



BOSTON COLLEGE
CENTER FOR CORPORATE CITIZENSHIP
CARROLL SCHOOL OF MANAGEMENT

Leadership in Community Involvement Advisory Board



TABLE OF CONTENTS

1	Letter From the Chair
2	Introduction
3	Meet the Contributors
7	Working Toward Racial Equity Through Community Involvement
8	Advice for the field
9	Racial Equity Commitments and Collective Action
17	Focus on Employee Engagement
17	Hybrid and virtual volunteering
19	Advice for the field
21	Disaster Response
21	Planning ahead
22	Advice for the field
23	Social issues
24	Conversation starters focused on supporting inclusive community involvement
28	Resources
30	Sources

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“Never doubt that a small group of thoughtful, committed individuals can change the world. In fact, it’s the only thing that ever has.”

Margaret Mead

Letter From the Chair

Community involvement is a topic that I keep close to my heart. It’s a fundamental pillar in my job at Travelers, and it’s a value that I carry beyond work and try to inspire in others.

As Chair of the Advisory Board on Leadership in Community Involvement at the Boston College Center for Corporate Citizenship, I see firsthand the power of a group of like-minded peers who concentrate on similar goals and share strategies for success. Together, we develop ways to encourage our colleagues to seek opportunities to support their local neighborhoods, and we brainstorm innovative ways to bring this important programming to them in our respective areas of work.

Being a part of this Advisory Board brings value beyond measure. I not only get to build a trusted network and learn new strategies but also have a safe place to ask questions, get constructive feedback, and continue to broaden my learning. It is an impactful and insightful forum, and I encourage all readers to learn more and discover how they can get involved in their communities and with the BCCCC.

RITA ORTIZ

Senior Director, Community Relations, Travelers
Assistant Vice President, the Travelers Foundation



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Introduction

Community involvement initiatives such as employee volunteering, employee giving, matching gifts, and corporate giving enable companies to tackle serious social issues in their local and global communities.

Companies contribute financial and human capital as well as products and services to expand equity and inclusion, help meet basic needs, support education programs, and respond to both natural and man-made disasters. The work is not new, but each year it is a little different. Perhaps it is new areas of concern for society or a new approach to where and how work is conducted by employees. Community involvement professionals must be responsive and adaptive in order to balance the needs of both the business and the communities they serve.

This Advisory Bulletin, developed by the Boston College Center for Corporate Citizenship Advisory Board on Leadership in Community Involvement, outlines key trends and topics of concern to community involvement professionals as of June 2023.

The BCCCC Advisory Board on Leadership in Community Involvement is chaired by Rita Ortiz, Senior Director of Community Relations at Travelers and Assistant Vice President of the Travelers Foundation. This board is the current iteration of a Leadership in Community Involvement Roundtable launched in 2006. It is composed of a cross-sector group of executives who have expertise and experience in community involvement. The purpose of the board and of this bulletin is to accelerate learning and share insights about how companies can most effectively manage the ever-evolving landscape of community involvement. Unless otherwise noted, all the information in this report was inspired by Advisory Board discussions run under the Chatham House Rule.

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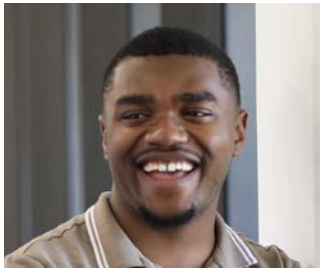
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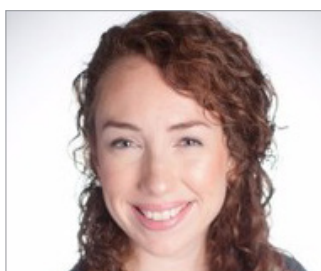
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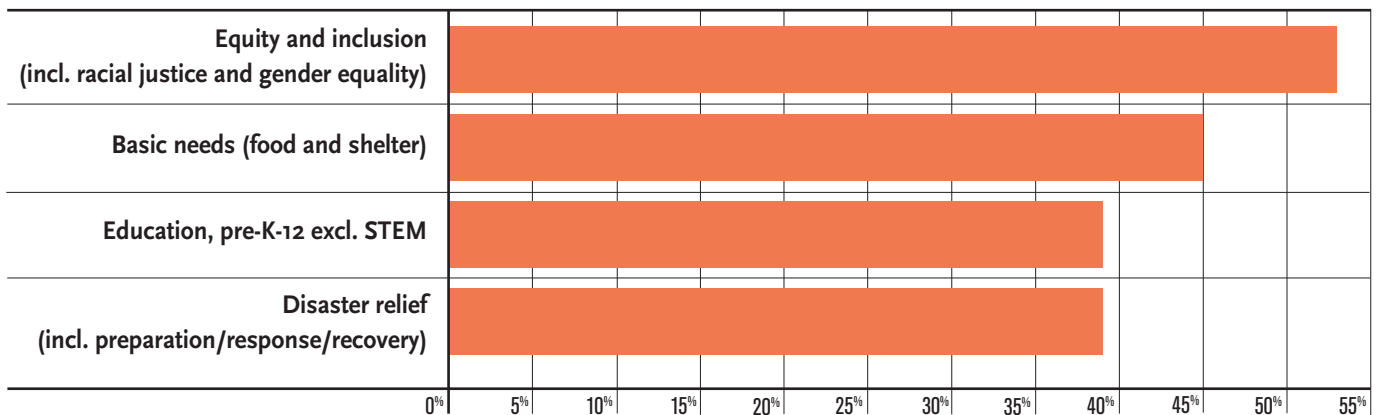
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Working Toward Racial Equity Through Community Involvement

We all hold unconscious biases. Unconscious bias in philanthropy is unfortunately very real. One recent study, for example, found that revenues of nonprofits with a Black leader at the helm are 24% smaller than that of their White-led counterparts, and among early-stage organizations, there is an average racial funding gap of \$20 million.¹ Study researchers do not attribute this to overt discrimination but rather to the disparities in connections to social networks, interpersonal bias in the relationship-building required to create robust networks, and a lack of understanding about disparity and its causes among funders. Being aware of these disparities and the added barriers that organizations led by people of color face in receiving funding is a crucial first step.

