



Strategic Plan 2017-20 Plan of Action

Vision:

Be the authority and resource for school nutrition programs.

Mission:

SNA is the national organization of school nutrition professionals committed to advancing the quality of school meal programs through education and advocacy.

Values:

- Collaboration, Relationship Building and Teamwork
- Caring Commitment and Service
- Lifelong Wellness and Healthy Lifestyles
- Passion for Lifelong Learning and Professional Development
- Integrity and Ethics

The SNA Strategic Plan includes our four priority goals and short and longer term objectives. Each year the annual Plan of Action focuses on priority objectives and strategies that are critical for SNA in the coming year. Tactics and implementation plans to achieve the objectives and strategies are developed by SNA Headquarters staff and approved by the SNA Board of Directors. Strategic Quarterly Reports are developed for the SNA Board of Directors and are shared with members on SchoolNutrition.org, the SNA website.

1. Professional Development Goal

School nutrition professionals will have the necessary knowledge, skills and expertise to administer, manage and deliver healthy school meal programs.

Objectives:

1. Increase SNA expertise and capacity in professional development programs for adult learners.
2. Increase availability of training/educational opportunities related to business operations of school nutrition programs.
3. **Increase availability of resources and opportunities to enable members to meet and exceed the USDA Professional Standards regulation, thereby increasing the value of SNA membership to school nutrition professionals.**
4. Increase funding for education and professional development programs.

Priority Objective 3:

Increase availability of resources and opportunities to enable members to meet the USDA Professional Standards regulation, thereby increasing the value of SNA membership to school nutrition professionals.

Strategies:

- Redesign targeted sections of SchoolNutrition.org to better present current and planned professional development offerings and related resources.
 - This would include the current Education and Professional Development and Resource and Research sections.
- Continue to grow SNA webinar programming by exploring new technologies developed to enhance content delivery, as well as the attendee experience.
- Promote the Certificate in School Nutrition and the School Nutrition Specialist Credentialing Programs.
- Prepare members for the roll-out of a new Certificate level in July 2018.
- Develop strategies and tools designed to help members build study skills useful for SNS exam preparation and/or in pursuit of higher education goals.
- Explore, test and evaluate various e-learning technologies to assess the best methods to successfully deliver SNA-produced member training offerings.
 - Perform a technology audit of equipment, software and staff resources, using the results to identify opportunities and barriers for the efficient production and delivery of staff-developed training content.
 - Provide training to Professional Development staff on targeted e-learning authoring tools, such as Articulate and Adobe Creative Suite.
- Research and compare all aspects (including human and financial resources, database integration and return-on-investment metrics) of a range of options for delivering online training to SNA members, from a vendor-developed Learning Management System package to

enhancements that would expand the capacity of SchoolNutrition.org to host and deliver professional development content online.

- Continue to develop a training program on ethics in school nutrition.
 - Explore and expand opportunities for providing a complete course or a stand-alone module as a live, in-person training offering.
 - Expand and evaluate beta testing of an online course and make modifications as necessary based on feedback prior to a national launch.
 - In collaboration with the School Nutrition Procurement Ethics Task Force, design a concept for a procurement ethics *series* that would include case studies with specific answers and guidance.
 - Research, evaluate and share best practices in school nutrition ethics.
 - Explore how ethics training can be included as part of the SNA Credential or Certificate Program
- Develop leadership training and accompanying tools to help SNA members enhance their skills as leaders in their school districts.
- Expand the Virtual Expo to feature additional booths and additional recorded 2017 ANC education sessions.
- Research the feasibility, structure and resources required to develop and deliver a higher-level version of SNA’s Industry Boot Camp program for “graduates” of the introductory level.

2016-17 Strategies Discuss role of these – many are ongoing for 17-18

- Provide education to directors/managers on adult learning principles to help them improve professional development practices at the local level. (Continuing to do this it is part of our regular training)
- Provide education to members who present at SNA meetings and webinars on adult learning principles. (Continuing to do this it is part of our regular training)
- Promote SNA as the resource for USDA Professional Standards. Prioritize and implement professional development planning. (This is continuous as well)

2. Advocacy and Public Image

Policy makers, school officials, and parents will rely on SNA as the authority for designing and funding school meal programs.

Objectives:

- 1. Increase the recognition of school nutrition programs as integral in the education process.**
- 2. Increase efforts to improve understanding and knowledge by policy makers and other stakeholders of the scope and complexity of school nutrition operations.**
- 3. Increase the number of SNA members trained in advocacy.**
4. Increase SNA's leadership role in the next Child Nutrition Reauthorization.

Priority Objective 1:

Increase the recognition of school nutrition programs as integral in the education process.

Strategies:

- Update and implement annual SNA Marketing/Public Relations Plan and share with members on SNA website.
- Continue to develop tools to promote school meal programs as an integral part of instructional intervention in our nation's schools and the professional pride of SNA members.

