

# HOW IT WORKS HANDBOOK

A GUIDE TO UNIVERSITY FOOD SYSTEMS  
& LOCAL FOOD PROGRAMS



# HOW IT WORKS

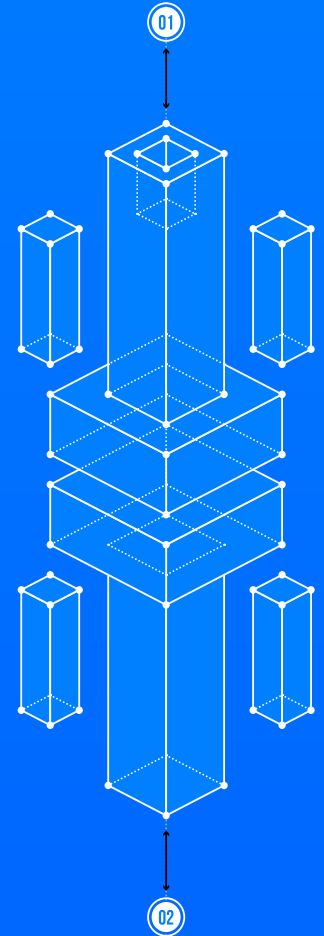
## Campus communities have food systems much like small cities with populations of students, staff, administrators, and faculty.

With large purchasing power and a consistent (yet seasonal) consumer base, campus communities can provide market opportunities for local farmers and food businesses and support the local food economy. The goal of the University Food Systems (UFoods) project has been to contribute to the building of local food systems using research and outreach activities specific to six partner universities in North Carolina. Five of the six are 1890 Historically Black Colleges and Universities, and the sixth is a historically-American Indian Institution.

The *How it Works Handbook: A Guide to University Food Systems and Local Food Programs*, is designed to showcase some of the local food initiatives of these partner schools, while also explaining the structure of the university dining system, steps for successful programs, and various pathways through which locally-grown food can reach campus community members. Additional Resources created by the UFoods project can be accessed at [www.ufoodsnc.com](http://www.ufoodsnc.com).



The UFoods project is an initiative of the Center for Environmental Farming Systems (CEFS, [www.cefsnc.org](http://www.cefsnc.org)) and the NC 10% Campaign. CEFS develops and promotes just and equitable food and farming systems that conserve natural resources, strengthen communities, improve health outcomes, and provide economic opportunities in North Carolina and beyond. CEFS is a partnership of North Carolina Agricultural and Technical State University, the North Carolina Department of Agriculture and Consumer Services, and North Carolina State University.



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# PART ONE



## **BASICS OF BUILDING DEMAND:**

The first step to encouraging local food on university and college campuses is building demand. The following sections illustrate strategies and resources for campus local food engagement, policy, and supply chain connections at schools in North Carolina.



# ENGAGEMENT PROGRAMS

**BUILDING DEMAND** can include formal outreach and education programs or can be as simple as students tabling about local food issues. Here are examples of campus engagement programs in NC.

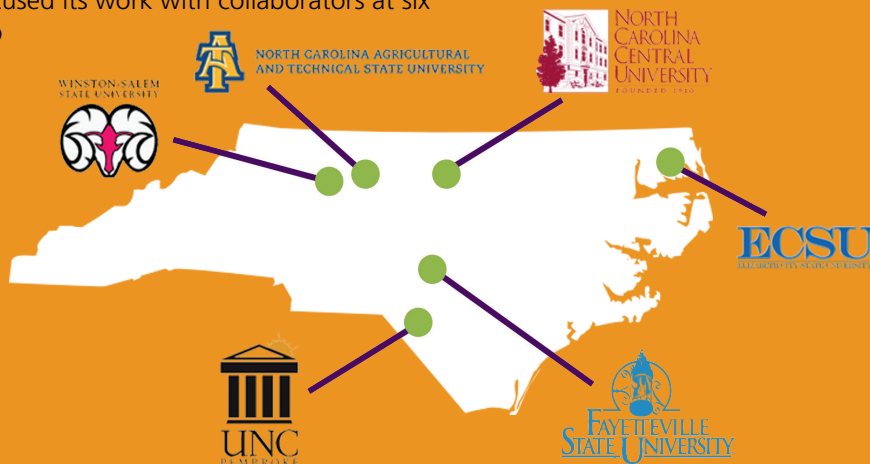
## UFOODS PROGRAM

UFoods (University Food Systems) was a two-year, 2016–2018, USDA-funded research and extension initiative designed to develop market opportunities for farmers by building collaborative supply chains links from farms to university campuses in North Carolina. The project focused its work with collaborators at six target universities. These six universities also hosted a Local Food Ambassador Program coordinated by the NC 10% Campaign and NC Cooperative Extension.

- Elizabeth City State University
- Fayetteville State University
- North Carolina A&T State University
- North Carolina Central University
- University of North Carolina Pembroke
- Winston-Salem State University

Researchers at North Carolina State University and North Carolina Agricultural and Technical State University investigated:

- The ways in which food reached each of the six campus communities
- Entry points for bringing local foods to campus
- Location and market readiness of farmers in the counties “local to each university”



## LOCAL FOOD AMBASSADOR PROGRAM

The Local Food Ambassador (LFA) Program offers year-long paid employment to student Ambassadors. The students gain direct campaign experience; new professional networks in the food system; and a toolbox of relevant non-profit, food movement, and grassroots organizing skills. The LFA Program encourages local foods education and outreach on university campuses in alignment with the campus sustainability mission and connects teams of students, university faculty/staff, farmers, and community advocates. A Local Food Ambassador Program Manual can be found at [nc10percent.com/lfaprogram](http://nc10percent.com/lfaprogram).



# CAMPUS ENGAGEMENT

The promotion of student involvement in clubs and activities that are related to agriculture and food can increase awareness of local foods and build demand for local products. Included are examples of how students at partnering universities focus their activities on increasing awareness of sustainability and food issues on their campuses.



Students from the University of North Carolina at Pembroke visit New Ground Farm to learn how food is grown and where to access local food.



The Greener Coalition at the University of North Carolina at Pembroke promotes the NC 10% Campaign, Local Food Ambassador Program, and Real Food Challenge Calculator on campus through tabling, hosting events, and gathering petition signatures.



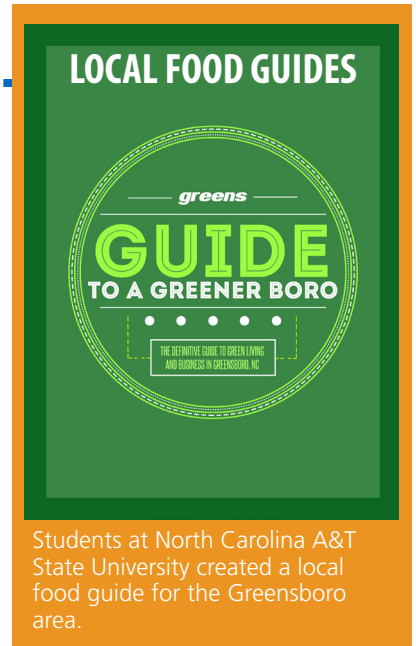
The Winston Salem State University Local Food Ambassador utilizes social media for campus outreach and education.



Elizabeth City State University students hand-deliver baskets of fresh, local produce to the school's Chancellor.



The North Carolina Central University Local Food Ambassador connects students with the campus garden that grows herbs for the dining hall.



Students at North Carolina A&T State University created a local food guide for the Greensboro area.



The Elizabeth City State University Local Food Ambassador has a local food booth for Earth Day.



The students at Fayetteville State University invite local organizations to a Fall Festival to demonstrate how to use local foods.



# DORM RECIPES BASED ON SEASONAL FOODS

The creation and propagation of simple recipe cards based on seasonal foods is one way to build demand for local foods among the population of students that live on campus. Often students are limited to one shared kitchen in a dormitory, but have access to a small refrigerator and microwave in their dorm room. Key to this demand-building idea is the creation of a recipe that uses a few ingredients and can be easily prepared in a campus dormitory. The recipe card can include directions to local farmer's markets or farm stands where students can purchase items from the ingredient list (See Campus Farmers Market on page 33.) The addition of bus or walking routes to these locations is a way to break down students' perception of travel barriers that keep them from seeking out and purchasing local foods.

One way to disseminate dorm recipes is through a partnership with University Housing. Oftentimes, this organization requires Resident Advisors to host beneficial and educational programs for their residents throughout the semester. Partnering with this group to host a cooking night in the dormitory provides access to students interested in cooking and learning about local food initiatives while building demand for local and fresh foods among this population.

## TEX-MEX SWEET POTATO

- Medium sized sweet potato
- 1 tbsp black beans
- 2 tbsp corn salsa
- 1 tbsp chopped tomatoes
- 1 tbsp Greek yogurt

**DIRECTIONS**  
Pierce sweet potato with a fork to break the skin. Really wash any remaining dirt off the potato. Put it in the microwave for 8-12 minutes depending on the size. While it's cooking, combine 1 tbsp black beans, 2 tbsp of corn salsa bought from the store and 1 tablespoon of chopped tomatoes. Once the sweet potato is cooked, slice it down the middle and fill with your tex mex mixture. Finish with a large dollop of plain greek yogurt (nonfat or 2%) on top. You can also use sour cream if you have it available.






## CAMPUS LOCAL FOOD GUIDES

To provide campus-specific local food information in one central location, U Foods worked with teams on each of the six campuses and NC Cooperative Extension to create Campus Local Food Guides. The guides provide a detailed map of local food eateries and projects within walking distance of campus as well as a listing of nearby restaurants, grocers, farmers, community gardens, related community organizations, student club/program information, and student advisory board contacts. These guides were printed for each campus and are available at [ufoodsnc.com](http://ufoodsnc.com).



