Purple Potato Café
A Student Led Campus Café Initiative

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ENVS 4100: Appropriate Technology and Sustainability – Ecological Design:
The Campus as a Living Laboratory

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“The Purple Potato seeks to provide fresh, healthy, delicious and ecologically sound food in a socially responsible manner to build local economy and strengthen the WMU community.”
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Executive Summary:

As more and more people switch from what might seem a traditional diet to a vegetarian/vegan lifestyle, the university will see a growing percentage of the student body that is under-represented by the current dining services. The student body has voiced their need for reform in the surveys we distributed and supports a need for change. As a part of our campus’s agenda to implement sustainability in higher education, it would be in everyone’s best interest to design a café that includes management through the student consensus along with our sustainability objectives. We would like to propose that this new establishment include some of the other leading practices in academia that also support our educational intent, including student co-op management strategies and structure, local and organic product sourcing, and a cross-curriculum focus that remains central to our innovation.

When developing our vision of the café, we began where previous projects left off in their attempts to establish a student-run cooperative dining service on campus. Their preliminary research laid the groundwork for our efforts. We then began to research other successful student cooperative cafés. By modeling after these leading cooperatives, WMU has the ability to assemble an interdisciplinary approach of its own, built on implementing a leading innovative establishment unlike any other. Universities like UC Berkeley, UC Davis, Oberlin University, and Portland State University represent a portion of campuses that are seeing the benefits of collaborating sustainability initiatives with student interests and the university’s mission.

It has become a growing trend for leading schools to reach out and encourage students to demonstrate their leadership in a hands-on establishment of their own. For example, by recognizing that the students’ dietary options are not fully represented within the university, WMU is in an opportune position to join the leading universities in establishing a student-led
cooperative café addressing these unmet needs. Focusing this café on ecologically sound practices allows WMU to be a progressive leader in sustainable change on campus. To be amongst one of the first in Michigan with such an establishment, WMU can illuminate what sustainability efforts our students are attaining.

Throughout the duration of the Spring 2010 semester, we have met with alumni and administration personnel for insight as to a location where we can demonstrate the value in a student-run cooperative through staging a trial run. After diligent probing into our campus's current possibilities and future prospects, we had decided to digress from a trial run and focus instead on gathering student opinions and building an informational database for future café proposals. We also began breaking down what it meant to be a student-run cooperative café and searched to isolate examples of strategies, task lists, acknowledgments, successes, failures, leverage points, and the methodology of "best practices" according to other universities cafés that have persisted over the years. In our searches we accumulated a wealth of contacts, links, and services that we added in our appendices for future referral.

If the university sees the potential in a student-run cooperative, WMU’s already outstanding attempts to reduce environmental impacts could become a campus theme for others to become familiar with. To do so, we need to bring all of our sustainable efforts together to create a student led cooperative café that the university can be affiliated with as a leading sustainable campus nationwide, which it is already nearing.
**Introduction:**

The vision of our student-led cooperative café is to serve as an on campus healthy food alternative and a place for students to learn and grow from their direct involvement in its management and operation. The structure of the café would be built upon a consensus-based model where students work collectively to manage and operate all aspects of the café together. The café would focus on locally sourced, seasonal, and organic food options to stress the importance of building partnerships with local farmers and to increase the availability of nutritious, whole food meals on campus. Sharing food in this manner is a way to educate through stewardship and the café serves as a common place to increase academic integrity.

Since education is a beneficial reward of this café, we would also like to see that there is reserved space accompanying the café for student embodiment in the form of showcasing art, music, and poetry. Building a diverse community is a large part of our agenda and with this being a central theme of our mission statement it holds potential for making WMU unlike any other university cooperative café if achieved. In order to educate the student body we must first be able to reach out to them individually, which can be done through use of the accompanying space.

By signing the Talloires Declaration in 2008, WMU acknowledged the need for practicing sustainability on campus and pledged to a ten-point action plan for colleges and universities committed to promoting education for sustainability and environmental literacy in teaching, research, operations and outreach within campus proximity. Created in part to measure U.S. institutional response to Talloires, the “Campus Environmental Sustainability Survey” (CESS) creates a sustainability-leadership scale/score (SLS) for each institution based on integration of sustainability into 5 areas: operations, research, curriculum, teaching and campus-
wide sustainability policies and action (Shriberg 2002). Our goal is to contribute to this agenda by advancing the effort to establish a student-run cooperative cafe on campus that attempts to lead in its design, function, and focus.

Currently, dining services across campus provide above the nation-wide standards and have been accredited for doing so in The College Sustainability Report Card (9.). Yet of these operations, not one location has a focus on healthy alternatives or student enrichment specifically. Providing for those students and faculty who have strict dietary needs is a significant change that should rank high on the university's agenda, along with a student support and outreach venue. In doing so, we can satisfy each of the three pillars of WMU (health and wellness, diversity and inclusion, and sustainability) delegated by President Dunn and reveal our leadership as one of the first universities in Michigan to achieve this.

We students identify that the university has conditions with some of their current dining services to uphold; however, an environment that reaches out to the students will only bring in more customers for all to benefit from. In attempt to appeal and draw from many disciplines, sustainability will be the active focus that many diverse people can identify and learn from. The university would be helping to build capacity in food options for the students practicing a vegetarian/vegan diet and those concerned of allergen or diabetic complications. Also, the university can also advance in their efforts to reduce our carbon footprint, relative to the ACUPCC, by reducing the distance some of our dining provisions travel to accommodate our facility’s needs.

It is very important to identify that the food provided by a university can be seen as an opportunity to leverage a large-scale change. After all, it is the food that we ingest that fuels the systems that maintain our body's well being, which allows students to achieve their highest level
of performance. The practices applied in providing these services determines the impact we have on our environment and in starting from the ground up, WMU has the chance to learn and teach beside it’s students while designing a new facility oriented around our vision of success.

A student-run cooperative can train our students to be leaders, minimize our negative impact on the environment, exemplify that non-hierarchal business management can be successful, provide a place for students to network and express themselves, and lastly, embrace the community's local resources to enrich, secure, and stimulate the local economy.

We would like the university to acknowledge the need for a new campus café and see the importance of student-led management and operation. We want these students with limited representation to be better represented, as does the university. We want sustainability and quality assurance to continue to be the leading efforts of our dining services. We want to support and utilize all possible local resources as they hold the best potential investment for achieving immediate and residual benefits both in the university and in the community with what could be considered low-hanging fruit, if we work cooperatively and make use of the interested student body (Antze et al. 2009).

**Methodology and Data:**

We began researching ways to establish a sustainable, student-led café on WMU’s campus. Initially, we referenced previous projects that focused on implementing a student-led café on campus. We used these as a starting point to further focus our project, as they contained pertinent research. From these previous projects, we narrowed our focus to gauging the student demand for a café. (These projects will be discussed in the next section – Examples of Best
Practices on Campus). We also began meeting with WMU faculty and administrators, as well as Wesley Foundation administrators to discuss potential café locations.

Though previous projects had done research on other universities with similar programs, we delved deeper into this research area. Finding best practice examples of other universities strengthens our data and shows it will be possible to implement a café on campus. These will be discussed further in the Best Practices on Other Campuses section.

