



Strategic Plan Quarterly Report February 2016

1. Professional Development Goal

School nutrition professionals will have the necessary knowledge, skills and expertise to administer, manage and deliver healthy school meal programs.

Objectives

1. Increase SNA expertise in and capacity for professional development programs for adult learners.
2. Increase the availability of training/educational opportunities related to business operations of school nutrition programs.
- 3. Increase the availability of resources and opportunities to enable members to meet the new federal Professional Standards.**
4. Increase the value of SNA membership for school nutrition directors and their staff through education and professional development.
5. Increase funding for education and professional development programs.

Priority Objective

Increase the availability of resources and opportunities to enable members to meet the new federal Professional Standards.

Strategies:

1. Develop and implement a comprehensive professional development plan that focuses on:
 - Adult Education Principles
 - Developed Content Development Guidelines to assist in the creation of Continuing Education Unit (CEU) content for school nutrition professionals. The guidelines follow the principles of adult learning and serve as a foundation for the development of educational content.
 - Developing a webinar on understanding adult education to help SNA member-trainers apply these principles to their training.
 - **Have applied the newly identified adult training guidelines to all SNA training, including webinars, education sessions and more.**
 - **Introduced adult principle of interactive learning at 2016 SNIC introducing Trends Poker game to get attendees discussing future trends that will impact school nutrition programs.**
 - **Enhanced webinars by adding pre webinar education opportunities by providing links to articles, videos, etc. and by adding post-tests based on content of webinars.**

- Professional Standards
 - Presented an in-depth Professional Standards webinar in partnership with USDA on September 30, 2015. The “Navigating Professional Standards” webinar was developed utilizing adult learning principles. Participants were encourage to read a Professional Development article on Professional Standards prior to the webinar. During the webinar, participants were engaged through the use of polling questions. Post-webinar, participants were directed to a required post-test to earn 1 CEU. There were 640 registrants, and the webinar was attended by 341 attendees.
 - Survey results indicated that the post-test was well-received. Moving forward, SNA will utilize this engaging format for webinar training.
 - A similar process was utilized successfully in the social media webinar, “Growing Your Online Brand: Maximizing Your Results, Minimizing Your Time,” with SNA member Dayle Hayes. There were 650 registrants and 330 attendees.
 - The Professional Standards webpage has recently been redesigned with an emphasis on this site being the new hub for all Professional Standards information. Encouraging members to utilize this site to find answers to frequently asked questions, easy to read summaries, training guidelines and tools to track training for districts.
 - Developed a new webpage entitled, Professional Standards News. This page will be utilized to post new or updated USDA information as it pertains to Professional Standards.
 - Developing Professional Development District Learning Plans to help SNA members meet the Professional Standards annual training requirements. The plans, created in Excel, are composed of templates that include training options by key area and employee type. The Learning Plans can be utilized by school nutrition directors as both a plan and a method to track training for staff. The Learning Plans will also provide the necessary resources with links for training that can be found on the web.
 - Pilot testing the Learning Plans with Professional Development Committee and other director members to tweak before it is shared with all director members.
 - Conducted the first phase of the School Nutrition Professionals Training Needs Assessment at ANC 2015. This assessment has helped SNA identify members’ top training needs and structure professional development for SNIC 2016 and ANC 2016. SNA will be conducting a more robust training needs assessment in partnership with state agencies in 2016.
 - In January 2016, SNA kicked off a training needs assessment among school nutrition professionals in partnership with state agencies in Georgia, Hawaii, Indiana, North Carolina and South Carolina. This is the first partnership of this kind between SNA and state agencies. This assessment will help SNA and state agencies identify school nutrition professionals’ top training needs and develop innovative training to meet these needs.
 - At ANC 2016, Operators will earn 12 CEUs which is the equivalent of 12 annual training hours for USDA Professional Standards. There will be a variety of learning opportunities at every level and a broad range of topics so that employees, managers and directors can meet all required annual training hours for USDA Professional Standards by attending ANC 2016.

- New Professional Development Programming
 - Developed a “Best of” series to further the educational programming of SNIC 2016. This series of three highly rated SNIC 2016 sessions is being offered via webinars. The first of the three webinars was presented on February 9, 2016, and returned very high evaluative results. Based on the initial evaluation results we anticipate offering a “Best of” series for ANC 2016 as well.

