



**Dietitians in  
Business and  
Communications**

**eat  
right.** a dietetic practice group of the  
Academy of Nutrition  
and Dietetics

# ANNUAL REPORT

INSPIRING THE FUTURE WITH  
STRATEGIC DIRECTION

REPORT BY JENNIFER SEYLER



## LETTER FROM THE CHAIR

The 2020-2021 term has been an unforgettable journey; it has changed all lives and the way business is done.

I am proud to say DBC harnessed its environment and choose to adapt and learn, which provided many growth opportunities to help ensure its future success and prosperity.

One of the most comprehensive achievements of 2020/2021 was the development of its Five-Year Strategic Plan, which includes

who DBC is, where it wants to be as a group, and how the Leadership Team plans to get there.

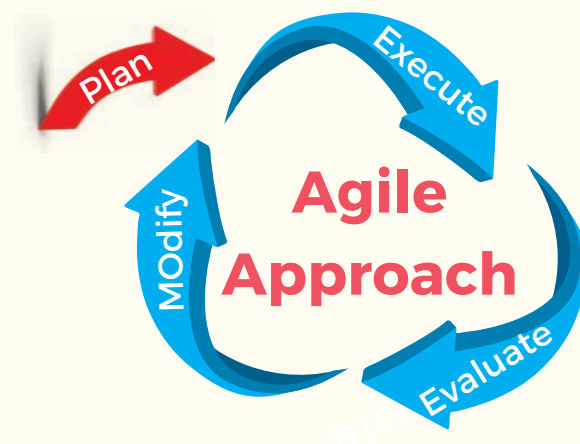
The Strategic Plan was a multiple-term effort that was put into action mid-way through the 2020-2021 term, and will continue through the 2026 term. Learn more about the details of the Strategic Plan in the 'Strategic Foundation & Objectives' section of this report.

With a new and firm foundation, DBC hit the ground running, and the research behind the Strategic Plan was just the start of its dig for insights into how to advance its members as strategic and innovative business and communication leaders.

# LETTER FROM THE CHAIR

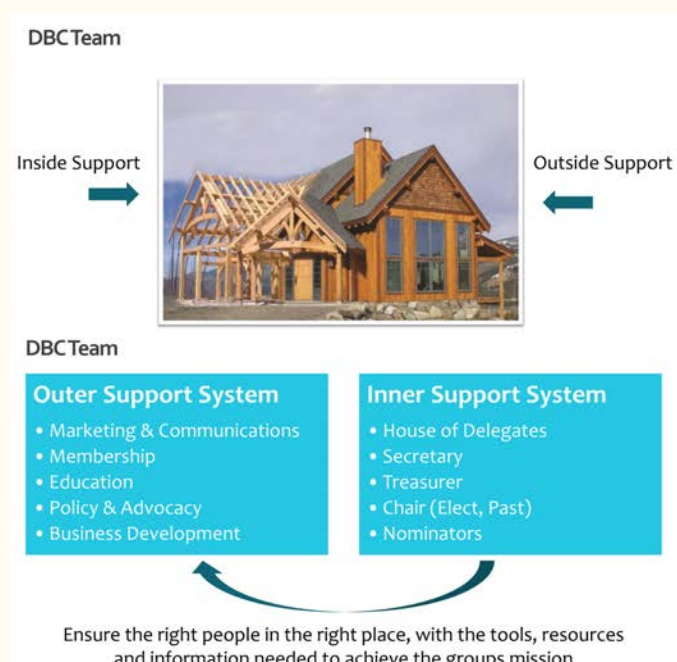
From the beginning of the term, the team's approach was to plan for plans to change; in other words, to be agile. As seen in the circular image, an agile approach allows the team to plan for short- and long-term, execute, evaluate what worked and what didn't work, decide if/how to continue, re-evaluate, modify, and so on.

In other words, the annual operating plan, set several months prior to the start of the term, is the guide for the term, **BUT**, if something isn't working the plan can be modified. If the industry changes direction, the group can pivot. This approach helps the group stay relevant and valuable to its members at all times.



Additionally, the teams infrastructure was modified into two stream types, 'Lead Executioners' and 'Supporters.' The DBC Team can be viewed similar to the structure of a home: the inner structure holds the house, but the outside portion is what people see. In the case of DBC, the outer portion represents the what the members can see (benefits), but the inner support is a crucial part to the success of those benefits.

The success of the 2020/2021 term would not have been possible without the entire DBC Leadership Team, and for that, I thank them all for such a great experience.



*J. Seyler*

JENNIFER SEYLER,  
MBA, MS, RDN  
2020-2021 CHAIR



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"My DBC Leadership experience  
has helped me better  
understand my strengths and  
improvement areas."

**JENNIFER SEYLER,**  
MBA, MS, RDN  
2020-2021 CHAIR

# STRATEGIC FOUNDATION & OBJECTIVES

Through a handful of member, Past Chair, Academy, and leadership team surveys, plus macro- and micro-economic analysis, the DBC Leadership team updated its vision, mission and values, as well as created core competencies --> DBC's strategic advantages.

This Foundation serves as the organizations directional guide, year-over-year, to assist all leaders as they serve DBC's members.

As DBC's Leadership Team looks to develop or enhance existing efforts, they ensure their behaviors align with the groups Values and that the effort embodies the groups Core Competencies, while also holding true to DBC's Mission and Vision.

These components combined comprise the DBC Strategic Foundation.



**Vision** A world where DBC members have the necessary business skills to guide food and nutrition related decisions in global businesses and industries

**Mission** To advance DBC members as strategic and innovative business and communication leaders

## Values >>>>> Core Competencies

Listen to members and provide more value than expected

Insights into Action (*Research, Analysis & Application*)

Operate ethically with accountability for member professional development

Communications & Transparency

Make decisions with consideration for inclusivity, the environment, economy and social implications

Collaboration & Strategy

Look to the future to guide business

Business Acumen & Leadership

# STRATEGIC FOUNDATION & OBJECTIVES (CONT.)

With a firm foundation, the Leadership Team developed strategic objectives based on five perspectives.



The graphic features a dark blue background with a white DBC logo at the top. Below the logo, the text 'STRATEGIC OBJECTIVES' is written in large, bold, white capital letters. Underneath this, it says 'Updated: Feb. 2021'. At the bottom, there is a small white box containing the text 'Dietitians in Business and Communications' and 'a diverse practice group of the Academy of Nutrition and Dietetics' with a small logo.

**Strategic Objectives:**  
Purpose statements that provide category approaches to forward the Mission...

*To advance DBC members as strategic and innovative business and communication leaders*

Perspectives	Objectives
Financial	<ul style="list-style-type: none"> <li>• Be financially stable</li> <li>• Rely on three+ revenue sources</li> <li>• Increase operating budget year-over-year</li> </ul>
Members	<ul style="list-style-type: none"> <li>• Describe DBC as essential to their professional success</li> </ul>
Internal Process	<ul style="list-style-type: none"> <li>• Seamless interaction (efficiency)</li> <li>• Transparency in all operations</li> </ul>
Learning	<ul style="list-style-type: none"> <li>• Confident leaders who encourage member involvement</li> </ul>
Growing	<ul style="list-style-type: none"> <li>• Increase in number, diversity, and expertise year-over-year</li> </ul>

Along with the development of the Five-Year Strategic Plan, a new position, the Strategic Advisor, was also approved. This individual assists the DBC Leadership Team in understanding and executing upon the plan term-over-term. It is an appointed position, and one that ideally is held by a past DBC Chair with current DBC Leadership experience.

After requests for nominations and several call to members for volunteers, the Leadership team, under the direction of the 2020-2021 DBC Chair Elect Rayona Baker, appointed Jennifer Seyler for the position (expected to start within the 2022/2023 term).

If interested in learning more about the DBC Five-Year Strategic Plan, please feel free to reach out to the 2021-2022 Chair (Rayona Baker), Chair-Elect (Tori Schmitt), or Immediate Past-President (Jennifer Seyler).

# STRATEGIC FOUNDATION & OBJECTIVES (CONT.)

To assist the DBC Strategic Advisor and the group's annual operations, the Strategic Plan was divided into terms to allow each objective to be executed in a timely manner with set goals, metrics, and evaluation. The following is the translation of the Five-Year Strategic Plan into annual operating goals.

