Greetings

Up, Up and Away! This simple phrase could be the theme for SY 2015-16 at SNA. From August 1, 2015, to now, the membership numbers have grown, the members themselves have celebrated great accomplishments and our volunteer leaders and staff have continued to work tirelessly to expand SNA’s advocacy presence, partnerships, professional development opportunities, infrastructure stability and Foundation support. We’ve risen above challenges to do the work that matters: feeding America’s children.

In support of that mission, SNA has undertaken a new public relations initiative to help those outside the profession understand why our members’ work is as fundamental to academics as textbooks. The first outcome of this initiative is a new Association tagline that clearly and simply identifies our role: Feeding Bodies, Fueling Minds™.

With that, we offer a heartfelt thank you to everyone who embodies this purpose. This includes national and state leaders who volunteer hours of time and energy (not to mention their family members and staffers who keep the home fires burning). It means the employees, managers and directors across the country. It refers to the vendor partners who support K-12 operations, as well as the allied organizations who work with SNA to nourish America’s schoolchildren. It also means the SNA Headquarters staff, constantly on a mission to better the organization as a whole. The achievements in this Annual Report showcase just how strong we are when we work together.

Jean Ronnei, SNS
2015-16 SNA President

Patricia Montague, CAE
SNA Chief Executive Officer

ABOUT US

The School Nutrition Association (SNA), founded in 1946, is the national organization of school nutrition professionals committed to advancing the quality of school meal programs through professional development and advocacy.

• Vision | Be the authority and resource for school nutrition programs.
• Mission | Serve as the national organization of school nutrition professionals committed to advancing the quality of school meal programs through education and advocacy.
• Core Values | Collaboration, relationship building and teamwork; caring commitment and service; lifelong wellness and healthy lifestyles; passion for lifelong learning and professional development; and integrity and ethics.

Jean Ronnei, SNS
2015-16 SNA President

Patricia Montague, CAE
SNA Chief Executive Officer

HIGHLIGHTS

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Nearly 20,000 members have an SNA Certificate in School Nutrition. Additionally, 1,464 members have earned a School Nutrition Specialist (SNS) credential, the highest year-end number in SNA history and 9% more than May 2015.

**State Agency Partnership**

In January 2016, SNA began partnering with state agencies in four states to assess members’ top training needs. This is the first partnership of its kind between SNA and state agencies, and its end-goal is to develop innovative training tactics to meet the identified needs.

**ANC 2016: San Antonio**

SNA members love the Association’s Annual National Conference (ANC), and there’s plenty of reasons for that—the professional development, the networking and the fun puts this event high on the list of members’ summer priorities, year in and year out. In 2016, SNA heads to San Antonio and is expected to welcome an estimated 6,500 attendees (early-bird registration numbers hit record numbers!) to participate in three riveting General Sessions, Informative member section meetings and 100+ education sessions focused on both critical skills development and cutting-edge hot topics. More than 900 booths, the highest number on record, cements ANC’s reputation for hosting the largest K-12 Exhibit Hall in the country.

The online hub also features a Professional Standards News page, which features new or updated information direct from USDA regarding the Professional Standards rule.

**SNA: The Resource for Professional Standards**

SNA is helping Association members implement new federal Professional Standards training requirements by creating an online hub for all pertinent information: www.schoolnutrition.org/professionalstandards. There, members can find several Professional Standards training resources, including customizable tools to help you track your own and your staff’s individual training hours. Additionally, SNA has developed learning plans, featuring links to 36 free courses.
Webinars: Bringing Lifetime Learning to You

SNA’s Webinar Wednesdays series continues to gain momentum, and members are increasingly using this resource to glean important knowledge and training for success in the school nutrition profession. This year, SNA revamped its webinar development process by incorporating adult learning principles, including the establishment of specific learning objectives. These webinars increasingly feature a variety of engagement strategies, such as polls, handouts, pre- and post-learning material and a newly required post-webinar quiz to earn a Continuing Education Unit (CEU). The post-webinar quiz has garnered positive feedback, as it helps participants to reflect on what they have seen and heard on the webinar, and it reinforces the transfer of knowledge.

SNA understands the many demands in an average day and recognizes that our webinar schedule may not fit everyone’s needs. The Webinars On-Demand library, a members-only resource, includes each recorded live webinar for download, as well as a PDF of all slides and available handouts.

SNA WEBINARS

what members had to say...

“I am so grateful to SNA for offering this easy to use opportunity to learn and gain CEUs. This is such a great idea!”

“Knowing there would be a quiz after the webinar kept me more mentally engaged than I might have otherwise been.”

“This was one of the best webinars I’ve attended lately! I liked the video examples and polls.”

Future Leaders Program: A Leadership Development Success Story!

From 2007 to 2015, 318 members have taken part in SNA’s Future Leaders Program (FLP), held in conjunction with the National Leadership Conference each spring. In 2016, FLP saw its largest graduating class yet—51 individuals from 35 states! Since 2007, half of the FLP graduates have been elected to the position of state president, and 10% have gone on to serve on a national committee.

Photo: 2016 Future Leaders with SNA Past President presenters Nancy Rice, Julia Bauscher and Sandra Ford
ADVOCACY AND PUBLIC IMAGE

The Road to Child Nutrition Reauthorization (CNR)

As the U.S. Congress began drafting Child Nutrition Reauthorization (CNR) legislation, SNA maintained a constant drumbeat of advocacy outreach through its Action Alerts, meetings with members of Congress and their staff, joint efforts with key allied organizations and more. Initial efforts included the following actions:

• An August 2015 press release and media coverage of the 2015 School Nutrition Trends Report highlighted financial challenges facing school meal programs. It was featured on FOX News Channel as well as key Capitol Hill media outlets, reaching 1.8 million viewers.

