“Of the people, by the people, for the people.” President Lincoln’s words embody the core principles and idealism of our nation—a nation governed by its citizens. JSA—the 76-year-old student-led Junior State of America and its adult mentors and sponsors, The Junior Statesmen Foundation Inc.—is a non-profit, non-partisan organization that focuses on promoting civic literacy and statesmanship by engaging high school students across the country to be involved in their communities.

**OUR** mission is simple and compelling: to strengthen American democracy by educating, nurturing and inspiring high school students to responsible leadership and lifelong involvement in a democratic society. Today, our world is frequently acrimonious and often indifferent; it is JSA’s goal to ensure that political discourse be courteous and that people remain involved in their communities. At JSA, we empower young people to fight apathy and encourage and teach them to BE THE PEOPLE who are involved, who care, who are voters and who make a difference in the future of their country.

Since its founding in 1934 during a time of global and national political and economic turmoil by Prof. E.A. Rogers and his students at the Montezuma Mountain School for Boys in Los Gatos, Calif., JSA has grown to more than 500,000 student members across 30 states and almost 500 high school campuses. These students have one common bond: they all hold an interest in politics, government, foreign affairs, the law, media and education. Today JSA is the largest student-run organization in the United States and focuses on promoting statesmanship and engaging students in the democratic process through political debate and mock government. JSA is committed to developing a diverse cross section of young leaders from all walks of life, providing hands-on learning experiences to gain the knowledge and skills necessary to be active, involved, informed and responsible citizens and statesmen.
I am excited to share the Junior State of America’s inaugural annual report with our students, parents, teachers, alumni and other constituents.

JSA marked its 75th anniversary with great fanfare and several special events, but the true celebration of the organization’s longevity manifested itself in the impact of our programs on high school students and school communities across the nation. On almost 500 high school campuses in 35 states, JSA chapters and members dedicated themselves to strengthening American democracy by educating and involving themselves and their peers in civic affairs. Tens of thousands of JSA members attended overnight conventions where they not only engaged in debates about the pressing issues facing the nation, they met and questioned high-profile speakers including former U.S. Supreme Court Justice Sandra Day O’Connor and former U.S. Sen. Bob Graham.

The launch of the JSA National Civic Impact Award kicked off the 75th Anniversary celebration. This new award recognizes one JSA chapter each year for members’ efforts to get the students at their school to be more politically aware and civically engaged. The first winner was the chapter at Moorville High in Moorville, Ind. Judges rewarded this relatively new chapter in a small town for a robust schedule of on-campus political awareness activities that involved students from the school’s entire community. The 2009–2010 winner, Watchung Hills Regional High in Warren, N.J., combined great political awareness events like a school-wide “political fair” with community service projects that had impact, like providing fresh produce to a local food bank from their own community garden.

Highlighting our national expansion efforts was the growth of JSA programs in Arizona. Funded by a grant from the Robidoux Foundation, JSA has established 18 chapters in just two years. Representing the ethnic diversity of the state, JSA members from Arizona plan two overnight conventions each year and travel to Southern California to participate in JSA’s model Congress convention. The Arizona Institute on State Politics and Government gives 100 Arizona student leaders an insider’s perspective on politics and government and features the state’s most influential politicians and decision-makers.

While our traditional Summer School programs once again gave the nation’s best and brightest students an opportunity to study politics at some of the nation’s most elite universities, our first international program, the JSA Diplomats Program, took 16 students to Beijing to study Chinese History and Government and be immersed in Chinese culture. Hosted on the campus of one of China’s premier colleges, Capital Normal University, the JSA Diplomat Program aims to provide America’s future leaders with the skills to represent their country effectively on global issues. Combining classroom instruction with trips to Chinese landmarks like the Great Wall and the Forbidden City, the program gives students a month-long adventure in China while allowing them to get high school and college credit for their work. In our global society, this new JSA program has taken on the challenge of preparing youth to be active global citizens and leaders. As JSA moves toward our 100th anniversary, we will add more programming that motivates and prepares students to take action and make a difference in civic affairs even before they are able to vote. The skills they develop through JSA chapter meetings, convention debates and summer program classes allow students to engage with policy makers and influencers on the local, state and national level. Inspiring young people to be involved at a young age lays the foundation for a lifetime of informed, civil and productive engagement in our democratic establishments.

Please take a moment to read this, our first annual report, covering the calendar year 2010.

