



School Nutrition Association of North Carolina

Request for Proposal

for the position of

Executive Director

Revised/reposted on
January 21, 2026

Deadline for Proposal Submission:
Monday, March 2, 2026

INTRODUCTION

The School Nutrition Association of North Carolina (SNA – NC) is pleased to announce a Request for Proposal (RFP) for the position of Executive Director. This pivotal role requires highly qualified offerors who are not only experienced in leadership and management, but also deeply committed to collaboration, innovation, membership development and association growth to effectively serve the diverse membership of the association. The Executive Director plays a crucial role in advancing the association's mission and vision to support school nutrition professionals across the state, ensuring the association continues to strengthen and sustain the School Nutrition Profession.

The Executive Director is responsible for managing the day-to-day operations of the SNA-NC and facilitates the work of the association, including implementation of the association's Strategic Plan and routine operations as directed by the Board of Directors (BOD) and/or the Executive Committee of the BOD. The position works closely with the SNA-NC Executive Board, Industry Partners, Committees and other Stakeholders, and oversees contracted staff. The Executive Director also serves as the Chief Financial Officer and is responsible for managing the association's budget in a fiscally, legally and ethically responsible manner as well as helping the BOD identify new and potential sources of revenue. The Executive Director is also responsible for preparing all statutory reports and other documents required to sustain association's non-profit status.

SNA-NC is a volunteer 501(c)(6) chartered organization in the State of North Carolina, with the rights and responsibilities of a trade association under the Internal Revenue Code. There are nearly 2,600 members, 160 industry partners and various organizational collaborators and stakeholders. The Executive Director collaborates with the national School Nutrition Association to align with the national priorities, by-laws and other governance recommendations and updates the State affiliate agreement regularly, as needed and as directed by the BOD. The position is responsible for other duties as directed by the Executive Committee and/or BOD.

High-level organizational details pertaining to the position are as follows:

Position Title: Executive Director

Reports to: SNA-NC Executive Committee of the Board of Directors

Manages: Contracted SNA-NC staff (in collaboration with the Executive Committee or the appropriate Committee Chair)

Contracted Staff: Part-time Bookkeeper (reports directly to the Executive Director)
Other contracted personnel include a Parliamentarian, Social Media Manager, and Legislative Liaison, all of whom report directly to the Executive Committee of the BOD and routinely coordinate activities with the Executive Director

Hours of Work: Full time - forty (40) hours per week, with occasional nights and weekends including some overnight and out-of-state travel

Location of Work:	Remotely based; the Executive Director must maintain a home office at the expense of the Executive Director; SNA-NC provides office equipment, supplies, dedicated land line for telephone, cell phone and external storage space and other operating resources as required to perform the duties of the role.
Compensation:	Contract is negotiated annually to include compensation and other benefits all of which are determined based on experience and scope of services to be performed.
Independent Contractor:	The successful candidate will enter into a contractual agreement with SNA-NC, with the expectation of fulfilling all responsibilities listed in this RFP as well as all other job duties assigned by the Executive Committee. The contract will be maintained and renegotiated annually by the SNA-NC Executive Committee and BOD. The initial contract will be awarded effective July 1, 2026 and will continue through July 31, 2027. The SNA-NC's operating period aligns with the national School Nutrition Association and is from August 1- July 31 annually. Performance will be evaluated annually with the first performance evaluation on or before July 1, 2027. This position is considered an independent contractor and therefore the successful candidate will be responsible for all employment-related benefits.

SNA-NC is driven by its vision and mission. The mission and vision are revisited every three to five years as the Board of Directors revisits the association's Strategic Plan. The Strategic Plan is available upon request.

The **Vision** of SNA-NC is: ***Members are supported and engaged in the advancement of School Nutrition Programs.***

The **Mission** of SNA-NC is to: ***Educate, empower, and advocate for school nutrition professionals to advance the accessibility, quality, and integrity of school nutrition programs.***

QUALIFICATIONS FOR THE POSITION

The successful offeror to serve as the SNA-NC Executive Director will meet and/or exceed the following qualifications for the position.

