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Food Service Management Resource List

May 2003

This publication is a compilation of resources for professionals involved in school food service. The resources are in a variety of information formats: articles, books and full-text materials on the World Wide Web. Resources chosen provide information on many aspects of school food service.

The resources included for this list contain reliable information and are available nationwide. Your local library or bookstore can help you locate these materials. Other items can be obtained from the source listed. Opinions expressed in the publications do not necessarily reflect the views of the U.S. Department of Agriculture.

Resources that are part of the National Agricultural Library (NAL) collection have an NAL Call Number listed. Lending and copy service information can be found at http://www.nal.usda.gov/fnic/general/lending.html. URLs are included when the material is available online in full text. Materials cannot be purchased from the Library. Please contact the publisher/producer if you wish to purchase any materials on this list.

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I. General Management

A. Books and Reports

Characteristics of national school lunch and school breakfast program participants
Nancy E. Wemmerus. Elyse S. Forkosh, and Douglas Almond
Alexandria, VA: U.S. Dept. of Agriculture, Food and Consumer Service, Office of Analysis and Evaluation, 1996.
NAL Call Number: aLB3479 U6W46 1996
Summary: The National School Lunch Program and the School Breakfast Program are federally sponsored subsidized nutrition programs that operate in the nation's schools. This report presents the characteristics of schools and students by their school meal program participation and certification status in the spring of 1992. The analysis is based on data from the 1992 School Nutrition Dietary Assessment survey. Compares the demographic and economic characteristics
of schools that offer both the national school lunch program and the school breakfast program to schools that offer only the national school lunch program and schools that offer neither meal program. Compares the attributes of students certified to receive free meals to those certified to receive reduced-price meals and those not certified, and examines the differences between participating and nonparticipating students.

Competencies, knowledge and skills of effective district school nutrition directors/supervisors – 2001 edition
Alice Jane Rainville and Deborah H. Carr
University, MS: National Food Service Management Institute, Division of Applied Research, 84 p.
Web site: http://www.nfsmi.org/Information/competencies2001.pdf

Competencies, knowledge and skills of effective district school nutrition directors/supervisors – 1996 edition
Deborah H. Carr, Jerry Cater, and Martha Conklin
Hattiesburg, MS: National Food Service Management Institute, Division of Applied Research, 2001. 199 p.
Web site: http://www.nfsmi.org/Information/r23-96/r2396.htm
NAL Call Number: TX911.3.M27C372 1996
Summary: This research report includes a detailed list of competencies, knowledge and skill statements, and a job description for a school food service director/supervisor.

Competencies, Knowledge, and Skills of Effective School Nutrition Managers – 1995 edition

Hattiesburg, MS: National Food Service Management Institute, Division of Applied Research, 1995, 151 p.
Web Site:
http://www.nfsmi.org/Information/2003resourceguide.htm#competencies-managers
NAL Call Number: TX911.3 M27C64 1995
Summary: Presents NFSMI research in determining the competencies necessary for school nutrition managers to be effective. Includes detailed list of competencies, knowledge and skill statements, and a benchmark job description.

Contemporary Management Theory: Controlling and Analyzing Costs in Foodservice Operations, 4th edition
James Keiser, Frederick J. Demicco, and Robert N. Grimes
Upper Saddle River, NJ: Prentice Hall, 2000, 556 p.
Summary: A resource and reference book; the authors provide balanced treatment of both commercial and institutional operations in both profit and non-profit arenas. This book explores the role of computer applications, management information systems, and new developments in management through numerous examples that realistically portray the field. Provides insight regarding the food industry with segments written by leaders in the field.

Energy conservation manual for school food service managers
Ann M. Messersmith, George Wheeler, Victoria Rousso
Hattiesburg, MS: National Food Service Management Institute, Division of Applied Research, 1994, 68 p.
Web site: http://www.nfsmi.org/Information/Research.html#Energy
NAL Call Number: TX911.3 E45M477 1994
Summary: Resource manual on energy monitoring and conservation. Includes references, glossary/equations, sample forms, and technical information.