	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025
Have five separate revenue streams by 2025 ( <i>proprietary within 2022/2023 or earlier</i> )	2	2	3	4	5
Have a minimum membership of 1,100 every year, with the goal to have 1,300 members by 2025 ( <i>~\$1,500 increase in budget a year</i> )	1,100 / \$30,200	1,150 / \$31,700	1,200 / \$33,200	1,250 / \$34,700	1,300 / \$36,200
Increase operating budget by 5% year-over-year; goal to have a \$75K operating budget year-over-year once reached to help maintain 'standards'	\$55,000	\$57,750	\$60,637	\$63,669	\$66,852
Greater than 90% of member survey respondents to state that "DBC is essential to their professional success" (annual survey)	90%	90%+	90%+	90%+	90%+
Provide monthly, or more, educational webinars/virtual workshops by 2025	10	11	12	12	13
Provide cultural competency education and grants (efforts per year)	2+	2+	3+	3+	4+
Provide monthly networking opportunities (mix of virtual / in-person)	5 / 2	5 / 4	6 / 5	6 / 6	6 / 6
Ensure 50% or more of the operating budget goes toward members	45%+	50%+	55%+	55%+	60%+
Retain the survey, webinar, communication, and networking platforms that work best for DBCs needs and have costs that are justifiable to members (# of evaluations)	1+	1+	1+	1+	1+
Operations costs to be no more than 20% of operating budget when possible ( <i>lower operating budget automatically increases percent to admin</i> )	<30%	<30%	<25%	<25%	<20%
All positions have a succession guide	50%	75%	100%	100%	100%
Leaders provided a minimum of 4 (four) CPEUs, annually, through volunteer work with DBC	4	5	6	7	7
DBC to be the clear leader in supporting members to participate in the Academy Leadership Institute ( <i>DBC representative / \$1,000 support</i> )	1 / 2	1 / 3	1 / 3	1 / 4	1 / 4
Ensure 20% - 30% of operating budget goes toward leaders	25%	25%	25%	25%	25%



"Volunteering allows you to expand your leadership qualities, provides a wider perspective of AND and DBC, creative thinking, and excellent networking."

RAYONA BAKER,  
RDN

2020-2021 CHAIR ELECT



# STRATEGIC FOUNDATION & OBJECTIVES (CONT.)

## 2020/2021 EVALUATION

The DBC Leadership Team is happy with the performance of the term, and is excited to use what was learned to continually enhance future terms.

The following table includes the expectation for the 2020/2021 term, results, and associated notes that provide information to better tell the story. Additionally, more details of these efforts will be explained in greater detail throughout the rest of this report.

These efforts further illustrate how DBC continues to work toward member-focused efforts - majority of funds allocated to members - followed by leadership development, and then operations.

Lastly, all efforts also include metrics and evaluation, which means the Team is better able to determine what is working for its members and why. This can assist future teams in continuing to provide members with desired benefits, and ideally surpass their expectations in the near future.

	2020/2021	Result	Notes
Have five separate revenue streams by 2025 ( <i>proprietary within 2022/2023 or earlier</i> )	2	2	Membership + Sponsorship
Have a minimum membership of 1,100 every year, with the goal to have 1,300 members by 2025 ( <i>~\$1,500 increase in budget a year</i> )	1,100 / \$30,200	1,070	Slight decrease in numbers from previous term
Increase operating budget by 5% year-over-year; goal to have a \$75K operating budget year-over-year once reached to help maintain 'standards'	\$55,000	\$59,000	Reserves are in a very healthy state to assist with this goal
Greater than 90% of member survey respondents to state that "DBC is essential to their professional success" (annual survey)	90%	48%	Now a standard question in the DBC member survey
Provide monthly, or more, educational webinars/virtual workshops by 2025	10	13	Ten webinars, one masterclass, two workshops
Provide cultural competency education and grants (efforts per year)	2+	2	Grants (\$550 ) + Workshop
Provide monthly networking opportunities (mix of virtual / in-person)	5 / 2	6 / 0	In-person on hold due to COVID
Ensure 50% or more* of the operating budget goes toward members	45%+	51%	*Based on industry standards
Retain the survey, webinar, communication, and networking platforms that work best for DBCs needs and have costs that are justifiable to members (# of evaluations)	1+	2x's	Switched from GoToMeetings to WebEx, then to Zoom; unsubscribed from professional LinkedIn; switched from SurveyMonkey to QuestionPro
Operations costs to be no more than 20% of operating budget* when possible ( <i>lower operating budget automatically increases percent to admin</i> )	<30%	<37%	*Based on industry standards
All positions have a succession guide	50%	50%	All continually updated term-over-term
Leaders provided a minimum of 4 (four) CPEUs, annually, through volunteer work with DBC	4	5	In addition to 190 granted to volunteers
DBC to be the clear leader in supporting members to participate in the Academy Leadership Institute (ALL) ( <i>DBC representative / \$1,000 support</i> )	1 / 2	1 / 3	DBC sent four members to the ALL
Ensure 20% - 30% of operating budget* goes toward leaders	25%	12%	*Based on industry standards



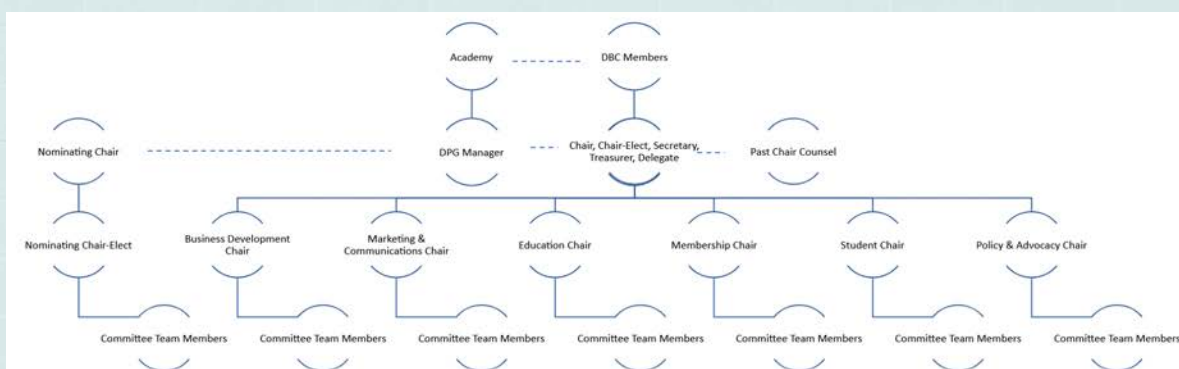
# LEADERSHIP TEAM + DEVELOPMENT

In alignment with the organization's strategy, the DBC Leadership Team developed a motto to rally around and create its desired culture, a collaborative infrastructure, and, held a leadership workshop to seamlessly integrate the two.

## LEADERSHIP MOTTO

*Empower All To Be Bold and Go Beyond  
Collaborate. Communicate. Trust.*

## ORGANIZATIONAL CHART



- DBC leaders answer to the Academy and DBC members
- All EC members have a voice
- While Chair has authority to make decisions, all leaders are expected to have a say

## TEAM AWARENESS

To assist the team to better understand how to work better together, DBC leaders completed a DiSC assessment, financed by DBC. The results were shared and explained to the group in a team bonding workshop hosted by Jean Storlie.

