



## Strategic Plan Quarterly Report December 2018

Updates in Purple = December 2018 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:

- Continue the rollout of new ethics training for school nutrition professionals.
  - Scheduled two procurement ethics sessions at SNIC 2019
  - Planned Ethics sessions for state affiliates for NLC 2019
  - Rolling ethics out at state level in partnership with state agencies. Train the trainer preconference for state agencies will be held at ANC 2019.
  - To date, more than 600 registered users of SNA's online ethics module.
- Roll out new SNA financial management training tools, videos and templates.
  - Held successful pilots and necessary updates to content have been made. A 2-hour train-the-trainer pre-conference workshop will be held at SNIC19 for managers/directors to take the training back to their districts. Over 30 people have registered for the workshop.
- Redesign targeted sections of SchoolNutrition.org to better present current and planned professional development offerings and related resources.
  - The redesigned SchoolNutrition.org pages (The Learning Center) were launched in August 2018. The new pages include new focused training and resource areas including, Financial Management, Procurement, SNS Preparation and Training Techniques for Adult Learners.

- 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).
  - Researched and selected an LMS provider that will afford both SNA members and non-members a new way to experience learning, track their training and earn CEUs. Anticipated launch of the LMS is May 2019.
- Develop procurement tools and training to help operators and industry members solve their procurement challenges in select areas.
  - Develop tools and outreach specifically to administrators and school business professionals involved in K-12 procurement at the school district level to help them understand the complexities and regulations around school nutrition procurement.
    - Added new procurement tools to the new Procurement Zone section of the Learning Center. The resources include 10 Steps to a Good Procurement, Do's and Don'ts for Operators, Do's and Don'ts for Industry, Glossary of Key Procurement Terms, and a primer to share with school business officials. Additional resources on Buy American are also included along with links to the regulations.
    - Additionally, several sessions on procurement and one on the topic of helping administrators/business officials understand school nutrition procurement will be held at SNIC in January 2019.
- 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 enhance the quality of educational programming at meetings and expand on ways to leverage this content for wider reach.
  - Explore concept of Professional Learning Communities at meetings *and beyond*.
  - Explore ways of optimizing the learning center area in the Virtual Expo including recorded sessions from SNA conferences and potential activities/live chats with speakers.
  - Introduce new meeting formats to include micro-learning, live sessions, shorter sessions (Ideas@work, #shareyourinnovation, OpenSpace).
    - Introducing 2-hour express preconferences will be introduced at ANC 2019 along with 30 minutes Ideas@Work sessions which were successfully piloted at SNIC 2018.
  - Continue to grow SNA webinar programming by leveraging content and speakers from SNA meetings.
    - Scheduling Best of 2019 SNA Conferences webinar series
    - Webinar attendance to date Aug. 11, 2018 – Nov. 30, 2018
    - 2,776 Live
    - 4,527 On-Demand
- Work with *School Nutrition* magazine to leverage content across multiple platforms on a coordinated basis.
  - Produce a series of free, downloadable white papers featuring new or repurposed content on a variety of topics.
  - Develop a business plan to establish content priorities, content sources, production, valuation, advertising sales approach and marketing.
  - Use the *SN* Editorial Advisory Board or other designated member group to prioritize topics.
  - Perform an editorial content scan to determine existing material to repurpose and identify new ideas.

- Develop parallel sales opportunities for advertisers to “sponsor” SNA-generated content and/or to produce custom content.
- Determine human, technology and financial resources necessary for efficient production.
- 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 SNA/SNF outreach to pursue funding resources to support SNA member professional development opportunities.
  - SNA will be applying for the USDA Grant – *School Nutrition Training Grant for Allied Professional Organizations* that was posted on the grants.gov website in late October. The purpose of the grant is to allow allied professional associations to develop a training program for school nutrition personnel that focuses on school foodservice meal preparation and workforce development. In addition, the *School Nutrition Training Grant for Allied Professional Organizations* funds will assist allied professional organizations in planning, developing, promoting, delivering, and evaluating a workforce development and training initiative to provide skills-based training and technical assistance for school nutrition professionals to strengthen school meals program operators’ competencies, knowledge, and skills within one or more of the eight (8) key functional areas as defined by ICN’s Competencies, Knowledge and Skills for School Nutrition Managers. In the Request for Applications document, USDA highly recommended that existing ICN and USDA Team Nutrition resources be used to support the training.

