



Strategic Plan Quarterly Report June 2016

Updates in black = November 2015 Report

Updates in red = February 2016 Report

Updates in blue = June 2016 Report

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.
 - Developed a formalized webinar marketing email schedule for live webinars, alternating between a targeted message for a single webinar vs. the list of upcoming webinars. We have noticed a 40% increase in registration and participation numbers in the first six webinars of 2016 compared to the last six webinars of 2015.
 - Rebranded the webinar archives to Webinars On-Demand. Developing messaging regarding the 35+ on-demand webinars in all key areas that are always available to members to help them meet Professional Standards.
 - Above messaging includes, a home page slider, a web story and email blasts.
 - Developed an article on adult learning principles for the June/July issue of *School Nutrition Magazine*. The article was written for a wide audience to include trainers and staff. This article will breakdown adult learning and how everyone can utilize these principles in their own training or professional development goals. An online quiz is also available for SNA members to identify their specific learning styles.
- 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 encouraged 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.

- 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.
 - As of May 2016 a record 1,474 people are credentialed which is 118 or 9% more than May 2015. In addition, and we have more than 20 exams scheduled across the country, so this number should continue to rise.
 - 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. Over 625 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.
 - The number of certificate holders has dropped slightly to 19,989 in May 2016, but still remains close to the 20,000 mark. This is down 221 from May 2015. The number of Level 3 Certificates is increasing and the main area of decrease is in Level 1 certificates.
 - 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. The cover sheet has been well received by members and has simplified processing.
 - 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.
 - SNA plans to reach out to state agencies to collect information on how many additional training hours each state will allow individuals to carry over from year to year.
- 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. The NLC 2016 program included discussions based on state leadership position, state association size, and by region, as well as additional sessions on leadership and conflict management, as requested through feedback by NLC 2015 participants. SNA staff will review feedback from NLC 2016 to continue to enhance the program for next year.
- 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. In total, over 240 individuals took the Gallup's StrengthsFinder assessment for participation at NLC. Anecdotally, many state and national leaders have or are planning to bring the assessment back to their staff or state board.
- Created CEU approval guidelines and application templates for state associations. These have been posted online in the State Support Center and were shared at NLC 2016.

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.
- 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.
- Created a new infographic for LAC 2016 highlighting new regulations and the rising food/labor costs in preparing school meals.
- 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.
- Frequent meetings and calls were held with Senate (Sen. Hoeven, Sen. Roberts) and House (Rep. Aderholt) staff to provide feedback and expertise for CNR language, including 2016 SNA Position Paper request for Program Simplification funds. SNA's request for \$1 million was included in the FY 17 Agriculture Appropriations bill.
- As a backup to the Appropriations effort, SNA worked with Senate staff in drafting a letter to the Government Accountability Office (GAO) seeking a review of Program Simplification.
- Outreach continues to key House/Senate staff to determine CNR impact, if any, on release of CBO scores and the \$1.1 billion in increased spending. SNA's PPL Committee was polled on various issues.
- SNA PAC contributions were given to 3 key Senate members to assist in their re-election efforts.

- Staff assisted USDA in collecting state and school district policies on Unpaid Meal Charge Debt. 52 responses (representing local schools and state agencies) were received and the information was shared with USDA.
- Staff met with Senator Al Franken’s (D-MN) office to provide input on a possible CNR amendment to eliminate the “reduced” price meal category.
- Introduction of House CNR bill H.R. 5003: Improving Child Nutrition & Education Act (ICNEA) was introduced on April 20. Bill marked up and passed by Education and the Workforce Committee on May 18.
- Conference call between the SNA Board, PPL and Mandy Schaumburg, Counsel for House Ed & Workforce Committee, was held to provide an overview of the House CNR bill.
- Worked with the Academy of Nutrition and Dietetics (AND), the Society for Nutrition, Education and Behavior (SNEB) in the development of a joint Position Paper on comprehensive, integrated programs in schools.
- SNA convened a 13-member working group to develop SNA comments on the Child Nutrition Program Integrity Proposed Rule. Comments were submitted on May 31.
- Staff worked with USDA on promoting its Team Up for School Nutrition Success through outreach with Tuesday Morning, PPL Committee and other communications.
- The SNA State Agency Advisory Council and USDA have finalized a State Agency Section Precon for ANC. Focus is on Procurement and Food Service Management Companies.
- SNA held a conference call with House Education and Workforce staff to discuss the Block Grant proposal and SNA’s strong opposition in advance of the release of the Substitute bill.
- Upon learning of the Block Grant proposal contained within the Substitute House CNR bill SNA immediately contacted SNA members in the states of those Committee members proposing Block Grant amendments (IN, VA, and WI). Conference calls were held encouraging these 3 states to contact their elected officials to voice their strong opposition.
- SNA staff and PPL Chair Doug Davis attended the Committee markup on H.R. 5003; the CN Forum meeting, a PEW Charitable Trust discussion and the rally on Capitol Hill on Block Grants.
- SNA staff also mobilized the entire SNA membership to utilize the “Action Alert” system to urge all 535 members of Congress to thwart any adoption on a Block Grant. As of June 16, more than 10,220 alerts had been sent to Congress.
- A conference call was held on May 25 with the SNA Executive Committee, SNA staff, SNA PPL Committee and former president Gene White to recall the Block Grant initiative of 1995.
- An “open letter” to the SNA membership was shared following the Committee markup outlining SNA’s next steps.
- SNA coordinated a 49-state affiliate letter to key Capitol Hill leaders on the dangers of a potential Block Grant.
- Held inaugural meeting of the 14-member “SNA Block Grant Opposition Task Force” on June 6 at SNA HQ. Revised 90-day Plan of Action and Timeline was shared with PPL and is being implemented pre- and post-ANC.
- Coordinated, identified and planned Capitol Hill Block Grant Press Conference Event. Speakers included: House Education and the Workforce Committee Ranking Member Bobby Scott (D-VA), Committee members Rep. Suzanne Bonamici (D-OR), and Rep. Alma Adams (D-NC). SNA President Jean Ronnei, SNA President-elect Dr. Lynn Harvey and Food Research and Action Center President Jim Weill were the featured speakers. An email blast was sent to SNA members and web article was posted highlighting the event.