Food quality evaluation and assurance manual for school food service
Nancy E. Broen, et al.
Hattiesburg, MS: National Food Service Management Institute, Division of Applied Research, 1995, 199 p.
Web Site:
http://www.nfsmi.org/Information/2003resourceguide.htm#food-quality-evaluation
NAL Call Number: TX911.3.Q34F66 1995
Summary: Designed as a reference guide for school food service directors/supervisors and managers in gathering information to help evaluate the overall quality of food and service provided. Information and data collection tools are provided for the following areas of a food quality

model: food quality, perceptions, planning, procurement, production, and service.

Foodservice Management Study Course, 3rd Edition
Shirley Gilmore
Ames: Iowa State University Press, 1999, 234 p.
NAL Call Number: TX911.3 M27 G46 1999
Summary: Presents a workbook-style study course designed to help students and foodservice employees identify personnel management responsibilities of foodservice supervisors, to apply principles and procedures in working with employees, and to understand the relationship between supervisors and employees. Includes chapter summaries, review questions, and activities. This third edition covers areas such as empowerment, management of a diverse workforce, and drugs in the workplace.

From Turnover to Teamwork: How to Build and Retain a Customer-Oriented Foodservice Staff
Bill Marvin
New York, NY: John Wiley & Sons, 1994. 189 p.
NAL Call Number: TX911.3.P4M383 1994
Summary: Discusses such staff-related issues and concerns as improving training programs; coping with discipline problems; salary structure, wages, and benefits; encouraging excellence (recognition, bonuses and other incentives); performance reviews; creating rapport between staff and management, etc.

High Time for Low Fat: a Course for School Food Service Managers
Mississippi Office of Child Nutrition
Jackson, MS: State of Mississippi, Dept. of Education, Bureau of Child Nutrition, 1993.
NAL Call Number: TX911.3.M27H54 1993
Summary: Designed to give school food service managers a different perspective about their jobs. The course helps school food service managers develop and sharpen skills, and teaches them about nutrition, marketing their product, and doing their parts fully as a member of the educational team.

Introduction to Professional Food Service
Wallace Rande
New York, NY: John Wiley & Sons, 1995. 285 p.
NAL Call Number: TX911.R33 1996
Summary: Provides a brief history and an overview of the foodservice industry and covers the following fundamental areas of a foodservice operation: menu planning, purchasing and receiving, production, services, safety and cleaning, and cost management. Also, contains several

chapters on such topics as the role of the customer, nutritional concerns, and organization theory and systems. Intended as a text for introductory courses in foodservice management.

Issues and trends in food service management
Deborah H. Carr
Hattiesburg, MS: National Food Service Management Institute, 1995.
22 p.
Web site: http://www.nfsmi.org/Information/trends.pdf
NAL Call Number: TX911.3.M27C37 1995
Summary: The purpose of this study was to review four trade and four research publications to determine significant food service management trends and issues that may affect Child Nutrition Programs. The publications reviewed covered the following subjects: health and nutrition, alternative styles of service, food service marketing for customer service, and branding.

Keys to excellence support materials: administration, nutrition, operations, communications & marketing
University, MS: National Food Service Management Institute, 1996
20 p.
Web site: http://www.nfsmi.org/Information/keys.pdf
NAL Call Number: Z5814 F7S87 1996
Summary: This is a publications list in which materials are identified by source, title, brief description, and code or Call Numbers for ordering and borrowing purposes. Areas covered include administration, financial management, human resources, nutrition and nutrition standards, nutrition education, operations (preparation, service, sanitation/safety/waste management), procurement, and communications and marketing.

Management by Menu
Lendal H. Kotschevar and Marcel R. Escoffier
New York, NY: John Wiley & Sons, 1994. 387 p.
NAL Call Number: TX943 K66
Summary: Using the menu as a management tool in every area of operation--from planning the facility and purchasing food to promoting items to customers and providing exceptional service--can help ensure success. This book serves as a guide both to developing a menu and to using it as a control document.

Mandatory foodservice manager sanitation certification: jurisdictions summary
Educational Foundation (National Restaurant Association)
Chicago, IL: The Foundation, 1996.
NAL Call Number: TX911.3 M27M36 1996

Summary: This summary report is meant to be used as a guide to determine the requirements for manager certification in the United States. Includes a listing of states that are currently voluntary states, as well as specific instructor requirements in certain states.

