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Developing a Cooperative Food Business for Food-Insecure University Students
Sustainable Local Food Economies and Enterprises (SLFEE) Lab

Abstract

Food insecurity among university students in the U.S. is a pressing sustainability problem due to its prevalence, complex socio-economic drivers, and adverse effects. A national survey from the Hope Center for College, Community, and Justice found that 45% of university students (n=86,000) had experienced some form of food insecurity in the past 30 days (Goldrick-Rab et al., 2019). Students at Arizona State University (ASU) are similarly impacted by this sustainability problem—a recent study found that approximately 35% of ASU students have experienced food insecurity (Bruening et al., 2016). Food insecurity has a variety of detrimental effects on university students' physical health, psychological well-being, and academic achievement (El Zien et al., 2019; Payne-Sturges et al., 2018; Meza et al., 2019), and these resulting issues have complex inter-regional, intrageneration, and intergenerational implications.

To mitigate food insecurity among university students, the project proposes the development of a sustainable, student-run food cooperative business at Arizona State University (ASU). Food cooperative businesses have long been utilized by communities to advance food access, economic self-determination, and food justice (DePasquale, Sarang, & Vena, 2017), so the project aims to lay the foundation for the establishment of such an enterprise at ASU. Through the development of an enterprise start-up plan and the execution of preliminary coalition-building efforts, the project seeks to demonstrate the plausibility of this solution while empowering stakeholders with the strategies needed to enact it.

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1. Introduction and Background

Food insecurity among university students has a variety of negative environmental, economic, and social impacts that are significantly harmful in both the present and the long-term. Food-insecure university students and the broader social-ecological systems in which they live are impacted by food insecurity in the following ways:

Social Impacts

On an individual level, food insecurity has a range of physical effects, including hunger, fatigue, malnutrition, and a greater risk of illness and chronic diseases like heart disease and obesity (Hamelin, Habicht, & Beaudry, 1999). Food insecurity also affects individuals' psychological well-being by diminishing productivity at work or school, creating feelings of alienation, and increasing feelings of stress, depression, and anxiety (Payne-Sturges et al., 2018; Meza et al., 2019). These effects negatively impact the overall health and well-being of thousands of present-day individuals across the U.S. (Goldrick-Gab et al., 2019), signifying that food insecurity is an urgent sustainability problem. Furthermore, these impacts are irreversible in the short-term, meaning that these effects on one's physical health, psychological health, or academic achievement cannot be easily undone.

However, the impacts of food insecurity are not limited to the present-day. Food insecurity can negatively affect university students' class attendance, academic performance, and mental health, which can increase students' risk of dropout (Silva et al., 2015). By negatively impacting students' academic success, food insecurity can limit the post-graduation opportunities of affected students, which can extend circumstances of poverty and food insecurity (Seligman & Schillinger, 2010; Phillips, McDaniel, & Croft, 2018). These impacts can, in turn, limit the opportunities and health of their descendants, prolonging the issue to the next generation (Seligman & Schillinger, 2010). In this way, the impacts of food insecurity among university students can become inter-generational.

Environmental Impacts

Due to geographical and economic barriers to healthier options, food-insecure individuals are often forced to consume low-cost, highly-processed food (Eisenhauer, 2001). These types of heavily-processed snack foods have adverse environmental effects on the areas that supply their production. The majority of these negative outcomes result from processes of industrialized agriculture, which threatens genetic diversity through intense monocropping practices, degrades soil health through continuous extraction, and pollutes water sources with runoff from chemical pesticides and herbicides (Kjørstad, 2017). This demonstrates how food insecurity—which plays a major role in an affected individual's food choices—is inextricably linked to both global and local food systems, signifying the complexity of the problem and its widely-dispersed impacts.

Economic Impacts

While there are significant individual impacts on the affected students' psychological and physical health, food insecurity also affects the broader society through its related health and education costs (Hamelin, Habicht, & Beaudry, 1999; Patel, 2010). Food insecurity increases the risk of chronic illnesses—including hypertension, heart disease, and diabetes—and mean healthcare costs are higher among individuals who are food insecure (Berkowitz et al., 2018). If food-

insecure university students are unable to pay these costs later in life, this would contribute to the over \$30 billion that federal, state, and local governments must pay to support uncompensated care in hospitals and clinics (US Institute of Medicine, 2003). These costs can, in turn, exacerbate other societal problems, such as limited governmental funding for public schools and public health initiatives that address food insecurity.

Project Overview

The project proposed the development of a food cooperative business as a solution to address the underlying drivers and impacts of food insecurity among ASU students. A food cooperative business has the capacity to address key causes of food insecurity—including the geographic inaccessibility and economic inaccessibility of healthy food—by establishing a point of access to healthy, affordable, and sustainably-sourced food products while creating meaningful opportunities for student employment (DePasquale, Sarang, & Vena, 2017). Furthermore, a student-run food cooperative could provide sustainable business education opportunities, help ASU to advance university sustainability practices, and serve to anchor the institution within the local food economy (DePasquale, Sarang, & Vena, 2017).

While the establishment of a food cooperative is beyond the scope of a single culminating experience project, the project aimed to lay the groundwork for the future development of an ASU food cooperative. The primary deliverable was an enterprise start-up plan for the cooperative, outlining both an evidence-based vision and a strategy for implementation. This plan was informed by interviews with existing university and other food cooperatives, as well as peer-reviewed literature on best practices for cooperative development. While existing literature exists on the development of food cooperatives, there are few evidence-based strategies for establishing such a program in a university setting; thus, this enterprise start-up plan offers specific suggestions to overcome institutional barriers and leverage unique opportunities for hands-on learning and student engagement. By developing recommendations that are specific to ASU, the project generated detailed strategies that leverage existing partnerships within the local food economy. By combining these strategic planning efforts with extensive stakeholder engagement, the project aimed to build the capacity of stakeholders to cooperatively advance food security and transform their local food economy.

The project was partnered with the Sustainable Local Food Economies and Enterprises (SLFEE) Lab at Arizona State University. The SLFEE Lab is dedicated to advancing the creation of a sustainable local food economy through solution-oriented research in collaboration with local stakeholders. Dr. Arnim Wiek, the director of the SLFEE Lab, directly oversaw the project and committed to continuing the project after graduation.

2. Literature Review

The food justice movement is a growing effort to diminish food insecurity and creating systemic solutions that increase equitable access to healthy, affordable, and culturally-appropriate food (Alkon, 2014). This movement seeks to transform the current food system, which has been deeply shaped by neoliberalism and the goal of profit maximization (Alkon, 2014; DePasquale, Sarang, & Vena, 2017). Globalization has exacerbated the effects of capitalism on local food systems, resulting in the creation of extensive supply chains and the supremacy of multi-national suppliers at the expense of local producers, outlets, and consumers (Alkon, 2014; DePasquale, Sarang, & Vena, 2017). These drivers have been compounded by discriminatory land policies (e.g., expulsive zoning, redlining) that have resulted in historical disinvestment, largely in communities of color (DePasquale, Sarang, & Vena, 2017). Advocates of the food justice movement seek to address these systemic forces—as well as the micro-level drivers of food insecurity—through a variety of strategies, one being the development of cooperative businesses (Alkon, 2014; DePasquale, Sarang, & Vena, 2017).

The International Cooperative Alliance defines a cooperative as an "autonomous association of persons united voluntarily to meet their common economic, social, and cultural needs and aspirations through a jointly-owned and democratically-controlled enterprise" (DePasquale, Sarang, & Vena, 2017). Cooperatives have a long history in the U.S., with communities—especially communities of color—utilizing them to further their economic self-determination since at least the early 20th century (DePasquale, Sarang, & Vena, 2017). In addition to promoting community wealth, economic opportunities, and food access, food cooperatives (i.e., cooperatively-owned grocery stores) serve as a powerful, community-driven alternative to the multi-national grocery chains created by the "global, industrial food complex" (DePasquale, Sarang, & Vena, 2017). Grocery cooperatives have demonstrated economic viability and are experiencing an increase in market share in the U.S., with \$323 million in assets, over \$865 million in revenue, and over 14,000 employees (Deller et al., 2009). Student-run food cooperatives—including groceries, delis, and cafes—also have proven to be economically viable. Across the U.S., student-run food co-ops have successfully operated on university campuses for decades, creating opportunities for student entrepreneurship and wealth-building (Oatfield, 2010).

In addition to their economic viability, food cooperatives have been demonstrated to increase community food access and advance economic justice (DePasquale, Sarang, & Vena, 2017). Other benefits include an increased local sourcing rate, an attractive workplace culture, and opportunities for "educational programming, civic engagement, and job creation" (DePasquale, Sarang, & Vena, 2017; Figueroa, & Alkon, 2017). Student-run cooperatives provide especially unique educational opportunities, as they can serve as "living laboratories" for students to gain real-world experience in the domains of entrepreneurship, community economics, and food systems (Oatfield, 2010). These opportunities enable students to obtain meaningful professional experience while providing them an outlet to engage (and shape) their local food economy. Together, these benefits make cooperatives an ideal tool for advancing student food security, promoting food sustainability efforts, and expanding education on alternative economies.

3. Project Approach and Intervention Methods

An essential theoretical component of my project approach centers on the amplification processes of transformational sustainability initiatives (Lam et al., 2020). As opposed to developing a general strategy for student-run food cooperative development, I have focused specifically on developing an enterprise start-up plan that includes specific strategies for establishing a cooperative food business at ASU. By devising a strategy that addresses the unique institutional barriers and opportunities that exist within ASU—and by cataloging the steps involved in this development process—I sought to lay the foundation for such an enterprise at ASU while encouraging the development of similar initiatives at other universities. By creating a highly detailed enterprise start-up plan, I aimed to advance the development of university food cooperatives through the amplification processes of "transferring" (which involves "implementing a similar but independent [initiative] in a different place, adapted to the new but similar local context") and "spreading" (which involves "disseminating core principles and approaches to other places with a dissimilar context") (Lam et al., 2020).