# LEADERSHIP TEAM + DEVELOPMENT

## 2020/2021 LEADERSHIP TEAM

### Team Captains

**Deanne Brandstetter**  
Immediate Past Chair

**Jennifer Seyler**  
Chair

**Rayona Baker**  
Chair Elect

**Secretary:** Neva Cochran

**Treasurer:** Alexandra Oppenheimer-Delvito

**Delegate:** Dustin Reed

**Nominating Chair:** Aaron Schwartz

**Nominating Chair-Elect:** Christine Palumbo

**Nominating Team:** Morgan Deihs, Lauren Wingo

**Business Development Team:** Jenna Allen, Jenna Mills, Christine Wang, Seyler

**Membership Chair,** Nikki Nies, and Team: Dustin Reed, Jessica Thornton, Amanda Nieh, Christine Wang, Amanda Goldman, Nicole Hawkins, Trey Smith

**Marketing and Communication Chair,** Nicole Arcilla, and Team:

- **Business Insights Editor:** Georgia Rounder
- **Business Insights Associate Editor:** Omar Guerrero
- **Affiliate Partnership Director:** Amanda Goldman
- **Take 5 Editor:** Adrian Boulter
- **Incoming Take 5 Editor:** Cassy Langevin
- **Creative Content Chair:** Amanda Izquierdo
- **Marketing and Communications Team:** Sarah Goff, Rebecca Valdez, Amanda Kruse, Jenna Allen, Daniela Hurtado

**Education Chair,** Tori Schmitt, and Team: Jennifer Ephraim, Nikki Putnam Badding, Jessica Serdikoff, Michaela Maynard, Dr. Vijaya Juturu, Dustin Reed and Incoming Education Chair: Jessica Thornton

**Foundation Fundraiser Chair,** Jennifer Seyler, and Team: Deanne Brandstetter, Rayona Baker, Neva Cochran, Kathy Wilson-Gold

**Student Chair,** Callie Troutman, and Team: Melissa Karlheim

**Diversity, Inclusion and Cultural Competency Chair,** Dustin Reed, and Team: Nikki Nies, Nicole Arcilla, Callie Troutman, Su-Nui Escobar, Mary Lee Chin, Christianna Gozzi

**Policy and Advocacy Chair,** Jennifer Roberts; Incoming PAL Chair Manju Karkare

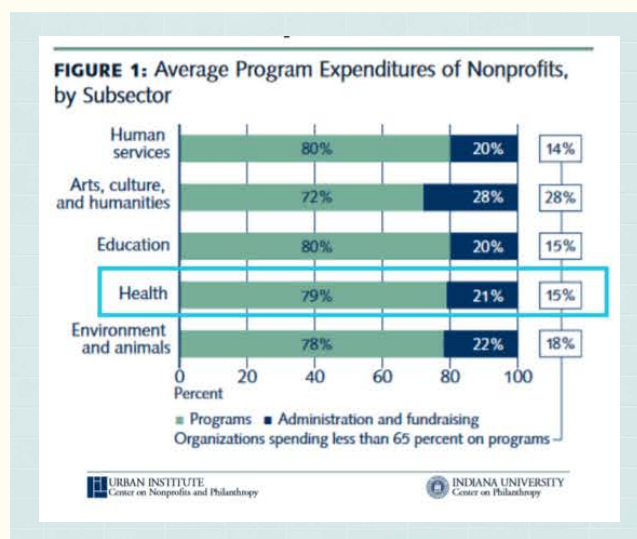
**DBC Administrator / DPG Relations Manager:** Rebecca Frabizio

**Academy Online Manager:** Kaylen Hickman

# ANNUAL OPERATING PLAN

Within the 2020/2021 term, the Leadership Team focused its efforts on shifting its spend so the majority of the annual budget went toward members first and foremost, followed by leaders, then operations, which is standard for the industry, as seen within Figure 1.

To further ensure budget was allocated in this manor, activation's were divided based on three categories and given respective goals. Additionally, to assist in the continuation of programs, the tables also included potential direction and ideas for the upcoming term, as demonstrated within the following tables.



## Desired Budget Spend Direction

Members	Leaders	Operations
5% to 70%	26% to 26%	46% to 20%

## MEMBERSHIP EFFORTS AND RESULTS

Tactic	2020/2021 Result	Direction	Idea / Plan
Communication	Nearly Weekly	Enhance / Consistency	Weekly
Leadership Institute, AND	1 Nom, 3 Grants	Enhance	Four (4) Grants + 1 Nom
FNCE® Registration Grants	35	Maintain	35 Grants or Less for More (\$3,500)
Affiliate/District Support	N/A	Develop Framework	Implement in 2022/2023 term (\$1,200)
D&I Grants to Members	Three Grants	Enhance	Five (5) \$100 Grants
Marketing Grant from Academy	Zero	Submit	Apply for \$500 Grant from Academy
Membership Grant from Academy	One	Maintain	Apply for \$500 Grant from Academy
D&I Grant from Academy	One	Maintain	Apply for \$500 Grant from Academy
Professional Advocacy	N/A	Develop Framework	Build an Agenda; Increase Team Size
Virtual Networking	6+	Maintain	6+
In-Person Networking	N/A	Leverage Grants	Four (4) \$200 Grants
FNCE® Education + Networking	Both Virtual	Maintain Virtual Options	In-Person and Virtual Efforts, including Spotlight
Webinars / Education / Bundles	8+, Leveled	Enhance Quantity & Levels	Master Classes, Certificate of Training, Podcasts
Virtual Workshop(s)	Two	Maintain	One always dedicated to D&I; 'Camp' Positioning?
Pins	Thank You	Maintain / Expand	Milestones or Skip Term

These efforts were also included within the 2020/2021 member survey to gauge interest and desire. Based on that data, as the previous table illustrates, most member efforts will be maintained or enhanced. Of particular interest are the new grants, as further described in the following graph.

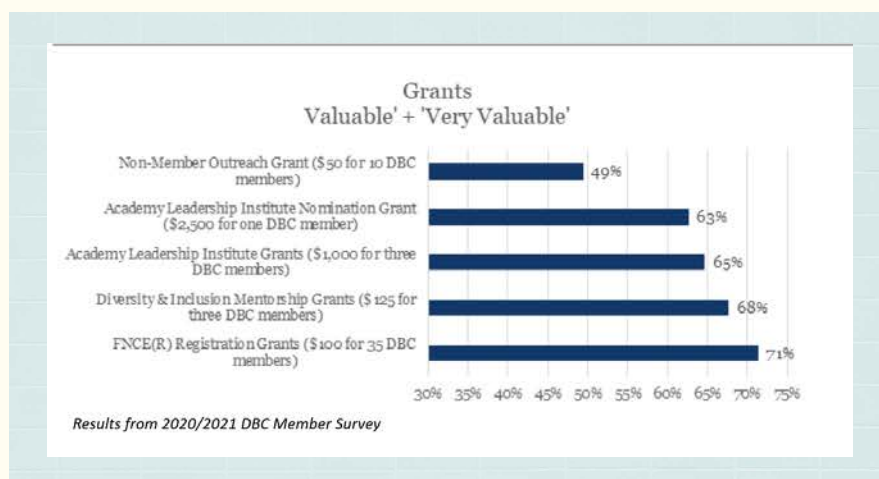


# ANNUAL OPERATING PLAN

## MEMBERSHIP EFFORTS AND RESULTS

### MEMBERS VALUE GRANTS

As part of the Strategic Plan, DBC funds were reallocated to focus more on giving back to the members. The newly established grant programs were of particular value to the members.



## FOUNDATION CONTRIBUTIONS

DBC members exceeded expectations in regard to the "Honor Those Who Inspire You" campaign. The DBC members are what make DBC so unique, and the Leadership Team is very proud to be a part of the group.

The campaign encouraged members to donate to the Academy Foundation and share how someone had inspired them on their nutrition journey. DBC received matching funds from Neva Cochran, Deanne Brandstetter, Kathy Wilson-Gold and Terri Raymond, and exceeded its goal by more than two-fold.

Donor	In Honor Of
Mary Lee Chin	JoAnn Pegues
Joyce D. Lamilla	Peggy Pratt
Cynthia L. Kleckner	Neva Cochran
Jennifer Seyler	Becki Holmes, Neva Cochran
Rayona L. Baker	Maureen Leugers
Nancy Siler	Jayne Gilbert, Cindy Kleckner, Neva Cochran
Deanne Brandstetter	The fabulous & dedicated Compass Group RDNs
Milton Stokes	Jenna A. Bell, Neva Cochran, Beatriz Dykes
Manju Karkare	Academy and Foundation Staff
Christine M. Palumbo	Carol Berg Sloan
Jenna Allen	Mary Lee Chin
Neva Cochran	Cynthia Kleckner, Angela Lemond,
	Kathleen Wilson-Gold, Linda Farr, Deanne Brandstetter,
	Jennifer Seyler, Rayona Baker, Tori Schmitt, Sarah Hendren,
	Nikki Nies, Adrian Boulter, Lauren Brown Wingo, Nicole
	Hawkins, Dustin Reed, Nancy Siler, Joyce Lamilla, Caroline
	Susie, Carol Taylor, Robin Plotkin, Amy Goodson, Katie McKee,
	Roxana Wroblewski

The Academy Foundation is proud to have provided \$52,550 to Dietitians in Business and Communications Dietetic Practice Group members and students since 2018 through its scholarship, award, and research grant programs.

