

Second Edition

# Community Nutrition in Action

AN ENTREPRENEURIAL APPROACH

Marie A. Boyle     Diane H. Morris



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**An Entrepreneurial Approach**

**Second Edition**

**Marie A. Boyle**  
The College of Saint Elizabeth

**Diane H. Morris**  
Mainstream Nutrition



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This book is printed on  
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*To my beloved Jesse  
and to all those who  
surround themselves  
with lives even more  
temporary than their own.*

—Marie Boyle

*For my parents,  
who set a good example,  
and my husband,  
who never once complained  
about his Internet charges.*

—Diane Morris

## About the Authors

**Marie A. Boyle, Ph.D., R.D.,** received her Ph.D. in nutrition from Florida State University in 1992. She is coauthor of the basic nutrition textbook *Personal Nutrition* and nutrition consultant to the Regal Ware corporation. She presently works as Associate Professor and Director of the Didactic Program in Dietetics at the College of Saint Elizabeth, Morristown, New Jersey. She teaches undergraduate courses in Community Nutrition, Basic and Advanced Nutrition, Medical Nutrition Therapy, and Lifecycle Nutrition. She also teaches Research Methods, Advanced Metabolism of the Micronutrients, Nutrition and Aging, and Alternative Medicine in the Graduate Program in Nutrition at the college. Her other professional activities include teaching a community-based "Culinary Hearts" cooking class for the American Heart Association, acting as legislative chairperson for the local dietetic association, and serving as a member of the Osteoporosis Coalition of New Jersey.

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# Preface

According to an article in the *New York Times Magazine* (March 1, 1998, p. 62), John Doerr, a Silicon Valley venture capitalist who helped jump start Intuit, @Home, Netscape, and Sun Microsystems, gave a presentation at the Stanford Business School in which he showed a slide that read:

<b>OLD economy</b>	<b>NEW economy</b>
a skill	lifelong learning
managers	entrepreneurs
labor vs management	teams
monopolies	competition
wages	ownership, options
hierarchical	networked
sues	invests
status quo	speed, change

Mr. Doerr was speaking of technology and the new world order wrought by the Internet when he presented this slide, but he could have been speaking about the practice of community nutrition. To succeed in community nutrition today, *you must be committed to lifelong learning, because every day brings new research findings, new legislation, new ideas about health promotion, new technologies, all of which affect the ways in which community nutritionists gather information, solve problems, and reach vulnerable populations. You will likely be an entrepreneur—one who uses innovation and creativity to guide individuals and communities to proper nutrition and good health. You work in teams to lobby policy makers, gather information about your community, and design nutrition programs and services. You assess the activities of the competition—the myriad messages about foods, dietary supplements, and research findings that appear in advertising and articles about diet and health on television, radio, and the Internet, and in newspapers and magazines. You take ownership of your career and seek opportunities for growth. You network with colleagues to learn and share ideas. You invest in the future—your own and that of your profession and community.*

And you accept change, the one constant in our lives today. We spoke in the first edition of a sea of change—a

shift toward globalization of the work force and communications, a shift from clinical dietetics to community-based practice. Since the first edition was published, we have experienced the growth of the Internet—a virtual *tsunami* in communications—and witnessed the collapse of health care reform, the emergence of managed care, the publication of new dietary recommendations, the drive to reform welfare, and the rise of complementary and alternative medicine. What an exciting and challenging time to be a community nutritionist!

In this, the second edition, we continue to discuss the important issues in community nutrition practice and to present the core information needed by students who are interested in solving nutritional and health problems. The book is organized into three sections. Section I shows the community nutritionist in action within the community. Chapter 1 describes the activities and responsibilities of the community nutritionist and introduces the principles of entrepreneurship and the three arenas of community nutrition practice: people, policy, and programs. Chapter 2 makes it perfectly clear that if you're a community nutritionist, you're involved in policy making. Chapter 3 discusses the shift to managed care and the challenges facing federal, state, and municipal governments in providing quality health care to all citizens. Chapter 4 focuses on the nuts and bolts of national nutrition policy, including national nutrition monitoring, nutrient intake standards, and dietary recommendations.

