



2018-2021 STRATEGIC PLAN

Core Purpose

- Well-nourished students, prepared to succeed.

Vision

- Every student has access to nutritious meals at school, ensuring their optimal health and well-being.

Mission

- Empowering school nutrition professionals to advance the accessibility, quality and integrity of school nutrition programs.

Core Values

- **Integrity:** Act ethically and responsibly, always.
- **Inclusion:** Embrace different perspectives and ideas from SNA's diverse membership.
- **Collaboration:** Share strategies and solutions to achieve professional excellence.
- **Commitment:** Embody care and compassion for student well-being.
- **Innovation:** Drive change with creativity and strategic thinking.
- **Courage:** Resolve to protect and defend school nutrition programs.

Goals & Objectives

1. Professional Development

School nutrition professionals will continually improve their knowledge and skills to administer, manage, deliver, and sustain successful school meal programs.

Objective 1: Increase the number, accessibility and utilization of professional development tools, resources and opportunities to enable member success.

Strategies

- Continue the rollout of new ethics training for school nutrition professionals. **Year 1-3**
- Roll out new SNA financial management training tools, videos and templates - **Year 1**
- Redesign targeted sections of *SchoolNutrition.org* to better present current and planned professional development offerings and related resources. **Year 1**
- Continue to explore, assess and incorporate different technologies and methods to deliver professional development programming to SNA members (e.g. micro learning, podcasts, gamification, videos) **Year 1 – 3**

- Develop procurement tools and training to help operators and industry members solve their procurement challenges in select areas. **Year 1-3**
 - Develop tools and outreach specifically to administrators and school business professionals involved in K-12 procurement at the school district level to help them understand the complexities and regulations around school nutrition procurement. - **Year 1**
- Become a more engaged partner on the Global Standard One initiative that is focused on developing and maintaining global standards for business communications such as barcodes to streamline procurement of products and educate SNA members on the GS-1 initiative. **Year 1-3**
- Continue to enhance the quality of educational programming at meetings and expand on ways to leverage this content for wider reach.
 - Revamp the call for proposals process to create the best possible content with the best trained speakers in school nutrition.
 - Provide enhanced speaker training (presentation skills, template usage, adult learning principles) - **Year 2**
 - Create a speaker database to track speaker information/expertise and provide a resource for state affiliates - **Year 2-3**
 - Explore concept of Professional Learning Communities at meetings *and beyond* - **Year 1**
 - Explore ways of optimizing the learning center area in the Virtual Expo including recorded sessions from SNA conferences and potential activities/live chats with speakers – **Year 1**
 - Introduce new meeting formats to include micro-learning, live sessions, shorter sessions (Ideas@work, #shareyourinnovation, OpenSpace) - **Year 1-3**
 - Continue to grow SNA webinar programming by leveraging content and speakers from SNA meetings **Year 1-3**
- Work with *School Nutrition* magazine to leverage content across multiple platforms on a coordinated basis. **Year 1-3**
- Test translating SNA professional development resources into one additional language, Spanish, and track usage. - **Year 2**
- Produce a series of free, downloadable white papers featuring new or repurposed content on a variety of topics. **Year 1 – 3**
 - Develop a business plan to establish content priorities, content sources, production, valuation, advertising sales approach and marketing.
 - Use the *SN* Editorial Advisory Board or other designated member group to prioritize topics.
 - Perform an editorial content scan to determine existing material to repurpose and identify new ideas.
 - Develop parallel sales opportunities for advertisers to “sponsor” SNA-generated content and/or to produce custom content.
 - Determine human, technology and financial resources necessary for efficient production.
 - Identify the appropriate area(s) for content to be accessed on SchoolNutrition.org, a method for tracking downloads and a marketing plan to promote availability.
- Diversify SNF outreach to pursue funding resources to support SNA member professional development opportunities. **Year 1-3**
- Research the feasibility, structure and resources required to develop and deliver a higher-level version of SNA’s Industry Boot Camp program for “graduates” of the introductory level. **Year 1**
- Develop and implement marketing plans to support existing and new professional development products and services in order to enhance member awareness of these and increase usage. **Year 1-3**

Objective 2: Increase availability of training/educational opportunities to help SNA members successfully prepare for the SNS Credentialing Exam.

