



Alliances for Obesity Prevention: Finding Common Ground: Workshop Summary

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Lynn Parker, Emily Ann Miller, Elena Ovaitt, and Stephen Olson,
Rapporteurs; Standing Committee on Childhood Obesity Prevention; Food
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ALLIANCES FOR OBESITY PREVENTION

FINDING COMMON GROUND

Workshop Summary

Lynn Parker, Emily Ann Miller, Elena Ovaitt, and
Stephen Olson, *Rapporteurs*

Standing Committee on Childhood Obesity Prevention

Food and Nutrition Board

INSTITUTE OF MEDICINE
OF THE NATIONAL ACADEMIES

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Willing is not enough; we must do.”*
—Goethe



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This report has been reviewed in draft form by individuals chosen for their diverse perspectives and technical expertise, in accordance with procedures approved by the National Research Council's Report Review Committee. The purpose of this independent review is to provide candid and critical comments that will assist the institution in making its published report as sound as possible and to ensure that the report meets institutional standards for objectivity, evidence, and responsiveness to the study charge. The review comments and draft manuscript remain confidential to protect the integrity of the process. We wish to thank the following individuals for their review of this report:

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Although the reviewers listed above have provided many constructive comments and suggestions, they did not see the final draft of the report before its release. The review of this report was overseen by **MELVIN WORTH**. Appointed by the Institute of Medicine, he was responsible for making certain that an independent examination of this report was carried out in accordance with institutional procedures and that all review comments were carefully considered. Responsibility for the final content of this report rests entirely with the workshop rapporteurs and the institution.

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1

Background and Rationale

In 1995, Shiriki Kumanyika, now associate dean of health promotion and disease prevention and professor of epidemiology at the University of Pennsylvania Perelman School of Medicine, began reading a report from the British Recreation Department about building a network of bicycle paths in the United Kingdom. The rationale for the network was that families needed to spend more time together. The report did not mention obesity, but Kumanyika immediately realized that such a network would have an incidental co-benefit for prevention of childhood obesity by getting children to engage in more physical activity. Thus a public policy intervention designed for one purpose could serve another.

This concept—that interventions not directly premised on health could have the beneficial side effect of supporting obesity prevention—was the motivation behind a workshop organized by a planning committee¹ composed of Kumanyika and four other members of the Institute of Medicine’s Committee on Childhood Obesity Prevention. The workshop was funded by the Robert Wood Johnson Foundation,² which has a major commitment to reversing the epidemic of childhood obesity by 2015. Held in Wash-

¹The planning committee’s role was limited to planning the workshop. This summary was prepared by the workshop rapporteurs and Institute of Medicine (IOM) staff as a factual summary of what occurred at the workshop. Statements, recommendations, and opinions expressed are those of individual presenters and participants, and are not necessarily endorsed or verified by the IOM or the National Research Council, and they should not be construed as reflecting any group consensus.

²For more information about the Robert Wood Johnson Foundation, see <http://www.rwjf.org/>.

ington, DC, on October 20, 2011, the workshop was titled Alliances for Obesity Prevention: Finding Common Ground.

The organizers chose the title carefully, Kumanyika explained in her opening remarks. The term “partnership” had been considered; however, that term can be interpreted in many different ways and often is applied to public-private partnerships, which were not the focus of the workshop. The planning committee preferred the term “alliances” because it better expressed the focus of the workshop—to explore potential relationships involving seemingly disparate nonprofit or government organizations that may have common ground relevant to obesity prevention. Core obesity prevention groups (e.g., public health departments) are likely to form alliances to the extent that they expect obesity prevention co-benefits to accrue as another organization or sector pursues its primary, non-obesity-focused goals. This allows both groups to leverage each other’s strengths to achieve mutual benefits. Thus, alliances can form between organizations that have different objectives but have identified issues of mutual interest on which they can work together, even if only for a finite period of time, to achieve a discrete goal.

The workshop had three objectives, as described in its statement of task (see Appendix C):

- to hear from organizations, movements, and sectors with the potential to be allies for obesity prevention, and to identify common ground and engender dialogue among them;
- to discuss whether and how to develop innovative alliances that can synergize efforts and resources, accelerate progress, and sustain efforts toward obesity prevention; and
- to learn from other initiatives that have benefited from forming alliances to synergize efforts and resources and accelerate progress.

It should be noted that, given limitations of both time and scope, the workshop could not address all issues related to alliances for obesity prevention.

SOCIAL MOVEMENTS AND OBESITY PREVENTION

The chair of the workshop planning committee, Thomas Robinson, Irving Schulman Endowed Professor in Child Health at the Stanford University School of Medicine, has worked extensively on alliances between organizations to prevent childhood obesity, and he elaborated on the rationale for the workshop. Robinson also observed that strategies for the prevention of obesity may encompass environmental-, policy-, interpersonal-, or individual-level interventions. The ultimate pathway for all of these

approaches is that they rely on changing behavior; if an intervention fails to change behavior, it does not produce the desired effects.

Behavioral change depends on two types of motivation. One is motivation to adopt the new behavior and achieve a particular outcome, which Robinson terms *outcome motivation*. The other is motivation to participate in the intervention itself, which Robinson calls *process motivation* (Robinson, 2010a). The medical and public health communities tend to focus on outcome motivation. They emphasize the risks of obesity, type 2 diabetes, hyperlipidemia, hypertension, cardiovascular disease, and cancer (Robinson, 2010a). “Those are the things that we try to persuade the public or patients to pay attention to as motivators to change behavior,” Robinson said.

However, research on motivation in children as well as in adults points to an entirely different set of powerful motivating forces. These include fun, choice, control, curiosity, challenge, cooperation, competition, social interaction, sense of accomplishment, peer approval or disapproval, and parental approval or disapproval. These factors, rather than the ultimate outcome of the behavior, are more likely to predict whether a child or an adult will persist at a task or participate in the process of behavioral change (Lepper et al., 2008; Robinson and Borzekowski, 2006). None of these factors is specific to health. Robinson’s question, then, is whether an intervention to change a health-related behavior needs to look, feel, sound, smell, or taste like health education. Does the intervention need to have anything to do with health, given that the things that motivate people to change their behaviors often have little or nothing to do with outcomes?

These questions have led Robinson to examine what he calls “stealth interventions.” Stealth does not imply deception or manipulation, he said. Rather, the intervention has an effect on physical activity or diet but is centered on a different aspect of motivation (Robinson, 2010a). In other words, although the intervention may target changing obesity, the participant is not motivated by an outcome such as losing weight or being more active but instead is focused on other motivating aspects of the process. Nonetheless, physical activity or dietary changes are beneficial side effects of the intervention.

The ideal situation is to target behaviors that are motivating in themselves. For example, Robinson and his colleagues have used ethnic dance to work with pre-adolescent girls (Robinson et al., 2010). “Physical activity and obesity never enter the lexicon,” he said. “It’s about the costumes, it’s about the music, it’s about learning about your cultural heritage, it’s about the importance of doing dances that your parents did when they were growing up in Mexico.” Another example involves overweight children on sports teams. These children tend not to join sports teams, but they may be much more likely to do so if they are joining a league that is just for overweight

kids. The attractions that accompany team sports—teamwork, competition, coaches, uniforms—are highly motivating, and weight loss can be an ancillary benefit. Thus one study of team sports for overweight children found that body mass index (BMI) declined in the intervention group compared with a control group even when the controls received nutrition and health education (Weintraub et al., 2008).

A prominent challenge is to produce effects of greater magnitude than are currently observed with such stealth interventions. In a search for motivations that cause more dramatic and sustained changes in behavior, Robinson has focused on social and ideological movements (Robinson, 2010b), loosely defined as groups of people or organizations that focus on specific common issues, often to effect change. The classic example is religious movements, in which people with strong religious beliefs can sustain behaviors that differ markedly from social norms. Other social and ideological movements that could have an effect on obesity include

- environmental sustainability/climate change;
- food justice/urban agriculture;
- food safety;
- community safety, beautification, and traffic reduction;
- human rights/social justice;
- anti-globalization/nationalism;
- animal protection;
- anti-consumerism;
- violence and crime prevention;
- cause-related fundraising;
- energy independence; and
- national security/anti-terrorism.

As an example, Robinson cited the adolescent girls he sees in his pediatric practice who are vegetarians, despite pressures from their parents or communities. They are able to sustain these behaviors over time because of their strong beliefs, which may be based on preventing animal cruelty or protecting the environment.

Robinson also highlighted cause-related fundraising, which often has an altruistic component. An example is Team in Training, through which people raise money for the Leukemia & Lymphoma Society³ by training to participate in half-marathons, 10-kilometer races, triathlons, and other sporting events. “There are people who [can’t] walk around a track when they start, who train over a series of months and end up being able to run a half marathon,” Robinson observed.

³For more information about the Leukemia & Lymphoma Society, see <http://www.lls.org/>.

People have many reasons for joining a social movement. They may make a rational choice in that they see the benefits of joining the movement as greater than the risks. Joining a movement may help form or define an identity, whether a self-identity, a social or collective identity, or a public identity. People may be attracted by the possibilities for social interaction, which provides social support and, especially for stigmatized groups, can enhance feelings of efficacy and performance. Joining a social movement may help people avoid personal failure by exchanging personal responsibility for collective responsibility. Finally, emotional responses can be a powerful motivator.

As an example of this last factor, Robinson described an experiment he conducted at Stanford with a class called Food and Society. The course covers agricultural policies, labor issues, consumerism, animal rights, animal welfare, environmental issues, and other topics related to food and agriculture that are not necessarily directly related to nutrition and health. When the eating behaviors of students who took this class were compared with those of students who took classes on obesity or public health nutrition, the former students were found to have changed their eating behaviors significantly more than the latter students (Hekler et al., 2010).

Social movements have the potential to influence public policy through the mobilization of families, governments, markets, and civil society, Robinson observed. In turn, new norms, laws, or regulations can further promote individual change, creating a self-reinforcing feedback loop of change.

Piggybacking obesity prevention on existing social movements makes it possible to leapfrog the difficult process of starting a social movement from scratch, Robinson concluded. There are many examples of such movements, as illustrated by the workshop presentations, and they are already proving to be highly motivating to segments of the population (Robinson, 2010b). They have the potential to produce dramatic and sustained changes in behavior, and these behavioral changes can be magnified through changes in norms and public policy. Teaming with existing social movements can create many new allies, resources, and strategies for the obesity prevention movement.

ORGANIZATION OF THIS SUMMARY

Chapter 2 examines a particular alliance in more detail. Mission: Readiness⁴ is an initiative led by a group of retired military leaders to enhance military preparedness by reducing obesity and increasing fitness among potential recruits. This initiative has been part of an unexpected alliance,

⁴For more information on Mission: Readiness, see <http://www.missionreadiness.org/>.

several workshop participants noted, that can attract attention to and generate change for obesity prevention.

Chapters 3 and 4 summarize the presentations and subsequent discussions of two panels. The first panel looked at groups and programs focused on food and nutrition; the second looked at groups and programs focused on physical activity and the built environment. Together, these two panels represented a sizable list of potential allies in the effort to prevent childhood obesity, and pointed toward a much larger list.

Chapter 5 examines the conditions necessary for alliances to form and endure, while Chapter 6 describes some of the more practical aspects of building and maintaining alliances.

Finally, Chapter 7 summarizes the closing observations about workshop themes made by a member of the Committee on Childhood Obesity Prevention.

2

Mission: Readiness

For the workshop's keynote address, the planning committee invited an unexpected but welcome new ally with an interest in reducing obesity. Mission: Readiness¹ is a national security nonprofit, nonpartisan organization of more than 250 senior retired military leaders founded in 2008 to ensure continued American security and prosperity by calling for smart investments in American children. The organization has identified childhood obesity as an issue that could adversely affect the future strength of America's military. Military strength often is measured in terms of ships, tanks, and weapons systems. But "the most important asset in our military is and always will be the person in uniform," announced retired Rear Admiral James "Jamie" A. Barnett, Jr. With that emphasis, Barnett shared from a military leadership perspective how the childhood obesity epidemic is seen as a threat to national security.

Barnett serves on the Executive Advisory Council of Mission: Readiness. The goal of the organization is not to steer young people into military service, said Barnett. It is to provide all young Americans with a full range of career opportunities, which may include service to the nation.

In 2009, Mission: Readiness released a report on what Barnett called a "shocking reality": according to Department of Defense (DoD) data, an estimated 75 percent of all Americans between the ages of 17 and 24 are unable to join the military for three reasons: (1) they lack a high school diploma, (2) they have a criminal record, or (3) they are physically unfit (Mission: Readiness, 2009). "Military service is now out of reach for mil-

¹For more information on Mission: Readiness, see <http://www.missionreadiness.org/>.

lions of Americans,” said Barnett, and Mission: Readiness is “troubled by the likely impact this will have on our future military preparedness and on the success of our upcoming generation.”

TOO FAT TO FIGHT

Barnett shared evidence that obesity is “inexorably linked” to America’s future military strength. Obesity is the leading medical reason why applicants fail to qualify for military service, he said. Approximately one in four young Americans is too overweight to join, and between 1995 and 2008, the military turned away more than 140,000 otherwise qualified recruits for being overweight (Mission: Readiness, 2010; Niebuhr et al., 2010). In addition, approximately 1,200 enlisted members must leave the military every year because of their weight, at an estimated cost of \$61 million (Dall et al., 2007).

Beyond its effect on recruitment and retention, obesity imposes a significant financial burden on the military for medical care. DoD spends about \$1.1 billion annually on medical care associated with excess weight and obesity for active-duty personnel, their dependents, and veterans (Dall et al., 2007).

The lack of physical fitness that often accompanies obesity also has a negative effect on military readiness. Today’s recruits have the highest body mass indexes (BMIs) on record, Barnett stated. As a result of the shrinking number of young people eligible for service, the military has created waivers for slightly overweight young adults who can pass the fitness test. These heavier recruits are 47 percent more likely to have a sprain, a stress fracture, or some other overuse injury than those who are not overweight (Cowan et al., 2011). These types of injuries can force recruits to repeat boot camp or leave the military altogether. These injuries also are responsible for almost one-quarter of all medical evacuations from Iraq and Afghanistan to medical facilities in Germany, compared with 14 percent of medical evacuations due to combat injuries (Cohen et al., 2010). In other words, said Barnett, “soldiers are 71 percent more likely to be evacuated out of Iraq or Afghanistan for a serious sprain or stress fracture than they are for a combat wound.”