SNA convened a working group comprised of school nutrition directors from across the country from small to large school districts to help identify and prioritize what SNA’s training grant application should focus on. To help identify and prioritize the functional areas to include in the grant application, SNA members reviewed *SNA’s 2016 Training Needs Assessment Report* as well as existing ICN and USDA trainings and resources. Based on an analysis of this information, the working group decided that SNA’s grant application will focus on a blended learning training series on **Leadership, Personnel Management and Communications** for all levels of school nutrition professionals, *but* with a major focus on Directors and Managers. The official name is **L.E.A.D. to Succeed, A School Nutrition Leadership & Communication Training Series**. SNA is securing letters of support from state affiliates, state agencies, the ICN, Georgetown University and the National Dairy Council to partner on this exciting opportunity. The grant application deadline is Monday January 28, 2019 and a decision will be made by USDA in May 2019.

- Research the feasibility, structure and resources required to develop and deliver a higher-level version of SNA’s Industry Boot Camp program for “graduates” of the introductory level.
  - Two IAC members attended SNA’s Fall Industry Boot Camp Session to evaluate and help make recommendations for the next level. Discussion will continue at the IAC meeting scheduled at SNIC on Tuesday afternoon, January 15<sup>th</sup>.
- 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.

**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.
  - Based on results from two pilots of the 7-hour SNS prep course:
    - Assess results and enhance preparation course for national launch at SNIC 2019
      - Launching the first non-pilot iteration of the SNS Prep Course at SNIC19. This includes the incorporation of feedback from the 2018 pilots along with a redesign of the program materials. Live training classes will also be capped at 20 participants to afford time for participant/trainer engagement.
      - The SNS Credentialing Program continues to grow and the November 2018 reports shows there are 1,616 School Nutrition Specialists. The creation of a new SNS exam is also underway and it will be released in July 2019.
    - Explore creation of a new online course and/or modules
      - This is ongoing
    - Create study tools using new technologies

**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.
- Promote roll-out of a new Certificate level in July 2018 and measure success.
  - New Certificate Level successfully rolled out. As of November 31, 2018, 155 members earned their level 2 Certificate since its launch in July!
- Redesign the online certificate to create a stronger tie-in with USDA Professional Standards.

## **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:**

- Secure significant advances in the Association’s public policy priorities.
- Advance SNA influence on school nutrition program policy through effective alliances.
  - Attended a round table session with Secretary Perdue and allied organizations such as school boards and superintendents. The roundtable discussed ways USDA can improve the administration of school meal programs.
  - Provided USDA with examples of Administrative Review complexities to illustrate the burden of the 5-year cycle and support SNA request for a return to the 3-year cycle.
  - Helped secure a Final Rule on Flexibilities for whole grains, sodium requirements and milk.
- Implement a comprehensive legislative plan that aligns with the Farm Bill and Child Nutrition Reauthorization schedule.
  - Updated SNA’s five-year Legislative Plan.
- Continue to promote and increase participation in the Block Grant Coalition.
  - Provided the “#Stoptheblock: Preserve School Meals” presentation for SNA President, Gay Anderson, and Past President Jean Ronnei to present at the Association of School Business Officials national conference.
  - Exhibited at the Academy of Nutrition and Dietetics national conference included education on block grants and the Block Grant Coalition. SNA enjoyed steady traffic at the booth.
  - Educated SNA members on the Block Grant Coalition on the SNA Back to School webinar.
  - Conducted ongoing outreach efforts to allied organizations to increase coalition membership.
- Continue to educate members on block grants and negative impact on school meal programs.
- 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.
  - Responded to eleven USDA Federal Register notices regarding proposed program administration changes and inquiries regarding funding. Issues addressed include, SAE Allocation, Procurement Practices, Dairy Labeling of Plant Based Foods, Uniform Grant Applications, and the Public Charge.
- Develop, explore and implement multi-faceted approaches to seek support for commodities funding.
  - Secured additional \$20 million for breakfast commodities in House and Senate FY 19 Appropriations.
- Continue to monitor and support USDA’s work to simplify overly burdensome child nutrition mandates to improve efficiencies and reduce costs.
  - Included in SNA’s 2019 Position Paper.

