



I N S T I T U T E O F  
*child nutrition*

## ICN Best Practice Guide

*for Increasing Middle/Junior High School Student Participation  
and Satisfaction in the National School Lunch Program*



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***for Increasing Middle/Junior High School  
Student Participation and Satisfaction  
in the National School Lunch Program***



**Applied Research Division  
The University of Southern Mississippi**

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For more information, please contact [helpdesk@theicn.org](mailto:helpdesk@theicn.org).

# Acknowledgments

## **Written and Developed by**

Keith Rushing, PhD, RD  
Research Scientist  
Applied Research Division  
The University of Southern Mississippi

## **Graphic Design by**

Travis Brewington  
  
Karen Mullins  
Applied Research Division  
The University of Southern Mississippi

## **ICN Acting Executive Director**

Dr. Aleshia Hall-Campbell, PhD, MPH

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# Introduction

Past research has demonstrated that during middle/junior high school, students' participation in the National School Lunch Program (NSLP) begins to decline, a trend that continues throughout high school. In an effort to address this issue, the National Food Service Management Institute (now the Institute of Child Nutrition), Applied Research Division has conducted a series of multi-faceted studies. As a result, two middle/junior high school foodservice surveys were developed. The *Middle/Junior High School Participation Survey* targets students who participate daily in the NSLP, while the *Middle/Junior High School Non-Participation Survey* targets students who participate occasionally or not at all. The *Guide for Administering School Lunch Satisfaction and Participation Surveys to Middle/Junior High School Students* was developed to provide step-by-step instructions for using the surveys and creating action plans framed around the "Continuous Quality Improvement" process.

These studies indicated there was also a need to develop a compilation of best practices and/or strategies that complement the Continuous Quality Improvement Action Plans outlined in the *Guide for Administering School Lunch Satisfaction and Participation Surveys to Middle/Junior High School Students*. Thus, the primary objective of this project was to identify and confirm best practices for increasing participation rates and improving middle/junior high school student satisfaction with school nutrition (SN) programs.

The best practices were framed around four best practice areas identified in previous ICN research, namely *Choice*, *Customer Service*, *Food Quality*, and *Other*. This project was conducted in two phases, both involving SN professionals from exemplary SN programs across the United States. In Phase I of the study, an expert panel of SN professionals reviewed draft best practice statements during a facilitated work group session. Members came to consensus on (1) wording of each best practice statement, (2) classification of statements under the appropriate research-based practice areas, and (3) grouping of similar themed statements into goals. Phase II utilized a nationwide review panel of SN directors to evaluate (1) appropriate grouping of best practice statements into goals and practice areas, (2) ease of use of assessment scales, (3) formatting, and (4) general content validity of the resource.

This resource contains 86 best practices grouped into 12 goals that support the four practice areas (Choice, Customer Service, Food Quality, and Other). There are two components to the resource, the Baseline Assessment and the Progress Review. Both are provided to assist SN professionals in evaluating operational performance based on the best practice areas.

### **Baseline Assessment**

This form is designed to help the SN director/supervisor and/or SN manager initially identify practices that are applicable to his/her SN program. Completing this assessment will help identify strategies that the SN program can continue to implement (or implement in the future) to maintain and/or increase middle/junior high school student participation and satisfaction. Each best practice statement is assessed using a current status scale (*fully addressed, partially addressed, plan to address, not addressed, and not applicable*). The user is then instructed to assign a priority level (*high, medium, and low*) for addressing the best practices as these pertain to the user's SN program. Upon assessing the current status and priority level of the best practices, SN professionals can establish an action plan to address and prioritize the practices identified as needing attention.

### **Progress Review**

This form is designed to measure how effectively the action plan has been implemented to address challenges identified during the baseline assessment. Each best practice statement is evaluated using an implementation status scale (*demonstrates excellence, area of strength, needs improvement, unsatisfactory, and not applicable*). School nutrition professionals are advised to perform the progress review annually to facilitate continuous quality improvement. Results of subsequent progress reviews may also be used to guide SN directors and/or managers in reporting program improvements to the district and/or school community.

The *ICN Best Practice Guide for Increasing Middle/Junior High School Student Participation and Satisfaction in the National School Lunch Program* provides SN professionals a research-based tool to evaluate operational practices for program improvement. Use of the resource can help SN directors focus improvement efforts on best practices that will produce the most impact on middle/junior high school students' participation in the NSLP and satisfaction with their school lunch experience.



## Definition of Key Terms

### Best Practices

Measurable practices that define achievable, effective and efficient strategies for school nutrition professionals for maintaining and increasing middle/junior high school student participation and/or satisfaction in the National School Lunch Program.

### Practice Areas

Research-based categories influencing middle/junior high school student participation and satisfaction in the National School Lunch Program as identified in a previous ICN research study:

**Choice:** Practices that address the selection of food offered to students, such as variety, kid-friendly options and healthy options.

**Customer Service:** Practices that address student concerns regarding staff attitude towards work, service efficiency, and staff behaviors towards students.

**Food Quality:** Practices that focus on improving the overall appeal of food to students (i.e., taste, appearance, aroma, and temperature).

**Other Factors:** Practices that include other factors that may affect and/or influence student's dining experience.

### Goals

Broad objectives that provide the context for what is to be accomplished under each practice category.

### Stakeholders

Individuals or groups of individuals (e.g., middle/junior high school students, parents, school nutrition staff, the community, industry partners, and other school administrators/staff) that can directly or indirectly affect, influence, and/or benefit from the services offered by the school nutrition program.



# Baseline Assessment

## Instructions for Using the Baseline Assessment

### Step 1 – Current Status

Indicate the current status of each best practice statement pertaining to YOUR school nutrition program with regards to increasing middle/junior high school student participation and satisfaction in the National School Lunch Program.

Scale	Anchor	Description
3	Fully Addressed	Practice is currently being implemented in your program.
2	Partially Addressed	Practice is implemented to some degree in your program.
1	Plan to Address	Practice has never been implemented, but you are planning to try in your program.
0	Not Addressed	Practice can be done, but is not implemented in your program.
N/A	Not Applicable	Practice cannot be supported given the constraints of your program.

Compute the total score for each goal. Divide the total by the number of practices that you evaluated (i.e., exclude practices designated as N/A). The resulting number is your *Goal Score*.

**Total Score** \_\_\_\_\_ ÷ **# of BPs (exclude N/A)** \_\_\_\_\_ = **Goal Score** \_\_\_\_\_

Goals with the highest *Goal Scores* are your areas of strength and should be maintained.

Goals with the lowest *Goal Scores* are the areas where you have the greatest opportunity for improvement.

## Step 2 – Priority Level

Indicate the priority level of each statement pertaining to YOUR school nutrition program with regards to increasing middle/junior high school student participation and satisfaction in the National School Lunch Program.

