



2024-25 Activities

in support of the

Strategic Framework

February 2025

Following is a list of the activities SNA is taking on during the 2024-2025 fiscal year in support of the Strategic Framework. 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.

- Develop 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)^{\$1}
 - Ascertained members concerns in the *25 School Nutrition Trends* survey that are being used in identifying training and resources for members in the months ahead before the new regulations take effect on July 1.
 - Utilizing LAC 2025 as an opportunity to gather more information on the challenges and needs to continue to prepare members in advance of Final Rule implementation dates.
 - The SNA Nutrition Summit will also provide an opportunity to collect more intelligence.
- Expand on grassroots advocacy efforts utilizing *Quorum* federal and state legislative software (MV²)
 - Following the bimonthly State PPL call last fall, a link to the Quorum platform was created and shared with state leaders in order to promote the opportunity for states to contract with this new advocacy platform. Two states have signed up for the platform, New York and Pennsylvania.
 - There have been four active campaigns and 2,900 grassroots actions completed by advocates so far this fiscal year.
- Develop a publication plan for the *Little Big Fact Book* (projected publication date LAC26)

¹ Activities which may require consultants or additional funding are marked with (\$).

² Activities which may lead to increased micro volunteering opportunities are marked with (MV).

- Pending

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

- Develop a video marketing and communication strategy
 - Pending
- Expand on the *Bring more to the Table* PR campaign (continuing from FY23, FY24)
 - Continuing to share the assets on social media and enhance our materials, as the need from our members has not subsided.
- Expand on the *Made with School Lunch* PR campaign (*National Dairy Council supported*)
 - Signed a new agreement for 2025 and we will be developing more videos and a social media campaign.
 - Adding two additional school districts to work closely with during this year to help promote school meal programs.

We are universally acknowledged and recognized school nutrition experts.

- Undertake a School Nutrition Compensation Study^{\$}
 - Compensation questions were included in the *25 School Nutrition Trends* survey.
- Undertake the redesign of *School Nutrition* magazine^{\$}
 - Selected a graphic designer to work with SNA on the redesign.
 - An internal audit is underway to identify the most valuable content for our members as we gear up for the design phase of the project.

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.

- Revise and refresh the Industry Bootcamp educational offering
 - Based on attendee feedback, Bootcamp was revised from three consecutive days of intense training to five weekly sessions in October. 100% of respondents noted the program schedule was good or excellent vs. 84% in 2023. 100% of respondents also noted that the content was good or excellent vs. 88% in 2023.
- Diversify educational formats and models (MV)
 - Repurposing content - 2023 Bootcamp sessions were recorded, cut into smaller segments and updated, as the basis for the 2024 offering.

- Provide training, information, and/or resources about the Final Rule, including with USDA as needed (MV)
 - Pending the identification and appointments of new political appointees at USDA/Administration, SNA will reach out and identify areas for collective collaboration.
- Leverage Artificial Intelligence (AI) to enhance various SNA member professional development offerings
 - The Yoodli pilot, an AI coach offered to conference speakers, will continue with 2025 events. Over 20 speakers utilized Yoodli at ANC24 with positive evaluations on the experience including improved speaker confidence (4.17/5) and desire to use the product again if offered at a future event (4.5/5).
- Propose a training and/or education strategy for employees and/or managers (MV)
 - *Pending*
- Explore moving the SNS credentialing exam online (continuing from FY24)^{\$}
 - The SNA Board of Directors approved funding in October to start the transition to an online exam format.
 - A statement of work with SNA's testing vendor was signed in December and initial scoping activities have commenced.
 - Developed a communications plan to inform members about the change, which is now being implemented.
- Explore future roadmap for SNA's learning management system
 - Due to the CRM development project and implementation schedule, SNA has renewed the contract with Blue Sky to support the Training Zone for two years. During this time, staff will be researching and exploring potential new systems.
- Develop an SNA strategy for translation and multicultural content (continuing from FY24) (MV)^{\$}
 - An approach and strategy has been proposed and is currently under review. Our DEIA consultant will facilitate a discussion with the VP team to refine and revise the strategy before it is presented to the Board of Directors.

