

From “a Mile Wide and an Inch Deep” to Strategic Corporate Social Responsibility: Applying Lessons From the Field



National Conference on Community
Volunteering and National Service

June 7, 2004. Kansas City, Missouri

The Boston Globe

COMMUNITY
MATTERS
GROUP 

1. getting to know you

From “a Mile Wide and an Inch Deep” to
Strategic Corporate Social Responsibility:
Applying Lessons From the Field

Presenters

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The Boston Globe

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**COMMUNITY
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Agenda

1. Getting to know you:

- ▶ Agenda, Objectives, Expectations, Introductions

2. Lay of the land:

- ▶ Definitions
- ▶ The Components of CSR
- ▶ Best Practices
- ▶ The Continuum

3. Learning from experience:

- ▶ Boston Globe Case Study
- ▶ Case Study Exercise – What should The Globe focus on?

4. Applying These Lessons To Your Company:

- ▶ Overview of Model for Creating a Strategic CSR Program
- ▶ Exercise 1: Rate Current CSR
- ▶ Exercise 2: Finding the Sweet Spot
- ▶ Exercise 3: Business Bull's-eye
- ▶ Exercise 4: CSR Bull's-eye
- ▶ Key Supporting Ingredients
- ▶ Your Top Three Next Steps

5. Wrap Up:

- ▶ Report Backs
- ▶ Final Q&A / Group Discussion
- ▶ Evaluation

Objectives

After this workshop, participants will:

1. Have a framework for assessing the strengths and weaknesses of their company's CSR initiatives
2. Have applied the model for developing a strategic CSR program to specific cases in their industry. Using the model they will have pinpointed the intersections between community needs, employee interests and business value
3. Have developed concrete next steps to apply when they return to their company
4. Have an example they can show others in their organization of how a leading company has begun the transformation from an unfocused community involvement program to one that is integrated, strategic and high-impact

Expectations

Ours:

- ▶ Participatory
- ▶ Questions are good

Yours:

- ▶ Please write down your expectations for this seminar, what would you like to leave with?



Introductions

- ▶ Name
- ▶ Organization
- ▶ Role
- ▶ Greatest challenge or obstacle to making your Corporate Social Responsibility even more strategic



2. lay of the land

From “a Mile Wide and an Inch Deep” to
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What's in a Name?

Business Ethics

Corporate Citizenship

Community Involvement

Community Relations

Corporate Philanthropy

Community Investment

Corporate Volunteerism

Strategic Giving

**Corporate Social
Responsibility**

Community Affairs

Triple Bottom Line

Corporate Accountability

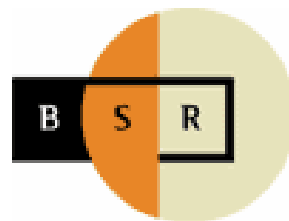
Sustainability

What's in a Name?

Corporate Social Responsibility

BSR defines corporate social responsibility as “achieving commercial success in ways that honor ethical values and respect people, communities, and the natural environment.”

(Source: www.bsr.org)



Business for Social Responsibility

What's in a Name?

Corporate Citizenship

“In today's world, business has immense social, economic and human assets. Corporate citizenship refers to the way a company leverages these assets.

When a company uses its assets to bring about measurable gains not only for itself, but for society as well, that company is acting as a good corporate citizen. A good corporate citizen integrates basic social values with everyday business practices, operations and policies, so that these values influence daily decision making across all aspects of the business, and takes into account its impact on all stakeholders, including employees, customers, communities, suppliers, and the natural environment.” (Source: www.bc.edu/centers/ccc)



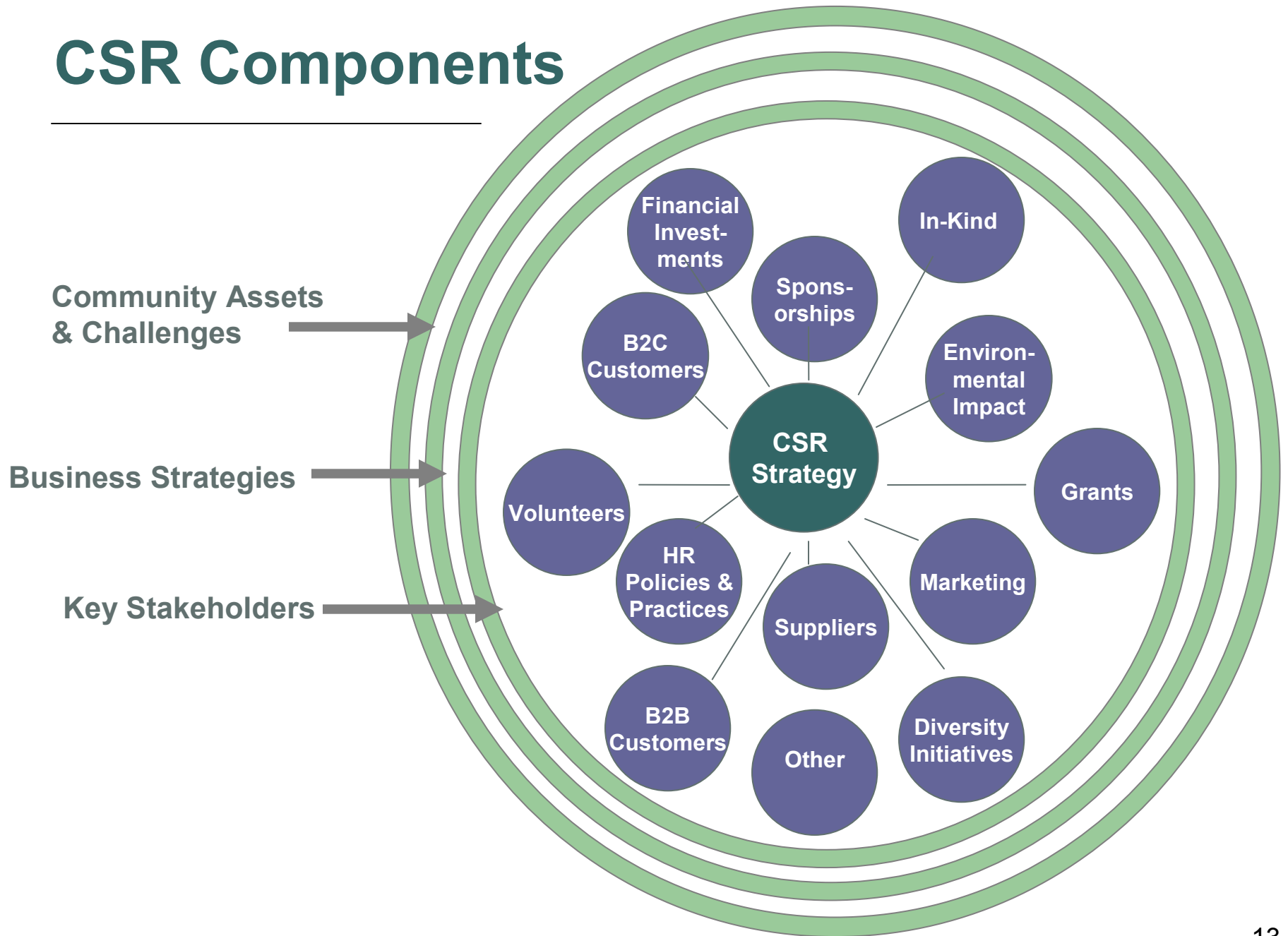
What's in a Name?

