

CALIFORNIA SCHOOL NUTRITION ASSOCIATION



**CALIFORNIA
SCHOOL NUTRITION
ASSOCIATION**

OFFICER'S HANDBOOK

FORWARD

This Officers Handbook is intended to assist Chapter Officers and Committee Chairs in performing their official duties. This handbook aims to define their responsibilities and to clarify the procedures for conduction of Chapter business.

At the termination of your office please transfer this “Handbook” to your successor.

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MISSION STATEMENT

The California School Nutrition Association provides our members resources for quality school nutrition programs and services as partners in academic achievement.

CORE VALUES

The California School Nutrition Association values...

***Respect
Honesty and integrity
Children first
Professionalism
Education
Science-based nutrition
Knowledge-based decision making***

THREE-YEAR GOALS

(2008-2011 * Not in priority order)

Provide education and educational materials for our members

Increase public and legislative awareness that child nutrition and academic achievement go hand in hand

Promote professionalism of school nutrition

Achieve 2011 members by 2011

CSNA IS...

California School Nutrition Association, Inc. (CSNA) is the only professional organization for people engaged in school nutrition programs in public or private schools, colleges, and universities.

CSNA was organized in 1953 and has a membership in excess of 2000 members in over 34 affiliate chapters and 350 Industry members. CSNA is affiliated with the 53,000 members of the School Nutrition Association (SNA).

CSNA'S PURPOSE IS...

- To improve the health and vigor of our nation's children through healthy food and Nutrition Education
- To maintain and further high standards for school nutrition programs
- To further the professional growth among the members
- To provide for an exchange of ideas and sharing of experiences, and to promote cooperation and growth among the members
- To promote legislation designed to foster adequate school nutrition programs
- To acquaint the school community with the vital roll of school nutrition programs in national health and well-being

CSNA MISSION

The mission of the California School Nutrition Association, as a powerful voice for all involved in school nutrition programs, is to provide a forum for personal and professional development by offering innovative educational programs, supporting legislative efforts, and promoting community awareness for the purpose of improving the well-being of California's children.

CSNA OFFERS...

- Representation of membership in the development of legislation on the state and national level for school nutrition programs
- Cooperation with allied associations and the public in an effort to promote school nutrition programs
- Two outstanding professional publications: *CSNA Poppy Seeds* and the *SNA School Food Service & Nutrition*
- Continuing education programs called Credentialing and Certification which stimulate professional and personal growth
- The opportunity of attending all national conventions, state conferences, seminars, and educational programs designed to increase the efficiency and quality standards of nutrition programs

CSNA'S CHAPTER STRUCTURE IS...

LOCAL CHAPTERS:

Any group of five or more people engaged in school nutrition program work may organize and become a Chapter of CSNA.

PURPOSES OF THE CHAPTERS ARE:

- To acquaint school nutrition personnel with their professional organization.
- To develop leadership
- To develop a strong network of members with similar interests
- To promote legislation relating to school nutrition programs
- To further professional growth of its members
- To promote interest in the National and State Associations
- To promote the exchange of ideas and information
- To aid in disseminating information on state or college conducted workshops to interested people and employees
- To promote good public relations within the school district with principals, teachers, classified personnel, students and parents

STATE ASSOCIATION – CSNA

Composed of the Chapters and any persons living in an area where no Chapter is available. A headquarters office is maintained to support the association.

SCHOOL NUTRITION ASSOCIATION – SNA

Was organized in 1946 and is composed of members of all state associations.

MEMBERSHIP REQUIREMENTS

1. **School Food Service and Nutrition Members.** School Food Service and Nutrition member categories shall consist of employees, managers, supervisors, directors, and educators employed in eligible fields. A member in this class who ceases to be employed may continue as a member in this class provided employment has not been accepted in a noneligible field.
2. **Associate Members.** Associate Member categories shall consist of retired members, students enrolled in post-secondary school food service programs, industry individuals, corporations and others committed to furthering the goals of the Association.
 - a. **Retired Members.** Retired members shall consist of a School Food Service and Nutrition member who retires from an eligible field, provided employment has not been accepted in a noneligible field. Periodic employment less than six months within each school year will not alter retired status.
 - b. **Student Members.** Student members shall consist of persons enrolled in post-secondary institutions with curriculum emphasis on food service management, dietetics, nutrition, or other related areas of study. Student members shall not be currently employed in school food service.
 - c. **Industry Members.** Industry members shall consist of individuals or organizations in industry, including food service management companies, who are committed to furthering the goals of the Association and do not qualify for other types of membership. An Industry member does not have the right to vote, serve as a delegate, or hold elected office for any other position other than the Industry Representative.
3. **Affiliate Members.** Affiliate member categories shall consist of non-voting supporter members.
 - a. **Retired members** who choose this category.
 - b. Persons engaged in non-school community nutrition programs.

4. **Life Members.** Life membership shall be conferred on the President upon completion of office. In addition to life-time membership in **CSNA**, a plaque, and a Presidents pin shall be given to the outgoing President. In order to vote, serve as a delegate, or hold office, other qualifying membership requirements must be met.

5. **Honorary Members.** Honorary members shall consist of persons recognized by the Executive Committee for outstanding service to the Association and must have received the Honorary Merit Award. One award may be issued annually, which consists of a suitably framed parchment certificate or plaque and a life-time membership to **CSNA**. Selection of honorary members shall not be limited to current **CSNA** membership. Honorary members shall not have the right to vote, serve as delegates or hold office unless other qualifying membership requirements are met.

ELIGIBLE FIELD. Eligible field shall be defined as:

1. Person employed at the preschool, school, school district, college, state or federal levels in a food and nutrition program which serves meals.
2. Persons engaged in teaching or administration at the aforementioned levels.
3. Persons engaged in teaching present or potential school food service personnel.
4. Persons employed by the Association.

RIGHTS AND PRIVILEGES OF MEMBERS. All School Food Service and Nutrition members and Associate Retired members whose dues are currently paid, shall be entitled to vote for the election of officers and to vote by mail upon any matter submitted to the voting membership.

1. **Retired members.** Retired members shall have the rights and privileges of School Food Service and Nutrition members except they shall not be eligible for nomination to elective office.
2. **Life Members.** Life members shall have all rights and privileges of School Food Service and Nutrition members. A Life member who becomes employed in a noneligible field shall forfeit the right to life membership and shall become an Honorary member. Past Presidents shall still have the right to participate in the House of Delegates.
3. **Associate Members.** Associate members with the exception of Retired members and the Industry Representative shall be non-voting members. Industry members shall be entitled to vote for the election of the Industry Representative to the Board of Directors.
4. **Affiliate Members.** Affiliate members shall be non-voting members.
5. All members of **CSNA** shall be eligible to attend the House of Delegates.
6. The official publication, **POPPY SEEDS**, shall be distributed to all members.

GOVERNMENT

BOARD OF DIRECTORS

The government of the Chapter shall be managed and conducted by the Executive Board and its adopted bylaws.

Members of the Board of Directors should be the Elected Officers which may include President, President-Elect, Secretary, Treasurer and Standing Committee Chairs unless otherwise specified in the chapter's bylaws.

