

A photograph of a woman with glasses and her hair in a bun, wearing a dark patterned sweater, looking at bookshelves in a library. The bookshelves are filled with books, and the background is slightly blurred.

# Addressing Food Insecurity Among College Students

**THE LANDSCAPE OF THE  
FEEDING AMERICA NETWORK**



**SUBMITTED BY**  
**Claremont Evaluation Center**  
**Claremont Graduate University**

Tiffany Berry, PhD  
Michelle Sloper, PhD  
Kathleen Doll, MA

## Acknowledgements

*The authors would like to acknowledge the Feeding America team that contributed to this work, including our primary collaborators: Monica Hake, Christina Martinez, and Lydia Preuss. Additionally, this project was made possible in part by generous support from the Kresge Foundation.*

## *Table of Contents*

<b>About This Report .....</b>	<b>6</b>
<b>What is the Feeding America network doing to address college hunger? .....</b>	<b>8</b>
<i>Identification of Need for College Hunger Services .....</i>	<i>8</i>
<i>Approach &amp; Strategic Planning .....</i>	<i>10</i>
<i>College Hunger Services Offered .....</i>	<i>11</i>
<i>Perceived Effectiveness of College Hunger Services .....</i>	<i>20</i>
<i>Food Banks without Current College Hunger Services .....</i>	<i>20</i>
<i>Section Summary .....</i>	<i>22</i>
<b>What are the facilitating factors that drive successful college hunger efforts? .....</b>	<b>23</b>
<i>Themes in Facilitators of Effectiveness.....</i>	<i>23</i>
<i>Section 1: Relationships &amp; Partnerships .....</i>	<i>23</i>
<i>Section 2: Access .....</i>	<i>28</i>
<i>Section 3: Awareness.....</i>	<i>30</i>
<i>Section 4: Operations .....</i>	<i>32</i>
<i>Section Summary.....</i>	<i>36</i>
<b>What can Feeding America do to support food banks in addressing college hunger? .....</b>	<b>37</b>
<i>Establish a Position &amp; Raise National Awareness .....</i>	<i>37</i>
<i>Act as a Knowledge Broker .....</i>	<i>37</i>
<i>Provide Logistical Assistance.....</i>	<i>39</i>
<i>Section Summary.....</i>	<i>39</i>
<b>Appendix A. Methods.....</b>	<b>40</b>
<b>Appendix B. Descriptive Findings from College Hunger Survey .....</b>	<b>46</b>
<b>Appendix C. Food Bank Interview Themes .....</b>	<b>65</b>

## About This Report

# **Addressing Food Insecurity Among College Students: The Landscape of the Feeding America Network**

The purpose of this report is to better understand the response of Feeding America network food banks in addressing food insecurity among college students. As such, Feeding America and the Claremont Evaluation Center (CEC) collaborated to develop a set of evaluation priorities and several data collection tools to explore the landscape of college hunger services offered by member food banks in the Feeding America network. The first section of the report lays the foundation for the evaluation's findings by highlighting the evaluation priorities, design, and data collection methods.

The evaluation aimed to accomplish the following **four critical objectives** (as outlined by Feeding America):

Understand the network's experiences/approaches to addressing college hunger and their impetus for these efforts

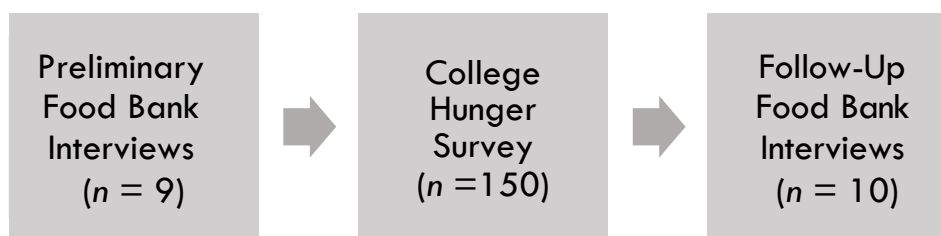
Explore current partnerships, programs, and policy work that support food-insecure college students

Understand unique challenges, barriers, and facilitators in assisting food-insecure college students

Investigate mechanisms through which Feeding America can support network organizations in addressing college hunger

### **Evaluation Design & Data Collection**

To address these evaluation priorities, a three-step data collection process was collaboratively designed by Feeding America and the Claremont Evaluation Center. As highlighted in **Figure 1**, the evaluation team leveraged both interviews with selected food banks and a College Hunger Survey, open to the entire Feeding America Network, to explore the landscape of charitable services to address college hunger.

**Figure 1. Three-step Data Collection Process to Explore the College Hunger Landscape**

A thorough description of evaluation data sources is provided in Appendix A. Below, Table 1 provides a brief summary of data sources, sample sizes, and timelines for data collection.

<b>Evaluation Data Source</b>	<b>Description of Data Source</b>	<b>Sample Size</b>	<b>Data Collection Timeline</b>
Preliminary Food Bank Interviews	Gathered varied perspectives and information to better understand the landscape of college hunger and to inform the development of the subsequent College Hunger Survey.	9 network food banks* (12 invited)	December 2018
College Hunger Survey	Developed an online survey administered to the Feeding America network exploring approaches, strategies, and current programming aimed at addressing college hunger. Assessed perceived effectiveness, successes, and barriers.	150 network food banks (200 network food banks invited)	February 2019
Follow-up Food Bank Interviews	Obtained further information from food banks who participated in the survey to better understand novel, unique, or existing college hunger services that demonstrate promise for addressing college hunger.	10 additional network food banks* (12 invited)	April 2019

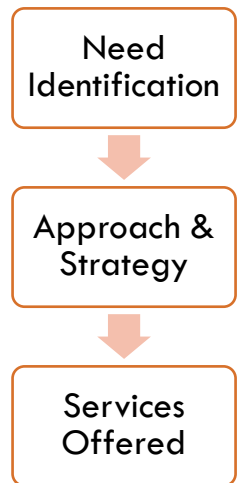
\*All 19 food banks that participated in the interviews also responded to the College Hunger Survey.



# What is the Feeding America network doing to address college hunger?

The core of this section is derived from 150 unique food banks' responses to the College Hunger Survey, which represents 75% of the Feeding America network. It is worth noting that the food banks who completed the survey tended to be those with greater resources, larger service areas, and more pounds distributed in the most recent fiscal year (refer to Appendix A for a thorough analysis of the comparisons between Feeding America food banks who completed the survey and those who did not).<sup>1</sup> Additional information was acquired from interviews with 19 of those food banks who are currently implementing extensive college hunger services.

Of the 150 food banks that responded, 129 food banks (86%) are currently serving food-insecure college students in some capacity. This section summarizes information about what member food banks are doing to address college hunger, including how these food banks identify a need for services aimed at college hunger, what approach or strategy informs this work, and what services are currently provided by food banks to address college hunger. Additionally, this section includes information on the 21 responding food banks that do not address college hunger and their plans for possible future engagement.



## Identification of Need for College Hunger Services

Interviews and survey responses both suggest that there are two primary ways that food banks initiate college hunger services, both of which represent a responsive approach to addressing this complex issue. The most common mechanism for understanding the need for college hunger services involves **local educational institutions reaching out for assistance** with creating new services or bolstering existing services to address college hunger (mentioned in 15 interviews and several survey responses).

- *“We did not approach them. They really came to us, saying that this is something that they know is a problem on their campus.”*
- *“We did not realize the depth of that need until we were contacted by one of our community colleges. They noticed a student trying to steal food from the cafeteria. Instead of taking punitive action, they decided to dig deeper into the root causes. They contacted us and we immediately partnered with them to provide service to their students.”*

---

<sup>1</sup> Given these differences, surveys responses may not be representative of all the food banks in the Feeding America network.

- *“They were trying to meet the need, and they were doing food drives and trying to supplement making a food pantry weekly for students, but it was donation based. Then, they approached the food bank and said, ‘is it possible to have a food pantry here?’”*

These requests for assistance from colleges and universities are often driven by existing relationships between food bank representatives and college/university leaders.

- *“They probably approached us, but it was just from a sort of background of community work together. I think they reached a point where they were ready.”*
- *“We really have a strong relationship with them that has allowed them to open up and be totally frank with us and ask us for help about what they can do to help address the issue of student hunger.”*
- *“I think we started working with [university name] first. I think that was just a connection that my supervisor had to somebody on campus, so we started there.”*

Second most common, food banks learn about the need for college hunger services from **research conducted on college campuses**. During interviews, more than half of food banks mentioned that they understood the need for services based on research conducted with the college population (also mentioned by 20 food banks on the College Hunger Survey in an open-end survey question). These research projects are commonly conducted by a local college, whether as part of a student research project or as research conducted by the college administration. As the following quotes demonstrate, this research commonly took the form of a needs assessment survey.

- *“It was basically the need that came from their students. They did a survey, and realized they had such a high population of food insecure students.”*
- *“A sociology class did a big research project. And that is what got administration interested, and then they reached out and said, ‘how can we work with you?’”*
- *“One of the undergraduates that was part of our working group on campus started a research project to understand college hunger and was able to use the survey for a senior project. She interviewed close to 1,400 students and they found that over half of that cohort identified as being food insecure.”*

Similarly, others learn about this issue through research that has received national attention before considering how this issue might impact their local communities. For example, one food bank noted, *“Our food bank did food insecurity mapping and noticed that there was a large amount of food of insecurity in the college towns in Western [state name] with few resources. Temple University and the Wisconsin HOPE Lab also conducted a study that brought our attention the issue.”* Another food bank reported, *“We did see surveys and academic articles. We were aware that it was more of a national trend and that led to us reaching out.”*

## Approach & Strategic Planning

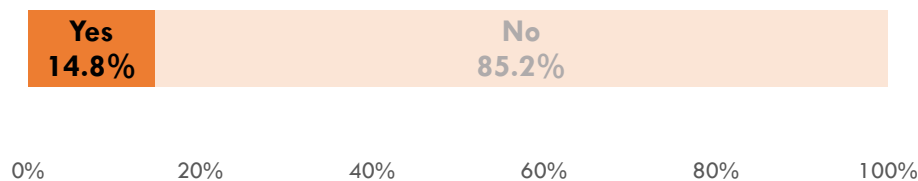
This study also explores how food banks position their college hunger services within the broader organizational mission and strategy. On the College Hunger Survey, food banks indicated the primary approach or strategy they use to address college hunger. The largest group of food banks (64 food banks, 50%) reported that their approach is focused on access, meaning college campuses are a location that could serve as an access point to reach food insecure individuals (refer to Table 2). This most common strategy would suggest that food banks do not necessarily call out or identify the unique needs or special considerations of the college population itself in their approach, but rather believe that colleges are a useful geographic location for accessing a high number of food-insecure individuals. It is notable that a large group of food banks reported that they do not have an approach or strategy pertaining to their college hunger work (21 food banks, 16%).

<b>Response</b>	<b>Frequency</b>	<b>Percent</b>
We target college students through an approach that focuses on <u>access</u> , having identified a college campus(es) as a location in the community where individuals in need can access food bank services.	64	50.0%
We target college students through an approach that focuses on programming for <u>specific vulnerable populations</u> (with college students being a population we target in ways distinct from children, seniors, or our traditional agency network).	27	21.1%
We do not have an approach or strategy pertaining to our college hunger work.	21	16.4%
We target college students as part of our <u>child strategy</u>	3	2.3%
We target college students through an approach that focuses on <u>education, workforce development, and/or financial security</u> .	2	1.6%
We target college students through an approach that focuses on <u>advocacy and systems change models</u> .	1	0.8%
We target college students as part of our <u>health and wellness strategy</u> .	0	0.0%
Other	10	7.8%

Similarly, during interviews, several food banks reported that they have a more holistic view of hunger which motivates them to address hunger on college campuses as one component of a broader strategy that does not necessary emphasize college populations. For example, one food bank reported, *“For us, it’s about ending poverty, and ending hunger. The way we see it is, we’re just helping people to do what they need to do, in order to get an education. If you’re constantly worrying where your next meal is going to come from, then you’re not really going to be able to focus on your education.”*



Are services to college students specifically called out as a part of your organization's strategic plan? (N = 128)



Notably, 19 food banks (15%) specifically call out services for college students in their organization's strategic plan.

In summary, although a large proportion of food banks identify a need to address college hunger in their service area, via research or direct requests from local educational institutions, food banks engage less often in strategic planning around identifying and offering services to college students as a unique population to be served. Rather, access is the core mechanism driving their college hunger services. This particular finding may be due to college hunger services being a relatively new area for investment by food banks driven primarily by a response to the needs of their local colleges and universities. Furthermore, this trend may also be due to the fact that charitable hunger organizations often build their strategic plans in alignment with the Feeding America national office, which has also not established college hunger as a focus area. Food banks might consider how including college hunger as part of their strategic plan may bolster their ability to offer and sustain these services in the future.

### College Hunger Services Offered

Similar to the common activities implemented by food banks to address hunger among other populations, the efforts reported by food banks to address college hunger fall into three core activities:



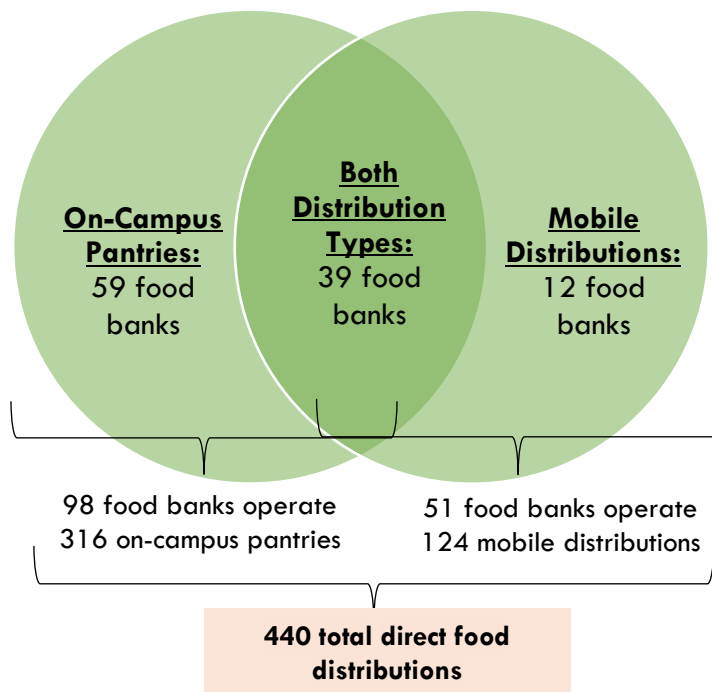
This section will discuss the services food banks provide in each of these categories, the other ways that food banks partner with colleges and universities, and the perceived impact of the current services. This section illustrates the current college hunger service landscape, as reported by the food banks who participated in the study, providing a foundation for the discussion in Section 3 about the facilitators of effective college hunger services.

### Direct Food Distribution

The survey probed on two core types of direct food distribution: (1) on-campus pantries (brick and mortar pantries), and (2) mobile or pop-up distributions. **More than 110 food banks who**

engage in activities to address college hunger are currently involved in direct food distribution.<sup>2</sup>

Of these, **98 food banks** indicated they support or operate **on-campus food pantries** and **51** reported operating **mobile/pop-up** distributions. **Thirty-nine food banks** indicated they have **both**. Food banks who engage in direct food response and responded to the survey operate a total of 316 campus pantries and 124 mobile distributions for a total of 440 direct food distributions.<sup>3</sup>



### On-Campus Food Pantries

**Of the 98 food banks who operate or support on-campus pantries, the number of on-campus food pantries per food bank ranges from 1 to 12, with most having one pantry (n = 30).**

Food bank respondents ( $n = 98$ ) reported supporting **316 unique on-campus food pantries**. The largest group of respondents ( $n = 30$ ) support one campus pantry. Table 3 provides a summary of the characteristics of the on-campus pantries, as well as mobile or pop-up distributions discussed by food banks on the survey. A more detailed breakdown of survey responses for individual pantries and distributions is provided in Appendix B.

<sup>2</sup> “Direct food response” is defined as an on-campus food pantry, a mobile/pop-up distribution that occurs on or near to a college campus, or other direct food distribution that aims to attract college students.

<sup>3</sup> Given that these data are derived from approximately 75% of the food banks in the Feeding America network (150 out of 200 food banks), these numbers may be under-representative of direct food distributions overall. Feeding America is aware of food banks that did not respond to the College Hunger Survey which support direct food response to college populations.