**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.
  - Developed two legislative update presentations on current policy issues and advocacy tips for President-Elect, Doug Davis to share at Colorado and Arkansas state affiliate conferences.
  - Provided a legislative update presentation to be posted to the SNA website as a state resource to all affiliates.
  - Designed the 2019 LAC Sweepstakes contest to promote and reflect how the National School Lunch Program is having a positive impact on SNA members' and local/state affiliates.
  - Provided advocacy presentation support to state affiliate legislative chairs in Indiana and Michigan.
  - Updated talking points and PR tools (including talking points on lunch shaming and the Promoting Your Program presentation for state conferences) to assist state affiliates in responding to hot topics and media requests.
  - Provided policy research support to New York SNA on historical reimbursement rates and state revenue match requirements.
- Assist states to secure significant advances in state policy priorities.
  - Worked to provide resources that advance policy advocacy at the state level, including:
    - Quarterly State Legislative Reports detailing school meals legislation that was introduced or advanced in all fifty state legislatures.
    - *State Unpaid Meals Legislation* document, which examined unpaid meals bills in seven states and identified and summarized common elements. The document also identified states that have introduced or passed unpaid meals legislation.
    - The *SNA Advocacy Guide*, to be released during the 2019 Legislative Action Conference, provides a single resource SNA members can turn to for advocacy advice.
- 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.
  - Planning LAC breakout sessions on state advocacy and on unpaid meal charges will share successful member/affiliate strategies for state legislative outreach.

**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 a USDA call to discuss the process for nominating an individual to serve on the 2020 Dietary Guidelines Advisory Committee.

- Submitted a letter to USDA and HHS in support of Dr. Lynnelle Grumbles' nomination to the Dietary Guidelines Advisory Committee.
- Keep members updated on the DGA development process.
  - Kept SNA members informed on the DGA Advisory Committee nominations process through *Tuesday Morning* and news stories.

**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.
  - SNA's Back to School outreach campaign promoted positive school nutrition trends in the 2018 Operations Report. Resulting **tv coverage reached 619,685 viewers at a publicity value of \$83,890, including:**
    - Print/online coverage in [Agri-Pulse](#), [Hagstrom Report](#), [Forbes.com](#), [Food Management](#), [Foodservice Director](#)
    - TV coverage in [KVUE ABC](#) in Austin and [WCSC CBS](#) in Charleston, SC
    - An interview with COX Media Group yielded [positive stories](#) in [Atlanta](#), [Memphis](#), [Charlotte](#), [Dayton](#) and [Pittsburgh](#).
    - Impressions for Ops report tweets totaled 26,921
- Continue all existing public advocacy efforts to promote school nutrition programs (NSBW, NSLW...) and identify additional and new opportunities to enhance existing efforts.
  - NSLW outreach campaign earned live in-studio interviews with SNA members in [Seattle, WA](#), [Birmingham, AL](#) and [Macon, GA](#), and [St. Louis, MO](#). The Tray Talk [blog](#) featured new NSLW posts and [www.Facebook.com/TrayTalk](http://www.Facebook.com/TrayTalk) offered three NSLW contests and daily posts.
  - Designed LAC Sweepstakes to promote the positive impacts of the National School Lunch Program. The Sweepstakes competition and finalist generated several news articles and positive coverage of SNA.
- Utilize SNA leaders at the state and national level to use non-traditional media to share advocacy/issue messages.
  - Agriculture Secretary Perdue's visit to SNA President Gay Anderson's district was publicized through newsletters, SNA website news stories and various SNA newsletters as well as social media outlets.
  - Administrator Brandon Lipps' visit to SNA President-elect Doug Davis' district was shared widely through social media outlets and various SNA newsletters.
  - The National Farm to School Network posted the SNA President's Farm to School Month / NSLW [blog post](#). SNA also co-hosted the #KIWILunchDay twitter party on National Take Your Parents to Lunch Day, sharing facts about school meals with parent audiences while generating 19K+ impressions.

