Tracking and Reporting Sustainable Food Sourcing in the CSUs

Executive Summary

In May 2014, the California State Universities Board of Trustees passed the "Sustainable Food Service" section in the CSU Sustainability Policy setting the standards by which campuses should track and report their sustainable food purchasing. This report examines statewide purchasing patterns between 2013-2017 in 8 participating CSUs and assesses progress towards the Sustainability Food Policy goal of 20% Real Food by 2020.

Methods

Student researchers utilize the Real Food Calculator to audit food purchasing invoices. Results from 8 CSU campuses with completed assessments are consolidated as an aggregate sample.

Key Findings

- Out of 8 participating California State Universities, the 3 schools with the highest overall real food percentage were CSU Chico with 16%, San Jose with 12 % and Long Beach with 11 %.
- Out of the Real Food categories the average percentages were as follows: Ecologically Sound - 6.38%, Local & Community Based - 2.12%, Fair - 2%, Humane - 1.88%
- An average 75% of food purchasing was spent on conventional groceries.
- 6 out of the 8 CSUs described their dining service operation as self-operated with 2 campuses outsourcing their dining service to Sodexo.
- Discrepancies between Real Food Calculator assessment results and self-reported metrics.
- Strategies for dining service in higher education institutions across the country have improved Real Food purchasing through creative and collaborative solutions.

Recommendations

CSU System-wide Policy and Practice

- Align CSU Sustainability Policy with California State Student Association's Resolution Supporting Real Food Systems in the CSU
- Institutional leadership and sustainable financial support from the Chancellor's Office.
- CSUs and the Chancellor's Office collaborate on CSU Food Systems Working Group.

Campus-level Food Service Policy and Practice

- Shift to fair trade coffee & tea and sustainable meat purchasing
- Reach out to regional distributors, food hubs, and/or directly to producers
- Design menus and dining service around real and sustainable food
- Work with local suppliers and small vendors to meet real food criteria and build up capacity
- Develop relationships with multiple stakeholders and convene a campus-level Food Systems Working Group

Next Steps

Campuses that have and are participating in running the Real Food Calculator on their campuses must move on to convene a campus-level multi-stakeholder Food Systems Working Group and develop a Multi-year Action Plan reforming campus-level food policy, e.g. contracts, RFPs, purchasing and procurement specifications, dining and menu design, etc. Campuses that have not participated in the Real Food Challenge are encouraged to do so and follow the lead of other participating CSUs in their region with support and direction from the Chancellor's Office. In addition, there is a need for explicit system-wide institutional leadership, direct resources, or financial support for third-party-student-led audits aligned with Real Food Challenge standards and guidelines. A system-wide CSU Food Systems Working Group aligned with both the CSU Sustainability Policy and California State Student Association's (CSSA) Resolution for Real Food Systems in the CSUs can continue the research, implementation, and support for actions CSUs can take beyond the tracking and reporting of institutional purchasing towards a Real Food System in the CSUs.

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Context

The California State University system invests over $100 million in the purchasing and procurement of food for their 23 campuses across the state. The tracking and assessment of institutional purchasing is the first step to evaluating the impact of the CSUs on the food system and affected communities. In 2014, the CSU Board of Trustees approved the inclusion of the [California State University Sustainable Food Service Policy](#), which encourages all campus food service organizations to track their sustainable food purchases with a goal of increasing sustainable food purchases to 20 percent of total food budget by 2020 and requires that tracking and reporting to be grounded in the Real Food Challenge guidelines (California State University, 2014).

Campuses across the CSU system track and report their institutional food purchasing to measure the dollar amount of Real Food purchased. The tracking and reporting of Real Food purchasing provides a level of accountability and transparency necessary in identifying areas of action and implementation of the policy. Researchers use the Real Food Calculator web tool to audit purchases based on metrics aligned with Real Food Challenge guidelines. This report aggregates Real Food Calculator results from 8 CSU campuses that completed assessments to examine statewide purchasing patterns and assess progress towards the CSU Sustainability Food Policy goal. This report addresses two main questions: how are the CSUs progressing with the implementation of the Sustainable Food Service Policy? And how can we improve Real Food purchasing in the CSUs?