Table 3. Description of Campus Pantries & Mobile/Pop-Up Distributions	
On-Campus Pantries	Mobile or Pop-Up Distributions
<ul style="list-style-type: none"> <li>• Located at community colleges, technical/vocational or junior colleges (51%)</li> <li>• Initiated by the college or university (65%)</li> <li>• Open to recipients every day or a few days a week (61%)</li> <li>• Open to full-time (100%) and part-time students (96%), as well as faculty or staff (54%)</li> <li>• Staffed by college employees (57%)</li> <li>• Offer “Client-choice”, allowing recipients to choose a select number of products (75%)</li> <li>• Offer shelf-stable food items (100%), hygiene products (60%), ready-to-eat meals/snacks (58%), produce (56%), and refrigerated dairy or meat products (53%)</li> </ul>	<ul style="list-style-type: none"> <li>• Located at community colleges, technical/vocational or junior colleges (63%)</li> <li>• Initiated by the college or university (56%)</li> <li>• Open to recipients once a month (50%)</li> <li>• Open to full-time (100%) and part-time students (100%), as well as faculty or staff (75%)</li> <li>• Staffed by college employees (45%)</li> <li>• Offer “Client-choice”, allowing recipients to choose a select number of products (66%)</li> <li>• Offer produce (94%), shelf-stable food items (67%), and refrigerated dairy or meat (43%)</li> </ul>

All food banks were also asked if they are aware of any campus food pantries that exist in their service area and operate without any support from their food bank. Eighty food banks (out of 145 food banks) were aware of 236 total pantries that operate without the support of food banks (range = 1-14 pantries per food bank), with the largest group of food banks ( $n = 26$ , 33%) reporting that they know about a single pantry.

### Mobile/Pop-Up Distributions

**Of the 50 food banks who operate or support mobile or pop-up distributions, the number of distributions per food bank ranges from 1 to 10, with most having one distribution ( $n = 26$ ).**

Food bank respondents ( $n = 51$  food banks) operate **124 unique mobile food pantries or pop-up distributions**. The largest group of respondents ( $n = 26$ , 51%) operate one mobile food pantry or pop-up distribution. Table 3 above provides a summary of the characteristics of the mobile food pantries or pop-up distributions discussed by food banks on the survey.

There are many similarities between on-campus pantries and the mobile distributions serving college students, including the types of colleges (primarily community colleges), services initiated by the school itself, recipients being students and faculty/staff, and staff being college employees. Both types of distributions more frequently serve community college populations,

although only slightly more than 50% of on-campus pantries were on community college campuses (the second largest group of on-campus pantries were located at public 4-year universities, 41.8%). Compared to on-campus (brick and mortar) pantries, mobile distributions operate less often (monthly compared to several times a week), and offer more fresh items (e.g., produce) and less hygiene or non-food items. A large group of food banks who are currently engaging in campus food distribution (through the efforts mentioned above) plan to expand their distributions in the future (96 food banks), including starting new pantries and expanding mobile offerings.

**SPOTLIGHT ON SECOND HARVEST FOOD BANK OF SANTA CLARA & SAN MATEO COUNTIES: Direct Food Distributions**

The Second Harvest Food Bank of Santa Clara & San Mateo Counties stands out for their work with direct food distributions to college populations and their efforts to *“strategically focus on providing food to colleges in our communities.”*

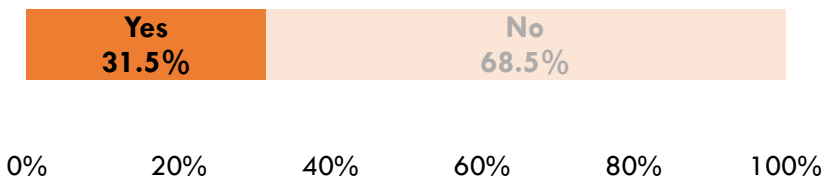
Across two counties, the Food Bank supports 11 on campus food pantries and 2 mobile distributions, canvassing both community colleges and 4-year universities. During an interview, food bank personnel noted that the direct distribution model looks a bit different on each campus, which is a strength of their approach. Prior to pursuing a new direct distribution, the foodbank leverages Geographic Information System (GIS) resource vs need mapping and in-depth conversations with college personnel.

*“So, we go through a deep analysis that helps guarantee a sustainable food distribution model, will be in place at campuses for as long college identifies their students are in need. A huge part of our responsibility is assigning a dedicated team that works with each one [college campuses], and provide them with the necessary tools and excellent customer service support on an ongoing basis. This level of service ensures their designed food distribution model stays sustainable and continues to address food insecurity at college campuses.”*

**SNAP Application Assistance**

The study also explored how food banks are engaging in Supplemental Nutrition Assistance Program (SNAP) initiatives *specific to college populations*. According to the survey, food banks are

**Is your food bank currently involved in providing SNAP application assistance to college students? (N = 124)**



engaging in SNAP activities less often than direct food response. Thirty-nine food banks offer SNAP application assistance to college students (32% out of 124 responses).<sup>4</sup>

<sup>4</sup> This survey question is specific to SNAP application assistance *directed at college students*. Of the 200 food banks in the Feeding America network, roughly 70% engage in SNAP application on a broad level.

For those who do engage in SNAP application assistance for college students, food banks were asked to summarize those services provided to college student populations across their campus partnerships in an open-ended question on the College Hunger Survey. The most common approach to SNAP outreach is **in-person application assistance on campuses** (otherwise referred to as “tabling”) (reported by 27 food banks on the College Hunger Survey).

- *“Additionally, the SNAP Outreach Coordinator has trained staff in the Student Services and Outreach Department to assist with applications. Monthly, she sets up a table on campus to provide information and enroll students in the program.”*
- *“One of our SNAP team members will come to campus on a regular basis (either once a week or every other week for four hours) to provide application assistance to students.”*

Less frequently, food banks engage in:

**Referrals to Phone Resources** ( $n = 10$  food banks on the College Hunger Survey)

- *“We provide informational flyers, posters, and general information to the students to explain the application process and provide our SNAP hotline number to screen the student for eligibility and to help the student apply over the phone.”*
- *“Currently the [food bank name] is not offering assistance on-site. However, the food bank receives referrals regarding the need for application assistance. We are currently in discussions with 8 local colleges to start providing on-site assistance.”*

**SNAP Workshops/Events** ( $n = 3$  food banks on the College Hunger Survey)

- *“At [university name], the CalFresh Team hosts same-day service events, where they bring the county workers to campus to assist in completing the applications and interviews for students to be approved on that day. They have also been on-site during pantry distributions doing CalFresh outreach to the students who attend the pantry.”*

Food banks agree that SNAP assistance is a “great service” for college students, however many students are unaware of the services, unaware that they meet eligibility requirements (which are often confusing), or deterred by the multi-step application process, which typically involves completing a technical application, providing extensive documentation by mail or email, and engaging in a follow-up interview.

## SPOTLIGHT ON FOOD BANK OF NORTHERN NEVADA: SNAP Activities

The Food Bank of Northern Nevada has forged a unique partnership with the state of Nevada, acting as a “trusted partner” for SNAP outreach efforts. This unique relationship allows the food bank to conduct all the necessary steps for SNAP registration which allows them to provide a quick and efficient registration for SNAP.

*“We do a significant amount of SNAP outreach; it’s somewhat different than what other states are able to do. We are what’s called a “trusted partner” or an expanded partner with the state of Nevada. Our SNAP outreach team can assist clients with their applications, but we also take copies of all of their documentation and we conduct the initial interview. Then, we provide that information to the Welfare office. So, we’re not making the determination as to who qualifies for SNAP, but we are that middleman who can really help eliminate some challenges that people have when it comes to accessing SNAP benefits through their local Welfare office. Many of the towns in Nevada don’t even have a Welfare office. They may have to drive two hours away to access a Welfare office.”*

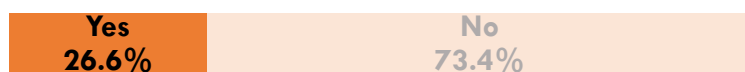
This partnership has distinct benefits for all those involved, particularly for college students when these services are offered at college campuses.

*“So, when we can go out and provide SNAP outreach and conduct the interview, it’s a significant benefit for those families, because it eliminates that need to have to either find transportation or to be available for a phone interview. For the University of Nevada Reno, our SNAP team goes to the Monday Farmers Market. Basically, instead of having to go into the food pantry, they bring the fresh perishable piece outdoors and they do a Monday food distribution on a monthly basis for the college students. Our SNAP outreach team typically attends that event once a month, because it’s easier way to connect to a larger volume of students.”*

### Policy/Advocacy Activities

While related to SNAP application assistance, the study also explored the activities that food banks engage in to address the broader policy environment impacting college hunger.

**Has your food bank been involved in policy or advocacy efforts related to college hunger, including local, state, federal or campus policy efforts? (N = 124)**



0% 20% 40% 60% 80% 100%

Similar to SNAP activities, 33 food banks surveyed engage in policy or advocacy efforts related to college hunger (27% out of 124 responses).

Food banks who do engage in policy and advocacy related to college hunger were asked to describe these efforts. Most commonly, food banks have taken action at the state or local level to change college students’ eligibility for SNAP benefits (reported by 12 food banks on the College



Hunger Survey). One food bank representative explained, “We are currently in the process of developing a plan to present to our state for opening up additional availability for college students to qualify for SNAP.” Other food banks who are part of state-level task forces address hunger more holistically (“[Food bank name] is also an active member of the [State Name] Hunger Task Force and was heavily involved in the issue brief on student food insecurity released last May.”). Seven food banks reported that they work with elected officials or support legislation related to college hunger (“We have supported a college-specific bill every year for the past few years.”).

## SPOTLIGHT ON OREGON FOOD BANK: Policy/Advocacy Activities

During an interview, staff from the Oregon Food Bank articulated some of the challenges with SNAP application assistance on college campuses. *“The higher education system makes it a challenge for students to be successful. You have to work at least 20 hours a week as a community college student or be enrolled in qualifying career technical education coursework to be able to get SNAP benefits. This option does not apply to four-year university students where the only choice is to get into a federally funded work study position to qualify for SNAP. There are more students eligible for college work study positions than there are available positions, causing students that can’t find a federally-funded work study position to find work off-campus. The problem with that is that income from off-campus jobs that are not officially recognized work study would be counted against the benefit.”*

Additionally personnel from Oregon Food Bank highlighted some efforts they are taking to address the issue, using legislation as a tool.

*We did get legislation drafted to pilot a state work study program to address a small percentage of these student positions, as well as funding for a statewide research study of the higher ed system to look into the various gaps that college students are facing when it comes to meeting their basic needs, how they cope with it, how they experience with these gaps, what services they are needing, who are they seeking them from, and to come up with national best practices, or start to learn from national best practices as to what the higher ed system in Oregon can do as a whole rather than on a campus by campus basis. We didn’t, unfortunately, have enough time to build a broad-based coalition among all of the colleges and universities, but we still wanted to move forward with legislation and use the current legislative session as an opportunity to educate. It’s going to take a couple of legislative cycles to build up the understanding.”*

## Other College Services & Partnerships

Food banks also partner with local colleges and universities to engage in other types of services or partnerships. Table 4 below summarizes the most common ways that food banks partner with colleges and universities, beyond direct food distributions, SNAP application assistance, or policy and advocacy efforts (food banks were asked to “check all that apply”).

<b>Table 4. Other Services to Address College Hunger (N = 150)</b>		
<b>Response</b>	<b>Frequency</b>	<b>Percent</b>
Referrals to resources	64	42.7%
Nutrition education	23	15.3%
Cooking classes	10	6.7%
Emergency aid	8	5.3%
Utilities assistance	4	2.7%
Housing information assistance	3	2.0%
Metro/bus/gas cards	2	1.3%
Other	3	2.0%
No other services provided	40	26.7%

Furthermore, 28 food banks (19%) report engaging in **product rescue** from college campuses, including any activities that involve sourcing food product from campuses. These efforts involve:

### **Rescuing food from campus dining services** (reported by 10 food banks)

- “We pick up donated food from [university name] dining halls. They freeze product that has been prepared for service but not put out on buffets, and we pick up that product and offer it to agencies.”
- “Our food bank has a really solid relationship with the [university name]. We collect all of their food from their dorm and we package it into family-sized portions and we flash freeze it.”

### **Hosting (or collaborating to host) food drives on campus** (reported by 5 food banks)

- “We have good relationships with several college campuses in our county and work with them periodically on holding food drives.”

### **Rescuing food from campus events** (reported by 3 food banks)

- “Food rescue from campus events, especially after sporting/athletic events, after fall football games there is a lot of food rescue.”

In addition to food sourcing and other services for college students and staff, food banks engage in a number of other partnerships with universities and colleges, beyond college hunger activities. Table 5 captures the most common ways that food banks partner with campuses, which includes providing volunteer opportunities, hosting interns, providing education about food insecurity, as well as coordinating research and special projects (food banks were asked to “check all that apply”).

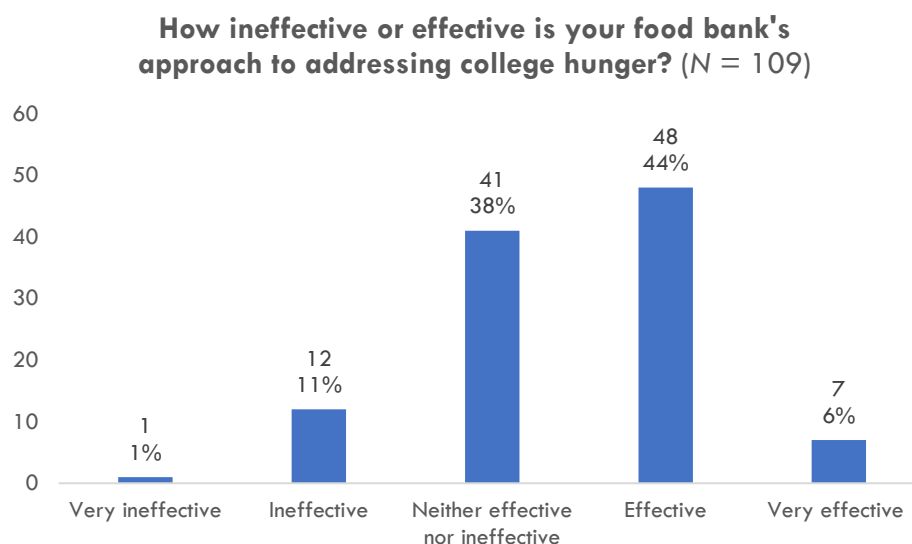
<b>Table 5. Other Partnerships with Colleges to Address Food Insecurity (N = 150)</b>		
<b>Response</b>	<b>Frequency</b>	<b>Percent</b>
Volunteer opportunities	96	64.0%
Host interns	81	54.0%
Education/awareness of food insecurity	72	48.0%
Research opportunities	56	37.3%
Special projects	56	37.3%
Faculty members serve on Board of Directors	34	22.7%
Host learning excursions	32	21.3%
Event hosting	28	18.7%
Food-rescue/food sourcing from university campuses	24	16.0%
Program development	18	12.0%
No other partnerships	2	1.3%
Other	8	5.3%

Across all these partnerships with colleges (including direct food distributions, SNAP, and advocacy), the College Hunger Survey also included questions about which college or university departments, or groups typically support their on-campus efforts (refer to Table 6). Student affairs and faculty are the primary partners in this work.

<b>Table 6. Most Frequent College Partners (N = 150)</b>		
<b>Response</b>	<b>Frequency</b>	<b>Percent</b>
Student Affairs	69	46.0%
Faculty	62	41.3%
A student organization	57	37.3%
Student Health and Wellness	48	32.0%
Student Government	43	28.7%
Counseling Services	33	22.0%
An academic department	22	13.3%
Service Learning	20	13.3%
A religious organization	14	8.7%
Board of Directors	11	7.3%
Sustainability	3	2.0%
Other	23	15.3%

## Perceived Effectiveness of College Hunger Services

Food banks also reflected on their college hunger services holistically and rated the effectiveness of their current offerings. It should be noted that the survey did not define “effectiveness” but rather allowed food banks to define or conceptualize effectiveness in their own terms. As the figure shows, only about 50% of food banks believe their current approach is effective or very effective.



Those who feel their services are less effective report that they struggle the most with raising awareness about college hunger as a critical issue on campus (reported by 9 food banks), as well as raising awareness about the services provided. Others struggle with collecting data to demonstrate program effectiveness (reported by 11 food banks) and staffing their college hunger programming (reported by 12 food banks). A deeper discussion of challenges and facilitators of work in the college hunger space is provided in the next section (Section 3).

