

THE *Corporate Coalition* TO END Hunger



Moving From Talk to Collective Action: Effective Strategies for Alleviating Hunger and Food Insecurity in America

A Report on Brandeis Research and Interviews with Members of the Corporate Coalition

March 9, 2012

Prepared by
Corporate Coalition Managing Partners
THE CENTER FOR YOUTH AND COMMUNITIES AND
THE SILLERMAN CENTER FOR THE ADVANCEMENT OF PHILANTHROPY
THE HELLER SCHOOL FOR SOCIAL POLICY AND MANAGEMENT



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EXECUTIVE SUMMARY

The Corporate Coalition to End Hunger in America (CC), with 38 current members, and a number of other companies expressing an interest in joining, is united in its commitment to be the voice of the business community on hunger and food insecurity in the United States.

The Coalition is at a critical turning point in its history. Members agree that the time for talk has passed and the time for collective action is now. This report, prepared by the Brandeis University Managing Partners, lays the foundation for strategic priorities for the Coalition to use as a roadmap for effective action. It is based on current research on hunger issues and hunger reduction programs, as well as interviews with 31 Coalition members, and discussions with the Association of Corporate Contributions Professionals, USDA Food and Nutrition Service, and two national nonprofits in the hunger space. Importantly, it has been developed in dialogue with a newly established Leadership Team that will serve for one year to ensure that the decisions made by the CC's membership will be efficiently implemented, providing momentum and focus for the Coalition's work.

In brief, the Leadership Team and the Brandeis Managing Partners recommend that the Coalition adopt two strategic priorities:

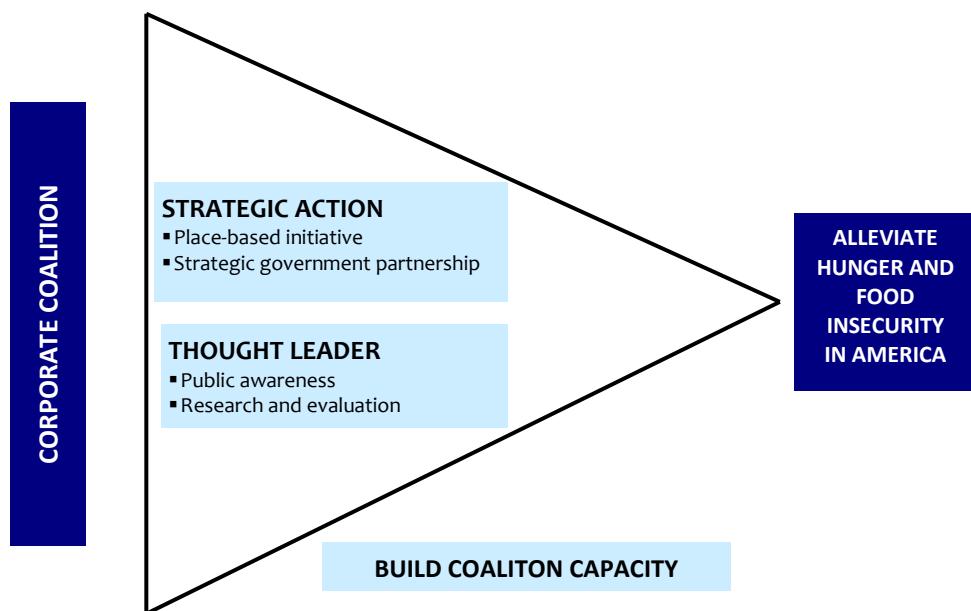
- 1) Engage in COLLECTIVE ACTION to increase access to food and other resources to reduce hunger:
 - a) Launch a signature place-based initiative with multiple sites to reduce hunger among school-age children at the community level.
 - b) Work strategically with the government, state and local policymakers and organizations on expanding access to federal food programs.
- 2) Be a THOUGHT LEADER on the challenges of reducing hunger and food insecurity:
 - a) Utilize the expertise of CC member companies and Brandeis University to elevate the issue of hunger in the minds of the public, and garner media attention and build recognition for the CC by publicizing the concrete CC action projects in local communities.
 - b) Synthesize research to provide the CC with updated, reliable data to inform the place-based projects, public awareness messaging, and help CC members develop deeper fluency about hunger and food insecurity issues; and assist the CC in assessing the impact it is having on reducing hunger and food insecurity by providing the CC with both established and innovative metrics to use for benchmarking and measuring success.

Key to implementing these priorities is BUILDING THE CAPACITY OF THE CC itself. First, CC members should identify their own level of participation. The interview themes identified three levels:

- “Core Action Team” comprised of companies ready to attend meetings and be leaders and organizers of the projects the CC adopts for immediate action.
- “Key Endorsers” who are willing to sign letters and amplify the voice of the CC in its public awareness work.
- “Supporters” who are sympathetic to the work of CC, possibly willing to make in-kind contributions, but not yet ready or able to engage in meetings or CC actions.