NETPRO I: Workshop Reports
National Food Service Management Institute, Division of Education and Training
University, MS: National Food Service Management Institute, Education and Training, 1993.
NAL Call Number: Z5986.N48 1993
Summary: Bibliography of additional training materials for the Network for Professionals for Staff Development Workshop sponsored by the National Food Service Management Institute. Lists training materials available from the following states: Arkansas, Arizona, Colorado, Georgia, Iowa, Kansas, Massachusetts, Tennessee, and West Virginia.

Network for Professionals for Staff Development: NETPRO
National Food Service Management Institute, Division of Education and Training
University, MS: The Division of Education and Training, 1992.
NAL Call Number: TX911.3.T73N37 1992
Summary: The objectives of this workshop were to promote a vision of a network for staff development that would link national, state, regional, district/agency, and customer-site resources and services; to define state models for a network for staff development; to identify guidelines for effective teamwork that promote networking; to identify training skills which enhance the networking process; and to create a plan for implementing a state network for staff development.

NFSMI needs assessment of school foodservice directors
National Food Service Management Institute
Roy S. Maize and Martha Conklin
Hattiesburg, MS: National Food Service Management Institute, Office of Applied Research, 1995. 11 p.
NAL Call Number: TX911.3.M27M29 1995
Summary: In an effort to meet the changing needs of its customers, the NFSMI conducted a national needs assessment to assist in developing a strategic plan for the major offices of the Institute. The objectives of the study were to determine school foodservice directors' knowledge of NFSMI programs and services and to determine school foodservice directors' levels of need for assistance from NFSMI on job-related issues. This report presents the results of that study.

Noncommercial Foodservice: An Administrator's Handbook
John Cornyn, Joyce Coons Fasano, and Mitchell Schechter

New York, NY: John Wiley & Sons, 1995.
305 p. and 1 computer disk (3 1/2 in.)
NAL Call Number: TX911.3.M27C66 1995
Summary: Serves as a complete introduction to foodservice administration for those new to the field and as an informative reference work for more experienced administrators. Presents pertinent instruction and advice on such common administrative concerns as foodservice quality assurance, selection of appropriate management, facility construction and remodeling, legal and social obligations, and financial accountability. Of interest to administrators of service departments, as well as organizations' foodservice liaisons, financial officers, human resource managers, facility commanders, business managers, government representatives, law enforcement officials, and legal counsels.

Quality Leadership: A Process for Change in Child Nutrition Programs for the 90's and Beyond
National Food Service Management Institute
University, MS: National Food Service Management Institute, University of Mississippi, 1993. 233 leaves and 1 booklet
NAL Call Number: TX361.C5Q35 1993
Summary: The objectives of the workshop for which these materials were prepared were: that participants would understand the categories of the workshop criteria and would learn to apply the principles to their individual situations; that participants would be able to describe how Child Nutrition Directors and Managers can become leaders for site-based management, using criteria within their school district; that participants would be able to conduct a self-assessment of their Child Nutrition Program using the criteria and identify the need to adopt a program to ensure consistency of processes for both the customer and the employee; that participants would be able to develop a strategic plan for their Child Nutrition Program based on data received from a Simplified Baldridge Assessment; that participants would be able to describe "world-class" food service management processes practiced in leading organizations; and that participants would understand that the ultimate goal is quality, and that employees be empowered with a sense of ownership and pride in their operation.

Report on Indicators and Evidence of Achievement of Nutrition Integrity Standards
Jeannie Sneed
University, MS: National Food Service Management Institute, University of Mississippi, 1994. 64 p.
Web site: http://www.nfsmi.org/Information/Research.html
NAL Call Number: TX360 U6 S64 1994
Summary: Summarizes the procedures used to develop and validate the indicators and evidence of achievement for each nutrition integrity

standard. Presents the completed indicators of nutrition integrity and evidence with a summary of recommendations.