Top community involvement priorities*



*Data from the forthcoming BCCCC Community Involvement 2023 Study.

ADVICE FOR THE FIELD



Many advisory board member companies have taken on this challenging work of reviewing and revising their charitable giving, employee involvement, and employee matching to build in more equitable systems of support. Here is some of their advice:

1 Become more intentional in supporting non-profits that serve under-resourced communities, especially BIPOC communities, by:

- Conducting research into the most pressing social justice issues in your communities; look for communities that have been historically excluded and focus your work there
- Spotlighting appropriate community nonprofits around the celebrations of various cultural heritage months (e.g., Black History Month in February, Asian American Pacific Heritage Month in May, Hispanic Heritage Month in September/October, and Indigenous People's Month in November); if you provide matching gifts, increase the match to these organizations to help build employee support

2 Improve access to funding by:

- Streamlining and simplifying your grant-making application process to draw in new organizations
- Revising your grant applications to ask deeper questions about which under-resourced communities are being served
- Providing multi-year funding
- Assessing your grant management platform and grant application to ensure they are asking the appropriate number of questions
- Being flexible and responsive to community needs

3 Involve the people whom you seek to serve by:

- Providing opportunities for community members or employees to suggest organizations to partner with
- Conducting listening tours to really understand communities and what their expectations/hopes are from corporations.
- Creating partnerships with employee resource groups (ERGs) to select charitable organizations for matching campaigns

COMPANY EXAMPLES

Racial Equity Commitments and Collective Action

Unless otherwise noted, all the information in this report was inspired by Advisory Board discussions run under the Chatham House Rule.



EXAMPLE 1

“Our CEO was concerned when George Floyd was murdered, and about COVID-19 as well. We were asked to form a collaborative on education equity. Now, about 12 companies have pooled funding and work together to address inequities in major cities in the county where we are headquartered. It builds employee engagement. We have had two rounds of funding for nonprofits, closing the education opportunity gap. This work is growing, and we are having a convening in late spring to get employees involved as mentors.”



EXAMPLE 2

“My company had started a DEIA (Diversity, Equity, Inclusion, and Accessibility) journey before George Floyd was murdered and has continued on that journey. We are intentional about the partners we work with, the charitable donations we make, and the organizations we partner with. We look at what they are doing in terms of equity. For example, with Big Brothers Big Sisters, are the Bigs getting cultural competency or sensitivity training? Are they learning trauma-informed communication? We have been very intentional about this and highlighting organizations that don’t typically get attention. We are contributing in a way that is continuing to further equity and uplifting organizations that are doing this work. That is where our community involvement makes a difference.”



EXAMPLE 3

“Last year, a nonbinding shareholder resolution passed asking [us] to conduct a civil rights and equity audit. This work is real, and people are paying attention to commitments companies have made. We are in the process of evaluating what makes the most sense to [evaluate] and how it should be conducted. We are considering transparency concerns and litigation concerns and are identifying how we are going to be responsive. Even though it’s nonbinding, this is something we don’t want to ignore. There are many ideas about how we should do it, but we are engaging others who are leading these efforts. It is important to get a response from stakeholders about their expectations for the process.”



EXAMPLE 4

“We are a large health care system in the South and Midwest (U.S.). We set a social impact goal to reduce the life expectancy gap of most underserved communities by 2030. We often conjoin racial groups and poverty and don’t necessarily realize, when looking at the social determinants of health, that [members of] BIPOC [communities], despite income level, still have the lowest life expectancies. In our communities, you can live in an affluent Caucasian area and drive 10 minutes to an area where residents are primarily people of color and there’s a 17-year life expectancy discrepancy. We are considering where and [for] whom we want to have an impact and what’s within our purview. Is it access to care? Acute social needs? We are looking at the interconnectedness of social determinants of health (e.g., food security, housing, employment).”



EXAMPLE 5

“We are a large commercial general contractor (e.g., hospitals, office buildings). Our workforce is made up of people who are hourly, minimally skilled craft employees; skilled craft employees; and college educated. Job sites are microcosms, and tension in the community comes into the job site. Racial incidents on construction job sites have been in the news in the last few years, but this has been going on for years. Our industry decided to come together to create a forum that is now a 501(c)(6) called Construction Inclusion Week. We are using our skills and resources within the industry and with community partners to increase inclusion and equity in our industry.”



EXAMPLE 6

“Our company has taken a unique space toward looking internally, first to do an audit, and then to set forth goals in terms of talent and management programs. Before taking major steps externally, we looked for gaps and opportunities to grow. In our headquarters area, businesses came together to create a community trust fund to provide support for nonprofits and minority businesses. We supported an organization working on justice for all. Our employee resource groups are active, and through our employee giving and volunteering program, they can support vetted nonprofits across the U.S. and Canada. Employees can come together to decide on a giving opportunity for a nonprofit or issue.”



EXAMPLE 7

“In 2020, we retained a consultant to convene a listening tour/roadshow. We spoke with about 100 organizations. We know we can assemble people who can tell us we’re doing it right, but we really wanted people in the room who could say where we are missing the mark. It was sometimes really uncomfortable. It was helpful having a third party that could reach corners of the community we might not. There was nothing at stake when coming to the table, just listening. This took 4-6 months and has informed everything we’ve done since then. It has created more trust with organizations we worked with and organizations we were introduced to.”



EXAMPLE 8

“Many of our projects are in rural and/or marginalized communities. DEI and community involvement align in this space. We bring interns from colleges to get involved and explore career opportunities. We have begun to look beyond traditional four-year universities to include community colleges and trade schools. We help to connect students’ passion to job opportunities (e.g., art=graphic design; work with animals=site-based wildlife biologist, etc.)”