CSU Sustainable Food Policy

The [California State University Sustainable Food Service Policy](#) was approved in May of 2014 and established a goal of 20%

sustainable food procurement by the year 2020 on all CSU campuses. This policy was pushed by students from the CSU campuses during the systemwide update of the CSU Sustainability Policy in 2013. These students (including SFSU alumn and co-author to this report, Rosie Linares-Díaz) advocated for the inclusion of Real Food through letters, petitions, and spoke at board meetings held by the CSU Board of Trustees, while pushing efforts to increase the amount of Real Food purchasing on their own campuses. Their efforts for the inclusion of Real Food in the CSU Sustainability Policy were recognized by the CSU Board of Trustees and a section regarding Real Food was written into the updated policy. The section includes standards by which campuses should define and assess sustainable food purchases.

The CSU Sustainable Food Service Policy impacts the surrounding communities of the CSUs and the state, because CSU campuses hold a large amount of power and influence due to their high purchasing capacity. CSUs feed and support around 478,638 students and a measurable amount of non-student consumers. This large amount of consumption and purchasing power can drive significant change towards a more sustainable food system in California.

The integration of Real Food into campuses' purchasing protects the public and environmental health of our state defining "food which truly nourishes producers, consumers communities and the earth. It is a food system from seed to plate that fundamentally respects human dignity and health, animal welfare, social justice and environmental sustainability..." (Real Food Challenge, n.d.). The consequences from current practices of industrial agriculture include: global warming, water pollution, waste, erosion; and deteriorating health to those who produce and consume food. According to Robertson, Paul, and Hardwood

(2000), industrial-agriculture production emits three greenhouse gases—carbon dioxide (CO2), methane (CH4), and nitrous oxide (N2O)—at significant levels due to industrial practices such as inorganic fertilization and intensive tillage (p. 1922). In addition, Lin et al. (2012) note the use of fossil fuels in industrial farming to power the production of synthetic fertilizers and pesticides, fuel agricultural machinery, and increase levels of irrigation that are uncommon in small-scale farming (p. 79). Industrial farming's social ramifications are deteriorating health and unfair labor practices. Farm laborers face physical and mental health issues such as unsafe and immobilizing working conditions from pesticide exposure, low annual earnings from unstable employment, long-working hours, and poor access to health care and affordable housing (Brown & Getz, 2011. p. 123). In total, there is an estimated $9.6 billion in environmental and societal damages (Pimentel & Burgess, 2014). Despite California exporting 26% of its agricultural production (California Department of Food and Agriculture, 2016), 41.6% of CSU students are suffering from food insecurity, either unable to afford nutritious food or any food at all (California State University, 2016). Sustainable food systems ensure access to real food through food recovery programs, food donations, and dedicated pantries. Real food is, by definition, food that ensures the nourishment and health of local communities, economies, and land.

Real Food

The [Real Food Standards](#) are the most comprehensive compilation of criteria and certifications to date and include four major categories: local and community based, fair, ecologically sound, and humane. Real Food Standards are grounded in guidelines created by the Real Food Challenge, a national organization with the primary campaign of shifting $1 billion of existing university food budgets away from industrial farming and junk food towards sustainable food sources.

The Real Food Standards are a comprehensive and up-to-date guide to social and environmentally responsible food purchasing for colleges and universities, "developed in deep collaboration with advisors and stakeholders including 100+ industry experts, farmers, ranchers, fishermen, campus dining staff, and students." Real Food Challenge also characterizes their process as "uniquely defined by student leadership, democratic process, and deep consultation with stakeholders across the food system" (Real Food Challenge, 2018). Students have a stake and should be included in decisions and investments their institution makes. A testament to this value is the Real Food Standards Council, a team made up of majority students that vets the Real Food criteria and certifications. As a result of their work over an 18-month process, 130 certification and label claims were researched and 40 now qualify as Real Food.

Food purchases on campus are classified by product category e.g. baked, beverages, dairy, eggs, fish, grocery, meat, poultry, produce, tea and and coffee. For a product to qualify as Real Food it must meet the criteria within at least one of four categories: 1) local and community based, 2) ecologically sound, 3) fair, and 4) humane. Products qualify either as Real Food A or Real Food B; the difference being whether it meets one or 2+ real food categories (e.g. Ecologically Sound + Fair). The rigor of the certification for each product category is indicated by whether it lands in the green or yellow light section of the Real Food Guide. If a food item exhibits any disqualifying criteria as listed in the red-light section, it cannot count as Real Food in any category. Such qualities include human rights violations within any part of production and sale, labor violations, concentrated animal feeding operations (CAFOs),

genetically modified organisms (GMOs), ultra-processed food, and prison labor produced products. Utilizing the Real Food Calculator web tool ensures consistency, comprehensive metrics, and third-party verification. More than 40 institutions across the country use the Real Food Challenge guidelines and tools to measure the sustainability of campus food procurement (Real Food Challenge, 2018), indicating the high replicability of this assessment.

