



THE OHIO STATE
UNIVERSITY

Local and Sustainable Food Purchasing at

The Ohio State University: Capstone Course Proposal

Environment, Economy, Development, and Sustainability Capstone Course Spring 2016

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Executive Summary

This report is the culmination of a capstone project for the Environment, Economy, Development and Sustainability (EEDS) major at The Ohio State University for Spring 2016. The creation of this project is in response to the university's sustainability goals developed by the President and Provost's Council on Sustainability in November 2015. The scope of our project is to address the university's goal to "increase production and purchase of locally and sustainably sourced food to 40% by 2025."

After conducting initial research on how to achieve this goal proposed by the university, our team realized that numerous amounts of baseline data had to be collected to begin outlining a plan for the university. An objective was created to develop an EEDS capstone course that focuses on the research and analysis of The Ohio State University's purchasing and sourcing of local and sustainable food using the Real Food Calculator Framework, which is a tool used by students to track institutional purchasing over time. We believe that the research conducted in the proposed course will be a vital and needed resource to lay the foundation for and ultimately achieve the overall goal.

In our discussions with Ohio State faculty we have been assured that there is a need for an additional capstone course in the School of Environment and Natural Resources (SENR) due to growing enrollment across majors. The baselining work that Ohio State would need to accomplish in order to achieve purchasing of 40% local and sustainable food is an undertaking in itself; the introduction of a new capstone will help the university utilize their resources in a financially responsible manner by allowing students to conduct and analyze this necessary research.

Outlined in the following report is our recommendation for The Ohio State University's President and Provost's Council on Sustainability goal for local and sustainable food purchasing. Agreement and communication by all associated parties is necessary for the successful completion of this goal. The creation of a capstone course that is based on student research and reporting will influence and create a more sustainable community at Ohio State. The following report is the result of our team's research on what it will take to reach the goal put forth and our recommendations for the Council on Sustainability to consider in order to reach that goal.

Introduction

The scope of this project aligns with The Ohio State University's sustainability goals developed by the President and Provost's Council on Sustainability. More specifically, this project addresses the resource stewardship goal of "increasing production and purchase of locally and sustainably sourced food to 40% by 2025." The specific objective developed by our team of five seniors in the EEDS capstone class is to create an additional thematic EEDS capstone section that will focus on researching and analyzing Ohio State's sourcing of food using the Real Food Calculator Framework.

Our findings suggest that the goal of increasing sustainably and locally sourced food to 40% by 2025 is aspirational, yet imperative to the advancement of the university. The Ohio State University will need to conduct extensive baselining work and collaboration among associated stakeholders. Our team believes that the goal put forth by Ohio State is very ambitious, as the university has less than ten years to almost quadruple the percentage of local and sustainable food purchasing. No other universities reporting to AASHE of comparable financial resources and student enrollment to Ohio State are near 40% at this time. Leaders in local and sustainable

food purchasing (Michigan State University and University of Texas at Austin) are currently at 21%.

