

Student Led Campus Café

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ENVS 410: Appropriate Technology and Sustainability—Ecological Design:
The Campus as a Living Laboratory

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Executive Summary

In addition to their own health, students are increasingly more concerned about the health of their communities and the planet. One student commented on a recent survey, “I think that the Bernard Center needs to focus on healthy foods and local businesses. WMU seems to remove itself from [the city of] Kalamazoo, and to bring it back I think we need to add local businesses.”¹ This student, like me, is concerned about the separation between what we collectively idealize and our daily behavior. Western Michigan University has yet to address the concern for unsustainable food systems it participates in. Do students know, for instance, that the average food product on campus was produced 1,500 miles away?² Such issues are literally on the forks of students on campus, yet utilizing such a tangible educational opportunity goes largely ignored.

I explored how WMU could implement an exemplary eatery on campus. Three student led cafés were discovered at other universities worth emulating. I met with WMU administrators and faculty and began a plan to engage students to develop a business plan for a cafe on campus led by students. Based on my inquiry, I propose WMU commit to implementing student leadership in one of the existing campus cafes. I recommend WMU do so with the following vision statement and goals.

Project Vision

Provide healthy, tasty, affordable food to the WMU campus community in a socially, ecologically, and financially responsible manner.

Project Goals

- 1) Provide a “living laboratory” for students
 - Student led and operated
 - Use the following Sustainable Principles (Goals 2 thru 5)
- 2) Challenge students to meet ecologically sustainable food system ideals
 - Locally sourced foods or Organic quality standard
 - Humanely treated animals/animal products
 - Ecologically sustainable food production
(non-toxic, reusable materials, energy conservation, etc.)
- 3) Challenge students to meet sustainable economic and equity ideals
 - affordable food, paid staff, self-sufficient growth model
- 4) Challenge students to meet sustainable ideals of equity
 - Fair labor, Fair Trade, cooperative leadership
- 5) Challenge students to meet sustainable education ideals
 - raise awareness for student body, promote sustainable eating/principles
 - enhance campus culture through arts and entertainment

WMU is sure to benefit from a student led café that addresses at least some of these issues. The café proposed will be more rewarding than a classroom since it will engage students across disciplines, produce an edible and profitable product, and enhance the brand of WMU as a caring, responsible, and innovative institution of learning and research.

Introduction

If humankind is to sustain itself it must pass on survival knowledge such as how to produce food. Modern day supermarkets, restaurants, and fast-food establishments, while convenient and price-competitive, do not sufficiently pass this knowledge from generation to generation to everyone though it profoundly affects all. The great environmental philosopher and land manager Aldo Leopold summed it more eloquently in his monumental book *A Sand County Almanac*:

“There are two spiritual dangers in not owning a farm. One is the danger of supposing that breakfast comes from the grocery, and the other that heat comes from the furnace.”

Harold Glasser, professor of Environmental Studies at Western Michigan University, would describe Leopold’s spiritual separation of land and food and people as a “gap” between our ideals and lifestyle, and therefore is a call for higher education to address, particularly amid the United Nations Decade of Education for Sustainable Development.³ Eric Schlosser, author of the bestselling book *Fast Food Nation* writes, “[Americans] rarely consider where [food] came from, how it was made, what it is doing to the community around them. . . . The whole experience is transitory and soon forgotten.”⁴

Indeed, the separation between land and food and people persists at WMU. Students and staff have a myriad selection and information of foods in any of the campus eateries which do give the opportunity for a healthy meal choice, certainly. But are students considering Schlosser’s deeper questions: where food comes from, how it was made, and what it is doing to our planet? Are they being challenged to differentiate the societal benefits, for instance, between corn grown organically and corn that is genetically modified, milk that is raw versus pasteurized, or coffee that is traded on the free market, and so on? These “deeper” questions address the separation between land and food and people with concern for the long term viability of our food systems. Because these issues affect everyone who eats, everyone should be encouraged to participate. “We get three votes a day, actually more, when we eat,” commented Michael Pollan, author of the recently successful *The Omnivore’s Dilemma*, in an interview with UC Berkley

News.⁵ “If we cast some of those votes with full consciousness of what's involved, and try to make better choices... then that will help create the food chain we want.”

Pollan also keenly described in his book the industrial food chain of agribusiness in the United States. He compared “two ways of looking at the food chain: as a machine, or as a living organism.”⁶ None can escape the concerns of industrial agriculture and the American diet - especially after recent nationwide spinach and peanut butter recalls.⁷ These concerns are well grounded, but complex and interdisciplinary.⁸ Food is entwined in labor and retail markets, distribution and regulatory services. When we make food, the land, the farmer, middlemen, and consumers are all affected by its trade and consumption –not to mention many other species! Therefore scholars have abstracted guiding principles of sustainability which apply well to food systems.

Sustainable principles are classically defined as those which “ensure [humanity] meets the needs of the present without compromising the ability of future generations to meet their own needs.”⁹ In more recent years sustainable principles have been clarified to include the terms ecology, economy, equity, and education.¹⁰ These principles serve to illustrate the need for both a viable environment and economy with concern for the well-being of all.

Eateries may address sustainable principles in a number of ways such as: purchasing organic or all natural products to reduce pollution and enhance biodiversity; strengthen local economies by obtaining goods made nearby; reducing waste and increasing energy efficiency; boost workers’ conditions and/or pay living wages; donating to charity; and/or raise customer awareness to social justice issues, among other things. The best sustainable eateries care more about customer and worker satisfaction than profits,¹¹ because they realize in foodservice the later will not happen without the former. In fact, some have instituted a Triple Bottom Line where profits are measured by financial *as well as* environmental and communal gains.¹²

WMU has a unique position to address the separation between land and food and people. Not only is it an educational institution, it also is an institutionalized foodservice provider. Combined with the current generation of college students more concerned about the environment than previous,¹³ WMU is in an ideal position to develop leadership in Michigan and beyond for sustainable food systems.

I therefore urge WMU to consider in its role, as both an educational institution and one that provides food, the ideals and behaviors it displays with regard to sustainable food systems.

WMU has a Proceeding paragraphs will show exemplary initiatives demonstrated by students at other universities. A summary of my own exploration as to how an exemplary eatery on WMU's campus could be implemented is also provided. Finally, recommendations are given for WMU to implement a student led café which focuses on sustainable food issues and educational outreach to the campus community.

Methodology and Data

I explored how WMU could implement an eatery focusing on sustainable food systems. First, I hypothesized what strategies were appropriate for WMU. Then I researched if other college campuses had similar programs to emulate. I also obtained information to determine if student demand exists. Afterward, I explored with WMU administrators and faculty how my project could be achieved at WMU.

Many opportunities exist to address sustainable food systems. I chose to pursue a café that utilized student leadership. Student leadership seemed fitting under WMU's commitment as an institution of "student-centered research"¹⁴ and engaging the campus community to the separation between land and food and people with interest. (Additional arguments for a student led eatery are provided in the Recommendations section.)

Thus, I searched for other college eateries with student leadership specifically. Internet searches, articles, and word of mouth were the mediums employed in order of the greatest results yielded. Eateries with other types of leadership were included if they demonstrated a significant degree of sustainable principles, social responsibility, environmental stewardship, etc. among their purchasing policies. For instance, abstracts that used the keywords "organic," or "local" foods were considered. In short, selection criteria were relative to the author's purposes and the availability of information.

Additional information from other eateries was obtained through contact via email. One general questionnaire was sent to student led cafes that responded. At the time of this writing, data from the questionnaires sent could not be sufficiently analyzed for publication due to a poor response rate. However, some of the respondent's insights are shared with the author's own analysis. (Please see Appendix D, sections D-3 and D-5) Recent data from a student survey of the Bernhard Center, conducted in 2006, was also obtained.

Examples of Best Practices at Other Universities

*Food for Thought Café*¹⁵ (Portland State University)

“In the spring of 2000 a group of students came together with an interest in promoting sustainable food systems at Portland State University,” reports the Food for Thought website. “Over the course of two years they conducted a market survey, developed a business plan, and built relationships with the administration, student groups, and community partners.” They have been serving food since 2003.

The menu at the Food for Thought Café is practical yet exotic to most eaters. They “strive to feature local, seasonal, organic, sustainable, and fair trade products,” for many diets. For breakfast one may entreat on buckwheat pancakes, homemade muffins, or yogurt parfait with granola and fruit, for example. For lunch there are ginger-carrot soups, tofu salad sandwich, and “mixed baby green salad with vinaigrette, hazelnut, dried cranberry and optional gorgonzola” salads to name a few. They serve fruit juices, coffee, and both cold and hot teas. Many treats such cookies, muffins, and snickerdoodles are also available. Given the quality of the food, the Café is very affordable; main dishes are typically \$4.00.

Food for Thought (FFT) is more than a Café; it is also a student group advocating and pursuing sustainable food at PSU. While one of their goals is to exemplify sustainable principles through a small café, they also seek to draw on local growers –even their own campus gardens; integrate food issues into the classroom where appropriate; and “Enhance sustainability performance of all PSU food services, [and] increase student involvement in sustainable food issues and campus decision making.”

The strategic model used by Food for Thought for their Café is impressive. Early on they created a brochure and identified a “community business mentor”. Then they hosted a substantial “ideal meal” to generate interest. After meeting with administrators, students and the campus food vendor to discuss options for the Café, they surveyed over 600 students to determine current satisfaction with food choices and if there was interest in an alternative. Later, they partnered with the nearby Western Culinary Institute to collaborate the expertise of future chefs as staff, particularly developing menus. Two years after their visioning process, they completed a business plan and opened another year later after securing startup funds from their own Student Fee Committee.

The Café space is a meeting spot for the Food for Thought student group and rented to others. They use the space for cultural events including concerts, film screenings, art exhibits, and guest speakers. When the Café is not in use, interested students may also use the kitchen for a fee. The Café is located in Portland State University's student union.

*Earthfoods Café*¹⁶ (University of Massachusetts at Amherst)

According to the Earthfoods Cafe website, "Earthfoods Cafe was founded on April 12, 1976 by a group of students concerned with the lack of economical, healthy food on campus. Today they continue a not-for-profit student-run business at the University of Massachusetts, Amherst.

Their mission is to provide ovo-lacto vegetarian food at an inexpensive price to the UMass community. Simultaneously, Earthfoods provides a cooperative learning environment for students who are seeking experience in restaurant management. The Café provides opportunities for learning skills in all facets of the restaurant business as Earthlings (Earthfoods employees) actively seek to contribute and benefit from a positive working environment and prosperous business.

The success of Earthfoods today is due to its collective structure and the enthusiastic students who take hold of the business' reigns. Ten to fifteen years ago Earthfoods was serving less than 50 people a day and had only a few members. Today Earthfoods is serving between 400 and 500 people a day in a larger space and has 23 co-managers. Earthfoods is a prime example of not only how student run businesses can succeed, but also of how collectively managed businesses can grow and prosper."

Tofu pot pie, Sesame Noodles, and Tostadas are some of the entrees at Earthfoods. They serve soups such as Thai Squash Soup and Gentle Lentil Soup; salads; side of vegetables such as kale, carrots, zucchini, spinach; rice & beans, and deserts, including Coconut Bars, Zucchini Bread, and Carrot Cake, on a daily basis. For \$6.00 one may purchase a complete meal. Earthfoods discourages disposable containers and utensils, in fact they will discount customers \$0.25 for bringing their own containers.