- Bachelor's degree from an accredited institution
- Documented experience in Association leadership and management
- Ability to work independently with minimal supervision
- Proven track record and experience in relationship building to support and sustain the association
- Prior participation (as a member or employee) of a volunteer Board
- Documented experience in leading and managing people, resources and organizational dynamics
- Excellent organizational, problem-solving and collaboration skills
- Demonstrated ability to prioritize tasks, delegate appropriately and meet deadlines
- Excellent verbal and written communication skills, including large and small group presentations, group facilitation, and organizational facilitation. Skill in written communications to include clear and concise narrative reports, evaluations and similar documents

- Ability to innovate to introduce new processes, procedures, products and concepts to the Executive Committee and/or full BOD and to the office of the Executive Director
- Ability to manage and monitor the association's Strategic Plan and report regularly to the BOD
- Ability to collect and analyze data to support BOD goals and objectives and to use data analytics for decision-making and to assess association trends locally, at the state level and national level
- Skill in use of spreadsheet/database analysis
- Documented experience in budget management, accounting and financial reporting
- Documented experience in preparing public reports and other out-ward facing documents
- Strong technology knowledge and skills - must have strong working knowledge of and experience with:
 - Google Suite and/or Microsoft Office used for word processing, email, presentations, and spreadsheets (advanced knowledge is preferred)
 - QuickBooks experience preferred
 - Membership database experience preferred (new membership database will be required in the first year of employment)
 - Event management software experience preferred (registration, schedule coordination, evaluation, etc.)
- Ability to establish and maintain relationships of respect, trust, confidentiality, collaboration and cooperation.
- Ability to Represent SNA of NC in a professional manner
- Membership in the American Society of Association Executives (ASAE) preferred

TIMELINE FOR THE PROCESS TO SELECT AN EXECUTIVE DIRECTOR

The following table provides the specific timeline for the proposal process. Offerors are responsible for complying with the timelines. Timelines are not negotiable.

A mandatory pre-proposal virtual meeting will be conducted to answer questions and ensure all potential offerors understand the proposal preparation and submission process. Potential offerors must pre-register for the pre-proposal discussion. Attendance is required of ALL potential offerors in order to be eligible to submit a proposal. Proposals will not be accepted by those who did not attend the pre-proposal meeting. To register for the meeting, contact the current Executive Director, Dawn Roth at JBDFRoth@aol.com . A hyperlink for the Pre-Proposal Meeting will be provided upon registering.

REVISED SCHEDULE

RFP Re-posted to SNA-NC Website	Wednesday, January 21, 2026
Potential Offerors must Register for Pre-Proposal Meeting by 1:00 PM (EST)	Thursday, January 29, 2026
Mandatory Virtual Pre-Proposal Meeting 11:00 AM (EST)	Friday, January 30, 2026
Final RFP Questions Due from Potential Offerors by 5:00 PM (EST)	Monday, February 23, 2026
Responses Due to Potential Offerors	Wednesday, February 25, 2026

Proposals Due Electronically by 5:00 PM (EST)	Monday, March 2, 2026
Committee Review of Proposals	March 4 – March 23, 2026
Virtual Interviews Scheduled with Top Three (3) Offerors	March 25 – 27, 2026
Committee Conducts Virtual Interviews with Top Three (3) Offerors	March 30 – April 6, 2026
Committee Makes Recommendation to Executive Committee of BOD	April 10, 2026
Offeror Makes Presentation to BOD	April 17, 2026
Contract Negotiation/Notice of Award	Week of April 20, 2026
Contract Start Date	July 1, 2026

Electronic proposals must be submitted no later than 5:00 PM on Monday, March 2, 2026 to Dr. Lynn Harvey, Search Committee, SNA-NC Executive Director, at lynnharvey123@gmail.com. Questions about the RFP may be directed to Dr. Harvey in writing via the same e-mail address. The deadline for submitting questions is Monday February 23, 2026.

