



Strategic Plan Quarterly Report March 2017

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 and capacity in professional development programs for adult learners.
2. Increase availability of training/educational opportunities related to business operations of school nutrition programs.
3. **Increase availability of resources and opportunities to enable members to meet the USDA Professional Standards regulation, thereby increasing the value of SNA membership to school nutrition professionals.¹**

Priority Objective 3

Increase availability of resources and opportunities to enable members to meet the USDA Professional Standards regulation, thereby increasing the value of SNA membership to school nutrition professionals.

Strategies:

- Provide education to directors/managers on adult learning principles to help them improve professional development practices at the local level.
 - Developed an article for the June/July edition of *SN Magazine*, with accompanying quiz on learning styles, entitled *Train the Trainer, Seven Secrets for Improving Your School Nutrition Training Efforts*.
- Provide education to members who present at SNA meetings and webinars on adult learning principles.
 - Held a webinar on practical tips for training adult learners on December 14, 2016. This information will also be shared with presenters who are doing education breakout sessions at 2017 Annual National Conference (ANC).
 - **Held a webinar in the Spring of 2017, providing tips and principals in adult learning for speakers conducting education sessions at ANC 2017.**
 - **Developing a training session on Adult Learning for the 2017 ANC.**

¹ Primary Objective under each Objective is in bold

- Promote SNA as the resource for USDA Professional Standards. Prioritize and implement professional development planning.
 - Developed a top 10 list of ways and ideas to engage students in school meals in partnership with the National Dairy Council, the Fuel Up to Play 60 Student Ambassadors and school nutrition operators from around the country.
 - District Director section meeting at ANC 2017 will feature three Fuel Up to Play 60 Student Ambassadors who will discuss ideas for student engagement.
 - Developing a magazine article for the April issue of *School Nutrition* magazine and a new section on the SNA website to feature the top 10 ways and ideas to engage students in school meals.
 - In partnership with the National Peanut Board, developing an allergy resource hub on the SNA website with an “Ask the Allergist” section and webinar series to provide SNA members with tools they can use to address allergies in schools.
 - Designed and planned SNIC 2017 to focus on innovation in school nutrition and included general sessions and learning labs on a host of critical topics on school nutrition.
 - Introduced live polling at SNIC 2017 to increase audience engagement and gain feedback from attendees on key questions.
 - In partnership with Kellogg’s, SNA is offering a “Best of SNIC” webinar series featuring some of the best speakers and sessions from SNIC 2017. (It was tough to choose since so many speakers and sessions were very well evaluated by attendees!)
 - Conducted a comprehensive online assessment in collaboration with four state agency partners to identify the top training needs of school nutrition professionals at the director, manager and employee levels. Respondents from 49 states and various size school districts provided insights into priority training topics.
 - Shared findings from Training Needs Research with SNA state affiliates and membership. In addition, to increase participation, SNA’s professional development offerings (webinars and training at ANC and other conferences) are being planned based on the findings and top priority training areas identified; including procurement, leadership, teamwork/management, innovative recipes and collaboration techniques with students.
 - Offered 10 webinars since August 1, 2016 on a host of critical topics.
 - Implemented a new approach to the development and publication of the monthly “To Your Credit” quiz (in the magazine and online), which provides 1 CEU from a dedicated education article rotating through the four Key Areas: Nutrition (Sept, November, March), Operations (August, December), Administration (June/July, January, April) and Communications & Marketing (October, February).
 - Developed a Virtual Expo, which includes education sessions recorded at ANC 2016 in San Antonio, creating another opportunity for members to enhance their professional development and meet their USDA Professional Standards requirements. Registration opened on November 15th and as of November 18th, 338 people have registered. The Virtual Expo will be open until April 30th.