### CAMPUS LOCAL FOOD GUIDE: NC A&T University



**Williams Dining Hall**  
Urban Food Platform  
Local Campus ID#  
[www.facebook.com/UrbanFoodPlatform](http://www.facebook.com/UrbanFoodPlatform)

**Reid Greenhouse**  
Local Campus ID#  
[www.facebook.com/UrbanFoodPlatform](http://www.facebook.com/UrbanFoodPlatform)

**Eastside Community Garden**  
209 College St

**North Yanceyville Community Garden**

**Greensboro Farmers Curb Market**  
501 Yanceyville St • 336.226.1499  
Open Saturday 10:00AM-12:00 PM, All year  
Reservations from 9:00 AM - 5:00 PM Every Spring & Summer

**The Edible Schoolyard**  
2208 Oakes St • 336.374.4208  
[gardenouth.com](http://gardenouth.com)

**The Art of the Taco**  
219-A S. Elm St

**Larue Elm Restaurant**  
403 N. Elm Street

**Ocean Fresh Seafood Market**  
954 E. Weaver St • 336.273.5588 (5:50p)

**Deep Roots Market**  
600 N. Eugene St • 336.292.9236  
[www.deeprootsmarket.org](http://www.deeprootsmarket.org)

**Renaissance Community Co-op**  
2517 Patton Ave • 336.438.3900 (11:12)  
[renewalcooper.com](http://renewalcooper.com)

**NC A&T State University Farm**  
3136 McCannell Road • 336.334.7540

# LOCAL FOOD POLICY

Adopting local food policies provides direction for how to meet local food goals and can ensure long-term demand in spite of turnover in food service staff, administrators, and students.

The Real Food Challenge is a national initiative aimed at increasing access to “local/community-based, fair, ecologically sound and humane food” on college campuses. When colleges and universities sign the Real Food Campus Commitment, they commit to purchasing 20% “real food” each year by the year 2020. Ideally, this results in a shift in purchasing from large manufacturers and distributors to regionally and locally-based food businesses.

Students can play an important role in the Real Food Challenge by using the Real Food Calculator tool to tabulate the amount of “real food” that their university purchases each year. This requires collaboration with university food service management personnel to determine the origin of purchased foods and to tabulate the percentage of purchased food that qualifies as “real.” Increasing student involvement in the Real Food Challenge is one way to build excitement around local foods and engage students with campus stakeholders.

## SIGNING THE PLEDGE

On April 26, 2016, University of North Carolina at Chapel Hill’s Chancellor, Carol Holt signed the Real Food Challenge (RFC) Commitment. UNC-CH was the first public university in North Carolina and the entire Southeast to sign the RFC Commitment. This effort is part of a larger, campus-wide commitment to sustainability. Implementation of the RFC Commitment is guided by a the Food Systems Working Group made up of students, faculty, staff and community partners.



UNC-Chapel Hill Chancellor Carol Folt (left) signs the Real Food Commitment, April 26, 2016.

WHERE IT WORKED



## THE NC 10% CAMPAIGN

The NC 10% Campaign is a collaborative statewide initiative that encourages NC individuals, businesses, organizations, and institutions to spend at least 10% of their food dollars on NC-grown/caught food. The initiative is led by the Center for Environmental Farming Systems (CEFS) and North Carolina Cooperative Extension. Universities sign up to work toward the goal of 10% NC-grown/caught foods, hold local food events, promote the Campaign and local farmers, and report annually how much (\$) they spend on local through the Campaign’s online tracker.

**10%**  
BUILDING NORTH CAROLINA'S LOCAL FOOD ECONOMY  
www.nc10percent.com



# CONNECTING FARMER SUPPLY TO UNIVERSITY DEMAND

Interest in local foods on university campuses comes from a number of sources:

- Students and staff who'd like to see local foods served in the dining hall or available at a weekly campus market
- Departments and centers that want local food served at their catered events
- Instructors of agriculture, food systems, sustainability, and other topics who seek field trip options and guest speakers
- University marketing directors seeking to feature a local farmer at a special event on campus
- Food service management personnel looking for local sources of fresh or value-added foods

Often the campus community is not familiar with local farmers and local farmers do not know entry points into the campus community. To make these connections easier at our partner universities, U Foods created two key resources: a mapped listing of small and mid-scale farm and food businesses local to each of the six U Foods schools, and a food hub directory that provides the location, contact information, products, and services provided by local food aggregators and small-scale processors.



**UFOODS**  
CONNECTING FARMS & UNIVERSITIES

**UFOODS (University Food Systems)** is a two-year project designed to develop new market opportunities for farmers on university campuses in North Carolina.

The project is focusing its work with collaborators at six target universities:

- Elizabeth City State University
- Fayetteville State University
- North Carolina A & T State University
- North Carolina Central University
- University of North Carolina Pembroke
- Winston-Salem State University

Visit [ufoodsnc.com](http://ufoodsnc.com) for more info.



U Foods staff hands out U Foods information card and assists a farmer in filling out the U Foods Farmer Census, which populates the searchable online U Foods Farmer Map.



## U Foods Farmer Census

**U Foods (University Food Systems)** is a two-year project designed to develop new market opportunities for farmers by building collaborative supply chains links from farms to university campuses in North Carolina. The project is focusing its work with collaborators at six target universities:

- Elizabeth City State University
- Fayetteville State University
- North Carolina A&T State University
- North Carolina Central University
- University of North Carolina at Pembroke
- Winston-Salem State University

Why are we collecting information on farmers? So that the campus body at each of these universities will know who their local farmers are and where they can buy local food in the area! Also, so that we can know the types of resources that are needed to connect local farmers with campus communities.

In order to show our appreciation for your time in filling out this survey, we will have a drawing on July 15<sup>th</sup> for two (2) respondents to receive a \$100 gift card! Good luck!

Thank you!

### General Farm Information

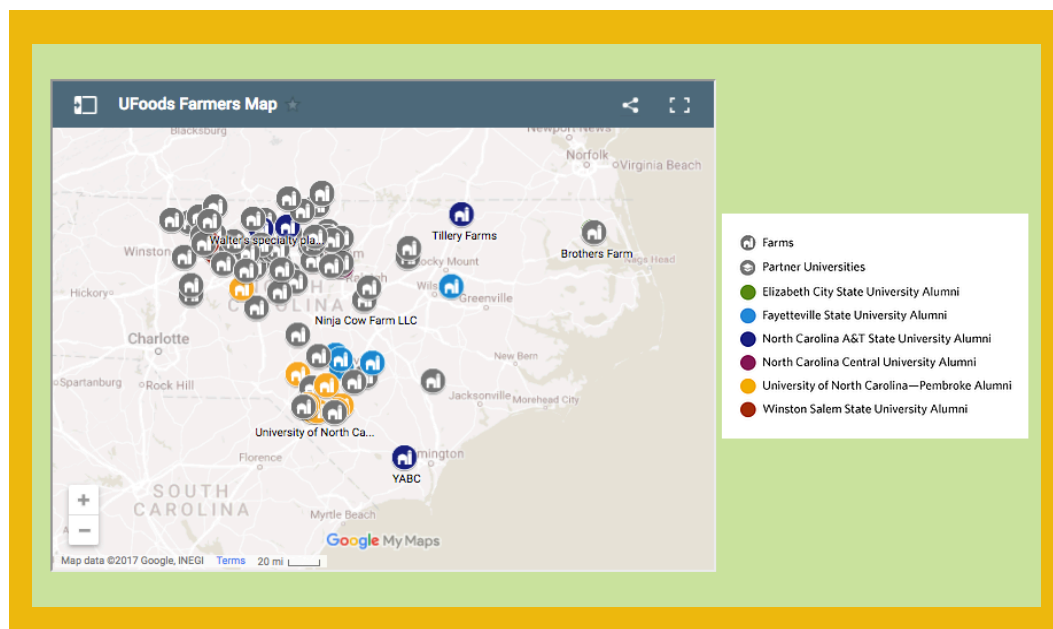
Please let us know general information about your farm.

1. How many acres do you farm? \_\_\_\_\_
2. How many acres are in production? \_\_\_\_\_
3. Which food product categories do you sell? *Check all that apply.*  
 Produce       Meats

UFoods staff visited farmers markets, Extension offices, and farmer and community meetings to collect information from growers local to each university. Information on over 80 farmers was collected to populate the map, and these growers were also added to resource lists to be informed of workshops and other technical assistance available.

For a link to the complete survey, see the Resources section on page 44.

The online map was shared with UFoods university partner schools. Identifying which growers are also school alumni is a key feature. The UFoods map can be accessed via a link in the Resources section of this guide.



## FOOD HUBS

“Food hubs” are typically non-profits or social enterprises that aggregate fresh and value-added products from small and mid-scale farmers, and connect these producers to wholesale markets that have minimum volume requirements. In North Carolina, several universities purchase from fresh produce and meat food hubs on an “approved vendor” basis (see the Food Service Management chapter for more information). To aid university dining and other institutions such as hospitals and assisted living facilities in finding these local suppliers, UFoods created a Hubs & Kitchens directory listing both the food hub aggregators and commercial community kitchens. These kitchens often act as incubators for food and farm entrepreneurial businesses.

The Hubs & Kitchens Directory can be accessed via a link in the Resources section on page 44.





# TOOLS TO IDENTIFY POTENTIAL DEMAND

Dining managers at universities and other institutions may not know when particular produce items are seasonally available. Having a discussion about seasonality is one step in building this awareness. To generate more information for dining, U Foods researchers created a software tool that examines dining service's "velocity report" (which details all items purchased during a particular time frame), and matches this demand to available local supply based on seasonality/availability charts. At a minimum, this gives dining managers an idea of when certain products can be sourced locally so that they can request these items from their vendor. Ideally, dining managers would also use the information to craft menus that utilize and integrate product that is locally and seasonally available.