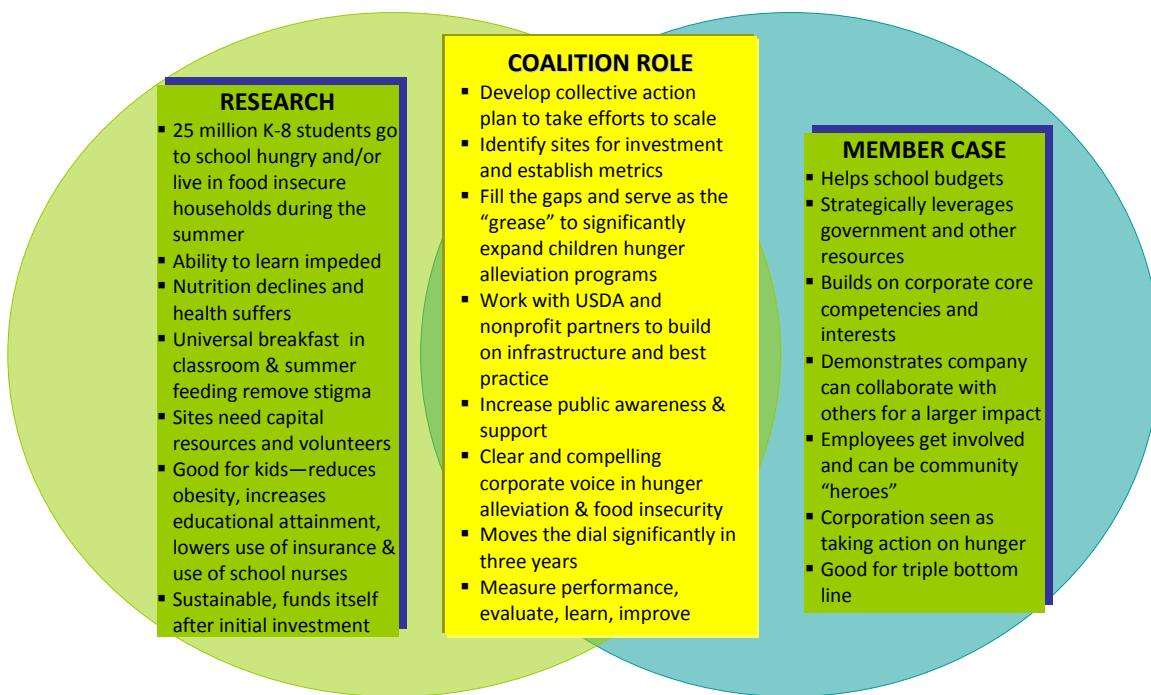
These groups would be fluid, companies may move from one to another and each group may expand over time. Second, the report describes specific tasks needing clarification, such as governance, role clarity, structure, and a multi-year plan for growing CC membership, which will be needed to organize for impact.

Exhibit 1
CORPORATE COALITION STRATEGIC ACTIONS



The CC has a “bullish” future if it acts smartly and collectively builds on its unique private sector expertise. There is a strong case for the Coalition’s existence – through collective action the Coalition has the ability to significantly move the dial on alleviating hunger and food insecurity in America. The exhibit below lays out the case for collective action.

Exhibit 2
CORPORATE COALITION CASE FOR COLLECTIVE ACTION



Moving From Talk to Collective Action: Effective Strategies for Alleviating Hunger and Food Insecurity in America

I. INTRODUCTION: CONTEXT for the CORPORATE COALITION'S WORK

A. Case Statement on the Need for the Corporate Coalition

According to the latest study by the United States Department of Agriculture, 48.8 million Americans lived in households considered “food insecure” in 2010.¹ This means that in almost 15% of all U.S. households individuals either reduced their food intake or had their routine eating patterns disrupted because they lacked the resources for food. One third of those households are considered to have “very low” food security. In addition, the rates of food insecurity are much higher among key minority groups than among the U.S. population as a whole, with 25.1% of African American households and 26.2% of Latino households rated as food insecure. For all Americans who are food insecure the goal is not only to provide food for today and next week, but also to create sustainable solutions that will enhance good nutrition and good health for children and adults across the lifespan.

“There will never cease to be ferment in the world unless people are sure of their food.”
Pearl S. Buck

In addition, the current state of the U.S. economy has contributed to the breadth and depth of the hunger problem. The recent recession, often called the most significant economic downturn since the Great Depression, has swelled the ranks of the hungry and changed the face of hunger. While some people who seek food assistance have lacked employment for some time, others have been recently laid off from white collar or blue-collar jobs, or are working two or three low-wage jobs to make ends meet. The number of food insecure households in 2010 is nearly double the number in 2000.² Yet while hunger is increasing, the resources for addressing food insecurity are decreasing. This is evidenced by cuts to many state and federal programs designed to support those who are most economically vulnerable. The “wealth gap” in America is well documented³ – and growing – and is paralleled by a growing “food gap.”

B. Moving Toward Solutions

Despite these sobering trends, there is good news as well. Non-profit organizations at both the local and national level are growing in strength and aggressively tackling hunger issues. Through food banks and food pantries, communities are coming together to conduct food drives and to get much needed staples and fresh produce to those in need. There are more people volunteering – through their workplaces, faith-based institutions, and a variety of community-based organizations - to staff soup kitchens and feed hungry families in many U.S. cities and towns.

“Transformation is grounded in innovation.”
Corporate Coalition
Guiding Principles

The founding of the **Corporate Coalition to End Hunger in America** in 2009 signaled the increasing involvement of the business community in addressing the hunger issue. Now, at the start of 2012, the

¹ “Household Food Insecurity in the United States in 2010.” Washington, DC: US Department of Agriculture, Economic Research Report Number 125, September 2011.

