



## Strategic Plan Quarterly Report November 2015

### 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.
  - Professional Standards
    - Presented an in-depth Professional Standards webinar in partnership with USDA on September 30, 2015. The “*Navigating Professional Standards*” webinar was developed utilizing adult learning principles. Participants were encourage to read a Professional Development article on Professional Standards prior to the webinar. During the webinar,

participants were engaged through the use of polling questions. Post-webinar, participants were directed to a required post-test to earn 1 CEU. There were 640 registrants, and the webinar was attended by 341.

- 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.
  - Developing Professional Development District Learning Plans to help SNA members meet the Professional Standards annual training requirements. The plans, created in Excel, are composed of templates that include training options by key area and employee type. The Learning Plans can be utilized by school nutrition directors as both a plan and a method to track training for staff. The plan will also provide the necessary resources with links for training that can be found on the web.
  - Conducted the first phase of the School Nutrition Professionals Training Needs Assessment at ANC 2015. This assessment has helped SNA identify members’ top training needs and structure professional development for SNIC 2016 and ANC 2016. SNA will be conducting a more robust training needs assessment in partnership with state agencies in 2016.
- SNA Certificate and Credentialing Programs
    - Reviewed and updated many internal procedures for the Certificate and Credentialing programs to simplify and clarify the processes for members and staff. Further changes may also be made to simplify the programs as the impact of Professional Standards are assessed.
    - Credentialing (SNS)
      - Credentialing is at an all-time high with 1,396 people holding the SNS credential as of October 31, 2015. This is 85 more people than in October 2014.
      - The 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.
    - Certificate Program
      - There are 20,039 SNA Certificate in School Nutrition holders as of October 31, 2015, and this number is holding steady.
      - SNA is developing a Spanish version of the Certificate Program guide and application that will be posted on the SNA website.
    - 15-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 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.

- 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.

## 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 Legislative *Position Paper*. New infographic included.
- 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 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*.
- Met with more than 25 Hill staff from both Houses in Congress to move SNA modification requests forward.
- 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.
- 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.
- 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.
- Drafted SNA comments to a Federal register notice on data collection related to USDA foods.

## **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 an RFP for marketing and communications services to design a new positive, proactive PR campaign. RFP was issued to six selected PR firms. All six responded, and proposals are currently being reviewed.
  - 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.
- Quarterly 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.

### 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.

- 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.
  - Attended and exhibited at the Academy for Nutrition and Dietetics annual Food and Nutrition Conference and Expo in Nashville, TN, in early October.
  - Met with American Farm Bureau Federation this fall to discuss potential collaborations.
  - Continue to work with National School Board Association and the School Superintendents Association on CNR priorities.
  - Met with the National Governors Association to discuss areas of collaboration.
  - Met with the American Frozen Food Institute to discuss SNA advocacy positions.
  - Had conference call with Farm to School Association to discuss cross-promotion ideas.
  - Attended a Fuel Up to Play 60 Youth Engagement Network Meeting.
  - Hosted the Every Kid Healthy Coalition Steering Committee meeting at SNA headquarters on August 26. SNA serves on the Steering Committee, along with Action for Healthy Kids, USDA, National Dairy Council, the Center for Disease Control, School Nurses Association and the School Superintendents Association.
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. In addition, the Industry Advisory Council is being asked to identify the types of incentive programs currently used, so SNA can include and address in 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.
3. Identify and broaden strategic alliances with industry partners.
  - Held annual Patron Meeting on November 3, 2015, in Arlington, VA, with 43 Patrons in attendance.

## 4. Infrastructure

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

### Objectives

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

### Priority Objectives

#### Objective 1:

Increase recruitment and development of future SNA leaders.

#### Strategies:

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

## 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 sunsetting of programs as appropriate.
  - 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.
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.

## 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 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.

### Procurement Task Force

- Created a Procurement Task Force composed of school nutrition operator, 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.

### 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.