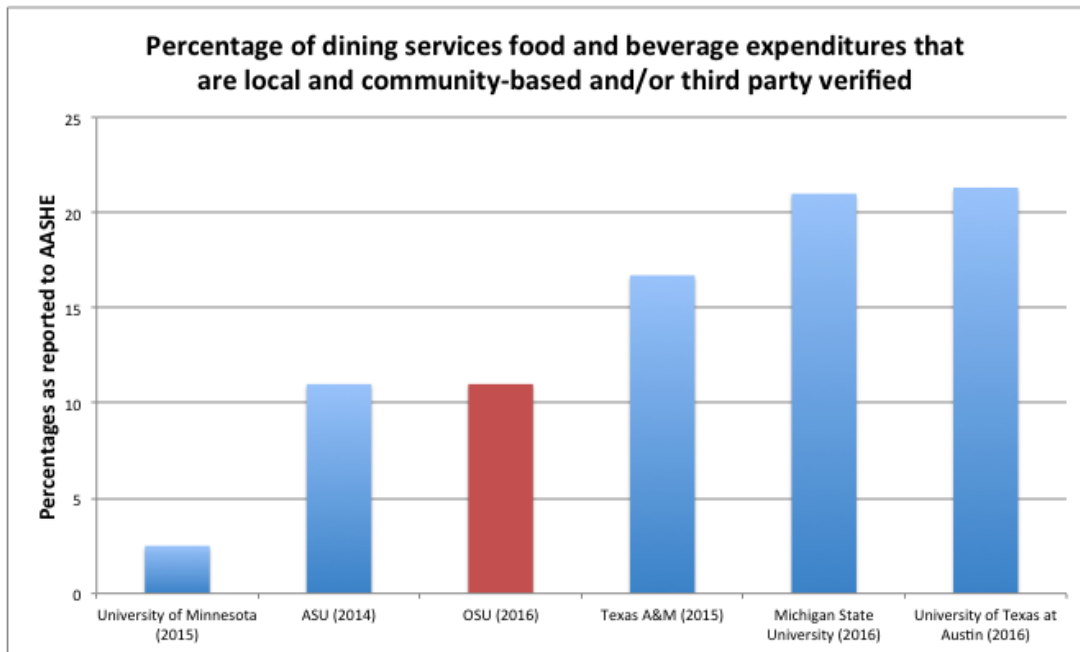


Figure I. Current local and sustainable food purchasing at Ohio State and five universities of comparable size

Despite the high ambition of this goal, we are confident that our proposed capstone course will motivate and enable the university to make substantial headway. Timing plays a key role in developing a response to the university’s sustainability goal as the university is simultaneously experiencing significant enrollment growth in The School of Environment and Natural Resources, specifically the EEDS major. An additional capstone class will support the growing demand from students for a course that provides them with hands on research experience and a culminating project during their final year.

Justification

Sustainability Goal

It is our hope that through this proposal, we will be able to pave way towards the accomplishment of OSU's goal of reaching 40% local and sustainable food purchases by 2025. To examine the comprehensive implications of this goal, the fiscal, social, and environmental impacts of what it entails must be considered. Ohio State had a total food and beverage budget of over \$13 million in 2015 (AASHE STARS). A shift in food purchasing to 40% local and sustainably produced food will generate millions of dollars into the local and sustainable food economy. This transfer of funding will allow for pre-existing businesses to increase capacity, create speculation for investments, and increase state tax revenue from local purchases. In addition, it will generate societal impacts including education and partnerships along with environmental impacts including carbon reduction and ecosystem degradation cost avoidance.

Columbus is in the midst of a local food movement. There has been an increase in popularity of local and sustainably sourced food businesses through evidence of the success of: Acre, Alana's Food and Wine, Northstar, The Crest, Whole World, Lucky's Market, The North Market, Snowville Creamery, multiple CSA programs, farmers' markets, and many more. An institutional commitment from OSU to purchase 40% local and sustainable food will enable local producers the financial security to upscale their production. OSU's very own Heirloom Cafe serves as a profitable example of sourcing food from local and sustainable producers as it purchases from over fifteen local businesses. The success of Heirloom from faculty, staff, and non-residential students reveals the high demand and marketability for local and sustainable food. If more dining halls had similar food options available, there may be an increase of people purchasing their food on campus. Being able to market a more conscientious dining system may

attract prospective students. The benefits of local and sustainable food purchasing are not solely limited to finance.

The pursuit of the local and sustainable food purchasing goal will create positive social impacts for the OSU community through education and awareness of food production. Having signage that reflects where food is sourced will create awareness in the ethics of how the food is produced and the impacts that food systems have. OSU's goal of sustainable and local food purchases aligns with two of Ohio State's Discovery Themes: "Sustainable and Resilient Economy" and "Food and Agriculture Transformation." The Sustainable and Resilient Economy (SRE) program "is advancing the science of sustainable production and consumption by developing a comprehensive, integrated approach to sustainability and resilience assessment" (The Ohio State University, 2016b). An institutional commitment to local and sustainable food will reveal Ohio State's commitment to the major research thrusts of the SRE program: the circular economy, climate adaptations, and coupled human-natural systems. The Initiative for Food and Agriculture Transformation (InFACT) is working "to secure resilient and sustainable food systems" (The Ohio State University, 2016a). InFACT specifically states the need for collaboration of faculty, staff, students, and partners in order to accomplish its goal. The commitment of institutionalizing 40% purchasing of local and sustainable food will reflect positive social impact through education and adherence to the Discovery Themes; additionally, it will generate positive effects on the environment.

