



## 2020-21 Plan of Action

### 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.

### **1. Professional Development Goal**

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

#### **Objectives**

1. Increase the number, accessibility and utilization of professional development tools, resources and opportunities to enable member success.
2. Increase availability of training/educational opportunities to help SNA members successfully prepare for the SNS Credentialing Exam.
3. Increase availability of training/educational opportunities to help SNA members enhance their professional development with the SNA Certificate Program.

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

#### ***Strategies***

- Expand the availability of virtual professional development programming to reach more SNA members.

- o Provide training, innovative ideas, best practices, and resources to help SNA members sustain and grow school nutrition programs considering the COVID-19 pandemic
- o Continue to develop opportunities for professional development on topics such as leadership, cultural intelligence, and inclusion.
- Develop a professional development contingency plan in case SNA face to face meetings cannot take place due to COVID-19 distancing requirements.
- Explore, assess, and incorporate relevant technologies and methods to effectively and efficiently maximize delivery of professional development programming to relevant audiences.
- Enhance the quality of educational programming at meetings and expand on ways to leverage this content for wider reach.
  - o Optimize available offerings on the SNA Training Zone and in the learning center area in the Virtual Expo, to include recorded sessions from SNA conferences.
  - o Work with *School Nutrition* magazine to leverage and coordinate content across multiple platforms.
- Diversify SNF outreach to pursue funding resources to support SNA members during COVID-19.
- Integrate SNF resources with SNA professional development offerings.

**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, including SNF seeking support for scholarships for members to prepare for and take the SNS Credentialing exam.

**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 way to grow professionally in school nutrition especially among employees, managers and directors who do not meet SNS academic requirements.

**2. Advocacy and Public Image**

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

**Objectives**

1. Increase efforts to educate policy makers and other decision-makers on the value, scope, and complexity of school nutrition programs.
2. Increase advocacy support to state affiliates in order to drive policy change at state level.

3. Enhance the voice of school nutrition programs in the development of the Dietary Guidelines for Americans (DGA).
4. Increase efforts to enhance the public's perception of school nutrition professionals and 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***

- Advance SNA influence in the Association's public policy priorities through effective alliances and potential legislation reflecting the current environment and new school nutrition operations structure.
- Increase strategic partnerships with like-minded organizations in support of feeding children and providing school meals across the country
- Encourage Congress to study school lunch participation and develop strategies to address student participation impacts from COVID-19.
- 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 relative to COVID-19.
- Maintain support for commodities for breakfast within annual Appropriations and other legislation
- Monitor and support USDA's and Congress's efforts to simplify overly burdensome child nutrition mandates to improve efficiencies and reduce costs and work with USDA and Congress to implement new mandates.
- Implement new strategies, as needed to support child nutrition program advocacy and emerging issues – such as Universal Meals – in light of COVID-19
- Identify and educate members of the new 117<sup>th</sup> Congress, USDA, and the Administration on SNA public policy priorities.

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

***Strategies***

- Strengthen the 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.
- Create a database of identified state advocacy champions in each Congressional district.
- Collect and share successful advocacy stories for state and national members to utilize in their advocacy work.
- Monitor state legislative issues, especially those addressing COVID 19 and support advocacy efforts on those issues as needed.

**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.
- Update members on the DGA development and ultimate implementation process pending issuance of final DGA 2020-2025 Report.
- Share information on the new DGAs with members when introduced and provide any required training as dictated by the DGA final Report.

**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.
- Engage in public relations advocacy efforts to promote school nutrition programs (NSBW, NSLW...) and identify additional and new opportunities to enhance existing efforts.
- Leverage positive outcomes from School Nutrition Foundation (SNF) initiatives.
- Use personal stories of SNA member award winners, and SNF scholarship winners and grant recipients to advance public advocacy for school nutrition programs and school nutrition professionals.

**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.**

**Objectives**

1. Increase membership and member retention among all stakeholders.
2. Increase pathways for involvement among different demographic segments if SNA membership that reflect the association’s core values.
3. Build the capacity of state associations for stronger governance and association management practices.
4. Use personal stories of SNF scholarship winners and grant recipients to increase awareness of the value of the School Nutrition Foundation as resource to SNA members.