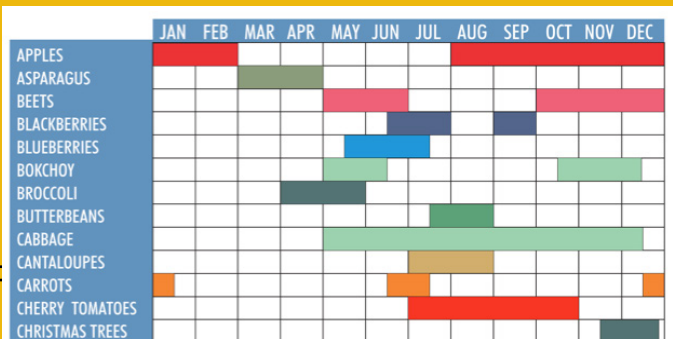
## VELOCITY REPORT

Broadline distributors and food companies provide food service with detailed information on purchases, often called velocity reports. This example velocity report shows product description, number of cases ordered, date of order, and whether the product was from a local source. In this example, apples (from Washington State, grade is "Fancy") were ordered in January.

## SEASONALITY CHART

The velocity report can be cross-referenced with a seasonality chart associated with the university's geographic area. Apples are grown locally August - February.

	A	B	C	D	E
1	PRODUCT ID	DESCRIPTION	MONTH/YEAR	CASES	ORIGIN
2	70203	Apple Wash FCY	Jan-17	8	WA
3	21456	Beets Red	Jan-17	5	NC
4	30071	Pepper Green Large	Jan-17	4	CA
5	82233	Squash Zucchini Medium	Jan-17	5	CA
6	20050	Cucumber Select	Jan-17	2	CA
7	30492	Eggs Grad A LG 30 Dozen	Jan-17	10	NC
8	21390	Pepper Red Bushel	Feb-17	4	CA
9	45001	Dairy Milk 2%	Feb-17	5	WI
10	45000	Dairy Milk Whole	Feb-17	4	WI
11	50367	Potatoes Sweet	Mar-17	6	NC
12	21509	Cabbage Red	Mar-17	3	CA
13	21609	Cabbage	Mar-17	5	CA
14	30198	Carrots WHOLE	Apr-17	7	CA
15	30199	Carrots BABY	Apr-17	4	CA
16	89109	Tomatoes Heirloom	Apr-17	3	CA
17	89209	Tomatoes Cherry	Apr-17	10	CA
18	89309	Tomatoes Roma	Apr-17	5	CA
19	19180	Lettuce Romaine	Apr-17	10	CA
20	18180	Lettuce Iceberg	Apr-17	4	CA
21	22275	Spinach BABY	Apr-17	8	CA
22	32190	Onions Yellow	Apr-17	3	CA
23	33190	Onions White	Apr-17	2	CA
24	34190	Onions Red	Apr-17	2	CA
25	11973	Blueberries	Apr-17	5	CA





## PRODUCE USAGE/AVAILABILITY CHART

The chart at right is a visual comparison, by month and by produce item, between the historic purchasing data and the seasonality chart. By using the chart, dining can quickly see when non-local purchasing occurred, even when the same product was available locally. Following the example for apples, we see apples were purchased from non-local sources for all months (with the exception of June) but could have been purchased from local sources between August and February (see explanation of the chart colors, below).

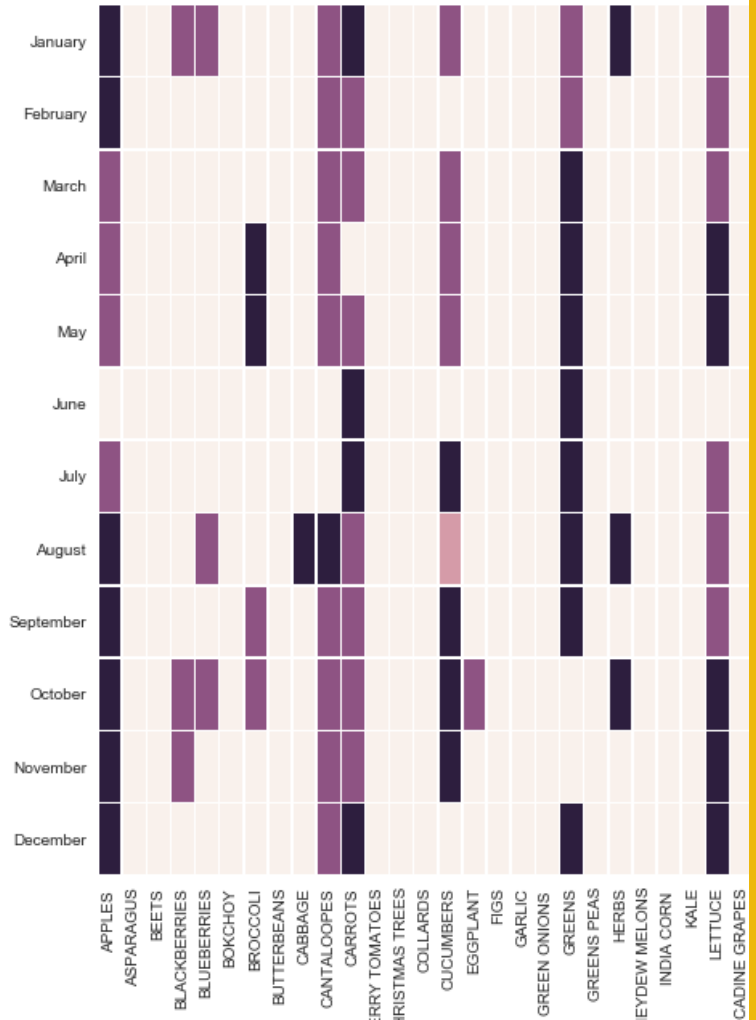
### INTERPRETING THE CHART:

Dark purple signifies, by product and by month, when dining purchased a product from a non-local source even when that product was locally available.

Light purple indicates that product was purchased from non-local sources and there were no local purchasing alternatives available. For example, local apples were out of season in May.

Dark pink indicates that no purchase was made, even though local product was available.

Light pink indicates that dining did not order any of this product during the month, and that it was also not locally available.





## LOCAL FOOD PATHWAYS

The next step to encouraging the use of local food on campus is to create pathways for locally grown products to reach consumers through food service management, direct to consumer sales, or culinary programs.

# PATHWAYS TO CAMPUS COMMUNITIES.

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There are many ways that food enters campus communities. This handbook features six campus-based pathways through which local farmers can supply the university food system: catering, dining halls, retail stores, food box delivery (or CSA) programs, farmers markets, and culinary programs. Farmers can sell directly into each of these pathways (with various degrees of requirements), through food hubs/aggregators, or through intermediaries such as authorized distributors and vendors. Please refer to the corresponding chapter for more information on each local food pathway.

# FOODSERVICE MANAGEMENT



# HOW IT WORKS

## FOOD SERVICE MANAGEMENT



Management of dining halls, catering, and retail food outlets on university campuses can be either “self-operated”, where university personnel manage all operations, or contracted where these operations are under the control of a contracted food service management company (FSMC). Aramark, Sodexo, and Compass Group are the three largest FSMCs in the United States and account for a combined 56.9% of market share. Examples of other FSMCs that represent a smaller share of the market are Pioneer and Meriwether Godsey. FSMCs are often most concerned with providing a consistent experience to students and employees, offering quality menu items, and achieving financial gain.

Food service, whether self-operated by the university itself or by a contracted company, typically serves as a source of general operating income for the university. In other words, monies generated from dining operations are often used for other purposes. This impacts procurement because it puts additional pressure on dining to keep costs as low as possible. Contracts with FSMCs are usually for long periods of time, with some universities committing to ten years or more. Self-operated campuses are also often tied into food purchasing contracts via Group Purchasing Organizations (GPOs) with their authorized food companies and food distributors. These terms and entities are described in detail, below. Mechanisms do exist for making interim changes to contracts, but these usually come at a cost both in time and revenue.

### **Types of Vendors: Approved vs. Authorized Vendors**

In most cases, the food service entity makes a commitment to purchase a certain percentage of food from a set of authorized vendors, including the use of specified broadline distributors like Sysco and US Foods. These broadliners carry the gamut of items needed by food service operations, from kitchen equipment to spices to meats. FSMCs have either direct contractual arrangements with food providers and manufacturers (e.g., Tyson, General Mills) to purchase contracted minimum amounts of product, or work through a GPO, like FoodBuy or Avendra, that does the contracting. Oftentimes, self-operated institutions have agreements with GPOs, as this can significantly decrease their food purchasing costs.

By agreeing to purchase a minimum volume from the manufacturer, FSMCs and self-operated dining services receive price discounts. Management is incentivized to purchase from these authorized vendors because it receives a percentage of the food purchase dollars back as a rebate for the high volume. Some of this rebate is often given to the university. Contracts between FSMCs, GPOs, and food manufacturers are negotiated at the regional and national level for the largest food service companies. Contracted food items appear in online catalogs, which list the agreed upon products and negotiated prices, from which individual chefs select when ordering food for their university.

When an individual school's dining services purchases from an authorized vendor through the FSMC, the purchase is considered as being "within compliance" and often contributes to the dollar amount of a vendor rebate (or money paid back) to the FSMC. If dining successfully meets the compliance benchmark (typically 80-95% of a product category), the rebate is transferred to the FSMC and may be shared with the university. This rebate system gives large-scale vendors a substantial price advantage over other vendors. Rebate systems often disincentivize university dining from sourcing from other smaller vendors or farms who do not participate in providing rebates. The rebate system is not exclusive to university dining that is managed by third-party FSMCs: self-operated dining operations often have relationships with Group Purchasing Organizations (examples are Avendra and Entegra) and their authorized distributors. The compliance and rebate systems function similarly.

*Each food service management company has its own set of requirements for vendors, from insurance minimums to various third party certifications. Potential vendors should request a full listing of these requirements in writing from at least two sources—the Quality Assurance Department and Supply Management Department (or their equivalents).*

Being an approved vendor means that the vendor has a supply chain agreement and has established a vendor account through which an invoice can be exchanged. The vendor could be approved for a single site or multiple sites, depending on the FSMC. Having an agreement means that the seller meets the insurance, processing, and safety requirements established by the FSMC and that they have been informed of the FSMC's recall procedure. Fresh produce growers must be Good Agricultural Practices (GAP)-certified (or satisfy other food safety certification schemes as required by the FSMC or authorized distributor) to sell directly to a food service management company or through an authorized vendor, such as a particular broadband distributor. There are a few instances where self-operated university accounts do not require GAP certification: for instance, university dining services might use dried culinary herbs grown in campus gardens. Insurance requirements are typically \$2–5 million dollars in general liability, and the vendor will be required to sign an indemnity document, which protects the food service company and the university in case of a food safety issue. Vendors that provide value-added products will also need to provide documentation on their facility's food safety practices. At a minimum this means documentation of Good Management Practices. A HACCP plan and third party certification are also common prerequisites.