Report on nutrition integrity standards
Mary B. Gregoire, Jeannie Sneed, and American School Food Service Association
Hattiesburg, MS: Division of Applied Research, National Food Service Management Institute, 1993. 16 leaves
NAL Call Number: TX911.3.Q34G74 1993
Summary: Nutrition integrity, as defined by the American School Food Service Association, refers to a "guaranteed level of performance that assures that all foods available in schools for children are consistent with Recommended Dietary Allowances and Dietary Guidelines and, when consumed, contribute to the development of lifelong, healthy eating habits." This report presents the results of a research project conducted by the National Food Service Management Institute to identify and seek consensus on standards developed by the National Food Service Management Institute, Division of Applied Research and the Nutrition Standards/Nutrition Education Committee of the ASFSA to facilitate implementation of the ASFSA nutrition integrity core concepts.

Residential Child Care Institutions (RCCI) Food Service Manual
Nutrition and Education Training (NET) Program at the Idaho State Department of Education through a Team Nutrition Grant awarded to the states Alaska, Idaho, Nevada and Washington (as a non-funded partner).
Web site: http://schoolmeals.nal.usda.gov/Training/rcci.html
NAL Call Number: TX361 C5 R47 1999
Summary: This publication is intended for residential child care institutions that participate in the National School Lunch and School Breakfast Programs.

Retaining Your Foodservice Employees: 40 Ways to Better employee relations
Karen Eich Drummond
New York, NY: Van Nostrand Reinhold, 1992. 210 p.
NAL Call Number: TX911.3.P4D785 1992
Summary: Successful foodservice operations can no longer treat employees as disposable assets, especially in light of today's dwindling pool of workers. It identifies what today's employees want out of their jobs.

Revenue Generation and Cost Control Measures Currently Used in Financially Successful Child Nutrition Programs
Jerry Carter
University, MS: National Food Service Management Institute, 1997. 121 p.

Web site:
http://www.nfsmi.org/Information/2003resourceguide.htm#revenue
NAL Call Number: TX911.3 C65C38 1997
Summary: Report of four case studies on cost-effective systems for delivering nutritious meals to students.

Roles and responsibilities of personnel in the nutrition education and training program
Martha Conklin
Hattiesburg, MS: National Food Service Management Institute, 1995.
Web site: http://www.nfsmi.org/Information/Research.html
NAL Call Number: TX364 C655 1995
Summary: Summarizes NFSMI research findings on job duties of NET personnel at the national USDA, regional USDA, state, and school district levels. Research-based job descriptions for NET personnel are included.

The School Foodservice Handbook
Reston, VA: Association of School Business Officials International, 1999. 155 p.
NAL Call Number: LB3475-.S34-1999
Summary: To help school administrators successfully manage their school foodservice function, covering such topics as administration, organization, financial management, purchasing, inventory control, marketing and public communications, as well as many other issues that are associated with managing the school foodservices with a district.

School Foodservice Management for the 21st Century Fifth Edition
Dorothy Pannell-Martin
Alexandria, VA: In TEAM Associates, 1999. 452 p.
NAL Call Number: TX945.2.-p36-1999
Summary: This revised version includes updated chapters that reflect current trends and practices in school foodservice. The financial and operational areas have been enlarged upon because of philosophical change and local budget restraints, which have influenced changes in the attitudes of people toward operating school foodservice programs.

School Lunch Program: cafeteria managers' views on food wasted by students
U.S. General Accounting Office (GAO/RECD-96-191), July, 1996. 44 p.
Web site: http://www.nal.usda.gov/fnic/service/gaodocs.html
NAL Call Number: LB3479 U6S416 1996
Summary: This report includes the results of a survey a random sample of cafeteria managers in the public schools nationwide that participate in the National School Lunch Program to obtain the managers perceptions on the (1) extent to which plate waste is a problem, (2) amount of plate waste

by type of food, and (3) reasons for and ways to reduce plate waste. We also agreed to
determine whether the perceptions of managers differed by their schools level (elementary, middle, or high school), their schools location (urban, suburban, or rural), and the proportion of their schools lunches served free and at a reduced price. In addition, cafeteria managers were asked about their level of satisfaction with the federal commodities used in the NSLP. The survey results represent the views of cafeteria managers in about 80 percent of the 81,911 public
schools nationwide that participated in the NSLP in the 1993-94 school year, the latest year for which a comprehensive list of public was available.

