypsilanti, MI

1962

President
Vice President
Conference Secretary
Association secretary
Eastern Regional Officer
Central Regional Officer

Calvin Scott, Ypsilanti, MI
Eldon Fry, Honolulu, HI
Jonell Austermann, Royal Oak, MI
Beverly Brophy, Windsor, Ontario
James Collier
Donald R. Bartolacci, Ann Arbor, MI

1963

President
Vice President
Conference Secretary
Association secretary

Michael Hannigan, Jr.
James Schlaf
Barbara Lawrence
Terrence Stewart

1965

President
Vice President
Association Secretary

Mike Arthur
John MacGowan
Dianne Meyer

1967

President
Vice President
Conference Secretary
Association Secretary

John Nelson, Houston, TX
Michael Timmer, Dayton, OH
Susan Munsell, Birmingham, MI
Linda Pearce, Dallas, TX

1968

President
Vice President
Conference Secretary
Association Secretary

Chris Streifender, Warrensville Heights, OH
William Evans, Dayton, OH
Patricia Wiley, Camden, OH
Anne Wheatley, Columbus, OH

1969

President
Vice President
Conference Secretary
Association Secretary

Rodney Miller, Dallas, TX
Alvin Lee, Indianapolis, IN
Dolores Palinsky, McKeesport, PA
Yvonne Gray, Grand Rapids, MI

1970

President
Vice President
Conference Secretary
Association Secretary

Sharion Patterson
Jefferson Drew
Amy Hoque
Nancy Inglefield

1971

President
Vice President
Conference Secretary
Association Secretary

Don Didier
Russell Sly
Patti Rose Brannon
Ann Flanagan

1972

President
Vice President
Conference Secretary
Association secretary

Phil Shewmaker
Susan Smith
Debra Pauli
Kathy Rhoades

1974

President
Vice President
Conference Secretary
Association Secretary

Phil Shewmaker
Mark McKnight
Cheryl Denny
Donna Jean Chapman

1975

President
Vice President
Conference Secretary
Association secretary

Rick Talley, Jr., Philadelphia, PA
Jeanne Marie Guinee, Peabody, MA
Phyllis Jones, Haney, LA
Paul Raymond Streibig, Columbus, OH

1976

President
Vice President
Conference Secretary
NAA Secretary

Gene Musser, Willow, PA
Lisa Miller, Lauderhill, FL
Carolyn Ruh, Fullerton, CA
Bonnie Leighty, Orlando, FL

1977

President
Vice President
Conference Secretary
NAA Chairman

David Harris, Cambridge, MA
Sandy Beach, Toledo, OH
Cindy Schoenhardt, New Orleans, LA
Peter Rothschild, Centerport, NY

1978

President
Vice President
Conference Secretary
NAA Chairman
NAA Vice Chairman
NAA Chairman, Program
NAA Chairman, Development
NAA Secretary

Stuart Baum, Sherman Oaks, CA
Nahum Chandler, Ashland, OR
Ellen Flemke, Granada Hills, CA
Jim Andreoni, Beloit, WI
Kevin Mead, Battle Creek, MI
Andrew Rome, Longmeadow, MA
Shelley Tucker, Ft. Worth, TX
Linda Weber, Hayward, CA

1979

President

Seth Eisenberg, Falls Church, VA

Vice President
Conference Secretary
NAA Chairman
NAA Vice Chairman
NAA Chairman, Development
NAA Chairman, Program
NAA Secretary

Shawn O'Hara, Salt Lake City, UT
Paulette Dolin, Van Nuys, CA
Wayne Young, Gary, IN
Jose Pratts, Northridge, CA
Mary Sullivan, Jamesville, NY
Bill Rumage, New Orleans, LA
Kim Manicho, Columbus, OH

1980

President
Vice President
Conference Secretary
NAA Chairman

Michael Liss, Cincinnati, OH
Craig Canfield, Laltabra, CA
Patty Zillian, McLean, VA
Craig Burton, Lafayette, IN

1981

President
Vice President
Secretary
NAA Chairman

John Tipton, Louisville, KY
Bill Herp, Louisville, KY
Kathy Harris, Dundee, IL
Bill Sawyers, Salt Lake City, UT

1982

President
Vice President
Secretary
NAA Chairman

Michael Bishop, Jacksonville, FL
Chip Hardt, Indianapolis, IN
Julie Wetherell, Okemos, MI
Karen Hill, Winter Park, FL

1983

President
Regional Director-Atlantic
Regional Director-Mid-America
Regional Director-Western

Richard Titsworth, Sylvania, OH
Jane Henriques, Dartmouth, MA
Daniel Herp, Louisville, KY
Juju Chang, Sunnyvale, CA

1984

President
Vice President-Atlantic
Vice President-Mid-America
Vice President-Western

Dennis Lemenager, Worcester, MA
Kathleen Devine, North Andover, MA
Stephanie Alden, Greenwood, IN
Ronald Thomason, Edmond, OK

1986

President
Vice President-Atlantic
Vice President-Mid-America
Vice President-Western

Jeff Brown, Machensey Park, IL
Jason Cohen, Narberth, PA
Charlene Gerke, Grand Rapids, MI
Michael Alderete, San Jose, CA

1987

President
Vice President
Vice President
Vice President

William Harper, Watson, AL
David Jurkowski, Westfield, MA
Ana Castillo, Chicago, IL
Steve Arnold, San Jose, CA

1988

President
Vice President
Vice President
Vice President

Laura Donohue, Santa Clara, CA
Stacia Smith, Annandale, VA
Joseph Grigsby, Lexington, KY
Anne Hale, Mound, MN

APPENDIX K

Junior Achievement Inc. Historical Program Data (Number of student participants)