Scale	Anchor	Description
H	High	<ul style="list-style-type: none"> <li>• Practice has significant impact on participation and/or satisfaction.</li> <li>• Plan for action should be implemented immediately.</li> </ul>
M	Medium	<ul style="list-style-type: none"> <li>• Practice has moderate impact on participation and/or satisfaction.</li> <li>• Plan for action should be developed with implementation following completion of high priority practices.</li> </ul>
L	Low	<ul style="list-style-type: none"> <li>• Practice can potentially impact participation and/or satisfaction.</li> <li>• Plan of action and timeline for implementation may be included in long-term planning for the school nutrition program.</li> </ul>

### Practice Area: Choice

In this section, you will consider the goals and best practices that focus on improving how healthy food options are selected, marketed, and offered to students, such as variety, student-friendly options and healthy options.

### Goal 1

The school nutrition staff provide access to healthy menu items and facilitates communication with students.

Best Practices	Current Status					Priority Level		
	Fully Addressed	Partially Addressed	Plan to Address	Not Addressed	Not Applicable	High	Medium	Low
Varied lunch options are provided to meet the needs of middle/junior high school students (e.g., reimbursable vending, kiosks, grab-n-go sacks, self-service salad bars).	3	2	1	0	N/A	H	M	L
Nutrition information for food items is posted in the cafeteria (e.g., calories, carbohydrates, protein, fat, major allergen ingredients).	3	2	1	0	N/A	H	M	L
Healthful options are placed at the beginning of the serving line to increase student awareness of their availability.	3	2	1	0	N/A	H	M	L
The district school nutrition office coordinates with suppliers, distributors, and other industry partners for student taste panels of new products.	3	2	1	0	N/A	H	M	L

**Goal 1 (Continued)**

The school nutrition staff provide access to healthy menu items and facilitates communication with students.

Best Practices	Current Status					Priority Level		
	Fully Addressed	Partially Addressed	Plan to Address	Not Addressed	Not Applicable	High	Medium	Low
The school nutrition staff encourage middle/junior high school students to try the foods offered, including new and unfamiliar foods.	3	2	1	0	N/A	H	M	L
The à la carte items offered are limited to food items that exist as components of the reimbursable meal and/or meet the Smart Snack Regulations.	3	2	1	0	N/A	H	M	L
The school nutrition staff regularly check the posted menu for accuracy in relation to production records and standardized recipes.	3	2	1	0	N/A	H	M	L
Menu changes are communicated to students and staff prior to meal service.	3	2	1	0	N/A	H	M	L

Total Score \_\_\_\_\_ ÷ # of BPs (exclude N/A) \_\_\_\_\_ = Goal Score \_\_\_\_\_

**GOAL 2**

Students are involved in the menu planning process to ensure a variety of healthy and appealing, menu options are available to meet the diverse needs of the student population.

Best Practices	Current Status					Priority Level		
	Fully Addressed	Partially Addressed	Plan to Address	Not Addressed	Not Applicable	High	Medium	Low
The district school nutrition office establishes a menu planning process that may include, but is not limited to, school nutrition staff, middle/junior high school students, parents, and other school staff.	3	2	1	0	N/A	H	M	L
The district menu planning process incorporates healthful options that appeal to middle/junior high school students.	3	2	1	0	N/A	H	M	L
Healthier versions of menu items commonly preferred by middle/junior high school students are provided (e.g., whole grain pizza with low-fat cheese, hamburgers on whole wheat buns).	3	2	1	0	N/A	H	M	L
The district and/or site-level school nutrition office offers students opportunities to sample and provide feedback regarding new menu items to be added to the next school year's menu.	3	2	1	0	N/A	H	M	L
The menu planning process incorporates a variety of food choices that meet the needs of middle/junior high school students.	3	2	1	0	N/A	H	M	L

**GOAL 2 (Continued)**

Students are involved in the menu planning process to ensure a variety of healthy and appealing, menu options are available to meet the diverse needs of the student population.

Best Practices	Current Status					Priority Level		
	Fully Addressed	Partially Addressed	Plan to Address	Not Addressed	Not Applicable	High	Medium	Low
The menu planning process ensures that there is a variety of food choices that appeal to middle/junior high school students.	3	2	1	0	N/A	H	M	L
Menu planning ensures that a variety of food choices are offered to accommodate the local preferences and cultural diversity of students.	3	2	1	0	N/A	H	M	L

Total Score \_\_\_\_\_ ÷ # of BPs (exclude N/A) \_\_\_\_\_ = Goal Score \_\_\_\_\_

*Notes for Action Plan*



## **PRACTICE AREA: CUSTOMER SERVICE**

In this section, you will consider the goals and best practices that focus on promoting stakeholder satisfaction including customer relations, marketing, promotion to stakeholders, and training. These are practices that address student concerns regarding staff attitude towards work, service efficiency, and staff behaviors towards students.

### **Goal 1**

**School nutrition staff training activities and procedures are in place to evaluate student satisfaction and effectively respond to customer complaints and concerns.**

Best Practices	Current Status					Priority Level		
	Fully Addressed	Partially Addressed	Plan to Address	Not Addressed	Not Applicable	High	Medium	Low
The school nutrition manager ensures the school nutrition staff follow the process for responding to meal time complaints.	3	2	1	0	N/A	H	M	L
The school nutrition office conducts informal evaluations to assess student satisfaction with their dining experience (e.g., the menu for the day, the dining environment, a new item on the menu).	3	2	1	0	N/A	H	M	L
An interdisciplinary team approach is used to examine and address customer service needs and concerns of middle/junior high school students participating in the National School Lunch Program.	3	2	1	0	N/A	H	M	L

**Goal 1 (Continued)**

School nutrition staff training activities and procedures are in place to evaluate student satisfaction and effectively respond to customer complaints and concerns.

Best Practices	Current Status					Priority Level		
	Fully Addressed	Partially Addressed	Plan to Address	Not Addressed	Not Applicable	High	Medium	Low
The school nutrition staff follow good customer service strategies when interacting with students.	3	2	1	0	N/A	H	M	L
The school nutrition staff utilize appropriate communication techniques to interact with students (e.g., verbally describe menu items being served, addressing students by first name).	3	2	1	0	N/A	H	M	L
The district school nutrition office establishes a system and training plan for addressing student comments and meal time complaints received from students.	3	2	1	0	N/A	H	M	L
The district school nutrition office addresses students' comments and complaints on an individual and timely basis.	3	2	1	0	N/A	H	M	L

Total Score \_\_\_\_\_ ÷ # of BPs (exclude N/A) \_\_\_\_\_ = Goal Score \_\_\_\_\_

**GOAL 2**

**School nutrition staff actively promote good nutrition by targeting students and other stakeholders through a variety of marketing and educational activities.**

Best Practices	Current Status					Priority Level		
	Fully Addressed	Partially Addressed	Plan to Address	Not Addressed	Not Applicable	High	Medium	Low
The district school nutrition office utilizes promotional messages that link proper nutrition to the priorities of middle/junior high school students (e.g., better academic performance, weight control, enhanced athletic performance, improved quality of life).	3	2	1	0	N/A	H	M	L
The district school nutrition office markets by utilizing student leaders in their promotional messages.	3	2	1	0	N/A	H	M	L
The district school nutrition office utilizes targeted promotional materials to address the needs of different market segments (e.g., athletes, females/males, ethnic groups).	3	2	1	0	N/A	H	M	L
The district school nutrition office utilizes positive messages and/or themes in developing and disseminating promotional materials through multiple communication channels.	3	2	1	0	N/A	H	M	L
Informational and promotional materials are available for parents/guardians in different languages, as appropriate.	3	2	1	0	N/A	H	M	L

**GOAL 2 (Continued)**

School nutrition staff actively promote good nutrition by targeting students and other stakeholders through a variety of marketing and educational activities.