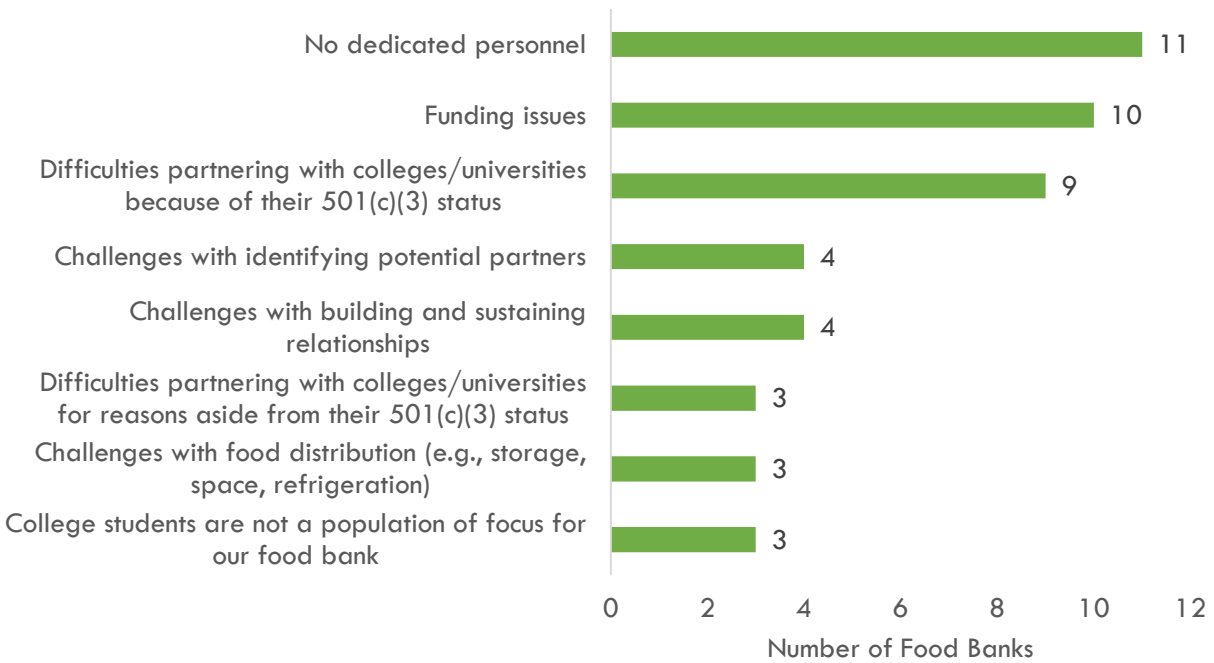
## Food Banks without Current College Hunger Services

A total of 21 food banks (14%) that completed the College Hunger Survey do not currently have services aimed at serving food-insecure college students. These food banks reported that the top three reasons they do not have services aimed at serving college students are that they do not have dedicated personnel, they experience funding issues, or they have difficulties partnering with colleges/universities because of their 501(c)(3) status<sup>5</sup> (refer to the figure below).

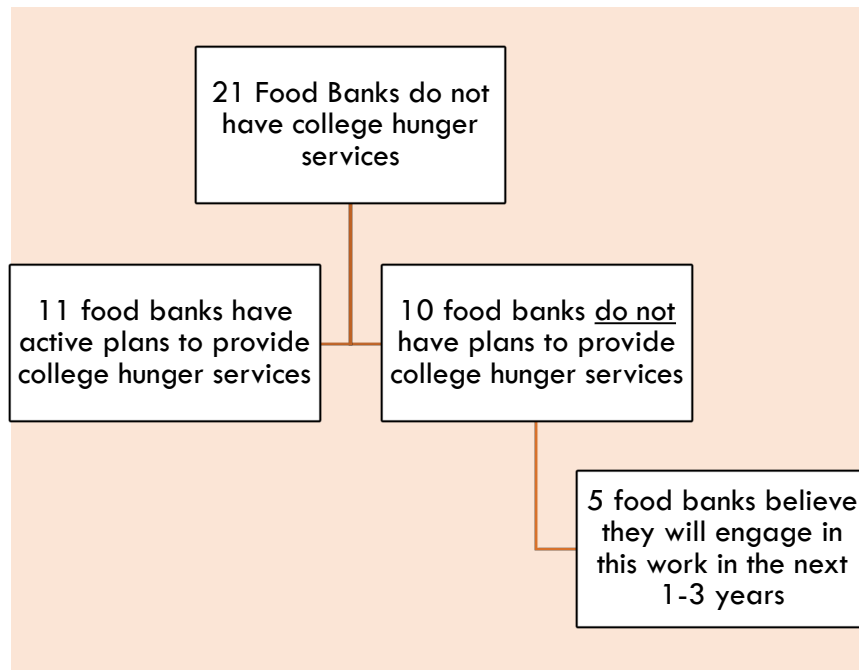
---

<sup>5</sup> Feeding America network members are contractually required, under the requirements of IRS Tax Code, to distribute donated food products to other nonprofit charitable organizations (those established with 501(c)(3) tax status) who are incorporated to serve the ill, needy, or infants as the primary mission of their organization. Organizations that fit this status are labeled as an “agency”. Almost all colleges are not able to be established as “agencies” as they are not incorporated to serve the ill, needy, or infants as their primary mission. Food banks have to either extend their 501(c)(3) status to the college or find an appropriately incorporated organization to maintain a traditional agency relationship.

## Reasons Food Banks Do Not Have Current College Hunger Services (N = 21)



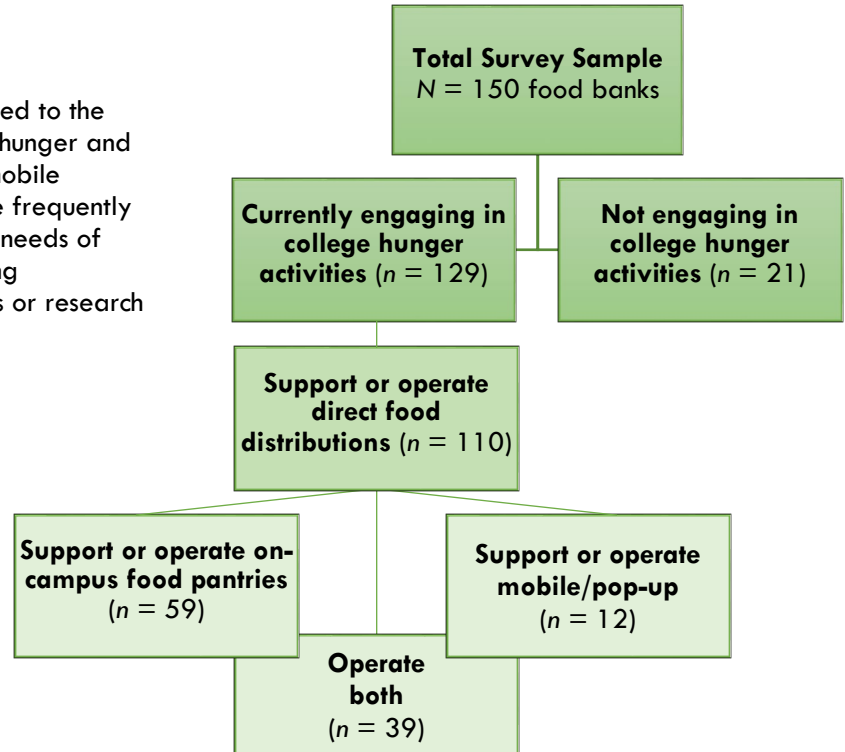
Of the 21 food banks who do not currently have services, 11 food banks are actively planning to engage in activities specifically aimed at serving food-insecure college students in the next year. Additionally, the 10 food banks neither currently engaged *nor* planning to engage in college hunger activities were asked how likely it is that they would engage in this work in the next 1-3 years. Half of those 10 food banks reported that it is likely or very likely that they will engage in this work in the next 1-3 years.



## Section Summary

The majority of food banks that responded to the survey offer services to address college hunger and operate campus food pantries and/or mobile distributions. College hunger services are frequently initiated in response to the requests and needs of college partners, as identified via existing partnerships with college representatives or research around college hunger.

Food banks who engage in direct food response and responded to the survey operate a total of 316 campus pantries and 124 mobile distributions, for a **total of 440 direct food distributions.**



### College Hunger Strategy:



Food banks most commonly approach college hunger from a focus on access to food insecure individuals (**64 food banks**).



**19 food banks** call out college hunger in their strategic plan.

**Overall, about half of food banks believe their current services are effective in addressing college hunger.**

### College Hunger Services:

Direct food distribution is the most common approach to addressing college hunger reported by the network. More than **110 food banks** have direct food distributions, compared to **39 food banks** who engage in SNAP application assistance directed at college students and **33 food banks** who engage in policy and advocacy efforts related to college hunger.



**98 food banks (86%) operate 316 campus pantries.**



**51 foodbanks (46%) operate 124 mobile pantries.**

On-campus pantries are the most common form of direct food distribution, compared to mobile/pop-up distributions. Those food banks who have a pantry or mobile distribution, currently support or operate one distribution, on average.



### Colleges/universities tend to take the lead on addressing college hunger.

College/universities took the lead on identifying student needs, initiating services in partnership with food banks, offering space for pantries or distributions, and staffing those efforts. Community, technical or vocational, and junior colleges are the most common type of school partners, and food banks most commonly partner with student affairs, faculty, and/or other student organizations to support their college hunger services.



# What are the facilitating factors that drive successful college hunger efforts?

As the previous section demonstrates, there is high variability in the college hunger service offerings and the perceived effectiveness of college hunger initiatives across the Feeding America network. These variations correspond with several facilitating factors. This section explores the primary themes that emerged from survey responses and food bank interviews about factors that influence perceived service effectiveness and success of initiatives to address college hunger.

## Themes in Facilitators of Effectiveness

Through open-ended survey responses and in-depth interviews with food bank representatives, four broad categories of facilitators of college hunger initiatives emerged. Below the four categories are presented and briefly defined.



- 1. Relationships and Partnerships.** As the largest category, data from surveys and interviews highlight a myriad of relationship-oriented factors that contribute to success, such as gaining proper supports and leveraging champions.
- 2. Access.** The category of access involves factors that influence the ability of food banks to gain entry into partnerships or navigate the college hunger landscape, such as stigma or bureaucracy.
- 3. Awareness.** Survey and interview data identified the vital role that cultivating an understanding of the realities of college hunger among college leadership and students plays in successful college hunger initiatives. Facilitating factors within this category largely relate to marketing and events.
- 4. Operations.** Several logistical aspects of college hunger initiatives also emerged as important for the effectiveness of services. Concepts like staffing and documentation are discussed in this category.

Within each of these four categories, a series of more specific facilitating factors exists. Each of the four broad categories are applicable to all three college hunger initiatives presented in Section 2: direct food distribution, SNAP application assistance, and policy & advocacy efforts. As such, the present section is broken into four sections, highlighting the four categories of facilitating factors across all three of these initiative types. When relevant, facilitators that may be more pertinent to a specific type of service approach are called out for emphasis.

## Section 1: Relationships & Partnerships

By far, relationships and partnerships are the most salient facilitators of success for food banks that engage in direct food distributions on college campuses. Food bank interviews and survey

data suggest the importance of four factors relating to relationships and partnerships on the perceived effectiveness of college hunger efforts.

- Cultivating Administrative Support
- Gaining Broad Institutional Engagement
- Building Trust with Students & Anti-Hunger Champions
- Leveraging Coalitions & Task Forces

## **Cultivating Administrative Support**

Support from college and university leadership is one of the relationships or partnerships most frequently discussed in food bank interviews and survey responses. **Twelve** food banks interviewed emphasized the importance of administration buy-in, readiness, commitment, and willingness to acknowledge the reality of college hunger on their campus. Similarly, **52** survey respondents identified a lack of college administrative readiness and commitment as one of the major barriers to addressing college hunger.

Food bank personnel shared that securing commitment from school leaders is paramount to a successful initiative.

- *“Buy-in from some of the college administration is critical to a pantry’s long-term success. Our most successful pantries are on campuses where school leaders have made a funding and staff commitment to support the program. Otherwise, the pantry tends to struggle when student champions graduate.”*
- *“If we have the administration on our side, we’re in great shape, and that’s what we’ve got right now. We’ve got the administration that is committed to this. That’s the key for it to be successful, you have to have buy-in and commitment.”*
- *“I would say the challenge normally is with the leadership at the institutions. A lot of times, the frontline staff or faculty on-campus know their students are facing hunger as one of the barriers to success or retention, because they deal with the students directly. When it goes up to leadership for the green light, a lot of times the college president or whoever makes those higher-level decisions doesn’t approve of it.”*

## **Gaining Broad Institutional Engagement**

Beyond the college administration and leadership, gaining broad institutional engagement is also an important goal for food banks seeking to address college hunger, however this is easier said than done. Interview and survey participants shared some techniques they have used successfully for securing the needed commitment. For example, in **15** food bank interviews and several survey responses, participants highlighted the importance of building relationships across the college and university to bolster support.

- *“There’s many different departments that can still be targeted. I think connecting with those departments that can also rally the students that maybe have more of a direct relationship but can talk about the program with them [students], and also identify those that might qualify.”*
- *“Somehow making the pantry a part of the curriculum, or part of campus and student life. We are working to make it a part of the honors program, so students are running the pantry. You can use your nursing students and do blood pressure screenings. Giving students experience and also providing another draw for students to come to the pantry.”*

Broad engagement across the campus is also associated with an increased awareness of college hunger and higher numbers of students connecting with the services.

- *“...all the touch points you can get. If we have people talking about this during financial aid admissions, during welcome week, during orientation. If it’s in the career counseling office, and the medical center, and student advisors have this information. And either bring it up, or offer it, or have a poster, or something. The more touchpoints, the more people.”*

Specifically, survey and interview responses pinpoint student life departments as being especially useful to engage. As demonstrated in Section 2, student affairs departments are the number one cited college/university department for support of college hunger services.

- *“We’ve had incredible success working with student life departments. They have been very responsive to the issue of college hunger and eager to get students involved.”*
- *“The majority of our on-campus pantries were started by someone that works in the student affairs department.”*

Another way interviewees secure broad engagement from across the partnering college or university is by utilizing and honoring the knowledge of those within the college community. **Twelve** food banks interviewed indicated the importance of leveraging the expertise of those internal to the institution when building support for the college hunger work. This allows individuals from across the institution to feel heard, possibly increasing the chances of gaining support and engagement.

- *“They’re the experts, and we want them to be the experts. They really said, we have a pantry that works. Because they were already doing their own pantry at the Community College, we said ‘what about also a mobile distribution?’ We try not to just come in and say, this is the way that you’re going to it. But really, see what works for the agency or the group.”*
- *“Letting the colleges run the distributions; let the people who are with the people, serve the people.”*
- *“It is definitely a partnership. We are not coming in and saying, ‘we’re going to do this in your community.’ The community is coming to us, and we’re working with them to find some solutions.”*

## Building Trust with Students & Anti-Hunger Champions

Furthermore, **six** food banks interviewed discussed the importance of locating an anti-hunger champion within the college or university to strengthen partnerships and relationships, especially when engaging in direct-food distributions on college campuses. This sentiment is echoed in several of the open-ended survey responses.

- *“The things that feel like they have the most potential right now and feel kind of the most efficient are finding the in-roads that connect us with a lot of people at once or the key person who is doing food insecurity work or is concerned about food insecurity work within that institution. At the [university name], there’s a lead dietitian and she’s the one chairing the food insecurity workgroup. Connecting with her is a way of reaching a lot of different people at once. She can help us – she knows the university, the different ways people communicate, and how to get the website updated.”*
- *“Once you find a department or office on campus that is spearheading the college hunger efforts, they are your best resource. They have connections on campus that already exist, and you need to use them to spread the word. Having a food bank staff person reach out to those different departments/groups is very ineffective, from our experience. Use the connections your college partner has to spread the word.”*
- *“It just requires champions on the college or university side as well. They have to be passionate about the issue also, in order for the issue to get addressed. There needs to be visibility to it at the school and understanding of the magnitude of it.”*

However, food banks warn that building relationships with these champions takes significant time, thus persistence is needed: *“Yeah, and it took some persistence. We were reaching out for quite a while, before anything actually came to be; I would say it took about a year of just contacting them, meeting with them, figuring out who was the right person to be talking to. Part of that is because they were just sorting through what they wanted to get ready. And whether they wanted to start a pantry.”*

When building trust and finding anti-hunger champions, **seven** food banks interviewed expressed the importance of fostering authentic and supportive relationships. Whether it is with staff at on-campus pantries, clients served at mobile pantries, students needing SNAP assistance, or legislators, interviewees promote cultivating deep relationships as a facilitator of successful college hunger efforts.