Strategic Corporate Social Responsibility

Community Matters Group defines strategic corporate social responsibility as the art of leveraging the assets of a company to maximize community impact while leveraging the company's citizenship to maximize the return on investment. In short, the art of making responsibility profitable and making profitability responsible.



CSR Components



Best Practices for Strategic CSR

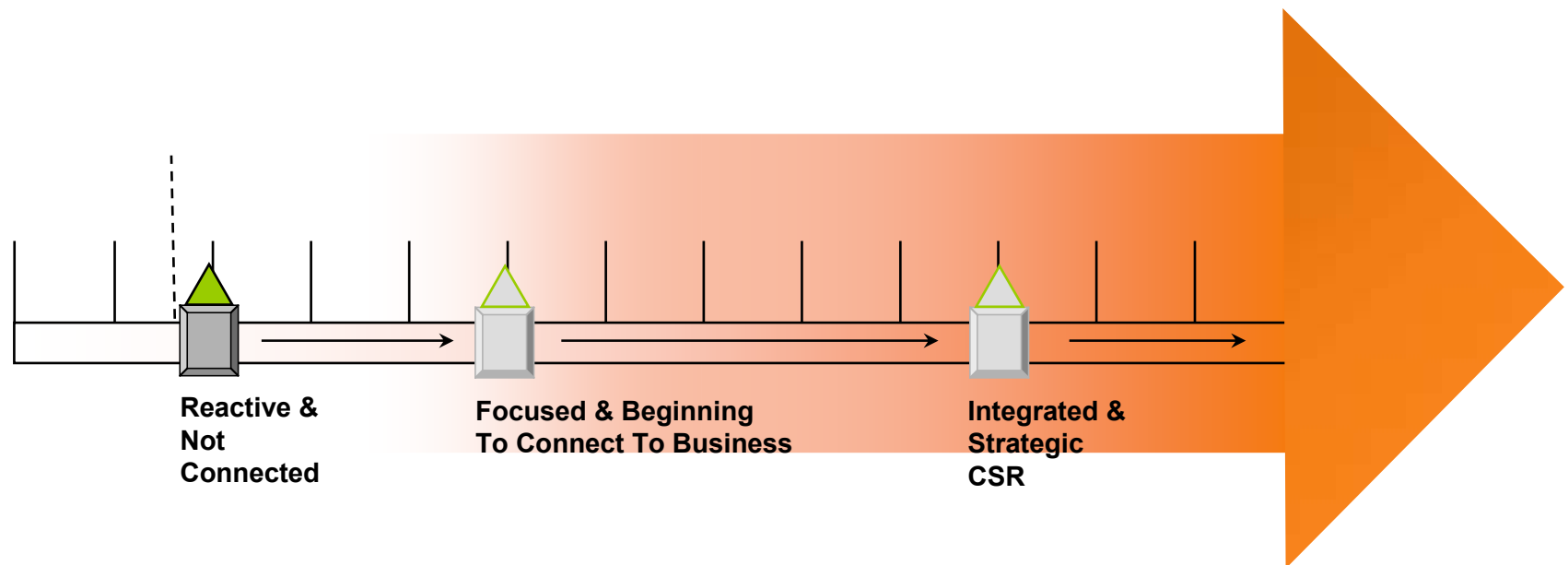
- ▶ **Determine areas of focus that are reflective of real community needs, your people's passions and strategic business fit**
- ▶ **Make significant multi-year investments (time, money, in-kind, etc.) in a few initiatives or organizations that are well positioned to effect change in the chosen area(s)**
- ▶ **Connect your CSR to business objectives**
- ▶ **Leverage outside resources (customers, suppliers, prospects)**
- ▶ **Build ownership throughout the company**
- ▶ **Secure strong visible support from senior leadership**
- ▶ **Monitor results: Implement evaluation and continuous improvement measures (draw in feedback from internal and external sources)**
- ▶ **Track what you are doing and communicate externally and internally**

“If you keep on doing what you do, you’ll keep getting what you’ve got.”

Graffiti, Washington, DC, 1985

A Continuum

The evolution along this continuum is towards increased community impact and increased business benefit.



3. learning from experience

From “a Mile Wide and an Inch Deep” to
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Case Study: The Boston Globe

Making a Difference: The Boston Globe Foundation's Strategic Community Investment Plan



Designing a Strategic Community Investment Program

Goal: Create a community investment program that makes real and measurable impacts on key community needs, leverages interests of key stakeholders and returns significant value to The Globe.