CHANGING FOOD INTAKE

DoD has identified obesity, particularly childhood obesity, as a major issue for the military and has begun taking steps to remedy the problem

in its own installations. It has formed a childhood obesity working group² that is considering changes to military bases, school menus, and the general environment designed to encourage more physical activity in children. Half of youth in military families join or consider joining the military, so addressing the problem begins with the families of active-duty personnel. Military officials are leading an effort to create standardized menus for child development centers to ensure that the centers are meeting children's nutritional needs. DoD also is working to offer more healthy choices in vending machines, schools, dining facilities, its clubs, and other on-base locations that offer food.

The civilian sector can help the military solve the obesity problem by considering a range of options to combat childhood obesity, said Barnett. Schools are a good place to start, he suggested. Children may consume more than half of their daily calories during school hours, so improving the nutritional value of the foods and beverages served in schools can have a major effect on health (IOM, 2010).

Barnett pointed out that the military's interest in school nutrition is not new. During World War II, 40 percent of rejected recruits were turned away for reasons related to poor nutrition (U.S. Congress, 1945). That issue became an important part of the conversation after the war when Congress established the National School Lunch Program. "Today we face a similar crisis and threat to our national security interest," said Barnett.

Mission: Readiness strongly supported the Healthy, Hunger-Free Kids Act of 2010,³ which provided a framework for changing the foods that are served and sold in schools. One provision of the act gave the U.S. Department of Agriculture (USDA) the authority to update 15-year-old nutritional standards for school breakfasts and lunches to reflect the latest science on the subject. In turn, USDA's proposed guidelines adhere closely to recommendations made by the Institute of Medicine to improve the nutritional quality of school meals (IOM, 2007, 2010).⁴

Barnett stressed that schools need the proper support to meet these higher nutritional standards. Many schools across the country lack the kitchen equipment needed for healthier cooking methods. For example, many school cafeterias still use antiquated ovens and deep fat fryers, and too few have salad bars. School food service employees need to be trained in

²For more information on the DoD childhood obesity working group, see <http://www.defense.gov/news/newsarticle.aspx?id=62753>.

³*Healthy, Hunger-Free Kids Act of 2010*, Public Law 111-296, 111th Cong. (December 13, 2010).

⁴In the months following the workshop, Congress voted on an agriculture spending bill (*Consolidated and Further Continuing Appropriations, 2012*, H.R. 2112, 112th Cong., 1st Session, November 1, 2011) that limits USDA's use of funds to carry out some of the proposed revisions.

healthy food preparation techniques. The need for equipment and training is well documented, Barnett observed. The last time Congress appropriated funds for equipment assistance grants, school districts around the country submitted almost five times as many requests as could be funded.

IMPROVING FITNESS

Maintaining a healthy weight requires exercise in combination with a proper diet. In particular, regular exercise from an early age can help young people improve their fitness and control their weight. Being physically active and maintaining a healthy weight also reduce the risk of injuries.

In addition to its work to get unhealthy foods out of schools, Mission: Readiness is promoting opportunities to get physical activity back into schools. Years, not months, are needed to build a strong body, Barnett emphasized, and the foundation for good fitness is laid in childhood and young adulthood, not right before a recruit reports to boot camp. Surveys show that parents overwhelmingly agree on the importance of providing opportunities for physical fitness in school, but parents currently have no standardized way of obtaining information on how much physical education their children are receiving. Enhanced reporting from schools on the quality and quantity of physical education would empower parents to decide whether their districts are doing enough to combat childhood obesity, Barnett said.

INVESTING FOR THE FUTURE

Investments need to be made up front to ensure the health of future generations, Barnett concluded. The military, businesses, communities, and individuals will pay the price of having too many young adults unprepared to do the work of the nation. “We all share responsibility, as parents, citizens, and leaders,” he said, “to make sure that our children are fit and healthy.”

3

Food and Agriculture

Two panel presentations aimed to identify and to engender dialogue among seemingly disparate organizations that may have common ground related to addressing the calorie imbalance issue that is at the heart of the obesity epidemic. Speakers for the two panels were chosen based on their representation of movements and/or organizations that the planning committee believed to have potential common ground with organizations interested in obesity prevention. Tom Robinson, moderator of the two panels, informed the audience that it was not necessary for all stakeholders to adopt or believe in every objective of each organization represented on the panels, but he encouraged participants to keep an open mind as potential common ground was explored.

In the first of the two panel presentations, summarized in this chapter, six speakers discussed how a wide variety of programs focused on food and agriculture issues could help prevent childhood obesity (the second panel presentation, on physical activity and the built environment, is summarized in Chapter 4). In some cases, such as gardening or farm-to-school programs, the connection is fairly direct. For other programs, such as those focused on climate change or animal welfare, the connection is less direct but can still be powerful.

OBESITY AND THE ENVIRONMENT

The Environmental Working Group (EWG) does not work on any projects focused directly on obesity. Nonetheless, most of its projects have a strong link to obesity, according to EWG senior scientist Olga Naidenko,

because she believes they are designed to motivate people to take steps that will incidentally help support weight management. Naidenko described a number of EWG projects and how they may have common ground with obesity prevention.

For more than a decade, EWG has investigated the types of agriculture and food products that farm subsidies support. Most of these subsidies go not to small family farms but to large agribusinesses, said Naidenko. Furthermore, according to an analysis done by the Physicians Committee for Responsible Medicine (PCRM), most of this government aid supports meat and dairy production, with less than 1 percent going to the production of fruits and vegetables (PCRM, 2011). “If you want those fruits and vegetables to be on plates and to be affordable, we might need to change our subsidy patterns,” said Naidenko. This is a finding that also interests fiscal conservatives, she added, who think the government should not be supporting large agribusinesses when average Americans are struggling to pay their bills.

EWG has undertaken many projects in environmental health, including projects related to the use of synthetic chemicals in food. Establishing a health link between trace amounts of pesticides or food packaging chemicals and adverse health effects is much more difficult than establishing a link between the fat content of food and obesity, Naidenko acknowledged. But some groups of people care deeply about food chemicals and are natural allies in efforts to improve the nutritional value of food.

Climate change also has a relationship to obesity because the production of some protein sources produces more carbon dioxide and other greenhouse gases than the production of others (Hamerschlag, 2011). Combining the issues of food, health, and climate has resonated strongly with a number of audiences, Naidenko observed.

Currently, EWG’s major concern is the upcoming renewal of the Farm Bill,¹ which authorizes the U.S. Department of Agriculture’s (USDA’s) Supplemental Nutrition Assistance Program (SNAP)² (formerly known as the Food Stamp Program), agricultural subsidies, protection of water quality from agricultural runoff, and many other major programs. EWG is recruiting not only people interested in food but also fiscal conservatives to engage in Farm Bill politics. The goal, said Naidenko, is to turn the Farm Bill into the Food Bill. Naidenko believes that this and other channels she mentioned represent an opportunity for the environmental movement to work toward a social attitude and policies that accord well with obesity prevention.

¹For more information on the Farm Bill, see <http://www.usda.gov/farmbill>.

²For more information on SNAP, see <http://www.fns.usda.gov/snap/>.

THE ANIMAL CONNECTION

America is a nation of animal lovers, observed Michael Greger, director of public health and animal agriculture at the Humane Society of the United States.³ Seventy million people are active wildlife watchers, and Americans own 160 million dogs and cats. This bond between animals and people can be a powerful force for fighting obesity in the United States, Greger said.

An obvious example is dog walking. Cross-sectional data suggest that dog walking is associated with meeting physical activity guidelines (Hoerster et al., 2011). People feel a sense of obligation toward their dogs' physical and mental well-being, said Greger, which provides them with a sense of purpose and motivation. Alluding to the concept of "stealth interventions" (see Chapter 1), Greger noted, "This altruistic urge provides a kind of stealth motivation to effect behavioral change." Yet, one-third of dog owners do not walk their dogs, so this can be a target for promoting physical activity for tens of millions of people. In this way, Greger explained, a better energy balance can be an unintended yet beneficial side effect of advocacy for animal well-being.

The Meatless Monday campaign,⁴ a public health initiative aimed at reducing the risk of chronic disease, including obesity, offers another example of how a bond with animals can be linked to obesity prevention. The latest ad for the campaign does not show someone lying on a gurney with crushing chest pain. Rather, it shows mistreated farm animals. The gaze of a crated sow biting the bars of her cage bloody after months of confinement "may provide transcendent, emotionally charged motivation" that may have long-lasting impact, said Greger.

In general, media attention to animal welfare has significant negative effects on U.S. meat demand (Tonsor and Olynk, 2011), Greger observed. For example, when the media covered the use of food from animals that were too sick or injured to walk, the consumption of meat fell, and regulations were passed to force farmers to take better care of their animals. Furthermore, the consumption of all meat fell, not just the meat highlighted in the story (Tonsor and Olynk, 2011; Wald, 2008). "Just as human health concerns ended up furthering animal welfare goals, animal welfare concerns can end up furthering human health by decreasing meat consumption," said Greger.

Exposure to images of the plight of farm animals also may affect the eating habits of youth, Greger continued. For example, the National Pork

³For more information on the Humane Society of the United States, see <http://www.humanesociety.org>.

⁴For more information on the Meatless Monday campaign, see <http://www.meatlessmonday.com/>.

Board⁵ reported that one-third of 9- to 14-year-olds surveyed who reported watching YouTube⁶ videos on animal care indicated that the videos affected their meat-eating habits (Pork Checkoff, 2010). Also, a recent research review suggests that the morality of the treatment of animals is a greater motivation than health reasons for people who decide to become vegetarians (Ruby, 2011). “One way to a person’s stomach may be through their heart,” remarked Greger.

Although the Humane Society of the United States is not a vegetarian organization, its efforts to ban the most egregious factory farming practices could lead to higher consumer prices and decrease meat consumption in the same way that tobacco tax hikes have curbed smoking. “Anything that increases production costs for these industries” may have beneficial side effects for obesity prevention, Greger stated. For example, when the Humane Society works with unions to slow line speeds at slaughter plants to prevent worker injuries, or with environmental groups to effect better manure management, or with public health groups to stop the feeding of millions of pounds of antibiotics to farm animals, it is involved in cross-movement alliances that can improve both animal and human welfare.

COMMUNITY FOOD SECURITY

The Community Food Security Coalition (CFSC)⁷ is a national non-profit coalition of more than 500 organizations working from the local to the international level to build community food security. Its member organizations focus on issues ranging from hunger, to public health, to sustainable agriculture, to community economic development. “Our work is about building alliances and finding common ground,” said the coalition’s policy director, Kathy Mulvey.

Mulvey highlighted several programs that have goals converging with obesity prevention. In the area of anti-hunger and anti-poverty campaigns, people and organizations in Detroit are reclaiming 100,000 vacant lots for food production. For example, the Detroit Black Community Food Security Network⁸ established a 4-acre organic farm in Rouge Park. As part of this initiative, it led efforts with the Detroit City Council to approve a food policy council and a food security policy, which affirmed the city’s commitment to nurturing the development of a community in which all members have easy access to adequate amounts of affordable, nutritious,

⁵For more information on the National Pork Board, see <http://www.pork.org/>.

⁶For more information on YouTube, see <http://www.youtube.com>.

⁷For more information on the Community Food Security Coalition, see <http://www.foodsecurity.org>.

⁸For more information on the Detroit Black Community Food Security Network, see <http://detroitblackfoodsecurity.org/>.

culturally appropriate food. The network also organized the Ujamaa Food Cooperative Buying Club⁹ and provided leadership for combating racism in the food system. “That is one community organization that is oriented primarily toward hunger and poverty and is also helping to increase access to healthy food for people around the city,” said Mulvey.

At the national level, other organizations are working to increase food stamp redemption under SNAP at farmers’ markets. Fewer than one in five farmers’ markets accepted SNAP benefits in 2010, and SNAP transactions at farmers’ markets plummeted after the transition to electronic benefits. “This is a really important area to help increase the access of low-income people to healthy, local produce in their communities,” Mulvey observed.

In the area of job creation and economic development, 334 community food projects created more than 2,500 jobs nationwide from 2005 to 2010 and created or strengthened more than 3,800 micro-enterprises (CFSC, 2010). In 2010 alone, community food projects created 91 farmers’ markets, generating \$1.7 million in sales. And according to a study by the Union of Concerned Scientists (2011), approximately 13,500 jobs could be created over a 5-year period with yearly public funding of 100 to 500 otherwise unsuccessful farmers’ markets. “Rebuilding local and regional food systems and infrastructure, and reversing the consolidation of the food system from production through distribution to retail, is good for people’s health as well as for the economy in urban and rural areas,” Mulvey said.

Opportunities for small and midsized farmers are created by farm-to-school programs and other institutional purchasing that can greatly increase demand for local produce. In Portland, Maine, for example, the Communities Putting Prevention to Work¹⁰ initiative has given every student in the Portland public schools access to a fruit and vegetable bar or a more traditional salad bar as part of the lunch program. According to Mulvey, such initiatives not only increase fruit and vegetable consumption but also create a demand for locally grown food, which supports small and disadvantaged farmers. Indeed, farmers who participate in a community food project report diversifying their farm products, increasing their number of customers, and increasing the size of their local markets.

Finally, improving democratic decision making about food and preserving cultural diversity can converge with obesity prevention goals. CFSC is encouraging its members to provide input on priorities for the upcoming Farm Bill and is seeing an unprecedented level of involvement, said Mulvey.

⁹A cooperative is a business organization owned and operated by a group of individuals for their mutual benefit. Food cooperatives enable members to save money by purchasing in bulk and eliminating the overhead associated with most retail stores.

¹⁰For more information on the Communities Putting Prevention to Work Initiative, see <http://www.cdc.gov/communitiesputtingpreventiontowork/>.

Food policy councils are booming at the local level, numbering more than 100 nationwide (CFSC, 2011). Provisions of the Farm Bill could have a tremendous impact on the capacity of low-income people to access healthy foods, for better or worse, said Mulvey. She emphasized that “there are some real opportunities to mobilize new alliances and look at ways that people can leverage their input into policy change.”

Mulvey issued cautions for organizations considering whether to enter into an alliance. If alliances are to be sustainable, the groups involved must have convergent long-term goals. Also important is to institute safeguards against conflicts of interest, Mulvey noted.

A COMMERCIAL-FREE CHILDHOOD

The Campaign for a Commercial-Free Childhood (CCFC)¹¹ seeks to support parents’ efforts to raise healthy families by limiting commercial access to children and ending the practice of child-targeted marketing. Based in Boston, CCFC started in 2000 with nine people and now has more than 43,000 members. Its theory of action is based on four general strategies: change public attitudes, change children’s environments, change how children spend their time, and change rules. Most important, said Susan Linn, director and co-founder of CCFC, the organization’s work builds on evidence-based advocacy and an ongoing presence in the media.