Ohio State's commitment to purchasing 40% local and sustainable food by 2025 will benefit the environment in a multitude of ways. Ohio State's carbon footprint could be greatly reduced from local purchases due to shorter transportation needs. Sustainably sourced food will be produced using best management practices, including usage of cover crops, organic

certification, or agroforestry methods, among others. A switch to sourcing food using best management practices could alleviate and prevent potential environmental hazards such as the Lake Erie Water Crisis. Cost avoidance of these disasters should be taken into consideration in the financial implications of this goal. The environmental impacts that this goal will produce reflects compliance with the Discovery Themes.

Capstone Course

As stated earlier, we are proposing a capstone course to address Ohio State’s sustainability goal of purchasing 40% local and sustainable food by 2025. There is a need for an additional capstone course in SENR, in particular for the EEDS major. The proposed capstone will be an interdisciplinary course that draws from a plentitude of backgrounds and departments. As shown below in Figure II, there has been significant growth in the EEDS major and in SENR in whole. With continued growth and current capacity needs, an additional capstone course is a necessity.

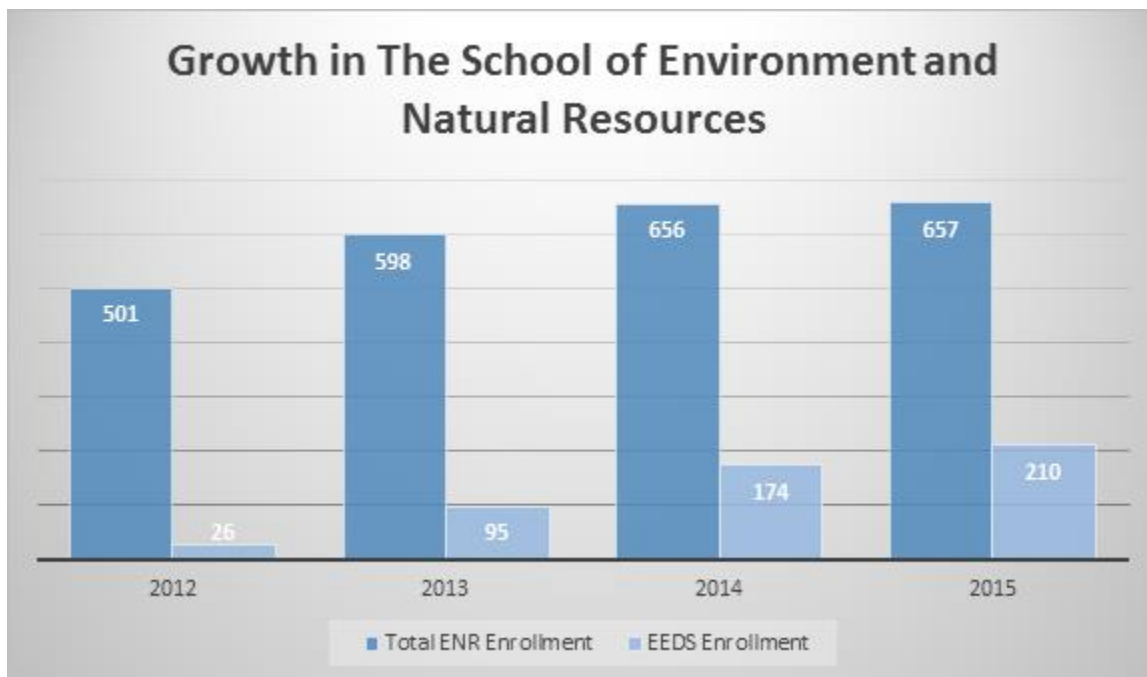


Figure II. SENR and EEDS enrollment, 2012-2015

Using the capstone course as a means to completion of the sustainability goal could lead to a stronger discipline in food policy and food systems educational tracts. This will enhance Ohio State's programs making them more competitive to other universities that are starting to offer similar programs. Using student work is not only a cost-effective strategy, but provides an educational benefit of incorporating student work and participation in a real-world project that affects their immediate community, Ohio State. Students will have the ability to apply what they have learned, communicate with experts in the field, and engage the greater Columbus community in the process of fulfilling OSU's Sustainability Goal. Their participation will pave way towards the structure and process that OSU needs in order to move forward with purchasing 40% local and sustainable food by 2025.

