



2023-24 Activities

in support of the

2021-24 Strategic Plan

January 2024

Following is a list of the activities SNA proposed to 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. 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)*^{\$}
 - Collected data via [SNA's 2024 Trends Survey](#) on SN director concerns about the proposed rule, including challenges with meeting sodium Target 1A and procuring menu items that meet nutrition standards, and concerns about proposed future targets, sugar limits and flavored milk mandates.
 - Government Accountability Office (GAO) USDA Foods Report
 - Created a subgroup of the Task Force to discuss potential next steps following the publication. The subgroup has met twice and is identifying next steps.
 - Convened the State Agency Advisory Council to provide input on the report and identified opportunities for SNA professional development programming to address some of the needs identified in the GAO report.
 - Unpaid Meal Debt
 - Collected stats via SNA's 2024 Trends Survey on unpaid meal debt, program challenges with meal charges and collecting FRP applications. This data will be used in advocacy and media outreach related to meal debt and universal meals and will advance the 2024 Position Paper asks.
 - Created the annual [State Reimbursements and Mandate Report](#), which includes information on each state's unpaid meal debt regulations.
 - Financial sustainability of school nutrition programs
 - SNA's 2024 Trends Survey Report details member concerns about financial sustainability, inadequacy of the current reimbursement rates and challenges with increasing costs and staff shortages. This data is being used in advocacy

and media outreach related to financial challenges and will support the 2024 Position Paper.

- Develop an advocacy “ambassador” program (MV¹)
 - A draft program plan was outlined, an initial feasibility study was conducted, and new Quorum public policy portal is being set up to support members.
- Provide educational opportunities for members on how to advocate for state legislation (MV)
 - Scheduled a 3-hour precon on State/Federal Advocacy tips at LAC 2024. 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)
 - Continued to leverage assets on social media and given the staffing shortages faced by our members, this campaign will still be relevant in 2024. Launch the *Made with School Lunch* PR campaign (*National Dairy Council supported*)
 - Campaign launched successfully during ANC23, all collateral available on the [SNA website](#)
- Launch the SNA podcast, *School Food for Thought* (MV)
 - Podcast was successfully launched at ANC23, and two seasons have been recorded. The pilot season is available on our [website](#). We are universally acknowledged and recognized school nutrition experts.
- Update *Keys to Excellence*
 - The Nutrition & Research Committee has completed preliminary revisions to the Keys to Excellence.

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[§]
 - Launched the Conference Video Series in October 2023. This 10 video collection features content from ANC23 focusing on DEIA and marketing efforts.

¹ Activities which may lead to increased micro volunteering opportunities are marked with (MV).

- Revise and refresh the SNS exam preparatory materials (continuing from FY 22-23)[§]
 - Pilot the SNS prep course for Operators
 - SNS Prep course for operators was piloted in the Fall 2023.
- Conduct short-form marketing training for members (*National Dairy Council supported*)
- Develop an SNA strategy for translation and multicultural content (MV)[§]
 - An internal staff team met in the fall to begin defining a strategy.
- Identify how the LEAD program network will be maintained post-USDA funding (*USDA supported*)
 - In October 2022, SNA shared our continuity planning and ideas for the future of the LEAD grant with USDA. We are awaiting their evaluation.
- Diversify the pool of SNA content experts (MV)
 - In November 2022, the PD team launched a subject matter expert form to collect a pool of self-identified experts on a myriad of topics. As of December 2023, we have 58.
 - SNIC 2024, for the first time, launched a call for proposals and the call for proposals has been launched for NLC.
- Explore moving the SNS credentialing exam online
 - New items (questions) developed earlier in the year are currently being piloted on a revised exam form which was released in November 2023.
 - Expanding the number of available questions in the item bank is an initial step in the ability to move the exam online.
- Identify, create, and fund new SNF scholarships
 - Offering more scholarships for members to attend SNIC, LAC and ANC based on SNA donation to SNF as well as \$25,000 in new professional development funding.
 - Secured funding from Super Bakery for the Franco Harris Memorial Scholarship which includes 11 scholarships for both SNIC and ANC as well as \$10,000 in professional development scholarships.
 - Expanded equipment grant opportunities available for members by signing on AmTab and Low Temp Industries to donate equipment for members.