For an organization with a name like Campaign for a Commercial-Free Childhood, the active involvement of the media appears unlikely, Linn acknowledged. In reality, she said, CCFC has a good relationship with the press. “They take our actions seriously and write about them,” said Linn. “We have a tiny staff and no marketing budget, so we rely on the press to promote and publicize the things that we do as a way of raising awareness and building the public will to foment change.”

CCFC takes an activist approach. It looks to the civil rights movement, the women’s movement, the gay rights movement, and the environmental movement for inspiration on how to proceed. One strategy the organization pursues is changing public attitudes so that marketing to children is seen as socially irresponsible and unprofitable for corporations. Another strategy involves changing the daily environments children experience. As an example, Linn shared her perspective on a recent initiative in which CCFC partnered with educational and environmental organizations to convince Scholastic,¹² through a letter-writing campaign, to stop offering teaching materials underwritten by the coal industry. CCFC believed these materials failed to address the environmental concerns surrounding coal. The

¹¹For more information on CCFC, see <http://www.commercialfreechildhood.org/>.

¹²For more information on Scholastic, see <http://www.scholastic.com>.

letter-writing campaign caught media attention. Subsequently, Linn said, Scholastic stopped offering this curriculum and announced that it would examine its other corporate-sponsored teaching materials.

CCFC works through every possible legal means to halt the commercial exploitation of children. With parents and educators, for example, it seeks to stop state legislation that would allow more marketing in schools. CCFC also has engaged in a number of food-related campaigns. In 2007, for example, the U.S. Department of Health and Human Services (HHS) announced that Shrek was going to be the “poster ogre” for health. CCFC pointed out that the *Shrek III* movie was about to come out and that its producers had partnered with more than 70 junk food companies to promote the movie and sell the companies’ food. The organization wrote a public letter to HHS asking it to fire Shrek; the letter received voluminous press coverage. “Being able to point out that kind of hypocrisy is very helpful for people to understand that there is a problem and that we need to do something about it,” Linn explained.

Much marketing occurs under the radar, according to Linn, and CCFC tries to help people understand the techniques being used and realize what is happening. In 2006, CCFC partnered with the Center for Science in the Public Interest¹³ to launch a lawsuit against the Kellogg Company¹⁴ for marketing junk food to children under the age of 8. In that case, Kellogg’s had a campaign to market Froot Loops in preschools by mailing packages of the cereal to be used for art projects. “We got Kellogg’s to stop that program, and also to say they wouldn’t be marketing in preschools.”

CCFC also launched a national campaign when children in Florida began bringing their report cards home in envelopes that advertised McDonald’s fast food. The story received international press attention before McDonald’s agreed to stop the program.

Finally, CCFC works against the marketing of videos for babies as educational. It convinced Disney¹⁵ to provide refunds on Baby Einstein videos after the company marketed the videos as educational without any evidence for the claim (Lewin, 2009). With the support of a grant from the David Rockefeller Fund, CCFC is also conducting interviews with new mothers to discover what messages will convince them not to put their babies in front of screens and to limit screen time for older children. And it created and promotes the annual Screen-Free Week¹⁶ in schools. Linn concluded

¹³For more information on the Center for Science in the Public Interest, see <http://www.cspinet.org/>.

¹⁴For more information on the Kellogg Company, see http://www.kelloggs.com/en_US/home.html.

¹⁵For more information on Disney, see <http://disney.go.com/index>.

¹⁶For more information on Screen-Free Week, see <http://www.commercialfreechildhood.org/screenfreeweek/>.

by suggesting that limiting screen time is an ideal focus for collaboration because it is an area of general consensus.

FOOD AND GARDENING

Gardening has many positive effects on children, adults, and the community (Box 3-1), but its most enduring effects may be the least tangible. “Go back to a time when you found yourself in a garden. What does that bring to mind?” asked Mike Metallo, president and chief executive officer of the National Gardening Association (NGA). “For me, it hits a reset button. It helps me put everything in perspective. I have a sense of place. I understand myself in relation to the world.”

Many children today, especially in the inner cities, lack opportunities to experience a garden. They live in an environment of concrete, asphalt, and maybe a few scraggly trees and other plants. “They are not experiencing the benefits of having a connection with nature,” said Metallo.

Urban gardens can be any collection of plants with which children or adults are engaged. It can be herbs in pots on a fire escape. It can be plants in a raised bed indoors or outdoors. “There are all types of gardens, and each garden has its place and its purpose and its uses,” said Metallo.

NGA, a leading authority and resource for gardeners of all ages, has a grant program through which it works with corporate donors to install gardens in schools. The observed effects of these gardens are increased fruit and vegetable consumption, increased physical activity, and decreased sedentary behavior. Children also learn more about the sources of the foods they eat. “People don’t understand where their food is coming from because they don’t live in an environment where [unprocessed] food is easily accessible,” Metallo said. “It comes to them packaged, it comes to them in cans, it comes to them sorted out. But they have no idea what happened to get it there. And that is a serious issue.”

Besides its demonstrated potential to increase fruit and vegetable consumption and boost physical activity (see Box 3-1), gardening changes the relationships among children, parents, and the community. In this way, gardening contributes to a variety of social, cultural, and educational goals. For example, NGA has developed a curriculum that uses gardening to teach the academic content specified in education standards so teachers can achieve the same outcomes as they would using their usual curriculum.

Data compiled from educator observations of NGA’s garden grant program point to a variety of benefits, including better attitudes toward school, greater self-confidence, and improved social skills. Two of the attitude changes cited most frequently are in attitudes toward nutrition and the environment. “The children didn’t mean to learn about nutrition this way, but they did, just by engaging in the experience,” Metallo said. He ended by

BOX 3-1
**Research Supporting Positive Effects of Garden-Based
 Education and Gardening**

Children

- Increased fruit and vegetable consumption (Lautenschlager and Smith, 2007; McAleese and Rankin, 2007)
- Increased moderate to intense physical activity (Domenghini, 2011)
- Increased knowledge about food systems (Lautenschlager and Smith, 2007)
- Increased nutrition knowledge (Morris and Zidenberg-Cherr, 2002; Parmer et al., 2009)
- Increased preference for and better attitude toward vegetables (Lineberger and Zajicek, 2000; Morris and Zidenberg-Cherr, 2002)
- Increased willingness to try vegetables (Morris et al., 2001)
- Improved science achievement (Klemmer et al., 2005; Smith and Motsenbocker, 2005)
- Increased life skills—working with groups and self-understanding (Robinson and Zajicek, 2005)
- Increased self-efficacy for gardening (Domenghini, 2011; Poston et al., 2005)
- Increase in asking for fruits and vegetables to be made available at home (Heim et al., 2011)
- More positive environmental attitudes (Waliczek and Zajicek, 1999)
- Skill development and increased empowerment (Bhatia et al., 2001)

Parents/Guardians

- Increased home availability and accessibility of fruits and vegetables (Heim et al., 2011)
- Increase in perceived parental value of fruit and vegetable consumption (Heim et al., 2011)
- Increased parental involvement as children share their gardening experiences with parents (Alexander et al., 1995)
- Higher job satisfaction when green space is visible from one's office desk (Kaplan, 1993)
- Moderate form of physical activity for older adults (Park et al., 2008)

Community

- Improved food security (Corrigan, 2011)
- Increased social networking (Sullivan et al., 2004)
- Fewer crimes and instances of graffiti (Kuo and Sullivan, 2001)
- Increased fruit and vegetable consumption (Alaimo et al., 2008)
- Increased property values (EPA, 2011)
- Improvement in psychological well-being (Barnicle and Midden, 2003)
- Better understanding of food systems (Corrigan, 2011)

mentioning NGA's initiative "A Garden in Every School,"¹⁷ a manifestation of the organization's belief that school gardens are a component of positive change that will lead to achieving positive outcomes, such as a reduction in obesity.

FOOD RETAILERS AND OBESITY PREVENTION

As the nation's largest food retailer, Walmart was invited to the workshop to speak about how the private sector can be an ally for obesity prevention. The 140 million people who shop at Walmart stores in the United States each week must make difficult choices, said Andrea Thomas, Walmart's senior vice president of sustainability. They want more information because they are confused—walking up and down the aisles, they get mixed messages about health and nutrition. They have limited time, spending on average less than 25 minutes in the store. And they have tight budgets. Thomas explained, "We see trends at the beginning of the month, around paydays, and at the end of the month, showing that many of our customers are living paycheck to paycheck and actually run out of money before they get that next paycheck."

Walmart has established a 5-year goal of making it easier for its customers to be healthy by bringing better nutrition to dining room tables. Thomas discussed the five commitments that Walmart established in January 2011 to achieve that goal:

1. *Reformulate thousands of packaged foods, such as by reducing sodium and added sugars in selected Great Value products.* Walmart is reformulating its own Great Value products and expects the national brands it sells to be reformulated as well. The company has committed to reducing sodium by 25 percent and added sugars by 10 percent and to eliminating all remaining industrially produced *trans* fats over the next 5 years. Its focus is on the food categories that are the largest contributors of dietary sodium and added sugars, weighted by sales. An online survey will collect information on these substances from suppliers of those food categories, with the results to be published in an annual report.
2. *Save customers \$1 billion per year on healthier items, including reduced prices for produce.* As the chief executive officer of Walmart's U.S. operations, Bill Simon, said in announcing the initiative, "No family should have to choose between foods that are healthier for them and foods that they can afford." Walmart is

¹⁷For more information about the National Gardening Association (NGA) and the "A Garden in Every School" program, see <http://assoc.garden.org/>.

taking several steps to provide healthier food, including reducing costs of fresh produce by doing more local sourcing and increasing supply chain efficiency and working with suppliers to ensure that healthier versions of foods do not cost more than the base versions. In some cases, the healthier versions use more expensive ingredients, while in other cases, said Thomas, “it is because they can get away with it.”

3. *Develop a simple front-of-package seal that will debut on selected products in 2012, making it easier to identify healthier foods.* Walmart is rolling out a food icon on its Great Value products that meet the nutrition criteria developed in consultation with nutrition and health stakeholders. The icon is not meant to rate every product, and it will appear only on qualifying foods, directly on the packaging. Unlike a shelf label tag, said Thomas, the icon will stay with the food and continue to provide guidance for a family once the product has entered the home’s pantry.
4. *Open between 275 and 300 stores in urban and rural food deserts by 2016 to increase residents’ access to fresh, healthier foods.* These stores will provide access to groceries for more than 800,000 people in both urban and rural areas, as well as about 40,000 jobs. Walmart also is working with growers who are within 400 miles of its 42 distribution centers so the supply chain is shorter, the food is fresher, and smaller farmers have the ability to work with Walmart at the local level. Walmart informs its customers when a product is locally sourced, and that program is growing. Also, through a program called Heritage Agriculture, the company is putting crops back into communities where they were traditionally grown, which will reduce costs and promote sustainability.
5. *Increase charitable support for nutrition education programs through Walmart Foundation donations.* For example, the Walmart Foundation has donated more than \$2 million to the Sesame Street Workshop program to educate children, including those from low-income families that are experiencing food insecurity, about healthy food choices. It also has partnered with the American Heart Association on Simple Cooking with Heart, a program that encourages Americans to cook low-cost, heart-healthy meals at home.

“This is a 5-year commitment, so it is going to take us some time to accomplish everything, but we are making really good progress,” Thomas concluded. “We want to be held accountable.”

DISCUSSION

Joseph Thompson, surgeon general for the State of Arkansas, director of the Arkansas Center for Health Improvement, associate professor at the University of Arkansas, and a member of the workshop planning committee, opened the discussion period by asking the panelists how the infrastructure needed to get local products into food distribution systems can be built. Mulvey replied that strengthening local and regional food systems and infrastructure is the greatest priority emerging from CFSC's survey of its members and constituents regarding the most important gains that should be made in reauthorizing the Farm Bill. The growth of farm-to-school programs in recent years, now encompassing all 50 states, has helped create some of this infrastructure. Mulvey cited the example of the last Farm Bill,¹⁸ which included important provisions regarding geographic preferences for school meals, and said additional changes could help build local infrastructure. An example would be to facilitate the growth of regional food hubs, as they provide a way to aggregate products at the regional level. Thomas also responded to this question, saying that Walmart can contribute to this infrastructure by working with local farmers to provide them with a market for their products.

Kumanyika asked Naidenko how EWG is able to get groups with very different agendas to work together on issues on which their interests overlap. Naidenko replied that this question certainly applies to some of the groups with which EWG works, whether staunch vegetarians or fiscal conservatives. EWG is pragmatic, she said. "We know that we will not agree on every single issue with all the groups and multiple coalitions." Nonetheless, EWG seeks to build coalitions and urges groups to publish reports jointly on issues on which they have common ground. "Yes, we have issues where we disagree, but if that is what we were thinking about, we would not be able to work together," observed Naidenko.

William Dietz, Director of the Division of Nutrition, Physical Activity, and Obesity at the Centers for Disease Control and Prevention, asked each of the six panelists which obesity-related organizations they would be interested in aligning with. Naidenko said EWG's first priority is the Farm Bill, so it would align with those members of the food movement associated with that legislation. Greger agreed that a focus on the Farm Bill would help eliminate subsidies that artificially lower the prices of foods tied to obesity. Mulvey also said the Farm Bill is a priority, especially given the emphasis on deficit reduction in Congress and the potential for the Farm Bill to create jobs and grow the economy. Metallo said NGA would align with any orga-

¹⁸For more information on the *Food, Conservation, and Energy Act of 2008* (the formal short title for the Farm Bill), see http://www.usda.gov/documents/Bill_6124.pdf.

nization that believes in its goals and is interested in funding its programs because “for us, the limitations of our ability to help [achieve these goals] are pretty much financial.” Linn observed that CCFC accepts no corporate funding and is very interested in reducing screen time for children, and would work with health, education, environmental, or other organizations that share the same goal. And Thomas said Walmart is interested in working with organizations that can take advantage of the size and scale of the corporation to give its customers access to healthy, affordable food.

Russell Pate, associate vice president for health sciences and professor of exercise science at the University of South Carolina, observed that many of the food and agriculture panelists had mentioned physical activity. He added that another theme of the presentations was that children are more likely to be physically active if they are outdoors rather than indoors. Metallo responded that getting schoolchildren outdoors is always a challenge, especially with a major part of the school year falling during the winter. Nevertheless, he said outstanding indoor gardening programs are available, even if they do not provide as much exercise as outdoor programs would. Even indoors, children can move around the classroom, explore plants, and learn about plant systems. Also, most schools can offer a short outdoor program in the fall and in the spring. Linn observed that when children are outside, they are away from screens, so outside play is an important issue for CCFC.

