



*Youth Frontiers'*  
*2024 Annual Report*



**REWEAVING THE FABRIC OF OUR COMMUNITIES**



## MISSION

To provide experiences that inspire character, civility and community.



## VISION

Our next generation of leaders is grounded in character.



# FISCAL YEAR 2024 HIGHLIGHTS

July 1, 2023

—

June 30, 2024



472

retreats and programs spread character this year.



63,770

students, educators and leaders across the Midwest and beyond experienced our retreats.



335

schools partnered with us to inspire character and build community.



8,333

volunteers participated in our student retreats, completing over 43,000 hours of service.



Nicole Sullivan  
President

“There’s a thread you follow. It goes among things that change. But it doesn’t change.” These words from William Stafford beautifully capture the spirit of our work at YF this past year. Our mission to inspire character has remained firm in a world of constant shifts, anchoring us as we navigate growth, innovate new solutions, and cultivate curiosity.

This year, we have woven significant organizational threads into our fabric, marked by an expansion of the YF team. We welcomed a new Director of Finance and Operations, alongside several key roles, and successfully completed the YF Revitalization Project. This thoughtful initiative restructured our organization, enhancing clarity in roles, career development, and our capacity to meet the growing needs of our community through our expanded mission.

Thanks to your generous support, we exceeded our fiscal year fundraising goals, further strengthening our collective impact. This enabled us to maintain healthy reserves, which is increasingly critical in a tumultuous economic environment, especially for nonprofits. We are also grateful for a second year of donor investment into the YF Legacy Fund, which will enable us to innovate and launch key initiatives that wouldn’t otherwise be possible within the constraints of our general operating budget.

We invite you to review this year’s annual report and celebrate the impact on the more than 2 million people we’ve reached since YF’s founding in 1987. Together, we will continue to grow, nurture our communities, and make a difference in the lives of the students, educators, and leaders we serve every day.

*Nicole Sullivan*

“

Back in 2006, I didn't realize that volunteering as a retreat small-group leader for a YF Courage Retreat would impact ME so deeply. During the retreat, I learned that the root of the word for “courage” was a Latin word meaning “heart,” and that one definition of courage is listening to the calm in your heart over the fear in your head.

That sound bite made its way into my personal “tool belt.” Not even a year later, I used that “tool” to navigate my daughter's diagnosis and journey with cancer. That impact made me realize the importance of YF's work – and if I had that kind of takeaway, what if those same sage words helped a seventh grader who had lost hope, or someone who was being bullied?

This work changes lives, and there has never been a more important time to deliver the message that character matters and that the impact is real.

**Karen Hohertz-Jacobs**, Proud YF Board Member since 2018

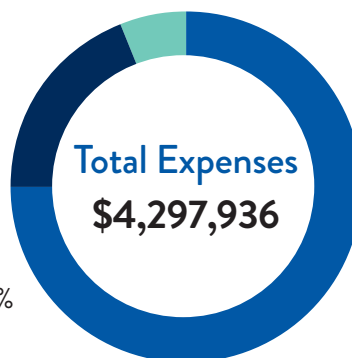


## Financial Summary from Fiscal Year 2024 (Pre-Audit)

July 1, 2023 to June 30, 2024



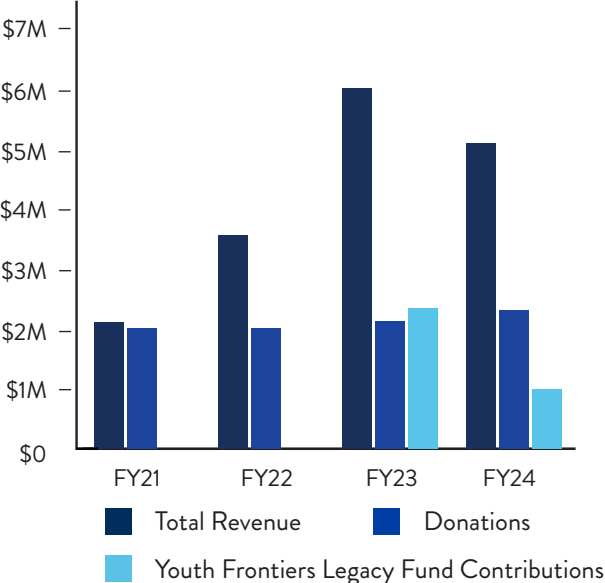
- Programs Fees: 35%
- Donations: 45%
- Youth Frontiers Legacy Fund Contributions: 20%



