

Policy Component: Other School-Based Activities to Promote Student Wellness

Goal

School cafeteria environments will support healthy eating habits by providing clean, safe and pleasant settings with adequate time for students to eat. School meal procedures will encourage participation by all students. Food service staff members will have the knowledge and skills to provide cost-effective quality meals served safely. Districts will encourage school staff members to be role models for healthy eating and physical activity behaviors through the provision of staff wellness activities. School staff members will not use food to reward or punish students.

Rationale

Students eat more healthful food safely in a supervised, pleasant environment that provides enough time to eat and socialize. Students' meal participation is increased when schools use appropriate school meal procedures. Appropriate training is needed for school food service staff members to prepare healthy, safe and cost-effective meals. School staff wellness programs encourage adults to be enthusiastic and healthy role models for students. Using food as reward or punishment is an inappropriate practice that negatively impacts the development of healthy eating behaviors.

Policy Recommendations

Policies for Other School-Based Activities to Promote Student Wellness will address the following areas:

- Surroundings for Eating
- Time for and Scheduling of Meals
- Free and Reduced-Price Meals
- Summer Food Service Program
- Financial Operation of Child Nutrition Programs
- Qualifications of Food Service Staff Members
- Training for Food Service Staff Members
- Food Safety
- Food Rewards and Punishment
- Sharing of Foods
- Staff Wellness

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Policy Recommendations

Specific guidance regarding the implementation of each policy recommendation for Other School-Based Activities to Promote Student Wellness follows under *Implementation Guidance*, after this section. Resources to assist with the implementation of each policy recommendation are found in *Resources* at the end of this section.

This section provides recommendations (not requirements) for policy language for Other School-Based Activities. This language represents recommended best practice for developing school nutrition and physical activity policies. School districts may choose to use the policy recommendations as written or revise them as needed to meet local needs and reflect community priorities. When developing nutrition and physical activity policies, districts will need to take into account their unique circumstances, challenges, opportunities and available resources. Policies should meet local needs and be adapted to the health concerns, food preferences and dietary practices of different ethnic groups.

Surroundings for Eating

School meals shall be served in clean and pleasant settings. A cafeteria environment that provides students with a relaxed, enjoyable climate shall be developed. The cafeteria environment is a place where students have adequate space to eat, clean and pleasant surroundings, adequate time to eat meals, and convenient access to hand washing or hand sanitizing facilities before meals.

Time for and Scheduling of Meals

Schools shall provide appropriate meal times with adequate time allotted for students to eat (at least 10 minutes for breakfast and 20 minutes for lunch after sitting down to eat).

Free and Reduced-Price Meals

Schools shall make every effort to eliminate any social stigma attached to, and prevent the overt identification of, students who are eligible for free and reduced-price school meals.

Summer Food Service Program

Schools in which more than 50 percent of students are eligible for free or reduced-price school meals shall sponsor the Summer Food Service Program for at least six weeks between the last day of the academic school year and the first day of the following school year, and preferably throughout the entire summer vacation.

Financial Operation of Child Nutrition Programs

The school food service program shall aim to be financially self-supporting. However, the program is an essential educational support activity. Budget neutrality or profit generation shall not take precedence over the nutritional needs of the students. If additional funds are needed, they shall not be from the sale of foods that have minimal nutritional value and/or compete nutritionally with program meals.

Policy Recommendations

Qualifications of Food Service Staff Members

Qualified nutrition professionals shall administer the school meal programs. As part of the school district's responsibility to operate a food service program, continuing professional development shall be provided for all nutrition professionals in schools. Staff development programs shall include appropriate certification and/or training programs for school food service directors, managers and cafeteria workers, according to their levels of responsibility.



Training for Food Service Staff Members

All food service personnel shall have adequate preservice training in food service operations and regularly participate in professional development activities that address requirements for Child Nutrition Programs, menu planning and preparation, food safety, strategies for promoting healthy eating behaviors and other appropriate topics.

Food Safety

All foods made available at school shall comply with state and local food safety and sanitation regulations. Hazard Analysis and Critical Control Points (HACCP) plans and guidelines shall be implemented to prevent food-borne illness in schools.

Food Rewards and Punishment

Schools shall not use foods or beverages as rewards for academic performance or good behavior, unless this practice is allowed by a student's individualized education plan (IEP). Schools shall not withhold food or beverages (including food served through school meals) as a punishment. Alternative rewards shall be developed and promoted.

