



INSTITUTE OF
child nutrition
RESOURCES • TRAINING • RESEARCH

2023-2026 STRATEGIC PLAN



A LETTER FROM OUR DIRECTOR

The Institute of Child Nutrition is thrilled to release its 2023-2026 Strategic Plan. This plan represents the roadmap that will guide us toward achieving our goals, driving innovation, and staying ahead in a dynamic and ever-changing child nutrition landscape.



Within these pages, you will find a comprehensive outline of our vision, mission, and core values, which serve as the foundation of our organization. We have carefully crafted a strategic framework that aligns our aspirations with actionable objectives, ensuring that every step we take is purposeful and contributes to our overarching mission.

As we embark on this strategic endeavor, collaboration and engagement from each team member and stakeholder will be critical to our overall success. We encourage you to actively participate, share your ideas, and provide your unique perspective, as it is through our collective efforts that we will reach our full potential.

Throughout this process, we will foster an environment of open communication and transparency. We will celebrate our successes and learn from our challenges, adapting our strategies as needed to stay responsive in an ever-evolving environment.

Remember, a strategic plan is not merely a document but a living, breathing roadmap that requires constant review and refinement. It is a catalyst for change, innovation, and growth. Together, we will make significant strides toward realizing our vision and surpassing our goals.

Thank you for your commitment and dedication to this strategic plan. Your contributions are instrumental to our overall success. We look forward to working collaboratively to achieve our goals as outlined in this document.

Sincerely!

Aleshia Hall-Campbell, Ph.D., M.P.H.
Executive Director

OUR ROADMAP





MISSION STATEMENT

Provide evidence-based information, services, and support that advance child nutrition programs equitably across the nation.

A group of children are in a garden, holding up various vegetables like carrots and radishes. They appear to be celebrating their harvest. The background shows wooden stakes and green foliage.

VISION STATEMENT

Lead the nation in delivering diverse and accessible research, education, and training to promote excellence in child nutrition programs.



**DIVERSITY
EQUITY
INCLUSION
ACCESSIBILITY
SUSTAINABILITY
STEWARDSHIP**

OUR STRATEGIC PILLARS

Championing **Diversity, Equity, Inclusion, Accessibility, Sustainability**, and **Stewardship** through the following strategic pillars:



Research



Education and Training



Outreach and Collaboration



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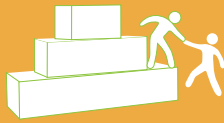
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CORE VALUES





Integrity in leadership,
management, and operations



Adaptability, creativity, and
innovation



Stewardship in all aspects
of ICN



Personal and professional growth
of the ICN staff and stakeholders



Collaboration with organizations
that have similar missions



OUR GOALS



GOAL 1

RESEARCH

Conduct and disseminate high-quality, credible applied research that is responsive to the needs of child nutrition (CN) professionals.

OBJECTIVE 1

Identify, conduct, and disseminate high-quality child nutrition program operations research.

- ***Strategic Activity 1.1:*** Conduct an annual needs assessment to develop the Applied Research Division (ARD) statement of work.

Key Performance Indicator 1.1.1: Establish a standard process to identify research needs for the annual statement of work.

- ***Strategic Activity 1.2:*** Follow established research protocols.

Key Performance Indicator 1.2.1: Follow established protocols approved by the University of Southern Mississippi Internal Review Board 100% of the time for all research conducted by the Institute of Child Nutrition ARD.

- ***Strategic Activity 1.3:*** Disseminate the results of research-based activities to support CN professionals.

Key Performance Indicator 1.3.1: Submit proposals to Food and Nutrition Conference & Expo, School Nutrition Association ANC, and other organization conferences annually when appropriate based on the research topic.

Key Performance Indicator 1.3.2: Develop and submit technical reports and executive summaries to the United States Department of Agriculture Food and Nutrition Service on all completed projects listed on the statement of work 100% of the time.

OBJECTIVE 2

Maintain strong partnerships and collaborations across ICN divisions to effectively integrate research with resources and training.

➤ **Strategic Activity 2.1:** Ensure that at least two ICN divisions are involved in all research and training.

Key Performance Activity 2.1.1: Involve the ICN statistician in the development of the annual statement of work.