- Programs: 77%
- Fundraising: 17%
- Administrative: 6%



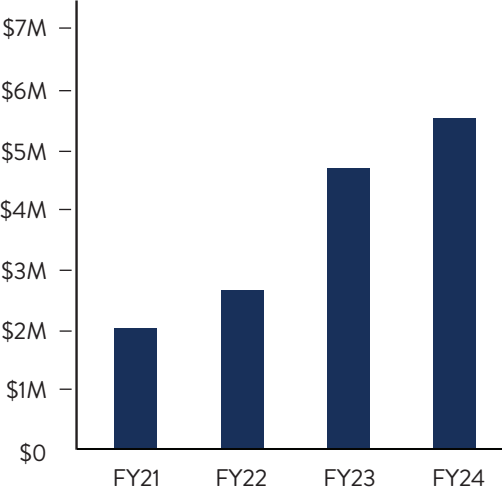
### Total Revenue



### Income Statement

	Total FY 2023	Total FY 2024
Revenue	\$6,029,554	\$5,118,662
Expenses	\$4,016,185	\$4,297,936
Change in Net Assets	\$2,013,370	\$820,726

### Total Net Assets



### Balance Sheet

	2023	2024
Unrestricted Funds & Working Capital	\$3,572,647	\$4,595,939
Temporarily Restricted Assets	\$547,818	\$350,500
Net Property and Equipment	\$497,666	\$492,419
Total Net Assets	\$4,618,131	\$5,438,858



GRADES 4-5



GRADES 7-8



GRADES 9-10



GRADE 12



AGES 16-24



KINDNESS

Nine out of 10 students agreed that since the **Kindness Retreat**, they feel more confident to help someone who is being picked on.



COURAGE

83 percent of students agreed that the **Courage Retreat** helped them understand how acting with courage can make a positive difference for them and their school.



RESPECT

After the **Respect Retreat**, 85 percent of students agreed that they show more respect for others who may not share their views.



WISDOM

“Seniors went into the day pretty disconnected. By the end of the retreat there were lots of tears and healing. They closed their final chapter of school together with care and respect.”



CHARACTER  
ACADEMY

This past International Women’s Day, our YF team hosted 66 juniors & seniors from seven local Twin Cities high schools for the Young Women’s Character Academy Conference on gratitude.



EDUCATORS



EDUCATORS



COMMUNITY LEADERS



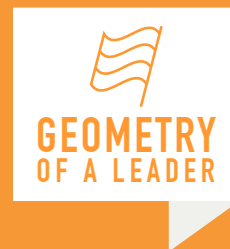
PARENTS



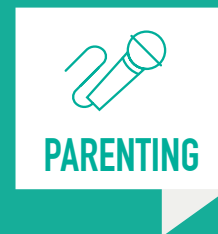
After the **Honor Retreat**, 99 percent of staff agreed that they are more likely to intentionally honor their colleagues because of the retreat.



99 percent of staff agreed that the **Purpose Retreat** reminded them why they continue to work in the noble profession of education.



**Geometry of a Leader** participants unanimously agreed that the retreat inspired them to continue making their workplaces and communities better for all.



“I wish I had this years ago to be a better parent.”  
— *Parent Academy Participant*



# YF LEADERSHIP LUNCHEON

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“Unity is not a one-person job.” That’s one of the many powerful takeaways we heard from special guest Shari Ballard, CEO of Minnesota United FC, at the **2024 YF Leadership Luncheon (YFLL) on May 21.**

**In a room filled with 332 leaders,** our team provided an opportunity to reflect on the challenges facing our community and how we can unite to make a positive difference. **We’re grateful for the 47 YFLL sponsors** who helped to make this event more than just a gathering, but a touchstone for each person to commit to create a more united community through character-driven leadership.

We are more than 35 years into this work, and the need for character continues to grow —

exponentially. The very fabric of our society is unraveling. Working with youth, our future leaders, is not enough to change the trajectory of our community. Adults need to answer the call to character-driven leadership. **YF is committed to amplifying the call to character through our programs and through experiences like the annual YF Leadership Luncheon.**

We know **inspiring character will take individual action on a collective scale.** To that end, YFLL serves as a catalyst for what we as adults can do — what we must do — to reweave the torn fabric of our community. For the sake of our future, we as leaders must respond to this critical threat and create companies, communities and societies that are more united.