Best Practices	Current Status					Priority Level		
	Fully Addressed	Partially Addressed	Plan to Address	Not Addressed	Not Applicable	High	Medium	Low
Students receive positive, motivating messages about healthy eating and the school nutrition program throughout the school setting.	3	2	1	0	N/A	H	M	L
The school nutrition director/designee meets with student leaders to educate them about the role of good nutrition and encourage them to be advocates for the school nutrition program.	3	2	1	0	N/A	H	M	L
The district school nutrition office encourages the district/school to actively endorse healthy food choices available through the school nutrition program.	3	2	1	0	N/A	H	M	L
The district/school supports healthy food choices by discouraging advertising that promotes less nutritious food choices.	3	2	1	0	N/A	H	M	L
District/school administrators and school staff regularly visit the cafeteria to eat, socialize, and encourage students to eat a variety of healthy foods.	3	2	1	0	N/A	H	M	L

**GOAL 2 (Continued)**

School nutrition staff actively promote good nutrition by targeting students and other stakeholders through a variety of marketing and educational activities.

Best Practices	Current Status					Priority Level		
	Fully Addressed	Partially Addressed	Plan to Address	Not Addressed	Not Applicable	High	Medium	Low
A representative from the school nutrition staff is included on the school wellness team.	3	2	1	0	N/A	H	M	L
The school nutrition director/designee initiates media coverage of lunch services provided for middle/junior high school students.	3	2	1	0	N/A	H	M	L
School nutrition staff and teachers are trained on the importance of good nutrition to educational performance of middle/junior high school students.	3	2	1	0	N/A	H	M	L
The school nutrition staff engage parents/guardians by inviting them to visit the cafeteria during meal time.	3	2	1	0	N/A	H	M	L
The district school nutrition office establishes a partnership with health and/or nutrition teachers to promote healthy eating behaviors.	3	2	1	0	N/A	H	M	L
Lunch meal prices are reasonable for the amount and quality of food served to middle/junior high school students.	3	2	1	0	N/A	H	M	L

**GOAL 2 (Continued)**

School nutrition staff actively promote good nutrition by targeting students and other stakeholders through a variety of marketing and educational activities.

Best Practices	Current Status					Priority Level		
	Fully Addressed	Partially Addressed	Plan to Address	Not Addressed	Not Applicable	High	Medium	Low
Students are involved in developing menu merchandising and marketing plans for the school lunch program.	3	2	1	0	N/A	H	M	L
Printed menus and promotional materials indicate menu items suggested and/or approved by students.	3	2	1	0	N/A	H	M	L
A marketing station is established to display the meal of the day and to offer small samples of selected items.	3	2	1	0	N/A	H	M	L
The district school nutrition office provides the menu along with the nutrition information through diverse forms of communication (e.g., Web site, printed materials, displays, public service announcements).	3	2	1	0	N/A	H	M	L

Total Score \_\_\_\_\_ ÷ # of BPs (exclude N/A) \_\_\_\_\_ = Goal Score \_\_\_\_\_

**GOAL 3**

School nutrition staff actively promote good customer service by targeting communication and promotional activities to stakeholders (e.g. students, parents/guardians, teachers, school administrators, other school community members, and school nutrition staff).

Best Practices	Current Status					Priority Level		
	Fully Addressed	Partially Addressed	Plan to Address	Not Addressed	Not Applicable	High	Medium	Low
District/school staff are encouraged to provide feedback to school nutrition staff on the students' acceptance of menu items gathered through surveys.	3	2	1	0	N/A	H	M	L
The district school nutrition office provides information to parents/guardians regarding foods and/or ingredients served through the National School Lunch Program, when requested.	3	2	1	0	N/A	H	M	L
The district school nutrition office communicates to stakeholders the benefits of receiving adequate nutrition in the educational performance of students.	3	2	1	0	N/A	H	M	L
The district school nutrition office communicates the role of the school nutrition program in the educational performance of students to stakeholders through the district wellness policy.	3	2	1	0	N/A	H	M	L



**GOAL 3 (Continued)**

School nutrition staff actively promote good customer service by targeting communication and promotional activities to stakeholders (e.g. students, parents/guardians, teachers, school administrators, other school community members, and school nutrition staff).

Best Practices	Current Status					Priority Level		
	Fully Addressed	Partially Addressed	Plan to Address	Not Addressed	Not Applicable	High	Medium	Low
The district school nutrition office collaborates with school staff and community utilizing a variety of outlets such as social media to promote the school nutrition program's role in building a healthy school nutrition environment.	3	2	1	0	N/A	H	M	L
The district/school and school nutrition staff document and address parental concerns regarding meal issues.	3	2	1	0	N/A	H	M	L
School nutrition staff and the wellness committee collaborate to provide parents/guardians information about meeting the nutritional needs of middle/junior high school students.	3	2	1	0	N/A	H	M	L
Nutrition information is incorporated into the printed menus sent home to parents/guardians.	3	2	1	0	N/A	H	M	L
The district school nutrition office establishes partnerships with the media.	3	2	1	0	N/A	H	M	L

**GOAL 3 (Continued)**

School nutrition staff actively promote good customer service by targeting communication and promotional activities to stakeholders (e.g. students, parents/guardians, teachers, school administrators, other school community members, and school nutrition staff).

Best Practices	Current Status					Priority Level		
	Fully Addressed	Partially Addressed	Plan to Address	Not Addressed	Not Applicable	High	Medium	Low
School menus are distributed to administrators, teachers, parents/guardians, and the school community.	3	2	1	0	N/A	H	M	L
District/school administration promotes and encourages students to share comments and suggestions to the school nutrition staff.	3	2	1	0	N/A	H	M	L

Total Score \_\_\_\_\_ ÷ # of BPs (exclude N/A) \_\_\_\_\_ = Goal Score \_\_\_\_\_

**GOAL 4**

**School nutrition staff are trained to meet the customer service needs of middle/junior high school students.**

Best Practices	Current Status					Priority Level		
	Fully Addressed	Partially Addressed	Plan to Address	Not Addressed	Not Applicable	High	Medium	Low
The school nutrition staff are provided appropriate customer service orientation and regularly participate in professional development activities.	3	2	1	0	N/A	H	M	L
The school nutrition staff attend annual training on issues associated with food and nutrition needs of middle/junior high school students.	3	2	1	0	N/A	H	M	L
District/school administrators support customer service training and education for school nutrition staff serving middle/junior high school students.	3	2	1	0	N/A	H	M	L
The school nutrition staff are trained on customer service strategies and understanding specific food and nutrition needs appropriate for middle/junior high school students.	3	2	1	0	N/A	H	M	L
The school nutrition staff are trained annually on customer service trends that affect the dining experiences of middle/junior high school students.	3	2	1	0	N/A	H	M	L

**GOAL 4 (Continued)**

School nutrition staff are trained to meet the customer service needs of middle/junior high school students.

