

Food Provision and the Incorporation of  
Sustainable Practices at Colgate University over  
its 200-year History as an Institution of Higher  
Learning

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## **Executive Summary**

The following report details Colgate University's food provisioning history over the last 200 years and whether it has incorporated sustainable practices into providing food for its students. This research was done in conjunction with the upcoming bicentennial and is a way to showcase how Colgate University has moved toward becoming a more sustainable university. Through archival research, university newspapers, and interviews, we have developed a report that gives a timeline of how Colgate has provided food to its students and what type of sustainable practices were a part of this process.

Our report begins with explaining the importance of supplying food to university students and the benefit of implementing sustainable practices in institutions of higher education. We then discuss our methods and how an ethos and the three pillars of sustainability can be applied to food provisioning. The three pillars of sustainability are social, economic, and environmental and each of these pillars have criteria related to food, such as: the attitudes students had toward what was being served, the cost for both the student and the university for food, and finally the idea of locality and what food is actually being served to students. We then look back on Colgate University's history and how they have managed food provisioning for the last 200 years. Following that research, we then assessed what sustainability concerns were given and if any of the pillars were a factor in food provisioning. Overall, we found that the economic pillar was the driving force for food provisioning over the last 200 years, and if there were any other sustainable benefits, they were mostly unintentional. We then conclude this report with recommendations for Colgate's food provisioning so that the University can continue its upward trajectory towards becoming a more sustainable campus.

## **Introduction**

How do you get your food? Where was it grown and who decided what you purchase when you enter a grocery store or even a university/college dining hall? How much do you want to spend on this product and how do you measure the quality and general satisfaction with the food that you received? As personal food trends have changed over time, so has university food provision. With growing student populations at schools and a demand for a variety of options, food provisions at institutions of higher learning have also changed and followed overall US trends. We are at a pivotal time in our history where climate change, sustainability, and taking care of our environment has never been so important. As sustainability is at the forefront of our minds, higher education has started to implement sustainable practices throughout their institutions. As Colgate University looks forward to celebrating their bicentennial in 2019, there are many great advances that should be celebrated and our push towards becoming a more sustainable university is one of them. In order to measure where Colgate is now in regards to sustainable food provision, it is important to recognize Colgate's dining history and how it has changed in the past 200 years. This report is doing just that.

This project is a part of the bicentennial research that Colgate is conducting to see where they have been and where they could go in the future. Our main focus was on food provision at Colgate over the last 200 years and how Colgate has either used or not used sustainable food practices. It is important to look at the history so that we can continue to learn and so that we do not repeat the mistakes that have happened in the past.

For the purpose of this project, we mainly worked in the archives since the objective was to focus on Colgate's overall history and not the last 10 years when sustainability started to become a main focus in higher education and at Colgate. We also conducted interviews with John Pumilio (Director of Sustainability) and Steve Holzbaur (Chartwells Sustainability Manager) to better understand how Colgate is doing now in terms of sustainable food provision.

Through our research in the archives and preliminary interviews, we then developed our research question. We wanted to find out: How has Colgate University prioritized sustainability with respect to food provision on campus over the last 200 years? By using the three pillars of sustainability (social, economic, and environmental), we were able to apply these ideas over the last 200 years even though sustainability was not common phenomenon until the 1980's. Through our research, we found that overall, the economic and the social pillar were more widely and directly addressed in food provision and that environmental impacts were an added bonus if they helped the environment, but were not taken into any major consideration.

We will now provide a guideline for this report and what is included in each of the sections. To begin, we start with a literature review about the practice of sustainability in general and at the university level and how universities started to include sustainable food practices. In this, we also address how Colgate University has now defined sustainable food practices. The next section is our methods, the operationalizing of sustainability, and finally limitations that we have encountered during our research. Following this, we discuss our results that were based on archival research and newspapers. We then go on to analyze our results and discuss how each of

the results can be evaluated using our operationalized definition for each of the pillars of sustainability. We then end with a conclusion and further recommendations that we believe Colgate could implement in the future so that the University can continue to provide sustainable food for their students.

## **Literature Review**

In order to understand how the sustainable food movement developed in the realm of higher education, we first must look at the overall history of sustainability in both a global and university context. The sustainability movement did not become a global phenomenon until the 1980's and this is when we truly started to change how we think about our world and the impact people have had on the environment (Caradonna, 2015, p. 8). The term sustainability has changed and been used in many different ways over the last 30 years and has meant different things to different groups who have applied this word to different causes, but the most widely accepted definition of sustainability comes from the Brundtland report, which states that sustainable development is “development that meets the needs of the present without compromising the ability of future generations to meet their own needs” (World Commission on Environment and Development, 1982, p. 43). The report also emphasizes the connections between social equity, economic growth, and environmental quality (Theis & Tomkin, 2012, p. 6). These three pillars can be used as a way to measure how sustainable an institution or a person is. Theis and Tomkin (2012) have expressed concerns of using this frame in practice, as the three pillars are not all innately equal to each other (p. 12). As it turns out, often times the social pillar is put aside in favor of the environmental or economic pillars; however, many people and organizations have started to employ a more nuanced approach to balancing the three pillars (Boström, 2012, p. 4). The three pillars of sustainability are incredibly important and can be used as a guide to assist people in their decision-making. The pillars are not only important to our everyday lives, but can also impact university decision making processes.

The sustainability movement did not start to take hold in higher education until the late 1980s and early 1990s. The first real push for sustainability in higher education was *The Tallories Declaration*, which was signed in 1990 by 20 universities worldwide as a way to show their commitment to sustainability and environmental consciousness (Wright, 2002, p. 205). Out of the first 20 schools, only four were from the USA: Tufts University, University of Northern Iowa, University of Pittsburgh, and University of Wisconsin-Madison. There were ten actions that were agreed upon by these institutions and here are a few examples of those agreed upon actions: to increase awareness of environmentally sustainable development, create an institutional culture of sustainability, educate for environmentally responsible citizenship, practice institutional ecology, involve all stakeholders, collaborate for interdisciplinary approaches, and to maintain the movement (ULSF, 2002, pp. 4-5). These ten action steps have continued to be a part of the University Leader for a Sustainable Future Movement where they now have more than 500 signatories in more 50 different countries. They believe that a university should be a sustainable community, that embodies responsible consumption of energy, water, food, and that it supports sustainable development in the local community (ULSF, 2015).

As we look farther back into US history and how we have incorporated sustainability practices before the movement of sustainability, we come across a movement in higher education that has helped promote the incorporation of agriculture into higher education and allowed citizens of “average” means and children of farmers a way to be a part of higher education institutions. These specific institutions are called National Land Grant Institutions. A law was passed in 1862, that gave “states public lands provided the lands be sold or used for profit and the proceeds used to establish at least one college—hence, land grant colleges—that would teach agriculture” (National Research Council, 1995, p. 1).



Figure 1 (National Research Council, 1995, p. 8)

These institutions were set up all over the country and they emphasized the “tripartite mission—teaching, research, and extension—has been a hallmark of the land grant college of agriculture system” (National Research Council, 1995, p. 15). In New York, there were two universities that were established due to this law, Cornell University and the State University of New York Syracuse. These land grant institutions have had major impacts on the ways in which humans interact with the earth and how important agriculture is to our daily lives. These land grant institutions emphasized the importance of federal money going towards research on food and the environment (National Research Council, 1995, p. 15). As universities, they were also advocates for developing rural agricultural practices and this can be linked supporting local communities around these schools, the use of local food/agricultural practices, and providing students with an education that is centered around agricultural that also includes food (National Research Council, 1995, p. 10).

As we move forward to the 1990’s and the 2000’s the sustainability movement started to really take hold and become an important aspect of everyday life not only in the general public, but also within universities. In 2006, the Higher Education Associations Sustainability Consortium (HEASC) issued a call for AASHE (Association for the Advancement of Sustainability in Higher Education) to develop a campus sustainability rating system that universities could use in order measure how their school was doing and provide different ways in which schools could incorporate more sustainable principles (AASHE, 2017). The newest version of the AASHE STARS Technical Menu Administrative Update version 2.1 was written in January of 2017 and includes information about several different aspects of sustainability such as: education, engagement, planning and administration, innovation and leadership, and most importantly for this project- operations with a particular focus on food. AASHE is one of the first

widely used rating systems to incorporate sustainable food into their rating system. In the section of the report labeled Food and Dining, it says that, “Dining services can also support sustainable food systems by preventing food waste and diverting food materials from the waste stream, by making low impact dining options available, and by educating its customers about more sustainable options and practices” (AASHE, 2017, p. 178). The AASHE STARS report is one of the most widely used measurements of sustainability for universities all over the country and provides a guideline for universities to follow if they want to implement sustainable dining practices.