EXAMPLE 9

“Our government relations team has added public safety to policy priorities. We advocate for legislation that increases safety and transparency. Our foundation has made grants to dismantle barriers to racial equity, [and] support conversations and education, [such as] law enforcement peer intervention training, and police training to ensure safety for everybody by reinforcing accountability with the police force. Internally, employee networks are honing in on DEI focus areas. We rolled out a dialog program for small groups. We are deepening our understanding of barriers to inclusion. We have a VP who has worked here for many years, and in his personal life, he is an advocate for racial equity. We did not loan him out specifically, but he became a person the senior leadership team would turn to and consult with. His role took on a new look that was innovative for our company.”



EXAMPLE 10

“Resolve is an employee-led, company-sponsored Diversity, Equity & Inclusion Council that is focused on implementing and maintaining best-in-class DEI practices that yield positive outcomes for SOLV Energy employees and people from marginalized communities.

Resolve’s objectives are categorized as the ABC’s:

A

Advocating

for diversity, equity, and inclusion

B

Bridging

across demographic differences

C

Creating

a culture of inclusion”



IN THEIR OWN WORDS

How does supporting community involvement efforts provide value to the company?



We believe the strength of our communities is essential to the success of our company. For example, our support of STEM education programs creates more opportunities for underserved communities while addressing our future need for diverse talent.”

KAREN GOETZ

Military and Veterans
Charitable Giving Lead
Northrop Grumman



According to Edelman’s Trust Barometer, people want to be involved in organizations doing good. Supporting community involvement efforts as a company is an expectation from employees, and we risk losing good talent without it.”

KENDALL SCHAFFNER

Senior Specialist,
Corporate Social Responsibility
Edelman



Supporting CI efforts provides value in the following ways:

1. Alignment. Being true to the mission and culture of the company. Truth resonates.
2. Aligning with the values of employees. This provides meaning and connection, [which] helps with retention, recruitment, and job satisfaction. It addresses the whole human, not just the “job” part of being an employee.
3. [Your company] can be an influencer and even a leader in community issues locally, nationally, and globally. [You] can encourage other companies to join in by example, by collaboration, by friendly competitive challenges—or all of the above! Understanding that community means all of us.
4. Connecting with issues that customers and suppliers care about. Connecting with issues that the local communities we operate [within] care about. It enhances corporate reputation, reliability, and trustworthiness. As we all know, CI involvement is good for business and the community!”

ANNIE TOMECEK

Senior Supervisor, Global Community Relations
T.D Williamson



The value that community involvement efforts bring to a company goes beyond just general goodwill. It can create a competitive advantage in the marketplace, improve corporate culture, and increase employee engagement and retention. It can be a unifying force that helps propel the company to greater success.”

VERONICA HAYDEN

Director, Corporate Responsibility
CBRE



Community involvement helps us to listen, understand, and remain relevant to the communities we serve.”

DAVID WIGHTON

Managing Director, Social Innovation
ATB Financial



One of Texas Instruments' ambitions is to be a company we're personally proud to work for and would want as a neighbor. This ambition guides our belief that strong companies build strong communities. When we're successful in achieving our ambitions, our employees, customers, communities, and shareholders all win.”

RAELYNN MENDEZ

Manager, Employee Giving
Texas Instruments Incorporated



We live our values every day at EQT: Trust, Teamwork, Heart, and Evolution. Our role in the community really lends itself well to each of those values. We look to engage with our partners to create new and innovative programs that help to build stronger communities and financially support initiatives that enhance the lives of residents and businesses, and our employees are eager to roll up their sleeves and engage in meaningful ways.”

ELLEN ROSSI

President, EQT Foundation
EQT Corporation



At KPMG, we envision a world with equity and access to opportunity and believe our work should benefit our people, clients, communities, and the world. We believe businesses are crucial to the solutions needed to address the many challenges our communities and societies face. Community impact at KPMG is a collaborative effort across our 80 offices to bring to life and clearly demonstrate our values, Together, For Better. Through recent surveys of our people, 96% of those who volunteer report having a greater sense of purpose tied to improved mental health and well-being. This is one example of the value of our work and its impact on our people.”

LIA MANCUSO

Director, Community Impact
KPMG LLP



How does supporting community involvement efforts provide value to the company? Employees getting involved in communities through volunteering, workplace giving, and other civic action helps us learn to lead more inclusively and deepens connections to shared purpose in our work.”

MAY NIVAR

Senior Manager,
Community Impact
Altria



A recent Harris Poll found that 82% of consumers want to make purchases from companies that share their values, and customers feel better about doing business with a company that authentically serves the community.¹⁵ At Liberty Mutual Insurance, we believe progress happens when people feel secure. By providing protection for the unexpected and delivering it with care, we help people embrace today and confidently pursue tomorrow. This purpose serves as a guiding principle to our work to advance security and build resiliency for underserved people and communities. Data also points to employees wanting to work for a company that shares their values and supports their interests and concerns. This leads to increased employee retention and engagement, more effective recruitment, and improved business results.”

SYLVIA STEVENS-EDOUARD

Senior Director, Community Relations
Liberty Mutual Insurance



By providing our people with volunteer and donation opportunities, we are empowering them to live their purpose and bring more of their passions to work. This in turn supports greater connections and well-being across teams and geographies, boosting engagement, retention, productivity, and efficiency in the long run.”

SARAH KNAUS

Senior Manager, Culture & Purpose
Deloitte Global



Intentional community involvement initiatives give companies a deeper understanding of the communities that they serve. Companies should have a genuine connection to the positives and challenges that their customers face to help better serve their needs.”