Best Practices	Current Status					Priority Level		
	Fully Addressed	Partially Addressed	Plan to Address	Not Addressed	Not Applicable	High	Medium	Low
The school nutrition and school staff are trained to be culturally sensitive when communicating, interacting, and responding to social and cognitive issues of middle/junior high school students.	3	2	1	0	N/A	H	M	L

Total Score \_\_\_\_\_ ÷ # of BPs (exclude N/A) \_\_\_\_\_ = Goal Score \_\_\_\_\_

**Notes for Action Plan**

## PRACTICE AREA: FOOD QUALITY

In this section, you will consider the goals and best practices that focus on promoting stakeholder satisfaction including: food preparation, food presentation, food safety training, and procurement, receiving, and storage. These include practices that focus on improving the overall appeal of food to students (i.e., taste, appearance, aroma, and temperature).

### Goal 1

School nutrition staff training activities and procedures are in place to ensure food preparation consistently leads to a variety of high quality, good tasting, appealing foods available to students in appropriate portion sizes.

Best Practices	Current Status					Priority Level		
	Fully Addressed	Partially Addressed	Plan to Address	Not Addressed	Not Applicable	High	Medium	Low
The school nutrition staff consistently prepare high quality, good tasting meals that appeal to middle/junior high school students.	3	2	1	0	N/A	H	M	L
School nutrition staff ensure menu items are evaluated regularly for student acceptability.	3	2	1	0	N/A	H	M	L
The school nutrition staff are trained to develop and follow standardized recipes.	3	2	1	0	N/A	H	M	L
The school nutrition staff use standardized recipes that indicate the appropriate serving portion and serving utensils for each menu item.	3	2	1	0	N/A	H	M	L

**Goal 1 (Continued)**

School nutrition staff training activities and procedures are in place to ensure food preparation consistently leads to a variety of high quality, good tasting, appealing foods available to students in appropriate portion sizes.

Best Practices	Current Status					Priority Level		
	Fully Addressed	Partially Addressed	Plan to Address	Not Addressed	Not Applicable	High	Medium	Low
The school nutrition staff utilize the appropriate utensils to serve correct portion sizes for each menu item.	3	2	1	0	N/A	H	M	L
The district school nutrition office ensure there is a variety of food preparation methods incorporated throughout the school nutrition menus.	3	2	1	0	N/A	H	M	L
<b>Total Score</b> _____ <b>÷ # of BPs (exclude N/A)</b> _____ = <b>Goal Score</b> _____								



**GOAL 2**

School nutrition staff training activities and procedures are in place to ensure fresh foods are offered to students in an appealing manner.

Best Practices	Current Status					Priority Level		
	Fully Addressed	Partially Addressed	Plan to Address	Not Addressed	Not Applicable	High	Medium	Low
Menu items are organized to facilitate the smooth flow of students from point-of-selection to point-of-sale.	3	2	1	0	N/A	H	M	L
Menu items are displayed in an appealing manner.	3	2	1	0	N/A	H	M	L
The school nutrition staff is trained to use edible garnishes that complement the flavor and color of the menu items.	3	2	1	0	N/A	H	M	L
The school nutrition staff ensure the freshness of ready-to-eat raw fruits and vegetables.	3	2	1	0	N/A	H	M	L
The school nutrition manager establishes procedures to ensure that menu items on the serving line remain fresh.	3	2	1	0	N/A	H	M	L
All menu items are clearly labeled at point-of-selection.	3	2	1	0	N/A	H	M	L
Descriptions are provided at point-of-selection when a menu item is new or unfamiliar to students.	3	2	1	0	N/A	H	M	L
School nutrition staff ensure quality standards are the same for either fresh or re-heated foods.	3	2	1	0	N/A	H	M	L

Total Score \_\_\_\_\_ ÷ # of BPs (exclude N/A) \_\_\_\_\_ = Goal Score \_\_\_\_\_

**GOAL 3**

**Training activities and procedures are in place to ensure food quality and food safety are maintained throughout the foodservice system.**

Best Practices	Current Status					Priority Level		
	Fully Addressed	Partially Addressed	Plan to Address	Not Addressed	Not Applicable	High	Medium	Low
School nutrition staff are regularly trained on safe food handling practices to ensure that students are protected from food-borne illnesses.	3	2	1	0	N/A	H	M	L
The school nutrition manager ensures meals are prepared and served according to National School Lunch Program standards.	3	2	1	0	N/A	H	M	L
The school nutrition staff monitor the temperature of menu items throughout the serving period to ensure that food is served at the proper temperature.	3	2	1	0	N/A	H	M	L
The school nutrition staff maintain appropriate holding temperatures to ensure freshness of finished products.	3	2	1	0	N/A	H	M	L
School nutrition office ensures there is sufficient refrigeration equipment for holding menu items that require cooling.	3	2	1	0	N/A	H	M	L
School nutrition district office ensures there is sufficient holding equipment for menu items that need to be kept warm or hot.	3	2	1	0	N/A	H	M	L

**GOAL 3 (Continued)**

Training activities and procedures are in place to ensure food quality and food safety are maintained throughout the foodservice system.

Best Practices	Current Status					Priority Level		
	Fully Addressed	Partially Addressed	Plan to Address	Not Addressed	Not Applicable	High	Medium	Low
The school nutrition staff are trained to follow food holding procedures to maintain food quality.	3	2	1	0	N/A	H	M	L
The district school nutrition office ensures that HACCP measures are established throughout the food service system in the district (e.g., from receiving, to storage, to preparation and re-thermalization, to service, to sanitation) and that all school nutrition staff are routinely trained on following these measures.	3	2	1	0	N/A	H	M	L
The district school nutrition office establishes food specifications and monitors shipments to ensure high quality foods are received from vendors.	3	2	1	0	N/A	H	M	L
The district school nutrition office ensures school nutrition staff are adequately trained on receiving and storing food to ensure and maintain the highest level of food quality.	3	2	1	0	N/A	H	M	L

Total Score \_\_\_\_\_ ÷ # of BPs (exclude N/A) \_\_\_\_\_ = Goal Score \_\_\_\_\_

**Notes for Action Plan**

## PRACTICE AREA: OTHER

In this section, you will consider the goals and best practices that focus on how a school nutrition program continually improves, maintains regulatory compliance, and promotes a healthy enjoyable atmosphere for students. The grouping goals for this practice area are continuous quality improvement (CQI), regulatory accountability and environment. These practices include other factors that may affect and/or influence student's dining experience.

### Goal 1

Continuous quality improvement training activities and procedures are in place to ensure the needs of middle/junior high school students are met while promoting a positive work environment for school nutrition staff.

Best Practices	Current Status					Priority Level		
	Fully Addressed	Partially Addressed	Plan to Address	Not Addressed	Not Applicable	High	Medium	Low
The school nutrition director/designee participates on a district-level team to prioritize identified areas of improvement to increase middle/junior high school student participation in the National School Lunch Program.	3	2	1	0	N/A	H	M	L
The district school nutrition office develops a plan to routinely review and implement program improvements regarding services available to middle/junior high school students.	3	2	1	0	N/A	H	M	L
The school nutrition director and manager(s) collaborate to ensure that staff morale is high and a positive working environment is maintained.	3	2	1	0	N/A	H	M	L

**Goal 1 (Continued)**

Continuous quality improvement training activities and procedures are in place to ensure the needs of middle/junior high school students are met while promoting a positive work environment for school nutrition staff.