REQUIRED PROPOSAL FORMAT

All potential offerors must submit a professionally written proposal that covers the ten content areas listed below. Each response should clearly show the selection committee how the offeror is qualified to handle the responsibilities of the position. As you prepare your responses to the ten content areas, you are essentially developing your proposal. Therefore, it is imperative that you address the evaluation criteria throughout your responses to the content areas because the evaluation criteria reflect the core competencies required for an Executive Director in a professional association. Organize your proposal in the same sequence as the content areas, starting with a cover letter and ending with a summary statement. Be sure to respond to every content area in your submission. You may include documents or other artifacts to support your responses as long as the documents are included within the proposal. The maximum number of points that may be awarded to each content area is shown in the table shown on pages 7 and 8.

CONTENT AREAS

- 1. Introductory Comments:** This statement should set the tone for your proposal. Your introductory comments should indicate your intent to apply for the position and should provide a statement of commitment. You should briefly describe approach to leadership and explain why your leadership style has prepared you for this next step in your career. You should also describe how your leadership style and experiences have distinguished you as the best candidate for the position. Ideally, you will provide a brief overview of how you would lead the association, as Executive Director, should you be the preferred candidate.

- 2. Resume:** Submit a resume that reflects current and past employment that may be pertinent to the position of Executive Director. The resume should include a brief description of the duties performed, the name of the organization for which the work or volunteer activities were provided, the company/organization name, phone number, and a contact person who observed

the offeror's performance. You should also include a written narrative describing how your employment and/or volunteer experiences have helped prepare you to serve in the critical role of Executive Director.

1. **References:** Provide a minimum of three (3) references, preferably individuals who are current or former employers or clients capable of attesting to the offeror's qualifications, work ethic, and attributes pertinent to the Executive Director position. Consider requesting your references to comment on particular characteristics or behaviors identified in the evaluation criteria, thereby allowing them to directly address the key competencies required for this role. For each reference, please include their name, relationship to the offeror, physical address, email address, and telephone number to facilitate the reference check process.
3. **Challenges and Opportunities facing Professional Associations:** Identify and describe some of the current challenges and opportunities facing professional associations, like SNA of NC. Describe recommendations and possible solutions you would implement, as Executive Director to address the challenges; also describe how you would leverage opportunities to further strengthen and help sustain the association.
4. **Demonstrated Capacity to Perform the Required Scope of Services:** Describe your ability to effectively and efficiently manage the association's daily operations as outlined in the Scope of Services section of the RFP. The narrative should clearly articulate the methods and strategies you would employ, as Executive Director, to ensure timely, efficient, effective, accountable and ethical management of the day-to-day operations of the association in collaboration with the Executive Committee and BOD. Discuss your capacity to think and act creatively and strategically to help position the association for success. Specific examples of past experiences may be beneficial to help explain your responses in some of the sub-areas described in the Scope of Services.
5. **Financial Management and Revenue Growth:** Describe your ability to responsibly and transparently manage the association's financial resources. Specifically, address your experience in creating and managing budgets and your track record for staying within budget, managing and monitoring expenditures and revenues (and other assets) as a means of achieving financial goals. Describe your prior experiences in interpreting financial statements and in reporting an entity's financial status. Discuss your prior experiences in seeking alternative revenue sources, including fund raising, to support strategic priorities.
6. **Financial Management and Revenue Growth:** Explain how you have effectively and transparently overseen financial resources for an association. Share examples of your experience creating and managing budgets, maintaining expenditures within limits, and monitoring both revenues and assets to achieve financial objectives. Include details about your background in interpreting financial statements and reporting on an entity's financial position. Additionally, discuss any previous efforts you've made to identify alternative sources of revenue, such as fundraising, that supported strategic initiatives.
7. **Facilitating BOD and Committee Work:** Explain your approach to supporting the BOD, Executive Committee, and other committees, including your communication, organizational, management, and team-building styles. Describe how you accept feedback, handle multiple priorities, meet deadlines, build trust, and adapt to a BOD that changes annually. Further, explain how you would provide professional development for new BOD members and Committee

Chairs, ensuring consistency from Board to Board, and continuous alignment with the organization's Mission, Vision, and Strategic Plan, and strengthening SNA-NC's presence as the authoritative source for School Nutrition Program related issues.