RESPONSIBILITIES:

Review and approve the plans and program of work for all committees. Work with other Chapters to help develop joint programs or workshops. Recommend the investments of monies of the Chapter. Make and amend bylaws for the management of the Chapter's business and affairs. Recommend names of representatives to the House of Delegates. Advise the President if emergency action is needed between Chapter meetings and report any decisions to the Chapter. Develop policies and programs of work in conjunction with those recommended by the CSNA Board of Directors. Elect or appoint a member to fill any and all vacancies for the unexpired term of an elected office that becomes vacant. Meet at the call of the President. Meet before the regular Chapter meeting and plan agenda. Conduct or attend officer leadership training.

PRESIDENT

TERM OF OFFICE:

See Chapter Bylaws

DUTIES:

- Shall be the Chief Executive Officer of the Chapter, the Chair of the Board of Directors, an advisor member of all committees: except the Nominating Committee
- Shall preside at all meetings of the Chapter and Board.
- Shall use Parliamentary Procedure in conducting meetings.
- Shall prepare a written agenda which is the outline of items to be covered at a meeting.
- Shall appoint Tellers to count ballots.
- Shall appoint Committee Chairs as provided in the Chapter Bylaws for approval by the Board.
- Shall appoint special Committees when the need arises.
- Shall co-sign all checks.
- Shall send Regional Coordinator and the CSNA website a copy of all meeting announcements.
- Shall submit information to Regional Coordinators monthly or after each meeting or activity.
- Shall be official representative between the local chapter and CSNA.
- Shall represent the Chapter at the House of Delegates meeting, and attend all CSNA Board of Directors meetings.
- Shall be responsible for keeping the bylaws current.
- Shall work with the President-Elect in preparing a yearly outline of the dates, programs and places where meetings are to be held. Program shall be submitted at the first meeting of the Board.
- Shall work with the Board to develop a budget to present at the first chapter meeting of the school year.
- Shall conduct the election of new officers in the Spring and submit list of officers to CSNA Headquarters by the summer *Poppy Seeds* deadline.
- Shall at the completion of the term of office be responsible for the transferring of each officer's files to the new officers.
- Shall distribute information on promotional materials available.
- Shall check monthly roster for "soon-to-expire" memberships and contact those members to promote renewal.

President Cont'd

SUGGESTED AGENDA

Call meeting to order (one tap of the gavel)

Pledge of Allegiance

Secretary shall read or distribute the minutes of previous meeting and Board meeting.

Reports of Officers:

- President, President-Elect, Treasurer (Financial Report), Secretary (Correspondence and report of the Board)

Reports of Standing Committees:

- Usually contains information for the general membership (report is accepted). If report recommends future action, motion shall be made by the reporting chairperson to adopt the recommendations of the committee. The membership then votes upon the motion.

Special Committee Reports

Old Business

New Business

Motions

Announcements

Program

Adjournment

YEARLY CALENDAR – SUGGESTED MONTHLY GUIDE FOR THE PRESIDENT

June to August

Attend Officer Training Workshop conducted by your Regional Coordinator. Meet with the Program Chair and committee to form a rough draft of the program of work for the year. Review programs for certification approval. Meet with Treasurer, Secretary, and President-Elect to plan a tentative budget for the current year. Meet with the Board to plan a Chapter calendar containing dates, time, places and programs for the current year.

September

Present and distribute the recommended yearly budget, calendar, and program of work to the membership at the first chapter meeting. Mail copies to Regional Coordinator.

October

Send chapter activities, if available, to *Poppy Seeds* by October 10. Attend or send a representative to CSNA's Fall Board of Director's meeting. Give a report at next regular Chapter meeting. Participate in the Fall Membership Drive.

November

Recruit new members.

December

Encourage membership to vote for National and State Officers. Remind members that all membership applications must be mailed to CSNA Headquarters Office by December 15 to count for House of Delegates representation and 100% Membership Applications. Recruit new members.

President Cont'd

January

Send chapter activities, if available, to *Poppy Seeds* by January 10. Recruit new members and begin soliciting for new officers.

February

Attend or send a representative to CSNA's Winter Board of Director's meeting. Give a report at next regular Chapter meeting. Complete work on Golden Poppy Award application and mail to the CSNA Membership Director by the due date. Recruit new members.

March or April

Present the Nominating Committee's report and conduct the elections. Send new officer list to CSNA Headquarters Office by the Summer Poppy Seeds deadline. Attend CSNA Conference and represent the Chapter at the House of Delegates meeting or arrange for an alternate if unable to attend.

April

Send any chapter activities, if available, to *Poppy Seeds*. Prepare for May installation meeting. Recruit new members.

May

Bring President's pin to installation meeting and present pin and gavel to the incoming President. Attend CSNA Spring Officers Workshop.

June

Attend Area Training Workshop. Have the Chapter's bank account changed over to the new officers. Plan a meeting for the old and new Board members to exchange all materials.

PRESIDENT-ELECT

TERM OF OFFICE

See Chapter Bylaws.

DUTIES:

- Shall be a member of the Executive Board, Budget Committee, and Chair of the Program.
- Assist President in planning chapter programs.
- Shall become acquainted with the duties of the President, other offices, Board and Committees.
- Shall work with the President in preparing a yearly outline of the dates, programs and places where meetings are to be held. Calendar of programs shall be presented at the first meeting of the Board for acceptance.
- Shall distribute the yearly calendar of events with a list of officers to the members not later than the second meeting of the year.
- Shall be responsible for having the Past President's pin at the installation meeting.

PROGRAM IDEAS FOR CHAPTER MEETINGS

Programs should meet certification criteria and be well organized, stimulating and interesting. Careful planning is necessary to maintain the interest of the group. Programs may stimulate attendance at meetings.

SUGGESTIONS FOR PROGRAMS

Disaster preparedness – Fire safety – New food products – Recipes or preparation of foods for school meals – Safety – Sanitation – Use and care of equipment – Work simplification

RESOURCES TO PRESENT PROGRAMS

Speakers from school food service programs, colleges, administrators, parents, vendors, sanitarians – Panel discussions – Skits or demonstrations – Tours – Films – Posters – Publications such as *CSNA Poppy Seeds*, *SNA School Foodservice and Nutrition*, other professional magazines – Keys to Excellence Manual – Healthy Kids Resource Center

SPECIAL ACTIVITIES FOR MEETINGS

Administrator's Night – Holidays – Tasting party – Installation – Potluck – Hospitality for new members – Fun night – Recipe exchange

MONEY-MAKING IDEAS

Special Dinners – Food sales – Bazaar or carnival – Bus trips – 50/50 raffle – Catering – Rummage Sale – Operating Bingo Concession – White Elephant or Silent Auctions

SECRETARY

TERM OF OFFICE:

See Chapter Bylaws.

DUTIES:

- Shall be responsible for keeping a correct record of all meetings of the Board and Chapter in books belonging to the Chapter.
- Shall be in charge of all incoming and outgoing correspondence, keeping copies on file.
- Shall notify members of meetings. Include information on membership renewal and amount of CEUs approved on meeting notices.
- Shall serve as a member of the Board.
- Shall have the Chapter bylaws available at all meetings.
- Shall read or distribute minutes at the next regular meeting and request approval.