Sharing of Foods

Schools shall discourage students from sharing their foods or beverages with one another during meal or snack times, given concerns with allergies and other restrictions on some children's diets.

Staff Wellness

The district highly values the health and well-being of every staff member and shall plan and implement activities and policies that support personal efforts by staff members to maintain a healthy lifestyle and that encourage staff members to serve as role models.

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Surroundings for Eating

The physical cafeteria environment greatly impacts the atmosphere in which children eat. School practices should focus on making the dining experience more enjoyable for students. A pleasant eating environment includes the characteristics summarized below.

- The cafeteria has sufficient serving areas so that students don't have to spend too much time waiting in line.
- Dining areas are attractive and have sufficient space for seating; tables and chairs are the right size for the students.
- Schools encourage socializing among students, and between students and adults.
- Adults properly supervise school dining rooms and serve as role models to students.
- Creative, innovative methods are used to keep noise levels appropriate – no “eat in silence,” no whistles, no buzzing traffic lights.
- Facility design (including the size and location of the dining/kitchen area, lighting, building materials, windows, open space, adequate food-service equipment for food preparation and service, and food and staff safety), is given priority in renovations or new construction.
- Hand-washing equipment and supplies are in a convenient place so that students can wash their hands before eating, or students have access to hand sanitizing supplies before they eat meals or snacks.
- Drinking fountains are available for students to get water at meals and throughout the day.

Changing the Scene (<http://www.fns.usda.gov/tn/healthy/changing.html>) contains resources to help schools promote a pleasant eating environment. Additional resources can be found under *Resources* at the end of this section.

Time for and Scheduling of Meals

Meal periods should be scheduled at appropriate times. Schools should not schedule tutoring, pep rallies, club and organization meetings or other activities during meal times. Meal periods should be long enough for students to eat and socialize.

- Meals shall be scheduled at appropriate times, as near the middle of the day as possible, e.g., lunch should be scheduled between 11 a.m. and 1 p.m. The U.S. Department of Agriculture's (USDA) regulations specify that meals cannot be served before 10 a.m. or after 2:00 p.m. unless an exemption is requested from the State Department of Education.
- Scheduled meal times shall provide students with at least 10 minutes to **eat after sitting down** for breakfast and 20 minutes to **eat after sitting down** for lunch. This time does not include the time needed to walk to the cafeteria from the classroom, select and pay for the meal, sit down at a table and walk back to the classroom after the meal.
- Activities such as tutoring, clubs or organizational meetings or activities shall not be scheduled during meal times unless students may eat during such activities.

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- For elementary grades, recess should be scheduled before lunch. Additional information on implementing recess before lunch is found in *Section 4 – Physical Education and Physical Activity*.
- Schools should take reasonable steps to accommodate the tooth-brushing regimens of students with special oral health needs (e.g., orthodontia or high tooth decay risk).

Additional resources can be found in *Time for and Scheduling of Meals* under *Resources* at the end of this section.

Free and Reduced-Price Meals

USDA prohibits schools from making others in the cafeteria aware of the eligibility status of children for free, reduced-price or paid meals. Schools must prevent the overt identification of students who are eligible for free and reduced-price school meals. Strategies to help schools prevent identification of income-eligible students include:

- using electronic identification and payment systems;
- providing meals at no charge to all children, regardless of income;
- promoting the availability of school meals to all students; and
- using nontraditional methods for serving school meals, such as “grab-and-go” or classroom breakfast.

For additional information and resources on the requirements for free and reduced-price meals, contact Child Nutrition Programs in the Connecticut State Department of Education’s (SDE) Bureau of Health and Nutrition Services and Child/Family/School Partnerships at (860) 807-2101.

Summer Food Service Program

A child’s need for nutrients does not end when school does. Schools are encouraged to offer meals during breaks in the school calendar and to coordinate with other agencies and community groups to operate, or assist with operating, a summer food service program for children and adolescents who are eligible for federal program support. Information on participation in the Summer Food Service Program can be obtained by contacting Child Nutrition Programs in SDE’s Bureau of Health and Nutrition Services and Child/Family/School Partnerships at (860) 807-2101. Additional resources are found in *Summer Food Service Program* under *Resources* at the end of this section.