Yours,

Jeff Harris
Chief Executive Officer
Junior Statesmen Foundation Inc.
PARTICIPATION IN THE JSA SCHOOL-YEAR PROGRAM MIRRORS THE NATION’S OVERALL ECONOMIC CLIMATE

- **Overall Student & Teacher Convention Attendance (Normalized)**
- **Total Members (Normalized)**
- **S&P 500 Adj Close**

**2009–10 SCHOOL YEAR CHAPTERS & MEMBERS**

- 479 chapters
- 10,547 members

**JUNIOR STATE OF AMERICA CHAPTERS & MEMBERS**

- Various states with different numbers of chapters and members

**2002–2010 CHART**

- 2002-03: 1,181
- 2003-04: 1,151
- 2004-05: 1,258
- 2005-06: 1,453
- 2006-07: 1,532
- 2007-08: 1,252
- 2008-09: 1,112
- 2009-10: 27
During my sophomore year at Palisades Charter High School, my English teacher assigned the class to a competitive debate. The topic she gave to my partner and me was on the legalization of euthanasia; we decided to argue against this resolution and ended up winning the debate. My teacher later told me that I was one of the best student debaters she had ever had. She helped me search for a debate team on campus, which led me to join the JSA chapter.

I was elected vice president of my chapter in my junior year, and chapter president in September 2010. Also in September, I was appointed JSA Southern California State director of expansion. This job helps me spread understanding about democracy to students in schools across the state.

In the summer of 2010, I got the opportunity to attend JSA Summer School at Stanford University for three weeks. This was made possible by the Gerald Gardner Memorial Scholarship, provided by the Gardner family of Newport Beach, and named in honor of the father of two JSA students.

The Summer School courses I took included speech and political communications. When we were not in class, we were in debates. I got best speaker in my class; so I had the opportunity of speaking in front of the whole school of almost 200 students. And when we were not in class or debating, we were listing to outside speakers. I was personally selected to introduce one of the speakers, Leon Litwack from the University of California at Berkeley.

After Stanford Summer School, I was able to stay at Stanford for another week and participate in the JSA institute, the California Youth Summit, which addressed issues such as immigration, alternative energy, budget reform, social equality and higher education.

It might sound simplistic, but I love the room for opportunities that JSA provides. For example, the activism that JSA guides students toward, like when JSA helped spearhead the legislation for lowering the voting age down to 18. I would like to see my peers guided more toward this type of activism.
“One of the biggest challenges JSA faces is competing for fundraising dollars.”

BE A LEADER
JSA represents the single most formative educational experience I have had. I learned about leadership, I learned about politics and current events, but most of all, I learned about people. JSA takes eager (and sometimes not so eager) youth and shapes their world-view through dialogue and shared experience with their peers. Hands down, what I love about JSA programs is that they bring people of diverse backgrounds together.

I still look back fondly on conventions in Los Angeles—youth from the inner-city, from the top prep schools in L.A., from Catholic single-gender schools in Orange County, and people like me from middle-class suburban high schools, all in one place—interacting with one another in a civil way, and even forming friendships. I had lived in L.A. my whole life, but that was the first time I really saw how others experienced the same city. JSA is experiential learning at its absolute best. It’s more than a simulation; it’s the foundation for lifelong democratic practice.

I have been involved with JSA since my freshman year of high school (about 12 1/2 years now). To be honest, I’m not sure what I expected when I joined. I expected debate, to meet people, but my expectations were not fully formed. I just hoped to get some practical leadership experience and learn a bit more about politics and current events.

One of the biggest challenges JSA faces is competing for fundraising dollars. If you care about civility in politics and/or if you care about educational opportunities for low-income students, this is the highest-impact organization for philanthropic dollars. Not only are you providing educational opportunities to youth who might not otherwise have them, you are doing so in a way that prepares them to take the reins and make other critical changes for their community and country when they grow up—and to do so in a way that engages others from diverse backgrounds!

I grew up in a middle-class family in a middle-class suburb of Los Angeles with my parents, who are still married today, and a brother who is four years younger. I have a dual undergraduate degree from the University of Pennsylvania, Bachelor of Science in Economics from The Wharton School and a BA in Political Science from the College of Arts and Sciences. I have a Master of Education degree from the University of Nevada, Las Vegas, and am expecting to earn my juris doctor from Stanford University in 2011.
At first, I was afraid of leaving home by myself. But on one of the very last days of the JSA Georgetown Summer School in 2009, there was a presentation about the new JSA Diplomat Program being launched in Beijing. I was very excited and applied immediately. It was as if going to Washington, D.C., awoke some wanderlust in me that I had to see the world and learn about it, venturing with no friends or family to meet new people and explore.