Universities are large consumers and can have major impacts on the economy in general when they are purchasing such large quantities of food, but they have even bigger impacts on the local and sustainable food economy. AASHE STARS has said that,

“Institutions can use their purchasing power to require transparency from their distributors and find out where the food comes from, how it was produced, and how far it traveled. Institutions can use their food purchases to support their local economies; encourage safe, environmentally friendly and humane farming methods; and help eliminate unsafe working conditions and alleviate poverty for farmers. These actions help reduce environmental impacts, preserve regional farmland, improve local food security, and support fair and resilient food systems” (AASHE STARS, 2017, p. 178).

It is important to consider the power of purchasing when we push for sustainable food practices. The Sustainable Food Policy Project (2007) has written a document that can assist schools with sustainable food purchasing called *A Guide to Developing a Sustainable Food Purchasing Policy*. This document offers ways in which higher education can benefit from purchasing sustainable food, the importance of sustainable food purchases, how to develop a sustainable food purchasing policy for your organization, and an appendix of common sustainable food related terms (Sustainable Food Policy Project, 2007). The purchasing of sustainable food requires an “engagement of higher education institutions...leverages and maximizes existing assets of a region's food system to promote a thriving sustainable economy” (Inman, 2015, p. 39). In addition, Sharp (2009) suggests that “dining facilities could increase local, fair trade, and organic options at no added cost if students would agree to reduce the diversity of meal offerings and eliminate food waste” (p. 7).

In 2007, *Real Food Challenge* was established as a movement within higher education to “build a thoughtful and productive community of youth and adults who work together to build a sustainable food system” (Real Food Challenge, n.d.). In addition to committing to build a sustainable food system, the universities and colleges commit to buying at least 20% sustainable food annually by 2020, “thereby using their tremendous purchasing power to support a healthy food system that strengthens local economies, respects human rights, ensures ecological sustainability, and facilitates community involvement and education” (Real Food Challenge: Campus Commitment, para. 1, n. d.). As of now, there are more than 200 colleges and universities who have signed this pledge (Real Food Challenge, n.d.).

One of the major components of real food, as described by the Real Food Challenge, is

the importance of local/community-based food (Real Food Challenge, n.d.). The local food movement is of utmost importance when we think about sustainable food provision and how by using local foods we are actively supporting local farms. When we think about small farms that provide local food provision to universities, it is important to consider the law and how different laws affect small farms in comparison to the larger industrialized farms. In Ristino's, *Back To The New: Millennials And The Sustainable Food Movement*, she describes how legal needs of small and medium scale farms are different from large-scale producers because of "their size, localization, resource limitations, business goals, customer base, and liability risk" and these needs can include advocacy for: food safety, food marketing, processing, innovative technology, and distribution (2013). Local food is also important for universities as they start to implement farm to college programs in addition to sourcing local food (Chao-Jung et. al.,2011, p. 3). Some of the major benefits that a university can receive by implementing a farm to university program are: a connection to the local community, improving the public image of the college/university, increasing sustainability awareness among the college/university students, increasing sustainability awareness among faculty and staff, stimulating and benefiting the local economy, a dependable market to the farm, and finally providing a way for students to receive a sustainable education (Ng, Bednar, Longley, 2009, p. 24).

The definition of local food can vary amongst many different people and has a different meaning for different schools. The Real Food Standards 2.0, defines local as a 250-mile radius around the campus which can be expanded to a 500-mile radius for meet provision (Real Food Challenge, 2016 p. 20). Figure 2 shows how the Real Food Challenge is defining local when they are addressing food provision at different universities.

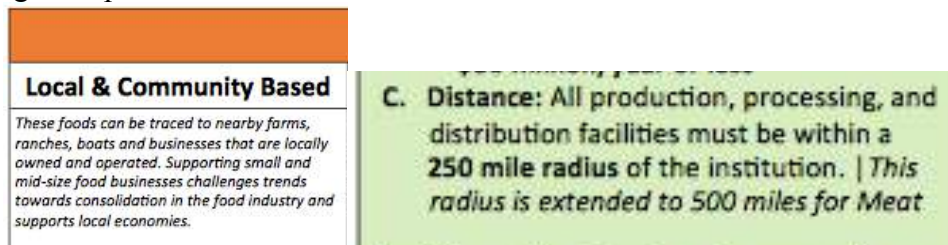


Figure 2.

Real Food Standards 2.0(Real Food Challenge, 2016, p. 20)

<http://calculator.realfoodchallenge.org/help/resources>

AASHE STARS also defines local as a 250-mile radius around the institution and this includes both production and processing within the 250-mile radius (AASHE STARS, 2017, p. 179.). Since Colgate has implemented AASHE STARS standards, the ways in AASHE defines sustainability are also important to the ways in which the University defines sustainable food practices.

### ***Colgate University***

As Colgate is an institution of higher learning and they pride themselves on giving students a well-rounded education, it is important to discuss how they currently measure sustainability before we go on to talk about the history of food provision at Colgate. Colgate University implements a two-tier system when incorporating local into their sustainable dining



practices. The first system they use in the AASHE STARS definition of a 250-mile radius around the campus, this stretches from Hamilton, New York to Pennsylvania, Canada, Vermont, Ohio, Maryland, New Jersey, Massachusetts and New Hampshire (Figure 3).

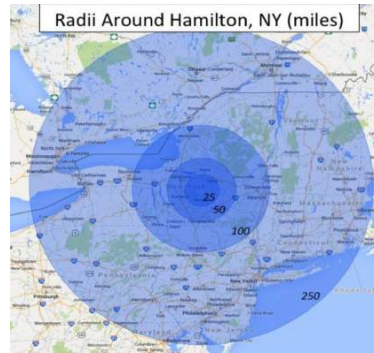


Figure 3

Local 250-mile radius around Hamilton, NY map. (Sustainable Food Systems Advisory Group, 2015)  
<https://sites.google.com/a/colgate.edu/sustainable-food-systems-advisory-group/aashe-stars-definitions>

In addition to the 250-mile radius, Colgate University also uses a second tier to define local as “any food purchased within Madison County or any of the six counties that border Madison County (i.e., Oneida, Otsego, Chenango, Cortland, Onondaga, and Oswego)” they say that this would have a more “direct benefit to local farmers, our regional economy, and overall public relations” (Colgate University Sustainable Food Systems Working Group, n.d.).



Figure 4

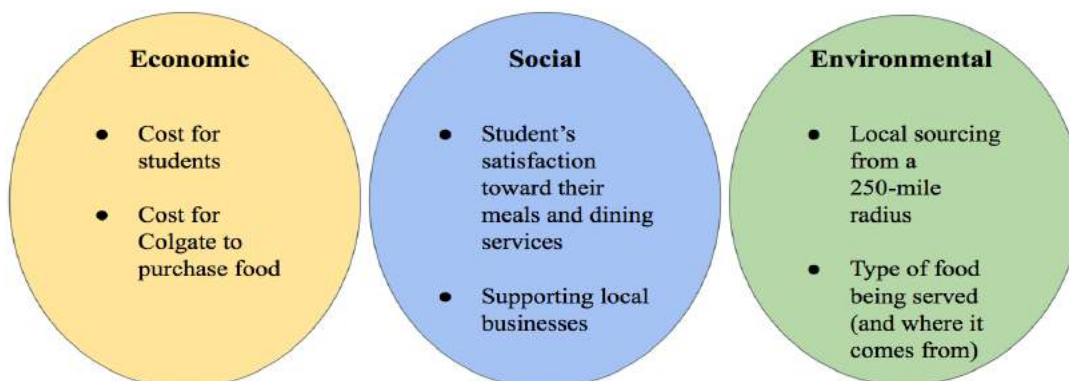
Map of the six surrounding counties (Sustainable Food Systems Advisory Group, 2015)  
<https://docs.google.com/viewer?a=v&pid=sites&srcid=Y29sZ2F0ZS51ZHV8c3VzdGFpbmFibGUtZm9vZC1zeXN0ZW1zLWFKdmlzb3J5LWdyb3VwfGd4OjE1ZGZmY2VhYjEzNThlYWY>

The sustainable food movement continues to change as people continue to see not only the bodily benefits to implementing sustainable food practices, but also how it can be an economically viable option. When colleges and universities implement sustainable dining strategies, they are setting an example for the rest of society to follow and since universities are a place for learning, the knowledge that a person learns about sustainability is incorporated into every aspect of life, not just food decisions.

## **Methods**

For this project we have acknowledged the most widely used definition of sustainability that was previously mentioned in relation to the Brundtland report which stated that sustainable development is “development that meets the needs of the present without compromising the ability of future generations to meet their own needs” (World Commission on Environment and Development, 1982, p. 43). But, for this project we decided to use a sustainability definition that frames sustainability as an ethos to guide decision making while attempting to consider the three pillars of sustainability: social, economic, and environmental (Kates et al., 2005, p. 12). We used the three pillars as a way to guide our assessment of their incorporation into the decision making process of food provisioning at Colgate, specifically keeping in mind our research question: By using the idea of local sourcing, how has Colgate University prioritized sustainability with respect to food provisioning on campus over the last 200 years?

