FARM TO UTK

Promoting availability of healthy, sustainable food options on campus

HOWARD BAKER PUBLIC POLICY CHALLENGE

SPRING 2016

Morgan Faulk, Kristin Riggsbee, and Mary Waddill
THE PROBLEM

College students have identified numerous potential barriers to healthy eating in campus dining halls. This includes promotion of unhealthy options and lack of healthy options, both of which have been associated with weight gain. At The University of Tennessee, students are concerned that Aramark is not offering adequate amounts of healthy options and is ill prepared to transform to more sustainable, healthy food options. As a result, the Student Government Association (SGA) drafted a Real Food Challenge bill to address many of the existing barriers to healthy food choices on the campus. Unfortunately, this suggested policy has yet to be adopted by campus administration or Aramark.

WHY DOES IT MATTER?

“We believe that if the better [food] option is present, available, and convenient, most students will pick it. It’s what students not only want, but also need and deserve.” – SGA

THE SOLUTION: FARM TO UTK

We recommend the development of a coordinated sustainability project between Aramark and The University of Tennessee. This policy aims to build upon Real Food Challenge ideals while incorporating Farm-to-College practices to conceptualize sustainable food programs that support local farmers and the local economy in addition to serving fresh, nutritious foods to their consumers.

PRIMARY FUNCTIONS OF FARM TO UTK

⇒ Creation of sustainability working group of key stakeholders to evaluate current food conditions, develop policies and ensure policy implementation.
⇒ Increase local food procurement by 5% by year 2020 by utilizing a Farm-to-College model
⇒ Work with student groups, community partners, and food distributors to increase transparency with local food practices at The University of Tennessee.

What is Farm-to-College?

Higher education institutions that specifically work toward connecting the consumer (the students frequenting their dining facilities) to the producer of the food served (local farmers) with the broader goal to support the “buy local” movement.

THE BOTTOM LINE

Movement to a Farm-to-College food system will improve access to healthy, desirable foods on campus and will strengthen community relationships and a local economy. Through this suggested policy solution, the University administration will be working with both Aramark and students to meet a mutual agreed upon solution feasible for both parties.
WHAT IS THE PROBLEM?

College is associated with a newfound lifestyle of freedom for many students, including dietary choices. Unfortunately, this freedom in choice often translates to the development of unhealthy eating patterns, excessive energy intake, and significant amounts of undesired weight gain. One aspect of college life that can significantly influence the dietary habits of college students is the college campus food environment because many college students rely on these facilities for a majority of their meals. Yet, there is evidence that students who ate meals on campus more often had a higher intake of fat and added sugar and gained more weight than individuals who dined off campus. College students have identified numerous potential barriers to healthy eating in campus dining halls, including promotion of unhealthy options and lack of available healthy options, both of which have been associated with weight gain. It is difficult to expect college students to eat healthy when the environment around them makes it difficult to do so.

Therefore, it is imperative to implement a basic strategy to redirect campus dining hall offerings to include healthier choices to facilitate healthier student diets.

The issues surrounding dining halls at The University of Tennessee – Knoxville (UTK) is one that has recently been under contest. UTK recently renewed their longstanding contract with Aramark to provide a majority of the dining services on campus. This recent contract renewal completed on July 1, 2015 is not set to expire until May of 2027. As part of the new contract, all freshman are required to purchase an on-campus dining plan, and all students enrolled in at least six credit hours are required to purchase a dining “flex plan”. The flex plan requires students to pay $300 for dining dollars that can only be used at on-campus dining locations, operated solely by Aramark. With this contract extending into the next decade, students are concerned that the company is not offering adequate amounts of healthy and sustainable options.

The Real Food Challenge defines “real food” as:

“local/community-based, fair, ecologically sound, and humane” and incorporates a food system approach by including farmers and farm laborers, use of natural resources, access to healthy foods, and fair prices.

In response to the pending dining contract and the opinions of many students at UTK, the Student Government Association (SGA) Environment and Sustainability Committee decided to take action to try to increase the amount of healthy food available on campus. In 2013, this committee drafted a Real Food Challenge (RFC) bill to address many of the previously stated student concerns. The bill was based on the national Real Food Challenge initiative, which is a grant-funded, non-profit organization, providing support and resources to college campuses interested in providing their students with better food options.

