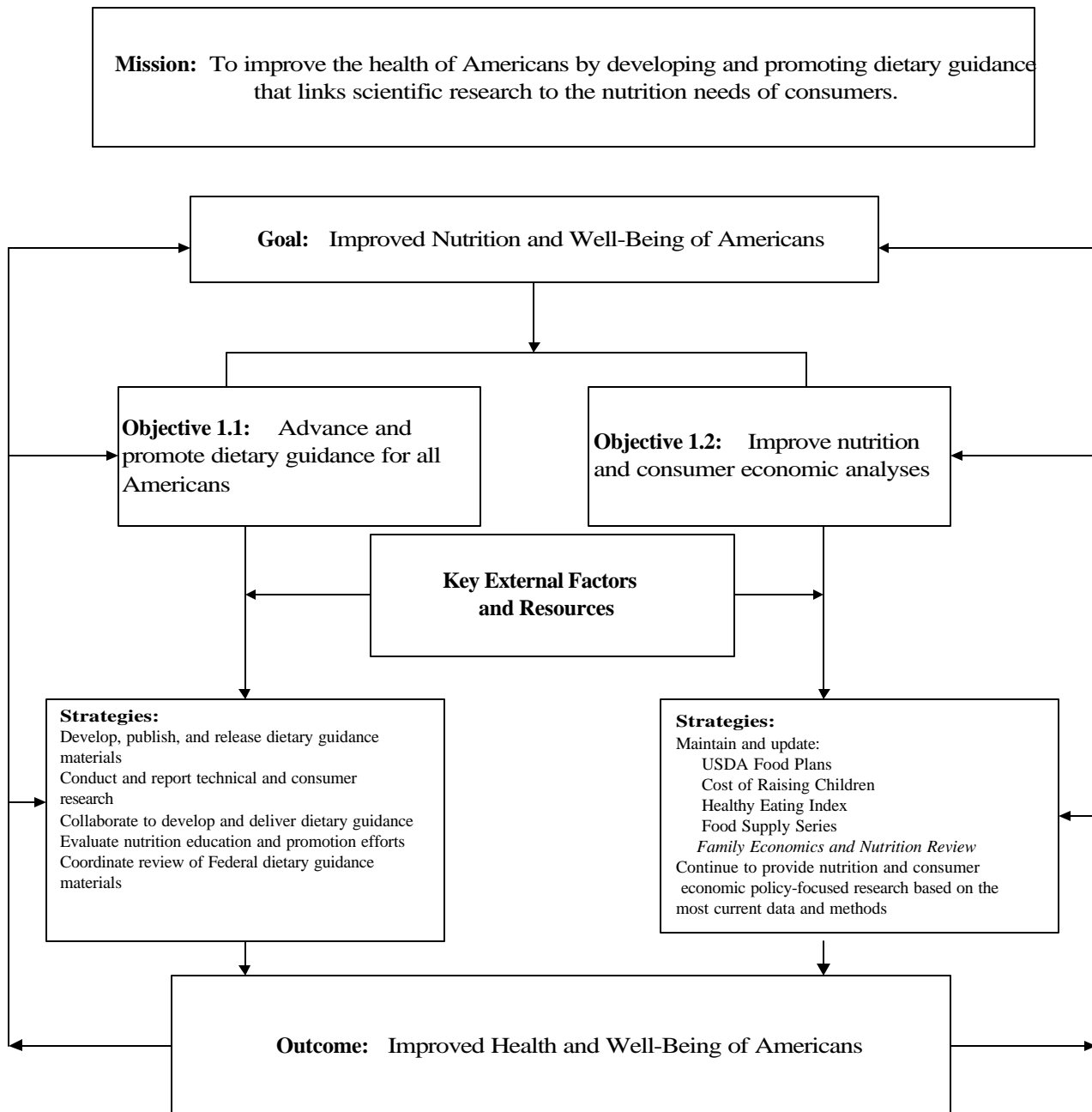


**CENTER FOR NUTRITION POLICY AND PROMOTION (CNPP)
STRATEGIC PLAN 2000-2005**

CENTER MODEL



INTRODUCTION

The Center for Nutrition Policy and Promotion (CNPP) was established in December 1994 pursuant to a Memorandum of Understanding between two mission areas in the United States Department of Agriculture (USDA): (1) Research, Education and Economics and (2) Food, Nutrition and Consumer Services. CNPP strives to further the Department’s goal to “promote nutrition and health by providing access to a safe, affordable, and nutritious food supply” by developing and promoting science-based dietary guidance and economic information for the public, which includes consumers and professionals in health, education, industry, and media. CNPP, a multidisciplinary organization, is composed of nutritionists, economists, dietitians, and nutrition educators. CNPP develops integrated nutrition research, education, and promotion programs and is a recognized authority for providing science-based dietary guidance for the American public and for policy development. The Center leverages its small staff of 32 FTEs by working effectively with policymakers, academic professionals, the media, and other information multipliers to improve the diet and health of the American public.

