



Strategic Plan Quarterly Report December 2019

Updates in Purple = December 2019 Report

1. Professional Development Goal

School nutrition professionals will continually improve their knowledge and skills to administer, manage, deliver and sustain successful school meal programs.

Objectives:

1. Increase the number, accessibility and utilization of professional development tools, resources and opportunities to enable member success.
2. Increase availability of training/educational opportunities to help SNA members successfully prepare for the SNS Credentialing Exam.
3. Increase availability of training/educational opportunities to help SNA members enhance their professional development with the SNA Certificate Program.

Objective 1: Increase the number, accessibility and utilization of professional development tools, resources and opportunities to enable member success.

Strategies:

- Expand ethics professional development programming to reach more SNA members and provide them with additional ethics training options and Promote SNA's new Ethics Policy and integrate it into future ethics programming.
 - o Over 300 online ethics modules have been purchased since August 1.
 - o Due to growing demand on this topic, two new self-paced ethics modules are in development and will launch in February 2020.
- Promote the train-the-trainer financial modules for directors to use to train staff and measure the success of the train-the-trainer model.
 - o Ongoing
- Review and update the Learning Center areas on the SNA website to facilitate the addition of the Learning Management System.
 - o SNA's Training Zone (new Learning Management System) had a successful launch in July 2019.
 - o Since launch, the Training Zone has over 4,000 registered users. Live and on-demand webinar participation continue to be a great member benefit. Over 4,300 school nutrition

professionals participated in 26 live webinars in 2019. Webinars On-Demand continue with strong participation at 13,890 participants this calendar year.

- Create and implement a marketing plan for the Learning Center and measure success.
 - Completed and being implemented.
- Continue to explore, assess and incorporate different technologies and methods to deliver professional development programming to SNA members (e.g. micro learning, podcasts, gamification, videos).
- Develop procurement tools and training to help operators and industry members solve their procurement challenges in select areas.
 - *SN Magazine* September 2019 issue focused on procurement and forecasting best practices.
 - Updated the *Procurement White Paper* in October 2019. Two new SNA Procurement webinars will be available December and January 2019. Additionally, new resources are available on the SNA procurement hub www.schoolnutrition.org/Procurement
- Promote the developed procurement tool(s) to administrators and pitch articles to ASBO and AASA magazines/websites/communication in order to help them better understand the complexities and regulations related to school nutrition procurement.
- Become a more engaged partner on the Global Standard One initiative that is focused on developing and maintaining global standards for business communications such as barcodes to streamline procurement of products and educate SNA members on the GS-1 initiative.
 - Continue to monitor.
- Continue to enhance the quality of educational programming at meetings and expand on ways to leverage this content for wider reach.
 - Provide enhanced speaker training (presentation skills, template usage, adult learning principles).
 - Create a speaker database to track speaker information/expertise and provide a potential resource for state affiliates.
 - Explore concept of Professional Learning Communities at meetings *and beyond*. Year 2;
 - Optimize learning center area in the Virtual Expo including recorded sessions from SNA conferences and potential activities/live chats with speakers.
 - More than 20 sessions recorded at 2019 ANC for 2020 Virtual Expo.
 - Continue to introduce and implement new meeting formats to include micro-learning, live sessions, shorter sessions (Ideas@work, #shareyourinnovation, OpenSpace). Year 2 – 3; Ongoing
 - New exciting conference formats are being introduced at SNIC including the THINKubator, and new Learning Circles. www.schoolnutrition.org/SNIC
 - Continue to grow SNA webinar programming by leveraging content and speakers from SNA meetings.
 - Planning the Best of Series for 2020 meetings.
 - Work with *School Nutrition* magazine to leverage content across multiple platforms on a coordinated basis.
 - Ongoing
- Test translating SNA professional development resources into one additional language, Spanish, and track usage.
- Produce a series of free, downloadable white papers featuring new or repurposed content on a variety of topics.