Section II focuses on the tools used by community nutritionists to identify nutritional and health problems in their communities and to design programs to address those problems. Chapter 5 gives a step-by-step analysis of the community needs assessment and describes the types and sources of data collected about the community. Chapter 6 outlines the questions you'll ask in obtaining information about your target population. Chapter 7 describes the program planning process, covering everything from the factors that trigger program planning to the types of evaluations undertaken to improve program design and delivery. Chapter 8 discusses the reasons why people eat what they eat, what research tells us

about how to influence behavior, and what program interventions look like. Chapter 9 addresses the heart of the program: the nutrition messages used in community interventions. Chapter 10 introduces you to the principles of marketing, an important endeavor in community nutrition practice. You are more likely to get good results if your program is marketed successfully! Chapter 11 brings the discussion around to important management issues such as how to control costs, manage people, and write grants.

Section III describes current federal and nongovernmental programs designed to meet the food and nutritional needs of vulnerable populations. Chapter 12 reviews some of the issues surrounding poverty and food insecurity in the domestic arena and considers how these contribute to nutritional risk and malnutrition. Chapter 13 focuses on programs for pregnant and lactating women and infants. Chapter 14 describes the programs for children and adolescents. Chapter 15 covers a host of programs for adults, including the elderly. Finally, Chapter 16 closes with a discussion of international issues in community nutrition.

Many of the unique features of the first edition have been retained. These aspects include:

- **Focus on Entrepreneurship.** Successful practitioners in community nutrition have a mind- and skill-set that opens them up to new ideas and ventures. They don't think, "This is how it has always been done." They think, "Let's try this. Let's do something different." We want you to begin thinking of yourself as a "social entrepreneur," as someone who is willing to take risks, try new technologies, and use fresh approaches to improving the public's nutrition and health.
- **Focus on Multiculturalism.** The growing ethnic diversity of our communities poses many challenges for community nutritionists. To increase your awareness and appreciation of cultures beyond your own, we have woven examples and illustrations of various food-related beliefs and practices from different cultures throughout the text.
- **Professional Focus.** The eleven Professional Focus features are designed to help you develop personal skills and attitudes that will boost your effectiveness and confidence in community settings. The topics range from goal setting and time management to writing, public speaking, and leadership. This feature is meant to help build your professional skills.
- **Program Spotlight.** Each chapter in Section III includes a Program Spotlight that describes one assistance program

such as the Food Stamp Program or the National School Lunch Program. The Spotlights cover such topics as the policy issues underlying the program, current legislative issues affecting the program, and the program's effectiveness in reaching the needs of its intended audience.

- **Community Learning Activity.** At the end of every chapter is a *Community Learning Activity* designed to get you involved in learning about your community and its health and nutritional problems. While most activities can be completed independently, some are meant to be undertaken by teams. The purpose of these activities is to give you experience in designing a program, creating marketing strategies, choosing nutrition messages, and developing goals and objectives.

We have added something new to this edition: Internet resources and activities. Every chapter contains a list of relevant Internet addresses and many chapters contain an Internet activity as part of the Community Learning Activity. You'll use this new technology to obtain data about your community and scout for ideas and educational materials. Moreover, you can link with the Internet addresses presented in this book through the publisher's Nutrition Resource Center on-line ([www.wadsworth.com/nutrition](http://www.wadsworth.com/nutrition)). If you aren't using the Internet regularly, this is the time to begin. The Internet promises to become as indispensable to community nutrition practice as the telephone!

Finally, a word is needed about personal pronouns. On the advice of our reviewers and editors, we used gender-neutral terms whenever possible, recognizing that there are male community nutritionists and the involvement of men in community nutrition is likely to increase in the coming years. In some places, however, we used the pronouns "she" and "he" to make the text more personal and engaging and to showcase the image of community nutritionists, particularly women, as leaders, managers, and entrepreneurs. We want you, whether you are a man or woman, to think of yourself as a planner, manager, change agent, thinker, and leader—in short, a nutrition entrepreneur—who has the energy and creativity to open up new vistas for improving the public's health through good nutrition.

Marie Boyle

Diane Morris

November 1998



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