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

- Refresh the member onboarding process (continuing from FY24) (MV)
 - The [membership web pages](#) have been refined and consolidated to improve the joining process and make it simpler to find membership tools and resources.
 - The initial "Welcome to SNA" email has been refreshed.
 - The onboarding process for State Association Executives has been refreshed and restructured.
- Develop a new annual membership campaign

- The new “Membership Forward – Grow Together” campaign launched in August and has a number of [sharable assets](#) for recruiters to use.
- Develop non-CEU, new, interactive member engagement formats (continuing from FY24) (MV)
 - *Pending*
- Create/refine the audience specific resource portals in Cvent (speakers, exhibitors, attendees, etc.)
 - Beginning with SNIC25, a speaker resource center was developed to support conference speakers and will continue for SNA’s other meetings.
 - Attendee resource pages have been refined and tailored to each specific meeting.
- Create meeting/event accessibility guidelines for virtual and in-person SNA meetings and provide a framework that state affiliates can use
 - An accessibility consultant was contracted in September 2024 and will deliver recommendations in Winter/Spring 2025.

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

We have redefined and elevated the relationship and partnerships with industry.

- Leverage the expertise of Industry members to educate members about the impact of the Final Rule (MV)
 - *Pending*
- Create a Patron Program speaker series
 - Kicked off the speaker series at the October 2024 meeting with Skot Waldron who spoke on leading a multi-generational workforce. Waldron will do a follow up session in the late spring.
 - At the request of the Patrons, the winter 2025 Patron call focused on the new Administration and 2025 Position Paper.
- Invite Industry members to participate in SNA’s *School Food for Thought* podcast as guests
 - Sponsors are now co-creators and guests on our podcast.
 - The latest season (recorded at ANC24 and recently released) features Laura Bruno (Buena Vista Foods) and Brian Wolverton (Cool Tropics).

We influence, convene, and connect stakeholders who seek to shape the school nutrition industry.

- Convene a gathering to imagine and define the future of the school nutrition industry and profession\$

- SNA has selected and contracted with a consultant, Vista Cova who worked with us on developing the current Strategic Framework, to support the work leading up to and during the convening.
- The research phase has commenced with a review of all SNA research; whitepapers and USDA data.
- Four focus groups were conducted at SNIC to gather member input on the challenges facing the industry.
- Summit will be held May 20-21 at the Hyatt Regency Dulles near Dulles Airport.

Thriving Organization. SNA is a thriving organization.

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

- Implement Governance and Leadership Development Committee (LDC) procedural changes
 - The initial changes to the candidate selection process – including updated requirements for materials submission, revised interview questions and processes, and a framework to strengthen selection discussions were implemented for the December 2024 selection meeting.
 - SNA's first vetted slate was shared with the membership for the February 2025 election.
 - The Industry Advisory Council (IAC) was notified of their responsibilities for ratifying the selection of the IAC Chair during their meeting at SNIC.
 - In preparation for interviews at ANC25, plans are underway to conduct outreach to prospects for the positions of Vice President and Secretary-Treasurer following the completion of the 2025 election.
- Develop a webinar learning series for state volunteer leaders
 - State leaders were solicited for input via a survey and the results are being used to develop the initial module for the series.
- Explore the creation of a virtual *Preparing for the Presidency* workshop
 - *Pending*
- Implement recommendations from the SNA DEIA strategy (continuing from FY23, FY24)^{\$}
 - Following the adoption of the DEIA culture statements by the Board, the DEIA working group has scheduled meetings for the first half of 2025. The initial meeting of the group focused on reviewing the charge for the committee and the approach to recruiting new members.
 - Following the SNA staff retreat in August 2024, a working group of staff met several times to refine SNA staff Core Values. The new values were presented to the SNA staff in October 2024 and will serve as the basis for an internal gap evaluation facilitated by our DEIA consultant.

