2023-24 Activities in support of the 2021-24 Strategic Plan

Following is a list of the activities SNA will take on during the 2023-2024 fiscal year in support of the Strategic Plan. This list is not intended as an exhaustive listing of all work SNA undertakes in a given year, nor does it detail the mechanisms through which the work is achieved (e.g., conferences, committees, newsletters, task forces, etc.). Instead, it draws attention to the specific, measurable activities which drive toward achievement of the objectives for each Area of Focus.

**Voice of School Nutrition.** SNA is the voice of the school nutrition industry.

*We are advocates for feeding our country’s future.*

- Propose and execute an approach to supporting member information needs related to the
  - USDA Nutrition Program Revisions to Meal Patterns Consistent with the 2020 Dietary Guidelines for Americans (Final Rule)
  - Government Accountability Office (GAO) USDA Foods Report
  - unpaid meal debt
  - financial sustainability of school nutrition programs
- Develop an advocacy “ambassador” program (MV)
- Provide educational opportunities for members on how to advocate for state legislation (MV)
- Create and release a report of state reimbursement rates for school meals
- Increase state association responsiveness to FNS proposed regulations, and develop related benchmarks

*We elevate the professional image of school nutrition, both inside and outside of the industry.*

- Expand on the *Bring more to the Table* PR campaign (continuing from FY 22-23)
- Launch the *Made with School Lunch* PR campaign (*National Dairy Council supported*)
- Launch the SNA podcast, *School Food for Thought* (MV)

*We are universally acknowledged and recognized school nutrition experts.*

- Update *Keys to Excellence*

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1 Activities which may lead to increased micro volunteering opportunities are marked with (MV).
Career Development and Growth. SNA supports the professional growth and career pathways of members.

We create opportunities for professional growth for members and build their capacity to lead in their schools and districts.

- In coordination with USDA, provide training, information, and/or resources when the Final Rule is released (MV)
- Develop and release virtual educational programming based on ANC content
  - Diversity, Equity, Inclusion, and Access
  - Marketing
- Revise and refresh the SNS exam preparatory materials (continuing from FY 22-23)
  - Pilot the SNS prep course for Operators (need to assess impact of the Final Rule on the timing/content of this)
- Conduct short-form marketing training for members *(National Dairy Council supported)*
- Develop an SNA strategy for translation and multicultural content (MV)
- Identify how the LEAD program network will be maintained post-USDA funding *(USDA supported)*
- Diversify the pool of SNA content experts (MV)
- Explore moving the SNS credentialing exam online
- Identify, create, and fund new SNF scholarships

We serve as the hub for members to network and build lifelong relationships around common goals and interests

- Refresh the member onboarding process (MV)
- Develop non-CEU, new, interactive member engagement formats (MV)

Stakeholder Community. SNA cultivates a vibrant community of school nutrition stakeholders.

We have redefined and elevated the relationship and partnerships with industry

- Evolve the Patron Program
- Refresh Industry Boot Camp to best address the needs of Industry members
- Refine membership renewal process for Industry members
- Evaluate the Industry Member of the Year award
- Evaluate and improve industry member contributions to SNA thought leadership
We influence, convene, and connect stakeholders who seek to shape the school nutrition industry.

- Host a Supply Chain Summit (*No Kid Hungry supported*)

**Thriving Organization.** SNA is a thriving organization.

We have a strong and varied pathway to volunteer leadership and provide inclusive opportunities for contribution.

- Refresh the Future Leaders program (postponed from FY 22-23)
- Define the future role of the Leadership Development Committee (LDC) in the context of governance changes
- Strengthen the capabilities, knowledge, and skills of state volunteer leaders
- Refine the SNA DEIA strategy (continuing from FY 22-23)
- Increase opportunities for micro volunteering

We are a digital-first organization with a strong, nimble technology infrastructure and efficient processes.

- Improve SNA technology infrastructure
  - Select and implement a new meeting registration system
  - Improve the user experience when transitioning from the SNA website to the Training Zone
  - Develop a holistic email marketing strategy
  - Implement Single Sign On (SSO) for Aptify, Training Zone, and the SNA website
- Explore future roadmap for SNA’s member database
- Implement an efficient, fiscally responsible, and user-friendly digital bill-pay solution

We look for ways to disrupt our own business models, leading the way to innovation and new revenue opportunities.

- Undertake next phase of the strategic review of the SNA membership model (continuing from FY22-23)
- Integrate social media and content development across the organization
- Build an internal culture of feedback
- Strengthen the leadership and supervisory skills of SNA supervisors
- Analyze future options for the SNA office space
- Update the SNA and SNF investment policy
- Align SNF fundraising to support new SNA initiatives
- Develop a webinar/professional development content sunsetting strategy
• Assess the Return on Investment (ROI) on programs as they occur and recommend program adjustments or removal

Priority Projects
The following projects, in no particular order, were identified as key drivers of the strategic plan and are proposed during the plan period.

• Activities related to USDA’s release of the Final Rule
• Analysis of the SNA membership model
• Select and implement a new registration system
• Governance and DEIA initiatives
• Development of a future roadmap for SNA’s member database
• SNS preparatory materials revisions