*Coffee House*¹⁷ (UC Davis)

The Coffee House began in 1967 by the Associated Students of the University of California at Davis. Students wanted a coffee house with good food and culture. By 1973 the

Coffee House changed location and “was run entirely by students with only \$75,000 in sales per year.” In 1991 it changed location once again, this time into the entire west side of the student union and remains there today. According to its website, the Coffee House boasts itself as a “\$3.2 million retail operation staffed by 4 full-time and career employees and over 240 student employees. Approximately 40 part time supervisors are responsible for daily and weekend oversight and report to 4 student managers, while the full time staff oversees all aspects of the operation, including annual budgeting, menu development, training, marketing, customer service, and the hiring of approximately 100 new employees each year.” The Coffee House is the most popular dining facility on campus serving 7,000 customers daily.

The Coffee House, or “CoHo,” is open seven days a week serving soups, sandwiches, bagels, pizza, cookies, cakes, hot entrees, espressos, and, of course, coffee. Ninety-five percent of the food is made from scratch. “We are proud to say that we do not have a deep-fryer in our kitchen. Our kitchen student employees are trained to make large-scale, batch-cooked, made-from-scratch recipes. Very rarely will you find an employee opening a box of frozen food,” says the CoHo website. The food is affordable and nutritious. Students pay per ounce at the salad bar and may order delicious hot entrees such as Steak Quesadillas, Curried Tofu & Nuts, or Pho Soup, to name a few.

The Coffee House is dedicated to small farmers and buying locally. The CoHo is a member of "Buy Fresh Buy Local" and Community Alliance with Family Farmers. They receive deliveries from 12 local purveyors, including: Pure Grain Bakery of Vacaville, The Sacramento Tofu Company, Crystal Cream and Butter of Sacramento, California, Beantrees Fine Organic Coffees of Sacramento, California, and The UCD Student Farm. A student newspaper recently voted the Coffee House “Best Place to Work” at UC Davis.

Discussion

In June 2006, Brailsford & Dunlavey, Inc. released results of 1,341 electronic surveys completed by WMU students, faculty, and staff members, “to assess current habits, activity preferences, knowledge, and opinions of the Bernhard Center.”¹⁸ According to the survey, 73% of respondents said they “never” use the Bernhard Center Cafeteria and 53% responded they “never” use the Bernhard Center to “just hang out”. A considerable number of respondents (34%) indicated they were “unsatisfied” or “very unsatisfied” with facilities and services of the Bronco Mall Food Court, the top category. Other categories respondents reported unsatisfied

were facilities and services to “hang out,” (31%) study, (26%) and meet as a group (17%). Twenty three percent of respondents were unsatisfied with the Bernhard Center Cafeteria. Thus, a sizeable portion of respondents are seeking an alternative to the facilities and services offered at the Bernhard Center in particular to food and a place to socialize or study.

Many survey respondents left written comments. Some gave specific evidence for a desire for food or services that parallel this proposal. By my estimation the number is 16%, (46 out of 295 who specifically commented) which mirror the portion of respondents who reported “never” eating at the Bronco Mall Food Court (17%). Most of the comments mention healthier food choices or more variety. Some specify organic or local foods. See Appendix A for a list of these selected comments.

A survey of WMU Dining Services is currently under study. Sadly, only three questions will infer nutrition preferences and no questions address WMU Dining Services purchasing policies regarding sustainable principles.¹⁹ When the survey results are published, evidence supporting this proposal, including respondent’s comments, will be analyzed and included in an addendum to this proposal.

In an interview with dietician Judy Gipper of WMU Dining Services,²⁰ she noted of the challenge balancing more nutritious or sustainable food products compared to student’s preference for price, taste, and previous habits. Admittedly, Gipper commented student demand for environmentally responsible products to be low. According to Gipper, student’s purchasing trends do not always parallel survey responses. Of course, this is to be expected, however, such behavior also affirms the concerns of our separation between land and food and people and the sustainability of our food systems, especially among the next generation of America’s leaders. Thus, student demand for a student led café focusing on providing food under sustainable guidelines is sketchy, at best. More research is needed.

After discovering other college campus café’s successes as both student entrepreneurs and stewards of sustainable principles with regard to food, I was inspired to develop a strategy for how WMU could implement a sustainable cafe of its own. More importantly, I wanted to share the envisioned café with other students, faculty, and administrators, for I felt that demand for a student led café would increase if others could believe it to happen. Thus, before doing so I constructed a mission/vision statement to use as a simple way to communicate an eatery with sustainable principles in mind. The mission statement read, “*Provide healthy, tasty, affordable*

food to the WMU campus community in a socially, ecologically, and financially responsible manner.”

Thus, contacting and meeting WMU personnel appropriate to this project was pursued. A location in the Bernhard Center Bronco Mall Food Court was explored first. I met with Ted Petropoulos, Director of the Bernhard Center. After explaining the vision of a student led café he did not recommend the project for the Bronco Mall.²¹ He kindly explained that a location in the Bernhard Center would likely be too costly. The organization in question would not be subsidized by the Bernhard Center in either lease payments or equipment costs. The Bernhard Center also has a “no competition” policy to protect the income of its retailers, and therefore would severely restrict the kinds of food products a café may offer.

Dismayed but not undone, I explored a second location. Evie Asken, Director of Campus Planning, told during a presentation to a class of the future renovation of Miller Plaza. While meeting with her afterwards, she indeed suggested matching a student led café with the future renovation of the Plaza café, currently located in Sprau Tower.²² She supplied a draft design for a café proposed for the southwestern corner of Dunbar Hall.²³

A classmate recommended contacting professor Tim Palmer of the Haworth College of Business. Professor Palmer regularly commissions students to perform feasibility studies for business clients outside the University. According to professor Palmer, “[A typical] study includes a market analysis, sales forecast, information on laws and regulations/licenses, [human resource] issues, marketing ideas/costs and a full set of pro-forma financial statements (3 years into the future).”²⁴ Professor Palmer agreed my project fitting for his students.²⁵

I also met with Dr. Steven Kohler, chair of the Environmental Studies program. We discussed tasking Environmental Studies senior seminar students to take information provided in the feasibility study and complete a business plan suitable for the University for a student led cafe. He too agreed the task fitting for students.²⁶

Earthfoods and Food for Thought generously supplied information helpful for creating a student led café. Food for Thought provided a business plan and employee management materials; Earthfoods provided an employee handbook.²⁷ These documents will be supplied for students completing the business plan.

During an event hosted by Students for a Sustainable Earth celebrating locally produced foods, I was fortunate to talk with local vegetable farmers Lee and Laurie Arboreal of Bangor,

Michigan. They think sourcing local foods in Kalamazoo for a café at WMU was possible, provided the menu reflect seasonal variations with foodstuffs.²⁸ At the event I also obtained contact information for people, mainly students, interested in WMU providing sustainable foods and desiring to be involved in the process. A list of these people and their contact information is provided in Appendix B.

Limitations of Analysis and Future Work

One limitation of the analysis, certainly, was the preference for student leadership. Because the research performed depended upon keyword selection or combination, I have little doubt other student led eateries exist which have not published their efforts on the World Wide Web or received enough acclaim to come to the author's attention. Additionally, eateries with "hybrid" leadership styles may exist where, for example, a campus may supervise student employees empowered to make purchasing or menu decisions, but not advertise the dynamic leadership involved. It is my hope that all eateries have some similar relationship between employers and employees.

Unfortunately, I did not pursue proposing WMU Dining Services to change any of its purchasing policies directly. Many other colleges and universities have changed their purchasing policies for more "green" products in accordance with student demand. These schools include Berkley College, Yale University, Princeton University, Stanford University, Colgate University, and the University of Wisconsin at Madison, to name a few.²⁹ Like Judy Gipper, I do not think there currently is enough demand to financially support a decision to implement a sustainable purchasing policy across WMU Dining Services entirely. However, this is an option that should be later explored.

Readers should note only a handful of organizations and WMU personnel were contacted. College eateries outside of WMU were not studied comprehensively due to restraints with time and human resources. Nor were the opinions of WMU personnel presented representative of the University explicitly or as a whole. Only one survey was used to determine student demand and the author conducted no surveys specific to this proposal.

Finally, a business plan, although the most appropriate document to present, was not compiled –also due to restraints with time and human resources. This proposal seeks to primarily show the interest and work already accomplished for a student led campus café and to lay a path for future work, including a business plan. Next autumn (Fall 2007 semester)

students of MGMT 301 and 401 will perform a feasibility study that will include, among other things, a market analysis and sales forecast for the student led café proposed. Afterward plans are in place for ENVS 450 students to use the information supplied by the feasibility study and complete a business plan. Interested persons are recommended to propose the completed business plan before the Western Student Association and the Faculty Senate for further support. Finally, a location on campus should be acquired from appropriate WMU administrators including the Department of Campus Planning. Please refer to Appendix C for a Checklist of Next Steps.

Recommendations

Based upon my inquiry, I recommend WMU Dining Services to consider implementing a student led café in one of its current campus cafes and commit to implementing a student led café when it renovates the Plaza Café. I recommend the café use the vision statement previously described (see below) and focus on sustainable principles –ecology, economy, equity, and education. The following goals, therefore, are recommended

Project Vision

Provide healthy, tasty, affordable food to the WMU campus community in a socially, ecologically, and financially responsible manner.

Project Goals

- 1) Provide a “living laboratory” for students
 - student led and operated
 - use and explore the following Sustainable Principles (Goals 2 thru 5)
- 2) Challenge students to meet ecologically sustainable food system ideals
 - locally sourced foods or Organic quality standard
 - humanely treated animals/animal products
 - ecologically sustainable food production
(non-toxic philosophy, reusable materials, energy conservation, etc.)
- 3) Challenge students to meet sustainable economic and equity ideals
 - affordable food
 - paid staff, work study, or compensation with college credit
 - self-sufficient growth model
- 4) Challenge students to meet sustainable ideals of equity
(Fair labor, Fair Trade, cooperative leadership, etc.)
- 5) Challenge students to meet sustainable education ideals
 - raise awareness for student body, promote sustainable eating/principles
 - enhance campus culture through arts and entertainment

Why a student led café? While a class course on the subject of sustainable food systems has merit, food issues are so interdisciplinary; doing so cannot address the problems of

environmental degradation, malnutrition, equitable trade, and so forth in one semester suitably. As we all know, a lecture is no substitute for an internship. Therefore, students need a “living laboratory” where they can explore issues, test models, and educate one another simultaneously. Sustainability scholars proclaim this kind of “social learning” as a means to alleviate our ecological and social crises.³⁰ However, it is simpler to call upon the wisdom of the famous anthropologist Margret Mead, “Never doubt the power of a small group of committed individuals to change the world. Indeed, it is the only thing that ever has.” Entrepreneurs have both the luxury and challenge of real-world problems meshed with learning experiences. Thus I am proposing WMU establish a cafe that emphasizes Sustainability education for sustainable food by way of empowering students to be “ecopreneurs.”³¹

Student leadership for the eatery envisioned is integral. If students are to learn how to orchestrate a sustainable society, then a cooperative learning environment that stimulates teambuilding and interdisciplinary thinking is preferred. Students also gain applicable job skills and experience not likely to develop in academia. Students gain confidence and empowerment to solve real problems. The entrepreneurial “mesh” is rich for applied learning and with the current demand for scalable social challenges the time is ripe.

