
UNIVERSITY OF CALIFORNIA GLOBAL FOOD INITIATIVE:
MODEL 2.0 FRAMEWORK

Advisory Team's
Recommendations

May 2019



**Global Food
Initiative**

RESPECTIVELY SUBMITTED BY

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More information about the Global Food Initiative can be found at our web page:

<https://www.ucop.edu/global-food-initiative/index.html>

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EXECUTIVE SUMMARY

The UC Global Food Initiative (GFI) began in 2014 to address how to sustainably and nutritiously feed a growing world population by leveraging the University of California research, outreach and operations. During this time, through the GFI, President Napolitano has supported projects and fellowships across the system that have led to a strong network of leaders with a common purpose. After five years, it is time to consider how the GFI can be further amplified and embedded into the fabric of UC and its research.

The GFI initiated an Advisory Team in November 2018 and along with the GFI Program Manager developed a set of recommendations put forward in this GFI 2.0 Model Framework for consideration by President Napolitano. The recommendations spell out ways to build upon the GFI’s current operating framework and explore a model that can grow, strengthen and amplify the leadership and work under the GFI umbrella while continuing to support UC research and campus activities.

The most significant change that the 2.0 model represents is more outward-facing, “bottom-up” approach that is more research driven. The GFI 2.0 centers on augmenting campus research efforts by creating a campus collaborative on each campus along with continued systemwide and external networking that is not available through traditional campus channels. The goal is to create greater campus ownership of the GFI while elevating the research work in a more inclusive and collaborative approach. The Advisory Team is also proposing intentional alignment on a more global level by linking the GFI to the United Nations Sustainable Development Agenda (UNSDA). In many ways GFI projects are already aligned with tenets of the UNSDA; however, the GFI is proposing tying the initiative’s objectives in a more targeted way to the goals of the UNSDA’s agenda to re-emphasize the “global” in UC’s Global Food Initiative.

The table below outlines the deliverable components of the recommendations:

Deliverable	Description
1 Advisory Team	Support the GFI Program Manager and help guide strategies and program decision-making providing campus representation at the GFI planning level.
2 Collaboration with other Presidential Initiatives and external organizations working on a global scale	Connect with other UC initiatives to further link UC research and action. Initiatives such as the Carbon Neutrality Initiative (CNI), UC Mexico, or Public Service Fellowships are natural partnerships and could be leveraged by the GFI to partner and build on their success. Connecting to external entities such as Sunnylands, UN’s Sustainability Agenda, Menus of Change or hosting a President’s United Against Hunger (PUSH) conference at OP are additional opportunities to align and further amplify the GFI work.
3 Develop a GFI Collaboration Center on each Campus	Identify campus leads who are researchers in the food systems/health space to establish a network building upon the respective assets of each campus and connecting that network systemwide. Researchers at the Division of Agriculture and Natural Resources and the UC national laboratories would collaborate with the one or more campus centers. Campus GFI Fellowship would become part of and work with campus centers. This would support more sustainable growth of the GFI by developing campus ownership and increasing faculty, researcher and student interest and engagement in GFI.
4 Annual GFI Conference	Bring together the GFI leaders with other thought partners to share knowledge, network and elevate UC research. These convenings provide researchers from

		different disciplines and campuses the space to engage and amplify the work of the GFI.
5	GFI Fellowship	One of the key success components of the current GFI will continue to be a part of the 2.0 model. The Fellows will be integrated with their respective campus collaborative center providing the Fellows with mentorship and a deeper more robust GFI experience.
6	Project Grants	Small project grants (up to \$25,000 each) will be used to encourage faculty and student researchers to join the GFI. The project owners will also become part of the campus Collaboration Center and increasing GFI membership.
7	GFI Publication on Research and Impact	The publication would be developed as a communication tool that includes GFI Leaders who would showcase the work and lessons learned from the initiative. Participating in a publication that showcases research would be a favorable incentive to help support participation in the campus Collaboration Center.
8	Advocacy and Communications	Working together, the Advisory Team and the campus Collaboration Centers will engage the UC Government Relations, campus and systemwide communications teams to build bridges to policymakers and the public. The convenings outlined in the recommendations will act as pivotal forums to support broader advocacy and development efforts.
9	Explore sustainable funding opportunities	The Advisory Team will explore alternative options and out-of-the box thinking for long term sustainable funding. Philanthropic organizations or private funding external to UC would be provided opportunities to support research such as an Agricultural Technology Incubator to help move student and faculty projects initially supported through the GFI to market readiness.

UC GLOBAL FOOD INITIATIVE BACKGROUND

President Napolitano, along with Chancellors from the 10 campuses, launched the Global Food Initiative in 2014 to address one of the most critical issues currently facing our planet and all of its inhabitants: how to sustainably and nutritiously feed a growing world population. The multi-disciplinary initiative aligns the university’s research, outreach, and operations in a sustained effort to develop, demonstrate, and share solutions for food security, health, and sustainability throughout California, the nation and the world.