Financial Operation of Child Nutrition Programs

The school food service program should be administered using sound financial and accounting practices. The National Food Service Management Institute’s *Financial Management Information System* (http://www.nfsmi.org/Information/fmis/fmis_booklet.htm) is a tool to assist school food service directors with operational decision making and improving program quality and efficiency. It assists with interpreting the financial outcomes of decision making and with deciding whether the school food service program’s financial health has changed from previous accounting periods.

The food service program should aim to be self-supporting; however, financial decisions **should not compromise high quality standards for food and customer acceptance**. Financial decisions should be based on students’ nutrition needs, not on profits. Additional resources can be found in *Financial Management* under *Resources* at the end of this section.

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Qualifications of Food Service Staff Members

There are no state requirements for qualifications of school food service staff members. Qualification requirements are determined locally by each school district. The Connecticut State Department of Education encourages districts to model qualifications for food service staff members on the recommendations from the National Food Service Management Institute and the School Nutrition Association.

The National Food Service Management Institute has several resources that address competencies and skills for school food service professionals (see *Qualifications of Food Service Staff Members* under *Resources* at the end of this section). The School Nutrition Association (SNA) maintains several certification and professional development programs for school food service professionals, as indicated below.

- **Certification:** Standards for academic education, specialized training and work experience as conditions of being awarded certification, and standards for continuing education as a condition of maintaining certification.
<http://www.schoolnutrition.org/Certification.aspx?id=1009>
- **Credentialing Program:** Standards for academic and specialized training, knowledge and skills, as evidenced by passing a national credentialing exam.
<http://www.schoolnutrition.org/Credentialing.aspx?id=1021>
- **Professional Development:** Programs developed to meet specific training needs for SNA members and to support the SNA certification and credentialing programs.
<http://www.schoolnutrition.org/Index.aspx?id=1034>

Training for Food Service Staff Members

Training and professional development opportunities should assist school food service staff members with meeting USDA requirements, planning and preparing safe and healthy meals, promoting healthy eating behaviors and other issues appropriate to a healthy school nutrition environment. In Connecticut, several organizations and agencies provide training opportunities for school food service personnel, including workshops, courses, conferences and food shows.

- *School Nutrition Association of Connecticut*
<http://www.snact.org/>
- *Connecticut State Department of Education*
Bureau of Health and Nutrition and Child/School/Family Partnerships
25 Industrial Park Road, Middletown, CT 06457
Phone: (860) 807-2101
<http://www.state.ct.us/sde/deps/nutrition/index.htm>
- *New England Dairy and Food Council*
P.O. Box 290963, Wethersfield, CT 06129
Phone: (860) 563-2458
<http://www.newenglanddairycouncil.org/>

The Connecticut State Department of Education maintains a nutrition resource library containing hundreds of materials on nutrition and food service management which districts can use to assist in planning and implementing training programs. Resources include a wide variety of educational materials, such as nutrition curriculums for all grade levels, videos, books, audiovisuals, puppets and

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games. The *Nutrition Resource Catalog* is available at <http://www.state.ct.us/sde/deps/nutrition/index.htm>.

At the national level, many resources are available for training school food service staff members.

- The National Food Service Management Institute provides a comprehensive resource catalog of training materials for school food service personnel, available at <http://www.nfsmi.org/Information/Guide.html>.
- USDA's Team Nutrition provides food service and nutrition education resources at <http://teamnutrition.usda.gov/foodservice.html>.
- The Food and Nutrition Information Center of the National Agricultural Library provides a comprehensive list of resources at <http://www.nal.usda.gov/fnic/>, as well as a list of food service education opportunities at <http://www.nal.usda.gov/fnic/etext/000030.html>.

Additional training resources are found in *Training for Food Service Staff Members* under *Resources* at the end of this section.

Food Safety

Connecticut Food Safety Requirements: Serving safe food is a critical responsibility for school food service personnel and a key aspect of a healthy school environment. All school food service operations must comply with the requirements of the State of Connecticut Public Health Code 19-13-B42 *Sanitation of Places Dispensing Foods or Beverages*. This includes compliance with the Connecticut Qualified Food Operator (QFO) legislation. Additional information on Connecticut's food safety regulations can be found at the websites listed below, and in *Food Safety* under *Resources* at the end of this section.