RECORDING MINUTES

- Head minutes with name of organization and date.
- Keep minutes brief and record action only. Record what is done, not what is said i.e. "After considerable discussion, it was decided etc."
- Motion should be written with exact wordings, names of person who made and seconded the motion and action taken.
- Record each motion in a separate paragraph.

FINAL FORM OF MINUTES

- Shall be typewritten and maintained in a permanent file.
- Minutes, when approved, should be signed and dated by the Secretary.
- "The minutes are approved as read." If minutes are corrected, "The minutes stand approved as corrected."
- Minutes should be maintained forever.

SAMPLE MINUTES STRUCTURE

California School Nutrition Association Chapter Name and Number

_____ (type of meeting – general, board)
Minutes of _____ (date)

Place _____

Presiding Officer _____ (name & position)

Meeting was called to order by _____ (name & position)

Correspondence (list who it was from and a short summary of each piece of correspondence)

Treasurer's Report

Beginning Balance \$ _____

Receipts \$ _____

Disbursements \$ _____

Ending Balance \$ _____

Committee Reports (list name, position & short summary)

Unfinished Business (list name, position & short summary)

New Business (list name, position & short summary. Motions are listed here.) A motion made by _____ (name) that _____ (use the exact wording of the motion) was _____ (adopted, defeated, tabled.)

Program _____ (name of speaker) presented _____ (title or subject & short summary)

Announcements

Adjourned at _____ (time)

Secretary _____ (signature)

President (signature after they have been approved by the chapter.)

TREASURER

TERM OF OFFICE:

See Chapter Bylaws.

DUTIES: (SUBJECT TO CHAPTER BYLAWS)

- Shall receive and have custody of all funds and keep full and accurate accounts of all receipts and disbursements of all Chapter monies.
- Shall prepare and present a Treasurer's Report at each chapter meeting with the ending balance to be reported in the Secretary's minutes and the full report filed for audit.
- Shall meet with the President and other Executive Committee members to prepare a budget. Budget is to be presented to the membership at the first Chapter meeting with a motion for approval.
- Shall deposit all monies collected immediately in the Chapter's designated account.
- Shall maintain accurate records of income by source.
- Shall pay all bills immediately with a check only when an invoice or receipt is presented. Motion is required to pay expenses that are not already approved in the budget.
- Shall receive chapter dues reimbursements from CSNA. Shall forward dues on to CSNA if dues are received directly from the members.
- If there is no Membership Chair, shall perform all the duties assigned to that office.
- Shall arrange for an annual audit to be completed by September 1st each year.
- Motion is required to accept the audit report.
- Shall provide new bank signature cards for the new Treasurer and President as co-signers.
- Shall be responsible for purchase of Past-President's pin.

RECEIPTS (THERE SHOULD BE A PERMANENT RECORD OF CHAPTER FINANCIAL TRANSACTIONS.)

A bound book of duplicate, consecutively numbered receipts shall be used to record ALL monies received. The original receipt is given to the payer and the duplicate receipt constituting a permanent record for the Chapter, is to be left in the receipt book. ALL checks shall be endorsed "for deposit only" immediately upon their receipt. Receipts shall be issued for any monies received indicating its purpose. No check shall be written unless a receipt is submitted.

DEPOSITS

Monies shall be promptly deposited into the chosen bank. Monies are to be deposited in the form received, i.e. checks, currency or coin. Make duplicate deposit slips – one for the bank and one for the Chapter records. The total of the deposit must equal the total of the receipts.

Treasurer Cont'd

BANK STATEMENT

Bank statements shall be balanced as soon as received from the bank. Note the outstanding checks. Maintain a permanent numerical file of canceled checks. File bank statements by the month.

BILLS

An itemized report of outstanding bills shall be presented at each Board meeting. Payment of bills shall be made by check only, never cash. Checks shall have the name of the Chapter imprinted, shall have the signatures of two officers, i.e. President and Treasurer (Secretary should be listed as an alternate). Checks sent to the CSNA Headquarters Office shall be made payable to CSNA. The date of payment and check number shall be recorded on each paid bill. Do not pay any bills without a receipt or some type of written explanation of what the payment is for.

SUGGESTED TREASURER'S REPORT FORMAT

Income	Actual	Budget
Dues	\$80.00	110.00
Rummage Sale	100.00	150.00
Fundraiser 1	25.00	25.00
Fundraiser 2	0.00	200.00
50/50	10.00	100.00
Meals	5.00	35.00
Total	\$220.00	620.00
Expenses		
Board Meeting	15.00	25.00
Supplies	5.00	125.00
Rummage Sale Costs	25.00	25.00
Fundraiser 1 Costs	10.00	15.00
Fundraiser 2 Costs	0.00	100.00
Installation	50.00	50.00
President (meetings & conference)	15.00	75.00
President-Elect	5.00	30.00
Treasurer	0.00	5.00
Secretary	0.00	5.00
Hospitality	0.00	5.00
Program Speakers	10.00	25.00
Miscellaneous	5.00	10.00
Total	\$140.00	\$495.00
Total Profit/Loss Year to date	\$80.00	\$175.00
Beginning Balance June 30, 20__	61.73	
Net Ending Balance		
Checking	41.73	
Savings	100.00	
Total	141.73	

Treasurer's Reports should be maintained for 7 years.

IMMEDIATE PAST PRESIDENT (OPTIONAL)

DUTIES

- Shall serve as an advisor to the Board.
- May act as the Parliamentarian or the Historian for the Chapter.

DUTIES OF STANDING COMMITTEES

GUIDELINES FOR EFFECTIVE COMMITTEES:

- A Committee achieves results and assists the Chapter in achieving its goals and has a common purpose and a determination.
- Special committees may be appointed to meet specific needs. Members of all committees must be approved by the Board.
- For example, a good committee will produce results if:
 - It has a clear statement of purposes in writing.
 - The chairman guides the committee process.
 - It has selected members who are interested and qualified.
 - It carefully plans the work to be done.
 - It establishes priorities and work through the assignment one step at a time.
 - Members express opinions, ask questions, respect the opinions of other members, evaluate progress, and “think through” the anticipated results.
 - It works as a team rather than individual performers.
 - It sets a timeline.

CERTIFICATION CHAIR

- Shall be knowledgeable of the certification process and be the chapter’s resource person.
- Shall apply for certification approval to CSNA Professional Development Chair for the entire year or individually for each meeting if not done by President-Elect.
- Shall make a roster for certified members available at every meeting and send it with the CEU Approval Form to SNA within 30 days of each meeting.
- Shall remind members that certification fees increase dramatically if SNA membership expires.
- Shall promote certification and credentialing.
- Shall recognize members who are certified/credentialed.

HOSPITALITY CHAIR

May be responsible for greeting attendees at chapter meetings, name tags, sign in sheets, introduction of guests and refreshments as needed.

Standing Committees Cont'd

LEGISLATION CHAIR

- Shall keep the members informed of all legislation at state and federal level.
- Shall assist in identifying each member's legislators.

MEMBERSHIP CHAIR

- May maintain a record of members' renewal date by month and send a reminder card to them 2 months in advance of renewal date and call when any membership expires.
- Shall be responsible for relaying information on membership from the CSNA Office to the members.
- Shall actively promote membership and membership retention at each meeting.