We also focused on developing a survey that would gauge WMU students interest in a student-led, sustainability focused café on campus. Many drafts of the survey were developed and refined to create one that was easy to understand and complete, while still yielding useful data. After the final draft of the survey was developed, we posted our 10-question survey on the Internet, using a “SurveyMonkey” account. The survey was available to be taken for three weeks. Multiple tactics were used to reach the student body with our survey. These included sending the survey URL to faculty and having them forward to listserves, hanging posters around campus with the survey URL, and reserving the flagpoles. While at the flagpoles we had computers as well as printed versions of our surveys for students to stop and take. Whenever students passed that did not have the time for a survey, a small flier with the survey URL was given. Along with the survey, we met with Lisa Batten of the Wesley Foundation, Judy Gipper and Chef Nick, both of Western Michigan University’s Dining Services. (Our discussions and conclusions are further discussed later in the “Discussion” section.)
Examples of Best Practices on Campus:

Western Michigan University’s Dining Services has been making strides towards becoming more sustainable. In the Fall 2008 semester, a campus wide Farmer’s Market luncheon was held. This luncheon featured local food from Bear-Foot farm in Paw Paw, Michigan. Judy Gipper, the Dining Services Director, is currently planning for another Farmer’s Market Luncheon for the Fall 2010 semester. Along with hosting meals comprised of mostly local foods, dining services has asked their vendors to identify which food items were produced in the Great Lakes states. Allowing students to identify their local options, WMU is also beginning to slowly implement a large scale composting system. There is plan in place, starting in June, for a two-part pilot that will begin with food waste from Valley 1. There will be testing to develop the best method of composting at this university.

The biggest stride yet to be made by Dining Services will be implemented in Fall 2010. Davis Dining Service, which is currently under renovation, will be reopened as “Little 3 Bistro”. As of recently, Dining Services plans to purchase their produce for the “Little 3 Bistro” directly from Bear-Foot Farm, to the degree that they can meet the needed quantity and quality. Dining services has already provided the farm with a list of the items and amounts they plan to use. They have also inspected their farm and found their practices to be proper. This farm is organic and delivers products in reusable containers.

All of these are great starts towards becoming a more sustainable campus. However, they are just that – starting points. Until WMU identifies that the efforts being made by students, in terms of sustainability, parallel with their own, then the longer it will take each to achieve their goals due to their conflict. The university needs to see this opportunity to collaborate with the ideals of the students as a means to eliminate redundancies.
Examples of Best Practices on Other Campuses:

There have been developments on many university campuses across the United States promoting sustainability within their food options and café eatery’s. Students have raised their concerns with the environmental, economic, and social problems that surround the corporate industry-based food system controlling many higher institutions and developed real solutions to change things on their campus. In previous assessments of a student led café at WMU, Ash Norton illustrated the Food For Thought Café, Earthfoods Café, and the U.C. Davis Coffee House.

The *Food For Thought Café* (FFT) initially started in 2000 and continues to be a successful student run operation serving the Portland State University (PSU) community with healthy vegetarian and vegan food options. Their success came from two reasons: the extensively researched model for the café built in cooperative relationship of university administration and the connections to local framers and food cooperatives to source healthy, ecologically sound, and financially reasonable food to the PSU community. Before the café existed there was no other place for students to get affordable and healthy food on campus. Other reasons for the café’s success can be attributed to its convenient location on the PSU main campus in the student union building as well as the fact that it is entirely student run and managed.

FFT obtains its food partially from their campus garden and from local farmers along with other organic, sustainable or fair trade sources. They serve a variety breakfast options including: buckwheat pancakes, homemade muffins, yogurt and homemade granola among other things. Lunch entrees rotate daily and include: daal over rice, pasta with peanut sauce, autumn veggie pizza, spinach salad with walnuts, cranberries and feta, or ginger carrot soup. Entrees are
reasonably priced from about $3-5, depending on portion. There are also many options of homemade pastries and baked goods and $1 local “stumptown” coffee if you bring your own mug. FFT further encourages sustainable practices by composting all food waste and using sustainable take-out containers if not dining in.

The visioning of the café began by modeling after a local Portland café, The Red and Black café. They serve only vegan options and strive for “seasonally-sensitive” food and provide an open community space welcoming to all. FFT gained interest by hosting a sample, sustainable sourced meal illustrating potential for their café. They surveyed 600 students to compile data on their opinions with current food options and met with university administration about the potential for the café. They collaborated further with dining administration and chefs developing menus and worked to create a business plan. Financial support for the café was finalized using a Student Fee Committee and the café was opened and has been serving since 2003.

Food For Thought also runs as a student avocation group supporting sustainable food practices at PSU considering “food issues from production to processing and disposal.” They strive to educate the student body on sustainable living and further incorporate ecologically sourced food in dining services. The Café serves as the social hub for students to gather, study and hold discussion groups and can also be rented out to hold cultural events, film screenings, open-mic nights, and other student group activities.

*Earthfoods Café* at the University of Massachusetts, Amherst started in 1976 by concerned students who wanted to address the lack of economically, healthy food options available on campus. They provide the scope on how a student-led cooperatively based organization can be successful for decades. Their success comes from the institutionalized development of the café within the university and the enthusiastic students who continue the
mission and morph the organization with every group that comes through. In development of a consensus-based café, their business structure in the Earthfoods Handbook provides the most extensive model for how to manage a student led café (5).

The biggest obstacles in running a successful student-led café are the structure of the café’s organization and how to manage student responsibility, while saving capacity in the business. The Earthfoods Café proves that even after more than thirty years, “a student run, collectively managed business can not only succeed but also can grow and prosper.” With 23 student managers working at Earthfoods, they serve, on average, 400-500 meals a day. Student managers (Earthlings) get experience with restaurant management in a unique cooperative learning environment. The Earthlings have weekly ‘all staff’ meetings where everyone is kept up to date on the operations of the café. The non- hierarchical, cooperatively built management structure of the café allows new students to constantly take reigns of the business and continue to redefine its place at UMass.

Earthfoods Café prides themselves on sourcing their food from their own campus garden and local organic farmers. Typical entrees range from $4-5, depending on the portion. They vary from eggplant parmesan, spinach lasagna, vegan macaroni and cheese, wild rice and mushroom soup, tomato flourantine, spinach salad. Their ‘staple’ foods are rice, beans and kale. They also serve a variety of baked goods and deserts. To further promote sustainability and limit waste of disposable containers, discounts are made if you bring your own dish.

The Coffee House at UC Davis was established in 1968 by students who approached the university administration asking for a student-led dining option that was not contracted by a large corporate food provider. Although there is still contracted foodservice by Sodexho, today the Coffee House (CoHo) only “co-exists” within Sudexho. CoHo is considered a nonprofit because
they are under the jurisdiction of the nonprofit association, the Associated Students of USD, concerning student advocacy groups and commercial operations.

According to Darin Schluep, the Foodservice Manager, when the café was first established the operating budget was $25,000; last year (2009) CoHo did almost 2.4 Million in sales with 7,500 transactions daily. There are 225 paid student employees and 4 career staff to oversee the day-to-day operations. The student employees of CoHo are included in as much operation and management decisions as possible, but because it is such a large operation, this is difficult to accomplish daily. Darin does notes that, “things always seem to go much smoother, and morale is maintained amongst the students better if we at least ask for their input before moving forward on operational changes.”

The large-scale café offers many different food options that cater to vegetarians, vegans, food sensitive allergies, as well as omnivores. CoHo has an assortment of bagels and home made cream cheese, a bakery with muffins, scones, cookies and gluten free options, homemade entrees including Rustic Black Bean Casserole, Hungarian Beef Goulash, and fresh salad bar, pho and curry soup, pizza by the slice and a Mexican style grill. The Coffee House also serves organic and fair-trade coffee espresso drinks. Entrée are reasonably priced from $3-7 depending on portion.

Much of the food served at the Coffee House is made from scratch everyday. They strive to operate a sustainable business whose two main components are “supporting companies, practices, and ideas, that … help our local and global community,” and educating the CoHo community on the importance and benefits of living a sustainable lifestyle. They have developed relationships with local farmers, through the Yolo County Growers Collaborative, and source food from the UC Davis Student Farms. Local and organic food is labeled in the café to establish
“awareness of the path that their food has taken and how the customer's food selections can impact the global community.”

