



Essential Key Performance Indicators for School Nutrition Success: A Resource for School Nutrition Professionals

PURPOSE

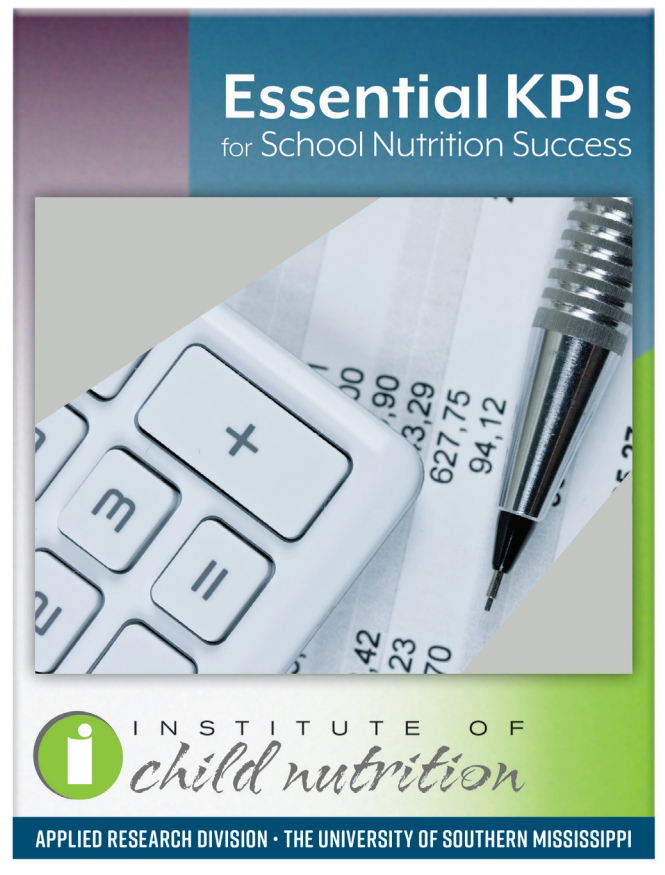
Data driven decision making is the process of using operational data commonly collected by school nutrition (SN) programs to make informed decisions about planning and implementing change. This process uses key performance indicators (KPIs), and is an effective way for SN directors to decide where to focus their time and resources.

The purpose of this resource is to provide SN professionals with a straight-forward, easy-to-use reference for identifying and applying the KPIs that focus on the most critical aspects of their SN program performance to achieve success.

METHOD

The content for this resource was developed with the assistance of many SN professionals:

- A think tank of eight SN professionals identified the general topic areas and format for the resource.
- Institute of Child Nutrition (ICN) researchers identified draft content for the resource using information from SN management and foodservice management textbooks, resources, and government Web sites.
- An expert work group of 11 SN professionals, working electronically and face-to-face over a period of a few months, adapted the draft content and format of the resource to best meet the needs of SN directors and managers.
- The resource was assessed and validated by a review panel of 13 SN professionals. The result of this process is the resource, *Essential KPIs for School Nutrition Success*.



THE KEY PERFORMANCE INDICATORS

- Meal Counts and Participation
 - Meal Equivalents (MEQ)
 - Average Daily Participation (ADP)
- Financial and Inventory Management
 - Revenues
 - Expenditures
 - Revenue Per MEQ
 - Cost Per MEQ
 - Cost as a Percentage of Revenue
 - Break-Even Point (BEP)
 - Inventory Turnover Rate
- Productivity and Labor
 - Meals Per Labor Hour (MPLH)
 - Staff Turnover Rate

THE RESOURCE

The resource, *Essential KPIs for School Nutrition Success*, includes three chapters and an appendix. Chapter 1 provides an in-depth exploration of the 12 KPIs. Chapter 2 contains a case study that provides examples of how each KPI can be utilized to evaluate how well an SN program is performing. Chapter 3 includes discussions on how to utilize the results of KPI calculations, and covers the following topics: Benchmarking, Trend Analysis, Developing Action Plans, and Communicating with Key Stakeholders.

In Chapter 1, KPIs are Explored in Detail, Under the Following Topic Headings:

- Description
- Why Calculate
- How Often to Calculate
- How to Calculate
- Sample Calculations
- Where to Capture Data
- How to Use
- Industry Standards
- Factors that Influence
- References

School nutrition professionals can use this resource as reference guide for identifying and utilizing KPIs. Effective application of this resource requires a basic understanding of financial and operations management of an SN program. Therefore, it is suggested that users of this resource participate in the ICN training programs, such as "Orientation to School Nutrition Management" and "Financial Management." Please look on the ICN Web site, <http://theicn.org/>, or contact the ICN for more information.

DOWNLOAD FOR FREE!

To download your free copy of this resource, please visit:
<http://www.nfsmi.org/documentlibraryfiles/PDF/20170329015554.pdf>

CONTACT US:

Institute of Child Nutrition
Applied Research Division
The University of Southern Mississippi
118 College Drive #5060
Hattiesburg, MS 39406
1-800-321-3054 • 601-261-2480

Visit us on the web at
www.theicn.org



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