The final question in the discussion period was asked by Amy Dawson Taggart, national director of Mission: Readiness, about how the corporate culture can be shifted toward the marketing of high-quality, healthy foods, especially in marketing to children. Linn responded that drawing nutritional lines around food marketing to children does not make sense. “What we need to do is to stop marketing food to children altogether,” she said. “We should be marketing food to parents. If we were marketing food to parents, companies would be marketing more around nutrition than around characters or exploiting children’s developmental vulnerabilities around peer pressure.” Marketing to children is unfair and deceptive, she said, and it harms their relationship to food “because what they are learning is to choose food based on who is on the box, or based on how it will advance them socially.” Linn ended by saying that banning food marketing to children would provide a level playing field for companies so they would not have to market to children to be competitive. “I understand that our position isn’t politically popular at the moment. But . . . that’s what we need to do. Kids don’t benefit from any kind of food marketing. If all of the marketing were cleared away, parents could be the gatekeepers and choose food without being pressured by corporations,” she concluded.

4

Physical Activity and the Built Environment

The second panel of the workshop examined organizations and movements related to physical activity and the built environment. These groups are even more diverse than those discussed during the previous panel on food and agriculture, with interests ranging from community development, to transportation policy, to outdoor activity, to police–youth programs, to the use of national parks to promote the public health. Yet each has the potential to contribute to obesity prevention.

COMMUNITY DEVELOPMENT

The Federal Reserve has a deep commitment to the economic health of low-income communities across the country, said David Erickson, director of the Center for Community Development Investments at the Federal Reserve Bank of San Francisco.¹ Each of the 12 Federal Reserve banks across the country has a community development department dedicated to fostering local development and the maximum employment possible. The Federal Reserve² also is a bank regulator in charge of enforcing anti-redlining laws, which require banks to lend back to the communities where people make deposits. “There’s a social welfare component baked into the

¹For more information on the Federal Reserve Bank of San Francisco, see <http://www.frbsf.org/index.html>.

²For more information on community development and the Federal Reserve, see <http://www.federalreserve.gov/communitydev/default.htm>.

DNA of the Federal Reserve,” said Erickson. “People don’t often realize that.”

Community development is an effort to empower local communities to take the reins of their economic destiny. Instead of a top-down approach emanating from Washington, DC, networks of both governmental and nongovernmental players are involved in neighborhood community development corporations and local advocacy groups. These networks build affordable housing, finance small businesses, and support community facilities. Since the low-income housing tax credit was enacted in 1986, for example, 3 million high-quality apartments housing about 15 million low-income families have been built nationwide.

Many groups are involved in the support of these programs, including the federal government, banks, foundations, socially motivated investors, pension funds, and insurance companies. “The point I’m trying to make,” said Erickson, “is that there is a lot of money here. It is not sufficient to the needs, but when we think about alliances . . . we have an income stream that we can work with.”

Recently, the Federal Reserve has been partnering with the Robert Wood Johnson Foundation to examine and improve the social determinants of health. For example, a series of conferences held across the country has brought together people interested in public health and in community development. These conferences often feature a comparison of two maps: one that shows the prevalence of a health problem such as childhood obesity in the local communities across a region and another that shows the prevalence of economic hardship in the same communities. Invariably, the maps are almost identical: as economic hardship increases, the prevalence of childhood obesity also increases. “You can hear a pin drop in these meetings at this moment,” said Erickson. “It’s obvious that we in community development and those who worry about public health are working side by side in the same communities, but we don’t know each other.”

Erickson closed by briefly mentioning three programs that he believes would be valuable allies in reducing childhood obesity: the Healthy Foods Financing Initiative³ for building grocery stores in food deserts; transit-oriented development; and small business development of companies that, for instance, provide locally sourced organic food.

³For more information on the Healthy Foods Financing Initiative, see http://www.acf.hhs.gov/programs/ocs/ocs_food.html.

TRANSPORTATION POLICY

Recently, the American Public Health Association⁴ interviewed public health professionals about the transportation profession and transportation professionals about public health professionals (Finkelstein, 2011). The results were not encouraging, said James Corless, director of Transportation for America,⁵ a coalition of more than 400 organizations working to promote a new national transportation policy that is smarter, safer, and cleaner and provides more choice. Public health experts made statements such as “transportation planners’ emphasis is on moving cars, not people,” and “it’s common for planners to say they’ll ‘improve the roadways,’ when all they’re doing is widening the road, which creates more barriers to other modes of transportation, forcing more people into cars, and creating a future need to widen the road.” Meanwhile, transportation planners characterized public health advocates as “unrealistic,” “mostly benign and somewhat naïve and uneducated about ‘the way things are,’” and “heavy-handed in pushing their agenda and demanding things to be done their way.”

The transportation and public health professions are at almost opposite ends of a spectrum in terms of not only what they do but also how they think, said Corless. Transportation is a field with little regulation. The federal transportation program gives money to state departments of transportation and lets them decide what to do with it. Transportation planners resist even applying to transportation projects useful techniques such as health impact assessment—which could potentially expedite projects or garner more funding if the results were positive—because they believe “it is simply another box to check,” Corless commented.

However, the transportation profession has slowly been changing, said Corless, and change will be accelerated in the future because the profession is in a state of crisis. A lack of money is one prominent reason, but so is a lack of political support for projects the profession wants to undertake.

An emphasis on safety, which is a core mission of the transportation profession, is gradually changing the way transportation planners think. Corless quoted a recent statement from the Institute of Traffic Engineers⁶: “Neighborhood streets need to be designed to reduce traffic speeds. . . . Rather than adapting children to traffic, the traffic environment can be adapted to accommodate children” (Jacobsen et al., 2000, p. 73). Similarly, by a significant margin, Americans say that safer streets should be the primary objective of increased infrastructure support: in a 2011 poll,

⁴For more information on the American Public Health Association, see <http://www.apha.org/>.

⁵For more information on Transportation for America, see <http://t4america.org/>.

⁶For more information on the Institute of Traffic Engineers, see <http://www.ite.org/>.

respondents ranked “safer streets for our communities and children” well above such goals as “a faster commute to and from work” and “high-speed intercity travel” (Rockefeller Foundation, 2011). Such results create opportunities for dialogue between the transportation and public health professions.

Corless discussed three components of a healthy transportation agenda. The first is measuring the benefits of decisions made by transportation planners. The public health community has much to offer, Corless believes, in terms of cost-benefit analyses and quantification of performance measures. To illustrate, he asked, “What are you actually getting as an outcome of your investments?” The second element of the agenda is participating in the transportation planning process. Different land use scenarios can be analyzed, and health impact assessments can be added to projects and plans. The third element is translating walking and bicycling into cost savings. A more active population can save money overall, and research that examines these savings can generate powerful advocacy messages.

The important issues in the short term, Corless concluded, are safe routes to school, crash reduction, complete streets⁷ policies, and health agencies advocating for active transportation policies and land use planning. A more long-term (which Corless defined as 5-10 years) objective is to make health an outcome in transportation. Health should be a part of transportation cost-benefit analyses, Corless said, and health professionals should work inside transportation agencies.

BRINGING BACK RECESS

KEEN⁸ is a company based in Portland, Oregon, with a philosophy of HybridLife, said KEEN brand marketing manager Linda Balfour. She explained that the philosophy connotes “creating possibilities, caring for the world around us, and getting outside and playing.” The company believes the outdoors is any place without a ceiling, and everyone should have access to the outdoors regardless of age, ethnicity, or location.

When KEEN surveyed its customers about how they engage with the outdoors, a theme of the responses was that the world is moving faster, and people have less time to get outside and play. The company also found that adults were not teaching children how to play.

KEEN’s response was to launch its Recess Is Back campaign,⁹ which was based on several observations from a poll conducted by Harris Interac-

⁷A complete street is a road designed and operated to be safe for all users, including drivers, bicyclists, transit vehicles and users, and pedestrians of all ages and abilities.

⁸For more information on KEEN, see <http://www.keenfootwear.com>.

⁹For more information on the Recess is Back initiative, see <http://recess.keenfootwear.com>.

tive. First, 70 percent of U.S. working adults said they had never taken a paid recess-type break outside of lunchtime. More than half said that if a daily 10-minute outdoor recess break were initiated at their workplace, it would make them healthier, happier, or more productive employees (Business Wire, 2011).

The Recess Is Back initiative was based on both a top-down and a bottom-up approach, according to Balfour. It reminded people that 10 minutes a day spent outside is not something from the distant past—it can still be part of their daily lives. The initiative held events across the United States in five major cities, created tools that people could use to spread the word about recess with their friends, and created a website with suggestions to inspire recess breaks. The website suggests different ways to experience recess, from 10-minute breaks walking the dog or a yoga break at a desk to longer weekend breaks such as a camping trip.

In addition to encouraging individuals, the initiative sought to enable companies to institute recess by creating an Instant Recess Toolkit.¹⁰ As part of this campaign, KEEN partnered with Toni (Antronette) Yancey, professor of health services and co-director of the Center to Eliminate Health Disparities in the University of California, Los Angeles, School of Public Health and one of the five members of the planning committee for the workshop, to create a Recess Cost-Benefit Calculator¹¹ that would demonstrate to businesses the returns they would realize by instituting a daily 10-minute recess for their employees.

Yancey explained the calculator in more detail. It is based on a synthesis of business case studies and scientific research, including randomized controlled trials and cross-sectional studies examining the cost of injuries and of people remaining inactive versus engaging in short stints of activity. With the calculator, employers enter their number of employees, the average hourly wage, the average number of hours worked per week, the industry type, and whether the 10-minute recess will be mandatory or voluntary. The toolkit produces a conservative estimate of return on investment for 10 minutes of moderate to vigorous physical activity, disaggregated into savings from reduced absenteeism; reduced presenteeism; performance enhancement; and, after 1 year, lower medical costs. The returns per dollar invested are approximately \$1.50 to \$2.00 and begin to accrue within as little as 3 months, Yancey said. She noted further that, based on a more thorough analysis done after the calculator was created, a more realistic estimate of returns per dollar invested may be in the \$4.00 range.

¹⁰For more information on the Instant Recess Toolkit, see <http://recess.keenfootwear.com/recess-at-work/>.

¹¹For more information on the Recess Cost-Benefit Calculator, see <http://calculator.keenfootwear.com/>.

WORKING WITH THE POLICE

The National Association of Police Athletic/Activities Leagues, Inc. (PAL)¹² is a non-school-hour youth crime prevention program that brings police and youth together in a positive environment so they can develop trust and respect for each other. The program originated in New York City in 1914 as a response to juvenile crime and became a national program in 1940. It has more than 350 chapters nationwide and in the U.S. Virgin Islands, Puerto Rico, Canada, and Nigeria. By bringing youth under the supervision and positive influence of law enforcement, the program expands awareness of the role of law enforcement officers in the local community, and reinforces responsible values and attitudes instilled in young people by their parents. “Kids, cops, and community is a winning combination,” said PAL’s executive director, Sergeant Michael Dillhyon, “because if all those things are working together it’s positive for the whole community.”

PAL is based on the conviction that if young people are reached early enough, they can develop strong, positive attitudes toward the goals of maturity and good citizenship, said Dillhyon, and obesity prevention is a natural component of that mission. PAL has been developing a program to address childhood obesity and inactivity, called Strive4Fitness®.¹³ This program involves working with children to encourage and inspire them to look and feel their best, perform better in sports, and excel in the classroom. PAL also has a mentoring program so youth will have an exercise or fitness buddy. And local PAL chapters around the country have a variety of programs with a nutritional component, such as culinary programs in which youth work in restaurants in Pinellas County, Florida, and Howell Township, New Jersey.

HEALTHY PARKS, HEALTHY PEOPLE

Almost 300 million visitors a year come to America’s national parks (National Park Service, 2011), and open spaces in natural places have always played an important role in human health and well-being. The national parks provide a prime opportunity to promote public health activities, said Captain Chuck Higgins, director of the Office of Public Health for the National Park Service. Higgins recently has been leading an effort to extend the role of the national parks in public health. Known as Healthy Parks, Healthy People,¹⁴ the initiative is organized around four focus areas: demonstration and pilot projects, education, research and evaluation, and alignment and synergy.

¹²For more information on PAL, see <http://www.nationalpal.org/>.

¹³For more information on Strive4Fitness, see <http://www.strive4fitness.com/>.

¹⁴For more information on Healthy Parks, Healthy People, see http://www.nps.gov/public_health/hp/hphp.htm.

With regard to demonstration and pilot projects, Higgins described a program at Gulf Islands National Seashore that is attracting children to participate in the Park Service's mission in some way. "What if we could get kids out to Gulf Islands National Seashore and help us find and mark and protect sea turtle nests? That would be fun [for the kids] . . . and they [would] have just walked two miles outside." Another example involves making the national park concessions, one of the largest food service suppliers in the country, a model of sound nutrition, although "we have a long way to go," said Higgins.

The second focus area is education, and the National Park Service has a large educational staff whose job is to interpret the historical, cultural, and natural meaning of the parks for visitors. The Park Service has tested some public health messaging, and the tests have gone well, according to Higgins.

The third focus area is research and evaluation. The Park Service plans to develop a research agenda that will identify research gaps related to the connection between natural spaces and public health. As a way to fill those gaps, it then plans to offer the 395 national park units in the United States as a living laboratory for research.

Finally, in the area of alignment and synergy, the Park Service will examine its own policies to ensure that they support the Healthy Parks, Healthy People initiative and are aligned with other federal efforts.

PLACES TO PLAY

The City Project¹⁵ is ultimately a civil rights law firm, said its executive director, counsel, and founder, Robert García. It is premised not on a legal problem, but on the lives of children. Considerable social science research demonstrates the importance of physical activity and access to parks. But in communities of color and low-income communities, children have relatively few places to play. By providing children with safe places for outdoor play and opportunities for physical activity, The City Project seeks equal justice, democracy, and livability for all.

The organization has used five strategies in pursuing its goals. The first is organization and coalition building. Participating in the workshop serves this mission, said García. It gives organizations like The City Project an opportunity to interact with organizations like PAL. The programs promoted by both organizations help reduce obesity and also give children positive alternatives to participating in gangs, crime, violence, and drugs.

The second strategy is translating research into policy, law, and systemic change. The City Project recently published a report comparing the density of parks with poverty at the census tract level. The report showed that in nine counties in Southern California, children of color living in

¹⁵For more information on The City Project, see <http://www.cityprojectca.org/>.

poverty with no access to a car have the worst access to parks; the worst access to playing fields; the highest levels of obesity; and the greatest risk of gang and drug activity, violence, and crime (García et al., 2009). This report has influenced legislation and guidelines in California with respect to prioritizing where park funds should be spent, García observed.

The third strategy involves conducting strategic media campaigns. The week before the workshop, the public television station in Los Angeles aired on a news show a 9-minute segment called “Park Poor.” The *Los Angeles Times* and other newspapers have given extensive coverage to The City Project’s campaigns. García noted that the organization is using social media, such as Facebook and Twitter, to disseminate its messages.