• In September, SNA President Jean Ronnei penned a letter to key members of Congress, citing the need for increased funding and flexibility under school nutrition regulations.

• Ronnei also hosted a tour of her program for New York Times reporter Ron Nixon, resulting in an article that positively highlighted SNA’s advocacy efforts.

• In October, SNA joined the School Superintendents Association (AASA) in urging Congress to provide greater support and flexibility for school meal programs.

(continued next page)
SNA’s fall efforts resulted in a key victory in January when the Senate Agriculture Committee released its CNR bill, containing an agreement reached through SNA’s negotiations with USDA and the White House. The agreement preserves strong nutrition standards, while easing regulatory mandates on school meal programs, including providing flexibility on sodium and whole grains.

In mid-May, when the House Education and the Workforce Committee added a three-state school meal block grant pilot project to its CNR bill, SNA was out in front, leading the charge against this reckless proposal. SNA mobilized its members, who, at press time, have sent more than 10,500 letters to Congress in opposition to block grants.

In June 2016, SNA’s state affiliates sent a letter to House Committee leaders voicing their strong objections to the Block Grant provision outlined in the House legislation.

Also in June, SNA held a press conference in conjunction with the Center on Budget and Policy Priorities (CBPP) and the Food Research & Action Center (FRAC) to highlight the financial consequences of a proposed block grant pilot.

Both the Senate and the House will need to pass their bills and then reconcile their respective legislative proposals before a final bill can be presented to President Obama for signature. SNA continues to advocate for speedy passage of a final CNR agreement that increases funding for school meals and includes the Senate agreement on the standards.

(CNR continued from previous page)

Legislative Action Conference

During LAC, some 920 SNA members turned up the heat with their annual Charge to the Hill, calling on Members of Congress to pass CNR and provide more funding for school meal programs. First, they enjoyed a jam-packed, three-day conference featuring expert speakers full of sage advice for making the most of registrants’ upcoming meetings with lawmakers, as well as insights about the current political landscape, including the beyond unpredictable 2016 presidential race. This year’s agenda also featured the annual presentation of SNA’s 2016 Position Paper, an update from USDA staff, a report from the Association’s Procurement Task Force and, yes, even a little humor, courtesy of the renowned political satire performance group, The Capitol Steps. Prior to the conference, 58 school nutrition directors attended the two-day Executive Management Program at the McDonough School of Business at Georgetown University.

Photos: SNA Officers with Keynote Speaker Amy Walter, political analyst; Public Policy & Legislation Chair Doug Davis, SNS; LAC offers opportunities for attendees to ask questions of speakers and panelists.
SNA Membership Reaches Sky-High Levels

58,464

In 2015-16, SNA built on the previous year’s success by continuing to grow its membership numbers to the highest levels in more than 15 years. With 4.2% growth, SNA surpassed its 3% growth goal for 2015-16.

SNA Gets More Social

More than ever, SNA members, allies and partners are staying connected via social media.

- www.facebook.com/schoolnutritionassociation
  Followers: 11,000
- www.facebook.com/traytalk
  Followers: 7,650
- www.facebook.com/schoolnutritionfoundation
  Followers: 2,300
- www.instagram.com/schoolnutritionassoc
  Followers: 1,175
- www.twitter.com/SchoolLunch
  Followers: 27,000

HIGHLIGHTS: All of SNA’s Facebook pages saw increased followers in 2015-16. Average Instagram engagement per post doubled. During LAC, SNA developed sample tweets for attendees to use as part of their Capitol Hill visits. Many of these were retweeted by Members of Congress.

School District-Owned Memberships (SDM)

SDM memberships currently account for 50% of SNA memberships, an increase from 44% in 2015. SDMs were developed to make it easier for school districts to manage memberships and allow their employees to enjoy the many benefits of SNA membership. This option provides school districts with the ability to transfer memberships (if the original assignee leaves or retires) and to receive group invoices, making it easier to centrally manage membership renewals.

Celebrations and Congratulations

This year, SNA state associations recognized 73 outstanding employees, managers and directors through the SNA Awards Program. 30 state associations named a Director of the Year, the highest number for this award ever! State winners were forwarded on to regional judging, and from the regional winners, a national winner in each category was awarded. A separate process recognized an industry member winner.

- EMPLOYEE OF THE YEAR: Patty Embry, Hurricane Deck Elementary, Camdenton R-III School District, Missouri
- MANAGER OF THE YEAR: Bonnie Schmidt, Morris Area High School, Morris Area Schools, Minnesota
- DIRECTOR OF THE YEAR: Lucretia Chancler, MS, LDN, RD, SNS, Supervisor of Child Nutrition, St. Landry Parish School System, Louisiana
- INDUSTRY MEMBER OF THE YEAR: Scott Swogger, President and CEO, Accu Temps, Inc.
National School Lunch Week
October 12-16, 2015
“School Lunch Snapshot”

Each October, districts celebrate school lunch. This year’s festivities centered around the theme, “School Lunch Snapshot.” The results of SNA’s marketing outreach included:

• A total of 6,115 downloads of the NSLW toolkit
• Nearly 65 uses of the hashtag #NSLW15, for a total of 769 “likes”
• Three positive mom blogger posts promoting school lunch (Simply Being Mommy, Raising Whasians and San Antonio Mom Blogs)
• Positive television coverage in San Antonio and Charlotte, and radio coverage in Phoenix
• Successful numbers on the Tray Talk Facebook page, including a total of 1,010 new followers during the month of October and 2,852 unique users who engaged with the page, with slightly more than 1,500 of those engaging during NSLW.