NOMINATING COMMITTEE

- Shall request suggestions for candidates from Board and open nominations from membership of the Chapter from the floor.
- Verify membership status of all nominees.
- Announce nominations of slate of officers to membership one meeting prior to membership vote.

PARLIAMENTARIAN

- Shall act as the authority for conduct of meetings according to Robert's Rules of Order.

PUBLICITY CHAIR

- Shall be responsible for publicity to local newspapers and *PoppySeeds* and other publications.
- May use the CSNA Website to find local media contacts.

SPECIAL PROJECTS CHAIR (WAYS AND MEANS)

- Shall be responsible for presenting ideas and cooperate in carrying out any special projects chosen by the members and approved by the Board.
- Shall keep the membership informed on their activities.

NUTRITION ADVISORY COUNCIL CHAIR

- Shall promote the Nutrition Advisory Council concept to the membership.
- Shall promote activities that encourage interaction between students and school food service staff.
- Shall be a resource person to members interested in starting Nutrition Advisory Councils.

REGIONAL COORDINATORS

Duties

It is the responsibility of the Regional Coordinator to give guidance to the chapters and maintain communication between CSNA and the chapters.

Act as a chapter resource for information and material.

Help develop and actively promote the Plan of Action – Golden Poppy.

Organize new chapters within the region.

Recruit new members within the region.

Visit each chapter at least once a year to stimulate interest in CSNA, promote awards and grants, and promote legislative activities.

Organize a Regional Officers Training Workshop and encourage joint meetings.

Communicate with chapters monthly by newsletter, phone or e-mail.

Install new officers for chapters upon request.

Submit names of possible candidates for CSNA office to the Nominating Chair.

Maintain copies of each chapter's bylaws, programs and meeting dates.

Assist chapters in reviewing and/or revising chapter bylaws and preparing the Golden Poppy notebook.

Encourage chapters to submit program schedules for the CSNA Web page.

Check the CSNA Web page at least monthly.

Contact each chapter president before each Board of Directors Meeting to check attendance, get any update on the chapter activities, answer questions and give any needed direction. Contact any chapter president unable to attend to see if they received the Board Packet and have any questions.

Submit typed Board Reports for House of Delegates, Fall, and Winter Board meetings.

Attend Regional Directors' meetings at Spring Officers Workshop and prior to each Board Meeting.

Attend CSNA Conference (staff Membership Booth and participate in the program at the Area Breakfast/Lunch), House of Delegates, Fall and Winter Board meetings and Spring Officers' Workshop.

BASIC PROTOCOL

SPECIAL INVITATIONS

- Guest/Speaker should be offered a choice of dates.
- Written invitations are best and should include city, place, hour, and date of meeting.
- Telephone invitations should be confirmed by letter thus obtaining a written confirmation and acceptance.
- Do not hesitate to tell your guest/speaker how long they are to speak.

COMPLIMENTARY TICKETS

- Always pay for the dinner of anyone you ask to do something for your organization or to whom you issue a special invitation.

GUEST WELFARE

- Arrange to meet your guests. (Hospitality Chair)
- See that your guest is escorted to meetings and is taken care of by yourself or someone assigned the job.

GUEST SEATING

- Presiding officer always sits at the center table or right off center or next to podium.
- Guest/Speaker seated at right of the Presiding officer and takes precedence over other dignitaries.

CORRECT INTRODUCTIONS

- Before your introductions, confirm your guests are in the audience.
- When guests/speakers are introduced ask them to rise.
- You introduce the highest ranking guest first.
- Pronounce all names correctly – check to be sure.
- In introducing, briefly give the speaker's background and why they will make the particular talk and last of all give the speaker's complete name, facing the audience so they hear it clearly.
- When a National President or Congressman is introduced, the membership rises and applauds.
- When speaker concludes, the president thanks the speaker.

THANK YOU NOTES

- Send thank you notes to your guest/speaker promptly and tell them they helped to make the meeting a success.

Basic Protocol Cont'd

INSTALLATION

- President presents the gavel with the handle towards the incoming President.

INSPIRATIONS & INVOCATIONS

- Should be short and generalized.
- Inspirational – Assembly remains seated. It is an expression along spiritual or ethical lines. Does not conclude with “Amen.”
- Invocation – President requests assembly to rise or bow their heads, waits for silence, gives invocation and concludes with “Amen.”
- Memorial within a meeting – Must be short. Mention deceased members by name and end by a moment of silence.

GIFT PRESENTATION

- Presentation – Short talk, mention occasion and name of person last, then present gift.
- Acceptance – Merely say, “Thank you” if several are receiving gifts. If special gift is presented, accept the gift with a few words expressing appreciation. Open package and show the gift.

PRESIDENTIAL PROTOCOL

- After installation, a President makes a short acceptance speech and thanks everyone from coming, and adjourns the meeting.
- President should offer an important assignment to the runner-up in election.
- Should not always appoint the same members to important committees. All members should have an opportunity to serve.

APPENDIX



CALIFORNIA
SCHOOL NUTRITION
ASSOCIATION

Sample Board Orientation

To ensure the smooth transition of leadership on the Executive Board, one of the most effective transition tools will be the Board Orientation. Outgoing Board members hold a wealth of knowledge that should be passed along to the incoming Board. In addition, the orientation process will provide to the current Board a clear definition on expectations of their leadership role and a reminder of their fiduciary responsibility to the association. Below are some points that should be covered when conducting the orientation:

- ❖ Welcome – Setting the Stage
- ❖ Executive Board – How it Works and How it is Organized
- ❖ Who We Represent
- ❖ How the Executive Board Communicates
- ❖ Expectations of Executive Board Directors
- ❖ Discussion of Goals and Mission for the Coming Year
- ❖ Roles and Division of Responsibilities of Offices
- ❖ Committee Structures
- ❖ Meetings Schedule
- ❖ Overview of Major Programs and Activities
- ❖ Financial Overview – budgets, financial reports, etc.
- ❖ Policies and Procedures
- ❖ Your Resources as a Director
- ❖ SNA Services
- ❖ SNA Question and Answer Period

SNA Headquarters staff can provide state affiliates with additional resources and materials to conduct a comprehensive overview.

Positive Leadership

“Leaders are pioneers. They are people who venture into unexplored territory. They guide us to new and often unfamiliar destinations. People who take the lead are the foot soldiers in the campaigns for change...The unique reason for having leaders – their differentiating function – is to move us forward. Leaders get us going someplace.”

James M. Kouzes and Barry S. Posner

Ultimately, the role of a leader in the state association is to improve the lives and address the issues that are current to the association’s members, constantly working to propel the association to the next level. Leaders should work hard to help the association achieve its goals. In this effort, the state leadership should be a source of stability, continuity and momentum. In addition, leaders should be flexible. Positive leaders care about results, they empower people, they celebrate successes, build consensus and embody a host of other positive leadership characteristics, when dealing with the “human” side of leadership. In the business side of leadership, the leader must solve problems and set policies, standards and goals.

