Contents

CEO and Chairman’s Letter ................................................................. 5
Board of Trustees ............................................................................. 6
Grow True Leaders Campaign ........................................................ 8
4-H Alumni ....................................................................................... 10
Science ............................................................................................ 13
Healthy Living ................................................................................ 15
Agriculture ...................................................................................... 17
Citizenship ...................................................................................... 19
Partnership with States ................................................................. 20
Financials ....................................................................................... 22
Honor Roll ....................................................................................... 24
From our Chairman and CEO

At nearly six million strong, 4-H is America’s largest youth development organization. We have the strength and the capacity to grow even more 4-H youth with the confidence, curiosity and life skills they need to succeed.

The key is leadership. Alarming, America is facing a critical need for true leadership. Eighty-nine percent of business leaders are concerned that college graduates do not have the necessary skills for success. According to today’s young people, true leaders are in short supply. Only one in three young people say they are ready today with the skills they need to lead.

And that’s why 4-H matters.

In 4-H, we believe every child has the potential to be a true leader. And they need our support. According to a 4-H National Youth Survey on Leadership, many say they don’t feel encouraged by the adults in their lives—with more youth (86%) saying adults recognize the negative in their generation. Youth say they need more encouragement from adults that will help them build confidence and grow skills.

This is the focus of the Grow True Leaders Campaign we launched in 2016. We must and will empower young people with the life skills to thrive in life today and career tomorrow.

Together, National 4-H Council, America’s land-grant universities, Cooperative Extension System and the United States Department of Agriculture are committed to empowering 10 million true leaders over the next decade, up from nearly six million young people today.

To do something this big, we need the help of our 25 million alumni—volunteering, giving, telling the 4-H story. And many already are as you will see on the following pages.

That’s what the Grow True Leaders Campaign is all about—to grow 4-H; to grow the true leaders our nation needs to succeed in the years to come.

That’s what every kid deserves.

Jennifer L. Sirangelo
President & CEO
National 4-H Council

Landel C. Hobbs
Chair, National 4-H Council
Board of Trustees
Chairman, LCH Enterprises
Board of Trustees

National 4-H Council is governed by a diverse leadership board comprised of corporate executives and youth leaders as well as representatives from the nation’s land-grant universities, Cooperative Extension System and federal government agencies.

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Minnetonka, MN
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Chief Corporate Affairs Officer
Walmart
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Managing Member
Tom Farms LLC
President
CereServ, Inc.
Leesburg, IN

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U.S. Secretary of Agriculture
2001 - 2005
Former Executive Director of UNICEF
New York, NY

JENNIFER M. WHITLOW*
Senior Vice President
Corporate Communications
Lockheed Martin Corporation
Bethesda, MD

THE STATE COOPERATIVE EXTENSION & LAND-GRAFT INSTITUTION CLASS

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Assistant Director
State Leader for 4-H Youth Development
Texas A&M AgriLife Extension Service
College Station, TX

DELBERT T. FOSTER*
Executive Director, 1890 Programs
South Carolina State University
Orangeburg, SC

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Associate Vice President
Division of Agriculture & Natural Resources
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Morgantown, WV

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Iowa State University
Ames, IA

NICK PLACE
Dean and Director
University of Florida/IFAS Extension
Gainesville, FL

MICHELLE RODGERS
Associate Dean and Director, Cooperative Extension and Outreach
University of Delaware
Newark, DE

THE YOUTH CLASS

CALEB CHENG
Student
Pennsylvania State University
State College, PA

TESS HAMMOC
Student
University of Georgia
Athens, GA

LAZARUS LYNCH*
Student
Buffalo State College
Buffalo, NY

ANDREA VESSEL
American University Alumna
Cincinnati, OH

FEDERAL GOVERNMENT LIAISONS

ANN BARTUSKA**
Deputy Under Secretary
Research, Education and Economics
U.S. Department of Agriculture
Washington, DC

MUQUARRAB QURESHI**
Deputy Director
Institute of Youth, Family, and Community
U.S. Department of Agriculture/
National Institute of Food and Agriculture
Washington, DC

*Executive Committee member
**Ex officio member
The Grow True Leaders Campaign is the first of its kind for 4-H—a national, multi-channel initiative that supports the goal of reaching and empowering 10 million young people by 2025.

In 2016, hundreds of young people put their voices into action, calling on the nation to invest in the next generation of true leaders during the 4-H Grow True Leaders Rally. Those youth voices, combined with the powerful results of a national youth survey on leadership and alumni engagement efforts, received significant news coverage across the country. And thanks to 4-H alumni, young people, parents, professionals, volunteers and many others in communities nationwide, 4-H trended on Twitter during the campaign launch and #trueleaders exceeded 100,000 shout-outs.

