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Introduction

The Missouri Coordinated School Health Coalition (MCSHC) is a collaborative of organizations and individuals whose primary responsibility is to assist schools in their student health and wellness initiatives. The coalition does this by promoting the use of the Centers for Disease Control and Prevention's (CDC) coordinated school health model. This model focuses on improving students' health and their capacity to learn through families, schools, and communities working together. The model consists of eight interactive components¹ that develop and emphasize health-related knowledge, skills, attitudes, and behaviors. Schools work within the family and community structure to ensure optimal health and wellness for children.

We developed this strategic plan to strengthen our efforts to reach more schools and increase the effectiveness of our support for coordinated school health. We recognized the need for developing this plan through discussions at quarterly coalition meetings, requests from schools for best practices and policies of coordinated school health programs, and requests from coalition members for resources to support their efforts to advocate for coordinated school health programs.

This strategic plan covers three years, 2007 through 2009. It is intended to communicate our purpose and support our decision-making regarding organizational structure, policy, budget, and program priorities. Overall, the strategic plan renews our commitment to the coordinated school health model by addressing the following four critical issues:

1. How can we foster health-promoting schools?
2. How can we foster health-promoting communities?
3. How can we increase the visibility of the coalition and its products and services?
4. How can we ensure that we have the human, financial, and physical resources necessary to fulfill our mission?

Each of these issues has equal priority and should be considered in context with the others. Strategic goals, long-term objectives, strategies, and action plans have been developed to address each of the critical issues and are dealt with extensively in this document. A summary of our strategic goals and strategies follows.

1. How can we foster health-promoting schools?

Strategic Goal:

The Missouri Coordinated School Health Coalition will be an advocate for the implementation of the coordinated school health model.

Strategies:

- Raise awareness, increase knowledge, and support implementation of the coordinated school health model in Missouri's schools.

¹ The coordinated school health model consists of eight interactive components: health education, physical education, health services, nutrition services, counseling and psychological services, healthy school environment, health promotion for staff, and family/community involvement.

- Create opportunities for proactive education and forums for discussion on coordinated school health.
- Inform and educate about federal and state legislative and policy issues that could affect the health of children.

2. How can we foster health-promoting communities?

Strategic Goal:

The Missouri Coordinated School Health Coalition will be a primary resource for educating individuals, families, and communities about the benefits and value of optimal health and will support their efforts to be healthy.

Strategies:

- Develop and/or disseminate health and wellness information understandable to children, parents, caregivers, and the community.
- Raise parental awareness of the importance of sending kids to school healthy and ready to learn.
- Support public policies and programs that build community and school infrastructures promoting health and wellness.

3. How can we increase the visibility of the coalition and its products and services?

Strategic Goal:

The Missouri Coordinated School Health Coalition will be recognized and respected by Missouri schools and communities.

Strategies:

- Expand marketing, outreach, and networking to targeted organizations and groups.
- Develop and/or enhance partnerships with key organizations that support the coalition's mission, contribute to its long-term success, and expand capacity.

4. How can we ensure that we have the human, financial, and physical resources necessary to fulfill our mission?

Strategic Goal:

The Missouri Coordinated School Health Coalition will have the infrastructure and resources to strengthen the coalition, its products, and its services.

Strategies:

- Enhance MCSHC's infrastructure for revenue generation.
- Institute an effective organizational structure to direct and organize the work of the coalition.
- Determine appropriate corporate structure for coalition.

Strategic Framework

Organizational Background

The MCSHC was organized in 1995 in response to a Comprehensive School Health Summit called by Governor Carnahan. It is a collaborative of organizations and individuals whose primary responsibility is to offer a more effective platform to assist schools in their health promotion initiatives. It achieves this by promoting the CDC's coordinated school health model.