Beginning July 31st, 2010 the UC Davis Coffee House will be undergoing an $8 million dollar renovation to increase seating, efficiency of customer flow and modernize the kitchen. The renovation is funded by an additional $8 per quarter registration fee, which the students pay. The UC Davis café exemplifies how successful a cooperative café can be. The student newspaper of UC Davis, The California Aggie, named The Coffee House “The Best Place To Work,” “Best Meal on a Budget,” and “The Best Non-Chain Coffee,”

The Flaming Eggplant Café is a student run café at the Evergreen State College (ESU) in Olympia, WA. They have been running since 2006 and a mission to “nourish people with healthy ingredients, nurture local economy with our business, and break social boundaries to help sustain a unified community.” It began with a group of concerned students who wanted a healthy, sustainable food option on campus that wasn’t controlled by a corporate food provider. The corporate giant food service, Aramark signed contract with ESU from 2004 through 2013. With their collective idea the students worked together to write a business plan and were rewarded with a small food prep kitchen.

They continued refinement on business model and slowly gained administration and campus wide support of their student-led café idea. They proposed financial support from the Students and Activities board and were turned down because of money constraints. Continuing on the large amount of student support, they had a student initiative pass by 87% issuing them a one-time $2 fee to start the café. Their mobile kitchen began in 2006 serving the ESU student body with locally sourced and organic food options.
The food options available at the Eggplant include falafel, pita, wild caught Alaskan Salmon burger, fresh salads, beans and grains, and freshly made pastries and cookies. They offer fair trade coffee, local cider, and locally made kombucha tea from ESU alumni. Their food is sourced mainly from local providers including their own campus garden. The entrees are reasonably priced from $3-6. Their hours are 8 AM to 8 PM Monday through Thursday out of a trailer on the main campus of ESU.

Working further with university administration, the mobile café of the Flaming Eggplant was able to prove their commitment and reliable business practices to later result in becoming a dining service available within the university. With the appropriation of an administrative staff position as a liaison to the university, the Flaming Eggplant will be built into a newly remolded campus building starting in the Fall of 2010. She provides the students with legal and liability help while building accountability for their operations. By using incremental leverage to slowly establish their student led business practice into the university’s dining service, they were able to prove that there is a need and the student will to build capacity in the café.

**Discussion:**

From the surveys we distributed to the students, we strived to focus on revealing how pleased students were with our university's current dining services in an attempt to isolate our pros and cons. When the results were accounted for, they revealed that our campus isn't meeting all of the needs of the student body. Many felt our university is lacking a location for students to interact and express themselves, and many more felt the university, with all of its different dining services, lacked a dining option that focused exclusively on local/organic/sustainably-sourced meals.
To the university this is a problem, but to the students interested in resolving it, it is an opportunity to create a new dining experience where the environment showcases the mission of WMU and invest in the empowerment of those involved.

If considered and approved by the board of trustees and President Dunn, students interested will begin assimilating our best-practices based upon the limitations of the university and our sourced providers along with the best applicable models for designing our approach. In 2007 Ash Norton met with many local farmers to assess the annual availability of their produce, which will need to be done once again. Once our sources are accounted for, a seasonal menu will need to be created in correlation to the seasonal constraints we face. This menu is vital to our success because it is meant to maintain its appeal year-round to our potential customers.

We feel this café is a chance to integrate multiple disciplines into the framework from the ground up. For example, the design of this new establishment can incorporate students from all fields, using a cross-curriculum approach. This method reaches to achieve an interdisciplinary approach that can use incentives like internships, reward systems (Earthfoods), co-ownership fees (Concordia) or college credit to assure quality control in a new state of the art student-run cooperative dining venue (Dalhousie).

Aside from the workforce, we also found that the up and coming verma composting project could be coupled with our dining services along with our own communal gardens and can highlight their connectivity for future educational programs focused on displaying the campus as a living laboratory. This is a chance to couple many other initiatives students are currently planning for WMU’s sustainability reform agenda and as they all individually work to make changes on campus, we believe investing in a student-run cooperative will aid and leverage the success of all of our future sustainability initiatives.
Limitations of Your Analysis and Future Work:

One major limitation of our analysis was the amount of students reached with our survey. We only were able to survey 274 students out of a student body of nearly 25,000. The small amount of responses is most likely due to multiple causes. One being the limited time spent distributing the survey. Other factors are the various methods of distribution and lack publicity. Our final limiting factor regarding the survey would be our narrow scope of only trying to reach undergraduate students. We would recommend future work to focus on gathering more conclusive survey data. It would be beneficial to reach out to faculty, staff and graduate students, as they would benefit from the café as well. We also recommend hosting an informational night(s) where the benefits of having a café with focuses like these are explained. This would provide two benefits: it will provide sustainability education to students, while helping to increase students’ awareness.

Conclusions and Recommendations:

Based off our research, we have a few recommendations. The first being that Western Michigan University implements a student led café on any of its current campuses. We believe this can be done in one of two ways. WMU can either begin slow implementation in an established location or begin in a new establishment. If WMU chooses a slow implementation, we believe it would be best to do so in the Bernhard Center Café during the off hours.

Another recommendation is to put together a project proposal and apply to the Sustainability Fund Initiative. This funding can be used in many ways. It can help with the starting costs of the café or pay the students to be trained in the kitchen. We think it would be best to create a proposal that suggests the slow implementation of the PPC into the Bernhard
Center, through a trial period of a year. Through the creation of jobs or internships to work with Chef Nick and Judy Gipper, we hope to prove that this café is a possibility.

These internships will allow Chef Nick and Judy Gipper to show the students interning all the aspects they need to know of the kitchen. This is also an opportunity for students to show Chef Nick and Judy Gipper that students are motivated and capable of running a café. After training in the kitchen area has been done, we hope to see a few things happen. The first would be the implementation of a few food items created by the Purple Potato Café distributed to every café on campus. This would allow students to try the types of food that will be potentially available through the PPC. We also hope to see the café start in the Bernhard Center Café space. Starting slowly with two Wednesdays a month and building off of that is what we believe will work best. It will be best to serve a meal and host an event that will draw both students and faculty in.

To ensure that these events run smoothly, a team of ten or more people will be needed. It is our vision to have this team round robin the positions and duties associated with all aspects of the café. These aspects will be, but are not limited to, preparing the food, event planning, research, and aiding Chef Nick and Judy Gipper. The event planning committee will need people that are passionate about the events they want to bring in. This will ensure quality events, as their passion will carry through to the events that are brought in. The research committee will need to maintain contact with the farmers, other committees and Judy Gipper/Chef Nick. Through constant contact with the farmers it will allow the food planning committee to know which crops and in what quantity they will be available. They will also aid Chef Nick and Judy Gipper with any research they need but do not have the resources to complete. This may include critical issues of sustainability that neither Chef Nick nor Judy Gipper has had the resources or
time to further look into. This committee will also ensure that the sustainability focus is followed and maintained. The food committee will develop menus and prepare the food to be sold. Through rotation, everyone will learn the necessary tools for running the café. They will also maintain contact with all of the staff and faculty involved.

We also recommend forming a student organization will be useful to gain student support as well as potential volunteers. We also devised a project vision statement, which we recommend focusing on. The statement is: “The Purple Potato seeks to provide fresh, healthy, delicious and ecologically sound food in a socially responsible manner to build local economy and strengthen the WMU community.”
References:


5. Earth Foods Café Handbook

6. Klug, Fritz. “‘Green Fee’ on WSA ballot next week”. Western Herald. 7 March 2010

7. Western Michigan University Sustainability http://www.wmich.edu/sustainability


APPENDIX I: Survey Results, Data, and Comments

When asked to rate importance in uses of a café, of the students surveyed:

- 45.6% said a café with a place for students to gather is important.
- 36.9% said a place to showcase their art is important.
- 30.7% said a place for students to showcase their music is important.
- 39.4% said it was very important for students to have a place to study.
- 27.3% said it was important for a café to have student leadership and governance (the majority vote on this was neutral, with 32.5%) (Fig 1).