As part of the 2016–2017 project, local producers were identified in the areas around six focal project universities (See U Foods Farmer Map in the Resources section on page 44.)

# UNIVERSITY FOOD SYSTEM

## GROUP PURCHASING ORGANIZATION

GPOs are companies that pool demand for products for member organizations like university and hospital food service and use that as leverage to make large volume contracts with food companies, reducing the per unit cost of products.

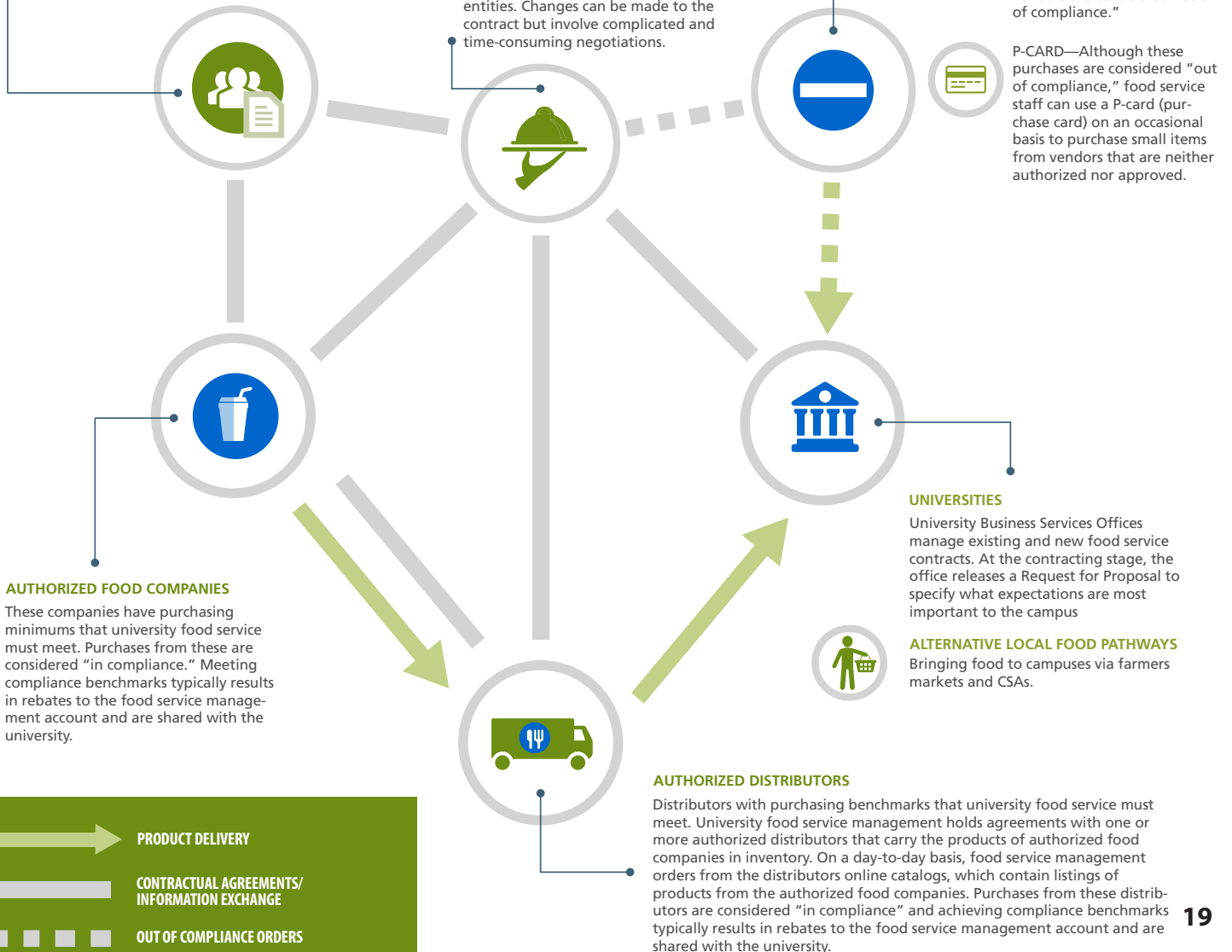
## FOOD SERVICE MANAGEMENT

Universities oversee the dining halls, catering, and retail food shops on campuses with either a "self-operated" system which is managed by university employees; or management is contracted to a Food Service Management Company (FSMC), such as Sodexo, Aramark, Chartwells, etc. Universities with FSMCs typically hold long-term (5-10 year) contracts with these entities. Changes can be made to the contract but involve complicated and time-consuming negotiations.

## OUT OF COMPLIANCE

**Approved Vendors**—These sellers have the approval to sell to a single university, with a supply chain agreement and vendor account through which an invoice can be exchanged. Purchases through these vendors are considered "out of compliance."

**P-CARD**—Although these purchases are considered "out of compliance," food service staff can use a P-card (purchase card) on an occasional basis to purchase small items from vendors that are neither authorized nor approved.



## AUTHORIZED FOOD COMPANIES

These companies have purchasing minimums that university food service must meet. Purchases from these are considered "in compliance." Meeting compliance benchmarks typically results in rebates to the food service management account and are shared with the university.

## UNIVERSITIES

University Business Services Offices manage existing and new food service contracts. At the contracting stage, the office releases a Request for Proposal to specify what expectations are most important to the campus

## ALTERNATIVE LOCAL FOOD PATHWAYS

Bringing food to campuses via farmers markets and CSAs.

## AUTHORIZED DISTRIBUTORS

Distributors with purchasing benchmarks that university food service must meet. University food service management holds agreements with one or more authorized distributors that carry the products of authorized food companies in inventory. On a day-to-day basis, food service management orders from the distributors online catalogs, which contain listings of products from the authorized food companies. Purchases from these distributors are considered "in compliance" and achieving compliance benchmarks typically results in rebates to the food service management account and are shared with the university.

# ROLES & RELATIONSHIPS



**RELATIONSHIP BETWEEN THE FSMC AND UNIVERSITY ADMINISTRATION:** Universities create long-term (5-10 year) contracts with FSMC. When a current FSMC contract is ending, or a university desires to switch from self-operated to outsourcing of its dining operations, the university office that administers the dining service contract—usually “campus enterprises” or “business services”—sends out a Request for Proposals (RFP) to dining service management companies. This document requires that FSMCs disclose information concerning their performance in areas that the university has designated as important. If the university values particular characteristics in the FSMC or desires to set specific performance objectives, these must be specified in the contract in order to keep the company accountable for achieving these objectives. Examples of performance objectives that link to local food purchasing include specified percentages of spending that must be used for fresh produce sourced from within a 100 mile radius, or the addition of a distributor of local food as an approved or authorized vendor. Universities can also adopt a sustainable dining policy of their own or sign a national third-party commitment in order to set measurable goals and processes that determine the provisions of FSMC contracts.

**ROLE OF THE FOOD DISTRIBUTOR:** Authorized food distributors, such as Sysco and US Foods, are selected by university food service management based on the items available in the distributor’s “catalog,” the list of all items carried in inventory that dining is able to buy. Food service management chooses to keep the number of distributors and vendors with whom it deals to a minimum for cost reasons. Maintaining relationships with a small number of distributors is easier for the FSM and allows them to leverage the high volume they purchase in order to achieve discounts. For food service items that have been contracted through GPOs, the food distributor communicates with the GPO concerning the prices of items for which the GPO has negotiated a lower price for its member universities.

**ROLE OF THE DINING MANAGER:** The dining manager is responsible for the day-to-day operations of the dining halls and retail locations and acts as the liaison between the food service management company and the university contract holder. Dining managers influence the strategic direction of the food system at the university. The FSMC’s dining manager meets frequently with the university food service management contract administrator, typically located in the business services/campus enterprises office. Weekly or monthly meetings address issues like customer preferences and satisfaction, financial concerns, and menu and event planning. Campus community members can express their views, and build demand for local products, by contacting the dining manager and serving on campus dining committees.

**ROLE OF THE CHEF:** Chefs have limited flexibility in working outside of the dining menus that are passed down from the corporate office, typically each semester. These menus are based on achieving the levels of food usage that conform to agreements made with authorized vendors. Chefs estimate the number of meals needed and use FSMC software to calculate the units of “in compliance” product to order from the





authorized food vendors and distributors. Chefs have the ability to customize the menu for the university client if the item he/she substitutes is more indigenous to the culture of the school. For example, at UFood's partner school Fayetteville State University, the chef has implemented Fried Fish Fridays to better cater to the taste of students. Chefs can also make other changes as desired by the client, for example more vegetarian or vegan dishes. Some pricing constraints exist, so the chef must keep prices within a certain range and, for the most part, stick with the menu that the corporate office mandates. FSMCs are also limited in their deviations from the mandated menus because of changes to nutrition facts that must be made when substituting major items. While a chef can fairly easily substitute one fresh dark green vegetable for another fresh dark green vegetable, it is extremely difficult to substitute items that are contained as part of a recipe (e.g., substituting ingredients for a lasagna dish).



**ROLE OF CATERING:** Catering is a more flexible avenue for university dining chefs, with chefs having more leeway in designing the menu to the specifications of the customer. A university customer, for example alumni affairs, can request that the catering chef source from local farmers who are alumni. The resulting menu featuring locally-grown/caught foods could also serve as a preset option for groups that need catering services at the university. Vendors that sell through catering still must achieve approved vendor status with the FSMC.