- SNA Certificate and Credentialing Programs
 - Reviewed and updated many internal procedures for the Certificate and Credentialing programs to simplify and clarify the processes for members and staff. Further changes may also be made to simplify the programs as the impact of Professional Standards are assessed.
 - Credentialing (SNS)
 - Credentialing is at an all-time high with 1,396 people holding the SNS credential as of October 31, 2015. This is 85 more people than in October 2014. **The credentialing program continues to grow and as of January 2016, a record 1,453 people hold the SNS credential.**
 - The new exam was released at ANC in July 2015, and as of October 31, 2015, 198 people have taken or are scheduled to take the new exam. Comparatively, only 195 candidates took the exam in the entire of 2014.
 - The *SNS Study Guide* and associated bundle with “*School Food & Nutrition Services Management*,” continues to sell well with more than 450 copies of the guide sold since January 2015. **Over 500 copies of the *SNS Study Guide* have now been sold.**
 - Certificate Program
 - There are 20,039 SNA Certificate in School Nutrition holders as of October 31, 2015, and this number is holding steady. **The Certificate Program continues to hold steady. As of January 2016, there are 20,022 SNA Certificate in School Nutrition holders.**
 - SNA is developing a Spanish version of the Certificate Program guide and application that will be posted on the SNA website.
 - **SNA is testing a cover sheet which includes a log, to help simplify the application process for Level 2 and Level 3 certificates**
 - 15-Minute and 30-Minute Training Bundles & Certificate Program
 - **While a minimum of one-hour training programs remain the preferred length of training, the Certificate and Credentialing Governing Council agreed to allow bundling of 15-minute and 30-minute trainings into one-hour units for the SNA Certificate Program. However, 15-minute trainings need to be in the same specific topic area (e.g. cycle menus) and not simply the broad key area. The requirement for a full hour minimum (no bundling) for the Credentialing Program will be maintained.**
 - **This information will be officially communicated to SNA members in March with tools to help them track the 15 and 30 minute units and bundle them into full hour units.**

- Leadership Development and Mentoring
 - Reorganized and refreshed the SNA webpage in the State Support Center on Professional Development Resources to include links to important Professional Standards guidelines and materials.
 - Developed a new template grid to track CEUs for Professional Standards and SNA Professional Development Programming earned at annual state association conferences created and shared with state leaders.
 - Providing ongoing support to SNA state affiliates with upcoming conferences to determine which sessions qualify for training hours toward meeting USDA Professional Standards. Ongoing collection of training hours will be awarded for participation in state conference exhibit halls by state agencies and sharing information online.
 - Reviewed results of 2015 National Leadership Conference (NLC) evaluation and recommended changes to the program and education breakout sessions based on input received from state leaders.
 - Introducing leadership assessment tool, Gallup's StrengthsFinder that all 2016 NLC attendees will complete prior to the conference. The assessment tool will identify their top five strengths and help them be more engaged and productive in their volunteer leadership role.

2. Advocacy and Public Image

Policy makers, school officials and parents will rely on SNA as the authority for designing and funding school meal programs.

Objectives

1. Increase the recognition of school nutrition programs as integral to the education process.
2. Increase policy makers' understanding of the business of operating school nutrition programs.
3. **Increase allocation of financial and staff resources toward advocacy (lobbying and public relations).**
4. Increase the number of SNA members trained in advocacy.
5. **Increase SNA's leadership role in the next Child Nutrition Reauthorization.**

Priority Objectives

Objective 1:

Increase SNA's leadership role in the next Child Nutrition Reauthorization.

Strategies:

1. Identify, develop and recommend modifications in key areas of the Healthy, Hunger-Free Kids Act (HHFKA) and other important priorities for consideration with federal officials and allied organizations to be addressed during Child Nutrition Reauthorization (CNR).
2. Update and continue implementation of three-year legislative plan, with emphasis on:
 - Strategic partners
 - Effective utilization of grassroots advocacy