With the three sustainability pillars in mind, we also asked ourselves what logically would matter the most in terms of providing food for a large number of people. Firstly, we determined that with the social pillar, feeding students a satisfactory meal is of the utmost importance in retaining and maintaining enrollment at Colgate University. The social pillar was used to examine both students’ and workers’ perspectives towards what was being served on campus and how they were receiving these meals. In addition, it also incorporated the overall attitude about the food and sustainability from dining services, the sustainability office, students, faculty, and administration. Secondly, we acknowledged that the economic pillar is a major driver of decision making in regards to food provision at most universities and in life in general. With the economic pillar, we critically examined what the cost is for students and what is the cost of providing this food by the University such as the price of the exact food. The final pillar we looked at was the environmental pillar. This is normally the pillar that is given the least amount of attention and importance due to the United States’ mentality that the environment is here for our immediate consumption rather than thinking about the preservation of our finite resources. For food provisioning, the environmental pillar focuses on the locality of the food, which is defined by AASHE STARS (2017) version 2.1 report as a 250-mile radius around the institution (p. 179). In addition, we also wanted to pay attention to the type of food that is being served at the University, and Colgate was helping to support local businesses - the latter part falling more under the social pillar. The operationalization of each of the pillars is critical to our research and how we have been able to answer our research question.



After establishing the measurements of sustainability, we searched through the Colgate University Archives, looking at a variety of sources, such as letters and contracts and photographs, to create a kind of food history timeline. We used the archival database and searched with keywords like “food,” “dining,” and “meal(s)” to find source material related to past food provisioning. We specifically looked in archival boxes from the Buildings and Grounds Collection, President’s Office, and Dean of the College. Looking through the University’s archives proved to be challenging and limited how far back in time we were able to find information, so we shifted our approach to specifically searching the online archival database of school newspapers. Throughout Colgate University’s history, the school newspaper has been titled a variety of things: *Madisonesis*, *The Colgate Maroon*, or *The Colgate Maroon-News*. We used key terms such as “dining,” “food,” “eating,” “food provision,” “dining hall,” and “menu” to find older documentation of Colgate’s food practices. We specifically looked for information on pricing of meals, the priority of the food sources, and where students dined on campus.

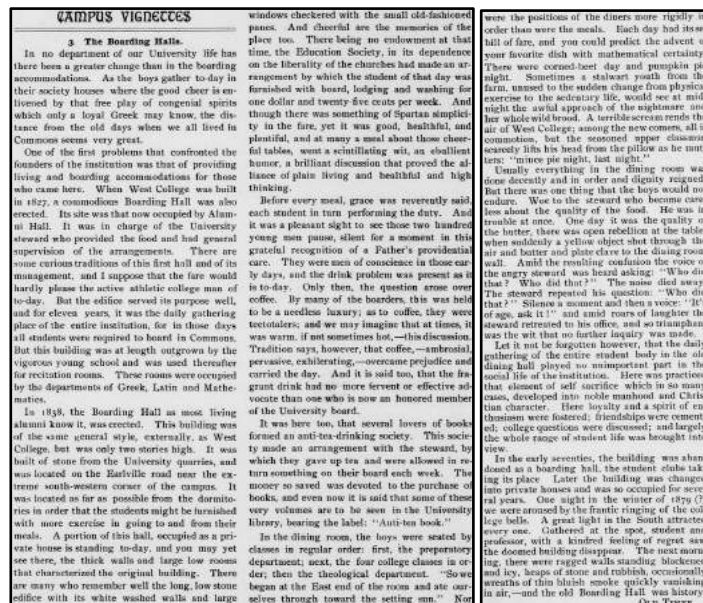
In order to assess Colgate’s food history, we also needed to know and understand the university’s current practices of sustainable food management. In order to learn about Colgate’s practices, we contacted some of the key stakeholders in the University’s food sustainability. We formally interviewed both Steve Holzbaur, the Sustainability Manager of Dining Services, and John Pumilio, the Director of Sustainability, for about half an hour each (consent forms and questions in Appendix II). We also video interviewed them for half an hour again at separate times with more targeted questions (consent forms and questions in Appendix III). They provided us with information on Colgate’s current practices of sustainability so that we could compare present practices to the past archival information we gathered. In addition, we sought the guidance of Professor Jennifer Hull, the Bicentennial Research Fellow, and Professor Chris Henke, a sociology and environmental studies professor who specializes in promoting sustainable food choices both on and off campus. They were both able to help us hone our research in the archives and for our literature review, respectively.

### ***Limitations***

This project focused on archival research over the last 200 years since Colgate was established 1819. There are several different limitations to our study that have impacted the information that we were able to find, however. One such limitation is inconsistent documentation of what food was being provided in the 1800’s, how students were getting this food, and how much it cost them and the university to supply. Another limitation in our study is that such sparse documentation on the stewards, how often the stewards changed, and how the stewards and administration made decisions regarding food provision at Colgate during this time. As we were going through the archives and the student newspapers, we found limited data on workers perspectives of food provision over the last 200 years, which is a limitation to our research and our ability to include equity within our sustainability measurement. For the most part, sustainability was not consciously thought of, so we were not always able to find specifically where food was coming from, and ultimately had to extrapolate how sustainable food provisioning was at Colgate.

## Results

The earliest mention of feeding students was a boarding hall, monitored by a steward, which was built in 1827 in the same location that Alumni Hall exists in now (Timer, 1895, p. 90). That space soon changed to another boarding hall built in 1838, which burned down in 1879 (Timer, 1895, p. 91).



December 9, 1895, *Madisonesis* Vol. 28, No. 6.

When Colgate University began admitting students in 1819, a worker known as a steward was put in place to be in charge of food provision. Early recorded data on the position are sparse, yet stewards were mentioned through various letters and newspapers that have been preserved. The first recorded mention of a steward was in a missionary letter written in 1835; a steward named Peter Osborn was employed by the institution and was described as a "coloured man" (Day, 1835, p. 2). During this time it was noted that the steward was paying \$1.25 per week for food - adjusting for inflation, this would cost roughly \$29.50 per week now.

The quality of food which the Steward, in his efforts to keep down expenses, was able to provide for \$1.25 per week would not be rated very high by modern standards. One student wrote in 1841, that breakfast consisted of coffee, bread and butter; dinner of meat, potatoes, bread and butter; and supper of milk, bread and butter. Today such a diet would be considered totally inadequate, but a century ago when Americans made relatively little use of fresh fruits, milk and leafy vegetables it was not so unsatisfactory as it now seems.

Howard Williams, 1969, *A Colgate University History 1819-1969*, p. 83.

The next mention of food we found was not until a century later, in a 1938 publishing of *The Colgate Maroon* where someone countered students' complaints about the quality of the food. In fact, the writer argued Colgate students were lucky because they were given unlimited bread, butter, and milk and their food only cost \$6.75/week as compared to Dartmouth's \$8.50 and Harvard's greater than \$10 prices ("Not Fit For A Dog," 1938, p. 2).

**Not Fit For A Dog**

"How is it? It's lousy! Why, I wouldn't feed that stuff to a dog."

It was about two months ago that we heard remarks of that nature about the food from the freshmen and neutrals who are at Colgate Hall. Off and on during that period we have been eating an occasional meal there.

Our conclusion was that we "wouldn't feed that stuff to a dog," either. We liked it too much ourselves.

We found these things to be true. That the freshmen and neutrals are as well fed as those who live on Fraternity Row. That the service, while not as fast as we think it might be, leaves no cause for complaint. That one may have as much bread, butter and milk as he wants. That the food, while sometimes not as hot as it should be, is tasty and properly cooked. That most of those who eat there regularly are satisfied. And that those few who still grumble and complain are probably in that class of individuals who will always grumble about anything, anytime, anywhere.

Granting that the food early in the semester was not what it might have been, it now is what it ought to be. Then the dining hall had been in operation only a few weeks. Waiters, utensils, stoves, machines—everything was new and had not been fully tried. Experience has lent skill to all those who are connected with the dining hall, and now it is a pleasure to dine there.

At Dartmouth Commons the charge is \$8.50 a week. At Harvard, it is more than ten dollars. Here the price is \$6.75. Colgate students should consider themselves lucky that such high quality meals can be obtained on the campus at such a low price.

January 14, 1938, *The Colgate Maroon* Vol. 70, No. 27.

In 1969, students, particularly first-years, were unhappy with the quality of the food; many complained that they were paying the same as upperclassmen who had nicer dining facilities in the Bryan and Cutten Complexes while they were made to eat lukewarm food in the Student Union - James C. Colgate student union (Dix et al., 1969, pp. 3-4).