### **At the direct food distributions with pantry staff:**

- *“I would think that that is probably the most important part of our partnership--is that it’s a true sincere partnership with the schools.”*
- *“We are very big on relationship-building. And just being more personal with them and sharing our own personal lives with them.”*
- *“We want to make sure that the students and volunteers or anyone that goes there has a good client experience, good customer service. We develop a relationship with them [on-*

campus pantry] where basically they can call us at any time with any questions, any concerns, if we have to go out to their site to help them with any of that, you know, we – pretty much every month there's communication between us and them."

### **During SNAP outreach with students:**

- *"But it's about relationship-building. There has to be the ability to build those relationships in order to have that trust there for them to share that kind of confidential information. And they know that when they come to us and ask a question, we're going to get the answer for them. I think having that trust is really important, and consistency."*
- *"It's really more with the individual. What we have seen over the years in our SNAP outreach work is it takes some time for people to feel comfortable sitting with us and sharing that level of information. We have to ask a lot of questions and a lot of those questions are personal, especially when you're coming to people's household makeup and their income."*

### **When working in policy & advocacy:**

- *"I think developing two-way relationships, as opposed to just 'support this or support that' is critical. We have a Government Affairs breakfast each December where we invite all our members of Congress, our state senators, state assembly, county legislators, and select town officials. I think that event has really helped put us on the map. I think legislators and their staff look forward to it."*

## **Leveraging Coalitions and Task Forces**

Working groups, task forces, and coalitions are one specific type of partnership mentioned in **seven** of the food bank interviews and in numerous open-ended surveys responses. As evidenced by one interviewee's commentary, working groups offer a valuable space to generate solutions for approaches to mitigating college hunger: *"The idea is just by working together we can have more consistent messaging, we can learn better how to serve different populations."*

While these working groups, task forces, and coalitions can take many different forms, one survey respondent illustrates how their food bank approaches these partnerships: *"We participated in a SNAP work group along with Feeding Texas, FRAC, and the Food Trust to come up with recommendations to increase SNAP participation in the region. College students are a subset of special populations that we are considering as we move forward with implementing the recommendations throughout our service area."*

Similarly, an interview respondent shared another way working groups have positively influenced their college hunger efforts: *"We work with other local [city name] food banks. Specifically, I think we got a lot of our models from one of the other food banks since they've been in existence for a lot longer. We actually have a quarterly meeting where different food banks come together and just talk about outreach efforts and bounce ideas off of each other."*

Food banks also shared instances when they created their own college hunger coalitions. **Six** interviewees shared practices that allow the food banks to bring college hunger affiliates, mostly campus pantries, together to create collaborative learning spaces. The facilitation of these connections provides a space to learn, grow, and share effective efforts.

- *“The collaborative model really helps them bounce ideas off of each other. And kind of simplify things and streamline the process for creating the most useful model for their pantries.”*
- *“I’ve been trying to connect them to each other. We had some college pantries that had starting with us almost 10 years ago and then we had some that were in the pipeline to becoming new members. We brought them all together and they could just kind of talk about what they were individually doing...successes, challenges, and talk to each other.”*

### SPOTLIGHT ON FOOD BANK OF CONTRA COSTA & SOLANO: Pantry Collaboratives

In January of 2018, the Food Bank of Contra Costa and Solano started a college pantry collaborative. The collaborative entails the convening of numerous local area colleges that have on-campus food pantries. The collaborative meets quarterly to allow partnering campus pantries to discuss their pantry models, best practices, and identify ways that they can all work together on various projects, or partnerships in the community. The collaborative initially began through the request of a funder. The food bank shared,

*“So much good and useful stuff comes out naturally during these meetings. It is a huge benefit to have these meetings take place in a purposeful way, on a regular basis. It helps the newer colleges adapt to the already established models of the college pantries that we were already working with...they don’t have to recreate the wheel.” Meetings are designed to be beneficial for the campus pantries: “We take input on what agenda items they want to discuss.”*

## Section 2: Access

In terms of how food banks enter into partnerships and navigate the college hunger landscape, there are two salient facilitating factors identified from survey and interview data:

- Reducing the Influence of Stigma
- Navigating Campus Bureaucracy & Red Tape

### Reducing the Influence of Stigma

Interview and survey data reveal that services designed to mitigate college hunger are maximized through efforts to reduce stigma around the issue. **Twelve** of the food banks interviewed discussed that stigma, both from college students and college administrators, impacts their efforts to address college hunger. Similarly, stigma is one of the top barriers for college students to access hunger services, with **33** food banks reporting stigma as a prominent challenge on the survey.



- *“I would say another challenge to serving the student population is stigma; I think when you’re a young adult, asking for help is hard, but admitting you need help with food is really hard.”*
- *“We offer to perhaps support their efforts with a mobile unit and that was declined for discretion purposes. It’s a stigmatizing issue. It’s not something that they [college administrators] want and, we get it.”*

However, as several interviewees noted, combining college hunger services with other events and making concerted efforts to create a welcoming environment may be potentially promising ways to circumvent the stigma surrounding college hunger.

- *“I think on college campuses, maybe more so than in a lot of other environments, there could be fear and stigma about receiving free food. So, have it [college hunger services] be sort of rolled up into an event, or an activity, or a club that you are already are a part of, or that people already use. I think it’s really helpful in tearing down some of that fear.”*
- *“We had a thing we called “pop up pantry.” We’d go right before finals or around the holidays, a time when there was a lot of activity on campus, so we were a part of it, and not the spotlight. We would set up a mini-distribution, market style. We’d tell people, ‘did you know we are starting this campus market?’ If you know anyone, pass the information along.”*
- *“I would just say one thing that we’ve worked really hard to try to overcome is stigma. We’ve really tried to make the market open and welcoming to everybody and to make sure that the schools are doing that as well. Oftentimes, that means that professors will go and shop, or school staff will go and shop. Just trying to make it really open to everybody, and for all students to feel welcome to attend. I think that’s something that we probably still struggle with, to some degree, but something that we’ve been very diligent about making sure that we address to the best of our ability.”*
- *“Stress the importance of making the pantry a part of campus life in order to make people feel comfortable and counteract the stigma around receiving food assistance.”*

### **Navigating Campus Bureaucracy & Red Tape**

Ten of the food banks interviewees and several open-ended survey responses reveal that there is substantial bureaucracy and red tape associated with engaging in college hunger services, especially in terms of accessing college student populations and establishing direct food distributions on campuses. For example, the 501(c)(3) status<sup>6</sup> of a college/university is a common hurdle cited by 52 of the food banks on the survey and in many additional open-ended survey responses: *“I think sometimes also the complexity with a 501(c)(3) and working through their foundation because it’s two maybe different departments, and one side may not work well with the other side. It gets hung up over there. But I think outside of just getting past the red tape of opening it, once we’ve had them going, all of them seems to go pretty well.”*

Navigating the internal politics of the colleges and universities also presents challenges, as shared by two interviewees:

*“And there have been conversations with others, but universities have their own internal politics, and regulations that they have to work through.”*

---

<sup>6</sup> Refer to the previous section for an explanation of the 501(c)3 status requirement.

*“The most bureaucratic part is the legality of the contract that we have with all of our partners and agencies, so nobody wants to assume responsibility.”*

However, recognition of these challenges and adopting a strategy to work within these parameters facilitates successful direct food distributions on campuses. For example, food banks with successful direct food distributions recommend anticipating the extensive time commitment these legalities require and allotting adequate time to navigate these challenges. One food bank reported,

*“In some of those discussions you get into the bureaucracy and the layers of things. So those things just take time. So, I think part of the challenge is navigating some of the layers of decision making.”*

## SPOTLIGHT ON FOOD FINDERS & ACE CAMPUS PANTRY: Navigating Red Tape

The ACE Campus Pantry provides a model for navigating the red tape typically associated with most large universities. When attempting to address food insecurity at a local college campus, the community steering committee (including students, student affairs staff, and Food Finders Food Bank) realized that there was no existing infrastructure to provide the physical space that pantry clients would require.

To circumvent this lack of support, Food Finders forged a series of partnerships. The Baptist Student Foundation hosts the pantry in their privately-owned building on campus, a local fraternity provides volunteers, and a coordinator from student affairs works with student leaders of the pantry. ACE Campus Food Pantry is now a registered student organization, providing student leaders with access to campus resources. Securing partners across the institution and in the community has created valuable buy-in for the pantry.

*Interview commentary from the ACE Pantry Student Affairs coordinator highlights how the pantry operates: “We want to reflect our clientele, so the pantry is entirely student led; we call it the Circle of Directors. We have 6 directors, all students. For example, one is the liaison between us and fraternity and we have someone in charge of training volunteers. Creating this leadership structure has changed everything. We meet monthly and I cook dinner for them and go over everything. It feels like a community. Students can put their trust in them.”*

### Section 3: Awareness

On the College Hunger Survey, **40** food banks reported that their biggest barrier to this college hunger work is the lack of awareness that services exist. Interview commentary corroborates this finding, identifying three factors that relate to the importance of raising awareness in the services devised to address college hunger:

- Tailoring Marketing Efforts
- Acknowledging the K-12 College Feeding Pipeline
- Utilizing Campus Events

## Tailoring Marketing Efforts

Seven of the interviewed food banks and several survey respondents discussed the importance of developing tailored marketing for college students to spread awareness about college hunger services: *“It’s about getting them to understand that this resource is available to them and that it can help to benefit them and can help to improve their situation. We haven’t figured out what that messaging needs to be, because we haven’t been able to make that connection on a regular basis.”*

With that in mind, several food bank interviewees shared approaches that they use to augment the marketing of their college hunger services, such as selecting staff members to engage students who shared similar characteristics or background and employing technology.

- *“Our team of five is pretty diverse. When we look at our calendar each month and all of the places that we’re doing SNAP outreach, having the right person is really important. Typically, we have an individual, and he’s younger, he’s a college student himself. He’s working on his master’s, so he’s simply the person that would go to these two locations. He’s more of a peer versus someone who those individuals can’t connect with.”*
- *“I think one challenge even though we have this great SNAP texting tool that we think so many college students would use, our user-ship in general has not been as high as we have expected when we launched it. I think it’s just going to take a lot more promotion through a lot of different channels.”*

### SPOTLIGHT ON SAN FRANCISCO & MARIN FOOD BANK: Technology + SNAP

In 2014, the San Francisco and Marin Food Bank began working with Code for America, a nonprofit civic technology organization based in San Francisco. Collaboratively, they developed a user-friendly phone application to assist with CalFresh (SNAP) application submission where students can complete the SNAP application on their phones. Recently, the two organizations collaborated again to build a dashboard for college campuses. Through the application and dashboard, the CalFresh Outreach staff at each campus can track the progress of the students’ submitted CalFresh applications, see what forms have been submitted, and connect and follow-up with the students to help at critical junctures.

*“Students can submit the application on their phone, it’s super easy. It’s getting those documents in and making sure the interview gets scheduled. The CalFresh outreach workers can go into a dashboard and say, ‘Great. Anna Smith submitted her application; I’m going to shoot her an email and see if she needs help getting her financial aid documents.’”*

## Acknowledging the K-12 to College Feeding Pipeline

Although discussed less frequently (by **two** of the food banks interviewed), another factor that influences the perceived effectiveness of college hunger initiatives at food banks is the awareness that college hunger shares a relationship with other food bank priority areas, such as child hunger. When contextualized and positioned within food banks’ other areas of focus, college hunger initiatives become more tangible and visible.

*“We do a lot of advocacy on all sorts of child nutrition issues such as expanded community eligibility in schools, universal breakfast, and things like that. A lot of times the college piece is connected to that. Maybe we’re not as strategic as we should be... Hunger doesn’t stop when the kid graduates high school. There is food insecurity on our college campuses.”*

## **Utilizing Campus Events**

Across the food bank interviewees, **four** discussed the importance of hosting additional on-campus events to address college hunger. Campus events are particularly relevant during conversations about SNAP outreach. Food banks’ personnel physically being on campus is a major facilitator for effectively connecting students with SNAP resources: *“It seems that the best way to serve college students is to go to the campus. It makes it easier for them to take the moment to apply for SNAP or take the moment to have their interview. So, we focus on trying to go to them, physically.”*

Workshops and events were commonly cited strategies to increase awareness of SNAP for students who might benefit from this service: *“Even just our presence at the college. We do presentations and workshop series, so doing outreach at that site. We have also sites there as well, we’ll be there once a week, for at least half a day, talking to students.”*

Food banks’ efforts to make the SNAP application process as easy as possible for students is critical in perceived effectiveness. For example, submitting the application alongside the student or helping the student navigate the interview portion of the process are useful strategies.

- *“We have established two days a month, where students can drop in to the pantry and we either have a table on the site and for indoors or outdoors, where we can physically submit applications online. They’re not familiar that we’re going to be on site, or they just have never heard about CalFresh. We’ll do outreach as well as complete applications that day.”*
- *“The CalFresh Team hosts same day service events, where they bring the county workers to campus to assist in completing the applications and interviews for students to be approved on that day. They have also been on-site during pantry distribution doing CalFresh outreach to the students who attend the pantry.”*

## **Section 4: Operations**

Lastly, several facilitating factors related to operations were cited by interviewees and survey respondents as critical to the success of college hunger initiatives.

- Designating College Hunger Personnel at the Food Bank
- Creating Formal Documents & Manuals
- Providing Sufficient Trainings for Campus Staff
- Getting Creative with Pantry Staffing
- Overcoming Food Storage Logistics

## Designating College Hunger Personnel at The Food Bank

Specific to the food bank organization itself, food banks discussed that having designated food bank personnel who primarily focus on certain aspects of the college hunger landscape, is a factor that greatly influences perceived success. According to survey data, a lack of staff time is the second most reported challenge facing food banks when addressing college hunger, according to **60** food bank respondents. Whether at a campus pantry, working on SNAP outreach, or conducting policy/advocacy work, dedicated personnel was a commonly cited facilitator of success in **four** of the food bank interviews and in numerous survey responses.

- *“Dedicating staff time to actively recruiting colleges and universities, attending campus meetings or events, speaking to school or student leadership about creating a food pantry, or making sure that students have adequate referrals for other hunger relief programs.”*
- *“We have one staff member; he’s a full-time staff and his entire work is around public policy and advocacy. A lot of what he does is tied back to SNAP, and child nutrition. Really making sure that those two programs are funded well at a federal level and then helping our state and local officials understand what needs to happen locally in order to support that federal programming need.”*

### SPOTLIGHT ON FOOD BANKS WITH FORMAL DOCUMENTATION

**The following food banks offer examples of completed formalized documentation.**

- **ARKANSAS FOOD BANK** - campus pantry manual
- **GREATER PITTSBURG COMMUNITY FOOD BANK** - campus pantry manual
- **LONG ISLAND CARES** - legislative agenda (not exclusive to college hunger, but often showcasing issues related to food insecurity on college campuses)

## Creating Formal Documents & Manuals

Cited during **four** of food banks interviews, the creation of formal documents, such as manuals or agendas, to guide and replicate college hunger initiatives is perceived as tremendously helpful in facilitating effective college hunger services. Whether outlining protocols for setting up campus pantries or offering policy-related agendas, documentation is a facilitator of effective efforts.

- *“We have a college pantry manual that one of our grad students did for us about two, three years ago. I send them [campus pantries] our existing college pantry manual. It is what we send to our colleges that are thinking about coming on board and it’s very detailed. This manual shows the first steps. Like, do a survey on campus, kind of get a community together, think about budget.”*
- *“We get out our legislative agenda each year which frames our annual priorities. I usually follow that up with a letter. In the letter that accompanies the agenda, I request the meeting.”*

## Providing Sufficient Trainings for Campus Staff

For both SNAP outreach efforts and campus pantries, the importance of adequate training was cited by **four** of the food banks interviewed. Interviewees shared that intentional efforts to train campus pantry staff or build the capacity of other personnel working on campus allow their services to reach a wider array of students.

- *“The other thing we also have a program called the Food Connection Application Assistance Program where someone from our food connection team will train the staff or the volunteers at one of the sites on how to complete the [SNAP] application with the students.”*
- *“There’s a training process that we provide them with. For every agency, before they can start picking up food or getting food delivered to their location, there’s an agency orientation that we asked them to come to, which is once a month. At that time, we take the opportunity to give them a little background on the food banks, our programs, what we do, what we’re working on. We show them how to order their food online. And we also have a food safety training class that we like for them to come and that gets renewed on a yearly basis.”*

## Getting Creative with Pantry Staffing

Across **seven** of the interviews and in several survey comments, staffing at direct food distributions was perceived as a challenge by food banks. In particular, food banks identified problems with high turnover when the distribution relies on primarily student staffing: *“The challenge is we get to a point where we’re really making some good progress and attendance is increasing and we’re seeing more people access, and then that team of students leave, and a whole new team of students come in.”*

Specifically, relying strictly on student volunteer labor creates issues in consistency: *“We rely on volunteer labor. All the people who run it are students. Students typically put academics over everything, so volunteer staffing can fluctuate. Definitely a challenge.”*

Some food banks overcome staffing obstacles by leveraging a designated on-campus faculty or staff person as a supplement to student volunteers.