TRÉ NELSON

Director, Economic Development
and Community Initiatives
Ochsner Health



We work in collaboration to create a positive impact that provides value for us and for the communities where we live and work. Our community partnerships demonstrate the values we share with our communities and stakeholders, building trust and strengthening relationships. Creating these connections, caring for each other, and being bold in making positive change drives us to build healthy, equitable communities together.”

LINDSAY COOPER

Manager, Community Relations
Capital Power Corporation



A company that engages in community involvement understands this type of initiative boosts employee morale and loyalty, which can have a big effect on the company’s employee retention and brand. It also demonstrates how a corporation understands its role in uplifting its local community and decreasing the gap of inequities. When the passion is genuine, investors and consumers see that and want to invest in their products because they know they are also making a social impact.”

VANESA CARMONA-LEWIS

Manager, Corporate Citizenship
Paylocity

Focus On Employee Engagement

Hybrid and virtual volunteering

There is little debate these days about the value of employee volunteer programs. Engaging employees in volunteer activities delivers value to society, business, and employees themselves. Employees who participate in corporate citizenship activities tend to have higher levels of self-efficacy, hope, and optimism, which leads to a stronger emotional attachment to the organization.¹ Research has also shown employees who participate in social impact projects leave their jobs at lower rates than their peers who do not participate.² Employees themselves also see benefits. People who volunteer report feeling physically healthier, feel they have greater control over their health and well-being, and experience lower stress levels. This can translate to increased productivity and fewer sick days for employers.³



Today's employee corporate volunteer programs—whether they are traditional, skills-based, or pro bono—provide opportunities to develop leadership and other skills, network with other employees, and reinforce personal and company values.

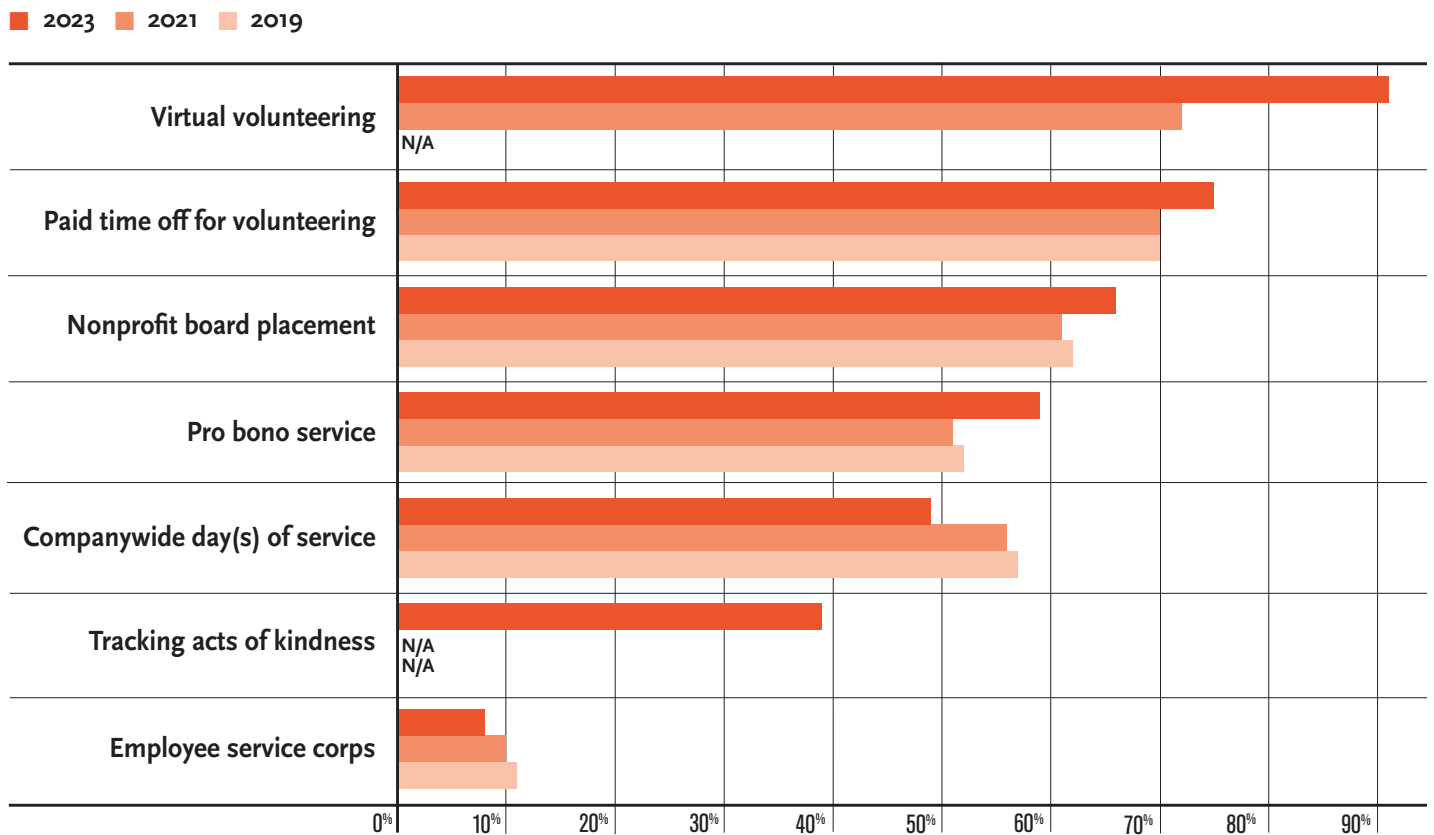
Take the course:

[Fundamentals of Employee Volunteer Programs](#)

Over the last several years, the challenge for community involvement professionals has been creating employee volunteer opportunities in an ever-changing workplace environment. When COVID-19 closed many workplaces, nonprofits, and schools, community involvement professionals had to consider how to engage employees virtually. They responded to employees who were feeling isolated and desired connections with others and their communities. They worked with community partners to develop virtual volunteer programs. They found ways to increase skills-based volunteering that could be done remotely. They expanded the definition of employee volunteering to include acts of kindness, such as grocery shopping for an elderly neighbor or tutoring a co-worker’s child.