To gather data, frame the sustainability problem, structure a vision, and develop a solutions-driven strategy for sustainable cooperative development, I utilized the Transformational Sustainability Research (TSR) Framework (Brundiers et al., 2020). During my initial assessment of the current state, I applied the TSR Framework to analyze food insecurity and identify its drivers. I also utilized the TSR Framework to assess the history of cooperatives and the current state of food cooperatives on university campuses. To continue my analysis of existing solutions, I applied the Transformational Sustainability Entrepreneurship (TSE) Framework to analyze and assess the sustainability efforts of existing cooperatives (Wiek & Basile, 2020). Using the TSE Framework to guide my literature search, I created a comparative chart (Appendix A) to compile the development strategies, programs, and sustainability efforts of existing food cooperatives on university campuses. I also used a case study approach to create profiles of these cooperatives, which will be included in the enterprise start-up plan to provide evidence for the vision.

Next, I utilized backcasting techniques to develop a solution vision for sustainable, student-run cooperatives, and I applied the TSR Framework to identify key solution elements. Then, I used the TSR Framework to assess the vision elements for feasibility and relevance. I did this in the form of a chart, which describes each vision element, the rationale behind it, and the evidence to support it (Appendix B); I also structured the vision elements into a systems map using the TSR Framework to present them in a non-hierarchal format (Appendix C). After assessing these vision elements, I applied backcasting techniques to identify the intervention strategies needed to achieve this vision state. This step involved the completion of a pathway reconstruction analysis, which was used to identify replicable implementation pathways for the development of oncampus food cooperatives; this is a technique that is often employed in sustainability transition studies (Avelino & Grin, 2017; Lam et al., 2020). By identifying patterns and key intervention points in the development of food cooperatives—and combining this information with knowledge of the current state of the ASU food system— I developed content for the enterprise start-up plan. These processes are visualized in the diagram below.

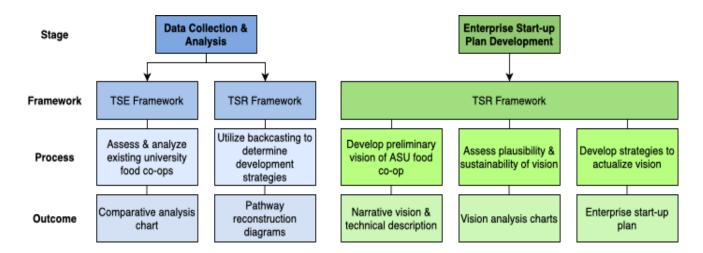


Figure 1. Project Approach Diagram

In addition to developing the enterprise start-up plan, the project focused heavily on stakeholder engagement efforts. Project stakeholders were identified through a comprehensive stakeholder network analysis, which I documented in the form of a database of stakeholders who could contribute to the development and implementation of a food co-op at ASU. The database included individuals involved in ASU operations, as well as representatives of relevant ASU departments, student clubs, and external organizations involved in the local food economy. The database (Appendix D) details over 70 potential partners and describes the capacity in which they could support the project and the actual food co-op.

The purpose of this intervention method was to begin developing a diverse coalition of stakeholders to engage in the project at multiple levels. In addition to involving stakeholders to provide feedback on the enterprise start-up plan, the project also aimed to establish a network of individuals interested in supporting the implementation of the actual food cooperative. Network development is a significant step within the cooperative development process, as a lack of broad support often leads to the dissolution of cooperative efforts (Oatfield, 2010). To support the development of a diverse coalition, three groups of stakeholders were engaged with during this consultation process. These groups are detailed in the diagram below.

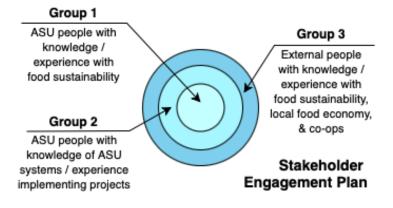


Figure 2. Stakeholder Groups

4. Outcomes

By completing the processes described in the previous section, the project developed an enterprise start-up plan and a stakeholder network that, together, built the capacity of ASU students and staff to develop a cooperative food business. The primary project deliverable was the enterprise start-up plan, which combined elements of a traditional business plan with sustainability strategies developed through an application of the TSR framework. The final plan includes an inspirational, evidence-based vision of an ASU food co-op and a clear set of strategies needed to actualize this future state. The plan also includes a business profile and the following components: a description of its products and services offered; corporate form and governance model; sustainability plan; key partnerships; market analysis; financing strategies; start-up budget; an operating budget; and start-up activities and timeline. The enterprise start-up plan was modeled after previous business plans developed by the SLFEE Lab, one of which recently received start-up funding. The plan was informed by my research of existing university food cooperatives, and it incorporates feedback from multiple stakeholders within the university and the broader local food economy.

Throughout the semester, I completed a total of 25 interviews to inform and evaluate my enterprise start-up plan. I interviewed a variety of local stakeholders and cooperative experts, including representatives from nine existing university food cooperatives. Through these interviews (and subsequent pathway reconstruction analysis techniques), I identified success factors, barriers, and mitigation strategies from fellow student cooperators and other stakeholders (e.g., staff / faculty advisors) engaged in food cooperatives and other sustainability initiatives within a university context. A summary of these findings is presented below.

	Diverse student involvement (interdisciplinary backgrounds, diverse experiences)
Success	University support (e.g., operational approval, financial support, expert mentorship/training)
Factors	Embeddedness in local food system (e.g., relationships with producers, consumers)
	Support from other student-run enterprises / initiatives
	Student turnover + loss of organizational knowledge
	Lack of business or financial management skills
Parriara	Low profit margins on grocery items
Barriers	Lack of support from university administration / dining service
	Lack of technical knowledge of cooperatives
	Lack of a network of student-run cooperatives
	Hiring of a full-time (non-student) staff member to provide mentorship, oversight, and
	continuity (Evergreen State College, UC Berkeley, UMass Amherst)
	Integration of student employment + cooperative business education for student workers
Mitigation	(Evergreen State College, Cornell University)
Strategies	Pursuit of multiple revenue streams (e.g., sale of grocery + value-added goods, grants,
Strategies	university funding, donations, etc.) (UC Berkeley, Cornell University)
	Utilization of the cooperative as a tool for education and community support (beyond
	student-workers) (UC Berkeley, Temple University, UNC Chapel Hill)
	Leverage support of the student body to sway administration (UC Berkeley, UMass Amherst)

Table 1. Success factors, barriers, and mitigation strategies for developing university food co-ops

In addition to identifying factors that have influenced the development of student-run food cooperatives at other universities, this extensive consultation process enabled me to identify potential barriers and opportunities that could impact the implementation of a food cooperative at ASU. These findings were derived from interviews with a diverse range of individuals embedded within the ASU network. Interviewees included 1) representatives from three different academic units, 2) experts on ASU operations, and 3) representatives from the ASU administration. By engaging with a broad coalition of individuals within the university, I was able to inform the enterprise start-up plan through the integration of these stakeholder insights. These interviews also yielded stakeholder feedback on the next steps for the project, which are summarized in the table below.

Feedback Area	Synthesized Feedback
Project Framing	Frame the enterprise differently to different stakeholders to reflect their interests For the administration, highlight the enterprise's ability to advance experiential education and student entrepreneurship For impact investors / grants focused on food access, highlight the enterprise's focus on addressing the underlying causes of food security (e.g., lack of physical and economic access to food)
Building Support	Continue coalition-building efforts to develop a strong case for the development of a food co-op at ASU To garner the support of large, decision-making networks at ASU, work to gain the support of USG, GPSA, and the ASU Faculty Senate
Project Integration	Integrate the co-op into existing efforts to advance food sustainability at ASU By building interdisciplinary collaborations with similar initiatives, the project could establish a collective effort to promote university food security, support the local food economy, and advance alternative business education
Maintaining Flexibility	Explore multiple possibilities for implementation to avoid dead-ends Develop multiple strategies for overcoming anticipated implementation barriers (e.g., locating the co-op off-campus if unable to navigate institutional barriers)
Educate & Reassure	Build others' knowledge and confidence in the student-run cooperative model Share knowledge of successful initiatives to highlight feasibility / success of the model Describe evidence-based strategies to reduce risk / potential challenges

Table 2. Synthesized stakeholder feedback on next steps

In addition to consulting with stakeholders to develop the enterprise start-up plan, I have begun to develop partnerships with several organizations (e.g., the Pitchfork Pantry, the Swette Center, ASU Gardens) interested in pursuing the project further. To extend this work beyond graduation, this may take the form of a working group that aims to build administrative / student support for this enterprise while pursuing funding to implement it. These efforts could build on my current collaborations with Local First Arizona and the ASU Foundation to identify funding opportunities (e.g., grants, donations, impact investors, etc.)

5. Recommendations

Dr. Arnim Wiek and the SLFEE Lab have agreed to continue their support of the project after graduation. While the lab cannot directly provide me with a position to continue this work, Dr. Arnim Wiek is helping me to identify potential employment and funding opportunities so that I can implement the project and develop a food co-op at ASU. As we work to actualize the project, I have several recommendations for our next steps.

First, I would recommend prioritizing the search for funding strategies. Several previous SLFEE Lab projects—such as the development of a concept for a cooperatively-run bakery—have failed to focus on funding strategies, which has prohibited them from moving beyond the planning phase. Thus, to make a student-run cooperative food business a reality, it will be necessary to obtain financial support for additional research / planning and start-up funding for the enterprise. By focusing our efforts on securing funding, it is much more likely that the project can become actualized. Our best approaches for acquiring start-up funding include grants, donations, and impact investments, which may be obtained through our existing connections with the ASU Foundation. To identify additional funding opportunities, our team should schedule a joint meeting with our three contacts at the ASU Foundation to determine our next steps.