Key Performance Activity 2.1.2: Collaborate with ICN Education and Training division, based on the research topic area, to give updates and receive feedback regarding the integration of research findings in resources and training at the beginning and end of each project timeline.

Key Performance Activity 2.1.3: Collaborate with other divisions and branches in ICN to develop assessments, surveys, and/or evaluations, and analyze data aimed at providing support to CN professionals, as necessary.

OBJECTIVE 3

Collect, preserve, and disseminate archival information related to Child Nutrition Program (CNP) for CN professionals, researchers, and the public.

➤ **Strategic Activity 3.1:** Contribute to general knowledge of the history of CNP.

Key Performance Activity 3.1.1: Develop online exhibitions and complete oral history interviews.

Key Performance Activity 3.1.2: Collaborate with other ICN divisions annually to identify individuals, organizations, and resources for archival activities.

➤ **Strategic Activity 3.2:** Increase public awareness of ICN Child Nutrition Archives.

Key Performance Indicator 3.2.1: Collect data on the number of people accessing e-Grove quarterly.

Key Performance Indicator 3.2.2: Digitize records and make images, artifacts, text, and videos using ICN's web pages and e-Grove.

OBJECTIVE 4

Use various statistical analysis techniques to interpret, summarize, and share data to determine the effective strategies for supporting the needs of CN professionals.

➤ **Strategic Activity 4.1:** Conduct statistical analyses to interpret research and training activities data.

Key Performance Indicator 4.1.1: Analyze and interpret ICN research and training data using the appropriate statistical analysis techniques.

➤ **Strategic Activity 4.2:** Disseminate the research and training activities analysis results to support CN professionals.

Key Performance Activity 4.2.1: Create interactive and user-friendly dashboards using virtual and face-to-face trainings data.

Key Performance Activity 4.2.2: Analyze research data, assist in technical writing, and author journal articles.



GOAL 2

EDUCATION AND TRAINING

Develop and provide customer-focused, evidence-based information, services, and support to cultivate highly-skilled child nutrition professionals.

OBJECTIVE 1

Develop and provide customer-focused, evidence-based information, services, and support to cultivate highly-skilled child nutrition professionals.

- **Strategic Activity 1.1:** Maintain a standard protocol for developing inclusive and accessible resources.
Key Performance Indicator 1.1.1: Implementation of protocol
- **Strategic Activity 1.2:** Establish a standard protocol for the review and revision of resources.
Key Performance Indicator 1.2.1: Implementation of protocol
- **Strategic Activity 1.3:** Incorporate current research and regulations in the development and revision of resources.
Key Performance Indicator 1.3.1: Number of new resources that utilize research less than 5 years (unless historically significant) and up-to-date regulations
Key Performance Indicator 1.3.2: Number of revised resources that utilize research less than 5 years (unless historically significant) and up-to-date regulations
- **Strategic Activity 1.4:** Offer a variety of training modules.
Key Performance Indicator 1.4.1: Number of resources in each modality
- **Strategic Activity 1.5:** Design resources for different key areas and job levels.
Key Performance Indicator 1.5.1: Number of resources in each key area and job level

- **Strategic Activity 1.6:** Expand resources for multiple languages, including non-verbal resources.

Key Performance Indicator 1.6.1: Number of resources in languages other than English

- **Strategic Activity 1.7:** Develop procedures and protocols for offering certifications and continuing education credits.

Key Performance Indicator 1.7.1: Implementation of procedures and protocols

OBJECTIVE 2

Provide high-quality and effective training.

- **Strategic Activity 2.1:** Recruit, train, and retain high-quality consultants.

Key Performance Indicator 2.1.1: Number of consultants in ICN's consultant database

Key Performance Indicator 2.1.2: Assess qualifications of consultant pool

- **Strategic Activity 2.2:** Implement evaluation tools to validate and measure training effectiveness.

Key Performance Indicator 2.2.1: Satisfactory evaluation data

- **Strategic Activity 2.3:** Implement procedures to remediate unsatisfactory results.

Key Performance Indicator 2.3.1: Evaluation results

- **Strategic Activity 2.4:** Establish a plan to offer trainings in multiple languages.