- As of March 23rd, a total of 2,155 participants have registered; 1,479 are unique visitors; more than 5,300 pieces of booth content have been accessed and 451 participants earned CEUs by viewing the education sessions in the Resource Center.
- Secured funding to host the 7th SNA Executive Leadership Program in collaboration with Georgetown University on Saturday, April 1st. Between 50 and 60 directors will participate in a full day of graduate level education, entitled *Leadership and Action: Achieving Mission Success*.
 - Sent invitations to directors on Feb. 3rd, looking to fill 50 seats. To date, 33 seats have been filled; 18 of those are first timers. Our goal is to have a minimum of 20 first timers participate.
- The program is set and 50 directors are looking forward to participating this year. 33 of the 50 are first timers. Sponsors, SFSPac; Land O' Lakes, ITW/FEG and Heartland School Solutions remain committed to this program and each will have 3 company reps in attendance.
- Introduced real-time text streaming for all live webinars. This ensures that the hearing impaired can fully participate in SNA e-learning events.
- Promote the Certificate in School Nutrition Certificate and the School Nutrition Specialist (SNS) Credentialing Programs.
 - The SNS Credentialing program continues to grow. The November 2016 Credentialing Report shows that we have a record 1,515 credentialed members which is 41 more than the May 2016 year-end and 73 more than November 2015. **The SNS program continues to grow and as of February 2017, SNA had 1,537 credentialed members.**
 - Developed and sent out a request for proposal (RFP) for a new Credentialing Exam testing vendor as well as coordinated a member based task force to review and select a new vendor. Currently in the process of transitioning to HumRRO, new testing vendor, which will begin scoring tests in January 2017. **The transition to HumRRO is now complete and the first batch of exams from January 2017 have been scored.**
 - Coordinated a meeting with the Exam Writing Group to draft new questions for each of the nine content and knowledge areas of the exam; the new exam to be developed sometime in 2017.
 - **After HumRRO presented several models to update the SNS exam, the Governing Council voted to move to an exam which will have up to 220 questions. Only 200 questions will be scored and the remaining items are unscored questions that are being pre-tested for future examinations. Pre-testing is a standard industry process. Candidates will still have four (4) hours to complete the exam. The revised exam is currently scheduled to launch at ANC 2017 in July.**
 - The professional development bundle of the *SNS Study Guide* and *School Food & Nutrition Services Management for the 21st Century*, continues to sell well. Individually, more than 750 copies of the *Study Guide* have sold since its January 2015 release. About 300 copies of the *Guide* were sold in 2016.
 - The number of Certificate in School Nutrition holders has dropped slightly to 19,622 certificate holders nationwide, which is 401 less than November 2015. Level 1 and 2 certificates continue to drop slightly; while Level 3 certificates continue to rise slightly.

Throughout the winter months, the certificate program continued to hover around 19,500 certificate holders, with some continued declines at Level 1 and Level 2. Level 3 continues to grow.

- A testimonial-based marketing campaign is in development to promote the Certificate program to both certificate and non-certificate holders and the benefits of moving up levels. The campaign launched in January 2017 and the series of web based testimonials have been well received on social media. The first round of targeted emails has also been sent and results are currently being evaluated. The testimonial series can be found [here](#) and will be converted into an article for the June/July 2017 issue of *School Nutrition*.
- Research, evaluate and share best practices in school nutrition ethics.
 - Development continues on a new education program focused on school nutrition ethics: *What Should You Do? Ethical Decision-Making in School Nutrition*.
 - This program is being tailored to school nutrition professionals and will include an introduction to ethics, discuss the value of ethics in the workplace, instruct participants on identifying ethical dilemmas and describe how to utilize an ethical decision-making model.
 - Through the collaboration of the Nutrition & Research and Professional Development Committees, over 35 school nutrition specific cases have been developed for use with this training program. Directors and managers offering the training will be able to provide the introduction to ethics in either a live setting, or they can offer their staff the option of viewing the introduction via an online module.
 - Training materials will include an instruction manual for trainers to utilize as a guide as they educate their staff. Additionally, the course materials will include activities for staff engagement, handouts and slides.
 - The first offering of this program will take place at SNIC 2017 in a pilot format to further vet the material and then as pre-conference session at ANC 2017.
 - Developed the first iteration of an ethics training program for school nutrition professionals and offered the training via a 2.5 hour bonus session and a 1.5 hour learning lab at SNIC 2017. Attendee feedback received at these sessions will inform future iterations of ethics programming.
 - Offering a four-hour training session at ANC 2017.
 - Creating a School Nutrition Procurement Ethics Procurement Task Force comprised of school nutrition directors, state agency staff and industry members to develop and recommend a plan to educate SNA members on school nutrition procurement ethics in a multi-year effort, and to review procurement ethics training materials.
 - Offering a procurement ethics session at ANC 2017 along with several other procurement sessions.
 - The Industry Exchange Session at LAC will focus on Procurement Ethics.
- Develop and promote leadership development opportunities.
 - A webinar on leadership training is being planned for the Spring of 2017. In addition, the 2017 National Leadership Conference for state affiliate leaders and national

committee members will focus on strengthening leadership skills. At ANC 2017, a 4-hour pre-conference on authentic leadership is scheduled.

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 in the education process.
2. **Increase efforts to improve understanding and knowledge by policy makers and other stakeholders of the scope and complexity of school nutrition operations.**¹
3. Increase the number of SNA members trained in advocacy.
4. Increase SNA's leadership role in the next Child Nutrition Reauthorization.