Best Practices	Current Status					Priority Level		
	Fully Addressed	Partially Addressed	Plan to Address	Not Addressed	Not Applicable	High	Medium	Low
The district school nutrition office evaluates service protocols related to serving middle/junior high school students.	3	2	1	0	N/A	H	M	L
The district school nutrition office identifies resources needed to improve meal services provided to middle/junior high school students.	3	2	1	0	N/A	H	M	L
The school nutrition office leverages technology in all areas possible to maximize program efficiency and effectiveness.	3	2	1	0	N/A	H	M	L

**Total Score** \_\_\_\_\_ **÷ # of BPs (exclude N/A)** \_\_\_\_\_ **= Goal Score** \_\_\_\_\_

**GOAL 2**

**School nutrition staff training activities and procedures are in place to ensure regulatory compliance.**

Best Practices	Current Status					Priority Level		
	Fully Addressed	Partially Addressed	Plan to Address	Not Addressed	Not Applicable	High	Medium	Low
The school nutrition staff has policies in place to protect the confidentiality of middle/junior high school students receiving free and reduced price meals.	3	2	1	0	N/A	H	M	L
Parents/guardians are provided information regarding free and reduced priced meal eligibility and application procedures.	3	2	1	0	N/A	H	M	L
The district school nutrition staff communicate policies regarding services available for middle/junior high school students to parents/guardians and school staff through the National School Lunch Program.	3	2	1	0	N/A	H	M	L
The school nutrition office has policies in place informing parents/guardians of their child's access to school lunches (e.g., available meal credits, low balance, pending payments, pending free and reduced priced meal applications).	3	2	1	0	N/A	H	M	L
The district/school and district school nutrition office communicate with parents regarding services available to accommodate students with special food and/or nutrition needs.	3	2	1	0	N/A	H	M	L

**GOAL 2 (Continued)**

School nutrition staff training activities and procedures are in place to ensure regulatory compliance.

Best Practices	Current Status					Priority Level		
	Fully Addressed	Partially Addressed	Plan to Address	Not Addressed	Not Applicable	High	Medium	Low
Parents/guardians can request menu modifications in support of a diet prescription/order certified by a licensed physician and/or a medical statement certified by a recognized medical authority.	3	2	1	0	N/A	H	M	L
The district school nutrition office consults with a Registered Dietitian or other health specialist to plan age-appropriate meals for middle/junior high school students who have special food and/or nutrition needs.	3	2	1	0	N/A	H	M	L

Total Score \_\_\_\_\_ ÷ # of BPs (exclude N/A) \_\_\_\_\_ = Goal Score \_\_\_\_\_



**GOAL 3**

A multi-disciplinary approach is utilized to ensure the cafeteria environment is pleasing to students, while maximizing the time available for students to eat.

Best Practices	Current Status					Priority Level		
	Fully Addressed	Partially Addressed	Plan to Address	Not Addressed	Not Applicable	High	Medium	Low
The school nutrition director and/or manager provides input to school administrators who develop lunch period schedules to optimize the cafeteria's seating capacity.	3	2	1	0	N/A	H	M	L
The dining room atmosphere is relaxed, inviting, and well lit for an enjoyable dining experience.	3	2	1	0	N/A	H	M	L
Dining room furniture is appropriately designed to meet the needs of middle/junior high school students.	3	2	1	0	N/A	H	M	L
Eating utensils are suitable for middle/junior high school students.	3	2	1	0	N/A	H	M	L
Dining and service areas are designed, renovated, and decorated to appeal and meet the needs of middle/junior high school students.	3	2	1	0	N/A	H	M	L
A pleasant, attractive, safe, and sanitary dining environment is provided for students.	3	2	1	0	N/A	H	M	L
The district school nutrition office has a policy on work attire and personal hygiene.	3	2	1	0	N/A	H	M	L

**GOAL 3 (Continued)**

A multi-disciplinary approach is utilized to ensure the cafeteria environment is pleasing to students, while maximizing the time available for students to eat.

Best Practices	Current Status					Priority Level		
	Fully Addressed	Partially Addressed	Plan to Address	Not Addressed	Not Applicable	High	Medium	Low
The district school nutrition office collaborates with other district departments to seek additional funding sources to update/renovate the cafeteria.	3	2	1	0	N/A	H	M	L
Service and/or check-out lines are organized to facilitate the smooth flow of students from point-of-selection to point-of sale.	3	2	1	0	N/A	H	M	L
The school nutrition director/designee coordinates with district/school administrators to minimize academic or extracurricular activities scheduled during the lunch periods (e.g., remedial classes, student organization meetings).	3	2	1	0	N/A	H	M	L

Total Score \_\_\_\_\_ ÷ # of BPs (exclude N/A) \_\_\_\_\_ = Goal Score \_\_\_\_\_

**Notes for Action Plan**

# PROGRESS REVIEW

## *Instructions for Using the Progress Review*

For practices previously identified as *Fully Addressed*, *Partially Addressed*, and *Plan to Address*, indicate the level at which the practices have been implemented since the last assessment.

This form should be used for each succeeding periodic assessment.

Scale	Anchor	Description
3	Demonstrates Excellence	Practice was successfully implemented with effects exceeding forecasted results.
2	Area of Strength	Practice was implemented as planned with consistent results.
1	Needs Improvement	Implementation is inconsistent with mediocre results.
0	Unsatisfactory	Implementation was planned, but was not performed.
N/A	Not Applicable	Practice was not part of the school nutrition program's plan of action.

Compute the total score for each goal. Divide the total by the number of practices that you evaluated (i.e., exclude practices designated as N/A). The resulting number is your *Goal Score*.

$$\text{Total Score} \div \# \text{ of BPs (exclude N/A)} = \text{Goal Score}$$

Goals with the highest *Goal Scores* indicate your greatest success with implementing your plan of action.

Goals with the lowest *Goal Scores* should be the focus of your next plan of action.

### Practice Area: Choice

In this section, you will consider the goals and best practices that focus on improving how healthy food options are selected, marketed, and offered to students, such as variety, student-friendly options and healthy options.

## Goal 1

The school nutrition staff provide access to healthy menu items and facilitates communication with students.

Best Practices	Implementation Status				
	Demonstrates Excellence	Area of Strength	Needs Improvement	Unsatisfactory	Not Applicable
Varied lunch options are provided to meet the needs of middle/junior high school students (e.g., reimbursable vending, kiosks, grab-n-go sacks, self-service salad bars).	3	2	1	0	N/A
Nutrition information for food items is posted in the cafeteria (e.g., calories, carbohydrates, protein, fat, major allergen ingredients).	3	2	1	0	N/A
Healthful options are placed at the beginning of the serving line to increase student awareness of their availability.	3	2	1	0	N/A
The district school nutrition office coordinates with suppliers, distributors, and other industry partners for student taste panels of new products.	3	2	1	0	N/A
The school nutrition staff encourage middle/junior high school students to try the foods offered, including new and unfamiliar foods.	3	2	1	0	N/A
The à la carte items offered are limited to food items that exist as components of the reimbursable meal and/or meet the Smart Snack Regulations.	3	2	1	0	N/A

**Goal 1 (Continued)**

The school nutrition staff provide access to healthy menu items and facilitates communication with students.