Key Performance Indicator 2.4.1: Number of trainings in languages other than English

OBJECTIVE 3

Ensure resources meet the needs of our stakeholders and end users.

- **Strategic Activity 3.1:** Evaluate stakeholder and end user satisfaction.

Key Performance Indicator 3.1.1: Implementation of evaluation methods to collect data

- **Strategic Activity 3.2:** Determine effectiveness of resources.

Key Performance Indicator 3.2.1: Implementation of evaluation methods to collect data

GOAL 3

OUTREACH AND COLLABORATION



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Foster a collaborative community of child nutrition professionals, stakeholders, and allied partners.

OBJECTIVE 1

Establish a strong network of diverse child nutrition professionals and stakeholders.

- ***Strategic Activity 1.1:*** Research appropriate collection of diverse expertise and background of consultants and stakeholders.

Key Performance Activity 1.1.1: Create an action plan based on research

Key Performance Activity 1.1.2: Centralize data collected regarding our stakeholders' expertise, backgrounds, and interests

- ***Strategic Activity 1.2:*** Maintain a database of child nutrition stakeholders.

Key Performance Indicator 1.2.1: Percentage increase of stakeholders within existing database

- ***Strategic Activity 1.3:*** Leverage ICN subject matter experts (SMEs) to serve as ICN brand ambassadors.

Key Performance Indicator 1.3.1: Number of SMEs serving as brand ambassadors

- ***Strategic Activity 1.4:*** Implement an engagement plan of action for allied organizations.

Key Performance Activity 1.4.1: Create an engagement plan for allied organizations

Key Performance Indicator 1.4.2: Implementation of engagement plan

OBJECTIVE 2

Create opportunities for meaningful collaboration between ICN, child nutrition professionals, and stakeholders.

- **Strategic Activity 2.1:** Increase engagement between ICN and end users.
 - Key Performance Activity 2.1.1:* Analyze and establish baseline engagement
 - Key Performance Activity 2.1.2:* Explore cross promotion opportunities and maximize brand visibility and reach
- **Strategic Activity 2.2:** Evaluate current use of technologies for outreach and engagement.
 - Key Performance Activity 2.2.1:* Identify gaps in outreach modalities to end users
 - Key Performance Activity 2.2.2:* Identify innovative technology to meet end user engagement growth
 - Key Performance Activity 2.2.3:* Create appropriate benchmarks
 - Key Performance Activity 2.2.4:* Analyze activity of end users
 - Key Performance Activity 2.2.5:* Provide feedback to the marketing team
- **Strategic Activity 2.3:** Facilitate the exchange of ideas and information among members of the community.
 - Key Performance Activity 2.3.1:* Host a summit or symposium for the child nutrition community (advocacy and training)
 - Key Performance Activity 2.3.2:* Attend professional conferences based on identified interests and community need
 - Key Performance Activity 2.3.3:* Catalog opportunities to share ICN materials and resources
- Strategic Activity 2.4:** Collaborate to explore hot topics in the child nutrition community.
 - *Key Performance Indicator 2.4.1:* Survey stakeholders to identify hot topic trends in the community
 - Key Performance Indicator 2.4.2:* Identify diverse leaders engaged in topic research activities

OBJECTIVE 3

Develop a comprehensive strategy to foster the engagement of stakeholders.

- **Strategic Activity 3.1:** Conduct comprehensive end user survey of ICN platforms to gather feedback and gain insights into end user preferences and behaviors.
 - Key Performance Indicator 3.1.1:* Implementation of survey
 - Key Performance Indicator 3.1.2:* Analysis of survey results
 - Key Performance Activity 3.1.3:* Create an action plan with timeline for adjustments
- **Strategic Activity 3.2:** Use precision marketing, create an annual outreach plan to promote ICN resources and trainings across multiple platforms and channels of communication.
 - Key Performance Indicator 3.2.1:* Implementation of annual outreach plan
 - Key Performance Indicator 3.2.2:* Assess technology needs for trends in marketing
- **Strategic Activity 3.3:** Explore possibilities for digital technology both at ICN and for external promotion of ICN offerings.
 - Key Performance Indicator 3.3.1:* Increase digital marketing technologies for visitors to ICN homesite or exhibits.

