



The Real Food Challenge 2015 Report to the Nell Newman Foundation

June 1, 2016

Thanks to support from the Nell Newman Foundation, Real Food Challenge secured key campaign victories and strategy milestones in the 2014-2015 school year. We won our first commitments to real food purchasing at large, agricultural universities in the Midwest and South. We continued to build food chain transparency, as students utilized our Real Food Calculator tool at 80 universities. In the process, we inspired, connected, and trained hundreds of new leaders and made significant strides in the development of strategy for a next-stage campaign. Your investment was critical in helping us secure these milestones. ***Thank You!***

Activities and Accomplishments from the Year 2014-15 Program Year

In pursuit of the Goal 1 - to increase the portion of college food budgets invested in sustainable agriculture, we:

- **Won 'real food' commitments worth \$6.7 million at 10 universities.** We fell short of our total goal for food dollars shifted; however, most of the universities that did sign are significantly larger and more influential than many of our prior Commitments. Ten individual schools in ten states signed the Real Food Campus Commitment, including the University of Oklahoma, University of Pittsburgh, University of Utah, and Northwestern University.
 - Northwestern is notable as the first university in the Big 10 athletic conference to sign-on -- an important precedent among a university conference made up of many of the most influential agriculture schools in the US. The Northwestern win and these campaigns mean that we are firmly organizing now in much more contentious territory, and we are starting to discuss how our campaign approach and process of may need to evolve. It may also be an opportunity to shine a light on the undue agribusiness influence over agricultural research priorities at these universities, as recent reports by the Union of Concerned Scientists and Food and Water Watch have documented.
- **Trained 926 students at 58 universities** to support these successful campaigns and to start or advance campaigns at other campuses, through eight intensive Regional Strategy Retreats, on-campus introductory workshops, and strategic campaign planning sessions.
- **Advanced effective implementation of real food policies** (which comes into effect after a school signs the Real Food Commitment):
 - With Minnesota-based Tomorrow's Table, we began our USDA Specialty Crop Grant research to study and test the potential institutional market for produce

'seconds', (cosmetically ugly fruit and vegetables which often represent a loss to farmers). Over 100 farmers participated in the first phase, evaluating market interest for seconds (our goal was 40 participants). All of the major food service companies are participating in a pilot project for sourcing seconds. (We are happy to provide the initial reports if desired.)

- We have cemented our work with small-scale fisher folk associated with the North Atlantic Marine Association and ranchers associated with the Humane Society's Producer Councils. We are creating local fish-to-university purchasing resources and have forged several connections between university food buyers and sustainable meat or dairy producers.

In pursuit of Goal 2 – to increase food chain transparency, we:

- **Brought over \$258 million worth of budgets at 80 schools under the review of the Real Food Calculator.** Student teams at 80 schools are conducting Calculator assessments (on the Calculator website, you would see over 180 signed up, but for this report we are only counting those that have completed the next step in the process). They range from small schools like Luther College in Iowa to bigger institutions like the University of Minnesota, Twin Cities.
- **Continued negotiations with Chartwells,** a subsidiary of Compass Group, the largest food service company in the world. We are struggling to finalize a new “Transparency Agreement” with Chartwells. The hold-up now is that they are interpreting a particular clause in a way that differs from when we started -- or at least from the way it was interpreted in other agreements (including with Bon Appetit Management Company, another subsidiary of Compass Group). We are seeking new legal help and are taking time to deliberate amongst student leadership about what alternatives to an agreement might be.

In pursuit of Goal 3 – to scale up impact and expand pathways of engagement and organizing, we:

- **Completed interviews with 28 producers and 14 food system organizations to evaluate campaign needs and potential** for a new industry-wide strategy. In November 2015, we hosted our first gathering of students and producer allies to begin a campaign planning process. Research was not *completed* in the past year as originally hoped for, but our bold thinking has inspired our allies, so the scope of the campaign planning -- and therefore the scope of research needed – has (rightly) increased. Overall, interest in and commitment towards a corporate foodservice campaign grew last year, and its development will continue to be a priority this year.
- **Launched a campaign to win a commitment to real food procurement in the entire University of Maine system** as part of a coalition called Maine Food for the

UMaine System (partners include Farm to Institution New England and Maine Farmland Trust). Significant campaign planning happened this year. Administrative dining contract processes delayed the campaign, but a milestone was reached this summer (see attached article) and work is continuing this 2015-2016 school year as a new cafeteria contractor is selected.