Priority Objective 2

Increase efforts to improve understanding and knowledge by policy makers and other stakeholders of the scope and complexity of school nutrition operations.

Strategies:

- Develop and deploy tools for members to use in sharing their school nutrition “stories.”
 - Worked with Havit, an outside marketing firm, to create a variety of tools to help members promote their programs and share their stories. Resources include: customizable school lunch and breakfast flyers to promote meal programs to parents; colorful, creative and sharable content for use on social media platforms; an animated video that promotes the value of school nutrition programs and the contributions of school nutrition professionals and messaging documents for SNA leaders.
 - Hosted a successful webinar offering members strategies for “Promoting School Meal Programs.”
 - Updated SNA resources to help members as they share their positive stories about school meal programs, including: a customizable PowerPoint presentation for members to use when presenting before the PTA or school board, a presentation for SNA leaders to use when talking with SNA affiliates about how to promote your school meal program, as well as new school nutrition photos posted to SNA's Flickr page.
 - **Created the TrayTalk.org blog where school nutrition success stories are featured and cataloged. The blog is being promoted via social media channels and to media outlets and mom bloggers. Blog posts are shared with Members of Congress to educate them on the positive efforts of school nutrition professionals in their districts (e.g. posts detailing each of the SNF School Nutrition Heroes were shared with relevant Members, including info about the Celebration of School Nutrition Heroes event at LAC on April 3).**
 - Hosted a podcast to promote SNA's PR and media outreach tools to assist members in promoting their programs and sharing stories.

¹ Primary Objective under each Objective is in bold

- Scheduled an LAC breakout session to promote advocacy, PR and social media tools to SNA members.
- SNA hosted a robust NSBW media outreach campaign, earning positive television news coverage in Atlanta, Houston, Memphis, Chicago, Albuquerque and Macon. TV coverage reached an estimated audience of nearly 200,000 viewers. The new Tray Talk blog featured daily school breakfast posts and the Tray Talk Facebook page featured contests and special posts. The Facebook campaign reached 32,000 people with positive messages and examples, included approximately 9,000 engagements with followers on the page and resulted in more than 1,000 new page likes. In addition, the following two mom blogs were coordinated and provided examples from NSBW: <http://www.balancingpieces.com/national-school-breakfast-week/>; <http://familyfocusblog.com/easy-origami-kids-breakfast-fruit/>
- Develop and deploy tools for SNA’s legislative team to demonstrate the unique no-one-size-fits-all dilemma of school nutrition operations.
 - Released the *2016 School Nutrition Operations Report* featuring trends in school meal programs. The report release and media outreach focused on diversity in meal programs and the wide variety of ways SNA members are working to improve their programs and encourage students to eat healthy school meals.
 - Assembling positive stories about school meal programs and sending them to members of Congress who represent the corresponding school district. Story links are accompanied by related stats from the Operations Report to highlight how these stories represent national school nutrition trends.
 - Drafted and distributed SNA President’s comments before the National Academies of Sciences, Engineering and Medicine, regarding challenges associated with the implementation of the Dietary Guidelines for Americans (DGAs) in school meal programs to key Members of Congress and the media.
 - Assisted in development of the 2017 edition of the *Little Big Fact Book, The Essential Guide to School Nutrition*, to provide a primer resource about school nutrition programs that is targeted to a wide array of audiences, including legislators and their staffs.
- Develop and deploy tools for state affiliates to grow their legislative teams.
 - Served as a state legislation resource by providing a report of all child nutrition-relevant state legislation introduced this year and highlighted its current status.
 - Assisted state affiliate executives and staff with lobbying efforts by providing information and references on state legislation.
 - Organizing State Policy Toolkits that will be distributed to each state affiliate as the new Congress and Administration gets underway in January 2017.
 - Planning a “Successful State Lobbying Strategies” breakout session at LAC to help state affiliates bolster advocacy efforts. Session will include an overview on hiring lobbyists to assist with state advocacy.
 - Continue to provide State Affiliate Executives and lobbying staff with resources and information on state legislation, as well as weighing in on SNA’s position on federal legislation.
 - Created an individualized State Advocacy toolkit to share with State Affiliates pursuant to LAC as they ramp up their advocacy.