- Department of Public Health Food Protection Program: http://www.dph.state.ct.us/BRS/Food/food_protection.htm
- Connecticut Public Health Code 19-13-B42: <http://www.dph.state.ct.us/BRS/food/fpregs.htm>
- Connecticut Qualified Food Operator (QFO) Regulation: http://www.dph.state.ct.us/BRS/food/food_operators.htm
- Responsibilities of Child Nutrition Programs Regarding the Qualified Food Operator (QFO) Requirement: http://www.state.ct.us/sde/deps/nutrition/Program_Guidance.html
- Compliance Guide for Food Service Inspection Form: <http://www.state.ct.us/dph/BRS/food/fpregs.htm>

Federal HACCP Requirement: Section 111 of the Child Nutrition and WIC Reauthorization Act of 2004 (Public Law 108-265) requires that all schools participating in Child Nutrition Programs implement a school food safety program, in the preparation and service of each meal served to children, that complies with any hazard analysis and critical control point system established by USDA. Hazard Analysis Critical Control Points (HACCP) is a preventative food safety program to control food safety hazards during all aspects of food service operations. It reduces the risk of food-borne hazards by focusing on each step of the food preparation process from receiving to service. When properly implemented, HACCP-based food safety programs will help ensure the safety of school meals served to children.

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Sharing of Foods

District policies should discourage students from sharing foods and beverages to prevent potential problems for children with food allergies or other dietary restrictions. Additional guidance on providing a safe school environment for children with food allergies can be found in SDE's *Guidelines for Managing Life-Threatening Food Allergies in Connecticut Schools*, available at <http://www.state.ct.us/sde/deps/Student/Health/Index.htm>. Resources on special diets can be found in *Section 5 – Nutrition Standards for School Foods and Beverages*.

Food Rewards and Punishment

Food as a Reward: Adults often use food rewards because they are an easy, inexpensive and powerful tool to bring about immediate short-term behavior change. Yet, using food as a reward has many negative consequences that go far beyond the short-term benefits of good classroom behavior or performance. Rewarding students with unhealthy foods:

- undermines schools' efforts to teach students about good nutrition by modeling unhealthy behavior and contradicting the nutrition principles taught in the classroom;
- interferes with children learning to eat in response to hunger and satiety cues (this teaches children to eat when they are not hungry as a reward to themselves, and may contribute to the development of disordered eating);
- increases preference for unhealthy foods (research shows that food preferences for both sweet and nonsweet food increase significantly when foods are presented as rewards); and
- encourages overconsumption of unhealthy foods (foods that supply calories from fat and sugar, but few nutrients).

Alternatives to Food as a Reward: The chart on the next page provides specific ideas on alternatives to using food as a reward. For additional resources, see SDE's handout, *Alternatives to Food as a Reward* (<http://www.state.ct.us/sde/deps/Student/NutritionEd/index.htm>), and *Alternatives to Food as a Reward* under *Resources* at the end of this section.

Food as Punishment: Schools participating in the USDA school meal programs (e.g., National School Lunch Program, School Breakfast Program and After-School Snack Program) are prohibited from restricting student access to school meals for any reason, including as a punishment for student behavior. Other inappropriate practices using food as punishment include:

- denying students access to cafeteria snack or a la carte lines;
- denying students access to certain types of foods; and
- preventing children from eating classroom snacks (when snacks are normally allowed) as a consequence of individual or class behavior.

District policies should prohibit school staff members from withholding access to meals and snacks as punishment, both in the classroom and cafeteria. Restricting access to meals, snacks or other foods and beverages is an inappropriate form of punishment. District policies should encourage the development of alternative practices for promoting appropriate behavior. For additional information, see *Behavior Management* under *Resources* in *Section 4 – Physical Education and Physical Activity*.

Ideas for Alternatives to Using Food as a Reward**Elementary Students**

- Make deliveries to office
- Teach class
- Sit by friends
- Eat lunch with teacher or principal
- Eat lunch outdoors with the class
- Have lunch or breakfast in the classroom
- Private lunch in classroom with a friend
- Be a helper in another classroom
- Play a favorite game or do puzzles
- Stickers, pencils, bookmarks
- Certificates
- Fun video
- Extra recess
- Walk with the principal or teacher
- Fun physical activity break
- School supplies
- Trip to treasure box filled with nonfood items (stickers, temporary tattoos, pencils, erasers, bookmarks, desktop tents)
- Dance to favorite music in the classroom
- Paperback book
- Show-and-tell
- Bank system – earn play money for privileges
- Teacher or volunteer reads special book to class
- Teacher performs special skill (singing, cartwheel, guitar playing, etc.)
- Read outdoors or enjoy class outdoors
- Have extra art time
- Have “free choice” time at end of the day or end of class period
- Listen with headset to a book on audiotape
- Items that can only be used on special occasions (special art supplies, computer games, toys)