Investment Highlights

In the past 5 years (prior to the strategic redesign) The Globe has:

▶ **Contributed more than \$8 Million to hundreds of area nonprofits**

- Boston Schoolyard Initiative
- Fund for Nonprofit Partnerships in the Boston schools (formerly the Annenberg Fund)
- Taylor Outstanding Scholars
- United Way of Mass Bay

▶ **Engaged Employee Volunteerism**

- Nonprofit board participation
- Pine Street Inn
- Big Brothers/Big Sisters
- Community Painting Day
- Red Cross blood drives
- United Way committee

▶ **Leveraged Resources**

- In-kind ad space
- Newspaper In Education (NIE)
- Globe Santa
- “Conversations at The Globe”
- “Beyond The Big Dig”



Good Intentions, but...

There is a significant opportunity to change the status quo:

▶ **A mile wide and an inch deep**

- Contributions have been intentionally spread out across categories, issues and geography to address the broad needs of the community
- Average grant size - \$7,000, with the majority in the \$5,000 - \$12,000 range
- In 2001, 75% of grants were for \$10,000 or under
- 99 organizations received declines from the Foundation in October of 2002
- Lack of reporting and measurement

▶ **Need for more measurement or evaluation**

- How do we measure the impact of individual grants?
- How do we measure the impact of the Globe Foundation?
- Are we contributing to Boston's Excellence?

“I think they should be one of the pillars in Boston... whether it's Filene's, Fidelity, Fleet, *The Globe*, Red Sox, it's one of those things that should be in the top 10 in people's minds of companies that do things in the community.”

***Paul Cavalli
Filene's
Senior VP Advertising and
Sales Promotion***

Vision

Community Need

- ▶ Assess pressing needs in the community
- ▶ Identify under-resourced needs and areas
- ▶ Determine which needs have greatest potential for Globe impact

Employee Interests

- ▶ Determine what issues and needs employees care about the most

Strategic Fit

- ▶ Find the intersection between The Globe's core competencies and community needs
- ▶ Identify civic and charitable priorities of advertisers and customers
- ▶ Determine the fit with The Globe's goals and strategic vision
- ▶ Establish benefits of a focused program to ensure commitment, should the business/economic climate shift

The Current Situation



Vision



The Process

1.

Baseline Assessment

Interview 17 leaders in Boston (Community, Business, Civic, Advertisers) to assess The Globe's current standing in the community and solicit feedback on new directions.

2.

Strategic Focus

Find the intersection between the communities' most pressing needs, employee interests and The Globe's business goals and strategic assets.

3.

Decisions

Choose a select few priority areas to concentrate the bulk of The Globe's resources on, and a handful of initiatives and partnerships in which to invest significant resources.

4.

Communication & Continuous Improvement

Communicate the new strategic giving initiative internally and externally. Feedback from follow up surveys will be combined with evaluative data to continuously improve the initiative.

Research

Before we could find the intersections we attempted to understand the three circles individually. We asked:

- ▶ What are the most pressing community needs?
- ▶ What are the issues our employees care the most about?
- ▶ How can we leverage our resources and competencies to do the most good, *and* return value to The Globe?

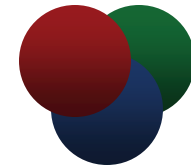
Our main sources of information were:

- ▶ External interviews
- ▶ Internal interviews & focus groups
- ▶ Community needs assessments from The Boston Foundation
- ▶ Outside expertise from Community Matters Group

A company's commitment to social issues is important when I decide:

- Which companies I want to see doing business in my community (84%)
- Where to work (77%)
- Which products and services to recommend to other people (75%)

2002 Cone Corporate Citizenship Study



Community Needs

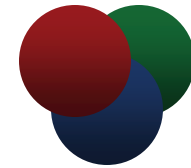
The Boston Foundation's 2002 Indicators Report details some of our region's key strengths and challenges:

Strengths

- A diversified economy
- World-class educational & cultural institutions
- Racial/ethnic diversity reflecting ties to most parts of the world
- The fruits of investment in research and city building
- Unique environmental assets such as a newly clean harbor, and an expanding system of urban open space
- Global connectivity: an international port and airport, and expanding public transportation system
- A wealth of human capital in the ideas and aspirations of residents who are ready to develop new strategies for success in the challenging 21st century

Challenges

- A national recession tied to a downturn in key local industries and job losses
- Sharp cuts in state local aid to cities and towns, threatening recent gains in education reform and public health
- State budget cuts in public health, higher education and the arts
- Housing costs that remain unaffordable to many new homebuyers and renters, exacerbating homelessness and discouraging young workers
- Racial disparities in health, housing, transportation and educational opportunity
- State and local cuts in funding to cultural institutions and arts organizations, threatening Boston's cultural vitality
- New, keen competition with cities and regions across the nation and the world for a share of New Economy industries and jobs



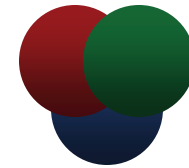
Community Needs

We synthesized the greatest needs/challenges facing Boston into five broad categories:

- ▶ **An education system that doesn't prepare all students to succeed**
(reading, writing, love of learning, MCAS, critical thinking, ability to work in teams, etc.)
- ▶ **Escalating shortage of affordable housing**
(loss of people, homelessness, hunger, etc.)
- ▶ **National, state and local budget cuts threaten the health of the Arts, Education Reform and Public Health**
(e.g. Mass Cultural Council Budget cut by 62% for 2003)
- ▶ **A lack of civic engagement, community building and leadership across all lines of diversity**
(ESOL, diverse leadership, voter registration and participation, civic debate, etc.)
- ▶ **Need for a systemic, holistic and community-built approach to addressing Boston's challenges**

To grow Boston's ability to succeed in the sink-or-swim waters of the global economy, the most effective strategy is to attract newcomers, nurture local talent and provide equal access to resources and opportunities for them.