- o Develop a business plan to establish content priorities, content sources, production, valuation, advertising sales approach and marketing.
- o Use the SN Editorial Advisory Board or other designated member group to prioritize topics.
- o Perform an editorial content scan to determine existing material to repurpose and identify new ideas.
- o Develop parallel sales opportunities for advertisers to “sponsor” SNA-generated content and/or to produce custom content.
- o Determine human, technology and financial resources necessary for efficient production.
- o Identify the appropriate area(s) for content to be accessed on SchoolNutrition.org, a method for tracking downloads and a marketing plan to promote availability.
- Diversify SNF outreach to pursue funding resources to support SNA member professional development opportunities.
- Integrate SNF resources with SNA professional development resources in order to facilitate usage of SNF materials to better serve SNA members
 - o SNF staff is working with SNA web team to revamp the website and integrate tools and resources.
- Roll out a higher level of SNA’s Industry Boot Camp program for “graduates” of the introductory level.
 - o Developed and launched two new Industry Boot Camp II’s – Food and Beverage Concentration and Equipment and Technology Concentration – in November 2019.
 - o Planning underway to repeat in Spring 2020.
- Develop and implement marketing plans to support existing and new professional development products and services in order to enhance member awareness of these and increase usage.
 - o Ongoing
- Develop opportunities for professional development on topics such as Food Waste; Sustainability; Cultural Intelligence and Diversity and Inclusion.
 - o At FNCE, SNA/SNF staff attended sessions on Food Waste and Sustainability to explore trends and creative ways it is being addressed and introduced to members.
 - o 2020 SNIC and ANC sessions will have major focus on Sustainability, Managing Food Waste and Cultural Intelligence/Diversity. Many of these sessions will be rolled into webinars or video so that SNA members not attending the conference can access the training.

Objective 2: Increase availability of training/educational opportunities to help SNA members successfully prepare for the SNS Credentialing Exam.

Strategies:

- Develop strategies and tools designed to help members build study skills useful for SNS exam preparation and/or in pursuit of higher education goals, including SNF seeking support for scholarships for members to prep and take the SNS Credentialing exam.
 - o Based on results from two pilots of the 7-hour SNS prep course:
 - o Explore creation of a new online course and/or modules
 - Create study tools using new technologies
 - o Ongoing

- o The SNS Credentialing Program has continued to grow as 120 candidates have taken the modified exam since it was released in July 2019 and as of November 2019 there are a **record 1,681 School Nutrition Specialists**.

Objective 3: Increase availability of training/educational opportunities to help SNA members enhance their professional development with the SNA Certificate Program.

Strategies

- Promote the certificate program as a key way to create a career path and grow professionally in school nutrition especially among employees, managers and directors who do not meet SNS academic requirements.
 - o Create and implement a marketing plan
 - o Explore integration of Certificate program with ICN chef initiative
 - Initial research is in progress and recommendations will be brought to the Certificate and Credentialing Governing Council once developed

2. Advocacy and Public Image

Policy makers, school officials, parents and school nutrition professionals will rely on SNA as the leading advocate for school nutrition programs.

Objectives:

1. Increase efforts to educate policy makers and other decision-makers on the value, scope, and complexity of school nutrition programs.
2. Increase advocacy support to state affiliates in order to drive policy change at state level.
3. Enhance the voice of school nutrition programs in the development of the Dietary Guidelines for Americans (DGA).
4. Increase efforts to enhance the public's perception of school nutrition professionals and school nutrition programs.

Objective 1: Increase efforts to educate policy makers and other decision-makers on the value, scope, and complexity of school nutrition programs.