8. **Continuous Improvement of the Association's operations:** This section should demonstrate your ability to support the BOD in streamlining operations for greater efficiency and reduced costs. Include innovative suggestions to boost member awareness, engagement, and growth, as well as strategies to involve K-12 School Nutrition Industry members and collaborate effectively with stakeholders who have shared goals.
9. **Vision for the future of the Association:** In this section, you should describe your vision for the future of the association. Describe your approach for helping the association consistently meet its vision, mission, and strategic goals. It should present ideas, a proposed timeline, and strategies to support growth, success, and financial stability, reflecting how the offeror sees the association thriving in the future.
10. **Summary Statement:** Close your proposal response by recapping why you are the best candidate to serve as the SNA-NC Executive Director, which may include additional information about the Offeror's unique knowledge, skills, and abilities, professional preparation, resources, personal philosophy or other information that may be of significance to the Selection Committee as they make their decision.

EVALUATION CRITERIA AND PROCESS

Each proposal will be evaluated based on the criteria shown below, which are reflective of the core competencies of successful Executive Directors for professional organizations such as SNA-NC. Once scored, the proposals will be ranked in order of highest to lowest scores. The top three (3) scoring proposals will be invited to a virtual interview with the selection committee. The interviews will allow the selection committee to expand on responses in the proposals and observe the candidate's skills in personal and professional presentation.

Responses to each content area will be evaluated against the criteria shown below	Evaluation Criteria	Maximum Points
Criteria 1: Experience and Qualifications	Relevance of Experience – how closely the offeror's past roles align with the responsibilities of an Executive Director Educational and Professional Background – consideration of degrees or certifications relevant to the duties of the position	0 – 20 points
Criteria 2: Leadership Skills	Demonstrated leadership in previous roles where the candidate has successfully led teams or projects and the results of the leadership Vision and Strategy Development – consideration of the ability to articulate	0 – 20 points

	a clear vision and strategic initiatives for the association	
Criteria 3: Communication Skills	<p>Clarity and articulation of key messages – how the candidate's written responses and their ability to convey complex ideas simply.</p> <p>Interpersonal skills – how well the offeror describes their approach to collaboration and relationship building</p>	0 – 20 points
Criteria 4: Work Ethic and Habits	<p>Accountability and Integrity – past experiences regarding ethical decision-making and accountability</p> <p>Time management and prioritization – ability to manage multiple responsibilities effectively</p>	0 – 20 points
Criteria 5: Cultural Fit and Values	<p>Alignment with Association Values – how do the offerors values align with the association's values</p> <p>Appreciation for the organization's culture - how do offerors address the importance of providing opportunities to serve all members and treat all with courtesy, dignity and respect</p>	0 – 20 points
Criteria 6: Problem-solving Skills	<p>Analytical Thinking -how does offeror identify/analyze problems and offer constructive solutions</p> <p>Adaptability – how does offeror handle changing circumstances or challenges</p>	0 – 20 points
Criteria 7: Results Orientation	<p>Track Record of Achievements – assess specific achievements that reflect their ability to deliver results in past roles</p> <p>Metrics and Accountability – Evaluate offeror's ability to use data to measure and monitor success and accountability</p>	0 – 20 points
Criteria 8: Stakeholder Engagement	<p>Experience with Stakeholders – how does offeror describe their engagement with various stakeholders, including BOD members, Committee members and general members of the association</p> <p>Networking and Relationship Building - assess efforts to build, support and maintain professional relationships</p>	0 - 20 points
Criteria 9: Creativity and Innovation	<p>Creativity in Problem-solving – how does the offeror propose innovative solutions to support the association</p> <p>Innovation to modernize and transform operations when needed – what recommendations are provided by the</p>	0 – 20 points

	offeror to modify operations for efficiency, effectiveness and cost savings	
Criteria 10: Financial Acumen	Budget Management Experience – evaluate the offeror’s experience in managing and monitoring budgets and financial reporting Resource Development – consider offeror’s strategies to identify alternative sources of revenue and develop resources for the organization	0 – 20 points

ADDITIONAL INFORMATION ABOUT SNA-NC THAT MAY BE BENEFICIAL IN PREPARING THE PROPOSAL

SNA-NC Governance and Organizational Structure

SNA-NC is led by a volunteer Board of Directors (BOD) most of whom are authorized to vote on issues that come before them. The Executive Committee of the BOD consists of the President, President Elect, Vice President, and Executive Director who serves as an ex-officio non-voting member. The Executive Board consists of the Executive Committee, Secretary/Treasurer, District Directors, Committee Chairs, and State Agency Advisors (non-voting members). Paid staff include the Executive Director, Bookkeeper, Parliamentarian, Legislative Liaison, and Social Media Coordinator.