- 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*
 - *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.*
 - Earned extensive coverage in the Capitol Hill press for LAC advocacy efforts. Additionally, a Cox Media interview with four SNA spokespersons yielded 16 news segments airing in seven key markets, including Boston, Atlanta and Seattle, reaching an estimated 721,661 viewers.
 - SNA has launched an aggressive media campaign to combat the block grant proposal. We were the first to publicly speak out in opposition to the proposal, and this early media outreach earned extensive coverage in Capitol Hill and national media outlets. Notably, SNA President Ronnei’s comments were included in the *Associated Press* coverage resulting in SNA inclusion in over 200 online articles, with an estimated 100 million media impressions and an ad value of \$3.7 million. SNA’s activities, including its Action Alert to mobilize members in opposition to H.R. 5003, were covered by *Politico*.
 - SNA’s block grant press event on Capitol Hill was a tremendous success, earning headlines from all major Capitol Hill publications (*Politico*, *The Hill*, *CQ/Roll Call*, *Agri-Pulse*), as well as syndicated national coverage from *McClatchy* and *Cox Media Group*. Coverage focused on the financial impact of the proposed block grant, highlighting loss estimates gathered from State Agency and SN Director members. The press event also featured an infographic featuring these figures.

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.
 - Working with marketing agency to finalize new marketing campaign that will feature SNA logos with new tagline; messaging documents for member use; an ad campaign and video clips. Campaign will be unveiled at ANC.
 - 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.
- **NSBW:** Positive stories resulted in 12.2 million online media impressions and TV news stories that reached an estimated 1.66 million viewers. Mom blogger outreach yielded positive posts from four bloggers. The NSBW social media campaign included Tray Talk Facebook ads, contests and themed posts, resulting in more than 51,000 impressions, 329 new likes (followers) and engagement with more than 2,500 unique users.
 - **Award Winners:** Outreach regarding the 2016 SNF Celebration of School Nutrition Heroes and SNA Award winners – Director, Manager and Employee of the Year -- has already earned local media (TV and print) coverage for SNA winners.

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.**
 - GAMR staff coordinated a video “thank you” from Sen. Pat Roberts (R-KS) extending his thanks to constituent and CNR advocate Cindy Jones for her efforts on child nutrition. SNA also sent a crystal apple and letter of recognition.
 - GAMR staff held a conference call with Center for Science in the Public Interest (CSPI) and PEW Charitable Trust to discuss potential collaborations on supporting and passing the Senate CNR legislation.
 - SNA VP, Government Affairs and Media Relations and SNA Incoming President Becky Domokos-Bays attended the annual American Commodity and Distribution Association (ACDA) conference on May 8-11.
 - 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 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.
 - GAMR staff attended the 2016 Food Policy Conference sponsored by the Consumer Federation of America.