School Lunch Hero Day
May 6, 2016

For the fourth year, SNA teamed up with Random House and graphic novelist Jarrett J. Krosoczka, author of the Lunch Lady series, to celebrate school lunch heroes nationwide.

• Social media exploded with tweets, posts and shares of celebrations across the country at a higher rate than seen in previous years.
• Pages related to SLHD on the SNA website received nearly 6,000 unique page views during School Nutrition Employee Week (May 2-6, 2016) and School Lunch Hero Day (May 6, 2016)
• Krosoczka hosted a free webcast on School Lunch Hero Day as a way to reach many more students and staff.
• The SLHD media outreach campaign resulted in a whopping 45.5 million impressions. TV coverage featured many of the annual award-winners for their hard work.

National School Breakfast Week, March 7-11, 2016
“Wake Up to School Breakfast”

The 2016 celebration theme, “Wake Up to School Breakfast,” proved popular with member districts across the United States.

• SNA’s NSBW toolkit was downloaded 4,013 times.
• From January to early May 2016, the hashtag #NSBW16 was used in 186 posts, resulting in 8,290 “likes” on Facebook.
• The NSBW media outreach campaign resulted in 12.2 million online media impressions, as well as TV news stories that reached an estimated 1.66 million viewers.

• Total impressions from NSBW Facebook posts numbered 51,360, and the Association page garnered nearly 330 new followers during the week.
• Mom blogger outreach yielded positive posts from The Adventures of J-Man and MillerBug, Lady and the Blog, Redhead Baby Mama and Mom on the Side. Each blogger wrote one blog post focused on school breakfast and NSBW and promoted it through their social media handles.
Allies and Advocates

SNA continues to work with many allied organizations in support of school nutrition.

- SNA regularly partnered with allied organizations to maximize outreach efforts and build participation in school breakfast, afternoon snack and supper programs and the Community Eligibility Provision. These partners include Share Our Strength, the USDA MyPlate Strategic Partnership, Fuel Up to Play 60 and the Food Research & Action Center (FRAC). SNA’s School Nutrition Foundation remained a part of the Partners for Breakfast in the Classroom (PBIC) initiative, along with FRAC, NEA Healthy Futures and the National Association of Elementary School Principals Foundation.

- The Partners for Breakfast in the Classroom initiative won a Gold Award in the prestigious American Society of Association Executives (ASAE) 2016 Power of A Awards. ASAE’s Power of A Awards is an annual recognition of associations that make exemplary commitments to creating a stronger America and world.

- SNA explored new collaborations with other allies, including the national PTA, American Bakers Association, American Farm Bureau Federation, the National Foundation to End Senior Hunger, American Frozen Food Institute and the National Farm to School Network.

- The Association hosted the Every Kid Healthy Coalition Steering Committee meeting at SNA headquarters in August 2015. SNA serves on the Steering Committee, along with Action for Healthy Kids, USDA, National Dairy Council, the Centers for Disease Control and Prevention, the School Nurses Association and the School Superintendents Association.

- SNA leaders or staff attended and/or presented at several allied organization meetings and conferences, including the 2016 Food Policy Conference (sponsored by the Consumer Federation of America), the 2016 ACDA Annual Conference, The School Superintendents Association annual conference, National School Boards Association conference and the National Farm to Cafeteria conference.

- Co-hosting with FRAC, SNA organized a Community Eligibility Provision (CEP) briefing on Capitol Hill.

- The Association continued to work with the National School Boards Association, the School Superintendents Association, the National Governor’s Association, SYSCO, Share Our Strength and other allied groups on various Child Nutrition Reauthorization priorities.

(continued next column)
SNA’s Governance Changes

In July 2015, the Association’s House of Delegates approved all proposed bylaws amendments that changed several facets of SNA’s governance structure, including the Board of Directors, committees, the election timeline and more. These changes are the culmination of a strategic realignment initiative to ensure that SNA’s infrastructure is appropriately aligned for a sustainable organization that reflects contemporary business practices.

This final stage of the realignment process now leads to the implementation of the first significant changes in SNA’s governance structure in decades. A three-year transition plan has been developed to cover all national positions and terms. Most notably, all current elected and appointed positions will serve out their terms. Also:

- The streamlined composition of the Board of Directors has reduced it from 20 members to 16 members. The vice president position has been eliminated as of 2017-18, and SNA’s state agency and industry members will now be represented on “Advisory Councils.”

- A reconfiguration of the SNA Board includes three At-Large Directors and the consolidation of Standing Committees from eight to three in total: Finance, Resolutions & Bylaws and Leadership Development (the new name for the Nominating Committee). Following the transition, committee chairs will no longer serve on the Board, but will focus fully on the responsibilities of chairing Strategic Committees.

- New directors now serve a three-year term, instead of two, to increase Board experience and continuity.

- The House of Delegates has been changed to the Delegate Assembly, which will focus on important issues facing the profession. The delegates will continue to be responsible for reviewing and approving SNA bylaw changes.

Allocation of Resources

A number of different measures were taken in 2015-16 with the goal of continuing to ensure that SNA resources are used effectively and efficiently.

- A review and reallocation of available financial and human resources was conducted to meet 2015-16 priorities. This included the sunsetting of programs as appropriate.