- Secured our first funding for our partnership with the Union of Concerned Scientists, the Food Chain Workers Alliance, and Movement Strategy Center -- now called the HEAL (Health, Environment, Ag, and Labor) Food Alliance. We **also finished the first phase of developing a shared platform** with 27 organizations and convened 15 of them in Chicago to plan next steps.

That process of platform development was a big step. It means that people and groups beyond the initial conveners are now actively engaged in building this alliance and along-term push towards real solutions. The roadmap that we develop through HEAL will help us engage a broader set of young people.

Reflection: Lessons Learned, Looking Forward

- **Effective real food policy implementation will require vigilance and, sometimes, additional campaigning.** We had a significant challenge last year with regard to our CalState University campaign. The year started on a note of good news -- the winning of a sustainable food policy *before* the summer of 2014. The bad news was that by the fall of 2014, the Chancellor's Office -- the office charged with coordinating implementation -- had dropped this work and had become unresponsive (literally not responding to our team's calls and emails). By necessity, re-engaging the Chancellor's Office became a priority. In effect, we had to mount another campaign, which, after a coordinated flood of emails and a week of action and in the spring of 2015, was successful in bringing the Chancellor's Office back to the table.

The other part of our work was stepping into the vacuum of leadership created by the Chancellor's Office's disengagement. Our team picked up the tasks of communicating with campus officials and drafting the *Implementation Manual*, for instance. Without strong communication and specification of how the policy is to be carried out, many campuses would likely ignore the policy or implement it in uneven or ineffective ways. We are now back on track with a re-engaged Chancellor's Office, but there is also no denying that this took time and energy away from other work that needed to be done. That said, we are glad to have seen our team rise to the occasion. And we've seen some students at CalState campuses think more creatively about the work on their campuses -- including winning a fight to prevent Coca-Cola from gaining exclusive "pouring rights" at San Francisco State University.

Looking forward, we are developing ways to keep up the pressure on administrations beyond the actual signing of the Real Food Campus Commitment, to ensure the mandates of the Commitment are taken seriously and implemented thoroughly and expeditiously.

- **'Internal' leadership training and strategy development will be as important as recruiting new leaders.** About halfway through the year, we realized that one drag on our exploration of a new 'corporate foodservice campaign' is that we hadn't built enough opportunity for staff and key student leaders to engage with the new campaign strategy ideas. Those of us on the research team felt too distant from the broad base of student leaders, and it was undermining our confidence that a major new idea might be embraced. To deal with that, we decided to hold a first-ever gathering of key student leaders from across the country (we've had summits before, of course, but that included hundreds of students, many of them who were new to RFC). We brought 30 of our most engaged leaders to a three-day meeting this past summer at the Ohio State University, and we got to dig deep into the issue of the corporate foodservice campaign, among others. It was a great experience, and confirmed that we should keep exploring this ambitious idea.

While we continue training and leadership development for *new* leaders, we will continue to find more and better ways for our key existing leadership -- both staff and student leaders -- to share leadership development training and campaign planning together, across regions and working groups.

- **We need to pay attention to trade policy and to educate our student leaders about it.** Although it was not something we anticipated a year ago, we felt we had to get involved in the debate over the Trans-Pacific Partnership. Key student leaders rightly pointed out that the TPP and its European counterpart (TTIP) represent potential existential threats to the RFC's core work (by undermining eco-labels, for instance) and to food producers that we are partnering with, from New England fishermen to sustainable beef producers. While the springtime vote on Trade Promotion Authority (aka FastTrack) did not go the way we wanted it to, it was closer than many anticipated, and we raised significant awareness about it within our network. It also deepened our relationship with some newer partners, including the Citizens Trade Campaign and the Institute for Agriculture and Trade Policy.
- **We need a new way to scale up our Real Food Calculator capacity** (or to turn potential users away). Moving the Calculator online a couple years ago made the process smoother and initially saved time, but that also made it easier for many more people and schools to sign up. Since interest has increased almost exponentially, but staffing for this remains at about 1 FTE, we have a new issue of capacity. We are working to automate more of the technical assistance (e.g., putting some technical assistance videos online) and continue to smooth out imperfections in the software, but that won't fully solve the problem. We have to find a way to fund more staff time for the Calculator. And while we did begin to explore an earned revenue model with hospital clients, that pathway is facing some hurdles. Another route we are exploring is a partnership with the Center for Good Food Purchasing: can we support them to become technical assistance providers for not just municipalities but also for schools if we combine our complementary strengths? A significant new project for this year will

explore an alignment with them.