The results of the SGA Real Food Challenge initiative and bill have proven to be less than desirable. Despite working directly with campus administration and utilizing the challenge resources, the committee was unable to convince administrators to sign a commitment to shift to “real food”. After students voiced further concerns about mandatory meal plans, the SGA committee rejuvenated the bill and gathered over 1000 student petitions to present to Aramark. The petition included a specific policy request for a commitment for 20% of campus food resources to be “real food” by 2020. Despite massive campaign efforts and student interest, Aramark provided no response to the petition.
EXISTING POLICIES HAVE MADE PROGRESS BUT GAPS REMAIN

WHAT IS THE EXISTING POLICY?

The existing policy for sustainability and healthy food for UTK is based upon Aramark initiatives in collaboration with the Office of Sustainability. Aramark promotes a commitment to purchasing local, sustainable food items and reducing waste. Rita Wilson, the National Senior Manager of Environmental Sustainability at Aramark, indicates students, campus administration, and dining services can collaborate to create more sustainable practices. This includes using the existing Sustainability Tracking, Assessment, and Rating System (STARS) to evaluate foods and beverages. STARS is an online, self-reporting system that provides institutions the framework to understand where they are in their sustainability progress, compare their progress overtime, and share best practices with other participating universities. In March 2016, reports from STARS indicated that 4.8% of the food and beverage items offered were considered to be locally sourced. Aramark reported that most of these items were purchased through Fresh Point and Sysco, but refused to disclose the inventory of what specific food items were purchased. Despite the mandatory meal plans, continued student dissatisfaction about the healthfulness of dining options could lead students to increase their efforts to acquire food from non-Aramark sources, potentially decreasing revenue for the University and Aramark.

THE REAL FOOD CHALLENGE PROGRAM

The current policy solution suggested by UTK’s SGA is to incorporate the Real Food Challenge (RFC) on campus. The RFC provides workshops, implementation resources, and assessment tools to assist with grassroots change. The RFC website has a variety of materials available for development, planning, and implementation of real food initiative policies, which can be adapted to fit each university’s needs. RFC representatives also offer a “Real Food Guide” to help students and representatives easily define the real food concepts of local and community-based, fair, ecologically sound, and humane. Materials for campaigns and informational events as well as resources for leadership, group building, promotional events, and fundraising are also readily available on the initiatives’ website. Since its inception in 2008, RFC has worked with over 35 universities in 21 different states to secure commitments from administration and dining services for a shift to real food.
HOW DOES IT WORK?

The RFC recommends best practices to implementation, which includes five specific steps:  

1. **Get campus administrators to sign the real food campus commitment.** This commitment is a pledge to take the necessary steps and actions to increase purchases of real food served on campus, increase transparency of institutional dining, and improve student engagement with the community.

2. **Develop a food systems working group (FSWG).** This group—comprised of students, campus and dining administrators, and other faculty and staff—has the purpose of developing a specific real food policy, setting goals and objectives, and overseeing implementation of RFC initiatives.

3. **Conduct the Real Food Calculator assessments.** Student researchers, with assistance from dining directors and the FSWG, conduct annual assessments of institutional purchasing using the RFC provided calculator tool to determine the amount of purchasing dedicated to real food.

4. **Develop relationships with community members.** The FSWG forms relationships with community members to stimulate local food purchasing and promote community education projects.

5. **Develop a multi-year action plan.** The FSWG develop a specific five-year plan with specific goals and measurable objectives for different steps throughout the life of the proposed policy.

LIMITATIONS OF THE REAL FOOD CHALLENGE

<table>
<thead>
<tr>
<th>Contractual Agreements</th>
<th>Resistance with Collaboration</th>
<th>Feasibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Policy agreements are usually negotiated during the contracting period, but the contract for UTK has already been determined.</td>
<td>• UTK students received resistance for changes from administrators and dining services likely due to implementation and funding of any changes requiring the most action of these stakeholders.</td>
<td>• Unclear whether funds or resources are available for:</td>
</tr>
<tr>
<td>• Aramark being a national corporation could make it difficult to make changes at the local level.</td>
<td>• Other universities have seen similar resistance from Aramark dining regarding the real food challenge (see appendix A).</td>
<td>• purchase of real foods</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• provision of real foods from the community</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• operation of the FSWG</td>
</tr>
</tbody>
</table>
| | | • conduction of the real food calculator tool (which takes approximately 100 to 200 hours to conduct).  
| | | • The 20% goal by 2020 may be too drastic of an increase from the current <5%. |