² Food Research Action Center, “Hunger Data,” www.frac.org

³ Paul Taylor et al, “Twenty to One: Wealth Gap Rises to Record Highs Between Whites, Blacks and Hispanics.” Washington, DC: Pew Research Center, July 26, 2011.

Corporate Coalition (CC) is taking new steps to build its own capacity and become the “voice of the business community on hunger.” New steps include the formalization of a Leadership Team to steer the work of the coalition and convene Coalition members for a meeting in Orlando, Florida in March 2012. The Leadership Team – which will initially serve for one-year during the start-up phase – is co-chaired by Kori Reed, Vice President of Foundation and Cause at Conagra Foods, and Angela Collier, Senior Manager Corporate Affairs at Walmart. It also includes Dannielle Campos, SVP, National Philanthropy Manager at Bank of America, Julie Craven, Vice President of Communications at Hormel, Maureen Desmond, Senior Director at USA Today, and Gina Goff, Director of Community Involvement at C & S Wholesale Grocer. The Leadership Team is committed to building the capacity of the Coalition and defining a clear strategy for collective action that will be rolled out between now and 2013, and fully implemented by 2014.

In all areas of planning and implementation, the Leadership Team and the CC as a whole is being guided and supported by the expertise of a team from The Center for Youth and Communities and The Sillerman

“Children & elders
can’t go fishing – we
have to feed them.”

Kori Reed
Conagra Foods

Center for the Advancement of Philanthropy at Brandeis University’s Heller School for Social Policy and Management. This Brandeis team, the “Managing Partners,” bring their long-term experience in research, particularly on programs and policies affecting the most vulnerable US populations. They also bring strategic planning, project and performance management, and evaluation expertise to the CC. Through close and consistent work with the Leadership Team, the Managing Partners will contribute to maximizing the impact of the CC on alleviating hunger and reducing food insecurity. It will also support the whole Coalition to build

momentum and keep action projects going, a task that neither the Leadership Team nor any single corporation could be expected to shoulder alone.

In sum, the Corporate Coalition can create a model of collaboration – a “community of practice” – in the private sector, and demonstrate that when corporations act together, they can accomplish things that no single company can do alone. Informed by current research on hunger trends and programs, this report is designed to assist the Coalition in setting clear goals and priorities and realizing the power of collective action.

II. SUMMARY of INTERVIEWS

Over the last several months, there has been a concerted effort to learn from the members of the Corporate Coalition about their own companies’ past practice in the hunger space and their aspirations for the Coalition’s future (see Appendix A for list of interviewees). This information was collected through one-on-one telephone interviews and during two meetings, one at Battle Creek, MI and one at Brandeis with the Leadership Team (see CC newsletter report on the meeting in Appendix B). Thirty-one interviews were conducted by members of the Brandeis Team. From the interviews three themes about the Coalition and the work of its members emerged: assets, challenges and hopes.

A. Assets of the Coalition

There is a considerable range of experience across the CC with most members falling into one of two groups that might be called the “dedicated veterans” and the “enthusiastic newcomers.” The majority of coalition members fall in the “veterans” category. These companies have been engaged in anti-hunger work for many years – sometimes decades – and hunger is a clear priority in terms of their philanthropic commitments and the degree of employee engagement. The lessons learned by these companies about “what works,” and the relationships they have built with local and national non-profit partners and other stakeholders, are impressive. A number of companies have focused their hunger work in the cities where their businesses are headquartered, and some have done significant work in rural areas and towns where they have manufacturing facilities. Although the size of most of the grants they give in these communities may be small in terms of total dollars, their impact is often quite large. In these communities, the CC member company may be the only (or the largest) employer and its work on reducing hunger is appreciated by many residents as an acknowledgement of widely felt economic insecurity. In addition, a few of the veterans have had experience operating meals projects that are national in scope. The practical experience and knowledge embodied in these companies will be useful to the CC as it selects priorities for collective action.

“A lot of our employees are passionate about the hunger issue – people are coming out of the woodwork to volunteer.”

Mary Jane Melendez
General Mills

Among the “newcomer” companies, a small but significant minority has begun working in the hunger/food insecurity space in recent years. They have joined the CC because their charitable giving and cause marketing programs are giving increasing importance to hunger relief and the issue is shaping the direction of their corporation’s foundation giving. Some of these companies, though less experienced in partnering with national/local non-profits, have proved to be very innovative in the projects they have started and have much to contribute to the Coalition. For example, building on the work of “veteran” companies like Bank of America with extensive social marketing experience, one

“FedEx is donating 5 meals for every new ‘like’ the NY Food Bank receives on their Facebook page.”

Matt Rebholz
Fed Ex

company has been using social media, like Facebook and Twitter, very effectively to raise dollars and partner with a local food bank. Others are still in the process of defining their approach to hunger and healthy eating, but are anticipating a substantial degree of giving. Some of these companies have supported food banks and anti-hunger activities in the regions close to their headquarters, but are not positioned to attempt anything national in scope and are enthusiastic about being part of a coalition that can address hunger on a national scale.

Finally, some Coalition members – approximately 25% - were either unclear at the time of the interview about the future of their company’s commitment to hunger issues, or declined to be interviewed. Some reported that hunger is relatively low on the list of issues they support, while others explained that their company is restructuring/downsizing and it is unclear whether hunger work will be a priority when their companies are reorganized. These corporations can also be assets to the coalition, especially if they are willing to sign letters of support for key CC initiatives, or perhaps make in-kind donations such as food or transportation services. Deciding how best to mobilize this group and define their role will be part of the Coalition’s work in the coming year and is addressed later in this report.