Best Practices	Implementation Status				
	Demonstrates Excellence	Area of Strength	Needs Improvement	Unsatisfactory	Not Applicable
The school nutrition staff regularly check the posted menu for accuracy in relation to production records and standardized recipes.	3	2	1	0	N/A
Menu changes are communicated to students and staff prior to meal service.	3	2	1	0	N/A
<b>Total Score</b> _____ <b>÷ # of BPs (exclude N/A)</b> _____ <b>= Goal Score</b> _____					

**GOAL 2**

Students are involved in the menu planning process to ensure a variety of healthy and appealing, menu options are available to meet the diverse needs of the student population.

Best Practices	Implementation Status				
	Demonstrates Excellence	Area of Strength	Needs Improvement	Unsatisfactory	Not Applicable
The district school nutrition office establishes a menu planning process that may include, but is not limited to, school nutrition staff, middle/junior high school students, parents, and other school staff.	3	2	1	0	N/A
The district menu planning process incorporates healthful options that appeal to middle/junior high school students.	3	2	1	0	N/A
Healthier versions of menu items commonly preferred by middle/junior high school students are provided (e.g., whole grain pizza with low-fat cheese, hamburgers on whole wheat buns).	3	2	1	0	N/A
The district and/or site-level school nutrition office offers students opportunities to sample and provide feedback regarding new menu items to be added to the next school year's menu.	3	2	1	0	N/A
The menu planning process incorporates a variety of food choices that meet the needs of middle/junior high school students.	3	2	1	0	N/A
The menu planning process ensures that there is a variety of food choices that appeal to middle/junior high school students.	3	2	1	0	N/A
Menu planning ensures that a variety of food choices are offered to accommodate the local preferences and cultural diversity of students.	3	2	1	0	N/A

Total Score \_\_\_\_\_ ÷ # of BPs (exclude N/A) \_\_\_\_\_ = Goal Score \_\_\_\_\_

Notes for Action Plan



## PRACTICE AREA: CUSTOMER SERVICE

In this section, you will consider the goals and best practices that focus on promoting stakeholder satisfaction including customer relations, marketing, promotion to stakeholders, and training. These are practices that address student concerns regarding staff attitude towards work, service efficiency, and staff behaviors towards students.

### Goal 1

School nutrition staff training activities and procedures are in place to evaluate student satisfaction and effectively respond to customer complaints and concerns.

Best Practices	Implementation Status				
	Demonstrates Excellence	Area of Strength	Needs Improvement	Unsatisfactory	Not Applicable
The school nutrition manager ensures the school nutrition staff follow the process for responding to meal time complaints.	3	2	1	0	N/A
The school nutrition office conducts informal evaluations to assess student satisfaction with their dining experience (e.g., the menu for the day, the dining environment, a new item on the menu).	3	2	1	0	N/A
An interdisciplinary team approach is used to examine and address customer service needs and concerns of middle/junior high school students participating in the National School Lunch Program.	3	2	1	0	N/A
The school nutrition staff follow good customer service strategies when interacting with students.	3	2	1	0	N/A
The school nutrition staff utilize appropriate communication techniques to interact with students (e.g., verbally describe menu items being served, addressing students by first name).	3	2	1	0	N/A

**Goal 1 (Continued)**

School nutrition staff training activities and procedures are in place to evaluate student satisfaction and effectively respond to customer complaints and concerns.

Best Practices	Implementation Status				
	Demonstrates Excellence	Area of Strength	Needs Improvement	Unsatisfactory	Not Applicable
The district school nutrition office establishes a system and training plan for addressing student comments and meal time complaints received from students.	3	2	1	0	N/A
The district school nutrition office addresses students' comments and complaints on an individual and timely basis.	3	2	1	0	N/A
<b>Total Score</b> _____ <b>÷ # of BPs (exclude N/A)</b> _____ <b>= Goal Score</b> _____					

**GOAL 2**

**School nutrition staff actively promote good nutrition by targeting students and other stakeholders through a variety of marketing and educational activities.**

Best Practices	Implementation Status				
	Demonstrates Excellence	Area of Strength	Needs Improvement	Unsatisfactory	Not Applicable
The district school nutrition office utilizes promotional messages that link proper nutrition to the priorities of middle/junior high school students (e.g., better academic performance, weight control, enhanced athletic performance, improved quality of life).	3	2	1	0	N/A
The district school nutrition office markets by utilizing student leaders in their promotional messages.	3	2	1	0	N/A
The district school nutrition office utilizes targeted promotional materials to address the needs of different market segments (e.g., athletes, females/males, ethnic groups).	3	2	1	0	N/A
The district school nutrition office utilizes positive messages and/or themes in developing and disseminating promotional materials through multiple communication channels.	3	2	1	0	N/A
Informational and promotional materials are available for parents/guardians in different languages, as appropriate.	3	2	1	0	N/A
Students receive positive, motivating messages about healthy eating and the school nutrition program throughout the school setting.	3	2	1	0	N/A
The school nutrition director/designee meets with student leaders to educate them about the role of good nutrition and encourage them to be advocates for the school nutrition program.	3	2	1	0	N/A

**GOAL 2 (Continued)**

**School nutrition staff actively promote good nutrition by targeting students and other stakeholders through a variety of marketing and educational activities.**

Best Practices	Implementation Status				
	Demonstrates Excellence	Area of Strength	Needs Improvement	Unsatisfactory	Not Applicable
The district school nutrition office encourages the district/school to actively endorse healthy food choices available through the school nutrition program.	3	2	1	0	N/A
The district/school supports healthy food choices by discouraging advertising that promotes less nutritious food choices.	3	2	1	0	N/A
District/school administrators and school staff regularly visit the cafeteria to eat, socialize, and encourage students to eat a variety of healthy foods.	3	2	1	0	N/A
A representative from the school nutrition staff is included on the school wellness team.	3	2	1	0	N/A
The school nutrition director/designee initiates media coverage of lunch services provided for middle/junior high school students.	3	2	1	0	N/A
School nutrition staff and teachers are trained on the importance of good nutrition to educational performance of middle/junior high school students.	3	2	1	0	N/A
The school nutrition staff engage parents/guardians by inviting them to visit the cafeteria during meal time.	3	2	1	0	N/A
The district school nutrition office establishes a partnership with health and/or nutrition teachers to promote healthy eating behaviors.	3	2	1	0	N/A
Lunch meal prices are reasonable for the amount and quality of food served to middle/junior high school students.	3	2	1	0	N/A

**GOAL 2 (Continued)**

School nutrition staff actively promote good nutrition by targeting students and other stakeholders through a variety of marketing and educational activities.