Real Food Calculator

The Real Food Calculator is an ideal fit for this capstone class. As detailed in the following sections of this report, this transparent reporting tool provides strict, internationally-recognized criteria for local and sustainable food. AASHE STARS uses Real Food criteria and accepts Calculator results as a way for institutions to report their information to the STARS website. The Calculator is also a student-led method of baseline assessment, which means students direct the process and hold their university accountable to the definitions set by this framework. As our group heard from instructors at multiple other institutions, incorporating the Calculator framework and process into a class is a practical, efficient, and feasible way of accomplishing the massive amount of data analysis that is necessary in order to make any progress on OSU's Sustainability Goal. With stringent and comprehensive criteria for the words "local" and "sustainable," the Calculator, in the form of an interdisciplinary capstone class, is the

process and plan OSU needs in order for its Sustainability Goal to hold any weight and make tangible changes to our university food system.

Methods

We confronted the monumental task of researching Ohio State's food system by dividing our research into several main topic areas. To start, we quantitatively analyzed OSU's 2016 Association for the Advancement of Sustainability in Higher Education Sustainability Tracking, Assessment & Rating System (AASHE STARS) report for Food and Beverage Purchasing. AASHE STARS is a self-reporting framework for colleges to gauge and compare their sustainability behaviors and initiatives (AASHE STARS, 2015). Simultaneously, we qualitatively assessed the present-day atmosphere around food at OSU, including meetings with Dining Services representatives and leaders in SENR. To accompany this research, we also researched the Real Food Challenge (RFC), deeming it an appropriate and necessary process and plan to back OSU's Sustainability Goal, add accountability, transparency and student leadership, and institutionalize a framework and definitions for achieving 40% local and sustainable food. In conjunction with researching RFC, we reached out to leaders and instructors at other colleges and universities who are currently using the Real Food Calculator, taught as a for-credit undergraduate class. The Real Food Calculator class offers a means of transparent reporting for their institution's food purchasing habits. They provided key insights into the implementation of RFC method, criteria, and how it can be a fit for OSU. All of this research culminated in a number of clear, key results detailed later in this report.

Quantitative Assessment of AASHE Report

To formulate our understanding of what OSU is currently doing in food purchasing and to create a baseline understanding of where OSU claims to be in terms of percentage “local” and “sustainable” food, our group analyzed the 2016 sample report spreadsheet of purchasing records posted on the AASHE website by OSU. This report consists of several columns and hundreds of rows, with each row listing an individual food item purchase and each column representing a different piece of information about each item. One column, marked “Local (Y/N)” indicates if a food is considered local or not. No other information or explanation about locality or sustainability pertaining to the items listed in this spreadsheet. This itself is a direct violation of AASHE reporting standards, which require the inclusion of “a description of the sustainability attribute(s) for which [the item] is being included” in addition to an indication of the category for which the item is being counted. More disturbing, food purchased from companies such as Lays, Folgers, Heinz, and Sweet'N Low, to name a few, were granted a “Y” in the “Local (Y/N)” column. This too is a direct violation of AASHE definitions of local, as none of these multinational corporations at all fit the AASHE criteria for community based producers, nor do the items listed in the spreadsheet have their entire life cycle take place within 250 miles of Ohio State.

Meetings with Ohio State Representatives

To qualitatively assess the current status of OSU’s food system, our group met first with Zia Ahmed, Senior Director of Dining Services. Mr. Ahmed provided a trove of information about Ohio State’s plan moving forward to reach the OSU’s Sustainability Goal. Essentially, he detailed a group that he would be assembling in collaboration with the Office of Student Life this semester made up of faculty, administration, and students that would focus on finding a way to reach 40% local and sustainable food by 2025, or come to the conclusion that the goal is

unrealistic and devise a more practical alternative. Mr. Ahmed did not provide us with Ohio State's definitions of local or sustainable when asked, stating that it would be a task of the to-be-assembled group to come up with applicable definitions.

Tim Keegstra, Associate Director for Facilities and Planning within Dining Services, was another useful contact for our group. In meeting with him, we learned that the sample purchasing report spreadsheet posted on the 2016 AASHE report for Ohio State comes directly from US Foods, one of the largest food distributors to the university. Mr. Keegstra receives this purchasing report and forwards it to AASHE to become a part of OSU's report. As AASHE is an entirely self-reported and non-third party verified ranking system, neither the organization nor Mr. Keegstra had caught items that do not fit criteria for local being reported as local, or the lack of necessary descriptions for items that were listed as local.