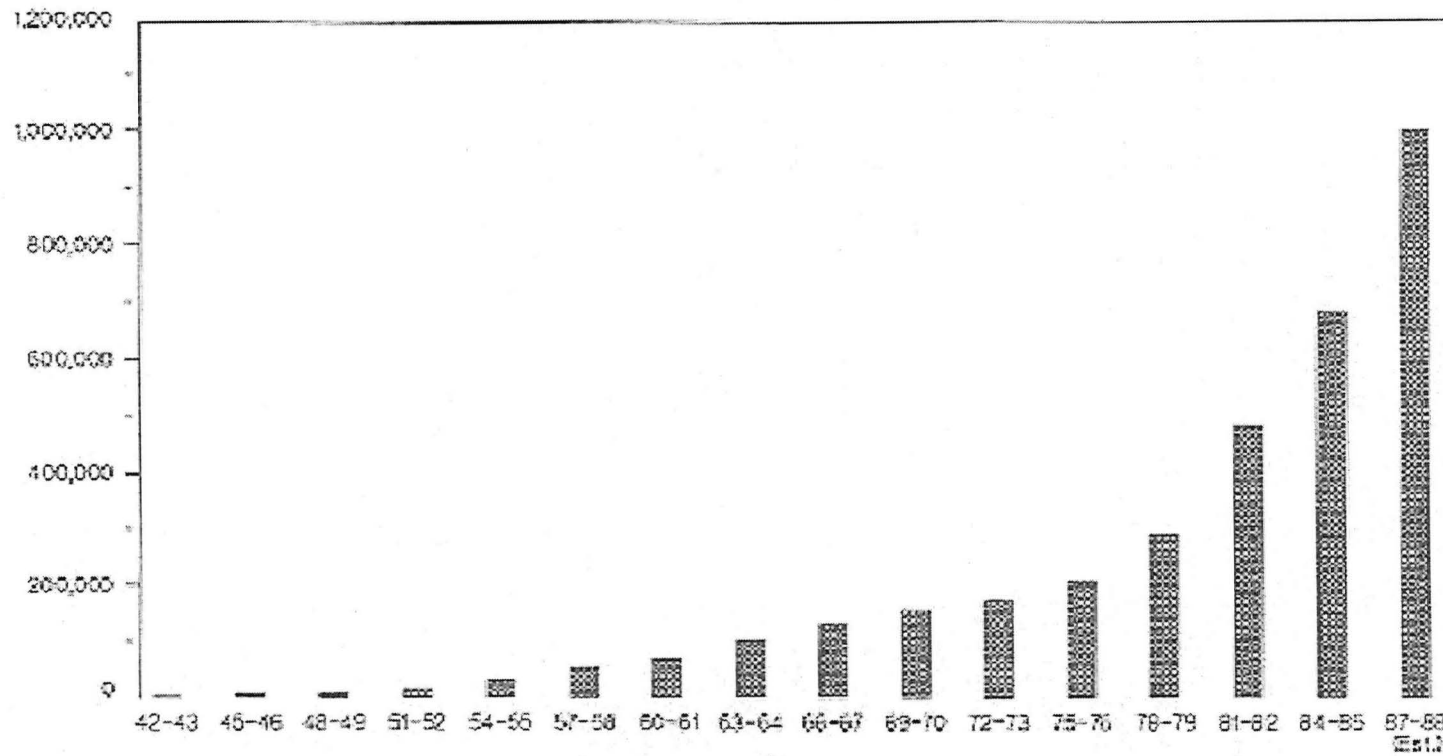
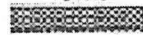
YEARS	TOTAL	JA	PB	BB	AE	CUM
PRE-1942	150,000	150,000				150,000
42-43	1,037	1,037				151,037
43-44	1,810	1,810				152,847
44-45	2,350	2,350				155,197
45-46	7,180	7,180				162,377
46-47	8,710	8,710				171,087
47-48	5,800	5,800				176,887
48-49	7,420	7,420				184,307
49-50	12,409	12,409				196,716
50-51	17,472	17,472				214,188
51-52	15,000	15,000				229,188
52-53	20,158	20,158				249,346
53-54	27,351	27,351				276,697
54-55	32,369	32,369				309,066
55-56	36,300	36,300				345,366
56-57	43,400	43,400				388,766
57-58	53,359	53,359				442,125
58-59	66,245	66,245				508,370
59-60	68,606	68,606				576,976
60-61	70,324	70,324				647,300
61-62	75,434	75,434				722,734
62-63	93,963	93,963				816,697
63-64	102,532	102,532				919,229
64-65	112,511	112,511				1,031,740
65-66	118,350	118,350				1,150,090
66-67	130,255	130,255				1,280,345
67-68	156,767	156,767				1,437,112
68-69	157,787	157,787				1,597,899
69-70	155,121	155,121				1,750,020
70-71	159,302	159,302				1,909,322
71-72	158,871	158,871				2,068,193
72-73	171,030	171,030				2,239,223
73-74	169,472	169,472				2,408,695
74-75	187,714	187,479		235		2,596,409
75-76	205,459	200,220		5,239		2,801,868
76-77	233,251	216,500		16,751		3,035,119
77-78	255,136	195,765		59,371		3,290,255
78-79	288,811	186,717		102,094		3,579,066
79-80	333,206	192,065		136,016	5,125	3,912,272
80-81	409,595	211,214		173,707	24,674	4,321,867
81-82	483,007	228,727		212,225	42,055	4,804,874
82-83	551,373	234,528		242,136	70,969	5,356,247
83-84	615,215	210,925		280,280	99,403	5,971,462
84-85	680,917	171,003		312,343	129,343	6,652,379
85-86	789,186	134,358		357,872	179,932	7,441,565
86-87	889,539	104,230		392,290	229,555	8,331,107
87-88 (EST)	1,000,001	90,000		431,000	279,000	9,331,108
TOTAL	9,331,108	4,841,966	2,721,559	1,060,056	576,819	

NOTE: Records of the 1919-1942 era are fragmentary. Figures prior to 1942 reflect both the Springfield, Mass.-based Junior Achievement program and the New York City program. The latter evolved into the current national organization. The number of students involved in the 1930s reached approximately 13,000 students per year by 1936. It is interesting to note that while Junior Achievement reaches a million students annually with its four programs today, it took 45 years for the organization to reach its millionth student, cumulatively, with the single-program approach.

Junior Achievement Inc.

Historical Program Data

Student
Totals



APPENDIX L
SPONSORS COMMITTEE
The Washington Conference

Following is a list of major supporters of the supporters of the "Business, Education and Government for Junior Achievement" conference held February 1, 1956, at the Hotel Statler in Washington, D.C. The conference set a tone for future national gatherings, including the National Business Leadership Conference.

CHAIRMAN:
M.J. Rathbone, President
Standard Oil Company

Honorable Sherman Adams
Assistant to the President

William M. Allen
President, Boeing Airplane Company

Honorable Alben W. Barkley
United States Senate

Admiral Arleigh Burke
Department of the Navy

Honorable Harry Flood Byrd
United States Senate

Dr. Everett N. Case
President, Colgate University

L.L. Colbert
President, Chrysler Corporation

Lloyd Dalzell
President, Dalzell Towing Company, Inc.

Dr. Paul E. Elicker
Executive Secretary, Secondary School Division,
National Educational Association

James A. Farley
Chairman, Coca Cola Export Corporation

Honorable Marion B. Folsom
Secretary of Health, Education and Welfare

Henry Ford II
President, Ford Motor Company

Dr. G. Keith Funston
President, New York Stock Exchange

T.F. Davies Haines
President, Ciba Pharmaceutical Products, Inc.

Totton P. Heffelfinger
President, Van Dusen Harrington Company

Andrew Heiskell
Publisher, Life Magazine

Reverend Theodore M. Hesburgh
President, University of Notre Dame

J.J. Hopkins
Chairman, General Dynamics Corp.

T.V. Houser
Chairman, Sears, Roebuck and Company

Honorable George M. Humphrey
Secretary of the Treasury

Honorable Hubert H. Humphrey
United States Senate

Dr. Herold C. Hunt
Undersecretary, Department of Health, Education and Welfare

Honorable Irving M. Ives
United States Senate

Dr. William Jansen
Superintendent of Schools, New York City

Dr. Robert L. Johnson
President, Temple University

Honorable John F. Kennedy
United States Senate

C.F. Kettering
Director and Research Consultant
General Motors Corporation

James R. Killian, Jr.
President, Massachusetts Institute of Technology

Honorable William F. Knowland
United States Senate

Honorable Frank J. Lausche
Governor of Ohio

Fred Lazarus, Jr.
President, Federated Department Stores, Inc.

J. Spencer Love
President, Burlington Industries, Inc.

Neil H. McElroy
President, Procter & Gamble Company

Honorable Richard M. Nixon
Vice President of the United States

Honorable Wright Patman
House of Representatives

Gwilym A. Price
President Westinghouse Electric Corporation

Captain E.V. Rickenbacker
Chairman, Eastern Air Lines, Inc.

Walter M. Ringer, Sr.
Chairman, Foley Manufacturing Company

Honorable Reuben B. Robertson, Jr.
Assistant Secretary of Defense

George Romney
President, American Motors Corporation

Honorable H. Alexander Smith
United States Senate

Joseph P. Spang, Jr.
President, The Gillette Company

Dr. Robert Gordon Sproul
President, University of California

Honorable Harold E. Stassen
Director of Foreign Operations

Dr. J.E. Wallace Sterling
President, Stanford University

Norman H. Strouse
President, J. Walter Thompson Company

Honorable R. Douglas Stuart
United States Ambassador to Canada

General Maxwell D. Taylor
Chief of Staff US Army

Kenneth C. Towe
President, American Cyanamid Co.

Honorable Sinclair Weeks
Secretary, Department of Commerce

Dr. Kenneth D. Wells
President, Freedoms Foundations

Carl F. Wente
Chairman, Executive Committee
Bank of America N.T. & S.A.

J.D. Zellerbach
President, Crown Zellerbach Corporation

APPENDIX M

READER'S DIGEST

JUNIOR ACHIEVEMENT NATIONAL SPEAKERS CORPS

The Reader's Digest Speakers Corps was conceived in 1967 as a means of identifying and training outstanding Achievers, to speak on behalf of Junior Achievement. It was developed through the funding and support of DeWitt Wallace, founder of the Reader's Digest, and planned and implemented through the Program Department of Junior Achievement Inc. The following are past program participants.