Middle School

- Sit with friends
- Listen to music while working at desk
- Five-minute chat break at end of class
- Reduced homework or “no homework” pass
- Extra credit
- Fun video
- Fun brainteaser activities
- Computer time
- Assemblies
- Field trips
- Eat lunch outside or have class outside

High School

- Extra credit
- Fun video
- Reduced homework
- Donated coupons to video stores, music stores or movies
- Drawings for donated prizes among students who meet certain grade standards

Adapted with permission from *Alternatives to Using Food as a Reward*. Michigan State University Extension, 2003. <http://www.tn.fcs.msue.msu.edu/foodrewards.pdf> and *Non-Food Ways to Raise Funds and Reward a Job Well Done*. Texas Department of Agriculture, 2004. http://www.squaremeals.org/fn/render/parent/channel/0,1253,2348_2498_0_0,00.html

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Staff Wellness

Health promotion services for all school staff members can positively affect their eating and physical activity behaviors and their effectiveness in teaching and modeling healthy behaviors. Districts should encourage all school staff members to improve their own personal health and wellness in order to improve staff morale, create positive role modeling, build the commitment of the staff to promote the health of students, and build the commitment of the staff to help improve the school nutrition and physical activity environment.

Staff wellness is not institutionalized in many school settings. School-site health promotion programs for staff members impact not only the health of the school faculty and staff, but can also have effects on students, their families and community members. Examples of health promotion programs for school staff members include:

- health screenings
- physical activity and fitness programs
- nutrition education
- weight management
- smoking cessation
- influenza vaccinations
- stress management

Once wellness and health promotion programs are available, districts should encourage staff members to participate in these programs. Examples of promotion ideas include:

- introducing wellness programs to new staff members at orientation sessions;
- presenting information at regular staff meetings;
- including flyers and brochures with paychecks;
- putting information into newsletter articles, brochures and e-mail messages; and
- offering health insurance discounts for participants.

The *School Health Index* (<http://apps.nccd.cdc.gov/shi/>) provides an assessment tool to help districts evaluate existing staff wellness practices and procedures. Districts may wish to consider incorporating staff wellness programs as part of the School Health Team's responsibility.

Additional resources on staff wellness are found in *Staff Wellness* under *Resources* at the end of this section.

References

- Alternatives to Using Food as a Reward*, Michigan State University Extension, 2003:
www.msue.msu.edu/fnh/tn/foodrewards.pdf
- Changing the Scene: Improving the School Nutrition Environment*, U.S. Department of Agriculture, 2000:
<http://www.fns.usda.gov/tn/healthy/changing.html>
- Child Nutrition and WIC Reauthorization Act of 2004 (Public Law 108-265)*:
http://www.fns.usda.gov/cnd/Governance/Legislation/PL_108-265.pdf
- Health, Mental Health and Safety Guidelines for Schools (Section 8-03: Provision of Wellness Programs for Staff)*: <http://www.nationalguidelines.org/guideline.cfm?guideNum=8-03>
- Non-Food Ways to Raise Funds and Reward a Job Well Done*, Texas Department of Agriculture, 2004:
www.agr.state.tx.us/foodnutrition/newsletter/NonFoodRewards.pdf
- Prohibition against Denying Meals and Milk to Children as a Disciplinary Action (FNS Instruction 791-1)*, U.S. Department of Agriculture, 1988:
<http://www.schoolwellnesspolicies.org/resources/ProhibitionAgainstDenyingMealsAsPunishment.pdf>
- School Nutrition Association Local Wellness Policy Recommendations*, School Nutrition Association, 2005:
<http://www.schoolnutrition.org/Index.aspx?id=1075>
- USDA Regulations for the National School Lunch Program, 7 CFR 210*:
<http://www.fns.usda.gov/cnd/Governance/regulations.htm>

Resources

Resources are listed by main category. Many resources contain information on multiple content areas. For additional resources, consult each policy component section of the *Action Guide*.