The fourth strategy is policy and legal advocacy outside the courts. For example, more than half of school districts in California fail to enforce physical education requirements that call for an average of 20 minutes per day in elementary school and 40 minutes per day in middle and high school, García commented. The City Project persuaded the Los Angeles Unified School District to observe the requirement without resorting to legislation. Instead, advocates argued that it is the right thing to do based on the social science evidence and on the observation that if children of color and low-income children do not receive physical education in school, they will almost certainly not engage in physical activity outside of school.

The fifth strategy is seeking access to justice through the courts in the context of a broader campaign. “We call it ‘access to justice through the courts’ because foundations don’t like to fund litigation,” said García. “But access to justice through the courts is a profoundly democratic means of enforcing the rights of people of color and low-income people who otherwise don’t have access to the legislative branch or the executive branch.”

The City Project’s goal-achieving strategies have met with considerable success. When the City of Los Angeles and a developer wanted to locate a commercial project in an abandoned rail yard with no environmental review and no consideration of alternatives, The City Project organized a campaign to create Rio de Los Angeles State Park. The park has led to the greening of the Los Angeles River and has become a model for the federal government’s urban waters initiative. The *New York Times* called the revitalization of the Los Angeles River a best-practice example of how cities across the nation can revitalize their inner-city areas (Ouroussoff, 2009), and the park was featured in President Obama’s report *America’s Great Outdoors* (Salazar et al., 2011). “We are very proud that we made it into that report,” said García. “On the other hand, we are disappointed that the report does not talk about what it took to create that park—a community organizing campaign, a lawsuit, an environmental justice argument. They act as if these parks just spring up out of nowhere. They don’t.”

The City Project has had many other victories. After 3 years of litigation, for example, Baldwin Hills will soon be the largest urban park

designed in the United States in more than a century. It is adjacent to an active oil field, and the county has committed to conducting periodic public health studies of the oil field's effects (Lass, 2011).

García lauded the Institute of Medicine (IOM) for bringing together such disparate groups to look for common ground. He noted that The City Project is part of the peace movement, so for it to work with the retired generals in Mission: Readiness is “an example of the lamb lying down with the lion. Although, as Woody Allen pointed out, the lamb won't get much sleep.”

DISCUSSION

In response to a question about how to link transportation planners' concern about safety to public health concerns, Corless noted that there will continue to be a strong emphasis on safety, especially in an era of shrinking resources. The challenge is to link quantitative metrics of health to this emphasis on safety. Corless also pointed out that the way streets are built is an important cause of excessive speeding. “I walk my kids every day to school right here in Capitol Hill [in Washington, DC], and I know what we could do to fix a couple of corners for probably \$10,000 each.” Linking more walkable streets to both safety and health is a way to merge these concerns, he said.

Robinson asked Dillhyon what gets police officers excited about participating in PAL. Dillhyon replied that the officers who participate the most are those interested in community policing who recognize the long-term benefit to the community. Officers with a background of working with children, such as school resource officers and D.A.R.E. (Drug Abuse Resistance Education) officers, tend to gravitate toward the program.

Joseph Thompson, member of the IOM Standing Committee on Obesity Prevention and the workshop planning committee, asked all of the panelists which metrics they see as most important to health and how the use of such metrics would align their disparate interests. Erickson responded that an unconventional metric would be hope. Childhood obesity is worst in the poorest neighborhoods, he observed, which reminded him of a smoking cessation campaign in a low-income community. Although the campaign was “flawless,” it had no effect. “The message that you might get lung cancer when you are 50 didn't resonate with kids who didn't think they would live to be 20. That is something that touches all of these issues.”

Higgins stated that Americans have come to accept a lower state of health and well-being as normal. Empowering people to believe otherwise and defining health as a state of physical, mental, and social well-being, not just the absence of disease, would establish a new way to measure health status, he suggested.

García observed that the point of building an alliance is to develop

different messages for people who are interested in different things, which implies the existence of different metrics. For instance, when The City Project began to work on equal access to parks and recreation, it emphasized a child's right to play and have fun. However, advocating for fun did not have enough traction among community organizers and government officials. Only through a focus on the health implications of not having places to play did a lack of parks become a first-order priority among these groups.

Corless said transportation safety is carefully measured and compared. The problem is that the best way to reduce pedestrian fatalities is to stop people from walking. More broad-based measures are needed, whether miles traveled on foot or just general physical activity. As an example, a smart phone application could measure how much people walk or bike each day. "Let's do a pilot test, if it's not already being done," he suggested, "and figure [this measure] out community by community, and then of course across age, income, and race."

In response to a question about how to encourage children to walk or bike to school, Higgins commented that the more physical activities are integrated into daily life, the better off people will be. Many interesting projects are under way, such as making sure that schools and parks are located close together and are used as a unit, or linking schools and parks with trails so that there is a way to walk to any school or park in a community. The one caution, warned Corless, is that a balance must be achieved between walkable schools and school choice for students' educational attainment.

Finally, Kumanyika observed that all of the members of the first panel, on food and agriculture, had common objectives centered on fixing the food system. But the organizations represented by the physical activity and built environment panel had somewhat different objectives. When the goals of public health are in opposition to the usual way of doing business, what must public health do to be a good partner?

Corless emphasized that the public health community has a great deal to offer the transportation community. Having more people on well-designed streets can improve safety in multiple ways, such as by reducing both pedestrian accidents and crime. Corless said that in his experience, public health officials have greater credibility than politicians or developers in marshaling public support for transportation projects.

García also responded by pointing to the increasing recognition that human health does not depend on personal choice and genetics. Rather, it depends on social determinants, including transportation; land use; access to food; and economics, encompassing income and poverty. Corless suggested that the common theme for the members of both panels is that attention to the social determinants of health can drive progress.

5

Forming Successful Alliances

Building alliances can be difficult: groups must set aside or ignore differences and agree to act collaboratively, they need outside support to maintain the alliance over time, and they must agree on a coherent and compelling narrative to drive their mutual efforts. Two speakers at the workshop focused on the conditions necessary to create strategic alliances. One emphasized the importance of strategic and structural factors; the other emphasized the importance of trust.

CHARACTERISTICS OF SUCCESSFUL SOCIAL AND IDEOLOGICAL MOVEMENTS AND ALLIANCES

In 1909, an estimated 1.75 million American children between the ages of 10 and 15 were employed, not counting children employed in agriculture, seasonal work, industrial homework, or vacation work. Yet, just 20 years later, the industrial employment of children in the United States was all but eradicated. “The movement to end child labor was a success in the face of long odds and powerful opponents,” said Doug Imig, professor of political science at the University of Memphis and director of the Center for Urban Child Policy at the Urban Child Institute in Memphis, Tennessee. People tend to think of social movements as the inevitable outgrowth of grievances, he noted. But the study of social movements such as the drive to end child labor shows that grievances are a necessary yet far from sufficient condition. Imig therefore set out to explore the conditions from which social movements are likely to emerge.

Key Factors

Imig began by distinguishing between protest politics and social movements. Protest politics can bring different people together to pursue a cause. The actors in a social movement are connected through dense social networks, they draw on widely shared cultural values and norms, they act collectively for change, and they sustain their campaigns over time. In so doing, Imig explained, social movements can “challenge powerful opponents and dominant ways of thinking.”

Historically, collective identification of concerns and collective action have emerged through the workplace, churches, neighborhoods, and other settings that provide lines of communication and organization. Today, said Imig, the contexts in which individuals come to realize that their concerns are shared tend to be self-reflective, such as along the sidelines of their children’s soccer games or in the pickup line at school. As a result, opportunities for collective engagement increasingly reflect pre-existing patterns of economic and racial segregation.

Some people are looking to the promise of new technologies, such as Twitter, Facebook, and text messaging, to build social movements. The problem, said Imig, is that electronic means of connection and communication are “hollow at the core.” Research indicates that they have been unable to create the rich bonds of horizontal engagement that inspire people to act together (Kraut et al., 1998; Putnam, 2001).

Strategic and Structural Factors

Scholars have identified several distinct strategic and structural factors that affect the emergence of social movements (McAdam et al., 2001; Tarrow, 2011; Tilly, 1978). In a sense, said Imig, these factors act as boundary conditions for the structuring of effective movements.

The first factor Imig discussed is the triggering of events that illustrate underlying social trends. For example, pediatric X-rays developed in the 1930s often are cited as a critical triggering event in the discovery of unreported fractures in children, which helped launch the modern movement against child abuse and led to nationwide regulations for reporting suspected abuse. Similarly, the Triangle Shirtwaist Fire of 1914, in which 146 women and children died, made the country aware of the conditions faced by women and children working in industrial facilities. World War I was critical to the nursery school movement because of the perceived need to Americanize the children of immigrants. And World War II was a critical determinant in the child care movement in America because of the perceived need for women to work. Triggering events “give form and expression to

the unease caused by more general, more pervasive, more enduring trends in American society,” said Imig.

Ultimately, the power of movements lies in their ability to mobilize the public from complacency to action. Preventing childhood obesity fits with the historical concern for child well-being, Imig noted. However, that concern has seldom generated lasting policy changes. Even when policy makers have data indicating the need to change policies, they may be reluctant to act. Issues, however salient, must be understood in a particular way, Imig observed.

The good news for the childhood obesity movement is that the public sees it as an issue, said Imig, as revealed by a number of poll results. In a poll reported in the *Los Angeles Times* (DiCamillo and Field, 2011), California voters cited unhealthy eating habits as the single greatest health risk to children. The Robert Wood Johnson Foundation (Napier, 2006) has reported that 92 percent of all Americans consider childhood obesity a serious national issue. And according to a recent Pew Charitable Trusts study (Pew Research Center, 2011), 57 percent of Americans believe the government should play a significant role in reducing obesity.

Even with this level of concern, issues must be framed in a way that highlights injustice, agency, and identity to generate social movements, said Imig. Injustice means perceiving a problem as wrong; agency means conditions can be altered through collective action; and identity is something that people can rally around collectively.

Several other factors contribute to the emergence of social movements, Imig continued. Such movements are more likely to take shape during moments of political uncertainty. They also are much more likely to emerge when they are supported by influential allies and can build key alliances, which lend prestige and legitimacy. Elites can legitimize, support, or preempt citizen activism. With the nuclear freeze movement, for example, the *Bulletin of the Atomic Scientists* and a letter signed by Nobel Prize winners first brought the issue to national consciousness. Also, members of particular professions, including pediatricians, social workers, nurses, and teachers, have long been critical allies in social movements focused on children.

Finally, opposition and repression can be critical in the emergence of social movements. Successful movements often define themselves in opposition to their antagonists. Mother Jones, for example, made sure to launch all of her speeches by declaiming against millionaire manufacturers in New York and Philadelphia who built their mansions on the “broken backs and quivering hearts” of children, which Imig said made for an effective campaign.

Lessons for the Prevention of Childhood Obesity

Imig drew several lessons for the prevention of childhood obesity from his presentation:

- New information or dramatic social events can deliver an external shock to the system, giving form and substance to underlying long-term social trends.
- Critical allies give voice and substance to social movements.
- Movements are most successful when they are able to frame media appeals that are both emotive and rich in data.
- The kinds of coalitions that have been successful in earlier movements for children have included likely as well as unlikely allies, “sometimes the more unlikely, the better,” according to Imig.
- Issues become policy issues to the extent that they are perceived as both wrong and subject to redress.
- Piggybacking on an existing movement can heighten public and political concern and increase the likelihood of action.
- Causal narratives can drive successful instances of mobilization.

Combinations of these seven conditions can lead to pervasive demands for policy change from both the public and policy makers, said Imig, leading to movements that have long-lasting effects.

THE IMPORTANCE OF BUILDING AUTHENTIC TRUST

Trust is not a black and white issue, said Diane Finegood, professor in the Department of Biomedical Physiology and Kinesiology at Simon Fraser University. It exists along a spectrum, which Finegood partitioned into simple trust, blind trust, cordial hypocrisy, and authentic trust (Solomon and Flores, 2001). She described each of these types of trust in turn.

Simple trust is the kind of trust people take for granted—that the car will start in the morning, or that a neighborhood will be safe. If simple trust is lost, it can be very difficult to regain, Finegood said.

Blind trust survives even an act of betrayal. If people continue to trust someone or something once that trust has been violated, then they are blind to the betrayal and are at least partly deceiving themselves.

With cordial hypocrisy, people pretend to trust each other, but a façade of good will hides distrust and cynicism. This phenomenon is widespread in the area of childhood obesity, said Finegood. She believes it is “destructive to teamwork and makes it difficult to have the honest conversations that determine whether working together is the right strategy.”

Authentic trust is the goal, said Finegood. Authentic trust cannot be

taken for granted, is mature and carefully articulated, and is carefully considered. It recognizes the possibility of betrayal or disappointment and must be continuously cultivated. “These are the kinds of relationships that we need to strive for in complex environments.”

Lessons from Building Trust

Finegood has been working to build trust among a wide variety of organizations, including many food companies, to address obesity (Canadian Institutes of Health Research, 2008, 2009). Face-to-face meetings have brought people together to talk about barriers to and strategies for building trust. Finegood listed the identified barriers that have emerged from these meetings, including self-interest and fear, non-constructive criticism and closed-mindedness, stereotypes and misrepresentations, system barriers, conflicting world views, and rigidity. Strategies for building trust include partnership-enabling behaviors, honest interactive communication, reciprocal knowledge from dialogue, a collective orientation, and personal and collective leadership.

Finegood said she has learned several important lessons from this exercise in building trust. One is that building trust within a sector—whether the private sector, government, or academia—or among nongovernmental organizations is more difficult than building trust among sectors. Within sectors, organizations are competing with each other, which she said makes it more difficult to build trust.

Another lesson Finegood shared is that regulation is necessary if competition is undesirable. Regulation levels the playing field. For example, food companies have been reluctant to reduce sodium or remove *trans* fats because of their effect on the taste and composition of food. If one company reduces sodium in a product, its sales can drop as consumers purchase a different, higher-sodium brand.

Lastly, it is important that efforts to build trust for the purpose of addressing obesity have a safe space where dialogue can occur. A safe space can nurture conversations and catalyze collaboration even when controversy and acrimony exist outside the space.

Reducing Complexity

Authentic trust is critically important to solving complex social problems, suggested Finegood. For example, people can prosper in high-trust societies where they are able to form wide-reaching and successful cooperative partnerships. Low-trust situations, in contrast, tend to be economically chaotic and impoverished (Solomon and Flores, 2001).