In April 2002, the MCSHC participated in a planning session conducted by the Governor's office to support a national interdisciplinary network of school-health partnerships. One outcome was the charge to reduce the percentage of Missouri's children at risk of becoming overweight. The coalition responded by writing *A Guide for Promoting Healthy Weight in Missouri's Children*, which was distributed to schools and agencies in Missouri. The coalition also wrote a parallel educational pamphlet, *Missouri Families Eating Better and Moving More*, to reach Missouri families directly.

Other coalition activities include organizing an annual conference that assists more than 350 school personnel in their school health initiatives. Additionally, the coalition manages a website (www.healthykidsmo.org) to allow greater access to MCSHC's information and resources. By 2008, the coalition will establish the Office of Coordinated School Health at the new *YouZeum* facility in Columbia. The office will serve as the clearinghouse for information, resources, and training on coordinated school health.

Vision

Our vision for the future is optimal health and wellness for all children, families, and communities in Missouri. We envision public and private organizations working together to make Missouri one of the healthiest states in the nation. Citizenry embraces the value of healthy kids and understands the positive correlation between healthy kids and academic achievement. The Missouri Coordinated School Health Coalition is the leading advocate on school health and wellness issues. Other organizations and individuals actively seek the advice and approval of the coalition in their school health activities. The coalition serves as a platform for coordination and partnerships on school health and wellness issues.

Mission

The mission of the Missouri Coordinated School Health Coalition is to ensure a healthy Missouri by advocating for healthy children, healthy families, healthy schools, and healthy communities.

Core Values

The following core values guide the way we work and the relationships we build.

- **Health and School Health**

We embrace the CDC's Coordinated School Health Model, which consists of eight interactive components for addressing health and social problems. Using that definition, we value the

health and well-being of students and staff, understanding that a healthy student is more likely to be ready to learn.

- **Community Health**

We value the health and well-being of children, their families, their support systems, and the diverse communities in which they live.

- **Responsibility**

We understand that good health is an intentional process and a shared responsibility among individuals, families, schools, and communities.

- **Excellence**

We strive for excellence in our products, services, and activities by capitalizing on the talents and resources of our coalition members and working toward the goal of what is best for children and families.

- **Trust and Collaboration**

We believe that openness, sharing, cooperation, and trust are the keys to success within our coalition.

- **Flexibility**

We welcome change as a normal and healthy part of carrying out our mission.

Critical Issues and Strategic Goals

We identified the following four issues as critical to our ability to serve schools, families, and communities.

1. How can we foster health-promoting schools?
2. How can we foster health-promoting communities?
3. How can we increase the visibility of the coalition and its products and services?
4. How can we ensure that we have the human, financial, and physical resources necessary to fulfill our mission?

We responded by identifying the following four strategic goals for 2007 through 2009.

1. MCSHC will be an advocate for the implementation of the coordinated school health model.
2. MCSHC will be a primary resource for educating individuals, families, and communities about the benefits and value of optimal health and support their efforts to be healthy.
3. MCSHC will be recognized and respected by Missouri schools and communities.
4. MCSHC will have the infrastructure and resources to strengthen the coalition, its products, and its services.

Strategic Goals, Objectives, and Strategies

Strategic Goal 1	The Missouri Coordinated School Health Coalition will be an advocate for the implementation of the coordinated school health model.
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Good health is a key ingredient to a student’s academic achievement. Missouri’s school professionals understand this clearly, but they are finding it difficult to make student health and wellness a priority, citing increased demands on their time and money and the need for additional professional support. By advocating the use of the coordinated school health model, we can help schools collaborate with families and communities to improve student health. The following long-term objectives, strategies, and action steps will demonstrate how we will do this from 2007 through 2009.

Long-term Objectives

- Enhance understanding of the coordinated school health model and its eight components by Missouri school professionals.
- Increase the active utilization of the coordinated school health model by Missouri’s schools.
- Develop and/or enhance products and services that are considered useful to Missouri’s school professionals.
- Improve awareness and use of the coalition’s products and services by schools and school professionals.
- Raise awareness of legislative and policy issues affecting child and school health in Missouri’s school professionals.
- Develop relationships with other organizations to expand the coalition’s program capacity.