When asked to rate different types of food options, of the students surveyed:

- 35.5% said it was very important to have organic food.
- 52.0% said that having local (within 100 miles) food available was very important.
- 30.3% said that having vegetarian food was very important.
- 20.1% said that having vegan options very important (the majority were neutral with 33.9%)
- 29.5% said it was important that there be allergy sensitivity food options offered (Fig 2).
How important to you are the following characteristics of a student cafe?

Rate the importance of the following items, in terms of availability of food on campus.
Appendix II: Sample of Bylaws

Lewis & Clark College Cooperative
Organization Bylaws
Approved December 2009
Bylaws

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1. Mission
2. Membership
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3. Building Community
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6. Decision-making Guidelines
6A. Meetings
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1. MISSION
The Lewis & Clark College Cooperative is an entirely student-run space and coffee shop. The Co-op functions as a resource for any student who wishes to host an event, gathering, or creative project and as an alternative to other campus food sources. The Co-op aims to promote political, social, artistic, and environmental awareness.

2. MEMBERSHIP
Any L&C student may be a member of The Co-op. Membership duties are met by working in the coffee shop (2A), committing to a sub-committee for the whole semester (2B) or by becoming a coordinator (2C).

2A. WORKERS
A worker is any student who commits to a weekly two-hour long shift in the coffee shop.

Responsibilities
- Workers must:
  o Obtain a food handlers permit.
  o Sign a worker agreement form committing to the terms of membership.
  o Complete all assigned shift duties (e.g. vacuuming, washing dishes, etc.).
  o Attend training session(s).
Communicate with their shift partner when they will be absent and, if necessary, find a substitute worker at least a day in advance or their absence.

- Workers are encouraged to attend member meetings and are invited to attend coordinator meetings.
- Workers are encouraged to vote on the issues presented them and are always welcome to ask questions or make suggestions

**Benefits**
- One free drink when working a shift.
- $0.25 member discount on all food and drinks.
- Any tips received while working can be split by workers on the shift.
- Website access to post events and updates.

**Training**

Coordinators will organize a worker training at the beginning of each semester. The goal of this training is for workers to become familiar with the mission of The Co-op, how to run the coffee shop, and to meet other members and coordinators. This training will be treated as the first member meeting and will cover/include:

- Safety
- “How To” (make coffee, tea, grilled cheese, clean, etc.)
- A mini field-trip to the dumpsters behind Forest so workers know where to dump trash.
- The mission of The Co-op and how to use the coffee shop/space.
- Where to find information or how to contact coordinators and other members.
- An (optional) session in Dubach to attain food handlers permits.

**Commitment**

The Community Connections and Membership coordinators will make an effort to contact any worker missing shifts or required meetings. First contact will be informal, either by talking with the member casually or sending an e-mail. Continued absences or neglect of responsibilities will be followed up with a meeting. If the member continues to miss their shift or neglect responsibilities, coordinators will reassess that member’s involvement with The Co-op, and drop their shift if necessary.

2B. **SUB-COMMITTEE MEMBERS**

A sub-committee member is any student who is on a semester-long sub-committee under the guidance of a coordinator. Sub-committees are organized at the beginning of the semester when a coordinator agrees to head a committee, outlines the responsibilities and roles of the committee, and performs a campus-wide call for sub-committee members.

**Responsibilities**

- Sub-committee members must:
  - Work with a coordinator to follow specific objectives (these objectives vary depending on the committee and coordinator involved).
  - Attend sub-committee meetings.
  - Complete an evaluation of the sub-committee and coordinator at the end of the semester. (optional)

- Students on sub-committees are encouraged to attend member meetings and invited to attend coordinator meetings.
- Students on sub-committees are encouraged to vote on the issues presented them and are always welcome to ask questions or make suggestions.

**Benefits**
• $0.25 off food and drink. (This is a benefit all members share. Workers that also sit on sub-committees don’t get $.50 off)

Commitment
The coordinator heading a sub-committee will make an effort to contact any member neglecting their responsibilities. First contact will be informal, such as sending an e-mail or talking with the member casually and continued absences or neglect of responsibilities will be followed up with a meeting. If there is no change in behavior, the coordinator and sub-committee will reassess that member’s involvement with The Co-op, and drop them from the committee if necessary.

2C. COORDINATORS
A coordinator is a student elected by the existing group of coordinators to a specific leadership position in The Co-op. The coordinators have specific areas of leadership but all have equal responsibility and power in the leadership of The Co-op.

Coordinator Positions
The coordinators will maintain coordinator position documents describing each coordinator position and that position’s area of leadership, responsibilities, duties, goals, and tasks.

Coordinator Selection
Any LC student may be a coordinator of The Co-op. Interested persons must fill out an application the semester before the one for which they are applying.
• All existing coordinators are required to be present for interviews with potential coordinators.
• Members are invited to attend interviews and ask questions, though they do not participate in voting/selection.
• Applicants cannot vote on the position they are applying for.
• All applicants should be encouraged to become workers whether or not they are selected for a coordinator position.
• Non-member applicants will be encouraged to work in the coffee shop or as a sub-committee member before applying to a coordinator position.
• In the event of a mid-semester vacancy, coordinator elections will be held. The position should be filled as soon as possible. If there are no applicants (or qualified applicants) another coordinator who expresses interest may be voted in to fill the position until the end of the semester or another coordinator is selected.

Responsibilities
• Bylaws are read at the first coordinator meeting.
• Responsible for carrying out the duties and responsibilities outlined in their position description.
• Attend weekly coordinator meetings.

Commitment
The Organization and Development coordinator will make an effort to contact any coordinator extensively neglecting their responsibilities. First contact will be informal, such as sending an e-mail or talking with the coordinator casually, and continued absences or neglect of responsibilities will be followed up with a meeting. If the coordinator continues to neglect their responsibilities, the coordinators will reassess that coordinator’s involvement with The Co-op through a vote of no-confidence (see below).
• It should be noted that while the Organization and Development coordinator is responsible for facilitating this process, any coordinator can question the performance of another. In the case that the coordinator being questioned is the Organization and Development coordinator, any coordinator can step up and fulfill the contact/reassessment process.

Vote of No-Confidence
• Criteria for when this procedure is appropriate:
  • Crime against The Co-op (i.e. stealing from The Co-op, defacing, etc)
  • All steps to address coordinator accountability have been exhausted.
• Criteria to hold a vote of no-confidence:
  • The vote will be held at a regular coordinator meeting by secret ballot.
  • To pass, a super majority of 2/3 of the coordinators present at meeting is required.
  • If the vote of no-confidence passes, the coordinator will be dismissed.
  • If the vote of no-confidence fails, an Organizational and Development coordinator will facilitate constructive communication to address the issues at hand.

Coordinator Benefits
• $0.25 off food and drink (not cumulative with worker/committee benefit).
• One free drink during coordinator meetings.
• Access to financial information.
• 24 hour access to The Co-op.

Committees
Coordinators are encouraged to head committees to provide greater opportunities for involvement in The Co-op to members, as well as to spread out the workload and prevent burnout.

3. BUILDING COMMUNITY
It is important that students feel like members of a community through their involvement with The Co-op.
• At least once a semester a coordinator-organized event will promote student community through an exposition of student talents.
• At least once a semester an event will be organized specifically for members to facilitate community within Co-op members.

4. ORGANIZATION INFORMATION
• Information regarding The Co-op and its coordinators will be made visible in The Co-op space. This information can include:
  • A list of all coordinators and their contact information.
  • Updates on coordinators’ projects.
  • Suggestion box/ coordinator feedback box.
• Co-op information will be posted on the website (ex. Meeting minutes, mission statement, etc)

5. POLITICS
The Co-op is a non-partisan organization within Lewis & Clark College. We do not endorse any political candidate. We aim to provide a safe and constructive space for political expression, participation, education, and activism by all LC students.