Leading is different from managing. As a leader, your primary focus is forward thinking, strategic planning, motivation, PEOPLE. Managers are primarily focused on the day-to-day operations – the hard facts – the bottom-line. Work towards building a blend between both sides. If you can create a happy medium between the two, you will have laid the groundwork to positive leadership. Establish your legacy for the next group of leaders to follow.

Conducting An Executive Board Meeting

Effective management of your association requires organized and efficient Board meetings. Many associations conduct quarterly Board meetings to review the financial status, discuss the progress of activities and plan any major meetings and conferences that may be pending. In short, Executive Boards meet to do business, so it is important that meetings are run well. It is helpful to hold meetings the same time every year. For instance, SNA's Executive Board meets three times each year: in October, prior to National Committee Days; in April, prior to the National Leadership Conference; and in July, prior to the Annual National Conference.

One of the most important aspects of the meeting is that it is convenient for all members to attend. Find a time when most members of the Board can attend. For those members that cannot attend, provide them with a meeting summary within a specified amount of time from the conclusion of the meeting.

Depending on the group, some leaders may choose to follow a less structured format for meetings. It is very important however, no matter how informal the meeting structure, that the meeting is conducted by following Robert's Rules of Order, Newly Revised. Remember to maintain a time schedule. Board members make a commitment of time to attend the meetings, and it is important to adhere to those guidelines. This includes beginning and concluding your meeting on time. On the next page is a sample meeting agenda that may be used to conduct the meeting. Make adjustments as necessary to accommodate the needs of the group.

SAMPLE

EXECUTIVE BOARD MEETING

ENTER DATE
ENTER PLACE

Agenda

Presiding, (Enter President's Name)

I. WELCOME

- A. Call to Order
- B. Thought for the Day
- C. Roll Call and Establishment of Quorum
- D. APPROVAL OF THE MINUTES**
- E. Adoption of Agenda
- F. Introduction of Timekeeper
- G. Introduction of Parliamentarian

II. BUSINESS REPORTS

- A. Executive Committee Report
- B. Secretary/Treasurer's Report
- C. Membership Report

III. ACTION ITEMS

IV. DISCUSSION ITEMS

- A. How the Executive Board Does Business
- B. Bylaws

V. MEGA ISSUE DISCUSSION

VI. INFORMATION ITEMS/OTHER REPORTS

- A. President's Report
- B. PRESIDENT-ELECT'S REPORT**
- C. VICE PRESIDENT'S REPORT**
- D. Standing Committee/Advisory Board Reports
 - 1. Education
 - 2. Member Services
 - 3. Nutrition
 - 4. Public Policy & Legislation
 - 5. Research
 - 6. Resolutions & Bylaws

VII. SPECIAL REPORTS

VIII. OTHER BUSINESS

IX. ADJOURNMENT

FOR THE GOOD OF THE ORDER

The following are samples of a Statement of Revenues and Expenses and a Balance Sheet.

STATEMENT OF REVENUES AND EXPENSES REVENUE

- Dues
- Member
- Industry
- _____
- _____

Total Revenue:

EXPENSES

- Board Meeting
- Office
 - Supplies
 - Telephone
 - Postage
- Program Speakers
- Program meals
- _____
- _____

Total Expenses

BALANCE SHEET

ASSETS

CASH:

- Checking Account
- Savings Account
- Money Market Account
- Certificate of Deposits

ACCOUNTS RECEIVABLE

TOTAL ASSETS

LIABILITIES

ACCOUNTS PAYABLE

TOTAL LIABILITIES

FUND BALANCE/EQUITY

END OF YEAR BALANCE

CURRENT YEAR NET INCOME

TOTAL FUND BALANCE/EQUITY

Membership Recruitment and Retention

Member Retention

Member retention ranks among the most important responsibilities of an organization and begins as soon as a member joins. Dues income from renewing members represents a significant source of income for most associations. A high retention rate thus helps to ensure a steady flow of revenue, enabling associations better to plan, and to manage their resources.

Not all members readily renew; some require persuasion. There is no right or wrong way to encourage members to renew. Some associations send letters and others make phone calls. In addition to the first renewal notice, SNA sends a second notice with a letter from SNA's president reminding the lapsed member that they have not yet renewed their membership and the benefits they will miss out on if they do not renew. Also included in this mailing is a short survey to find out why they have not renewed. The good news is that from the surveys returned, we know that most did not renew their membership because they are no longer working in the industry or have retired instead of dissatisfaction with the association.

Many state affiliates also send out reminders to these lapsed members as well. Every month, SNA sends the membership processors and chairs in each state a delinquent member list (members who failed to pay dues in the month that they were due) and an expired member list (members whose dues are three months past due). Some ideas for contacting these people include:

- Send a friendly letter to delinquent members reminding them that their dues are past due. Reinforce benefits they will miss out on.
- Send a letter to members whose membership has expired inviting them to rejoin. Some associations offer discounts to these members sometimes, however, that is risky because it could upset longstanding members who pay the full price.
- Place phone calls to certain targeted groups of members. Because directors or managers who have not renewed their membership. Target certain people to call who have not renewed.

Whether you send one letter or place phone calls depends on your members. Some associations focus on a loss of benefits from not renewing; others remind members what they will gain by renewing. Some people respond to scare tactics, but may need only a simple reminder to pay their dues. Whatever the particular tack, strong, positive, honest communication directed to the member's interests, concerns, and needs can convince a member to renew.

There is a difference between lost members and late members. Often, an association will remove a member for nonpayment of dues without finding out the reason for non-renewal. Because it is easier to keep a member than to recruit a new one, considerable energy should be expended on retention. One should make sure that the member did not simply overlook payment—something that can easily happen in today's busy world.

Membership Cont'd

If a member fails to renew, you need to find out if you are dealing with a lost or merely a late member. It is critical to contact members who fail to respond. A member who drops out because of poor service is a walking testimonial against the association. Research has shown that disgruntled customers will tell four others of their negative experience, while happy customers will tell only one about their positive experience. Dissatisfied members can hurt retention.

Members may resign because they are no longer involved in the industry or the profession. With unemployment levels relatively high, this a problem that is plaguing the school foodservice industry.

Finding out why a member resigned affords opportunities to assuage negative feelings. Even if the member cannot be retained, a conciliatory gesture may prevent them from expressing negative thoughts to others and could even pave the way to rejoin at a later date.

RECRUITING MEMBERS

Associations conduct recruitment campaigns to bring in new members. These campaigns are conducted for a specific period of time from an intensive month-long effort to ones that run for an entire year. The length of time depends on the goals established by the organization.

Recruitment campaigns run the spectrum from direct mail to member-get-a-member campaigns. Response rates for direct mail campaigns are usually low (1 to 2%) while member-get-a-member campaigns can garner more new members. Personal contact by a current member has been found to be the most effective way to get prospective members to join the organization. Active, involved members are an association's best ambassadors because they can best convey to prospective members what the association does, how they benefited from membership, and how the new member can get the most from their membership.

For the past ten years, SNA has been conducting member-get-a member recruitment campaigns with increasing success. State associations have also conducted local membership campaigns to bring in members for state and national. This guide is written to help new chairs develop effective campaigns.

What are membership campaigns?