CNPP’s mission is critically important, for in 4 of the 10 leading causes of death in the United States, a poor diet and lack of physical activity are significant contributing factors. Heart disease, certain types of cancer, stroke, and diabetes account for 1.4 million deaths annually—as well as impair quality of life and result in lost productivity. Diet also adversely influences such disorders as obesity, hypertension, and osteoporosis. Altogether, diet-linked diseases account for an estimated \$250 billion each year in increased medical costs and lost productivity.

CNPP, a component of Food, Nutrition and Consumer Services, focuses on developing and promoting dietary guidance to all Americans. The Center strives to improve the American diet through its issuance of the *Dietary Guidelines for Americans* and the *Food Guide Pyramid*, which the Center developed and maintains. Through its issuance and monitoring of the Healthy Eating Index, the only Federal index of overall diet quality, the Center also tracks the quality of the American diet. CNPP seeks to define, coordinate, and strengthen nutrition education policy within USDA and to translate nutrition research into easy-to-follow information and materials for the benefit of consumers, policymakers, and professionals in health, education, industry, and media.

CNPP’s contribution to improvement of consumer economic well-being is also important: 14 percent of Americans fall below the poverty threshold. The percentage for children is even higher—about one in five children live in poor households. Many poor people rely on food stamps to keep from going hungry. Through its maintenance of the Thrifty Food Plan, the basis for food stamp allotments, the CNPP ensures that poor people have enough food stamps to consume a nutritious diet. Single mothers and their children compose a large proportion of poor households. CNPP maintains the Expenditures on Children project, which is used to determine child support for these families and to set foster care payments.

The mission and goals of the Center are implicitly authorized by the Organic Act of May 15, 1863, and the National Nutrition Monitoring and Related Research Act of 1990.

KEY EXTERNAL FACTORS

Developments in medical and scientific knowledge regarding diet and health, as well as changes in human nutrition standards, food consumption, food composition, and food marketing, can profoundly affect CNPP's strategic plan for accomplishing its mission of developing and promoting science-based dietary guidance and economic information. For example, changes in Dietary Reference Intakes (formerly *Recommended Dietary Allowances*) for essential micronutrients could affect the recommendations of the *Food Guide Pyramid*, the popular and widely recognized guide to daily food choices. Also, because the Center depends on data collected by national surveys, its work will be greatly affected if the results from these surveys were not available in a timely fashion. These surveys include the *Continuing Survey of Food Intakes by Individuals* (conducted by the Agricultural Research Service), the *National Health and Nutrition Examination Survey* (conducted by the Department of Health and Human Services), the *Consumer Expenditure Survey* (of the Bureau of Labor Statistics), and food supply data (collected by the Economic Research Service).

To mitigate the effect of these key factors, the Center has developed procedures to accommodate possible changes in nutrition standards into a planned assessment and potential revision, if needed, of the Food Guide Pyramid. Also, the surveys the Center uses are the best available for the type of research needed to link nutrition to the needs of consumers. Should a survey become unavailable, the Center will seek other sources, some of which may come from private industry. For example, Market Research Corporation of America (MRCA) Information Services conducts research on factors influencing consumers' nutritional status. MRCA conducts a continuous sampling program by using a multistage stratified random design to identify participants for its National Consumer Panel, and the households are selected based on demographic criteria matched to the U.S. Census. The Center will attempt to ensure that alternate surveys used have samples that are representative of the U.S. population.

DATA QUALITY

The *Continuing Survey of Food Intakes by Individuals*, intended to provide frequent information on the dietary status of individuals in the U.S. population, includes a target population of noninstitutionalized individuals in all 50 States and Washington, DC, and a subsampling within households. In 1994-96, the survey response rates were as follows: 80% (overall day-1 intake data), 76.1% (overall 2-day intake data), and 84.6% (overall household interview regarding characteristics).

