

**CORE PURPOSE:**

*Well-nourished students,  
prepared to succeed.*

**VISION:**

*Every student has access to nutritious meals  
at school, ensuring their optimal health and  
well-being.*

**MISSION:**

*Empowering school nutrition profes-  
sionals to advance the accessibility,  
quality and integrity of school nutri-  
tion programs.*



# ANNUAL REPORT 2017-18



**Feeding Bodies. Fueling Minds.™**

# Year in Review

**D**oes SNA ever have a quiet, dull year? You know better than anyone that school nutrition is always evolving, responding to new trends and stepping up to meet thorny challenges. The work of your Association reflects your world, and this 2017-18 *Annual Report* is merely a top line look at the many, many triumphs and milestones we achieved together in what was a busy, productive year for all.

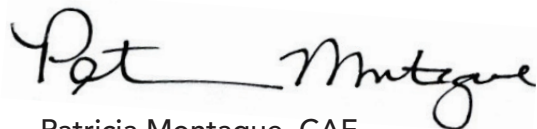
From the debut of incredible professional growth resources to the success of several legislative priorities, to the discerning assessment and development that led to SNA's 2018-21 *Strategic Plan*, to the numerous other accomplishments highlighted in the pages that follow, you can take immense pride in being an SNA member. We encourage you to take some time to read about the year that has passed and gain a helpful perspective toward some of the new challenges we expect to encounter in the months to come. Note that the *Annual Report* is now being published in the fall in order to

reflect the past year's financial performance as confirmed by the annual audit.

Finally, we recommend that you share this downloadable document with other stakeholders in the success of school meal programs. It's a perfect resource to help recruit new Association members, demonstrate the scope of our activities to administrators and legislators and attract new vendors to the K-12 school segment. Thank you for being an engaged, professional member of SNA; we look forward to another great year ahead.



Lynn Harvey, EdD, RDN, SNS  
2017-18 SNA President



Patricia Montague, CAE  
SNA Chief Executive Officer



# Impact

## STRATEGIC PLAN

One of the most important projects for FY 2017-18 was the development of the **2018-21 Strategic Plan**, the blueprint that will guide the Association's priorities and projects. In January, a diverse group of forward-thinking leaders representing different member types and key stakeholders, came together to do the difficult work of distilling many needs and ambitions.

While the most successful strategic plans are hyper-focused, they start with audacious goals, including a review of the Association's Core Purpose, Vision, Mission and Values. Changes were small, but meaningful. In particular, six new core values—**integrity, inclusion, collaboration, commitment, innovation and courage**—were identified to better represent the past, present and future of SNA. Brief consideration was given

to revising one or more of the Strategic Goals, but the Planning Committee quickly reaffirmed Professional Development and Advocacy & Public Image as core competencies of the organization, while the other two Goals have new names—Membership & Community (formerly Community) and Governance & Operations (formerly Infrastructure)—that better reflect their specific intentions. The full Plan can be found at [https://schoolnutrition.org/uploadedFiles/About\\_SNA/Overview/2018-2021-Strategic-Plan.pdf](https://schoolnutrition.org/uploadedFiles/About_SNA/Overview/2018-2021-Strategic-Plan.pdf).

SNA's 2018-21 Strategic Plan will serve as roadmap to guide the Association, but it is not one chiseled in concrete, as much can and will change over the next three years. It will guide SNA's leaders and staff to stay on track and establish benchmarks for timely and responsive adjustments.

## MEMBERSHIP

**We are stronger together.** And through SNA professional memberships, school nutrition operators at all levels have access to numerous professional development resources, legislative advocacy and networking opportunities—all designed to help grow careers and improve school meal programs for the children we serve.

This year, SNA set an ambitious goal to grow the membership base to 60,000 by the

end of 2018, and as we approach this goal, we closed out the Membership year at **58,895**, our highest level since 1999. This is due, in large part, to the growth in School District Owned Memberships (SDMs), which now represent **57.5%** of SNA's total membership. In addition, SNA recruited a corps of Membership Champions in every state to reach out to districts with no members or potential for expansion.

