

# TENNESSEE SCHOOL NUTRITION ASSOCIATION

## Strategic Plan: 2023 - 2026

The TSNA strategic plan is developed every three years in alignment with the SNA strategic plan to provide focus and a roadmap for the Association's work. Past, current and future board leaders, along with other members and stakeholders, provide the input to develop content for the plan. This document was created based on the work of a TSNA strategy team that met in a two-day facilitated session. The team reviewed progress on the current plan, updated the environmental scan, set out a three-year vision for success and identified key strategies. Each year, the incoming Board President uses the three-year plan to develop an annual Plan of Action which is shared with members during annual conference.

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

**Mission:** Our mission is to empower and support school nutrition professionals in advancing the accessibility, quality, and integrity of school nutrition programs.

### Diversity, Equity, Inclusion and Access (DEIA):

TSNA is on a journey to reflect and learn more about diversity, equity, inclusion and access in the context of our engagement with TSNA members and volunteers. We acknowledge we have much learning and work to do as an organization in these areas. We are early in our journey and are still listening and learning about the experience of various groups. We are committed to increasing awareness and, as we gain actionable insights, we will make adjustments, which incorporate the voices of the various communities we aim to reach.

### Core Values:

- **Integrity:** Act ethically and responsibly, always.
- **Inclusion:** Embrace different perspectives and ideas from TSNA's diverse membership.
- **Collaboration:** Share strategies and solutions to achieve professional excellence.
- **Commitment:** Embody care and compassion for student well-being.
- **Innovation:** Drive change with creativity and strategic thinking.
- **Courage:** Resolve to protect and defend school nutrition programs.

### Areas of Focus:

- I. **Voice of Tennessee School Nutrition: Elevate** the professional image of school nutrition both inside and outside the industry.
- II. **Career Development and Growth: Create** opportunities for professional growth to build leadership at local, state and national levels.
- III. **Stakeholder Community: Strengthen** school nutrition programs in Tennessee through engagement, leadership and collaboration among members, industry partners and other stakeholders.
- IV. **Thriving Organization: Enhance** knowledge while expanding membership in TSNA.

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### GOALS AND INITIATIVES

- I. **Voice of Tennessee School Nutrition: Elevate** the professional image of school nutrition both inside and outside the industry.

**Initiative:**

- Have a working relationship with TN State Agency.
- Have a clear and well understood advocacy message at the state level.
- Inform members of the latest legislative updates affecting school nutrition programs.
- Promote the TSNA website and other social media outlets to improve communication.
- Be acknowledged and recognized as school nutrition experts.

- II. **Career Development and Growth: Create** opportunities for professional growth to build leadership at local, state and national levels.

**Initiative:**

- Welcome, engage, and connect members to each other and the organization.
- Offer leadership and culinary training to all certified TSNA members.
- Empower members to serve as ambassadors for the profession and the association.
- Provide professional development in a variety of formats for all members.

- III. **Stakeholder Community: Strengthen** school nutrition programs in Tennessee through engagement, leadership and collaboration among members, industry partners and other stakeholders.

**Initiative:**

- Include and value the contributions from industry and school nutrition members equally, encouraging mutual respect and collaboration.
- Develop and promote a consistent message about the benefits of TSNA membership.
- Develop and strengthen positive relationships with both internal and external stakeholders.

- IV. **Thriving Organization: Enhance** knowledge while expanding membership in TSNA.

**Initiative:**

- Evaluate and update the TSNA governance structure, policies and practices to reflect best practices and to improve our effectiveness as an association.
- Review and revise our business model, budgeting and fiscal practices to ensure we allocate resources to our strategic priorities and maintain financial accountability.
- Ensure that TSNA has the administrative resources and management systems in place to support our work.
- Utilize technology and social media to promote the benefits of membership to school nutrition professionals across the state.
- Utilize TSNA's academy graduates as association future leaders.

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