



2014-15 SNA Strategic Plan State Strategies

Strategic Goal I: Education and Professional Development

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

State Strategies:

- Promote Keys to Excellence as an online business planning tool to help school nutrition directors evaluate their program's performance, learn best practices and prepare for the 3 year administrative review process.
 - Request flyers from SNA national or planning an education session about Keys to Excellence at your state conference. (For state conference presentations, it is best to use the pre-existing Keys to Excellence presentation tools available from SNA national and have a director or directors from your state who have used the tool, do the presentation.)
- Present a program on how SNA resources, including the Certificate and Credentialing programs, and (non-SNA resources) can help support Professional Standards.
 - A presentation is available from SNA National and will be regularly updated as we learn more about professional standards.
- Promote SNS credentialing and encourage process for school nutrition operators to form study groups to prepare for the SNS exam
 - A new SNS study kit including a study guide, handbook and webinar will be available in March 2015.
- Review how state professional development programs are currently delivered
- Collaborate with your state agency to develop and offer education programs
 - Determine areas where further training is needed and how the state association can help
- Survey members to find out preferences for obtaining professional development
- Promote participation in SNA scholarship program help members pursue training opportunities

Strategic Goal II: Advocacy and Public Image

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

Note: SNA National has or plans to have the following resources available to states:

- Resources to develop grassroots advocacy
- Presentations on the business of operations in school meal programs
- SNA white papers, position papers and other advocacy related communications to membership
- Talking points to support important school nutrition issues and initiatives
- PR resources and campaigns to help members promote the profession and their programs

State Strategies:

- Sponsor an event at the state legislature to promote the importance of school nutrition
- Develop a state level PR plan
 - Promote SNA customizable tools around National School Lunch Week, National School Breakfast Week and School Lunch Hero Day
 - Encourage members to customize SNA's back to school media campaign tools including a press release, flyers about school meals for parents and the latest research in school nutrition.
- Provide presentations on the business of operations in school meal programs
- Invite your representatives to attend your state conference
- Attend SNA's Legislative Action Conference and visit your representatives and senators
- Reach out to SNA National for support with state advocacy efforts
 - Contact the SNA State Legislative Affairs Director to discuss strategies for your state
- Work with SNA National to enhance visibility of SNA at state allied organization meetings

Strategic Goal III: Community and Membership

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

State Strategies:

- Participate in SNA's back to school, spring and annual membership drives to help increase membership and school district owned membership by 5% and reach your state's annual membership goal
- Utilize SNA membership resources at state meetings to reinforce the benefits of membership:
 - Promote school district owned membership by promoting the SDM membership guide to director level members at conferences and other venues
 - Use SNA national's director targeted membership brochure and employee/manager targeted brochures
 - Use membership table top banner or rent the large banner from SNA
 - Create a state specific membership brochure using existing template
- Promote revamped Star Club program
 - Recognize new star club members and anyone who has moved up a level at state conferences using SNA's list of ideas to celebrate members and SNA's template PowerPoint presentation
 - Utilize magazine, banner and newsletter ads available from SNA national
- Strengthen relationships with state allied organizations to promote school nutrition programs
- Utilize SNA's online state affiliate and chapter resources which include:
 - Ideas to strengthen chapters
 - Bylaw templates and bylaws from every state
- Attend all SNAC Chats for the year (webinars for state leaders provided by SNA National)
- Review all available presentations provided by SNA National for state conferences
- Review all available newsletter ads provided by SNA National and incorporate into publications
- Encourage participation in the new streamlined awards program
 - Request the new awards program flyer from SNA and distribute at state conference, local chapter meetings, and state board meetings
 - Utilize newsletter and website ads from SNA
 - Send targeted email blast (templates to be available from SNA) to specific groups and individuals to encourage nominating colleagues, supervisors, and others for awards
 - Recognize state winners at the state conference, utilizing state award videos, PowerPoint presentation, and state award logos from SNA

- Budget an extra prize to add to the state award to make it more desirable and meaningful, such as free registration to the state conference to be recognized, a cash prize, or free registration to ANC to attend the national awards ceremony
- Work with SNA National to study issues around state only membership, if applicable
- Encourage participation in SNA's future leaders programs, in conjunction with National Leadership Conference
 - Add a line-item to your budget to always send at least one rising leader each year to this program
 - Brainstorm with your board ways to develop leaders in the state
- Send state leadership (including your State President, State President-Elect, State Vice President, State Association Executive, and perhaps Membership Chair) to National Leadership Conference
- Promote the leadership path within SNA at state conferences, local chapter meetings, state board meetings, and through the state publications and website (presentation available from SNA national)
- Encourage participation in SNA's Annual National Conference
 - Promote SNA's Annual National Conference on the state website and in state publications
 - Create a scholarship fund to pay for the travel expenses and/or registration for members in your state to attend the conference
- Evaluate current sponsorships to increase revenue and return on investment for industry sponsors

Strategic Goal IV: 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 business practices.

State Strategies:

- Review and evaluate state association infrastructure (state board configuration, committees etc.)
- Review and update by-laws
- Review and update or create state association policies and procedures manual
- Review and update or create job descriptions for board and committee members
- Establish mega issue discussions at board meetings
- Review and design orientation for board and committees
- Schedule and conduct an annual board and committee orientation
- Define a business plan process to develop and evaluate proposals for new initiatives
- Develop an annual process for evaluation of programs
- Design a process for identifying, recruiting and developing SNA leaders
- Conduct an annual Leadership Conference for state board members, chapter leaders, and emerging leaders to hone leadership skills and see the value in state and national leadership positions
- Review composition and role of nominating committee
- Evaluate the use of committees and task forces
- Reduce time commitment of volunteers