- Fielded *2015 School Nutrition Trends* Survey and produced report providing insight on the latest trends in school nutrition programs.
- Created a new infographic based on the results of the *2015 School Nutrition Trends* Survey.
- Sent letter in mid-September from SNA President Jean Ronnei addressed to chair and ranking member of the key committees in the Senate (Committee on Agriculture, Nutrition and Forestry) and House (Committee on Education and the Workforce) that have jurisdiction for CNR, as well as all members of Congress. Letter highlighted the critical need for more funding in order to sustain the progress achieved to date and asked for common-sense flexibility be granted based on SNA's *2015 Position Paper*. New infographic included.
- Worked with sodium researcher Dr. Robert Heaney to obtain a letter to the Hill emphasizing the need to maintain at the Target 1 sodium reduction level.
- Sent e-mail blast to all SNA members encouraging them to meet with their legislators at their district offices and/or invite them to their school cafeterias.
- Drafted and sent a joint letter in mid-October with the AASA – The School Superintendents Association to key House and Senate Members that called once again for more funding for school nutrition programs and common-sense flexibility and encouraged passage of a strong 2015 CNR bill. **Letter was widely covered by Capitol Hill publications.**
- **All House and Senate education and agriculture Legislative Assistants were sent copies of articles published in national publications (*The Wall Street Journal*, and *The Christian Science Monitor*). The articles focused on the need for flexibility in nutrition standards and highlighted the issue of increased wasted food. Additional articles relative to specific House/Senate members are sent on an ongoing basis as newspaper stories are released.**
- Engaged in an aggressive media outreach campaign to support SNA advocacy requests.
 - Released the *2015 School Nutrition Trends Report* and infographic that resulted in earned media supporting stories from FOX News (reaching 1.8 million viewers) and key Capitol Hill publications.
 - Ongoing outreach to food/agriculture reporters resulted in supportive stories from the Associated Press, *The New York Times*, NPR, *CNN Money*, *The Huffington Post* and McClatchy.
 - Provided balance to negative news stories including an “Opposing View” op-ed in *USA Today* and letter to the editor published in *The Washington Post*.
 - **Put forth strong SNA messaging regarding an opposing study published by JAMA that was included reported in *CNN*, *Time Magazine* and *Healthline* articles**
- Met with more than 25 Hill staff from both Houses in Congress to move SNA modification requests forward.
- **Met, on numerous occasions, with primary Senate/House leaders (Sen. Angus King; Rep. Rodney Davis, Sen. John Hoeven, Senator Ben Sasse, Chairman John Kline and House Appropriations staff) on CNR.**
- **Worked collaboratively with the U.S. Department of Agriculture (USDA), the White House and the Senate Agriculture Committee to reach an agreement to improve nutrition standards for school meals. The agreement preserves strong standards to benefit students while easing some regulatory mandates to alleviate unintended challenges facing school meal programs. The**

agreement is included in the Senate Agriculture Committee's Child Nutrition Reauthorization bill.

- Attended Senate Agriculture Committee markup on CNR legislation and shared outcomes with SNA membership.
- Convened a conference call with the Public Policy & Legislation Committee and the Congressional Budget Office (CBO) to provide input on CBO's questions related to verification provisions of the Senate Agriculture Committee's CNR bill.
- Sent e-mail blast to all SNA members encouraging them to meet with their legislators at their district offices and/or invite them to their school cafeterias.
- Drafted and distributed the SNA 2016 *Position Paper* to allied groups, Capitol Hill, USDA and the White House.
- Secured positive national media coverage regarding SNA's role in the CNR nutrition standards agreement, with over 1,300 articles and 636 million media impressions, including stories in key Capitol Hill publications, the Associated Press (picked up by numerous national outlets, including Yahoo!, ABC News and MSNBC) and NPR. Coverage also included a CBS Radio interview (distributed to affiliates nationwide) and *Agri-Pulse* Open Mic interview with SNA President Jean Ronnei, as well as an *Agri-Talk* interview with SNA President Elect Becky Domokos-Bays. Forty local television news segments, airing in markets ranging from New Orleans to Seattle, highlighted SNA's role in reaching the agreement and numerous other clips referenced SNA background information.
- Continue to build SNA's Action Network by building a robust action center on SNA website including featured items, child nutrition "in the news," providing updates on current legislation and other tools.
- Drafted SNA comments to a *Federal Register* notice on data collection related to CACFP.
- Submitted SNA comments on a *Federal Register* proposal on data collection related to the costs of USDA Foods.
- Created a new infographic for LAC 2016 highlighting new regulations and the rising food/labor costs in preparing school meals.