III. The Cost Factor

Perhaps one of the major factors for discontent and irritation among the freshmen (both last year and this year) is the knowledge that students living and eating in the Bryan and Cutten complexes, with admittedly better living and eating accommodations, pay the same room and board fees as do freshmen with less attractive facilities and eating situation.

Report of and recommendations for the Freshman Food Service, October 24, 1969, A-102, President's Office, Student Services and University Services, Colgate University Library.

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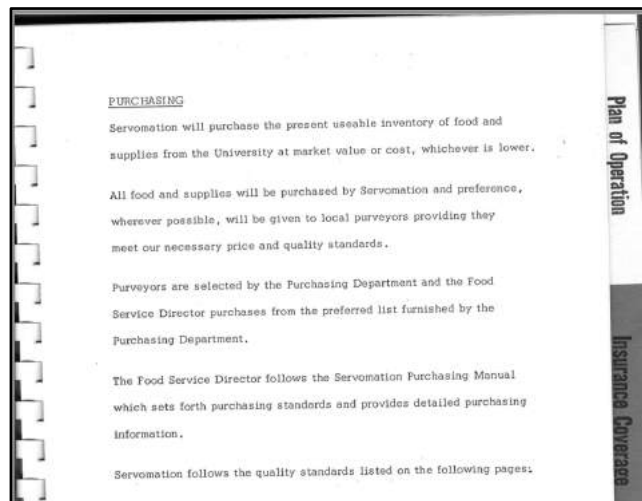
The cost per student for operating the Bryan and Cutten complexes with the present mode of living is somewhat greater than the cost per student for operating the other dormitories and the Student Union dining hall. As a matter of fact, the fees received from the residents of the Bryan and Cutten complexes do not cover the expenses of these units, while the fees collected from residents of the other dormitories and the Student Union dining hall do cover the expenditures of these units.

It is felt that a move to remedy this inequitable situation by charging the occupants of the Bryan and Cutten complexes a larger fee based on actual costs would do two things: (1) It would make available more funds to improve freshmen living and eating conditions, and (2) it would remove the stigma that the freshmen boarders are subsidizing the feeding of the Bryan and Cutten boarders.

October 24, 1969, Task Force (Dix, Miller, & Schlesinger) to Dean Griffith and Mr. Krehel

about addressing issues of unhappy first-years' dining experiences.

This prompted Colgate to employ a line of food service providers, the first being Servomation Mathias. Servomation was brought on in February 1970 and left in less than a year due to conflicts with contractual agreements and disrespect from students wasting food with food fights (Dix, 1970; see Appendix IV). In their proposal, they mentioned they would purchase from local sources when they could as long as the sources met their standards for price and quality (Servomation Mathias, Inc., u.d.).



Purchasing section from Servomation Mathias's contractual proposal to Colgate University.

Saga Dining Halls was hired in from 1971-1987. They increased the dining price from \$600/semester to \$700/semester and requested that students only take one plate at a time - although students could come back for more - in order to reduce waste (Martin, 1971; Saga Food Service, 1971).

COLGATE UNIVERSITY  
HAMILTON, NEW YORK  
13346

Dean of Students: February 1, 1971

Dear Parents:

For the last four years Colgate has charged \$600 per year for its food service. Near the end of the fall semester Servomation, Inc., the food service manager at the time, informed the University that it could no longer provide its services for the amount agreed upon with the University and proceeded to cancel its contract on December 31st.

While we are pleased to announce that the University, acting on the advice of a student food service committee, has arranged a contract with the Saga Food Service, we must also announce that it will be necessary to increase our board charges enough to cover the cost of this new contract.

The additional cost to Colgate for the balance of this semester will amount to \$40.00 per board contract making it necessary to increase board charges by that amount at this time. The Controller's Office is preparing a bill accordingly so that the charge will appear on your next monthly statement. This increased cost in food service will be reflected also in the board bills for 1971-72. Next year the University will have to raise the annual charge for food service from \$600 to \$700 for all students taking their meals on the campus.

In coming to these decisions we have been acutely conscious of the problems of personal budgets as well as the strain on the University's budget. We are also confident that the Saga Food Service, familiar to and well thought of by many students through their operations at neighboring colleges, will provide a more satisfactory experience in the dining halls.

Sincerely yours,

Guy V. Martin  
Dean of Students

GVM:cb

February 1, 1971, Dean of Students Guy Martin's letter to parents about increasing price for room and board.

**COOPERATION**

There are a few ways which we can help each other. There are unlimited seconds on all items except steak night and certain other specialty meals, but we do ask that you take *one* item and *come back* for more. This not only eliminates waste on your part but also allows us to prepare food as closely to the time of serving as possible. In this way we have a better chance to serve "hot food hot and cold food cold." We would also ask that no food, china, or silverware be taken from the dining hall. This is a very costly practice and eventually creates a great inconvenience for all of us.

**MEAL TICKETS**

Meal Tickets will be issued to all boarding students for January. Beginning in February a number will be affixed to your University I. D. card. These meal tickets are not transferrable and are honored only by Saga at Colgate. Lost tickets will be replaced for a nominal charge. Tickets are to be shown to the checkers at each meal.

Saga Food Service 1971 introductory pamphlet.

Sodexo followed after Saga, serving Colgate University for almost 30 years: 1987-2015. In 2012, ENST 390 students, with the help from the Director of Sustainability John Pumilio, pushed Colgate to move toward trayless dining in order to reduce food waste (Semrau, 2012, p. A5).

## SGA Update: Frank Dining Hall to Go Trayless by Fall 2012

BY CODY DEBAUW  
Maroon News Staff

In one of Colgate's most recent sustainability efforts, Frank Dining Hall will be going trayless beginning in the fall of 2012. To get students ready for the change, the Student Government Association (SGA) will be holding "Trayless Tuesdays" throughout the remainder of the school year beginning on April 10.

Built in 2009, Colgate rededicated its first ever Sustainability Commission, Alex Purosis. Since then, the University has seen a number of environmental award-winning "green" campus. It was with the ENST 200 project focused on these main objectives in its planning: *trayless dining*. How will students respond to the idea of trayless dining? What sustainability benefits will result from going trayless? And what changes will need to be made to the current dining services?

The return of trayless dining relies on the ability for students to carry more than one or two plates of food at a time - an obvious inconvenience for many. Although it is expected that the student body will initially have a negative reaction to going trayless, many believe that students will ultimately appreciate this sustainability effort.

In a survey conducted last year, the ENST 200 project discovered that 35 percent of Colgate students did not appreciate trayless dining. 47 percent approved of the change, and 20 percent were indifferent.

"Many students will probably perceive the switch as an inconvenience at first, but I'm sure they'll adapt to the change," Tom said. "We're a great group of kids who make the biggest effort here, so I'm sure it won't cause too much trouble."

How will this impact Colgate's sustainability in the fall semester? Here is some food for thought. Every year, Colgate produces about 82 tons of food waste. Throughout the United States, food scraps make up nearly 13 percent of annual waste, the same waste that ends up in landfills across the country. As a consequence, it produces a greenhouse gas called methane. With concern for global warming, methane has ramifications that are 23 times greater than that of

Sodexo, the dining services contractor at Colgate, has already seen a number of its other campuses that have elected to ditch the tray. The impact has been profound.

"Over 40 percent of Sodexo campuses have already gone trayless and the results are outstanding," Purosis said. "Going trayless reduces food waste by 30-40 percent. Ultimately, that is less land and resources needed to produce the food."

Not only have these institutions been able to eliminate food waste, but they have also seen cuts in both their water and energy consumption.

Generally, between 10 and 12 thousand gallons of water are directed to the sink at Frank Dining Hall alone. Because this waste needs to be heated between 140 to 160 degrees Fahrenheit, washing trays requires a significant amount of energy as well. Eliminating trays would therefore also reduce these unnecessary energy burdens.

Under the current dishwashing system, the contractor has to make specifically for trays, not the dishes alone, which creates a need for a new contractor bill to be put into place. This investment will take place over the summer of 2012 and is expected to cost between \$80,000 and \$100,000. The current contractor bill, however, is over 14 years old and is prone to break down. Therefore, it was only a matter of time before it needed to be replaced.

But not only does eliminating Colgate's consumption of food, water and energy have a great impact on the University's environmental footprint, it has a profound economic impact as well. Even if the contractor bill didn't need to be replaced, it would have paid for itself in under a year. The ENST 200 project estimated that trayless dining would save Colgate from another \$130,000 to \$112,000 each and every year.

It is expected that these savings will be used to help promote for other sustainability efforts, such as buying more local produce from farms around the area.

In the coming weeks, the SGA Trayless Tuesdays will help students ease into a trayless dining experience without trays, while educating the campus about all of the positive sustainability impacts that this change will entail.