My local Optimist International Club gave me $200 toward my tuition and the rest was divided between family contributions and donations by local small businesses.

A typical morning at the JSA Diplomat Program at Capital Normal University in Beijing started with breakfast—there were several places for breakfast—the restaurants on the ground floor of the dorms, street vendors, restaurants lining the street or grocery markets. We were sent out from Day One to find our meals, so we got used to speaking in butchered Chinese to the friendly locals to find breakfast.

Then, classes started, with a couple hours of Chinese language—full of songs, games and competitions—followed by a couple of hours of history, with videos and long discussions. Lunch was eaten as a group each day, with individual bowls of rice and trays of vegetables and meats in the middle of the table that were shared.

After lunch, history class was usually devoted to an adventure or trip around Beijing—an aviary, a museum, a movie, the Forbidden City ... there was always somewhere interesting to visit. Finally, we ventured back to the dorms to study, explore or find dinner. On some days we were allowed to go into the city on our own, which was exciting. With our limited Chinese we could hail a cab and find the city’s best malls, or share meals in great restaurants.

At the end of the day, we had a group meeting with discussions, questions and tales of student experiences. We went back to our dorms to hang out and talk, study and finally go to sleep.

After attending the JSA Diplomat Program I realize that foreign countries are not as hostile as I had thought.

The world is becoming a global marketplace. Societies and countries are interconnected to create goods and services, so it is crucial that one is well versed in global affairs and have some knowledge of outside cultures and languages— it gives a person a more competitive background in the working world, and peppers life with variety and experiences to remember and cherish.
I love JSA because it allows students to literally take charge and practice democracy and apply current events to various activities and discussions. I think JSA is a rare organization that allows students to socialize and discuss issues facing our country and world without fear of insults, partisanship or violence that other arenas can offer. I have seen what the program has done for my students directly and can attest to how it impacts students for the better.

I first learned about JSA through one of my government students asking me about the idea of being the club sponsor. I loved the idea of taking my class and applying it to current events and giving students a chance to practice what they learned. As a JSA Teacher/Advisor, I serve in an advisory position, where I guide students to reach their potential through coaching and suggestive exercises. I am responsible for being the facilitator of the organization with the adults and through the high school itself.

One of the challenges for JSA is funding. As budgets become tighter in the schools, it makes it harder for many chapters. JSA needs to find a way to reach some of the schools in lower-income areas. I would love to see scholarships and almost a financial aid package to help jump-start and keep those in less fortunate situations involved.

This program gives children a chance to be a part of something greater than themselves while working on self-improvement along the way. We cannot turn our backs on these kids from less fortunate situations. The best way to see the impact JSA can have on our children is to chaperone, volunteer at events, sponsor clubs and just be around in the lives of our great children. The students that participate become the leaders of tomorrow and deserve a chance to be successful beyond high school.

Jason Goodwin
JSA Teacher/Advisor
Kofa High School, Yuma, Ariz.
"JSA has given me the opportunity to put my leadership skills to use and test their strength and ability."

BE OPTIMISTIC
My parents immigrated from Vietnam to the United States back in the late 1970s-early 1980s. Being first generation, my parents wanted to give me every opportunity they never had when they were growing up. At Bishop O’Dowd High School in Oakland, I threw myself into extracurriculars from art, to dance and eventually debate and politics.

I initially joined the JSA chapter after seeing one of the old-school Uncle Sam “We Want You for JSA” posters hanging in the O’Dowd halls. I talked to a few friends who attended meetings and conventions, and I decided to go to a chapter meeting just to see what it was like. I joined JSA to have a good time while meeting active and like-minded youth. It was incredible to see that teenagers cared about the issues that pose problems in today’s society.

Through conventions, summer school, Council of Governors and the Montezuma Leadership Institute, I have met some of the most incredible and inspiring young adults from across the United States, many of whom have become my good friends. There is quite possibly no other organization of its kind that connects so many people together, and more specifically, people who all want to better this nation and promote activism.

JSA has given me the opportunity to put my leadership skills to use and test their strength and ability. In the end, it has shown me how powerful my generation can be and I’m given tangible evidence of it. Teenagers can run a three-day convention, ask challenging and intelligent questions to today’s politicians, and come up with alternative legislation of what our nation should do. It’s quite inspiring.
Sharmaine Moody
JSA parent and chaperone

When my son Jay came home from his first JSA institute at the University of Texas at Austin, I knew that they were going to be really good kids. Jay’s aunt went to the institute graduation ceremony and called me afterwards: she was totally blown away by the students. They were so polite, respectful and intelligent.