1967

Tim Coffey-Omaha, Nebraska
 Clay Evans-Dayton, Ohio
 Ed Hennessey-Long Beach, California
 Rick Jackson-Findlay, Ohio
 Jerry Johnson-San Francisco, California
 Barbara Miller-Richardson, Texas
 Doug Pearlson-Miami, Florida
 Donnie Pyles-Yazoo City, Missouri
 Prissy Ray-Dallas, Texas
 Chris Schmidt-Orlando, Florida
 Donna Stone-Basking Ridge, New Jersey
 Chris Streifender-Warrenville Heights, Ohio
 John Testement-Columbus, Ohio
 Steve Tvorik-Cleveland, Ohio
 Cynthia Vyszenski-Dayton, Ohio
 Patricia Wiley-Oxford, Ohio

1968

Ginny Babcock-West Lafayette, Indiana
 Roger Bowman-Terre Haute, Indiana
 Yvonne Gray-Duluth, Minnesota
 Donald Hook-Cleveland, Ohio
 Craig Ihara-Reno, Nevada
 Mary Kniola-Garfield Heights, Ohio
 Kathi Krutsch-Bryan Ohio
 Alvin Lee-Indianapolis, Indiana
 Bruce Lee-Calgary Alberta, Canada
 Frank McIntosh-Lynn, Massachusetts
 Rod Miller-Dallas, Texas
 Dolores Palinsky-McKeesport, Pennsylvania
 Greg Perczak-Western Springs, Illinois
 Janet Atkins Riley-Newport News, Virginia
 Owen Roberts-Jacksonville, Florida
 Dennis Scott-Seattle, Washington
 Mary Von Drehle-Tulsa, Oklahoma
 Lake Willis-Decatur, Georgia

1969

Mary Beth Bond-Akron, Ohio
 Joseph Boone-Baltimore, Maryland
 Carolyn Cappel-Elkhart, Indiana
 John Carey-Flint, Michigan
 Dan Danyluk-Windsor, Canada
 Jeff Drew-Birmingham, Alabama
 Ray Dunn-Miami, Florida
 Dan Fallon-Pittsburgh, Pennsylvania
 Al Gerhardstein-Cleveland, Ohio
 Nancy Inglefield-Kirkwood, Missouri
 Leslie Marchello-Omaha, Nebraska
 Sharion Patterson-Phoenix, Arizona
 Carla Pearson-Denver, Colorado
 Peggy Peretzky-Canton, Ohio
 1969 (continued)

Linda Ricciardi-Boston, Massachusetts
 Guy Romano-New Orleans, Louisiana

Carol Sands-Peoria, Illinois
 Kent Soule-Oklahoma City, Oklahoma
 Mike Vincent-Cedar Rapids, Iowa
 Lauren Wingard-Grand Rapids, Michigan

1970

Bruce Berry-Columbus, Ohio
 Marilyn Bray-Indianapolis, Indiana
 Patricia Czarnik-Washington, D.C.
 Donald Didier-Rockford, Illinois
 Bradford Freeman-Clayton, Missouri
 Lynn Holcomb-Battle Creek, Michigan
 Gail Horton-Los Angeles, California
 Joliene Hutto-Columbus, Georgia
 Chris Ingram-Washington, D.C.
 Robert Kizziah-Birmingham, Alabama
 Bruce Lee-Calgary, Canada
 Richard Maddox-Columbus, Ohio
 Mary Kay Reagan-Grand Rapids, Michigan
 Kathleen Rhoades-Grand Rapids, Michigan
 Evelyn Sambol-Pittsburgh, Pennsylvania
 Frank Stass-New Orleans, Louisiana
 Kathy Stickney-Detroit, Michigan
 Robert Strader-Danville, Illinois
 Richard Thornburgh-Cincinnati, Ohio
 Barbara Wendt-Chicago, Illinois

1971

Antony Abowd-Detroit, Michigan
 Patricia Ainsworth-Toledo, Ohio
 Diane Allison-Bridgeport, Connecticut
 Mary Bozini-San Francisco, California
 Laura Caniglia-Omaha, Nebraska
 Martin Gibbons-Syracuse, New York
 Franchis Hillenbrand-Memphis, Tennessee
 Steve Horten-Chattanooga, Tennessee
 Glen Howland-Houston, Texas
 Robyn Jones-Arlington, Virginia
 Regina Keller-Philadelphia, Pennsylvania
 Charles Levine, Columbus, Ohio
 Kathryn Lillie-Grand Rapids, Michigan
 Natalia Rosen-Los Angeles California
 Dimitri Rotow-Lancaster, Pennsylvania
 Virginia Sands-Peoria, Illinois
 Casimir Schesky-Jackson, Michigan
 Susan Smith-Cincinnati, Ohio
 Peter Velander-Minneapolis, Minnesota
 Kevin Wedmore-Indianapolis, Indiana

1972

Christel Capdevielle-New Orleans, Louisiana
 Michael Champlion-Dallas, Texas
 Pam Connors-Cincinnati, Ohio
 Michael Duffy-Los Angeles, California
 Kathleen Freundl-Jackson, Michigan

Barbara Leffler-Omaha, Nebraska
Maria Theresa Lozada-San Francisco, California
Jayne Lynch-Providence, Rhode Island
Carol Mozak-Lima, Ohio
Jo-Ann Niski-Waterbury, Connecticut
Robert Parker-Flint, Michigan
R. Chadwick Paul, Jr.-York, Pennsylvania
David Ruffin-Rockford, Illinois
Avis Russel-New Orleans, Louisiana
Michael Saunders-Minneapolis, Minnesota
Janie Schiltz-Cedar Rapids, Michigan
Deborah Tierney-St. Paul, Minnesota
James Tompert-Battle Creek, Michigan
Philip Volponi-Pittsburgh, Pennsylvania
Richard A. Williams-Kingsport, Tennessee
Fred T. Witt, Jr.-Lincoln, Nebraska

1973

Donna Jean Chapman-Buffalo, New York
Lee Congdon-Elkhart County, Indiana
Donald Cope-Indianapolis, Indiana
Cheryl Denney-New Orleans, Louisiana
Mary Ann Dunn-Phoenix, Arizona
Robert Dunn-New Orleans, Louisiana
Hyatt Erstad-Boise, Idaho
Nancy Garner-Louisville, Kentucky
Mary Beth Griffin-Dallas, Texas
Jeanne Guinee-Boston, Massachusetts
William Haston-Charleston, West Virginia
David Heywood-Toledo, Ohio
Randy Kern-Akron, Ohio
Philip Klawuhn-St. Joseph, Missouri
Calbert Lai-Honolulu, Hawaii
Thomas Loberg-St. Paul, Minnesota
Tara McDowell-Cincinnati, Ohio
Mark McKnight-Buffalo, New York
Steven Nock-Dayton, Ohio
Nancy O'Malley-St. Paul, Minnesota
Crisi Roberts-Columbus, Ohio
Erick Ruppercht-Midland, Michigan
Phillip Schewmaker-Louisville, Kentucky
Debra Simpkins-Nashville, Tennessee
Cheryl Staib-Hartford, Connecticut
Peggy Weller-Minneapolis, Minnesota
Tammy Witland-Grand Rapids, Michigan
Claire Zuccarini-Philadelphia, Pennsylvania

1974

Ronald Adderly-St. Paul, Minnesota
Timothy Anderson-Grand Rapids, Michigan
Ama Bahamonde-Puerto Rico
Barbara Baker-St. Paul, Minnesota
Gerald Brogdon-Atlanta, Georgia
Linda Cacciapaglia-Washington, D.C.
Theresa Daly-Los Angeles, California
Paul Davis-Los Angeles, California
Jeanne Guinee-Boston, Massachusetts
Phyllis Jones-New Orleans, Louisiana
Nancy Kats-Peoria, Illinois
Ann Kearney-Reno, Nevada
Julie Kopetzky-Columbus, Nebraska
Larry Lesley-Battle Creek, Michigan
Karen Lisko-Youngstown, Ohio
Margaret Phillips-Ft. Worth, Texas
Michael Schwartz-Charleston, West Virginia
Michael Shuster-Pittsburgh, Pennsylvania
Paul Streibig-Columbus, Ohio
Rick Talley-Philadelphia, Pennsylvania
Ron Taylor-Omaha, Nebraska

Sharon Theriot-New Orleans, Louisiana
Joyce Ulrich-Baltimore, Maryland
Essie Woods-Chattanooga, Tennessee

1975

Donald Adderly-St. Paul, Minnesota
Marypat Abowd-Detroit, Michigan
Lurita Alexis-New Orleans, Louisiana
Mark Atkinson-Trenton, Ohio
David Callies-Chicago, Illinois
Palma Carini-Bronx, New York
Eliav Dahan-Pikesville, Maryland
Teresa Dolinar-Pittsburgh, Pennsylvania
Stacie Glass-Denver, Colorado
David Haug-Ft. Worth, Texas
Carole Jamps-St. Paul, Minnesota
Donald Kodrich-Carnegie, Pennsylvania
Bonnie Leighty-Orlando, Florida
Scoot Macfarland-Arlington, Virginia
Lisa Miller-Lauderhill, Florida
Gene Musser-Willow St., Pennsylvania
Cammy O'Connor-Richmond, Virginia
Stuart Rosenthal-Ft. Worth, Texas
Ron Sege-Los Angeles, California
Bert Schoen-Clark Summit, Pennsylvania
Genie Stowers-Orlando, Florida
Rod Taylor-Grand Rapids, Michigan