2002 Boston Indicators Report



What Our People Care About

We spoke with 36 Globe employees across a broad spectrum of the organization. When asked which issues they care about and think The Globe should focus on, they said:

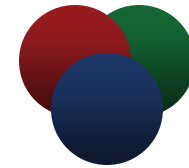
Mentioned Most Often

- Literacy (Young People, ESOL, Adult Learners)
- Youth (Youth Sports, Afterschool MCAS Prep, Youth Art, etc.)
- K-12 Education
- Early Education (day care)
- Arts & Culture
- Job Training/Economic Development
- Civic Engagement/Strength
- Community Services (Hunger, Homelessness)
- Journalism
- Health

Also Mentioned:

- Environment
- Regional Transportation
- Diversity
- New Bostonians
- Gap Between Rich and Poor
- Elderly
- Higher Education
- Facilitate access to and inspire public school kids around science and math





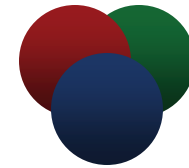
Strategic Fit: Business Goals

In interviews with senior management we heard the following business issues and goals:

- Local market leader
- Attract and retain readers
- Deliver for our advertisers
- Attract the young adult demographic
- Develop readership and advertisers in the regional zones
- Increasing circulation, especially on Sundays
- Build on Boston's Excellence
- Economic development, building a wider, broader and better pool of advertisers
- Regional recruitment for BostonWorks
- Attracting the best and brightest for all levels of employment
- Develop an educated citizenry of potential Globe readers
- Supporting union relationships

It's not enough to teach people to read. We have to give young people a passion for knowledge – to develop a habit of wanting the best source of news and information. We need them to value a quality product.

***Susan Hunt Stevens
The Boston Globe
Vice President
Circulation Marketing***



Strategic Fit: Our Assets

In the external and internal interviews and focus groups we asked which assets The Globe could leverage to make a difference in the community:

Our People

- Smart, motivated, quality employees*
- Personalities: Reporters/Journalists*
- Expertise in writing/communicating
- Retirees
- Expertise/skill-set of 3000 employees (Advertising, Marketing, Research, Finance, HR, Reporting, Circulation)
- Strategic Forecasting
- We are really good at: Gathering Info -> Editing -> Preparing + Publishing—We could leverage that

Knowledge

- Clusters – letting communities know about needs/opportunities
- Vast knowledge base
- Focused geographical target area

Physical Resources

- Money*
- In-kind ad space*
- Substance of the paper's coverage*
- Jobs*
- Printing for organizations
- boston.com
- Printing facilities/ fulfillment/ call centers
- Technology
- The newspaper itself

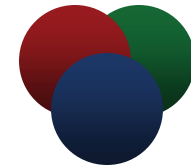
Intangibles

- Ability to pull people together/convene*
- Leadership Position*
- Credibility*
- Power of the brand (The Globe's name)*
- Visibility

External Relationships

- Leverage our strongest external relationships: advertisers, vendors, readers*
- Distribution network*
- We have the ability to bring important people to the table*
- NESN – Red Sox
- New York Times, Worcester T&G
- Relationships (business, community, editorial)

*** = heard from multiple sources**



Strategic Fit: Return Value

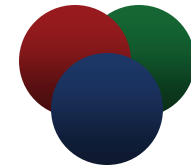
In the external and internal interviews and focus groups we asked for thoughts on how The Globe could realize value from increased/focused community investment:

Image/Brand/License-to-operate

- Goodwill*
- Visibility of The Globe brand
- Cause Branding
- Brand enhancement
- Positive personal feelings towards The Globe increased*
- Humanizing
- Trust
- Seen taking a leadership role
- A better story to tell
- Increased loyalty (reader, advertiser, employee)

Internal/Human Resources

- Grow future employee base
- Pipeline – better talent pool
- Motivating current employees, increase moral, develop skills*
- People may be more likely to want to explore a career at The Globe
- Relationships with nonprofits can return value (e.g., TJX has a partnership with Citizen Schools, their kids came in and taught a diversity class, 100 employees volunteered to attend)



Strategic Fit: Return Value

Revenue Streams

- Potential future advertisers (through growth of arts organizations, biotech, etc.)
- Partnerships with advertisers strengthen those relationships
- Make our sections more attractive to advertisers
- Increased circulation
- Increase mindshare/loyalty in particular geographies → increased circulation in strategic growth areas
- Utilize NIE to build young readers and future subscribers
- Increase the literacy of our readers (youth and college)

Editorial

- News sources
- Strong relationships with community organizations can help with a gap between our proposed audience and relevance of content

I would like the Foundation to consider projects that are not only social service, but inspire kids (and future readers) to bust past the boundaries society or their peers erect around them.

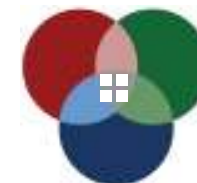
***Derrick Jackson
The Boston Globe
Columnist***

Case Study Exercise

Given what you have learned so far, what areas of focus would you advise The Globe to build their strategic community investment program around?

I think The Globe should focus on...





Results

Focus Areas:

- ▶ Strengthening the Next Generation of Readers & Writers
- ▶ Supporting and Enhancing the Cultural and Artistic Vitality of Our Communities
- ▶ Promoting and Developing Civic Engagement and Community Building
- ▶ Being Responsive to the Needs of our Immediate Community

“The Globe has the opportunity to be a major player in that arena (community investment), and the time is right...You can come out with a whole new bold thing. It’s great that you’re doing this.”