Strategy 1.1

Raise awareness, increase knowledge, and support implementation of the coordinated school health model in Missouri’s schools.

ACTION STEPS	<i>A. Timeline</i> <i>B. Responsibility</i> <i>C. Resources</i>
1. Conduct survey to identify gaps in understanding regarding the coordinated school health model.	A. 2007 and 2009 B. Coalition, staff, and volunteers C. Survey, member contacts, and SurveyMonkey
2. Review and reorganize website to showcase coordinated school health model more effectively.	A. 2007-2008 B. Coalition, staff, and website consultant C. Funding, plan, website
3. Update School Health Advisory Council (SHAC) Guide.	A. 2007 B. Coalition C. Funding, collateral materials, listserve, and website

ACTION STEPS	A. Timeline B. Responsibility C. Resources
4. Develop and promote new products or services responding to survey results and gaps in knowledge.	A. 2007-2009 B. Coalition and staff C. Funding, collateral materials, listserv, and website
5. Promote current mix of products, especially those addressing gaps.	A. 2007-2009 B. Coalition and staff C. Funding, collateral materials, listserv, and website
6. Identify and disseminate local, state, and national best practices on coordinated school health.	A. 2008-2009 B. Coalition and staff C. Funding, collateral materials, listserv, and website
7. Find and share research that correlates health to academic performance.	A. 2007-2009 B. Coalition and staff C. Funding, collateral materials, listserv, and website

Strategy 1.2

Create opportunities for proactive education and forums for discussion on coordinated school health.

ACTION STEPS	A. Timeline B. Responsibility C. Resources
1. Collaborate with the nine Missouri Regional Professional Development Centers (RPDC) to offer regional workshops via RPDC.	A. 2008-2009 B. Coalition and staff C. Quality Health & PE, listserv, and website
2. Continue to offer the annual conference and boost efforts to diversify the audience.	A. 2007-2009 B. Coalition and staff C. Funding, speakers, venue, registration, website, member contacts, listserv, and marketing plan
3. Partner with SuccessLink to identify best teaching practices.	A. 2008-2009 B. Coalition and staff C. Collateral materials, listserv, and website
4. Identify, review, and disseminate health teaching resources, pre-K to 12.	A. 2008-2009 B. Coalition and staff C. Collateral materials, listserv, and website
5. Show educators how to integrate health into other curricular areas.	A. 2008-2009 B. Coalition and staff C. YouZeum, collateral materials, listserv, and website
6. Establish speakers' bureau and speaking calendar using coalition members and partners.	A. 2008-2009 B. Coalition, staff, and partners C. Topic preparation, calendar, collateral materials, listserv, and website

Strategy 1.3

Inform and educate about federal and state legislative and policy issues that could affect the health of children.

ACTION STEPS	A. <i>Timeline</i> B. <i>Responsibility</i> C. <i>Resources</i>
1. Scan federal and state legislation.	A. 2007-2009 B. Coalition and staff C. Member resources and contacts, listserve, and website
2. Inform members of key legislation.	A. 2007-2009 B. Coalition and staff C. Brief preparation, listserve, and website
3. Support changes that will include health and physical education in the Missouri Assessment Program (MAP).	A. 2007-2009 B. Coalition and staff C. Listserve and website

Strategic Goal 2

The Missouri Coordinated School Health Coalition will be a primary resource for educating individuals, families, and communities about the benefits and value of optimal health and will support their efforts to be healthy.

Research reinforces the assertion that parents support their children's health and well-being best when they have a strong social support network. We will work with schools, families, and communities to help build an infrastructure favorable for nurturing healthy children.

Long-term Objectives

- Boost parental and targeted community leader understanding of optimal student health and its impact on academic performance.
- Expand access to information describing ways for individuals and families to be healthy.
- Support initiatives that foster healthy schools and healthy communities.

Strategy 2.1

Develop and/or disseminate health and wellness information understandable to children, parents, caregivers, and the community.