# ANNUAL OPERATING PLAN

## MEMBERSHIP EFFORTS AND RESULTS

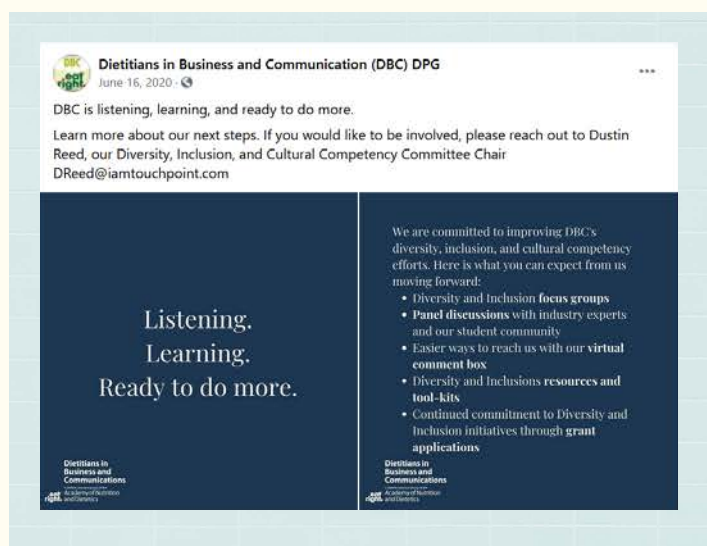
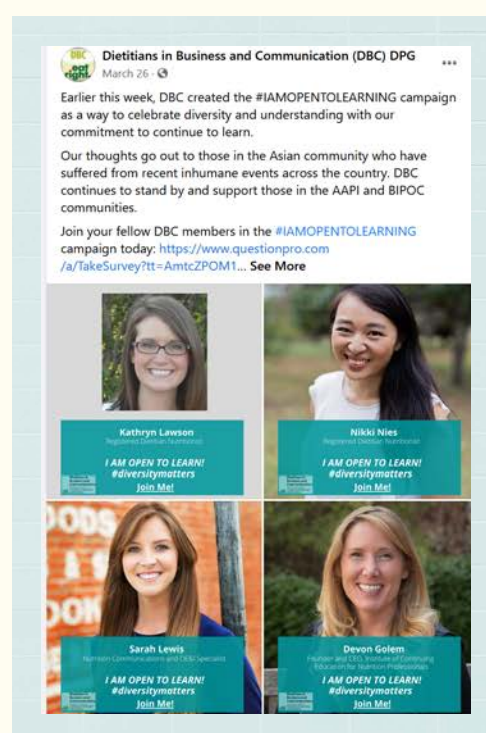
### DIVERSITY AND INCLUSION

Within the 2020/2021 term, DBC Leaders took the opportunity to enhance and expand its existing diversity efforts with the initiation of its DBC Diversity and Inclusion Communications Program.

Program elements included:

- **Virtual Workshop: V.I.E.W.: Visualize. Inspect. Empathize. Watch. Wait. Welcome.**
- **'Developing Diverse Dietitians' Podcast Series and Mentorship Grant**
- **DBC Membership Outreach Grant:** For those interested in sharing the benefits of DBC and the Academy to students, especially those within minority groups

The Team also conducted two social media campaigns around diversity and inclusion. The first entitled, "Listening, Learning, Ready to do More," which opened up an ongoing chain of communication between members and the Leadership Team. The second effort was entitled, "I AM OPEN TO LEARN! #diversitymatters," which generated buzz throughout DBC social media channels.



*Dustin Reed*

DUSTIN REED  
MS, RDN, FAND

2020-2021 DIVERSITY CHAIR

# ANNUAL OPERATING PLAN

## MEMBERSHIP EFFORTS AND RESULTS

### VIRTUAL NETWORKING

With COVID-19 underway, and dietitians eager to chat with and learn from each other, DBC quickly changed gears from in-person networking to virtual networking with six events happening throughout the term.

The hope is to continue with virtual networking, even after in-person networking is again permitted.



### MEMBERSHIP PINS

With little in-person touch points during the 2020/2021 term, the Leadership Team wanted to provide members with something tangible that would remind them that DBC is thinking of them, and has their best interests in mind. From this thought stemmed the DBC membership pins. A thank you note, along with the magnetic pin, were mailed to all members as a token of the Leadership's appreciation for their continued dedication to the DPG and the profession.



*Nikki Nies*

NIKKI NIES,  
MS, RDN

2020-2021 MEMBERSHIP CHAIR



# ANNUAL OPERATING PLAN

## MEMBERSHIP EFFORTS AND RESULTS

### EDUCATION SESSIONS

The DBC Education Team hit the ground running with a goal of providing one education session per month. The term ended with a total of 13 sessions, including ten webinars, one masterclass, and two workshops.

Dawn Jackson Blatner and Amy Goodson each provided DBC members with a series of three webinars, respectively within the "Communication Skills That Get Your Point Across" and "Pivoting Your RD Career." Additionally, Jacqueline Whitmore shared "Networking Etiquette: Boost Your Virtual Presence" during the FNCE(R) DBC Networking Event.



The second half of the term included a three-part webinar series entitled, "The Successful Communicator: Practices That Can Make or Break Success in Designing and Delivering Communications," given by Barbara J. Mayfield and a handful of additional guest speakers; a masterclass entitled, "How to Build a Strategic Plan," given by Jennifer Seyler; and two workshops that focused on diversity and inclusion, and leading with credibility.



*Tori Schmitt*

**TORI SCHMITT,  
MS, RDN**

**2020-2021 EDUCATION CHAIR**

# ANNUAL OPERATING PLAN

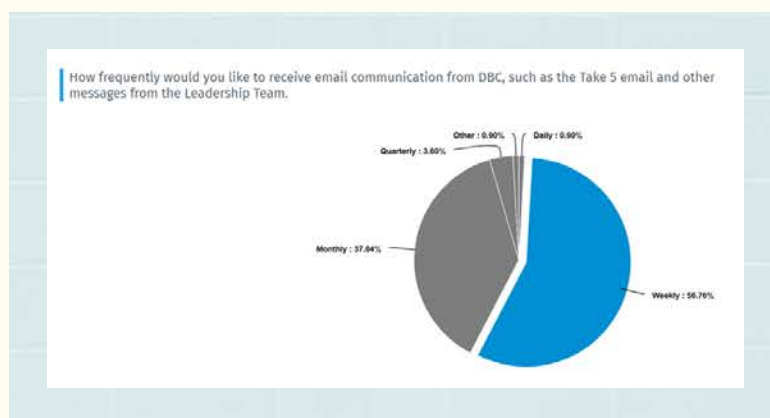
## MEMBERSHIP EFFORTS AND RESULTS

### TAKE-5 AND BUSINESS INSIGHTS

Based on members desire for more updates from DBC as an organization (graph shows data from 2021 DBC Member survey), the Leadership Team put in place a weekly communication effort, which includes thoughts from different DBC leaders, updates, trends, upcoming education, and more.

The goal was to provide weekly communications to members; this was met about 90% of the time - great progress for first year efforts.

The Business Insights Newsletter provided two CPEU articles that also corresponded to education sessions provided within the term.



NICOLE ARCILLA,  
MS, RDN

2020-2021 MARKETING AND  
COMMUNICATIONS CHAIR

# ANNUAL OPERATING PLAN

## LEADERSHIP EFFORTS AND RESULTS

Tactic	2020/2021 Result	Direction	Idea
Culture & Objectives	Develop	Enhance	"Expectations When on the DBC Leadership Team" Brochure
Professional Development, Spring Meetings	Four CEUs	Enhance	Five CEUs
Leadership Certificates	13	Enhance	15 Certificate 'Grants'
Platform Training	QuestionPro, WebEx, Zoom	Maintain	Canva, Hootsuite, QP, Z, HL, etc.
Advocacy Summit	Virtual vs. In-Person	Maintain	Virtual* + In-Person
FNCE® Attendance + HOD	Virtual	Standardize	Virtual* + In-Person

## PROFESSIONAL DEVELOPMENT

When it comes to volunteer professional development, DBC strives to set a gold standard. This term marked the initiation of a formal DBC Leadership Training and Professional Development program, and the opportunity for DBC Leaders to further enhance their skills through an Academy Leadership Certificate of Training.