Additionally, a student led café has the advantage of separating itself from mainstream expectations so that it may promote ideal behaviors more effectively. Rather than pursuing a wholesale change in WMU Dining Services purchasing policies, Dining Services may instead let one of its cafes the flexibility to accomplish the challenge of closing the separation between land and food and people without much risk. After all, if a product, employee, or leadership style in only *one* café is not profitable it can quickly be changed to previous performance.

A student led café is also a marketable feature for any university. Adherence to sustainable principles is a desired consumer ethic among college age people.³² Food for Thought and Earthfoods regularly host educational and entertainment events -often student initiated- such as musical performances, poetry slams, films, and discussions that promote sustainable eating and enhance campus culture. These “edutainment” opportunities would promote the corporate culture of the Café -similar to the coffee house culture respondents favored in the Bernhard Center survey analyzed- that adds to the business’ appeal. Imagine the benefit for student recruitment and retention if the campus tour stopped at the café for fruit popsicles from locally grown orchards or warm tea from herbs grown on campus, while hearing student-performed

music, and learning about student's achievements to close the separation between land and food and people at WMU!

Notes

¹ See Brailsford & Dunlavy, (2006) page 50

² See MIFFS (2006), accessed 16 April 2007 online at <<http://www.miffs.org/triple.asp>>

³ See Glasser "Sustainability Challenge" (2005) for Decade of Education. See Glasser "Minding the Gap" (2007) for an expanded discussion of the disconnect between ideals and daily behavior.

⁴ See Schlosser, (2001)

⁵ See Powell, (2006) accessed 13 April 2006, online at <http://www.berkeley.edu/news/media/releases/2006/04/11_pollan.shtml>

⁶ Quotation from Powell, (2006) above

⁷ According to the Associated Press, "Testing put in place by the company since the outbreak has found 35 lots of spinach contaminated by E. coli, said [Michigan Representative Bart] Stupak, suggesting the problem is ongoing." See Associated Press, accessed 24 April 2007 online at <<http://www.cnn.com/>>

⁸ For a profound examination of American industrial agriculture please see Kimbrell (2002)

⁹ See United Nation's World Commission on Environment and Development. (1987) Thanks to Susan Murcott, Massachusetts Institute of Technology for providing the document 08 April 2007 online at <<http://www.sustainableliving.org/appen-a.htm>> (section A-8)

¹⁰ See Andres R Edwards, (2005) pages 20-23

¹¹ Judy Wick's White Dog Café is the utmost example of a privately owned restaurant demonstrating socially responsible behavior. Please visit the White Dog Café mission page <<http://www.whitedog.com/mission.html>> and a summary of Judy Wicks accomplishments at <<http://www.whitedog.com/judybio.html>>

¹² The idea of a Triple Bottom Line, or "3BL", is controversial because measuring social and environmental costs or gains is subjective, at best. I use it here only as a rhetorical device. See Norman and MacDonald (2003) for criticism; see Taylor (2006) for praise.

¹³ Newsweek recently featured a special report on Leadership and the Environment a top concern for young people, reporting that a Gallup poll, "shows that 44 percent of those between the ages of 18 and 34 believe we need to take 'immediate, drastic' action on the environment, compared with 38 percent of those between the ages of 35 and 54, and 33 percent of those 55 and older." See Kuchment, Anna, (2007) accessed 24 April 2007 online at <<http://www.msnbc.msn.com/id/17996838/site/newsweek/>>

¹⁴ See Western Michigan University, (2006) "Mission and Goals," obtained 23 April 2007 online at <<http://www.wmich.edu/about/mission/>>

¹⁵ Information and quotations obtained 21 April 2007 online at <<http://www.upa.pdx.edu/SP/about/>>

¹⁶ Information and quotations extracted 21 April 2007 online at <<http://www.umass.edu/rso/earthfds>>

¹⁷ Information and quotations extracted 21 April 2007 online at <<http://coffeehouse.ucdavis.edu/>>

¹⁸ See Brailsford & Dunlavy, (2006) page 2. According to the authors, “Given the University's student population and using a standard 95% confidence level, the margin of error was +/- 2.70%.” (pg 2)

¹⁹ This statement is based upon information provided by Judy Gipper, in email correspondence with the author, April 10, 2007. Refer to Appendix D-1 for message with subject “Re: satisfaction survey data”

²⁰ Judy Gipper, interview with the author, Bernhard Center, April 19, 2007

²¹ Ted Petropoulos, interview with the author, Bernhard Center, March 28, 2007

²² Evie Asken, interview with the author, Bernhard Center, March 21, 2007

²³ Please see Appendix E for some design drafts for the Plaza Café, specifically page E4.

²⁴ Tim Palmer, email correspondence with the author, April 11, 2007. See Appendix D-2

²⁵ Tim Palmer, interview with the author, April 11, 2007

²⁶ Steven Kohler, interview with the author, April 2, 2007

²⁷ These documents are substantial. Please contact the author for copies. (Food for Thought documents are available at < <http://www.upa.pdx.edu/SP/board/>>)

²⁸ Lee and Laurie Arboreal, interview with the author, College of Health and Human Services building, April 10, 2007. Please see their listing at Local Harvest <<http://www.localharvest.org/farms/M9939>>

²⁹ See King, (2003) accessed 21 April 2007 online at <<http://proquest.umi.com/>>

³⁰ See Glasser, (2007) “Minding the Gap”

³¹ See Schaper (2005)

³² See Straughan, Robert D. and Roberts, James A, (1999) accessed 23 April 2007 online at <<http://www.emeraldinsight.com/>>

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The following information was extracted from the interim draft *Bernhard Center Survey Analysis, June 2006* by Brailsford & Dunlavey, Inc. According to the survey, "The following comments are presented exactly as they were entered in the Web-based survey. They have not been edited for content, language, grammar, etc." Some of the text is underlined to highlight for readers comments particular to this proposal and page numbers are given in parenthesis for reference.

There should be more choices when it comes to food... (pg. 18)

Since I have arrived on campus 8 years ago, the lack of a student union on campus and the Bernhard Center's lack of quality, health food choices has been a puzzlement and profound disappointment. I hope this project works towards a remedy. (pg. 19)

I really enjoy the Bernhard Center, but I do think that it needs to be cleaned up a bit and have more healthy food choices besides just Subway. I would also visit it more often if it had more quiet study rooms for myself or a group. (pg 20)

I would like to see some healthier fast food restaurants replace the McDonalds and Little Ceasers. The option of something like a Fazolis is intriguing. (pg 20)

Worst two things about BHC is the long wait for computers in the lab and the limited options of restaurants. (pg 21)

The food stinks in the Bernhard Center. I would probably eat there everyday if they had something instead of McDonalds and Little Cease that was a reasonable price. (pg 22)

Closed off/ private study rooms with doors might be beneficial. I would study there more often if I didn't have to worry about how loud people were going to be. More quiet study space and a coffee shop would be great. Otherwise, some healthier food options and more variety would be wonderful. (pg 23)

I would buy more food if there were healthy/cheaper choices. I spend a lot at Taco Bell and Shawarma House. I also need coffee in the morning and if there was a cafe in the BC it would be very convenient. I would study more in the BC if it was more study friendly (like the lib) and I would also hang out with friends if the bowling alley was still there or if something fun was there. Maybe having student organization offices in the Bernhard Center would be convenient because a lot of meetings and events are held there and it would be easier to go from office to meeting/event, especially when there are a lot of things that need to be taken into the ballroom (literally carloads of stuff). Thank you for hearing from the students! western rocks at being student-centered! :) (pg 23)

The main trouble I see with the Bernhard Center is inaccessibility. I spend the majority of my time at Faunce and all my classes are held in Brown. I haven't bought anything at the Bernhard Center since Summer 1 2005, except for my cap and gown. University Bookstore has the leg up, not only because it's closer, but because it's EZ in EZ out. The only other problem with the Bernhard Center is food options -- these are a main draw for students but McDonalds are a dime a dozen and unhealthy to boot (ditto for Caesar's). Subway, while wildly successful in the corporate world, is bland and BC's is always packed. And the one time I tried to find the generic "cafeteria," I was unsuccessful. I thought there wasn't one til I took this survey. Promoting that aspect better (perhaps a renovation or ad campaign) may lure in more students -- However, I must reiterate that this will not circumvent the predominant problem of location and accessibility. (pg 24)

Healthier and more various food choices would be the first thing that I would recommend adding to the Bernhard Center. More and more students are looking for convenient yet healthful dining

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options as we learn more about the negatives of eating poorly.

I am a grad student in the anthro depart. I answered these questions partly for me but mostly for my daughter who will probably attend WMU in the fall. Her residence hall her freshman year will be in the valley but may live off campus for the next 3 years. Like most everyone she is a creature of habit. I do not foresee her using the center very much as it is except for maybe the food courts down stairs. She will have all or most of her computer needs in her dorm. (pg 25)

If your going to add food choices please add healthy ones. Subway is the closest thing WMU offers that is even close to healthy and balanced. (pg 27)

The Bernhard Center is dreary and not student-friendly. The commercial aspects of the basement should be removed - clothing store, card shop, Nextel store, etc. I already feel like a dollar amount at WMU, I don't need to feel like I'm in a mall at the Bernhard Center. Local and organic food should be available with vegetarian options. The B.C. should focus more on student activities - pleasant meeting rooms and offices. The B.C. should also be more energy efficient - use less electricity, produce less waste, utilize natural light, pleasant colors, and indoor plants. Take a look at KVCC's student commons. (pg 27)

I think it would be really valuable to have the Bernhard Center Cafeteria accept dining dollars. I have many friends, including myself, that need to study, and want to eat, but can't afford to use dining dollars every day of the week.

Bernhard center needs QUIET, OUT OF THE WAY places to study. I am tired of trying to study in the lobby where people are constantly passing through. The computer lab should be kept quieter and have more computers available. Mcdonalds has continually displeased me with their slow service, someone else should be put there. A food venue that has marginally healthier menu choices would be very welcome. Asian food would be great. (pg 27-28)

I was disappointed by the questions regarding what affects my choice of food/restaurant because WHAT I eat (quality) or how NUTRITIOUS it is (health content). Those were my two biggest concerns when I think about where I want to eat. And lastly, it would be a great benefit for the student body if the computer lab offered other specialty programs: auto CAD, photoshop, 3D programs etc. Because the lab that does offer such programs has very selective hours. (pg 28)

A bigger variety of foods would be nice...like quality salads, a bagel shop, maybe a deli where you could get sandwiches not subs. (pg 28)

I think that having WMU men's apparel and WMU women's apparel in different stores is very inconvenient. I think any food businesses that are in the Bernhard Center should be local businesses, unless that would result in prices being higher. The arcade was a good idea, but the games need to be updated fairly often. (pg 28)

I've never felt the Bernhard Center was designed for students and that should change. This survey is a start but the University needs to engage students in a dialogue about their spaces, because the University is for students far more than for anyone else. The food options in the Bernhard Center are horrific and there are way too many vending machines. A University that cares about its students should invest in healthy, organic food that is made or grown locally. A cafe or sandwich shop that is run by students could be a fantastic project for the Business College to take on with the help from other departments. Also, some additions of plant life would be nice because the BHC now is very dreary. KVCC's Texas Township campus is a beautiful example of how bringing nature indoors can really improve an environment. Consolidating more services that are useful to students in the BHC would be beneficial also, such as parking services and SALP.