6. DECISION-MAKING GUIDELINES
• Non-coordinator members vote on:
• Major, long-term Co-op decisions. Decisions will be made by a majority vote. Coordinators are responsible for organizing the vote.

• Coordinators vote on:
  o Most daily decisions; important decisions relating to coordinator positions. Conflicting interests and issues are handled through a voting process among the coordinators.
  o Undecided decisions from a tied member vote.

• Members will be encouraged to provide suggestions and feedback to coordinators about the decisions the coordinators make.
  o At the beginning of each semester – There should be a poll of members.
  o Year round feedback boxes should be available online and in The Co-op.

• Petition procedure:
  o Anyone may petition for a member vote on an issue by collecting 10 or more signatures of LC students in support of the proposed vote.

6A. MEETINGS

• Coordinators will hold weekly meetings with mandatory attendance.
• Member meetings:
  o Held at least once a month.
  o They will serve as a forum for updating members about coordinators’ work, presenting new policies, discussing issues to be voted on, answering members’ questions, hearing members’ suggestions and ideas for community building.

6B. CHANGING THE BYLAWS

• Any member or any coordinator may petition for an amendment. The coordinators will organize a member vote to accept or reject the petitioned change(s) in the bylaws. All petitions will be considered.
• A petition’s proposed edits to the bylaws will pass with a minimum 40% vote. If there is less than a 40% turn-out for the vote, coordinators will vote.

6C. RATIFYING THE BYLAWS

Coordinators are required to read the bylaws at the beginning every semester and assess whether they want to ratify the bylaws at the beginning of the semester. If, by a simple majority, the coordinators decide to re-ratify the bylaws, they will organize a member vote to accept or reject the new bylaws.
Appendix III: How to Start a Cooperative?

Follow the sequence of events to start a cooperative in your community:

1. Hold a meeting of leading persons to discuss a need that forming a cooperative might meet.
2. Hold an exploratory meeting of interested persons. Vote whether to continue. If affirmative, select a steering committee.
3. Conduct a survey to determine cooperative feasibility.
4. Hold a second general meeting to discuss the survey results. Vote on whether to proceed.
5. Conduct a market or supply and cost analysis.
6. Hold a third general meeting to discuss the results of the market or supply and cost analysis. Vote by secret ballot on whether to proceed.
7. Conduct a financial analysis and develop a business plan.
8. Hold a fourth general meeting to hear results of the financial analysis. Vote on whether to proceed. If affirmative vote on whether the steering committee should remain intact or whether changes should be made.
9. Draw up necessary legal papers and incorporate.
10. Call a meeting of all potential charter members to adopt the bylaws. Elect a board of directors.
11. Call the first meeting of the board of directors and elect officers. Assign responsibilities to implement the business plan.
12. Conduct a membership drive.
13. Acquire capital - develop a loan application package.
14. Hire a manager
15. Acquire facilities
16. Start up operations.

The primary organizational documents for cooperatives are the Articles of Incorporation and the Bylaws. Other legal documents may include the membership application and membership certificate.

The Articles of Incorporation state the kind and scope of the cooperative business. Often broad operating authority is stated even though services may be limited at the beginning. The articles usually contain the following:

- name of the cooperative
- principle place of business
- purposes and powers of the cooperative
- proposed duration of the cooperative
- names of the incorporators
- a provision for redemption of member equity although sometimes this is in the bylaws
The Bylaws state the rights and obligations of the cooperative's board of directors and members and guide the day-to-day operations of the cooperative. The bylaws usually specify the following:

- requirements for membership
- rights and responsibilities of members
- grounds and procedures for member expulsion
- procedures for calling and conducting membership meetings
- voting procedures
- procedures to elect or remove directors and officers
- the number, duties, terms of office, and compensation of directors and officers
- time and place of the directors meetings
- dates of the fiscal year
- information on how the net earnings will be distributed
- other rules for management of the cooperative
Appendix IV: University Co-op Resources
Arthur Capper Cooperative Center, Kansas State University

www.agecon.ksu.edu/accc

Centre for Co-operative Studies, University College Cork

www.ucc.ie/ccc
O'Rahilly Building, University College Cork, Western Road, Cork, Ireland
+353-21-4902070
+353-21-4903358

Centre for Cooperative Studies, University of Saskatchewan

www.coop-studies.usask.ca

Cooperative Enterprise Program, Cornell University

cooperatives.aem.cornell.edu

Ohio Employee Ownership Center

www.kent.edu/oeoc/
113 McGilvrey Hall, Kent State University, Kent State, Ohio 44242
(330) 672-3028
(330) 672-4063
A non-profit, university-based program, to provide outreach, information, and preliminary technical assistance to Ohio employees and business owners interested in exploring employee ownership.

Quentin Burdick Center for Cooperative Studies

www.ag.ndsu.nodak.edu/qbcc/index.htm
University of California Center for Cooperatives

coopervatives.ucdavis.edu
University of California, One Shields Avenue, Davis, CA 95616
(530) 752-2408
(530) 752-5451
The Center for Cooperatives at the University of California is dedicated to education, research, and development assistance of the highest quality to meet the needs of cooperatives, their members, and the public.

University of Victoria

web.uvic.ca/bcics
B.C. Institute for Cooperative Studies, University House 2, Room 109, Victoria, British Columbia, CANADA

• Sharon Willoughby, Secretary, e-mail: rochdale@uvic.ca; phone: (250) 472-4539; postal code: UH2 109
• Kathleen Gabelmann, Research Co-ordinator, e-mail: kmg@uvic.ca; phone: (250) 472-4540; postal code: UH2 109
• Dr. Ian MacPherson, Director, e-mail: rochdale@uvic.ca; phone: (250) 472-4540; postal code: UH2 109

University of Wisconsin Center for Cooperatives

www.uwcc.wisc.edu
University of Wisconsin, 230 Taylor Hall, 427 Lorch Street, Madison, WI 53706
(608) 262-3981
(608) 262-3251
The University of Wisconsin Center for Cooperatives develops, promotes and coordinates educational programs, technical assistance and research on the cooperative form of business. The UWCC serves as a facilitator for faculty and staff within the University System who engage in education, research and extension activities involving cooperatives.
Appendix V: MICHIGAN’s CSA’s -Community Supported Agriculture (Hint: If you pay About $300 each spring to a member farmer you will get 1-2 shopping bags of organic produce each week through the growing season)

Michigan

• Fat Blossom Farm Company - We offer farm shares as an affordable way to get fresh, naturally produced fruits and vegetables..(Allegan, MI)

• D & M Farm - D & M Farm.(Bailey, MI)

• Green Gardens Community Farm - Green Gardens Community Farm.(Battle Creek, MI)

• Five Springs Farm - Publishes.(Bear Lake, MI)

• Destiny Farm - Destiny Farm, Greenhouse, Produce, Hatchery - Chickens, Chicks, Heirloom Plants and More.(brighton township, MI)

• Sweeter Song Farm - Community Supported Agriculture.(Cedar, MI)

• Community Farm of Ann Arbor CSA - Community Supported Agriculture.(Chelsea, MI)

• Beautiful Earth Family Farm - Beautiful Earth family Farm.(Chelsea, MI)

• Organic Buying Club Metro Detroit - Community-Based Organic Buying Club.(Clinton Twp, MI)

• Three Roods Farm - Three Roods Farm.(Columbiaville, MI)

• PDCLlamas CSA - Community Supported Agriculture.(Davisburg, MI)

• Rocky Gardens CSA - Rocky Gardens CSA-produce is naturally grown using organic guidelines.(Davisburg, MI)

• Lakeplain Prairie Organic Farm and Vandalia Garden Farm Cooperative - Resolving hunger through cooperation and education.(Detroit, MI)

• Buggy Ridge Farms - http://www.localharvest.org/farms/M15873.(Edmore, MI)