## LEADERSHIP TRAINING & PROFESSIONAL DEVELOPMENT MEETINGS

The Training and Professional Development took place in April and June of 2020 and included existing and incoming leaders. The first session revolved around team bonding, understanding your team through DiSC assessments, creative problem solving hosted by Jean Storlie, development of the team culture/vision, strategic planning, and financial health.

### LEADERSHIP MOTTO / VISION

*Empower All To Be Bold and Go Beyond  
Collaborate. Communicate. Trust.*

The second portion of the training, in June, further helped the team define its culture, reviewed Guiding Principles and position descriptions, and included a presentation and discussion on turning insights into action --> the gateway to strategic planning.



# ANNUAL OPERATING PLAN

## LEADERSHIP EFFORTS AND RESULTS

### LEADERSHIP CERTIFICATE OF TRAINING

Nearly 50% of the Leadership Team participated in the Academy's Certificate of Training (CoT) program. DBC's financial support helped leaders receive access to one of three Academy leadership CoTs. Leaders developed cohorts based on chosen CoT, completed it, then developed/presented their key takeaways to the rest of the DBC Leadership Team.

Additionally, by the end of the term the Team had developed a robust marketing tool for why a DBC member may want to become part of the Leadership Team, as seen in the graphic.

## DBC Leadership Benefits & Expectations

The mission of DBC is to advance DBC members as strategic and innovative business and communication leaders

Benefits	Expectations
<p><b>\$327 Value*</b></p> <ul style="list-style-type: none"> <li>• Leadership Training</li> <li>• Professional Development</li> <li>• Mentorship</li> <li>• Team Building Enhancement</li> </ul> <hr/> <ul style="list-style-type: none"> <li>• 5+ CPEUs*</li> <li>• Academy Leadership Certificate or similar, Book Club, or another growth opportunity *</li> <li>• DiSC Assessment*</li> </ul> <p><small>*Provides benefit range options</small></p>	<p><b>Dietitians in Business and Communications</b></p> <p>..... Empower All To Be Bold and Go Beyond! Collaborate. Communicate. Trust. .....</p> <ul style="list-style-type: none"> <li>• Embrace the Team Motto</li> <li>• Be willing to Listen, Learn, and Teach</li> <li>• Continually be aware of DBC Business (30+ minutes a week)</li> <li>• Collaborate</li> <li>• Demonstrate passion</li> <li>• Care about the Team</li> </ul>

Visit the DBC website to learn more about current leaders  
[www.dbconline.org/about-us/leadership](http://www.dbconline.org/about-us/leadership)

**Dietitians in Business and Communications**  
academic practice group of the Academy of Nutrition and Dietetics

# ANNUAL OPERATING PLAN

## OPERATIONAL EFFORTS AND RESULTS

Tactic	2020/2021 Result	Direction	Idea
Key Message Guide	N/A	Create	Develop Key Message Guide
Master Comms Calendar	Draft	Enhance	Complete Master Comms Cal
Membership Survey / Incentive	One	Maintain	\$150, Member Survey Participation
Higher Logic / Hootsuite	Implemented	Maintain	Higher Logic / Hootsuite
WebEx / Zoom	N/A	Fully Switch	Just Zoom
Design Hours	35	Maintain/Decrease	Determine Average Need
Market to Obtain New Members	N/A	Execute	Email Marketing Campaign + Outreach Grant
Membership Card Fees	N/A	Maintain	Academy's Control
Nominations Process	Updated	Cont. Enhancement	Streamline Effort
Master Operating Calendar	Leveraged	Enhance	Fully Integrate Usage
Google Drive	Developed	Enhance	Consolidate and Standardize
Chief Administrative Officer	\$1,456 (8hr./wk.)	Maintain	\$1,456 (8hr./wk.)

Planning for the 2020/2021 term started nearly one year prior, nearly six months prior to the start of COVID-19; this means the team was already evaluating different ways to operationally modify itself to better provide members with benefits. Some of those modifications included new technology platforms, infrastructure-based flow documents (i.e., master operational calendar, master communications calendar), and modified management.

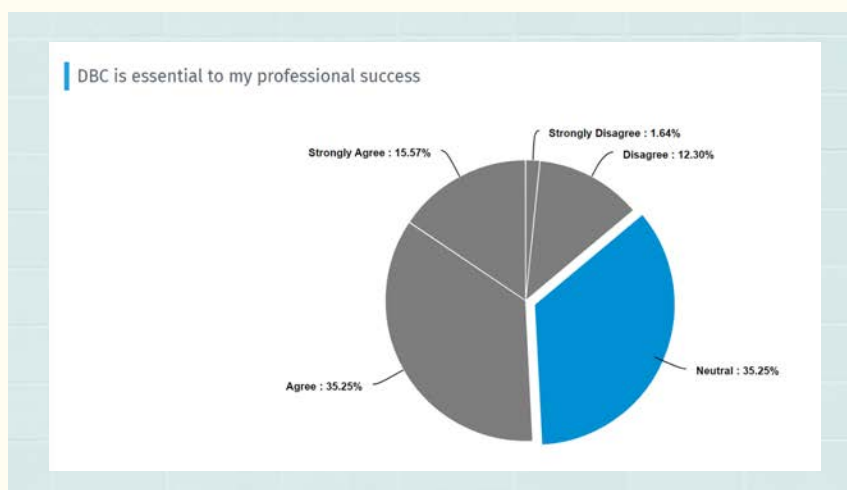
### MEMBER SURVEY

The member survey was turned into an annual operation to allow for consistent insights on member desires, and to allow the Leadership Team to be agile in their operational plan development.

As previously mentioned, one of the key questions DBC will use in its self-evaluation focuses on how members value the group. The results for the 2020/2021 survey follow.



Graphic from  
new and free  
survey  
platform.



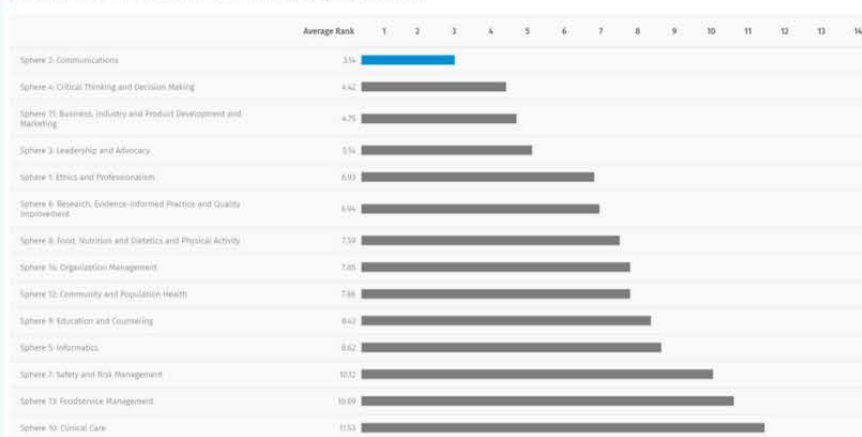
# ANNUAL OPERATING PLAN

## OPERATIONAL EFFORTS AND RESULTS

Other interesting data that came out of the 2020 member survey, and that was leveraged within the Strategic and Annual Operating Plan, include:

**Members top desired Spheres include ‘Communications,’ ‘Critical Thinking and Decision Making,’ Business, Industry, and Product Development and Marketing,’ and ‘Leadership and Advocacy,’ followed by ‘Ethics and Professionalism’**

Please rank the following Performance Indicator Spheres in order of interest. In other words, when DBC provides education to its members, which Performance Indicators Spheres would you like to see the topics cover or address? To learn more about Performance Indicator Spheres, click here.