The *National Health and Nutrition Examination Survey* provides estimates of diseases and risk factors, reference distribution of selected health parameters, secular trends in selected diseases, and information about disease etiology and the natural history of selected diseases. The Dietary Data Collection system of the survey is used to collect 24-hour recalls. The sample (about 40,000 people 2 months old and over) for the 1988-94 period was chosen from randomly selected households in 81 U.S. counties. The response rates were 86% (households) and 78% (physical examinations).

The *Consumer Expenditure Survey* collects information on the buying habits of American consumers. The data are collected in independent quarterly Interview and weekly Diary surveys of about 5,000 sample households, which are representative of the U.S. population. The Bureau of Labor Statistics estimates that 95 percent of expenditures are covered in its Interview Survey. (The Interview Survey includes global estimates of expenditures for food at home and away from home.) The response rates for the 1995 surveys were 81%

(Interview) and 71% (Diary).

The food supply data series calculates the amount of food available in the United States for consumption on a per capita basis. The components of the series—sum of production, beginning inventories, and imports—are either directly measurable or are estimated by Government agencies using sampling and statistical methods. Data for this series come from the National Agricultural Statistics Service, the Census Bureau, the Agricultural Marketing Service, and trade associations. Although the series has some limitations, it is the only source of time-series data on food and nutrient availability in the country.

MISSION—To improve the health of Americans by developing and promoting dietary guidance that links scientific research to the nutrition needs of consumers.

GOAL: IMPROVED NUTRITION AND WELL-BEING OF AMERICANS

CNPP contributes to Departmental objective 2.4, “Improve public health through nutrition education, promotion, and research,” by providing scientifically based dietary guidance and helping to formulate sound policy, including the *Dietary Guidelines for Americans*.

Objective 1.1: Advance and Promote Food and Nutrition Guidance for All Americans

Performance Targets:

- **Release of *Dietary Guidelines for Americans* and other guidance materials**
- **Widespread use of *Dietary Guidelines* and *Food Guide Pyramid***
- **Improved diet among Americans**

CNPP supports and promotes the health of all Americans by producing and promoting up-to-date science-based dietary guidance, including the *Dietary Guidelines for Americans* and the *Food Guide Pyramid*. The National Nutrition Monitoring and Related Research Act of 1990 (7 U.S.C. 5341) requires the Secretaries of Agriculture and Health and Human Services to publish jointly every 5 years the *Dietary Guidelines for Americans*. The *Dietary Guidelines* are the cornerstone of Federal nutrition policy: they provide sound scientific advice for healthy Americans age 2 years and over on food choices that promote health and help prevent disease. The latest edition of the *Dietary Guidelines* was released in May 2000, and the next revision is scheduled for release in 2005. CNPP serves as Co-Executive Secretary for developing the *Dietary Guidelines* and is the lead Federal unit responsible for producing and promoting the bulletin *Nutrition and Your Health: Dietary Guidelines for Americans*.

USDA also has a rich history, dating back to the early 1900s, of producing food guides for consumers. The

current food guide is graphically depicted by the *Food Guide Pyramid*, which was released in 1992. The Pyramid illustrates USDA's research-based food guidance system that translates nutrient recommendations into recommendations on food intake and provides a framework for selecting the kind and amount of foods to provide a nutritionally adequate diet. As nutritional standards such as the Dietary Reference Intakes and the *Dietary Guidelines* are updated, *Pyramid* recommendations need to be reassessed and possibly revised to ensure that they continue to be scientifically sound, appropriate, and useful to the public. CNPP uses a science-based decision-making framework to reassess periodically the *Food Guide Pyramid* in light of changes in nutritional standards, food consumption patterns, and food composition, and to make any revisions that are warranted.

CNPP promotes dietary guidance by providing information directly to consumers via publications and the Internet, as well as by working with intermediary groups, information multipliers, influence agents, nutrition educators, the media, and others to develop and deliver science-based messages and materials for all Americans. To encourage other public and private groups to develop and use nutrition guidance materials that are consistent with the *Dietary Guidelines*, CNPP fosters public/private partnerships. This effort leverages the limited resources available to CNPP and broadens the reach of these consistent, reliable nutrition education messages.