**ROLE OF CAMPUS COMMUNITY MEMBERS:** Universities typically have a dining committee with campus stakeholder representatives when in the process of contracting with a FSMC. Dining committees also meet throughout the year and require representation from faculty, staff and students. Finding out when this committee meets and how to become a participant are important ways to impact campus dining. Although changes can be made in the contract after it is written through discussions between the FSMC and the university, campus community members and university administration have the most leverage when the contract is initially negotiated. Many of these committees disperse or meet irregularly once a contract is signed, but continuing to have an advisory group made up of staff and students creates space for accountability, transparency and regular feedback. This provides a prime opportunity for advocates to take leadership.

FSMCs and self-operated dining entities typically have student advisory groups that meet quarterly, and they announce open forums where students and others can give feedback on dining. While the open forums and advisory committees are open to any student, when these are held and how to become involved are often not apparent to students. Dining service personnel most often contact the Student Government Association to identify student members for these advisory boards.

# STEPS FOR SUCCESS

## *Getting Local Product into Food Service at Your University*

Assuming that a university is interested and willing to sign-up a local food producer as an approved vendor, there are three pathways to sell to university food service.



### PATHWAY ONE / CATERING

Catering divisions at universities respond to requests to provide food for special events. The cost of this food can be passed on to the sponsoring department. For example, if the “Center for Sustainability” at a university is holding a symposium for alumni, and wishes to feature locally-sourced products which are not available from the authorized vendor—for example, pastured pork—the Center can request that Catering obtain the item. Cost is not an issue, because the ordering entity agrees to cover the cost of the item. The purchase is still out of compliance, however.

A benefit for the producer of selling through Catering is that it is a relatively easy first contact with university food service. The downsides are that volume is typically low and highly variable. From a local food vendor perspective, Catering is most suitable for producers who can fit in occasional catering orders around their regular deliveries. Catering would be a good choice for growers who already supply restaurants.

To build an ongoing relationship, where catering might grow into larger and more regular orders, producers should stay in regular contact with the Catering chef and send weekly product/price sheets, just as they do for any other restaurant customer. Growers should also take samples to Catering chefs, again just as they do for restaurant chefs. Over time the grower and chef can build a relationship where the chef comes to rely upon the producer, and the two can communicate about upcoming needs and match those with the farmers supply. This collaboration could even lead to new products that the farmer or food enterprise could produce for Catering.

Local food advocates on-campus can support the development of farm-to-catering relationships by first finding out which entities on campus regularly use Catering for events, and then suggesting to the organizers of those events that they request locally-sourced foods. With demand for local products solidified, the advocate can approach Catering with a list of local food providers; the list should ideally contain product and pricing information. In that way, the on-campus advocate helps connect the dots—between local food providers, Catering, and the entities that order from Catering. Ideally, locally-sourced products become popular items, and Catering creates a set of menus that feature these items, making it an easy choice for event organizers. (see sidebar on “Locally-Sourced Menus for Catering”)

01

WHERE IT WORKED

Local  
Sweet Potato Bread  
With Sweet Potatoes  
from Burch Farm  
Faison NC



## WHO TO CONTACT

Larger universities will have a separate Catering division, with dedicated management and chefs. For smaller universities, the Catering management and chef may be the same as those with oversight over dining halls. Producers interested in delivering to catering can check the university website for contact information for the Executive chef. Producers can also contact event management or “outreach” staff at university centers and the like that may want to source local products—for example, the “Center for Sustainability” mentioned above. A producer that is also an alumni of the university may have a better chance of becoming a vendor; former alumni should contact the alumni association to see if they desire alumni-grown or made local products at their catered events.



### Breakfast

<b>Continental</b> Assorted House-made Muffins, Scones & Full-Flour Bread Seasoned Flat Salad or Potato with “Shades Creek” Honey Cinnamon Dip Assorted All Natural Juices “Hot City Juice” Coffee and Organic Tea Service	<b>\$7.99</b>
<b>Fresh-Fresh Breakfast Buffet</b> “Bake-It” Cage-Free Local Eggs with Three-Tomato Ricca di Gallo or Seasonal Roasted Vegetable Brato Crispy Local Bacon or Turkey Sausage Patties “Nature’s Way” Seed Potatoes or “Cottage Farm” Seed Potato Hash with Bell Peppers and Vidalia Onions “Hot City Juice” Coffee and Organic Tea Service	<b>\$8.99</b>
<b>A la Carte Additions</b>	
Local Country Oats with “Cultured Cow Creamery” Smoked Cheddar & Texas Pate	<b>\$1.69</b>
Deconstructed Greek Yogurt Parfait with Boost Seasoned Fruit, Seasonal Berries & House-made Granola	<b>\$1.69</b>
Local French Toast or Buttermilk Pancakes with Organic Maple Syrup	<b>\$1.99</b>

### Farmer’s Buffets

<b>Pick One Salad</b> Organic Mixed Greens with Seasonal Tomatoes, Local Cucumbers, Red Cabbage, Bruschetta Croutons, Assorted Dressings Parmesan Salad with Olive Medley, Feta, Diced Prosciutto, Roasted Local Eggplant, Red Peppers, Onions, Roasted Garlic-Red Wine Vinaigrette Spinach Salad with Roasted Mushrooms, Seasonal Tomatoes, “Bake-It” Cage-Free Eggs, Pickled Red Onions, “Cultured Cow” Hoop Cheddar, Spicy Agave Dijon Dressing	
<b>Choice of Entrée</b> All Natural Grilled Chicken Breast with Local Red Wine BBQ Sauce or “Bake-It” Green Mustard Cream Sauce Gulf-Coast Grass Fed Pork Tenderloin with Red Onion/Organic Balsamic Marinade Pan-Roasted Monterey Bay Approved NC Farm-Raised Shrimp Rice or Rainbow Trout with NCVA Apple-herb Salsa Pan-Roasted Carolina Strip with Organic Cajun Sausage and Three-Tomato “Hot de Saib”	<b>\$15.49</b> <b>\$19.49</b> <b>\$18.99</b> <b>\$18.49</b>
<b>Vegetarian Entrée (Add \$1 per guest)</b> Grilled Tofu (using accompaniment from main entrée) Grilled Portobello Mushroom with Roasted Seasonal Vegetable-Quinoa Medley Local Grilled Vegetable Sausage with House-made Alfredo or Roasted Tomato-Ricotta Cream Sauce	
<b>Pick Two Sides</b> Roasted Local Kale or Fire-Roasted Brussels Sprout Pan-Roasted Acorn Squash or Fresh Green Beans with Garlic & Fresh Oil “Shades Creek” Honey Roasted Bacon Conards Roasted Seasonal Vegetable Medley “Nature’s Way” Roasted or Mashed Red Potatoes with Goat Cheese and Fresh Herbs Low Country Yellow Rice or Creamy “Tuffles NC” Black Truffle Risotto	

## LOCAL FOOD FEATURE: Locally-Sourced Menus for Catering at UNC-Wilmington

Having a local product featured at a catered event is typically the easiest way for a farm producer to get a foot in the door with university dining. Dining and Catering managers committed to local sourcing take the extra step of standardizing locally-sourced menus from which event planners can easily choose. This institutionalizes the use of local products so that it becomes part of the campus culture. The University of North Carolina-Wilmington achieves this by having a local aggregator, Feast Down East, as an approved vendor. Over the years the university has increased its volume and variety of products purchased from Feast Down East, and is now able to estimate product usage for coming seasons.

### Choice of Dessert

Made with “Bake-It” Cage-Free Eggs where Applicable. Gluten-Free Desserts Available.  
White Chocolate, NCVA Apple & Cranberry Bread Pudding with Vanilla Orange King  
“Cottage Farm” Roasted Sweet Potato Cheesecake with Espresso Whipped Cream  
Vegan Double Chocolate-Locust Leaf Cake

### Sandwich Buffet + Re-usable Box Lunches

<b>Sandwich Buffet</b> Please Select 2 Salads, 3 Sandwiches, 1 Dessert, Beverage Service	<b>\$12.49</b>
<b>Box Lunches</b> Please Select 1 Salad, 1 Sandwich, 1 Dessert, Whole Fruit All Natural Chips. Choice of Beverage Reusable To-Go Containers for boxed lunches. There will be a \$4 charge for each container not returned.	<b>\$10.49</b>
<b>Salads</b> “Local Farms” Roasted Sweet Potato & NCVA Apple Cucumber Salad Black Bean and Roasted Corn Quinoa Salad Seasonal Vegetable Flatbread Salad with House-made Italian-Herb Vinaigrette Mediterranean Chickpea Salad Organic Mixed Green Salad with Choice of Dressing (Recommended for Buffet Only)	
<b>Sandwiches</b> (Gluten-Free Bread Available. Any sandwich can be a wrap. Vegan Grilled Tofu can be substituted for any protein.) Carolina Chicken All Natural Grilled Chicken Breast, “Cultured Cow Creamery” Smoked Cheddar, Chickpea-BBQ Aioli & Carolina Apple Cider Vinaigrette Slow-Cook Whole-Grain Crostini	

<b>“Sweet &amp; Spicy” Turkey or Beef</b> “Carolina” Smoked Turkey or Grilled Beef, Local Cucumbers-Carrot Medley & Sweet Chili Cilantro Mayo on a Local French Baguette	
<b>Blackened Mahi-Mahi Wrap</b> Blackened Monterey Bay Approved Mahi-Mahi, Sriracha 1000 Island, Spiced Red Cabbage, Marinated Green Tomatoes & Organic Mixed Greens in a Japanese-Cheddar Wrap	
<b>Sustainable Tuna or Cage-Free Egg Salad</b> Monterey Bay Approved Tuna or “Bake-It” Cage-Free Eggs with Smokey Dijon Dip, Dressing, Green Olives, House-made Pickles, “Sunny Creek” Atlanta Sprouts & Blob Lettuce on Whitebread	
<b>“Caprese” Wrap</b> Fire-Roasted Seasonal Vegetables with Organic Balsamic Vinaigrette, Fresh Mozzarella, Prosciutto & Organic Mixed Greens in a Sundried Tomato Basil Wrap	
<b>Organic Hummus Wrap</b> - Fire-Roasted Seasonal Vegetables, Organic Tomato-Chickpea Spread, Greek Salad Medley & Organic Mixed Greens in a Spinach Wrap	
<b>Desserts</b> Made with “Bake-It” Cage-Free Eggs where Applicable. Gluten-Free Desserts Available. Vegan Vegan Cookies Big Chocolate Chip Cookies Pumpkin Lemon-Drop Cookies Vegan Vegan Biscuits White Chocolate & Cranberry Dessert Bar	