1976

Rosemary Abowd-Detroit, Michigan
James Andreoni-Rockford, Illinois
Stuart Baum-Los Angeles, California
Sandy Beach-Toledo, Ohio
Jennie Broomfield-Houston, Texas
Diane Freundl-Jackson, Michigan
Michael Fried-Orlando, Florida
David Harris-New York, New York
Barbara Hoppmann-Dubuque, Iowa
Thomas McGuire-Ft. Wayne, Indiana
Greg Maislin-Philadelphia, Pennsylvania
Daniel Mittleman-Buffalo, New York
Carl Meyer-St. Petersburg, Florida
Susan Morelli-New York, New York
Mary Sue Nemecek-Bridgeport, Connecticut
Lamonte Perry-Cleveland, Ohio
Peter Rothschild-New York, New York
Cindy Schoenhardt-New Orleans, Louisiana
Patti Smith-Philadelphia, Pennsylvania
Jill Sopko-Akron, Ohio
Pat Newcomb-Orlando, Florida
Mark Speers-Attleboro, Massachusetts
Leslie Stewart-Ft. Worth, Texas
Linda Lea Weber-San Francisco, California

1977

James Andreoni-Rockford, Illinois
Keith Bailey-St. Petersburg, Florida
Peter Barber-Chicago, Illinois
Bridgit Bateman-Danville, Illinois
Stuart Baum-Los Angeles, California
Kata Brennan-Toledo, Ohio
Gena Cadieux-Johnstown, Pennsylvania
Nahum Chandler-Bakersfield, California
Mary Conrad-Cincinnati, Ohio

Frank Crivello-Milwaukee, Wisconsin
Mark Fischer-Louisville, Kentucky
Ellen Flemke-Los Angeles, California
James Foti-Akron, Ohio
Elizabeth Hermann-Warren, Ohio
Robert Johnson-Dallas, Texas
Kevin Jordan-New Orleans, Louisiana
Christine Kalisz-New Bedford, Massachusetts
Steven Ladd-Orlando, Florida
Barbara Loberg-St. Paul, Minnesota
Kimberly Marshall-Winston-Salem, North Carolina
Kevin Mead-Battle Creek, Michigan
Andrew Rome-Longmeadow, Massachusetts
Joel Samuels-Los Angeles, California
Mark Scully-Hartford, Connecticut
Shelly Tucker-Ft. Worth, Texas
Joleen Urban-Hartford, Connecticut
David Bigna-Portland, Oregon
Linda Lea Weber-San Francisco, California

1978

Paul Cosway-Seattle, Washington
David Dedmen-Evansville, Indiana
Paulette Dolin-Los Angeles, California
Seth Eisenberg-Washington, D.C.
Shirley Giles-New Orleans, Louisiana
David Hatfield-Owensboro, Kentucky
Teresa Hord-Terre Haute, Indiana
Dianne Jenkins-Dubuque, Iowa
Jill Johnson-St. Paul, Minnesota
Kendrick Kam-Honolulu, Hawaii
Michael Ladner-Orlando, Florida
William Landschulz-Dubuque, Iowa
Scott Larsen-Fort Wayne, Indiana
Michael Liss-San Juan, Puerto Rico
Julia Little-Charleston, West Virginia
Deborah Macfarlan-Washington, D.C.
Keith Newman-Dallas, Texas
Shawn O'Hara-Salt Lake City, Utah
David Sturgeon-Louisville, Kentucky
Robert Rosenblum-Los Angeles, California
Susan Vergo-Rochester, New York
Joel Vergun-Fort Lauderdale, Florida
Melissa Wheeler-Columbus, Ohio
Wayne Young-Chicago, Illinois

1980

Michael Bishop-Jacksonville, Florida
Clint Chao-San Jose, California
Laurie Gardiner-Charlotte, North Carolina
Kathy Harris-Chicago, Illinois
Bill Herp-Louisville, Kentucky
Marty Light-Lancaster, Pennsylvania
Anne Okrepkie-Bridgeport, Connecticut
Laura Peracchio-New York, New York

1980 (continued)

Michelle Remillard-Toledo, Ohio
Paul Savary-Dubuque, Iowa
Bill Sawyers-Salt Lake City, Utah
Brett Scharf's-Salt Lake City, Utah
Susan Schmickley-Cedar Rapids, Iowa
John Tipton-Louisville, Kentucky

1981

Michael Bishop-Jacksonville, Florida
Daniel Eder-Milwaukee, Wisconsin
Rosemarie Emanuele-Danbury, Connecticut

Chip Hardt-Indianapolis, Indiana
Arthur Hernandez-Stockton, California
Karen Hill-Winter Park, Florida
Bruce Johnson-Louisville, Kentucky
Matthew Kearns-Ashland, Kentucky
Kathy Ko-Sunnyvale, California
Susan Lemley-Wheeling, West Virginia
Carol Maier-Edina, Minnesota
Dina McFadden-Dubuque, Iowa
Paula Padgett-Louisville, Kentucky
Julie Wetherell-Okemos, Michigan
Jolie Naiman-Avon, Connecticut
Brian Rasmus-Ephrata, Pennsylvania
Joyce Steers-Santa Ana, California
Rick Titsworth-Sylvania, Ohio

1982

Kirk Brothers-Elizabethtown, Kentucky
Juju Chang-Sunnyvale, California
Cathy Devany-Austin, Texas
Katy Devine-Hinsdale, Illinois
Marshall Embry-Decatur, Georgia
Tim Giles-Mulvane, Kansas
Jane Henriques-North Dartmouth, Massachusetts
Daniel Herp-Louisville, Kentucky
Michele McMahan-Dubuque, Iowa
Paula Mencil-Bridgeport, Connecticut

1984

Stephanie Alden-Greenwood, Indiana
Gustavo A. Castillo-Chicago, Illinois
Cynthia Dai-Sunnyvale, California
Kathleen Devine-North Andover, Massachusetts
Frederick J. Goff-Toledo, Ohio
Paula Ann Morris-Norton, Massachusetts
Niki R. Pantelias-Winter Park, Florida
Michael J. Thomas-Atlanta, Georgia
Ronald Thomason-Edmond, Oklahoma
Michael Thompson-Wayzata, Minnesota

1985

Stephanie Aflague-Santa Clara, California
Michael Alderete-San Jose, California
William C. Anderson-Cincinnati, Ohio
Jeffrey Brown-Rockford, Illinois
Jason Cohen-Narberth, Pennsylvania
Charlene Gerke-Grand Rapids, Michigan
Julie Hollensed-Tom Bean, Texas
Sandeep Kunwar-San Ramon, California
Marla McFadden-Dubuque, Iowa
Matthew Okamoto-Elk Grove, California

APPENDIX N
NATIONAL BUSINESS LEADERSHIP CONFERENCE
HOST CITIES AND CHAIRMEN

Following is a list of the cities that have hosted the NBLC since its creation in 1975. The day-long conference features induction ceremonies for laureates to the National Business Hall of Fame.

YEAR	HOST CITY	CHAIRMAN
1975	Chicago	John E. Swearingen Chairman & CEO Standard Oil Co. (Indiana)
1976	Dallas	Thomas A. Murphy Chairman & CEO General Motors Corp.
1977	Washington, D.C.	W.F. Rockwell, Jr. Chairman & CEO Rockwell International
1978	Detroit	Henry Ford, II Chairman & CEO Ford Motor Co.
1979	New Orleans	Clifton C. Garvin Chairman & CEO Exxon Corp.
1980	Los Angeles	Robert O. Anderson Chairman & CEO Atlantic Richfield
1981	Washington, D.C.	C. Peter McColough Chairman & CEO Xerox Corp.
1982	Pittsburgh	David M. Roderick Chairman & CEO U.S. Steel Corp.
1983	Dallas	Raymond A. Hay Chairman & CEO The LTV Corp.
1984	Chicago	Donald P. Kelly Chairman & CEO Esmark, Inc.
1985	Cleveland	Alton W. Whitehouse, Jr. Chairman & CEO Standard Oil (Ohio)
1986	Detroit	Donald E. Petersen Chairman & CEO Ford Motor Co.
1987	Indianapolis	Richard D. Wood Chairman, President, CEO Eli Lilly and Company
1988	Atlanta	John L. Clendenin Chairman & CEO BellSouth Corp.
1989	Colorado Springs	Lodwick M. Cook Chairman & CEO ARCO

APPENDIX O

NATIONAL BUSINESS HALL OF FAME LAUREATES

There have been 114 men and women inducted into the National Business Hall of Fame since its creation in 1975. Following is a listing of those laureates and the company with which they made their principal contribution to American business. Laureates are inducted annually at the National Business Leadership Conference.