- Enhance efforts to grow grassroots advocacy.
 - Continued to promote the #StopTheBlock initiative resulting in an additional 4,200 e-mails sent to Congress from SNA members since July and 16,209 in total.
 - Encouraged SNA members to write to their Senators insisting that they pass the Senate Child Nutrition Reauthorization bill. A total of 660 e-mails were sent to Congress.
 - Educated members on the importance of voting in this past November election through *Tuesday Morning*, e-mails and news stories. Voter resources were provided that allowed members to find their polling location and relevant voting information such as profiles of their local candidates.
 - Began promoting the Legislative Action Conference (LAC) “Sweepstakes” that encourages any “patriotic” activity including, but not limited to, a legislator visiting a school cafeteria.
 - Expanded the SNA Action Network to include a page specific to policy-related school nutrition news for easier access and increased visibility.
 - Pursuant to November election results and in response to increased inquiries from SNA membership, GAMR staff provided communications through e-blasts and the Tuesday Morning (TAM) e-newsletter on immediate steps to take to prepare for a strong year of grassroots advocacy.
 - Added a legislator “scorecard” feature ranking the support level of federal legislators based on their sponsorship/co-sponsorship and votes (if relevant) of Child Nutrition (CN) bills.
 - Drafted two extensive articles on the state of play in U.S. Congress with the idea of informing SNA members on possible future scenarios regarding Child Nutrition Reauthorization.
 - Expanded LAC marketing with weekly web stories featuring speaker interviews and other highlights which has resulted in a record attendance at 2017 LAC.
 - Hosted two webinars to support grassroots efforts that focused on making the most of LAC, provided tips for meeting with members of Congress and their staffs and reviewed the SNA Position Paper and resource tools.
 - Developed extensive resources to support LAC attendees in their advocacy outreach. Resources include: Position Paper talking points, notecards and workbooks for Capitol Hill meetings, a full color infographic and fact sheets to support each Position Paper request, plus sample tweets.
- Revise and implement a legislative plan that is aligned with the five-year Child Nutrition Reauthorization (CNR) cycle.
 - Lead opposition to the House Education and the Workforce Committee’s *Improving Child Nutrition and Education Act of 2016 (H.R. 5003)*, which includes a three-state block grant pilot program.
 - Drafted and circulated to allied organizations a letter opposing block grants. The letter was addressed to the chairs and ranking members of the Committees that passed H.R. 5003.
 - Designed a distribution plan to provide state affiliates with #StopTheBlock pins to distribute at state conferences.
 - Met with SNA’s external Communications Consultant to review post-ANC block grant communications strategy.

- Met with key Senate Agriculture Committee staff numerous times, in an effort to advance the Senate CNR bill and provided SNA member expertise on a variety of provisions.
- Participated in multiple meetings with CNR stakeholders to review strategies to move the Senate bill forward.
- Activated membership to urge swift passage of the Senate bill.
- Met with Majority Counsel for the House Education and the Workforce Committee to reiterate opposition to the House bill and Block Grants.
- Coordinated meeting with SNA leaders and Senate Agriculture Committee Chair Pat Roberts (R-Kan.) in mid-November to discuss CNR status and opportunities for collaboration in the Trump Administration.
- Created an Ad Hoc Presidential Appointee Committee to identify qualified candidates for consideration at USDA under the new Trump Administration.
- Drafted and sent an article to members to inform them that Congress adjourned before passing CNR bill as well as FQA on status and what happens next.
- Convened SNA Ad Hoc Working Group on Presidential Appointments to review applications from members interested in serving in positions at USDA under the new Administration and put forth recommendations to the Trump Transition Team.
- SNA leadership met with U.S. Senate Agriculture Committee Chair Pat Roberts (R-KS) and Ranking Member Debbie Stabenow (D-MI) to express SNA's concerns on a variety of school nutrition issues.
- Worked with SNA President to prepare Dietary Guidelines Advisory Committee (DGAC) testimony to be presented to Capitol Hill.
- Drafted the 2017 SNA Position Paper with the SNA PPL Committee and Executive Committee.
- Continue to meet with Senate and House Agriculture Committee staff to deliver materials on the Breakfast Commodities request in the 2018 Farm Bill.
- Continue outreach to Representative Virginia Foxx (R-NC), new Chair of the House Education and the Workforce Committee to brief her on the critical nature of child nutrition programs.
- Hosted a Block Grant Planning Summit with SNA officers and representatives of allied organizations to create coalition and develop key messages and advocacy strategies for opposing/defeating any Block Grant proposals in the 115th Congress. SNA President Becky Domokos-Bays and SNA CEO Patti Montague, served as Summit hosts. Representatives of SNA, Food Research and Action Center (FRAC), Academy of Nutrition and Dietetics (AND), the School Superintendents Association (AASA), Mission Readiness, National School Boards Association (NSBA), Council of Chief State School Officers (CCSSO) and the National Parent Teacher Association (PTA) participated in the Summit. Detailed action plan being drafted and ideas will be shared at LAC.
- Worked with the PPL Committee and some SNA Board members to draft SNA comments in response to Federal Register Notices regarding:
 - The Food and Drug Administration's Nutrition and Supplement Facts Labels
 - USDA's evaluation of the School Meal Data Collection Process
 - Revisions to the USDA Foods Processing Program
 - USDA's study of non-response to the School Meals Application Verification Process