It is essential that dietary guidance for the American public issued by Federal agencies is trustworthy and reliable. CNPP plays a key role in helping to ensure that dietary guidance by Federal agencies is consistent with the *Dietary Guidelines*. The National Nutrition Monitoring and Related Research Act requires that any Federal agency proposing to issue such guidance must submit it for review by the Secretaries of Agriculture and Health and Human Services to ensure that it is consistent with the *Dietary Guidelines for Americans*. Through the Dietary Guidance Working Group, chaired by CNPP, and in collaboration with the Department of Health and Human Services Nutrition Policy Board and Committee on Dietary Guidance, CNPP facilitates the review and release of Federal dietary guidance materials.

Advancing food and nutrition guidance is an ongoing activity that evolves with changes in scientific knowledge, nutritional recommendations, food consumption patterns, food composition, and food marketing techniques. Effective promotion of food and nutrition guidance is also a continual activity that depends heavily on the availability of resources to conduct consumer research, design, and develop state-of-the-art nutrition education materials, and use innovative delivery channels.

Time Frame for Completion: Ongoing

Strategies for Achieving the Objective

- Prepare, publish, and promote the *Dietary Guidelines for Americans* in cooperation with the Department of Health and Human Services;
- Reassess the scientific research base supporting the *Food Guide Pyramid* and revise recommendations as needed to reflect updated nutritional standards and food consumption patterns;
- Conduct and report technical and consumer research that will help guide the development of nutrition education messages and materials and nutrition promotion initiatives;

- Develop new Internet-based interactive nutrition education materials and tools to help consumers and professionals assess and improve their diet;
- Build collaborative partnerships for developing and delivering nutrition promotion programs and materials that leverage limited CNPP resources;
- Evaluate the effectiveness of nutrition education and promotion efforts in affecting consumer behavior, and focus on those efforts having the greatest positive impact.
- Chair the USDA Dietary Guidance Working Group, which reviews USDA and dietary guidance materials to ensure consistency with the *Dietary Guidelines*.

Performance Measures

The critical outcome measure in determining progress toward achieving Objective 1.1 is dietary improvement by Americans as determined by the Healthy Eating Index, a measure of overall diet quality developed by CNPP. The Healthy Eating Index, based on data collected through USDA's *Continuing Survey of Food Intakes by Individuals*, identifies the extent to which the diet of those surveyed conforms to the recommendations of the *Dietary Guidelines* and the *Food Guide Pyramid*. CNPP uses the average HEI score to measure progress of the general public toward an improved diet.

CNPP is charged with developing and promoting dietary guidance materials for nutrition and health professionals and consumers through a Memorandum of Understanding between (1) Food, Nutrition and Consumer Services and (2) Research, Education and Economics. As the lead unit for publication of the *Dietary Guidelines* bulletin and for other nutritional guidance materials such as the *Food Guide Pyramid*, CNPP also measures performance in achieving Objective 1.1 by the release and use of these important nutritional guidance documents. To determine the extent to which these guidance materials have been incorporated into non-Federal nutrition education programs, the Federal Government must be able to appraise the use of materials by nutrition professionals in a variety of settings.

1. Healthy Eating Index:

Baseline: In 1996, the average Healthy Eating Index score for the general public was 63.6 of a possible 100. **Target: Increase of 3.5% in average score to reach an average of 66 of a possible 100 by 2005.**

2. Release of dietary guidance materials:

Baseline: *Dietary Guidelines for Americans* are required by law to be updated and released every 5 years. The *Food Guide Pyramid* was released in 1992. **Target: Release 6th Edition of the Guidelines and report on reassessment and revision of the Pyramid by 2005.**

3. Use of dietary guidance materials by consumers and professionals:

Baseline: 142,500 downloads of guidance materials in FY1999; 181,200 copies of 1995 Dietary Guidelines bulletin sold by GPO 1995-2000. **Target: Increase of 100 % in downloads of guidance materials from Internet; Increase of 10 % in GPO sales of Dietary Guidelines publications.**

Objective 1.2: Improve Nutrition and Consumer Economic Analyses***Performance Targets:***

- **Nutrition and consumer economic policy-focused research based on the most current data and methods**
- **Update of USDA food plans**
- **Update of *Expenditures on Children by Families* annually**
- **Update of Healthy Eating Index**
- **Update of Nutrient Content of U.S. Food Supply**
- **Publication of *Family Economics and Nutrition Review* quarterly**

CNPP will continue to improve nutritional and consumer economic analyses by conducting applied research regarding the food and nutrition behavior of people, cost of a nutritious diet at various levels, expenditures on children, and the nutritional status of people.

