



**SCHOOL
NUTRITION
ASSOCIATION**

Feeding Bodies. Fueling Minds.®

Strategic Plan



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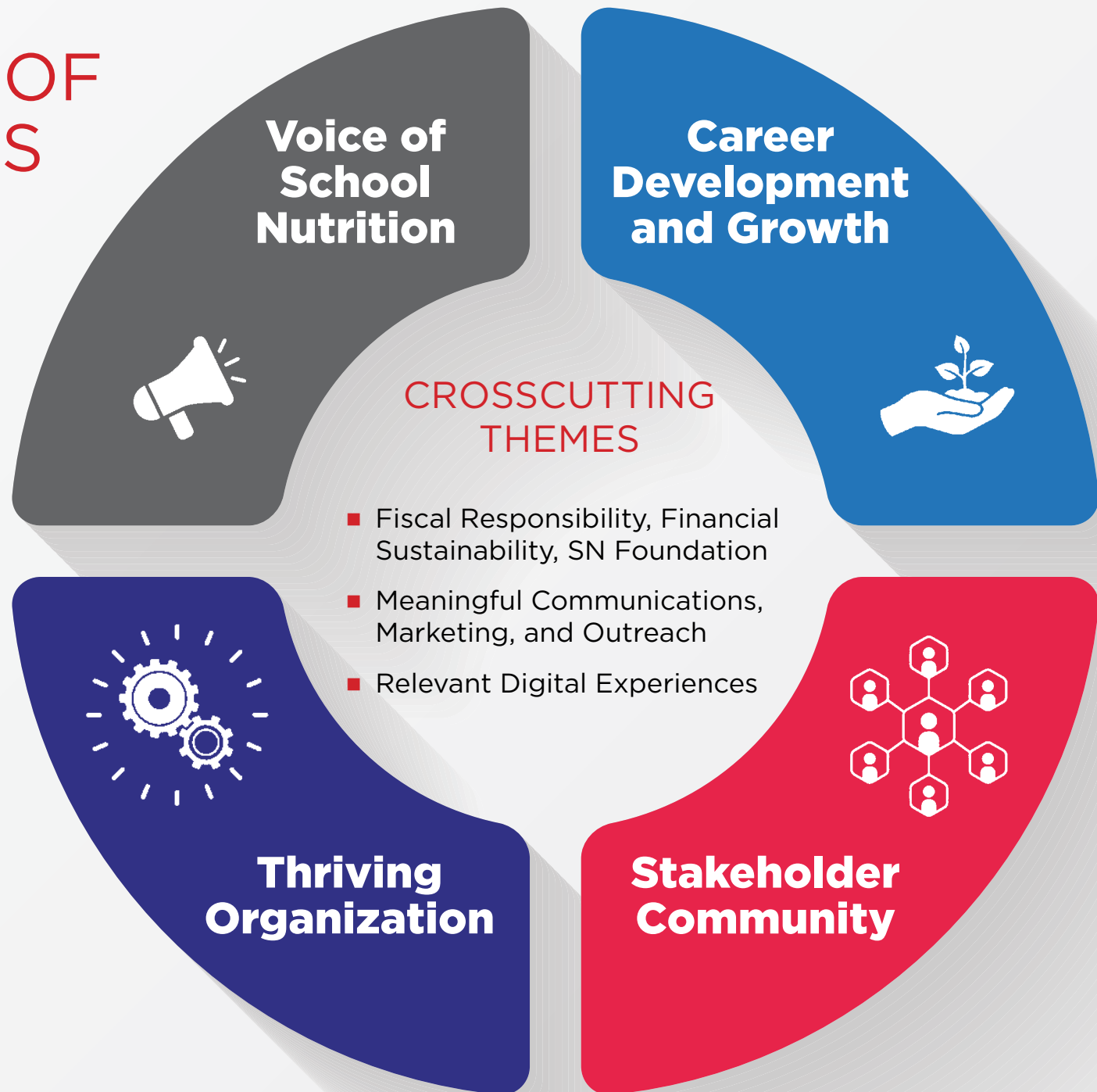
Strategic Plan

The School Nutrition Association's **mission** is to empower and support school nutrition professionals in advancing the accessibility, quality, and integrity of school nutrition programs.