### Locally Inspired Hors d’oeuvres

<b>Hot</b>	
Organic Fajita Bites with Local Cucumbers, Onions and “Heads” Tomato Chutney	<b>\$3.99</b>
Crispy Coconut Monterey Bay Approved Crab Cakes with Heals-Lime Remoulade	Market/per guest
Bourbon & Goat Cheese Stuffed Mushrooms	<b>\$3.99</b>
<b>Cold</b>	
“Carolina” Turkey Ruben with Sweet-Cheese 1000 Island, House-made Red Sazerac, Chives, Salsa Rye Toast	<b>\$4.49</b>
“Smiffed” Roll Bites with Spicy Green Tomato Chow-Chow, “Shelton” Micro Greens, Garlic-Herb Croutons	<b>\$4.29</b>
Chef’s Summer Roll with Avocado-Lime Wasabi & Spicy Local Peanut Sauce	<b>\$3.99</b>

## UNCW Catering

natural selections catering menu



greener, healthier, sustainable and  
nourishing options



Local food advocates on-campus can support farm-to-catering relationships by finding out which entities on campus regularly use catering for events, identifying producers who can deliver local products to campus, and then suggesting to the organizers of those events that they request these items for their next catered event.

## PATHWAY TWO/ DINING HALLS



A local producer can apply to become an authorized vendor, and work through the contracting office of the FSMC or GPO. Because individual local producers often can't compete in scale and pricing with larger competitors, a more feasible option could be to become a vendor to the authorized distributor itself (see example on page 26). Local producers also have the option of becoming an approved vendor—this arrangement takes place between an individual dining account and the producer. The drawback of this business relationship is that purchases from approved vendors are considered “out of compliance” (see the University Food System diagram on page 19).

### WHERE IT WORKED

#### LOCAL IN THE CONTRACT: Mountain Foods at Warren Wilson College

Food service management company Sodexo signed a Transparency Agreement with the Real Food Challenge in 2013 (for background on the Challenge see the Building Demand chapter in this Guide). By signing this agreement, Sodexo clarified that the sharing of procurement information with Real Food Challenge campus representatives was encouraged by the corporate office. These students often work to determine which food purchases are “real” and tally those numbers as percents of total food purchased. One North Carolina School using this agreement is Warren Wilson College.

The college signed the Real Food Commitment in 2013 and committed to purchase 40 percent “real food” annually by 2020. As of the 2015–2016 assessment, Warren Wilson reported purchasing 36 percent “real food,” thereby revealing that the college is well on its way to meeting its goal. Although no specific percentage of “real food” purchase is specified in Warren Wilson’s contract with Sodexo, the contract does specify the creation of the Sodexo “Sustainability and Marketing Coordinator” position at Warren Wilson. The contract also specifies the creation of a new local foods student work team that aims to increase access to local foods on campus. This team is managed by Sodexo’s Sustainability and Marketing Coordinator and uses the Real Food Calculator to track Warren Wilson’s food purchases. To reach 40%, Sodexo signed up Mountain Foods, a regional produce distributor located 10 miles from campus, as an approved vendor. Cowpie Café, Warren Wilson’s vegan café, which is a retail food service site with items priced individually rather than an all-you-can-eat structure, almost exclusively serves produce from the campus farm and Mountain Foods.

For local food producers and advocates, the most effective ways to counteract the two factors that act against local purchasing for dining—price and compliance—are to seek out schools that have procurement policies that favor local sourcing, and for campus community members to petition schools to put procurement policies in place. (see Where It Worked, “Local in the Contract: Mountain Foods at Warren Wilson College”).

Local food producers can also sell to universities indirectly by selling to the authorized vendors. For example, a local artisan cheesemaker can become a vendor to Sysco or US Foods, the two largest distributors to universities, and work with the sales representative at these companies to build demand at target universities. Sales people want to sell more to current university accounts and obtain new accounts, and if universities value local sourcing, sales people have an incentive to provide it. Local producers can ride along with sales staff to universities to meet with chefs, and they can do in-cafeteria tasting events with chefs to showcase their products. Local food advocates that have relationships with university distributors can help connect the dots between local products, chefs desire for that product, and the authorized distributor (see Connecting the Dots for Local at UNC-Pembroke).



### WHO TO CONTACT

Producers interested in selling to dining can check the University’s website for the Dining Manager or Dining Services Director. The producer can also search for local food advocates on campus in order to strategize how to best make contact with dining and begin a productive relationship.

## PATHWAY THREE/ RETAIL & C-STORES



Food Service Management has a strong incentive to keep food costs as low as possible in an all-you-can eat cafeteria setting. Retail food service, where food is priced individually in a restaurant or deli setting, may offer a better option because the price difference can be passed along to the consumer. For example, a menu can carry a conventional burger and a locally-sourced grass fed burger, with different prices. The farm product can be from an approved vendor that delivers, or could be sourced via the authorized distributor.

C-stores are the convenience store shops on campus that accept meal plan cards in addition to other forms of payment. These stores often have grab-and-go products such as muffins, granola, and fruit, which could come from local vendors. This channel also requires producers to obtain approved vendor status. Some stores also carry items that require cooking (see sidebar, “C-Store Grassfed Burgers at University of North Carolina-Wilmington”).



### WHO TO CONTACT

Similar to producers interested in selling to dining, producers interested in entering retail and C-store markets on college campuses should contact dining management. Before making contact be sure to visit the campus to understand what retail and C-store options are available, and what types of products are already sold.

### C-Store Grassfed Burgers at UNC-Wilmington

Food Service Management Company Aramark at UNC-Wilmington signed on local grass fed beef producer Moore Brothers Beef as an approved vendor. Packages of four 6-ounce frozen beef patties are now sold in convenience stores on campus. Adding this local product to the C-Store was relatively easy because shoppers pay the full cost, and thus this does not negatively impact food services cost of goods, and the volume of sales through C-stores are small enough that they do not impact compliance numbers (see main text in this chapter for an explanation of compliance).

WHERE IT WORKED





# CONNECTING THE DOTS FOR LOCAL AT UNC-PEMBROKE

*Supporting Relationships & Market Connections Between Dining, their Authorized Distributor, and Local Farmers*

As with most university dining, the University of North Carolina at Pembroke's Sodexo-managed dining operations hold exclusive contracts with particular authorized vendors. Purchasing local products through these existing vendors is the path of least resistance for dining, but these vendors may not carry local products. In the case of UNC-Pembroke and its authorized fresh produce vendor, FreshPoint (a division of Sysco), it took facilitated meetings and ongoing follow-up over the course of a year to connect two farmers located within 10 miles of campus into the produce supply chain running from farm, through FreshPoint, to the UNC-Pembroke dining hall. The graphic on the following page shows the relationships between these entities, with information on dining demand and farm supply moving directly from UNC-Pembroke's chef to area farmers (one a greenhouse operation growing lettuces; the other a field operation growing a variety of produce). Ordering and deliveries are handled by FreshPoint.



## VALUE CHAIN COLLABORATION

Value chains differ from the broader term "supply chain" in that they assume more cooperative, interdependent, and risk-sharing relationships between partners in the chain. Often the creation of value chains from small/mid-scale farms and conventional food businesses such as wholesalers and institutional dining services require outside support and facilitation. For this relationship, staff from the USDA-funded Ufoods project identified local farmers, supported them with food safety and post-harvest handling resources, provided connections to the authorized distributor, and shepherded meetings and contacts between all parties to bring local farm products to campus dining.

# FARM TO UNIVERSITY VALUE CHAIN COLLABORATION



FOOD SERVICE MANAGEMENT COMPANIES



NEW GROUND FARM

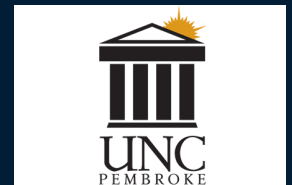


MG3 FARMS

The Sodexo chef at UNC-Pembroke talks with local farms to plan what will be ordered, then relays this information to his authorized distributor, FreshPoint. FreshPoint then backhauls from these farms during its same run to deliver to UNC-Pembroke. The product goes into FreshPoint's inventory, then makes its way back to UNC-P dining halls and other food service accounts in North Carolina.



UNIVERSITIES



AUTHORIZED DISTRIBUTORS



PRODUCT DELIVERY



VALUE CHAIN COLLABORATION

# DIRECT TO CONSUMER





# HOW IT WORKS

## CSAs FOR CAMPUS DELIVERY



CSA (Community Supported Agriculture) is a direct-to-consumer channel for farms to sell to campus community members. In a CSA program, farms usually pack their fresh foods in boxes weekly and deliver them to a designated location where customers who have subscribed to the program can pick up their box. Payment can be upfront or pay-as-you-go. Working with a farm that enrolls university subscribers directly usually removes liability from the university. Some workplace wellness programs partially sponsor CSAs.

CSAs are an advantageous market for many farmers because they can have some flexibility as to which items are offered each week, allowing some wiggle room given unexpected weather and other events that impact harvest. If they have less of one type of produce, and more of another, the boxes can be packed accordingly.

The presence of a campus CSA can be highlighted at wellness and other events to promote general awareness of food and agriculture, highlight the availability of local fresh foods from area farmers, and link fresh foods to improved health. This may develop into a market relationship between dining and the farm (or group of farms or food hub), with the farmer becoming an approved vendor (see the Food Service Management chapter in this guide for explanations of approved and authorized vendors) or signing up to sell through dining's authorized distribution company. Farmers that have on-farm stands or agritourism can also use CSA boxes as a way to advertise these to campus community members.