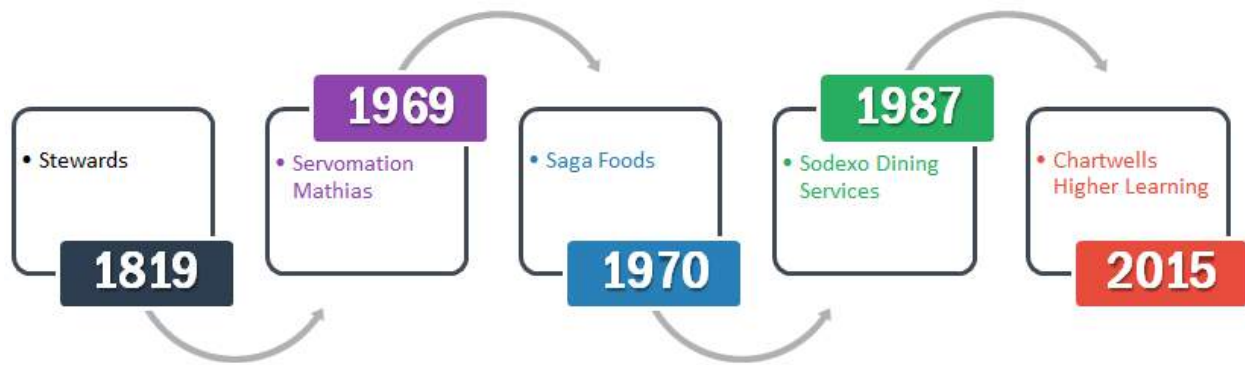
To the end, we hope this initiative raises awareness of the value of food and to help put on your plate what you are going to eat," Purosis said.

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With time Colgate University continued to push Sodexo to be more sustainable; however, they could not meet demands and ultimately were let go after the spring of 2015. Chartwells Higher Education was hired for that fall of and is Colgate University's current food service provider, as of 2017. Chartwells prides itself in providing healthy meals for students through sustainable means and specifically created the position, a position unheard of in dining services, of sustainability manager - held by Steve Holzbour - upon Colgate's request and hiring of the company.





### Food Provision Timeline of Colgate University

Visual representation of the food provision timeline of Colgate University. Beginning with stewards in 1819 until 1969, then transitioning to using the external food service provider Servomation Mathias. Saga Foods came in after a brief stint with Servomation Mathias until merging with Sodexo Dining Services in 1987. Sodexo remained the food service provider until 2015 when Chartwells Higher Learning took over and is still on campus currently.

## Analysis

Colgate University as an institution has always provided food in some capacity for its student body. Through evaluating instances where the institution's policies on food provision changed, a timeline of trends can be understood through mapping the general trends displayed. This timeline can be used to understand various stakeholders' stances regarding the food provision, specifically, how the student body, the institution itself, and trends across the United States potentially affected those decisions. Furthermore, by looking at the points of change throughout Colgate University's history, we can evaluate specifically how the environmental, economic, and social factors impacted those decisions.

### *Colgate University's Food Provision Timeline*

When the institution first opened, it utilized stewards to provide food for the students and staff. Stewards were in charge of both acquiring and producing the food that the institution would sell. In 1835 a "coloured man named Peter Osborn" was the head steward for the institution. There are no records of Osborn's pay, and he was at the institution prior to the abolition of slavery in 1865. This may imply an indentured servitude role was in effect for the position in the early years of the position's inception. Juxtaposed with the position in 1945, a "Mr. Herbert A. Davis" was hired as the head steward, with no reference to his race, and notably an honorific with his name. This further implies there may have been a socially inequitable relationship with the stewards during the early years of the position's inception. With food provision at Colgate University probably having its roots in slavery, this would be a complete disregard for any notion of social sustainability with respect to food provision.

Economic considerations were the main driving force for decision making throughout the early time period. The usage of stewards, and prioritizing the cheapness of board, continued well into the 1900s for the institution. However, when coal-powered trains and trucking began to transport cheaper goods from further away, the reliance on local food began to diminish (Town of Hamilton, 2017). This led to sourcing food from further away, and simultaneously moving away from the institution's reliance on local food. While this does indicate a prioritizing of economic sustainability of food pricing, it does so at the direct expense continuing to support local communities as much as previously was. The local economies were now receiving less revenue from the purchasing power of the institution focusing on goods from further away. While there may not be any literature in the archives regarding what extent this impact had on the local economy, it undoubtedly had *some* impact in some way as money began to shift away to other communities.

Due to the abundance of local food systems in Upstate New York during the 1800s (New York Times, 1860), food was primarily sourced from the surrounding region. The availability of the food in the nearby region made sourcing food locally economically viable, as it did not need to be imported over a large distance. The environmental sustainability aspects of having the food sourced locally was simply a positive unintended consequence of the realities of Colgate's food provision. When trains and other forms of mass transportation began to grant access to

competitively priced food from further away, the preference for local foods began to diminish and the environmental sustainability factor continued to be ignored.

As such, a general trend of fiscally sustainable dining practices early on in the institution's history can be seen. Social sustainability of food provision was likely not actively considered and is lacking sufficient data to make a concrete analysis. Furthermore, when it was economically possible to move away from locally sourced foods, it was done so to increase options and potentially reduce costs. The non-economic sustainability benefits of food provision came as unintended externalities to the desire to be as frugal as possible and to save money first and foremost.

During the year 1969, a major shift occurred for the institution's approach to food provision. The institution formally decided to move towards an external food service provider to be the primary food source for the campus. The new report in 1969 overturned the previous conclusion in 1967 to continue utilizing stewards based on the student outcry for food inequalities existing between first-year students and classmen. This caused a social tension within the student body from the inequality of meal plans between first-year students and upperclassmen (Dix et al., 1969, pp. 3-4). The tension gave way to the administration heeding the student's demands, and by agreeing to move towards an external food service provider despite the economic disadvantages of it. This shift occurs primarily in an effort to achieve social sustainability among the students. The shift towards more non-economically sustainable aspects of sustainability is the first major shift prioritizing other factors outside of cost.

In the same year, there were reports of cooks having a general disdain for their work and the students (Dix et al., 1969, pp. 3-4). Due in part to low retention rates from low wages, this simultaneously continued the trend of overlooking and ignoring the working conditions for the bodies who were physically serving the food to the campus. The shift towards external food service providers was supposed to address the atmosphere of dislike for the students among the cooks as well. This was the first time in the history of food provision at Colgate University where student's social demands had such a significant impact on food decisions. Marking a shift in trends to elevating the considerations of student's social considerations to be more influential on the administration when evaluating policy decisions regarding food.

As such, Servomation Mathias was awarded a contract in 1970 to be this primary external food service provider that the students demanded. Servomation Mathias agreed to procure locally sourced foods when it would meet certain criteria over non-local foods of the same quality. However, due to an inability to form a cohesive budget, Servomation Mathias did not last a full year (Dix, 1970; see Appendix IV). Servomation Mathias urged students to use restraint on portion sizes when serving themselves to try and save money, but it was ultimately not enough. While the environmental aspects of sustainability, specifically with respect to locally sourcing food, was on record for the first time, it ultimately failed due to the economic instabilities. Their contract ended up failing from being unable to form a sustainable budget in order to achieve long-term profits for the company. The lack of economic sustainability led to Servomation Mathias reneging on their contract within the year. This led to another big shift in food service providers very early on after committing to an external model of food provision.

Saga Food followed Servomation, and in their contract with Colgate University, Saga never mentioned whether they sought out locally sourced food. This decision returns to the trend set before Servomation Mathias of not actively preferring locally sourced foods. Returning to the trend of prioritizing economic considerations over almost everything else. This shift in environmental trends went back to ignoring environmental impacts of food provision or the benefit of local communities. Not prioritizing the environmental impacts of decisions was done in an effort to keep the cost of food lower, or alternatively to keep the access to certain foods the same for the same cost. Although it could be argued that their specific request for students to limit the amount of food they take at a time was both economically motivated *and* environmentally beneficial (Saga Food Service, 1971).

Economic considerations for food provision were still a driving force in decision making. The institution's commitment to a reportedly less economically efficient model of food provision due to student demands was the driving catalyst for this shift away from utilizing stewards. While the cost of board may have increased for the students slightly under Saga Foods, a more negative effect of their contract was that they no longer prioritized supporting local food producers. This could create a strain on local communities in an effort to save money by getting food from further away.

Environmental decisions returned to not being at the forefront of decision-making, even though the sustainability movement was beginning in the United States as a whole (Gordon, 2012). Saga Food made no reference to preferring locally sourced foods over other ones in their contract with Colgate University. Locally sourced foods, therefore, would only be sought out if there was first an economic incentive to do so, there were no innate benefits placed on supporting local communities. This raises questions of how does intentionality play in achieving sustainable goals; if it is better to have an action with the intention of the action being sustainable or not. Due to the limited scope of this project we were unable to address this notion.