Next, I would recommend continuing our efforts to develop stakeholder partnerships to expand support for our project. To ensure that the project adequately represents the diverse perspectives that it seeks to serve, its development must involve a wide array of organizations as project partners. Building this support will also provide more legitimacy to the effort, which may make it easier to obtain administrative support for the food co-op. I would specifically recommend presenting the food co-op as part of a collective solution to advance student food security. By framing the food co-op as an element of a food ecosystem—which also includes the Pitchfork Pantry and the ASU Gardens—this will demonstrate an effort to create synergies between the different food system initiatives at ASU. This strategy could maximize our funding potential—by seeking funding together, as opposed to competing with other ASU food projects—while also presenting a unique strategy for transforming the university food economy.

Finally, I would recommend working to strengthen our relationships with other university food co-ops across the U.S. Through my research, I found that there was very limited communication (and virtually no collaboration) between different cooperatives, aside from those located on the same university campus (e.g., UMass Amherst, UNC-Chapel Hill). This lack of communication is partially furthered by the limited available literature on student-run food cooperatives. I found that, oftentimes, the information on these initiatives is either incomplete, outdated, and/or challenging to locate, as there is no national database of student-run food cooperatives. Thus, I recommend that we build upon the connections establish and data collected through the project, as this represents a significant opportunity for national collaboration and the advancement of this sustainability solution. By continuing to stay in contact with these student-run food co-ops, we could work to establish a national consortium of these enterprises, through which we could share resources and best practices for starting/maintaining a student-led cooperative food business. By this network, student entrepreneurs could benefit from others' experiences, provide mutual support, and establish collective fundraising efforts to advance the development of new student food co-ops.

6. Conclusion

The project sought to build the capacity of students and staff to advance food security by establishing a student-run cooperative food business at Arizona State University. Through the creation of an evidence-based enterprise start-up plan and the execution of extensive coalition-building efforts, the project aimed to equip future cooperators with the tools and network needed to actualize a sustainable and accessible food co-op. Through a detailed analysis of the current state and strategies of existing student-led food cooperatives and social enterprises, the project developed a compelling proof of concept for establishing such an initiative at ASU. By sharing this proof of concept (in the form of the enterprise start-up plan) with potential partners and funders, the project aimed to lay a strong foundation for the implementation of an ASU food co-op in the near future.

While I did connect with a multitude of potential organizational partners throughout the project, my project partner and I ultimately decided against facilitating a collective stakeholder workshop at this time. Due to the limited project timeline, we decided to focus on developing deeper connections with a smaller coalition that is committed to taking the steps needed to establish a food co-op at ASU. Through multiple conversations with these project partners, we began to establish specific, actionable commitments among a dedicated coalition. As we continue the project in the future, we plan to implement a stakeholder workshop (during Fall 2021) to establish a broader network of support for an ASU food co-op. Delaying the workshop allowed us to conduct multiple one-on-one interviews with potential partners, which resulted in more detailed conversations and discussions of next steps. It also allowed me to dedicate more time to developing the enterprise start-up plan and researching financing strategies, which will be essential to moving the project forward.

The project was specifically designed to continue after graduation, with the primary long-term objective being the development of a sustainable, student-run food co-op at ASU. Through its capacity-building and coalition-building efforts, the project sought to aid in the development of a more sustainable and robust food economy at ASU. Thus, while its enterprise start-up plan and its coalition of organizational partners will help to advance the development of the food co-op, these efforts can also be leveraged to support the establishment of future student-run food businesses at ASU. This could eventually lead to the development of an on-campus food hub, i.e., an interdependent network of student-run food enterprises that focus on production, processing, retail, and composting. Initial discussions with the SLFEE Lab and the identified organizational partners suggest that the coalition is interested in pursuing this long-term goal, which could be a collective effort to advance food security by increasing access to healthy, affordable food while creating a network of meaningful student jobs.

Depending on the project's ability to obtain start-up funding, this work could present a multitude of opportunities for future student projects. The ASU food co-op has the potential to be the subject of future courses, internships, and culminating experience projects, which could focus on the development, implementation, and evaluation of the enterprise. This could involve assistance in the implementation of the enterprise's sustainability plan, the completion of a sourcing analysis, or an on-going evaluation of the food co-op's impact on food security. Moving forward, I will need a team of dedicated, collaborative individuals to bring the project to fruition.

7. Acknowledgements

Throughout the development of the project, I have received a great deal of support, assistance, and enthusiasm that have made all of my efforts possible. I would first like to thank my project partner and mentor, Dr. Arnim Wiek, who inspired my passion for businesses that do good. I am deeply grateful for Dr. Wiek's guidance, his appreciation for systems maps, and his encouragement to strive for transformational change. I would also like to acknowledge the contributions of my organizational partners, whose knowledge and collective support will help to make this project into a reality. I also gratefully acknowledge the contributions of my fellow student cooperators, who generously shared their time and their cooperative experience. Finally, I would like to thank my loved ones for their never-ending support, their reminders to take care of myself, and their encouragement to do what makes me happy—I am who I am because of you.

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9. Appendix A: Comparative Chart of Existing University Food Co-ops