- *“The most successful colleges that I’ve seen are able to have pantry assistance staff, or student staff. Because the main coordinators are student life coordinators and they oversee a bunch of different things happening on campus, their time is limited when it comes to the pantry. The ones that have been able to have assistant staff have really been able to improve their systems a lot faster.”*
- *“Many college pantries have 1-2 staff leading the pantry program with weekly student volunteers assisting with set-up and distribution. Partnering with the Health and Wellness Department and Student Services Department on campus, has been very successful in getting the dedicated space, staffing, and volunteers to run a weekly pantry distribution on campus.”*

- *“Even though they do have a high turnover rate for their students, their student organization director is pretty solid. The director is always there if you need her. And the young lady that I work with now, she’s not a student there, but she works directly with all of the students, and helps to coordinate all of the organizations.”*

Food bank interviewees also shared that being flexible with how often campus distributions are open based on the available staffing and realizing that each location will have different availability facilitates success, leading food banks to make different decisions about their level of involvement depending on the needs of different sites/campuses/programs: *“While food banking and getting food out is our main focus, it just can’t be the main focus of all of our partners. They don’t have the same flexibility to make sure that they have their pantry open all day, every day of the week. Some of them can only do a just-in-time distribution once a month.”*

## **Overcoming Food Storage Logistics**

Lastly, for **seven** of the food banks interviewed, food storage is a challenge to direct food distributions on campuses, especially campus pantries. Many food banks shared challenges they face with acquiring the necessary space to operate effective on-campus food pantries, such as: *“And then space. So many of our smaller sites, like either smaller food shelves in general, or smaller schools, don’t have a room they can give you. They just don’t have the space.”*

*“When we first started working with the colleges, they were just either like a closet, a small closet in a room, where they were just giving out snacks. And then eventually, they evolved, and established pantries on the campus. And we were able to get funding from an organization in our area, which helps those colleges get refrigeration, and freezes things.”*

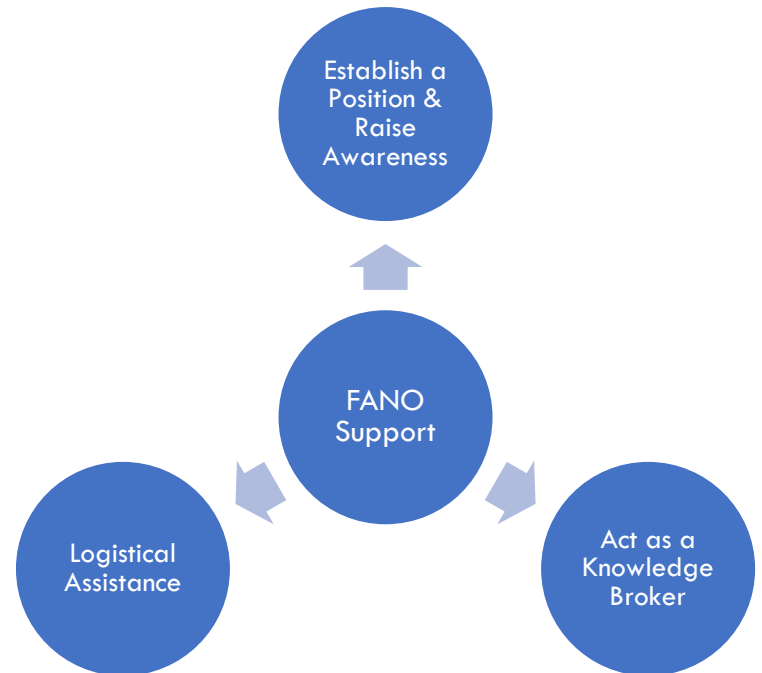


## Section Summary

COLLEGE HUNGER SERVICES: HOT TIPS FROM NETWORK FOOD BANKS	
<b>ACCESS</b>	<ul style="list-style-type: none"> <li>• Devise a <b>strategy for addressing the stigma</b> associated with college hunger among students and administrators. Combining college hunger services with events is one way <b>to create a welcoming environment</b> to bring awareness and reach students.</li> <li>• Anticipate bureaucratic red tape and <b>adopt solutions to mitigate internal politics</b>. Plan to allot substantial time to navigate these challenges.</li> </ul>
<b>AWARENESS</b>	<ul style="list-style-type: none"> <li>• <b>Tailored marketing</b> is recommended to effectively spread awareness of college hunger services. The use of technology (e.g., texting and phone apps) presents one possible innovation in reaching the college student population, but all channels require thoughtful planning and execution.</li> <li>• <b>Hosting or participating in campus events</b>, especially for SNAP application assistance, is a useful tactic to increase awareness.</li> </ul>
<b>RELATIONSHIPS &amp; PARTNERSHIPS</b>	<ul style="list-style-type: none"> <li>• Securing <b>commitment from school leaders</b> is critical to a successful college hunger initiative, as is obtaining broad engagement from across the institution.</li> <li>• For direct food distributions on campuses, <b>engaging the student life/affairs department</b> has been cited as a successful strategy for building support for college hunger initiatives.</li> <li>• Utilizing and <b>honoring the knowledge of those within the college community</b> is also an important practice. This allows individuals from across the institution to feel heard, and possibly gain support and engagement. Food banks may play different roles in these coalitions, depending on the college/university.</li> <li>• Locating a <b>champion within the college/university</b> is a way to strengthen partnerships and relationships, especially when engaging in direct-food distributions on college campuses.</li> <li>• Fostering <b>authentic and supportive relationships</b> is vital to successful college hunger services. Whether these relationships are built with staff at on-campus pantries, students needing SNAP assistance, or legislators, cultivating deep relationships was a facilitator of successful college hunger efforts.</li> <li>• Lastly, <b>coalitions, task forces, and working groups</b> offer a valuable space to generate solutions for mitigating college hunger.</li> </ul>
<b>OPERATIONS</b>	<ul style="list-style-type: none"> <li>• Creating <b>formal documents</b>, such as manuals, to guide and replicate college hunger initiatives, is tremendously helpful in facilitating effective college hunger services.</li> <li>• Intentional efforts to <b>train additional personnel</b> have potential to allow college hunger services to reach a wider array of students.</li> <li>• When possible, designating <b>food bank personnel to focus on aspects of college hunger</b> is a key to success.</li> <li>• Although staffing direct food distributions at college campuses can be challenging, <b>combining the forces of students, volunteers, and designated on-campus staff members</b> is one way to achieve success. Having unique models, or various iterations of a model, may prove useful given the unique college/university contexts.</li> </ul>

# What can Feeding America do to support food banks in addressing college hunger?

One purpose of this project was to understand how the Feeding America national organization can support food bank efforts in addressing college hunger. Through interviews and the College Hunger Survey, respondents identified concrete ways that Feeding America can support food banks in addressing college hunger, other than providing food and funding. Three core themes emerged from these conversations about Feeding America support, including (1) establishing a position and raising awareness, (2) acting as a knowledge broker, and (3) providing logistical assistance.



## Establish a Position & Raise National Awareness

As a first step, many food banks asked that Feeding America consider establishing a concrete position on the priority to address college hunger. Food banks believe this would help them justify the need to address college hunger among national, state, and local partners, including funders, and colleges/universities.

- *“I believe it’s just how much effort a particular food bank is willing to put into it considering that it’s not something Feeding America has nationally recognized at this point.”*
- *“I think for us, by having that national voice is great moral leverage that we have with state lawmakers that Feeding America provides research and/or specific recommendations.”*

Aligned with establishing a position, food banks request that Feeding America attempt to raise awareness about college hunger as a critical issue across the country. Food banks suggest creating, *“Massive marketing to reduce student stigma. Many students think they don’t qualify or want to take away from someone else. A campaign that normalizes SNAP like financial aid,”* and also, *“developing verbiage that could be distributed that debunk myths and stigmas surrounding food insecurity among college students.”*

## Act as a Knowledge Broker

Food banks also believe that Feeding America can act as a knowledge broker to disseminate knowledge and best practices throughout the network. Under this broader category, food banks

suggest sharing best practices surrounding college hunger services, supporting college hunger research and data collection, and facilitating a convening of organizations in the college hunger space.

**Share Best Practices.** Food banks would like to see Feeding America provide a toolkit or compendium of information about college hunger work to support organizations in starting or improving their current services.

- *“Provide more information such as toolkits to use when working with colleges. Share information on best practices. Highlight food banks that have been successful in collaborating with colleges and have conducting evaluation to validate their success.”*
- *“Sharing innovative approaches - beyond traditional food pantries - to embedding food assistance into college campus culture.”*
- *“We have felt like, we’ve tried, we’ve adjusted, we’ve tweaked this, we’ve done this, and we’re still not getting the results that we would hope to see, so, understanding what other food banks are doing would be really valuable for us.”*
- *“A best practices toolbox, maybe compiling a resource list of who you can call and talk to, who has done it, and who is willing to talk about what they’ve been doing.”*
- *“I always find it very helpful to know what other food banks are doing with [their] programs, some sort of list of what food banks are doing, partnering with colleges. And that way, we can contact each other and say, what are you doing? What other ideas are out there? What could we share with other folks, and what could we learn and potentially do here?”*

**Support College Hunger Data Collection & Research.** Another way that Feeding America might act as a knowledge broker is to provide guidance and measurement tools to support food banks or colleges/universities who might be interested in collecting data or using research to understand the needs of their student populations, as well as to understand the effectiveness of their college hunger initiatives.

- *“I guess educational material for universities, maybe a template college hunger study, or survey, that colleges could implement.”*
- *“A ready-made template for a survey (to explore student need on campuses) might be handy.”*
- *“Explore different ways to evaluate the effectiveness of these programs. It seems like from a meal perspective or even people perspective these cannot compare to a traditional food distribution program. What have we learned as a result of this investment? This could help food banks in telling the stories to funders to share the value on the program nationally.”*

**Facilitate Convening around College Hunger.** Several food banks noted that this knowledge and information could be best shared via some type of convening (e.g., conference or summit) around college hunger for food banks and even colleges/universities.

- *“I think there is an opportunity for a national dialogue and that Feeding America is in the best position to help facilitate. I think there’s already been a dialogue. I think the question is, can Feeding America play a role in facilitating a broader dialogue with all the food banks? There’s definitely a lot of interest among college campuses.”*
- *“[Feeding America could] act as a convener on a regional basis. Maybe hosting food banks from across several states, as well as with representatives from the higher ed community and*

state agencies to have essentially a conference or summit.”

### Provide Logistical Assistance

Lastly, food banks asked for assistance from Feeding America to address their difficulties with navigating the 501(c)(3) requirements in their work with colleges and universities.

- *“Letting us set them up as a member agency so they can use their funds to cover for food costs even though they are not technically a 501(c)(3).”*
- *“More guidance related to how to partner with organizations that lack the proper 501(c)(3) status would be of benefit for programs across the board.”*
- *“I think maybe it’s something that Feeding America should broaden their position on. If they’re going to go so public and admit that college hunger is an issue then, you should be willing to support an organization that isn’t necessarily a 501(c)(3) serving the entire community.”*

### Section Summary

FANO  
Support

Establish a  
Position &  
Raise  
Awareness

Act as a  
Knowledge  
Broker

Provide  
Logistical  
Assistance

Food banks ask that Feeding America use its status as a national leader in the anti-hunger space to raise awareness about the importance of addressing college hunger as a unique population of interest. Similarly, food banks ask that Feeding America share knowledge about addressing college hunger across the network through several potential avenues, including reporting about food banks’ best practices, supporting data collection and research to identify a national need, as well as localized needs, and to consider hosting a convening for food banks to advance this work. Lastly, food banks struggle to partner with college/universities given the 501(c)(3) requirements; food banks asked Feeding America for support in addressing this common barrier to their college hunger work.

# Appendix A. Methods

In collaboration with Feeding America and network food banks, the CEC evaluation team engaged in multiple evaluation methodologies to obtain a comprehensive understanding of the landscape of college hunger services within the Feeding America network. This section describes the evaluation methodologies employed during the College Food Insecurity Project. Detailed descriptions are provided about measures, data collection processes, and sample descriptions.

The three evaluation data sources included:

- Preliminary Phone Interviews with Selected Food Banks ( $N = 9$ )
- Online College Hunger Survey ( $N = 150$ )
- Follow-up Phone Interviews with Selected Food Banks ( $N = 10$ )

## Preliminary Phone Interviews with Selected Food Banks ( $N = 9$ )

The first major data collection method used was preliminary interviews with food banks within the Feeding America network. The purpose of these interviews was to gather varied perspectives and information to better understand the landscape of college hunger and to inform the development of the subsequent College Hunger Survey.

Potential respondents were identified by Feeding America and contacted for participation in early December 2018. The evaluation team followed-up by email to schedule a phone interview with interested parties in December 2018.

Phone interviews were conducted with representatives from nine food banks by one member of the evaluation team and ranged from 22 minutes to 47 minutes in length. During the interview, the evaluation team employed a semi-structured interview protocol assessing the following constructs:

- Current initiatives/programming to address college hunger
- Approaches and strategies to address college hunger
- Partnerships
- Challenges and facilitators

Interview participants received a \$25 gift card as a token of appreciation for their participation. Interviews were recorded for transcription and analyses. Qualitative coding was conducted using content analysis and Excel software.

## College Hunger Survey ( $N = 150$ responses)

An online survey was administered across the Feeding America network (200 food banks) to understand how food banks in the network are currently addressing food insecurity in college student populations and examine the dimensions of existing models of service and support directed specifically at college students. One representative from each network food bank was

asked to respond the College Hunger Survey. Across Likert-style (quantitative close-ended responses) and open-ended written responses, the survey asked food bank administrators to report on the:

- Conceptual approaches/strategies used by food banks to address college hunger
- Current programming implemented to address college hunger
- Current policies, activities, and partnerships employed to address college hunger
- Barriers and challenges to college hunger programming
- Characteristics of current campus pantries
- Potential role of Feeding America in addressing college hunger
- Necessary supports that can be provided by Feeding America to address college hunger

The online survey link was sent out via email to the 200 Feeding America Network foodbanks and was open for responses from February 3-27, 2019. The CEC team relied heavily upon the Feeding America liaisons to bolster our survey response rate through targeted email communication and frequent reminders to network food banks.

Food bank administrators who completed the survey during the survey period were entered into a drawing for a \$100 gift card (five gift cards available).

### ***Food Bank Sample Description***

The College Hunger Survey received responses from 150 representatives at Feeding America-affiliated food banks. Figure 2 displays the number of responses by state. Food bank respondents held various positions in their organizations, including but not limited to: Executive Director, Administrative Assistant, Program Supervisor, Chief Program Officer, Agency Relations Coordinators, CEO, Child & Senior Hunger Program Manager, and SNAP Outreach Coordinator. The largest portions of food bank survey respondents had been employed by their food banks 3-5 years (29%), followed by 6-9 years (24%), or over 10 years (21%) (refer to Figure 1).