Our **vision** is for every student to have access to nutritious meals at school, ensuring their optimal health and well-being.

We have four core areas of focus through which we will achieve this mission which are supported by the following crosscutting themes.

AREAS OF FOCUS





Voice of School Nutrition

SNA is the voice of the school nutrition industry

OBJECTIVE

We are advocates for feeding our country's future.

IN THREE YEARS, SUCCESS LOOKS LIKE

- We have a strong working relationship with USDA.
- We have ushered in Child Nutrition Reauthorization.
- We have a clear and well understood advocacy message at the state and national levels.

OBJECTIVE

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

IN THREE YEARS, SUCCESS LOOKS LIKE

- Our members understand the importance of proper nutrition and the value of educating students about nutrition.
- Our membership represents all levels of diversity in school nutrition.
- We promote the professional persona of school nutrition operators.

OBJECTIVE

We are universally acknowledged and recognized school nutrition experts.

IN THREE YEARS, SUCCESS LOOKS LIKE

- Our input – including research, policy, and data – is sought by legislators at both state and federal levels.
- We are the source of ideas, innovations, resources, training, and certificate and credentialing programs school nutrition practitioners rely on to enhance programs, increase efficiency, and support career development.
- We are recognized as the leader and authority for all things school nutrition.
- Our members are the recognized school nutrition authority within the school community.



Career Development and Growth

SNA supports the professional growth and career pathways of members

OBJECTIVE

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

IN THREE YEARS, SUCCESS LOOKS LIKE

- Our members feel welcome, engaged, and connected to each other and the organization.
- Our members serve as ambassadors for the profession and the association.
- We are providing new and relevant engagement opportunities.

OBJECTIVE

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

IN THREE YEARS, SUCCESS LOOKS LIKE

- High-quality professional development – including through certificate and credentialing programs – is available in a variety of formats for ALL members.
- We have developed a plan for professional growth for directors who are not SNA members, so they see the value of being part of SNA.
- We create strategies to address the school nutrition workforce pipeline by growing the next generation of school nutrition professionals.
- We provide advanced leadership training.



Stakeholder Community

SNA cultivates a vibrant community of school nutrition stakeholders

OBJECTIVE

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

IN THREE YEARS, SUCCESS LOOKS LIKE

- Our industry members are active thought leaders and valued as innovation drivers among the membership.
- We invite, include, and value the contributions from industry and school nutrition members equally, encouraging mutual respect and collaboration.
- Our industry relationships and partnerships go beyond fiscal contribution in the value they provide to members and SNA.

OBJECTIVE

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

IN THREE YEARS, SUCCESS LOOKS LIKE

- We leverage partnerships with allied organizations to maximize influence on topics of mutual interest and benefit.
- We strengthen and expand existing relationships while building new partnerships with organizations both within and outside of our current sphere of influence.
- We share strategies, research, content, and solutions to drive positive change and innovation in the school nutrition industry.
- Our relationship with state affiliates is strong, as is their relationship with each other.



Thriving Organization

SNA is a thriving organization

OBJECTIVE

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

IN THREE YEARS, SUCCESS LOOKS LIKE

- We have a robust pipeline of aspiring association leaders who are qualified, motivated, and represent the membership.
- We have a significant increase in the number of members who contribute their time and talent.

OBJECTIVE

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

IN THREE YEARS, SUCCESS LOOKS LIKE

- Our offerings are delivered through intuitive and current technology.
- We provide a responsive and frictionless digital experience for all members.
- Our staff have access to technology and tools which enhance collaboration and increase efficiency.

OBJECTIVE

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

IN THREE YEARS, SUCCESS LOOKS LIKE

- We have diverse revenue streams which contribute to the financial health of the association.
- We have a method of programmatic review that creates capacity for innovation and enables programs to be sunset.
- We have a thriving membership model.