Thank you so much for supporting a productive year!

Note: Since the period covered by this report, we have won an additional 6 commitments, including at UNC Chapel Hill and the entire University of Maine system. We've also made major strides towards building a the HEAL Food Alliance and towards launching a campaign focused on the "Big Three" foodservice management companies. We would be happy to update you on all these developments once the 2015-16 program year is fully over and evaluated.

REAL FOOD CHALLENGE FY15 EVALUATION

Rating system: 5 = Clear success; 4 = Qualified success or Mostly on track; 3 = Mixed results; 2 = Mostly a miss; 1 = Total miss

STATED GOALS & OBJECTIVES	RATING	RESULTS IN BRIEF
Goal 1: Shift \$20 million from industrial agribusiness to community-based, sustainable food sources	4	Qualified Success As a consequence of our policy wins this year, \$6.7 million of university food budgets have been committed to real food. While we hit our goal in the number of wins, that didn't translate into as many dollars as we initially hoped for, largely because we encountered even deeper-than-expected resistance at some big schools in the South and Midwest. Even had we won at more of those Southern and Midwestern campuses this year, the goal probably would have been out of reach; we can see more clearly now that it's difficult to hit a target that high in a given year with our current capacity unless a big system win (like the CalState policy victory) is involved.
1a. Convince at least 10 schools, including another major campus such as the University of Minnesota or University of Louisville, to sign our President's Real Food Campus Commitment.	5	Clear success 10 individual schools in 10 states signed the Real Food Campus Commitment, including four major campuses: University of Oklahoma, University of Pittsburgh, University of Utah, and Northwestern University. Northwestern is notable as the first Big 10 university to sign-on – an important precedent among a university conference made up of many of the most influential agriculture schools in the US. Oklahoma, U Pitt and Utah are very large institutions (~30,000 students each), which means the Commitment can impact a significant student body.
1b. Provide intensive organizing & leadership training to 1000+ students at 75+ campus nationwide, through regional leadership institutes, on-campus trainings, and ongoing direct support.	5	Clear success Trained 926 students at 58 universities to support these successful campaigns and to start or advance campaigns at other campuses, through eight intensive Regional Strategy Retreats, on-campus introductory workshops, and strategic campaign planning sessions.
1c. Ensure effective implementation of real food policies: pilot an Implementation program (which go into effect after a Commitment has been signed)	5	Clear success > With Minnesota-based Tomorrow's Table, we began our USDA Specialty Crop Grant research to study and test the potential institutional market for produce 'seconds, (cosmetically ugly fruit & vegetables which often represent a loss to farmers). > We have cemented our work with small-scale fisher folk associated with the North Atlantic Marine Association and ranchers associated with the Humane Society's Producer Councils.
Goal 2: Increase food chain transparency by bringing at least \$100 million worth of school budgets under the scrutiny of the Real Food Calculator.	4	Qualified success This year, we brought over \$258 million worth of food budgets at 80 schools under the review of the Real Food Calculator. Having the capacity to meet the scaled up demand for Calculator support is a current challenge.
2a. Empower students at 50 new schools to conduct Calculator assessments at their schools.	5	Clear success Student teams at 80 schools are conducting Calculator assessments (on the Calculator website, you would see that over 180 signed up, but for this report we are only counting those that have completed the next step in the process).
2b. Remove key roadblocks by food service: secure an agreement with another major food service company (Chartwells)	2	Mostly a miss This process has not reached the timely conclusion we were expecting at this time last year because of lack of cooperation on the companies' part, and limits of our fiscal sponsor's legal support on ours. While we are moving along the home stretch, we did miss our target deadline and are pursuing leads to develop stronger legal support for the negotiations.
Goal 3: Scale up impact and expand pathways of engagement and organizing.	4	Qualified success See below.
3a. Complete research needed to launch a new corporate campaign (targeting purchasing policies on hundreds of campuses at once).	4	Qualified success We completed interviews with 28 producers and 14 food system organizations to evaluate campaign needs and potential. In September 2015, we hosted our first gathering of students and producer allies to initiate a Design Team. Research was not <i>completed</i> this year -- but our bold thinking has inspired our allies, so the scope of the campaign planning – and therefore the scope of research needed – has (rightly) increased. Overall, interest in and commitment towards a corporate campaign grew this year.
3b. Launch campaigns targeting clusters of schools in Massachusetts' Pioneer Valley, Boston, the Southeastern Conference (SEC), and the Big Ten Conference.	4	Qualified Success (shift in focus) In New England, we shifted our emphasis from the Pioneer Valley and Boston to Maine based on some emerging partnerships. We launched a campaign to win a commitment to real food procurement in the University of Maine system, with Farm to Institution New England and Maine Farmland Trust. We also developed good footholds in the Big Ten and SEC conferences, although we can see even more clearly now how hard those schools will be to move.
3c. Flesh out a roadmap for state and federal policy reform as part of the HEAL (Health, Environment, Agriculture, and Labor) Alliance.	5	Clear success We finished the first phase of developing a shared platform with input from 27 national, member-based organizations and convened 15 of them in Chicago to plan next steps. We secured our first funding for the partnership with Union of Concerned Scientists, Food Chain Workers Alliance, and Movement Strategy Center.