Jeff Sharp, Director of SENR, was another Ohio State contact who provided input to our project. Essentially, his feedback reflected that our proposal of a capstone course to conduct baselining analysis and craft recommendations for OSU's Sustainability Goal is a feasible and possible one to actualize. He gave us an idea of the steps necessary to bring this plan into fruition and other needs to be addressed in our research.

Real Food Challenge

In order to find a framework for baseline assessment and student leadership in our campus food system as a way of meeting the Sustainability Goal, our group conducted extensive research on the RFC, a national student movement to push universities and colleges to shift purchasing to measurably local and sustainable food sources while institutionalizing student direction and leadership in this process. A few of our members had already worked with the Real Food Challenge on campus as a part of a student organization, and understood its Calculator tool

to be an appropriate method of transparent, student-led reporting of OSU's purchasing records. Real Food definitions for local and sustainable foods are used by AASHE, and if a school is running the Real Food Calculator, the results of that assessment may be reported to AASHE. The Real Food Challenge fits neatly with what Ohio State is already pursuing, reporting information to AASHE, while providing the strongest, most recognized criteria for local and sustainable food available. The fact that the Calculator is student-run, per RFC specifications, means that the results of this baseline reporting will hold the university and its food providers accountable, eliminating the possibility of foods like Sweet'N Low being categorized as "local".

Our group also had conversations with instructors at other institutions, namely Indiana University, University of North Carolina Chapel Hill, and University of Vermont, who are leading for-credit undergraduate classes that use the Real Food Calculator as a framework for their class activity. The class involves analyzing their institution's food purchases and making recommendations. Through these dialogues, we learned that the Calculator is an excellent fit for a classroom setting, and ideally should be run by upper-class students who have already aggregated some amount of foundational food systems understanding. In those classes, we learned that students were divided into groups to investigate vendors that their institution purchases from, then rank the vendors and producers using the RFC criteria, and from findings, then create recommendations for future purchasing at their institutions.

Barriers

Throughout our project we encountered multiple obstacles in analysis of the sustainability goal of 40% local and sustainable food purchasing by 2025. These included a lack of clear definitions from the university for 'local' and 'sustainable.' Not having clear definitions for these terms creates a barrier in reporting purchases. As expressed in the methods section, this

reveals that the AASHE score for local and sustainable foods at Ohio State may be lower than what has been reported. The information that Ohio State had posted on the AASHE website lacked an explanation of what made the foods local and sustainable. In addition, there is no explicit structure or plan that Ohio State has currently to conceive this goal. No other similar sized universities have anywhere near this goal of 40%. This reveals a barrier of not being able to collect quantitative cost benefit data from other universities, and also discloses that the goal most likely is unattainable.

However, with our research goal and objective of creating a capstone course, we are able to address these shortcomings. Our proposed capstone course will tackle these barriers by deriving clear standard definitions through cooperation with the working group, and also by providing a much needed structure and process to achieve higher local and sustainable food purchases. The course will then apply these standards to current purchasing reports, conduct quantitative benchmarking analysis, and propose future options to the university.

Recommendations

The work of this project has culminated in the proposal and justification of a new capstone class at The Ohio State University. Along with the exploration of costs and benefits for establishing this course and research into the best course format, a syllabus was created to aid the future instructor. The syllabus, attached in Appendix I, covers all aspects of the class, which is recommended to be introduced for the autumn 2017 semester.

It is suggested that the course be targeted at EEDS majors although it is also open to students in other majors in SENR including those in Natural Resource Management (NRM) and Environmental Policy and Decision Making (EPDM). The course may also be a good

opportunity for students in the Bachelor of Arts in Public Affairs in the John Glenn College and the College of Social Work to apply their knowledge of policy and management to a real world challenge. Students from other majors are also welcome with permission from the instructor. The recommended course instructor is the currently unfilled position of a faculty member specifically hired to instruct courses on community development and food systems. SENR is currently looking for candidates.