Once Jay got back from the institute, he was gushing about JSA. That fall he was a freshman at Alameda High School and he immediately started a chapter with a sophomore who had attended the JSA Summer School at Stanford.

I had no idea what an amazing organization it was until I went to my first convention—I was blown away. It was the most exciting thing to see so many great kids ... 800 high-achieving, well-dressed, well-spoken young adults ... such great hope for the future. The events are so well organized, the kids are so on task.

My expectations have only continued to grow! Everyone at JSA always has the kids’ best interest at heart. Everyone we’ve met through the program—the professors, the staff, the students—such positive role models, and long-term mentors. The programs are all great: chapter activities are a good preparation for conventions and conventions prepare the kids for the institutes. The institute was so affordable and once Jay went to summer school ... it was even better. Summer school was well worth the price.

I’m involved in JSA because I saw it was something my son was really passionate about—it gave him an arena to shine in and was something new for us. Usually, we were involved in team sports. From “team mom” to “JSA mom” was a very easy shift for me.

As a teacher, I’m always recruiting for JSA. Trying to reach out to parents and students for future activities.

Participating in JSA as a parent is a great way to have time with your kid and to feel good about the future of our country.
“I had no idea what an amazing organization it was until I went to my first convention—I was blown away.”

BE PASSIONATE

Sharmaine Moody and her husband, Ron.
Through a number of cost-saving measures and a renewed focus on financial planning, JSA was able to enter 2011 in a position where it will continue to offer the highest level of services to fulfill its mission. These changes, of course, were only part of the reason we were able to work our way through two of the most difficult economic years in our country’s history. The commitment of our staff, support from friends, and perhaps most importantly, the desire and dedication of the high school students we serve allowed us to emerge from 2010 as well as we did.

JSA has historically relied heavily on fees for services as revenue source. In 2009 and 2010, these represented about 80 percent of our revenues, supplemented with third-party support for the rest. This is an increase in outside support from prior years, and our goal is to further increase that percentage in the future.

We look to 2011 and beyond as years to reach out and provide a broader base of students the benefits of JSA, both during the school year and in the summer. In 2010, we were able to offer school-year program participants almost $100,000 in fee reductions, both from grants and internal funds. Summer-program participants received an overall reduction of 28 percent in fees, with more than half coming from our own internal funds. But family and friends are still paying 94 percent of the school-year program costs and 72 percent of the summer program cost.

In addition to well thought-out strategic plans and hard work by our staff, making our programs more affordable to more students is an integral part of program expansion and mission fulfillment.

Net Assets
Despite cost-savings measures, 2009 and 2010 were difficult years for JSA, with net contributions from operations being losses of $176,000 and $260,000, respectively. As the stock market rebounded, our endowment investments increased $130,000 in 2009 and $142,000 in 2010. The net result of this is that from Jan. 1, 2009–Dec. 31, 2010, net assets decreased $163,000 to a Dec. 31, 2010 balance of $207,000. Our budget for 2011, based on student attendance at JSA programs being unchanged from 2010 and further belt-tightening, provides for a $200,000 net contribution from operations (which would be called “operating profit” in a for-profit enterprise).

Revenues
Overall, 2010 revenues decreased 19 percent from 2009, from $6,566,000 to $5,300,000. It is important to note that while outside support revenues were virtually unchanged, there were a decrease in government grants that was nearly offset by increased contributions from organizations and individuals. Virtually all of this reduction in revenues were seen in the summer programs, as negative economic conditions took full impact, and attendance to these programs dropped 28 percent. Corresponding revenues fell 32 percent as a higher percentage of students received internally funded scholarships so they could attend and receive the benefits of our programs.

Expenses
2010 expenses decreased from 2009 levels in all areas. Fundraising expenses were off eight percent; administration and technology expenses were reduced by 10 percent, while implementing significant systems enhancements to enable JSA to be more efficient in future years; school-year program expenses decreased two percent (similar to the decrease in revenues for these programs), and Summer Program expenses decreased 23 percent. The summer program costs did not decrease proportionately with the decrease in attendance, as there were higher per student costs charged by the hosting universities and certain fixed expenses could not be omitted.

