

# 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.
<b>1. Accreditation</b>  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. Reformat 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
<b>2. Admissions and Membership Types</b>  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
<b>2A. Retention, Engagement, and Benefits</b>	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 expires 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 Communication s 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		