Priority Objective 2:

Increase efforts to improve understanding and knowledge by policy makers and other stakeholders of the scope and complexity of school nutrition operations.

Strategies:

- Continue to work with SNA members to share their school nutrition "stories" with key stakeholders, identifying potential new avenues and opportunities for facilitating and enhancing such communications.
- Develop and deploy tools for SNA's advocacy efforts to support the fight against block grants and the sustainability of school nutrition programs.
- Implement a legislative plan that is aligned with current Child Nutrition Reauthorization and Farm Bill Congressional cycles.
- Develop a white paper or brief summarizing the complexity of school nutrition operations with the intent of distributing it, as needed, to key stakeholders for advocacy and outreach.
- Disseminate position statements related to various public policy issues, both immediate and enduring, as these are developed and approved by SNA leadership.
 - Update, as appropriate, existing statements.
 - Identify and draft new positions.
 - Identify appropriate communications channels for publicizing SNA positions to provide maximum reach to key stakeholders in school nutrition.

Priority Objective 3:

Increase the number of SNA members trained in advocacy.

Strategies:

- Grow the capacity of SNA's grassroots advocacy efforts to support the Association's legislative and regulatory priorities.
- Develop and deploy tools for state affiliates to enhance their advocacy efforts in support of national and state legislative/regulatory priorities.
- Explore the mobile capabilities of SNA's current online Legislative Action Center and the SNA Action Network and investigate the pros and cons of developing a mobile app for the annual Legislative Action Conference, as well as advocacy efforts throughout the year.

3. Community

School nutrition programs nationwide will be strengthened through collaboration with members, state affiliates, industry and allied partners

Objectives:

1. Increase individual and School District Owned Memberships and membership retention.
2. **Increase satisfaction and engagement among different demographic segments of SNA's membership.**
3. Remove barriers to participation in SNA activities by anyone interested in school nutrition.
4. **Enhance the SNA and state affiliate partnership to align efforts to achieve SNA strategic goals.**
5. **Enhance strategic partnerships with allied organizations.**

Priority Objective 2:

Increase satisfaction and engagement among different demographic segments of SNA's membership.

Strategies:

- Improve our understanding of member demographics through qualitative and quantitative research.
 - Apply initial research results to define key demographic segments and begin the development of targeted tools and approaches to meet their needs.
 - Apply initial research results from the state agency/state association survey to expand opportunities for state agency/state association collaborations.
- Continue the work that began with the Young Professionals Task Force to enhance engagement with this important member segment.
- Continue the work that began with the Chefs Task Force to enhance engagement with this member segment and provide culinary training and resources for SNA members.
- Explore opportunities to enhance content on SchoolNutrition.org and its social media channels with the strategic application of new engagement technologies, such as instant polls/surveys.
- Conduct qualitative research with SNA nonmembers to identify barriers to joining SNA and use this information for future outreach/communication of membership benefits.

Priority Objective 4:

Enhance the SNA and state affiliate partnership to align efforts to achieve SNA strategic goals.

Strategies:

- Continue to roll out State Affiliation Agreement in a mutually beneficial way for the state affiliates and national association
- Develop tools and resources for state affiliate leaders to better understand the value of State Affiliation Agreements and prepare talking points to facilitate discussions of State Affiliation Agreements with state boards.
- Create an annual orientation program for state leaders to educate them on the support and resources SNA provides to state affiliates as part of State Affiliation Agreements.

Priority Objective 5:

Enhance strategic partnerships with allied organizations.

Strategies:

- Identify synergies between SNA and allied groups in pursuit of issues of mutual benefit and concern.
- Continue to explore new opportunities to engage with allied partners.

4. Infrastructure

SNA will have a financially sustainable funding model with a nimble governance structure and headquarters staff organization that is aligned with the strategic plan and reflects contemporary association business practices.

Objectives:

1. Increase the effectiveness and efficiency of decision making and work systems.
2. Increase the synergy of SNA and SNF.
- 3. Increase recruitment and development of future SNA leaders.**
- 4. Increase funding and resources to high priorities of the strategic plan.**

Priority Objective 3:

Increase recruitment and development of future SNA leaders.

Strategies:

- Develop initiatives to support graduates of SNA's Future Leaders Program to encourage the continuation of their state and national leadership journey.
- Continue to improve and promote current leadership advancement opportunities, especially among underrepresented demographic segments.
- Continue to tie the recruitment for committee appointments and the nominations process for elected positions more closely to create more engagement and SNA experience opportunities for potential candidates.

Priority Objective 4:

Increase funding and resources to high priorities of the strategic plan.

Strategies:

- Review and reallocate available financial and human resources to meet the 2017-18 priorities, including the sun-setting of programs as appropriate.
- Identify and prioritize new funding opportunities for SNA.