The good news is that a majority of CC members have been working on hunger issues – either long-term or short-term – and are poised to make important contributions to the CC’s growth and effectiveness. In addition, regardless of the length of their involvement in anti-hunger work, many of the CC members have engaged their employees as volunteers. They report that their employees are enthusiastic about putting company resources into the fight against hunger, generous with their time, and are having an impact at the local level. This base of employee volunteers is another asset many member companies bring to the CC’s work.

B. Challenges Facing the Coalition

CC members are realists and were not hesitant in expressing their views about the barriers the CC needs to address. One of the most frequently named barriers is a lack of consistent leadership that is energetic, well organized and represents a spectrum of the CC’s membership. The dominance of one or two companies was cited by a number of CC members as a problem in the past. In addition, some members said the CC not only lacked momentum, but also lacked clear goals for its work and clear expectations from CC members. As one member put it, “I don’t see the grand plan.” CC members also warned that there could be competition and turf issues between companies. Some worry about how small companies will be able to work with large companies. Others say it is an issue about who gets public credit, citing the need to get the name and brand of their own company recognized by their own employees and consumers, as well as the name and brand of the CC as a whole. A few members said that the CC’s lack of a track record as a collective is a barrier in itself, but recognize that this can only be overcome by the CC uniting behind a set of agreed upon strategic priorities, followed by visible, publicized action steps. Finally, some members cited external barriers, saying that despite the existence of federal food programs, many people do not take advantage of them due to lack of information, stigma and bureaucratic enrollment requirements.

“It’s hard to get everyone in agreement – it’s like herding cats.”

Maureen Desmond
USA Today

With the newly established Leadership Team and expertise and organizational support from the Brandeis Managing Partners, a fresh start will help the CC regain momentum and create a transparent decision making process. This should create a sense of inclusiveness for the companies that have signed on to the Coalition, a way for them to have a voice in setting the Coalition’s strategic direction, and a clear role in carrying out the CC’s collective action agenda.

C. Hopes for the Coalition

Coalition members have many aspirations. They want action that has been carefully researched and planned with achievable results. They want to make a real difference by achieving outcomes that

alleviate hunger and food insecurity, so that resources allocated and deployed don’t simply put a band-aide on a problem with complex and systemic roots. The well-known slogan that ending hunger requires both “feeding and fishing” was cited by a number of CC members.

“We try to get into rural areas where older adults are unable to get food.”

Caesars Foundation

A number of companies have programs that they think could be taken to scale by the Coalition, or initiatives that may be limited to certain geographic areas which they would like to see the Coalition adopt and expand. Many companies have mobilized their own supply chains to deliver their food to the hungry and argue for creating a national supply

chain that links CC members and can more systematically reach many more hungry families.

While the interviews did not point to one particular initiative to take to scale, there was broad support for the CC to pick a limited number strategic directions, make action choices soon, work more effectively with the large national non-profits, and make the CC a visible and respected force in reducing hunger.

Member companies share high hopes for what the Coalition can achieve with strong leadership and improved

communication. The

following sections of this report suggest a path forward based on a realistic assessment of the CC's capacity and a strategic plan that will advance the Coalition's impact and visibility.

EXAMPLES OF PROGRAMS THAT COULD BE TAKEN TO SCALE

- Meal programs
 - For school-age children both during the school year and in the summer
 - For young children and families
 - For elders
- Enlisting the support of elected officials at the state-level in the fight against hunger
- Use of social media to raise money for local food banks
- Distribution of dairy and other food products to local communities
- Support for "food hubs" and elimination of food deserts in inner city communities

III. STRATEGIES for SUCCESS

CC members have a wealth of ideas and experience, but they cannot all become the basis for collective action immediately. This dilemma was discussed at a Fall meeting at Brandeis. Building on the suggestions voiced by members of the Leadership Team and other CC members during their interviews, the newly established Leadership Team and the Brandeis Managing Partner are recommending that the Coalition adopt two strategic priorities for the coming year. This report provides both background information and specific proposals that are needed for CC members to make decisions on an action plan.

STRATEGY # 1: Engage in COLLECTIVE ACTION that increases access to food and other resources needed to reduce hunger.

a) Launch or Intentionally Collaborate in Development of Place-based Projects with Multiple Sites

This strategy will enable the CC to have an impact on hunger at the community level and meet the needs of food insecure individuals across the lifespan, with an initial target of reaching school-age children.

The CC hopes over time to address food insecurity among adolescents, adults and elders, but it is not feasible at this stage to establish programs for all age cohorts at once. Choices will have to be made about which group to target first and when and how to develop projects for other age groups. Here are examples for discussion with the first two being the high priority recommendations from the Brandeis Managing Partners:

- Expand sites for Universal Breakfast in the Classroom for elementary school children in several communities where food insecurity is high by USDA estimates. This is an evidence-based program that has shown positive results in enhancing student health and success in school.

