



SCHOOL  
NUTRITION  
ASSOCIATION

Feeding Bodies. Fueling Minds.®

# Strategic Plan



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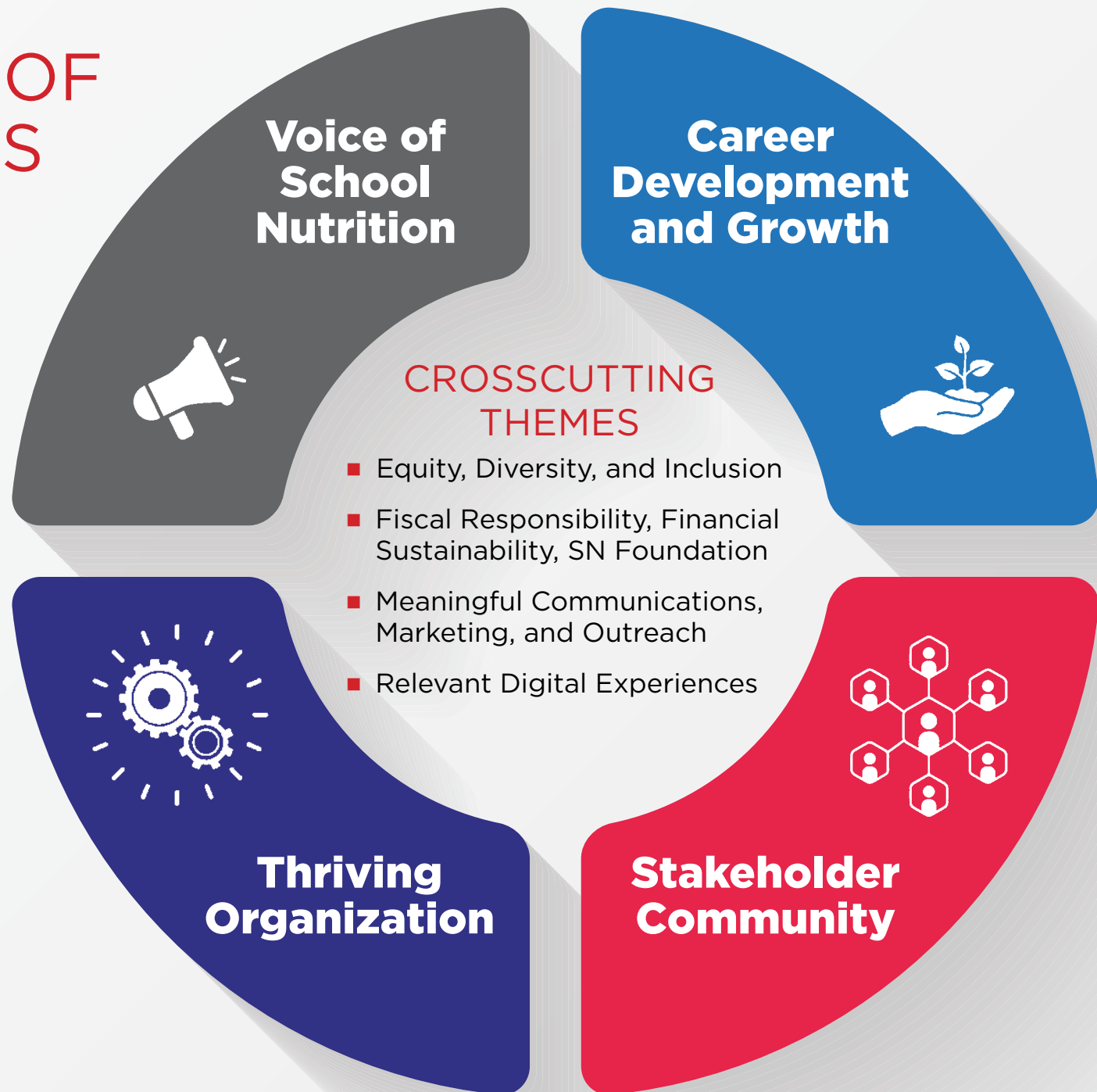
## Strategic Plan

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 representative of 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.