In 1987, Sodexo was hired in replace of Saga Food, yet their approach to food continued to remain the same and there was little impact seen to food provision on campus. However, as time went on social tension began to build up among students. With the environmental sustainable movement gaining more traction in higher education, the unsustainable social situation caused another shift in policy. With the hiring of John Pumilio, Colgate's sustainability director, and student demands that food be more locally sourced, concerns over for the environmental aspects of sustainability arose. Sodexo was seen as not working to meet the demands that students were making who were pressuring the University. This lead Colgate University to seek a new provider willing to work with the notion of being more environmentally sustainable with food provisioning.

In 2015, Chartwells became that answer to environmental sustainability concerns and became the newest iteration of the primary food service provider to Colgate University's campus. Chartwells has remained committed to becoming more sustainable from the pressure of students, and by extension the institution. Furthermore, there is pride taken by the current cooks. A reported desire to produce quality food for the students, emanating from taking pride in their

work (Holzbaur 2017). This signals a shift from the earlier times where cooks would look down on students to a more symbiotic relationship. The atmosphere leads to a focus on a much more socially sustainable situation than has existed in previous years.

The focus of collaborating with local communities allows for uplifting those communities and supporting them financially via the demand for food from the campus. This leads to a more conscious effort to be economically sustainable in a different sense than previous trends. Not only are these decisions taking into account the cost for food of students, but also prioritizing where the flow of the money goes. To support the local communities around the campus, bettering the relationship between the entities.

Through maintaining the position of a sustainability manager for the food provided, a renewed emphasis is placed on sustainability. A goal was established of ensuring that 30% of all food that is produced to be sourced locally within 250 miles, or 6 surrounding counties, has been set and in 2017 nearly met by Chartwells. The position of a sustainability manager at the institution is the only incident of this position of over 100 east coast offices for the Chartwells dining services; indicating their commitment to sustainability at Colgate University (Holzbaur 2017). This marks a shift where the environmental notion of sustainability was a driving factor for the decisions the student body pushed the administration to adopt. Having this prioritization of environmental concerns over the economic aspect has led to a cascading effect on the other aspects of sustainability. No longer has the environment been viewed as an externality to the cost effectiveness of food provision, but instead it has actively been taken into.

### ***Colgate's General Timeline Trends versus Higher Education's General Trends***

Early on Colgate University began as a seminary institution, and as such, paid little attention to direct environmental concerns during that time. Most, if not all, of the environmentally sustainable outcomes were simply products of prioritizing the economic side of decisions first. The notion of eating local was never formally developed, as it was a necessity of life during the 1800s. However, when compared to other institutions of higher education that began being founded, known as land grant institutions, the institution lagged behind in terms of implementing land use practices awareness into their curriculum (Wright, 2002, p. 205).

Land grant institutions began formation in 1862; these institutions were catered primarily towards farmer's sons as an alternative to other forms of higher education. The more working class orientation of these institutions led their curriculum to be more centered on agriculture and land management. Purdue University, Texas A&M, as well as most state university systems were forged out of these land grants. The focus on land led to land use and management being enshrined in the curricula from their inception. Colgate University did not adapt to notions presented in these institutions for a much longer time frame (Wright, 2002, p. 205).

For Colgate University, the trend towards sustainability may have existed through unintended consequences, but the institution still seemed to generally lag behind other peer institutions within higher education with respect to modern sustainability principles. Such as not

being a part of the initial *The Tallories Declaration* and after much discussion, they did not sign the Real Food Challenge (Wright, 2002, p. 205; Real Food Challenge, n.d.). The economic aspects of decisions were the deciding factors, little regard was given to environmental or social aspects. Social parameters of sustainability were not actively considered, or if they were, preserved documents proving so seem to be missing from the archives. As mentioned above, allusions to unideal working conditions for stewards led to tension in the early years of Colgate's food provision systems for food providers.

As Colgate fully transitioned into a liberal arts institution in the 1970s, their stance on sustainable aspects with regards to food provision began to shift as well. The institution began to move towards a more regulated external food service provider system. Socially unsustainable practices while utilizing stewards led to discontent among the students and food service workers, which ultimately led to this shift. The demand for change largely coming from disgruntled students regarding how the steward system was operating. Along with the evidence of workers not being fully valued, and treated in poor working conditions, a socially unsustainable situation was evident. While the new system of using an external food service provider seemed to be economically inefficient when compared with the previous model, it now began to elevate the social aspects of sustainable dining that have been mentioned. Now, the increased costs of food production were seen largely seen as a worthwhile change to make due to student's perceptions of the institution going down. Student's demands of the institution led the institution to implement a food system that was not as profitable economically, except when these social externalities were taken into account.

This mirrors a shift in higher education towards a budding sustainability movement in academia (Gordon, 2012). One that focusses on social concerns as much as economic ones. However, according to the archival data, environmentally sustainable food provision was not a main concern yet. Even though the sustainability movement within higher education was beginning to place an emphasis on locality of food sourcing. The concept of being a locavore, or eating foods produced within a close proximity to cut down on fossil fuel emissions, was not prevalent at the institution yet. Colgate University seemed to be still slightly behind other peer institutions, primarily land grant institutions at this time period with respect to environmental aspects of sustainability.

Since the year 2000, the notion of sustainability, and as a sub-genre eating locally sourced food, was becoming more commonplace both in higher education and at Colgate University. Yet, it took Colgate University still a few years to begin to implement changes to their food program and on campus. With the appointment of John Pumilio as the Director of Sustainability at Colgate University, a concrete sustained initiative to increasing the commitment to sustainability occurred. From 2009 onward, the commitment appears to be steadily growing through other initiatives such as a student-run garden being implemented in 2012. Along with the addition of a position creation within the food service department for a sustainability manager. Of over 100 other Chartwells operations on the east coast of the United States, none have a sustainability manager besides at Colgate University. These changes primarily begin to occur due to student pushback on the unsustainable practices regarding food and the environment. In this timeframe, specifically 2009 onwards, Colgate University seems to be

beginning to move ahead of the curve for sustainable dining services compared to higher education as a whole. This fundamentally occurring due to the social pressure of students on the campus towards the administration. The economic sustainability has begun to take into account the environmental impact intentionally as a result of social tension on campus. This is leading to supporting more local businesses and reducing the carbon footprint of the institution in the same vein.

## **Conclusion**

In the early years of Colgate University's history prior to the 1970s, the only aspect of sustainability that was prioritized was the economic aspect. Any seemingly social or environmental considerations were always auxiliary to the economic principles. Then, moving towards the 1970s, a shift occurs reprioritizing the hierarchy of the three pillars. This leads to the elevation of the social aspects of sustainability through student outcries. Similarly, environmental aspects of sustainability were still secondary to any social and economic concerns. With the current iteration of the food service providers, environmental concerns are being elevated to a similar level that economic and social aspects of sustainability receive. However, while an equalizing understanding of these three aspects has been moved towards, the institution is still not there. Economic concerns still outweigh social concerns, unless there is a large enough outcry for the social to be prioritized. Still today, the environmental considerations for sustainability only arise after enough social outcry has occurred for their adoption. The historic trend of the dominance of economic principles of sustainability over the other two aspects continues still. Albeit, in a less obvious manner than the earliest days of Colgate University's history. Environmental aspects of sustainability are still an afterthought to the other two aspects with decision-making occurs. This leads to long term unsustainable economic decisions due to the costs of repairing the unaccounted for externalities in the guise of short-term economic sustainability. The tradeoff of short-term financial gains for long-term environmental and economic concerns is nothing new to Colgate University.

Higher education at large has a similar trend with how it approached sustainable ideals. With economic principles being the driving force for decision making historically, even despite movements aiming for a more equitable evaluation of sustainability. Social movements being the driving change for any shifts on policy views. Similar to the trends at Colgate University, environmental concerns were only a factor after social pressures moved to limit the course of prioritizing economic considerations alone. Due to the nature of the capitalist society that both the institution of Colgate and higher education at large exist in, these patterns seem to be reinforced. Efficiency being the driving factor until social outcry for other notions begin to arise in an effort to limit that efficiency for reasons other than short-term financial prudence.

## **Recommendations**

As Colgate enters their Bicentennial in 2019 and a new chapter in its history, they can continue their upward trajectory on increasing sustainable food provision for students. As we have seen, Colgate is on the right path towards becoming a more sustainable school in terms of food provision, but that does not mean that they stop here and not continue to grow. They need to continue to improve and find new ways to incorporate sustainable food practices into their everyday dining experiences. With their hiring of Steve Holzbaur, the creation of the sustainable food systems advisory group, and incorporation of student lead initiatives, Colgate has moved ahead of many universities in the country, but we can still be doing more. Colgate and Chartwells commitment to achieving 30 percent local and sustainable food is impressive, but we should always want to have more local and sustainable foods. By incorporating more local food, the university would also be supporting the local economy and that is very important in such a rural county such as Madison County and the six other surrounding counties that surround Colgate. There are many recommendations that could be implemented here at Colgate, but we wanted to focus on four main ones. These main recommendations are: the implementation of more AASHE STARS initiatives such as meatless Mondays, a local food night market, reuse of cooking oil into biofuel, donation of edible food to local shelters, and restructuring the reusable container program.