The Center maintains the four official USDA Food Plans (Thrifty Food Plan, Low-Cost Food Plan, Moderate-Cost Food Plan, and Liberal Food Plan). These plans represent a nutritious diet at various cost levels. The Thrifty Food Plan serves as the basis for food stamp allotments; in 1997 about 9 million household received food stamps. The Low-Cost Food Plan is used by bankruptcy courts in determining the amount of a bankruptee's income to be set aside for food expenses. The other two food plans are used by the U.S. Department of Defense in setting military food allotments as well as by courts in setting alimony payments. Analyses are needed to ensure that the USDA Food Plans meet current dietary recommendations and reflect the most current costs. Data used for the Food Plans are from the USDA's *Continuing Survey of Food Intakes by Individuals* and the Consumer Price Index.

The Center also maintains USDA's Expenditures on Children project. For the past 40 years, the Department has published annual estimates of family expenditures on children. States use these expense estimates to set child support guidelines and foster care payments. Almost half of all children in the United States will spend some part of their childhood living with a single parent; half a million children are in the foster care system. The annual estimates of expenses on children are necessary to ensure the economic well-being of these children. Analyses are needed to ensure that the child-expense estimates are based on current expenditure patterns and reflect the most recent costs. Data used for the estimates are from the *Consumer Expenditure Survey* and the Consumer Price Index.

The Healthy Eating Index was developed by the Center to assess the nutritional status of Americans and is based on data from the *Continuing Survey of Food Intakes by Individuals*. The American Dietetic Association stated that the Index is the most accurate overall measure of what people are eating. The Index has provided nutrition educators and policymakers with information on aspects of the diet needing improvement. Recently, CNPP developed a Web-based Interactive Healthy Eating Index that allows people to go to the Internet to assess their diet and receive recommendations for improvement. From April 12, 2000, to May 26, 2000, about 100,000 people used the Interactive Healthy Eating Index. Ongoing analyses are needed to ensure that the Index continues to reflect current dietary recommendations. In

addition, developmental work is needed to ensure that the Interactive HEI is easily accessible.

Since 1909 the Department has published the *Nutrient Content of the U.S. Food Supply*—a report that provides economists, nutritionists and public health policymakers with an assessment of food supply nutrients available for consumption. This report provides information on the potential of the food supply (1) to meet the nutritional needs of the U.S. population and (2) to evaluate changes in the American diet over time in response to dietary guidance. Data used for this report are from the Nutrient Data Bank (Agricultural Research Service) and the Per Capita Consumption Series (Economic Research Service). Recently, CNPP developed a Web-based Interactive Food Supply that allows the user to calculate food supply nutrients and related information, such as nutrient fortification and serving estimates of the *Food Guide Pyramid*. Ongoing analyses are needed to ensure that the nutrient content of the food supply nutrient estimates is based on the most current information available.

The *Family Economics and Nutrition Review* has a long history of providing science-based nutrition and consumer economic information to the American public. First published in 1943, the Review is a resource for a variety of professionals, policymakers, the media, and the general public (subscribers as well as Internet users). Additional resources are needed to ensure that the Review is published consistently on a quarterly basis, includes more timely research, and continues to link research to the nutrition needs of consumers.

Time frame for Completion: Ongoing

Strategies for Achieving the Objective

- Continue to provide nutrition and consumer economic policy-focused research based on the most current data and methods to ensure that policymakers and professionals are up-to-date on the latest research regarding nutrition and consumer economics.
- Maintain and update USDA Food Plans to ensure that food stamp allotments and other uses of the plans are based on the most current dietary recommendations and food costs.
- Maintain and update Expenditures on Children project to ensure that child support guidelines and foster care payments reflect the most recent prices.
- Maintain and update Healthy Eating Index and its Internet version to ensure that policymakers have the most recent information on the quality of the American diet and consumers are able to access information based on the most recent dietary recommendations.
- Maintain and update Nutrient Content of U.S. Food Supply series to ensure that policymakers have the most recent information on whether the food supply is sufficient to meet nutrient recommendations.
- Publish *Family Economics and Nutrition Review* to ensure that policymakers and professionals have access to the latest research regarding nutrition and consumer economics.