Objective 2:

Increase allocation of financial and staff resources toward advocacy (lobbying and public relations).

Strategies:

1. Develop and implement a comprehensive PR plan, including identification of target audience(s) and clear objectives and measurable outcomes.
 - Developed a RFP for marketing and communications services to design a new positive, proactive PR campaign. RFP was issued to six selected PR firms.
 - Received five proposals from marketing firms that were carefully analyzed and resulted in three of the five being invited to meet with SNA staff Strategic Communications team to present their proposal and marketing ideas. Based on the proposals presented and the creative, staff team recommending Havit, Washington D.C. based marketing firm.

- Held planning kickoff meeting on February 11 with SNA staff team, President-elect Becky Domokos-Bays and Havit staff.
- Scheduled meeting with Havit and SNA Executive Committee on February 26 in order for more SNA members to share input and perspective with marketing communications firm.
- Pursuing a year-round national outreach campaign, which includes:
 - Outreach to consumer and lifestyle magazines, national news shows, syndicated radio programs and top online news sites on school nutrition trends and hot topics.
 - A social media campaign to educate parents about healthy school meals, including Facebook posts, ads, promotions and contests, mom blogger outreach and a mom blogger tour of ANC.
 - Proactive local media outreach campaigns in key media markets for Back to School, National School Lunch Week, National School Breakfast Week and School Lunch Hero Day.
 - Local media outreach promoting SNA award-winners.
 - ANC/LAC national, local and political media outreach and promotion.
 - Magazine tour with NYC-based family magazine editors.
- Successes include:
 - **ANC 2015:** Positive coverage included 53 separate television and radio clips, reaching an estimated 871,000 viewers; a front-page story in the *Deseret News*; blog posts and social media promotions from our five mom blogger guests.
 - **Back to School/NSLW:** Outreach earned a full page ad in *Kiwi Magazine*; positive posts and social media promotions from eight mom bloggers; and 1,010 new followers to the Tray Talk Facebook page—more than 2,850 unique users engaged with the page, commenting, liking or sharing information and photos of healthy school meals. Traditional media outreach efforts earned positive television coverage in San Antonio and Charlotte and radio coverage in Phoenix.
 - **SNF Award Winners:** Ongoing outreach regarding the 2016 SNF Celebration of School Nutrition Heroes has already earned local media coverage for several of the Heroes.

3. Community

School nutrition programs nationwide will be strengthened through collaboration with members, state affiliates, industry and allied partners

Objectives

- Increase School District-Owned Memberships (SDM) and increase membership retention.
- Increase engagement in each membership segment.
- Remove barriers to participation in SNA activities by anyone interested in school nutrition.
- **Enhance the SNA and state affiliate partnership to align efforts to achieve SNA strategic goals.**
- **Increase strategic collaboration with industry and allied partners.**

Priority Objectives

Objective 1:

Enhance SNA and state affiliate partnerships to align efforts to achieve SNA strategic goals.

Strategies:

1. Develop and seek acceptance of a state affiliation agreement outlining how SNA and state affiliates will support each other.
 - SNA Board of Directors held mega-issue discussion, “How Do We Create a State Affiliate Agreement that is Mutually Beneficial to State Associations and SNA?” at the October 2015 Board of Directors meeting and approved the creation of a Task Force to develop a draft agreement. The purpose of the affiliation agreement is to clearly identify the affiliation between SNA and the state affiliates, as well as the services that each provides to one another. Task Force to be identified in near future and will include state leader representatives.
 - Based on discussion with Executive Committee on next steps on development of State Affiliation Agreement, a timeline is being drafted along with an outline of the components to be included in such an agreement. The timeline and outline will be reviewed by the Executive Committee in late February and then by the Board of Directors at the April Board meeting. Concurrently, the Board will identify and approve a Task Force of SNA members consisting of SNA Board members and state leaders. SNA staff will then draft an agreement that will be reviewed by SNA’s legal counsel and then brought forth to the Task Force to review.
 - Review and recommend policy regarding state-only membership.
 - During Fall Committee Days, Membership Committee discussed possible strategies for gradually phasing out state-only members. SNA Board put this on hold until after development of introduction of a state affiliate agreement.

Objective 2:

Increase strategic collaborations with industry and allied partners.

