



Feeding Bodies. Fueling Minds.™

2025-2026 KSNA Strategic Plan

(realign with SNA 2021-25 Strategic Plan)

September 2025

Voice of School Nutrition

KSNA is the voice of the school nutrition industry.

- We are advocates for feeding our country's future.
- We elevate the professional image of school nutrition, both inside and outside of the industry.
- We are acknowledged and recognized school nutrition experts.

Career Development and Growth

KSNA 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 schools, districts, state, and other leadership roles.
- We serve as the hub for members to network and build lifelong relationships around common goals and interests.

Stakeholder Community

KSNA cultivates a community of school nutrition stakeholders.

- We redefine and elevate the relationship and partnership with industry.
- We influence, convene, and connect stakeholders who seek to shape the school nutrition industry.

Thriving Organization

KSNA is a thriving organization.

- We provide a pathway to volunteer leadership and provide inclusive opportunities for contribution.
- We are a digital growing organization to strengthen technology infrastructure and efficient processes.
- We look for ways to incorporate innovation and new revenue opportunities.

FOCUS AREA 1:

Voice of School Nutrition

KSNA is the voice of the school nutrition industry.

- We are advocates for feeding our country's future.
- We elevate the professional image of school nutrition, both inside and outside of the industry.
- We are acknowledged and recognized school nutrition experts.

Strategies:

1. Share clear and consistent messages of advocacy with our stakeholders regarding our student's nutrition for a strong future.
2. Provide ideas, resources, and training for school nutrition members to enhance programs, increase efficiency, and support career development.
3. Provide guidance and opportunities to nominate individuals for awards and recognition.

Action	Activities	Assigned To
Continue KSNAC: Kentucky School Nutrition Advocacy Coalition	Partner with advocacy groups, state/national leaders	Public Policy Chair
Provide Educational Opportunities	Administrator/Manager/Annual Conferences Partner with KDE Efforts KY LAC	Education Chair, Administrator Chair Manager/Employee Sec Chair Public Policy Chair
Increase Award Nomination Participation	Elevate the prestige and visibility of SNA/KSNA Awards	President Board Members

FOCUS AREA 2:

Career Development and Growth

KSNA 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 schools, districts, state, and other leadership roles.
- We serve as the hub for members to network and build lifelong relationships around common goals and interests.

Strategies:

1. Create goals to grow school nutrition professionals through mentorship.
2. Promote pathways that engage all members in new and relevant opportunities.

Action	Activities	Assigned To
Increase in SNA Certificate program participation	Monthly review of membership Connect with directors/managers/districts	Executive Committee Membership Service Chair Board Members
Increase in SNA Credentialing	Monthly review of membership Connect with directors/managers/districts	Executive Committee Membership Service Chair Board Members
Enhance partnership with New Directors	Continue regular scheduled New Directors zoom meetings	Executive Committee

FOCUS AREA 3:

Stakeholder Community

KSNA cultivates a community of school nutrition stakeholders.

- We redefine and elevate the relationship and partnership with industry.
- We influence, convene, and connect stakeholders who seek to shape the school nutrition industry.

Strategies:

1. Develop new partnerships and strengthen existing partnerships with allied organizations to maximize influence on topics of mutual interests and benefits.
2. Develop new relationships and strengthen existing relationships with internal stakeholders such as superintendents, board of education, principals, teachers etc.
3. Develop new relationships and strengthen existing relationships with external stakeholders such as legislators, community outreach organizations, parents etc.

Action	Activities	Assigned To
Increase and enhance partnerships with Industry	Revise and enhance partner packet/opportunities	Industry Relations Chair President

FOCUS AREA 4:

Thriving Organization

KSNA is a thriving organization.

- We provide a pathway to volunteer leadership and provide inclusive opportunities for contribution.
- We are a digital growing organization to strengthen technology infrastructure and efficient processes.
- We look for ways to incorporate innovation and new revenue opportunities.

Strategies:

1. Promote the value of membership to existing and potential members.
2. Determine ways to enhance positive experiences for members.

Action	Activities	Assigned To
Update KSNA Plan of Work to SNA Strategic Plan	Realign KSNA Plan of Work with the SNA Strategic Plan (2021-25)	President
Increase Membership	Monthly review of membership Connect with directors/managers/districts Connect with state co-ops Promote District Owned Membership	President Membership Service Chair Board Members
Provide pathway for Leadership		Executive Committee
Enhance Value of Membership	New Member Welcome Initiatives Promote Leadership Opportunities	Membership Services Chair President Past President Board Members