THE IDENTIFIED PROBLEMS WITH THE REAL FOOD CHALLENGE PROVIDE A UNIQUE OPPORTUNITY TO DEVELOP A SOLUTION EXCLUSIVELY FOR THIS CAMPUS THAT IS AGREEABLE WITH STUDENTS, ARAMARK AND THE UNIVERSITY OF TENNESSEE.
THE SOLUTION: FARM TO UTK

We aim to incorporate aspects of the Real Food Challenge initiatives to develop a revised policy solution that meets the goal of increased healthy, “real food” options while also taking into consideration all of the concerns of all relative stakeholders.

WHAT IS FARM TO UTK?

Our policy solution recommends the development of a coordinated, local-food purchasing project between Aramark and UTK. To increase the feasibility of implementation, we chose to focus our policy on improving a single aspect of “real food” identified by the RFC – that it be local or community-based. The RFC loosely defines local or community-based to be foods that are found in nearby, locally-owned farms or businesses. This concept applies facets important to all stakeholders by taking components from the Real Food Challenge and the Farm-to-College model and combining them with the feasible needs from Aramark in order to change the food environment on UTK’s campus. Farm-to-College programs support communities by purchasing from local farmers and providing consumers with fresher produce by minimizing travel time and reducing energy use. Similar to the RFC, local food purchasing as part of this policy, will consider the price and quality of foods, as well as the social and economic factors resulting from each purchase.

FOCUSING ON INCREASING THE PURCHASE AND AVAILABILITY OF LOCAL AND COMMUNITY-BASED FOODS PROVIDES MUTUAL BENEFITS TO ALL OF THE INVOLVED INDIVIDUALS, SOME OF WHICH INCLUDE:

- Less of a carbon footprint because food has to travel fewer miles to reach consumer.
- More students eating at the facilities and reduce food waste.

- Supports the local economy and keeps money in the community.
- Shorter supply chains mean that local farmers are allowed to keep more of the profit.
- Food is more desirable by students.
- Food is fresher and often has a higher nutrient content (nutritional quality highest right after harvest and then declines).
- Studies indicate associations with local food availability and positive health outcomes of reduced obesity and mortality.

This policy aims to build upon Farm-to-College practices to conceptualize sustainable food programs that support local farmers and the local economy, in addition to serving fresh, nutritious foods to their consumers.
HOW WILL FARM TO UTK WORK?

The problems discussed throughout this brief provide a unique opportunity for all involved parties to work together to develop a modified, mutually beneficial program specific to this university. We propose to achieve this goal by accomplishing the following steps:

1. **Develop a Local Foods Working Group (LFWG).** This group will incorporate all key stakeholders involved in this policy: UTK student government, Aramark employees, appropriate campus administration, a dining services intern and representatives from the Office of Sustainability and the Office of Finance and Administration.

2. **Identify Community Partners.** The use of FarmLogix, a third-party technology platform connecting local farmers to larger institutions, will assist procurement of local foods by avoiding various supply chain barriers. Recently, Aramark has established a national partnership with FarmLogix, which can be utilized in the East Tennessee region.

3. **Develop a Multi-Year Action Plan.** The LFWG will develop a five-year action plan to outline specific goals and activities to achieve procurement shifts to the Farm-to-College initiatives. As part of this plan, specific goals and objectives will be mutually determined.

4. **Implement institutional sustainability and purchasing policies.** UTK administration will demonstrate their commitment to students and this initiative by authorizing a sustainable local food purchasing policy. Specific criteria and benchmarks for this policy will be jointly created by the LFWG, including what defines a sustainable or local food and goals for how much of these foods to include. By working together to determine these criteria, mutually agreed upon, feasible terms can be set.

5. **Increase transparency of local food purchasing practices.** Transparency will be increased by working with dining services to obtain records of food purchases, including place of purchase and amount spent, to calculate percentage of food spent on local food. The LFWG and dining intern will also work together to implement provision of “Farm to UTK” labels in dining facilities to make local choices transparent to students. The “Farm to UTK” labels pictured will be provided to foods that meet the specific criteria established by the LFWG.