- The creation of a staff position in the Executive Office is intended to support the SNA Executive Committee and other Board members for coordinating state visits. This position also will provide support to governance-related operations.

- Potential options for reducing expenses were identified and some were implemented. Examples include reducing the Legislative Action Conference meeting by one half-day, which also enables members to return home one day earlier.
A Fresh Look for Member Communications

- The June/July 2016 issue of School Nutrition debuted a new look for the magazine. The redesigned publication featured a fresh approach to the graphic design, along with a long-overdue shakeup of the editorial content mix, introducing several new columns that reflect the changing needs of the magazine's diverse readership.

- Also redesigned in 2016 was Tuesday Morning, the Association's weekly legislative e-newsletter. With a more sophisticated look, in keeping with the family of other SNA-produced e-newsletters, Tuesday Morning is now more readable and navigable.

- A branded look was developed for all pre-conference email communications to promote the 2016 Annual National Conference. The "All Trails Lead to ANC" brand distinguishes these important communications from other SNA emails.

- The ANC E-Daily, delivered to registrants' email boxes each morning of the conference, is getting a bright new design and will feature unique content not previously published in other ANC publications.

Kudos to SN!

School Nutrition magazine won a Bronze EXCEL Award for Single Topic Issue in the annual competition sponsored by Association Media & Publishing. More than 850 entries were submitted in this year's contest. The January 2015 personal development issue on "Money Matters" was recognized at a ceremony in Washington, D.C., in June 2016.

By the Numbers

Thanks to SNA's hardworking sales representatives, advertising in the June/July issue of SN was up 27% and ads in the ANC Program Guide increased 29%, giving both publications record-setting page counts.

Behind the (Web) Scenes

In 2015-16, the web team also was busy applying new technologies to enhance SchoolNutrition.org for users and behind the scenes.

- Several new features were developed to help attendees make the most of ANC. An interactive Speaker Spotlight allows a better showcase of popular Education Session speakers on the agenda in San Antonio. Users now can apply their personalized mix of 40 categories (including date, key area, member type and topic area) to filter and review more than 100 Education Sessions and design a potential learning plan that bests meets their needs. Also, a Countdown Clock is a helpful reminder for registration deadlines, packing and other preparations.

- Several new sections have been developed to help members find the resources they need for Professional Standards, Leadership Development, #StoptheBlock and more.

- What you don't see is also important. The web team is working to improve site usage tracking, which in turn will allow SNA staff to ensure that web pages have the content that members want most.
OFFICERS

President: Jean Ronnei, SNS
Saint Paul Public Schools
Saint Paul, Minnesota

President-elect: Becky Domokos-Bays, PhD, RD, SNS
Loudoun County Public Schools
Ashburn, Virginia

Vice President: Lynn Harvey, EdD, RDN, SNS
North Carolina Department of Public Instruction
Raleigh, North Carolina

Secretary/Treasurer:
Linda Eichenberger, SNS
Oak Hills School District
Cincinnati, Ohio

Ex-Officio: Patricia Montague, CAE
Chief Executive Officer
School Nutrition Association

REGIONAL DIRECTORS

Mideast: Jessica Shelly, MBA, SNS
Cincinnati Public Schools
Cincinnati, Ohio

Midwest: Lori Danella, SNS
Lee's Summit R-VII School District
Lee's Summit, Missouri

Northeast: Debbi Beauvais, RD, SNS
Gates Chili Central School District
Rochester, New York

Northwest: Deborah Kallio
Sedro-Woolley School District
Sedro-Woolley, Washington

Southeast: Reginald Ross, SNS
North Carolina Department of Public Instruction
Raleigh, North Carolina

Southwest: Kevin Ponce, SNS
Oklahoma City Public Schools
Oklahoma City, Oklahoma

COMMITTEE CHAIRS

Membership: Renée Hanks, SNS
South Colonie School District
Albany, New York

Nutrition: Carol Weekly, RD, SNS
Queen Creek Unified School District
Queen Creek, Arizona

Professional Development: Kathy Burrill, SNS
Chisago Lakes Area Schools
Lindstrom, Minnesota

Public Policy & Legislation: Doug Davis, SNS
Burlington School Food Project
Burlington, Vermont

Research: Beth Mincemoyer Egan, RD, SNS
Pennsylvania State University
University Park, Pennsylvania

OTHER REPRESENTATIVES

School Nutrition Employee/Manager:
Roxanne Knops
White Bear Lake Area Schools
White Bear, Minnesota

State Agency: Donna Parsons, MS, RD, SNS
Office of the Superintendent of Public Instruction
Olympia, Washington

Industry: Gary Vonck
KeyImpact Sales & Systems
Chicago, Illinois

School Nutrition Foundation
Ex-Officio: Sandra Ford, SNS
Manatee County School District
Bradenton, Florida
## Balance Sheet—July 31, 2015 and 2014

### ASSETS

#### Current Assets
- **Cash and cash equivalents**: $4,700,771 (2015), $3,852,040 (2014)
- **Accounts receivable, less allowance for doubtful accounts of $50,000**: $502,774 (2015), $611,584 (2014)
- **Prepaid and deferred expenses**: $238,287 (2015), $186,083 (2014)
- **Due from School Nutrition Foundation**: $48,770 (2015), $50,445 (2014)

**TOTAL CURRENT ASSETS**: $11,240,942 (2015), $10,324,020 (2014)

#### Property and Equipment
- **Furniture, fixtures and equipment**: $677,861 (2015), $666,881 (2014)
- **Less allowances for depreciation**: ($630,878) (2015), ($628,443) (2014)