Performance Measures

The critical outcome measure in determining progress toward achieving objective 1.2 is the extent to which

policymakers and others use CNPP's expertise and analyses related to nutrition and consumer economics.

1. USDA Food Plans:

Baseline: Thrifty Food Plan based on 1989-91 data; Low-Cost Plan, Moderate-Cost Plan, and Liberal Food Plan based on 1977-78 data. *Target: All Food Plans based on 1989-91 data.*

2. Expenditures on Children by Families:

Baseline: Publication of *Expenditures on Children by Families, 1999*. *Target: Publication of Expenditures on Children by Families, 2000 report by 2001 and annually thereafter, with distribution to CNPP mailing list of over 1,000 persons; Report access via CNPP Web page.*

3. Healthy Eating Index:

Baseline: Publication of *Healthy Eating Index, 1994-96* (1998). *Target: Publication of Healthy Eating Index 2002-2004 report by 2005, with distribution to CNPP mailing list of over 1,000 persons; Report access via CNPP Web page.*

4. Interactive Healthy Eating Index:

Baseline: 2,000-3,000 user sessions each day (2000). *Target: Increase awareness and use of this Interactive site via press releases, media, and CNPP Web page announcements to 5,000 user sessions each day by 2005.*

5. Nutrient Content of the U.S. Food Supply:

Baseline: Publication of *Nutrient Content of the U.S. Food Supply, 1909-94* (1997). *Target: Publication of Nutrient Content of the U.S. Food Supply reports: 1909-97 (2000), 1909-99 (2001), and 1909-2001 (2002), followed by yearly updates, with distribution to users via professional meetings, CNPP mailing list (500); Report access via the CNPP Web page.*

6. Interactive Food Supply:

Baseline: 250 user sessions each day (2000). *Target: Increase awareness of this site via press releases, media, and CNPP Web page announcements to 500 users each day by 2005.*

7. Family Economics and Nutrition Review:

Baseline: 7,000 copies downloaded from Internet and 2,500 subscriptions. *Target: Quarterly publication of the Review, with 8,000 copies downloaded and 2,800 subscriptions by 2005.*

PARTNERSHIPS AND COORDINATION

To leverage Government resources and provide cost-effective nutrition guidance that promotes a healthful diet for Americans, the Center maintains strong ties with many Federal agencies, the food industry, academic institutions, professional organizations, and a variety of other groups (including health and public interest organizations). Within the Department, CNPP works with numerous partner agencies, including the Food and Nutrition Service; Economic Research Service; Agricultural Research Service; National Center for Health Statistics; Cooperative State Research, Education, and Extension Service; Food Safety and Inspection Service; and others. Positioned as it is within the mission area of Food, Nutrition and Consumer Services, the

Center serves uniquely as a liaison between the Department's research and extension capacity and its nutrition and food assistance policy and program implementation. In addition, the multidisciplinary Center staff link with other Governmental agencies, such as the Food and Drug Administration, and the private sector through mechanisms such as public/private partnerships (e.g., the Dietary Guidelines Alliance) and the Domestic Subgroup on Food Security of the Inter-Agency Working Group, World Food Summit.

LINKAGE OF GENERAL GOAL TO ANNUAL PERFORMANCE PLAN

Each performance target in the Center's Strategic Plan for 2000-2005 will be supported by one or more performance measures in the Center's Performance Plan for fiscal years 2001-2005. The Center will develop a detailed plan that shows the relationships between target measures and performance measures.

RESOURCES NEEDED

CNPP's ability to improve the health and well-being of Americans depends on the resources available for this purpose. Accomplishment of objectives presupposes continued CNPP funding necessary to perform these functions. Public and private partnerships are necessary to leverage these resources.

PRODUCT EVALUATION

The Center produces publications and other measures (Interactive Healthy Eating Index) that are useful to the public and policymakers. Internal agency procedures, such as timely release of the *Dietary Guidelines*, *Healthy Eating Index*, and *Family Economics and Nutrition Review*, will be used to track achievement of objectives. CNPP anticipates using the Healthy Eating Index as a major indicator to monitor changes in the dietary behavior of Americans. CNPP will develop a plan to track its subscriptions and the use of its Web site—intermediary measures of use of its products. In addition, results of consumer focus groups and surveys of our clients will also provide indicators of achievement of the CNPP's objectives.