Best Practices	Implementation Status				
	Demonstrates Excellence	Area of Strength	Needs Improvement	Unsatisfactory	Not Applicable
Students are involved in developing menu merchandising and marketing plans for the school lunch program.	3	2	1	0	N/A
Printed menus and promotional materials indicate menu items suggested and/or approved by students.	3	2	1	0	N/A
A marketing station is established to display the meal of the day and to offer small samples of selected items.	3	2	1	0	N/A
The district school nutrition office provides the menu along with the nutrition information through diverse forms of communication (e.g., Web site, printed materials, displays, public service announcements).	3	2	1	0	N/A
<b>Total Score _____ ÷ # of BPs (exclude N/A) _____ = Goal Score _____</b>					

**GOAL 3**

**School nutrition staff actively promote good customer service by targeting communication and promotional activities to stakeholders (e.g. students, parents/guardians, teachers, school administrators, other school community members, and school nutrition staff).**

Best Practices	Implementation Status				
	Demonstrates Excellence	Area of Strength	Needs Improvement	Unsatisfactory	Not Applicable
District/school staff are encouraged to provide feedback to school nutrition staff on the students' acceptance of menu items gathered through surveys.	3	2	1	0	N/A
The district school nutrition office provides information to parents/guardians regarding foods and/or ingredients served through the National School Lunch Program, when requested.	3	2	1	0	N/A
The district school nutrition office communicates to stakeholders the benefits of receiving adequate nutrition in the educational performance of students.	3	2	1	0	N/A
The district school nutrition office communicates the role of the school nutrition program in the educational performance of students to stakeholders through the district wellness policy.	3	2	1	0	N/A
The district school nutrition office collaborates with school staff and community utilizing a variety of outlets such as social media to promote the school nutrition program's role in building a healthy school nutrition environment.	3	2	1	0	N/A
The district/school and school nutrition staff document and address parental concerns regarding meal issues.	3	2	1	0	N/A
School nutrition staff and the wellness committee collaborate to provide parents/guardians information about meeting the nutritional needs of middle/junior high school students.	3	2	1	0	N/A

**GOAL 3 (Continued)**

School nutrition staff actively promote good customer service by targeting communication and promotional activities to stakeholders (e.g. students, parents/guardians, teachers, school administrators, other school community members, and school nutrition staff).

Best Practices	Implementation Status				
	Demonstrates Excellence	Area of Strength	Needs Improvement	Unsatisfactory	Not Applicable
Nutrition information is incorporated into the printed menus sent home to parents/guardians.	3	2	1	0	N/A
The district school nutrition office establishes partnerships with the media.	3	2	1	0	N/A
School menus are distributed to administrators, teachers, parents/guardians, and the school community.	3	2	1	0	N/A
District/school administration promotes and encourages students to share comments and suggestions to the school nutrition staff.	3	2	1	0	N/A
<b>Total Score</b> _____ <b>÷ # of BPs (exclude N/A)</b> _____ <b>= Goal Score</b> _____					

**GOAL 4**

**School nutrition staff are trained to meet the customer service needs of middle/junior high school students.**

Best Practices	Implementation Status				
	Demonstrates Excellence	Area of Strength	Needs Improvement	Unsatisfactory	Not Applicable
The school nutrition staff are provided appropriate customer service orientation and regularly participate in professional development activities.	3	2	1	0	N/A
The school nutrition staff attend annual training on issues associated with food and nutrition needs of middle/junior high school students.	3	2	1	0	N/A
District/school administrators support customer service training and education for school nutrition staff serving middle/junior high school students.	3	2	1	0	N/A
The school nutrition staff are trained on customer service strategies and understanding specific food and nutrition needs appropriate for middle/junior high school students.	3	2	1	0	N/A
The school nutrition staff are trained annually on customer service trends that affect the dining experiences of middle/junior high school students.	3	2	1	0	N/A
The school nutrition and school staff are trained to be culturally sensitive when communicating, interacting, and responding to social and cognitive issues of middle/junior high school students.	3	2	1	0	N/A

**Total Score** \_\_\_\_\_ **÷ # of BPs (exclude N/A)** \_\_\_\_\_ **= Goal Score** \_\_\_\_\_



Notes for Action Plan

## PRACTICE AREA: FOOD QUALITY

In this section, you will consider the goals and best practices that focus on promoting stakeholder satisfaction including: food preparation, food presentation, food safety training, and procurement, receiving, and storage. These include practices that focus on improving the overall appeal of food to students (i.e., taste, appearance, aroma, and temperature).

### Goal 1

School nutrition staff training activities and procedures are in place to ensure food preparation consistently leads to a variety of high quality, good tasting, appealing foods available to students in appropriate portion sizes.

Best Practices	Implementation Status				
	Demonstrates Excellence	Area of Strength	Needs Improvement	Unsatisfactory	Not Applicable
The school nutrition staff consistently prepare high quality, good tasting meals that appeal to middle/junior high school students.	3	2	1	0	N/A
School nutrition staff ensure menu items are evaluated regularly for student acceptability.	3	2	1	0	N/A
The school nutrition staff are trained to develop and follow standardized recipes.	3	2	1	0	N/A
The school nutrition staff use standardized recipes that indicate the appropriate serving portion and serving utensils for each menu item.	3	2	1	0	N/A
The school nutrition staff utilize the appropriate utensils to serve correct portion sizes for each menu item.	3	2	1	0	N/A
The district school nutrition office ensure there is a variety of food preparation methods incorporated throughout the school nutrition menus.	3	2	1	0	N/A

Total Score \_\_\_\_\_ ÷ # of BPs (exclude N/A) \_\_\_\_\_ = Goal Score \_\_\_\_\_

**GOAL 2**

School nutrition staff training activities and procedures are in place to ensure fresh foods are offered to students in an appealing manner.

Best Practices	Implementation Status				
	Demonstrates Excellence	Area of Strength	Needs Improvement	Unsatisfactory	Not Applicable
Menu items are organized to facilitate the smooth flow of students from point-of-selection to point-of-sale.	3	2	1	0	N/A
Menu items are displayed in an appealing manner.	3	2	1	0	N/A
The school nutrition staff is trained to use edible garnishes that complement the flavor and color of the menu items.	3	2	1	0	N/A
The school nutrition staff ensure the freshness of ready-to-eat raw fruits and vegetables.	3	2	1	0	N/A
The school nutrition manager establishes procedures to ensure that menu items on the serving line remain fresh.	3	2	1	0	N/A
All menu items are clearly labeled at point-of-selection.	3	2	1	0	N/A
Descriptions are provided at point-of-selection when a menu item is new or unfamiliar to students.	3	2	1	0	N/A
School nutrition staff ensure quality standards are the same for either fresh or re-heated foods.	3	2	1	0	N/A
<b>Total Score</b> _____ <b>÷ # of BPs (exclude N/A)</b> _____ <b>= Goal Score</b> _____					

**GOAL 3**

**Training activities and procedures are in place to ensure food quality and food safety are maintained throughout the food service system.**

Best Practices	Implementation Status				
	Demonstrates Excellence	Area of Strength	Needs Improvement	Unsatisfactory	Not Applicable
School nutrition staff are regularly trained on safe food handling practices to ensure that students are protected from food-borne illnesses.	3	2	1	0	N/A
The school nutrition manager ensures meals are prepared and served according to National School Lunch Program standards.	3	2	1	0	N/A
The school nutrition staff monitor the temperature of menu items throughout the serving period to ensure that food is served at the proper temperature.	3	2	1	0	N/A
The school nutrition staff maintains appropriate holding temperatures to ensure freshness of finished products.	3	2	1	0	N/A
School nutrition office ensures there is sufficient refrigeration equipment for holding menu items that require cooling.	3	2	1	0	N/A
School nutrition district office ensures there is sufficient holding equipment for menu items that need to be kept warm or hot.	3	2	1	0	N/A
The school nutrition staff are trained to follow food holding procedures to maintain food quality.	3	2	1	0	N/A

**GOAL 3 (Continued)**

Training activities and procedures are in place to ensure food quality and food safety are maintained throughout the food service system.