- A planned, focused, and goal-oriented activity held for a specified time, which is designed to bring in new members or can be used to get existing members to renew.

BENEFITS OF MEMBERSHIP CAMPAIGNS

- Brings in additional members for the organization
- Fun and motivating activity for existing members
- Allows existing members to get involved in association activities

KEY ELEMENTS OF SUCCESSFUL MEMBERSHIP CAMPAIGNS

- Support of campaign from all levels of leadership (chapter >state>national). Any campaign will fail if leadership not enthusiastically and visibly supports it.
- Organizing all of the logistics of the campaign (timeframe, theme, incentives, promotion, etc.) defines the roadmap for the campaign.
- Set clearly defined goals and objective of who to recruit, how, many, etc. which helps everyone stay on track, and aware of what is to be accomplished.
- Build in incentives (prizes, awards, etc.) to motivate members to recruit. Incentives are rewards given to members who recruit other members. Recognition of a member's effort is key to getting them involved in the recruitment and retention effort each year (i.e. SNA Star Club).
- Promote the campaign to all members frequently.
- Inform leadership and members of milestones achieved in the campaign. Let them know how the campaign is going as well as recognize top recruiters in state newsletters.

Train members and volunteers in how to recruit other members. Help them overcome the 'fear' of selling memberships. If they want help, give them a copy of SNA's guide on recruitment (Section IV, Appendix vii).

Steps involved in setting up a membership campaign:

1. Committee Selection

Select or assign the development/oversight of the campaign to a committee. The committee should decide the roles each person will play as well as assign specific tasks to be accomplished. It is the committee's role to make sure that the logistics of the campaign are planned and executed as well as promote the campaign to members and leaders.

The committee in turn can delegate assignments or roles to chapter leaders to act as campaign captains. These captains would be responsible for getting campaign information to their chapter members as well as keeping them motivated.

2. Planning

The committee should meet to plan all aspects of the campaign—the framework such as:

- Budget
- Beginning/ending dates
- Campaign theme
- Prizes or incentives to members to get them to recruit
- Special incentives for new members to get them to join
- Promotional materials
- Marketing
- When to launch the campaign

The committee should make sure that there are clearly defined goals and objectives for the campaign such as who to recruit, how many to recruit, how many members should participate, etc.

3. Identify prospects

A membership campaign can be designed to increase membership in a specific member segment which is low or faltering, in a specific geographic area or can be used to increase membership in all member segments. Some methods for identifying prospective members can be mined from:

- Member referrals
- Former members
- Non-member users of the organization's services and programs

Qualifying prospects means verifying that the individual is not a current member of the organization and that they meet eligibility requirements.

4. Determine the campaign theme and dates

Themes can revolve around movies, sports, teamwork, future, well-known or respected member or tied to the president's theme. The key is that campaigns should be fun, exciting, and motivating. The campaign should have a definite start and end date.

5. Incentives

Solicit help from industry members and vendors that the organization does business with to donate prizes. A good incentive program is one that encourages members to attempt recruiting for the first time. The best way to structure an incentive program is to give recruiters a meaningful prize that they would enjoy for their personal use such as:

- gift certificates
- free membership
- free conference registration
- free publication
- merchandise
- trips
- T-shirts
- novelty items such as pins or coffee mugs

Structure the program so that even those who recruit one member have a chance to receive or win prizes.

Incentives can also be used to get new members to join. These can be discounted membership fees, gifts for joining, or prize drawing. Be careful when offering incentives to prospective members to join. The incentive may get them in the door, but getting them to renew the following year may be harder when the incentive is no longer applied.

6. Promoting the campaign

Promotion is key. Details about the campaign should be given to leaders and members frequently. The campaign can be promoted in state newsletters, in mailings to members, and fliers at meetings. Promotional materials can include brochures, fliers, mail inserts, advertisements, etc.

7. Train recruiters/volunteers

Most people will report that the idea of selling is frightening to them. Help them over this hurdle by providing them with information about the association such as key talking points, benefits the organization offers, and how to handle situations when a prospective member gives a reason why they do not want to join (objections).

Briefly, the steps in educating prospects about SNA are

- Be informed. Know what SNA is, what it's goals and mission are, and the basic membership benefits
- Relate to the prospect how membership has helped you (personal testimony). How did you gain from an educational course you took or a meeting you attended?
- Ask the prospect if they have any questions.
- Ask them to join. If they object, turn the objection around to a positive by relating again how SNA can benefit them.

Membership Cont'd

8. Monitor progress regularly

Implement a good system to track the number of members joining as a result of the campaign as well as participation by existing members who are recruiting. If possible code applications or set up rules to determine if an application received should be counted for the campaign.

9. Launch the campaign

Have a big rally to announce the launch of the campaign or announcements in state newsletters.

10. Update leaders regularly

Keep leaders informed about the campaign and how it is going. Let them know how many new members were recruited monthly, year to date, as well as how many members are actively recruiting.

11. Evaluate results

Evaluate how well the campaign meets the goals and objectives. Modify future campaigns based on the results or what was learned from the campaign.

An effective membership campaign can be a big boost to your organization's recruitment program. If you have any questions about organizing one, please feel free to contact SNA's Director of Membership and Affiliate Services at x 119 for help.

SNA Membership Benefits

Consider providing a list of all the benefits passed on to your members through your association. Below is a list of both tangible and intangible benefits offered to SNA members.

LEARNING OPPORTUNITIES

- SNA meetings and conferences
- Professional Development courses
- School Nutrition U
- Online Education Courses
- Web-based Communities
- Networking Opportunities

PROFESSIONAL CREDIBILITY

- SNA Certification
- School Nutrition Specialist (SNS) Credential
- Home to www.schoolnutrition.org, “*Your Child Nutrition e-Source*”

Industry Insights

- Up-to-date information on industry standards through www.schoolnutrition.org
- Award winning *School Nutrition* magazine
- View, taste and sample industry products from 800+ vendors during the Annual National Conference
- Members only CN Marketplace

POLITICAL STRENGTH

- SNA PAC
- Your Voice on Capitol Hill and the USDA
- Positive influence on regulation and legislation
- Legislative Action Center, online

SCHOLARSHIP AND RESEARCH

- Award-winning professional development programs
- Scholarship and Research grant opportunities through the School Nutrition Foundation
- Sponsor and resource for credible research on child nutrition issues

INFORMATION NETWORK

- Public Image and Awareness campaigns
- Public service announcements for local and national news media
- Public Relations toolkits for National School Lunch and School Breakfast Weeks

PRODUCTS AND SERVICES

- SNA Emporium discounts
- SNA Marketplace at www.schoolnutrition.org
- Online discounts
- Emporium Online
- MySNA

GIVING AND VOLUNTEER OPPORTUNITIES

- Annual Silent Auction
- Ad-hoc leadership committees
- Conference and meetings volunteers

DISCOUNT INSURANCE PLANS*

- Term Life
- Professional Liability
- Private Practice Professional Liability
- Long Term Care Insurance Evaluation Service
- Disability Income Protection
- Cancer Plan
- Accidental Death and Dismemberment
- Personal Auto
- Identity Theft Protection
- Comprehensive Health Insurance

****Insurance Plans are underwritten by New York Life Insurance, Fidelity Security Life Insurance and GEICO (auto insurance) not SNA. Some insurance programs are not available in all states.***

SNA Awards

Louise Sublette Award of Excellence

Named in memory of Louise Sublette, a leader in school nutrition programs in Tennessee and in SNA, this award is given to the person who has taken a special idea, developed it into a goal and used that goal to help the school's nutrition program grow.