Throughout 2018, SNA continued to lead the charge for protecting school meal programs in Washington, D.C., with **opposition to any attempt to introduce block grants** at the forefront. Block grants would end 70 years of steady, predictable funding and replace it with an unreliable system that would mean less money, fewer school meals and more hungry children.

Although there are no current legislative proposals for this funding change, SNA is vigilant for any action by Congress. There have been previous attempts to introduce block grants, and a report identified block grants as a strategy to reduce the federal debt. SNA has established the Stop the Block Coalition, composed of a key group of allied organizations and designed to educate Congress on the dangers of block grants. As part of this effort, SNA has developed an informational website, [www.stopblockgrantsnow.org](http://www.stopblockgrantsnow.org).

To help **ease administrative burdens** on school food authorities and state agencies, Congress, at SNA's urging, appropriated \$1 million for USDA to commission an independent study on program simplification for school meal programs. Through meetings and brainstorming sessions, SNA members shared their challenges and recommendations on how to streamline these programs and eliminate barriers to efficiency. A contract was awarded

and the final report is due before the end of 2018.

The Association also was successful in making the case for **providing flexibility for certain nutrition standards** for school meals. With the publication of the new Interim Final Rule from USDA, concerns from SNA members related to requirements regarding sodium content and whole grains (priorities in SNA's *Position Paper*), as well as milk have been addressed.

SNA also pushed for **new funding to develop training programs** for school nutrition professionals. For FY 2018, \$2 million has been appropriated for training specifically offered through professional associations. SNA will apply for this funding to develop various programming to support our members as they work to meet annual Professional Standards training requirements. In addition \$30 million in **equipment grants** was once again made available through the Appropriations process.

Finally, SNA laid the groundwork to receive \$20 million in **school breakfast commodity support**. As the Association's fiscal year ended, this provision was part of a bill in the final House/Senate conference stages. It is expected to pass and be signed into law, with funding included in the government's FY 2019 budget.

# Impact

## PROFESSIONAL DEVELOPMENT

To better help school nutrition professionals grow their opportunities, their careers and their programs, SNA continues to expand and enhance its professional development offerings.

As part of SNA's **Certificate in School Nutrition** program, a new "bridge" level was introduced in July to expand the total number of program levels from three to four. This new level nestles its way in between the old Levels 1 and 2, bridging any educational gaps experienced by professionals who struggled with the requirements to step up beyond Level 1.

SNA also pilot-tested a new **prep course for the School Nutrition Specialist (SNS) exam**. The course, offered as a pre-conference workshop at SNA's School Nutrition Industry Conference, is taught by subject matter experts and provides key resources and concepts to help members pre-

pare for different content areas of the exam.

Also new this year is SNA's **online Ethics Course**. This self-paced learning module offers users with a variety of real-life school nutrition-specific ethical dilemmas and teaches a seven-step decision-making process. More than 400 members—from cafeteria employees to district directors to state agency personnel—have completed the course. SNA also developed **Dollars & Cents**, a video tutorial training series focused on financial Key Performance Indicators.

**Webinar Wednesdays** offer another online learning opportunity to SNA members. Covering a wide variety of topics from fruit and vegetable consumption to emotional intelligence, 22 webinars reached a total audience of 5,718 participants. SNA's On-Demand webinars had an additional 18,623 attendees.

## MEDIA IMPRESSIONS

SNA's year-round social and traditional media outreach initiatives promote the contributions of school nutrition professionals. In SY 2017-18, SNA earned widespread positive media coverage.

Through numerous **television news stories** that reached nearly **11 million viewers** nationwide, SNA was able to communicate our work on a wider platform, with a publicity value of nearly **\$3 million**. The passion and dedication of SNA and SNF award winners was profiled in more than 40 news stories alone—in both print and television segments—across the country. Live, in-studio TV

interviews featuring National School Breakfast Week aired in four major media markets.