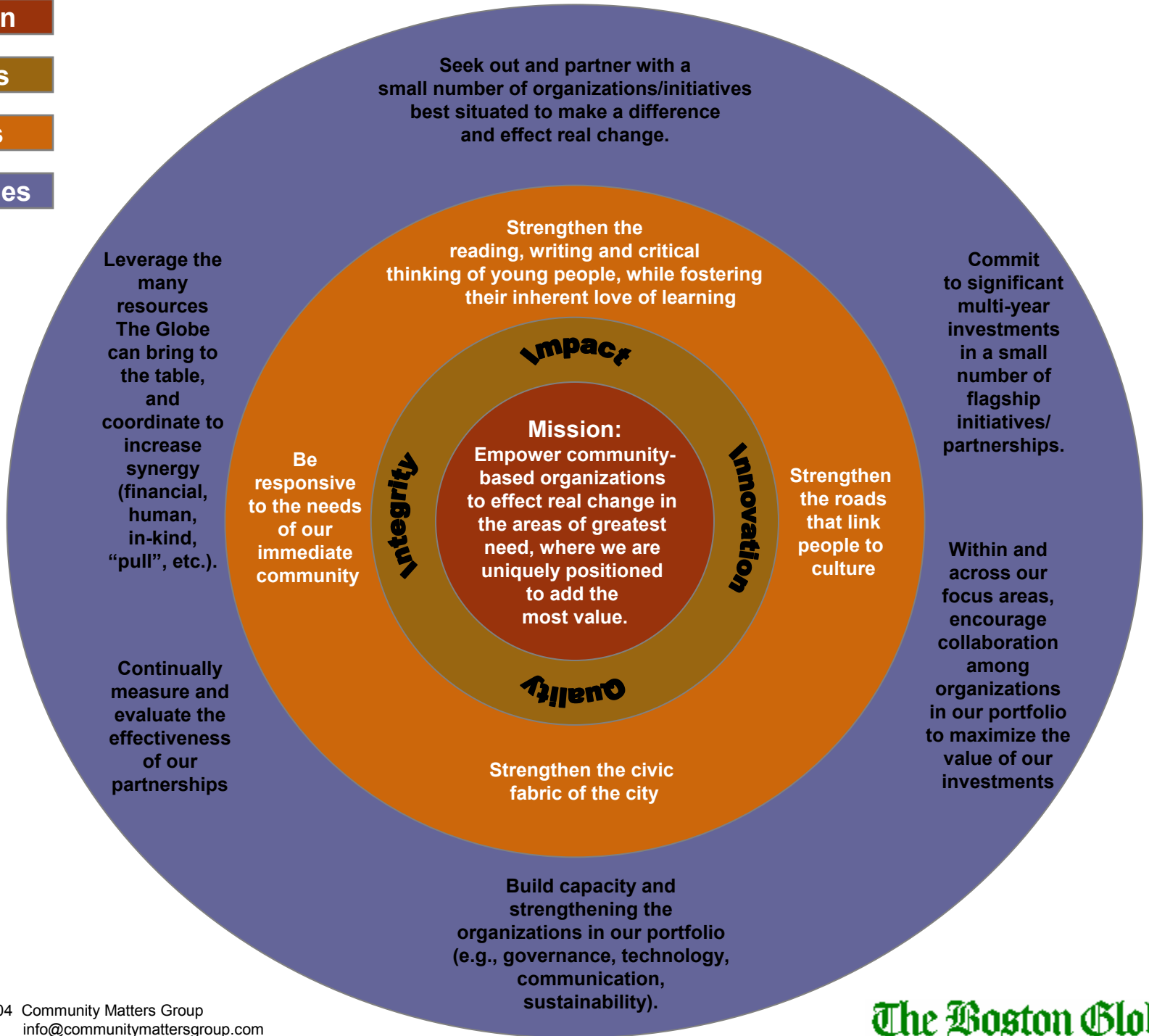
***Joanne Jaxtimer
Mellon New England
First VP Corporate Affairs***