Strategies Year:

- Secure significant advances in the Association's public policy priorities.
- Advance SNA influence on school nutrition program policy through effective alliances
 - o Participating in *Child Nutrition Forum* meetings and calls concerning collective action regarding Child Nutrition Reauthorization.
 - o Continue frequent conversations with Senate Agriculture Committee staff to provide input on CNR draft. In particular, SNA served as a resource with Senate staff relative to Universal Meals legislation.
 - o Drafted and co-signed a "Dear Colleague" letter urging support for the re-introduction of the SNA-sponsored/supported legislation: "*Healthy Breakfasts Help Kids Learn Act of*

- 2019/H.R. 4265.” Other cosigners include ACDA and Urban School Food Alliance (USFA). The legislation currently has 20 cosponsors. The goal is to fold the legislation into a CNR.
- o In response to the multiple lawsuits filed against USDA regarding implementation of the Final Rule, SNA filed an amicus brief—or “friend of the court,” in support of the Final Rule. All subsequent legal activity and filings has been monitored/reviewed and shared with the SNA Board.
 - o Designed and organized a one-hour education session on Key Performance Indicators presented by Becky Domokos-Bays at the Association of School Business Officials annual conference.
 - o In consultation with North Carolina SNA affiliate, completed a workshop proposal to present at the National Farm to School Network annual conference.
- Implement a comprehensive legislative plan that aligns with Child Nutrition Reauthorization activities.
 - o Advocacy team met with House Education & Labor Civil Rights and Human Services Subcommittee staff to discuss SNA’s policy proposals and the coming year as it relates to CNR.
 - Continue to educate members on block grants and other threats that could negatively impact school meal programs.
 - Continue to promote and increase participation in the Block Grant Coalition.
 - Encourage Congress through CNR to study school lunch participation and strategies to address declines and increase participation.
 - Monitor emerging Federal public policy issues, including Executive and Legislative priorities that could negatively impact school nutrition programs and be prepared to address all scenarios.
 - o After consultation with committee members and the Board, submitted 14 comment letters in response to Federal Register notices on issues including Proposed Rules and studies, state agency expense funds, summer food service program, revisions to direct certification, CACFP, and food distribution processing systems.
 - o Initiated Share Your Story campaign in response to proposed revisions to categorical eligibility. SNA member stories were collected and displayed on the SNA Action Network to demonstrate the negative impact on participation and revenue.
 - o Encourages lawmakers and legislatures to participation in Cafeteria site visits with SNA members through resources, LAC Sweepstakes and member outreach.
 - Develop and explore multiple approaches to gain support for commodities for breakfast.
 - o Monitored and reported on Committee coverage of the FY20 Appropriations hearing held over the last 3 months.
 - o Maintained \$20 million for breakfast commodities in FY 20, plus report language that directs USDA to target the \$20 million towards breakfast.
 - Continue to monitor and support USDA’s and Congress’s efforts to simplify overly burdensome child nutrition mandates to improve efficiencies and reduce costs.
 - o Gathered USDA and SNA records dating back to 2009, proving a consistent need for meal pattern flexibility to assist with SNA’s filing of an amicus brief in support of USDA in the lawsuit.

- o Designed webpage and poll to collect input from SNA members on SNA’s 2020 Position Paper priorities.
- o The PPL, Executive Committee and GAMR staff met to draft the 2020 SNA Position Paper on December 9, 2019 at SNA HQ. Following SNA Board approval, the Paper will be shared with allied organizations, USDA, Congress and other interested stakeholders. Official unveiling will be at LAC 2020.
- Implement new strategies, as needed to support child nutrition program advocacy and emerging issues.
 - o Solicited and received 4 work proposals to conduct research on the Universal Meals Project Initiative. The work was awarded to the Policy Navigation Group from Annandale, VA. Work commented on November 19th. The research will investigate the health and education outcomes and cost of implementing a national universal meals programs for school lunch and breakfast. Recommendations from the project will be unveiled at the Closing General Session at LAC 2020.
 - o An “Unpaid Meal Charges Working Group” was approved by the SNA Board at Committee Days 2019. The 15-member group will meet on January 23-24, 2020 to identify potential solutions and best practices for effectively addressing the surge in unpaid meal charges. Representatives from allied groups (AASA, NSBA, and ASBO), along with USDA will participate in the 1.5-day meeting at SNA HQ.

Objective 2: Increase advocacy support to state affiliates in order to drive policy change at state level.