**TOTAL PROPERTY AND EQUIPMENT**: $46,983 (2015), $38,438 (2014)

#### Other Assets
- **Deposits**: $38,163 (2015), $38,163 (2014)
- **Deferred compensation plans**: $678,678 (2015), $675,415 (2014)
- **Fixed Annuity**: $15,439 (2015), $22,198 (2014)

**TOTAL OTHER ASSETS**: $732,280 (2015), $735,776 (2014)

**TOTAL ASSETS**: $12,020,205 (2015), $11,098,234 (2014)

### LIABILITIES AND NET ASSETS

#### Current liabilities
- **Accounts payable**: $1,254,744 (2015), $964,037 (2014)
- **Due to PAC**: $2,819 (2015), $1,332 (2014)
- **Accrued expenses**: $97,843 (2015), $89,703 (2014)
- **Deferred revenue**: $1,792,434 (2015), $1,639,180 (2014)

**TOTAL CURRENT LIABILITIES**: $3,147,840 (2015), $2,694,252 (2014)

- **Accrued Rent Payable**: $424,134 (2015), $296,890 (2014)
- **Deferred Compensation Benefits**: $678,678 (2015), $675,415 (2014)
- **Fixed Annuity**: $15,439 (2015), $22,198 (2014)


#### Net Assets
- **Unrestricted**: $7,263,809 (2015), $6,813,832 (2014)
- **Temporarily restricted**: $440,305 (2015), $545,647 (2014)
- **Permanently restricted**: $50,000 (2015), $50,000 (2014)

**TOTAL NET ASSETS**: $7,754,114 (2015), $7,409,479 (2014)

**TOTAL LIABILITIES & NET ASSETS**: $12,020,205 (2015), $11,098,234 (2014)
### Statement of Revenues and Expenses—July 31, 2015 and 2014

#### Revenues

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014</th>
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<tbody>
<tr>
<td>Administrative</td>
<td>$272,450</td>
<td>$215,402</td>
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<tr>
<td>Membership/State Affiliate Services</td>
<td>2,158,836</td>
<td>2,085,708</td>
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<td>Certificate/Credentialing</td>
<td>349,841</td>
<td>337,427</td>
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<td>Technology Services</td>
<td>186,372</td>
<td>194,963</td>
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<td>Marketing</td>
<td>237,270</td>
<td>248,671</td>
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<td>Communications</td>
<td>1,890,722</td>
<td>1,885,095</td>
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<tr>
<td>Annual National Conference</td>
<td>3,821,229</td>
<td>4,277,754</td>
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<tr>
<td>School Nutrition Industry Conference</td>
<td>549,707</td>
<td>545,842</td>
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<tr>
<td>Legislative Action Conference</td>
<td>487,133</td>
<td>485,943</td>
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<tr>
<td>Other meetings</td>
<td>100,390</td>
<td>189,486</td>
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<tr>
<td>Government Affairs &amp; Media Relations</td>
<td>5,000</td>
<td>10,000</td>
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<tr>
<td>Education</td>
<td>239,446</td>
<td>193,906</td>
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<tr>
<td>Industry Relations</td>
<td>613,009</td>
<td>533,522</td>
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<td><strong>TOTAL REVENUE</strong></td>
<td><strong>10,911,405</strong></td>
<td><strong>11,203,719</strong></td>
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#### Expenses

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<tbody>
<tr>
<td>Administrative</td>
<td>1,604,340</td>
<td>1,532,371</td>
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<tr>
<td>Membership/State Affiliate Services</td>
<td>582,472</td>
<td>573,993</td>
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<td>Certificate/Credentialing</td>
<td>215,994</td>
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<td>Technology Services</td>
<td>536,463</td>
<td>509,384</td>
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<td>Marketing</td>
<td>640,959</td>
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<td>Communications</td>
<td>1,889,373</td>
<td>1,914,689</td>
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<tr>
<td>Annual National Conference</td>
<td>2,015,805</td>
<td>2,192,761</td>
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<tr>
<td>School Nutrition Industry Conference</td>
<td>347,619</td>
<td>270,861</td>
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<td>Legislative Action Conference</td>
<td>276,337</td>
<td>294,372</td>
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<tr>
<td>Committees</td>
<td>77,342</td>
<td>85,021</td>
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<tr>
<td>Other meetings</td>
<td>148,980</td>
<td>200,796</td>
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<tr>
<td>Government Affairs &amp; Media Relations</td>
<td>859,715</td>
<td>873,391</td>
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<tr>
<td>Education</td>
<td>423,492</td>
<td>428,502</td>
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<td>Industry Relations</td>
<td>385,087</td>
<td>317,033</td>
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<tr>
<td>Board of Directors</td>
<td>355,392</td>
<td>321,956</td>
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<tr>
<td><strong>TOTAL OPERATING EXPENSES</strong></td>
<td><strong>10,359,370</strong></td>
<td><strong>10,492,834</strong></td>
</tr>
<tr>
<td><strong>NET INCOME FROM GENERAL FUND</strong></td>
<td><strong>552,035</strong></td>
<td><strong>710,885</strong></td>
</tr>
</tbody>
</table>

- Unrealized (losses) on investments: (102,831) (2015) vs. (100,841) (2014)