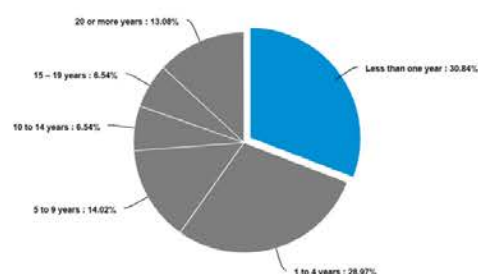


### DBC 2020/2021 MEMBER SURVEY RESULTS

9

**The larger DBC member group that completed the survey, are 1<sup>st</sup> year members, followed by those who have been members between 1 and 4 years**

As a DBC Member



“ I love this group. I have been a member of several DPGs over the years, and this has been the most valuable group thus far. Thank you for all that you do. ”

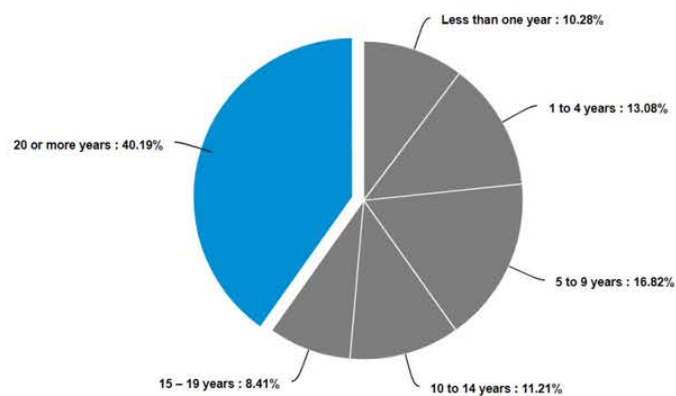


# ANNUAL OPERATING PLAN

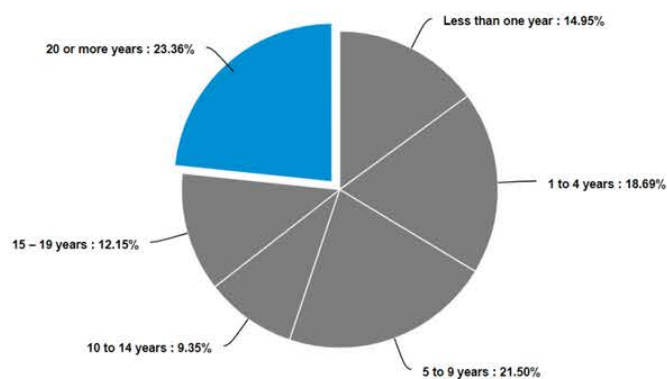
## OPERATIONAL EFFORTS AND RESULTS

**Majority of members have been a dietitian,  
and have been in the field of business,  
marketing and communications for 20+  
years**

As a Dietitian



Within the Field of Business, Marketing, and Communications



# ANNUAL OPERATING PLAN

## OPERATIONAL EFFORTS AND RESULTS

### MARKETING TO RECRUIT NEW DBC MEMBERS

New this term, DBC worked with Today's Dietitian to increase awareness of what DBC offers dietitians and other health professionals. The relationship included one sponsored e-blast to 3,000+ Today's Dietitian subscribers that had noted interest within marketing, communications, leadership and/or business.

The email had a click-to-open rate of 29%, which is on the high end of standard range (20-30%), according to Campaign Monitor.

Between deployment (May 19) and May 31, DBC gained 13 new members. The infrastructure at deployment didn't track where new members came from, but this will be modified if this effort continues within future terms.

The screenshot shows an email from Today's Dietitian, 'The Magazine for Nutrition Professionals'. The main headline is 'Advance Your Nutrition Career with Effective Communication and Business Skills!'. Below this, a teal banner states 'GET CPEUS AND MORE! SAVE NEARLY \$400 WITH DBC' and 'Brought to you by Dietitians in Business and Communications Academy of Nutrition and Dietetics'. A key point is '20 CPEUS ANTICIPATED IN 2021-2022!'. A process flow diagram shows: NEGOTIATION → CONFLICT RESOLUTION → LEADERSHIP → EFFECTIVE COMMUNICATIONS. The text explains the goal of the 'Dietitians in Business and Communications (DBC) Dietetic Practice Group' is to strengthen members' business skills. It lists benefits: food and nutrition related decisions, global business and industries, career advancement through education, leadership, grants, and networking. A call to action says 'If this sounds like a group that can help you advance your career, [join now](#). Thank you for your time and consideration.' The sender is 'The DBC Leadership Team'. At the bottom, there are two buttons: 'Is DBC a Good Fit for You? Take this Short Quiz Now to Find Out!' and 'Join Now!'. Below these are two boxes: 'Member Grants' (stating DBC believes in putting its members first and demonstrating that through various grant initiatives) and 'Education' (stating DBC provides sessions to enhance knowledge, skills, and confidence in topics related to communications and business). Both boxes include star ratings and the website 'www.dbcnet.org'.

# ANNUAL OPERATING PLAN

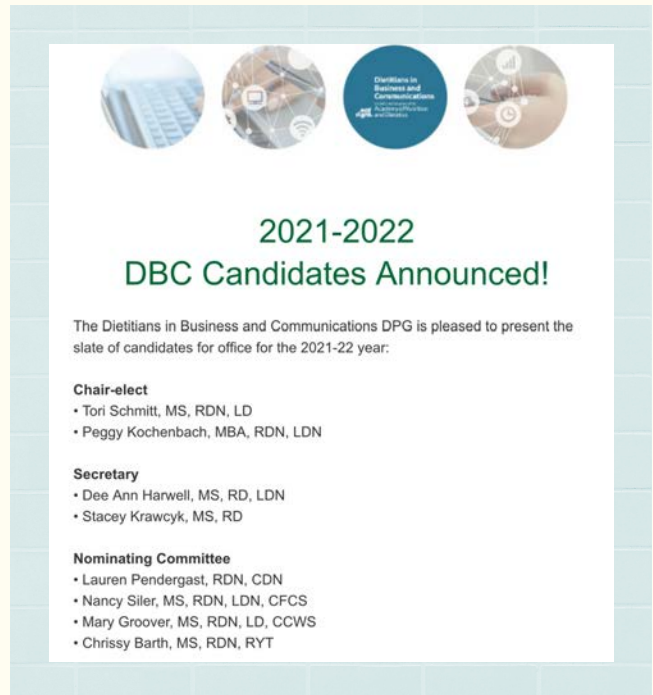
## OPERATIONAL EFFORTS AND RESULTS

### NOMINATIONS PROCESS

The Nominations Team took on more than getting a fully contested ballot as seen in the image.

The Nominations Team initiated the updating and drafting of all position descriptions, and aligning them with the newly developed Strategic Plan.

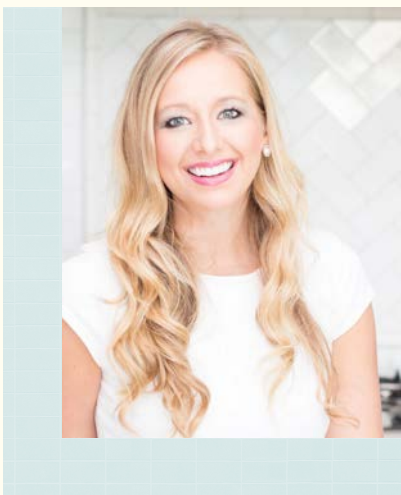
The Team also spent additional time with the incoming Team to review what worked and didn't work to help further efforts in upcoming terms.



Handwritten signature of Aaron Schwartz.

AARON SCHWARTZ,  
MBA, MS, RDN

2020-2021 NOMINATIONS CHAIR



"Serving offers a chance to meet other professionals and work as a team to advance the profession."

TORI SCHMITT,  
MS, RDN

2020-2021 EDUCATION CHAIR

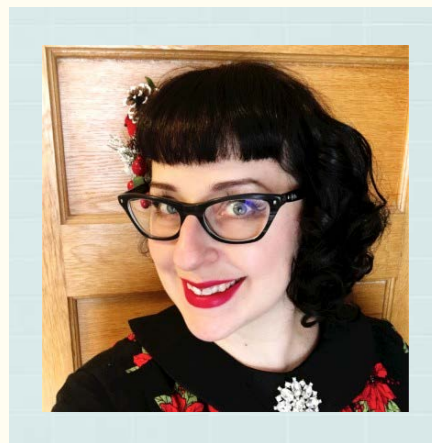
# ANNUAL OPERATING PLAN

## OPERATIONAL EFFORTS AND RESULTS

### ADMINISTRATIVE AND ACADEMY ASSISTANCE

Another, very impactful change that occurred within the 2020/2021 term was the addition of Rebecca Frabizio, Senior Manager of DPG/MIG Relations with the Academy of Nutrition and Dietetics, and acting DBC Administrator.

As a new member of the Academy and DBC, Rebecca jumped in with both feet and hasn't stopped running. She is a great asset and someone the Leadership Team appreciates.