Strategies:

- Strengthen capacity of state presidents, state executive directors, and state legislative chairs to carry-out state and local advocacy through development of new tools and training.
 - o Designed and hosted the webinar, “Host a Legislator Site Visit.” Step-by-step guidance and best practices equip state leadership to invite and host a legislator at their school district cafeterias.
 - o Created a Cafeteria Site Visit resource page on the SNA website including a PowerPoint presentation, flyer, toolkit, template invitation and a one pager on how to invite media and gain positive press coverage.
 - o Provided the 2nd Quarter State Legislative Report with updates on state school nutrition legislation.
 - o Created a comprehensive guide to state mandates and funding for disbursement among members.
 - o Showcased new and innovative school nutrition programs on a state or local level through TAM, highlighting benefits for students and communities.
- Assist states to secure significant advances in state policy priorities.
 - o Serve as a resource to Affiliates with advocacy-related questions such as unpaid meals resources and clarifications o proposed and updated regulations and legislation.
- Create database of identified state advocacy champions in each Congressional district.

- Collect and share successful advocacy stories for state and national members to utilize in their advocacy work.
 - As SNA members are encouraged to host their legislators in your cafeteria's and build relationships, SNA collects the images from their events and shares through *Tuesday Morning*.

Objective 3: Enhance the voice of school nutrition programs in the development of the Dietary Guidelines for Americans (DGA).

Strategies:

- Participate in all opportunities available to share the perspective of school nutrition program operators on the development of the DGAs.
 - Participated in the 3rd meeting of the Dietary Guidelines Advisory Committee. 2 meetings remain.
- Keep members updated on the DGA development process.
 - DGAC meeting summary was provided to SNA members via TAM and through the Advocacy Update at Committee Days 2019.
- Share information on the new DGAs with members when introduced and provide any required training.

Objective 4: Increase efforts to enhance the public's perception of school nutrition professionals and school nutrition programs.

Strategies:

- Serve as a trusted resource and utilize all media outlets to educate and promote school nutrition programs to the public, policy makers and all stakeholders.
 - At back to school, SNA released the *2019 Trends Report* with an [infographic](#) and [press release](#) featuring positive menu examples from 16 SNA member school districts. Outreach earned coverage in *The Atlanta Journal Constitution*, *Politico*, *Food Management*, *IEG Policy* and an in-studio interview with FOX59 in Indianapolis. The Survey's findings on unpaid meal debt have helped inform national media stories on "lunch shaming" in *the Associated Press*, *CNN* and *NBC Nightly News*, among numerous other outlets. SNA responds to media requests on unpaid meal debt on a weekly basis.
 - SNA has been a key source in several "time to eat" stories as well, advancing our Position Paper request for USDA and DOE to address the issue. Notably, SNA President Gay Anderson was featured in a story in [Education Week](#) and a [live interview](#) on *Wisconsin Public Radio*.
 - SNA also served as a resource to members and media regarding the potential impact of proposed rules on categorical eligibility. SNA was featured in stories by the *Associated Press*, [USA Today](#) and the [New York Times](#) on the topic.
 - SNA was a key resource to *The Washington Post*, for a full page [profile on school lunch programs](#) across the nation. SNA arranged for interviews and recommended 18 different SNA districts for the piece. The piece, which includes comments from SNA President Gay Anderson and profiles of four recommended districts, provides an extremely positive look at the delicious, healthy meals being offered and efforts of school nutrition professionals to promote nutritious choices.

- Continue all existing public advocacy efforts to promote school nutrition programs (NSBW, NSLW...) and identify additional and new opportunities to enhance existing efforts.
 - o **National School Lunch Week (NSLW):** SNA’s NSLW media outreach campaign promoted popular trends in school cafeterias. Targeted local media market outreach earned tv coverage in [Denver](#), [Minneapolis](#), [Columbus](#) and [Raleigh](#). Social media outreach included “Did You Know?” posts sharing *Trends Report* findings and the benefits of school meals on SNA’s TrayTalk blog and Facebook page, tying in with the “What’s on Your Playlist?” theme. SNA also co-hosted a Twitter party with KIWI Magazine, promoting National Take Your Parents to Lunch Day and positive changes in school cafeterias.
 - o When Sweetgreen posted a video negatively portraying school meals, SNA [responded](#), pushing Sweetgreen and partner FoodCorps to reframe their narratives, and shared a [video](#) of our own, highlighting healthy school meals and the positive efforts of school nutrition professionals.
- Educate members on Whole School, Whole community, Whole Child concept and how to utilize in promoting their school nutrition program as critical instructional intervention strategy.
- Leverage positive outcomes from School Nutrition Foundation (SNF) initiatives including Breakfast in the Classroom (BIC) and Schools as Nutrition Hubs outcomes.
 - o [Continue to promote BIC on SNF website and in social media.](#)
- Use personal stories of SNA member award winners, and SNF scholarship winners and grant recipients to advance public advocacy for school nutrition programs and school nutrition professionals.