Because the capstone is the culmination of a student's learning experience, it is important that students have a sufficient foundation in food systems. Therefore, students who are looking to enroll in this course will be expected to have completed a statistics/data analysis general education course as well as at least two classes from a list of prerequisites listed in the syllabus. We recommend that the course schedule run similarly to the current EEDS capstone with a written project proposal due by the end of the first month of the semester, a poster presentation, and a final research report submitted to the university at the end of the semester. It is recommended to cap this course at 25 students to encourage classroom discussion and to keep the work manageable for the single instructor. A teaching assistant would be a helpful addition, preferably someone with educational or professional experience in food systems.

Projects are recommended to be groups of four or five with two groups using the Real Food Calculator framework to establish an accurate baseline of OSU's annual food and beverage purchases. One or two groups will explore and develop relationships with local producers, ultimately offering recommendations concerning future purchasing decisions. The final one or two groups will be looking at the best practices of other universities and making recommendations for how Ohio State can adopt similar practices adapted to the size and location of our university. In past EEDS capstone courses, student groups have focused on different

projects that pertain to the City of Columbus or the university's sustainability goals. In these instances projects were generally independent, and did not require joint effort across student teams. In this course, students will be expected to work collaboratively with other groups to share assessment information, ideas, and team progress throughout the semester.

To make students aware of this course and to encourage enrollment, it is recommended that an e-mail is sent to all EEDS majors before course registration opens for fall semester 2017 informing them of the course and the prerequisites. The announcement should also be shared at EEDS information sessions, through flyers posted in relevant buildings, and at SENR events. Increased enrollment in SENR majors, encouraging feedback from Dr. Sharp and support from current EEDS students makes it seem likely that the course will fill; however, it is important that students interested in food systems are made aware of the new opportunity as early as possible.

We recommend that the university food systems working group is fully established before the start of the course. It is essential that students be a large part of the working group, in addition to representation of OSU's dining services team, local producers, and faculty and staff. Therefore, we recommend that positions of leadership be made available within the working group to provide adequate representation of student opinion. Before the start of the course, it is imperative to have a charter explicating the roles of the group members, including how the coursework will be utilized and communicated.

Finally, we recommend that Ohio State sign the Real Food Challenge Campus Commitment because we believe this will help hold the university accountable and will ensure student leadership and engagement as we work towards this goal. Using the Real Food Calculator can help Ohio State establish a framework for defining standards for purchases and reporting accordingly. In addition, President Drake's signing of the RFC Campus Commitment

will demonstrate the seriousness of the university in its pursuit of this goal, establish itself as a national leader in the local and sustainable food movement, and encourage other universities to follow.

Conclusion

Through our research we have found Ohio State's sustainability goal of increasing purchasing of sustainable and local food to 40% by 2025 to be ambitious, but extremely important to work towards. In doing so, it is necessary for Ohio State to conduct extensive baselining work and provide a mechanism that ensures transparency, accountability, and constant collaboration between the working group and students. Our proposal of a capstone course in SENR will enable Ohio State to pursue this goal in a feasible and timely manner, while also providing a necessary structure and process.

The commitment of institutionalizing local and sustainably sourced food to 40% by 2025 will reflect a strong positive impact to OSU economically, socially, and environmentally. Social benefits will be seen through stronger education and general social awareness of the plethora of benefits production and purchasing of local and sustainable foods can have on a community. A shift in equity to the local and sustainable food economy will enable increase in local business expansion and state tax revenue. The shift in sustainable food purchasing will internalize environmental costs and will promote businesses that use best management practices, having an overall positive impact to the environment. Commitment to the Real Food Challenge in pursuance of the sustainability goal will reflect a more resilient food economy, environment, and community in Columbus and Ohio as a whole.

As the EEDS major continues to grow at Ohio State, there is a strong need for an additional capstone course. We believe the capstone course will provide OSU with a financially

responsible and educational way to promote and pursue the goal of increasing production and purchasing of sustainably sourced food to 40% by 2025. In addition to the course, we recommend that Ohio State sign the Real Food Campus Commitment. Signing the commitment will hold Ohio State accountable, will provide a mechanism of transparency, and will enable the capstone course's work to be viable in the decision making process. The Real Food Campus Commitment will strengthen the university's commitment to the Sustainability Goal. With the implementation of this new capstone course in pursuance of 40% local and sustainable food purchasing by 2025, The Ohio State University will be able to better the social, economic, and environmental entities of its community and all that it affects.