3. Community

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

Objectives

1. Increase School District Owned Memberships and increase membership retention.
2. **Increase satisfaction and engagement among different demographic segments of SNA's membership.**¹
3. Remove barriers to participation in SNA activities by anyone interested in school nutrition.
4. Enhance the SNA and state affiliate partnership to align efforts to achieve SNA strategic goals.
5. **Enhance strategic partnerships with allied organizations.**

Priority Objectives

Objective 2:

Increase satisfaction and engagement among different demographic segments of SNA's membership.

Strategies:

- Improve our understanding of member demographics through qualitative and quantitative research.
 - Developing a Member Satisfaction Survey to field in early 2017 to ascertain members' satisfaction and engagement.
 - **Finalized and fielded Membership Satisfaction Survey the week of March 20, 2017 that will ascertain members' satisfaction and engagement with SNA. Analysis of information by member demographic segments will help to identify areas of opportunity within key segments.**
- Apply initial research results to begin development of targeted tools and approaches to meet the needs of key demographic segments.
 - Creating a Young Professionals Task Force comprised of members between ages 25 and 40 to provide input on what is important to younger professionals working in the school nutrition profession and identify ways to enhance SNA's engagement with this important member segment.
 - Held the Young Professionals Task Force on March 21 – 22, 2017 in National Harbor. Outcomes of the meeting will be reviewed and discussed by the Board and strategies to continue engagement will be included in the 2017-2018 Plan of Action.
- Expand opportunities for state agency/state association collaboration.
 - **Developed two separate surveys for state associations and state agencies to better understand the partnership between these organizations within the states. Survey to be fielded in April 2017.**

¹ Primary Objective under each Objective is in bold

Priority Objective 5:

Enhance strategic partnerships with allied organizations and industry.

Strategies:

- Identify synergies between SNA and allied groups in pursuit of issues of mutual benefit and concern.
 - Created an SNA Allied Partner Tracking Report to track SNA and the School Nutrition Foundation's partnerships and status of projects with allied partners. Allied Partner Tracking Report is periodically updated throughout the year to reflect new partnerships and update the status of these partnerships.
 - Partnering with the Healthy Schools Campaign on Cooking Up Change program.
 - Outreach to Agriculture groups to gain support for SNA effort to obtain commodities in the next federal Farm Bill.
- Establish opportunities to engage with allied partners.
 - Planning Partner Summits for late January 2017 to discuss how we can work together with allied partners to protect school nutrition programs. Convened a Stop the Block Partner Summit in late February with like-minded organizations/associations.
 - Serving as a strategic partner with the National Farm to School Network.
 - Submitted an application for a Robert Wood Johnson grant with Action for Healthy Kids and nine other organizations working on the Every Kid Healthy Coalition. Coalition invited to submit formal grant proposal in Phase II of the selection process.
 - Held conference call with the National Governors Association to discuss ways to work together.
 - Partnered with Share Our Strength on multiple awareness-raising initiatives, including an article on Schools as Nutrition Hubs (SANH), in the March 2017 issue of *School Nutrition* and an upcoming webinar on this topic.
 - Participated in a meeting on March 5 and March 25 with the First Lady of Virginia Dorothy McAuliffe and representatives from Share Our Strength, the Urban School Food Alliance, Chartwells, and Sodexo Marriott to discuss how we can all work together to help increase participation in school nutrition programs. All participants invited to part of the Stop the Block Coalition.
 - Participating in the Nourish to Flourish Summit sponsored by the National Dairy Council and the Urban School Food Alliance in Chicago, IL March 28 – 30, 2017.
 - Exhibiting at the 2017 National School Board Association Conference in Denver, CO, third year in a row.
- Expand opportunities for engagement with industry
 - Hosted the Fall Industry Boot Camp on Nov. 9th and 10th. Thirty-four industry members participated, which is the highest number to date. Evaluations indicated that attendees were very happy with the information shared and the opportunity to engage with directors.
 - Hosted the 2016 Annual Patron Meeting on Nov. 16th. Forty-five Patron representatives and five school nutrition directors participated. All attendees enjoyed the information presented, the interaction with directors and the thoughtful discussion on clean labels.

- Met with the Industry Advisory Council (IAC) in January at SNIC to advance the work on the 2016-2017 IAC Board Charges.
- Scheduled 2017 Spring Industry Boot Camp to be held on May 17 and 18. Registration is ongoing.
- Spoke with the International Dairy Food Association (IDFA) on milk issue and a potential legislative solution.