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

***Strategies***

- Continue to build on existing membership recruitment strategies and the +1 Membership Challenge to increase School District Memberships and individual memberships.
- Provide support to State Associations based on growth potential to expand school district membership and target nonmember school districts.

- Explore alternative membership models to ensure long-term sustainability and relevance for all member segments.
- Define and promote the Allied Membership category.

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

***Strategies***

- Utilize expertise and knowledge of the Industry Advisory Council (IAC) to identify emerging challenges and trends in the school nutrition profession/foodservice industry and gather input on topics for education sessions.
- Increase collaboration between SNA Board members and the Leadership Development Committee to improve targeted recruitment efforts and monitor key demographic trends among volunteer leaders to create a more inclusive environment for SNA members of different demographic groups.

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

***Strategies***

- Develop new opportunities for ongoing governance and association management training for state leaders specifically in the areas of inclusiveness as it relates to Diversity & Equity, crisis leadership and association management, and Next Generation Professionals.
- Provide individual assistance and coaching to state association leaders in addressing governance challenges in light of the COVID-19 pandemic and its negative impact on associations.
- Assess the effectiveness of governance programming for Future Leaders, state Presidents/President-Elects, and State Executives, and make modifications.
- Assess the feasibility of implementing a fee-for-service model to provide administrative support to small state affiliates who are in need because of the COVID-19 crisis.

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

***Strategies***

- Market scholarship opportunities to state association executive directors and staff.
- Use personal stories of SNF Scholarship and grant winners to increase awareness of the Foundation as a benefit for school nutrition members.
- Explore strategies to share Foundation initiatives and accomplishments in order to reach a greater number of members and state leaders.

#### 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.**

##### Objectives

1. Enhance SNA processes, practices and structures to contribute to a sustainable and robust business model
2. Expand SNA's research initiatives to continually identify trends and issues impacting school nutrition programs and the profession.
3. Enhance assessment of association governance structure to support new Strategic Plan.
4. Increase funding and resource to high priorities of the new Strategic Plan.

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

###### ***Strategies***

- Continue SNA digital transformation efforts to implement changes to the technology infrastructure, policies, and operations to ensure they align with the strategic plan and support long-term operational needs.
- Document and maintain business continuity and emergency preparedness plans to ensure SNA is able to weather any unexpected local, national, or global events.
- Update systems and processes related to the organization's member management platform with an eye to customer experience and user efficiencies.
- Implement a new product development process to assess the feasibility of implementing new products and services to better meet member and state needs during the COVID-19 pandemic and beyond.
- Maintain and update a competitive environment analysis to identify SNA's competitors and the opportunities or risks they pose to SNA's target market.
- Undertake a program impact evaluation as part of the 2020-21 budget process to sunset low ROI and low member value programs and make way for new initiatives.

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

###### ***Strategies***

- Conduct research to identify key drivers of change affecting school nutrition programs and the profession in preparation for strategic planning.
- Develop and implement a research program to monitor the impact of COVID-19 pandemic on school nutrition programs for advocacy and training purposes.
- Use the SNA Research Agenda to solicit and drive content in the *Journal of Child Nutrition Management* and solicit funding for high priority research needs.
- Redesign the research section of the SNA website to provide research basics and "how to" resources to conduct research.

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

***Strategies***

- Develop a phased implementation plan to modify SNA’s governance structure based on the 2019-20 assessment of the 2015 governance changes that accounts for disruptions caused by the COVID-19 pandemic.
- Engage in a Board self-assessment to ensure optimal, strategic performance of the governing body and develop a plan for expanding this practice to committees and councils.
- Recruit diverse leadership talent for open elected and appointed national positions.

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

***Strategies***

- Engage in a targeted reallocation of financial and human resources to focus on critical areas of the Strategic Plan in response to COVID-19 and to assure the long-term sustainability of SNA.
- Assure sufficient resources are allocated to programs of high-value to members.
- Identify and prioritize new funding opportunities for SNA and SNF.