Colgate's two-tier system incorporates the Associate for the Advancement of Sustainability in Higher Education's Sustainability Tracking Assessment and Rating System (AASHE STARS) definition of local as a 250-mile radius and within the six surrounding counties. There are several different actions that could be implemented that are a part of the AASHE STARS 2.1 version such as: meatless Mondays, the participation in different national competitions for sustainable dining such as U.S. EPA Food Recovery Challenge, and the use of a food waste prevention system, such as LeanPath to track and improve its food management practices (AASHE, 2017, pp. 190-192). The different actions that are listed above from the AASHE STARS 2.1 version report, could assist Colgate in becoming a more dining sustainable campus, and could also assist Colgate in earning more points towards moving from a gold member to a platinum member (AASHE STARS).

There are several schools that are implementing unique sustainable dining programs that Colgate could try to implement such as a local food night where the local vendors come to campus and promote their products to students, faculty, and staff (Bucknell University, 2017). This would be a way to promote local food and relationships between the university and the surrounding community. Bucknell University also has a program that takes all of the used cooking oil from the dining areas of the Bucknell campus and gives it to a company for processing into diesel biofuel, "a clean-burning fuel for diesel engines with lower toxicity and carbon monoxide emission than petroleum" (Bucknell University, 2017). If Colgate were to implement a similar program it could be used in the diesel engines used on campus such as the vans, trucks, and other maintenance vehicles.

Tufts University was one of the founding universities that signed the Talloires Declaration in 1990 and have set several examples that other universities can follow when they



are implementing sustainable practices at their university. One of the major programs that Tufts has implemented in regards to their dining services is that when they do have leftover food from either catered events or any food in general, they donate it to a local organization that has emergency food for free for the different community members (Tufts University, 2017, para. 5). In Madison county, a program like this would be a way to build community relationships between the school and the county inhabitant since the food that was donated would not only be edible, but also healthy.

Although Colgate University tried to implement a reusable container program in the fall of 2016, it did not take hold and made very few changes in regards to limiting food container waste. Many students were unaware of this program as is it was only open to first-year students. As a way to promote the reusable to-go containers, these containers could be given to students who are on the meal plan and when they use their reusable container they can receive points that could place them into a raffle to receive certain benefits such as reusable water bottles, mugs, Colgate clothing, and the big prize could be a discounted meal plan for people who use their container a certain amount of times over the course of the semester. Additionally, Chartwells or Colgate could charge a deposit for the reusable container and if you were lose the container, then you have to pay your deposit. A system could be implemented where students get two free containers a semester, but once you lose those, then you have to pay the deposit. As a way to reduce disposable cup waste, all students who pay for a meal plan could be given a reusable water bottle and mug at the beginning of the school year that can be used in the dining areas to receive discounted prices (Colorado State University, 2017).

There are several ways that Colgate can continue to maintain and further their goal of a sustainable dining program and these are just a few recommendations that other institutions of higher education across the country have implemented at their schools to promote sustainable dining practices. The Bicentennial is a way for Colgate to not only look at its past, but to also incorporate new ideas about sustainable dining practices into their future.

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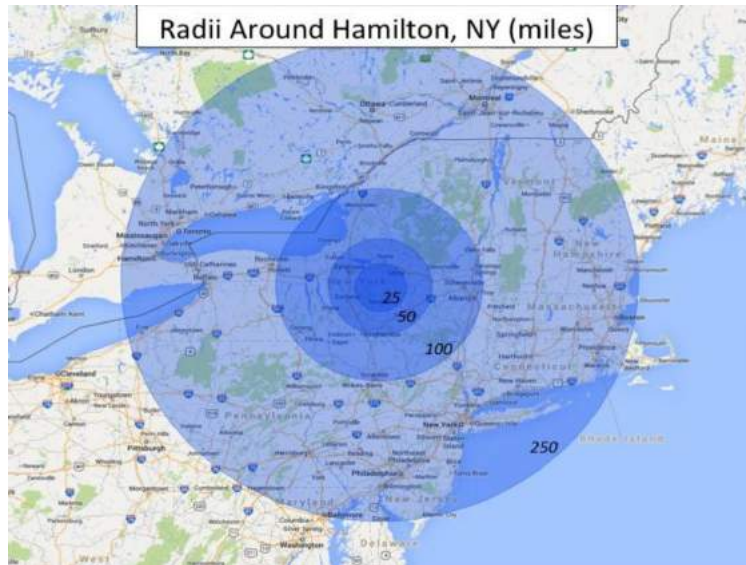
**Appendix I**



[http://blogs.colgate.edu/sustainability/files/2014/12/New-York-Map\\_opt1-444x350.jpg](http://blogs.colgate.edu/sustainability/files/2014/12/New-York-Map_opt1-444x350.jpg)



Food source infographic in Frank Dining Hall, Colgate University, Hamilton, NY. (Photo taken and edited by Summitt Liu, April 11, 2017).



Local 250 mile radius around Hamilton, NY map. (Sustainable Food Systems Advisory Group, 2015) <https://sites.google.com/a/colgate.edu/sustainable-food-systems-advisory-group/aashe-stars-definitions>



Land Grant Institutions in 1862 and 1890. (National Research Council, 1995, p. 8)

**Local & Community Based**

*These foods can be traced to nearby farms, ranches, boats and businesses that are locally owned and operated. Supporting small and mid-size food businesses challenges trends towards consolidation in the food industry and supports local economies.*

**Green Light: Products meet**

**Single-ingredient Products:**

A product must meet ALL the following criteria:

A. **Ownership:** Producer must be a privately or cooperatively owned enterprise. | *Wild-caught Seafood must come from owner-operated boats*

B. **Size:**

- **Produce:** Individual farms must gross \$5 million/year or less
- **Meat, Poultry, Eggs, Dairy, Seafood, Grocery:** Company must gross \$50 million/year or less

C. **Distance:** All production, processing, and distribution facilities must be within a **250 mile radius** of the institution. | *This radius is extended to 500 miles for Meat*

**Single-ingredient Products (Aggregated):**  
100% of the products must meet the criteria for Ownership, Size and Distance

Real Food Standards 2.0 (Real Food Challenge, 2016, p. 20).  
<http://calculator.realfoodchallenge.org/help/resources>



Map of the six surrounding counties(Sustainable Food Systems Advisory Group, 2015)  
<https://docs.google.com/viewer?a=v&pid=sites&srcid=Y29sZ2F0ZS5lZHV8c3VzdGFpbmFibGUtZm9vZC1zeXN0ZW1zLWFKdmlzb3J5LWdyb3VwfGd4OjE1ZGZmY2VhYjEzNTIhYWY>

**Appendix II**

**Certificate of Informed Consent Interview- Colgate University  
History of Food Sustainability at Colgate University**

**Overview and Procedure:** We are a team of student researchers from the ENST 390, interested in learning more about the availability of sustainable food practices at Colgate over the past 200 years. We would like to ask you some questions concerning this topic. The interview will take 30-45 minutes of your time.

**Risks and Benefits:** Your participation in this project is low risk, though some of the questions we ask might seem a bit personal.

**Confidentiality:** Your answers to all questions will be confidential and used only for research purposes---your name will be connected to any of the information that you provide, unless you tell us otherwise, then your name will be kept confidential and will be given a pseudonym.

Results from this study will be made available to you should you desire and will also be published on the Colgate website.

**Compensation:** None

**Your Rights:** As your participation is fully voluntary you have the right to withdraw from this study at any point or decline to answer any question without penalty.

**Contact Information:** If you have any questions about this study or your rights please contact any of the principal student researchers: Geneva Leong (gleong@colgate.edu), Robert Howie (rhowie@colgate.edu), or Summitt Liu (sjliu@colgate.edu).

Please circle the appropriate choice for each of the following:

Yes or No: I give permission for my voice, image, name etc. to be used for your video component of your class project

Yes or No: I give permission for my quotes to be used in your project

By signing below, you are agreeing 1) to participate in this study, and 2) that you have read and understand all of the information provided on this form.