Strategies

- Develop strategies and tools designed to help members build study skills useful for SNS exam preparation and/or in pursuit of higher education goals. **Year 1-3**
 - Based on results from two pilots of the 7-hour SNS prep course:
 - Assess results and enhance preparation course for national launch at SNIC 2019
 - Explore creation of a new online course and/or modules
 - Create study tools using new technologies

Objective 3: Increase availability of training/educational opportunities to help SNA members enhance their professional development with the SNA Certificate Program.

Strategies

- Promote the certificate program as a key way to create a career path and grow professionally in school nutrition especially among employees, managers and directors who do not meet SNS academic requirements. **Year 1-3**
- Promote roll-out of a new Certificate level in July 2018 and measure success. **Year 1-3**
- Redesign the online certificate to create a stronger tie-in with USDA Professional Standards – **Year 1**
- Promote to students in vocational training (longer term planning) - **Year 3**

2. Advocacy & Public Image

Policy makers, school officials, parents and school nutrition professionals will rely on SNA as the leading advocate for school nutrition programs.

Objective 1: Increase efforts to educate policy makers and other decision-makers on the value, scope, and complexity of school nutrition programs.

Strategies:

- Secure significant advances in the Association’s public policy priorities. **Year 1 - 3**
- Advance SNA influence on school nutrition program policy through effective alliances **Year 1 - 3**
- Implement a comprehensive legislative plan that aligns with the Farm Bill and Child Nutrition Reauthorization schedule **Year 1 - 3**
- Continue to promote and increase participation in the Block Grant Coalition. **Year 1 - 3**
- Continue to educate members on block grants and negative impact on school meal programs **Year 1 - 3**
- Monitor emerging Federal public policy issues, including Executive and Legislative priorities that could negatively impact school nutrition programs and be prepared to address all scenarios. **Year 1 – 3**

- Develop, explore and implement multi-faceted approaches to seek support for commodities funding **Year 1 - 3**
- Continue to monitor and support USDA's work to simplify overly burdensome child nutrition mandates to improve efficiencies and reduce costs. **Year 1 - 3**

Objective 2: Increase advocacy support to state affiliates in order to drive policy change at state level.

Strategies:

- Strengthen capacity of state presidents, state executive directors, and state legislative chairs to carry-out state and local advocacy through development of new tools and training **Year 1 - 3**
- Assist states to secure significant advances in state policy priorities **Year 1 - 3**
- Create database of identified state advocacy champions in each Congressional district. **Year 1 - 3**
- Collect and share successful advocacy stories for state and national members to utilize in their advocacy work. **Year 1 - 3**

Objective 3: Enhance the voice of school nutrition programs in the development of the Dietary Guidelines for Americans (DGA).

Strategies:

- Participate in all opportunities available to share the perspective of school nutrition program operators on the development of the DGAs. **Year 1**
- Keep members updated on the DGA development process **Year 1 - 3**
- Share information on the new DGAs with members when introduce and provide any required training. **Year 3**

Objective 4: Increase efforts to enhance the public's perception of school nutrition professionals and school nutrition programs.

Strategies:

- Serve as a trusted resource and utilize all media outlets to educate and promote school nutrition programs to the public, policy makers and all stakeholders. **Year 1 - 3**
- Continue all existing public advocacy efforts to promote school nutrition programs (NSBW, NSLW...) and identify additional and new opportunities to enhance existing efforts. **Year 1 – 3**
- Utilize SNA leaders at the state and national level to use non-traditional media to share advocacy/issue messages. **Year 1 – 3**
- Educate members on Whole School, Whole community, Whole Child concept and how to utilize in promoting their school nutrition program as critical instructional intervention strategy. **Year 1 - 3**
- Leverage School Nutrition Foundation (SNF) initiatives related to the 1,000,000 more school meals campaign, including promoting Breakfast in the Classroom and Schools as Nutrition Hubs outcomes. **Year 1 – 3**

- Use personal stories of Foundation scholarship winners, heroes, and grant recipients to advance public advocacy for school nutrition programs and school nutrition professionals. **Year 1 – 3**

3. Membership & Community

School nutrition programs nationwide will be strengthened through the engagement, leadership, and collaboration among SNA’s members, state associations, the School Nutrition Foundation, allied partners and other stakeholders.

Objective 1: Increase membership and member retention among all stakeholders.