ACTION STEPS	<i>A. Timeline</i> <i>B. Responsibility</i> <i>C. Resources</i>
1. Provide access to tools to assist schools in communicating health and wellness matters to parents and caregivers.	A. 2007-2009 B. Coalition and staff C. Member contacts, collateral materials, listserv, and website
2. Offer a train-the-trainers program about talking to parents about health.	A. 2008-2009 B. Coalition, staff, and partners C. Member contacts, materials, listserv, and website
3. Create a parent and community page on the website.	A. 2007-2008 B. Coalition, staff, and website consultant C. Funding, plan, and website
4. Help schools use their SHAC to communicate with parents and caregivers more effectively.	A. 2008-2009 B. Coalition and staff C. SHAC Guide, collateral materials, listserv, and website

Strategy 2.2

Raise parental awareness of the importance of sending kids to school healthy and ready to learn.

ACTION STEPS	<i>A. Timeline</i> <i>B. Responsibility</i> <i>C. Resources</i>
1. Create newsworthy information, op-ed pieces, and editorials; offer to appropriate news outlets.	A. 2007-2009 B. Coalition and staff C. Media lists, media materials, and pitch
2. Use speakers' bureau and website to educate schools, parents, and caregivers on the relationship of healthy kids to academic achievement.	A. 2008-2009 B. Coalition and staff C. Topic preparation, calendar, collateral materials, listserve, and website
3. Publicly recognize school districts, organizations, and individuals for their health and wellness initiatives and successes through the annual conference.	A. 2007-2009 B. Coalition and staff C. Annual conference, award plan, and website

Strategy 2.3

Support public policies and programs that build community and school infrastructures promoting health and wellness.

ACTION STEPS	<i>A. Timeline</i> <i>B. Responsibility</i> <i>C. Resources</i>
1. Create and disseminate a coordinated school health framework grounded in best practices and outcomes research.	A. 2007 B. Coalition C. Collateral materials, listserve, and website
2. Encourage efforts to support environmentally safe, healthy, and resource-efficient schools and neighborhoods in Missouri.	A. 2007-2009 B. Coalition and staff C. Collateral materials, listserve, and website
3. Support the "Farm to School" movement, schoolyard gardens, and other nutrition efforts in Missouri.	A. 2007-2009 B. Coalition and staff C. Collateral materials, listserve, and website
4. Promote plans to create and maintain sports areas, parks, green spaces, public pools, and bike paths in Missouri's communities.	A. 2007-2009 B. Coalition and staff C. Collateral materials, listserve, and website
5. Advance "Safe Routes to School" programs and other initiatives to increase physical activity in Missouri.	A. 2007-2009 B. Coalition and staff C. Collateral materials, listserve, and website

Strategic Goal 3

The Missouri Coordinated School Health Coalition will be recognized and respected by Missouri schools and communities.

A clear and distinctive identity for the Missouri Coordinated School Health Coalition will help distinguish us as the leading advocate for school health and wellness in Missouri's schools.

Long-term Objectives

- Gain recognition as a key player in advocating for improved school and student health.
- Build strategic partnerships to advance student, school, and community health promotion and to leverage coalition products and services.

Strategy 3.1

Expand marketing, outreach, and networking to targeted organizations and groups.

ACTION STEPS	<i>A. Timeline</i> <i>B. Responsibility</i> <i>C. Resources</i>
1. Develop marketing materials, media lists, talking points, and various pitches to be used for various audiences.	A. 2007-2008 B. Coalition and staff C. Funding and collateral materials
2. Establish and maintain listserves and mailing lists and address firewall issues at organizations.	A. 2007-2009 B. Coalition and staff C. Funding and collateral materials
3. Target specific groups for marketing (e.g., schools, school administrators, school board members, government, human services organizations, higher education, faith-based organizations, foundations, and media).	A. 2008-2009 B. Coalition and staff C. Collateral materials
4. Create and distribute newsletters.	A. 2008-2009 B. Coalition and staff C. Listserve and website
5. Establish more links to the coalition's website from other organizational websites.	A. 2008-2009 B. Coalition, staff, and consultant C. Website
6. Identify gaps in coalition representation (skills, geography, sectors) and extend invitations to fill gaps.	A. 2007-2009 B. Coalition and staff C. Coalition contacts and letter
7. Become organizational member of other associations with common goals.	A. 2008-2009 B. Coalition and staff C. Funding

Strategy 3.2

Develop and/or enhance partnerships with key organizations that support the coalition's mission, contribute to its long-term success, and expand capacity.