I would like to see more food establishments, including a convenience store and a better cafeteria that caters to students. Dining services has the grill in the Bigelow cafeteria, but you can not buy items ala cart. If there were a place to buy burgers and sandwiches off the grill for a reasonable price, I would eat there often. Also, the ability to be able to get things like bread, milk, ice cream,

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and other convenience items would be nice. One or two more food places would be good. I know there's a problem with some places and not serving Coke, but another fast food place and maybe a coffee shop would be nice. I think the administrative offices should remain in the administration building. (pg 29)

specialty coffee shop and healthier food options.

I think more food options would be a big draw to the BC. Also a coffee shop! I think the appearance needs a facelift too- and ppl would come more often if it were more aesthetically pleasing. (pg 31)

In general I find the Bernhard Center satisfactory. I would like to see more food choices (healthier, maybe ethnic). The food court area is often dirty and sometimes outright disgusting-- cleanliness would be the best improvement! I'd be very pleased to see additions for entertainment and food purposes but am satisfied enough with the center as it is to continue using it. (pg 34)

I feel there needs to be a music/movie center like best buy. Not only for my convenience but at this day and time i feel it would bring in money for the university.

The biggest change I would make would be healthier, friendlier food options in the Food Court, possibly local businesses. McDonald's won't even give you change, and Subway frequently has misinterpreted orders or charged me more extra money for no reason. (pg 35)

keep ballrooms but also make it student friendly, bring successful popular food places, local places. get big name bands to perform. KEEP IT CLEANER, KEEP HOMELESS PEOPLE OUT OF IT, make it a good hang out place. keep it open 24/7. also keep the library open 24/7. MORE POWER OUTLETS!!!!!!! (pg 35)

I think it would be nice to have a little 24/7 grocery store in the Bernhard center. So that people can get the little things that they need, E.I.. Band-aids, milk, cookies, toilet paper, plates and silverware... ect.

I think its a good idea to see what students' opinions are about the Bernhard centre so it can be improved upon to the liking of all!

I really do enjoy the Bernahrd center. It is the next most frequented spot for me after only the library. I enjoy the setup, but would like to see an improvement in the quality of food offered, instead of fast food, I wold enjoy seeing some healthy alternatives in the cafe off the main lobby. I spend a lot of time on te weekends on campus. Since the library hours are for some perplexing reason cut back on the weekend, I would enjoy seeing some booths for study, similar to the library boths, setup for both group and private study. Of course wi-fi should be available for laptops, but I usually already have decent service here. For the warmer spring and summer monthc, it would be terrific to have a few spots designated outside so that students can study in and enjoy the beautiful wild-life and natural atmosphere that seperates Western's campus from others. I would enjoy a less industrial feeling, aplace with less traffic and noise where one could focus peacefully. (pg 35-36)

I believe that there should more healthy choices on what to eat. I eat lunch almost everyday in the mall and the only ``healthy`` thing to eat is subway. I think there is a bad problem with obesity on campus and McD and little ceasers. So i would hope that you would take in consideration the health of the students at WMU. Thanks!

I feel a convience store would be a great addition especially for students living in the residence halls. Also, I feel the Card Shop is very unuseful for our current students. Finally, I believe the food chains available are in need of a change. (pg 36)

The food in the food court with the exception of subway (unfortunately, i don't care for their sandwiches or high prices) is kinda heavy and fatty. I think a salad bar of sorts would be kinda nice providing it isn't really expensive. I've often asked about eating in the dorms or at the cafeteria and have been told that it's about \$10 for a complete meal. It's tempting to go, because

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it would be a change with variety and better health, but I've seen the prices and it's kinda pricy. (pg 36)

It's hard for students who want to eat healthily, but can only afford the \$3 value meal at McDonalds. The only healthy alternative is subway, and that gets old and expensive, fast. Thank you! P.S. a coffee shop would be great, but I think the same monetary problems persist with poor students. Sure, it looks cooler to carry a starbucks cup, but I think students would give a lot more business and would be happier with a cheaper establishment. It's hard to choose between a cup of coffee and lunch..... (pg 37)

It would really be nice to see some more food options or a coffee shop in the Bernhard Center. (pg 37)

Keep meeting space for Academic Units or faculty groups better choices for fast, healthy food in food court need a real student union (pg 37)

I think that Pizza or any other "fast food" should be anywhere on campus. The campus should be concerned with students health and weight. I'm vegan and It's HARD to eat on campus. And the campus SHOULD NOT be selling cigarettes on campus at all. There should be no smoking allowed on campus at all, and selling on campus is letting people die faster. The sign above center stage needs to be replaced. It's so ugly. I think that the whole neon lights is very ugly. (pg 38)

healthier local food options needed (pg 39)

I would like to see the food court changed from corporation establishments to student union type food facilities, especially something healthy, rather than what is available now (pg 39)

It seems like the fun and inexpensive activities that used to be available for students at the BC (pool, bowling, arcade games) have been either removed or replaced by pricey clothing stores. There aren't many quiet places to sit and study. A few more quiet areas with comfy couches/beanbags would be nice too, for students that wish to rest during long gaps in between classes. It'd also be wonderful to have more food options, as 2/3 that we have are rather unhealthy, and they get tiresome after a while. Also, Little Caesar's stops serving single slices at 3 p.m. which is a bit ridiculous for those students wanting to grab a bite to eat between classes. Who can eat a whole pizza to themselves, or who wants to carry around leftover pizza to class with them? (pg 39)

I would like to see some healthy food, not supplied by a corporate chain restaurant. It would be nice to have a union where people liked to hang out. Like a bar with a stage. (pg 39)

I waited the entire year for the spring clothing outlet sale only to find the DAY after it ended that I had missed it due to lack of advertising on the dining hall table fliers. A subsequent online search of wmich.edu and of the Bernhard's website yielded absolutely no information regarding this (time and time again I have found that the search function of wmich.edu is virtually useless). I realize that this is a seemingly narrow criticism but I am willing to bet a lot that it's symptomatic of a much larger, FEMA-esque network of miscommunication and lack of cooperation. If you want to improve perception of the bookstore, try putting in restaurants that have more than a pitiful menu and cater a little more to vegetarians. The computer lab seems to be the main attraction now. For those of us that have class all day it is a struggle to make it to the bookstore before it closes. Oh, and try selling USEFUL, ATTRACTIVE merchandise/apparel that doesn't have WMU stamped all over it. (pg 40)

I always feel very comfortable at the Bernhard Center, and it is a great place to study. My main suggestion would be that the fast food restaurants accepted dining dollars. Long survey for things I do not care about. there should've been an option for some saying never

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or don't use.

The Bernhard Center should be knocked down and rebuilt into something spectacular. It's an old, ugly building, with old, out-of-date features, rooms and appliances. I work there so I should know. The most important thing in my mind is to make every feature sturdy. Sturdy chairs, large, utilitarian bathrooms. Integrate some art into the building, but not that crappy avante garde stuff that litters the campus.

The computer lab should have an unlimited amount of paper per student for printing. 250 pages per semester is not enough for those that use it, and not everyone uses the computer labs.

You will probably never realize that there is no PUBLIC space for students to assemble. All facilities are owned and controlled under university regulations. It is vital for students to have PUBLIC space. The Bernhard Center is commercialized/privatized in a sickening way. I hate going there and paying high prices for books, and having no alternative to the hegemony of privatization. Students are terribly disconnected from commerce in the Bernhard Center. STUDENTS SHOULD MANAGE and OPERATE ALL OF THE BERNHARD CENTER'S SERVICES. (pg 41)

the only place I hear about what goes on in the bernhrd center is from the school paper or the boards around campus; I would go therer more often esp. for meals but the parking is NOT user friendly!

The Bernhhard is already a nice area to study in. In fact I don't know of any other places that are better than the berhard cafeteria as far as study space. It isnt to bright nor to dark the light levels and color coordination is effective and relaxing allowing you to get work done. There is plenty of windows so that you can also see outside so that you dont feel isolated. The setup is effective allowing students to eneter without space constraints and to leave without space constraints. If you added a area for student to play games and activities that might become a distraction and cause them to lose focus. the temperature is also excellent they do a good job of monitoring the room temperature levels. It's never to cold or too hot which also makes the bernhard an excellent place. As far as resturants I like the fact that they have subway but other than that most food is unehealthy. I think if they add more healthy food that would help students to have healthier bodys to get work d (pg 43)

Another really big issue for me is the selection of food in the food court. I hate McDonalds, Subway is delicious but expensive, and while I like pizza I don't like Little Ceaser's. However, Pizza Hut and Hungry Howie's (while expensive) are great. Quiznos is more reasonably priced for subs and much yummiier. Arby's is one of my favorite fast food places and feels healthier than McDonalds, but there is no Arby's (my biggest disappointment). I love the post office and the bookstore. The service and selection are both great. Also, having National City in the Bernhard Center is extremely convenient.

I think they should get rid of the McDonald's due to its very slow service and poor quality of food and customer satisfaction. I would like to see something different there, such as an Indian or other ethnic restaraunt that embraces the little diversity we have at WMU. Also a coffee shop or ice cream parlor should be located on the upper floors for those late night studying times. Also, another ATM should be added that doesn't monopolize this campus into using National City as the primary banking choice. Thank you very much for your time! (pg 44)

I strongly feel that a Starbucks should be added to the Bernhard Center

The food in the cafeterias is not fresh, especially on the weekends. They really need to allow students with a dining plan to take a drink with them when they are in a rush to class. Also, the computer labs need to be seperated into group areas, social, and quite for researching students that need the silence to be able to concentrate. The Berhard Center dosen't seem to promote a healthy living style.

As an undergraduate, I was always looking for a quiet study place open 24 hours a day with wireless access to the internet. Coffee houses are too noisy and smoky. It would als be great to be able to get a good specialty coffee drink without having to leave campus. For those who try to eat healthy, Subway is the only choice and gets old after a while.

For the food court, it's good to increase the variety and cleanliness of the place. Also I always

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suggested there are copying machines provided. (pg 44)

I think that it's a great idea to inquire what could wmu do to better our student center. I spend a lot of time at the Bernhard and I look forward to the improvements!
there is never any food on campus during the weekends, especially the ones that take bronco bucks. establishing more healthy restaurants that take bronco dollars in bronco mall will keep kids here on the weekends and give us healthy alternatives to fast food. (pg 45)

I would really like to see a Starbucks or similar coffee house placed into the Bernhard Center. I would love to see locally grown, hand produced food services available. Extending the main floor cafe. would be great. I spend alot of time on campus and travel to get food. National City is also one of the most incompetent banks I've ever used and would be well replaced by a credit union.