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.¹**
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 the effectiveness and efficiency of decision-making and work systems.

Strategy:

- Develop and seek acceptance of a state affiliate agreement outlining how SNA and SNA affiliates support one another.
 - Created a State Affiliation Agreement Task Force comprised of current and former state national leaders with members from each of the seven regions.
 - Convened first Task Force meeting in September to discuss critical issues, review a rough draft of a State Affiliation Agreement and review a preliminary roll-out plan.
 - Convened second Task Force meeting in December where Task Force members reviewed an affiliation agreement draft fine-tuned by legal counsel as well as the roll-out plan and FAQ's.
 - Shared update with state leaders after each Task Force meeting.
 - Planning introduction to state leaders in the Spring 2017.
 - **Executive Committee reviewed and approved the roll-out plan to the state leaders at NLC.**
 - **Final legal review completed on agreement.**

¹ Primary Objective under each Objective is in bold

Objective 3:

Increase recruitment and development of future SNA leaders.

Strategies:

- Develop initiatives to support graduates of SNA's Future Leaders Program to encourage the continuation of their state and national leadership journey.
- Continue to improve and promote current leadership advancement opportunities.
 - Created a SNA Leadership Opportunities section on SNA website under About SNA. Additional materials are now on the SNA Leadership Opportunities page for use by potential candidates and prospective committee appointees with more material coming soon in preparation for the 2018 election.
 - Introduced a new column in *School Nutrition*, "My Leadership Journey," to highlight volunteer leaders at the state and national levels and provide peer-to-peer encouragement for participation.
 - Created a PowerPoint presentation on SNA Leadership Opportunities.
 - In 2017, there will be one Leadership Development Committee (LDC) representative as a talent scout at SNIC and two representatives at LAC and NLC. The full committee will attend ANC in their roles as talent scouts as they prepare for the 2018 election nominations process.
 - There will be opportunities for interested members at both NLC and ANC to learn more about national leadership opportunities, hosted by LDC representatives.
 - Received 50 nominations for the 2017 Future Leaders Program from 33 states as of the end of March.
 - The 2017 election strategies to increase voting participation included adding candidates' photos to the ballot for the first time, promoting the election through social media and posting state voting percentages midway through the voting period through an interactive map tool.
 - Developed and implemented a more formal orientation for the new members of the Leadership Development Committee to get them up to speed quickly.
 - Developed a new Prospect Log to track contacts made by committee members with members who are interested in national leadership opportunities, including task forces, committees and elected positions. The information will be used for task force and committee appointment recommendations and potential candidates for the 2018 election.
 - Developed a new approach to support the President-elect in communicating with members he or she has chosen to appoint to 2017-18 SNA Committees and Councils. This new procedure is being introduced given the higher number of committee appointments open due to the change in committee appointment terms from three years to two years, and to provide as much information to SNA members considering committee appointments. Appointees will be sent information on committee member expectations, the time commitment, travel, the committee description, the Standards of Business Conduct/Conflict of Interest Policy, etc. and asked to return a form indicating

they accept the appointment, prior to submitting the appointees for approval to the Board in May.

- Expand recruitment of under-represented member demographic groups in Association leadership positions.
 - There were 4 males (30%) and 2 (15%) minorities on the 2017 election ballot, both under-represented demographic groups in SNA leadership positions.
 - The LDC has both an employee/manager and a state agency employee, both elected to represent their region. Those two groups have usually not been represented on this committee and have brought helpful perspectives to the nominations process.

Objective 4:

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

Strategies:

- Review and reallocate available financial and human resources to meet the 2016-17 priorities, including sun-setting of programs as appropriate.
- Identify potential sources for new revenue.
 - Introducing a Virtual Trade Show in late January 2017 that will generate more than \$30,000 in new revenue.
 - Recommending that we host another Virtual Expo in 2018, expanding the number of booths and including a small increase in the booth price. This will generate additional new revenue.
 - SNA will offer ANC17 Exhibitors the opportunity to rent private meeting space near the Exhibit Floor at the GWCC. This will be convenient for participating exhibitors and will generate additional revenue to help offset the cost of the convention center space rental fee.