Methods

- 8 participating CSUs followed Real Food Challenge guidelines for tracking and reporting food purchasing, prioritizing student researchers as the principal accountability mechanism.
- Student researchers utilized the Real Food Calculator web tool to: complete an assessment plan/scope of work, a baseline survey, then input data and share reports.
- Results of the Real Food Calculator goes through multiple data checks by the Real Food Calculator Support Team to identify and correct inaccuracies.
- Data from the 8 participating CSUs' were aggregated to examine statewide purchasing patterns and assess progress towards CSU Sustainability Policy goals.

Campus Level

Research on the campus level are broken down into four progressions: 1) completing a baseline survey and assessment plan, 2) invoice collection & analysis, 3) is data checks, and 4) sharing the Real Food Calculator generated report with stakeholders. Students complete a baseline survey in collaboration with their food service providers to gather and learn information about basic operations and logistics e.g.

yearly budget, dining halls, number of employees, etc. Student researchers determine the scope of their project by completing an assessment plan. Both the baseline survey and assessment plan are approved by a designated institutional official either from the faculty, staff, or admin on campus. Invoices are provided by dining and/or other vendors to be analyzed by student researchers. Campus dining provide students with invoices for at least two months out of the academic year to accurately represent the changes in product availability throughout the year and therefore the percentage of Real Food. Students upload their completed research as excel sheets to the Real Food Calculator, which then generates a report of Real Food percentages.

Statewide Level

Real Food Calculator results were aggregated from 8 CSU campuses where student researchers were successful in completing assessments of campus dining purchases. The participating CSUs represent an evenly geographic spread across the state (Figure A). Campuses that did not use the Real Food Calculator tool and guidelines lacked uniformity in metrics, provided unreliable data, and therefore were not used in this study. Data collected from Real Food Calculator generated reports for individual campuses. Email and phone interviews were conducted with multiple stakeholders including student researchers and technical experts to examine dining operations and purchasing patterns. The breakdown of Real Food percentages into product categories identifies areas for best practices and strategies to increase Real Food purchasing.

Findings

Real Food Percentages

The three schools reported with the highest overall Real Food percentage were California State University, Chico - 16%, San Jose State University - 12%, and California State University, Long Beach - 11%. The three lowest were from SFSU - 1%, Cal Poly San Luis Obispo - 1%, Cal Poly Pomona - 3% (Figure B). The geographic spread within California of the schools that participated shows the translatability of the project is possible. Out of the Real Food categories the average percentages for all 8 schools were as follows: Ecologically Sound - 6.375%, Local & Community Based - 2.12%, Fair - 2%, and Humane - 1.875%. The highest product category purchase of conventional foods were groceries averaging at 75%; most processed foods like: chips, packaged snacks, cookies, candy, and cereal fall into this product category.

Figure A
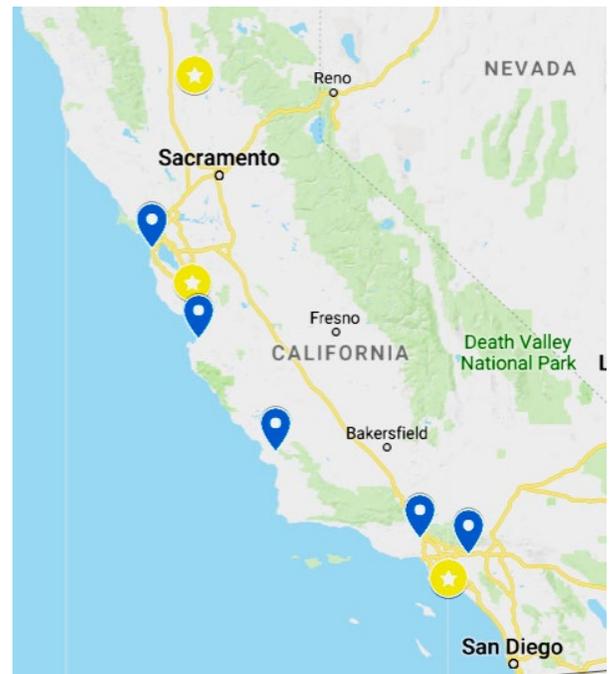
Legend
Yellow star = highest Real Food percentage
Blue balloon = participating schools