3. Membership & Community

School nutrition programs nationwide will be strengthened through the engagement, leadership and collaboration among SNA’s members, state associations, the School Nutrition Foundation, allied partners and other stakeholders.

Objectives:

1. Increase membership and member retention among all stakeholders.
2. Increase pathways for involvement among different demographic segments if SNA membership that reflect the association’s core values.
3. Build the capacity of state associations for stronger governance and association management practices.
4. Increase awareness of the value of the School Nutrition Foundation as resource to SNA members.

Objective 1: Increase membership and member retention among all stakeholders.

Strategies:

- Continue to build on existing membership recruitment strategies and campaigns to increase School District Memberships and individual memberships.
 - o [The November 2019 Membership Report](#) shows that we have 57,353 members. This is 309 less members than October 2019, 2,192 less members than November 2018 and 1,051 less than the May 2019 year-end total. The total number of School District Memberships in November 2019

is 34,431 which is 359 less than the May 2019 year-end total. SDMs currently account for 60% of the total membership. Although the recent drops in membership remains concerning, it is in some states and not across the board. Total membership is relatively consistent with recent years.

- o A fun membership recruitment campaign for utilization by State Affiliates and key stakeholders will launch in January 2020 and the materials including fun signs, social media tools and videos are nearing completion. Hopefully this campaign will help reverse some of the recent declines.
- Explore opportunities to incentivize and increase school nutrition director membership.
- Provide support to State Associations based on growth potential to expand school district membership and target nonmember school districts.
- Continue to provide states and relevant demographic groups (i.e. Membership Champions and NextGen Professionals Task Force) with membership recruitment training tools.
- Promote SNA membership to all SNF grant recipients, with a goal of all grantees becoming SNA members.
- Develop and pilot package offering for Learning Center to SDM members.
- Explore the development of membership pipeline by assessing success of current partnerships between school nutrition departments and vocational training departments in high schools on raising awareness of the school nutrition profession.
 - o The Membership Committee discussed school nutrition career awareness at the Fall 2019 Committee Days. Ideal next steps and ideas have been outlined on how to further explore implementing an awareness program. Several committee members volunteered to form a Working Group with members of the Professional Development Committee to continue forward progress.

Objective 2: Increase pathways for involvement among different demographic segments of SNA membership that reflect the association’s core values.

Strategies:

- Continue to work with the NextGen Professionals Task Force to promote the profession and increase engagement in SNA.
- Establish a task force to identify and overcome barriers to contract management company membership in SNA.
- Continue to work with the Chefs Task Force to use their expertise for expanding culinary skills training for members.
- Utilize expertise and knowledge of Industry Advisory Council (IAC) to gather input on education sessions for industry members at SNA meetings.
 - o Charged IAC in developing of Level II Industry Bootcamps and to provide input for 2020 SNIC and LAC industry sessions.
- Work closely with industry members to identify emerging challenges and trends in the school nutrition profession and foodservice industry.
 - o Hosted representative from the Hale Group at the 2019 Patron Meeting on October 1, 2019 that presented *Foodservice 2025: Digitalized, Democratized & Disrupted*. Lively discussion followed.

Objective 3: Build the capacity of state associations for stronger governance and association management practices.