We invite you to check out the many elements of the campaign by clicking on the links to the right and stay connected in the weeks and months ahead as we continue to tell the 4-H story and grow even more true leaders.
CAMPAIGN REACH: 685M

MEDIA VALUE: $9.4M

A TRUE LEADER FINDS A WAY.

A TRUE LEADER TAKES RESPONSIBILITY FOR OTHERS.

A TRUE LEADER SEES LIFE AS A TEAM ACTIVITY.
Alumni

Research proves the unparalleled impact of the 4-H experience. 4-H alumni show it. They live it. 4-H’ers have reached the highest points of achievement in virtually every industry and sector.

There are an estimated 25 million 4-H alumni—many of whom remember the day he or she first took the 4-H pledge. And how it helped them take off in ways some never dreamed possible. Annually, National 4-H Council recognizes their contributions with the prestigious Alumni Medallion Award. In 2016, Council honored Congresswoman Terri Sewell (Alabama 4-H alumna) and NBC Weekend TODAY Anchor Craig Melvin (South Carolina 4-H alumnus) during the 7th annual Legacy Awards that also featured 4-H celebrity spokesperson and GRAMMY award-winning singer/songwriter Jennifer Nettles.

Also in 2016, with the help of the Grow True Leaders Campaign, a long list of alumni, including those you see here, stepped up in numerous ways to give back to the organization that helped inspire them when they were kids in 4-H. Because they want to help grow the next generation of true leaders.

Videos:

Jennifer Nettles
Georgia 4-H

Peggy Whitson
Iowa 4-H

Honorable Terri Sewell
Alabama 4-H

ARE YOU 4-H GROWN? RECONNECT WITH 4-H.
2X
THE IMPACT
4-H’ers are 2X more likely to participate in STEM activities outside of school*
Every day, 4-H’ers seize opportunities to improve their local communities, taking the initiative to create lasting solutions. Thad Hughes epitomizes the ‘can-do’ attitude that is found in 4-H clubs around the world. Upon noticing that his classmates were indifferent to engineering, he set out to invigorate science and robotics programming through Illinois 4-H (University of Illinois Extension). As a mentor for FIRST Lego League and the Illinois State Robotics Competition, Thad has demonstrated new technologies and the engineering process for four years. He also developed an after-school program called Spinning Robots, in which he taught 50 middle schoolers basic circuitry and how to build simple robots. Through talks, demonstrations, and workshops, Thad has engaged more than 6,000 youth in the wonders of science.
4-H'ers are 2X more likely to make healthier choices.*
Healthy Living

PROGRAMS:
4-H Food Smart Families
Youth Voice: Youth Choice
Healthy Living Summit
Health Rocks*

DONORS:

2.5 MILLION ANNUAL PROJECTS

The health and well-being of America’s kids is a 4-H priority. And it’s 4-H youth who are leading programs that are changing and improving families and communities.

Ruwanthi ‘Ru’ Ekanayake
CALIFORNIA 4-H | NATIONAL YOUTH IN ACTION AWARDEE

Healthy lifestyle choices, which often go unheeded in today’s society, are truly central to leading a balanced life and setting yourself up for success. 4-H’ers recognize the value of healthy living and Ru Ekanayake is a testament to this. Ru launched the first-ever 4-H Healthy Living blog, allowing 4-H’ers to share their stories, build bridges and create national discussions about health, from nutritional habits to mental and emotional well-being. She also organized a Healthy Living Summit across nine counties in California, which led to more youth starting local healthy living programs, including farm-to-table gardening and cyber-safety programs made possible by California 4-H (University of California Agriculture and Natural Resources).

* Tufts University: Comprehensive Findings from the 4-H Study of Positive Youth Development
40% of 4-H'ers are more interested in science and ag.*
While 4-H develops each individual member in a unique way, no personal achievement would be possible without a positive club and community environment. A commitment to collaboration and empathy are critical components of 4-H, and Jacob Shuman is a wonderful example of how this concern for others can generate an incredible impact. Through his work in Ohio 4-H (Ohio State University Extension), Jacob became an advocate for honey bee pollination given its importance to agriculture and his community’s health and food supply. In response to these findings, he developed the Teens Educating Adults and Children about Honey Bees program, through which he provides education and demonstrations on the importance of bees to agriculture, the economy and individuals’ health.