I am completely satisfied with the current facilities provided. I dont have any suggestion further
Please find a more organized way to address an overflow in the computer lab.
Cleanliness is a huge problem at the BC. Bronco Mall Floors are very dirty with food laying on the ground. Service employees in the late evening often do nothing and are seen watching TV in the lounge when cleaning needs to be done. Time to outsource... (pg 46)

I would like to see more ethnic food offered as well as using each month to highlight, as a theme, a different race/ethnicity. This would be not only educational but possibly student friendly in terms of increased foot traffic at Bernhard Center. Also has marketing potential in terms of recruitment. (pg 47)

It would be nice to see additional improvements to the Bernhard center and especially Schnieder hall. More healthier food options would be great, also it would be nice to get specialty coffee like, Latte's or Cappichino's. Make something like a Bistro coffee shop, they are pretty popular off campus, Pinera or Starbucks. It also would be cool to have fun activities that are inexpensive for broke students to be able to afford, pool tables, bowling, ping pong, maybe I would use Bernhard more if there was better parking. The ramp close to the Bernhard center has very poor lighting at night and I hate to use it when it is dark outside.
You should make BC a happening place so that international students like, can hang out there and also it would be our second home. (pg 47)

I think that the biggest change needed for the Bernhard center is there needs to be more resturants in the Bronco Mall area. I would also like to see the first and second floors of the bernhard center be used for something fun for students such as a movie theater, bowling alley, or something else of that nature.

The center is good already, but would make it even better with new ideas.

Please get rid of the McDonalds in the Bernhard Center, it really frustrates me that the university would support a company such as McDonalds (because of their bad labor reputation with their tomato pickers in Imokalee) and promote a place with such unhealthy food choices as well.
Survey is geared towards undergrad students. Did not realize this before starting. May not have completed had I known as not much applied to grads in my opinion. Maybe that means Bernhard Center isn't geared towards Grads?? (pg 48)

I'd like to have the option to purchase quality (i.e., natural/organic) food from the food court. Work out an arrangement with Bronco mall vendors to allow dining dollars to be used at the restaurants downstairs, such as McDonalds and Subway. (pg 48)

I am an employee at the WMU Bookstore, in Campus Trends. I use the Bernhard center often for a variety of items. While at work - both in the AM and PM - I would love to be able to get a HEALTHY breakfast or lunch. Also a coffee shop - like the wonderful Mug Shots - would be a great spot to grab a morning wake-up call or chat w/ friends. Another concern of mine is the computer labs. It is wonderful that they have such long hours, I just wish that they wouldn't keep track of your copies. I know of three other places on campus where you can print whatever you

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need to without worrying about going over the limit. This inconvenience often leads me to other more welcoming computer labs, such as Sangren, where I then find myself eating at Flossie's rather than the Bernhard center. Many of my fellow students feel the same way. Little changes - like not keeping track of how many pages students print off - could make a significant difference in the image and appeal of the Bernhard Center. (pg 49-50)

I think that the Bernhard center needs to focus on healthy foods and local businesses. WMU seems to remove itself from Kalamazoo the city, and to bring it back I think we need to add local businesses. (pg 50)

I am anxious to see what food vendors you are able to bring in to the BC. I enjoy having that option if I decide not to bring my lunch. Something with healthy food, i.e, salads would be nice. The idea of a box/ticket office is great too - no more wandering around campus to get sports or theater tickets. I enjoy the food from the cafeteria occasionally - keep it coming!! The only thing I have used that I was unsatisfied with was the computer lab. It was too noisy. (pg 50)

Please provide more healthy food options, organic foods, environmentally friendly products, and services from local businesses. (pg 51)

APPENDIX B

Names of persons interested in participating implementation of a student café and their respective interest in food quality:

Name	Email	Organic	Local	Homemade	Vegan
Bryan Andrina	b3andrin@wmich.edu	yes	yes		
Phil Suave	p3sauve@wmich.edu	yes	yes		
Kathryn Cole	k5cole@wmich.edu	yes	yes		yes
Megan Witte	m4witte@wmich.edu	yes	yes	yes	
Sadie Sam	sadie.a.sam@wmich.edu	yes	yes	yes	
Laura Macinnes	laura.m.macinnes@wmich.edu	yes	yes		
Annaliisa Schourek	annaliisa.l.schourek@wmich.edu	yes	yes		
Casey Barrons	c6barrons@wmich.edu	yes	yes		
Elizabeth Akers	elizabeth.m.akers@wmich.edu	yes	yes		yes
Scott M Cressey	scott.m.cressey@wmich.edu	yes	yes		
Jessie Kadolph	jessiekadolph@yahoo.com	yes	yes	yes	yes
Aimee LeClair	aimee.e.leclair@wmich.edu	yes	yes	yes	
Jenna Lerch	jenna.e.lerch@wmich.edu	yes	yes		
Pat Winninger	p3winnin@wmich.edu				

Names and contact information for people contacted during the project

Title	Name	Department	Email	Notes
Dr.	Harold Glasser	ENVS	harold.glasser@wmich.edu	
Mr.	Tim Palmer	MGMT	timothy.palmer@wmich.edu	contact for feasibility study
Ms.	Judy Gipper	Dining Services	judy.gipper@wmich.edu	Dietician at WMU
Mr.	Ted Petropoulos	Bernhard Center	ted.petropoulos@wmich.edu	Director of Bernhard Center
Ms.	Evie Asken	Campus Planning	evie.asken@wmich.edu	Director of Campus Planning, retires June 2006
Dr.	Steve Kolher	ENVS	steve.kohler@wmich.edu	Chair of ENVS
Mr.	Ken Dahlberg	(Retired)	ken.dahlberg@wmich.edu	Former faculty at WMU, recommended by Glasser
	Lee and Laurie Aboreal		phone (269) 427-0423	Local farmers (Eater's Guild)
	Tucker		tdaniels@student.umass.edu	Student employee at Earthfoods
	Alex Welsch		welscha@pdx.edu	Former student employee at FFT

List of College Café's considered for project

CaféName	University	ContactName	Position	Email
Food for Thought Café (FFT)	Portland State University	(general contact)	Student employee	info@fftcafe.org
EarthFoods Café	UMass at Amherst	Hannah A.	Student employee	earthfds@stuaf.umass.edu
Coffee House (CoHo)	UC Davis	Sharon Coulson	Director	sacoulson@ucdavis.edu
Che Café	U San Diego	(general contact)	Student employee	che@libertad.ucsd.edu
Scoozi Café	Central Penn. College	Kevin J Karczewski	General Manager	kkarczewski@centralpenn.edu
Paces	Swarthmore	(general contact)		paces@swarthmore.edu
Cowpie café	Warren Wilson College	Ian Robertson	Dean of Work Program	irobert@warren-wilson.edu

APPENDIX B

List of WMU professors to invite for collaboration

Name	Dept.	Email	Note
Angus Campebl	FCS	angus.campbell@wmich.edu	Professor of FCS 1650: Culinary Skills
Barbara Frazier	FCS	barbara.frazier@wmich.edu	Professor of FCS 3300: Entrepreneurship in FCS
Margaret Mcgovern	FCS	margaret.mcgovern@wmich.edu	Professor of FCS 4660: Institution Management
Erin Brewster	FCS	erin.l.brewster@wmich.edu	Instructor of FCS 4660: Institution Management
Janice Maatman	PADM	janice.maatman@wmich.edu	Approves internships for non-profit minors

List of *potential* WMU courses applicable to a student led café, selected by Ash Norton

Current opportunities for students	Current opportunities for faculty collaboration
A-S 4980 - Directed Independent Study	ACTY 4160 - Auditing
ACTY 4100 - Internship in Accounting	AMS 5980 - Independent Study
ART 5700 - Intern I	ANTH 4990 - Independent Research in Anthropology
ART 5710 - Intern II	ART 5000 - Independent Studies
BCM 4960 - Independent Study	BUS 1750 - Business Enterprise
BUS 3900 - Business Internship	BUS 3750 - Business Process Productivity
BUS 3990 - Field Experience (Community Participation)	BUS 4750 - Strategic Business Solutions
CIS 4100 - Internship	CIS 4600 - Business Database Applications
CIS 4960 - Independent Study	CIS 4990 - Enterprise Project
COM 3980 - Independent Study Communication	FCS 1650 - Culinary Skills
COM 4990 - Internship	FCS 2090 - Consumer Education
ENVS 4200 - Internship	FCS 3300 - Entrepreneurship in Family and Consumer Sciences
ENVS 4300 - Environmental Projects	FCS 3680 - Quantity Foods
FCS 2020 - Field Experience	FCS 4660 - Institutional Management
FCS 4290 - Internship	FCS 5220 - Topics in Family and Consumer Sciences
FCS 5980 - Independent Study in Family and Consumer Sciences	GEOG 4120 - Professional Practice
HOL 5700 - Field Education in Holistic Health	FIN 3200 - Business Finance
MGMT 4120 - Management Internship	HOL 3300 - Holism and the Environment
MGMT 4950 - Independent Study	HOL 5300 - Special Topics in Holistic Health
MKTG 4790 - Marketing Internship	HOL 5330 - Holism and Community
PADM 4100 - Internship in Nonprofit Leadership	PHIL 4980 - Independent Study
PSY 4990 - Honors Projects in Psychology	SOC 4980 - Sociology Internship
SOC 5980 - Directed Individual Study	STAT 5990 - Independent Study in Statistics
	SWRK 4500 - Individual Studies in Social Work
	WMS 4980 - Independent Study

APPENDIX C

Next Steps to consider before implementing a student led café at WMU

- 1) Meet and provide guidelines for students conducting Feasibility Study
- 2) Invite other WMU programs to collaborate
 - Family and Consumer Sciences (foodservice)
 - Business programs (BUS, CIS, MGMT, MKTG, etc.)
 - Public Administration (PADM)
 - Dining Services (contact Judy Gipper, See Appendix B)
- 3) Invite Kalamazoo Business Mentor
 - Food Dance Café
 - Opes'
 - People's Food Co-op
 - Others?
- 2) Complete a business plan
 - Use documents provided by Earthfoods and Food for Thought
 - Contact Ash Norton for Earthfoods Handbook
 - See FFT link below for business plan, etc.
 - Commission ENVS 450 students
 - Obtain "go-ahead" from ENVS chair and instructor
 - Follow through business plan (if necessary)
- 3) Seek Western Students Association support
- 4) Seek Western Faculty Senate support
- 5) Request space on campus
 - Complete forms located at <<http://www.cpec.wmich.edu/forms/>>
 - Propose to appropriate Administrators/Decision Makers

Helpful Web resources

- Food for Thought Café business documents -
<<http://www.upa.pdx.edu/SP/board/>>
- Michigan Food and Farming Systems - <<http://www.miffs.org/>>
- Fair Food Matters - <<http://www.fairfoodmatters.org/>>
- Farm to College materials - <<http://www.foodroutes.org/f2cmaterials.jsp>>
- Community Security Food Coalition- <<http://www.foodsecurity.org/>>
- Sustain: the alliance for better food and farming- <<http://www.sustainweb.org/>>
- Michigan Organic Food and Farm Alliance -
<<http://www.moffa.org/page/page/4069041.htm>>
- WMU Campus Planning Department webpage -
<<http://www.cpec.wmich.edu/planning/>>
-contains campus master plan and May 19, 2006 special design charrette
-also contains forms to request for campus space

Tip: check out "links" pages or other resource pages provided by Food for Thought, Earthfoods, The Peoples Food Coop of Kalamazoo, etc!