NAME	COMPANY	BIRTH-DEATH
William M. Allen	Boeing Company	1900-1985
Robert O. Anderson	ARCO	1917-
Leo Hendrik Baekeland	Union Carbide Corp.	1863-1944
William Milfred Batten	JC Penney Co., Inc.	1909-
Stephen Davison Bechtel, Sr.	Bechtel Group, Inc.	1900-
Arnold O. Beckman	SmithKline Beckman	1900-
Olive Ann Beech	Beech Aircraft Co.	1903-
William Blackie	Caterpillar Tractor Co.	1906-
William Edward Boeing	Boeing Company	1881-1956
Edward E. Carlson	United Airlines, Inc.	1911-
Andrew Carnegie	Carnegie Steel	1835-1919
Willis Haviland Carrier	Carrier Corp.	1876-1950
Walter P. Chrysler	Chrysler Corp.	1875-1940
Frederick C. Crawford	TRW, Inc.	1891-
Trammell Crow	Trammell Crow	1914-
Harry Blair Cunningham	K-Mart	1907-
Arthur Vining Davis	ALCOA	1867-1962
John Deere	Deere & Co.	1803-1886
Walter Elias Disney	The Walt Disney Co.	1901-1966
Georges Frederic Doriot	American Res. & Dev. Corp.	1899-1987
Donald Wills Douglas	McDonnell Douglas Corp.	1892-1981
Pierre Samuel duPont	duPont	1870-1954
George Eastman	Eastman Kodak	1854-1932
Thomas A. Edison	Inventor	1847-1931
Cyrus W. Field	Trans-Atlantic Cable	1819-1892
Harvey S. Firestone	Firestone Tire & Rubber	1868-1938
Henry Morrison Flagler	Florida Development	1830-1913
Henry Ford	Fort Motor Co.	1863-1947
Benjamin Franklin	Inventor & Statesman	1706-1790
Roswell Garst	Garst Seed Co.	1898-1977
A.P. Giannini	BankAmerica Corp.	1870-1949
King Camp Gillette	Gillette Company	1855-1932
Leonard H. Goldenson	Capital Cities/ABC Inc.	1905-
Benjamin Graham	Economist/GEICO	1894-1976
Walter Abraham Haas	Levi Strauss & Co.	1889-1979
George Halas	Chicago Bears Owner	1895-1983
Joyce Clyde Hall	Hallmark Cards, Inc.	1891-1982
Edward Henry Harriman	Union Pacific Railroad	1848-1909
Henry John Heinz	H.J. Heinz Company	1844-1919
Milton S. Hershey	Hershey Foods	1857-1945
William R. Hewlett	Hewlett-Packard Co.	1913-
James Jerome Hill	Railroads	1838-1916
Conrad Nicholson Hilton	Hilton Hotels Corp.	1887-1979
Edward Crosby Johnson II	Financier	1898-1984
Reginald H. Jones	General Electric	1917-
J. Erik Jonsson	Texas Instruments	1901-
Henry J. Kaiser	Kaiser Enterprises	1882-1967
Donald M. Kendall	PepsiCo, Inc.	1921-
Charles Franklin Kettering	General Motors Corp.	1876-1958
Bernard Kilgore	The Wall Street Journal	1908-1967
Robert Justus Kleberg, Sr.	King Ranch, Inc.	1853-1932
Ray A. Kroc	McDonald's Corp.	1901-1984
Alden J. Laborde	Odeco/Tidewater, Inc.	1915-
Dr. Edwin Herbert Land	Polaroid Corp.	1909-
William F. Laporte	American Home Products	1913-

Albert Davis Lasker	Lord & Thomas Adv.	1880-1952
Estee Lauder	Estee Lauder Inc.	1908-
Royal Little	Textron	1896-
Francis Cabot Lowell	Pioneer Industrialist	1775-1817
Henry R. Luce	Time Inc.	1898-1967
Ian Kinloch MacGregor	AMAX	1912-
John Jay McCloy	Statesman/Chase Manhattan Bank	1895-
Cyrus H. McCormick	Inventor & Businessman	1809-1884
Malcom Purcell McLean	Sea-Land Service, Inc.	1913-
Rene C. McPherson	Dana Corporation	1924-
Forrest E. Mars	Mars, Inc.	1904-
Jack Carroll Massey	Kentucky Fried Chicken	1904-
George J. Mecherle	State Farm Insurance	1877-1951
Andrew William Mellon	Financier	1855-1937
Charles Edward Merrill	Merrill-Lynch	1885-1956
Joseph Irvin Miller	Cummins Engine Co.	1909-
George Stevens Moore	Citibank	1905-
J. Pierpont Morgan	Financier	1837-1913
Howard Joseph Morgens	Procter & Gamble	1910-
Adolph Simon Ochs	The New York Times	1858-1935
David Mackenzie Ogilvy	Ogilvy & Mather	1911-
David Packard	Hewlett-Packard Co.	1912-
William S. Paley	CEBS, Inc.	1901-
John Henry Patterson	NCR	1844-1922
William Allan Patterson	United Airlines	1899-1980
James Cash Penney	JC Penney Co., Inc.	1875-1971
Ross Perot	Electronic Data Systems	1930-
Abe Plough	Schering-Plough	1891-1984
William Cooper Procter	Procter & Gamble	1862-1934
Dr. Simon Ramo	TRW/Bunker Ramo	1913-
M.J. Rathbone	Standard Oil of New Jersey	1900-1976
Donald T. Regan	Merrill-Lynch	1918-
James Wilson Rouse	Rouse Co./Real Est. Dev.	1914-
John D. Rockefeller	Standard Oil Co.	1839-1937
David Sarnoff	RCA/NBC	1891-1971
Jacob Henry Schiff	Kuhn, Loeb & Co.	1847-1920
Charles Michael Schwab	Bethlehem Steel	1862-1939
Igor Sikorsky	Sikorsky Aircraft	1889-1972
Alfred P. Sloan, Jr.	General Motors Corp.	1875-1966
Cyrus Rowlett Smith	American Airlines	1899-
Charles Clinton Spaulding	North Carolina Mutual	1874-1952
Alexander T. Stewart	A.T. Stewart & Co.	1803-1876
John Eldred Swearingen	Amoco Corp.	1918-
J. Edgar Thomson	Pennsylvania Railroad	1808-1874
Theodore N. Vail	AT&T	1845-1920
Cornelius Vanderbilt	Railroads	1794-1877
DeWitt Wallace	Reader's Digest	1889-1981
Lila Acheson Wallace	Reader's Digest	1889-1984
George Washington	Statesman	1732-1799
Thomas John Watson, Jr.	IBM	1914-
George Westinghouse	Westinghouse Electric Corp.	1846-1914
Frederick Weyerhaeuser	Weyerhaeuser Co.	1834-1914
Eli Whitney	Pioneer Industrialist	1765-1825
Charles Kemmons Wilson	Holiday Inns, Inc.	1913-
Joseph C. Wilson	Xerox Corp.	1909-1971
Robert Elkington Wood	Sears, Roebuck and Co.	1879-1969
Robert Winship Woodruff	Coca-Cola	1889-1985
Owen D. Young	General Electric	1874-1962

APPENDIX Q

NATIONAL BUSINESS HALL OF FAME GRANTS

Following is a list of contributors who funded the construction of the National Business Hall of Fame exhibit at the Museum of Science and Industry in Chicago. The exhibit was opened on November 18, 1986.

Arthur Andersen & Co.
ARCO Foundation
Bank of America-Giannini Foundation
William Blackie
Burlington Northern Foundation
Chicago Museum of Science and Industry
CBS Inc.
E.I. duPont de Nemours and Company
General Electric Foundation
General Motors Foundation, Inc.
H.J. Heinz Company Foundation
H.J. Heinz II Charitable and Family Trust
Hilton Hotels Corporation
J. Erik Jonsson
Kraft, Inc.
Little Family Foundation
Peat, Marwick, Mitchell & Co.
J.C. Penney Company, Inc.
James C. Penney Foundation, Inc.
The Procter & Gamble Fund
Sears, Roebuck & Company
TRW Foundation
Union Pacific Foundation

APPENDIX R

GOLD LEADERSHIP AWARD WINNERS

Following is a list of winners of Junior Achievement's Gold Leadership Award, the top honor for individual accomplishment on behalf of local Junior Achievement efforts.