Leveraging online media has also been a crucial tool to garner media impressions. SNA's TrayTalk.org blog featured the innovations of 105 school meal programs through 37 new posts on school nutrition successes. Tray Talk's Facebook page has **10,180** fans, an increase of 1,000 since July 2017. With an online blogger campaign targeted to the "mom blog" market, SNA engaged with eight new bloggers to build awareness of the nutritional value of school meals.

Celebrations from coast to coast happened in October 2017 during **National School Lunch Week** (NSLW), which was themed “Recipes for Success.” SNA members shared their winning ingredients for a successful program such as honesty, service, quality food and preparing meals with joy. Colorful posters, creative contests, innovative games, crazy costumes, new recipe samples and celebrity servers were spotted, and **NSLW website page views** totaled a whopping **76,655**, with **9,746 downloads** of NSLW promotional materials and resources.

Not to be outdone, the **2018 National School Breakfast Week** (NSBW) theme “I ♥ School Breakfast” challenged SNA members to use popular social media emojis in creative ways. For the March celebration, emoji-inspired food art and themed breakfast menus, masks and decorations were popular ways to celebrate. And, **downloads** of online promotional materials **nearly doubled** those of NSBW17 at **18,841**.

This year’s NSBW campaign materials were made possible with support by Kellogg’s, which also cosponsored an operator contest. More than **120 entries** showcased innovative strategies for promoting breakfast at school. Eight winners were selected, earning complimentary registrations to SNA’s 2018 Annual National Conference in Las Vegas.

Now in its sixth year, **School Lunch Hero Day**, produced in partnership with *Lunch Lady* artist and author Jarrett Krosoczka, gets bigger and more creative every year. Total campaign impressions of the May 4, 2018 event topped **200,000**. SNA was pleased to work with two Virginia elementary schools that hosted personal visits from Jarrett. Engaging his young audiences with humorous anecdotes of his journey as an artist, Jarrett also participated in special appreciation presentations to the cafeteria staff at each site.



As SNA's philanthropic sister organization, the School Nutrition Foundation (SNF) is dedicated to securing financial resources for education, professional development, scholarships and research for school nutrition professionals. Its strategic focus is to help SNA members serve one million more meals. SNF has an independent board of directors composed of school nutrition directors and industry partners.

**Scholarships** made through SNF enable SNA members to attend career-building professional conferences and advance their education. In 2017-18, 75 scholarships were awarded for conferences and education opportunities—these amounted to more than \$100,000 in support!

For SNF's 2017 **Annual Fund**, \$50,000 was raised by donors from all 50 states. Twelve of these states received dollars for scholarships by reaching Annual Fund participation goals. Contributions will be accepted for the 2018 Annual Fund until December 31, 2018.

Now in its seventh year, the **Partners for Breakfast in the Classroom** initiative has distributed some \$6.6 million in funding from the Walmart Foundation to schools all across the country to help devel-

op or expand alternate service of the morning meal. To date, more than 100,000 more students are eating a healthy school breakfast. In addition, SNF partners with Share Our Strength's No Kid Hungry campaign on the **Schools as Nutrition Hubs** project which provides tools and training to help school nutrition directors expand meal programs. This year also saw the launch of **Ideas@Work** innovators, sharing their best practices through social media channels and conference education sessions.

For a fifth year, SNF identified five school nutrition professionals who exemplify the spirit of service to their communities. Going above and beyond expectations, the five award winners are declared **School Nutrition Heroes** and honored at an annual celebration held in conjunction with SNA's Legislative Action Conference. These individuals hail from all across the country and are strong advocates for children and families in their communities.