Mission

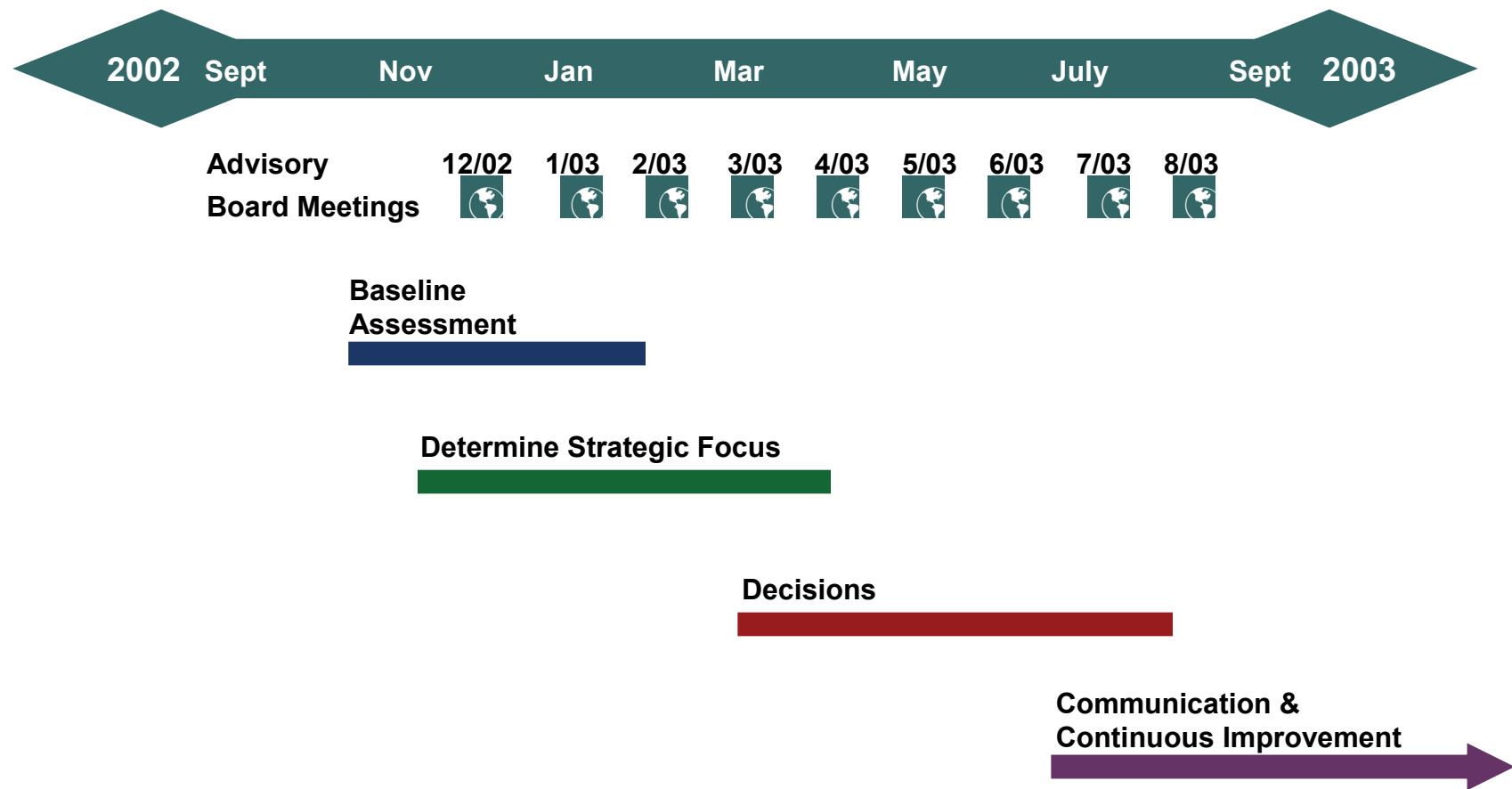
Values

Goals

Strategies



Timeline



4. applying these lessons to your company

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Steps Toward Strategic CSR

1. Assess your current CSR Performance

- Does your company have a connected and strategic CSR program?
- How strong is each component of your CSR? (vs. best practices, vs. your goals)

2. Assess community needs, your people's passions and strategic business fit and then determine areas of focus that hit the overlapping 'sweet spot'

3. Know your company's mission, values, goals and strategies. Then develop mission, values, goals and strategies for your CSR that are intimately connected to your business

4. Build, plan and manage for success

“There are risks and costs to a program of action, but they are far less than the long-range risks and costs of comfortable inaction.”

John F. Kennedy

Exercise 1: Rate Current CSR Performance

CSR Strategy

- High
- Med
- Low

Physical Resources	<p>Grants</p> <input type="checkbox"/> High <input type="checkbox"/> Med <input type="checkbox"/> Low	<p>Sponsorships</p> <input type="checkbox"/> High <input type="checkbox"/> Med <input type="checkbox"/> Low	<p>In-Kind</p> <input type="checkbox"/> High <input type="checkbox"/> Med <input type="checkbox"/> Low	<p>Other Physical Resources</p> <input type="checkbox"/> High <input type="checkbox"/> Med <input type="checkbox"/> Low
People (Internal)	<p>Grassroots & High-Skill Volunteers</p> <input type="checkbox"/> High <input type="checkbox"/> Med <input type="checkbox"/> Low	<p>HR Policies & Practices</p> <input type="checkbox"/> High <input type="checkbox"/> Med <input type="checkbox"/> Low	<p>Diversity Initiatives</p> <input type="checkbox"/> High <input type="checkbox"/> Med <input type="checkbox"/> Low	<p>Other People Resources</p> <input type="checkbox"/> High <input type="checkbox"/> Med <input type="checkbox"/> Low
Leveraging Relationships	<p>B2C Customers</p> <input type="checkbox"/> High <input type="checkbox"/> Med <input type="checkbox"/> Low	<p>B2B Customers</p> <input type="checkbox"/> High <input type="checkbox"/> Med <input type="checkbox"/> Low	<p>Suppliers</p> <input type="checkbox"/> High <input type="checkbox"/> Med <input type="checkbox"/> Low	<p>Other Relationships</p> <input type="checkbox"/> High <input type="checkbox"/> Med <input type="checkbox"/> Low
Business Practices	<p>Environmental Impact</p> <input type="checkbox"/> High <input type="checkbox"/> Med <input type="checkbox"/> Low	<p>Marketing</p> <input type="checkbox"/> High <input type="checkbox"/> Med <input type="checkbox"/> Low	<p>Financial Investments</p> <input type="checkbox"/> High <input type="checkbox"/> Med <input type="checkbox"/> Low	<p>Other Business Practices</p> <input type="checkbox"/> High <input type="checkbox"/> Med <input type="checkbox"/> Low

Exercise 1: Rate Current CSR Performance

What are the components of your CSR that you are most pleased with?

1. _____
2. _____
3. _____

Which components need the most help?

1. _____
2. _____
3. _____

Exercise 2: Finding the Sweet Spot



Exercise 2: Focus Distilled

Given what you have documented so far, what area(s) of focus would you advise your company to build their strategic CSR program around? Are these the same or different from the current state?