ACTION STEPS	<i>A. Timeline</i> <i>B. Responsibility</i> <i>C. Resources</i>
1. Identify state, regional, and local organizations that share coalition's vision.	A. 2007-2009 B. Coalition and staff C. Varies
2. Develop case statement that outlines benefits of partnering.	A. 2007-2009 B. Coalition and staff C. Varies
3. Build relationships with targeted state education-related organizations (e.g., school board associations, school administrator associations, PTAs/PTOs), health and human service organizations, and higher education organizations.	A. 2007-2009 B. Coalition and staff C. Varies
4. Enhance relationships with state, regional, and local government organizations.	A. 2007-2009 B. Coalition and staff C. Varies

Strategic Goal 4

The Missouri Coordinated School Health Coalition will have the infrastructure and resources to strengthen the coalition, its products, and its services.

The Missouri Coordinated School Health Coalition requires a strong financial, physical, and human resources infrastructure to fulfill our mission and sustain our products and services for the long-term.

Long-term Objectives

- Secure financial support for maintenance and expansion of products and services.
- Secure a stable, growing, and diversified revenue base.
- Increase fees-for-service and other self-generated funding.
- Build staffing and an organizational infrastructure to support our coordinated school health work.

Strategy 4.1

Enhance MCSHC's infrastructure for revenue generation.

ACTION STEPS	<i>A. Timeline</i> <i>B. Responsibility</i> <i>C. Resources</i>
1. Develop financial goals and an annual coalition budget for the coalition that projects expected revenues and expenses.	A. 2008-2009 B. Coalition, staff, and consultants C. Past financial data
2. Identify and secure funding from foundations and other sources amenable to our mission.	A. 2007-2009 B. Coalition, staff, and consultants C. Funding and foundation research
3. Increase revenue from the coalition's annual conference.	A. 2007-2009 B. Coalition, staff, and consultants C. Conference marketing, coalition contacts, and listserve
4. Determine feasibility of establishing a paid membership and implement findings.	A. 2007-2008 B. Coalition and staff C. Primary and secondary research
5. Develop pricing structure for selected products.	A. 2007-2009 B. Coalition and staff C. Research

Strategy 4.2

Institute an effective organizational structure to direct and organize the work of the coalition.

ACTION STEPS	A. <i>Timeline</i> B. <i>Responsibility</i> C. <i>Resources</i>
1. Develop orientation manual for current and new coalition members and other materials to support coalition work and camaraderie.	A. 2007-2008 B. Coalition and staff C. Orientation manual
2. Determine optimal staffing for the organization.	A. 2007 B. Coalition C. None
3. Develop job description.	A. 2007 B. Coalition C. None
4. Secure funding to hire human resources.	A. 2007 B. Coalition and consultants C. Funding
5. Hire human resources – employees and/or consultants.	A. 2007 B. Coalition C. Job posting and interview process

Strategy 4.3

Determine appropriate corporate structure for coalition.

ACTION STEPS	A. <i>Timeline</i> B. <i>Responsibility</i> C. <i>Resources</i>
1. Ascertain fiscal agent's willingness for coalition to take a more active role.	A. 2007 B. Coalition C. Meeting
2. Determine feasibility of becoming nonprofit corporation and implement recommendation.	A. 2007 B. Coalition C. None

Implementation

The MCSHC developed this strategic plan to map our future for the next three years. To realize the plan's achievement, it is paramount that we fully integrate it into the coalition's operational structure and procedures. To make sure this happens, we will institute the following practices.