- 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.
  - Proposal to present “School Nutrition and the Whole Child Approach” was accepted by the Superintendents Association as a round robin. Preparations for the February 2019 conference are underway.
  - Proposal to present “School Nutrition and Whole Child Approach” was accepted by the National School Boards Association as a one our education session. Preparations for the March 2019 conference are underway.
- Leverage School Nutrition Foundation (SNF) initiatives related to the 1,000,000 more school meals campaign, including promoting Breakfast in the Classroom (BIC) and Schools as Nutrition Hubs outcomes.
  - Continuing to expand school breakfast access through the BIC program and work on the Schools as Nutrition Hubs with Share our Strength.
- Use personal stories of Foundation scholarship winners, heroes, and grant recipients to advance public advocacy for school nutrition programs and school nutrition professionals.
  - Shared the story of the Josephine Martin Fellowship scholarship winner with SNA members through *Tuesday Morning*.
  - Back to school/Ops Report campaign highlighted how SNF/Partners for BIC funding has helped drive the expansion in breakfast after the bell programs. The release promoted successes of several BIC grantees.

### 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.
- Explore opportunities to incentivize school nutrition director membership.

- Continue to provide targeted recruitment plans to state associations identifying opportunities to expand school district owned 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.
  - SNA continues to build on existing membership growth strategies and has worked with many State Associations and the Membership Champion Network to increase membership and achieve the goal of 60,000 members. The November 2018 Membership Report shows that we have 59,545 members. This is 1,302 more members than November 2017, 275 more than October 2018, and 739 more than the May 2018 year-end total. This is consistent with usual seasonal trends and **our membership numbers are at the highest levels in 20 years.**
  - School District Membership (SDM) is another mechanism that helps grown and maintain SNA’s membership numbers. SDMs currently account for 58.4% of the total membership.

**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 gain further understanding of contract management company barriers and concerns related to membership in SNA.
- Continue to work with the Chefs Task Force to use their expertise for expanding culinary skills training for members.
  - Scheduled precon and sessions for 2019 ANC.
- Utilize expertise and knowledge of Industry Advisory Council to gather input on education sessions for industry members at SNA meetings.
  - Gathered input from Industry Advisory Council on industry sessions at 2019 SNIC and LAC.
- Work closely with industry members to identify emerging challenges and trends in the school nutrition profession and foodservice industry.

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

**Strategies:**

- Develop new tools for ongoing governance and association management training for state leaders.
- Work with new state leaders annually to guide them on the state affiliation agreement requirements, roles and responsibilities, and SNA support available to them.
  - Based on feedback from several states over the past year, the SNA Board approved several additional amendments to the SAA for all state affiliates at the October 2018 Board meeting.

- The amendments were sent to state affiliates for approval by their Board and return to SNA. The deadline is April 30. The feedback on clarifications of language and additional flexibility has been very positive and was instrumental in moving FSNA forward to approving the agreement.
- Provide support to state associations on the state affiliation agreement and required governance documents, to reach the goal of signed agreements from all state associations.
  - As of December 12, 47 state affiliates have signed the SAA.
  - Staff has provided frequent coaching and guidance to SAE's and their officers on clarifications and interpretations for the SAA.
  - A tracking grid tracks receipt of a signed agreement from a state and the receipt of each of the required accompanying documents. Follow up is conducted regularly with states where supporting documents have not been submitted.
  - Provided additional support to TASN and CSNA to respond to their leadership's questions and concerns. Both state affiliates have Board meetings in February to discuss input from their members and make their decision. The deadline for both these state affiliates approved by the SNA Board in October, and based on their scheduled February Board meetings, is February 28.
- Continue to provide individual assistance to state association leaders in addressing governance challenges.
  - Individual coaching and guidance is provided to SAE's and elected state leadership almost weekly.
  - Guidance on working with Boards, as well as SAE staffing, Board policies and trying to solve problems within current bylaws are the most common issues.