Strategies:

1. Broaden strategic relationships with allied partners.
 - Continue to regularly meet with allied partners, such as Share Our Strength as it relates to school breakfast and afternoon snack and supper programs, USDA MyPlate Strategic Partnership, Food Research Action Center (FRAC) on Community Eligibility and the National Education Association (NEA) Healthy Futures on the Breakfast in the Classroom Program.
 - Met with American Farm Bureau Federation this fall to discuss potential collaborations.
 - Met with the American Frozen Food Institute to discuss SNA advocacy positions.
 - Had conference call with Farm to School Association to discuss cross-promotion ideas.
 - Attended a Fuel Up to Play 60 Youth Engagement Network Meeting.
 - Hosted the Every Kid Healthy Coalition Steering Committee meeting at SNA headquarters on August 26. SNA serves on the Steering Committee, along with Action for Healthy Kids, USDA,

National Dairy Council, the Center for Disease Control, School Nurses Association and the School Superintendents Association.

- Participated in Steering Committee conference calls which will begin to be held monthly now that the strategic plan has been finalized.
 - Continued to work with National School Board Association, the School Superintendents, the National Governor's Association, SYSCO, Share our Strength and other allied groups on CNR priorities.
 - Continued participation in the USDA MyPlate and the National Dairy Council Health and Wellness Advisory Council discussions.
 - Met with representative of the National Waste & Recycling Association (NWRA) and discussed possible ways the two associations could work together including presenting education sessions at each other's conferences and partnering on research on waste. NWRA's mission is to foster sustainable waste management. In discussion with the Environmental Research & Education Foundation, which is related to NWRA, about a potential research project with SNF to track food waste in schools. Study findings could be used to help create education materials for SNA members on how to reduce waste. Based on outcome of research, could identify potential ways to reduce waste
 - Continue to track and respond to allied conference requests for proposals.
 - Participated in The School Superintendents Association annual conference with roundtable on school breakfast in February. Low participation so there is a need to re-evaluate value of attending this conference in the future.
 - Submitted proposal for Partnership for a Healthier America.
 - Exhibiting and planning education session "Standing up for School Nutrition" at the National School Boards Association annual conference in April.
 - Presenting at national Farm to School Association conference in June.
2. Develop an ethics policy for SNA members and industry partners.
- SNA Board of Directors held a mega issue discussion at the October 2015 Board meeting on ethics in school nutrition programs and to define what the Association should be doing to help educate its members on business ethics. The Board approved its legal counsel to review and provide a report on Federal Procurement law as it pertains to ethics. **Presentation of report scheduled for April Board meeting.**
 - In addition, the Industry Advisory Council is being asked to identify the types of incentive programs currently used, so SNA can be included and address any educational programming it develops for members.
 - Determined that the focus for the 2016 Executive Leadership Program at Georgetown University's McDonough School of Business on February 27, 2016, will be on business ethics. New this year, the professors teaching the course will also be doing two webinars on business ethics for SNA with the first webinar scheduled for March 23, 2016.
 - **Developing a branded education series to help school nutrition professionals address ethics and integrity issues. This multi-component education series would utilize ethics experts, case studies and roundtable discussions to educate school nutrition professional on the process of**

making ethical decisions. These components will also be packaged into a training kit so that district directors can provide ethics training to school nutrition staff.

3. Identify and broaden strategic alliances with industry partners.
 - Held annual Patron Meeting on November 3, 2015, in Arlington, VA, with 43 Patrons in attendance.

4. Infrastructure

SNA will have a financially sustainable funding model with a nimble governance structure and headquarters staff organization that is aligned with the strategic plan and reflects contemporary association business practices.

Objectives

1. Increase the effectiveness and efficiency of decision-making and work systems.
2. Increase the synergy of SNA and SNF.
3. **Increase recruitment and development of future SNA leaders.**
4. **Increase funding and resources to high priorities of the strategic plan.**

Priority Objectives

Objective 1:

Increase recruitment and development of future SNA leaders.