*[Note: The SNF financial overview will be added to this publication later in Fall 2018.]*

*[Editors' Note: SNF operates on a traditional calendar year, so certain statistics are for 2017 only.]*

# 2017-18 highlights

# by the numbers

## MEMBERSHIP



**58,806** highest since 1999

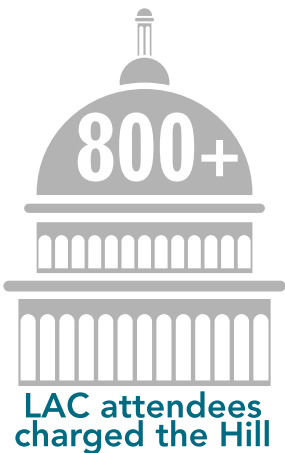
**46** signed state affiliates

**18,471** certificates

## PROFESSIONAL DEVELOPMENT



## ADVOCACY



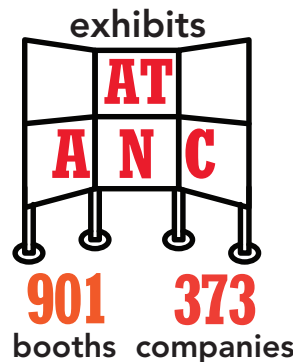
breakfast commodities



**45,000** petitioners



## BUSINESS DEVELOPMENT & SPONSORSHIPS





# 2017-18 highlights

# by the numbers

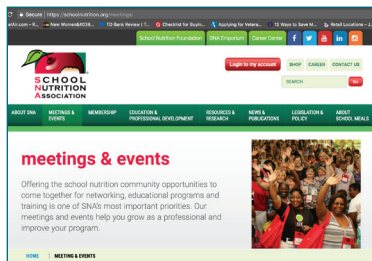
## SOCIAL MEDIA & TECHNOLOGY

56,548  
followers



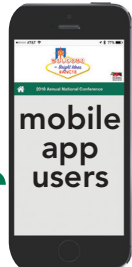
2,800+  
virtual expo  
attendees

sna website



365,000+ users  
750,000+ visits

3,992



## DIGITAL & PRINT MEDIA



SN magazine

16 research  
articles  
published  
**Journal**  
of Child Nutrition  
& Management



## SCHOOL NUTRITION FOUNDATION

PARTNERS FOR  
**Breakfast**  
IN THE  
**Classroom**  
468 grants to schools

765  
donors  
in 2017



\$100k  
scholarships  
awarded

100,000  
more students  
participated  
school breakfast program

# SNA

## financial overview

SNA's 2017-18 Annual Report is now being produced to reflect the audited financial report of the target year. SNA's financial overview for 2016-17 has been posted as an independent document on SchoolNutrition.org. Click on the "About SNA" tab to access. The financial overview for the School Nutrition Foundation will be added to this publication later in Fall 2018.

**total assets**  
\$13,386,171

**total liabilities**  
\$4,146,195

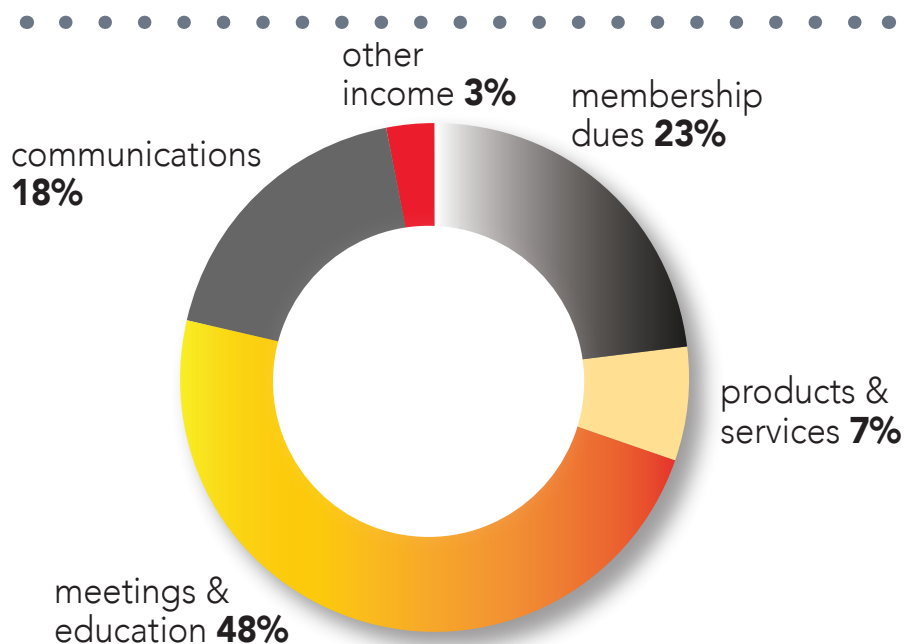
**total unrestricted  
net assets**  
\$9,093,335