6. **Employ an Evaluation System.** Continued quarterly update of the existing STARS evaluations will allow measurement and report of progress on the local food initiatives. Using the STARS system is beneficial because it is already in use at the dining facilities and will not require additional training. In addition, the STARS system is slightly more stringent than the Real Food Calculator when determining sustainable food practices and the percentage of food and beverages that are considered locally sourced. Annual progress reports developed by the LFWG will also document progress to ensure objectives are being met and metrics are being appropriately recorded. An example of an evaluation plan can be found in Appendix B.
FOUR PHASE PROPOSED TIMELINE

The project will take place over five years, through completion of four phases of the program. The exact time frame used for each phase will vary according to methods and procedures determined by the LFWG. Examples of activities to be completed in each of the three phases can be found below. The first phase focuses on identifying and defining the key stakeholders, the second phase sets the groundwork and starts to establish key criteria for the project, the third phase involves implementation of the policy established, and the fourth phase includes evaluation techniques. Ideally, the first two phases would happen within the first year of the project, with the following phases occurring simultaneously throughout the remaining four years of the project.

FINANCIAL IMPLICATIONS

The Farm to UTK policy will not require large amounts of additional funds. Ideally, increased local foods purchased by Aramark would be substituted for other foods already being purchased, without a large price differential. Evidence shows bypassing a large distributor and purchasing foods directly from local farmers could lead to price savings, as farmers will keep more of the profit.28,46 Also, if students are more satisfied with what is offered, they will be more likely to purchase meals and less likely to waste what is served, both of which lead to increased profits.29 However, actual price differences would not be known until a market analysis was completed by the LFWG.

Aside from food purchases, other aspects of the project may require additional funding support. Additional costs include hiring an annual dining intern; development and distribution of marketing materials associated with the project; and support for the LFWG or community meetings. These costs would amount to approximately $6000 per year. A detailed budget describing estimations of these costs can be found in Appendix C.

Potential Sources of Funding:

Students. Research shows individuals are more likely to pay higher amounts for foods that are considered to be "local" or "fresh."27 Students desire this change and may be willing to pay for it. Survey students about a possible increase the price of the meal plan to pay for local foods or the possible institution of a student fee to help to pay for local food initiatives.

Grants. The LFWG can apply for small grant opportunities to subsidize farms to make up for the differences in cost or to pay for the other aspects of the initiative previously mentioned. One potential option is the United States Department of Agriculture (USDA) grant programs for support services, implementation, planning, and training of farm to school initiatives.47
WHY FARM TO UTK?

THE PROPOSED FARM TO UTK PROGRAM IS AN INNOVATIVE CONCEPT THAT HAS THE POTENTIAL TO SHIFT THE PARADIGM FOR HEALTHY, SUSTAINABLE FOODS AT THE UNIVERSITY OF TENNESSEE.

Movement to a Farm-to-College food system is the best policy option to improve the campus food environment at The University of Tennessee. For comparison of the different aspects of the policy options, see Appendix D. Some of the things this policy will accomplish include:

- Improving access to healthy, desirable foods on campus
- Establishing a cooperative relationship between the University administration, Aramark and students to work towards meeting a mutual agreement feasible for both parties.
- Allowing the university to strengthen community relations through partnerships with local farmers
- Impacting communities and local farm economies, while creating local and regional jobs.
- Decreased carbon footprint from fewer miles traveled to provide food to the campus.
- Increasing students' knowledge regarding the source of their food, importance of locally grown foods, and awareness of what they are consuming.
- Increasing overall student satisfaction and appeal to perspective students related to the university's ability to listen to its students' needs and achieve sustainability standards.