Complex problems have many solutions. But complexity cannot

be wrestled into something that is simple or addressed using a solution designed for a simple problem. Complex problems have different and more appropriate approaches. For example, said Finegood, one approach is to act locally, connect regionally, and learn globally (Wheatley and Frieze, 2008). Acting in local environments keeps people from being overwhelmed, while connecting with others on a local, regional, or global scale makes it possible to apply lessons learned more broadly.

Finegood pointed to five levels for intervention in attempts to find solutions in complex systems (Finegood, 2011). At the deepest level is the *paradigm* under which the system is operating. This can be the most difficult feature of a system to change, but it also can be the most effective. The next level involves the *goals* of the system. Sometimes these goals are not the ones people involved with the system claim, and they can be determined only by watching the system in action. The next level is the *structure* of the system, relating to such factors as trust and connectivity. The fourth level involves the *feedback loops and delays* in the system. It is difficult to think about how solutions may create changes in feedbacks or delays in system interdependencies, so these elements are often overlooked, said Finegood; however, such changes can be particularly influential. The final level encompasses *structural elements*, such as subsystems, actors, and specific actions. Most of the evidence base regarding the system relates to this level.

This framework makes it possible to envision a broad array of approaches to reducing childhood obesity. On one end of the spectrum, paradigm changes relate to such steps as accepting complexity and adopting integrative approaches. On the opposite end of the spectrum, structural elements include such issues as daily physical education, constraints on food marketing, simplified nutrition labeling, walkable neighborhoods, and affordable healthy food.

Assessing Partnerships

Finegood has been developing a tool that can help people decide whether to engage in a particular partnership. Among the factors considered by the tool are:

- level of authentic trust;
- commonality of interests;
- brand complementarity;
- appropriate authority and mandate to negotiate;
- appropriate expertise, capacity, and resources;
- feasibility of achieving common goals;
- legal accountability throughout; and
- risk mitigation (for media attention, public scrutiny).

A similar set of issues should be considered while collaboration is ongoing, Finegood continued. In particular, the following factors can be important:

- leaders and champions;
- clarity of roles, responsibilities, accountabilities, jurisdictions, and commitments to completion;
- opportunity for sharing assets (such as reach, resources, and influence);
- commitment to and capacity for internal and external communications; and
- capacity for project and issue management.

In concluding, Finegood listed two issues she believes collaborating organizations should consider once they have achieved their goals:

- planning for project closure and celebration, and
- evaluation of partnership.

DISCUSSION

During the discussion period, Mary Story, professor in the Division of Epidemiology and Community Health at the University of Minnesota, asked how the child protection movement of the 20th century, which was premised on the idea that government had a responsibility to protect the health and welfare of children, could be reinvigorated for the 21st century, in which protections have eroded in the face of marketing to children and other threats to their health. Robinson said he shared Story's frustration that the child protection movement has not been more successful given that the welfare of children is a core value for so many people. This value has not necessarily been manifested in consumer behavior or voting, he observed. Perhaps it is not obvious to the public that its behavior is inconsistent with its own values. Imig suggested that a tremendous political opportunity is inherent in that tension between perceptions of identity and actual behavior.

Based on a tally of stories in the *New York Times* that addressed policies affecting children from 1901 through 2009 (Imig, 2011), Imig said the national interest in children is currently declining, and he cited several possible reasons for this decline. First, households with children are a shrinking minority. In 1956, families with a child under 18 at home made up a majority of the population; today, they constitute about one in three households. Also, one-third of adults self-identify as fundamentalist Christian, and this group often has a "different notion of the best interests of kids." Imig said

that “there is a real fight for the public mind around these issues. But I think that’s where the opportunity is. There is a compelling story to tell that isn’t just about children’s rights—because that’s a phrase that is fraught with different meaning for different groups—but about our responsibility for kids.”

Finegood recounted that she had recently attended a conference with representatives of many of the companies with which she has worked on building trust. During a panel discussion on marketing to children, the representative from McDonald’s said that only 4 percent of Happy Meals are sold with apples, even though apples are always available. Because of the authentic trust Finegood had built with individuals in the company, the McDonald’s representative was open to her suggestion that the company make apples the default option rather than forcing customers to request them. Finegood’s point was that having a dialogue and building a relationship—not necessarily sponsorship or brand complementarity—can help in navigating challenging issues that must be sorted out before a social movement emerges.

In response to a question about children’s rights versus children’s behavior, Imig agreed that it is a key distinction. “It can’t just be about behavior,” he said. “It has to be about a conception of what’s in the best interest of kids, and a conception that is widely shared.” All successful social movements have been careful to talk about roles for individuals, families, communities, neighborhoods, businesses, and government. Making appeals only for policy changes is unlikely to be a successful approach.

Finally, Russell Pate, professor in the Department of Exercise Science at the University of South Carolina, asked how to generate a sense of emergency about childhood obesity. People talk about how this will be the first generation of children who will not live as long as their parents, he said, “but we don’t really know whether that is true.” Imig agreed that social scientists are poor forecasters because they talk about what will happen if current trends continue. He returned to the idea of triggering events, which may be significant not in and of themselves but instead because they frame a long-term trend. World War II was not significant to the child care movement because women were suddenly entering the workforce. Rather, it was significant because suddenly the call for sustainable, affordable, available, quality child care was coming not just from advocates for women and children but from the broader society. “It was a moment where there was a possibility to create different kinds of alliances around a perceived different kind of need,” Pate noted.

6

Building Alliances

The nuts and bolts of building successful alliances were the subject of the workshop's final two presentations. Speakers described their experiences in bringing groups together and the lessons learned from those experiences. Particularly with unexpected allies, the formation of alliances requires building on shared objectives while finding ways to work around differing goals and perspectives.

CREATING CROSS-SECTOR ALLIANCES

The Congressional Hunger Center (CHC)¹ trains and inspires innovative leaders who work to end hunger. These leaders bridge the gap between grassroots efforts and national and international policies. CHC sees itself “as a leader in the movement to ensure access to food as a basic human right,” said its executive director, Edward Cooney. In this role, it has had success in creating effective cross-sector alliances to protect against attempts to cut federal food and nutrition assistance programs or weaken or terminate federal nutrition standards. Likewise, it has made significant headway with cross-sector alliances focused on expanding nutrition programs or standards.

As an example, Cooney cited a 1981 effort that included redefining certain foods to maintain adherence to nutrition standards. The Reagan administration and Congress had cut child nutrition programs by 28 percent, which had the effect of cutting 8 to 10 cents per school meal. At that

¹For more information on CHC, see <http://www.hungercenter.org/>.

point, nutrition standards could not be met, which led to such proposals as allowing ketchup to count as a vegetable and donuts as a bread product (USDA/FNS, 1981). “It wasn’t an evil attempt,” Cooney said. “People were really trying.”

A wide variety of groups, including unions, principals, Parent-Teacher Associations,² religious groups, food service personnel, nutrition and health groups, and pediatricians, joined forces under the aegis of the Food Research and Action Center³ and the Child Nutrition Forum.⁴ In addition, agricultural producers, including the National Association of Wheat Growers⁵ and the National Cattlemen’s Beef Association,⁶ were involved, largely because they had a financial interest in the issue. These groups worked together and kept the legislation from achieving its ultimate end, which was to terminate the entitlement status for child nutrition programs, according to Cooney. The coalition also succeeded in blocking a change in the nutrition standard from providing one-third to providing one-quarter of the recommended dietary allowances per meal.

The coalition was particularly effective in drawing attention to its causes. For example, when cuts in school lunch funding were proposed, the alliance arranged to have the prospective lunches served in the Senate cafeteria. A picture was taken that is now on display at the National Archives, said Cooney, showing Senator Byrd, Senator Leahy, and others eating this meal, “which sounds small and is small.”

A similar example occurred in 1995 when Speaker of the House Newt Gingrich proposed combining nutrition programs into a block grant that would have eliminated all federal nutrition standards. A cross-sector alliance defeated that effort.

Cooney drew several lessons from these campaigns. First, each sector has something to offer. Educators saw the relationship between nutrition and learning and were the best group to articulate that point. School food service personnel added their expertise on how the programs operated.

Another lesson is political. Every town in America has a school, Cooney observed. “If you are an elected member of Congress and you are going to cut the national school lunch program, there is only one phrase that applies to you—former member of Congress.”

Additionally, some of the most persuasive people are the most unlikely

²For more information on the national Parent-Teacher Association, see <http://www.pta.org/>.

³For more information on the Food Research and Action Center, see <http://frac.org/>.

⁴For more information on the Child Nutrition Forum, see <http://www.schoolnutrition.org/Form.aspx?id=11160>.

⁵For more information on the National Association of Wheat Growers, see <http://www.wheatworld.org/>.

⁶For more information on the National Cattlemen’s Beef Association, see <http://www.beefusa.org/>.

ones. For example, agricultural producers were particularly effective at making the case that school lunch funding should not be cut, in part because of their financial stake in the program combined with their political clout.

Another lesson is that sending thousands of informed comments to the U.S. Department of Agriculture (USDA) can greatly influence rulemaking. In 2011, proposals to change the school lunch rules generated 130,000 comments. “That’s a lot of federal workers spending a lot of time at night going over those [comments],” noted Cooney.

The media matters, continued Cooney. In 1981, when graphics were first coming into play on television, NBC showed on one side of the screen an 8-ounce glass of milk with a school meal and on the other side a picture of a farmer and a 6-ounce glass of milk. The farmers who were watching that night and saw 2 ounces of milk disappear for 27 million children “didn’t call 911,” said Cooney. “They called their member of Congress. Those reg[ulation]s were toast in 2 weeks.”

Cooney noted further that the combination of well-informed national organizations and strong networks of state and local partners has made it possible to craft and implement significant child nutrition benefits. The 1998 and 2010 child nutrition reauthorization bills illustrate this point. Bipartisan support also makes it possible to get proposals enacted.

Finally, partnering with groups that have a financial interest in child nutrition programs is not morally corrupt—“it’s effective,” said Cooney, although he admitted that not everyone agrees with that statement. Cooney said that CHC’s guideline is “no permanent friends, no permanent enemies.” The organization forms alliances with corporate partners when there is a common interest and a clear legislative or regulatory goal and agreement on a specific initiative CHC has authored. If a corporation does not agree with the position of an alliance, it is no longer part of the alliance. If it changes its position, it can join the alliance again. “We are not consistent. We see no value in that as a concept.”

Accepting money from corporations opens an alliance to criticism, Cooney acknowledged. The best defense against such charges, he advised, is public disclosure of an organization’s priorities and of the funding received from the private sector. It is helpful to “demonstrate that your organization is willing or has taken a policy position on principle that a corporate donor opposes.” He suggested that an organization have a board-approved policy that allows private-sector funding only if no strings are attached. In concluding, Cooney urged the audience to seek new opportunities for cross-sector alliances.

WORKING WITH UNEXPECTED ALLIES

In the final presentation of the workshop, Miriam Rollin, national director of Fight Crime: Invest in Kids,⁷ spoke about how to work with—as well as what not to do with—unexpected allies. Fight Crime: Invest in Kids is an organization of about 5,000 police chiefs, sheriffs, and prosecutors and a few hundred crime victims, most of whom are parents of murdered children. All of these spokespeople “are passionate advocates for investments in kids shown by research to have later crime reduction impacts,” said Rollin.

Rollin also is a vice president of Council for a Strong America,⁸ the parent organization for three sibling organizations to Fight Crime: Invest in Kids. One is America’s Edge,⁹ which seeks to improve America’s competitive edge in the world through investments in children that have been shown by research to strengthen business and the economy. The second is Shepherding the Next Generation,¹⁰ which consists of conservative evangelical faith leaders interested in social movements and policy change designed to improve the lives of children. The third is Mission: Readiness (see Chapter 2)—a group of several hundred retired military leaders promoting investments in children that also advance long-term national security interests.

Desirable Attributes of Unexpected Allies

Rollin cited four attributes that can make for powerful unexpected allies.

The first is the ability to get inside the door of policy makers. A potential ally may have an articulate spokesperson or extensive research, but according to Rollin, access to policy makers, especially moderate and conservative politicians, is much more important.

A second desirable attribute of a potential ally is a compelling, research-based, job-connected message and motivation. Motivation is important to ensure that an individual is effective in meetings and can also make people want to listen.

A third attribute is the ability to get media coverage. Unexpected messengers can be especially attractive to the media, said Rollin. “Wait a minute, so you have a cop talking about little kids and Head Start? You

⁷For more information on Fight Crime: Invest in Kids, see <http://www.fightcrime.org/>.

⁸For more information on the Council for a Strong America, see <http://www.councilforstrongamerica.org/>.

⁹For more information on America’s Edge, see <http://www.americasedge.org/>.

¹⁰For more information on Shepherding the Next Generation, see <http://www.shepherdingthenextgeneration.org/>.

have a retired admiral talking about school lunches? That unexpectedness gets you partway there.”

The fourth desired attribute of an ally, said Rollin, is not being a direct recipient of funding associated with the issue being discussed. This is another reason why having law enforcement representatives speak about Head Start, after-school programs, and juvenile justice is so effective for Fight Crime: Invest in Kids, said Rollin.

Conditions for Effective Alliances

Once an alliance with an unexpected partner has been formed, what are the best ways of working with that partner? Rollin pointed to six conditions: developing a research base, building relationships, facilitating engagement, utilizing an anecdote or personal story, choosing a high-impact messenger, and maintaining an identity.

The first condition is developing a research base specifically designed for the messenger. The ally needs to speak in terms that both the ally and the ally’s audiences understand and feel comfortable with. Allies are experts in their own areas, not in child nutrition, early childhood education, or after-school programs. “We joke now that we [Council for a Strong America] are a quadra-lingual organization. We speak cop, we speak military, we speak business, and we speak religion.”

The second condition is building relationships as a key component of the work. The allies tend to be grassroots organizations. They are not going to respond just because their partner organization is passionate about an issue. Rollin elaborated on this point: “You need to not just fax and e-mail stuff out. You call them up. You do a follow-up call. When you recruit them, you don’t recruit them by sending an e-mail or fax. You recruit them by meeting with them. It may be at a law enforcement conference. It may be at a lunch you have locally. It may be just going to their offices and meeting with them. It’s a lot more intensive, but it’s relationship based. And that’s what is going to help them become passionate about the issue and be an effective messenger.”

The third condition is making it easy for an ally to become engaged. Examples include arranging the logistics of a trip to Washington to testify, preparing draft materials for op-eds and for meetings with policy makers, and fully briefing representatives of the ally in advance.

Fourth is making sure that the ally is telling a story. The story should be backed up by research, but “policy happens through anecdote,” said Rollin. If a prosecutor is working on child abuse prevention, the story can be about a child who was killed by an offender. If a sheriff from a low-income com-

munity is talking about Head Start,¹¹ he or she can talk about the impact Head Start has on the lives of people from those communities who succeed.