- The coalition will establish an Executive Council to oversee the execution of the plan. The council will be responsible for monitoring and implementing the plan in its entirety. Membership on the council will include coalition officers and chairs of the committees assigned to each of the four strategic goals.
- The coalition will establish and/or maintain five committees responsible for completing the strategies and activities identified in this plan. This committee structure is crucial to the plan's success while the coalition has no staff resources.
 - Four committees will be formed to address the activities associated with the four strategic goals presented in the plan.
 - The coalition will dissolve the Website Development Committee and redirect the tasks assigned to it to the committee addressing the first strategic goal. This committee will refine the coalition's website so it more emphatically conveys MCSHC's commitment to helping coordinate efforts to improve school health.
 - The Annual Conference Committee will continue its role of organizing the annual conference. It will also address those activities in the strategic plan that are specific to the conference.
- Because of the distance coalition members have to travel, meetings will be restructured to allow time for the full coalition meeting and the committee meetings.
- An annual budget will be created based on the strategies and activities contained in the strategic plan and its updates. Financial resources will be shifted toward areas of greatest priority.
- The Executive Council will oversee the annual evaluation of the coalition's activities. Measurable results will be key to knowing how well each of the long-term objectives and strategies are being achieved over time. Evaluation tools to measure the effectiveness of the coalition's programs and services include opinion and satisfaction surveys, review of news and literature, review of the types and sources of requests, and review of financial data. Each year, we will return to the strategic plan to measure our progress toward achieving our strategic goals and long-term objectives, create new efforts for the coming year, and reallocate resources as needed.

The above stated practices should ensure the effective implementation of the plan from 2007 through 2009.

Conclusion

The coalition has enjoyed many successes through our quarterly meetings, our annual conferences, our healthy weight guide and brochure, and our website. This strategic plan renews our commitment to coordinated school health and provides a roadmap to a future that will afford many more successes. While the plan will guide the coalition for the coming three years, we will update it annually to respond to the evolving interests and concerns of the coalition's diverse customers and to the changing environment associated with school health. Our hope, though, is that the goals and strategies presented in this plan provide us with a framework to increase the number of healthy children, healthy families, healthy schools, and healthy communities in Missouri.

Member Organizations

American Academy of Pediatrics, Missouri Chapter
American Cancer Society - Heartland Division
American Diabetes Association
American Heart Association - Heartland Affiliate
American Lung Association of Western Missouri
Archdiocese of St. Louis Catholic Education Office
Association of Community Taskforces (ACT) Missouri
Cardinal Glennon Children's Hospital
Children's Trust Fund
Citizens for Missouri's Children
Columbia/Boone County Health Department
Epilepsy Foundation of the St. Louis Region
Family and Community Trust
Governor's Council on Physical Fitness and Health
KC Healthy Kids
Kennett School District
Lutheran Church, Missouri Synod, Missouri District School Health Services
Midwest Dairy Council
Missouri Association for Health, Physical Education, Recreation and Dance
Missouri Association of Elementary School Principals
Missouri Association of School Nurses
Missouri Center for Safe Schools
Missouri Dental Association
Missouri Department of Elementary and Secondary Education
Missouri Department of Health and Senior Services
Missouri Department of Mental Health, Division of Alcohol and Drug Abuse
Missouri Department of Social Services
Missouri Department of Public Safety, Division of Highway Safety
Missouri Hospital Association
Missouri Juvenile Justice Association
Missouri National Education Association
Missouri Nurses Association
Missouri Primary Care Association
Missouri Public Health Association
Missouri School Boards Association
Missouri State High School Activities Association
Missouri State Medical Association
ParentLink
Parents as Teachers National Center, Inc.
Parkway C-2 School District
Practical Parenting Partnerships
Rockwood R-VI School District
Show-Me State Games
St. Louis District Dairy Council
Truman State University, Department of Health and Human Performance
University of Central Missouri, Department of Health and Physical Education
University of Missouri Outreach



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