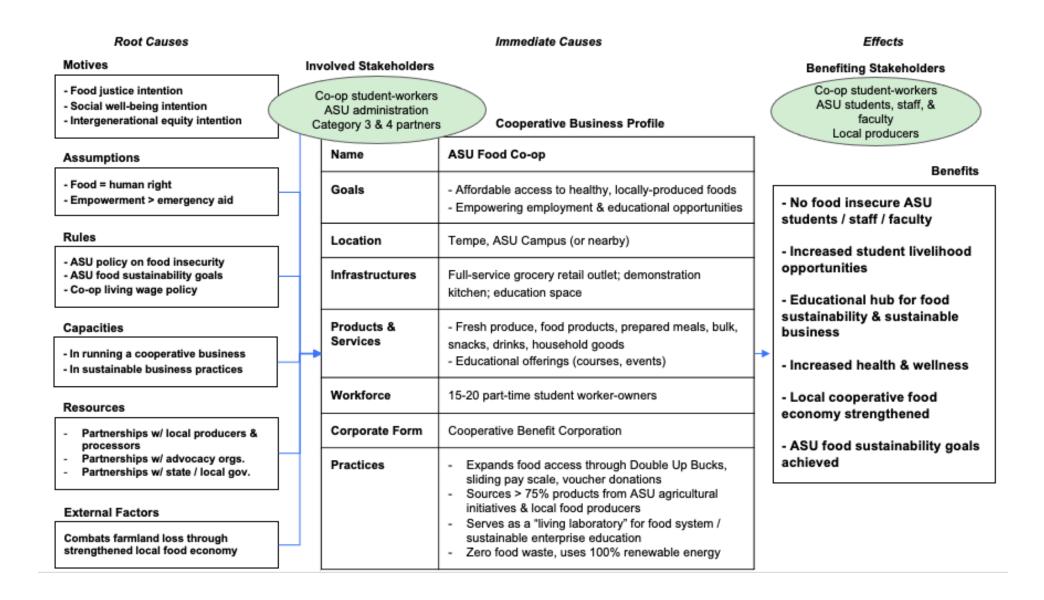
Name	University	Location	Founded	e Type	Form	Paid Work?	Strategy	Provided	- Student-run hybrid co-	Envi. Sust. Practices	Social Sust. Practices	Practices	Institution	Faced	Status
rkeley Ident Food Illective	UC Berkeley	Berkeley, CA (off-campus, leased university space)	2010	Grocery	Non-profit	Yes (Mainly volunteer - run, some paid student positions)	-Grants (incl. \$91,000 grant from Ber keley's Green Initiative Fund) - Donations (campus entities, foundations & private donations) - Total start-up funds: \$134,000	meals)	op . The co-op has an elected board of directors comprised of fifteen coordinator titles, & there are elections every semester . Two non-student voting seats are included on the board (Community Board Member & Alumni Board Member) to promote continuity	- Sources its products based on the "Real Food Challenge" guidelines - Reduces food waste by	- "Pay it Forward" vouche donations - Silding pay scale for prepared goods - Hosts free student and community events related to leadership & education	- Financially viable - Supports development of other food co-ops in the Bay Area - Area of Improvement. limited # of paid employees	- Located in a building owned by UC Berkeley - Collaborated with UC Berkeley was school to develop business plan / obtain non-profit status - Paid internships are available through campus work study program - BSFC hosts for-credit, student facilitated courses each semester	- Co-op membership is not very diverse (in terms of socio-economic status, race / ethnicity)	Active (in- person operations c paused due to COVID)
der Market	UNC Chapel Hill	Chapel Hill, NC (off- campus, leased market stall from indoor food hub)	2014	Grocery	Non-profit	No (Volunteer- only)	- Crowdfunding - Total start-up funds: \$	- Affordable, healthy, locally-produced foods (produce, baked goods) - Education on the local food economy	- Student-run hyrbid co- op - The co-op has an executive team that makes high-level decisions & consumer members can vote in the co-op's decision-making	- Sources 100% of produce from local NC farms - Collaborates with local/regional vendors in an off-campus local food hub	- Offers free cooking courses for students and the community - Sells memberships on a sdiscounts/voting opportunities)	- Financially viable - Collaborates with another student-run food cooperative (café) at UNC - Area of Improvement: no paid employees	- School-affiliated student organization - Hopes to eventually partner with university to provide work-study positions and supplement with volunteer workers	- Finding a long-term location	Active (in- person operations paused due to COVID)
Diego d Co-op	UC San Diego	San Diego, CA (on- campus, leased university space)	1978	Grocery	Campus- affiliated student organization (not incorporated)	No (Volunteer- only, had paid employees until 2008)	- Supported by the existing Groundworks Bookstore co-op at UCSD	- Affordable, healthy, sustainably and ethically-produced foods (produce, prepared foods)	- Student-run worker co- op - More details on governance structure TBD	- Prioritizes locally sourced products from local producers & UCSD campus gardens - Offers reusable cup discounts on tea/coffee - Ocean-Friendly Restaurant (OFR) certification - Composts food waste at campus gardens	- Hosts free vegan cooking workshops - "Pay-it-Forward Fund" (free meal vouchers, funded through customer donations and sale of certain itemsex: all coffee sales)	- Collaborates with other student-run co-ops at UCSD by sharing resources & cohosting events - Areas of Improvement: no paid employees, financial viability= limited due to significant debt	- Leases a space from UCSD - Connection w/ Rady School of Management, which aims to strengthen accounting practices and business organization of the co-op	- Lack of consistent volunteers (due to lack of compensation) - Challenges w/ funding, debt, & retaining financial viability - Not recognized by university as an official vendor	Active (in- person operations paused due to COVID)
sge Natural ds Co-op	UC Santa Cruz	Santa Cruz, CA (on- campus, leased university space)	1970s	Grocery	Non-profit	No (Volunteer- only)	- University grants (via student government measures)	- Healthy, locally- based, cruelty-free, organic products (grocery, household goods)	- Student-run worker co- op - All core members (who make a year-long commitment to work 6hr/week & attend weekly meetings) must reach a consensus on potential decisions or actions	-Sources from the UCSC Farm Project, the Kresge Organic Garden, and small farmers associated with a program that trains / assists farm workers to own and grow on their own plots (ALBA)	-Offers a community gathering space and educational opportunities -Holds weekly potluck dinners	-Invests all profits back into the enterprise	- Rents a subsidized location from UCSC	- Unreliable student volunteers / high turnover due to graduation & lack of monetary compensation - Challenges with volunteers' limited knowledge of how to operate a business	Defunct (closed)
yland Food ective	University of Maryland	College Park, MD (on- campus, leased university space)	1975	Grocery	Non-profit	Yes (Some paid positions for students and non-student workers, others volunteered for food credits)	- University grants (via student government measures)	- Healthy, affordable, and vegan-friendly meals	- Student-run worker co- op - Made decisions based on a supermajority - Unpaid volunteers could vote on policies if they attended 2 out of 3 weekly meetings	- Sourced locally- produced, organic ingredients - Tracked unsold food on a waste log - Recycled / composted the bulk of its trash - Utilized biodegradable utensils	- Advocated for food justice, food sovereignty, and social justice through its support of local/nationa initiatives Hosted weekly open mic rights open to the local community - Offered community potluck dinners w/ leftover ingredients	- Was financially viable for 30+ years I - Paid its employees above minimum wage - Supported other local cooperatives, contributing to a cooperative economy - Highlighted local farmers / producers	- Rented a location on-	- Overreliance on student workers - Lack of managerial knowledge - High employee turnover Competition w/ other university eateries (that accepted dining dollars & labor was subsidized by the university) Significant debt	Defunct
ed Nuts ed Co-op	Hamsphire College	Amherst, MA (on-campus, leased university space)	1972	Grocery	Campus- affiliated student organization (not incorporated)	No (Volunteer- only)	- University grants (via student government measures)	- Healthy, affordable, socially conscious food (grocery) - Student & community-made artwork / crafts sold on consignment	- Student-run hybrid co- op - The co-op has 9 committeees, which are open for any co-op member to join - Co-op governs based on consensus	- Sources products from local businesses, other cooperatives, and fair trade organizations - Offers incentives for bringing reusable containers for bulk goods / drinks	- Provides business education and training on cooperatives - Hosts events highlighting the local food economy	- Financially viable - Area of Improvement: no paid employees	- Rents a location from Hampshire College - Working as a staff member at the co-op can fulfill first-year students' Campus-Engaged Learning requirements (20hrs/semester)	-Challenges securing a long-term location (co- op has moved several times)	Active
ople's rket	UMass Amherst	Amherst, MA (on-campus, leased university space)	1973	Grocery	Non-profit	Yes (All student worker- owners are paid)	- University funds via allocations from student government	locally-sourced, organic, and fair trade - Education on sustainable	- Student-run worker co- op - Decisions are made based on consensus - The co-managers participate in one of several committees	- Sells coffee that is 100% organic and fair trade - Sources both vegan / non-vegan pastries & snacks from local bakeries - Sources teas & health and wellness products from local vendors	- Strives to hire a diverse staff of student comanagers - Donates portion of tips / holds fundraisers for social justice charities - Provides education (events, in-store posters, social media campaigns) on the importance of sustainable purchasing	- Maintains financial viability - Pays student workers above minimum wage Operates a part of a campus food economy	- Rents a location on- campus - Collaborates w/ the consultants from Center for Student Business (CSB), which provides training, support & advocacy to student-run co-ops - Collaborates with 7 other student-run businesses at Amherst		Active (in- person operations paused due to COVID)

Earthfoods Café	UMass Amherst	Amherst, MA (on-campus, leased university space)	1976	Café	Campus- affiliated student organization (not incorporated)	Yes (All student worker- owners are paid)	- University funds via allocations from student government	- Low-cost, healthy, vegetarian, and vegan meals made with local ingredients -Cooperative learning enviroment for student co-managers		the UMass Student Farming Enterprise,	- Offers a "rice, beans, and kale" (RBK) option at every meal for 55 or less - Fundraises for causes related to social justice - Showcases student art in their venue	- Maintains financial viability - Pays student workers above minimum wage - Operates a part of a campus food economy - Sets prices just over breaking-even, with some money being saved in contingency fund	- Rents a location on- campus - Collaborates w/ the consultants from Center for Student Business (CSB), which provides training, support & advocacy to student-run co-ops - Collaborates with 7 other student-run businesses at Amherst		person
Flaming Eggplant Café	Evergreen College	Olympia, WA (on-campus, leased university space)	2008	Café	Campus- affiliated student organization (not incorporated)	Yes (All student worker- owners are	- University funds via student fee increase imposed by student government (\$120,000)	- Ethically-sourced, affordable food - Education in cooperative development	- Student-run worker co- op Student workers are responsible for management decisions and are involved in steering-level decisions - The co-op has three appointed advisors (faculty advisor, student activities advisor, & an advisor from a local co- op development org.) to develop business strategy	- Sources produce from Evergreen's on-campus organic farm - Sources from 20+ local vendors to obtain additional local and organic ingredients - Strives to minimize food and packaging waste	- Offers free workshops on food-related topics, cooking demos, community meals, and collaborations with other student / community groups - During COVID, has shifted to take the form of a mutual aid kitchen project in collaboration with Evergreen's Basic Needs Resource Center	- Pays student workers above miniumum wage - Collaborates with local producers / organizations to support the	- All student-workers are enrolled in year-long hybrid academic program and paid student employment position	- Challenges with finacial viability and significant debt (operated at a loss for 10 years) - Challenges with work-life balance of studentworkers - Challenges with limited business knowledge among student-workers	Active
Rad Dish Café	Temple	Philadelphia, PA (on- campus, leased university space)	2015	Café	Non-profit	Yes (All student worker- owners were paid)	- \$70,000 worth of equipment from university - Crowdfunding (for start-up inventory / labor costs) - \$30,000 of start-up funds from Temple' s Office of Sustainability (for start-up inventory + labor costs)	- Healthy, affordable, sustainably- produced, and locally- sourced vegan/vegetarian meals (prepared hot foods) - Education on cooperatives, sustainable food systems, and the local food economy	- Student-run hybrid co- op - 2 membership classes:	- Sourced both locally (>150ml) and hyper-locally (within Philly) - Sourced organic / fair trade when it wasn't possible to source locally - Utilized 100% renewable energy (via purchasing wind power) - All goods had recyclable / compostable packaging & composted food waste at campus	- Hosted free educational events focused on composting and other zero-waste sustainability practices	- Paid student worker- owners more than minimum wage - Supported local CSA program by serving as an on-campus distribution point - Supported the development of a sustainable local food economy	- Received 1 year of free rent from the university - Offered internships & indepedent study programs in collab. w/ Temple's geography department and business school - Collaborated w/ student orgs., including Students for Environmental Action, Temple Community Garden, & Net Impact	-Challenges with financial viability (couldn't maintain low price points while remaining profitable) - Challenges with student worker-owner turnover	Defunct (closed 2019)
Student-run So	cial Enterprises														
The Meantime Coffee Co.	UNC Chapel Hill	Chapel Hill, NC (on- campus, leased university space)	2016	Café	Non-profit	Yes (All student worker - owners were paid)	- University grants (from CUBE Social Innovation Incubator & steering committee for campus-wide 'Food for All initiative') - Other funding strategies? - Total Start-up Funds: §	and locally-made goods	- Student-run social enterprise - Steering: Board of Directors, comprised of both students and professionals from the local area - Managing: Executive team, comprised of students (decision-making processes are democratic, and student baristas are included in evey decision)	- Sources from Carrboro Coffee Roasters, a small- batch artisan roaster committed to ethical sourcing through direct relationships to coffee farmers -Uses compostable tableware	- Provides hands-on business experience - Reinvests profits into student scholarships and grants (currently funds UNC's Global Gap Year Fellowship, a year-long volunteer experience abroad) - Donates portion of profits to other community / international causes	- Financially viable - Promotes the development of a sustainable local food economy by sourcing from other student food ventures and local businesses	- Rents a space in the UNC Campus Y - Incubated, funded, and mentored by the CUBE Social Innovation Accelerator - Invests profits back into student scholarships at UNC	- Challenges with creating a worklife balance among student leaders	Active
Anabel's	Cornell University	Ithica, NY (on- campus, leased university			Non-profit project (not	Yes (Mainly volunteer - run, some paid student	- University grant (\$320,000) - University funds via student fee increase imposed by student (\$20,000 annually) - Total Start-up	- Fresh, nutiritious, and affordable groceries - Educational programs on healthy and	- Student-run social enterprise - No internal hierarchy - More Steering / Managing information	- Sources produce from local food distributer (via purchase) and campus farm / hydroponics club (via donation) - Diverts food waste through partnership with on-campus eateries (via the sale of any unsold produce) - Offers discounted "imperfect" produce - Sells bulk goods W	- Offers free nutrition / cooking classes - Features recipes / cooking tips to increase food literacy - Hosts panels on nutrition, food security, and farming - Offers free community dinners using unsold products - Offers a 10% discount to food-insecure students - Serves as a "living learning lab" for social	- Promotes the development of a local food economy Collaborates / sources from local distributors and on-campus eateries.	- Non-profit project of Cornell's Center for Transformative Action (CTA), which provides support, mentorship, & consistency - CTA serves as Anabel's insurance holder - Student-workers enroll in a course on the management / operation of a social enterprise - The storefront was designed by Cornell	- Challenges with coordinating student volunteer schedules - Challenges with pricing buying power (hard to keep costs low when buying small amounts of	