1988

Marvin Womack	Vice President The Procter & Gamble Company Cincinnati, Ohio
Jerry Roblewsky	President Business Financial Management Colorado Springs, Colorado
Edward H. Budd	Chairman & CEO The Travelers Insurance Company Hartford, Connecticut
Henry H. King	Vice Chairman Texas Eastern Corporation Houston, Texas
John L. Helm	1988 (continued) Partner

	Helm, Creznic & Ward, Inc. Louisville, Kentucky
Ernest U. Buckman	Chairman Oliver Realty Inc. Pittsburgh, Pennsylvania
Oliver W. Waddell	1987 Chairman & CEO First National Bank of Cincinnati Cincinnati, Ohio
Thomas R. Benua, Jr.	President EBCO Manufacturing Company Columbus, Ohio
E.H. Schollmaier	President & CEO Alcon Laboratories Inc. Fort Worth, Texas
Davis M. Johnson	Director Corporate Affairs Southern Bell Jacksonville, Florida
Douglas P. Beighle	Senior Vice President & Secretary The Boeing Company Seattle, Washington
Walton E. Burdick	Vice President IBM Corporation Westchester, New York
Cecil S. Semple	1986 Vice President (Retired) General Electric Company Bridgeport, Connecticut
D. Ward Fuller	President & CEO American Steamship Company Buffalo, New York
Glenn Medhus	Director of Planning Deere & Company Davenport/Moline, Iowa
Jean Borland	Secretary/Treasurer Tom Borland, Inc. Eugene, Oregon
Evelyn G. Day	Owner/President Day's Financial Services Middletown, Ohio
Fred N. Davis, III	Chairman of the Board Davis & Matos, Inc. Tulsa, Oklahoma
Sanford Baklor	1985 Baltimore, Maryland
Darryl L. Myers	Charleston, West Virginia
Jack McCandless	Vice President Public Relations The Gates Corporation Denver, Colorado
J. Lamar Maxwell, Jr.	President Robinson & Julienne Bailey Company Jackson, Mississippi

Robert F. Wilson	New Haven, Connecticut
Richard P. Klopp	Philadelphia, Pennsylvania
Hugh K. Schilling	President Horton Manufacturing Company, Inc. Twin Cities, Minnesota
Donald P. Nielsen	Washington, D.C.
John C. Metzger, Jr.	Vice President Photosystems & Electric Products DuPont Company Wilmington, Delaware
	1984
Mary Fleming Pissano	Vice President Administrative Services Waverly Press, Inc. Baltimore, Maryland
Robert B. Stone	Vice President Materials Management General Motors Corporation Detroit, Michigan
James W. Robinson	Executive Vice President Robinson-Nugent, Inc. Louisville, Kentucky
Seymour Preston, III	President/Chief Operating Officer Pennwalt Corporation Philadelphia, Pennsylvania
James H. Click, Jr.	Owner/Chief Executive Officer Jim Click Ford Tucson, Arizona
Donald E. Garretson	Vice President/President 3M Company/3M Foundation Twin Cities, Minnesota
	1983
William H. Howard	Charleston, West Virginia
Alvin W. Cohn	Chicago, Illinois
Thomas H. Cruikshank	Dallas, Texas
Hicks B. Waldron	Hartford, Connecticut
Andrew J. Paine, Jr.	President, Chief Operating Officer Indiana National Bank Indianapolis, Indiana
Raymond M. Demere, Jr.	San Jose, California
	1982
James R. Thomas, II	President Carbon Industries Charleston, West Virginia
Lionel M. Chicoine	Detroit, Michigan
L.V. Eberhard	Grand Rapids, Michigan
Lodwick M. Cook	Chairman & CEO ARCO Los Angeles, California

Denman McNear	San Francisco, California
Blair G. Mills	Tampa, Florida
Richard C. Hoerner	1981 Vice President American Airlines, Inc. Detroit, Michigan
James L. West	Chairman & CEO Tandy Corporation Fort Worth, Texas
John C. Reagan	Managing Partner Arthur Andersen & Company Hartford, Connecticut
James E. Fowler	Jackson, Mississippi
Marion Kessler	New Orleans, Louisiana
John M. Fluke	Chairman Fluke Manufacturing Company Seattle, Washington
Lewis W. Saxby, Jr.	Senior Vice President Owens-Corning Fiberglas Corporation Toledo, Ohio
Dr. Edward Kuntz	1980 Bloomington, Indiana
Charles Gates	Denver, Colorado
Roy Ross	Detroit, Michigan
Col. Harland Sanders	Kentucky Fried Chicken Louisville, Kentucky
Alex P. Saxon	1979 P.R. Supervisor Illinois Bell Telephone Company Springfield, Illinois
William M. Elmer	1978 Chairman of Board Texas Gas Transmission Corporation Owensboro, Kentucky

APPENDIX S
(Junior Achievement Professional Recognition)
PROFESSIONAL HALL OF FAME

Since its creation in 1983, six Junior Achievement staff members have been inducted into Junior Achievement's Professional Hall of Fame. They are:

- 1983 – Joseph J. Francomano
– W.R. (Bud) Schwenk
- 1984 – Hugh B. (Jim)Sweeny, Jr.
– Wallace L. Fleming
- 1986 – W. Richard Maxwell
- 1987 – Thomas M. Pendergast

CHARLES R. HOOK AWARD WINNERS

This award is presented each year at the National Training Seminar to recognize outstanding achievement by a Junior Achievement field professional.

- 1966 – Perley M. Leighton – Bridgeport, CT
- 1967 – J.D. Thomas – Houston
- 1968 – W.R. (Bud) Schwenk – St. Louis
- 1969 – Thomas H. Rutter – Toledo, OH
- 1970 – Karl Flemke – Pittsburgh
- 1971 – Jerry Bartholomay – Milwaukee
- 1972 – David Hicks – Indianapolis
- 1973 – Paul Fry – Baltimore
- 1974 – Gilbert Folleher – Seattle
- 1975 – Karl Flemke – Los Angeles
- 1976 – No Conference
- 1977 – Irvin (Mike) Wilson – Kansas City
- 1978 – Ronald D. Cody – Minneapolis
- 1979 – Michael H. Davison – Dallas
- 1980 – Jack Holladay – Washington, D.C.
- 1981 – John O. Dickinson – Chicago
- 1982 – William Raymond – Detroit
- 1983 – Ronald D. Cody – Twin Cities
- 1984 – Donald T. Floyd, Jr. – New York City
- 1985 – Terence Jarchow – St. Louis
- 1986 – Robert R. Wells – Fort Wayne, Ind.
- 1987 – Allen M. Kirtley – Milwaukee

APPENDIX T

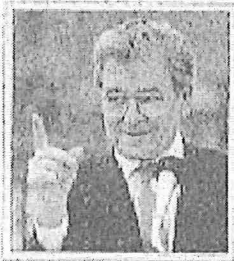
NATIONAL HEADQUARTERS CAPITAL CAMPAIGN

Following is a list of contributors to the capital campaign for construction of Junior Achievement's National Headquarters building in Colorado Springs, Colorado. The building was dedicated on June 11, 1987.