Additional information regarding financial statements, tax returns, people, programs and help can be found at http://www2.guidestar.org/, using key words “Junior Statesmen.”

Summary
The core of JSA remains strong. The staff is experienced and committed. Activities are underway to further help promote both JSA and its programs. Costs are being managed to efficiently deliver on JSA’s mission.

To provide students high-quality programs at a lower net cost to the students and their families, and to expand JSA’s reach to include a broader scope of America’s youth, however, additional support is required to augment those who are already generously supporting JSA through grants, donations and scholarships.
## Statement of Financial Position*  
### ASSETS  
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<tr>
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<th>DEC 2010</th>
<th>DEC 2009</th>
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<tbody>
<tr>
<td><strong>Current Assets</strong></td>
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<tr>
<td>Cash &amp; Cash equivalents</td>
<td>343,100</td>
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<td>Market Securities</td>
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<td><strong>Accounts Receivable</strong></td>
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<td>Net Program Receivables</td>
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<td>Short-term Pledges Receivable</td>
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<td><strong>Total Accounts Receivable</strong></td>
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<td><strong>Other Current Assets</strong></td>
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<td>Long-Term Pledges Receivable</td>
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<td>Endowments</td>
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<td>Deposits Long-term</td>
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<td><strong>Total Other Assets</strong></td>
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<td><strong>Total Assets</strong></td>
<td><strong>1,661,596</strong></td>
<td><strong>1,593,465</strong></td>
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### LIABILITIES & EQUITY  
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<tr>
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<th>DEC 2009</th>
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<tbody>
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<td><strong>Total Current Liabilities</strong></td>
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<tr>
<td><strong>Total Liabilities</strong></td>
<td><strong>1,454,137</strong></td>
<td><strong>1,268,898</strong></td>
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<td>(569,190)</td>
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<td><strong>Total Liabilities &amp; Equity</strong></td>
<td><strong>1,661,596</strong></td>
<td><strong>1,593,465</strong></td>
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**Note 1:** All figures are for calendar years 2009 and 2010. In 2010, The Junior Statesmen Foundation Inc. switched to a 1-Sept. fiscal year and the October–December quarter is provided here to ease comparisons.

**Note 2:** JSA’s IRS Form 990 are available for download and review at [http://www2.guidestar.org/using the keywords “Junior Statesmen.”](http://www2.guidestar.org/using the keywords “Junior Statesmen.”)

* Unaudited
2010 Scholarship Grant Sources

- Melody Robidoux Foundation: $10,000
- Endowments: $12,000
- Alumni/Friends: $22,500
- Henry Mayo Newhall Foundation: $25,000
- Alice Tweed Tuohy Foundation: $30,000
- Other Territory Sources: $46,750
- Virgin Islands Department of Education: $113,000
- Department of Interior: $157,750
- Foundation Internal Scholarships: $500,000
- Student Family and Friends: $2,333,000

2010—JSA Parents and Students vs. All Other Revenue

- Parents & Students: $5,000,000
- Government Grants: $1,000
- Organizations: $2,000
- Individuals: $3,000

Program Expenses vs. Operating Expenses

- Program expense: $4,708,749 (85%)
- Administration and technology: $643,571 (11%)
- Fundraising: $207,396
This annual report is made possible in part by a service grant from the Taproot Foundation.

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Copyeditor/Writer: Connie Perez
Marketing Manager: Azmir Mohamed
Strategy Analyst: Andrew Mitchell
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Special thanks to Bill Butler for the photography of Natalia and Jason.
And to Albert Bray for all other photography.

PRIVATE PHILANTHROPIC & PUBLIC SUPPORT

CNMI Public Schools
The Hurlbut Johnson Trust
The Montezuma Foundation
The Henry Mayo Newhall Foundation
The Melody Robidoux Foundation
The Alice Tweed Tuohy Foundation
The U.S. Department of the Interior
The Virgin Islands Department of Education

CORPORATE SUPPORT

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Virgance Inc., San Francisco
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The Women’s Political Committee, Los Angeles

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Jon Fleischman
FlashReport on California Politics
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Partner, Foster Enterprises
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President, Los Angeles City Council
Scott Garner
Howrey LLP, Irvine, Calif.
Hon. Carol B. Hallet
U.S. Chamber of Commerce, Washington, D.C.
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Hon. Sue Lempert (Emeritus)
Columnist, San Mateo (Calif.) Daily Journal

Hon. Ted Lempert
President, Children Now
Peter LeVine
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