### A NOTE FROM REBECCA

*I am constantly impressed with the collaborative nature of DBC's Leadership Team. Everyone truly operates by the motto!*

*This team works hard to constantly evaluate the benefits offered by DBC, and is quick to build on what works, or pivot when needed to do what adds the most value for its members. Maintaining that agility is hard work but it pays off...and it's certainly exciting to be a part of. :)*

*Rebecca Frabizio*

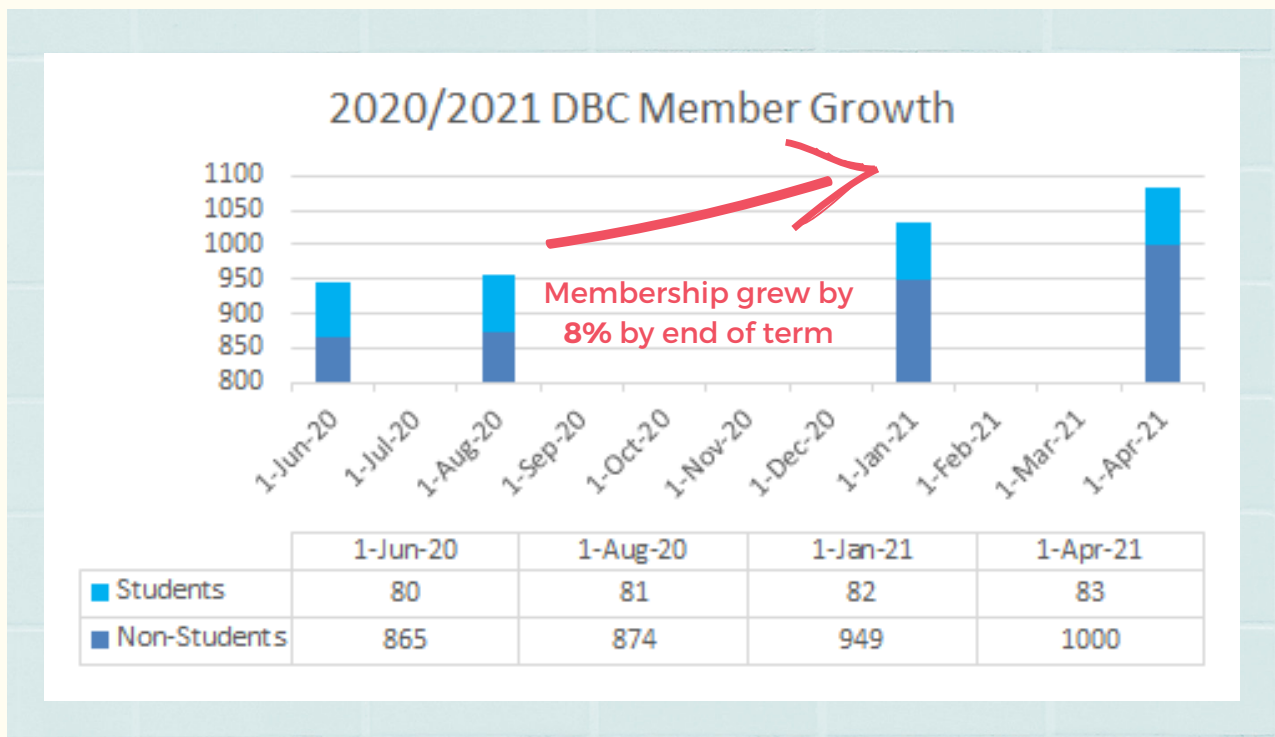
REBECCA FRABIZIO  
DBC ADMINISTRATOR



# MEMBER HEALTH

While the 2020/2021 term provided different challenges than the group had previously experienced, DBC continued its momentum, and may have even gained some.

The term started with around 950 members and increased to 1,083 by May 2021, as seen within the following graph. Additionally, students made up nearly 9% of the membership, which is slightly up from 7% recorded within the 2017/2018 term.

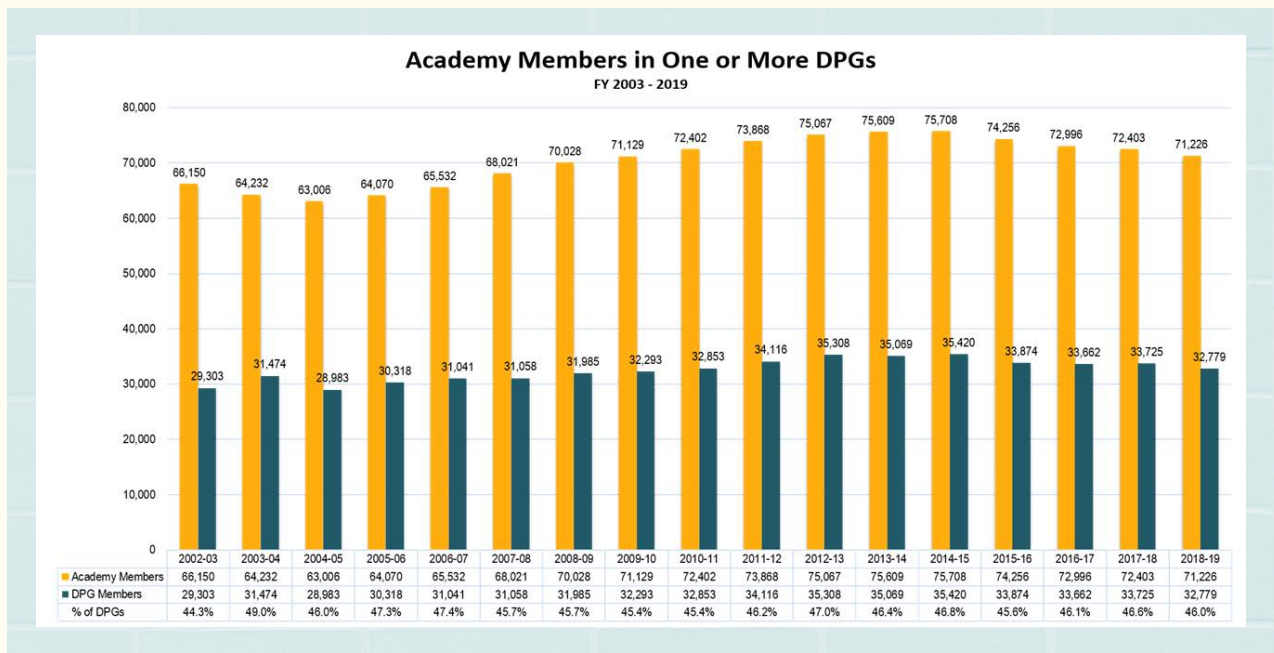


As seen in the following line graph, DBC membership numbers have fluctuated throughout its existence (started in 1977) with membership peaks in 1993 and 2014, with nearly 1,800 and 1,400 members respectively. It is also worth noting that the two DBC Comms Camp that took place occurred in 2013 and 2014, which is the likely driver to the peak in the 2014 term.

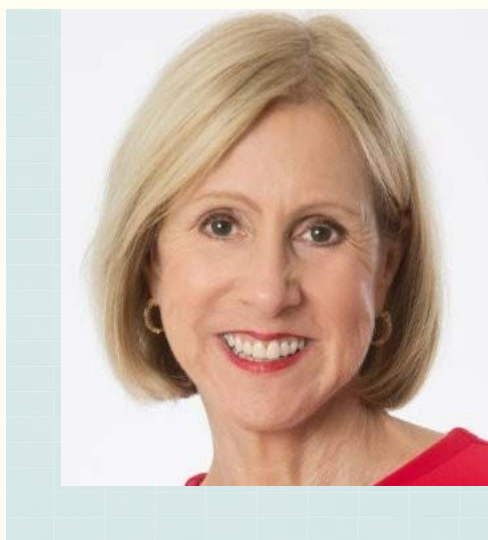
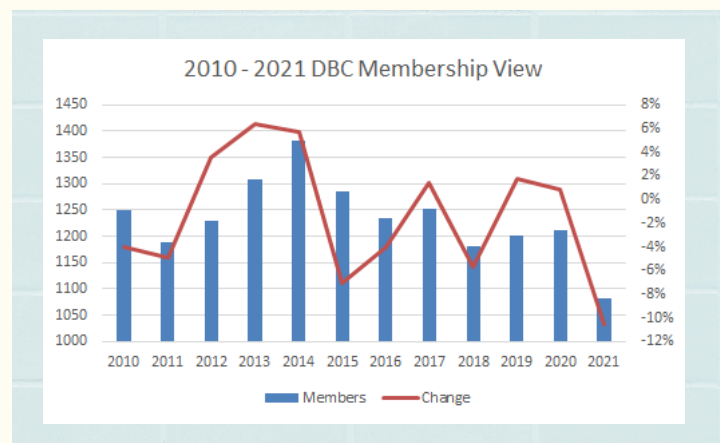
If you compare the changes with the Academy membership numbers (graph on following page), you can see that the two follow closely in their ups and downs. The same with the other DPGs, as highlighted in the graph entitled, "Academy Members in One or More DPGs."