• Whetham Organic Farm, Inc. - Whetham Organic Farm CSA.(Flushing, MI)

• Nature's Pace Organics - certified organic farm located ten miles southeast of Flint.(Grand Blanc, MI)

• Funny Farm Organic Produce - Certified Organic Farm in West Michigan selling Organic Veggies.(Grant, MI)
• Earthscape/Full Circle Farm - Community Supported Agriculture. (Hesperia, MI)
• Stone Road eco Farmony - CSA Farm. (Hesperia, MI)
  • Brighton Food Coop - BFC provides whole foods, organic meats and produce, and earth-friendly products to its membership. (Howell, MI)
• Ionia Natural Food Co-op - Natural dood coop meeting at the Healthy Basics 2 store. (Ionia, MI)
  • Simply Michigan - Made in Michigan Candy Nuts, Dried Fruit, Honey, Jams & Jellies, Peanut & Almond Butter. (Lansing, MI)
• FOGG Organic Farms & Market - Farm and Market with Fruits, Vegetables, Produce and Herbs. (Leslie, MI)
  • Old Pine Farm - Old Pine Farm sells clean and natural meat. (Manchester, MI)
• Seeds & Spores Family Farm - Seeds & Spores Family Farm - Naturally Grown, Local Food. (Marquette, MI)
  • Growing In Place Community Farm - Growing In Place Community Farm. (Marquette, MI)
  • White Pine Farm - Certified Organic Community Supported Agriculture. (North Branch, MI)
  • Hicks Dairy - We deliver fresh organic milk to Southern Michigan. (North Branch, MI)
• Upland Hills CSA - Community Supported Agriculture. (Oxford, MI)
• Jupazza Featuring Vitale Farms Cooperative Farm - Naturally grown produce, herbs, grain, and plants proudly serving the Metro Detroit area. (Rochester Hills, MI)
  • Old Sauk Trail CSA - The bounty of well tended land. (Sturgis, MI)
• Edge of the Woods Farm - heirloom tomatoes are our specialty - also carry free range eggs and herbs. (Three Oaks, MI)
  • Granor Farm - Granor Farm- Authentic Fruits and Vegetables. (Three Oaks, MI)
  • Needle-Lane Farms - Earth-friendly produce farm that sells Locally!. (Tipton, MI)
• Sturgeon River Co-op - A Non-profit Natural Foods and Products Buying Club PLUS Local Foods Distributor!. (Wolverine, MI)
• Maple Creek Farm - Maple Creek Farm Certified Organic CSA. (Yale, MI)
• Groundswell Community Farm - CSA Distributions in Holland and Grand Rapids. (Zeeland, MI)
Appendix VI: MICHIGAN’s COOP’s to NETWORK WITH

- **Port City Organics, LLC** - Manistee’s Organic Food, Vitamin and Natural Supplement Store Manistee, MI
- **Utopian Marketplace** - Natural Goods for Healthy Living Montague, MI
- **People's Food Co-op (PFC)** - Community owned natural foods grocery. Ann Arbor, MI
- **East Lansing Food Co-op** - Pleasingly wide selection of grocery as well as non-food items. East Lansing, MI
- **Northwind Natural Foods Co-op** - Full line natural food store Ironwood, MI
- **Kalamazoo People's Food Co-op** - Bulk foods, herbs and vitamins, organic produce, deli, snacks, natural beauty aids, local crafts. Kalamazoo, MI
- **GreenTree Cooperative Grocery** - Emphasizing natural and organic foods, bulk foods. Mount Pleasant, MI
- **Grain Train Natural Food Co-op** - Petoskey's pioneer natural foods Petoskey, MI
- **Oryana Food Cooperative** - High quality food produced in ecologically sound ways Traverse City, MI
- **Ypsilanti Food Co-op** - Natural food retail store open to the public Dailyll 9 am to 9 pm Ypsilanti, MI
- **Rogers Natural Foods/The Pantry** - Natural & Organic Foods, Herbs and Vitamins Alma, MI
- **Whole Foods Market** - Natural and Organic Grocery in Ann Arbor Ann Arbor, MI
- **Busch's Market** - Grocery store with over 1,000 natural and organic products. Ann Arbor, MI
- **Arbor Farms Market** - Natural Food Store with local and organic produce, grass fed beef Ann Arbor, MI
- **Apple Valley Natural Foods** - Natural Foods Store with groceries and vegetarian meat products Battle Creek, MI
- **Grains & Greens** - Health Food Store with Bulk Foods, Vitamins and Supplements Bay City, MI
- **The Ojibwa Vitamin Company and Wild Farm Foods** - Hard to Find Products, Organic Foods, Free Range Eggs Burton, MI
- **Apple Valley Natural Foods** - Natural Foods Store with groceries and vegetarian meat products Cadillac, MI
- **Busch's Market** - Grocery store with over 1,000 natural and organic products. Carlton, MI
- **The Health Hutch** - The Health Hutch Clare, MI
- **Natures Finest Organics, LLC** - Your Natural, Organic & Local Food(s) Club Clarkson, MI
- **American Bulk Foods Marketplace** - Bulk natural foods Clinton Twp, MI
• **Guindon Farms** - Guindon Farms - Natural and Grass-fed Beef From Our Farm to Your Table! (Cornell, MI) Cornell, MI)
• **Little Store On the Prairie** - Amish/Mennonite Bulk Natural Foods Store Decatur, MI)
• **Dills Best Market** - Natural and Organic foods, many bulk items - Local food items Delton, MI)
• **Nature's Very Best** - Full Service Health Food and Healing Center Detroit, MI)
• **Busch's Market** - Grocery store with over 1,000 natural and organic products. Dexter, MI)
• **Foods For Living** - Foods For Living East Lansing, MI)
• **Rogers Natural Foods** - Health Food Store with organic products, vitamins, and grocery Edmore, MI)
• **Busch's Market** - Grocery store with over 1,000 natural and organic products. Farmington Hills, MI)
• **Simple of Fenton** - Natural Food Store with Eco Friendly, Natural and Organic Products Fenton, MI)
• **Natural Food Patch** - Natural and Organic Groceries Ferndale, MI)
• **Dale's Natural Foods** - Natural Food Store with nutritional supplements, organic groceries and produce Flint, MI)
• **Healthy Habitz** - Natural Products Store Frankenmuth, MI)
• **Jojo's Natural Market** - Organic foods, health and beauty aids, frozen meals, huge selection of nutritional supplements Gaylord, MI)
• **Apple Valley Natural Foods** - Seventh Day Adventist natural foods business in six locations in Michigan and Illinois Grand Rapids, MI)
• **Harvest Health** - We welcome you to three locations Grand Rapids, MI)
• **Harvest Health** - We welcome you to three locations Grand Rapids, MI)
• **Anne's Health Foods** - Health Food Store with Juice Bar Hastings, MI)
• **Hillsdale Natural Grocery** - Natural Grocery - with gluten free and wheat free products, supplements, health and beauty products Hillsdale, MI)
• **Nature's Market** - Natural and Organic Deli Holland, MI)
• **Apple Valley Natural Foods** - Seventh Day Adventist natural foods business in six locations in Michigan and Illinois Holland, MI)
• **Harvest Health** - Feeling good from the inside out. Hudsonville, MI)
• **Healthy Basics 2** - Full line ot organic & natural foods, vitamins, natural remedies, and alternative health services!! Ionia, MI)
• **Millie Hill Market** - Dickinson County's Leading natural and Organic Grocer - We have everything! Iron Mountain, MI)
• **Walt's Health Foods** - Natural and organic grocery in Jackson Jackson, MI)
• **Natural Health Foods** - Health food products, gluten free, nuts and chocolates Jackson, MI)
• **Sawall Health Foods** - Organic supermarket health food store in Kalamazoo Kalamazoo, MI)
• **Honeycomb Natural Foods, Inc.** - Honeycomb Natural Foods Where Good Health Is Our Business! Kimball/Wadhams, MI)
• **Luckys Natural Foods** - "Best of the Best" health food store in Oakland County Lake Orion, MI)
- **Lake Orion Health Foods** - Vitamins, herbs, supplements, natural and healthfood products Lake Orion, MI)
- **Better Health Store** - Vitamins, Herbs, Natural and Alternative Remedies & Specialty Foods Lansing, MI)
- **Busch's Market** - Grocery store with over 1,000 natural and organic products. Livonia, MI
- **The Evergreen Natural Foods Market** - Featuring Organic and Fair Trade Products! Ludington, MI)
- **Marquette Food Cooperative** - Natural and Organic Foods Marquette, MI)
- **Health Matters Herbs & More, LLC** - Local and Organic Foods, Herbs, Dairy, Eggs, Teas, Bulk Food, Monroe, MI)
- **Health Hutt** - Health Hutt-Low Prices, Large selection, Certified Staff. Muskegon, MI)
- **Better Health Market** - Full Service Natural and Organic Food Supermarket Novi, MI)
- **Country Way Natural Foods** - Offering vitamins, herbs, natural products, and organics. Otsego, MI)
- **Busch's Market** - Grocery store with over 1,000 natural and organic products. Pickney, MI)
- **Busch's Market** - Grocery store with over 1,000 natural and organic products. Plymouth, MI)
- **River Community Food Coop** - Buying Group Port Huron, MI)
- **Country Life Natural Foods Store** - Seventh-day Adventist Food Store Pullman, MI)
- **Hometown Health Foods** - Grocery, Herbs & Supplements Remus, MI)
- **Manna Foods** - Manna Foods Natural Food Store Riverdale, MI)
- **Health Foods of Rochester** - Natural Foods, Vitamins, Supplements Rochester, MI)
- **Whole Foods Market** - Natural and Organic Grocery in Rochester Hills Rochester Hills, MI)
- **Health Nut Vitamin** - Health Nut Vitamin Roseville, MI)
- **Nutri-Foods, Inc.** - Health foods, vitamins, books on health and nutrition Royal Oak, MI)
- **Grains & Greens** - Nutritional Foods, Vitamins and Supplements Saginaw, MI)
- **Vitamin Village Natural Foods** - A diamond in the rough for green goodties and supplements... Saint Clair Shores, MI)
- **Morning Glory Market** - Organic Foods Market Saint Joseph, MI)
- **Busch's Market** - Grocery store with over 1,000 natural and organic products. Saline, MI)
- **Nature's Country Cupboard** - Things that are Good For You South Haven, MI)
- **Livingston Organic Food Co-op** - Livingston Organic Food Co-op South Lyon, MI)
- **American Bulk Foods Marketplace** - Bulk natural foods St Clair Shores, MI)
- **Natural Way Vitamins and Health Foods** - Convenient Healthy Living for healthy nutrition, healthy lifestyles, healthy aging, and healthy kids St. Clair Shores, MI)
• **Busch's Market** - Grocery store with over 1,000 natural and organic products. Tecumseh, MI
• **Lily's Organic Foods and Espresso Bar** - Organic Market & Espresso Bar - Fresh Local Produce and Meats Traunik, MI
• **Edson Farms Natural Foods** - Supplying Northern Michigan with quality organic and natural foods for 28 years! Traverse City, MI
• **Whole Foods Market** - Natural and Organic Grocery in Troy Troy, MI
• **Life Smart Foods** - Natural Organic Market and Deli Utica, MI
• **Whole Foods Market** - Natural and Organic Grocery in W Bloomfield W Bloomfield, MI
• **The Better Health Store** - Natural Food Store Walled Lake, MI
• **Alternatives-Health Food** - All Natural Foods, All Natural Medicine Waterford, MI
• **Simply Natural** - Health Food Store with 10,000 different products Waterford, MI
• **Healthy Pantry** - Health Food Store with Natural and Organic Products Whitehall, MI
• **Woodland Cooperative** - Member owned co-op Woodland, MI
• **Sprout House & Macrobiotics** - Vegan/Vegetarian Cafe and Organic Grocery Grosse Pointe Pk, MI
• **Zerbo's Health Foods** - Natural foods store with juice bar Livonia, MI
• **Discount Health Foods** - natural, organic, and green living products - and deli Saginaw, MI
• **Harmony Health Foods** - Large Selection of Natural and Organic Products Sault St Marie, MI
• **Belle Via Market and Cafe** - Health Food Market with Juice and Smoothie Bar Three Oaks, MI
• **Good Food Company East** - Largest Natural Foods Store in Michigan. Troy, MI
Appendix VII: Environmental Professional Services

