

# One Page Plan *(as of 3 October 2025)*

**Mission**

Support members to enhance professional excellence

**Vision**

The Food and Nutrition Industries require CSNM members to be an integral part of their team.

**Values**

Professionalism, Credibility, Inclusivity, Advocacy, Accountability

Portfolio/Mgr	Year 2028 Goals	Implementation Strategies	Leading Metrics	Lagging Metrics.
1. Accreditation  Christine	A. Create new terms of affiliation agreement B. Increase engagement and commitment w/ directors C. 100% of students from an accredited school are CSNM student members D. 75% roll over to active membership E. Recruit 3 new colleges (one/year)	1. Rerformat in-person directors workshop to be more strategic and engaging 2. Schedule/deliver CSNM presentation at each college 3. Create a proactive outreach campaign to graduates 4. Research/create a shortlist of potential new colleges 5. Create/execute tailored outreach campaign(s) for potential college(s)	1. # or % of directors' attendance 2. # of college presentations/visits 3. # or % participation in student competition	1. # of accredited colleges 2. 5 yr program results/report competencies 3. # of students who roll into active membership after graduation
2. Admissions and Membership Types  Jamie	A. Split the portfolio to balance out the level of effort B. Decrease length of processing time by 50% C. Increase conversions from applicant to member by X% D. Convert all corporate members to national sponsors	1. Change the bylaws to rebalance portfolio 2. Institute "rush" fee for expedited service 3. Integrate prior learning/experience in admissions process to write the exam 4. Create a proactive outreach program to increase conversions 5. Build out awesome national sponsorship program	1. Length of processing time 2. # of reviewers 3. of application early reviewers review 4. % use of benefits	1. # of applicants approved/declined 2. # or % of conversions to membership 3. # of lapsed 4. # of removals 5. # of reinstated applications 6. Pass rate
2A. Retention, Engagement, and Benefits	A. Increase unique member engagement events/activities by X% B. Increase retention by X% C. Understand and communicate value of benefits to members and potential members D. Survey membership	1. Host 3-4 game nights/yr, 1 for students, 2. Create personas to target engagement strategies 3. Get 25% of members are involved in some capacity 4. Investigate: What benefits do they want? Create a plan 5. Showcase/promote benefits 6. Create new member orientation process Conduct member exit interviews	1. # of CEU points serviced 2. # of events attended 3. # of attendees 4. # of members by province 5. social media metrics 6. Benefit utilization 7. # of mentorship sessions 8. # of exit interviews	Usage of benefits in each member type 1. # of categories 2. # of paid people 3. # of benefits 4. Amount of revenue

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<b>3. Certification</b> Stacey	A. Increase the number/percentage of CNMs B. Explore moving certification in-house C. Boost the value/benefits D. Ascertain value to continue this program	1. Integrate prior learning/experience in certification process 2. CNM only community events/benefits 3. Find out why employers don't recognize value as a criteria for promotion/job description	1. % of eligible members who were not certified 2. # of people inquiring/attending info webinar 3. # of CNMs that are involved in CSNM	1. # of CNMs 2. # of lapses 3. # of expiries 4. # of applications - approved/denied
<b>4. Continuing Education</b> Brittney	A. Create a more robust CE platform B. Increase external CE applicants at non-CSNM events C. Explore options for micro-topic certificates	1. Select CE platform with leaderboard and quiz capabilities 2. Improve form to request CE 3. Pilot one micro-topic certificate per year	1. Sector distribution per CE point category 2. Registration 3. Member survey	1. # of attendees (time zones) 2. Method of access 3. Revenue 4. # of speakers / fee range 5. # of CE points approved 6. % application of program to each competency
<b>4A. Conference</b> Jordan, Arjun, Marsena, Kaila	A. Revisit Conference Go Forward Plan	1. Bi-annual conference and more regional 2. Virtual 3. Separate AGM from conference 4. Hold during school year to encourage student participation 5. Member survey to ask their preferences		
<b>5. Examinations</b> Anne	A. Reassess exam for content/delivery B. Create exam toolkit / references and resources which are up to date		1. # of applicants approved to take exam 2. # who access exam toolkit 3. Length of time to process 4. Frequency of exam dates	1. Pass/fail rate 2. Revenue model – ensure not losing money

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<b>6. Member Communications and Marketing</b> Michelle	A. Execute digital strategy/branding B. Improve quality and engagement across selected social media platforms C. Realign/redistribute portfolio D. Finish and execute national sponsorship policy E. Develop an appropriate email cadence to membership F. Develop personas G. Magazine delivered digitally H. Review need for magazine/newsletter	1.	1. # of magazine digital subscriptions 2. Advertiser revenue per issue 3. # of external/non-members on mailing list 4. Swag we sell 5. # of inquires/Applications 6. # of partners/industry alliances/affiliated members 7. # of email opens	1. Social media calendar 2. Editorial calendar 3. # of website visits 4. Social media metrics 5. Survey results
<b>Provincial &amp; Territorial Representation</b> Provincial & Territory Reps	A. Develop loose roadmap/framework and action plan/best practices / regional events B. Reps meet quarterly to talk about what's up, challenges , and events C. Prairie regional conference	1.	1. Govt relations, vendor notification 2. # of Student members/conversions 3. presentations, visits to colleges/HS 4. Social media/website metrics 5. # of outreach into community	1. # of chapters/networking groups 2. # of Chapter numbers vs national 3. # of meetings/events 4. Attendance @ meetings 5. Budget metrics 6. Outreach to external key stakeholders
<b>8. Governance</b> Tina	A. Improve Board orientation B. Create/Review a Policy for policies C. Improved succession planning program D. Review term tenure E. Improve financial literacy F. Improve Board Evaluation G. Create annual zero-based budget H. Rebalance the portfolios I. Create a dashboard to oversee the overall health of the org/portfolios J. Consider a NM day/week/month	1. 1:1 w/ board president for 1st & 2nd term 2. Financial literacy training 3. Board policies are saved and accessible. 4. Create a template for proposals to be considered by the board. Include portfolio that will manage 5. GPT of board policies/docs 1. Mini-evaluation of board mid-year check-in (survey?) 2. Board evaluation at end of year	1. % of volunteer engagement 2. # of new policies/reviews 3. # or % attendance & types of events	1. Min 6 months op budget in reserves 2. Financial metrics 3. Board positions, nominations, tenure 4. Self evaluation as board
<b>8A. Lobby/Advocacy</b> Kaila	A. Review value of vendor B. Synergize communications with communications portfolio C. Shift strategy from "mandates" to....?		1. Activities 2. meetings / connections / attendance 3. Project inputs	1. membership 2. Visibility 3. Project outputs 4. Vendor metrics
<b>9. New Sector</b> Kaila	A. Develop and offer standards/guidelines/toolkit to Food Service Sector	1. Have deep conversations with allies and networks to determine need 2. Develop materials 3. Target audience		