Surroundings for Eating

Changing the Scene: Improving the School Nutrition Environment, U.S. Department of Agriculture, 2000. A tool kit to help schools take action to improve students' eating and physical activity practices.
<http://www.fns.usda.gov/tn/healthy/changing.html>

Time for and Scheduling of Meals

Eating at School: A summary of NSFMI Research on Time Required By Students to Eat Lunch, Insight, National Food Service Management Institute, April 2001: http://www.nfsmi.org/Information/eating_at_school.pdf

Measuring and Evaluating the Adequacy of the Lunch Period, Insight, National Food Service Management Institute, 1999: <http://www.nfsmi.org/Information/Newsletters/insight12.pdf>

Recess Before Lunch: A Guide to Success, Montana Office of Public Instruction, 2003:
<http://www.opi.state.mt.us/schoolfood/recessBL.html>

Relationship of Meal and Recess Schedules to Plate Waste in Schools, Insight, National Food Service Management Institute, 2004: <http://www.nfsmi.org/Information/Newsletters/insight24.pdf>

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Compliance Guide for Food Service Inspection Form, Connecticut State Department of Public Health, 2001:
<http://www.state.ct.us/dph/BRS/food/fpregs.htm>

Connecticut Department of Public Health Food Protection Program. Information on Connecticut's food protection regulations and Qualified Food Operator (QFO) requirement and resources on sanitation and food safety. http://www.dph.state.ct.us/BRS/food/food_protection.htm

Connecticut Public Health Code 19-13-B42 Sanitation of Places Dispensing Foods or Beverages:
<http://www.dph.state.ct.us/BRS/food/fpregs.htm>

Connecticut Qualified Food Operator (QFO): http://www.dph.state.ct.us/BRS/food/food_operators.htm

Food and Drug Administration: <http://www.fda.gov>

Food-Safe Schools Action Guide Kit, Centers for Disease Control and Prevention and National Coalition for Food-Safe Schools, 2005. Helps schools identify gaps in food safety and develop an action plan for becoming food safe. Includes PowerPoint presentation and materials in Spanish.
<http://www.foodsafeschools.org/index.htm>

Food Safety and Sanitation Resource List, Food and Nutrition Information Center, May 2003:
<http://www.nal.usda.gov/fnic/service/foodfs1.htm>

Food Safety Materials, U.S. Department of Agriculture. Contains PDF versions of all food safety materials and resources developed for child nutrition programs by USDA Food and Nutrition Services.
<http://schoolmeals.nal.usda.gov/Safety/FNSFoodSafety.htm>

Guidelines for Managing Life-Threatening Food Allergies in Connecticut Schools, Connecticut State Department of Education, 2006: <http://www.state.ct.us/sde/deps/Student/Health/Index.htm>

HACCP-Based Standard Operating Procedures (SOPs). Written practices and procedures for producing safe food. Developed by the National Food Service Management Institute (NFSMI) in conjunction with USDA and FDA. <http://sop.nfsmi.org/HACCPBasedSOPs.php>

HACCP Manager's Self-Inspection Checklist, U.S. Department of Agriculture, 1999:
<http://schoolmeals.nal.usda.gov/FoodSafety/ManagersChecklist.pdf>

HACCP Training Programs and Resources Database, U.S. Department of Agriculture and Food and Drug Administration. Provides up-to-date listings of HACCP training programs, HACCP resource materials and HACCP consultants offering training programs or resources.
<http://www.nal.usda.gov/foodborne/haccp/index.shtml>

Hand Washing Resources for Schools: <http://www.cdc.gov/flu/school/index.htm>

Responding to a Food Recall, National Food Service Management Institute, 2002. Materials designed for food-service directors and managers to reference when a food recall notice for a USDA commodity food is issued through USDA/FNS or a food recall notice is issued for a purchased food by the manufacturer or responsible government entity. <http://www.nfsmi.org/Education/Satellite/ss29/satinfo.htm#print>

Responsibilities of Child Nutrition Programs Regarding the Qualified Food Operator (QFO) Requirement, Connecticut State Department of Education, 2005:
http://www.state.ct.us/sde/deps/nutrition/Program_Guidance.html

Serving It Safe: A Manager's Tool Kit, U.S. Department of Agriculture, Revised 2003. A comprehensive food service safety and sanitation training package for schools. Contains a teacher's manual, teaching aids, case studies and group activities. A colorful poster summarizes key points, and interactive training is also included on CD-ROM and diskettes. http://www.fns.usda.gov/tn/Resources/serving_safe.html

Thermometer Information Resource Training Kit, National Food Service Management Institute, 2005. Lessons and resources that focus on the importance of consistently using thermometers in Child Nutrition Programs. http://www.nfsmi.org/Information/thermometer_resource.html