Exercise 3: Business Bull's-eye

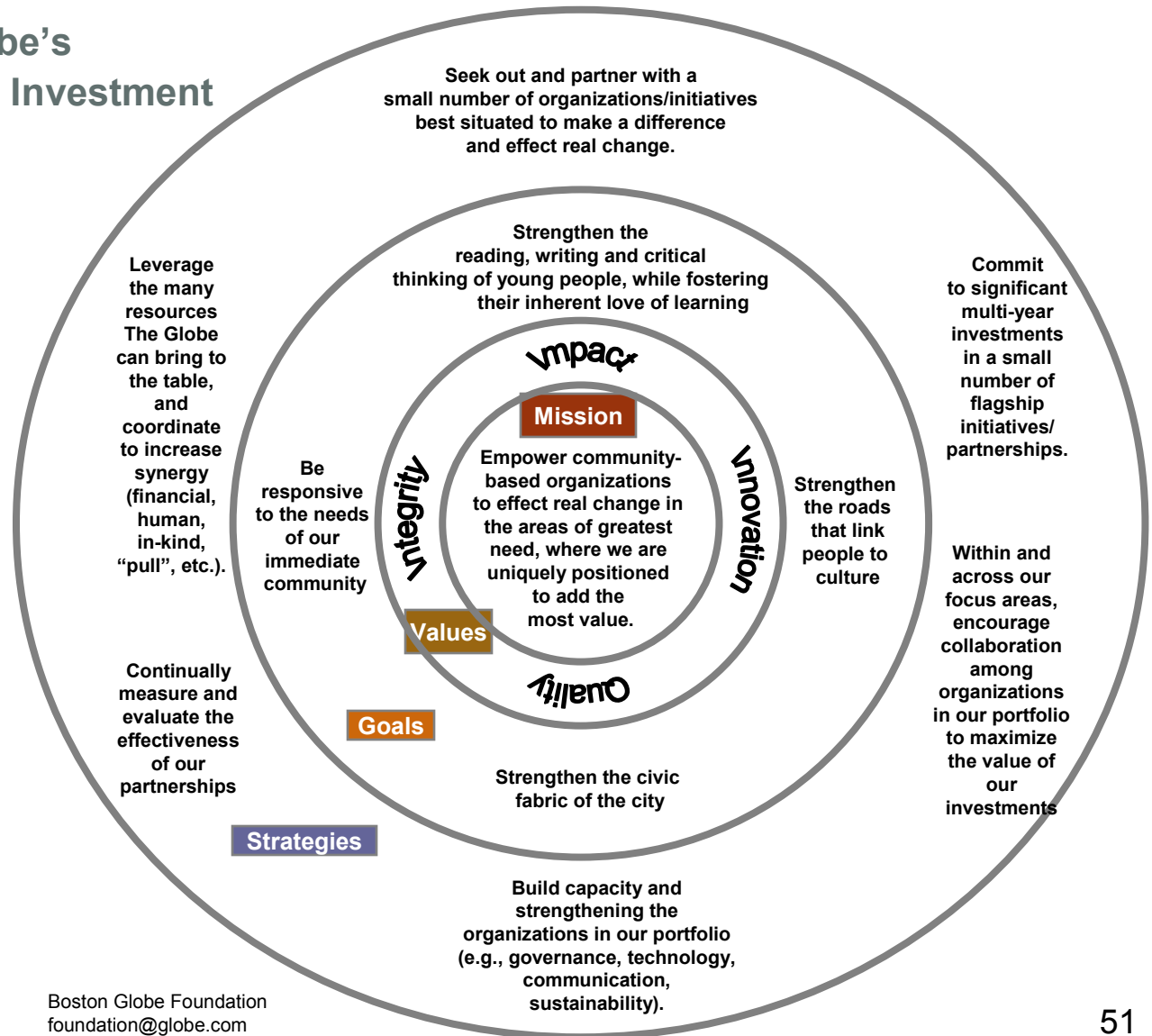
For a company's CSR to be strategic, it is important to have a CSR Mission, Values, Goals and Strategies. Further, it is imperative that they be intimately connected to the company's mission, values, goals and strategies.



Exercise 4: CSR Bull's-eye

Boston Globe's Community Investment Bull's-eye:

Once you've captured the business side, it's time to put attention on developing strategic CSR.



Key Supporting Ingredients

- ▶ **Good Assessment Process**
- ▶ **Change Management 101: Build Buy-in**
- ▶ **Guiding Cross-Functional Team (Including Senior Level Involvement/Support)**
- ▶ **Measurement, Evaluation and Continuous Improvement**
- ▶ **Communication (Internal and External)**

Your Top Three Next Steps

What are key next 3 things to do when you get back to move your company towards more strategic CSR? Write them in your calendar now!

1. _____
2. _____
3. _____

**“What you can do or dream,
you can begin it. Boldness has
genius, power and magic in it.
Begin it now.”**

Goethe

5. wrap up

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appendix:

- **Boston Globe focus area detail and strategies**

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Focus Area: Strengthening the Next Generation of Readers & Writers



What: Initiatives that strengthen the reading, writing and critical thinking of young people by fostering the inherent love of learning and supporting the development of key literacy skills.

Why:

The intersections between community needs, employee interests & strategic fit:

- **Community Needs:** Multiple sources identify the need to strengthen the reading, writing and critical thinking skills of young people. Further, a life-long interest in learning is a key enabler of economic success.
- **Employee Interests:** When asked what issue The Globe should focus its resources on, literacy and education were the most frequently mentioned.
- **Strategic Fit:** As a newspaper, The Globe is uniquely positioned to make a difference in the area of literacy skills. As a business, The Globe's future success is dependent on a population that is both able to write and read, and interested in learning about the world around them.

Strategies:

- Partner with organizations with strong working relationships with schools.
- Intelligently utilize The Globe's professionals as volunteers.
- Foster writing and journalism in exceptional school-based and after-school programs
- Work with partners to develop top-rate, student-run newspapers.
- When possible, reward exceptional writing by integrating youth-developed content into our publications.

Opportunities to leverage existing Globe programs:

- Expand scope of the *Scholastic Art Awards*, to include a *Writing* competition and award program.
- Collaborate with *Newspapers In Education*, working with partner nonprofits to help provide content and expand the reach of NIE.

Flagship Partnerships:

- **Citizen Schools:** \$75,000 investment in this apprenticeship-based after-school program serving middle school students, will primarily support the creation of several school newspapers and a guide to the city's high schools, as well as writing support and instruction both during and after-school.
- **WriteBoston:** \$60,000 investment in school-based Writing Coaches in public schools, who will develop writing curriculum and assist teachers with professional development. WriteBoston will provide leadership in developing plans for expanded city-wide journalism vehicles for students.
- **Women Express/Teen Voices:** \$60,000 investment will allow this journalism mentoring program for urban girls to continue to produce the nationally-distributed *Teen Voices* magazine, and to involve more girls in journalism projects, including a city-wide project in Boston.

Focus Area: Supporting & Enhancing the Cultural & Artistic Vitality of Our Communities



What: Strengthen the roads that link people to culture.

Why:

The intersections between community needs, employee interests & strategic fit:

- **Community Needs:** Recent deep funding cuts to the arts have left Boston in danger of undermining our status as a world-class city, with a weakened arts sector. Several of the external interviews identified funding for arts and culture as a key need that The Globe could impact. Further, the 2003 Boston Indicators Report identifies a vibrant and thriving arts and cultural landscape as a key component of attracting and retaining the best 18-30 year olds, who are a key driver of our innovation-based economic growth.
- **Employee Interests:** When asked what issue The Globe should focus its resources on, arts (specifically programs that provide access to young people) repeatedly came up.
- **Strategic Fit:** Arts and Living are key sections in the daily and Sunday papers. A strengthened art and cultural sector has the potential to increase ad revenue; conversely, ad revenue from arts organizations could dip as the sector struggles. We acknowledge the creative economy as an engine that contributes to Boston's Excellence, our quality of life, and our ability to attract, retain and develop the young adults who will drive our region's continued success.

