



# Strategic Framework

ADOPTED FEBRUARY 2026



# Voice of School Nutrition

SNA IS THE VOICE OF THE SCHOOL NUTRITION INDUSTRY.



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

## SUCCESS LOOKS LIKE

We are recognized as respected advocates by policy makers and school nutrition stakeholders, and are sought out when putting forward proposals impacting school meal programs.

We have established more relationships with a bipartisan representation of policy makers invested in the success of school nutrition programs.

We have activated a larger network of experts who regularly advocate in support of school nutrition programs.



**We elevate and amplify the role and contributions of school nutrition professionals.**

## SUCCESS LOOKS LIKE

We have provided tools and storytelling to help school nutrition professionals be perceived as vital partners in their school district.

We have raised awareness of school nutrition programs as a critical positive component of children's overall health and on the local economy of school districts.

Our robust network of influencers has enhanced the positive perception of school nutrition programs.



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

## SUCCESS LOOKS LIKE

We are the leading resource and go-to entity for understanding and analyzing laws and regulations that influence school meal operations.

Our data and content are used by the public, stakeholders, and policy makers in support of positive changes to school nutrition programs.

Our research is widely referenced by media and other stakeholders.

# 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 school districts and local community.**

## SUCCESS LOOKS LIKE

We are providing relevant and advanced training with support for individual learning pathways.

Our high-quality professional development programs are available in a variety of formats.

Our certificate and credentialing programs elevate the professional status and credibility of our members.



**We are the community where members connect, collaborate, and exchange best practices.**

## SUCCESS LOOKS LIKE

We have created an environment aligned with our culture statement where members feel welcome, engaged, and connected to each other and the organization.

We are providing a variety of relevant engagement opportunities which are driven by an understanding of future trends and emerging member needs.

We have created opportunities for members to build lifelong relationships that inspire professional growth and advance shared goals.



**We increase awareness and interest in the school nutrition profession as a viable and rewarding career path.**

## SUCCESS LOOKS LIKE

Our members and allied partners are equipped with effective tools and messaging to promote the school nutrition profession as a career option.

We have identified and articulated clear and accessible entry points into a school nutrition career.

We have provided resources to help members address staffing challenges among school nutrition professionals in their districts.

# Stakeholder Community

SNA CULTIVATES A VIBRANT COMMUNITY OF SCHOOL NUTRITION STAKEHOLDERS.



**We cultivate relationships between school nutrition operators and industry partners to drive innovation and advance our mission.**

### SUCCESS LOOKS LIKE

We are regularly creating opportunities that bring together industry partners and operators to create solutions to pressing school nutrition challenges.

We have engaged industry partners in advancing our mission in measurable ways that go beyond fiscal contribution.



**We convene and connect stakeholders who seek to advance and shape the school nutrition industry.**

### SUCCESS LOOKS LIKE

We have increased shared understanding, strategic alignment, and innovation among allied organizations to shape the future of school nutrition.

We have broadened our network to include new allied organizations and perspectives.



**We strengthen the school nutrition community by helping state associations thrive.**

### SUCCESS LOOKS LIKE

We have increased the capacity for grassroots membership recruitment and engagement in state associations.

We are providing relevant and timely learning opportunities to equip state leaders to lead their associations more effectively.

We have increased the resources and strategic support for state leaders to influence state legislative policy, mobilize members, and build strong relationships with policymakers in their state.

# Thriving Organization

SNA IS A THRIVING ORGANIZATION.



**We cultivate a robust pipeline to volunteer leadership, ensuring access and meaningful opportunities to lead, grow, and be stewards of the Association.**

## SUCCESS LOOKS LIKE

We have increased recruitment of future-focused and forward-thinking individuals into SNA volunteer leadership.

We have identified and addressed obstacles to volunteerism and shared successes with state affiliates.

We are providing robust leadership training and resources to volunteer leaders.



**Our technology infrastructure empowers members with seamless access to essential resources and information.**

## SUCCESS LOOKS LIKE

Our resources are easy to access, easy to filter, and easy to use.

We are interacting with current and potential members using low-friction digital tools and via channels they are familiar with.

Our technology tools are seamlessly integrated and enable us to use real-time information to assess and meet member needs.



**We are intentional about questioning our approaches and identifying ways to lead the way to innovation and new revenue opportunities.**

## SUCCESS LOOKS LIKE

We have structured approaches to surface operational ways to enhance the organization.

We are regularly assessing and bringing forward data-driven and well-thought-out opportunities to strengthen our market position.

We have moved away from outdated approaches and developed new, sustainable lines of business.

We are focused and strategic about taking risks both inside and outside of the Boardroom.



# Strategic Framework

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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.