10. Appendix B: Vision Table

Vision Principles	Vision Elements	Description	Justification	Evidence	Transferability	Local Plausibility
Provides affordable	EBT / Double Up Bucks	Qualifying customers can puchase products with food stamps and receive 50% discount on AZ-grown products	Make healthy food accessible to food-insecure students	Berkeley Student Food Collective	Directly transferrable	AZ has Double-up Food Bucks for AZ-grown produce (SNAP)
access to healthy, S culturally-relevant	Sliding price scale	Select products are offered for "what you can pay" or a fixed sliding price scale (\$1-5)	Make healthy food accessible to food-insecure students Generate additional revenue from those who can afford it	Berkeley Student Food Collective (\$1-5 for meals)	Directly transferrable	Community Cuisine: weekly "pay as you can" community dinner
food	Voucher donation program	Customers who can afford it donate \$1-5 to the voucher donation fund; vouchers are offered to students in need	Make healthy food accessible to food-insecure students Generate additional revenue from those who can afford it	The Berkeley Student Food Collective (donations) UCSD Food Co-op (donations & some sales)	Directly transferrable	Could collaborate with Pitchfork Pantry to provide donated vouchers directly to food-insecure students
Student-workers are compensated and	Student-workers are paid	Student-workers are paid a sustainable living wage	Promotes wealth-building / economic security of student-workers	ALCHO AND	Adapted	\$15.37= Living wage in Maricopa County for a single adult with no dependents
are paid a living wage	Additional employee benefits	Student-workers receive product discounts & scholarships	Makes products more accessible for student-workers Reduces financial barriers to attending ASU	Meantime Coffee Co. (reinvests profits into scholarships)	Adapted	Could offer scholarships / contribute to existing ASU Student Emergency Funds
Student-workers play a key role in the decision-making	Student-workers are engaged in steering	[%] of elected student-workers are included on the co-op's board of directors OR Board of directors comprised of students with a full-time non-student advisor	Allows student-workers to shape high-level business decisions while ensuring leadership continuity	Berkeley Student Food Collective & Flaming Eggplant (student board of directors w/ full-time non- student program director)	Adapted	Local food experts from SLFEE Lab, Sun Produce, LFAZ, etc. could serve on external advisory board
process	Student-workers are engaged in management	Student-workers are responsible for day-to-day management decisions	Provides student-workers with educational / leadership opportunities	People's Market, Earthfoods Café, Flaming Eggplant	Directly transferrable	Could consult with ACI / Thrive Consultancy (local) or CoFED / FCI (national)
Sources >75% of	Supports local producers	Sources from local producers & on-campus food production intitiatives	Supports the development of a local food economy Reduces emissions associated with input transport	Sonder Market (local producers), Kresge Natural Foods Co-op (on-campus ag. initiative)	Directly transferrable	Sun Produce Cooperative, SOO Food Forest, ASU Gardens
products from local producers	Support local micro-food businesses	Sources value-added goods from local SME food businesses w/ focus on those run by women / POC	Supports the development of a local food economy Promotes job creation Provides goods w/ higher price margins	Berkeley Student Food Collective, People's Market, Meantime Coffee Co.	Directly transferrable	ASU Prepped, LFAZ's Fuerza Local, SOO Food Forest
Sources >75% of products from sustainable producers	Supports suppliers using sustainable practices	Sources from suppliers using sustainable agricultural (e.g. organic/regenerative) and operational (e.g., LFAZ Green Business Certified) practices	Supports the development of a sustainable food economy Creates a positive social / environmental impact along the co-op's supply chain	Berkeley Student Food Collective (Real Food Challenge sourcing guidelines)	Directly transferrable	Sun Produce Cooperative, SOO Food Forest, ASU Prepped, LFAZ-Certified Green Businesses
Serves as a food education hub for	Serves as a "living laboratory" for experimental education w/ ASU	Collaborates w/ ASU departments / organizations to provide hands-on, for-credit learning experiences	Expands academic knowledge of cooperative business model / sustainable enterprise / local food economy	Berkeley Student Food Collective (course, internships), Flaming Eggplant (academic program)	Directly transferrable	Category 3 organizations (CGF, WPC, College of Health Innovations, SLFEE, Swette Center, HEALab, etc.)
	Provides free classes / events for university students & community	Collaborates w/ ASU and external organizations to provide free food-related classes, events, and workshops	Raises awareness of cooperarative business model / sustainable food systems / local food economy	Berkeley Student Food Collective (food justice, cooperatives), Sonder Market (local food economy)	Directly transferrable	Category 3 organizations (e.g., GIOS, WPC, Swette Center, EOSS, etc.) & Category 4 organizations (e.g., LFAZ, ACI, City of Tempe, etc.)
Remains a financially-viable business	Revenue > costs	R > C, ensuring that the co-op is self-sustaining	Demonstrates viable business (e.g., to funders)	Berkeley Student Food Collective, Maryland Food Collective	Directly transferrable	Could collaborate with WPC / the Center for Entrepreneurship / E+I for business / accounting assistance
Supports the development of a	Collaborates with other cooperatives	Collaborates w/ other co-ops through shared sourcing, marketing, and educational/training.	Cooperative principle #6 (cooperation among co-ops)	Sonder Market & Meantime Coffee Co. (marketing, sales), Berkeley Student Food Collective (fundraising, advocacy), San Diego Food Co-op (marketing, volunteers)	Directly transferrable	Sun Produce Cooperative, SOO Food Forest, PFC, Food Conspiracy Co-op, and future on/off campus cooperatives.
cooperative economy	Supports cooperative development through revolving fund	Excess funds are reinvested in the enterprise or in revolving fund for local co-op development	Cooperative principle #6 (cooperation among co-ops)	Berkeley Student Food Collective (fundraising efforts)	Adapted	Could collaborate w/ ACI, SOO Food Forest, PFC, Food Conspirachy Co-op to estalish revolving fund for cooperative development (Arizmendi Model)
	Donates / cooks with soon- to-be-expired foods, composts any expired foods	100% of would-be food waste is utilized, donated, or composted by on-campus producers	Promotes closed-loop food economy Supports the efforts of local / on-campus food production	Berkeley Student Food Collective (diversion), Outpost Natural Foods Co-op (composting)	Adapted	Recycled City (composting), Waste Not, ASU Pitchfork Pantry, TCAA (donations)
	Utilizes 100% renewable energy & energy-efficient technology in its operations	Uses 100% renewable energy efficiently in its operations, either through either on-site prodcution or purchasing programs	Reduces CO2 emissions Promotes financial savings in the long term Opportunity for good press and marketing	Community Food Co-op (solar & renewable energy credits)	Adapted	APS Green Choice Program
Utilizes environmentally- sustainable	Reduces / offsets 100% of GHG emissions	Reduces / offsets 100% of GHG emissions, achieves carbon neutrality (system-wide)	Contributes to solving the climate crisis Aligns with ASU's carbon neutrality goals	PCC Community Markets (net-positive carbon emissions), City Market/Onion River Co-op (green refrigeration practices)	Adapted	ASU University Sustainability Practices, EPA's GreenChill Partnership
business practices in operations	Reduces / offsets water consumption & increases efficiency in operations	Utilizes multiple water conservation technologies to reduce overall water usage, offsets water use via Water Restoration Certificates	Reduces utility costs Supports the health of AZ watersheds and security of its water resources	Ashland Food Co-op (Water Restoration Certificates), People's Organic Food Market (water- efficient appliances), Sierra Vista Food Co-op (rainwater harvesting)	Adapted	City of Tempe's water conservation programs, SRP's rebates and civic/environmental grants program
	Pursues green business certifications	Completes local (LFAZ Green Business Certification) and international (B-Corp) certifications	Legitimizes sustainability efforts and claims Communicates genuine commitment to sustainability to customers, partners and workers	Isle Food Co-op (certified B-Corp), Rainbow Grocery Cooperative (certified San Francisco Green Busines), Technicians for Sustainability (local cooperative B-Corp)	Adapted	LFAZ Green Business Program Additional consulting w/ SLFEE Lab, Thrive Consultancy, and Technicians for Sustainability

11. Appendix C: Vision Systems Map



12. Appendix D: Stakeholder Network Analysis

Category 1: ASU Project / Program / Administrative Experience

Includes individuals who have experience working with ASU to develop / integrate projects or programs, especially those related to food systems and sustainability. These individuals could support the initial planning phase of the food co-op by providing information on the current state (e.g., barriers / opportunities when integrating new initiatives into ASU).