5. Other New SNA Initiatives

Advocacy

- Develop and implement an initiative to seek commodity assistance for breakfast in the next Farm Bill.
 - Met with the CEOs of over 25 key agriculture organizations to discuss SNA's breakfast commodities initiative and gain support for the effort. Meetings resulted in full support of the concept developed by SNA.
 - Met with all Senate Agriculture Nutrition Subcommittee Republicans, and have begun meeting with Democrats as well, to gain support for breakfast commodities in the next Farm Bill. Feedback from the meetings has been positive.
 - **Developed USDA Foods backgrounder and FAQ document to leave behind at Capitol Hill offices.**
 - Met with Clinton and Trump Agriculture Transition staff to discuss SNA's Farm Bill strategy.
 - SNA President and Government Affairs and Media Relations (GAMR) staff met with President/CEO of trade group to discuss enforcement and clarity opportunities on the Buy American provision.

Membership

- SNA currently has 58,311 members nationwide (which is 1,190 more than November 2015), and continues to be the highest number in more than 15 years. This is 153 less members than May 2016 year-end, but this follow seasonal trends and membership remains at its highest in over a decade. **SNA membership remains over 58,000, with current membership standing at 58,435 as of the end of February. School District Owned Membership currently account for 52% of total membership.**
- Winners of the Back to School Membership Drive, which are. . .
 - 1-500 members: Kansas
 - 501-1,000 members: Arizona
 - 1,001+ members: Georgia
- Created new membership marketing materials, including new brochure targeting school nutrition employees and managers
- **Created a new magazine/newsletter ad for state associations to promote the benefits of SNA to the members.**
- **Collecting information on annual state conferences from SNA state associations. The information collected will be used to create a brand new library of ideas for state leaders to utilize in planning future meetings.**
- **Updated and shared new state logos, which include the new tagline, with 33 of the state affiliates.**
- **Created a brand new mini-training, pre-recorded webinar for state leaders to learn how to participate in the SNA Awards Program.**

Communications

- Developed and introduced a weekly e-newsletter (*SN Express*) to replace *SN Direct*, which will provide a weekly channel to “push” information to SNA members and reduce the heavy volume of individual e-blasts sent to members that promote various programs and initiatives.
- Expanded last year’s initiative to sell limited advertising on theme-branded digital communications specific to ANC marketing by repeating this approach with SNIC. Packages for this revenue-generating opportunity are sold out for 2016-17.
- Increased advertising sales percentages for *School Nutrition* (June/July16-April17), leading to an increase of 100 more pages published year to date than during the same months in 2015-16.
- Published the *2017 Little Big Fact Book: The Essential Guide to School Nutrition*.

Task Forces

- Published *Solving the Procurement Puzzle: Managing the Complexities of Doing Business in K-12 School Foodservice* white paper in October 2016 because of the work of the Procurement Task Force.
- Establishing four additional Task Forces listed below in addition to the three already identified in this report – State Affiliation Agreement, School Nutrition Procurement Ethics and Young Professionals to work on priority projects identified by the Board this year. Members selected to represent SNA’s seven regions, member segments and different sizes of school districts.
 - Procurement – Commodities
 - School Nutrition Financial Management
 - School Nutrition Chefs
 - SNA Long Term Position Statements
- Scheduled Chefs Task Force for March 31, 2017 in Arlington, VA. The purpose is to identify ways to engage the chefs working in school nutrition programs and determine how their collective knowledge can enhance school nutrition programs.
- Scheduled the Financial Management Task Force for May 9 – 10, 2017 in National Harbor, MD. The purpose is to identify financial management training tools and templates for medium and small school districts.
- Scheduled the SNA Long Term Position Statements Task Force for June 6 – 7, 2017 in National Harbor, MD. The purpose is to review SNA’s long standing advocacy positions and identify new positions important to school nutrition programs.
- Scheduled the School Nutrition Procurement Ethics Task Force. Purpose is to develop a plan to educate SNA members on procurement ethics in a multi-year effort.

6. School Nutrition Foundation

Projects:

- **Breakfast in the Classroom, Cycle 3**
 - Completed Cycle 3 in 7 target states of Alabama, Arizona, Georgia, Indiana, Kansas, Pennsylvania, Virginia.
 - Awarded a total of \$2.8 million to 21 school districts, 97 schools.
 - Increased breakfast participation by 27,000 students to date because of this grant and more than 65,000 overall.
 - Sending an award and MOU to Erie, PA for a phase 2 to utilize remaining funds from Cycle 3.

- **Breakfast in the Classroom, Cycle 4**
 - Facilitated a Breakfast in the Classroom Precon at 2017 SNIC that was highly evaluated.
 - Working in 10 target states of Idaho, Louisiana, Mississippi, Missouri, Nebraska, North Carolina, Ohio, Oklahoma, Texas, Utah.
 - Completed agreements with 9 of the 10 state affiliates to work with SNF/SNA to promote program.
 - Applications complete and plans underway to fund Austin, TX and Jennings, MO.
 - Preliminary conversations and applications in process with Newark, OH; Logan-Hocking, OH; St. Helena, LA; Port Arthur, TX; and Ogden, UT.