A.C. Systems/Liebert Corporation
ADT, Inc.
Alcoa Foundation
Jerry and Marilyn Allen
American District Telegraph Company
Amoco Corporation
AT&T Foundation
American Standard, Inc./Trane Air Cond.
ARCO Foundation
Arthur Andersen & Company
Avon Products, Inc.
Claudia Barlow
Bentley Mills, Inc.
Gary and Marie Blanchette
Boettcher Foundation
Jim Branscombe
Donna and Terry Buchanan
Jean Buckley
Ernest U. Buckman II
Gary and Beth Bush
Channel One Productions, Inc.
ColorTile
Colorado National Bank Exchange
Adolph Coors Foundation
Bob and Terri Courchene
Current Inc.
Lynn Curtis
Ray and Robin Darby
Dart & Kraft Foundation
E.I. duPont de Nemours and Company
David and Martha Earle
EBCO Manufacturing Company/OASIS
El Pomar Foundation
Emerson Electric Company
David and Susan Eustis
Frank and Kathy Evans
Exxon Company, USA
George and Patricia Finn
First National Bank (Colorado)
Louise and R.W. Fischer
Karl and Mary Flemke
Don and Susan Floyd
Gil Folleher
Gates Land Company
Gazette Telegraph
General Electric Foundation
Jim and Karen Goodman
Halliburton Company
Peter J. Harder
Jim and Pat Hemak
Carolyn and Richard Herranen
Gary W. and Linda Hickman

Highland Commercial Group
Betty and Bob Hofle
Jack and Louise Holladay
International Business Machines Corp.
Carol and Alfred Johnson
Dale and Sandra Johnson
J. Erik Jonsson
Kaman Corporation
Kaman Aerospace Corporation
Kaman Instrumentation Corporation
Kaman Sciences Corporation
Kamatics Corporation
Kraft, Inc.
Marty Lee
Bruce Lesley
Little Family Foundation
Denman K. McNear
Manufacturers Hanover Foundation
Jack and Jane Middleton
Mitschler Signs
Mountain Bell Foundation
Shawn O'Hara
Oklahoma Publishing Company
Ray and Rhonda Olson
Owens-Corning Fiberglas Corporation
David and Lucile Packard
J.C. Penney Company, Inc.
The Procter & Gamble Fund
Racal-Vadic Modems
Rockwell International
W.F. Rockwell, Jr.
The Rohan family: Pete, Pat, Molly, Sara
Scanbuild, Inc.
Security Pacific Foundation
Dinah Shore
Wayne and Dana Smith
Southern Pacific Transportation Co.
Standard Oil Company
Stewart's Commercial Photography
The Swartley family: Ed, Mandy, Tammi, Amber
David and Ann Swincher
Jon and Melva Temple
Tenneco Inc.
Texas Eastern Corporation
US West
Richard Van Scotter
John C. Whitehead
United Bank of Denver and Colorado Springs
Emmett Vaughn
Dan and Janie Verbest
Western Forge
Xerox Corporation

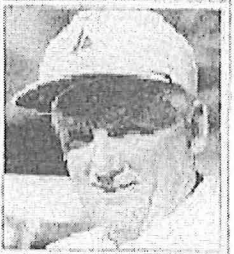
Junior Achievement PARTNERS



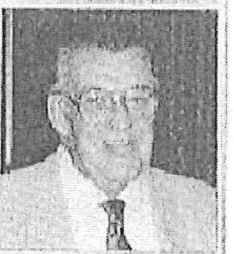
Colorado Governor Roy E. Harris gave a warm welcome at the new headquarters dedication. Page 2



Blain and Edna Blain, Bob Blain's wife, both spoke at the Black Stone/Junior Achievement Gift Tournament. Page 3



Ed Cook, chairman and chief executive officer of AHC, and one of our new national directors. Pages 3 and 4



Bill Blain, honored with the Frank E. Cary Award, the top award for business volunteer leadership. Page 4

New Colorado Springs headquarters dedicated



A proud moment in the annals of Junior Achievement history

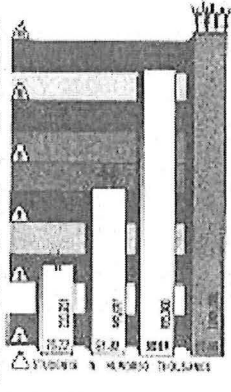
President and Chief Executive Officer of Junior Achievement, Karl Brinker, in front of the new headquarters.

We're 'that close' to a million

When the lights go on, you're with professional staff and volunteers who work for Junior Achievement. You work in their offices and board rooms of Junior Achievement, open year all over the country. You have the resources to be the best of the nation. You see the significant value you add in all local areas.

"We're very close," says Ed Koenig, Sr. Vice President in St. Louis. "We're that close to making one million students." He refers to the previous \$95,000 million goal for the 1990-91 year. "We can do it in the next year. I know we can, and will keep high quality."

For many, the picture suggests it will still take a while to reach that goal. But the vision is that each locality be reached by the end of the century. Junior Achievement's growth, for the first time, is based on a long-term, long-range plan. This was the original objective of our program for high school



we do. Since the start of three to school academic education programs for students in elementary through high school grades, growth has accelerated. Student teacher partnerships have nearly quadrupled in one year, and almost doubled the past year.

"Along with the tremendous growth in our program, we've had a major focus on Washington state, for state credibility and recognition," observes Don Boyd, national secretary vice president. "These are the two essential ingredients for national success."

The climate is right to reach that rugged seven-digit goal in the next year — a year ahead of schedule. It remains for the state government to lead between public and private efforts in business and education activities. In 1991, we, and together reach 1,000,000 young people in the 17,000 school year.



Junior Achievement

PARTNERS



Eric Lander — "I got where I am today not by hoping for it, wishing for it, or dreaming about it but by working for it."



William R. Hoedel — "Are there opportunities today, as there were 50 years ago?... Absolutely yes!"



David Packard — "Being a young couple, the person you are most responsible to is the person you will be 20 or 30 years from now."



How Kent — "If I had not been for the great work of the 45,000 covered women who built IBM, you would never have heard of me."

Seven legends inducted into National Business Hall of Fame

Four of America's best-known business leaders accepted induction into the National Business Hall of Fame in Atlanta on April 14. Three other business legends were honored posthumously in evening ceremonies that honored the 14th Annual National Business Leadership Conference.

The National Business Hall of Fame was created by Junior Achievement in 1965. Inductees are honored in a permanent exhibition gallery at the Museum of Science and Industry in Chicago. The 1988 honorees are:

- ▲ **Eric Lander**, who built a career of success from a small family business founded in a neighborhood local crisis.
- ▲ **William Hoedel**, the engineering and computer genius behind the Hewlett-Packard Company.
- ▲ **David Packard**, whose entrepreneurial skills enabled HP to grow from a shop in a garage to a multinational giant.
- ▲ **How Kent**, the pioneer founder of Electronic Data Systems whose support of education of war and foreign troops through the worldwide network.
- ▲ **Norm C. Gilman**, whose invention of the rotary trans-



NBLCF Chairman John G. Christakis

mit the communications for one of the world's largest and most successful 20th-century corporations.

- ▲ **Raymond Guthrie**, an economist whose investment theories have formed the basis of stock market analysis by more than 50 years.
 - ▲ **Nathan S. Binstock**, founder of Playboy Party and creator of the world's only bar, which made what Henry Ford saw as the impractical.
- John Christakis**, chairman and chief executive officer of BellSouth

Corporation, was an active chairman for the all-day event. Georgia President Donald H. Rouseff's dynamic keynote speech reminded the crowd for cooperation to back beyond national boundaries to help manage working — highlighted as leading business progress that opened the 1988 NBLCF.

FORTUNE's Board of Editors conducted a lively debate on economic and educational issues. And, visitors were able to capture the essence of Junior Achievement progress through exhibits on the occasion.

The FORTUNE Partnership

When the general public have stopped with a program in Atlanta and spent on their FORTUNE's side in the National Business Hall of Fame, it might have been easy to underestimate the impact of the partnership he described.

In fact, FORTUNE and its parent, Time Inc. generally, rank among the business press in its support — on a scale of the NBLCF and Hall of Fame, but of Junior Achievement's entire contribution to the nation.

The magnitude of the partnership was recognized, first of all, through the independent research and evaluation done by the FORTUNE Board of Editors.

That independence comes in the critical perception that influences featured in the magazine's award article are prepared for their greatest — not an appreciation of Junior Achievement although many



James H. Hayes

have supported our program. In addition, Time Incorporated has helped make it possible for public-private advertising work over \$500,000 in direct support to Time FORTUNE, 9/8/88.

Established and other publications.

FORTUNE and Time sponsored their second cooperative Junior Achievement to help and use long-term parties and villages. And FORTUNE and Time have a unique three-dimensional and also first-time in a magazine — the leader that was a significant part for the NBLCF.

For your special edition of the budget and thought-provoking FORTUNE Board of Editors panel discussion in the afternoon session of the NBLCF was an ideal prelude to the national commitment to 1988.

For Hayes is one of the chairs of National Board members about necessary, logical and professional support is crucial to the economic education of young generation of every people.