Strategies:

- Work with state leaders and SNA Officers and Board of Director members to assess the effectiveness of state association conference visits.
 - Engaged the Board of Directors and State Association Executives (SAES) in discussions regarding the effectiveness of SNA Board members attendance at state association conferences at the July 2019 and October 2019 Board meetings and the August SAE meeting respectively.
 - An analysis of data related to SNA Board member visits to state conferences is currently underway.
 - The feedback form completed by SNA Officers/Board Members after a state conference has been revised and digitize to improve data collection and the relevance of information collected. Recommendations for adjustments to the conference visit program are under consideration.
- Develop new tools to provide for ongoing governance and association management training for state leaders.
 - Engaged SAEs in discussions regarding training needs and piloted a file-sharing strategy to support increased cross-pollination of ideas.
 - Revamped *the Future Leaders Program* that takes place at the National Leadership Conference to deepen the breadth of focus and incorporate both school nutrition leadership expertise and association management expertise. In-depth feedback will be sought on the effectiveness of the program changes.
- Work with new state leaders annually to guide them on the State Affiliation Agreement (SAA) requirements, roles and responsibilities, and SNA support available to them.
 - As of November 2019, 44 states signed the October 2018 SAA amendments and 43 states signed the February 2019 SAA amendments. Ongoing outreach is being conducted to ensure 100% of state affiliates have submitted all required paperwork to maintain affiliation status.
 - A discussion was held at the ANC State President's meeting to review the obligations of SNA and state affiliates regarding the SAA.
 - Ongoing review of the state affiliate's bylaws is under way.
- Continue to provide individual assistance to state association leaders in addressing governance challenges.
 - Provided in-depth assistance and guidance to state leaders in a number of states in areas as diverse as: financial management, PAC-association relationships, anti-trust compliance, employment law, and leadership transitions.

Objective 4: Increase awareness of the value of the School Nutrition Foundation as resource to SNA members.

Strategies:

- Work with state association executive directors/staff to communicate scholarship and program to increase opportunities available through the Foundation.
- Encourage the visibility at state conferences of the SNF State Ambassadors to increase awareness of the Foundation and member financial support.
 - New SNF promotional materials have been provided to State Ambassadors.

- Explore new creative ways to share Foundation initiatives and accomplishments in order to reach a greater number of members and state leaders.
 - o New monthly report being sent to SNF Board of Directors.
 - o Increased efforts to share SNF story on social media.

4. Governance & Operations

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

Objectives:

1. Enhance SNA processes, practices and structures that contribute to a sustainable and robust business model
2. Expand SNA’s research initiatives to continually identify trends and issues impacting school nutrition programs and the profession.
3. Enhance assessment of association governance structure to support new Strategic Plan.
4. Increase funding and resource to high priorities of the new Strategic Plan.

Objective 1: Enhance SNA processes, practices, and structures that contribute to a sustainable and robust business model.

Strategies:

- Implement recommendations from technology audit to examine and evaluate the technology infrastructure, policies and operations to ensure they align with the strategic plan and association’s business goals.
 - o Shared Technology Audit Report recommendations with Board, and staff and plan for addressing the recommendations has been developed and implementation underway.
- Incorporate new technologies to meet members needs and new workforce trends by investing in equipment to support creation of podcasts, videos, etc.
 - o SNA has hired a social media specialist and continues to explore the use of videos as part of the overarching education strategy.
- Continue to identify SNA’s digital transformation readiness, including its digital strategy and the steps the association must take with the acceleration of technology’s compression on the business model.
 - o Included as part of the Tech Audit Report implementation plan.
- Evaluate SNA’s business model and explore for-profit business entity opportunities.
 - o The Board discussed the feasibility and desirability of creating a for-profit business entity at the July 2019 meeting and determined additional research was needed.
 - o SNA staff are conducting additional research and developing a business plan for piloting possible services.
- Update and maintain a competitive environment analysis to identify SNA’s competitors.
 - o The competitive analysis was updated in mid-2019.

- Continually evaluate programs and services in order to sunset under-utilized programs to make way for new initiatives.