Though no longer facing a global health crisis, the workplace has changed, and employee volunteer programs have changed with it.

Employee volunteer offerings*



*Data from the forthcoming BCCCC Community Involvement Study 2023.

ADVICE FOR THE FIELD



With many companies managing a hybrid workforce, volunteering has become a mix of virtual and in-person opportunities. Virtual volunteering allows employees to volunteer from anywhere, connecting co-workers in a shared event across the country or even around the globe. In-person opportunities allow teams or business units to get to know each other and make a tangible impact on a community. In order to get the most out of either experience, community involvement professionals recommend the following:

- 1) **Both virtual and in-person volunteering should respond to employees' need for connections**—to other employees, communities of need, and a sense of purpose.
 - Often, virtual volunteering can be done on one's own, but you can build opportunities to connect by offering opportunities for employees to gather at the same time and work on a project together. One company held a virtual mapping project and played music from the country and held a trivia game as employees did their mapping. Employees were introduced to each other and had some time for informal networking.
 - In-person opportunities are also enhanced by leaving time for networking and food. Always have food.

- 2) **Make sure volunteer opportunities reflect and reinforce corporate values.** Employees who perceive their company as having a strong corporate citizenship program have greater commitment and pride in the company and stronger job performance.¹
- 3) **Clear communication:**
 - How to get involved: Where, when, who, and what is needed?
 - Why get involved? Who is this activity serving? What is the need? How does it connect to our corporate values?
 - What did we accomplish?
- 4) **Virtual Lunch & Learns can provide opportunities for employees to learn about a cause, issue, or specific nonprofit.** This can help encourage employees to sign up for in-person opportunities on that topic.
- 5) **Offer a variety of volunteer options:**
 - Episodic and ongoing
 - Skills-based and traditional
 - Team-based and individual
 - Onsite and offsite
 - Competitive and collaborative
- 6) **“Grow” your team to help with these projects** by setting up a community ambassador or non-profit partner champion program. Look for employees who have the energy and appetite to help. Give ambassadors tools and empower them to help others.

INTEGRATING VOLUNTEER OPPORTUNITIES INTO COMPANY MEETINGS

One challenge over the past year has been an increased interest in adding volunteer activities to in-person meetings. Meeting organizers often see this as a way to connect employees to the community while living out corporate values. These activities provide an alternative for interaction and networking beyond the typical coffee break or cocktail reception. When done in a thoughtful manner, these activities can be beneficial for the employees, event, and community. Here are some suggestions from the Advisory Board of Leadership in Community Involvement to create impactful on-site events.

- 1) Communicate a timeframe** needed to request this type of program from the community involvement team. It may be different for a team of 10 versus a meeting of 500.
- 2) Don't be afraid to talk budget.** Who will pay for supplies? Is this part of the community involvement budget, or do business units need to include this in their planning?
- 3) Center the activity on the nonprofit partner.** Let participants know about their mission and who the recipients are. If a representative can't attend in person, perhaps they can be Zoomed in to provide some background. Raise this up from simple "busy work."
- 4) Communicate results**—how many kits/packs were created? How is this connected to the overall company volunteer goals or mission?
- 5) For companies that have financial resources** but fewer people on the community involvement team, you may want to outsource these activities (shared by board members, not an exhaustive list):

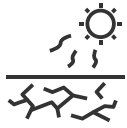







- **Cardz for Kidz:**
<https://www.cardzforkidz.org/>
- **City Year Care Force:**
<https://www.cityyear.org/about/partnerships/corporate/care-force/>
- **Foundation for Hospital Art:**
<https://www.hospitalart.org/>
- **Give to Get:**
<https://www.givetoget.com/>
- **Goodera:**
<https://www.goodera.com/>
- **Happy Hope:**
<https://messageofhopefoundation.org/>
- **Heart of America:**
<https://www.heartofamerica.org/>
- **Kindness Rocks Project:**
<https://www.thekindnessrocksproject.com/>
- **Kits for a Cause:**
<https://kitsforacause.com/>
- **Letters Against Isolation:**
<https://www.lettersagainstisolation.com/>
- **Love For Our Elders:**
<https://loveforourelthers.org/letters>
- **Operation Gratitude:**
<https://www.operationgratitude.com/volunteer/anywhere/>
- **Rise Against Hunger:**
<https://www.riseagainsthunger.org/>
- **U.S. Hunger:**
<https://ushunger.org/hunger-projects/>
- **WeHero:**
<https://www.wehero.co/>

Disaster Response

Planning ahead



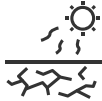




When a disaster occurs, employees expect companies to step up and provide a response to the community impacted. The challenge for many community involvement professionals is deciding which disaster to respond to and in what way. In 2022 alone, 387 natural disasters occurred worldwide.¹ This does not include industrial accidents, mass shootings, war, or other large-scale catastrophes that may impact your company and employees directly or indirectly by impacting communities that your employees are part of.

387 natural hazards and disasters worldwide

<p>22 Drought</p> 	<p>31 Earthquake</p> 
<p>12 Extreme temperature</p> 	<p>176 Flood</p> 
<p>17 Landslide</p> 	<p>108 Storm</p> 
<p>5 Volcanic activity</p> 	<p>15 Wildfire</p> 

Source: CRED. 2022 Disasters in numbers. Brussels: CRED; 2023. https://cred.be/sites/default/files/2022_EMDAT_report.pdf

In 2022, the U.S. had 18 separate weather and climate-related events, costing at least \$1 billion dollars in damage.