APPENDIX V

JUNIOR ACHIEVEMENT INC. INSTRUCTIONAL MODEL JA HIGH SCHOOL PROGRAM

Grade Level:

9th, 10th, 11th and 12th graders

Duration:

15 – 25 weeks
minimum 37.5 hours

Meeting Time:

Evening or after school hours

Meeting Locations:

Junior Achievement owned or rented business centers, schools, counseling firms, or other insurer approved facility

Number of students:

Minimum of ten students to charter a JA company
Five students to charter a bank

Advisers:

Volunteer adults from the business community – minimum two per company
College student (associate adviser)

- At least one adviser must be in attendance at every JA company meeting.

Curriculum:

Materials must include the most current edition of the following Junior Achievement copyrighted materials:

Program kit (one per company), which includes:

Company manuals	Record Systems
Adviser manuals	Stock
Sales order books	Sales and organizational charts

Companies must be organized as corporations or partnerships and produce a product or perform a service (without the use of power tools).

Training:

All advisers must be trained by Junior Achievement.

Program Monitoring:

Junior Achievement staff or volunteers visit each company at least once.

Approved National Variation:

Does not require written approval
Duration: 15 weeks (minimum 30 hours)
Advisers: Two Advisers

Junior Achievement's instructional models are published through the National Research & Development Department to help ensure that program excellence is maintained consistently across the country.

JUNIOR ACHIEVEMENT INC.
INSTRUCTIONAL MODEL
APPLIED ECONOMICS

Grade Level:

Recommended – 11th grade
Alternative – 10th or 12th grades

Curriculum:

Recommended – Social Studies
Alternative – Department in which economics is taught

Duration:

One year, semester or trimester as defined by local school district.
School districts on the quarter system must run AE two quarters.
Class time is standard school policy for a regular class period.

Meeting time:

During school hours as a regular accredited course

Meeting location:

High school

Number of students:

Defined as no less than the minimum number of students required under school policy to constitute a class

Consultants:

Volunteer businesspersons

Recommended – Middle to top management, manager of other executives

Alternatives – Manager level, technical or support personnel, professional persons, e.g., doctors, lawyers

- Consultants should be in the classroom a minimum of one class period a week for 12 – 16 weeks.

Curriculum:

Materials must include the most current edition of the following Junior Achievement, Inc. copyrighted materials:

1 Applied Economics text/student	1 Study Guide/student
1 Teacher's Guide	1 Consultant's Guide
1 set Computer software	1 Program Kit/class
Financial, MESE	1 Audiovisual Kit/class
1 Class Registration Form	

The student company and Management and Economic Simulation Exercise must be a part of the curriculum.

- CSC-X, the computerized student company may be used in lieu of the student production company under the following provisions:
First usage areas are limited to 10% of their MAPS goal.
Experienced areas may run up to 40% of their MAPS goal.

Training:

All consultants and teachers must be trained by Junior Achievement and, additionally, should attend one call-back session.

Program Monitoring:

Junior Achievement staff or volunteers will visit each new teacher/consultant in class at least once. Contact with an experienced teacher/consultant may be via phone or class visitation.

JUNIOR ACHIEVEMENT INC.
INSTRUCTIONAL MODEL
PROJECT BUSINESS

Grade Level:

Recommended – 8th grade
Alternative – 7th or 9th grades

Curriculum:

Recommended – Required Social Studies course
Alternative – Social Studies elective or other required course

Duration:

Recommended – Semester or trimester, 12 – 18 weeks
Alternative – Quarter system, 9 weeks

Meeting time:

During school hours

Meeting location:

Middle, junior high or high school

Number of students:

Defined as no less than the minimum number of students required under school policy to constitute a class in a required course

Consultants:

Volunteer businessperson

Recommended – Middle to top management, manager of other executives

Alternative – Manager level, technical or support personnel, professional persons, e.g., doctors, lawyers

- Consultants must be in the classroom 100% of the time Project Business material is being delivered.

Curriculum:

Materials must include the most current edition of the following Junior Achievement Inc. copyrighted materials:

1 Consultant binder
1 Student manual/student

1 PB envelope/class which includes:
Planning schedule
Class Registration Form
Certificate of Accomplishment
Logo poster
Opinion surveys
Weekly activity reports

PB classes must use material from at least three of the seven prepared topics available in the consultant binder.

Field trips are both important and encouraged, but optional.

Training:

All consultants and teachers must be trained by Junior Achievement.

Program Monitoring:

Junior Achievement staff or volunteers visit each new teacher/consultant n class at least once. Contact with an experienced teacher/consultant may be via phone or class visitation.

JUNIOR ACHIEVEMENT INC.
INSTRUCTIONAL MODEL
BUSINESS BASICS

Grade Level:

Recommended – 5th grade
Alternative – 4th or 6th grade

Duration:

Four sessions of 40 – 60 minutes, each presented on a different day. Class time is standard school policy for a regular class period.

Meeting time:

During the school day

Meeting location:

Elementary school

Number of Students:

Defined as no less than the minimum number of students required under school policy to constitute a class

Consultants:

Students in JA companies and AE classes or Grad Achievers.
College students who have had business or economics classes, or have been an associate adviser to a JA company. (This category includes professional business fraternities.)
Volunteer businesspersons (including retired executives).

- Consultants should be in the classroom 100% of the time BB material is being delivered.

Curriculum:

Materials must include the most current edition of the following Junior Achievement Inc. copyrighted materials:

1 Program kit/class, which includes:

Consultant Manual

4 Business Journals

4 vocabulary posters

Sample stock certificates

Table tents / BB stickers

Logo poster / 33 BB pens

Teacher's envelope, containing:

Consultant Manual

4 followUp activity sheets

BB poster

General economics poster

Class Registration Form

BB classes must use material from all four topics outlined in the Consultant's Manual.

Training:

All consultants must be trained by Junior Achievement Inc.

Program Monitoring:

Junior Achievement staff or volunteers monitor each new teacher/consultant. Contact with an experienced teacher/consultant may be via phone or class visitation.

Approved National Variation:

Does not require written approval

Duration:

Saturday session (Girl Scouts) with a minimum of 25 students per class registration.



A Selected Bibliography

- Andrews, F. Emerson, "Philanthropy in the United States: History and Structure," The Foundation Center, New York, 1978, 4-7.
- Butts, Marvin, Interview, "1939 through the Present," May 1987.
- Dickinson, John, Interview, "From the 50s to the Present," May 1987.
- Ellis, Dr. Peter, Interview, "Kellogg Foundation and the Future of JA," May 1987.
- Floyd, Don, Interview, "From 1973 to the Present," May 1987.
- Folleher, Gil, Interview, "Project Business," April 1987.
- Giles, R., "Big Business in Miniature," Readers Digest, October 1936, 73-76.
- Harder, Peter, Interview, "Applied Economics," May 1987.
- Hicks, David, Interview, "Expansion, MetroArea Group, and the Future," April 1987.
- Hofle, Betty, Interview, "Project Business," April 1987.
- Hubbard, Julie, Interview, "Project Business and Business Basics," May 1987.
- Klossner, Patricia, Interview, "Project Business," April 1987.
- LaBombard, Richard, Interview, "Depression-Era Youth Earning Money," 14 May 1988.
- Rohan, Peter, Interview, "Project Business and the Impact of In-School Programs," April 1987.
- Schulz, Ralph, Interview, "Project Business," May 1987.
- Sweeny, Hugh B., Interview, "1946 to Present," April 1987.
- "Child Labor," World Book Encyclopedia, 3:364, New York, 1964.
- "Eastern States Agricultural and Industrial Exposition," American City (Town and Country Edition), June 1917, 582-585.
- "Education," World Book Encyclopedia, 5:59, New York, 1964.
- "House That Horace Moses Built," The Springfield Union, (Springfield MA), 15 April 1925.
- "Junior Achievement Bureau: Popularizing Work," Playground, July 1922, 160-161.
- "Junior Achievement Elects New President," New York Times, 1 February 1931, Section II, p. 6, col. 7.
- "Junior Achievement, Inc." Colliers, 3 June 1944, 82.
- "Motion Picture Planned," New York Times, 27 January 1936, p. 14, col. 2.
- "Neologists: Youthful Craftsmen Enlarge Activities to Compete with Manufacturers," The Literary Digest, 20 February 1937 (The Literary Digest later merged with Time magazine).
- "President Host to Junior Achievement Sponsors at Luncheon at White House," Springfield News, (Springfield MA), 13 April 1925.
- "Small Small Business," Time, 17 May 1943, 80.
- "Teenage Achievers in Newark," Newsweek, 27 October 1947, 79.
- "Teenagers Go into Business," Saturday Evening Post, 5 June 1948, 36-37
- "Youth Organization War Work," Parents Magazine, December 1943, 27.