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

- Offered Patron members the opportunity to bring more than one team member to the Patron meeting and 14 companies took advantage of the opportunity.
- Brought in a guest speaker to the Patron meeting to lead a strategic discussion on challenges and opportunities for school nutrition programs.
- Created the Speaker Series to (virtually) bring in thought leaders to speak to Patron members to continue the conversations and the exchange of best practices throughout the year.
- Refresh Industry Boot Camp to best address the needs of Industry members
 - The November 2023 Industry Boot Camp was revised to focus on the needs of Industry Members. As a result, the Net Promoter Score and evaluations were significantly more positive when compared with 2022.
- Refine membership renewal process for Industry members
 - Implemented a new process to ensure that company records are accurate and up to date to facilitate receiving company updates in conjunction with the membership renewal. The process is similar to the renewal and update procedures for School District Membership (SDM).
- Evaluate the Industry Member of the Year award
 - The Membership Committee with review from the Industry Advisory Committee has suggested a number of revisions to the Industry Member of the Year Award which will expand the pool of qualified candidates and simplify the nomination process.
 - The Board approved the recommended changes in December 2023, and they will go into effect for the 2024 award cycle which commences on January 1, 2024.
- 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*)
 - We hosted this summit in tandem with the 2023 Patron Meeting. A summary of the outcomes can be found in [Supply Chain](#).

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
 - The SNA Board engaged in intensive discussions about the governance pipeline and the role of the LDC in supporting the new election model at the July and October Board

meetings. The modifications and role of the LDC were defined and approved at the December 14th Board meeting.

- Strengthen the capabilities, knowledge, and skills of state volunteer leaders
 - In preparation for developing the NLC agenda, we polled the state executive directors on what they feel the most important content for the meeting will be, a similar poll has gone out to the state presidents and presidents elect.
- Refine the SNA DEIA strategy (continuing from FY 22-23)^{\$}
 - With the support of consultant, Sharon Newport, SNA has undertaken a two-pronged approach to our DEIA strategy with the Board focusing on increasing their awareness of and capacity to engage in dialogue about DEIA and the Work Group focusing on developing a specific set of recommendations
- Increase opportunities for micro volunteering
 - The ANC24 Call for Proposals process will be assisted by up to 65-member peer-reviewers to evaluate session proposals.

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
 - In December, a months-long selection process culminated in the selection of Cvent as SNA's new meeting registration system.
 - The contract has been signed and the initial kickoff conversation(s) have been scheduled for the implementation.
 - Improve the user experience when transitioning from the SNA website to the Training Zone
 - We had a meeting with SAEs in late summer to gather their feedback on the SNA website, one year after it was launched. Modifications were made to the website based on their feedback.
 - Develop a holistic email marketing strategy
 - Implement Single Sign On (SSO) for Aptify, Training Zone, and the SNA website
 - The new, more secure, and reliable Single Sign On (SSO) system was deployed in August 2023.
- Explore future roadmap for SNA's member database
 - We engaged a consultant to conduct an assessment of SNA's current state as it pertains to the database. They have provided their findings and have recommended SNA seek a new 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)
 - The results of the membership analysis conducted by Avenue M were provided to the SNA Board of Directors at the December 2023 meeting.
- Integrate social media and content development across the organization
- Build an internal culture of feedback
 - In August 2023, a DEI facilitator presented two workshops to staff: *Collaborative Communication* and *Psychological Safety* which have helped build an understanding of personal biases and how to communicate with each other.
- Strengthen the leadership and supervisory skills of SNA supervisors
 - Individual coaching has been conducted with several supervisors to assist them with expanding their supervisory skills.
 - New supervisors are sent to the [Managing People](#) courses at ASAE to orient them to supervisory basics.
- 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