



SNA Strategic Plan 2015-16 Annual Plan

Vision:

Be the authority and resource for school nutrition programs.

Mission:

SNA is the national organization of school nutrition professionals committed to advancing the quality of school meal programs through education and advocacy.

Values:

- Collaboration, Relationship Building and Teamwork
- Caring Commitment and Service
- Lifelong Wellness and Healthy Lifestyles
- Passion for Lifelong Learning and Professional Development
- Integrity and Ethics

The SNA Strategic Plan includes our four priority goals and short and longer term objectives. Each year the annual plan of work focused on priority objectives and strategies that are critical for SNA in the coming year. Tactics and implementation to achieve the objectives and strategies will be developed by SNA Headquarters staff. Quarterly updates and progress reports will be shared with the SNA membership as implementation of the strategic plan moves forward.

1. Professional Development Goal

School nutrition professionals will have the necessary knowledge, skills and expertise to administer, manage and deliver healthy school meal programs.

Objective:

1. Increase SNA expertise and capacity in professional development programs for adult learners.
2. Increase availability of training/educational opportunities related to business operations of school nutrition programs.
- 3. Increase the availability of resources and opportunities to enable members to meet the new federal Professional Standards.**
4. Increase the value of SNA membership for school nutrition directors and their staff through education and professional development.
5. Increase funding for education and professional development programs.

Priority Objective

Increase the availability of resources and opportunities to enable members to meet the new federal Professional Standards.

Strategies:

Develop and implement a comprehensive professional development plan that focuses on:

- Professional Standards
- Educational components of other strategic priorities (i.e. training associated with advocacy efforts)
- SNA Certificate and Credentialing Programs
- Leadership development and mentoring

2. Advocacy and Public Image

Policy makers, school officials, and parents will rely on SNA as the authority for designing and funding school meal programs.

Objectives:

1. Increase the recognition of school nutrition programs as integral in the education process.
2. Increase policy makers' understanding of the business of operating school nutrition programs.
- 3. Increase allocation of financial and staff resources toward advocacy (lobbying and public relations).**
4. Increase the number of SNA members trained in advocacy.
- 5. Increase SNA's leadership role in the next Child Nutrition Reauthorization.**

Priority Objectives

Objective 1:

Increase SNA's leadership role in the next Child Nutrition Reauthorization.

Strategies:

- Identify, develop and recommend modifications in key areas of the Healthy, Hunger-Free Kids Act and other important priorities for consideration with federal officials and allied organizations to be addressed during Child Nutrition Reauthorization
- Update and continue implementation of 3-year legislative plan, with emphasis on:
 - Strategic partners
 - Effective utilization of grass roots advocacy

Objective 2:

Increase allocation of financial and staff resources toward advocacy (lobbying and public relations)

Strategies:

- Develop and implement a comprehensive PR plan, including identification of target audience(s) and clear objectives and measurable outcomes

3. Community

School nutrition programs nationwide will be strengthened through collaboration with members, state affiliates, industry and allied partners

Objectives

1. Increase School District Owned Memberships and increase membership retention.
2. Increase engagement in each membership segment.
3. Remove barriers to participation in SNA activities by anyone interested in school nutrition.
- 4. Enhance the SNA and state affiliate partnership to align efforts to achieve SNA strategic goals.**
- 5. Increase strategic collaboration with industry and allied partners.**

Priority Objectives

Objective 1:

Enhance SNA and state affiliate partnerships to align efforts to achieve SNA strategic goals.

Strategies:

- Develop and seek acceptance of a state affiliation agreement outlining how SNA and state affiliates will support each other
- Review and recommend policy regarding state-only membership

Objective #2:

Increase strategic collaborations with industry and allied partners.

Strategies:

- Continue to broaden strategic relationships with allied partners
- Develop an ethics policy for SNA members and their industry partners
- Identify and broaden strategic alliances with industry partners

Priority Objectives

4. Infrastructure

SNA will have a financially sustainable funding model with a nimble governance structure and headquarters staff organization that is aligned with the strategic plan and reflects contemporary association business practices.

Objectives

1. Increase the effectiveness and efficiency of decision making and work systems.
2. Increase the synergy of SNA and SNF.
- 3. Increase recruitment and development of future SNA leaders.**
- 4. Increase funding and resources to high priorities of the strategic plan.**

Priority Objectives

Objective 1:

Increase recruitment and development of future SNA leaders.

Strategies:

- Review, enhance and promote the steps to leadership in SNA in order to recruit future leaders
- Enhance and promote volunteer opportunities for all member segments, by identifying and removing barriers and highlighting the rewards of volunteerism

Objective #2

Increase funding and resources to high priorities of the strategic plan.

Strategies:

- Review and reallocate available financial and human resources to meet the 2015-2016 priorities, including sun-setting of programs as appropriate
- Identify potential sources for new revenue