Strategies:

- Partner with exceptional "mid-size" arts and cultural organizations to create new free and accessible public opportunities to bring people together for cultural enrichment.
- Further develop signature Globe-sponsored programs (*Boston Globe Jazz Festival, High School Drama Festival, etc.*) and link with our arts partners to increase the impact of our existing sponsorships.

Opportunities to leverage existing Globe programs:

- Complement signature sponsorship of *The Boston Globe Jazz Festival*. Give young musicians more access to instrumental music programs.
- Add depth and breadth to *The Boston Globe High School Drama Festival* by providing participating schools with a free series of acting and production workshops, through our existing arts partners. The winners could be featured in outdoor performances underwritten by the Globe.

Flagship Partnerships:

- **Artists for Humanity:** \$50,000 investment will make it possible for AFH to increase the number of paid participants from 60 to 100 young people next year, and add new areas of art and job training including a Web Design studio, thus expanding both the number and depth of the art experiences available to even more inner-city teens.
- **Huntington Theater:** A \$75,000 investment over two years will allow the Huntington to produce STAGES III: Stages for a New Millennium, a multi-ethnic, multi-generational project that will combine oral history with the performing and visual arts, utilizing community partners based in Boston's South End, the site of the new Theatre Pavilion at the Boston Center for the Arts.

Focus Area: Promoting and Developing Civic Engagement & Community Building



What: Bring people together to learn from each other and engage in the process of strengthening the civic fabric of the city. Build the leadership skills of the next generation of the region's leadership.

Why:

The intersections between community needs, employee interests & strategic fit:

- **Community Needs:** Multiple sources have identified the need to strengthen civic engagement and community in the region. New leadership that reflects the region's diversity has been identified as a key ingredient for Boston's future success, but leadership must be fostered and grown. Numerous community leaders have praised and appreciated The Globe's attempts to foster civic dialogue (e.g., The Big Dig Forum), while expressing the great need for more.
- **Employee Interests:** There is great pride internally in the Globe's role as a promoter of civic knowledge. There is also a great resource in the talent and "draw" of our writers, journalists and other personalities.
- **Strategic Fit:** As a newspaper, The Globe promotes the first key ingredient of civic engagement every day: knowledge. As a business, The Globe's future success is dependent on a population that wants to know what is going on and wants the best source of that information. Promoting civic engagement will not only strengthen the health of the region, but also can directly impact future circulation. The Globe is uniquely positioned to play a role of convener and community builder. There is significant opportunity to leverage boston.com and the 18-34 demographic target initiative.

Strategies:

- Bring people together (in person or virtually); increase civic knowledge and awareness.
- Help people build community connections across real or perceived divides.
- Develop the leadership skills of the next generation of leaders.

Opportunities to leverage existing Globe programs:

- *Meet the Globe* –include community participation and expanded forums in the *Meet the Globe* events in all five zones and *Meet City Weekly*.
- Continue to sponsor issue forums on pressing topics (e.g., Beyond The Big Dig).

Flagship Partnerships:

- **Social Capital, Inc.:** \$50,000 investment will support the creation of a network of communities working together to increase social capital, by partnering with local agencies, including a Boston neighborhood flagship site.
- **Boston Cares:** \$50,000 investment will support the development of Boston Cares Citizen Academy, to promote a higher degree of volunteer commitment as well as a deeper understanding of civic issues. Access to service and learning projects will be expanded.
- **Teen Empowerment:** \$50,000 investment will allow expansion of the Police-Youth-Neighborhood Reconciliation project; it will also support the work of Youth Organizers at the Dorchester Education Complex as it transforms to smaller academies.
- **Youth on Board:** \$60,000 investment will help this organization to bring its methods of youth engagement and empowerment to more nonprofits.
- **Hyde Square Task Force:** \$50,000 to support the organization's youth leadership and community organizing.

Responding to the Needs of our Immediate Community – Neighbor To Neighbor



What: A dedicated fund, administered by a diverse committee of Globe employees, to help respond to the community needs of our immediate neighborhood.

Why:

It makes sense for the Globe to be a more active member of our immediate community, especially as such a large employer, with a large production facility. The more our neighbors understand and get to know us as individuals, the more they will value our presence here (e.g., during the recent parking lot expansion discussions, it would have helped us to respond to questions concerning our giving practices in our immediate neighborhood). This committee will provide the structure and resources to be responsive to local community needs.

Who:

In focus groups, our employees have indicated that they are concerned about the needs of the residents in the area immediately surrounding the Globe facility in Dorchester. A committee of community-minded, concerned individuals, from all levels of the organization, will function as an allocation committee with a pool of Foundation funds earmarked for organizations in close proximity to The Globe. Also, this committee will serve as a hub for our employee volunteerism activities, which now are scattered throughout the organization.

Strategies:

- Dedicate a portion of the Foundation budget to invest responsively in local nonprofits addressing the needs of our immediate neighborhood.
- Engage our people in volunteer activity in our immediate community.
- Demonstrate civic pride in our location.
- Participate in existing neighborhood organizations.

Structure:

- 10 employee members.
- The committee is facilitated by the Foundation staff.
- A Globe Foundation Advisory Board member will be a standing member of this committee.
- The committee will be empowered to decide: Specific geographic area, number and amount of grants from within its allocation, its leadership structure and decision making process.

Timeline:

April/May: Selected members, held initial meetings

June/July: Evaluated nonprofits that had already applied for funding to the Globe Foundation for 2003

August: Recommendations for funding submitted

Sept to Dec: Refine direction, solicit proposals, host event with grant recipients and community leaders

2003 Grantees:

- Boston Aging Concern
- Boston Raiders
- Columbia Point Community Partnership
- Dorchester Bay EDC
- Generations Incorporated
- Habitat for Humanity
- Little House/American Composers
- Notre Dame Montessori
- We're All In This Together