- **Schools as Nutrition Hubs (SANH):** Case studies of schools offering multiple school meal programs
 - Completed preliminary research.
 - Identifying tools and developing new resources.
 - Participated in session at Share Our Strength's Summer Meals Summit to discuss SANH project
 - On March 9, 2017, SNF hosted an allied meeting in conjunction with Share Our Strength to share the project concept with 35 attendees highlighting a panel of operators.
 - Next steps are to host a focus group Saturday April 1 before LAC begins to better understand what tools would be the most useful for operators wanting to maximize their operations.
 - Following that meeting on April 5, SNA/SNF staff will meet internally to determine next steps on this relationship with Share Our Strength, as the MOU with them ends in June.

- **School Nutrition Equipment Capacity Initiative**
 - Developed preliminary description of program, including expected outcomes of resources for SNA members.
 - Received funding from the Pew Charitable Trusts for planning meeting.
 - Recruited members of the Planning Committee and organized for meeting on April 25 – 26, 2017 to be held at SNA Headquarters.
 - Targeting equipment companies to participate in project.

- Met with potential sponsors at National Association of Food Equipment Manufactures (NAFEM) Show in Orlando in February 2017.
- **Collaboration with Environmental Research and Education Foundation (EREF)**
 - Continuing to encourage schools to participate in study of food waste in school lunchrooms.
- **Collaboration with Action for Healthy Kids**
 - Developing business plan for interactive nutrition education tool.
- **Every Kid Healthy Coalition Project**
 - Participating in grant request to Robert Wood Johnson Foundation for Strategic Action.
 - Coalition proposal moved on to Phase 2 submission.

Scholarships

- Promoting other scholarships
 - Professional Development -- \$33,000 in new scholarships are available because of a fiscal year-end gift from SNA to SNF to support members.
 - Kathleen Stitt Award
 - SNA Conference Scholarships -- available for 2017 LAC, 20017 ANC and 2018 SNIC because of the fiscal year-end gift by SNA to SNF to support members.
 - Baxter and Winston Equipment Grants
- **Josephine Martin National Policy Fellowship - (LAC)**
 - Selected 2017 recipient, Nancy Droszcz, who will attend the 2017 LAC.
- **SNA Membership Committee has selected six recipients for the 2017 LAC scholarship and 10 recipients for the 2017 ANC scholarship. These scholarships are being given because of the fiscal year-end gift from SNA to SNF to support members. Recipients are from a variety of member types, regions and represent first-timers and individuals who have not attended the meetings in at least three years.**
- **SNF Equipment Grant Subcommittee is reviewing the 37 qualified applicants of the Winston Grant and will have determined a recipient by February 22.**
- **SNF secured AccuTemps Products as a sponsor for the ANC First Timers Scholarship and is now accepting applications for this scholarship.**

Fundraising to Support SNF Operations and Scholarships

Annual Fund

	1/1/14 – 12/31/14	1/1/15 – 12/31/15	1/1/16 – 12/31/16	% Increase: 2014 to 2016	% Increase 2015 to 2016
ANNUAL FUND	\$20,176.01	\$27,586.51	\$47,410.68	135.0%	71.9%
# OF DONORS	135	202	700	418.5%	246.5%

Fundraising State Incentive

- Notified seven states -- **Kansas, West Virginia, Colorado, Illinois, New York, California, Michigan** -- of their achievement of exceeding 3% participation in the 2016 Annual Fund and provided information on the dollars available for scholarship for SNA members in the respective state. The total amount that the Foundation is giving back to the states is \$3,519.

SNF State Ambassadors

- Recruiting SNF State Ambassadors for 2017 and offering an orientation webinar in March. As of February 22, 2017, 38 States have selected Ambassadors for 2017.

2017 Celebration of School Nutrition Heroes

- Planning underway for the 2017 School Nutrition Heroes Celebration that will be held on Monday, April 3, 2017, at the JW Marriott in conjunction with LAC.
- Selected five School Nutrition Heroes that will be recognized and celebrated heroes for 2017 Celebration.
 - Secured commitments totaling \$255,700 as of March 24, 2017; **\$23,900 over budget.**
 - Exceeds sponsorship total for all prior years with 27
 - Commitments total 407 seats, higher than all prior years.

Sustainer's Circle

- Providing recognition for those members making recurring gifts: monthly, quarterly, and annually.
 - 12 members/9 monthly
 - \$265 per month/\$3,180 per year
 - Average gift: \$29.44 per month; \$353.33 per year