- Expand Summer Feeding Programs for school age children so that the gains made in reducing hunger during the school year are not eroded during the summer break. This approach has high impact not only on the children but also on the wellbeing of families.
- Identify food deserts in several inner city communities and partner with retail grocers and Community Supported Agriculture groups to bring healthy affordable food into these under-resourced urban areas;
- Expand “Edible School Yard” pilots to involve high school students in the production, cooking and consumption of healthy foods thereby improving school lunch programs and encouraging community gardens in poor neighborhoods; and
- Improve elder nutrition and access by partnering with food pantries and congregate meal programs in five communities and training low-income elders in the evidence-based program called “Healthy Eating for Successful Living.”

In each case, the CC will work with local partners, including hunger non-profits, such as Mayors and the U.S. Conference of Mayors to build local efforts and reduce hunger in low-income communities.

B) Develop a Business-Government Partnership

This strategy will make real the goal of building a public/private partnership to reduce hunger by having the CC work with the government, as well as state and local policy makers and elected official, and other organizations.

In the interviews, there was a great deal of support for working with government and the compelling need for public/private partnerships that do real work. In recent interviews with senior officials in the USDA, there was encouragement for this strategy. The food retailers, many of whom already work with USDA, feel strongly that having more companies involved, and speaking in a single voice, will increase the possibility for private sector concerns to help shape national food policy. Recent Brandeis meetings with senior officials at the USDA – and the administration’s commitment to healthy eating – have set the stage for action. Possible options include:

- Fill the gaps and serve as the “grease” to significantly expand universal breakfast in classrooms or summer feeding programs.
- Expand the reach of SNAP, increase the number of people who sign up for SNAP by working with the USDA to simplify the SNAP application and translate it into many languages;
- Work with the USDA to launch a financial literacy initiative for SNAP recipients so the money they get for food is spent wisely on healthy foods, particularly for elders who often live on low and fixed incomes.
- Work with USDA to hold congressional hearings on hunger and food deserts in America, and work to target federal dollars to the most food insecure areas of the U.S.
- Enlist the CEOs of coalition companies to testify before Congress on the face of hunger in the cities and towns where they operate, and/or to put a spotlight on the existence of food deserts in America.

Given that SNAP is a federal/state program, if it is chosen, it will be important for the CC to and work with Governors, the National Governors Association and others on expanding access.

STRATEGY # 2: Make the Coalition a THOUGHT LEADER on the challenges of reducing hunger and food insecurity in the U.S.

a) Raise Public Awareness and CC Visibility

This strategy will utilize the expertise of CC member companies and Brandeis University to elevate the issue of hunger in the minds of the public – their families, friends, neighbors, and co-workers. It will also gain media attention and build recognition for the CC by publicizing the concrete CC action projects in local communities.

The interviews made it clear that a large majority of CC members support this strategy for two reasons; first, there are still many people in the US who do not believe that hunger exists in a wealthy country like America; and second, some people think that everyone who gets SNAP, or uses a food pantry, is poor or does not work. These stereotypes and misconceptions can be addressed through the following efforts:

- Use the marketing and branding expertise of some companies, develop a name, slogan and logo for a CC-led campaign on specific aspects of hunger and food insecurity that tie directly to the place-based initiative selected;
- Link the CC campaign to local media markets, and find stories about how hunger is affecting children and families in local schools and communities;
- Use social media, like Facebook and Twitter, to popularize the action projects of the CC;
- Work with CC members to run a series on “Hunger in 21st Century America,” that can be carried on multiple platforms;
- Enlist “celebrity” CEOs as national co-chairs of a media campaign that publicizes one of the CC’s action projects; and
- Partner with “Witness to Hunger” and use the photographs and stories of their members/witnesses – mothers living in poverty and raising children – in national and local press stories.

c) Synthesize and Conduct Research and Evaluation

This strategy will (1) synthesize existing research to provide the CC with updated, reliable data to inform the place-based projects, public awareness messaging, and help CC members develop deeper fluency about hunger and food insecurity issues; (2) assist the CC in assessing the impact it is having on reducing hunger and food insecurity among Americans across the life span by providing the CC with both established and innovative metrics to use for benchmarking and measuring success; and synthesizes current research on what kinds of programs work best to reduce hunger.

There was strong support for compiling this kind of information as many CC members stated they do not have the resources to do this themselves. The team from Brandeis has extensive experience with evaluation research and can assist the CC in documenting and assessing its projects once specific areas for action have been chosen. Evaluation plans would be guided by input from CC members and the Leadership Team.

IMPLEMENTING STRATEGIC PRIORITIES: Build the Capacity of the Coalition

Crossing and uniting these strategic priorities is BUILDING THE CAPACITY OF THE CC itself. First, CC members should identify their own level of participation. The interview themes identified three levels:

1. “Core Action Team:” this group is comprised of companies ready to attend meetings and be leaders and organizers of projects the CC adopts for immediate action - the movers and shakers;
2. “Key Endorsers:” this group is comprised of members who are willing to sign letters to the USDA and others, have their names listed as endorsing key CC community projects, and generally amplify the voice of the CC in its public awareness work; and
3. “Supporters:” this group is comprised of companies who are very sympathetic to the goals of the CC and want to be considered members, but due to constraints on time and budgets cannot yet engage in meetings or actions. They maybe willing to lend their names to certain CC projects or possibly make in-kind donations of their products.

In addition, there are a number of non-profit organizations that have shown strong interest in the work of the CC and may want to become “Friends of the CC.” This could be advantageous to the Coalition as partnerships with organizations that are outside of the business community will be key to the CC’s long-term success.