- Develop a formal, structured strategy and process for micro volunteering opportunities
 - A formal internal process has been created to manage micro volunteering opportunities to ensure a consistent approach and experience for volunteers, it was shared with SNA staff in September.
 - Since it began being used, over 136 individuals have participated in micro volunteering opportunities, many of whom are first-time volunteers for SNA.

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

- Improve SNA technology infrastructure
 - Select and implement a new database^s
 - After multiple rounds of demonstrations and discussions SNA selected Element as the new database provider.
 - The initial round of discovery sessions for the new database commenced in November and will continue through the winter months.
 - A formal kickoff meeting to introduce all SNA staff to the project and implementation timeline is scheduled for January 9.
 - Improve staff budget manager access to financial data
 - *Pending*
 - Explore a strategy for more efficiently responding to member inquiries (e.g., chatbot)
 - *Pending*
- Develop organizational policies for the use of Artificial Intelligence and automation to enhance various SNA activities
 - An initial policy draft for AI use in relation to foundation scholarships and equipment grants was created prior to the holiday break and was approved by the School Nutrition Foundation's Board of Directors.
 - A draft policy for AI use by staff is being revised and will be shared with the VP team for feedback.
 - Additional discussions will be scheduled with the staff AI working group to review and refine the policy for AI use in awards applications and conference submissions.
- Select and implement organization-wide budgeting software
 - *Pending*
- Explore future roadmap for SNA's email marketing platform
 - *Pending*

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 FY23, FY24)
 - A series of town halls with state leaders were held to garner feedback on the revised membership model. SNA Staff are using this information to develop solutions for any outstanding issues and refine the implementation plan.
 - Discovery discussions with Element, our new database provider, include components of the new membership model to ensure the system is configured to handle SNA's future membership needs.
- Revise the strategy for the *2025 Promotional Calendar*
 - *Pending*
- Enhance a social media strategy
 - *Pending*
- Develop a strategic real estate plan
 - In October, Cresa utilized results from a comprehensive staff survey regarding office space usage, along with market data, to present the SNA Board with several options for consideration as SNA approaches the decision point of extending or terminating the office space lease.
 - In follow-up to the Board's request for SNA staff leadership to present a recommendation, SNA engaged Achurch Consulting who has worked closely with other national associations to assess and recommend the best work environment for the organization in the new hybrid and remote work world. This includes an assessment of the costs of becoming a fully remote workplace.
- Update the SNA and SNF investment policies
 - Investment policies have been updated to reflect current and best practices recommended by the investment advisors who manage both SNA and SNF investments. Policy revisions included clearer definitions and investment asset categories were reconfirmed to be current and appropriate for meeting investment strategy goals.
 - SNA Board approved new policy during October 2024 board meeting.
 - SNF Board scheduled to approve the new policy at their February meeting.
- Align SNF fundraising to support SNA initiatives
 - SNA/SNF has been invited to be a sub-contractor on four separate grants related to the USDA School Nutrition Workforce RFP. All grants are in the proposal stage.
 - Meeting with No Kid Hungry about new funding to support some of SNA's initiatives in support of school nutrition programs.
 - Seeking new industry donors to support SNF financially.

- Assess the Return on Investment (ROI) on programs as they occur and recommend program adjustments or removal (postponed from FY24)
 - *Pending*

New Projects

The following new projects, in alphabetical order, were identified as key drivers of the strategic plan and are proposed during the plan period.

- Future of the industry/profession gathering
- Meeting/event accessibility guidelines
- New annual membership campaign
- New database
- Patron Program speaker series
- School Nutrition Compensation Study
- *School Nutrition* magazine redesign

Additionally, the following activities were identified (in order of priority) as needing to be reviewed and either significantly modified or possibly ended.

1. STEPS wellness program
 - Ended due to lack of sponsorship
2. Industry Bootcamp educational offering
 - Modified to better meet educational needs
3. Schwan's & Dominos Rewards Programs
4. Star Club recruitment program
5. Donation system duplication (Classy.org/One Cause)