The Salt Lake Tribune

'Real food': University of Utah commits to a dining-hall overhaul

BY ANNIE KNOX

THE SALT LAKE TRIBUNE

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On a slow summer day at the University of Utah's athlete dining hall, executive chef Peter Hodgson labored over a bit of beef.

With grill marks just so, Hodgson served filet mignon with Muir Copper Canyon Farms microgreens and mushroom sauce to Jeff Rudy, the U.'s football-operations director.

By 2020, the school has pledged to have such fresh, local meals — if homelier ones — for anyone eating in campus cafeterias or sandwich joints, not just athletes and their coaches.

Twenty cents of every dollar in the school's dining budget, President David Pershing and his staff vowed, will go to "real food."

"They're definitely aware that this is a generational shift," said David Schwartz, campaign director for the Boston-based Real Food Challenge, "not just a momentary blip on the radar screen."

U. administrators announced the pledge a few months ago, heeding national calls from student advocates.

And the school is making progress. But real food is a big bite.



Trent Nelson | The Salt Lake Tribune
Marykate Glenn walks through the Edible Campus Gardens at the University of Utah, Thursday June 4, 2015. The University is pledging to put 20 percent of its food budget toward "real food" by 2020. The state's flagship school of 30,000 joining dozens of campuses nationwide in a "Real Food Challenge." Right now, estimate leaders of a U. student group estimate that about 11 percent of U. food is "real," meaning it is local, humane and tended by workers who are paid fair wages. The U. buys produce from local farms, as well as on-campus gardens.

This year, the U. spent \$2 million on food and drinks alone. With roughly 30,000 students, Utah's flagship university is the largest school to join the challenge so far. Even so, Schwartz noted, the commuter school pays less to feed students than other state schools such as the University of Massachusetts Amherst.

Joining the challenge is a matter of school leaders doing "due diligence" for roughly 2,200 U. students with meal plans and up to 8,000 others buying coffee and meals on campus each day, said Reggie Conerly, dining services director. Students in the U. chapter of the national group credit Conerly for leading the push.

The definition of "real food" is somewhat slippery. To qualify, ingredients must fit at least one of the following criteria: They must be local, meaning they travel less than 150 miles. They must be "fair," meaning workers are paid livable wages. They must be ecologically sound, or in other words, organic. And they have to be humanely raised, such as cage-free chickens or pastured cows.

To date, at least 11 percent of U. food is real, estimates Will Schott, a former intern hired by Conerly to do the math in 2012 and 2013.

The actual proportion might be lower, because Schott's analysis did not consider sales from Papa John's and Pepsi. But, he said, the U. has made strides since then: It buys cage-free eggs and Salt Lake City-based Wasatch Meats.

"It doesn't have to be all in one chunk," said Schott, an incoming U. medical student. Even small steps are a good investment in students' health and Utah's economy.

At other colleges, Schott's counterparts have struggled to hold contractors accountable.

Four student researchers at the University of California, Santa Cruz, discovered that some reportedly local ingredients had traveled farther than the contractor revealed, said Tim Galarneau, education coordinator at the Center for Agroecology and Sustainable Food Systems.