Appendix I: Example Course Syllabus

ENR/AEDE 4567.01: Assessing Sustainability: Project Experience, *Exploring Local and Sustainable Food at OSU*

Course Syllabus

Fall Semester 2017

Lecture: Tuesday/Thursday 11:10-12:30 in Agricultural Administration 251

Instructor: SENR is currently planning to fill a faculty position for an instructor of community development food systems. This person will be an ideal instructor for this course	TA: Optional, possibly a prior EEDS student
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Course Description:

ENR/AEDE 4567.01 is a thematic capstone course designed for 20-25 students in the Environment, Economy, Development and Sustainability (EEDS) major and open to students in other majors in the School of Environment and Natural Resources including Natural Resource Management (NRM) and, Environmental Policy and Decision Making (EPDM), students pursuing the Bachelor of Arts in Public Affairs in the John Glenn College and other majors with permission of instructor. The overall goal of the course is to provide the opportunity for students to learn, synthesize, and apply concepts and methods of environmental, economic, and social intersectional analysis to address real world sustainability questions, specifically one faced at the institutional level by The Ohio State University. This course will focus on the resource stewardship goal targeting OSU's dining services that was approved by the President and Provost's Council on Sustainability as part of the University sustainability goals Project. The university has published a goal of 40% local and sustainable food by 2025; the projects in this class will work towards the completion and retention of this goal. Projects completed in this course have potential to create significant and tangible effects on campus, establishing Ohio State as a national leader in sustainability.

Prerequisites:

Completion of statistics/data analysis GE

Completion of at least two of the following:

AEDE 4330: The Sustainable Economy: Concepts and Methods

AEDE 5900: Food System Planning and the Economy

ANTHRO 5624: The Anthropology of Food: Culture, Society and Eating

ENR 5600: Sustainable Agriculture and Food Systems

RURLSOC 5530: Sociology of Agriculture and Food Systems

EEOB 5691: Toward Just, Healthy, Secure Choices

PUBAFRS 5900: Food System Planning and the Economy

Course Objectives:

Students will gain real world experience in developing and carrying out research related to the sustainability plans of an organization (The Ohio State University); students will apply data analysis methods to measuring specific economic, environmental and social factors and assessing the implications for Ohio State’s food and beverage purchasing. Students will develop an understanding of sustainability tools and methods, including but not limited to the Real Food Calculator, aspects of sustainability accounting, cost-benefit analysis, benchmarking, case studies and key informant interviews, can be applied to sustainability planning and management and will gain experience with project management in this setting; students will work effectively in interdisciplinary teams; students will communicate effectively in oral and written forms in researching and evaluating contemporary sustainability issues and their potential solutions; students will demonstrate professional and ethical responsibility in addressing contemporary sustainability issues; students will develop a general appreciation for communication, scientific writing, proposal development, resume writing, peer review, presentation skills, team dynamics, and critical thinking skills.

Course Format: This course will consist of a combination of lectures on project management, communication and analysis tools, and the state and history of Ohio State’s current food and beverage purchasing. Guest lectures, field trips, and project updates from the students will be interspersed throughout with significant class time devoted to group work in the second half of the semester.

Grading:

Class Participation and Attendance	100 pts
Research Proposal Presentation Plan	10 pts
Research Proposal Presentation Peer Critiques	10 pts
Written Project Proposal	40 pts
Research Report Peer Review	50 pts
Poster Presentation	50 pts
Final Research Report	140 pts
TOTAL	400 pts

Group Projects*: Two groups of four-five are expected to work on establishing an accurate baseline of Ohio State’s current food and beverage purchasing using the Real Food Calculator (these groups can split up this work however they decide, possibly one group focusing on “local” and one group focusing on “sustainable” purchases). One group of four or five will look at best-practices of other universities. The remaining two groups of five students will be tasked with researching, reaching out to, and recommending producers from whom Ohio State should look to purchase.

*dependent on actual class enrollment

Disability Services: Students with disabilities that have been certified by the Office for Disability Services will be appropriately accommodated, and should inform the instructor as soon as possible of their needs. The Office for Disability Services is located in 150 Pomerene Hall, 1760 Neil Avenue; telephone 292-3307, TD 292-0901; <http://www.ods.ohio-state.edu/>.