Name	Department / Organization Name	Position / Title	Project Connection	Email Address
	USP (University		Sustainability projects / integration with ASU	
Mick Dalrymple	Sustainability Practices)	Director	operations	Michael.Dalrymple@asu.edu
Susan Norton	USP	Program Manager	Food sustainability projects, ASU sourcing	Susan.Norton@asu.edu
Alex Davis	USP	Program Manager	Completed ASU STARS 2019-2020 Report on Food and Beverage Purchasing	Alexander.Davis@asu.edu
	Zero Waste /	G G	Sustainable operations / zero waste sustainability	
Kendon Jung	Changemaker	Program Manager	projects	Kendon.Jung@asu.edu
Abi Graves	SOS	Student Engagement Coordinator, CSSI Advisor	Supervised multiple sustainability student orgs, including CSSI	Abi@asu.edu
Ally DeSera Casey Rapacki Riley Bowker	Campus Student Sustainability Solutions (CSSI)	Executive Director	Student-led sustainability projects	cssigt19@gmail.com
	EOSS (Educational Outreach and Student	0	Oversees student services on all four ASU	
James Rund	Services)	Senior Vice President	campuses	james.rund@asu.edu
Georgeana Montoya	EOSS	Associate Vice President of Student Services	Oversees student services at the Tempe campus	GMONTOYA@asu.edu
Lauren Dunning	E+I	Senior Program Manager, Student Outreach & Engagement	Coordinates all student entrepreneurship outreach and engagement activities	Lauren.Dunning@asu.edu
Lauren Dunning	L+1	Engagement	ASU food sustainability / procurement / Aramark	Lauren.Dummig@asu.euu
Krista Hicks O'Brien	Aramark	Sustainability Manager	knowledge	Hicks-Krista@aramark.com
Stacie Malekooti	<u>Procurement</u>	Associate Director Procurement	ASU procurement / food policies	Stacie.Malekooti@asu.edu
Shannon Beyer	Procurement	Procurement Coordinator- Strategic Partnerships	ASU procurement / SME partnerships	Shannon.L.Beyer@asu.edu
Patricia Taylor	Procurement	Supply Chain Systems Manager	ASU procurement	pltaylor@asu.edu
Austin Lautt		Procurement Coordinator	•	Austin.Lautt@asu.edu
Austiil Lautt	Procurement	Frocurement Cooldinator	A30 procurement	Austin.Lautt@asu.euu

Category 2: Subject Matter Experts

Includes individuals who are experts in certain fields related to the project (e.g., food system sustainability, cooperatives, local food economy, entrepreneurship, etc.). These individuals could support the initial planning phase of the food co-op by sharing knowledge, serving as expert reviewers, and attending the stakeholder workshop.

reviewers, and attending	the stakeholder workshop.			
Name	Organization Name	Title / Position	Area(s) of Expertise	Email
Christopher Wharton	College of Health Solutions, ASU Swette Center for	Assistant Dean of Innovation and Strategic Initiatives	Sustainable food systems, food waste	Christopher.Wharton@asu.edu
Kathleen Merrigan	Sustainable Food Systems, ASU	Executive Director	Sustainable food systems, food policy	Kathleen.Merrigan@asu.edu
Jared Byrne	Center for Entrepreneurship, ASU	Director	Entepreneurship, experiential education	Jared.Byrne@asu.edu
Ji Mi Choi	E+I	Vice President	Entrepreneurship, public- private partnerships, Prepped	jimi.choi@asu.edu
Meg Bruening	College of Health Solutions, ASU	Professor	Food insecurity, public health nutrition interventions	Meg.Bruening@asu.edu
Natalie Rachel Morris	College of Health Solutions, ASU	Instructor	Sustainable food systems, social entrepreneurship, ASU Prepped program	natalie.r.morris@asu.edu
Hallie Eakin	School of Sustainability, ASU	Professor	Sustainable food systems, Aramark/ASU sourcing knowledge?	Hallie.Eakin@asu.edu
George Basile	School of Sustainability, ASU	Professor	Sustainability and enterprise, alternative enterprise models	George.Basile@asu.edu
Nicole Darnall	College of Global Futures, ASU	Associate Dean of Faculty Success and Strategic Partnerships	Sustainable purchasing / procurement	ndarnall@asu.edu
Nigel Forrest	SLFEE Lab, ASU	Lab Manager	Cooperative development	nforrest@asu.edu
Cindy Gentry	Sun Produce Cooperative	Board Member	Cooperatives, sustainable food systems	cgentry2@cox.net
Helene Tack	Local First Arizona	Sustainability Liasion	Business development, local food economies	helene@localfirstaz.com
Samantha Zah	Local First Arizona	Rural Food & Sustainability Manager	Food system sustainability, local food economies	samantha@localfirstaz.com
Nick Shivka	Local First Arizona	Sustainability Program Manager	Local food economies, food entrepreneurship	nick@localfirstaz.com
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Rosanne Albright	-City Manager's Office, City of Phoenix - Maricopa County Food System Coalition	Environmental Programs Coordinator	Food systems programs, brownfields development	rosanne.albright@phoenix.gov
Joseph Russell	Community and Economic Development Department, City of Phoenix	Program Manager, Circular Economy and Food System Entrepreneurship & Innovation	Circular economies, food entrepreneurship, and business development	joseph.rossell@phoenix.gov
Richard Starling Kristen Farney	Arizona Cooperative Initiative Phoenix Food Co-op	Founder, Executive Director Founder, Board Member	Cooperatives, community land trusts Food cooperatives	azcoopinitiative@gmail.com kmfarney@gmail.com

Category 3: ASU Organizations / Departments

Includes ASU-affiliated organizations / Departments that could serve as partners during the development / implementation phases of the food coop. Representatives of these organizations could also participate in the stakeholder workshop.

Oracle of Norma	Onnerineties Ness	o participate in the stakeholder workshop.	For all Address	1 to 1.
Contact Name	Organization Name	Mission / Connection	Email Address	Link
Arnim Wiek Lab Director	SLFEE Lab	The SLFEE lab supports and advances sustainable local food economies and enterprises through solution-oriented research in collaboration with local stakeholders and international researchers.	arnim.wiek@asu.edu	https://web.asu.edu/slfee
Rick Hall Lab Director	Health Entrepreneurship and Accelerator Lab (HEALab)	An accelerator focused on health and health care solutions, HEALab serves to provide an array of resources for innovators who are interested in bringing their health-related business ventures to market. Taking a holistic approach in research and policy	rick.hall@asu.edu	https://entrepreneurship.asu.edu/entrepreneurship-innovationhealab
Kathleen Merrigan Executive Director	Swette Center for Food System Sustainability	design, the Swette Center develops innovative ideas and solutions to the many challenges of current food systems.	Kathleen.Merrigan@asu.edu	https://sustainability-innovation.asu.edu/food/
Jared Byrne Director	Center for Entrepreneurship	A center focused on providing workshops, expert mentoring, new venture competitions, and other curricular and extra-curricular events that expose students to the Business of Entrepreneurship.	Jared.Byrne@asu.edu	https://wpcarey.asu. edu/people/directory/entreprenership
Ji Mi Choi Associate Vice President	Enterprise + Entrepreneurship (E + I) Institute	E+I serves as the connecting and collaborating resource for entrepreneurs across ASU and the greater Phoenix community, as well as a national and international resource.	jimi.choi@asu.edu	https://entrepreneurship.asu.edu
James Rund Senior Vice President	Educational Outreach & Student Services	EOSS provides the ASU student community with support services, involvement opportunities and a rich Sun Devil experience to help them achieve their personal and academic goals.	james.rund@asu.edu	https://eoss.asu.edu
Mick Dalrymple Director	University Sustainability Practices	University Sustainability Practices is the in-house sustainability consulting service at Arizona State University. We envision, lead, facilitate, communicate, and celebrate projects and achievements to reach ASU's ambitio	Mick.Dalrymple@asu.edu	https://cfo.asu.edu/sustainability
Alicia Marseille Interim Deputy Director	Walton Sustainability Solutions Service	As a sustainability consultancy, a progression of the traditional cooperative extension service model, WSSS will co-create solutions-based projects with faculty, students and external partners.	Alicia.Marseille@asu.edu	
Alana Levine Director	Zero Waste Department	Zero Waste department aims to create and implement programs to reach the university's circular resources goal and strengthen overall institutional sustainability by designing lasting, universal models in sustainable solid-waste management.	Alana.Levine@asu.edu	https://cfo.asu.edu/zerowaste
Ji Mi Choi Vice President	Prepped	Prepped is a free, food business program for ventures owned by women and underrepresented minorities. We offer immersive training in early-stage food business development including sustainable business operations.	jimi.choi@asu.edu	
Kent Moody Instructional Kitchen Coordinator	ASU Kitchen Café	Kitchen Café is a not-for-profit eatery that trains nutrition students enrolled in the Management of Food Service Systems course in the College of Health Solutions.	Kenneth.Moody@asu.edu	https://chs.asu. edu/students/kitchen-cafe
	Venture Devils	Venture Devils serves all ASU-affiliated founders who are committed to commercializing an impactful new technology or product by growing a for-profit, more-than-profit, or non-profit enterprise	venturedevils@asu.edu	https://entrepreneurship.asu.edu/launch/venture-devils
		The College of Global Futures could support the food co-op in the future by 1) offering studio/workshop classes (could be cross-listed as SOS/SFS/WPC) related to sustainable enterprise that use the co-op as an educational tool, 2) hosting events/speakers on cooperative development / food system sustainability at the co-op, 3) connecting faculty / students / interns / volunteers with the co-op to complete a sustainability assessment, 4) advertising employment opportunities within the co-op, 5) conducting studies on the co-op's impact on the local food system, and 6) serving as a "home" for the co-op (if it is integrated		2 E NORTH THINK STILL
	College of Global Futures (CGF)	within ASU)> if this were the case/funding was available, the CGFcould possibly create student-worker positions for the co-op employees).		http://collegeofglobalfutures.asuedu