Figure B

Name	Year of Assessment	FSP	RF Total
San Francisco State University	2015-2016	Sodexo	1%
Cal Poly Pomona	2015-2016	Self-Op	1%
Cal Poly San Luis Obispo	2013-2014	Self-Op	3%
CSU Northridge	2017-2018	Self-Op	4%
CSU Monterey Bay	2016-2017	Sodexo	10%
CSU Long Beach	2015-2016	Self-Op	11%
San Jose State University	2016-2017	Self-Op	12%
CSU Chico	2015-2016	Self-Op	16%
Average			**7%**

Figure C

Name	RF Local	RF Ecologically Sound	RF Fair	RF Humane	RF Total
Cal Poly Pomona	1%	~0%	-	-	1%
Cal Poly SLO	5%	1%	1%	-	3%
CSU Chico	1%	16%	6%	2%	16%
CSU Long Beach	4%	7%	2%	2%	11%
CSU Monterey Bay	7%	3%	2%	-	10%
CSU Northridge	2%	3%	~0%	-	4%
San Jose State University	2%	9%	2%	5%	12%
SFSU	-	1%	~0%	-	1%
Average	**3%**	**5%**	**2%**	**3%**	**7%**

Discussion

Implementation of Tracking and Reporting Assessments

8 of 23 CSU campuses completed Real Food Calculator assessments. 6 of the 8 participating schools are self-operated while the other two are outsourced to Sodexo. The average Real Food percentage of the 8 participating schools is 7%. Low participation and percentages are "due to inconsistent tracking of purchases… there is inconsistency as to which types of campus food service organizations participate in the tracking and assessment of food purchases" (California State University, 2018). Students determine the scope of the assessment during the Real Food Calculator process, often focusing on dining halls. The scope of assessment can expand with the collaboration of staff, admin, and auxiliary organizations to include all types of food service organizations on campus for a more robust analysis of statewide purchasing trends.

Real Food percentages contrast with the sustainable food percentages reported in *The First Assessment of the 2014 Sustainability Policy*, "Of the 14 campuses using a framework grounded in the Real Food

Challenge guidelines, two have already met and exceeded the 20 percent goal, and nine currently purchase at least 10 percent sustainable food by cost according to the campus-defined criteria" (California State University, 2018). Discrepancies between Real Food percentages and self-reported percentages are due to the lack of systemwide adoption of standards and assessment processes. Issues of greenwashing are major challenges that come with self-reported data. Consistent third-party-student auditing using the Real Food Calculator is essential for leveraging real change in the CSUs.

Implementing the policy requires institutionalizing the policy with clearly defined intentions as *The First Assessment of the 2014 Sustainability Policy* recommends, "Clarifying the intent and guidelines for this policy goal and establishing consistent criteria for evaluation of sustainable food purchases could address these issues" (California State University, 2018). Schools who decide to commit to using Real Food Standards and Calculator web tool commit to experiential learning opportunities for student researchers to work within their institutions and collaborate with other stakeholders for a more

Real Food system in the CSUs. Real Food Challenge prioritizes the regular tracking and assessment of food procurement led by third-party-student researchers. Third-party-student researchers are students who want to learn where their food comes from and to apply the ethics they learn in class. Running the Real Food Calculator on campus is a holistic and real experiential learning opportunity for students, faculty, and staff. With Real Food Calculator generated reports, areas of improvement can be identified down to the line item and dollar amount because of the dining and student efforts in creating a robust backend data management framework to inform evidence-based and sustainable strategies for purchasing and procurement officials to act on and begin implementation. There are many creative and effective solutions that can improve real food purchasing and dining service. Listed below are a few of the strategies that have been proven to be effective and impactful on campuses across the country.

Recommendations

CSU System Policy and Practice

Align CSU Sustainability Policy with California State Student Association's Resolution Supporting Real Food Systems in the CSU. The CSU Sustainability Policy is due for an update in 2019 and its policy goals reevaluated as 2020 approaches. The update should represent student voices and integrate the resolution into policy.