Though this proposed policy has many positive attributes, there are still limitations that might be considered. The first identified challenge with this type of policy is that the sustainability working group might find it difficult to mutually define the identified criteria for what is considered “local” or “sustainable” as part of the policy.34 The operational characteristics may also be a driving limitation in the feasibility of this project. Aramark will need to coordinate with the additional local vendors needed to supply the high volume of produce necessary for the campus. This will likely involve alterations of existing purchasing systems as well as flexibility with the unpredictable nature of farming and seasonality of fruits and vegetables. For example, another university with a similar policy suggested challenges with consistent volumes available from local farmers as well as liability or distribution issues associated with these smaller producers.34 Use of a system, such as FarmLogix, may ease issues that could arise from directly working with farmers.41

Although many of the RFC initiatives are similar to Farm to UTK, the novelty of our solution truly lies within the ability to bring key stakeholders together. The RFC has been a work-in-progress at The University of Tennessee for the last two years and has yet to be accepted by Aramark and University administration. Thus, a new policy that includes input and feedback from all stakeholders seems to be the best solution. The innovation of Farm to UTK is only limited by the imaginations and will of the working group and the students.
APPENDICES

APPENDIX A – MEDIA RELATED TO THE REAL FOOD CHALLENGE

UTK is not the only one facing challenges with Aramark to implement the RFC and conduct the real food calculator, with students at Southeastern Louisiana University, The University of Cincinnati, and The University of Minnesota - Twin Cities, and dozens of other universities facing similar barriers with Aramark.

These common issues led to students at these and other universities who contract with Aramark to start the “Get Real, Aramark” campaign, as well as an Aramark road trip in the Southeast, to try to facilitate discussion and cooperation.

These efforts have been successful at many universities, including The University of Alabama, The University of South Florida, Western Washington University, and Evergreen State College, among others, who have received feedback and cooperation from Aramark to make steps towards transparency.

Links to news articles:

<table>
<thead>
<tr>
<th>Objective</th>
<th>Responsible Party</th>
<th>Metrics</th>
<th>2016 Status</th>
<th>2017 Status</th>
<th>2018 Status</th>
<th>2019 Status</th>
<th>2020 Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Establish sustainability working group with key stakeholders</td>
<td>Policy representatives</td>
<td>Progress of group</td>
<td>Determine working group makeup and job description; application process; choose members</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Increase dining purchases from local farmers by 5% by the year 2020.</td>
<td>Dining Services (Aramark)</td>
<td>% increase of total purchases from local farmers by STARS</td>
<td>3% increase</td>
<td>3% increase</td>
<td>4% increase</td>
<td>5% increase</td>
<td></td>
</tr>
<tr>
<td>Sustainability Working Group</td>
<td>STARS rating</td>
<td>Feasibility study completed for including more local vendors</td>
<td>Compiled list of fair trade alternative options for products offered</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Work with distributors to increase transparency, support for local farmers</td>
<td>Dining purchasing director and sustainability intern</td>
<td># local farms selling to distributor</td>
<td>Identify at least 10 new potential farm vendors and develop relationship; hold first round-table discussion with farmers</td>
<td>Sign contracts with at least 3 new farm vendors; hold second round-table discussion with farmers</td>
<td>Sign contracts with at least 3 new farm vendors; hold third round-table discussion with farmers</td>
<td>Continue and revise contracts with farmers; hold fourth round-table discussion with farmers</td>
<td></td>
</tr>
<tr>
<td>Dining purchasing director and sustainability intern</td>
<td>% total food purchases traced to farm origin</td>
<td>Get distributors to share supplier list and contact information for farmers</td>
<td>Work to identify and confirm where foods are originating from; at least 25% of food items identified</td>
<td>At least 50% of food item origin identified</td>
<td>At least 70% of food item origin identified</td>
<td>At least 85% of food item origin identified</td>
<td></td>
</tr>
</tbody>
</table>
## APPENDIX C – EXPANDED BUDGET