Figure 1. Years Employed by Food Bank

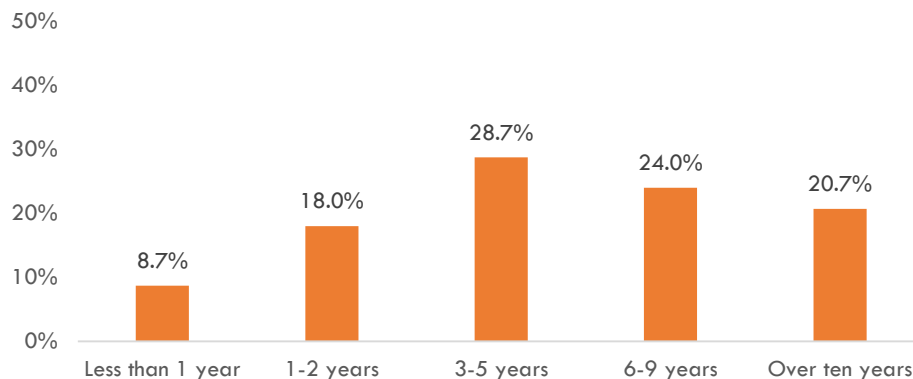
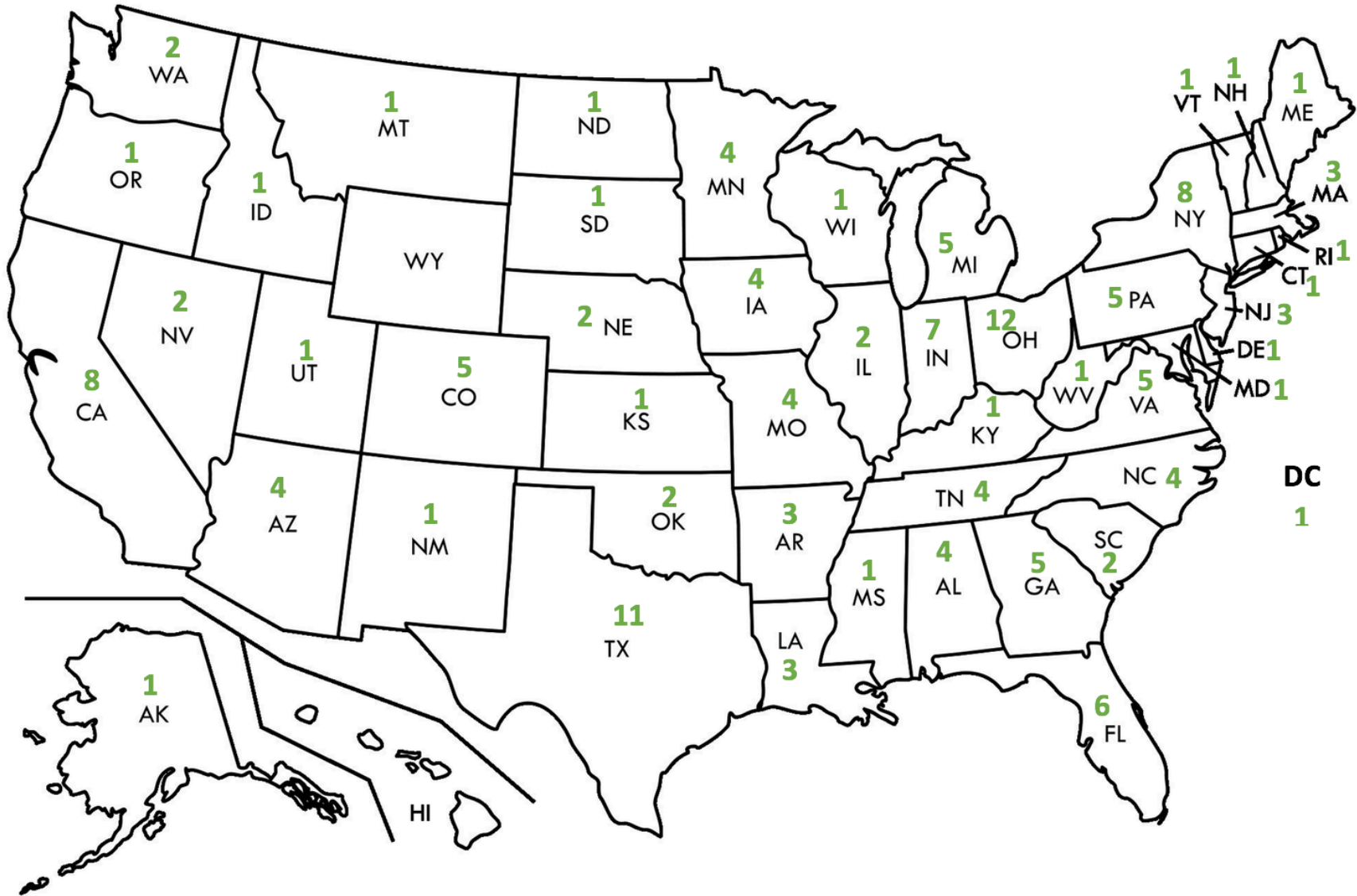


Figure 2. Map of Food Bank Respondents to College Hunger Survey (N = 150)





### Representativeness of the Food Bank Survey Sample

Analyses were conducted to understand the extent to which the sample of food banks who responded to the College Hunger Survey ( $N = 150$ ) are representative of the complete sample of Feeding America network food banks ( $N = 200$ ). To accomplish this, comparisons were made between the group of food banks who responded to the survey and those who did not, to explore whether statistically significant relationships existed across several food bank characteristics.

There was no difference between food banks who responded and those who did not on the total meals served in their child programs during FY18 and their total FY18 revenue. In comparison to non-responding food banks, food banks who completed the survey distributed more total pounds in FY18.

	Overall Sample ( $N = 200$ )	Food Bank Completed Survey ( $N = 150$ )	Food Bank Did Not Complete Survey ( $N = 50$ )	Statistical Differences
<b>FY18 Child Programs – Total Meals Served</b>	Range = 0 to 4,985,801 Overall Mean = 734,043.79	Mean = 804,086.40 SD = 967,113.73	Mean = 523,915.99 SD = 525,827.95	non-significant difference
<b>FY18 Total Pounds Distributed</b>	Range = 1,287,183 to 185,738,892 Overall Mean = 26,567,347.90	Mean = 28,954,544.7 SD = 27,389,256.1	Mean = 19,405,757.5 SD = 18,901,456.0	$t(198) = 2.288, p = .023$
<b>FY18 Total Revenue</b>	Range = \$233,915 to \$38,715,468 Overall Mean = \$3,455,039.72	Mean = 3,631,733.62 SD = 4,754,778.82	Mean = 2,924,958.02 SD = 3,463,862.69	non-significant difference

When exploring service area size, food insecurity levels, available resources, and costs to operate (coded as low, intermediate, and high), there were statistically significant differences in service area size ( $\chi^2(2) = 7.031, p = .03$ ), food insecurity levels ( $\chi^2(2) = 10.600, p = .005$ ), and available resources ( $\chi^2(2) = 10.090, p = .006$ ). There were no differences in costs to operate.

For Service Area Size, there were no food banks in the “high” category (largest square miles) that did not respond on the survey, compared to 19 food banks who did complete the survey.

Service Area Size	Low	Intermediate	High
	< 10,000 square miles	Between 10,000 and 45,000 square miles	> 45,000 square miles
<b>Food Bank Completed Survey (<math>N = 150</math>)</b>	82 (55%)	49 (33%)	19 (13%)
<b>Food Bank Did Not Complete Survey (<math>N = 50</math>)</b>	32 (64%)	18 (36%)	0 (0%)

For Food Insecurity levels, a higher proportion of food banks in the “low” food insecurity group were in the group of food banks who did not respond to the survey (34 food banks, 42%), compared to those food banks who completed the survey (63 food banks, 68%).

<b>Service Area Food Insecurity</b>	<b>Low</b>	<b>Intermediate</b>	<b>High</b>
	< 140,000 food insecure individuals	Between 140,00 and 400,000 food insecure individuals	> 400,000 food insecure individuals
<b>Food Bank Completed Survey (N = 150)</b>	63 (42%)	58 (39%)	29 (19%)
<b>Food Bank Did Not Complete Survey (N = 50)</b>	34 (68%)	9 (18%)	7 (14%)

Under Available Resources, a higher proportion of food banks in the “low” resources group were in the group of food banks who did not respond to the survey (40 food banks, 80%), compared to those food banks who completed the survey (85 food banks, 57%).

<b>Available Resources</b>	<b>Low</b>	<b>Intermediate</b>	<b>High</b>
	< \$25,000,000 combined resources	Between \$25,000,000 and \$770,000,000 combined resources	> \$770,000,000 combined resources
<b>Food Bank Completed Survey (N = 150)</b>	85 (57%)	36 (24%)	29 (19%)
<b>Food Bank Did Not Complete Survey (N = 50)</b>	40 (80%)	3 (6%)	7 (14%)

There were no significant differences in the costs to operate for food banks who completed the survey or did not.

<b>Cost to Operate</b>	<b>Low</b>	<b>Intermediate</b>	<b>High</b>
	< 99 index	Between 99 and 110 index	> 11 index
<b>Food Bank Completed Survey (N = 150)</b>	54 (36%)	71 (47%)	25 (17%)
<b>Food Bank Did Not Complete Survey (N = 50)</b>	24 (48%)	19 (38%)	7 (14%)

In sum, the food banks who responded to the survey were less likely to have low levels of available resources, less likely to have low levels of food insecurity, less likely to come from large service areas. Food banks who responded to the survey also had higher total pounds distributed during FY18 compared to those who did not respond to the survey. Given these findings, survey responses should be interpreted with caution as the food banks who responded to the survey are slightly different from those who did not and do not represent a random sample of Feeding America network food banks.

### **Follow-up Phone Interviews with Selected Food Banks (N = 10)**

As a follow-up to the online survey responses, the CEC team selected a sample of 10 food banks who indicated (on the College Hunger Survey) they were implementing novel, unique, or existing college hunger programs that demonstrated promise for addressing college hunger. Food banks were targeted in correspondence to 3 areas: on-campus distributions (n = 6), SNAP outreach (n =

2), policy and advocacy work ( $n = 2$ ).

To gain a more even distribution of food banks across the network (e.g., geographical region, size, etc.), within these three categories, the evaluation team reached out to Feeding America for input on the selected food banks.

Interviews were conducted on the phone by one member of the evaluation team, and ranged from 31 minutes to 75 minutes in length. During the interview, the evaluation team employed a semi-structured interview protocol assessing the following constructs:

- Impetus for college hunger activities
- Details on college hunger (distribution, SNAP, or Policy/Advocacy) services
- Barriers and facilitators to services

Interviews were conducted via phone and recorded for analysis. Interviews took place in March and April of 2019. Administrators who participate in the interviews received a \$25 gift card for their time.

# Appendix B. Descriptive Findings from College Hunger Survey

The Feeding America College Hunger Survey received responses from **150 unique food banks**. The following appendix provides a summary of the responses provided to each survey question.

## INTRODUCTION

**How long have you been employed by your food bank?**

Response	Frequency	Percent
Less than 1 year	13	8.7%
1-2 years	27	18.0%
3-5 years	43	28.7%
6-9 years	36	24.0%
10 or more years	31	20.7%

## INVOLVEMENT IN COLLEGE HUNGER APPROACHES & STRATEGIES

**Does your organization currently engage in any activities specifically aimed at serving food-insecure college students?**

Response	Frequency	Percent
Yes	129	86.0%
No	21	14.0%

*Foodbanks that did not have services aimed at serving college students:* **Is your organization actively planning to engage in activities specifically aimed at serving food-insecure college students in the next year?**

Response	Frequency	Percent
Yes	11	7.3%
No	10	6.7%

*Foodbanks that did not have services aimed at serving college students (N = 21):* **What are the primary reasons you do not currently have services aimed at serving college students? Please select your top three responses.**

Response	Frequency	Percent
No dedicated personnel	11	52.4%
Funding issues	10	47.6%
Difficulties partnering with colleges/universities because of their 501c3 status	9	42.9%
Challenges with building and sustaining relationships	4	19.0%
Challenges with identifying potential partners	4	19.0%
College students are not a population of focus for our food bank	3	14.3%
Challenges with food distribution (e.g., storage, space, refrigeration)	3	14.3%
Difficulties partnering with colleges/universities for reasons aside from their 501c3 status	3	14.3%
Too time consuming	0	0.0%
Other (see responses below)	4	19.0%

**“Other” Responses:**

- Lack of support & interest at the campus.
- Still working out details and establishing relationships.
- We are in process of partnering with possibly four colleges.
- We have not had a chance to fully evaluate the need.

*Foodbanks that did not have services aimed at serving college students: You have indicated that your food bank is **neither currently engaged nor planning to engage in activities specifically aimed at serving food-insecure college students**. Please rate the likelihood that your food bank will engage in this work in the next 1-3 years.*

Response	Frequency	Percent
Very Unlikely	0	0.0%
Unlikely	1	10.0%
Neither Likely or Unlikely	3	30.0%
Likely	4	40.0%
Very Likely	1	10.0%
I do not know	1	10.0%

**Are you aware of any campus food pantries that exist in your service area and operate without any support from your food bank?**

Response	Frequency	Percent
Yes	80	55.2%
No	65	44.8%

*If aware of campus food pantries that exist without support from the food bank: How many such campus food pantries are you aware of?*

Response	Frequency	Percent
1 pantry	26	33.3%
2 pantries	19	24.4%
3 pantries	11	14.1%
4 pantries	8	10.3%
5 pantries	4	5.1%
6 pantries	3	3.8%
7 pantries	1	1.3%
8 pantries	1	1.3%
9 pantries	2	2.6%
10 pantries	1	1.3%
12 pantries	1	1.3%
14 pantries	1	1.3%

**Does your food bank engage in product rescue from college campuses, or in any activities that involve sourcing product from colleges or universities?**

Response	Frequency	Percent
Yes	28	19.3%
No	117	80.7%

**Please briefly describe your product rescue/sourcing activities on college campuses. [open-ended]**

27 Responses

- From Campus Dining Services (n = 10)

“We pick up donated food from [university name]’s dining halls. They freeze product that has been prepared for service but not put out on buffets, and we pick up that product and offer it to agencies.”

- Food Drives (n = 5)  
“We have good relationships with several college campuses in our county and work with them periodically on holding food drives.”
- Campus Events/Sporting Events (n = 3)  
“Food rescue from campus events, especially on the [university name] campus after sporting/athletic events (after fall football games there is a lot of food rescue).”

**Do you plan to engage in product rescue from college campuses, or in any activities that involve sourcing product from colleges or universities, within the next three years?**

Response	Frequency	Percent
Yes	9	7.7%
No	31	26.5%
I do not know.	77	65.8%

### COLLEGE HUNGER APPROACH

**What is the primary approach or strategy you are using to address college hunger?**

Response	Frequency	Percent
We target college students through an approach that focuses on <u>access</u> , having identified a college campus(es) as a location in the community where individuals in need can access food bank services.	64	50.0%
We target college students through an approach that focuses on programming for <u>specific vulnerable populations</u> (with college students being a population we target in ways distinct from children, seniors, or our traditional agency network).	27	21.1%
We do not have an approach or strategy pertaining to our college hunger work.	21	16.4%
We target college students as part of our <u>child strategy</u>	3	2.3%
We target college students through an approach that focuses on <u>education, workforce development, and/or financial security</u> .	2	1.6%
We target college students through an approach that focuses on <u>advocacy and systems change models</u> .	1	0.8%
We target college students as part of our <u>health and wellness strategy</u> .	0	0.0%
Other (see responses below)	10	7.8%

#### **“Other” Responses:**

- Supporting the local community college food pantry.
- As campuses have approached us, we are moving to focus on access.
- The FB has 1 college food pantry and we have an agency that does a mobile food pantry once a month to 5 different college campuses. These are our regular agencies that the FB supports as a food supplier.
- Being approached by post-secondary educational institutions - reactionary approach.
- The primary approach or strategy to addressing college is access through our member agency.
- We are just beginning the process of partnering with schools. Just secured first on campus pantry.
- We have three campus pantry partners.
- We only do SNAP Outreach through Google and a few small campuses.

- We support pantries with SNAP Outreach in the vicinity of college campuses.

**Are services to college students specifically called out as a part of your organization's strategic plan?**

Response	Frequency	Percent
Yes	19	14.8%
No	109	85.2%

**How did your organization learn that college hunger was an issue in your service area? [open-ended]**

127 Responses

- College/Student Reached Out (n = 87)  
*"This is something we were aware of because it came up in a casual conversation between one of our staff members and a college administrator. We did not realize the depth of that need until, we were contacted by one of our community colleges. They noticed a student trying to steal food from the cafeteria. Instead of taking punitive action, they decided to dig deeper into the root causes for that attempt. They contacted us and we immediately partnered with them to provide service to their students."*
- \*Through Reading or Conducting Research (n = 20)  
*"In a survey conducted by the Food Bank of North Alabama and members of CFB, we found that 26% of the individuals seeking food assistance in our service areas had to choose between food and educational expenses. Additional work with [university name] led us to create [pantry name], an on-campus pantry. [Pantry Name] and the School of Public Health went on to conduct an in-depth study of college hunger as presented in their 2018 report "The Unseen College Crisis: Food Insecurity at a Southeastern Urban University."  
*"Our Food Bank did food Insecurity mapping and noticed that there was a large amount food insecurity in the college towns in Western MA with few resources. Temple University and the Wisconsin HOPE Lab also conducted a study that brought to our attention the issue. Food Bank staff also attended a conference that talked about the results of this study."**
- Both (n = 6)  
*"In the past couple of years we have been contacted by college resource and support centers to ask about partnering to provide resources for a food pantry start-ups and low-cost food. Since then we've been reading articles, survey results and research that show college hunger is a huge need."*

**DIRECT FOOD RESPONSE**

**Is your food bank currently involved in providing direct food response to college students?**

Response	Frequency	Percent
Yes	114 <sup>7</sup>	89.1%
No	14	10.9%

**Do you operate or support any on-campus (brick and mortar) food pantries?**

Response	Frequency	Percent
Yes	98	86.0%
No	16	14.0%

**How many on-campus food pantries do you currently operate or support? Please insert a numerical value.**

<sup>7</sup> Of the 114 food banks that responded affirmatively to this question, a total of 110 unique food banks indicated they support on-campus and/or mobile pantries.