Who is eligible?

Foodservice/Nutrition and Child Care Manager members who are SNA certified may apply for this award. The person may have responsibilities for more than one school but cannot be employed as a supervisor on a system-wide basis.

Recognition

Winners are recognized during the State Awards Ceremony at SNA's Annual National Conference. State winners receive a plaque. Regional winners receive a plaque, \$100 and a complimentary registration for the current years ANC. The national winner is awarded a plaque and an expense paid trip to the next year's ANC.

Timetable

- Submit a letter of intent to State Presidents by December 1.
- Submit Entries to State Presidents by March 1.
- State winners determined. State President forwards to Regional Director by March 15.
- Regional winners determined. Regional Directors forward to SNA by April 5.
- National winner determined. Regional Directors forward to SNA by May 1.

Heart of the Program Award

This award recognizes outstanding school nutrition employees who exhibit an extraordinary commitment to the school nutrition program because they represent the Heart of the Program.

Who is Eligible

Non-management Foodservice/Nutrition and Child Care employee staff members, who are SNA certified, may be nominated to win this award. Only one person per school may be nominated and nominations must be originated and submitted by any employee in the school or childcare center. You cannot nominate or recommend yourself for the *Heart of the Program* award.

Recognition

Winners are recognized during the State Awards Ceremony at SNA's Annual National Conference. All winners receive a heart-shaped pin and certificate. Also, the national winner receives a complimentary registration to the current year's ANC.

Timetable

- Submit Entries to State Presidents by March 1.
- State winners determined. State President forwards to Regional Director by March 15.
- Regional winners determined. Regional Directors forward to SNA for Committee Chairs by April 5.

- National winner determined. Committee Chairs forward to SNA by May 1.

Outstanding Director of the Year Award

This award recognizes the outstanding contributions of school nutrition directors who manage effective programs that provide healthful, appetizing and nutritious meals to students.

WHO IS ELIGIBLE

A directors may be nominated if they have been director of school nutrition for at least ten years, are SNA certified and a member of SNA and their state association for five years. Nominated directors should be involved in their community by sharing their foodservice expertise, and have served in at least one position on the state or national executive board or on an SNA national or state committee. ***Past applicants are eligible to apply again.***

RECOGNITION

Winners are recognized during the State Awards Ceremony at SNA's ANC. State winners receive a certificate and ribbon. Regional winners receive a plaque and rosette. The national winner receives a plaque, a rosette and complimentary registration to the following year's ANC.

TIMETABLE

- Submit entries to State President by March 1.
- State winners determined. State Presidents forward entries to SNA for Members Services Committee by March 15.
- Regional Winners determined. SNA forward to Member Services Committee by April 5.
- National Winner determined. Member Services Committee forwards to SNA by May 1.

OTHER FEATURED AWARDS

PRESIDENT'S AWARD OF EXCELLENCE

The president's award of excellence recognizes three state presidents who demonstrate extraordinary leadership during their year as president. They are awarded a gold medallion at anc.

THELMA FLANAGAN GOLD AWARD OF SERVICE

SNA honors state leaders who support high professional standards, leadership and commitment to professional development for all members throughout their year as State President. Members are awarded a certificate at the awards program at ANC.

State Awards Ceremony

The awards program concludes with the State Awards Ceremony honoring all of the winners at SNA's Annual National Conference in Dallas on July 11, 2010. This is our time to recognize the important work of our members and show them we appreciate their contributions to school foodservice and nutrition programs.

See SNA Award and Scholarship Information for complete awards descriptions, including award nomination forms. To obtain this 55 page packet, call SNA's Service Center at 800-877-8822 or email servicecenter@schoolnutrition.org.

SNA AWARD DEADLINES

Award	Deadline	Action	Submitted To
Louise Sublette Award of Excellence	December 1	Letter of Intent	State Presidents
	March 1	Submit Entry	
	March 15	State Winners Determined	State Presidents to Regional Directors
	April 5	Regional Winners Determined	Regional Directors
	May 1	National Winner Determined	Regional Directors to SNA
Heart of the Program Award	March 1	Submit Entry	State Presidents
	March 15	State Winners Determined	State Presidents to Regional Directors
	April 5	Regional Winners Determined	Regional Directors
	May 1	National Winner Determined	Committee Chairs to SNA
Outstanding Director of the Year Award	March 1	Submit Entry	State Presidents
	March 15	State Winners Determined	State Presidents to SNA
	April 5	Regional Winners Determined	Member Services Committee
	May 1	National Winner Determined	Member Services Committee
Thelma Flanagan Gold Award (for State Presidents)	December 1	Recognition Form	Regional Directors
	December 15	Recognition Forms	SNA
President's Award of Excellence	October 15	Approved State Plan of Action	State to State Presidents
	June 1	Completed Application	State Presidents to Regional Directors

The complete Awards document can be found on the SNA website.



Mission

The School Nutrition Foundation (SNF) provides financial support for education, research and scholarship for the benefit of SNA members.

Professional Development

SNF supports a rich array of education programs for SNA members and the entire school nutrition community. Some of this programming includes Keys to Excellence and on line courses including Marketing 101, Healthy Edge and Prime Purchasing Practices. Whether you're just beginning your career in school nutrition or seeking to deepen your understanding of the intricacies of school feeding programs, SNF has access to the resources you need.

Scholarships

Since 1984, SNF has been providing members of SNA with opportunities to explore higher education options. Rising education costs and the growing demand for school nutrition personnel remain the driving force behind SNF's commitment to help SNA members and their children realize their academic dreams. To date we have awarded over \$1,000,000 in scholarships.

- ANC First Timer Scholarship funded by Winston
- GED Jump Start Scholarship
- Kathleen Stitt Award
- Nancy Curry Scholarship
- Schwan's Food Service Scholarship
- SNF Professional Growth Scholarship funded by Kraft
- Winston Build Your Future Scholarship
- Winston Equipment Grant Program

Wednesday Webinar Series



SNF, with industry partners, are leading the way to link school foodservice professional across the country to share knowledge on emerging issues and hot topics. Thousands of participants have taken advantage of these webinars and come away with new ways to turn challenges into opportunities. www.schoolnutrition.org/webinars



RESEARCH

SNF plays an integral role in School Nutrition Association research. SNF advances the study of child nutrition and school foodservice by supporting and funding Association research initiatives. SNF provides funding and support for a variety of Association research projects including:

- Warewash Study: Disposable Vs. Permanent
- Recycling & Waste Management Practices in School Nutrition Programs
- Availability of Flavored Milk in Schools Report
- Local School Wellness Policies Report
- School Fruit and Vegetable Procurement Study
- After School Snack Report

Support

SNF relies on the support of SNA members and the school nutrition community to advance its mission. Sources of support include contributions from industry partners for scholarship, research and educational programming, SNA Patron contributions, Annual Fund and President's Challenge and the Special Event at ANC.