SCHEDULE FOR FUTURE EVALUATIONS

Product	2001	2002	2003	2004	2005
Nutrition Insights	Track downloads and hard copies mailed.	Track downloads and hard copies mailed.	Track cumulative downloads and hard	Track downloads and hard copies mailed.	Track cumulative downloads and hard

	qtrs. 1 & 4	qtrs. 2 & 3	copies mailed, yearly total	qtrs. 1 & 4	copies mailed, yearly total
Dietary Guidelines	Track downloads and hard copies mailed, GPO sales, yearly total	Track downloads and hard copies mailed, GPO sales, yearly total	Track downloads and hard copies mailed, GPO sales, yearly total	Track downloads and hard copies mailed, GPO sales, yearly total; Track progress of Dietary Guidelines Advisory Committee in their deliberations on revisions of the Dietary Guidelines for 2005	Track downloads and hard copies mailed, GPO sales, yearly total; Release the 6 th edition of the Dietary Guidelines
USDA Food Plans	Track downloads for each quarter; Track number of hard copies distributed for each quarter	Track downloads for each quarter; Track number of hard copies distributed for each quarter	Track downloads for each quarter; Track number of hard copies distributed for each quarter	Track downloads for each quarter; Track number of hard copies distributed for each quarter	Track downloads for each quarter; Track number of hard copies distributed for each quarter
FENR	Track downloads, qtrs. 2 & 3; Track GPO subscriptions, qtr. 4	Track downloads, qtrs. 1 & 4; Track GPO subscriptions, qtr. 4; Plan readership survey	Conduct readership survey	Use readership survey to modify/enhance approaches to reach new audiences and increase sub-scriptions and downloads	Track downloads, qtrs. 2 & 4; Track GPO subscriptions, qtr. 4
Food Guide Pyramids	Track downloads and hard copies mailed, yearly total	Track downloads and hard copies mailed, yearly total; Conduct focus groups to assess consumer response to Pyramid	Track downloads and hard copies mailed, yearly total; Use focus group results to enhance communication approaches used for the Food Guide Pyramid	Track downloads and hard copies mailed, yearly total	Track downloads and hard copies mailed, yearly total
USDA Healthy Eating Index and Interactive Healthy Eating Index	Track downloads and hard copies mailed, qtrs. 1 & 3	Track downloads, qtr. 3; Track user sessions of Interactive HEI, yearly total	Track user sessions of Interactive HEI, yearly total	Track downloads, qtr. 3	Track user sessions of Interactive HEI, yearly; Track distribution of Healthy Eating Index 2000-2004 report via Web site and mailing list
Expenditures on Children	Track cumulative downloads and hard copies distributed of the 2000 report, yearly total	Track cumulative downloads and hard copies distributed of the 2001 report, yearly total	Track cumulative downloads and hard copies distributed of the 2002 report, yearly total	Track cumulative downloads and hard copies distributed of the 2003 report, yearly total	Track cumulative downloads and hard copies distributed of the 2004 report, yearly total
Nutrient Content of the U.S. Food Supply	Track yearly cumulative downloads and hard copies distributed of the 1909-1999 report	Track yearly cumulative downloads and hard copies distributed of the 1909-2001 report	Track yearly cumulative downloads and hard copies distributed of the yearly update	Track yearly cumulative downloads and hard copies distributed of the yearly update	Track yearly cumulative downloads and hard copies distributed of the yearly update
Other Products	Compile yearly cumulative data on downloads and hard copies distributed	Compile yearly cumulative data on downloads and hard copies distributed	Compile yearly cumulative data on downloads and hard copies distributed	Compile yearly cumulative data on downloads and hard copies distributed	Compile yearly cumulative data on downloads and hard copies distributed

MANAGEMENT CHALLENGE

The Center made an initial step to participate in *Leadership 2000 & Beyond*, a long-term strategy launched in February 1999 by Food and Nutrition Service. Based on Total Quality Management principles, this strategy has focused on employee empowerment, leadership development, and improving bottom-line results. The Center recognizes the importance of organizing all of our efforts to enhance what we do to meet our mission.

Thus, the Center is challenged to institute programs such as ones that empower staff to recommend and implement changes or ones that encourage staff to initiate short-term projects that improve the Center's success. The Center will begin in 2000 to adapt the *Leadership 2000 & Beyond* model by developing a plan to meet this management challenge. This plan will include specific outcomes (e.g., improve organizational performance), strategy clusters, and milestones.