APPENDIX D

Readers please note: the correspondence presented here is intended to verify the email conversations of Ashley Norton and the intended recipient. The views and/or opinions stated **do not** represent those of the author or of the writer's employers, coworkers, family, friends, lost pets, or enemies. Some message headings and closings have been reformatted and/or edited to shorten for printing purposes, however all statements are quoted exactly as they were written.

*****BEGIN SECTION D-1*****

From Judy Gipper <judy.gipper@wmich.edu>
Sent Monday, April 16, 2007 9:44 am
To Ashley C Norton <ashley.c.norton@wmich.edu>
Subject Re: meet to discuss student cafe?

Hi Ash,

At this time, and into the next few years, I do not see a way that Dining Service could financially or have the resources to become involved with another operation. If you would like to meet with me and share your ideas, this could provide me an understanding of your vision. Would you be available this Thursday, April 19, at 4:00 pm? It would be most convenient for me if you could come to my office in Room 161 Bernhard Center.

Thank you,
Judy

>>> Ashley C Norton <ashley.c.norton@wmich.edu> 4/11/2007 8:44 PM>>>

Dear Judy Gipper,

Thanks for responding to my inquiry! I would like to know the responses of the current survey regarding vegetarian foods and nutrition when they are available.

I would like to meet with you at your earliest convenience to discuss a student led café on campus. I desire to know if Dining Services would ever consider collaborating with students in this manner, letting them use a campus facility for entrepreneurial learning.

I am available almost anytime. I have class to attend on Mondays and Wednesdays from 9-10am and 4-6pm, and thus cannot meet during those times. Thanks in advance for your consideration.

Sincerely,
Ash Norton

----- Original Message -----

From: Judy Gipper <judy.gipper@wmich.edu>
Date: Tuesday, April 10, 2007 6:54 pm
Subject: Re: satisfaction survey data

APPENDIX D

Hi Ash,

>The survey that concludes 4/15/07 primarily focuses on student input for hours of
>operation, and satisfaction with various offerings throughout dining service (Dining
>Dollars, weekend service, carryout option, etc). I do have one question on the survey
>about vegetarian offerings, and I could share with you the response to this question and
>any comments about vegan, vegetarian, and organic foods. Additionally, I do have one
>question about availability of nutritious offerings, and likewise, will share that
>information with you along with any related comments. Another piece of information
>you might find useful is from the upcoming cereal survey we are doing for one week
>starting April 16th. On this survey, I ask one question about the importance of Dining
>Service offering whole grain cereal(s).

>

>I will e-mail you the information as it becomes available from the surveys if you would
like, however if you need it for a class this semester, it will not be available in time.
Perhaps you would like to set up a table outside of one of our dining halls and conduct
your own survey, if you need information immediately for a project. Please let me know,
and I can approve your request and help you to identify what dining halls/times would be
best to reach the most number of students. If you would like to meet with me to learn
about feedback that is generally received from students on these topics, please let me
know, as I frequently talk to students about the topic of food selection.

>

> Please let me know what direction you would like to take.

>

> Judy Gipper, RD
> Dining Services Director
> phone (269)387-4846

>

> GO BRONCOS !!

>

> >>> Ashley C Norton <ashley.c.norton@wmich.edu> 4/9/2007 5:36 PM>>>>

>>

>> Dear Judith Gipper;

>>

>> My name is Ash Norton; I am an Environmental Studies senior at WMU.

>> You may remember Evie Asken inviting you to meet with us. Anyway, Evie referred
>>me to you. If you are not the appropriate person to ask the following favor, please
>>pass this message on to the appropriate person. Thanks!

>>

>> I am interested in the latest WMU Dining Services survey results. Is it possible for me
>>to acquire the data/report? If not, are there past survey data I may use for a class
>>project? I am specifically interested in student's desire for vegan, vegetarian, or
>>organic foods. I am also interested in students requests for more nutritious food
>>options. Any data you are able to provide will be appreciated.

*****END SECTION D-1*****

APPENDIX D

*****BEGIN SECTION D-2*****

From Timothy Palmer <timothy.palmer@wmich.edu>
Sent Wednesday, April 11, 2007 4:13 pm
To Ashley C Norton <ashley.c.norton@wmich.edu>
Subject Student Project at WMU

Dear Ash:

Thank you for your interest in a student project in the Haworth College of Business. Our projects are conducted through the Small Business and Technology Development Center - a unit of the SBA. Each team is paired with both an SBA mentor and a faculty member in the Department of Management. The projects are free of charge. Students sign a letter of confidentiality stating that information about their projects stays within the team.

You'll have a team of approximately ten students who will begin their work mid-September. They will present their findings to you in late November. Once I have the syllabus completed and know the dates I will contact clients with that information.

While the project you will receive is a feasibility study, the class is not a course in small business management. Instead, my class is about leadership, working in teams, structuring tasks that need to be done, and holding team members accountable. I say that because sometimes clients mistakenly believe my students are training to be small business counselors.

The scope of the project is determined by the client. The "typical" feasibility study includes a market analysis, sales forecast, information on laws and regulations/licenses, HR issues, marketing ideas/costs and a full set of pro-forma financial statements (3 years into the future). My experience is that projects with a single focus (e.g., just assistance with marketing or just a survey) do not fit the needs of the class as well as projects that are multi-faceted.

There are two issues to consider aside from whether the time line fits your needs. First, you need to be able to meet with your team twice during their class time at WMU (a Monday, Wednesday, or Friday between noon and 2:00) - once at the beginning of the project and once at the end. The second issue is that you realize this is a student project, not a professional business plan. Our students work very hard on them, but they don't have the business savvy yet for me to promise you a business plan you could take to an investor. That said, you will receive quite a bit of information that you could package into your own plan.

Attached to this email is a word file I used to collect summary information about the client and their needs. Please complete the document and return it to me so that I can confirm your project.

Thanks again for your interest in our program.

Sincerely,
Timothy Palmer

*****END SECTION D-2*****

APPENDIX D

*****BEGIN SECTION D-3*****

From Alex Welsch <welscha@pdx.edu>
Sent Tuesday, April 3, 2007 11:19 pm
To Ashley C Norton <ashley.c.norton@wmich.edu>
Subject Re: Questionnaire from Ash @ WMU

Ash, I am not sure if anyone else responded. Please be aware that I haven't been with the organization for two years.

Please note that I have written this info as a quick email response without regard to grammar/spelling etc.. I am assuming this will not get reprinted verbatim.

- 1) What is the mission statement of your organization?
We never could get it down on paper. The closest thing would be on the website see the "proclamation." There might be something in the policy document too (link sent previously).
- 2) What type of organization do you label yourself as?
examples: for-profit, non-profit, not-for-profit
non-profit (Technically we are part of PSU, which is a public institution. Not sure what the state statutes say. public non-profit?) The staff was working toward being more of a workers collective but still under umbrella of PSU.
- 3) Who owns the organization?
PSU, PSU student government. The building in which FFT is located is a "student union" which was paid for largely through student fees.
- 4) What is the leadership style of the organization?
examples: student operated, student managed, professionally managed
Student operated, student managed. There used to be a managing board. But now the cafe workers with the help of the volunteer and educ coordinators run the show.
- 5) What is the corporate culture (social spectrum) of the organization like?
examples: are you trendy, homey, exotic
Somewhere between down to earth, granola, artsy, a tad of non-conformist. But we still attract lots of people who would not fit any of those categories. It's a real mix of people looking for health food in a non-corporate environment.
- 6) When was the eatery founded?
please see the history section on the website.
- 7) What is the annual sales gross of the organization? (if available)
was about 150,000 when I was around

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- 8) What is the average number of customers?
whatever units you use: per day, per week, per quarter, per year
not sure.
- 9) How many employees work for the organization currently?
not sure. ask info@fftcafe.org
- 10) Who supervises student workers? Who do the student workers report to?
There used to be managers, then they did away with them and had people who were on the vested workers committee take leadership roles. But responsibility was shared broadly. Don't know where things are at right now.
- 11) What role does the University/College play in the organization?
SALP, the student activities leadership program and the Student Fee committee help a lot. They help with budgeting. and by interfacing with PSU's HR dept. When we were getting started SALP also helped a lot explaining our case to University bureaucrats.
- 12) How are student workers compensated? (besides free treats)
examples: volunteer, paid, college credit
paid by the hour. The food benefit is pretty substantial. the board that used to exist was volunteer.
- 13) What are the strengths of the organization in relation to its mission?
Somehow it works and it survives. We've benefited from a lot of dedication at all levels.
Organics and sustainable produce and other inputs.
Healthy food. It's not organic junk food.
Minimal packaging.
Lots of reuse (e.g. plates).
Minimal food waste.
Lots of recycling and composting.
- 14) What are the weakness of the organization in relation to its mission?
Probably a bit more chaos than staff would appreciate. Less able to achieve a living wage for students. Less able to work on a seasonal menu.
- 15) What is the unique feature of your eatery in comparison to your perceived peers?
(please briefly name and define your peer group)
too much for me to think about
- 16) What, in your opinion, is the appeal or unappeal for customers from the following perspectives:
price (appeal)
customer's personal health (appeal)
well-being of the Earth/ecology (appeal)

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equity of products purchased/sold (appeal)

education of where food comes from and the manner it was produced (appeal)

17) What kinds of conflicts has your eatery had with the University/College administration?

Early on there was some friction around accounting and use of space during the summer months. There was also a "Pepsi contract" that we had to circumvent to serve fresh and local juices. I was not so involved with the issues where conflict arose. I was surprised that there was so much support.

18) What strategies did you undertake to resolve the issue/s? Was it successful?

Dialog, persistence. On the pepsi contract, it went all the way to the State attorney general's office.

On the use of space and other issues the student board established a memorandum of understanding or "contract" to specify roles and responsibilities.

19) What kind of management problems has the eatery had? What was done about it?

Turn over, burnout, too much responsibility on a limited number of people. The idea was to shift toward a workers collective. Not sure if this resolved the problems.

20) What sorts of marketing does your organization do? Is it successful?

Initially we had lots of write ups in newspapers

There is also lots of "education" e.g. class wraps and cooperative projects with professors who want to use FFT as a curricular opportunity. There's also lots of word of mouth. Lots of friends of staff and friends of volunteers came by.

21) What does your organization see itself doing next year? 5 years?

You'll have to ask others.

*****END SECTION D-3*****

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*****BEGIN SECTION D-4*****

From Earthfoods Cafe <earthfds@stuaf.umass.edu>
Sent Tuesday, April 10, 2007 12:49 pm
To Ashley C Norton <ashley.c.norton@wmich.edu>
Subject Re: just wondering

Hello Ashley,

My name is Hannah and I take care of earthfoods email. I sincerely apologize for not getting back to you but I must have missed your initial email. Before I fill the questionnaire out, I would like to know what sort of project you are doing and how earthfoods ties into it. Also, would you like ALL earthfoods co-managers to fill one out or just one for the whole collective? I will fill one out with my personal responses [See **Section D-5**], but please be aware that I am only ONE voice out of 24 co-managers. We have All-Staff meetings on Tuesdays 5:30-7:30pm, so you may consider coming to one of these to present your project and request others to fill out the information. Please let me know if you would like to attend an All-Staff meeting and if my responses were helpful. ALSO- I attached a copy of our updated Handbook that outlines our mission statement, kitchen policies, committee structure, and other aspects of the collective such as consensus decisions/all-staff meetings/evals.