***Dining hall chefs can do “chef’s table” events, drawing on chef creativity to feature items that appear in the box, ideally with the farmer in attendance at the event.***

# STEPS FOR SUCCESS

*Creating a CSA/Box Program at Your University*



## STEP ONE / FIND A CAMPUS CHAMPION

Obtain the commitment of one or more university leaders who will act as champions of the CSA/Box Program and work to ensure a successful launch of the program. Places to look for interest and leadership include agricultural science or nutrition departments; student clubs interested in food, health, nutrition, and agriculture; and the campus wellness program.

01



## STEP TWO / RESEARCH CAMPUS DEMAND

Work with the campus champion to distribute a survey to faculty, staff, and students to understand the potential for CSA/Box sales at the university, and preferences for products, size and price, and delivery day. (See Resources for an example of a campus survey). The campus champion can be asked to facilitate the distribution of an online survey. This step is critical. Determine the demand for a CSA program before moving forward.

02



## STEP THREE / ESTABLISH A PICKUP POINT

Work with the campus champion to identify one or more box pickup locations. Potential sites include the student center, a building atrium, or a classroom. A student club may want to handle distribution, with the club earning a fee that can support their operations. Parking and car access should be considered in determining a pickup location in order to accommodate the transport of heavy items.

03

# RECOMMENDATIONS FOR **CAMPUS MEMBERS & LOCAL FOOD ADVOCATES**



## HOW TO IDENTIFY A CSA PROVIDER:

Research and connect with a local farm, preferably one with an existing CSA/Box program. Your local Cooperative Extension Service office and the web are likely your two best sources for finding these. Determine if the farm would be willing to expand their current CSA/Box operation to include the university.

## PROMOTION:

Advertising the CSA is extremely important. Suggestions are to include sign-up information in faculty and staff email newsletters and communications from the university wellness office. It may be that faculty and staff comprise the majority of subscribers, which can be advantageous for growers because it gives them a steadier demand than is the case for a student population that fluctuates due to lower summer enrollment.

## MATCH THE CSA BOX TO CAMPUS MEMBER NEEDS:

Match the CSA box to campus member needs: Partnering with a farm that has the ability to provide full and half shares (for example, a 10 lb box and a 5 lb box) could have the advantage of attracting students who cook less frequently than faculty or staff. Results of your campus survey can inform the size of box and frequency of delivery (see CSA Campus Community Survey in Resources). It is beneficial to work with the farm to communicate an expected list of that week's items, if the box can be ordered week to week (i.e., not a seasonal subscription). And/or add-on items (such as flowers, honey, breads, eggs) can be advertised for an additional charge.

## PICKUP DAY:

Choosing multiple convenient high-traffic pickup sites will encourage different segments of the campus community to subscribe to the CSA Program. If subscribers are unable to pick up their CSA during a certain week, having the ability to designate someone else to pick it up for them is another way to encourage sign-ups. It is also pertinent to have a plan in place for donating the boxes that are not picked up by subscribers, for example, donation to the university or area food pantry.

## FARMER RELATIONSHIPS:

Connecting with the local partner farm to arrange on-site visits for students and faculty is a great way to promote the consumption of local foods and educate about the origin of food and sustainable farming practices. Given a farmer's time constraints, however, note that farmers will likely only be willing to spend time on campus at farmer-related events or hosting tours at their farm if they are selling significant amounts of product to the campus community.

## CSA PROGRAMS AT UFOODS PARTNER SCHOOLS

NC Central University has explored the potential for campus CSA pickup points from two local CSA providers—The Produce Box and Farmer Foodshare. The campus champions at the university are: a dietetics faculty member, the Student Nutrition Association (SNA) that he mentors, and the director of student affairs. The director distributed a digital survey across campus to community members to ascertain interest, and sign-up events were held on campus. The Student Nutrition Association planned to man the pickup sites and make sure that any boxes that were not picked up were donated to the campus food pantry. In the first year of the initiative, fewer signups were achieved than the minimum required by the CSA companies to establish a dropoff point. The Student Nutrition Association and other student groups plan to advertise the potential for CSAs in the coming seasons to build campus demand.

# HOW IT WORKS

## CAMPUS FARMERS MARKETS



Campus farmers markets are an opportunity for colleges and universities to increase access to local foods on or near their campuses. Participating local farmers can make sales at the markets, bring their products to the attention of campus catering and dining, and drive campus community members to their on-farm stands or agritourism operations, such as a u-pick strawberry farm. University farmers markets can also serve to establish future purchasing habits for students. By partnering with farms in the community, universities provide increased opportunity for farmers and value to students through the provision of fresh foods and heightened awareness of local agriculture.



NC A&T State University students visit a booth and sample local foods during Greek Day at the local farmers market in Greensboro.

### CAMPUS MARKETING

#### Dorm Recipes Using Seasonal Produce

The U Foods project created monthly flyers for each of the six partner campuses to highlight a seasonal produce item and a simple recipe that could be prepared without a stove. Each flyer also provided information including directions to either an on-campus farmers market, or to the farmers market closest to campus. (See links to these monthly flyers in the Resources section.)

DECEMBER LOCAL FOOD SPOTLIGHT



## KALE

HEALTH BENEFITS

Kale is low in calories, high in fiber and has zero fat. One cup of kale has only 35 calories, 5 grams of fiber and 0 grams of fat. It is great for aiding in digestion and elimination with its great fiber content. It is also filled with vitamins (A, C, and K), calcium, iron, folic acid, magnesium and antioxidants.

EASY TO MAKE RECIPE

- 1 bunch that leaf kale—leaves trimmed away and discarded, leaves cut into 2-inch pieces.
- salt to taste
- 1 tablespoon olive oil

**DIRECTIONS**  
Arrange kale pieces on microwave safe plates so they do not overlap. Divide olive oil over the kale pieces. Season with salt.

Cook each portion of kale in the microwave until crispy, usually 2-3 minutes per batch.

FIND A LOCAL FOOD PROVIDER

Our partnerships are the key to our success! By supporting the 10% Campaign, these businesses and organizations are contributing to the millions of dollars of North Carolina food purchases. Find local food providers near you by visiting your NC 10% Campaign Partner Map.



[nc10percent.com](http://nc10percent.com) > Find Local Food



WHERE IT WORKED

# STEPS FOR SUCCESS

*Creating a Farmers Market at Your University*

01

## STEP ONE / ESTABLISH A TEAM & CHAMPION



Pull together a group of stakeholders on the university campus that will commit to advocating for the introduction of a market into the campus community. These leaders can include interested academic faculty and representatives from the Office of Sustainability, the Office of the Provost, and Facilities Management. The representatives from these offices are likely key to secure approval for the creation and location of the farmers market on campus. If the initial driver for an on-campus market is an off-campus entity, such as a local food council or city farmers market, these entities can look for farmers market champions by contacting student clubs or university departments or centers associated with food and agriculture. Students and interested faculty can then serve on the team. Students will be particularly important as team members, as they will likely be the best promoters of the market to other students and the campus at large, and may play important roles in the week-to-week operation of the market.

02

## STEP TWO / RECEIVE APPROVAL



The farmers market team will need to receive approval for the market itself and for bringing outside vendors to campus. The Office of the Provost usually holds the decision-making power in this situation. The university legal team might also need to be involved to consult on issues of liability since the vendors will provide produce and other consumable goods to students.



03



### STEP THREE/ IDENTIFY STUDENT VOLUNTEERS

Typically, a student market manager is accountable for recruiting and coordinating the vendors for the market, guided by a faculty advisor. The market manager is also responsible for creating an ongoing reliable pool of student volunteers to be present during market days and to promote the market to the student body. The faculty advisor works closely with the student manager to ensure that the market is being managed in a way that creates value for the vendors and for students. This advisor can also act as a liaison between students and campus offices that provide approval for the market and which might set guidelines for its operation.

04



### STEP FOUR/ SECURE LOCAL VENDORS

Securing local vendors who are committed to attending the university farmers market on a weekly (or bi-weekly) basis is the most important aspect of market creation. Providing a commitment agreement for vendors to sign is one way to set expectations for vendors and ensure a successful partnership.

# OTHER CONSIDERATIONS



## COMPETING WITH OTHER FARMERS MARKETS:

Make sure that your campus market does not compete with a nearby already established farmers market. You want the campus market to fill a need, not compete with other markets. If a nearby market already exists, identify public transportation routes to the market and promote the market to campus community members.

## VENDOR SELECTION:

A campus farmers market team should aim to choose a diverse group of vendors from the local area who offer very different products. A mix of fresh produce, artisanal products, and baked goods will expand the number of options for student purchasers. The most expedient way to find local vendors is to visit an existing farmers market in the community. If the campus market complements other markets--for example, occurs on a day mid-week that complements vendors appearance at an existing Saturday market, vendors may be very interested in coming to campus weekly.

## LOCATION SELECTION:

The location for the market is integral to its success. The market team should attempt to locate the market in a high-traffic open area. Ideally, this location should be well-known and very accessible to the members of the local community who might visit campus to attend the market. The area should have adequate parking for vendors that allows them to either set up their products near their vehicles or easily move their products and supplies from their vehicles to the market area. Consider locations on campus, and locations just off campus.

## FARMERS MARKET PROMOTION:

Staff and faculty can promote the market across their campus listserves; public digital messaging (e.g., video screens) across campus can highlight market days, vendors, and products; and students can use Facebook and Instagram to reach their peers. In addition to messaging, student volunteers should host an information table at a prominent location at the market. Providing written information about the vendors and their products to students passing through the market will help to circulate excitement about local offerings. These farmers market hosts could also conduct contests and events to draw in students unlikely to visit the market otherwise. Students can also use the market for class research, for example conducting dot or bean surveys to understand shopper motivations and gain feedback (for information on conducting dot and bean surveys see the Resources section on page 44.)