School Lunch Program: Role and impacts of private food service companies
U.S. General Accounting Office (GAO/RECD-96-217), August, 1996. 62 pp
Web site: http://www.nal.usda.gov/fnic/service/gaodocs.html
NAL Call Number: LB3479 U62S35 1996
Summary: The GAO reviewed the use of private food establishments and caterers by schools participating in federal programs for school meals. This report examines the (1) extent to which schools use private companies to operate their lunch program and the impacts that the use of these companies has on the National School Lunch Program; (2) terms and conditions in contracts between schools and food service companies; and (3) extent to which fast foods and
vending machines are available in schools participating in the program and the types, brands, and nutritional content of the fast foods most commonly offered.

School Meal Programs: Sharing information on best practices may improve programs' operations
U.S. General Accounting Office (GAO/RCED-97-126). May, 1997.
Web site: http://www.nal.usda.gov/fnic/service/gaodocs.html
NAL Call Number: LB3479 U6S35 1997
Summary: GAO reviewed: (1) state and school food authorities'(SFA) management and operating practices that are generally recognized as best practices by Department of Agriculture (USDA), state, and other officials; (2) whether some of these best practices could be replicated by other states and SFAs; and (3) the training and technical assistance USDA provides to the states and SFAs to help them better manage and operate the school meal programs.

Support materials: resources to be used in initiating the American School Food Service Association keys to excellence, standards of practice for nutrition integrity in every child nutrition program

Carolyn Hopkins
University, MS: National Food Service Management Institute, 1996. 20 p.
NAL Call Number: Z5814 F7S87 1996
Summary: This is a publications list in which materials are identified by source, title, brief description, and code or Call Numbers for ordering and borrowing purposes. Areas covered include administration, financial management, human resources, nutrition and nutrition standards, nutrition education, operations (preparation, service, sanitation/safety/waste management), procurement, and communications and marketing.

Ten-Minute Lessons for School Food Service: No Time To Train?
University, MS: National Food Service Management Institute, 1996.
Summary: Twelve 10-minute lessons for cafeteria managers to train their staff. Topics are divided into five categories: Customer Service, Interpersonal Skills and Communication, Menus and Meal Patterns, Nutrition Education, and Production. Developed by the 5-Star Task Force in the USDA Midwest Region.

Time Management
Educational Foundation (National Restaurant Association)
Chicago, IL: The Foundation, 1993. 30 p.
NAL Call Number: TX911.3 M27T55 1993
Summary: Teaches foodservice managers the benefits of time management; the six steps toward successful time management; how to control clutter and organize their work space; how to construct and analyze a time audit system; how to establish priorities and goals; how to successfully manage daily occurrences (interruptions, paperwork, meetings, etc.); how to use techniques to avoid procrastinating; how to delegate responsibility effectively; and how to recognize the importance of saying no when it is appropriate.

To develop, implement, and analyze a needs assessment to determine the nutrition education and food service management training needs of school food service staff
Frederick DeMicco
University Park, PA: Pennsylvania State University, School of Hotel, Restaurant and Recreation Management, Program in Hotel, Restaurant and Institutional Management, 1993. 103 leaves
NAL Call Number: TX911.3.T73D35 1993
Summary: Includes specific recommendations for training/education that seem viable for the director; principles of management and leadership skill development, financial management skills, the dietary guidelines, menu planning and design, merchandising/marketing/promotion, customer forecasting, and continuous training in USDA and PDE requirements.

Total Quality Management for the Food Industries

Wilbur A. Gould
Baltimore, MD: CTI Publications, 1992. 164 p.
NAL Call Number: TP372.5.G69 1992
Summary: This text discusses total quality management of food service operations under the philosophy that management must provide the right machinery, materials, methods, and train the manpower for greater quality assurance and improved productivity.

Use of computer simulation in school food service
Mary Frances Nettles
University, MS: National Food Service Management Institute, 1995. 39 leaves.
Web site: http://www.nfsmi.org/Information/Simulation.pdf
NAL Call Number: TX911.3 M27 N485 1995
Summary: Research report on the feasibility of using computer simulation techniques to answer operational questions associated with customer service in Child Care Nutrition Programs.