★ MrHealthList - 10,431-HealthFoodStoreListings$499 (Firestone, CO)

★ Sage Payment Solutions - Special Rates and Fees for Coops, Natural Food Stores, and Green Companies (Whittier, CA)

• Mary Gabriel Design Studio - Vegan Graphic Designer ***Working on behalf of animals since 1987***. (Ashland, OR)

• One Great Meeting - Get Results That Last, Workshops & Meeting Facilitation That Work. (Placentia, CA)

• SolarInsure, Inc. - Solar Insurance. (Costa Mesa, CA)

• Inmoment Productions - Architectural, Production, Set/Scenic, and Graphic Design: Innovative and Green Design Solutions. (Valley Village CA, CA)

• Earth Friendly E-Commerce - Green Online Stores and Responsible E-commerce Solutions - Powered by Pure Solar Energy. (Temecula, CA)

• Trade Show Emporium - Green Trade Show Displays from Trade Show Emporium. (Denver, CO)

• Chic Eco - Earth-friendly home, body & garden design services for wholesalers, retailers & individuals. (Pahoa, Big Island, HI)

Saibot Technologies - Internet Business Consultant Company (New York, NY)
APPENDIX VIII: Research Articles and Services; Modeling Use & Support

http://www.fastcompany.com/1567840/the-campus-as-living-laboratory

CONTENTS: whole-systems approach

http://www.sas.ubc.ca/themes/caall/

CONTENTS: Introducing Campus as a Living Laboratory (CLL)

http://www.prism-magazine.org/jan07/tt_04.cfm

CONTENTS: “something that would normally be done by contractors and professional engineers and turn that over to students and let them take a test drive in the real world”

http://ucsdnews.ucsd.edu/thisweek/2010/02/08_tree.asp

CONTENTS: Campus Urban Forest Becomes Living Laboratory

http://www.slideshare.net/waterauthority/the-campus-as-a-living-laboratory-for-climate-solutions-ucsd

CONTENTS: VIDEO-campus as a living laboratory

http://www.dickinson.edu/academics/distinctive-opportunities/environmental-and-sustainability-education/content/The-Living-Laboratory-Project/

CONTENTS: The Living Laboratory Project- a living laboratory institution

http://www.aashe.org/blog/sscc-2008-live-turning-universitycollege-living-laboratory

CONTENTS: Turning a University/College into a Living Laboratory-
Students want work experience, and employers want students with real experiences

http://www.mnn.com

CONTENTS: MOTHER NATURE NETWORK-great database

http://cafce.ca/en/co-op-week

CONTENTS: National Co-operative Education-insight into co-ops everywhere

http://www.vegan.org/

CONTENTS: Vegan Certification Campaign, Humane Outreach Campaign, Dormfood Campaign-leading vegan POV

http://www.campusgreenbuilder.org/

CONTENTS: resource sharing


CONTENTS: “Co-Op Programs Turn Today's Student into Tomorrow's Builder”-the pros stand alone

http://www.ulsf.org/pub_declaration_parvol61.htm

CONTENTS: Outreach: The Sierra Youth Coalition and the Sustainable Campuses Project-a movement
http://www.gvsu.edu/sustainability/module-event-view.htm?eventId=B8C0604E-DD4A-E432-9649B6B0D3E88F8F

CONTENTS: Understanding and Implementing Sustainability as a Real Practice-co-op perspective-helpful in our attempt

http://bigideas.berkeley.edu/node/274

CONTENTS: Berkeley Student Food Cooperative-another example of a university starting a co-op

http://dailyuw.com/2010/1/12/green-green-student-fees-may-be-increased-fund-cam/

CONTENTS: Green for green: Student fees may be increased to fund campus sustainability efforts

http://www.publicaffairs.ubc.ca/ubcreports/2006/06apr06/sprouts.html

CONTENTS: Co-op Sprouts Planet-Friendly Foods-co-ops of every kind are on the rise!