Financial Management

Financial Management Issues and Practices in School Nutrition Programs, An Annotated Bibliography, National Food Service Management Institute, 2004: <http://www.nfsmi.org/Information/fin-mgmt-bib.pdf>

First Choice: A Purchasing Systems Manual for School Food Service, 2nd Edition, National Food Service Management Institute, 2002: <http://www.nfsmi.org/Information/firstchoice/fcindex.html>

Keys to Excellence in School Food and Nutrition Programs, School Nutrition Association. A free, online tool that offers an easy-to-use management and evaluation program that helps food-service directors assess their school nutrition programs. Financial management standards are found in the Administration section. <http://www.asfsa.org/keys/>

NFSMI Financial Management Information System, National Food Service Management Institute, 2005. Standard method of data collection and financial analyses developed to help school food-service administrators evaluate financial management decisions. This standard method includes procedures for consistently recording financial data, recommendations for generating standard financial reports, and guidelines for interpreting the outcomes of financial decisions. http://www.nfsmi.org/Information/fmis/fmis_booklet.htm

Purchasing and Procurement Resource List, Food and Nutrition Information Center, May 2003: <http://www.nal.usda.gov/fnic/service/foodpp1.htm>

Quality Financial Decision Making, Insight, National Food Service Management Institute, 2002: <http://www.nfsmi.org/Information/Newsletters/insight19.pdf>

Qualifications of Food Service Staff Members

Competencies, Knowledge, and Skill Statements for District School Nutrition Directors/Supervisors, National Food Service Management Institute, December 2001. Updated research report includes a detailed list of competency, knowledge and skill statements describing 14 functional areas of responsibility for school food-service directors or supervisors. <http://www.olemiss.edu/depts/nfsmi/Information/2005resourcecatalog.htm#competencies-directors>

Competencies, Knowledge, and Skills of Effective School Nutrition Managers, National Food Service Management Institute, December 2001. Updated research report includes a detailed list of competency, knowledge and skill statements and a job description for school nutrition managers. <http://www.olemiss.edu/depts/nfsmi/Information/2005resourcecatalog.htm#competencies-managers>

Job Functions and Tasks of School Nutrition Managers and District Directors/Supervisors, National Food Service Management Institute, Insight No. 2, March 1995: <http://www.olemiss.edu/depts/nfsmi/Information/2005resourcecatalog.htm#insight-barriers>

Keys to Excellence in School Food and Nutrition Programs. A free, online tool that offers an easy-to-use management and evaluation program that helps foodservice directors assess their school nutrition programs. The Keys automatically tabulates results from 60 assessment criteria and provides ideas to help promote excellence in food service throughout the school community. <http://www.asfsa.org/keys/>

Revised Competencies, Knowledge, and Skill Statements for School Nutrition Managers, National Food Service Management Institute, Insight No. 25, Spring 2004: <http://www.olemiss.edu/depts/nfsmi/Information/2005resourcecatalog.htm#insight-barriers>

Sample Job Description Template for District School Nutrition Directors/Supervisors, National Food Service Management Institute, 2004. Research-based job description template, including the general function and scope of responsibilities as described in the 14 functional areas for the District School Nutrition Director/Supervisor position. http://www.nfsmi.org/Information/sample_job_description.pdf

School Nutrition Association National Certification Program: <http://www.schoolnutrition.org/Certification.aspx?id=1009>

School Nutrition Association National Credentialing Program: <http://www.schoolnutrition.org/Credentialing.aspx?id=1021>

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Training for Food Service Staff Members

Customer Service Resource List, Food and Nutrition Information Center, May 2003:

<http://www.nal.usda.gov/fnic/service/foodcs1.htm>

Keys to Excellence in School Food and Nutrition Programs, School Nutrition Association. A free, online tool that offers an easy-to-use management and evaluation program that helps food-service directors assess their school nutrition programs. <http://www.asfsa.org/keys/>

Food Service Management Resource List, Food and Nutrition Information Center, May 2003:

<http://www.nal.usda.gov/fnic/service/foodm1.htm>

National Food Service Management Institute. Comprehensive resource catalog of training materials for personnel working with Child Nutrition Programs. <http://www.nfsmi.org/Information/Guide.html>

Nutrition Resource Catalog, Connecticut State Department of Education:

<http://www.state.ct.us/sde/deps/Student/NutritionEd/index.htm>

School Nutrition Association Professional Development Programs:

<http://www.schoolnutrition.org/Index.aspx?id=1034>

Summer Food Service Program

Child Nutrition Fact Sheet: Summer Food Service Program, Food Research & Action Center, 2004:

<http://www.frac.org/pdf/cnsfsp.pdf>

Nourish Their Bodies, Feed Their Minds, Food Research & Action Council and National Dairy Council, 2004.