Using Offer Versus Serve in the School Meals Initiative
University, MS: National Food Service Management Institute Published, 1995. 80 p.
NAL Call Number: TX945.2 U84 1996
Summary: 80-page manual designed for food service personnel to assist in identifying reimbursable meals under the Offer Versus Serve (OVS) option. Sections address Traditional, Enhanced Food Based, and Nutrient Standard Menu Planning. Other topics include money handling, resources, point of service counts, and sample letter to students. Developed with a USDA Team Nutrition Training grant by the states of Alaska, Idaho, Nevada, and Washington.

West and Wood's Introduction to Foodservice, 8th edition
June Payne-Palacio and Monica Theis (editors)
Upper Saddle River, N.J.: Merrill, 1997. 606 p.
NAL Call Number: TX911.3 M27W44 1997
Summary: The book is divided into four parts. Part 1 provides a useful history and overview of the foodservice industry. Part 2 is the heart of the volume containing a chapter on each of the operational functions that are part of a foodservice. Part 3 focuses on the facilities. And, Part 4 ties all of the concepts together in the various aspects of management.

The World of Culinary Supervision, Training, and Management, 2nd Edition
Noel C. Cullen
Upper Saddle River, NJ: Prentice Hall, 2000. 366 p.
NAL Call Number: TX911.3.M27-C85-2000
Summary: Offering a unique perspective of the chef as a supervisor and

mentor, this timely book examines culinary supervision, training, and management, with an emphasis on total quality management and total quality communication. Written by a Certified Master Chef with over 25 years of experience in the field.

B. Kits

10 Minute B-L-T: Breakfast Lunch Training for School Food Service Managers to Promote Healthy Food Choices
2 videocassettes (VHS), 4 lesson packets, 1 booklet, and 66 transparency masters
University, MS: National Food Service Management Institute, Division of Education and Training, 1992.
NAL Call Number: Kit no. 144
Summary: Designed to be used by managers to provide training for their staffs. Lessons cover such topics as how to recognize personal diet habits that need to be changed, how to develop a personal plan for changing habits to improve health, why making quality food available to students is important, the importance of portion control, how to identify behaviors that encourage participation in the breakfast and lunch programs, standards for a professional appearance for the school food service staff, basic facts related to the food groups and dietary guidelines for Americans, how to communicate more effectively with students about basic nutrition, etc.

Coaching Skills for School Food Service Managers
2 booklets and 1 cap
Virginia Nutrition Education & Training, 1995.
NAL Call Number: Kit no. 305
Summary: Designed to prepare Child Nutrition Program managers for their role as coaches for their employees. Covers personal characteristics of good coaches; situations that can be improved by coaching; how to set the right climate for coaching; and steps in coaching, which include understanding, showing, experiencing, and doing.

Meal Production and Service: In-Service Training for School Nutrition Personnel
53 transparency masters, 32 duplicating masters, and 10 instructional scripts
Nancy Lovely
Jefferson City, MO: Nutrition Education and Training Program, Dept. of Health, 1993.
NAL Call Number: Kit no. 190
Summary: Discusses how to ensure efficient food production through effective management by utilizing fully the cafeteria's available resources; developing work and production schedules; using the USDA Food Buying

Guide to determine food quantities; keeping accurate daily food production records; following work simplification techniques; standardizing recipes; adjusting recipe quantities to the forecasted number to be served; practicing food preparation techniques which can result in quality menu items; practicing portion control to reduce food cost and waste; and determining, evaluating and controlling food costs.

C. Videos

Champions of Change: Child Nutrition Program Personnel
1 videocassette (60 min.) (VHS), 1 participant seminar information guide.
University, MS: National Food Service Management Institute, 1995.
Web Site:
http://www.nfsmi.org/Information/2003resourceguide.htm#champions
NAL Call Number: Videocassette no.2546
Summary: Presents an overview of changes in Child Nutrition, discusses the necessity and impact of change, and demonstrates techniques for implementing change.

Enhancing Productivity in School Foodservice
1 videocassette (VHS) and 23 sheets instructional materials
University, MS: National Food Service Management Institute, University of Mississippi, 1996.
NAL Call Number: Videocassette no. 2474
Summary: Concentrates on ways of making work easier and operations more efficient. Shows how to maximize time, energy and money in order to meet the goals of serving healthy meals, maintaining empowered employees, and operating financially sound programs.