Thank you,
Hannah A.

<Quoting Ashley C Norton <ashley.c.norton@wmich.edu>:

> Dear Friends,

>

> I sent you a message on March 21st asking for a favor to complete a
> questionnaire. I wish to know if you received the message and plan to
> respond. If you cannot respond at this time, please do so at your
> convenience. (I have attached the questionnaire again, JIC) If you prefer,
> we can teleinterview. If you do not intend to respond, well then, Peace be
> with you.

>

> We are all busy students, I know.

>

> Sincerely,
> Ash Norton

>

>

>

>

>

>

>

>

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>> -----Original Message-----

> From "Ashley C Norton" <ashley.c.norton@wmich.edu>

> Sent Wednesday, March 21, 2007 7:06 pm

> To Earthfoods Cafe <earthfds@stuaf.umass.edu>

> Cc tdaniels@student.umass.edu

> Subject Questionnaire from Ash @ WMU

>

>

> I contacted you previously (February 24, 2007) inquiring your methods and asked for documentation. You were extremely helpful in guiding me to kind people and resources, thank you. I have another, similar request, yet this one requires more of your participation.

> Your generous favor is to complete the questionnaire I have attached to this message. (I assure you it will not self-destruct after viewing...) There are twenty questions, and though some are objective, others are not. It is your choice to the number of people who complete the questionnaire, whether to answer the subjective questions collectively or individually, to revise questions as you see fit, or even to respond in kind. In any case, I am grateful you have read this message thus far and benevolently considered my request. As you shall see, I intend to use the information you provide in a proposal to my university's administration for a student-run eatery, and also for prosperity at the Campus Sustainability Assessment Project database. (which I recommend you browse for your own use... if you are amused by such things:

http://csap.envs.wmich.edu/pages/intro_overview.html)

>

> Thank you in advance,

> Ash Norton

> WMU Senior

*****END SECTION D-4*****

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*****BEGIN SECTION D-5*****

Dear Friends,

Thank you for considering the following 20 question survey about your college eatery. In addition to supporting my research, your answers will be used for posterity at Western Michigan University's Campus Sustainability Assessment Project. Your eatery will be catalogued into our database for sharing the information you provide with other researchers. For more information please visit http://csap.envs.wmich.edu/pages/intro_overview.html

Please complete the survey at your earliest convenience. Thanks again.

Respectfully,
Ash Norton
WMU Senior

- 1) What is the mission statement of your organization?
-To provide the UMASS/local community with healthy, affordable, and vegetarian/vegan food.
IN addition, we function as a collective of undergraduate students committed to this mission and to supporting the local farms/community/economy.
- 2) What type of organization do you label yourself as?
examples: for-profit, non-profit, not-for-profit
-NOT-FOR-PROFIT STUDENT BUSINESS THAT PRACTICALLY FUNCTIONS AS A COLLECTIVE (we are TECHNICALLY a business because the student co-managers do not own earthfoods - the university does)
- 3) Who owns the organization?
-The university - but students are exclusively responsible for managing ALL aspects of earthfoods- from financial to actually cooking the food
- 4) What is the leadership style of the organization?
examples: student operated, student managed, professionally managed
-Exclusively student managed and operated
- 4) What is the corporate culture (social spectrum) of the organization like?
examples: are you trendy, homey, exotic
-Earthfoods is unique because its collective identity is constantly changing as students come in and out of earthfoods from semester to semester. Each individual represents 1/24th of the collective and each brings their own ideas, identity, background, knowledge, and flare to earthfoods.
I would describe earthfoods as fluid, diverse, informed, and empowering.

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- 5) When was the eatery founded?
1976 by a group of concerned UMass students who wished to see more vegetarian options on campus
- 6) What is the annual sales gross of the organization? (if available)
-It varies greatly from semester to semester. But annually, on average our sales are about \$100,000.
- 7) What is the average number of customers?
whatever units you use: per day, per week, per quarter, per year
-Again, this varies greatly. WE serve between 200-300 ppl per day.
- 8) How many employees work for the organization currently?
-24 undergraduate student co-managers and we have 1 undergraduate student consultant who helps us with our semester budget
- 9) Who supervises student workers? Who do the student workers report to?
-As a collective, we are mutually accountable to each other and we have structures and policies (see our handbook) to help facilitate accountability. Also, All-Staff meetings serve as a forum of communication and consensus decision making between all co-managers and committees. Rosemary Schmitt and Donna Vanasse from the CSB (Center of Student Businesses) act as a link between earthfoods and UMASS and they ensure financial accountability and act as resources for student businesses.
- 10) What role does the University/College play in the organization?
-They process payments for earthfoods to pay our vendors (though one of our co-managers is responsible for all bookkeeping). They are also our customers and our community :).
- 11) How are student workers compensated? (besides free treats)
examples: volunteer, paid, college credit
-Co-managers are paid on an hourly-salary (there is a payroll co-manager). The starting salary is \$7.50 and you receive a .25 cent raise per semester (\$8.50 is the cap). We also get free kale, rice, and beans daily and if a co-manager leaves in good standing, they are ensured free kale, rice, and beans for life.
- 12) What are the strengths of the organization in relation to its mission?
-Collective structure and sustainability , really good and healthy (vegetarian/vegan)food that has been cooked from scratch, social/community/environmental awareness - we are currently researching more local farms that we can buy produce from, empowering and building community at UMass, preserving the legacy of earthfoods for future generations of students.
- 13) What are the weakness of the organization in relation to its mission?

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-Its incredibly difficult to create an appealing menu in the winter months that sticks to foods that are locally available. For example, Kale is one of our staples that we serve everyday and that draws customers to earthfoods. We cannot get local kale in February and, thus, Squash gets Kale from California.

We are working on adjusting our menus and researching local farms so we can further support local food/community. Another challenge is keeping the prices of our food down while our expenses are inflating (due to transportation prices, minimum wage increase, and overall increase in produce/dry good costs). It is important to note, however

that you can get a large entree, a salad, and a dessert (and most ppl could not eat this much in one sitting) for \$6.75-the amount of money per YCMP swipe.

14) What is the unique feature of your eatery in comparison to your perceived peers?
(please briefly name and define your peer group)

-If the peer group is UMass community/students, we are unique because we have COLLECTIVE not-for-profit business practices and we are committed to serving healthy and affordable food that ALSO supports the local community. WE are also unique because we are exclusively vegetarian and VEGAN.

15) What, in your opinion, is the appeal or unappeal for customers from the following perspectives:

price - you can get healthy food that has been cooked from scratch by STUDENTS for an affordable price/YCMP swipes. You can get a large kale, rice, and beans for \$3.50. You can check out our website for more info on prices - www.umass.edu/rso/earthfds

customer's personal health- Very healthy - vegetarian and vegan food
well-being of the Earth/ecology - we support local/organic and constantly work on reducing our waste to ZERO - we have composts in our Commonwealth Room and have compostable plates and to-go silverware

equity of products purchased/sold
education of where food comes from and the manner it was produced - we are always working on incorporating more local food - we just did a research project on where all our food comes from and if there are more local/organic alternatives. WE take full responsibility for our own awareness and for informing others (including our customers) of our intentions and what we are doing to support this mission

16) What kinds of conflicts has your eatery had with the University/College administration?

-The university has been extremely slow in processing our purchases and sending checks to our vendors. We work to keep fluid and open communication with our vendors and they realize that this the fault of the university and not of earthfoods. We work hard to keep really good relations with the university, facility services, UMass catering and other university faculty. We understand that maintaining positive communication is essential and that by doing so, we can work together in alliance without tension or misunderstanding

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17) What strategies did you undertake to resolve the issue/s? Was it successful?
-Rosemary Schmitt and Donna Vanasse from the CSB have been extremely helpful in mediating communication between earthfoods and the university and they have helped us foster good relations with the rest of the university. In terms of vendors not being paid in a timely fashion, we have spoken with our vendors and made them aware of our situation and that the university is dealing with a lot of bureaucracy in terms of payments.

18) What kind of management problems has the eatery had? What was done about it?
-This is a tough one to talk about because a large part of being a co-manager at earthfoods is learning how to constantly problem-solve and to try new ideas to improve earthfoods on a whole.

This is why we have All-Staff meetings and consensus decision making as well as a handbook (as a way to record our policies and to keep us accountable to our consensus mission and management). One management issue we recently encountered was a proposal brought to the collective by HR about missing shifts and what proper procedure should be for getting your shift covered and consequences for not doing so. While the details are too complicated to get into, I can say that the proposal was brought to steering (a committee that sets the agenda for all-staff) and HR was given time to present the proposal at all-staff to the rest of the collective. After we had discussed the proposal and made any necessary amendments, we take a straw poll to see if everyone is comfortable for voting.

If everyone is ready to vote, the meeting facilitator asks for a show of hands for "All in Favor". Then the fac. asks for any "Blocks". If one co-manager blocks the proposal, it will not pass. That co-manager(s) must tell the collective WHY they blocked the proposal. If there are no blocks, the fac. asks for any "stand asides" - meaning anyone who is not comfortable supporting the proposal but who will not block it from passing. As long as there are no blocks and more than 2/3 majority are in favor (meaning no more than 1/3 of the collective is absent or stand aside), the motion passes and the Handbook committee makes the appropriate amendments in the handbook.

19) What sorts of marketing does your organization do? Is it successful?
-We have an Advertising committee and a catering committee that works to outreach to the broader community at UMass. We design flyers to put up around campus and work with various organizations to cater their events. Word of mouth has also been extremely helpful in spreading awareness about earthfoods. We also collaborate with the other 7 student businesses to get our name out there and get ppl thinking about where their food is coming from and how it is prepared and who they are benefiting by eating it.

20) What does your organization see itself doing next year? 5 years?

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-I envision more local food and more customer awareness about how/where food is grown and how it gets to their lunch plate. I also envision earthfoods thriving with new student co-managers who will broaden and strengthen the community both within earthfoods and with UMASS and other local farms/organizations/events. I see happy faces eating delicious food and talking with each other around lunch. I see brochures and bulletin boards informing customers about local food/CSA's/farmer markets and about social events. I see a diverse collective of students empowered through action and solidarity and I see earthfoods leaving its substantial and impactful mark on the lives of the co-managers, customers, and those in the local community.

*******END SECTION D-5*******

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*****BEGIN SECTION D-6*****

From Ken Dahlberg <ken.dahlberg@wmich.edu>
Sent Monday, April 9, 2007 8:21 pm
To Ashley C Norton <ashley.c.norton@wmich.edu>
Cc Ken Dahlberg <ken.dahlberg@wmich.edu>
Subject Re: student cafe at WMU?

Hi Ash,

Sorry to be slow in responding. Tax time. Also, sorry that I can't offer much help on your idea. I'm not aware of any such project around the country, but that doesn't mean a few might exist - most likely in small colleges.

It would be very difficult to do what you are suggesting at WMU. There would be major administrative hurdles (particularly since WMU sees such cafes as revenue sources and leases out space for them. They would have to subsidize the space and equipment for a student cafe - not too likely with the budget crunch. Also, staffing such cafes on a regular basis would be a challenge. Etc.