The school of roughly 16,000 undergraduates is in the midst of transferring its \$8.2 million annual food budget to another company. The California university has doubled the commitment of most schools, at 40 percent, and constantly combs data to determine the miles, wages and environmental effects behind 27,000 daily meals.

"We're building the ship while we sail it," Galarneau said.

At the University of Utah, the new model could end up saving money, chef Hodgson figures.

Utah produce travels fewer miles, arrives fresh and keeps a day or two longer in the fridge, preventing cooks from having to toss it, he said.

Others noted sustainability isn't just about the backstory. Once it reaches dining halls, efforts to compost uneaten food, limit portion sizes and reduce the number of

options can also help save resources.

But anyone expecting fully organic menus at the U. will be disappointed.

Conerly concedes pesticide-free tomatoes and free-range turkeys are more costly. But he still plans to fork over a bit more for some organic produce.

He expects the cost of meal plans to hold steady as the school brings in more mushrooms from Filmore and stone fruit from Santaquin. University cooks also are sautéing kale and tomatoes from on-campus gardens.

Money spent on sustainable food choices at 10 dining centers is offset by hefty revenue from Starbucks, Einstein Bros. Bagels, Coca-Cola and other vendors renting space on campus.

The U. reaps an additional \$150,000 from vending-machine drink and snack sales, said Jerry Basford, associate vice president for business and auxiliary services.

The athletics cafeteria is separate, but anyone can visit the buffet for \$10 to \$15, depending on the meal.

Even if the U. is successful in meeting its goal, Conerly doesn't expect everyone to be satisfied.

In response to demand, some campus stores now offer snacks that are free of genetically modified ingredients. And Conerly believes calls for GMO-free sandwiches, pizza and salads "are coming down the line."

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What "Real Food" means:

It's a wide-ranging category. To qualify, items must fit at least one of the following criteria:

Local, meaning they travel less than 150 miles.

Fair, meaning workers are paid livable wages.

Ecologically sound, or in other words, organic.

And, humanely raised, such as cage-free chickens or pastured cows. > XX

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BANGOR DAILY NEWS <http://bangordailynews.com>

Maine universities to buy 20 percent of food locally by 2020 (<https://bangordailynews.com/2015/08/31/news/state/maine-universities-to-buy-20-percent-of-campus-food-locally-by-2020/>)



Brook Woodridge (from left) of Riverside, California, Cassandra Sontiens of London, Ontario, and Sterlin Loudan of Halli help themselves to Gifford's Ice Cream in the Bengat's Lar at the University of Maine at Fort Kent on Monday. Students at UMEK and the system's other campuses will find more Maine-made and grown products in dining halls next year. The system has committed to hiring a food services company that will provide 20 percent of its food from Maine sources. *By Philo* (http://store.bangordailynews.com/Other/Week-of-August-31-2015/61677652_k5h3WGS44318355004_D8PNC2B)

By Nick McCrea (<https://bangordailynews.com/author/nmccrea/>), BDN Staff

Posted Aug. 31, 2015, at 11:04 a.m.

BANGOR, Maine — The University of Maine System announced Monday that it has committed to purchasing 20 percent of food served on its campuses from local producers within the next five years.

The system's procurement team released a request for proposals Monday, seeking a company to supply dining hall and other food services at six of the system's seven campuses. The University of Maine's flagship campus in Orono handles its own food services.

The request for proposals stipulates that the provider should be able to ensure at least 15 percent of the food be locally purchased in the first year of the contract, increasing by 1 percentage point annually to reach 20 percent by 2020.

That 20 percent equates to about \$1.7 million in local food purchases, according to the system, which spends about \$8.6 million per year feeding students and staff.

This is in line with what a coalition of Maine growers, harvesters and agricultural organizations, calling itself Maine Food for the UMaine System, called for in a report issued earlier this summer (<http://www.google.com/url?q=http%3A%2F%2Fbangordailynews.com%2F2015%2F07%2F7%2F2%2Fnews%2Fstate%2Fmaine-food-producers-call-on-universities-to-think-local-when-feeding-students%2F&sa=D&sz=1&usq=AFQCNCG3m3GQPE8nuIqV3sS5yS4pcZx&ref=inline>).

"We've incorporated a tremendous amount of their input," said Rachel Piper, who served on the system's procurement team.