The School Nutrition Foundation is a 501(c)(3) organization.
Contributions are tax-deductible to the full extent of the law.

School Nutrition Foundation / 120 Waterfront Street ~ Suite 300 / National Harbor, MD 20745
800-877-8822 / snf@schoolnutrition.org / www.schoolnutrition.org/snf



Established in 2006 by the School Nutrition Association (SNA) as a 501(c) (3) organization, against the backdrop of chronic hunger among over 350 million children worldwide and the growing food security crisis, the Global Child Nutrition Foundation (GCNF) seeks to build sustainable country owned and operated school feeding programs in developing countries. The goal of GCNF is to help children reach their full potential by reducing childhood hunger, increasing the chances for all girls and boys to attend school, and to help break the poverty cycle through school feeding programs linked to local farm production. The GCNF Board of Directors, representing both domestic and international leaders in child nutrition, provides global perspective and policy guidance for directing resources to most effectively assist countries with policy and program development.

Global Child Nutrition Forum

In 2007, GCNF made a commitment to provide technical assistance to targeted countries to assist them over a three-year period to establish sustainable, country-owned and operated school feeding programs. A core element of GCNF's school feeding technical assistance program is the Global Child Nutrition Forum, which was launched prior to the establishment of GCNF. Now in its 12th year, over 200 leaders from over 80 countries have participated in the Global Forum.

Planning is under way for the 2010 Global Forum to be held June 1-5, in Accra, Ghana. The themes used to draft the Global Forum agenda include *Planning Sustainable School Feeding Programs, Linking Local Agriculture to School Feeding, School Health and Economic Development*. Approximately 35 delegates will be invited from ten African and two South Asian countries, including Kenya, Ghana, Malawi, Mali, Nigeria, Cote d'Ivoire, Cape Verde, Senegal, Angola, Mozambique, Cape Verde Laos and Bangladesh. Although the program agenda is in development, speakers and panelists have been identified from several prominent governmental and nongovernmental organizations including the World Bank, the African Network for School Feeding Programs, the Alliance for a Green Revolution in Africa, the Bill & Melinda Gates Foundation, the National Fund for Education and Development of Brazil, the Partnership for Child Development, the United States Department of Agriculture and the World Food Programme.

Bill & Melinda Gates Foundation Studies

1. *Country Policy and Funding Mechanism Study*, November 2009

GCNF conducted a *Country Policy and Funding Mechanism Study* funded by the Bill & Melinda Gates Foundation. The study examined successful school feeding programs in middle income countries that are nationally operated. GCNF examined the school feeding programs of Egypt, Jordan, Malaysia, Nigeria and South Africa. Chile and Mali are included as case studies. Completed in November 2009, this study can be used by other countries to test policies and funding mechanisms for future program development. It is GCNF's intention that this study be a guide for those countries transitioning to country-owned and operated school feeding programs.

2. *Needs Assessment for Developing Sustainable School Feeding in Sichuan Province, China*, November 2009 With support from the Bill & Melinda Gates Foundation, GCNF assessed the needs and options for developing a model school feeding program in Deyang City in the Sichuan Province of China, which is the recovery staging area for the May, 2008 earthquake. GCNF responded to a request by the Deyang Education Bureau to develop a



nutrition-based school feeding program that could be used as a model and perhaps replicated in other parts of China. In this earthquake-devastated area, teachers and parents view a nutrition-based school feeding program as essential for community recovery.

USDA, McGovern–Dole International Food for Education Projects in Angola and Mozambique

In 2009, GCNF was awarded two McGovern-Dole Food for Education projects to be conducted with Joint Aid Management (JAM), a non-profit humanitarian relief and development organization headquartered in Johannesburg, South Africa.

Beginning in 2010, GCNF will help implement a four-year school feeding program in the Benguela Province of Angola, where JAM is currently feeding 200,000 children. In Benguela, GCNF will develop curriculum and training materials for school feeding seminars. GCNF will also work with national level personnel at the macro policy level to formulate policies and craft a framework and roll-out plan to implement a national school feeding program. By securing government commitment and funding at the national level, program sustainability is encouraged. Reducing short-term hunger, increasing nutrition and health knowledge through the nutritional education of children and community members, and strengthening capacity building within the Angolan government are all program objectives.

With an anticipated program date of 2011, GCNF will begin assisting JAM with their three-year school feeding project in Mozambique, an extension of current school feeding activities there. GCNF's activities in Mozambique will closely mirror those in Angola.

Congressional Resolution Introduced in Support of Global Child Nutrition Month

Jo Ann Emerson (R-MO) introduced a resolution on March 19, 2010, dedicating April as Global Child Nutrition Month. The resolution was co-sponsored by Representative Jim McGovern (D-MA). House Resolution 1202 acknowledges that as many as 300 million of the world's children suffer from poverty and hunger and recognizes the necessity of school meals as a means to break the cycle of hunger.

The resolution supports the goals and ideals of Global Child Nutrition Month by recognizing that global hunger can be overcome by combining the will and resources of individuals and organizations. It also notes that freeing children from hunger allows them to become self-supporting and contributing citizens and is a step towards building a stable and peaceful world. The resolution encourages the Obama Administration to lead the global community by developing comprehensive plans to end both domestic and international childhood hunger.

In remarks submitted to the Congressional Record, Representative Emerson thanked GCNF and the School Nutrition Association (SNA) for "their work in increasing awareness of the problem global hunger presents and for raising funds to help feed hungry children." She



noted that both GCNF and SNA work with school nutrition professionals across the United States to educate students and teachers about childhood hunger.

A Possible Dream Gala

The *A Possible Dream Gala* helps to raise awareness and funds for the Foundation's efforts to combat global child hunger through sustainable school feeding programs. Each year, over 600 SNA officers and members, executives from many of our most supportive industries, high level officials from international NGOs, the U.S. Congress, USAID, USDA, and other key agencies working in reducing hunger, come together in an evening of tribute to outstanding champions of child nutrition.

A highlight of the evening is the presentation of the Gene White Lifetime Achievement Award. In addition GCNF honors SNA's Individual Industry Member of the Year and the Outstanding Director of the Year.

The Gene White Lifetime Achievement Award was created in 2004 to honor individuals who have made outstanding contributions toward the worldwide dream of ending childhood hunger. This prestigious award is given in the name of Gene White, who has dedicated her life to the nutrition and well-being of children. Over many decades, Gene has worked tirelessly in her efforts to improve the lives, health, and educational options of children in our country and around the world.

In her efforts to promote child nutrition through effective and sustainable school feeding programs, Gene has served in many capacities. She has been director of Child Nutrition Programs for the California State Department of Education; president of the SNA; leader in the creation of the Latin American School Feeding Network; and presently, chair of the Board and president of the GCNF.

GCNF Volunteers

GCNF will be participating in international projects around the world providing technical assistance to governments to develop or enhance national school feeding programs. A large pool of volunteers will provide assistance in a variety of interest areas including; serving as country liaisons, providing technical assistance, conducting research, writing articles, serving as a facilitator/ trainer, providing volunteer outreach, raising money for child-nutrition related programs and a host of other volunteer opportunities.