So, I would suggest seeing other ways to promote local and organic foods in student settings. A group at K College is seeking to get their food service to source more local foods. There are a lot of such efforts around the country, but it is a real, but sometime doable challenge. There are also field to cafeteria efforts related to the public schools. Also, there are many school garden projects. Fair Food Matters (info at People's Food Coop) runs a Growing Matters Garden at Woodward Elementary - where I'm sure volunteer workers would be welcome.

To see what's going on nationally, check out the Community Food Security Coalition - <http://www.foodsecurity.org/aboutcfsc.html>. Also, for a Southern California center that is very active in a variety of food and justice programs, see <http://departments.oxy.edu/uepi/cfj/index.htm>.

If you have additional questions after you have done some more exploring, let me know.

Ken Dahlberg

*****END SECTION D-6*****

APPENDIX D

*****BEGIN SECTION D-7*****

From tdanields@student.umass.edu
Sent Tuesday, March 13, 2007 9:41 pm
To Ashley C Norton <ashley.c.norton@wmich.edu>
Subject Info

Hey Ash

Props on getting some stuff started on a "eatery." I'm sorry not to be able to put more energy into this tonight, but I don't really know exactly where to start. A couple of things that I might help more with would be:

- Collective management
- Food (recipes)
- Logistics
- Follow Your Food (where food comes from)

I myself have been doing much research into where our food comes from and I'll tell you right now, you are going to have a very tough time finding and serving locally produced goods throughout the year. We work hard to get the most local produce....we have a local producer who has a commitment to buy the most local produce available and yet currently we receive food from all over the country and even the world

If you would specify what you want help with, I am more than willing to have an email correspondence with you....I would love to help. Check out the web- site and get back to me

<http://www.umass.edu/rso/earthfds/>

Live it up
Tucker

*****END SECTION D-7*****

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*****BEGIN SECTION D-8*****

From che@libertad.ucsd.edu
Sent Thursday, March 15, 2007 5:23 am
To Ashley C Norton <ashley.c.norton@wmich.edu>
Subject Re: share info?

Quoting Ashley C Norton <ashley.c.norton@wmich.edu>:

> Dear Che Café,
>
> I am an Environmental Studies student at Western Michigan University. I am
> interested in developing a student lead, non-profit, sustainable eatery on WMU's
> campus. The Che Café came up in my research and I applaud your accomplishments.
> Your organization is the most impressive one I have reviewed. A collective that
> provides vegan food, music, library, garden, and bold activism is quite an
> accomplishment; congratulations!
>
> In fact, I would like to use the Che Café as a model for discussion with other student
> entrepreneurs. My end goal is to produce a review of successful student lead eateries
> which will act as a "best practices" approach to persuade students and university
> administrators, particular those to WMU. Do to so, would you be willing to send me
> documentation of the Café's journey from your visioning process to present day
> operations?
>
> Specifically, I am interested in materials your group uses to educate and agitate,
> historical documents, any appropriate references, and your business plan. Of course, I
> am not requesting information you feel privileged to, such as specific content within a
> business plan. If you do not have digital copies, I am willing to pay for paper versions,
> including shipping. If you have few documents or web links to provide, may I get in
> contact with someone from the organization that can speak on the Che's trials and
> triumphs during development?
>
> Thanks in advance for your consideration and congratulations for
> your truly utopian efforts!
>
> Sincerely,
> Ash Norton
> WMU Senior
>
> Ash,
Unfortunately, due to the nature of being a largely student operated collective, there is a serious lack of knowledge that is passed down through the generations here. For the most part, those of us that are a part of the collective now only really know the historical basics of the collective. However, i'm pretty sure there was never any sort of business plan for the opening of the Che, it was occupied and controlled by students years and years ago.

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We do have a SHITLOAD of historical documents, all filed and not at all organized in such a way that we can easily figure out what is what.

Just to clarify, it may seem like the Cafe is much more than it is on paper. Our "library" is a collection of zines that some people worked on collecting in the past, a few periodicals that get replaced every once in a while, and a selection of books that slowly collect dust in a bookshelf on our wall. We don't actually do any gardening, there used to be another gardening collective that was a part of ours, but recently it has split and we don't really have anything to do with it anymore. And, to be honest, our kitchen isn't even open right now (or for the past year) due to us having to completely upgrade the building to fit changing health and safety standards (which is a whole other can of worms).

i'm not really sure that we could help you in any way, we are mostly an unorganized group of kids that set up shows in this space and try to operate in a collective manner. We have more than enough trouble trying to deal with our own administration that i don't think we have any advice on how to actually do it in a successful manner. Sorry

-Che Cafe Collective

*****END SECTION D-8*****

APPENDIX D

*****BEGIN SECTION D-9*****

From Kevin Karczewski <kkarczewski@centralpenn.edu>
Sent Thursday, March 15, 2007 9:03 am
To Ashley C Norton <ashley.c.norton@wmich.edu>
Subject Re: share info?

Good Morning Ash,

Central Pennsylvania College houses two food service operations: 1. The Scoozi Cafe 2. The Conference Center. A local company called the Harrisburg Hotel Corporation, which manages a couple of Hilton Hotels, also manages the food service/catering here on campus. The space is basically leased from the college and managed for profit. The Cafe (student restaurant) is a demanding business as far as profitability (especially if there is a small student population). The implementation of resident meal plans have helped considerably. CPC has small involvement, but I believe that our "partnership and communication" is strong. Vital with the logistics of our operation. The college has a Hotel & Restaurant Associate Program where current students are required to earn "lab" hours to learn the "hands on approach" to food service. The management aspect falls under our company management team. The fact that we rely heavily on our Conference Center & Catering business for profitability equates to a no nonsense approach for day to day operations. The lab hours are unpaid, but all students are encouraged to join our "paid" team. More than 90% of our restaurant labor is paid PT / FT employees, mostly because of the Catering demand of The Conference Center. Management is highly visible and students are encouraged to share their feedback at anytime. Feel free to call if you have any further questions.

Kevin J Karczewski
General Manager 717 728 2304
Central Pennsylvania College
Conference Center (ATEC Building)
Campus on College Hill & Valley Roads
Summerdale, PA 17093

>>> Ashley C Norton <ashley.c.norton@wmich.edu> 3/14/2007 6:17 PM >>>
Dear Sir or Madam,

My name is Ash Norton. I am an Environmental Studies student at Western Michigan University. I am interested in developing a student-run eatery on WMU's campus. The Scoozie Cafe appeared in my research, however, I am unable to find more information about the Cafe on the World Wide Web than what is posted at <<http://www.centralpenn.edu/services/scoozi.asp>>

I specifically am interested in student management at the Cafe. Is it a for profit or non-profit? (The webpage states the Cafe is "Hilton owned" which I interpret as the Conrad

APPENDIX D

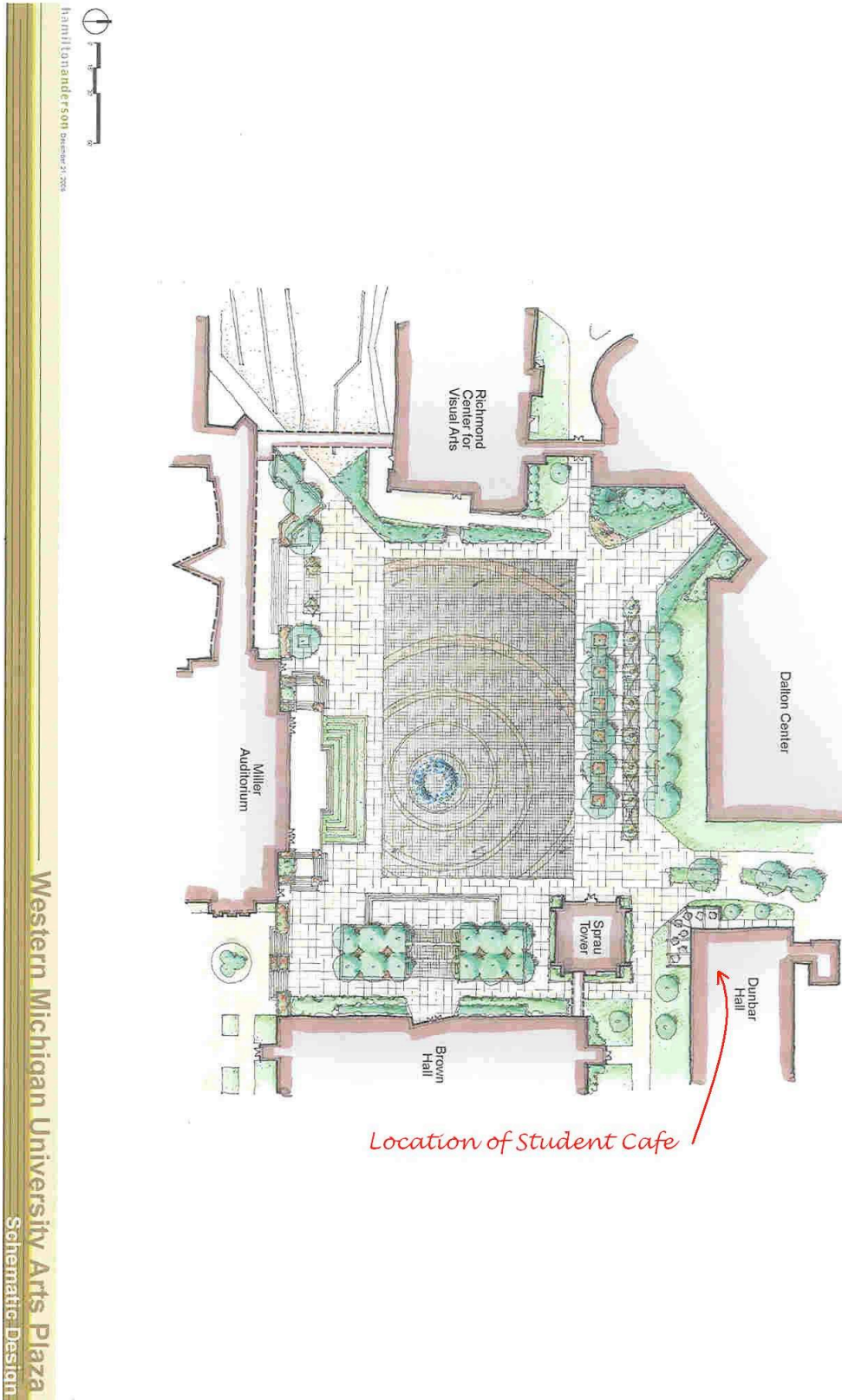
Hilton family, correct?) What level of supervision does CPC have? Do students receive college credit, pay, volunteer? How do student employees resolve issues within the Cafe and externally? These are a few of the questions I have. Thus, would you please send me a link, documents, or contact person that may answer my general questions about the student leadership at the Scoozi Cafe?

Thank you in advance. And congratulations on your accomplishments; a student-run eatery is not easy!

Sincerely,
Ash Norton
WMU Senior

*******END SECTION D-9*******

APPENDIX E



APPENDIX E

Location of Student Cafe not pictured



APPENDIX E

*Location of Student Cafe not pictured
(perspective from Cafe viewing Plaza)*



hamiltonanderson December 21, 2008

Western Michigan University Arts Plaza
Schematic Design

APPENDIX E