Food is considered local if it is harvested or produced within 175 miles of the campus at which it is served. However, a food provider that does business with any campus may sell food to any of the other seven campuses, according to the system. That definition was developed through discussions with Maine farmers and surveys of 2,500 dining hall customers, according to the system.

"The university's commitment to buying local is going to give farms like mine better access to the customers it takes to grow our business," said Sam Blackstone, owner of Circle B Farms in Caribou, in a Monday news release.

The Maine Food for the UMaine System report calls agriculture a "bright spot" in Maine's economy. Census data say that between 2007 and 2012, the value of agricultural produce in Maine increased from \$617 million to \$764 million, or nearly 25 percent.

System officials in May unanimously passed a new policy directive stating that the universities would give preference to sustainable, local food, where financially and logistically possible.

The University of Maine in Orono, while it won't be part of the future contract, already draws about 18 percent of its food from local sources, and plans to hit the 20 percent threshold by 2020, according to systems spokesman Dan Demeritt. UMaine spends about \$1 million per year on local food.

System officials said Monday that UMaine's experience running its own local-focus dining program was critical in shaping the systemwide request for proposals.

Rudy Gabrielson, chief procurement officer for the system, said the firm that wins the food services contract will have to meet this goal without having a significant impact on students' wallets.

"The key here is balancing the economics and our aspirations on food," Gabrielson said. He said the system needs to hire a company that can meet the 20 percent threshold, or even surpass it, without causing the costs of feeding university students and staff to jump.

The system's \$12.5 million contract with Aramark (<http://www.google.com/url?q=http%3A%2F%2Fwww.aramark.com%2F&sa=D&sz=1&usq=AFQCNFCnCdHY2F5vB0hBHGfF5koNvKA>), a national food services company based in Philadelphia, has been in place for a decade. System trustees likely will be asked to approve the next contract by early 2016 after reviewing food services proposals.

"Local food production is part of Maine's legacy and could be even more important to our state's future," UMS board Chairman Sam Collins said Monday. "The farmers, fishermen, producers and processors that bring sustainable, local food to our tables are a top priority for university research and spending."

Follow Nick McCrea on Twitter at <https://www.google.com/url?q=https%3A%2F%2Ftwitter.com%2Fnmccrea213&sa=D&sz=1&usq=AFQCNETH1e-UrtdNS4RPHLNUA0T4HfRdq>.

<https://bangordailynews.com/2015/08/31/news/state/maine-universities-to-buy-20-percent-of-campus-food-locally-by-2020/> (<https://bangordailynews.com/2015/08/31/news/state/maine-universities-to-buy-20-percent-of-campus-food-locally-by-2020/>) printed on February 15, 2016

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Schapiro signs campus commitment to increase 'real food' in dining halls

Peter Kotecki, Reporter

June 3, 2015 •

University President Morton Schapiro signed a campus commitment Wednesday with Real Food at NU, pledging 20 percent of Northwestern's dining hall food will meet "real food" criteria by 2020.

Miranda Cawley, co-director of Real Food at NU, said the group hopes NU will exceed the goal of purchasing 20 percent "real food," which is defined as "ecologically sound, community-based, humanely produced or fair trade" by the national organization Real Food Challenge.

NU is the first university in the Big Ten to sign a campus commitment for an increase in the percentage of "real food" in dining halls, Cawley said.

"This is a huge achievement for Northwestern, for sustainability," Cawley said. "There are people working in fields whose lives will be impacted by this decision, and that cannot be underestimated."

Real Food at NU met with Schapiro after months of campaigning for

support from students, faculty and administrators.

"He just walked in and sat down and told us that everybody he has spoken to in the administration supported it," Cawley said. "He thought it was a great idea. He doesn't know why we haven't been doing this for longer and asked us what he could sign."

The group will soon begin its implementation phase, Cawley said.

"We are going to be working with the administration, with workers on campus and within our group to figure out exactly which product changes make the most sense for our school and increase more real food on campus," Cawley said.

Now that Real Food at NU no longer has to focus on campaigning, the group will work on hosting more events related to "real food" education, Cawley said. The signing is a great chance for Real Food at NU to show NU can be a leader in sustainability, she added.

"We will be partnering with more organizations to see how our food system touches all the different issues that students care about here and make this a flagship school for real food," Cawley said.