<b>Response</b>	<b>Frequency</b>	<b>Percent</b>
1 pantry	30	30.6%
2 pantries	20	20.4%
3 pantries	18	18.4%
4 pantries	10	10.2%
5 pantries	6	6.1%
6 pantries	4	4.1%
7 pantries	2	2.0%
10 pantries	5	5.1%
11 pantries	2	2.0%
12 pantries	1	1.0%

**Do you operate or support any mobile/pop-up distributions on a college/university campus?**

<b>Response</b>	<b>Frequency</b>	<b>Percent</b>
Yes	51	45.5%
No	61	54.5%

**How many mobile/pop-up distributions do you currently operate or support? Please insert a numerical value.**

<b>Response</b>	<b>Frequency</b>	<b>Percent</b>
1 distribution	26	52.0%
2 distributions	9	18.0%
3 distributions	3	6.0%
4 distributions	4	8.0%
5 distributions	3	6.0%
6 distributions	2	4.0%
8 distributions	1	2.0%
10 distributions	2	4.0%

**Thinking about all the campus food distribution sites your food bank currently operates or partners to operate (both brick and mortar and mobile/pop-up distributions), please estimate the combined number of pounds of food you distribute annually to campus distributions.**

<b>Response</b>	<b>Frequency</b>	<b>Percent</b>
0 lbs	0	0.0%
1-4,999 lbs	14	13.1%
5,000-9,999 lbs	11	10.3%
10,000-19,999 lbs	11	10.3%
20,000-29,999 lbs	13	12.1%
30,000-39,999 lbs	5	4.7%
40,000-49,999 lbs	6	5.6%
50,000 lbs and over	37	34.6%
Do not know/do not count	10	9.3%

**Does your organization intend to expand your campus food distributions (e.g., campus pantries, mobile distributions) in the future?**

<b>Response</b>	<b>Frequency</b>	<b>Percent</b>
Yes	96	89.7%
No	11	10.3%

**Please explain your organization's plans for future expansion of your campus food distributions. [open-ended]**

88 responses

- Starting new pantries (n = 20)  
*"Increase on campus pantries from 5 to 20 by 2025."  
 "If possible, we are looking at doing a second food pantry at an existing college pantry to reach more food insecure students. Currently we don't have a partner who is ready for this, but some are eager to see if they can do it in the future. Some college partnerships want to have a brick and mortar food pantry, so they can offer a drop-in center model on multiple days. That type of access would lead to more students accessing the food pantry. These partners would have to have proper refrigeration and storage to have this type of distribution. When they are ready, we are open to the opportunity."*
- Expanding Mobile (n = 18)  
*"We are supporting University staff with food and staff time as they are working to expand. Once they have moved into their new space, we will reevaluate the needs and what we can provide. We would like to get back to doing mobile distributions at the community college locations here in town."*
- SNAP (n = 4)  
*"We know that there is great opportunity to expand how we serve college students, both with food distribution and with access to SNAP and other resources. We are currently in discussions with other community colleges and 4-year colleges/universities to explore partnership opportunities."*

**SNAP APPLICATION ASSISTANCE**

**Is your food bank currently involved in providing SNAP application assistance, specifically to college students?**

Response	Frequency	Percent
Yes	39	31.5%
No	85	68.5%

**Please summarize the SNAP application assistance services provided to college student populations across your campus partnerships. [open-ended]**

35 Responses

- Workshops/Events (n = 3)  
*"At [university name], the CalFresh Team hosts same day service events, where they bring the county workers to campus to assist in completing the applications and interviews for students to be approved on that day. They have also been on-site during pantry distribution at [university names] doing CalFresh outreach to the students who attend the pantry."*
- In Person Application Assistance/Tabling (n = 27)  
*"Our SNAP outreach team is able to provide application assistance, the initial interview for the client and we take copies of all of their documentation."  
 "Additionally, the SNAP Outreach Coordinator has trained staff in the Student Services and Outreach Department to assist with applications. Monthly, she sets up a table on campus to provide information and enroll students in the program."*
- Remote Assistance (n = 3)  
*"Currently the [food bank name] is not offering assistance on-site. However, the Foodbank receives referrals regarding the need for application assistance. We are currently in discussions*

with 8 local colleges to start providing on-site assistance.”

- Flyers/Materials on Campus (n = 7)  
 “We provide informational flyers, posters and general information to the students to explain the application process and provide our SNAP hotline number to screen the student for eligibility and to help the student apply over the phone.”

## OVERALL IMPACT

What college/university departments or groups typically support your on-campus efforts to address college hunger? Please check all that apply.

Response	Frequency	Percent
Student Affairs	69	46.0%
Faculty	62	41.3%
A student organization	57	37.3%
Student Health and Wellness	48	32.0%
Student Government	43	28.7%
Counseling Services	33	22.0%
An academic department	22	13.3%
Service Learning	20	13.3%
A religious organization	14	8.7%
Board of Directors	11	7.3%
Sustainability	3	2.0%
Other (see responses below)	23	15.3%

### “Other” Response:

- College/School Foundation (n = 3)
- Financial Air Office (n = 3)
- Local food pantries (n = 3)
- Student Equity Centers (n = 2)
- Administrative staff (n = 1)
- Board of Regents (n = 1)
- Benevolent Fund (n = 1)
- Provost (n = 1)
- Dean of Students (n = 1)
- Academic Advisors (n = 1)
- Volunteer Office (n = 1)

How much staff time is spent operating/supporting food-related campus activities? Please report your response in terms of the number of full-time equivalents (FTEs) in the box below.

99 responses (range = 0-4 FTEs)  
 Mean = .269 FTEs

From your perspective, how ineffective or effective is your food bank's approach to addressing college hunger?

Response	Frequency	Percent
Very ineffective	1	0.9%
Ineffective	12	11.0%
Neither effective nor ineffective	41	37.6%
Effective	48	44.0%
Very effective	7	6.4%

Please explain your effectiveness rating from the previous question. [open-ended]

105 Responses

- Staffing/Funding (n = 12)  
 “The college pantries are on the college campus and facilitated by an institutional anchor who

supports the program. Many college pantries have 1-2 staff leading the pantry program with weekly student volunteers assisting with set-up and distribution. Partnering with the Health and Wellness Department and Student Services Department on campus, has been very successful in getting the dedicated space, staffing and volunteers to run a weekly pantry distribution on campus. Also, our relationships we have created on campus through our CalFresh outreach has helped us identify the need of the food insecure students.”

- Available Data (n = 11)

“Not enough analysis has been done to really know the effectiveness of these programs. While the mobile pantries and the brick and mortar pantry do provide support and food for some college students, many more students who could use the food either do not know about the programs or do not come.”

“We assess the effectiveness by tracking attendance/participation. All brick and mortar pantries are client-choice which makes them an effective resource for students. The client choice model helps to inform the pantry coordinators on which frequently selected items to stock regularly.”

- Struggling to Raise Awareness (n = 9)

“As long as the college raises awareness that the pantry is available, it is effective. Based on how much food is being distributed, for such a small pantry, it is fairly effective.”

“The pantry at [university name] is gaining traction and definitely fills a need. Pop-up pantries at the [university name] are woefully inadequate. This is a large institution with evidence of need. Top administration is not interested in discussing or admitting that there is a problem. At this point, student groups are trying to address the problem at a grassroots level. We are happy to help any way we can. At this point, providing information and links on the university website to food resources is probably the most useful thing we do.”

- Leveraging Successful Pantry Models (n = 1)

“[Pantry name] has been a huge success. We are currently using it as a model to recruit more schools and colleges to create on-site pantries at their Central Offices and campuses.”

“Bringing on campus pantries as partner agencies is an effective and sustainable way to address college hunger, and that is our focus moving forward, as we actively pursue new college partnerships. That being said, there is a great deal of room for us to grow!”

**What additional attributes or contextual factors, if any, could make your food bank’s approach to addressing college hunger more effective? [open-ended]**

90 Responses

- Deepen Partnerships (n = 21)

“Deepen relationships with existing partners to offer more of a variety of product types, specifically produce and other fresh items, and expand hours of operation and working with partners to do outreach.”

“Working closely with the Colleges to understand the scope of food insecurity on their campus and involving students in the development of the distribution model.”

- Staff/Funding (n = 17)

“For us we need more staff/volunteers to focus on building relationships with college campuses.”

- Data Available (n = 9)

“More data is always great to have to recruit support for campus programs.”

“We have been able to expand and strengthen our direct food responses on campuses, however, we are continuing to explore opportunities to better understand the needs of our campus partners and their student populations, to enhance student engagement efforts, and to explore potential for additional resources and wrap around supports for students.”

- Strategy (n = 9)

“I think being more intentional and coordinated about it would be beneficial.”

“A more concerted effort to think strategically about how to address college hunger.”

- Mitigating Restrictions/Red Tape (n = 5)  
*“The SNAP eligibility requirements for SNAP are more stringent than they are for other populations, this can make it challenging to meet the food insecurity needs of college students.”*  
*“A lot of colleges have a pretty thick red tape process to allowing the Food Bank on campus. We have only experienced this one time, but it was a very lengthy process.”*
- Create Collaborative Learning Spaces (n = 3)  
*“We can create collaborative learning groups. We can host an anti-hunger summit focused on hunger.”*  
*“We also piloted the campus pantry field trip so new and/or interested college administration and staff could see first-hand the logistics and operations of running a pantry on campus.”*  
*“Also, creating a distribution model that provides the opportunity for students to connect to other resources - mental health services, housing, financial literacy, employment.”*
- Generating Resources & Tools for Capacity Building (n = 3)  
*“Capacity building support for college food pantries and technical assistance for pantry upstarts.”*  
*“Communication and recruitment material to inform stakeholders of how to become involved with the foodbank. Develop promotional information to share across social media and other outlets to raise awareness of the issue.”*

**What other programs/services does your food bank currently provide to address college hunger? Please check all that apply.**

Response	Frequency	Percent
Referrals to resources	64	42.7%
Nutrition education	23	15.3%
Cooking classes	10	6.7%
Emergency aid	8	5.3%
Utilities assistance	4	2.7%
House and information assistance	3	2.0%
Metro/bus/gas cards	2	1.3%
Meal vouchers	0	0.0%
Other (see responses below)	3	2.0%
We do not provide any other services.	40	26.7%

**“Other” Responses:**

- Food Bank staff does not directly support these programs/services, however, when Food Bank supported programming is occurring on campuses it is more often than not supported by a campus wellness center/etc. that is providing these types of supports.
- Mini-grants that can go towards either a food credit or equipment.
- Training to nutrition students on how to do cooking demos.

**In what other ways (besides a campus food distribution/SNAP enrollment assistance) does your food bank partner with universities/colleges? Please check all that apply.**

Response	Frequency	Percent
Volunteer opportunities	96	64.0%
Host interns	81	54.0%
Education/awareness of food insecurity	72	48.0%
Research opportunities	56	37.3%
Special projects	56	37.3%
Faculty members serve on Board of Directors	34	22.7%

Host learning excursions	32	21.3%
Event hosting	28	18.7%
Food-rescue/food sourcing from university campuses	24	16.0%
Program development	18	12.0%
We do not partner with universities/colleges in other ways.	2	1.3%
Other (see responses below)	8	5.3%

**“Other” Responses:**

- Assistance getting grants and facilitating learning and collaboration between colleges.
- Fundraising.
- Our local college always has a team at our annual hunger walk.
- Partnership with [University name] Diversity Center in a grant for Pursuing Cultural Humility.
- Several community colleges are agencies and operate their own on-campus pantries with food from us.
- [University name] composts food waste from their on-site pantry in their campus garden.
- We occasionally work with capstone classes on evaluation of our programs.

**POLICY & ADVOCACY**

**When it comes to SNAP eligibility for college students, there are often state level differences and areas of flexibility that states can exercise in setting such criteria. How unfamiliar or familiar are you with SNAP eligibility for college students in your state?**

Response	Frequency	Percent
Very Unfamiliar	3	2.4%
Unfamiliar	30	24.4%
Neither familiar nor unfamiliar	22	17.9%
Familiar	46	37.4%
Very familiar	22	17.9%

**Has your food bank been involved in policy or advocacy efforts related to college hunger, including local, state, federal or campus policy efforts?**

Response	Frequency	Percent
Yes	33	26.6%
No	91	73.4%

**Please describe the ways your food bank has been engaged in policy/advocacy efforts related to college hunger. In particular, we would like to know if your food bank has taken action at the state or local level to change college students’ eligibility for SNAP benefits. [open-ended]**

26 Responses

- SNAP Policy (n = 12)  
“We are currently in the process of developing a plan to present to our state for opening up additional availability for college students to qualify for SNAP.”
- Task Forces (n = 11)  
“[Food Bank Name] is also an active member of the Oregon Hunger Task Force and was heavily involved in the issue brief on student food insecurity released last May.”
- Working with Elected Officials/Supporting Bills (n = 7)  
“We have supported a college-specific bill every year for the past few years.”  
“Yes, our Food Bank advocated for HB 3211. We have also worked to engage student advocates in the National Anti-Hunger Policy Conference.”

**Do you collaborate with outside partners on policy/advocacy efforts related to college hunger?**

Response	Frequency	Percent
Yes	45	36.3%
No	79	63.7%

**Please describe your policy/advocacy partnerships.**

41 Responses

Common Responses: Anti-Hunger Alliance, Hunger Relief Alliance, Hunger Free, Coalition to End Hunger, Other Food Banks, local nonprofits, research institutes.

**BEST PRACTICES & CHALLENGES/BARRIERS**

Please rank the relevance or significance of the following barriers that college students in your service area may experience in accessing your services? Please drag and drop options to rank order.

Response	Frequency of First Rank	Percent
Lack of awareness of services that exist	40	33.1%
Social stigma/embarrassment/lack of privacy	33	27.3%
Lack of awareness of services they are eligible for	24	19.8%
Lack of transportation to access services	7	5.8%
Services are not offered at times or locations that are convenient	6	4.1%
I do not know	9	7.4%
Other (see responses below)	3	2.5%

**“Other” Responses:**

- College/university either not acknowledging an issue exists or does not do enough to provide support through their pantry.
- Cultural considerations.
- Issues regarding eligibility between semesters.
- Most colleges/universities in our area do not have food pantries.
- Most food pantries are totally dependent upon donations. Students often do not have full kitchen facilities.
- Requirements to obtain food (Student ID).
- Types of product being offered at these pantries.
- Work requirement for SNAP benefits.

What are the three most important factors that contribute to the effectiveness of your college hunger efforts? Please select your top three responses.

Response	Frequency	Percent
Leadership support from colleges/universities	95	63.3%
Sustainable funding	53	35.3%
Access to food insecure college students	44	29.3%
Resource allocation from colleges/universities	40	26.7%
Connections across campus departments	34	22.7%
Effective communication with partners	34	22.7%
Logistical convenience	29	19.3%
Shared values with partners	22	14.7%
Integrating technology systems (e.g., ID systems, phone apps)	5	3.3%
Other (see responses below)	5	3.3%



**“Other” Responses:**

- Arranging 501c3 sponsorships of programs where the Food Bank does not have funding to bring them on as a partner and fully fund their food budgets. Colleges seem more resistant to this type of partnership than we see in K-12.
- If a food pantry is not an Agency Partner, we are not as effective to do outreach to them.
- Lack of proper qualifications regarding 501c3 status.
- New partners that are able to sponsor with 501c3.

**What are the top three challenges or barriers your organization encounters when attempting to address college hunger? Please select your top three responses.**

<b>Response</b>	<b>Frequency</b>	<b>Percent</b>
Lack of funding	72	48.0%
Lack of staff time	60	40.0%
Lack of administrative readiness/commitment at colleges/universities	52	34.7%
Difficulties partnering with colleges because of their 501c3 status	52	34.7%
Making the case that college students are a population in need	42	28.0%
Stigma around college student need	39	26.0%
Difficulties partnering with colleges/universities for reasons aside from their 501c3 status	22	14.7%
Other (see responses below)	17	11.3%

**“Other” Responses:**

- Availability of food (prioritizing distribution streams).
- Buy in and committed allies on the college's side.
- College/university staff/volunteer time.
- Competing priority populations.
- Lack of commitment from food bank leadership.
- Lack of internal communication at colleges.
- Lack of needs assessment/need for in our service area.
- Lack of time in the work day for college staff to come pick up food from the distribution center.
- Most recent issue to arise is serving food insecure students with no access to kitchens - we're discussing creating a 'college student backpack' program to source food that is easily re-heat-able/pop top/etc... which is not the bulk of the food we have - this would require additional funding/sourcing opportunities.
- School's concern about their image if they open a pantry. School's concern about food insecure community members coming on campus to access food.
- Space on campus/facilities that would be accessible, private and meet criteria.
- Student turn-over for student-lead initiatives. We have been successful where the initiative is led by staff.
- Working with legal team - concern over food storage and students getting sick from food.