Other: Grade Scale, Assignments, Make-up Work, Late Assignment Policy, Course Administration on Carmen, Class Readings, and Academic Integrity will all be consistent with other SENR capstone courses with minor variations due to the thematic nature of this course

Recommended Readings:

State of the World 2013. “Is Sustainability Still Possible?” The WorldWatch Institute.

Schedule of Classes

Week	Tuesday	Thursday
Aug 22, 24	Introduction to the class, go over syllabus, submit student bio sheets	Overview of the Real Food Calculator, OSU’s 2025 goal, current and past purchasing trends
Aug 29, 31	Discussion: “ <i>Sustainababble</i> ” and the importance of accountability to clear standards and definitions	Lecture on progress and status of dining services at comparable universities, visit from Indiana University instructor
Sept 5, 7	Meet the dining services student-staff-faculty group, other university stakeholders involved with 40% goal, project overviews	Form research teams, submit group member names and projects , group work
Sept 12, 14	Communication Tools I: Presenting	1st day of proposal presentations (5-7 minutes each) and feedback (peer critiques due at end of class)
Sept 19, 21	2nd day of proposal presentations (5-7 minutes each) and feedback (peer critiques due at end of class)	Mini lectures on i) project management (Dr. Drobny) ii) resources at OSU (librarian, OSU’s AASHE data reporter) iii) EEDS alumnus (capstone project tips)
Sept 26, 28	Q&A with local producers/ field trip, written proposals due by 5 pm	Overview of tools and techniques used in food policy and institutional procurement, additional analysis methods as needed (NPV, cost benefit analysis, surveys, focus groups, key informant

		interviews)
Oct 3, 5	Finish analysis methods, group work	Meet with instructors to go over proposal feedback
Oct 10, 12	Communication tools II: Writing	No class, autumn break
Oct 17, 19	Critical thinking roundtable	Group work
Oct 24, 26	Class discussion, mini project updates (~3 minutes each)	Class discussion, mini project updates (~3 minutes each)
Oct 31, Nov 2	Group work	Group work
Nov 7, 9	Group meetings with instructors	Group Work
Nov 14, 16	1st day of poster preview presentations	2nd day of poster preview presentations
Nov 21, 23	Research report draft due, in-class time to peer review and finalize posters	No class, Thanksgiving break
Nov 28, 30	Peer reviews due , in-class time to read peer reviews, begin editing report using peer review feedback	1st day of presentations to Zia, student-staff-faculty group, other stakeholders
Dec 5, 7	Last day of class, 2nd day of presentations to Zia, student-staff-faculty group, other stakeholders, conclusion	
Dec 12, 14		Submit final report to Knowledge Bank , student-staff-faculty group, and University Dining Services Team

Appendix II: Local “Y” Excerpt* of OSU Purchase Record from AASHE

USE Product Number	Local Y/N	Product Desc#	Product Label	Purchase Pack Size	Quantity Shipped SUM	Gross Sales Extended SUM
9315094	Y	CHIP, PTATO BBQ SS	LAY'S	104/1 OZ	70	\$1,993.60
5728530	Y	POPCORN, CRML PPED ORIG	CRACKR JACK	36/2.875 OZ	12	\$314.28
6996912	Y	CAPPUCCINO, FRNGH VNL INST	FOLGERS	6/2 LB	6	\$227.40
5297460	Y	SAUCE, MNARA TMTO SS CUP	HEINZ	60/2 OZ	645	\$11,798.65
5585476	Y	CHIP, PTATO BKD ORIG GLTN/FR	BAKED LAYS	64/1.125 OZ	650	\$16,594.50
6513410	Y	PRETZEL, TWIST TINY CLSC	ROLD GOLD	88/1 OZ	200	\$4,818.00
7647837	Y	PEANUT BUTTER, CRMY PLST JAR	JIF	12/16 OZ	8	\$229.02
7535719	Y	SUGAR, STICK RAW SS	SUGR N RAW	2000 EA	39	\$1,589.91
5055579	Y	SHORTENING, FRYG VEG SOLID CAN	CRISCO	12/3 LB	7	\$387.03

*full report available from <https://stars.aashe.org/institutions/the-ohio-state-university-oh/report/2016-01-22/OP/dining-services/OP-6/>

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