Objective 2: Expand SNA’s research initiatives to continually identify trends and issues impacting school nutrition programs and the profession.

Strategies:

- Establish an ongoing future-focused research program to identify drivers of change affecting school nutrition programs and the profession.
- Develop SNA Research Agenda with Nutrition and Research Committee and distribute research agenda throughout SNA channels.
 - o The Nutrition & Research Committee drafted the SNA Research Agenda that was approved by the Board in November 2019.
 - o Staff meeting in early January to identify potential funders and begin outreach to seek funding.
- Redesign the research section of the SNA website to provide research basics and “how to” resources to conduct research.
 - o At Committee Days the Nutrition & Research Committee provided suggestions for a research toolkit to be available for members on the SNA website. The committee would like to start with a how-to guide to conducting plate waste studies. They also discussed need for a ‘why it’s important to do research and evaluation’ video.
- Identify how best to share drivers of change information with members in a way that is easy to access, understand and actionable.
 - o The Nutrition & Research Committee discussed webinars that focus on evaluation and research as an accessible way to share information research reports and give case studies of how to conduct research and evaluation.
 - o The SNA Research Agenda will be published in the *Journal of Child Nutrition & Management* and the committee discussed doing a webinar and possible conference presentations, as well. The committee will circulate the research agenda through their professional networks.
- Conduct a compensation and benefits study for school nutrition professionals.
 - o The *School Nutrition Compensation Study* survey has garnered approximately 1,05 usable responses. The report is targeted to be released in early March.

Objective 3: Enhance assessment of association governance structure to support new Strategic Plan.

Strategies:

- Identify special committees and task forces needed annually to accomplish the goals in the strategic plan.
- Complete a review of SNA’s governance structure approved in 2015 to ensure SNA is operating effectively and there are adequate number of member volunteers to support Strategic Plan and SNA leaders’ workload and travel demands.
 - o Engaged the Board of Directors in a self-assessment activity to identify opportunities for improvement. Ratings were very positive overall with a single area where the Board identified the need for additional effort (see Recruit bullet below).
 - o The Board engaged in an initial Mega-Issue discussion at their October meeting to review past changes to the governance model, understand current context, and discuss possible

modifications for the future. SNA staff are continuing to gather data and will engage members in a follow up conversation at NLC.

- Recruit diverse leadership talent for open elected and appointed national positions.
 - The Leadership Development Committee is continuing to focus on diversity and competency both in recruitment and selection of prospective candidates.

Objective 4: Increase funding and resources to high priorities of the new Strategic Plan.

Strategies:

- Review and reallocate available financial and human resources to meet the new Strategic Plan priorities, including the sun-setting of programs as appropriate.
 - Reviewed current staffing needs and decided to not fill 2 ½ positions at this time based on current workloads in the respective Centers.
 - Updated all SNA staff position descriptions and scheduled Staff Compensation Review Early Winter with Quatt Associates, a Washington DC human resources consulting company specializing in non-profit compensation analysis, to ensure the competitiveness of SNA's compensation levels.
- Identify and prioritize new funding opportunities for SNA and SNF.
 - New sponsorship opportunities are being identified with Titan signing on to co-sponsor the ANC Closing Event at ANC.

School Nutrition Foundation

LEAD to Succeed Program

- Hosted three focus groups during SNA's 2019 Committee Days to help curriculum development.
- Hosted the LEAD advisory group mid-November to gain feedback on curriculum development, discuss 508 compliance, and strategize on our next steps.
- Met with Georgetown University, program partner, in December 2019 to discuss curriculum plans.
- Have participated in three education sessions of 508 compliance training with key staff working on the LEAD grant, as well as SNA staff in need of this training.
- SNF Project Directors and key SNA staff continue with regular calls to keep plans and project moving along.

Breakfast in the Classroom

- To date, BIC Partnership has awarded more than \$11 million to more than 70 school districts to purchase new equipment, making breakfast accessible to nearly 100,000 additional students in 26 states.
- The Partners are working on and finalizing a white paper summarizing BIC bridge funding work and research, sponsored by the Walmart Foundation.
- Submitted requests for no cost extensions to the Walmart Foundation to continue spending funds beyond the end of grant deadlines.
- As part of the Partnership, SNF worked to revamp the tools and resources on the PBIC website to become easier to navigate.