<p>1 Winter storm/ cold snap</p> 	<p>1 Wildfire</p> 
<p>1 Drought and heat wave</p> 	<p>1 Flood</p> 
<p>2 Tornado</p> 	<p>3 Tropical cyclones</p> 
<p>9 Severe weather/hail</p> 	

Source: BEYOND THE DATA: A blog by the nation's official climate record keepers. <https://www.climate.gov/news-features/blogs/2022-us-billion-dollar-weather-and-climate-disasters-historical-context>

ADVICE FOR THE FIELD



Planning for a disaster response should start long before the event actually occurs. Preparedness is an important component of any program as it allows companies to address the crisis more effectively when it happens. Consider the following when exploring how your company can prepare for disasters:

- 1. Define what your company considers a disaster.** Is there a difference between natural disasters and man-made disasters? Some potential categories:

 - Weather/climate disasters (e.g., hurricanes, floods, earthquakes)
 - Human-caused disasters (e.g., industrial accidents, mass shootings, acts of hate/terrorism)
 - Other large disasters (e.g., war, large scale disease like COVID-19)

- 2. Determine how to evaluate the severity of the impact in order to guide the company's response.** Many companies have developed a scoring matrix to help them evaluate response levels. Some potential considerations:

 - How are external resources ranking the significance of the event (e.g., federal or local government, international or American Red Cross, U.N. Crisis Relief)
 - Are employees directly impacted?
 - Are business operations, customers, suppliers, or communities we serve directly impacted?
 - Are employees indirectly impacted or very interested in or concerned about this issue?
 - How are other corporations responding?

- 3. Use the scoring matrix you have created to determine the level of response the company will provide.** This could include any or all of the following:



Financial support

(e.g., corporate or foundation giving; employee giving; matching gifts)



In-kind and employee volunteering

(e.g., products and services; food and supplies drives)



Advocacy

(e.g., encouraging others to support or take a public stand on a specific issue)

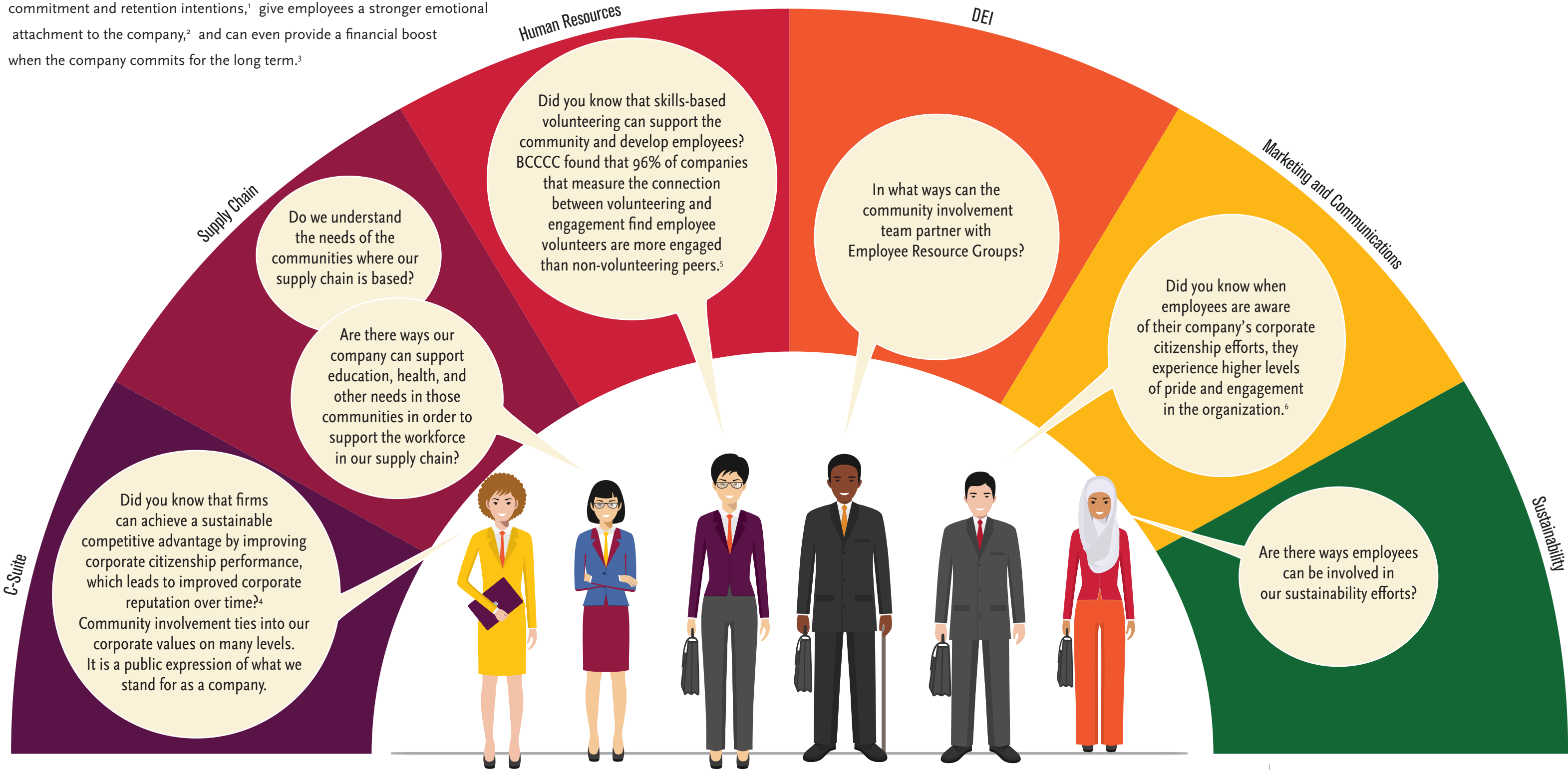
Social issues

Similar to disaster response is the pressure on companies to respond to social issues. The BCCCC State of Corporate Citizenship 2022 Report found that 75% of executive respondents report that stakeholders are requesting more data on efforts to address social issues. These issues include human rights, civil rights, and numerous social justice issues. Research shows that issue advocacy can be a differentiator for brands—but importantly, this effect is weakened if the advocacy position is perceived to be inconsistent.¹ Companies must carefully consider how their full business practices support or weaken their stance on social issues. In the study, nearly all executive respondents (92%) agree that corporate leaders should take a position on social and environmental issues. Currently, corporate leaders are most likely to advocate for gender equity, racial equity, and climate action.²



Conversation starters focused on supporting inclusive community involvement

Research shows that community involvement efforts increase employee commitment and retention intentions,¹ give employees a stronger emotional attachment to the company,² and can even provide a financial boost when the company commits for the long term.³



IN THEIR OWN WORDS

What are future trends for corporations related to community involvement?