**total temporarily  
restricted net assets**  
\$84,826

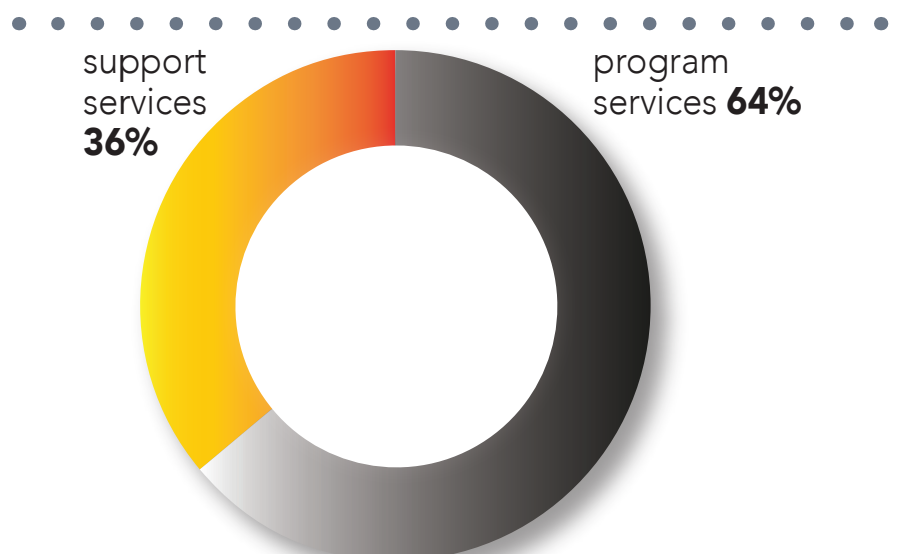
**total permanently  
restricted net assets**  
\$50,000

**total change in net  
assets**  
\$11,815

### 2017-18 Income by Type



### 2017-18 Expenditures by Function



**SNA OFFICERS**

Lynn Harvey, EdD, RDN, SNS, *President*  
 Gay Anderson, SNS, *President-Elect*  
 Debbie Beauvais, RD, SNS, *Secretary/  
 Treasurer*  
 Patricia A. Montague, CAE,  
*Chief Executive Officer, Ex-Officio*

**SNA DIRECTORS**

Tamara Earl, SNS, *Mideast Regional  
 Director*  
 Sandi Kramer, *Midwest Regional Director*  
 Gail Koutroubas, *Northeast Regional  
 Director*  
 Kaye Wetli, SNS, *Northwest Regional  
 Director*  
 Reginald Ross, SNS, *Southeast Regional  
 Director*  
 Monica Deines-Henderson, SNS,  
*Southwest Regional Director*  
 Angela Haney, SNS, *West Regional  
 Director*  
 Lori Adkins, SNS, *At-Large Director*  
 Stephanie Dillard, SNS, *At-Large Director*  
 Ariane Shanley, *At-Large Director*  
 Donna Myers, *SN Employee/Manager  
 Representative*  
 Sandra Ford, SNS, *SNF Board  
 Representative, Ex-Officio*

**SNF OFFICERS**

Sandra Ford, SNS, *Chair*  
 Kathy Burrill, SNS, *Vice Chair*  
 Debbi Beauvais, RDN, SNS, *Treasurer*  
 Chuck Ainsworth  
 Mary Begalle, PhD, RDN, SNS  
 Scott Benne  
 Shirley Brown, EdD, SNS  
 Mike Burke, SNS  
 Jill Kidd, RD, SNS  
 Joanne Kinsey, SNS  
 Suzanne Morales, RD, MPH, SNS  
 Scott Swogger  
 Patricia A. Montague, CAE,  
*Chief Executive Officer*  
 Jane Mell Balek, *Executive Director*