Best Practices	Implementation Status				
	Demonstrates Excellence	Area of Strength	Needs Improvement	Unsatisfactory	Not Applicable
The district school nutrition office ensures that HACCP measures are established throughout the food service system in the district (e.g., from receiving, to storage, to preparation and re-thermalization, to service, to sanitation) and that all school nutrition staff are routinely trained on following these measures.	3	2	1	0	N/A
The district school nutrition office establishes food specifications and monitors shipments to ensure high quality foods are received from vendors.	3	2	1	0	N/A
The district school nutrition office ensures school nutrition staff are adequately trained on receiving and storing food to ensure and maintain the highest level of food quality.	3	2	1	0	N/A
<b>Total Score _____ ÷ # of BPs (exclude N/A) _____ = Goal Score _____</b>					

*Notes for Action Plan*

## PRACTICE AREA: OTHER

In this section, you will consider the goals and best practices that focus on how a school nutrition program continually improves, maintains regulatory compliance, and promotes a healthy enjoyable atmosphere for students. The grouping goals for this practice area are continuous quality improvement (CQI), regulatory accountability and environment. These practices include other factors that may affect and/or influence student's dining experience.

### Goal 1

Continuous quality improvement training activities and procedures are in place to ensure the needs of middle/junior high school students are met while promoting a positive work environment for school nutrition staff.

Best Practices	Implementation Status				
	Demonstrates Excellence	Area of Strength	Needs Improvement	Unsatisfactory	Not Applicable
The school nutrition director/designee participates on a district-level team to prioritize identified areas of improvement to increase middle/junior high school student participation in the National School Lunch Program.	3	2	1	0	N/A
The district school nutrition office develops a plan to routinely review and implement program improvements regarding services available to middle/junior high school students.	3	2	1	0	N/A
School nutrition director and manager(s) collaborate to ensure that staff morale is high and a positive working environment is maintained.	3	2	1	0	N/A
The district school nutrition office evaluates service protocols related to serving middle/junior high school students.	3	2	1	0	N/A

**Goal 1 (Continued)**

Continuous quality improvement training activities and procedures are in place to ensure the needs of middle/junior high school students are met while promoting a positive work environment for school nutrition staff.

Best Practices	Implementation Status				
	Demonstrates Excellence	Area of Strength	Needs Improvement	Unsatisfactory	Not Applicable
The district school nutrition office identifies resources needed to improve meal services provided to middle/junior high school students.	3	2	1	0	N/A
The school nutrition office leverages technology in all areas possible to maximize program efficiency and effectiveness.	3	2	1	0	N/A
Total Score _____ ÷ # of BPs (exclude N/A) _____ = Goal Score _____					



**GOAL 2**

**School nutrition staff training activities and procedures are in place to ensure regulatory compliance.**

Best Practices	Implementation Status				
	Demonstrates Excellence	Area of Strength	Needs Improvement	Unsatisfactory	Not Applicable
The school nutrition staff has policies in place to protect the confidentiality of middle/junior high school students receiving free and reduced price meals.	3	2	1	0	N/A
Parents/guardians are provided information regarding free and reduced priced meal eligibility and application procedures.	3	2	1	0	N/A
The district school nutrition staff communicate policies regarding services available for middle/junior high school students to parents/guardians and school staff through the National School Lunch Program.	3	2	1	0	N/A
School nutrition office has policies in place informing parents/guardians of their child's access to school lunches (e.g., available meal credits, low balance, pending payments, pending free and reduced priced meal applications).	3	2	1	0	N/A
The district/school and district school nutrition office communicate with parents regarding services available to accommodate students with special food and/or nutrition needs.	3	2	1	0	N/A
Parents/guardians can request menu modifications in support of a diet prescription/order certified by a licensed physician and/or a medical statement certified by a recognized medical authority.	3	2	1	0	N/A

**GOAL 2 (Continued)**

School nutrition staff training activities and procedures are in place to ensure regulatory compliance.

Best Practices	Implementation Status				
	Demonstrates Excellence	Area of Strength	Needs Improvement	Unsatisfactory	Not Applicable
The district school nutrition office consults with a Registered Dietitian or other health specialist to plan age-appropriate meals for middle/junior high school students who have special food and/or nutrition needs.	3	2	1	0	N/A
<b>Total Score</b> _____ <b>÷ # of BPs (exclude N/A)</b> _____ <b>= Goal Score</b> _____					

**GOAL 3**

A multi-disciplinary approach is utilized to ensure the cafeteria environment is pleasing to students, while maximizing the time available for students to eat.

Best Practices	Implementation Status				
	Demonstrates Excellence	Area of Strength	Needs Improvement	Unsatisfactory	Not Applicable
The school nutrition director and/or manager provides input to school administrators who develop lunch period schedules to optimize the cafeteria's seating capacity.	3	2	1	0	N/A
The dining room atmosphere is relaxed, inviting, and well lit for an enjoyable dining experience.	3	2	1	0	N/A
Dining room furniture is appropriately designed to meet the needs of middle/junior high school students.	3	2	1	0	N/A
Eating utensils are suitable for middle/junior high school students.	3	2	1	0	N/A
Dining and service areas are designed, renovated, and decorated to appeal and meet the needs of middle/junior high school students.	3	2	1	0	N/A
A pleasant, attractive, safe, and sanitary dining environment is provided for students.	3	2	1	0	N/A
The district school nutrition office has a policy on work attire and personal hygiene.	3	2	1	0	N/A
The district school nutrition office collaborates with other district departments to seek additional funding sources to update/renovate the cafeteria.	3	2	1	0	N/A
Service and/or check-out lines are organized to facilitate the smooth flow of students from point-of-selection to point-of sale.	3	2	1	0	N/A

**GOAL 3 (Continued)**

A multi-disciplinary approach is utilized to ensure the cafeteria environment is pleasing to students, while maximizing the time available for students to eat.

Best Practices	Implementation Status				
	Demonstrates Excellence	Area of Strength	Needs Improvement	Unsatisfactory	Not Applicable
The school nutrition director/designee coordinates with district/school administrators to minimize academic or extracurricular activities scheduled during the lunch periods (e.g., remedial classes, student organization meetings).	3	2	1	0	N/A
Total Score _____ ÷ # of BPs (exclude N/A) _____ = Goal Score _____					

Notes for Action Plan

# References

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