Jacob Shuman
Ohio 4-H | Youth in Action Awardee

While 4-H develops each individual member in a unique way, no personal achievement would be possible without a positive club and community environment. A commitment to collaboration and empathy are critical components of 4-H, and Jacob Shuman is a wonderful example of how this concern for others can generate an incredible impact. Through his work in Ohio 4-H (Ohio State University Extension), Jacob became an advocate for honey bee pollination given its importance to agriculture and his community’s health and food supply. In response to these findings, he developed the Teens Educating Adults and Children about Honey Bees program, through which he provides education and demonstrations on the importance of bees to agriculture, the economy and individuals’ health.

*40 percent of 4-H’ers are more interested in science and agriculture after participating in National 4-H Council’s Honey Bee Challenge
4-H’ers are 4X more likely to contribute to their communities*
It is often said that today’s youth are the leaders of tomorrow, but in 4-H, our members are already leaders. Around the globe, 4-H’ers use their citizenship skills to spark real change in their communities without waiting to be asked. Lexie Lerblance is one such leader through her work with Oklahoma 4-H (Oklahoma State University Extension). Her commitment to community service became evident when she co-founded the Teresa Lane Compton Memorial Wig Closet, which provides free high-quality wigs, head coverings, bras, and prostheses to cancer patients. Inspired by the legacy of her grandmother, Lexie works tirelessly to spread cancer awareness through various speaking engagements, including the Pink Ribbon Luncheon and the Federal Board of Education.
It’s an exciting time to be a part of 4-H as we grow our reach and relevance in new and innovative ways. In 2016, National 4-H Council created a new communications infrastructure—arming the entire movement with consistent messages and branded materials to speak with a unified voice. With the support and investment of Cooperative Extension—4-H leadership, volunteers and youth are working hard to engage 4-H alumni through the Grow True Leaders Campaign. The ultimate goal of these collective efforts is to provide millions more young people with the power of a 4-H experience—delivered by 110 land-grant universities across the nation.
## SUMMARY STATEMENT OF FINANCIAL POSITION

### Assets:

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and cash equivalents</td>
<td>$8,657,909</td>
<td>$5,748,316</td>
</tr>
<tr>
<td>Investments</td>
<td>$10,227,045</td>
<td>$10,036,354</td>
</tr>
<tr>
<td>Receivables</td>
<td>$9,715,031</td>
<td>$12,988,745</td>
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<tr>
<td>Merchandise inventories</td>
<td>$1,596,178</td>
<td>$1,966,871</td>
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<tr>
<td>Property and equipment, net of depreciation</td>
<td>$8,442,821</td>
<td>$8,223,558</td>
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<tr>
<td>Other assets</td>
<td>$255,855</td>
<td>$136,499</td>
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**TOTAL ASSETS**

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$38,894,839</td>
<td>$39,100,343</td>
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</table>

### Liabilities:

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounts payable and accrued expenses</td>
<td>$4,810,146</td>
<td>$6,279,363</td>
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<tr>
<td>Line of credit</td>
<td>-</td>
<td>-</td>
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<tr>
<td>Deferred revenue</td>
<td>$1,304,675</td>
<td>$2,468,838</td>
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<tr>
<td>Accrued postretirement benefit liability</td>
<td>$2,860,067</td>
<td>$3,278,783</td>
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<tr>
<td>Unfunded pension liability</td>
<td>$2,909,535</td>
<td>$5,761,070</td>
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<tr>
<td>Agency funds and other</td>
<td>$1,571,310</td>
<td>$643,290</td>
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**TOTAL LIABILITIES**

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$13,455,733</td>
<td>$18,431,344</td>
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</table>

### Unrestricted Net Assets:

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Undesignated</td>
<td>$3,745,841</td>
<td>($1,572,452)</td>
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<tr>
<td>Designated</td>
<td>$4,014,942</td>
<td>$3,960,138</td>
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**TOTAL UNRESTRICTED NET ASSETS**

<table>
<thead>
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<th></th>
<th>2015</th>
<th>2016</th>
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<tbody>
<tr>
<td></td>
<td>$7,760,783</td>
<td>$2,387,686</td>
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### Restricted Net Assets:

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<tr>
<th></th>
<th>2015</th>
<th>2016</th>
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</thead>
<tbody>
<tr>
<td>Temporarily restricted net assets</td>
<td>$17,442,926</td>
<td>$18,045,916</td>
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<tr>
<td>Permanently restricted net assets</td>
<td>$235,397</td>
<td>$235,397</td>
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**TOTAL NET ASSETS**

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$25,439,106</td>
<td>$20,668,999</td>
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**TOTAL LIABILITIES AND NET ASSETS**