Strategies:

- Continue to build on existing membership recruitment strategies and campaigns – **Year 1**
- Explore opportunities to incentivize school nutrition director membership **Year 1-3**
- Continue to provide targeted recruitment plans to state associations identifying opportunities to expand school district owned membership and target nonmember school districts. **Year 1**
- Continue to provide states and relevant demographic groups (i.e. Membership Champions and NextGen Professionals Task Force) with membership recruitment training tools. **Year 1**
- Promote SNA membership to all SNF grant recipients, with a goal of all grantees becoming SNA members. **Year 1-3**

Objective 2: Increase pathways for involvement among different demographic segments of SNA membership that reflect the association’s core values.

Strategies:

- Continue to work with the NextGen Professionals Task Force to promote the profession and increase engagement in SNA. **Year 1 - 3**
- Establish a task force to gain further understanding of contract management company barriers and concerns related to membership in SNA. **Year 1**
- Continue to work with the Chefs Task Force to use their expertise for expanding culinary skills training for members. **Year 1 - 3**
- Utilize expertise and knowledge of Industry Advisory Council to gather input on education sessions for industry members at SNA meetings. **Year 1 - 3**
- Work closely with industry members to identify emerging challenges and trends in the school nutrition profession and foodservice industry. **Year 1 - 3**

Objective 3: Build the capacity of state associations for stronger governance and association management practices.

Strategies:

- Develop new tools for ongoing governance and association management training for state leaders. **Year 1 - 3**
- Work with new state leaders annually to guide them on the state affiliation agreement requirements, roles and responsibilities, and SNA support available to them. **Year 1 – 3**

- Provide support to state associations on the state affiliation agreement and required governance documents, to reach the goal of signed agreements from all state associations.
- Continue to provide individual assistance to state association leaders in addressing governance challenges. **Year 1 - 3**

Objective 4: Increase awareness of the value of the School Nutrition Foundation as resource to SNA members.

Strategies:

- Work with state association executive directors/staff to communicate scholarship and program to increase opportunities available through the Foundation. **Year 1 - 3**
- Encourage the visibility at state conferences of the SNF State Ambassadors to increase awareness of the Foundation and member financial support. **Year 1 - 3**
- Explore new creative ways to share Foundation initiatives and accomplishments in order to reach a greater number of members and state leaders. **Year 1 - 3**

4. Governance & Operations

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

Objective 1: Enhance SNA processes, practices, and structures that contribute to a sustainable and robust business model.

Strategies:

- Complete a technology audit to examine and evaluate the technology infrastructure, policies and operations to ensure they align with the strategic plan and association’s business goals. **Year 1**
- Identify SNA’s digital transformation readiness, including its digital strategy and the steps the association must take with the acceleration of technology’s compression on the business model. **Year 1 - 3**
- Evaluate SNA’s business model and explore for-profit business entity opportunities. **Year 1 - 3**
- Complete and maintain a competitive environment analysis to identify SNA’s competitors. **Year 1 – 3**
- Incorporate new technologies to meet members needs and new workforce trends by investing in equipment to support creation of podcasts, videos, etc. **Years 1 -3**
- Continually evaluate programs and services in order to sunset under-utilized programs to make way for new initiatives. **Year 1 - 3**

Objective 2: Expand SNA’s research initiatives to continually identify trends and issues impacting school nutrition programs and the profession.

Strategies:

- Establish an ongoing future-focused research program to identify trends and issues affecting school nutrition programs and the profession. **Year 1 -3**
- Identify how best to share these drivers of change information with members in a way that is easy to access, understand and actionable. **Year 1**

Objective 3: Enhance assessment of association governance structure to support new Strategic Plan.

Strategies:

- Identify special committees and task forces needed annually to accomplish the goals in the strategic plan. **Year 1 - 3**
- Review governance structure to ensure adequate number of member volunteers to support Strategic Plan and SNA leaders' workload and travel demands. **Year 1**
- Recruit diverse leadership talent for open elected and appointed national positions. **Year 1 - 3**
- Explore possible alternatives for nominations and election process to ensure representation of diverse membership on Board of Directors and Leadership Development Committee. **Year 2**

Objective 4: Increase funding and resources to high priorities of the new Strategic Plan.

Strategies:

- Review and reallocate available financial and human resources to meet the new Strategic Plan priorities, including the sun-setting of programs as appropriate. **Year 1 - 3**
- Identify and prioritize new funding opportunities for SNA. **Year 1 - 3**