Get Ready, Get Set, Go for Quality Service
1 videocassette (14 min.) (VHS) and 1 handbook
University, MS: National Food Service Management Institute, University of Mississippi, 1996.
Web Site: http://www.nfsmi.org/Information/2003resourceguide.htm#get-ready
NAL Call Number: Videocassette no. 2755
Summary: Breakfast Lunch Training (BLT) module designed for school food service managers to use with employees. Defines and describes value-added productivity, preparation of items using a batch process and customer service. Includes ready-to-use food production and product comparison forms, 80-page manual, and 14 minute video.

Inventory Management (BLT) Modules
1 videocassette (24 min., 42 sec.) (VHS), 1 instructor guide (vii, 39 leaves), 1 workbook (v. 87 leaves), and 3 charts.
University, MS: National Food Service Management Institute, University of Mississippi, 2000.

Web site:
http://www.nfsmi.org/Information/2003resourceguide.htm#inventory
NAL Call Number: Videocassette no. 3087
Summary: Breakfast Lunch Training (BLT) module designed for school food service directors to use in training managers. Four lessons focus on the general principles of inventory management: Organization for Inventory Control, Record Keeping, Product Safety, and Cost Control. The module includes an instructors guide, workbook, 24 minute videotape, and three 8 ½ x 11" color wall charts that list maximum food storage times for refrigerator, freezer, and storeroom.

Participation: The Key to Healthy Food Practices
1 videocassette (60 min.) (VHS), 1 set of instructional materials
University, MS: National Food Service Management Institute, University of Mississippi, 1994.
Web site:
http://www.nfsmi.org/Information/2003resourceguide.htm#inventory
NAL Call Number: Videocassette no.2589
Summary: 60-minute satellite videotape provides a customer-centered team approach to participation, identifies factors influencing participation, and highlights successful participation practices across the country.

Personnel That Make a Difference
1 videocassette (60 min.) (VHS), 1 participants' teleconference information packet
University, MS: National Food Service Management Institute, University of Mississippi, 1993.
NAL Call Number: Videocassette no.2588
Summary: 60 –minute satellite seminar videotape designed for persons who are responsible for hiring and training new employees to work in Child Nutrition Programs.

Promoting Healthy Food Practices
1 videocassette (58 min., 30 sec.) (VHS), 1 information packet
University, MS: National Food Service Management Institute, University of Mississippi, 1993.
Web Site:
http://www.nfsmi.org/Information/2003resourceguide.htm#promoting
NAL Call Number: Videocassette no.2587
Summary: 60-minute satellite seminar videotape gives practical guidance for marketing and promoting healthy food practices and features many examples of program promotions form around the country.

What Can You Do for Me?
University, MS: National Food Service Management Institute, University of Mississippi, 1995.

1 videocassette (7min., 15 sec.) (VHS)
NAL Call Number: Videocassette no. 2238
Summary: Discusses the history and mission of the National Food Service Management Institute and describes how it can help child nutrition professionals through applied research, education and training, and technology transfer.

D. Web Sites

Healthy School Meals Resource System
Web Site: http://schoolmeals.nal.usda.gov/
Summary: The Healthy School Meals Resource System (HSMRS) provides information to persons working in USDA's Child Nutrition Programs. It is maintained by the National Agricultural Library's Food and Nutrition Information Center and the University of Maryland in collaboration with USDA's Food and Nutrition Service.

NFSMI Insight no. 2 – Job Functions and Tasks of School Nutrition Managers and District Directors/Supervisors
National Food Service Management Institute
Web Site:
http://www.nfsmi.org/Information/Newsletters/Insight_index.html
Summary: Highlights the results of NFSMI's national survey to determine the functions and tasks associated with school nutrition managers and directors.

NFSMI Insight no. 3 – Networks of Trained CNP Professionals
National Food Service Management Institute
Web Site:
http://www.nfsmi.org/Information/Newsletters/Insight_index.html
Summary: Describes the NETPRO model for training Child Nutrition Program professionals.