There are many other issues related to strengthening the CC that Leadership Team will address in 2012 working with the Brandeis Managing Partners as thought leaders and management coordinators of CC action:

- Define particular areas of business expertise that the CC can bring to the anti-hunger movement, such as efficiency of operations, making a cost/benefit analysis, marketing, branding, how to build employee engagement and volunteerism, etc.;
- Provide a structure and role clarity for the Coalition so each company will know how their representative can contribute, and sub-committees are established to plan and implement agreed-upon strategies and initiatives;
- Operationalize the strategic priorities for the CC (see above) by implementing appropriate structure and process for moving from invention and planning, to readiness, to implementation, and finally to dissemination;
- Create a “culture of learning” within the CC so that members will be fully informed of the latest research on how to measure food insecurity, what evidence-based anti-hunger programs exist and why they are successful, and the best way to measure trends in hunger and the impact of CC initiatives. While the CC does not plan to support new research, it will engage with key thought leaders, keep updated on the latest information available on hunger in the U.S., and systematically evaluate its own projects.

Perhaps most important for the next stage of the CC’s work is to create a “culture of ownership and innovation” so that CC members will find the best level for their participation and feel a responsibility to problem solve whatever issues confront their cohort of CC members. With strategic priorities in hand, a committed Leadership Team, and Managing Partners to provide research, management and evaluation, the CC will be poised to become a major player in the hunger space with its projects, partnerships and public awareness campaigns.

IV. IMMEDIATE NEXT STEPS: ORGANIZE for IMPACT

We have already outlined above some of the issues that the new Leadership Team will address to expand the capacity of the CC to deliver on the goals and aspirations of its members. Additional specific steps will be needed to create a flexible/effective organizational structure for CC, such as the following:

- The CC needs to develop a process for getting resource commitments from different cohorts of CC members, whether money, endorsements, food, or other in-kind services.
- The current Leadership Team is essentially an interim step toward providing a more permanent leadership group, such as an Executive Committee. Once the groundwork has been laid, the CC's leadership body will establish length of terms, size, and method of representation.
- Most CC members interviewed agreed that the CC should create sub-committees to carry out the decisions of the CC's Leadership Team and membership. These subcommittees, or Work Groups, will need to create clear goals, timetables, and action steps for their projects.
- Maintaining a close working relationship with ACCP and collaborating on specific tasks such as the current mapping project, will be needed.

Once the CC has a more stable organizational structure and sense of direction, it will need several other systems to be refined and/or developed. Communication is key. The CC will need an internal communications system to keep all CC members informed and connected, and an external communication system to keep local, state and national partners informed about the CC's activities, as well as the media and the public. Finally, the CC will need an evaluation system and performance management system to track Coalition progress on various aspects of hunger and food insecurity.

Finally it is important, both in the next year and looking toward a period of increased CC activity, for the role of Brandeis Managing Partners to be clarified. As "Managing Partners," they will play multiple roles and produce a discrete number of deliverables in close consultation with the Leadership Team. In all phases of the CC's development, the Managing Partners will provide strategic planning guidance, including the development of logic models and other tools they have used in their many years of experience working with an array of businesses and nonprofit organizations. In the process of selecting particular projects, the Managing Partners will provide a synthesis of current research and best practices. Once the CC is in an action and implementation mode, the Managing Partners' role will be directed toward creating systems to track progress on specific goals and time tables, define metrics for each project and evaluate outcomes and impact. The data drawn from their evaluation work will be useful in publicizing the impact the CC is having on hunger and food insecurity.

In the interviews, the CC members provided fairly consistent feedback on several types of assistance they would like the Managing Partners to provide. These include:

- A report synthesizing research on "what works," and information on what constitutes an evidence-based program.⁴
- Periodic newsletters to keep CC members informed;

⁴ The extent to which there exists sufficient and reliable research to guide actions by the CC is a subject in and of itself. In recent meetings with the USDA, officials commented that one important role the CC could play is stimulating much needed evaluation research on various models for alleviating hunger, rather than the kind of advocacy research that currently focuses on the causes and dimensions of hunger with scant attention to effective programs that produce positive, measurable outcomes.

- A Resource Catalogue that will include core competencies of each CC member, brief case studies of successful anti-hunger activities of CC members, and resources from other groups working in the hunger space;
- An interactive website for CC members to build a “community of practice;” and
- An outreach plan to mobilize CC members who are not yet active, and recruit other companies known to be active around hunger – such as Sodexo, Macy’s, P&G, Kroger, SYSCO, YUM, Nestle, Aramark, Unilever, and others – to join the CC.

In summary, the Corporate Coalition needs organizational development, strategic direction and priorities for action in order to be successful. These activities, both internal and external to the CC, will determine over the next period whether CC members can act collectively to realize their dream of a nation without hunger an attainable reality.