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$38,849,839</td>
<td>$39,100,343</td>
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</tbody>
</table>

Fiscal Year 2016 (July 1, 2015–June 30, 2016)
**SUMMARY STATEMENT OF ACTIVITIES**

### Revenue:

<table>
<thead>
<tr>
<th>Description</th>
<th>2015</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contributions and grants</td>
<td>$31,059,218</td>
<td>$29,773,932</td>
</tr>
<tr>
<td>National 4-H Conference Center</td>
<td>$10,348,562</td>
<td>$10,796,174</td>
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<tr>
<td>National 4-H Supply Service</td>
<td>$4,705,234</td>
<td>$5,079,804</td>
</tr>
<tr>
<td>Investment income</td>
<td>$684,996</td>
<td>$500,004</td>
</tr>
<tr>
<td>Other</td>
<td>$1,147,747</td>
<td>$620,813</td>
</tr>
<tr>
<td><strong>TOTAL REVENUE</strong></td>
<td><strong>$47,945,757</strong></td>
<td><strong>$46,770,727</strong></td>
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</tbody>
</table>

### Expenses:

<table>
<thead>
<tr>
<th>Description</th>
<th>2015</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program services</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Educational programs</td>
<td>$24,285,910</td>
<td>$29,707,663</td>
</tr>
<tr>
<td>National 4-H Conference Center</td>
<td>$8,233,098</td>
<td>$8,474,730</td>
</tr>
<tr>
<td>National 4-H Supply Service</td>
<td>$3,822,551</td>
<td>$3,972,114</td>
</tr>
<tr>
<td>Management and general</td>
<td>$3,319,387</td>
<td>$2,734,484</td>
</tr>
<tr>
<td>Fundraising</td>
<td>$2,932,460</td>
<td>$3,158,665</td>
</tr>
<tr>
<td><strong>TOTAL EXPENSES</strong> before Investment Gains/(Losses), Pension Costs and Post-Retirement Benefit Costs</td>
<td><strong>$42,593,406</strong></td>
<td><strong>$48,047,656</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Description</th>
<th>2015</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Investment gains/(losses)</td>
<td>($486,075)</td>
<td>($375,528)</td>
</tr>
<tr>
<td>Pension related changes other than net period pension costs</td>
<td>($498,447)</td>
<td>($2,698,934)</td>
</tr>
<tr>
<td>Post retirement benefit costs</td>
<td>($77,131)</td>
<td>($418,716)</td>
</tr>
<tr>
<td><strong>CHANGE IN NET ASSETS</strong></td>
<td><strong>$4,290,698</strong></td>
<td><strong>($4,770,107)</strong></td>
</tr>
</tbody>
</table>

### 2016 EXPENSE COMPONENTS

- **Program Services**: 87.73%
- **Management and General**: 5.69%
- **Fundraising**: 6.57%
Honor Roll

National 4-H Council’s work on behalf of the 4-H Youth Development movement would not be possible without the generosity of our individual, corporate and foundation donors. Thank you.

We wish to thank the following organizations for their long term support of our work. While we have listed their support in previous annual reports, their funds continued to support our work in Fiscal Year 2016 (July 1, 2015–June 30, 2016).

AARP Foundation
AGCO Corporation
Altia Group
Bill and Melinda Gates Foundation
CME Group
ConAgra Foods Foundation
Disney Conservation Fund
DuPont Company

Farm Credit
Howard G. Buffett Foundation
Hughes Communications Inc.
IQ Solutions
JCPenney Cares
Lockheed Martin Corporation
Merck Animal Health
Monsanto Company

Motorola Solutions Foundation
New York Life Foundation
Tata Consultancy Services
Tractor Supply Company
S. D. Bechtel, Jr. Foundation
U.S. Cellular
UnitedHealthcare
Walmart Foundation

Second Century of Excellence Club
CORPORATIONS AND FOUNDATIONS, JULY 1, 2015 - JUNE 30, 2016

**EMERALD CLOVER**
$1,000,000 AND UP
- Altia Group
- Tractor Supply Company
- Walmart Foundation

**PLATINUM CLOVER**
$250,000 - $999,999
- Disney Conservation Fund
- Hughes Communications Inc.
- Monsanto Company
- Robert Wood Johnson Foundation
- U.S. Cellular

**GOLD CLOVER**
$100,000 - $249,999
- ATK Federal Cartridge Company
- Bernadett Family Fund
- CME Group
- DuPont Company
- Farm Credit
- Target Corporation