W.P. Carey School of Business	WPC could support the food co-op in the future by 1) offering classes on alternative enterprises/local economy/student entrepreneurship that use the co-op as an educational tool, 2) hosting events/speakers on student entrepreneurship / food businesses / sustainable enterprise, 3) advertising employment opportunities withthin the co-op, and 4) connecting faculty / student entrepreneurship mentees / interns / volunteers with the co-op to do the following: a) conducting an initial market analysis/create marketing, b) conducting a supply chain assessment of local food economy / assessing the impact of the co-op, and c) supporting the co-op w/ business data analytics/ accounting expertise).	https://wpcarey.asu.edu
Edson College of Nursing and Health Innovations	The College of Health Innovations could support the food co-op in the future by 1) hostimg events/free classes on nutrition (as a strategy for preventative care) / healthy eating on a budget at the co-op, 2) connecting faculty / students / volunteers with the co-op to create a menu w/ nutrition info for any prepared foods, 3) utilizing the co-op as a learning tool for classes / the HEALab as an example of a preventative healthcare solution, 4) facilitating collaboration b/w the co-op and its Kitchen Cafe, 5) conducting studies on food security pre/post co-op to assess its impact, 5) conducting studies on food choice / decision making in a food co-op setting, and 6) conducting studies to determine if co-op is equitably meeting needs of vulnerable students.	https://nursingandhealth.asu.edu
Mary Lou Fulton Teachers College	The Teachers College could support the food co-op in the future by 1) hosting events/speakers on equity & education / the impacts of nutrition (or basic needs insecurity) on education at the co-op, 2) offering classes on sustainability education / experiential education that use the co-op as a learning tool, 3) advertising employment opportunities at the co-op, and 4) conducting studies on the impacts of "learning laboratories" / experiential education / environmental education with the co-op as its focus.	https://education.asu.edu
Herberger Institute for Design and the Arts	The Herberger Institute could support the co-op in the future by 1) hosting events/speakers on the intersection of food and design at the co-op, 2) using the co-op as an exhibition space to showcase student artists, 3) connecting faculty / students / volunteers with the co-op to do the following: a) creating marketing / promotional materials, b) designing a menu, c) interior design of the co-op	https://herbergerinstitute.asu. edu/about

Category 4: Non-ASU Organizations
Includes external organizations that could serve as partners during the development / implementation phases of the food co-op. Representatives of these organizations could also participate in the stakeholder workshop.

Contact Name	Organization Name	Mission / Connection	Email Address	Link
Kimber Lanning Executive Director	Local First Arizona	LFAZ supports, promotes and advocates for a strong local business community and raise public awareness of the economic and cultural benefits provided by strong local economies.	kimber@localfirstaz.com	https://www.localfirstaz.com
Richard Starling Director	Arizona Cooperative	With the goal of building a statewide inclusive, cooperative community in Arizona, ACI is an umbrella group that proviceds access to information, resources, and services that educate about cooperatives and help in their development and operation.	ratedia 20 Maal aam	https://azcoopinitiative.coop
Director	Maricopa County Food	MarCo is a voluntary community organization with the	rstarling29@aol.com	пцрѕ.//агсоориннануе.соор
Gina Lacagnina	System Coalition (MarCo)	mission of supporting and growing a food system that is healthy, equitable, sustainable, and thriving.	Gina.Lacagnina@Maricopa.Gov	https://marcofoodcoalition.org
	Arizona Partnership for	APHC is a statewide collaboration of 30+ nonprofits, foundations, businesses, and government agencies that seek to create an Arizona where all communities are healthy places to live. In collaboration with Vitalyst, APHC offers a "Live Well AZ" incubator that supports teams building their way to community-		
Serena Unrein Director	Healthy Communities (APHC)	driven collaboration to address place-based health and well-being.	serena@arizonahealthycommunities .org	http://arizonahealthycommunities.org/programs/
		Vitalyst seeks to connect, support, and inform efforts to improve the health of individuals and communities in Arizona by providing technical assistance, fiscal		
Suzanne Pfister President and CEO	Vitalyst Health Foundation	sponsorship, and grants.	spfister@vitalysthealth.org	http://vitalysthealth.org
Elyse Guidas Executive Director	Activate Food Arizona	Activate Food Arizona is a non-profit "Do Tank" that develops and deploys innovative solutions to food system challenges to help communities improve their access to healthy, affordable food.	.,,	
Jason Franz Board Member	Tempe Community Action Agency	Tempe Community Action Agency's mission is to foster dignity and self-reliance in the economically vulnerable within the communities we serve.	jason.franz@asu.edu	https://tempeaction.org
Juliann Vitullo Morgan Winburn	Clark Park / Escalante Community Gardens	Resulting from neighborhood-led efforts to increase food access in areas identified as food deserts, these two build community through the production of high quality, organic fruits and vegetables.	juliann.vitullo@asu.edu	https://tempeaction.org/what-we-do/community-gardens/
	Sun Produce	SPC seeks to create viable alternative distribution streams for Arizona's smaller-scale producers, reduce barriers to market entry, gain economies of scale through its aggregate size, and leverage cooperative branding and marketing and supply purchasing efforts, while creating demand for and		
Cindy Gentry	Cooperative	expanded access to fresh in-season local food.	cgentry2@cox.net	https://www.sunproducecoop.org

Yolanda Soto Board President	Borderlands Produce Rescue	Borderlands distributes rescued produce through four main programs. With these programs, they are able to "recycle" over 32 million pounds of fresh produce annually.	yolanda_soto@hotmail.com	http://www. borderlandsproducerescue.org
Gabe Gardner Director of Food Programs	Fuerza Local	The LFAZ Community Kitchen blends food, community, and entrepreneurship to advance a healthy and engaged local food community that includes kids cooking classes, ServSafe certification, gardening, and food business incubation.	gabe@localfirstaz.com	https://www.localfirstaz.com/community-kitchen
	Recycled City	R.City is a full-circle service in the Phoenix Valley that makes it easy to turn your food waste back into farmland. R.City is returning nutrients to the soil and using it to grow fresh, local, chemical-free produce.	info@recycledcity.com	https://recycledcity.com
Kate Thoene Executive Director	Waste Not	Through innovative partnerships with Valley businesses and other nonprofit organizations, Waste Not rescues perishable food before it goes to waste and gets it to those in need.	kate@wastenotaz.org	https://www.wastenotaz.org
Braden Kay	City of Tempe	The City of Tempe could support the co-op by 1) providing funding (grants/loans/subsidized rent), 2) hosting community events at the co-op (e.g., classes, meetings, etc.), 3) helping to advertise the co-op (as a sustainable local business), and 4) creating policies that support the development of the co-op (e.g., related to funding, zoning, etc.)> This could build on the outcomes of the SFE project on the role of cities in sustainable food economies.	braden_kay@tempe.gov	
Rosanne Albright	City of Phoenix	The City of Phoenix could support the co-op by 1) providing funding (grants/loans/subsidized rent), 2) helping to advertise the co-op (as a sustainable local business), and 3) creating policies that support the development of the co-op (e.g., related to funding, zoning, etc.).	rosanne.albright@phoenix.gov	
Kristen Farney	Phoenix Food Co-op	The Phoenix Food Co-op could support the co-op by 1) partnering (re: Arizmendi model), 2) sourcing / purchasing together, and 3) supporting the co-op via fundraising for cooperative development.	kmfarney@gmail.com	https://phxfood.coop
Kevin Hendricks	Food Conspiracy Cooperative	The Food Conspiracy Cooperative could support the co-op by 1) partnering (re: Arizmendi model), 2) supporting the co-op via fundraising for cooperative development, and 3) serving as a mentor.	board@foodconspiracy.coop	https://foodconspiracy.coop

Category 5: ASU Student Organizations

Includes student-run organizations that could support the initial planning phase of the food co-op by attending focus groups and the stakeholder workshop.