SNA-NC Committees and Advisory Boards

As part of its governance structure, the SNA-NC utilizes the following **Standing Committees**:

- Membership Committee
- Nutrition Committee
- Public Policy/Legislation Committee
- Leadership Development/Awards Committee
- Resolutions and Bylaws Committee
- Endowment Committee

It is quite possible that the Board will consider a recommendation from an existing Ad Hoc Committee to establish a Budget and Finance Committee and an Audit Committee as permanent committees to support the governance of the association. If approved by the BOD, these two committees would be added to the existing committee structure.

In addition to permanently approved committees, the BOD has the authority to establish and appoint members to temporary, short-term Ad Hoc committees for the purpose of addressing a specific task or issue that falls outside the regular scope of standing committees. The purpose of the Ad Hoc Committee is to provide a targeted solution or recommendation for a single short-term project. Ad Hoc Committees generally have a specific charge from the President and the BOD to complete their respective tasks. The BOD votes on the establishment of and appointees to the Ad Hoc Committees. The Ad-Hoc Committees do not have final decision-making authority, instead the Ad Hoc Committee

make recommendations to the full BOD for their consideration and a formal vote.

Membership Committee

The Membership Committee is responsible for numerous activities to directly support the membership of the association. Many of these activities ultimately affect the local chapters. The committee promotes membership and assists local chapters in developing membership drives. The committee also publicly recognizes 100% membership schools at Annual Conference. In addition, members of the committee reviews and selects candidates to be awarded the *Chapter of the Year* award; the committee also recognizes SNA Star Club members and promotes membership in the SNA Star Club. The committee collaborates with other committees to support member satisfaction.

Nutrition Committee

The responsibilities of the Nutrition Committee involve the most important segment of our association. We must maintain nutrition integrity in our program for the benefit of our children. This committee is responsible for identifying, evaluating and interpreting nutrition trends that can affect the operation of the School Nutrition Programs within the state. Committee members collaborate to develop menus and marketing strategies for National School Lunch Week and National School Breakfast Week. The committee reviews current federal policy and guidance and makes recommendations for implementation strategies for standards in school nutrition programs. The committee assists chapter affiliates by answering questions, presenting programs or making suggestions for nutrition speakers

Public Policy/Legislative Committee

School Nutrition Programs are funded by the Federal Government and the State of North Carolina. Legislation governs how the program will be funded. Federal and State Regulations govern many aspects of the program. The Public Policy/Legislative Committee achieves the works of the committee by evaluating, interpreting, and responding to federal and state legislation and regulations; it also makes recommendations for future federal and state legislation where regulatory modifications are needed to support reasonable policy and regulations. The committee informs membership of current proposed legislation and develops the association's collective response. The committee develops legislative policy and positions for approval of the BOD and assists chapters in the development of legislative strategies. The PP&L Committee plans, conducts and evaluates legislative activities including, but not limited to Legislative Action Days, strategic meetings of members with various policy makers, and the annual Legislative Breakfast.

Leadership Development/Awards Committee

This committee is composed of members who have served as SNA-NC District Directors. The committee works throughout the year to develop a list of offerors for office. The committee seeks nominations through the District Meetings. All potential nominees are sent an information form to be completed. The SNA-NC Bylaws list the qualifications for each office. The Leadership Development/Awards Committee checks the eligibility of those who return the completed information.

Each nominee is reviewed thoroughly and fairly. The Leadership Development/Awards Committee prepares a proposed slate to be presented at the Winter Board of Directors Meeting. The proposed slate is then reviewed by the Board of Directors, and the slate of offerors is approved. Information about each offeror is printed in the Spring Issue of the **ARROW**.