**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.
  - Shared information with state leaders through SNAC Bites.
  - Promoted SNF Scholarship winners through social media.
- Encourage the visibility at state conferences of the SNF State Ambassadors to increase awareness of the Foundation and member financial support.
  - Shared information with state ambassadors to promote SNF's Annual Fund.
- Explore new creative ways to share Foundation initiatives and accomplishments to reach a greater number of members and state leaders.
  - Created the **Party with a Purpose in Support of SNF** campaign for 2019. Purpose is to leverage existing events at SNA conferences and turn them into SNF fundraising events. Attendees will Party with a Purpose in Support of SNF at the SNIC19 Welcome Reception at Maggie Mae's. This will be a low-key opportunity for all attendees to donate to SNF and to learn how members directly benefit from SNF scholarships and programs.
  - At LAC19, attendees will Party with a Purpose in Support of SNF on Monday evening with a one-hour cocktail reception and a performance by the Capitol Steps. This involves corporate sponsorship of \$100,000 raised to date, and a VIP Reception for the top-level sponsors. There will be a brief recognition of sponsors on stage between the Reception

and the Capitol Steps performance. This also is another opportunity for all attendees to learn about the benefits of supporting SNF.

At NLC19 attendees will Party with a Purpose in Support of SNF at the Welcome Reception in Sarasota, Florida. This, too, will be a low-key event sharing the benefits of supporting the SNF and providing an opportunity to make donations.

- At ANC19, we are in discussions with Super Bakery to Party with a Purpose in Support of SNF at the Super Bakery Party which is attended by nearly 2,500 people throughout the course of the evening.

## 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:

- Complete a 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.
  - Reviewing five proposals received; firm selected by January 31, 2019.
- 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.
  - Attended 2018 DigitalNow conference in Austin, TX that focused on digital transformation.
  - Educating staff and Board of Directors on the meaning of digital transformation.
- Evaluate SNA's business model and explore for-profit business entity opportunities.
  - Researching best practices on nonprofits with for-profit subsidiaries.
  - Convening a Board of Directors working group on January 11 at SNIC to discuss pros and cons and feasibility of SNA forming a for-profit subsidiary.
- Complete and maintain a competitive environment analysis to identify SNA's competitors.
  - Developed and updated SNA competitive analysis that was reviewed by Board in July 2018.
- Incorporate new technologies to meet members needs and new workforce trends by investing in equipment to support creation of podcasts, videos, etc.

- Continually evaluate programs and services to sunset under-utilized programs to make way for new initiatives.
  - Completed last review in April 2018; next review scheduled for April 2019.

**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 trends and issues affecting school nutrition programs and the profession.
  - The part time Research Manager position, staffed by a consultant, recently became vacant. The Board approved filling the position with a full-time employee to support growing research needs for members and SNA advocacy efforts and to be consistent with other large national associations’ focus on research.
- Identify how best to share these drivers of change information with members in a way that is easy to access, understand and actionable.
  - Scheduled futurist and strategic innovation speakers at 2019 SNIC in Austin, TX, including Global Futurist & Innovation Expert Daniel Burrus; Foodservice Trends Expert Maeve Webster and Generations and Workforce Strategy Expert Kim Lear.
  - Shared ASAE’s Drivers of Change report with the SNA Board, state volunteer leaders and state executive directors/staff.
  - Continuing to monitor new reports from ASAE that will be shared with Board and state leaders.