Contact Name Organization Name Mission Fmail Address

Contact Name	Organization Name	Mission	Email Address	Link
Jonah Ivy Frances Craik Lauren Kuby (Advisor) Keirien Taylor Julie Murphy Erfani (Advisor)	Food for Change Social Justice Club	Educate and empower ASU students to engage in all aspects of the local food system. Facilitate connections with local and global activist movements to facilitate research, intern opportunities, and promote social change.	foodforchangeasu@gmail.com jonahivy1998@gmail.com fcraik@asu.edu lauren.kuby@asu.edu keirien.taylor@asu.edu julie. murphy.erfani@asu.edu	https://asu.campuslabs. com/engage/organization/foodfor change https://asu.campuslabs. com/engage/organization/social- justice-club
Roxanna Lopez Quintero Maureen McCoy (Advisor)	Pitchfork Pantry	Combat hunger and food insecurity at ASU by providing direct services such as food relief and education on drivers of food insecurity.	asupitchforkpantry@gmail.com rlopez75@asu.edu MAUREEN. MASON@asu.edu	https://asu.campuslabs. com/engage/organization/pitchfor k-pantry
Hayden Krug Karen Geiger (Advisor)	The M&G Initiative	Advance food security by facilitating the donation of food purchased by ASU students with leftover M&G dollars.	haydenek00@gmail.com karen. geiger@asu.edu	https://asu.campuslabs. com/engage/organization/mginitia tive
Nomith Murari Cassandra Saenz (Advisor)	Arizona Microcredit Initiative	Empower underserved entrepreneurs to start or expand businesses through business instruction, consulting services and microloans.	nomith@azmicrocredit.org cassandra.saenz@asu.edu	https://asu.campuslabs. com/engage/organization/arizona -microcredit-initiative
Hannah Jerdonek Elizabeth Castillo (Advisor)	Conscious Capitalism	Educate students on the principles of Conscious Capitalism so that, upon their return to the workforce, they will positively impact all of their company's stakeholders.	hannah.jerdonek@asu.edu eac@asu.edu	https://asu.campuslabs. com/engage/organization/conscious-capitalism
Briana Nowak Kevin Dooley (Advisor)	Net Impact ASU Graduate Chapter	Improve the world by growing and strengthening a network of leaders who use the power of business to make a positive net social, environmental, and economic impact.	Briana.nowak@asu.edu Kevin. dooley@asu.edu	https://asu.campuslabs. com/engage/organization/net- impact-asu-graduate-chapter
Megan Lynch Jeffrey Kingsbury (Advisor)	Arizona Global Health Project - ASU Downtown Phoenix Chapter (AZGHP-ASU)	Advance understanding of difficulties involving global and local Issues, through active education of our community, and ourselves as well as through public service.	azghp.asu@gmail.com malynch7@asu.edu jkingsbury@asu.edu	https://asu.campuslabs. com/engage/organization/azghp- asudpc
Dana Rasmussen Rick Hall (Advisor)	Health Entrepreneurship and Innovation Club	Promote entrepreneurship and innovation with students through a variety of practices and activities that will stimulate ideas and bring creative and out-of- the-box solutions related to health innovation.	dmrasmus@asu.edu rick. hall@asu.edu	https://asu.campuslabs. com/engage/organization/health- entrepreneurship-and-innovation
Rachel Fisher Liz Harrell (Advisor)	Student Health Outreach for Wellness (SHOW)	Provide opportunities for an interprofessional team of volunteers from the three Arizona universities to provide holistic, client-centered health care for vulnerable populations in our community.	showazgeneral@gmail.com rfisher8@asu.edu lizharrell@asu.edu	https://asu.campuslabs. com/engage/organization/student -health-outreach-for-wellness
Diana Stabile Traci Grgich (Advisor)	Student Nutrition Council	Encourage students to make balanced and healthy life decisions and giving back to the community through volunteer opportunities, education, and health promotion.	asu.sncdowntown@gmail.com dnstabil@asu.edu traci. grgich@asu.edu	https://asu.campuslabs. com/engage/organization/student -nutrition-council

Susanna Williams Kristin Hoffner (Advisor)	Nutrition and Health Awareness Club	Promote healthy habits and teach about wellness to children in elementary schools.	swilli90@asu.edu kristin. hoffner@asu.edu	https://asu.campuslabs. com/engage/organization/nutritio n-and-health-awareness-club	
Cameron Decker Mark Manfredo (Advisor) Bailey Marie Roden Mark Manfredo (Advisor) Katherine Fuller Carola Grebitus (Advisor)		Promote agricultural literacy, engage in legislative efforts, and initiate opportunities for members to further their agricultural knowledge. Promote healthy and concious consumers of food products by educating members on the journey of food from farm to plate. Serve as the official instrument through which the Morrison PhD students may further their collective interests.	aggiesatasu@gmail.com cdecker7@asu.edu manfredo@asu.edu broden1@asu.edu manfredo@asu.edu kramir28@asu.edu grebitus@asu.edu	https://asu.campuslabs. com/engage/organization/aggies atasu https://asu.campuslabs. com/engage/organization/busines s-of-food https://asu.campuslabs. com/engage/organization/morriso n-school-of-agribusiness	AGRICULTURE
Jenifer Meller Christina Shepard (Advisor) Brandon Samuel Deborah Thirkhill (Advisor) Katherine M Poe Lisa Barca (Advisor)	Cultivate (Downtown Campus Garden Club) Gardens at ASU Veg Out	Expand students' knowledge of gardening, farm to table practices and the use of plants as food, while providing opportunities to participate in community service activities. Empower students with the education, resources, and support necessary to successfully garden and live more sustainable lifestyles. Facilitate discussion surrounding the ethical, environmental, health, and culinary aspects of vegan eating and living.	jmeller@asu.edu tina. shepard@asu.edu gardensatasu@gmail.com brsamuel@asu.edu dthirkhi@asu.edu kmpoe2@asu.edu lbarca@asu.edu	https://asu.campuslabs.com/engage/organization/cultivat e-downtown-garden-club-at-asu https://asu.campuslabs.com/engage/organization/garden s-at-asu https://asu.campuslabs.com/engage/organization/veg-out	FOOD / GARDEN
Riley Bowker Abi Graves Ashley Weisman Meghan Herrick (Advisor) Cecilia Knaggs Abi Graves (Advisor) Ivanna Caspeta Sharon J. Hall (Advisor) Maddie Kelly Lexis Townsend (Advisor)	CSSI Green Light Solutions Sustainability Alliance @ASU (SAASU) Nature @ASU Doing Resourceful Outdoor Projects (DROP)	Promote campus sustainability by facilitating student- run projects, volunteer opportunities, events, projects, and sustainability meetings on campus. Advance students' education through consulting projects that provide hands-on opportunities to apply sustainability knowledge. Facilitate collaboration across student organizations interested in social, economic, and environmental issues to advance a culture of sustainability across ASU. Connect, unite, and empower environmentally- minded students at ASU in an interdisciplinary coalition. Coordinate monthly volunteer events for ASU students to support initiatives relating to nature, wildlife, environmental, and sustainability.		https://asu.campuslabs. com/engage/organization/campu s-student-sustainability-initiatives https://asu.campuslabs. com/engage/organization/greenli ght-solutions https://asu.campuslabs. com/engage/organization/sustain ability-alliance-asu https://asu.campuslabs. com/engage/organization/nature-at-asu https://asu.campuslabs. com/engage/organization/nature-at-asu https://asu.campuslabs. com/engage/organization/dropsu sclub	GENERAL SUSTAINABILITY
Macie Foutz Christi Whaley Vicki Asato (Advisor) Andrew Ellingsen R. Scott Livengood (Advisor) Ryan Gard Lara Klinkner (Advisor)	Bridge the Gap HOPE worldwide at ASU Project Outreach ASU Student United Way at ASU	Provide students with service opportunities that focus on assisting Arizonans living in extreme poverty. Provide students with service opportunities that benefit people who are materially poor or in need in the Phoenix area. Serve the people of Tempe and the surrounding communities through care packages and outreach service projects. Support the local Valley of the Sun United Way's efforts to end hunger and homelessness and help kids succeed in Maricopa County.	mmfoutz@asu.edu ajhutch5@asu.edu crwhaley@asu.edu asato@asu.edu aaelling@asu.edu livengood@asu.edu ryan.gard@asu.edu laraklinkner@asu.edu	https://asu.campuslabs. com/engage/organization/bridget hegap https://asu.campuslabs. com/engage/organization/hope- worldwide-at-asu https://asu.campuslabs. com/engage/organization/project outreachasu https://asu.campuslabs. com/engage/organization/student -united-way.	SERVICE / POVERTY ALLEVIATION
Ivan Quintana Veronica Gutierrez (Advisor) Jay Romero Teresa Panneton Riley Macias Mary Dawes (Advisor)	Advocates for Education Champions of Hope Eunoia at ASU	Promote students' profesisonal development and raise awareness of educational inequity. Empower future educators with the tools and background necessary to serve students with underprivileged backgrounds who therefore face structural factors affecting their learning. Promote the UN Sustainable Development Goal 3 (good health and well-being) and 4 (quality education) by discussing accessibility and affordability for all students in higher education and seeking to pursue higher education.	irquinta@asu.edu Veronica. Gutierrez@asu.edu jdromer5@asu.edu teresa. panneton@asu.edu eunoia.asu@gmail.com rgmacia2@asu.edu medawes@asu.edu	https://asu.campuslabs. com/engage/organization/advoca tes-for-education https://asu.campuslabs. com/engage/organization/champi onsofhope https://asu.campuslabs. com/engage/organization/eunoia	EDUCATION / EDUCATION EQUALITY

13. Appendix E: Business Profile

KEY FEATURES		
Name	ASU Food Co-op	
Goal/Identity	Viable business that provides affordable access to healthy, locally-produced foods while providing empowering employment & educational opportunities.	
Location	Tempe, Arizona State University (or nearby)	
Infrastructures	Full-service grocery retail outlet; demonstration kitchen; education space	
Products & Services	Fresh produce, grocery staples, dairy, frozen foods, bulk foods, prepared meals, drinks, household goods	
	Educational offerings (courses, events)	
Workforce	10-15 part-time student worker-owners (2030)	
Revenue	TBD	
Corporate Form	Cooperative Benefit Corporation	
MARKET ANALYSIS		
Problem	Lack of healthy, affordable food, jobs, food literacy	
Customers	ASU students / staff / faculty, community members, anchor institutions	
Competitors	Supermarkets, ASU dining services (POD Markets)	
Competitive Advantage	Fresh, nutritious, local, affordable foods that are not sold on-campus Flexible, high-quality educational offerings	
MARKETING STRATEGY	,	
Sales Channels	Grocery retail outlet, CSA farm bags, event catering	
Activities	Partnerships, on-site events, social media campaigns	
MANAGEMENT		
Business Development Team	Madeline Mercer (coordination, partnerships), Arnim Wiek (sustainable business training), Maureen McCoy (recruitment, education), Susan Norton (internal sourcing), Cindy Gentry (external sourcing), others (<i>TBD</i>)	
Key Partnerships	Sustainable Food Economies Lab (Strategic planning, training) Pitchfork Pantry, ASU Gardens (Strategic planning, recruitment – employees) Local First Arizona (Training, recruitment – sourcing) Swette Center (Research, funding, education) Sun Produce Co-op, Opportunities Food Forest (Sourcing) Anchor organizations (Arizona State University, City of Tempe, etc.)	
KEY START-UP ACTIVITI	IES .	
05/21 – 12/21	Establishing partnerships, incorporation, securing a location (& permits)	
01/22 – 07/22	Construction, recruitment and training of student worker-owners (10-15)	
08/22 – 12/22	Store opening, first educational offerings	