Resource guide provides after-school and summer programs with detailed information on how to participate in the federal child nutrition programs, why and how to draw down federal funds for good nutrition in these programs, and how to add nutrition education to programming.

http://www.frac.org/Afterschool_Guide.pdf

Summer Food Service Program, U.S. Department of Agriculture:

<http://www.fns.usda.gov/cnd/Summer/Default.htm>

Alternatives to Food as a Reward

Alternatives to Food as Reward: Promoting a Healthy School Environment, Connecticut State Department of Education, 2004: <http://www.state.ct.us/sde/deps/Student/NutritionEd/index.htm>

Alternatives to Using Food as a Reward, Michigan State University Extension, 2003:

<http://www.tn.fcs.msue.msu.edu/foodrewards.pdf>

Constructive Classroom Rewards: Promoting Good Habits While Protecting Children's Health, Center for Science in the Public Interest, 2004: http://cspinet.org/nutritionpolicy/constructive_rewards.pdf

Non-Food Ways to Raise Funds and Reward a Job Well Done, Texas Department of Agriculture, 2004:

http://www.squaremeals.org/fn/render/parent/channel/0,1253,2348_2498_0_0,00.html

Prohibition against Denying Meals and Milk to Children as a Disciplinary Action (FNS Instruction 791-1), U.S. Department of Agriculture, 1988:

<http://www.schoolwellnesspolicies.org/resources/ProhibitionAgainstDenyingMealsAsPunishment.pdf>

Rewards and Incentives, North Carolina School Nutrition Action Council, 2005:

<http://www.nutritionnc.com/TeamNutrition/indextn.htm>

Staff Wellness

Capitol Region BOCES Staff Wellness: <http://www.schoolhealthandwellness.org/wellness.asp>

Council of Chief State School Officers (CCSSO) Staff Wellness:

http://b/www.ccsso.org/projects/School_Health_Project/Addressing_the_Challenges/6499.cfm

Dietary Guidelines for Americans 2005, U.S. Department of Agriculture and U.S. Department of Health and Human Services, 2005: http://www.usda.gov/cnpp/dietary_guidelines.html

Health, Mental Health and Safety Guidelines for Schools (Section 8-03: Provision of Wellness Programs for Staff): <http://www.nationalguidelines.org/guideline.cfm?guideNum=8-03>

Healthier Schools New Mexico Staff Wellness: <http://www.healthierschools.org/staff.html>

Other School-Based Activities to Promote Student Wellness 6

HealthierUS Initiative, Department of Health and Human Services. Links to many websites with credible, accurate information to help Americans choose to live healthier lives. Focuses on four areas – nutrition, physical activity, prevention and avoiding risky behaviors. <http://www.healthierus.gov/>

Healthy People 2010: <http://healthypeople.gov>

Michigan School Health Association Staff Wellness: <http://www.mshaweb.org/wellness/index.htm>

MyPyramid: <http://www.mypyramid.gov/>

New Haven Public Schools Staff Wellness: http://www.nhps.net/schoolhealth/s_w.asp

School Health Index for Physical Activity and Healthy Eating – A Self Assessment and Planning Guide (Module 7: Health Promotion for Staff), Centers for Disease Control and Prevention, U.S. Department of Health and Human Services, 2005: <http://apps.nccd.cdc.gov/shi/>

School Staff Wellness, National Association of State Boards of Education:
<http://www.schoolwellnesspolicies.org/resources/SchoolStaffWellness.pdf>

SmartBody Fitness Information Center: <http://www.neasmartbody.org>

The National Women's Health Information Center: <http://womenshealth.gov>

The Well Workplace Workbook: A Guide to Developing Your Worksite Wellness Program, Wellness Councils of America: <http://www.welcoa.org/wellworkplace/index.php?category=7>

Wellness Councils of America: <http://www.welcoa.org/worldclass.html>

6 *Other School-Based Activities to Promote Student Wellness*

Additional resources can be found in the *Healthy School Nutrition Environment Resource List* available at <http://www.state.ct.us/sde/deps/Student/NutritionEd/index.htm>. This list is updated regularly.