CONTENTS: East Quad Music Co-op-U of M is making a move, so should we!

http://kresge.ucsc.edu/commlife/cooperatives.shtml

CONTENTS: Kresge's Student-Run Co-ops-another example of a university co-op

http://www.vegansoapbox.com/how-many-people-are-vegan/

CONTENTS: How Many People Are Vegan?-facts and guidance

http://en.allexperts.com/q/Food-Safety-Issues-767/

CONTENTS: Food Safety 101 search engine-a little background can go a long way

http://www.lccoop.org/the-co-op-bylaws/

CONTENTS: Lewis & Clark’s Student-run Cooperative-another example of a university co-op

http://gosustainable.blogspot.com/

CONTENTS: The Columbia University Food Sustainability Project-another example of a university co-op


CONTENTS: Students Plan UC Berkeley’s First Student Food Cooperative-another example of a university co-op

http://www.greenpeople.org/

CONTENTS: ANYTHING sourced-find ANYTHING GREEN

http://greenpeople.org/green-product-search.cfm?mainsearch=green-business-b2b

CONTENTS: Business to business operations-how to?

http://www.coopdirectory.org/
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<td><a href="http://www.uwcc.wisc.edu/info/i_pages/coopdev.html">http://www.uwcc.wisc.edu/info/i_pages/coopdev.html</a></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>CONTENTS: a link for many co-op strategies</th>
</tr>
</thead>
<tbody>
<tr>
<td><a href="http://www.cdsus.coop/">http://www.cdsus.coop/ - cooperative development consultation services</a></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>CONTENTS: cooperative development consultation services</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>CONTENTS: find other universities and what they’re doing – A Real GEM of a site!</th>
</tr>
</thead>
</table>
APPENDIX IX: Contact List

Contact information of proposal authors

<table>
<thead>
<tr>
<th>Name</th>
<th>Phone Number</th>
<th>Email Address</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kristiena Sartorelli</td>
<td>906-367-2035</td>
<td><a href="mailto:Kristiena.l.sartorelli@wmich.edu">Kristiena.l.sartorelli@wmich.edu</a></td>
</tr>
<tr>
<td>Caleb Oliver</td>
<td>616-719-9785</td>
<td><a href="mailto:Caleb.j.oliver@wmich.edu">Caleb.j.oliver@wmich.edu</a></td>
</tr>
<tr>
<td>Ian Orawiec</td>
<td>269-845-0227</td>
<td><a href="mailto:Ian.a.orawiec@wmich.edu">Ian.a.orawiec@wmich.edu</a></td>
</tr>
</tbody>
</table>

Contact information of those contacted throughout project

<table>
<thead>
<tr>
<th>Title</th>
<th>Name</th>
<th>Department</th>
<th>Email</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dr.</td>
<td>Harold Glasser</td>
<td>ENVS</td>
<td><a href="mailto:Harold.glasser@wmich.edu">Harold.glasser@wmich.edu</a></td>
<td>Contacted for “Best Practices on Campus” / Director of Dining Services</td>
</tr>
<tr>
<td>Ms.</td>
<td>Judy Gipper</td>
<td>Dining Services</td>
<td><a href="mailto:Judy.gipper@wmich.edu">Judy.gipper@wmich.edu</a></td>
<td></td>
</tr>
<tr>
<td>Ms.</td>
<td>Lisa batten</td>
<td>Wesley Foundation</td>
<td><a href="mailto:Lisa.m.batten@wmich.edu">Lisa.m.batten@wmich.edu</a></td>
<td>Campus Pastor Contacted re: Fireside Café and Wesley Foundation as possible location</td>
</tr>
<tr>
<td>Chef</td>
<td>Nicholas Petruska</td>
<td>Dining Services</td>
<td><a href="mailto:Nicholas.petruska@wmich.edu">Nicholas.petruska@wmich.edu</a></td>
<td></td>
</tr>
<tr>
<td>Mr.</td>
<td>Ash Norton</td>
<td>---------------------</td>
<td><a href="mailto:Ashc.norton@yahoo.com">Ashc.norton@yahoo.com</a></td>
<td>Previous project proposal – great resource</td>
</tr>
<tr>
<td>Ms.</td>
<td>Samantha Cooper</td>
<td>Grad Student</td>
<td><a href="mailto:Samantha.l.cooper@wmich.edu">Samantha.l.cooper@wmich.edu</a></td>
<td>SFI event – we provided food</td>
</tr>
<tr>
<td>Ms</td>
<td>Lauretta Eisenbach</td>
<td>ANTH</td>
<td><a href="mailto:Louann.wurst@wmich.edu">Louann.wurst@wmich.edu</a></td>
<td>Forwarded survey to ANTH listserve</td>
</tr>
<tr>
<td>Ms</td>
<td>Marilyn Kritzman</td>
<td>COM</td>
<td><a href="mailto:Marilyn.kritzman@wmich.edu">Marilyn.kritzman@wmich.edu</a></td>
<td>Forwarded survey to COM listserve</td>
</tr>
</tbody>
</table>
APPENDIX X: Contact Logs

- **Friday, February 12, 2010**
  Meeting between Caleb Oliver, Kristiena Sartorelli, and Ian Orawiec
  Summary: discussed previous projects work, discussion of possible café locations, and the direction we wanted to take this project

- **Sunday, February 14, 2010**
  Meeting between Caleb Oliver, Kristiena Sartorelli, and Ian Orawiec
  Summary: discussed best practices on other universities, continued discussion of possible café locations and direction of project

- **Sunday, February 21, 2010**
  Meeting between Caleb Oliver, Kristiena Sartorelli and Ian Orawiec
  Summary: continued discussion of project direction and possible café locations, began draft of survey

- **Sunday, March 14, 2010**
  Meeting between Caleb Oliver, Kristiena Sartorelli and Ian Orawiec
  Summary: continued discussion of café locations, continued work on survey, and discussed food to prepare for SFI campaign kick-off

- **Monday, March 15, 2010**
  Meeting between Caleb Oliver, Kristiena Sartorelli and Ian Orawiec
  Summary: Prepared and served food for SFI campaign kick-off, finalized survey questions

- **Monday, March 22, 2010**
  Meeting between Caleb Oliver, Kristiena Sartorelli and Ian Orawiec
  Summary: began distribution of survey

- **Tuesday, March 23, 2010**
  Meeting between Caleb Oliver, Kristiena Sartorelli and Ian Orawiec
  Summary: continued distribution of survey

- **Tuesday, April 6, 2010**
  Meeting between Caleb Oliver, Kristiena Sartorelli and Ian Orawiec
  Summary: Changed focus of project, discussed survey
• Sunday, April 11, 2010
  Meeting between Caleb Oliver, Kristiena Sartorelli and Ian Orawiec
  Summary: Discussed survey data, started to work on project report

1 Phone interview with Hadley – 4/14/10
1 Food For Thought student group website:
  http://web.pdx.edu/~salp/salp_saga/group_profile.php?id=47
1 Earthfoods Handbook
1 The Flaming Eggplant Bylaws:
  http://academic.evergreen.edu/groups/flamingeggplant/memo.htm