#### Board Designated Funds

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014</th>
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<tr>
<td>Capital expenditures</td>
<td>(26,295)</td>
<td>(44,794)</td>
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<tr>
<td>Carl Perkins Endowment</td>
<td>4,234</td>
<td>14,435</td>
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<tr>
<td>Public Relations</td>
<td>18,174</td>
<td>(11,501)</td>
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<tr>
<td>Special Projects</td>
<td>(144,402)</td>
<td>(255,493)</td>
</tr>
<tr>
<td>Legislative/Advocacy Fund</td>
<td>(40,000)</td>
<td>(100,000)</td>
</tr>
<tr>
<td>Web Development</td>
<td>(33,581)</td>
<td>(111,330)</td>
</tr>
<tr>
<td><strong>NET DESIGNATED BOARD FUNDS</strong></td>
<td>(221,870)</td>
<td>(508,683)</td>
</tr>
<tr>
<td><strong>CHANGE IN NET ASSETS</strong></td>
<td><strong>$344,635</strong></td>
<td><strong>$602,539</strong></td>
</tr>
</tbody>
</table>
SNA FINANCIALS (continued)

SNA BUDGETED OPERATING REVENUE 2015-16
$11,297,900

SNA BUDGETED OPERATING EXPENSES 2015-16
$11,193,500

OPERATING REVENUE & EXPENSES TRENDS 2010-15

annual report–page 14
ABOUT US

As the philanthropic sister organization of the School Nutrition Association, the School Nutrition Foundation is dedicated to securing financial resources for education, professional development, scholarships and research in school nutrition. SNF focuses on providing the resources that educate and empower SNA members to provide high-quality, low-cost meals to students across the nation to foster an environment where children achieve overall wellness and lifelong success.

Through collaboration with SNA, allied partners and donors, SNF is committed to:

- Identifying and supporting school nutrition research, trends and innovations
- Sharing best practices with the school nutrition community
- Providing scholarships to SNA members for professional development and continuing education

Sandra Ford, SNS
SNF Board Chair 2015-16

SCHOLARSHIPS & GRANTS

Funding the Future

In 2015-16, the School Nutrition Foundation awarded 56 scholarships and grants totaling $46,000. Scholarships are provided to SNA members to help them pursue various education and professional development goals.

This year, scholarships include: the Josephine Martin National Policy Fellowship, awarded to a director to attend SNA's Legislative Action Conference for the first time; the Kathleen Stitt Award to support a faculty member or graduate student who participates in the School Nutrition Research and Best Practices Showcase at SNA’s Annual National Conference (ANC); 22 ANC First-Timers scholarships; and 30 professional development scholarships.

In addition, SNF administered two equipment grants, providing multiple pieces of equipment to help school nutrition professional upgrade aging facilities.

Partners for Progress

SNF plays a vital role in the Partners for Breakfast in the Classroom project, joining with the Food Research & Action Center, National Association of Elementary School Principals Foundation and the National Education Association Health Information Network for a fourth year of administering a multi-million-dollar grant from the Walmart Foundation to expand participation in the School Breakfast Program through breakfast in the classroom service.

This year, SNF also worked to identify partnership opportunities with the National Waste & Recycling Association. The two organizations are exploring a potential K-12 school cafeteria waste research project, as well as the possibility of presenting education sessions at each other’s conferences.

State Ambassadors for SNF

For many years, the School Nutrition Foundation (SNF) had state representatives to support its programs and fundraising efforts across the nation. This initiative was renewed in 2016 with each state naming one or more SNF State Ambassadors. At press time, 45 Ambassadors had been recruited.

The SNF State Ambassadors will assist in helping SNA members understand the work of the Foundation and the reasons the Foundation deserves their financial support. Ambassadors will encourage SNA members to take advantage of SNF programs and scholarships and will promote donations to SNF. As of June 30, only seven states had yet to appoint their SNF Ambassadors.
2015 ANNUAL FUND $27,404
From January 1 to December 31, 2015, SNF received more than $27,000 in donations to its Annual Fund, equaling an increase of 36% over the total in 2014. The number of gifts from individuals grew to 246, for an increase of 94% over the number of gifts in 2014. The 2016 Annual Fund campaign has begun and will conclude December 31.

Fundraising Success at ANC
A total of 50 SNA members volunteered their time during ANC in Salt Lake City in July 2015 to help at the School Nutrition Foundation booth. They greeted visitors, shared information about the Foundation and its programs and encouraged fellow SNA members to contribute to the 2015 Annual Fund. The number of persons making gifts during ANC increased significantly from 2014 to 2015. The 91 contributions totaled $3,282, an increase of 70% over the 2014 total.

State Competition
SNA state associations competed in 2015 to achieve the highest percentage participation in the Annual Fund campaign. The winners in each membership division were Wyoming (1 to 500 members), Illinois (500 to 1,000 members) and Florida (1,001+ members).

#GivingTuesday 2015
For the second year, SNF participated in the #GivingTuesday fundraising campaign by promoting “Unselfies” on social media on the first Tuesday after Thanksgiving (which happened to be December 1, 2015). In one day, SNF raised $6,400, a 9% increase over the donations made on #GivingTuesday in 2014.

Celebration of School Nutrition Heroes
The 2016 Celebration of School Nutrition Heroes, the signature event for SNF, was held on Monday, February 29, 2016, during the Legislative Action Conference (LAC) in Washington, D.C. The event, in its third year, honored five School Nutrition Heroes (see below) who go above and beyond their daily responsibilities to make a difference in their schools and in their communities.