NFSMI Insight no. 5 - Use of Computer Simulation to Solve School Food Service Problems
National Food Service Management Institute
Web Site: http://www.nfsmi.org/Information/Newsletters/insight5.pdf
Summary: Highlights the results of a two-phase national research study that identified the training needs for child care center directors and staff members involved with the CACFP.

NFSMI Insight no. 10 – Revenue Generation and Cost Control Measures Currently Used in Financially Successful CNPs
National Food Service Management Institute
Web Site:
http://www.nfsmi.org/Information/Newsletters/Insight_index.html

Summary: Summarizes NFSMI research on cost-effective measures and systems used to deliver nutritious meals to students.

NFSMI Insight no. 11 – Increasing Participation by High School Students in the School Lunch Program
National Food Service Management Institute
Web Site:
http://www.nfsmi.org/Information/Newsletters/Insight_index.html
Summary: Summarizes factors associated with student participation in the school lunch program. Suggestions are provided that may be useful to CNP directors for building participation.

NFSMI Insight no. 12 - Measuring and Evaluation the Adequacy of the School Lunch Period
National Food Service Management Institute
Web Site:
http://www.nfsmi.org/Information/Newsletters/Insight_index.html
Summary: Summarizes results of a research study that investigated the adequacy of "time to eat" during the school lunch period. Includes a case study.

NFSMI Insight no 14– Best Practices in School Food Service
National Food Service Management Institute
Web Site:
http://www.nfsmi.org/Information/Newsletters/Insight_index.html
Summary: Highlights best practices of schools using the NFSMI high school and middle/junior high food service survey. Briefly describes the history of continuous improvement and benchmarking as a process of managing change.

NFSMI Insight no. 16 - Hands-On Technical Assistance
National Food Service Management Institute
Web Site:
http://www.nfsmi.org/Information/Newsletters/Insight_index.html
Summary: Evaluates the impact of the two-year Hands-On Team Technical Assistance project that was designed to assist schools and School Food Authorities with implementing the goals of the Healthy School Meals Initiative. 6 pages.

NFSMI Insight no. 17 - Barriers to a Good Nutrition Environment in the Middle Grades: Views from School Administrators, Teachers, and Foodservice Administrators
National Food Service Management Institute
Web Site:
http://www.nfsmi.org/Information/Newsletters/Insight_index.html

Summary: Summarizes comments from focus groups of school administrators, teachers, and foodservice administrators. Responses to questions related to barriers to healthy eating behaviors in the school setting. Suggests steps that can be taken to overcome the barriers. 6 pages.

NFSMI Insight no. 19 - Quality Financial Decision Making
National Food Service Management Institute
Web Site: http://www.nfsmi.org/Information/Newsletters/insight19.pdf
Summary: Describes methods of maintaining a financial sound food service operation and details a financial model adapted fro use in school food service operations.

E. Other

A Tool Kit for Healthy School Meals
Team Nutrition, U.S. Department of Agriculture
Washington, DC: U.S. Department of Agriculture, 1995.
Web Site: http://schoolmeals.nal.usda.gov/Training/train.html
NAL Call Number: aLB3479 U6T66 1995
Summary: Includes 53 recipes that meet the Dietary Guidelines for Americans, a promotion guide, and a training manual with instructions on preparing, modifying, and standardizing recipes. Each recipe includes a nutrient analysis and marketing guide. Recipes are given for 50 and 100 portions.

Basic child nutrition II: staff development course
Robin Barnum
Little Rock, AK: Dept. of Education, Child Nutrition Programs, 1993.
1 v. and 25 transparencies
NAL Call Number: TX361.C5B37 1993
Summary: This course is designed to provide the professional food service assistant with the knowledge and skills needed to confront the challenges of a quality food service program. Covers cooking terms, standardized recipes, portion control, equipment, energy conservation, and professionalism.

Building Human Resource Management Skills Training Modules

- Achieving an Effective Food Service System (1 of 3)
- Leadership Development for Managers
- Management Skills for Success

University, MS: National Food Service Management Institute, 2001
Web site:
http://www.nfsmi.org/Information/2003resourceguide.htm#building-hr
Summary: Designed for food service managers, each of the three kits consists of 7 to 8 modules, PowerPoint slide presentations, masters for

participant handouts, transparencies, one videotape, and an instructor manual on the topic indicated in the title.

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