APPENDICES

Appendix A: Brandeis Managing Partners “Hunger Action” Corporate Coalition Interview Calls

Appendix B: First newsletter of the Corporate Coalition

APPENDIX A

Brandeis Managing Partners "Hunger Action" Corporate Coalition Interview Calls (Updated March 15, 2012)

Completed Interviews: 31

| Company | Location | Contact | Title |
|-----------------------------------|---------------------|--------------------------------|---|
| 3M | St. Paul, MN | Robin Torgerson | Community Affairs President |
| Bank of America | Los Angeles, CA | Danielle Campos | SVP, National Philanthropy Manager |
| C&S Wholesale Grocer | Keene, NH | Gina Goff | Director of Community Involvement |
| Caesars Foundation | Las Vegas, NV | Thom Reilly | Executive Director |
| Campbell Soup | Camden, NJ | John Faulkner | Director, Corporate Communications |
| Cisco Systems | San Jose, CA | Peter Tavernise | Executive Director |
| ConAgra Foods | Omaha, NE | Kori Reed | Vice President, Foundation & Cause |
| Darden Restaurants | Orlando, FL | Angela Woods | Director, Darden Foods |
| Domino Foods, Inc. (C&H Sugar) | West Palm Beach, FL | Jan Bottcher | Marketing Director |
| E-S Foods | Woodbury, NY | Gary Davis | CEO & Founder |
| Fed Ex | Memphis, TN | Matt Rebholz | Specialist |
| Ford Motor Company | Dearborn, MI | James Graham | Community Relations Manager |
| General Mills | Minneapolis, MN | Mary Jane Melendez | Community Action Associate Director |
| GSL Distributors | Columbia, SC | Steven Gilchrist | CEO |
| Hormel Foods | Austin, MN | Julie Craven | Vice President, Corporate Communications |
| Kellogg Company | Battle Creek, MI | Tim Knowlton (w/Julie Bosley) | Vice President, Corporate Social Responsibility |
| Kraft Foods Foundation | Northfield, IL | Nicole Robinson | Vice President |
| Land O-Lakes Foundation | St. Paul, MN | Lydia Botham | Executive Director |
| Medtronic | Fridley, MN | Kristine Fortman | Manager |
| MetLife Foundation | New York, NY | Dennis White | President & CEO |
| Morgan Stanley | New York, NY | Rhee Brown | Vice President, Community Affairs |
| Newman's Own Foundation | Westport, CT | Kelly Giordano and Lisa Walker | Grants Manager and Managing Director |
| PepsiCo | Plano, TX | Amy Chen | Project Manager, Food for Good |
| Sara Lee | Downers Grove, IL | Judy Schaefer | Director, Community Investments |
| Smithfield Foods | Clinton, NC | Dennis Pittman | Public Affairs Director |
| Target | Minneapolis, MN | Tim Tormoen | Business Owner, Community Relations |
| Taste of the NFL | Edina, MN | Wayne Kostroski | Founder |
| The Bottle Crew | West Bloomfield, MI | Joel Jacob | Founder and Chairman |
| Tyson Foods | Springdale, AR | Ed Nicholson | Director of Corporate Community Relations |
| USA Today | McLean, VA | Maureen Desmond | Senior Director |
| Walmart Foundation | Bentonville, AR | Julie Gehrki | Senior Director |

APPENDIX B
First Newsletter of the Corporate Coalition

COALITION IN ACTION

IMAGINE: WHAT CAN WE DO TOGETHER THAT WE CAN'T DO ALONE? DECEMBER, 2011

Strategic Action Plan is next step in Coalition direction



On November 9th in Battle Creek, Michigan, representatives of the Corporate Coalition to End Hunger in America convened with the Brandeis secretariat to "reboot" the Corporate Coalition. Goals for the meeting, which was hosted by the Kellogg Company and coordinated with ACCP's L.E.A.D. meeting on hunger, were three-fold: 1) Provide opportunity for the Brandeis team to share the results of 100+ hours of due diligence and interviews with 24 corporations who share a vision for the Coalition; 2) Set the stage for rich learning exchange among members about

current actions to end hunger; 3) Conduct brainstorming session on collective action and impact to focus on innovative ideas that can address the core question before us: What can we do together that we can't do alone?

Based on the learning exchange, it was agreed that the next working session will prioritize 2-3 initiatives the Corporate Coalition could implement in 2012. The strategy session will take place in coordination with the March ACCP meeting in Orlando and will produce the logic model to guide implementation.

Actionable Idea from Research and Experience:

The 10-minute solution*

- 25 million children come to school hungry
- Not every eligible child's family enrolls their child in federal subsidized programs
- We know that hungry children aren't learning and that creates a lost generation for future employers
- When we have the resources to bring school breakfast to all children- this is a travesty to children
- When universal breakfast is available, student participation in the federal programs increases as does students' academic achievement
- Students eat breakfast with everyone else so there is no stigma
- Meals served after the school day officially begins have the greatest participation
- Schools who provide universal breakfast have used thermal bags, prepackaged bags, and "grab and go" food
- Equipment is minimal; thermal bags, rolling carts, extra trash disposal cans
- Students can be involved in setting up and cleaning up
- Students get the nutrition they need, attendance increases, reading and math scores increase
- The jury is not out, the jury is back, It's very clear by eating breakfast which takes 10 minutes a day, learning reboots.
- The Corporate Coalition can play a significant role in increasing the number of schools that participate in universal school breakfast -- a big win; a collective action that leverages skills, resources and influence of coalition members for a proven good

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*FRAC research

What can we do together that we can't do alone?