\_\_\_\_\_  
Participant Name (please print)

\_\_\_\_\_  
Researcher Name (please print)

\_\_\_\_\_  
Participant Signature

\_\_\_\_\_  
Researcher Signature



---

Date

---

Date

*Questions for Steve Holzbaaur*

1. Name, job position, how long?
2. What is your personal definition of sustainability and how do you apply it to food?
3. Where were you before coming to Colgate?
4. And how has that helped you work towards making Chartwells more sustainable here? What specifically drew you to Chartwells at Colgate? What does your job entail?
5. What is Chartwells approach to sustainability, how do they define it?
6. How has Chartwells worked to improve sustainable dining?
7. How does Chartwells define local?
8. How much food is produced and wasted in a normal week on campus? What happens to that food and are there any initiatives in place to combat this food waste?
9. Is 24 hour Frank a step back from being more sustainable?
10. Where do you see Colgate in the future and how can they realistically become more sustainable?
11. Do you have any questions for us to about our project, or recommendations for us to focus on moving forward?
12. How do you feel Colgate presently compares to other institutions of higher learning through the country?

*Questions for John Pumilio*

1. Since you are the director of sustainability, can you elaborate on how you define sustainability and how you apply it when thinking about food?
2. As the director of sustainability, what is your perception of the food provision at Colgate both presently and historically?
3. Is there a log of previous sustainability initiatives that goes back before Chartwells?
4. Are there any general trends you have noticed since before the Sustainability Manager position was created to now?
5. How have the trends, or lack there of, been mirrored in other institutions of higher education throughout the country?
6. What do you think we could do to become more sustainable in our food provision?
7. Are there any initiatives from the past that we should implement or other institutions we should look to for assistance?

**Appendix III**

**Certificate of Informed Consent Video- Colgate University  
History of Food Sustainability at Colgate University**

**Overview and Procedure:** We are a team of student researchers from the ENST 390, interested in learning more about the availability of sustainable food practices at Colgate over the past 200 years. We would like to ask you some questions concerning this topic. This video interview will take 30 minutes of your time.

**Risks and Benefits:** Your participation in this project is low risk, though some of the questions we ask might seem a bit personal.

**Confidentiality:** Your answers to all questions will be confidential and used only for research purposes---your name will be connected to any of the information that you provide, unless you tell us otherwise, then your name will be kept confidential and will be given a pseudonym. Results from this study will be made available to you should you desire and will also be published on the Colgate website.

**Compensation:** None

**Your Rights:** As your participation is fully voluntary you have the right to withdraw from this study at any point or decline to answer any question without penalty.

**Contact Information:** If you have any questions about this study or your rights please contact any of the principal student researchers: Geneva Leong (gleong@colgate.edu), Robert Howie (rhowie@colgate.edu), or Summitt Liu (sjliu@colgate.edu).

Please circle the appropriate choice for each of the following:

Yes or No: I give permission for my voice, image, name etc. to be used for your video component of your class project

Yes or No: I give permission for my quotes to be used in your project

By signing below, you are agreeing 1) to participate in this study, and 2) that you have read and understand all of the information provided on this form.

\_\_\_\_\_  
Participant Name (please print)

\_\_\_\_\_  
Researcher Name (please print)

\_\_\_\_\_  
Participant Signature

\_\_\_\_\_  
Researcher Signature

Date

Date

*Video interview questions for John Pumilio*

1. Where do you see Colgate in the future and how can they realistically become more sustainable? What is the next step?
2. What is your personal definition of sustainability and how do you apply it to food?
3. How long have you worked as the sustainability director here at Colgate?
4. Perception of food provision at Colgate over the time you have worked here?
5. How has Colgate improved on sustainable dining practices- how does your office assist in this mission?
6. How has the Sustainable Dining Group assisted

*Video interview questions for Steve Holzbaur*

1. Where do you see Colgate in the future and how can they realistically become more sustainable? What is the next step?
2. What is your personal definition of sustainability and how do you apply it to food?
3. How does Chartwells define local and sustainability?
4. What are challenges that you face feeding such a large amount of people? (24 hour frank, variability in food, seasonal food, out of state food, other challenges)
5. How much food is produced and wasted in a normal week on campus? What happens to that food and are there any initiatives in place to combat this food waste?

## **Appendix IV**

COLGATE UNIVERSITY

OFFICES OF FINANCIAL ADMINISTRATION

DATE November 11, 1970.....

TO — Mr. Raymond M. Krehel

COPIES TO:

FROM — George A. Dix *George A. Dix*

Mr. Guy Martin  
Mr. Fred Dobens

SUBJECT — FOOD SERVICE AND SERVOMATION MATHIAS, INC.

There are several factors which apparently influenced the decision made by Servomation Mathias to terminate its services at Colgate University. All of the points mentioned below have been expressed to me by representatives of Servomation Mathias. While some of these concerns stem from operational difficulties, all of them eventually relate to increased costs.

Servomation management contend that the contract itself has been a stumbling block for them because it did not provide for the additional costs inherent in the unusual and unanticipated demands being placed upon them. In spite of the contract, which it signed, Servomation feels it cannot afford to jeopardize its reputation for high standards of quality and integrity for service to its clients by doing anything less than its best.

In an earnest attempt to serve the wants and needs of the students, from the very beginning of its operation on the Colgate campus, Servomation on its own initiative has tried to set up appropriate food committees made up of students, faculty and administrators. However, such effort cannot be a one-way street. Interest in food committees last spring was very difficult to generate. Finally, this fall semester, after several weeks of urging on the part of Servomation, food committees have been formed in the various living units through the cooperation of the residence halls' personnel. These food committees began working with Servomation about three weeks ago and have made suggestions which Servomation has already implemented.

For the many months prior to the formation of food committees, Servomation tried to get constructive suggestions and play-back from students. This it found was difficult to do, and instead of gleaning worthwhile suggestions it found itself the victim of unwarranted criticism and abuse.

The difficulty in getting an accurate list or count of boarders from those responsible for assigning boarders to dining halls has been a problem of much concern. Finding it rather futile to pursue the matter indefinitely, Servomation has absorbed losses from unpaid meals eaten by "unauthorized" boarders.

Servomation feels that the responsibility for discipline in the dining halls does not appear to be of much concern to the Colgate administration. Servomation maintains that its employees are here to serve meals--not to discipline. While their



employees attempt to relate to the students and try to exercise a degree of control, they (as outsiders) inevitably end up being targets for abuse, threats and obscenities. Without discipline, any food service will eventually be destroyed. Two areas of concern which Servomation feels are outgrowths of the discipline problem are as follows:

1. Unruly conduct of students passing through the serving lines. The abuse to which the employees are put is quite unnerving and unwarranted.
2. So-called food demonstrations (throwing of food and creating unnecessary disarray) in the dining halls. These food demonstrations generally appear to have no relation in fact to the quality of the meal being served. The "demonstrators" when confronted apparently have no real reason for the demonstration other than the entertainment value. These acts create unnecessary costs and have serious damaging effect on the morale of the food service employees.

Servomation has experienced a serious lack of responsibility on the part of many of the students. Case in point is the unusually large loss of china and silverware. Since the beginning of the fall semester there have been losses of over \$3,000 worth of china and silverware. Attempts on the part of Servomation to recover such property or to apprehend offenders have been met with little concern or cooperation on the part of the Colgate staff. The result is another source of soaring costs.

Another concern on the part of Servomation is the expressed desire of the Student Aid Office to have complete control over the hiring of student help in the kitchen and dining halls. Servomation contends that the investment in training new help is very high, and since its organization is charged with the responsibility for providing quality food service at the lowest possible cost, it wants to reserve the right to continue using trained student help when possible as opposed to using new ones every few months. The whole concept of student aid as expressed by the Student Aid Office frightens Servomation because it feels it cannot afford to subsidize students at the expense of the food program. Servomation maintains that a poor attitude is being created among the student workers who feel they can have a job regardless of any personal initiative, at any cost, to pay off student aid debt.

Some economic problems with which Servomation is faced include:

1. Cost of food has increased 6% over last year.
2. The quantity of food being eaten by the students is considerably more than anticipated in spite of the students' cries that the food is poor. It is reported that many students are eating the equivalent of three full meals at each meal hour. Servomation is purchasing 10% more food this year than last year.
3. The so-called "missed meals" by students has dropped considerably over last year and far below the anticipated number. This

also creates more food costs for Servomation.

4. Labor costs have increased 15¢ an hour for regular full time employees and 25¢ an hour for student employees. Larger demands are already being prepared by the union for next year.

Servomation feels that the physical facilities with which it has to work hamper efficiency. The Student Union facilities are particularly poor and the cost to keep the kitchen clean because of its age and condition is more than it should be. The Bryan Complex kitchen with its two serving lines is poorly laid out, requiring extra employees to man the stations.

Servomation has found that it is constantly being asked and expected to provide extra service beyond its contractual obligations at no extra cost. This type of free service simply cannot be given and those who ask for it label Servomation as being uncooperative and inflexible. This sort of attitude has placed Servomation in a situation where it finds it must battle against very strong odds and with very little cooperation from those in positions at Colgate who could help.