Strategies:

1. Review, enhance and promote the steps to leadership in SNA in order to recruit future leaders.
 - Working with three Past Presidents who have been invited to conduct the Future Leaders Program at 2016 National Leadership Conference (NLC) to enhance the program with a presentation on leadership presence and more emphasis on the path to national leadership opportunities.
 - Expanded orientation and training for the Board of Directors to enable them to gain more experience and skills as leaders, beginning with a more detailed orientation program at ANC and Leadership Presence and Facilitation training in October.
 - Have scheduled members of the Leadership Development Committee participate in leadership sessions at NLC 2016, attend meetings to identify potential leadership talent and meet with individuals to encourage them to pursue national office and help them chart a path to those opportunities.
 - Including session at NLC 2016 program during which several national leaders will share their own leadership journey to all attendees, instead of just the Future Leaders Program attendees.
2. Enhance and promote volunteer opportunities for all member segments by identifying and removing barriers and highlighting the rewards of volunteerism.

- Updated the SNA Volunteer Time Commitment Grid for national leadership positions to reflect decisions made by the SNA Board that reduces travel commitment and time out of the office for volunteers.
- Made additional SNA presentations available to Board members for their visits to state conferences, including a significant improvement to the SNA Update presentation.
- Conducted a second nominations process for open Board and Leadership Development Committee positions following ANC in order to finalize the 2016 election slate. The three new At-Large Director positions approved in the governance restructuring at ANC, and four positions for which there were an insufficient number of qualified candidates at ANC following the first nominations process, were announced in August. Nominations closed September 25.
- The Leadership Development Committee met at Committee Days in October for the first time to finalize the 2016 election slate. The final slate was announced following Committee Days.
- Introduced the new At-Large Director positions on the Board that require no national experience, opening up the opportunities for more members to run for Board positions.
- Developed a plan to transition committee chair and member positions from three-year to two-year terms to provide more opportunities for members to serve through appointments at SNA.
- Promoted 2016-17 SNA committee openings to SNA members and state leaders which resulted substantially more members completing the committee interest form.

Objective 2:

Increase funding and resources to high priorities of the strategic plan.

Strategies:

1. Review and reallocate available financial and human resources to meet the 2015-16 priorities, including sunseting of programs as appropriate.
 - Created and filled a new staff position in the Executive Office to support the Executive Committee and the Board for state visits, as well as to provide support to the CEO in governance operations for the Board.
 - A higher level position not being fully utilized was reconfigured to a lower level position freeing up funding for other high priority staffing needs.
2. Identify potential sources for new revenue.
 - Reduced the Legislative Action Conference (LAC) meeting by a half of day beginning in 2016 by cutting the Wednesday morning session, which will reduce expenses and enable members to be out of the office one less day.
 - Introduced the “Best of SNIC” webinar series that was sponsored. Plan on introducing for ANC and getting it sponsored.
 - Began working with state agencies, with first project research based, as a result of USDA stating in Professional Standards materials that training is an approved use of State Administration Expenses funds and that states can work with organizations such as SNA to provide training.

5. Other New Initiatives

Membership

- The total number of School District-Owned Members (SDMs) as of October 31, 2015, totaled 26,619, which is 1,036 more than the May 2015. SDMs currently account for 47% of the total membership. **SDM continues to grow, and as of January 2016, there were 27,382 SDM members, which is 1,799 more than the May 2015. SDMs currently account for 49% of the total membership.**
- SDM is SNA's key mechanism for sustaining and growing membership numbers. As of the October Membership Report, SNA has 56,881 members, which is 752 more than May 2015 year-end and the highest in more than a decade. **SNA membership numbers remain strong despite the usual seasonal decline in the winter months. In January 2016, SNA had 56,453 members, which is 324 more than May 2015 year-end.**

Procurement Task Force

- Created a Procurement Task Force composed of school nutrition operators, state agency and industry members with procurement experience, as well as USDA staff, all of whom will carefully review procurement in school nutrition programs. First meeting of Task Force held November 4-5, 2015, in Arlington, VA. The Task Force is drafting a white paper on the state of procurement in school nutrition that will be released in the spring.
- **Collected and reviewed draft submissions of white paper sections by Task Force members. Contracted with school nutrition consultant to pull together a draft white paper based on the submissions for Task Force to review.**
- **Scheduled 11 education sessions focused on procurement at ANC 2016.**

School Nutrition

- Began work on redesigning *School Nutrition* for the first time in nine years with the newly designed issue scheduled for June/July 2016.
- **Planning meeting held with graphic designer and comps being developed that will be shared with the Board at the April Board meeting.**