“

Companies should strive to continually be engaged members of the local and global community, which means increasing sustainable practices, building a workforce where everyone belongs, leaving a positive impact on future generations, and reporting these efforts with transparency.”

STEPHANIE FITZSIMMONS

Manager, Corporate Citizenship
Northrop Grumman

“

As remote work continues to expand the talent pool and employees are located all over the country (and, in some cases, the world), the desire to connect with people will continue. Volunteering is a way for people to connect based on their personal values, and job seekers will want to work for a company that aligns with their values. Virtual volunteering will drive employee engagement, but companies may need to start looking for more in-person opportunities in multiple locations. Another trend related to community involvement will be the measuring of impact. How can impact be equally measured across all industries and initiatives? Is there a way to establish a rubric for the ROI of community involvement?”

VANESA CARMONA-LEWIS

Manager, Corporate Citizenship
Paylocity

“

A changing economic viewpoint where community involvement is an opportunity to grow the pie versus giving away a slice of it.”

DAVID WIGHTON

Managing Director, Social Innovation
ATB Financial



As we continue to define what hybrid means for businesses, community involvement will continue to evolve toward a hybrid model. Our people want opportunities to connect in-person through volunteering but appreciate the flexibility of virtual events and light-touch giving that allows them to give back and connect regardless of geography. Balancing these priorities will continue to be a high priority for teams leading community involvement.”

SARAH KNAUS

Senior Manager, Culture & Purpose
Deloitte Global



Corporations should continue to gauge involvement in organizations focused on the socioeconomic growth of the communities they are in. Supporting the health and well-being of the people within a local community will be one of the most beneficial investments that any organization can make.”

TRÉ NELSON

Director, Economic Development
and Community Initiatives
Ochsner Health



What are future trends for corporations related to community involvement? The long-term expectation and sustainability of companies to prioritize ESG and DEI and take a public stand on societal issues.”

MAY NIVAR

Senior Manager, Community Impact
Altria



Most large companies now understand that to remain competitive, companies must connect their community involvement and corporate citizenship to their business. The BCCCC State of Corporate Citizenship 2022 Report found that executives [interviewed] on the value of corporate citizenship [reported] that 70% achieved their business objectives when corporate citizenship was integrated into their overall business strategy. This trend is likely to continue over time, as the report also found that the longer a company invests in corporate citizenship practices, the better its business outcomes.

“Companies are increasingly offering skills-based and pro bono volunteer opportunities for their employees as they realize that it increases overall volunteerism (on average) and serves to benefit both the company (through newly learned skills) and employees (who become more engaged in their communities).”

SYLVIA STEVENS-EDOUARD

Senior Director, Community Relations
Liberty Mutual Insurance



Future trends for corporations in CI will reinforce the facts that:

1. Authenticity matters. Whatever you stand for, be true to your corporate vision, which should NOT contradict who you are as humans—corporations aren't people, but they are made up of people. Recognize that, don't be afraid to step out and talk about things that you KNOW matter. If the world is going to value what corporations do and say, we have to be honest, authentic, and brave. Don't make it complicated. Even simple steps can be bold ones if you are moving in the right direction. People will recognize if it is true or not.
2. Corporations need to lead with the issues that will move the community forward. Don't sacrifice long-term gains for short-term profits by just buying into either hesitation or embracing the popular topic of the week on social media. Take a stand in the spots where it is important and back it up with action. These can be easy and authentic actions that don't always involve millions of dollars of investment. Build relationships and listen to community partners. That is what matters, and that is how you make lasting [impacts].”

ANNIE TOMECEK

Senior Supervisor,
Global Community Relations
T.D. Williamson

Resources

Racial Equity

- **Minnesota Business Coalition for Racial Equity**
<https://mbcre.org/>
- **Trust-Based Philanthropy Project**
<https://www.trustbasedphilanthropy.org/>

Suggestions for Virtual Volunteering Opportunities:

- **A Million Thanks**
<https://amillionthanks.org/>
- **Be My Eyes**
<https://www.bemyeyes.com/>
- **Building Impact**
<https://www.buildingimpact.org/virtual-volunteering>
- **Career Village**
<https://www.careervillage.org>
- **Cricket Together and Try Engineering Together**
<https://cricketmedia.com/crickettogether/>
<https://cricketmedia.com/tryengineeringtogether>
- **Crisis Text Line**
<https://www.crisistextline.org/volunteer/>
- **Learning Ally**
<https://learningally.org/>
- **Missing Maps**
<https://www.missingmaps.org>
- **NASA Globe Observer**
<https://observer.globe.gov/en>
- **Random Acts of Kindness**
<https://www.randomactsofkindness.org/>
- **Smithsonian**
<https://www.si.edu/volunteer/DigitalVolunteers>
- **Stars of Hope**
<https://starsofhopeusa.org/>
- **Story Pirates**
<https://storypirateschangemakers.org/story-love>
- **Translators Without Borders**
<https://translatorswithoutborders.org/>
- **UN Free Rice**
<https://freerice.com/#/english-vocabulary/1540>
- **Zooniverse**
www.zooniverse.org/
- **BCCCC Community Involvement Technology Vendor Report**
<https://ccc.bc.edu/content/ccc/research/reports/community-involvement-technology-vendor-report.html>
- **BCCCC WEBINAR: Volunteering in a Hybrid World**
As many companies embrace a hybrid work model, challenges have arisen in maintaining and growing volunteer initiatives that were once key to a company's culture. Companies now face hurdles such as incorporating volunteer activities during in-person events when there are other goals to achieve and providing equitable volunteer opportunities to employees everywhere.