Fifth is choosing a messenger that will have the greatest impact for particular policy makers. If a legislator is an evangelical Christian, an evangelical pastor may be a powerful messenger.

The final condition is maintaining an identity that is distinct from the service providers who receive money from the programs being promoted, Rollin said. Unexpected allies are not child advocates or anti-hunger advocates. They are law enforcement or military personnel or others.

What Not to Expect from Unexpected Allies

Rollin closed by briefly describing four things she believes should not be expected from unexpected alliances.

The first is a response from an introductory e-mail or a fax. As Rollin noted earlier, organizations seeking an ally need to follow up in person.

Second, messaging is more likely to be effective when knowledgeable staff “speak the language” of the target audience. At the Council for a Strong America, the research and organization teams are shared among the four sibling organizations, while the membership staff that recruit, educate, and motivate members are different for each organization.

Third, allies should not be expected to participate in multiple or long meetings. For example, advocacy coordination meetings can be long, painful, and frequent, and grassroots organizations will not have patience for them.

Lastly, allies are unlikely to join all the advocacy campaigns on which a coalition works. For example, prosecutors are passionate about effective research-based investments in prevention and intervention, but they are unlikely to work on reducing or restricting the ability to try children as adults. Similarly, not all of the allies in an organization are going to agree with all of the positions held by other allies.

Rollin ended by saying that enlisting non-traditional allies can be challenging and often requires unconventional procedures. However, it also adds great value in bringing the work of researchers to policy makers and the media in ways that can make a difference for children.

¹¹For more information on Head Start, see <http://www.nhsa.org/>.

7

Final Observations

In the wrap-up session, William Dietz, Director of the Division of Nutrition, Physical Activity, and Obesity at the Centers for Disease Control and Prevention, synthesized remarks made at the workshop into several overarching observations. His comments should not be seen as consensus conclusions of the workshop, but they suggest potentially fruitful directions for obesity prevention.

Dietz began by recalling Imig’s observation that contentious campaigns become social movements when the actors are tightly connected, when they share understandings and values, when they act collectively for change, and when the campaigns are sustained. By that measure, the movement to prevent childhood obesity is still in a nascent stage, he said.

First, obesity is still marked by a lack of understanding and widespread denial. Parents may acknowledge that their children are overweight, but they think other children are obese, even when their own children are at the 95th or 96th percentile (on the age- and sex-specific Centers for Disease Control and Prevention [CDC] body mass index growth charts). As a result, parents do not feel a sense of imminent threat.

Also, the movement lacks a specific opponent. Is the opponent the food industry, fast food, sugar-sweetened beverages, the Farm Bill, or the agricultural production system? “Until there is more focus on what the opponent is, I’m not sure that we can build the kind of support or campaign that will lead us to act collectively for change,” said Dietz.

Confusion over the causes of obesity also hinders action. One message is that parents are responsible, and another is that a toxic environment is to blame. To achieve successful mobilization, Dietz said, the message must

be that parents have a responsibility but that they also need support to parent effectively, and the environment needs to be modified to make it easier for them to protect their children. “Moving from the frame of personal responsibility to the broader frame of changing the environment to change behavior is a significant challenge,” he noted.

Further, the people and organizations involved in the movement still are unclear: “Who is the we?” asked Dietz. Many groups are involved, but how can these groups come together to spearhead a movement? One unifying element, Dietz observed, has been the First Lady’s office. “Her efforts have done more to include and galvanize the general public, a key element of the social movement, than anything else.”

Finally, which groups have the greatest potential to have an impact? Dietz pointed to groups that influence what he called “the triple bottom line,” a movement or activity that affects health, the environment, and economics. The environmental movement falls into this category, as do community development groups. In addition, Dietz mentioned a category of groups that were scarcely discussed at the workshop, consisting of local groups with an interest in children, such as local health departments, pediatricians, local foundations, and other community groups. As an example of these local initiatives, Dietz pointed to the movement to connect the use of parks and schools. Perhaps this strategy can be revisited in an economic climate where houses undergoing foreclosure and vacant lots could be used to recreate park systems in cities, he suggested.

Dietz also pointed to the community programs initiated under the American Reinvestment and Recovery Act of 2009 and the Community Transformation Grants under the Patient Protection and Affordable Care Act of 2010. These initiatives, focused on nutrition, physical activity, and tobacco control, provide a model for building a social movement by combining top-down support and bottom-up local initiatives. Whether the funding for these initiatives will survive remains to be seen, said Dietz, but funding is slated to grow to \$2 billion by 2015 for investments in community initiatives around nutrition and physical activity.

Dietz closed by observing that the groups represented at the workshop illustrate the diversity of potential allies. The challenge, he said, is to build commitments, establish a sense of identity, and take collection action.

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A

Workshop Agenda

Workshop on Alliances for Obesity Prevention: Finding Common Ground*

Hosted by the IOM Standing Committee on
Childhood Obesity Prevention

20F Conference Center
20 F Street, NW, Washington, DC
October 20, 2011

GOALS

1. Hear from organizations/movements/sectors that may be allies for obesity prevention, identify common ground, and engender dialogue among them.
2. Discuss whether and how to develop innovative alliances that will synergize efforts and resources, accelerate progress, and sustain efforts toward obesity prevention.
3. Learn from other initiatives that have benefited from forming alliances to synergize efforts and resources and accelerate progress.

Workshop Planning Committee:

Thomas Robinson, Stanford University (Chair)
Adam Drewnowski, University of Washington
Shiriki Kumanyika, University of Pennsylvania
Joseph Thompson, University of Arkansas
Antronette Yancey, University of California, Los Angeles

*Speaker slides and an audio recording of the proceedings will be available at <http://iom.edu/Activities/Children/ChildObesPrevention/2011-OCT-20.aspx> after the workshop.

Welcome, Introduction, and Workshop Overview

8:30 AM *Shiriki Kumanyika, University of Pennsylvania, Standing Committee Chair*

Keynote Address: Finding Common Ground: Military Readiness and Obesity Prevention

Moderator: *Joseph Thompson, University of Arkansas, Standing Committee Member*

8:45 *Rear Admiral James A. Barnett, Jr., Mission: Readiness*

Panel Discussion: Discovering Common Ground

9:15 **Moderator:** *Thomas Robinson, Stanford University, Standing Committee Member*

Part 1: Food and Agriculture

Olga Naidenko, Environmental Working Group

Michael Greger, The Humane Society

Kathy Mulvey, Community Food Security Coalition

Susan Linn, Campaign for a Commercial-Free Childhood

Mike Metallo, National Gardening Association

Andrea Thomas, Walmart

10:15 Discussion/Audience Q&A

10:45 Break

11:00 **Part 2: Physical Activity and the Built Environment**

David Erickson, Federal Reserve Bank of San Francisco

James Corless, Transportation for America

Linda Balfour, KEEN, and Antronette Yancey, University of California, Los Angeles (UCLA), Standing Committee Member (via WebEx)

Michael Dillhyon, National Police Athletic/Activities League

Captain Chuck Higgins, National Park Service

Robert García, The City Project

12:00 PM Discussion/Audience Q&A

12:30 Lunch (on your own)

Forming Successful Alliances

Moderator: *Shiriki Kumanyika, University of Pennsylvania, Standing Committee Chair*

1:30 Embedded Approaches to Obesity Prevention
Thomas Robinson, Stanford University, Standing Committee Member

1:45 Characteristics of Successful Social and Ideological Movements and Alliances
Doug Imig, University of Memphis

2:00 Building Trust
Diane Finegood, Simon Fraser University (via WebEx)

2:15 Discussion/Audience Q&A

2:45 Break

3:00 Lessons from Cross-Sector Alliances
Edward M. Cooney, Congressional Hunger Center
Miriam Rollin, Fight Crime: Invest in Kids

3:30 Discussion/Audience Q&A

Closing Session

3:45 Making Progress in Obesity Prevention
William Dietz, Centers for Disease Control and Prevention, Standing Committee Member

4:00 Closing Remarks
Thomas Robinson, Stanford University, Standing Committee Member

4:15 Adjourn

B

Speaker Biographical Sketches

Thomas N. Robinson, M.D., M.P.H. (*Chair, workshop planning committee*), is Irving Schulman, M.D. endowed professor in child health and professor of pediatrics and of medicine in the Division of General Pediatrics and Stanford Prevention Research Center at Stanford University School of Medicine. Dr. Robinson received both his B.S. and M.D. degrees from Stanford University and his M.P.H. in maternal and child health from the University of California, Berkeley. He completed his internship and residency in pediatrics at Children's Hospital in Boston and at Harvard Medical School, and then returned to Stanford for postdoctoral training as a Robert Wood Johnson Clinical Scholar. Dr. Robinson's solution-oriented research has focused on experimental studies of environmental, community-, school-, and family-based health behavior change interventions related to nutrition, physical activity, media use, and smoking behaviors in children and adolescents, as well as childhood obesity prevention and treatment. Dr. Robinson was a Robert Wood Johnson Foundation generalist physician faculty scholar awardee. He is board-certified in pediatrics and a fellow of the American Academy of Pediatrics, and practices general pediatrics and directs the Center for Healthy Weight at the Lucile Packard Children's Hospital at Stanford and Stanford University. He also teaches in the Program in Human Biology at Stanford. Dr. Robinson served as a member of the Institute of Medicine (IOM) Committee on the Prevention of Obesity in Children and Youth and the IOM Committee on Progress in Preventing Childhood Obesity.

Shiriki K. Kumanyika, Ph.D., M.S.W., M.P.H. (*member, workshop planning committee*), is professor of epidemiology in the Department of Biostatistics and Epidemiology and Pediatrics (Gastroenterology, Nutrition Section) and associate dean for health promotion and disease prevention at the University of Pennsylvania Perelman School of Medicine. Dr. Kumanyika's interdisciplinary background integrates epidemiology, nutrition, prevention, minority health, and women's health issues across the life course. The main themes of her research concern the role of nutritional factors in the primary and secondary prevention of chronic diseases, with a particular focus on obesity, sodium reduction, and related health problems such as hypertension and diabetes. She has a particular interest in the epidemiology and management of obesity among African Americans. Dr. Kumanyika has served on numerous national and international advisory committees and expert panels related to nutrition and obesity, including as vice chair of the Department of Health and Human Services' (HHS's) Secretary's Advisory Committee for Healthy People 2020. She is co-chair of the International Obesity Task Force and serves as a consultant to the World Health Organization's Department of Nutrition for Health and Development. Dr. Kumanyika has served as a member of the IOM Food and Nutrition Board, chair of the IOM Committee on an Evidence Framework for Obesity Prevention Decision Making, and a member of the IOM Committee on Prevention of Obesity in Children and Youth. She is currently a member of the IOM Standing Committee on Accelerating Progress in Obesity Prevention and chair of the IOM Standing Committee on Childhood Obesity Prevention. She received a B.A. from Syracuse University, an M.S.W. from Columbia University, a Ph.D. in human nutrition from Cornell University, and an M.P.H. from The Johns Hopkins University. She is a member of the IOM.

Joseph W. Thompson, M.D., M.P.H. (*member, workshop planning committee*), is surgeon general of the State of Arkansas, director of the Robert Wood Johnson Foundation Center to Prevent Childhood Obesity, director of the Arkansas Center for Health Improvement, and professor in the Colleges of Medicine and Public Health at the University of Arkansas for Medical Sciences. Dr. Thompson has led efforts in planning and implementing health care financing reform and tobacco- and obesity-related health promotion and disease prevention programs in Arkansas, including documenting the state's success in halting the progress of the childhood obesity epidemic. He helped implement ARHealthNet, Arkansas' health insurance waiver for low-income workers. He served as Robert Wood Johnson Foundation clinical scholar at the University of North Carolina at Chapel Hill, Luther Terry fellow in preventive medicine in the office of the assistant secretary for health in HHS, and assistant vice president and director of research at the National Committee for Quality Assurance in Washington,

DC. In 1997, he served as the first child and adolescent health scholar of the U.S. Agency for Healthcare Research and Quality (then the U.S. Agency for Health Care Policy and Research) before returning to Arkansas. Dr. Thompson earned his M.D. from the University of Arkansas for Medical Sciences and his M.P.H. from the University of North Carolina at Chapel Hill. He is a member of the IOM Standing Committee on Childhood Obesity Prevention.

Antronette (Toni) Yancey, M.D., M.P.H. (*member, workshop planning committee*), is professor of health services and co-director, Center of Excellence in the Elimination of Health Disparities at the University of California, Los Angeles, School of Public Health. She also directs her department's doctorate in public health program. Dr. Yancey's primary research interests are in intervention for chronic disease prevention and adolescent health promotion, with an emphasis on ethnic minority communities. She returned to academia full-time after 5 years (1996-2001) in public health practice as director of public health for the city of Richmond, Virginia, and as director of chronic disease prevention and health promotion, Los Angeles County Department of Health Services. Dr. Yancey serves on HHS's Physical Activity Guidelines Committee, the scientific advisory committee for the American Heart Association, the IOM Health Literacy Roundtable, and ad hoc peer review committees for the American Cancer Society and National Cancer Institute. She served on the IOM Committee on Childhood Obesity Prevention Actions for Local Governments. She chairs the board of directors of the California-based Public Health Institute, and formerly served on the boards of the National Marrow Donor Program and the Pacific Institute for Women's Health. Her book *Instant Recess: How to Build a Fit Nation 10 Minutes at a Time* was released in November 2010. Dr. Yancey received her M.D. degree from Duke University School of Medicine and completed her preventive medicine residency and M.P.H. at the University of California, Los Angeles.

Linda Balfour is brand marketing manager and recess revolutionary for KEEN, Inc., a manufacturer of hybrid footwear, bags, and socks. Ms. Balfour has played a key role in launching KEEN's Recess is Back, an initiative to re-energize adults around the world through daily play breaks. She has been part of the KEEN team for 6 years of the brand's 8-year history. She contributed to the development and planning of the KEEN STAND and Hybrid.Pedal programs, designed to inspire conservation and engagement in the outdoors. Prior to her role as brand manager, Ms. Balfour managed the KEEN Hybrid.Care giving program. She currently serves on the board of the Conservation Alliance, an organization dedicated to protecting wild places for their conservation and recreational value.

Rear Admiral (Ret.) James Arden Barnett, Jr. serves on the executive advisory council of Mission Readiness: Military Leaders for Kids, a nonprofit, nonpartisan organization of more than 250 senior retired military leaders founded in 2008 to ensure continued American security and prosperity into the 21st century by calling for smart investments in the upcoming generation of American children. Admiral Barnett served 32 years in the U.S. Navy and Navy Reserve, retiring in 2008. He was also a senior research fellow at the Potomac Institute for Policy Studies, a policy think tank focused on science and technology issues of importance to the nation, including cyber conflict and cyber security. He served at the University of Mississippi as assistant professor of naval science, and was a senior partner at Mitchell, McNutt, and Sams, P.A. in Tupelo, Mississippi, a governmental law practice representing municipalities, counties, law enforcement agencies, schools, and local government officials. Admiral Barnett received his J.D. from the University of Mississippi Law School.