# FARMERS MARKETS AT UFOODS PARTNER SCHOOLS

Fayetteville State University (FSU) partners with the Murchison Road Farmers Market to bring local farms to a near-campus location and increase students' access to local foods. The market was founded in 2013 by three FSU students and one alumni and became operational in May of 2014. In the first year, the market served approximately 3,500 people. The initial funding for creating the farmers market was provided by a few different sources. FSU won the Start-up award in Ford Motor Company's Historically Black Colleges and Universities Community Challenge and was also awarded the USDA Farmers Market Promotion Program Grant. They were also supported by the City of Fayetteville and the FSU Development Corporation. Students can often find funds for starting farmers markets, holding events, or other local food projects through the following outlets:

- Student Government Association
- Dining Services Sustainability and Marketing
- Student Affairs (student clubs usually need to be officially recognized/registered with the university to be eligible for annual budgets)
- University Green Fee, often run through the Office of Sustainability
- Nearby health food stores (application process for donations often takes least 2 weeks advance notice)

In order to encourage students to attend the market, the market hosts cooking demonstrations with local chefs. Additionally, many professors encourage students to visit the market, and business school students spearhead the marketing efforts through social media, sometimes using Facebook live to create buzz. Email reminders go out to student listservs each week.

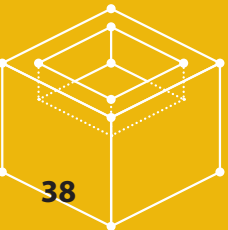
**MARKETS ON CAMPUS:**  
**FreshPoint Holds a Fresh Produce Market at UNC-Pembroke**

Regional distributor FreshPoint is an authorized produce vendor for five of the six U Foods partner schools, and has worked with U Foods to identify near-campus farmers that can become vendors to the company. FreshPoint has also taken the initiative of holding occasional produce "farmers market" events, selling local produce to campus members. The proceeds from the UNC-Pembroke event pictured here were donated to the campus food pantry.



**WHERE IT WORKED**

	01	02	03



**DIRECT**TOCULINARY

# HOW IT WORKS

## FARM TO CULINARY PROGRAMS



At most large universities, university operated food service units or contracted Food Service Management Companies such as Aramark and Sodexo purchase food that is consumed by students who live on campus (see the Food Service Management chapter in this handbook). However, at North Carolina community colleges, where students do not live on campus and residential dining halls rarely exist, the main purchaser of food is often the director of the community college's culinary program. These buyers primarily purchase their food through the North Carolina e-procurement system ([vendor.ncgov.com](http://vendor.ncgov.com)), through which food producers have the potential to conduct business directly with state agencies.

Companies register in the e-procurement system by filling out informational forms at the site listed above. There are no minimum requirements to register on the e-procurement system, but once a supplier is registered, buyers may ask for additional information from them before making a purchase. Community college purchasing departments may not require farmers to be Good Agricultural Practices (GAP) certified and they do not have minimum insurance requirements for suppliers. However, individual culinary departments might require suppliers of food to be GAP certified. Most community college purchasing departments require suppliers to submit a W-9 before a purchase order is issued.

There are hundreds of food providers listed in the North Carolina vendor database, including major food distribution companies like Sysco, individual franchised restaurants like Subway, home-owned catering companies, and many small farms. You can see a complete list of vendors on the public site located at [eprocurement.nc.gov/Vendor/Registered\\_Vendor\\_Search.html](http://eprocurement.nc.gov/Vendor/Registered_Vendor_Search.html). A search of vendors can be performed using filters for city, county, and product category, among others.

Once a vendor is registered in the NC procurement system, any government agency or business that uses the system can see them as a vendor and purchase from them. A merchandising/marketing fee of 1.75% applies to all purchases and the vendor pays this fee.

In addition to the e-procurement system, many community colleges and other State entities have a procurement ("pcard") program where a state-issued Visa card can be used. This is often a good way for culinary programs to purchase perishables from local food suppliers. These purchases do not require vendor registration in the e-procurement system and the vendor is paid at the point of sale. Purchasers at some community colleges will only use e-procurement, while others use a combination of e-procurement and pcard usage.

# STEPS FOR SUCCESS

*Getting Local Product into Your Local Community College*

## STEP ONE / CONTACT THE CULINARY PROGRAM DIRECTOR



Many of North Carolina's 58 community colleges have culinary programs (<http://www.nccommunitycolleges.edu>). Connecting with the director of the local community college's culinary program is a logical first step. Determine the director's level of interest in local products, and discuss volume, price, and delivery schedule. A strong relationship between the director and local farmers is crucial to encouraging the purchase of more local products. Culinary Program directors are likely to be more interested in buying from farmers if they are willing to be engaged with students in the program; for example, visiting classes at the college and allowing classes to visit the vendor's farm.

01

## STEP TWO / CONTACT THE COMMUNITY COLLEGE PROCUREMENT MANAGER



Connecting with the Procurement Manager at the community college is the next step. These managers will have information on how farmers can get set up in the e-procurement system.

02

### STEP THREE / SET UP FARMERS IN THE E-PROCUREMENT SYSTEM



Farmers should go online to [vendor.ncgov.com](http://vendor.ncgov.com) to register as a vendor. Farmers will need to fill out informational documents. There are no minimum requirements to become a vendor in this system.

03

### STEP FOUR / NURTURE CULINARY DIRECTOR RELATIONSHIP



Maintain frequent communication with the culinary director about the types of local products that can be used in upcoming classes, encourage farmers to visit students in class and have students visit their farm. These steps strengthen business relationships. Farmers should send product/price lists to directors on a regular basis, similar to how farmers work with restaurant buyers.

04

Culinary Directors at a community college will likely be most interested in farmers that can not only provide quality food products, but are also willing to talk with students and allow classes to visit their farms.

# RECOMMENDATIONS FOR CULINARY PROGRAMS SEEKING TO WORK WITH LOCAL FOOD PRODUCERS



## SEEK OUT RELATIONSHIPS WITH LOCAL FARMERS:

Culinary programs can find local farmers at area farmer's markets, farm stands, through online searches, and by calling the local Cooperative Extension office (see <https://www.ces.ncsu.edu>). Place information on the Community College website to solicit farm providers, and include information on particular needs and requirements and the web address for the e-procurement system. As part of the 2016-2017 UFoods project, local producers were identified in the areas around six focal project universities (See UFoods Farmer Map in Resources section on page 44.)

## SEASONAL PLANNING WITH LOCAL FARMERS:

After establishing a relationship with a local farmer, it is important to stay in frequent contact to discuss the items that will be of most use to the culinary program in the coming semester. Farms can provide products for classes and catered events. The best way to establish an ongoing positive relationship with a grower is to preplan a semester ahead, and follow through on these agreements.

# CONNECTING WITH CULINARY PROGRAMS: Local Foods at Central Carolina Community College's Culinary Program

Chefs at Central Carolina Community College (CCCC) in Pittsboro, North Carolina, use products from local farms and from the campus farm as teaching tools in their culinary program. Several local vendors that are registered in the e-procurement system provide products to CCCC. According to the CCCC chefs, 80% of their beef and pork, 50% of their poultry, and 20% of their dairy is procured locally. The program purchases approximately \$1000 of pastured beef per semester from Cohen Farm in Silk Hope, North Carolina. Chef Kelly Burton stresses that the quality of the product is the most important factor in choosing a local vendor. She stresses to her students the importance of purchasing high quality meats and produce and the benefits of purchasing quality local items when they are available in season.

Relationships between farms and culinary programs provide more than just economic benefits to the farms. They increase the awareness of local foods among new culinary professionals who will soon be making their own purchasing decisions.

## North Carolina E-Procurement System

Farms and food manufacturers can register to be a vendor for culinary programs at community colleges in the North Carolina E-Procurement System at: [vendor.ncgov.com](http://vendor.ncgov.com)

# FARM TO UNIVERSITY RESOURCES

Visit [ufoodsnc.com/resources](https://ufoodsnc.com/resources) for UFoods resources, including the following:

- UFoods Farmer Census Survey
- UFoods Farmer Map
- Hubs & Kitchens Directory
- UFoods Campus CSA Interest Survey example
- UFoods Monthly Local Food Spotlights
- UFoods Dorm Recipe Cards
- UFoods Guide on Setting up a Campus Farm to Dining Program
- UFoods Local Produce Demand Planning Tool for Institutional Food Service

## SELECTED NATIONAL RESOURCES:

- **FINE—Farm to Institution New England** : [farmtoinstitution.org](https://farmtoinstitution.org)
- **Farm to Institution New York State**: [finys.org](https://finys.org)
- **New Hampshire Farm to School**: [nhfarmtoschool.org/farm-to-institution.html](https://nhfarmtoschool.org/farm-to-institution.html)
- **South Carolina Farm to Institution**: [scfarmtoinstitution.com](https://scfarmtoinstitution.com)
- **UC Santa Cruz Farm to College**: [casfs.ucsc.edu/farm-to-college](https://casfs.ucsc.edu/farm-to-college)
- **Real Food Challenge**: [realfoodchallenge.org/food-service-professionals](https://realfoodchallenge.org/food-service-professionals)
- **AASHE**: [hub.aashe.org/browse/publication/1263/sustainable-procurement-toolkit](https://hub.aashe.org/browse/publication/1263/sustainable-procurement-toolkit)
- **Dot & Bean Survey**: [www.helpingpublicmarketsgrow.com/bean-poll-description-market-dot-survey.html](https://www.helpingpublicmarketsgrow.com/bean-poll-description-market-dot-survey.html)



*Special thanks to the students, staff, and local food advocates at the UFoods partner schools!*





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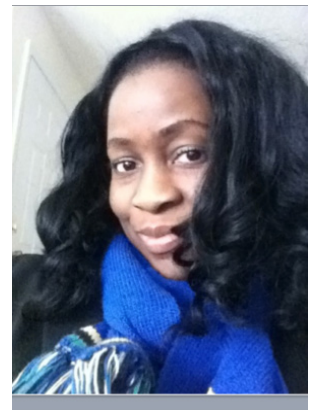


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