The total number of sponsors climbed to 24, (six more than the 2015 event) and the number of attendees grew to 315. The amount of dollars in sponsorships increased by 52% and the overall dollars raised exceeded $125,000, the largest amount secured through this event to date. The funds will be used for scholarships for SNA members. The 2016 School Nutrition Heroes, pictured above, are:

- Samantha Ingram, Child Nutrition Manager, Samson Elementary, Geneva County Schools, Alabama
- Suellen Smith, Cafeteria Manager, Zephyrhills High School, Pasco County Schools, Florida
- Chris Burkhardt, SNS, Director of Child Nutrition & Wellness, Lakota Local School District, Liberty Township, Ohio
- Sandra Hearn, Cafeteria Manager, Vicksburg Warren School District, Mississippi
- Jody Houston, SNS, Food Services Director, Corpus Christi Independent School District, Texas
2015-16
SNF BOARD OF DIRECTORS

Chair: Sandra Ford, SNS
Manatee County School District
Bradenton, Florida

Vice Chair: Mary Begalle, PhD, RDN, SNS
Schwan’s Food Service
Minneapolis, Minnesota

Treasurer: Linda Eichenberger, SNS*
Oak Hills School District
Cincinnati, Ohio

Directors: Chuck Ainsworth
SFSPac Food Safety and Sanitation
System
Chicago, Illinois

Gay Anderson, SNS
Brandon Valley School District
Brandon, South Dakota

Kathy Burrill, SNS*
Chisago Lakes Schools
Lindstrom, Minnesota

Jim Clough, SNS
AdvancePierre Foods
Cincinnati, Ohio

Beth Mincemoyer Egan, PhD, RD, SNS*
Pennsylvania State University
University Park, Pennsylvania

Scott Swogger
AccuTemp Products, Inc.
Fort Wayne, Indiana

Executive Director:
Patricia Montague, CAE*
School Nutrition Association
National Harbor, Maryland

* Ex-officio

Photo: SNF Board members participated in #GivingTuesday 2015
## Balance Sheet—July 31, 2015 and 2014

### ASSETS

**Current Assets**

<table>
<thead>
<tr>
<th>Description</th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and Cash Equivalents</td>
<td>3,348,953</td>
<td>3,290,971</td>
</tr>
<tr>
<td>Certificates of Deposit</td>
<td>500,279</td>
<td>300,000</td>
</tr>
<tr>
<td>Accounts Receivable</td>
<td>0</td>
<td>13,350</td>
</tr>
<tr>
<td>Accrued Interest</td>
<td>232</td>
<td>232</td>
</tr>
<tr>
<td>Prepaid Expenses</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total Current Assets</strong></td>
<td>3,852,123</td>
<td>3,604,553</td>
</tr>
</tbody>
</table>

**Investments**

<table>
<thead>
<tr>
<th>Description</th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Invest in Us</td>
<td>2,651,262</td>
<td>2,726,819</td>
</tr>
<tr>
<td>Special Named Fund</td>
<td>109,532</td>
<td>73,716</td>
</tr>
<tr>
<td><strong>Total Investments</strong></td>
<td>2,760,794</td>
<td>2,800,535</td>
</tr>
</tbody>
</table>

**Pledges Receivable**

<table>
<thead>
<tr>
<th>Description</th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>24,294</td>
<td>77,946</td>
</tr>
</tbody>
</table>

**Property and Equipment**

<table>
<thead>
<tr>
<th>Description</th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Furniture and Fixtures</td>
<td>2,961</td>
<td>13,609</td>
</tr>
<tr>
<td>Accumulated Depreciation</td>
<td>(2,551)</td>
<td>(13,609)</td>
</tr>
<tr>
<td><strong>TOTAL PROPERTY AND EQUIPMENT</strong></td>
<td>410</td>
<td>0</td>
</tr>
</tbody>
</table>

**TOTAL ASSETS**

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>6,637,621</td>
<td>6,483,034</td>
</tr>
</tbody>
</table>

### LIABILITIES AND NET ASSETS

**Current Liabilities**

<table>
<thead>
<tr>
<th>Description</th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounts Payable</td>
<td>5,259</td>
<td>332</td>
</tr>
<tr>
<td>Deferred Revenue</td>
<td>0</td>
<td>8,350</td>
</tr>
<tr>
<td>Deferred Revenue-Walmart</td>
<td>346,041</td>
<td>279,467</td>
</tr>
<tr>
<td>Due to/(from) SNA</td>
<td>48,770</td>
<td>50,445</td>
</tr>
<tr>
<td>Other Current Liabilities</td>
<td>61,167</td>
<td>49,539</td>
</tr>
<tr>
<td>Walmart Grant Payable</td>
<td>2,466,020</td>
<td>2,257,700</td>
</tr>
<tr>
<td><strong>TOTAL LIABILITIES</strong></td>
<td>2,927,257</td>
<td>2,645,833</td>
</tr>
</tbody>
</table>

**Net Assets**

<table>
<thead>
<tr>
<th>Description</th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unrestricted</td>
<td>1,066,850</td>
<td>1,126,474</td>
</tr>
<tr>
<td>Temporarily Restricted</td>
<td>167,605</td>
<td>234,818</td>
</tr>
<tr>
<td>Permanently Restricted</td>
<td>2,475,909</td>
<td>2,475,909</td>
</tr>
<tr>
<td><strong>TOTAL NET ASSETS</strong></td>
<td>3,710,364</td>
<td>3,837,201</td>
</tr>
</tbody>
</table>

**TOTAL LIABILITIES AND NET ASSETS**

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>6,637,621</td>
<td>6,483,034</td>
</tr>
</tbody>
</table>
### Statement of Revenues and Expenses—July 31, 2015 and 2014