Institutional leadership and sustainable financial support. Students have driven the policy and practice on both campus and system-wide levels. Leadership and funding from the Chancellor's Office must stay consistent with system-wide policy goals and the commitment of multiple stakeholders advocating and working towards a real food system; institutional leadership must meet students halfway in making progress towards a real food system in the CSUs by making an

effort to implement a real food systems policy. Alignment of the CSU Sustainability Policy Goals with the CSSA Resolution for Real Food Systems in the CSUs should be included in ongoing conversations around Sustainability and Basic Needs initiatives in the CSUs.

Maintain CSU Food Systems Working Group with other participating CSUs and the Chancellor's Office. Communication and a community of support between campuses make strides towards a better food system. Maintenance and participation in a CSU Food Systems Working Group is essential. Opportunities to learn of strategies such as joining the University of California Office of the President Purchasing Consortium can be shared; implementing and institutionalizing the regular tracking, reporting, and assessment of institutional food purchases utilizing the Real Food Calculator web tool can be troubleshooted and continually maintained; linkages between representatives of multiple stakeholders and cross-campus support can be strengthened. For example, on the CSU Long Beach campus we see a large amount of purchasing of real food in the produce product category. CSU Chico has been the most consistent and effective Real Food Calculator which may mean that other Southern California campuses may also have access to the same producers and resources to improve their percentages.

Campus Food Service Policy and Practice: High and low-hanging fruit

Recommendations can be categorized into two levels of difficulty: high and low-hanging fruit. Low-hanging fruit are relatively easy to initiate and are cost-effective, while high-hanging fruit require strategizing with multiple stakeholders to increase feasibility, visibility, demand, and sustainability of real food. High hanging fruit challenges dining staff to develop relationships with producers, come up with creative solutions, and

potentially shift operational practices. Many of these strategies and recommendations are borrowed from the work of: Farm Forward, Forward Food, Cal Dining (Berkeley), University of Vermont, John Hopkins University, and CSU Chico Dining.

Low hanging: Shift towards more fair trade coffee and tea purchasing. Tea and coffee are consistently the highest product of purchase in the Real Food A category. The price of tea and coffee that is Fair Trade and up to Real Food Standards is comparable to the prices of conventional tea and coffee making this product shift a cost-effective way to increase a campuses' Real Food percentage. *Fair Trade Campaigns* can help with these shifts and most national distributors have fair trade teas and coffees available.

Low-hanging: Utilize existing distributor representatives and relationships. Campuses can begin real food sourcing with existing distributors by communicating real food needs and sharing the Real Food Guide 2.1.

Low-hanging: Reach out to regional distributors, food hubs, and/or directly to producers. Finding and establishing contact ostensibly is the first step to finding distribution of real food by either working with smaller, independent, and regional distributors that can meet the institutional purchasing needs while still supporting local and community-based producers or directly with local and community-based producers. Developing vendor and distributor relationships is key.

Low-hanging: Annual meetings with chefs. Along with staff meetings, meeting with chefs should also include discussion on sourcing more real food and having both chef-driven and quality-centric service be a consideration in purchasing and procurement decisions.

Low-hanging: Academic partnerships. Campuses have large communities of talented and passionate faculty that have been working towards real food systems. Faculty are an indispensable campus resource and can provide insight. Partnerships with faculty provide experiential learning opportunities for their students to run the Real Food Calculator.

High hanging: Shift towards more sustainable meat purchasing. A significant change in Real Food percentages will happen when product shifts follow a less meat, better meat approach. This shift is the most impactful on animal, communities, and the environment's health and welfare. One of the most popular ways we see campuses adjusting to this transition is the *Better Burger Challenge* or the *Blended Burger Project*, "replacing standard industrial beef with higher quality certified grass-fed and/or organic pasture-raised meat… blends 30 percent of the burger with organic veggies and mushrooms, or uses 100% organic veggies, mushrooms and grains" (Friends of the Earth, n.d.) in order to cope with cost changes of higher welfare meat. Mixing smaller portions of meat with vegetables, legumes, and mushrooms compensates a reduction in meat portions. This concept is not just a way to cut down on costs, but also provides a better healthier alternative to a 100% meat burger. In addition, it is recommended for campuses to reach out to Farm Forward's Leadership Circle for technical assistance in achieving less meat, better meat.

