



SNA Strategic Plan 2016-17 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 Action focuses 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. Strategic Quarterly Reports are published in November, February, May and July and are shared with members on SchoolNutrition.org, the SNA website.

1. Professional Development Goal

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

Objectives:

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 availability of resources and opportunities to enable members to meet the USDA Professional Standards regulation, thereby increasing the value of SNA membership to school nutrition professionals.**

Priority Objective 3:

Increase availability of resources and opportunities to enable members to meet the USDA Professional Standards regulation, thereby increasing the value of SNA membership to school nutrition professionals.

Strategies:

- Provide education to directors/managers on adult learning principles to help them improve professional development practices at the local level.
- Provide education to members who present at SNA meetings and webinars on adult learning principles.
- Promote SNA as the resource for USDA Professional Standards. Prioritize and implement professional development planning.
- Promote the Certificate in School Nutrition and the School Nutrition Specialist Credentialing Programs.
- Research, evaluate and share best practices in school nutrition ethics.
- Develop and promote leadership development opportunities.

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 efforts to improve understanding and knowledge by policy makers and other stakeholders of the scope and complexity of school nutrition operations.**
3. Increase the number of SNA members trained in advocacy.
4. Increase SNA's leadership role in the next Child Nutrition Reauthorization.

Priority Objective 2:

Increase efforts to improve understanding and knowledge by policy makers and other stakeholders of the scope and complexity of school nutrition operations.

Strategies:

- Develop and deploy tools for members to use in sharing their school nutrition "stories."
- Develop and deploy tools for SNA's legislative team to demonstrate the unique no-one-size-fits-all dilemma of school nutrition operations.
- Develop and deploy tools for state affiliates to grow their legislative teams.
- Enhance efforts to grow grassroots advocacy.
- Revise and implement a legislative plan that is aligned with the five-year Child Nutrition Reauthorization cycle.

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 satisfaction and engagement among different demographic segments of SNA's membership.**
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. **Enhance strategic partnerships with allied organizations.**

Priority Objective 2:

Increase satisfaction and engagement among different demographic segments of SNA's membership.

Strategies:

- Improve our understanding of member demographics through qualitative and quantitative research.
- Apply initial research results to begin development of targeted tools and approaches to meet the needs of key demographic segments.
- Expand opportunities for state agency/state association collaboration.

Priority Objective 5:

Enhance strategic partnerships with allied organizations.

Strategies:

- Identify synergies between SNA and allied groups in pursuit of issues of mutual benefit and concern.
- Establish opportunities to engage with allied partners.

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 Objective 3:

Increase recruitment and development of future SNA leaders.

Strategies:

- Develop initiatives to support graduates of SNA's Future Leaders Program to encourage the continuation of their state and national leadership journey.
- Continue to improve and promote current leadership advancement opportunities.
- Expand recruitment of under-represented member demographic groups in Association leadership positions.

Priority Objective 4:

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

Strategies:

- Review and reallocate available financial and human resources to meet the 2016-17 priorities, including sun-setting of programs as appropriate.
- Identify potential sources for new revenue.