- GAMR staff and SNA President-elect attended and presented remarks at the 2016 ACDA Annual Conference.
 - GAMR staff met with the SVP of Government Affairs for the American Bakers Association to talk about grains and possible coordinated messaging.
 - Staff met via conference call with PTA representatives to discuss potential collaborative partnerships.
 - Staff also met with representatives from the National Foundation to End Senior Hunger.
 - GAMR staff co-hosted a Community Eligibility Provision (CEP) briefing on Capitol Hill in late April.
 - Through Breakfast in the Classroom grant, SNF has been able to strengthen relationships with state affiliates who are in identified states focusing on breakfast expansion.
 - SNA invited to serve as a member of the Alliance for a Healthier Generation's Voices for Healthy Kids School Health Policy Consortium Steering Committee.
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.** **Level II discussion conducted and the Board to discuss at July Board meeting in San Antonio.**
 - 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.
 - [51 participants attended the Future Leaders Program at NLC 2016. The program was highly rated and included information on developing an individual leadership plan and how to get involved in national leadership.](#)
 - 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.
- Leadership Development Committee Chair Julia Bauscher and committee member Barbara Lloyd represented the committee at NLC in their expanded role in leadership recruitment and development. Julia led the Future Leaders Program with two other Past Presidents and both she and Barbara met and talked with many attendees about national leadership opportunities. A grid to track members interested in national leadership opportunities is being developed for the committee.
- Appointments for the two new At Large Representative positions on the Leadership Development Committee were approved by the Board of Directors in April. The two new appointments are Micheline Piekarski, Oak Park, Illinois and Victoria Moore, South Bend, Indiana.
- The seven open Board of Director and Leadership Development Committee Representative positions in the 2017 election were announced at a General Session at NLC in April. The official Call for Nominations will be announced in July at 2016 ANC.
- A page is being developed on the SNA website for members only to provide information on national leadership opportunities, including open positions, the job descriptions for Board of Directors and Leadership Development Committee positions, the time commitment grid, the nominations and election timeline, the Leadership Development Committee member contact information, the potential candidate recommendation form, the committee appointment request form, etc.
- Plans are underway for the Leadership Development Committee members in attendance at ANC to recruit and network at ANC meetings and events, wearing their Talent Scout buttons! The committee no longer meets to select candidates for the election slate for two days prior to ANC as they did in the past, in accordance with the governance changes approved last year and the new nominations and election timeline. The committee will meet informally but they are most excited about their role to meet and share national leadership opportunity information with so many members at ANC.
- In an effort to make the work of the Leadership Development Committee more transparent and to make the committee members themselves more visible, the committee will be introduced briefly at a General Session at ANC. There are no longer slate candidate introductions, or VP

candidate videos at the ANC General Sessions, in accordance with the new nominations and election timeline.

- Regional Directors facilitated a public speaking activity as part of the Future Leaders Program at NLC 2016. It was a great way for the Regional Directors to gain visibility, get face-to-face time with future leaders, and enhance the Future Leaders Program.

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. It is being sponsored by Nutrislice.
 - 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.
 - Introducing a Virtual Tradeshow in early January 2017 that will generate new revenue for SNA.

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.** The total number of SDMs for May 2016 is 29,154 (which is 3,571 more than the May 2015 year-end total). SDMs currently account for 50% of the total membership compared to 46% in May 2015. A number of states including Arkansas, Florida and Maryland have recently seen large percentage increases.
- 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.** SNA's membership stands at 58,464 members as of May 2016 which is an increase of 2,335 members or 4.2% compared to May 2015. This is highest membership SNA has had in more than 15 years.

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.**
- **Finalizing the School Nutrition Procurement White Paper which will be published sometime this summer.**

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.**
- Debuted the newly designed *School Nutrition* in the June/July issue. This is the largest issue that SNA ever produced with 196 pages.
- *School Nutrition* was a winner in the Single Topic issue category of the Association Media & Publishing EXCEL competition. It won for the January 2015 issue, "Money Matters." Specific award level to be announced at the end of June.

Print & Digital Communications

School Nutrition wasn't the only thing to be redesigned in 2016.

- *Tuesday Morning* got a facelift to improve readability and navigation and be more in keeping with SNA's award-winning family of e-newsletters.
- A branded theme design was created for all e-blasts related to ANC. "The All Trails Lead to ANC" look and #ANC16 sender address helped to distinguish these important communications from other SNA e-blasts.
- The ANC E-Daily, delivered to registrants' e-mail boxes each morning of the conference, is getting a sophisticated new design, and will feature unique content not previously published in other ANC publications.
- The content mix of the front sections of the ANC Program Guide were redesigned to deliver more substantive information in a more logical order and format.
- Advertising sales were up for the entire year, with standouts being a 27% increase for the June/July magazine (leading to a record-breaking page count) and 29% for the ANC Program Guide. In addition, we expanded digital advertising sales opportunities through the ANC "All Trails Lead to ANC" e-blast and the ANC E-Daily.
- SchoolNutrition.org developed several new pages and features in support of various Association initiatives. These include
 - ANC Speaker Spotlight
 - Build Your ANC Education Plan search filters of the education sessions
 - ANC Countdown Clock
 - Stoptheblock Resources
 - Professional Standards Hub
 - Webinars On Demand Hub
 - Leadership Development Hub
 - Pop-up windows that reduce the required clicks to navigate webinars and presentations and quickly identify content
 - Infographics to support Advocacy initiatives and ANC promotion
 - Back-end coding changes designed to help improve website analytic reports
- A new approach to ANC/SNIC theme development was developed to ensure upfront at the start of the process that visual elements could be used across multiple formats/platforms.