**Please list any current partnerships between your food bank and other organizations, not including colleges or universities, that contribute to the effectiveness of your approach to addressing college hunger. [open-ended]**

57 Responses

- State/County Social Services (n = 6)  
“Our relationship with our county’s Social Services Agency. We have a contact at [county name]”

SSA that has been very supportive and the whole agency is interested in working with us to pilot application assistance models that are effective for college students.”

- Local Media (n = 2)  
“We have a strong connection with local media, which could offer support with outreach efforts. Additionally, we have a great partner agency network that more than likely has connections to local colleges that we could leverage.”  
“Communicating the need among all partners, organizations and the community as a whole. WRAL-TV has done a few news stories on college hunger because of information they have learned from the Food Shuttle.”
- Think tanks (n = 1)  
“A local think tank called Urban Theory has shown interest in addressing this issue, particularly in regard to student homelessness. I continue to participate with this group.”

**What are some practices that your organization has discovered that other food banks addressing college hunger should know about? [open-ended]**

78 Responses

- Nothing/None (n = 20)
- Campus Support (n = 17)  
“Once you find a department or office on campus that is spearheading the college hunger efforts, they are your best resource. They have connections on campus that already exist, and you need to use them to spread the word. Having a food bank staff person reach out to those different departments/groups is very ineffective, from our experience. Use the connections your college partner has to spread the word - particularly about SNAP application assistance.”  
“Finding a student champion who will really help to get the word out and owns the food pantry is critical. Buy in from the administrative level to support the pantry at all levels.”
- Broad Engagement/Awareness Across Campuses (n = 8)  
“We’ve had incredible success working with student life departments. They have been very responsive to the issue of college hunger and eager to get students involved.”  
“We looked at the Houston Food Bank model of screening students when applying for FAFSA.”  
“A strong outreach and communication plan to inform students.”
- Tailoring Messaging to College Population (n = 3)  
“Use of a texting option to send in verifications. Targeting all students, not selecting some and advising, there are many students that may qualify. Those assisting with applications should be aware of student eligibility as there may be a prerequisite they meet.”
- Facilitating Connections (n = 3)  
“Connecting prospective college partners with peers from existing partners help them to establish a better sense of what is needed to be successful. We facilitate walkthroughs at existing pantries for prospective college partners.”

**Other than food or funding, how could Feeding America support your organization in addressing college hunger? [open-ended]**

91 Responses

- Share Best Practices (n = 41)  
“Provide more information such as Tool-Kits to use when working with Colleges, share information on Best Practices. Highlight Foodbanks that have been successful in collaborating with Colleges and have conducting evaluation to validate their success.”  
“Sharing innovative approaches - beyond traditional food pantries - to embedding food assistance into college campus culture.”

- Raise Awareness (n = 19)  
 “Massive marketing reducing student stigma. Many students think they don’t qualify or want to take away from someone else. A campaign that normalizes SNAP like financial aid.”  
 “By developing verbiage that could be distributed that debunk myths and stigmas surrounding food insecurity among college students.”
- Data/Research (n = 16)  
 “Explore different ways to evaluate the effectiveness of these programs It seems like from a meal perspective or even people perspective these cannot compare to a traditional food distribution program. What have we learned as a result of this investment? This could help food banks in telling the stories to funders to share the value on the program nationally.”
- 501c3 Help (n = 16)  
 “Letting us set them up as a member agency so they can use their funds to cover for food costs even though they are not technically a 501c3.”  
 “More guidance related to how to partner with organizations that lack the proper 501c3 status would be of benefit for programs across the board.”

## PANTRY DATA

Food bank respondents reported about **273 unique on-campus food pantries.**

### How many individuals are served by this site in a typical month?

223 responses (range = 0-2,000)  
 Mean = 175.25

### What type of institution is it?

Response	Frequency	Percent
Community, Technical/Vocational, or Junior College	139	50.9%
4-year public college/university	114	41.8%
4-year private college/university	18	6.6%
Other	1	0.4%

### Who initiated these services?

Response	Frequency	Percent
The college or university	177	64.8%
Our food bank	52	19.0%
A funding organization	11	4.0%
Other (see responses below)	33	12.1%

### “Other” Responses:

- Mutual initiation (food bank and college/university) (n = 4)
- Students or student group (n = 5)
- Partner Agency (n = 2)
- Religious Organization (n = 2)
- Request for Proposal (n = 1)

### How often is this distribution site open to recipients?

Response	Frequency	Percent
A few days a week	99	36.3%

Every day	66	24.2%
Once a week	35	12.8%
2-3 times a month	21	7.7%
Once a month	11	4.0%
I do not know	4	1.5%
By appointment	3	1.1%
Only on weekends	1	0.4%
Other (see responses below)	28	10.3%

**“Other” Responses:**

- Monday-Friday (weekdays) (n = 16)
- Every day except Sunday (n = 1)
- Shopping once a week, pre-made boxes during business hours (n = 1)
- Snacks/Daily, General Food/Weekly (n = 1)
- Twice a week (n = 1)

**Please select the response that best characterizes how this distribution operates:**

Response	Frequency	Percent
This distribution functions as an agency, operating under the 501c3 of an external partner.	175	64.1%
This distribution functions as a program, operating under the 501c3 of the food bank.	91	33.3%
This distribution functions as an agency, operating under the 501c3 of an external partner.	2	0.7%
This distribution is neither a program nor an agency.	1	0.4%
I do not know.	4	1.5%

**Who is typically eligible to receive food? Please select all that apply.**

Response	Frequency	Percent
Registered full-time students	266	100.0%
Registered part-time students	256	96.2%
Members of faculty or staff	143	53.8%
Other members of the community	42	15.8%

**Of the following groups, who is primarily responsible for regularly staffing the distribution?**

Response	Frequency	Percent
College staff	155	56.8%
College students	95	34.8%
Food bank staff	1	.4%
I do not know	7	2.6%
Other	15	5.5%

**What is the primary way products are typically distributed?**

Response	Frequency	Percent
Recipients may choose what they want and take a limited number	203	74.4%
Recipients may choose what they want and take an unlimited number	31	11.4%
Products are pre-boxed/bagged	26	9.5%
I do not know	12	4.4%

**Which kinds of products are regularly distributed? Please select all that apply.**

<b>Response</b>	<b>Frequency</b>	<b>Percent</b>
Shelf-stable food items	266	100.0%
Hygiene products	159	59.8%
Ready-to-eat meals/snacks	154	57.9%
Produce	148	55.6%
Refrigerated dairy or meat products	140	52.6%
Other non-food items	105	39.5%

<b>Summary Description of On-Campus Pantries (N = 273) <sup>8</sup></b>		
<b>Survey Question/Prompt</b>	<b>Responses</b>	<b>Percent<sup>9</sup></b>
<i>University Type</i>	Community, Technical/Vocational or Junior College	50.9%
	4-year public college/university	41.8%
	4-year private college/university	6.6%
<i>Who initiated these services?</i>	The college or university	64.8%
	Our food bank	19.0%
	A funding organization	4.0%
<i>How often is this pantry open to students?</i>	A few days a week	36.3%
	Every day	24.2%
	Once a week	12.8%
	2-3 times a month	7.7%
	Once a month	4.0%
	I do not know	1.5%
	By appointment	1.1%
	Only on weekends	0.4%
<i>Who is typically eligible to receive food? (check all that apply)</i>	Registered full-time students	100.0%
	Registered part-time students	96.2%
	Members of faculty or staff	53.8%
	Other members of the community	15.8%
<i>Of the following groups, who is primarily responsible for regularly staffing the pantry?</i>	College staff	56.8%
	College students	34.8%
	Food bank staff	0.4%
	I do not know	2.6%
<i>What is the primary way products are typically distributed?</i>	Recipients may choose what they want and take a limited number	74.4%

<sup>8</sup> The number of individual pantries included in this sample does not sum to 316 pantries as presented in earlier sections because food banks were only given space to report about 10 individual pantries. Additionally, some food banks did not complete these questions for all their individual pantries.

<sup>9</sup> The survey included "other" responses to most questions in this table. Percentages for each question do not sum to 100% due to "other" responses.

	Recipients may choose what they want and take an <u>unlimited</u> number	11.4%
	Products are pre-boxed/bagged	9.5%
	I do not know	4.4%
Which kinds of products are regularly distributed? (Check all that apply)	Shelf-stable food items	100.0%
	Hygiene products	59.8%
	Ready-to-eat meals/snacks	57.9%
	Produce	55.6%
	Refrigerated dairy or meat products	52.6%
	Other non-food items	39.5%

### MOBILE FOOD PANTRY/POP-UP DISTRIBUTION

Food bank respondents reported about **102 unique mobile food pantries or pop-up distributions**.

#### How many individuals are served by this mobile pantry/pop up in a typical month?

70 responses (range = 1-1,200)

Mean = 296.61

#### What type of institution is it?

Response	Frequency	Percent
Community, Technical/Vocational, or Junior College	64	62.7%
4-year public college/university	31	30.4%
4-year private college/university	6	5.9%
Other	1	1.0%

#### Who initiated these services?

Response	Frequency	Percent
The college or university	58	55.9%
Our food bank	27	26.5%
A funding organization	9	8.8%
Other (see responses below)	9	8.8%

#### “Other” Responses:

- Partner Agency (n = 5)

#### How often is this distribution site open to recipients?

Response	Frequency	Percent
A few days a week	3	2.9%
Every day	2	2.0%
Once a week	13	11.8%
2-3 times a month	15	14.7%
Once a month	54	50.0%
I do not know	2	2.0%
Only on weekends	1	01.0%
Other (see responses below)	16	15.7%

**“Other” Responses:**

- Quarterly ( $n = 3$ )
- Twice per year (each semester) ( $n = 3$ )
- Every other month ( $n = 1$ )

**Who is typically eligible to receive food? Please select all that apply.**

Response	Frequency	Percent
Registered full-time students	98	100.0%
Registered part-time students	98	100.0%
Members of faculty or staff	73	74.5%
Other members of the community	48	49.0%

**Of the following groups, who is primarily responsible for regularly staffing the distribution?**

Response	Frequency	Percent
College staff	46	45.1%
Food bank staff	23	22.5%
College students	17	16.7%
Other	12	11.8%

**What is the primary way products are typically distributed?**

Response	Frequency	Percent
Recipients may choose what they want and take a limited number	67	65.7%
Products are pre-boxed/bagged	23	22.5%
Recipients may choose what they want and take an unlimited number	9	8.8%
I do not know	3	3.0%

**Which kinds of products are regularly distributed? Please select all that apply.**

Response	Frequency	Percent
Produce	96	94.1%
Shelf-stable food items	68	66.7%
Refrigerated dairy or meat products	44	43.1%
Ready-to-eat meals/snacks	27	26.5%
Hygiene products	9	8.8%
Other non-food items	6	5.9%

Summary Description of Mobile Food Pantries or Pop-Up Distributions (N = 102)		
Survey Question/Prompt	Responses	Percent <sup>10</sup>
University Type	Community, Technical/Vocational or Junior College	62.7%
	4-year public college/university	30.4%
	4-year private college/university	5.9%
Who initiated these services?	The college or university	55.9%
	Our food bank	26.5%
	A funding organization	8.8%

<sup>10</sup> The survey included “other” responses to most questions in this table. Percentages for each question do not sum to 100% due to “other” responses.

<i>How often is this distribution site open to students?</i>	A few days a week	2.9%
	Every day	2.0%
	Once a week	11.8%
	2-3 times a month	14.7%
	Once a month	50.0%
	I do not know	2.0%
	Only on weekends	1.0%
<i>Who is typically eligible to receive food? (check all that apply)</i>	Registered full-time students	100.0%
	Registered part-time students	100.0%
	Members of faculty or staff	74.5%
	Other members of the community	49.0%
<i>Of the following groups, who is <u>primarily</u> responsible for regularly staffing the distribution(s)?</i>	College staff	45.1%
	College students	22.5%
	Food bank staff	16.7%
	Other	11.8%
<i>What is the primary way products are typically distributed?</i>	Recipients may choose what they want and take a limited number	65.7%
	Products are pre-boxed/bagged	22.5%
	Recipients may choose what they want and take an unlimited number	8.8%
	I do not know	3.0%
<i>Which kinds of products are regularly distributed? (Check all that apply)</i>	Produce	94.1%
	Shelf-stable food items	66.7%
	Refrigerated dairy or meat products	43.1%
	Ready-to-eat meals/snacks	26.5%
	Hygiene products	8.8%
	Other non-food items	5.9%



# Appendix C. Food Bank Interview Themes

Table 1 below presents the themes identified across the 19 interviews that were conducted with network food banks. Themes were derived using Conventional Content Analysis (Hsieh & Shannon, 2005).

Conventional Content Analysis is a flexible method for analyzing text data that involves the subjective interpretation through the systematic classification process of coding and identifying themes or patterns. Codes and themes from the Food Bank interviews were developed through a five step process:

1. Read the entirety of transcripts
2. Identify themes and patterns, confer with team members to establish core themes and sub-themes
3. Name the themes with in-vivo codes (i.e., phrases directly from transcript)
4. Revisit the transcripts and code for themes, copy/paste all quotes into Excel spreadsheet
5. Using Excel spreadsheet, select exemplar quotes

<b>Table 1. Themes from Interviews</b>	
<b>Theme</b>	<b>Sub-theme(s)</b>
<b>Need Identification</b>	-College initiated -Research Conducted on College Campuses
<b>Access</b>	-Stigma -Red tape when setting up pantry at/partnering with a college
<b>Awareness</b>	-K-12 to college food pipeline -SNAP Events -Tailored marketing to college students
<b>Relationships/ Partnerships</b>	*COLLEGES/UNIVERSITIES -Administrative Support -Readiness, commitment, recognize issue -Building trust with the right people -Leveraging expertise of college & context -Broad engagement from across departments  *OTHER -Leveraging coalitions/working groups -Facilitating Connections & Learning Spaces -Rare Partnerships -Importance of human connection

<b>Operations</b>	<p>*PANTRIES</p> <ul style="list-style-type: none"> <li>-Food storage logistics on campuses</li> <li>-Staffing at on-campus food pantry</li> <li>-Sourcing culturally/dietary appropriate foods in diverse college settings</li> </ul> <p>*FOOD BANKS</p> <ul style="list-style-type: none"> <li>-Document Creation</li> <li>-Trainings</li> <li>-Designated Food Bank Personnel</li> </ul>
<b>Needed from FANO</b>	<ul style="list-style-type: none"> <li>-FANO as knowledge broker</li> <li>-Resources of best practices for FBs (e.g., FAQ's manuals)</li> <li>-FANO declare college hunger as formal target area/marketing</li> </ul>

### Quantification of Themes Across Interviews

Table 2 below illustrates the number and percentage of food banks that shared responses in correspondence with each identified theme.

THEME/SUB-THEME	# of Food Banks	% of Food Banks (out of 19)
<b>Access</b>		
Stigma	12	63%
Red Tape	10	53%
<b>Awareness</b>		
K-12 to College Pipeline	2	11%
SNAP Events	4	21%
Tailored Marketing	7	37%
<b>Partnerships/Relationships</b>		
Admin Support	12	63%
Building trust with right people	6	32%
Leveraging expertise of colleges and context	12	63%
Broad engagement from across departments	15	79%
Leveraging Coalitions	7	37%
Facilitating Connections	6	32%
Rare Partnerships	4	21%
Human Connection	7	37%
<b>Operations</b>		
Food storage logistics	7	37%
Staffing at pantries	7	37%
Sourcing appropriate food	2	11%
Document Creation	4	21%
Trainings	4	21%
Designated personnel	4	21%

<b>Need Identification</b>		
College Initiated	15	79%
Research Conducted on College Campuses	11	58%
<b>Strategy</b>		
No set strategy	1	5%
Holistic Strategy	3	16%
Coincides with child hunger/special populations	3	16%
<b>Other</b>		
Difficulty of SNAP Enrollment	4	21%
Policy/Advocacy—Competing Priorities	1	5%