Resolutions and Bylaws Committee

The Resolutions and Bylaws Committee is chaired by the SNA-NC Vice-President. This committee reviews the current Bylaws and prepares changes when required. The changes are submitted to the

Board of Directors for approval for a vote by the Delegate Assembly. The changes are voted upon at the SNA-NC Delegate Assembly Meeting. This committee also reviews and prepares policies which are needed for smooth operation of the Board of Directors.

Endowment Committee

The Endowment Committee promotes the Endowment Fund and its activities ensuring meaningful opportunities for professional growth, development and experiences to support the membership. The committee collaborates with faculty/staff from the University of North Carolina at Greensboro to ensure responsible and meaningful use of the funds that are earmarked strictly for professional development.

In addition to standing and Ad Hoc committees, SNA-NC utilizes the following standing **Advisory Councils to support organizational priorities and strategies adopted in the Strategic Plan**: The following Advisory councils serve the SNA-NC.

- Industry Advisory Council
- Marketing Advisory Council

Industry Advisory Council

Members of the School Nutrition industry are essential to the efficient, effective and operation of the School Nutrition Programs in NC. Industry members bring valuable knowledge, insight, innovation, and other resources to K-12 School Nutrition marketplace. The Industry Advisory Council represents vendors in the K-12 nutrition industry to enhance collaboration between the association and its industry members/partners. The council collaborates with the Annual Conference Planning Committee to plan and coordinate the annual Trade Show to support the success of this essential member professional development opportunity. In addition, the Industry Advisory Council plans workshops and other professional development opportunities in conjunction with the Annual Conference as a means of keeping members well-informed of new products in the marketplace. The Trade Show also promotes optimal collaboration among School Nutrition Directors and other personnel conjunction with the show. This committee sponsors a biannual Industry Seminar.

Marketing Advisory Council

The Marketing Advisory Council works to promote SNA-NC throughout the state and to other professional organizations. The council is chaired by the President-Elect. The council works collaboratively with the Industry Advisory Council, the Office of School Nutrition at the NC Department of Public Instruction and the Food Distribution Division of the NC Department of Agriculture and Consumer Services to promote the SNA-NC as the authoritative source for the School Nutrition profession in the state.

MEETINGS AND EVENTS

SNA-NC plans, organizes, facilitates and manages several meetings and other events throughout the year to support the professional needs of the membership. The following list of meetings/events are provided annually or bi-annually.

- SNA-NC Annual Conference and Trade Show for all members (June)
- Leadership Assembly (during the Annual Conference (June)

- Industry Conference (bi-annually) for all members (January/February)
- Planned Executive Board Meetings – four (4) times per year in person and virtual, as needed (June, September, January/February, June (Board transition))
- Specially-called Meetings of the Executive Board – as needed to support the needs and priorities of the BOD (TBD)
- Executive Committee Meetings – monthly and as needed to support the work of the BOD and for collaborative decision-making purposes
- District Meetings – annual support for District Directors as needed (typically four (4) meetings in the fall and four (4) meetings in the spring)
- Chapter Meetings are also conducted throughout the state based on Chapter capacity
- Committee Days – semi-annually to promote productive committee planning and plan execution (October/November, May)
- Budget Planning Meeting – annually with the Executive Committee (April)
- Incoming Board Training – annually, prior to the beginning of the new fiscal year (June)
- Legislative Breakfast – annually, as needed (March/April)
- Other meetings and events as directed by the BOD

A comprehensive list of the duties of the position is available upon request. The list of duties includes most, but not all duties required of the position as the duties are prone to change based on the priorities of the BOD, needs of the membership, change in the School Nutrition environment and the commitment of the BOD to address the emerging needs and expectations of the membership.

QUESTIONS

For questions about the RFP or to request the most current list of duties of the SNA-NC Executive Director email Dr. Lynn Harvey at lynnharvey123@gmail.com. The subject line of the email should read: "URGENT REQUEST – SNA-NC Executive Director Search".