Rewatch this webinar to learn how to keep remote employees engaged in corporate volunteer initiatives, balance opportunities amongst remote and in-person employees, and utilize your company's values and unique characteristics to select methods of corporate giving that maximize the impact of your service.

<https://ccc.bc.edu/content/ccc/webinars/employee-volunteering-hybrid-workforce.html>

Disaster Response

- **ACAPS**

Specialists in humanitarian needs analysis and assessment

<https://www.acaps.org/>

- **Give2Asia**

Based in the San Francisco Bay Area, Give2Asia is an international nonprofit that serves as a strategic partner and ally working on the ground in more than 23 countries across the Asia Pacific

<https://give2asia.org/>

- **King Baudouin Foundation United States (KBFUS)**

Enables U.S. donors to support their favorite causes and organizations overseas and provides foreign nonprofit organizations with cost-effective solutions to raise funds in the United States

<https://kbfus.org/>

- **NGOsource**

Aims to dramatically improve the efficiency of international grantmaking and inspire a significant increase in cross-border philanthropy by centralizing, streamlining, and standardizing the equivalency determination process for U.S. grantmakers

<https://www.ngosource.org/>

- **BCCCC WEBINAR: Fostering Community Resilience**

Natural disasters are on the rise in the communities in which many employees and suppliers live and work. Many companies support community recovery following a disaster, but more companies are beginning to address disaster relief before the disaster strikes through community resiliency programming.

Rewatch this webinar to learn from companies helping their communities prepare for disasters and mitigate the most disastrous impacts. Learn how to add community resiliency to disaster relief programming to strengthen corporate and community response to crises.

<https://ccc.bc.edu/content/ccc/webinars/fostering-community-resilience.html>

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Planning ahead

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Build your network Advance your ideas

Are you a CSR professional looking to share your expertise and advice with others while staying current on emerging issues and leading-edge practices related to your work? Explore the benefits of serving on a BCCCC Advisory Board! The boards are available only to Center members and give you an instant ability to tap into new strategies with your peers. It's also a great way to keep you energized and in the know; these supportive networks will help advance your ideas and keep you motivated.

Benefits of Serving on a BCCCC Advisory Board

COLLABORATION

Looking for new strategies? Want to hear about the experiences of other companies? Participating in an advisory board will give you access to an exclusive cohort of peers and professionals where you can discuss and share best practices.

CHOICES

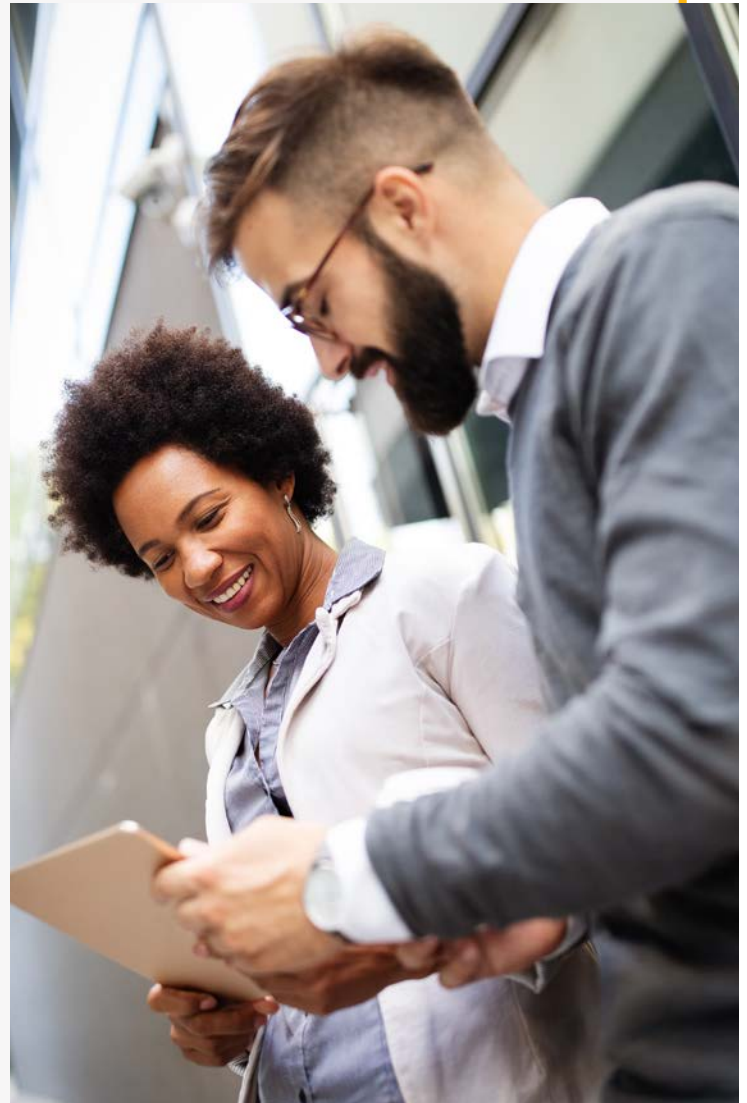
BCCCC offers a multitude of advisory boards that focus on several areas that may impact your company including ESG Reporting; Community Involvement; Diversity, Equity, and Inclusion; Health Equity; Sustainability; and Supporting Military Families.

CREDIBILITY

Stepping up on a bigger platform with recognition from outside of your company gives you a platform to both showcase and build your CSR efforts.

COMMUNICATION

Board members are invited to be named as co-authors of the one or more briefing publications that their advisory boards release every year.





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