**SILVER CLOVER**
$50,000 - $99,999
- Bayer CropScience
- CHS Foundation
- Molina Healthcare, Inc.

**BRONZE CLOVER**
$25,000 - $49,999
- ACH Food Companies, Inc./Fleischmann’s Yeast
- Bekaert
- Coca-Cola North America
- Comcast
- JCPenney Cares
- Johnson & Johnson
- Strategic Staffing Solutions

**GREEN CLOVER**
Up to $24,999
- AFSCME AFL-CIO, Council 2, Local 1811-CA
- AmazonSmile Foundation
Second Century of Excellence Club

INDIVIDUAL DONORS, JULY 1, 2015 - JUNE 30, 2016

PRESIDENT’S CLUB
Special appreciation for those individuals who have contributed $25,000 or more during their lifetimes in support of National 4-H Council and its programs.

Anonymous (2)
Roger C. Beach
Drs. Martha and Faustino Bernadett
Jim Borel
Gary and Trudie Davis
Joseph and Leslie Dzialo
David and Paula Epstein
Don and Carolyn Floyd
Robert B. and Barbara Gill
Susan W. Halbert
Ken and Lucy Hicks
Landel and Chris Hobbs
Ralph W. Ketner
Mr. and Mrs. William A. Linnenbringer
Mr. and Mrs. William G. Lowrie
Colleen Wheeler McCreary
Michelle Munson and the Serban Simu Family
Eren and Fatih Ozmen
Elaine R. Pitts
Larry and Brenda Potterfield
Richard J. and Elizabeth L. Sauer
Sharon Schainker
Grant and Alma Shrum
Jennifer L. Sirangelo
Gene and Sharon Swackhamer
Mr. and Mrs. Lawrason Thomas
James P. Tobin and Virginia E. Heagney
The Omer G. Voss Family Foundation

American Physical Therapy Association
Animal Health International, Inc.
API
BAE Systems, Inc.
BakerHostetler
Bright Funds Foundation
Buckhorn, Inc.
Bucklin R-II School
Calibre CPA Group, PLLC
Charity Gift Certificates
Clay County 4-H Club Council
Cloverleaf 4-H Club
CMA Foundation
Compass
The Context Network
Credit Suisse Securities (USA) LLC
Cultura Technologies, LLC
Custard Boys, LLC
Dailey & Associates
Daisy Outdoor Products
The Dickson Foundation, Inc.
Family Farms Charities
Farmer’s Business Network, Inc.
Fillmore Container, Inc.
FirstPic, Inc. Consulting
University of Florida
Florida 4-H Club Foundation, Inc.
From the Heart Enterprises, Inc.
FrontStream Workplace Philanthropy
Georgia 4-H Foundation
Google, Inc.
Great Plains Industries, Inc.
GSD&M
Hodgdon Powder Co. Inc.
Hornady Manufacturing Company
IPG Mediabrands
Ironmark USA
J Walter Thompson Inc.
JPMorgan Chase Foundation Employee Giving Program
Keessal, Young & Logan
Kuhn North America Inc.
LaMoure County 4-H of North Dakota
LT Apparel Group
University of Missouri
National Wild Turkey Federation, Inc.
New York Life Foundation
Oved Apparel
The Parks Companies
Perrigo Animal Health
The Pew Charitable Trusts
Pfizer
Proper Service, Inc.
Raytheon Company
Reagent Chemical & Research, Inc.
Israel Montalvo & Debra Hoffman Montalvo Charitable Fund at Schwab Charitable
Securitas Security Services USA, Inc.
Show Barn Supplies DBA Prairie View Ag Supply
Sierra Nevada Corporation
SilverStone Group, Inc.
Starcom Mediavest Group
Steven & Carisa Jones Family Fund
TisBest Charity Gift Cards
United States Hispanic Chamber of Commerce
UnitedHealthcare
VF Jeanswear
Vista Outdoor Sales, LLC
VSC Fire & Security, Inc.
Weaver Bros. Insurance Associates, Inc.
Weaver Leather
Wells Fargo & Company
Giving Levels
Council is pleased to recognize the following individuals for their generous contributions in FY 2016.

EMERALD CLOVER
$10,000 AND UP
Anonymous
Drs. Martha and Faustino Bernadett
Jim Borel
Scott and Jill Bramble
Joseph and Leslie Dzialo
David and Paula Epstein
Ken and Lucy Hicks
Landel and Chris Hobbs
Dan A. Klingenberg
Tom Lehr
Alison Lewis and Family
Mr. and Mrs. William A. Linnenbringer
Lockheed Martin Employee Giving
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