Edward M. Cooney became the Congressional Hunger Center's (CHC's) executive director in February 2001. He advises Congress, the administration, and other interested parties on nutrition programs and policies. CHC also operates two leadership development programs: the Bill Emerson National Hunger Fellows Program and the Mickey Leland International Hunger Fellows Program. Before joining CHC, Mr. Cooney was an anti-hunger advocate at the Food Research and Action Center and Connecticut Legal Services. From September 1997 to January 2001, he held two senior positions at the U.S. Department of Agriculture (USDA)—as deputy administrator for special nutrition programs and special assistant for nutrition to USDA Secretary Dan Glickman. He received his J.D. from the University of Connecticut Law School.

James Corless is director of Transportation for America, a coalition of more than 400 organizations working to promote a new national transportation policy that is smarter, safer, and cleaner and provides more choice. Prior to joining Transportation for America, Mr. Corless was a senior planner for the Metropolitan Transportation Commission in the San Francisco Bay Area, where he managed the agency's efforts to promote smarter growth, transit-oriented development, and mobility options for low-income communities. Mr. Corless was the author of California's groundbreaking Safe Routes to School law and legislation that paved the way for smart growth "blueprints" to become part of the regional transportation planning process throughout the state.

William H. Dietz, M.D., Ph.D., is director of the Division of Nutrition, Physical Activity, and Obesity in the National Center for Chronic Disease

Prevention and Health Promotion at the Centers for Disease Control and Prevention (CDC). Previously, he was a professor of pediatrics at the Tufts University School of Medicine and director of clinical nutrition at the Floating Hospital of New England Medical Center Hospitals. In addition to his academic responsibilities in Boston, Dr. Dietz was a principal research scientist at the Massachusetts Institute of Technology (MIT)/Harvard Division of Health Science and Technology; associate director of the Clinical Research Center at MIT; and director of the Boston Obesity/Nutrition Research Center, funded by the National Institute of Diabetes and Digestive and Kidney Diseases (NIDDK). He has been a counselor for the American Society for Clinical Nutrition and is past president of the North American Association for the Study of Obesity. In 1995 he received the John Stalker Award from the American School Food Service Association for his efforts to improve school lunches. Dr. Dietz served on the 1995 Dietary Guidelines Advisory Committee, is a past member of the NIDDK Task Force on Obesity, and is former president of the then American Society for Clinical Nutrition. He received his B.A. from Wesleyan University, his M.D. from the University of Pennsylvania, and his Ph.D. in nutritional biochemistry from MIT. Dr. Dietz is a member of the IOM.

Sergeant Michael Dillhyon is executive director of the National Police Athletics/Activities Leagues, Inc. (PAL), a youth crime and violence prevention program that uses educational, athletic, and recreational activities to create trust and understanding between police officers and youth. He became executive director in 2006. Sergeant Dillhyon was previously employed by the St. Johns County Sheriff's Office in St. Augustine, Florida. While there, he established the St. Johns County Police Athletic League in 1991, with 40 youth participants. St. Johns PAL currently serves more than 2,000 youth per year. The majority of Sergeant Dillhyon's law enforcement career has involved youth programs. He has served as a school resource deputy in elementary, middle, and high schools; community policing deputy; PAL deputy; truancy deputy; and Drug Abuse Resistance Education (D.A.R.E.) officer, as well as in other community-based positions.

David J. Erickson, Ph.D., is director of the Center for Community Development Investments at the Federal Reserve Bank of San Francisco and edits the Federal Reserve journal *Community Development Investment Review*. His research in the Community Development Department of the Federal Reserve encompasses community development finance, affordable housing, economic development, and institutional changes that benefit low-income communities. Dr. Erickson served as editor of a joint research project with the Brookings Metropolitan Policy Program studying areas of concentrated poverty in the United States. He was also editor of a collection of research

papers and essays on the Community Reinvestment Act, which was recently translated into Chinese by the People's Bank of China. Dr. Erickson received a Ph.D. in history from the University of California, Berkeley, with a focus on economic history and public policy. He also holds a master's degree in public policy from the Goldman School of Public Policy at Berkeley and an undergraduate degree from Dartmouth College. His book on the history of community development, *The Housing Policy Revolution: Networks and Neighborhoods*, was published in 2009.

Diane T. Finegood, Ph.D., is professor in the Department of Biomedical Physiology & Kinesiology at Simon Fraser University in Burnaby, British Columbia. Dr. Finegood leads the Chronic Disease Systems Modeling Lab (CDSM) and serves as executive director of the CAPTURE Project (Canadian Platform To increase Usage of Real-world Evidence) (www.thecaptureproject.ca). Since November 2008, she has convened the Building Trust Initiative in an effort to build authentic trust among sectors addressing obesity and chronic disease prevention (<http://buildingtrustinitiative.wordpress.com/>).

Robert García, J.D., is an attorney who engages, educates, and empowers communities to achieve equal access to public resources. He is founding director and counsel of The City Project, a nonprofit legal and policy advocacy organization based in Los Angeles, California. As reported in the *New York Times* (November 12, 2007), "The City Project [is] working to broaden access to parks and open space for inner city children, and . . . to fight childhood obesity by guaranteeing that . . . students get enough physical education." Mr. García has extensive experience in public policy and legal advocacy, mediation, and litigation involving complex social justice, civil rights, human health, environmental, education, and criminal justice matters. He has influenced the investment of more than \$20 billion in underserved communities, working at the intersection of social justice, sustainable regional planning, and smart growth. *Hispanic Business Magazine* recognized him as one of the 100 most influential Latinos in the United States in 2008. Mr. García received the President's Award from the American Public Health Association in 2010. He was called a "civil rights giant" by Stanford Law School and "an inspiration" by *Stanford Magazine*. He graduated from Stanford University and Stanford Law School, where he served on the board of editors of the *Stanford Law Review*.

Michael Greger, M.D., is director of public health and animal agriculture at The Humane Society of the United States. A physician, author, and founding member of the American College of Lifestyle Medicine, he is an internationally recognized speaker on nutrition, food safety, and public

health issues. He has lectured at the Conference on World Affairs, the International Bird Flu Summit, and the National Institutes of Health; testified before Congress; and was invited as an expert witness in the defense of Oprah Winfrey in the infamous “meat defamation” trial. He is a graduate of the Cornell University School of Agriculture and the Tufts University School of Medicine. Hundreds of his nutrition videos are available free of charge at NutritionFacts.org.

Captain Chuck Higgins, M.S., is a commissioned officer in the U.S. Public Health Service and is assigned to the National Park Service, where he is director of the Office of Public Health. Captain Higgins has 33 years of experience in public health at the local, state, and federal levels. Previous assignments were with CDC; the Food and Drug Administration; and the Wyoming Department of Agriculture, where he assisted the governor in modernizing the state’s food safety system, culminating in the passage of the Wyoming Food Safety Act of 2000. In his current position, Captain Higgins manages a national program responsible for the health and well-being of almost 300 million visitors a year to the 395 units of the national park system.

Doug Imig, Ph.D., is professor of political science at the University of Memphis and director of the Center for Urban Child Policy at the Urban Child Institute in Memphis, Tennessee. His research and writing concern mobilization of social movements for marginalized and silent groups, particularly children. He is the author of *Poverty and Power*, and co-author and co-editor of *Contentious Europeans*. Dr. Imig received an M.A. and Ph.D. in political science from Duke University and a B.A. in social science from Saint Mary’s College of Maryland.

Susan Linn, Ed.D., is director of Campaign for a Commercial-Free Childhood (CCFC), which she co-founded. CCFC is the only national organization devoted solely to helping parents raise healthy children by limiting commercial influence on children. A psychologist, Dr. Linn is an expert on the impact of media and marketing on children. Her books *Consuming Kids: The Hostile Takeover of Childhood* and *The Case for Make Believe: Saving Play in a Commercialized World* have been praised in publications as diverse as the *Wall Street Journal*, *Mother Jones*, the *Weekly Standard*, and the *Boston Globe*. Dr. Linn is an instructor in psychiatry at Harvard Medical School and a research associate at Boston Children’s Hospital. Her work has been featured on such national media programs as *60 Minutes*, *Now with Bill Moyers*, *Today*, *Good Morning America*, and *World News Tonight*, as well as in the film *The Corporation*. In 2006, Dr. Linn was

awarded a presidential citation from the American Psychological Association for her work on behalf of children.

Mike Metallo is president and CEO of the National Gardening Association (NGA) and has worked in and served the educational nonprofit community for more than 25 years. He has served as executive director/president/CEO for both trade and educational mission-driven organizations, including the National Gallery of Art, the Parks & History Association, and the Independent Lubricant Manufacturers Association. NGA is an authority and resource for gardeners of all ages. Its initiatives for children are designed to enhance environmental awareness, augment classroom studies with experiential learning, facilitate cultural exchange, encourage children to make healthful food choices, and impart a love of nature. In addition, Mr. Metallo serves on the advisory panel of the National Forum on Children and Nature, the USDA People's Garden Forum, the Learning for Life Skilled Trades Committee, and the advisory board of the Housekeeping Channel. He has served as an advisor to institutions such as the White House First Lady's office, USDA, and CDC, and has provided his expertise to magazines, newspapers, television reporters, and for-profit and nonprofit organizations on the subject of adult and youth gardening and nonprofit management. Mr. Metallo graduated from Gordon College.

Kathy Mulvey joined the Community Food Security Coalition (CFSC) as policy director in November 2010. CFSC is a national, nonprofit coalition of diverse people and organizations working from the local to the international level to build community food security. CFSC is dedicated to catalyzing food systems that are healthy, sustainable, just, and democratic by building community voice and capacity for change. Prior to joining CFSC, Ms. Mulvey served for more than two decades on the staff of Corporate Accountability International (formerly Infact), guiding dramatic growth in programs, budget, and staffing during her 11-year tenure as executive director. She led the organization's work in the United Nations system, much of it focused on the World Health Organization (WHO). Under her leadership, Corporate Accountability International's campaign challenging big tobacco contributed to the adoption of WHO's groundbreaking global tobacco treaty. Ms. Mulvey also lobbied in support of a WHO initiative promoting healthy diets and sustainable food security.

Olga Naidenko, Ph.D., is a scientist with Environmental Working Group (EWG), a nonprofit research and advocacy organization based in Washington, DC. Prior to joining EWG, she worked in Los Angeles, San Diego, and St. Louis, publishing 30 peer-reviewed papers in immunology and biochemistry. At EWG, Dr. Naidenko focuses on the human health effects

of chemical pollution, the intersection of science and policy, and the environmental effects of agriculture and food production. She received a Ph.D. in immunology from the University of California, Los Angeles, Molecular Biology Institute.

Miriam A. Rollin, J.D., national director of Fight Crime: Invest in Kids, has been with that organization for more than 10 years. She also serves as vice president/chief operating officer of Fight Crime's parent organization, Council for a Strong America (CSA), and oversees the work of the CSA Federal Policy, Research, Communications, and States teams, as well as the Human Resources and Finance/Administration teams. Fight Crime's three sibling organizations, under the CSA umbrella, are Mission: Readiness (retired admirals and generals), America's Edge (business leaders), and Shepherding the Next Generation (moderate faith leaders). Ms. Rollin has been involved in policy issues affecting children, youth, and families for more than three decades. She is also a lawyer, and has practiced both as an attorney/guardian ad litem for abused and neglected children and as an assistant district attorney, prosecuting juvenile, family violence, and child abuse cases. She received a bachelor's degree from Yale University and a J.D. from Catholic University of America.

Andrea B. Thomas, M.B.A., is senior vice president of sustainability for Walmart. She is responsible for working across the global organization as well as with external stakeholders to embed sustainability in all aspects of the company. Prior to assuming this role in September 2010, she led Walmart's global merchandising centers for the home, hardlines, and entertainment businesses, and previous to that was senior vice president of private brands for the grocery and consumable businesses. Before joining Walmart in October 2007, Ms. Thomas was vice president, global innovation for the Hershey Company. In this role, she led work that identified new platform opportunities for growth based on consumer and marketplace trends and insights, translating them into sustainable product and partnership ideas that delivered profitable growth for the company. Previously, Ms. Thomas spent 13 years at Pepsico, where she worked in brand management, innovation, and retail marketing and promotions. Prior to that, she served as vice president, retail marketing and promotions at Frito-Lay and led the marketing efforts for the Fritos and Tostitos brands. Ms. Thomas earned an M.B.A. from Brigham Young University. She was named one of the Top 25 Global Champions of Innovation by *Businessweek* magazine in 2006.

C

Statement of Task

An ad hoc committee will plan a 1-day, interactive public workshop exploring issues related to developing innovative partnerships to maximize resources, accelerate progress, and sustain efforts toward obesity prevention. The workshop will feature invited presentations and discussions that will focus on potential collaboration with other sectors that have goals akin to or complementary with those of the obesity prevention sector and thus may be partners for obesity prevention efforts. The workshop may include exploration of efforts in the educational, environmental, economic, national security, food security, and anti-violence sectors.

Workshop presentations and discussions from researchers, policy makers, and advocates will explore such topics as:

1. Identification of sectors and existing social movements that have goals similar to or complementary with those of obesity prevention, including how best to engender dialogue and identify common ground among sectors.
2. Ideas for initiatives and messages that can be mutually beneficial to achieving the goals of all parties.
3. Learning from other public health initiatives that have benefited from partnering with existing social movements to maximize resources and accelerate progress.
4. The potential benefits and challenges involved with engaging in cross-sector, interdisciplinary partnerships for obesity prevention.

The committee will plan and organize the workshop, select and invite speakers and discussants, and moderate the discussions.

D

Acronyms

BMI	body mass index
CCFC	Campaign for a Commercial-Free Childhood
CDC	U.S. Centers for Disease Control and Prevention
CFSC	Community Food Security Coalition
CHC	Congressional Hunger Center
DoD	U.S. Department of Defense
EPA	U.S. Environmental Protection Agency
EWG	Environmental Working Group
FNS	Food and Nutrition Service (of the U.S. Department of Agriculture)
HHS	U.S. Department of Health and Human Services
IOM	Institute of Medicine
NGA	National Gardening Association
PAL	National Association of Police Athletic/Activities Leagues, Inc.
PCRM	Physicians Committee for Responsible Medicine
RWJF	Robert Wood Johnson Foundation
SNAP	Supplemental Nutrition Assistance Program
USDA	U.S. Department of Agriculture