**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.
  - Convened working group in late November 2018 to prioritize SNA’s focus on the *School Nutrition Training Grant for Allied Professional Organizations* grant application.
- Review governance structure to ensure adequate number of member volunteers to support Strategic Plan and SNA leaders’ workload and travel demands.
- Recruit diverse leadership talent for open elected and appointed national positions.
  - Following the Leadership Development Committee’s (LDC) meeting at Committee Days in October to select the slate for the 2019 election, the committee is updating its Prospect Log of potential interested leadership talent and will forward the log to the President-elect for his use in making committee appointments. New initiative is underway by committee members to talk with prospects at SNA meetings and they continue to make calls to follow up with contacts. LDC members will again work closely with state leaders and the Regional Directors to identify new leadership talent with whom they can then follow up.

**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.
  - Recommended to the Board of Directors that salary funding not utilized to date in FY 2018-19 be reallocated to support hiring full time Research Manager.
- Identify and prioritize new funding opportunities for SNA.

## 5. School Nutrition Foundation

### 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.
- Identified Cycle 4 school districts for awarding grant dollars in 10 target states of Idaho, Louisiana, Mississippi, Missouri, Nebraska, North Carolina, Ohio, Oklahoma, Texas, Utah.
- With remaining BIC dollars, storytelling project is underway and nearing completion. NEA Foundation and SNF consultants surveyed cycle 1-4 BIC granted district stakeholders to assess sustainability of the programs. We anticipate a multitude of uses for the findings. In addition, site visits are wrapping up to 4 school districts to tell the story through videos of both detailed operations and how districts make Breakfast in the Classroom work, as well as interviews with administrators, teachers, and school nutrition staff. The four districts for filming are Garfield Heights, Ohio, Charleston, SC, Austin, TX, and Alexandria, VA.
- Created a video on Austin ISD to highlight their BIC story and kolache production which will be shared at a precon at 2019 SNIC.
- Currently working with the partners on a proposal to the Walmart Foundation for bridge funding. Walmart is interested in wrapping up their school breakfast work and moving more broadly on all programs. We are seeking funding to close out our breakfast work and assess the needs of school districts for a new phase of the project.
- SNF is spearheading a Breakfast Summit to summarize and highlight the past 10 years of success and challenges to identify where work should continue. This will involve all Partners and a myriad of stakeholders, and the date has been set for April 11, 2019 in Arlington, VA.

### Schools as Nutrition Hubs (SANH):

- Working on developing phase 4 of the collaboration with Share Our Strength to determine the best means to disseminate action planning tools. The tools are designed to assist directors in determining capacity and capability to expand meal programs.
- Conducted state meetings utilizing state affiliate relationships in WV, CO, and GA.
- SNF and Share Our Strength are planning to connect with operators at SNIC 2019 via focus group conversation with piloted states, as well as hosting an informational Open Space.

### **New Walmart Funding (BIC Pilot)**

- Piloting projects in two school districts (Siloam Springs, AR and Houston, GA) to increase paid (non-universal) breakfast in the classroom programs. SNF will regrant about \$90,000 to implement programs.
- SNF team conducted initial meetings with district stakeholders in March and April and will be checking in with School Nutrition Operators to finalize a report for the Walmart Foundation.

### **NDC**

- In Spring 2018 NDC and SNF collaborated on a member survey sent via Survey Monkey. The survey assessed members trust in dairy, where members access nutrition information, and how important dairy and dairy choices are in menu planning.
- As a follow-up, a focus group was conducted in April 2018 where 12 members participated to dive deeper into those objectives.
- Results from the survey and focus group are available in an executive summary.
- Work is underway in Arkansas utilizing graduate students to assess waste and dairy consumption. The goal is for several poster sessions to be presented at ANC 2019.

### **Social Media/Communication Updates**

- SNF worked with Horizon to develop a National School Lunch Week matching campaign to raise money for the annual fund. The fundraising total for that campaign was \$10,800.
- SNF just wrapped #GivingTuesday, another social media fundraising campaign. The final totals are still being calculated but will exceed \$13,000 for the annual fund. This is up more than double from the previous year.
- Launched new SNF website in late summer 2018 and a new blog for that website.
- In the past year, SNF has expanded into Instagram in addition to the Twitter and Facebook social media presence.