- SNF is finalizing and wrapping up a digital equipment guide, which will be presented at SNIC 2020.
- SNF, along with FRAC will present a ‘What’s Next with Breakfast’ session at LAC 2020.

Schools as Nutrition Hubs (SANH):

- Working with Share Our Strength in finalizing a toolkit for presenters to submit and plan education sessions at SNA state affiliates. This will include a robust script, ppt template, and tools for action planning around expanding school nutrition programs.

NDC

- Working under the signed the 2019 agreement with NDC for work primarily on a social media campaign around innovation, among other strategies. SNF Communications consultant and Program Manager have worked with NDC to plan out a social media promotion calendar through the end of the year on Dairy Innovations and the promotions are underway.

New Grant Proposals

- Application was declined by the Robert Woods Johnson Foundation. Fund Development Consultant will continue working on the proposal for the Students Take on Lunch Innovation Challenge in collaboration with GENYOUth and submit to WKKellogg’s Foundation and Bank of America.

Social Media/Communication Updates

- The following topics are the focus of SNF social media communications:
 - o Scholarships
 - o Giving Tuesday
 - o National Dairy Council “Undeniably Dairy” fall campaign (ongoing)
 - o AmazonSmile/fundraising
- SNF Facebook audience is 4,441; Twitter audience is 3,948; Instagram audience is 3398.

Scholarships

- The 2020 Josephine Martin National Policy Fellowship was selected by the Scholarship Committee in late November. This year’s winner is Laurie Allocca, Nutrition Services Manager, New Mexico School for the Deaf in New Mexico.
- Using unused scholarship funds from FY 2018-19, SNF is giving out six scholarships for all three of SNA’s 2020 meetings – SNIC, LAC and ANC.
- 40 ANC First Timer Scholarships will be awarded for 2020 as a result of AccuTemp and Asian Food Solutions support.
- As of November 22nd, there are 33 eligible applications submitted for the SNF equipment grants program. Only the first 75 submitted applications will be considered for this grant
- SNF Associate presented an informational webinar on the Equipment Grants Program and application process on November 21st, 2019. The webinar featured special guests: Mike Burke K-12 Ambassador for Vulcan, Corey Ainsworth Regional Sales Manager for Winston Foodservice and Robbin Cross 2019 Winston Equipment Grant recipient. There were 600 registered attendees, and the webinar is now available on both the training zone and the SNF website.

Fundraising

- Created an Ambassador Resource Playbook, recommended by the School Nutrition Foundation Board. The playbook is still in draft form, waiting for board suggestions on how to improve and expand. SNF Associate coordinated with SNA Research Manager in order to create an evaluation survey for all ambassadors based on their experience with the program. The survey will be sent to all ambassadors beginning of January.
- Final 2019 Committee Days donations totaled \$2,354.81 and the Foundation with 65% participation from committee members.
- Giving Tuesday took place on December 3rd, 2019. To date, more than \$13,000 was contributed with three donors providing funds through matching campaigns. An end-of-year campaign is taking place. SNF Board members were asked to send personal emails to SN Directors and others who have previously given to SNF, but did not in 2019.
- Annual Fund Total as December 19, 2019 = \$58,341.45 -- \$20,000 more than 2018.
- A “Donate Now” button has been added to the front page of SNA website
- Party With A Purpose
 - SNIC Party With a Purpose will take place at the Welcome Reception at SNIC.
 - LAC 2020 Party with a Purpose featuring the Capitol Steps fundraising total is \$82,000 as of November 25, 2019. Development team targeted emails to possible funders who either sponsored in the past or who might consider a sponsorship for event.
 - ANC 2020 Party with a Purpose in union with Super Bakery fundraising total is \$30,000 with last year’s six sponsors committing again. Super Bakery staff continue to reach out to additional industry members. Their goal is to secure ten sponsorships in total.