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenues</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>General Fund</td>
<td>141,320</td>
<td>154,005</td>
</tr>
<tr>
<td>Hero Celebration</td>
<td>162,491</td>
<td>199,403</td>
</tr>
<tr>
<td>IIU Endowment</td>
<td>139,572</td>
<td>91,312</td>
</tr>
<tr>
<td>National Dairy Council</td>
<td>15,100</td>
<td>58,237</td>
</tr>
<tr>
<td>Scholarships</td>
<td>52,915</td>
<td>57,441</td>
</tr>
<tr>
<td>Walmart—Breakfast in the Classroom</td>
<td>143,120</td>
<td>110,416</td>
</tr>
<tr>
<td>Webinar Wednesday</td>
<td>8,350</td>
<td>69,850</td>
</tr>
<tr>
<td><strong>TOTAL REVENUES</strong></td>
<td>662,868</td>
<td>740,664</td>
</tr>
<tr>
<td><strong>Expenses</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>General Fund</td>
<td>233,219</td>
<td>251,361</td>
</tr>
<tr>
<td>Hero Celebration</td>
<td>103,407</td>
<td>98,754</td>
</tr>
<tr>
<td>IIU Endowment</td>
<td>127,976</td>
<td>131,272</td>
</tr>
<tr>
<td>National Dairy Council</td>
<td>5,240</td>
<td>33,546</td>
</tr>
<tr>
<td>Scholarships</td>
<td>95,164</td>
<td>68,710</td>
</tr>
<tr>
<td>Walmart—Breakfast in the Classroom</td>
<td>143,120</td>
<td>110,416</td>
</tr>
<tr>
<td>Webinar Wednesday</td>
<td>545</td>
<td>21,742</td>
</tr>
<tr>
<td><strong>TOTAL EXPENSES</strong></td>
<td>708,671</td>
<td>715,801</td>
</tr>
<tr>
<td><strong>OPERATING REVENUE/(LOSS)</strong></td>
<td>(45,803)</td>
<td>24,863</td>
</tr>
<tr>
<td>Realized gains on investments</td>
<td>129,994</td>
<td>48,859</td>
</tr>
<tr>
<td>Unrealized gains/(losses) on investments</td>
<td>(211,028)</td>
<td>74,996</td>
</tr>
<tr>
<td><strong>NET CHANGE ON INVESTMENTS</strong></td>
<td>(81,034)</td>
<td>123,855</td>
</tr>
<tr>
<td><strong>TOTAL NET REVENUE/(LOSS)</strong></td>
<td>(126,837)</td>
<td>148,718</td>
</tr>
</tbody>
</table>
### SNF Financials (continued)

#### SNF Budgeted Operating Revenue 2015-16

$974,600

#### SNF Budgeted Operating Expenses 2015-16

$965,800

#### Operating Revenue & Expenses Trends 2010-15

**Revenue**

<table>
<thead>
<tr>
<th>Year</th>
<th>Revenue (in Millions)</th>
</tr>
</thead>
<tbody>
<tr>
<td>09-10</td>
<td>1.07</td>
</tr>
<tr>
<td>10-11</td>
<td>1.29</td>
</tr>
<tr>
<td>11-12</td>
<td>1.54</td>
</tr>
<tr>
<td>12-13</td>
<td>1.43</td>
</tr>
<tr>
<td>13-14</td>
<td>1.37</td>
</tr>
<tr>
<td>14-15</td>
<td>1.05</td>
</tr>
</tbody>
</table>

**Expenses**

<table>
<thead>
<tr>
<th>Year</th>
<th>Expenses (in Millions)</th>
</tr>
</thead>
<tbody>
<tr>
<td>09-10</td>
<td>0.83</td>
</tr>
<tr>
<td>10-11</td>
<td>1.29</td>
</tr>
<tr>
<td>11-12</td>
<td>1.43</td>
</tr>
<tr>
<td>12-13</td>
<td>1.37</td>
</tr>
<tr>
<td>13-14</td>
<td>0.86</td>
</tr>
<tr>
<td>14-15</td>
<td>0.71</td>
</tr>
</tbody>
</table>

**Budgeted Revenue**

<table>
<thead>
<tr>
<th>Source</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Walmart/BIC</td>
<td>22.98%</td>
</tr>
<tr>
<td>Scholarships</td>
<td>23.2%</td>
</tr>
<tr>
<td>Hero Celeb</td>
<td>3.79%</td>
</tr>
<tr>
<td>IIU Endow</td>
<td>10.9%</td>
</tr>
<tr>
<td>Gen Fund</td>
<td>14.95%</td>
</tr>
</tbody>
</table>

**Budgeted Expenses**

<table>
<thead>
<tr>
<th>Source</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Walmart/BIC</td>
<td>23.3%</td>
</tr>
<tr>
<td>Scholarships</td>
<td>5.7%</td>
</tr>
<tr>
<td>Hero Celeb</td>
<td>3.79%</td>
</tr>
<tr>
<td>IIU Endow</td>
<td>11.29%</td>
</tr>
<tr>
<td>Gen Fund</td>
<td>14.95%</td>
</tr>
</tbody>
</table>

**Notes:**

- Walmart/BIC: 22.98%
- Scholarships: 23.2%
- Hero Celeb: 3.79%
- IIU Endow: 10.9%
- Gen Fund: 14.95%

**Pie Charts:**

- Revenue Pie Chart
- Expenses Pie Chart