High hanging: Design menus and dining service around real and sustainable food. The menus planning process determines what will be purchased, enabling chef and quality-centric solutions to be implemented for improving real food purchasing. Programs such as Meatless Mondays or free plant-based meals on certain days can help introduce and transition customers to accept less meat, better meat dining service. Flexible menus can utilize strategies like the *Better Burger*

Challenge and *Blended Burger Project*, or "flipping the plate." Flipping meat main dishes for vegetable main dishes to reduce the meat to vegetable ratios. Reducing meat portions can help offset the cost for the higher welfare meat. Chefs leading menu design and involved with procurement decisions can help transition towards delicious and nutritious real food meals with less meat, better meat. Chef led initiatives to increase real food could look like processing in-house, specification flexibility, simple and seasonal menus, and informing students of the real food on their plates. Other examples of creative solutions for dining design would be going trayless or allowing diners to sample before grabbing a plate, which can reduce waste and offset costs that allow investment in real food purchasing.

High-hanging: Work with local suppliers and small vendors to meet real food criteria and build up capacity. Once campuses establish stable, effective, and respectful lines of communication with producers, smaller independent distributors, and/or regional food hubs that work directly with local producers, strategizing product shifts and real food sourcing opportunities can become more feasible and supported for implementation or test pilots. Examples of increasing feasibility for real food is building smaller-vendors' capacity for campus institutional dining purchasing. This requires coordinating demand between the vendor and institutions, so producers can meet demand needs and specifications. Institutions can inform the vendor of the requirements for package labeling, size, and type according to legal and operational needs. More involved coordinating with institutions can completely change a producers' production model in order to meet institutional demand needs, e.g. a soy vendor producing soymilk switched to solely producing tofu to meet the demand needs of the University of Vermont. Campuses surrounded by local farms and meat producers have an excellent opportunity

for building relationships with local farmers in their area. Campuses must work with local producers meeting real food criteria, so they may adjust their practices to campus needs. Communication with these local producers will be instrumental in creating resilient food systems.

High-hanging: Develop relationships with multiple stakeholders and convene a campus-level Food Systems Working Group. A regular convening multi-stakeholder Food Systems Working Group of: students, faculty, university and dining staff, community partners, technical experts, and producers will be able to better strategize together and create a comprehensive multi-year action plan that considers all stakeholders to track progress towards a real food system.

Next Steps

Students are the drivers in holding CSUs accountable to solution-oriented policies that include a real food system and a sustainable CSU system. Since 2014, students have taken the initiative to find out where their food comes from with the collaboration of faculty, staff, dining, and university administration by participating and running the Real Food Calculator. Stakeholders recognize the CSUs potential to leverage their purchasing power to begin supporting both the campus community and surrounding areas by investing in a real food system and not a conventional food system that has continued to degrade the health and well-being across the supply chain. Further support for the Real Food Calculator includes programming around the experiential learning opportunity either as a class project, internship, or student worker position. With the data provided by students' research, CSUs can recognize and identify where they are investing in unsustainable, environmentally degrading, inhumane, and unfair food. CSUs have the social responsibility and potential to invest in local

and community-based, ecologically sound, fair, and humane food. With the institutionalization of the Real Food Calculator guidelines and standards, there is a recommitment to both the students' resolution for real food system and the CSU Sustainability Policy section on food systems. This requires more institutional leadership and sustainable financial support on the campus and system-wide level.

Campuses that have and are participating in running the Real Food Calculator on their campuses must take the next step to convene a campus-level multi-stakeholder Food Systems Working Group and develop a Multi-year Action Plan reforming campus-level food policy, e.g. contracts, RFPs, purchasing and procurement specifications, dining and menu design, etc. Campuses that have not participated in the Real Food Challenge are encouraged to do so and follow the lead of other CSUs in their region with support and direction from the Chancellor's Office. In addition, there is a need for explicit system-wide institutional leadership, direct resources, or financial support for third-party-student-led audits aligned with Real Food Challenge standards and guidelines. A system-wide CSU Food Systems Working Group aligned with both the CSU Sustainability Policy and California State Student Association's (CSSA) Resolution for Real Food Systems in the CSUs can continue the research, implementation, and support for actions CSUs can take beyond the tracking and reporting of institutional purchasing towards a Real Food System in the CSUs.