This was the operative question for the Battle Creek session. Findings from the Brandeis interviews with 24 of the 38 corporations in the Coalition confirmed that the members are ready, willing and able to affirm the vision of the Corporate Coalition to End Hunger in the U.S. While interviews continue, it is clear that each member has sophisticated strategies and investments currently in place offering innovative and inspirational programs across the country. Indeed, the Brandeis team identified seven

themes that seem to capture the more than 25 discreet programs mentioned in the interviews. Mapping these efforts toward aligned funding is one promising direction on the micro level to promote efficiencies and effectiveness. On the macro level, keeping up with national trends, policy developments and research will provide a second layer where collective action makes sense. It was agreed that aligning resources around 1 to 3 themes can be part of the answer to the question: *What can we do together that we can't do alone?*

Learning exchange highlights high impact strategies

Six Corporate Coalition members shared their ideas in response to this question: What is a high impact strategy that could maximize the collective strength of the Corporate Coalition to End Hunger? Four strategies set the stage for a targeted discussion:

Engaging CEOs of corporate America and elected public officials to provide leadership in Washington, D.C.

**Joel Jacob, Founder and Chairman,
The Bottle Crew**

Hunger and Education: Providing free food for every child in every school; developing nutritional education to increase healthy choices, decrease childhood obesity

**Angela Collier,
Senior Manager, Corporate Affairs,
The Walmart Foundation**

Gina Goff, Director of Community Involvement, C&S Wholesalers

Tim Tormoen, Business Owner, Community Relations, Target

Leveraging logistical expertise toward (1) the safe and efficient delivery of food from donated sources to food banks and (2) better distribution of food to those who need it

Dennis Pittman, Public Affairs Director, Smithfield Foods

Producing food for donation

Ed Nicholson, Director of Corporate Community Relations, Tyson Foods



Interviews Suggest Opportunity to Align for Greater Impact: Seven Key Themes, Corporations and **Illustrative** Programs to Address Hunger

| Themes | Corporations | Program Examples |
|--|--|--|
| Hunger and Education | Target C&S Wholesale Grocers Walmart Foundation Kellogg Company E-S Foods Newmans Own Foundation Campbell Soup Kraft Foods Foundation | Meals for Minds Backpack Program Universal Classroom Breakfast The Global Food Network Action for Healthy Kids Got Breakfast The Fruit and Veggie Prescription Revolution Food Camden Children's Garden School lunches/School Food Pantry |
| Hunger and Seniors | Caesars Foundation | Meals on Wheels |
| Hunger and Youth Development | MetLife Foundation Campbell Soup Domino Foods Tyson Foods | Garden in a Box Farmer's Markets Cathedral Kitchen Great American Bake Sale High School Food Activists |
| Using Technology & Corporate Intelligence to Raise Awareness | ConAgra Foods Cisco Systems Kellogg Company Morgan Stanley Hormel Foods Taste of the NFL | Changing Our World Loan Employees/Expertise Share Your Breakfast Food Bank Financial Planning Hunger Survey Website publicity |
| Logistics and Distribution | Smithfield Foods Walmart Foundation GLS Distributors Darden Restaurants Ford Motor Company | "Helping Hungry Homes" Safe handling, storage, distribute Fast freeze process Food delivery logistics Reach for menu change/advertising Vehicles to food banks |
| Corporate Leadership with Government | The Bottle Crew Newman's Own Foundation | CEO engagement with top government policy makers Wholesome Wave CAVU |
| Produce Food for Donation | Tyson Foods Land O' Lakes Hormel Foods | Protein to Food Banks Purposeful/Food bank donations Spammy™ |

What is the "Secretariat"?

Good question asked by many curious about the language and what it means in practical terms!

In short: In the summer of 2011, the Coalition enlisted the Center for Youth and Communities and the Sillerman Center for the Advancement of Philanthropy, national management and policy centers at the Heller School for Social Policy and Management at Brandeis University, to (1) serve as the Secretariat and "voice" of the Coalition, and (2) directly manage or assist with action projects, when appropriate, and facilitate proactive coordination of pledged corporate resources – both financial and non-financial. That means we are here to spark collective action, help members align resources for greater impact and report back to the Corporate Coalition on the investments and programs made by the Corporate Coalition.

The screenshot shows the homepage of The Corporate Coalition to End Hunger. At the top, there's a banner with several children eating meals. Below the banner, the text reads "Joining Forces to End Hunger in America". A detailed description follows, mentioning the coalition's mission to end hunger through corporate leadership and strategic partnerships. On the right side, there's a sidebar for "Secretariat for the Coalition" with contact information for Susan P. Kornack and Lanni Isenberg. The bottom half of the page displays logos of over 50 corporate members, including 3M, FedEx, Kellogg, and Walmart.

The Corporate Coalition website facepage will be a portal to coalition member websites.



Upcoming Dates & Events

Corporate Coalition Strategic Action Planning

March 18, 2012
Gaylord Palms Resort and Convention Center
Kissimmee, FL

8am-2pm
No cost registration with
Lanni Isenberg
lanni@brandeis.edu

ACCP Annual Meeting

Begins March 18th at 4pm, continues
through March 21st
<http://www.accprof.org>

Coalition Guiding Principles

Principles springing from the interviews and affirmed at the Battle Creek meeting on November 9th

- We believe the power of collective action can create transformative results and the ability to take great ideas to scale in our efforts to end hunger.
- We will work together in a culture of inquiry, learning and action which acknowledges that change is a constant.
- Transformation is grounded in innovation and results that promote self-sufficiency, sustainability and community building for the people impacted by our efforts.