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*Scan to watch our More United video and hear from some of the people who have already been impacted by your choice to make the world a better place. On behalf of the more than 2 million served, thank you.*



**\$252,220**  
**Raised**

**332**

**Guests**

**47**

**Sponsors**

**“Unity is not a one-person job.”**

*Shari Ballard, CEO of Minnesota United FC*



# CHARACTER AWARD

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At the 2024 YF Leadership Luncheon, we presented the Chuck Denny Legacy Character Award\* and a \$1,000 scholarship to a student retreat participant whose character-driven leadership has had a powerful impact on their school community. This student is nominated by one of their teachers and chosen by a committee from a truly incredible pool of student leaders.

This year's Character Award recipient was Libby Greener, a senior at Rosemount High School. From her peers to the young kids she works with in her community, Libby makes an effort to include, engage and inspire everyone she meets. She's poised to make a remarkable teacher someday.

*\*Chuck Denny (1931-2019) was a founding board member and champion of Youth Frontiers and a giant in character and community service. Part of the legacy he leaves is passing the values of presence, humility and courage on to the next generation. In honor of Chuck's legacy — and in anticipation of a future filled with more leaders like him — we have named this award the Chuck Denny Legacy Character Award.*



Scan to watch the 2024 Character Award Recipient video to hear more about Libby's story.





**304** First-time  
Donors

**100%** Increase from  
Last Fiscal Year

## DONOR SPOTLIGHT

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*Words from first-time supporter Maggie Horan Murphy  
on why she gives to Youth Frontiers*

“The last two years, I have been given the opportunity to work with Youth Frontiers as a volunteer and through my business. It has been a truly full circle feeling to give back to the organization that brought us retreats when I was in school that helped me build the values that I have today. To see the young people that are now in the same position I was years ago receiving the same character building experiences that I did is very exciting and brings more hope for our future generations. I hope that one day my children will have this same opportunity in their school, as well.”

**Maggie Horan Murphy**, First-time donor



# LETTER FROM THE CEO

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As I reflect on the challenges facing our community and young people today, **I believe there is one essential trait that leaders need now more than ever — moral courage.**

Moral courage means standing up for what is right instead of going along with what is easy. In today's society, it's easy to demonize the other, to point fingers, to stay in our comfort zones with people who think exactly like us.

It's much harder to remain in community. It takes courage to listen to others and remain in relationship, even when it's difficult. YF's mission focuses on reweaving the torn fabric of our community.

YF accomplishes this by fostering connection every day. We remain dedicated to building character through our trusted student and educator programs, and now, we are expanding our efforts with innovative offerings for adults, such as our Parent Academy and the Geometry of a Leader Retreat.

I am also personally leaning on the character trait of courage. At this point in my life and leadership, I am called to speak more boldly, more firmly and with greater courage when issues arise that demand a response grounded in character. As YF continues to thrive with the next generation of leaders, I will be spending much of my energy and time out in the community, championing character-driven leadership.

Your support has been crucial in helping us inspire and challenge over two million students, educators and leaders to live with character since YF began in 1987. Thank you for showing courage through your actions. We continue to do this work because, like you, **we believe that character matters — and that it can and must be inspired.**

A portrait of Joe Cavanaugh, Founder & CEO, smiling and wearing glasses and a light blue shirt. The background is a blurred bookshelf.

**Joe Cavanaugh**  
Founder & CEO

A white cursive signature of Joe Cavanaugh on a dark blue background.

*Joe Cavanaugh*





“Character is destiny.”

*Heraclitus*





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# THANK YOU

Our mission would not be possible without the support of our clients, staff, board and advisory members, and our generous donors — those who contribute their time, talents and treasure to Youth Frontiers. That's you! Thank you for fueling the growth in our work this year and into the future.

To see a list of all FY24 donors, please visit [youthfrontiers.org/2024-annual-report](https://youthfrontiers.org/2024-annual-report).







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Gold  
Transparency  
2024

**Candid.**



## DIGITAL ANNUAL REPORT

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[youthfrontiers.org/2024-annual-report](https://youthfrontiers.org/2024-annual-report)