Appendices

A. Point of contact for campus dining
B. Technical Experts and Food Hubs

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Appendix A: Point of Contacts for Campus Dining

Campus Name	Dining Contact	Dining Contact Title	Dining Contact Auxiliary Name	Dining Contact Phone	Dining Contact Email
CSU, Bakersfield	David Hveem	Food Service Director	Aramark	(661) 654-6459	hveem-david@aramark.com
CSU, Channel Islands	Peter Maher	Director of Food Services and Executive Chef	University Glen Corporation	(805) 437-8917	peter.maher@csuci.edu
CSU, Chico	Corinne Knapp	Associate Dining Director	Associated Students, CSU Chico	(530) 898-3680	clknapp@csuchico.edu
CSU, Dominguez Hills	Richard Chester	Associate Executive Director and Director of Commercial Services	CSUDH Foundation	(310) 243-3814	rchester@csudh.edu
CSU, East Bay	Debbie Meyer	General Manager	Pioneer Dining, CSU East Bay	(510) 885-2540	meyer-Debbie@aramark.com
CSU, Fresno	Debbie Guill	Senior Manager	CSU Fresno Association, Inc.	(559) 278-2025	debbieg@csufresno.edu
CSU, Fullerton	Tony Lynch	Campus Dining Director	CSU Fullerton, Auxiliary Services Corporation	(657) 278-4124	tlynch@exchange.fullerton.edu
Humboldt State University	Ron Rudebock	Director of Dining Services	Associated Students, Humboldt State University	(707) 826-3451	rlr4@humboldt.edu
CSU, Long Beach	Melissa Devan	Director of Dining Services	49er Shops at the Beach	(562) 985-8100	melissa.devan@csulb.edu
CSU, Los Angeles	Food Services	University Auxiliary Services - Food Services	Cal State L.A. University Auxiliary Services	(323) 343-6770	
CSU, Maritime Academy	Orlando Torres	Director of Dining Services	Cal Maritime Dining	(707) 654-1212	otorres@csum.edu
CSU, Monterey Bay	Greg Mazares	General Manager	The University Corporation	(530) 979-7675	Greg.mazeres@sodexo.com
CSU, Northridge	Betsy Corrigan	Director Campus Dining	The University Corporation	(818) 677-2669	betsy.corrigan@csun.edu
CSU Poly Pomona	Aaron Neilson	Dining Director	Cal Poly Pomona Foundation, Inc.	(909) 869-2788	apneilson@cpp.edu
CSU, Sacramento	Steven Davis	Dining Director	University Enterprises, Inc.	(916) 278-5708	Steven.davis@csus.edu

Campus Name	Dining Contact	Dining Contact Title	Dining Contact Auxiliary Name	Dining Contact Phone	Dining Contact Email
CSU, San Bernardino	Dave Janosky	General Manager	Coyote Dining, Sodexo	(909) 537-3970	dave.janosky@sodexo.com
San Diego State	Paul Melchior	Director, SDSU Dining	Aztec Shops LTD	(619) 594-7640	paul.melchior@darth.sdsu.edu
San Jose State	Steven Olesen	Chief Operating Officer	Spartan Shops, Inc.	(408) 924-1900	steven.olesen@sjsu.edu
CSU Poly San Luis Obispo	Spyros Gravas	Campus Dining Director	Cal Poly Corporation		sgravas@calpoly.edu
CSU, San Marcos	Jason Nussbaum	General Manager	Sodexo	(760) 750-4764	Jason.Nussbaum@sodexo.com
Sonoma State University	Nancy Keller	Director Culinary Services	University Culinary Affairs	(707) 664-2993	culinaryservices@sonoma.edu
CSU, Stanislaus	Bradley Robertson	Director	Campus Dining Services	(209) 667-3636	bradley.roberston2@compass-usa.com

Appendix B: Technical Experts and Food Hubs

Name of Organization:	Point of Contact:	Title:	Contact and website info:
The University of Vermont	Alison Nihart	Assistant for the *UVM* Food Systems Initiative	alison.nihart@uvm.edu
Cal Berkeley Dining	Sam Lubow	Environment Initiatives Coordinator	smlubow@berkeley.edu
John Hopkins University	Stephanie Sufczynski	Dining Programs Coordinator	hopkinsDining@jhu.edu
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