### Cost per year of the program

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel</td>
<td></td>
</tr>
<tr>
<td>Dining Intern (10 hours/week at $15/hour)</td>
<td>$4500.00</td>
</tr>
<tr>
<td><strong>Professional Fees and Services</strong></td>
<td></td>
</tr>
<tr>
<td>Room rent for meetings</td>
<td></td>
</tr>
<tr>
<td>Marketing materials</td>
<td></td>
</tr>
<tr>
<td>“Farm to UTK” stickers (500 stickers)</td>
<td>$250.00</td>
</tr>
<tr>
<td>Other promotional policy items (includes paper supplies and give-away items)</td>
<td>$1000.00</td>
</tr>
<tr>
<td>Materials for meetings</td>
<td></td>
</tr>
<tr>
<td>Graphic Design student consultation (one-time fee)</td>
<td>$250.00</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$6000.00</strong></td>
</tr>
<tr>
<td><strong>APPENDIX D – DETAILED SIDE-BY-SIDE ANALYSIS OF PROPOSED POLICY SOLUTIONS</strong></td>
<td></td>
</tr>
<tr>
<td>-------------------------------------------------</td>
<td>-------------------------------------------------</td>
</tr>
<tr>
<td><strong>General Description</strong></td>
<td><strong>Current Policy</strong></td>
</tr>
<tr>
<td>------------------------</td>
<td>-------------------</td>
</tr>
<tr>
<td></td>
<td>Maintain Existing Policy</td>
</tr>
<tr>
<td><strong>Populations Affected</strong></td>
<td>- Students</td>
</tr>
<tr>
<td></td>
<td>- Campus administrators</td>
</tr>
<tr>
<td></td>
<td>- Aramark dining services</td>
</tr>
<tr>
<td></td>
<td>- Community members and producers</td>
</tr>
<tr>
<td><strong>Length of Option</strong></td>
<td>May 2027 (End of UTK and Aramark Contract)</td>
</tr>
<tr>
<td><strong>Payer</strong></td>
<td>Some campus administrators and students but majority Aramark dining services.</td>
</tr>
<tr>
<td><strong>Strengths</strong></td>
<td>- No changes in current budget</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Limitations</strong></td>
<td>- Continued student discontent regarding policies</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>
SAMPLE LETTER TO STAKEHOLDERS

Dear (Name of Person),

I would like to invite you to assist us in a new process to develop, implement, and evaluate the sustainability and health of our dining facilities at The University of Tennessee to better serve the needs of students. The Student Government Associations taking the leadership role in conducting this comprehensive assessment. We will explore how our students, campus administration, Aramark, and surrounding community can coordinate the delivery of essential dining services. You have been identified as a partner, providing services or local food products to the Knoxville community. As an expert in this capacity, your input is invaluable to us since the success of this process depends on your involvement and that of other stakeholders.

We want to know, from your perspective, how the university dining facilities can provide more sustainable and healthy foods to the campus population. We also want to include input from our stakeholders on what resources they have for providing food products, expertise, or services. Also, by participating in this process, you can network with others to learn about local food and sustainability resources in the community that may be of interest to you. There may also be opportunities for collaborating with Aramark as they seek to establish local food procurement relationships with the Knoxville community.

Participating community members such as you will be developing, implementing, and evaluating a new policy that increases local and sustainable food products on the university campus to achieve the following goals:

1. Create a sustainability working group of key stakeholders to evaluate current food conditions, develop policy and ensure policy implementation.
2. Work with student groups, community partners, and food distributor to increase transparency with local food practices at The University of Tennessee.
3. Increase local food procurement by 5% by year 2020 by utilizing a Farm-to-College model.

The meetings will be held at ______. Parking is available at ______. We expect to have about ___ meetings lasting ___ at ___ intervals. Meals/refreshments will be provided.

If you agree to participate, please RSVP to this invitation on or before ______ by calling me at ______ or emailing ___________. We will send you additional materials to orient you to the process along with copies of the worksheets that we will use to record your input.

Please join us in this exciting new process that we hope will result in improved dining services for The University of Tennessee students and collaborative relationships for local food producer. I thank you in advance and look forward to collaborating with you in this important process.

Sincerely,
REFERENCES

12. Izbicki A. Over 1,000 UT students sign petition to stop mandatory meal plan WBIR-Knoxville; 2014.
23. Real Food Challenge. Best practices for campus food systems: A guide to creating your campus real food policy. 2011-2012 edition. Available at:
24. Real Food Challenge. Real food campus commitment. Available at: 


27. Buck M. A guide to developing a sustainable food purchasing policy. Food Alliance. Available at: 

28. Dunning R. Research-based support and extension outreach for local food systems. Available at: 


34. National Farm-to-College Program. Community Food Security Website. Available at: 


40. University of Montana. Farm-to-College program. Available at: 


43. For Gen Z: Campus Dining Is Out. Campus Culinary Is In. Aramark Website. Available at: 

44. UVM Multi-Year Action Plan. The University of Vermont Website. Available at: 