# MEMBER HEALTH



The graph entitled, "2010-2021 DBC Membership View" provides a more granular look at DBC's 2020/2021 term.



"Leadership in DBC and the Academy has provided a me a network of outstanding colleagues across the country as well as opportunities to be a part of initiatives that strengthen our organization and profession."

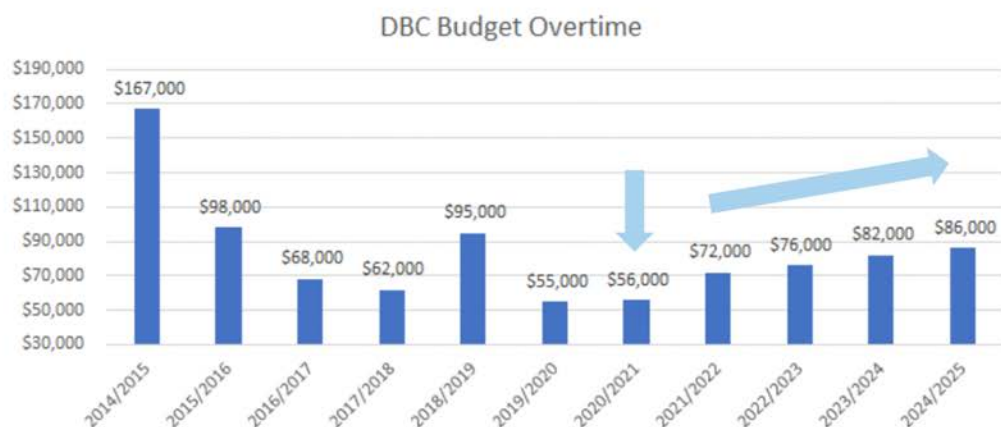
**NEVA COCHRAN,  
MS, RDN, FAND  
2020-2021 SECRETARY**

# FINANCIAL HEALTH

## HISTORICAL INFORMATION

Similar to other businesses, DBC has seen its fair share of healthy and malnourished operating budgets, as seen in the graph entitled, "DBC History and Planned Growth." Nearly 10 years ago, the main revenue source for DBC was from sponsorship. The 2012/2013 term included more than 20 sponsors! Shout out to that Leadership Team lead by Rachel Begun.

### DBC History & Planned Growth



Changes in how the Academy allows DPGs to work with sponsors\*, and post the DBC Comms Camps (2013 and 2015), DBC has been in a situation where the majority of its revenue comes from membership dues, which shifts how money is spent. But, to get the full financial picture, the DBC reserves also needs to be considered.

\*The Academy modified how sponsors are allowed to work with DPGs at FNCE(R). Initially, sponsors could sponsor only a DPG; post the revision, the sponsor could only support a DPG at FNCE(R) with the purchase of an Expo Booth space.



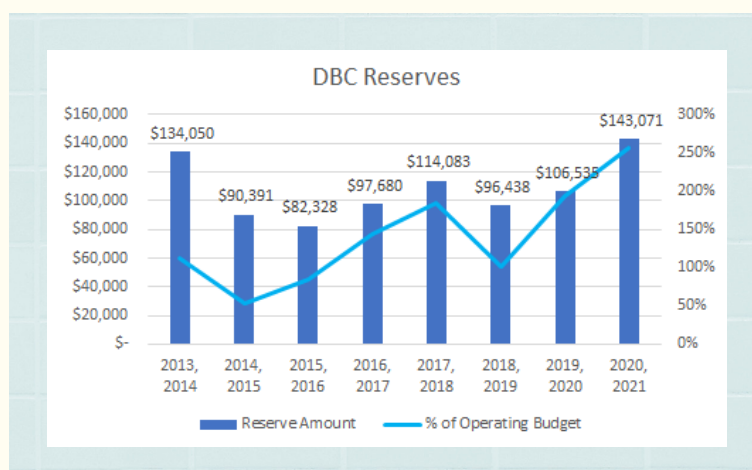
#### DBC Communications Camp Sponsorship

<u>Platinum:</u>	Coca-Cola Company
<u>Silver Level:</u>	Fleishman Hillard
<u>Bronze Level:</u>	Campbell's
<u>Supporter Level:</u>	Popchips
Kelloggs	
McCain	
GNT	National Pork Board

# FINANCIAL HEALTH

## HISTORICAL INFORMATION

When looking at DBC reserves throughout the last seven plus terms, an ebb and flow is noticed within the amount of reserve and the percent of operating. This is normal as the reserves are funds invested, which goes up and down with the market and economy. Plus, some terms used reserves as part of that terms operating budget, meaning, the leadership team likely included an effort above and beyond the typical operating budget to invest in the members. That is the case in the 2020/2021 term.



## CURRENT INFORMATION

The 2020/2021 fiscal year budget was designed considering conservative revenue projections while leveraging DBC's more-than-healthy reserves to bring greater value to members.

Member benefits were a priority for the Leadership Team during budget planning to increase the value of membership. The year 2020 brought unforeseen changes to DBC's expected plan of work, as well as every other aspect of life, but the Team swiftly reevaluated opportunities, including:

- Virtual FNCE(R)
- Member FNCE(R) Registration Grants
- An Additional DBC Academy Leadership Institute Grant
- A Workshop Devoted to Diversity and Inclusion
- Additional Design Hours to Continue Generating Creative Content

These additional member benefits were made possible due to FNCE(R) going virtual, and the Leadership being agile in their approach to the annual operating plan and approved budget.



# FINANCIAL HEALTH

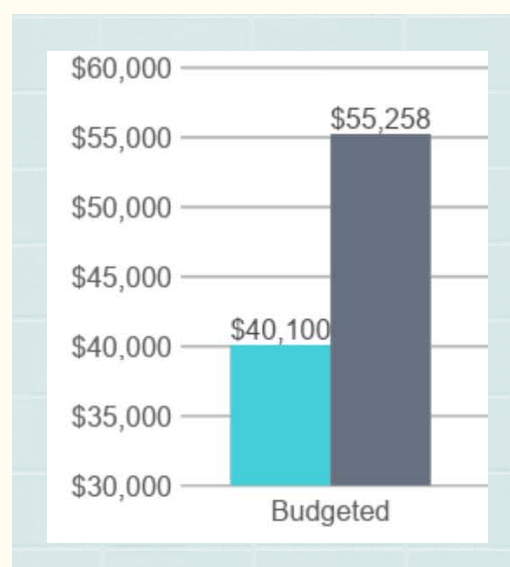
## CURRENT INFORMATION

DBC did not secure sponsorship revenue in the 2020/2021 term. Membership dues were the practice group's primary revenue source, which exceeded expectations totaling \$34,336.

Additionally, DBC secured \$960 in meeting registration fees, \$910 in continuing education material sales and \$1,045 in grants/contracts. DBC also received \$28,926 in investment income.

In the absence of sponsorship revenue, and with a spend restructuring around virtual FNCE 2020, DBC intended to end the term with an operating deficit of about \$16,000. Once again, this was done on purpose to strategically spend the healthy reserves on members.

The actual end-of-term budget\* came out to be **\$37,251 in revenue and \$52,923 in expenses**, which is close to what DBC had expected.



DBC remains extremely financially stable ending the term with more than 200% of operating expenses in reserves. DBC enters the 2021/2022 fiscal year in excellent financial shape to handle the planned expenses and continue delivering value and opportunities to members.

\*While these are the end-of-term numbers, they are reflected differently within the accounting program. Administrative charges were not charged to the DBC account throughout the term, the leadership training and professional development series payments were processed outside the term, and the agreement with Today's Dietitian marketing effort wasn't processed prior to end of term. These charges will be reflected in the 2021/2022 term budget.

ALEXANDRA OPPENHEIMER-DELVITO,  
MS, RDN, CDN

2020-2021 TREASURER

# CLOSING