The GFI contributes and supports campus research and innovation through competitive project funding while building a systemwide network to collaborate and raise awareness of the global food crisis, agriculture and food systems sustainability, and human health. Through the generous support of the President over the past five years, the GFI has funded more than 40 projects, many of which have developed into larger initiatives, while continuing to grow a systemwide network for collaboration. Across the system, the GFI has not only elevated awareness of the critical issues related to the global food crisis but has reached out to host organizations both locally and globally to effect important changes within their communities and organizations. Projects such as addressing student food security, auditing food waste on our campuses, developing curriculum on food literacy, sharing science and technology to develop community gardens, and connecting graduate students with international host organizations to collaborate on community projects, are just a few examples of GFI supported projects. The GFI has produced toolkits, convened UC researchers and food system leaders, and created white papers and resource materials. The GFI also funded a study that is frequently cited and has become part of a national conversation on student food security, resulting in the state of California allocating funds to address student basic needs. In addition to campus-level efforts, GFI has extended its reach on a global scale. Through projects such as the [Research and Innovation for Fellowship in Agriculture \(RIFA\)](#), or the [bioregional efforts between UCSD and Mexico](#) through the Urban Agriculture and Food Disparities research and education initiative, the GFI efforts align with and measure, progress towards global sustainability goals through the UNSDA goals.

STATEMENT OF THE PROBLEM

Meeting GFI’s ambitious goal to inspire and support efforts aimed at sustainably and nutritiously feeding a growing world population relies upon UC research and innovations. The GFI has in place a solid foundation for transdisciplinary research and action (e.g., well established pathways for communicating across disciplines, trusted knowledge-action collaboratives). To leverage this investment going forward GFI Leadership needed to take stock and recalibrate GFI’s current mode of operation. The goal is a “GFI 2.0” model framework. Building on GFI’s success and lessons learned thus far, we see opportunities to augment campus research efforts through campus collaboratives, small, competitively selected project grants, and ongoing support for GFI fellows, and opportunities to network that are not readily available through the normal campus channels. Along with the research projects and grants awarded across the UC system, the GFI has evolved into a strong networking medium for research efforts that include collaborations with outside institutions.

The GFI consistently hears comments from leadership that one of the many benefits of the initiative is they discover and can connect with related research and outreach projects at other campuses, ANR and the labs— projects that could share information or leverage each other’s work and resources to enhance their respective global impacts. This systemwide “connective tissue” is a key tenet of the GFI’s success to date and is unique to UC Presidential Initiatives spanning across all campuses and UC entities. The GFI proposes to strengthen this

function in the 2.0 model by creating greater campus-level "ownership" of the GFI. The idea is to create a network structure in which one or two senior faculty leads on each campus (ideally, a research leaders with a solid track record of institution building and fundraising), serve as a convener of existing food systems, climate change and leads of other assets or studies that affect human and planet health (from farm to fork). Campus leads will meet regularly to coordinate activities, outreach to systemwide colleagues, global research and program staff (e.g., Gates Foundation, World Health Organization, United Nations), and develop or participate in symposiums and UC-wide monographs, case studies and communications materials that highlight the presence of the UC system as leaders on human and planet health research world stage. One global measure is to reach more broadly and forge an alignment with the food related targets and goals of [the UN Sustainable Development Agenda for 2030](#) (UNSDA).

After examining the evolution of the GFI initiative and assessing how to continue to align the university’s research, outreach and operations, moving forward the Advisory Team recommends that the GFI should endeavor to grow as a systemwide initiative that is more outward-facing, building on the established network and promoting projects, training, research and outreach addressing the food security, health and agricultural sustainability.

LEADERSHIP MEETING OUTCOMES

The GFI has hosted annual leadership meetings as an opportunity for the GFI leadership to come together for panel discussions, presentations and workshop activities to engage and strengthen the network. In the last few years, the meetings have focused inward on the work of the GFI, how we can build a stronger initiative to support research and innovation going on across the system, and to sustain the initiative past the initial funding provided by the President.

Some key takeaways captured during these convenings demonstrate the systemwide enthusiasm for the GFI and the desire for the initiative to continue forward. In October 2018, the GFI Leadership participated in a

cooperative “Carousel Activity”. This activity can be used to discover and discuss background knowledge and content already learned prior to studying a new topic. The participants had robust conversations on a path for the GFI to go forward even with little or no funding. Nearly two-thirds of the group indicated their support to create an Advisory Team to help formulate the next iteration of the GFI as a 2.0 model. The information gathered at the completion of the Carousel Activity is incorporated into the 2.0 model recommendations. For more details on the data captured during this activity, see [Appendix A](#).



COMMENTS CAPTURED DURING THE OCTOBER 2018 GFI LEADERSHIP MEETING

University's overarching mission of research, teaching and public service. Furthermore, the Advisory Team sees success of the future of the GFI relying on more campus ownership. As a systemwide initiative, the GFI is a strategic position to support and amplify the UC's research in food systems, sustainability, health and wellbeing and it will take commitment by faculty, staff and students to be more invested in the GFI's success.

RECOMMENDATIONS FOR A GFI 2.0 MODEL FRAMEWORK

The recommendations outlined below are based on data gathered at face-to-face leadership meetings, surveys completed by the GFI Leadership and discussions amongst the newly established Advisory Team. The recommendations also take into consideration the Major Projects and Initiatives (MPI) funding request submitted in January 2019. Many of the recommendations will require some level of funding to accomplish. The 2.0 model proposes linking the GFI into the relevant global discourse by the United Nations and other global institutions. The Advisory Team sees opportunities to leverage the UNSDA as we move forward in building the GFI 2.0 Model and tie some of our objectives to the goals of this ambitious agenda. To help grow and operationalize the GFI across UC, we propose creating a GFI Collaboration Center on each UC campus and within ANR to leverage a more robust network of UC assets in the areas of food systems, climate change and the effects on human health.

RECOMMENDATION #1: ESTABLISH A UC GFI ADVISORY TEAM

The GFI Leadership has indicated strong support (62% approval) for the creation of an Advisory Team. Therefore a team was established in November 2018 and consists of leaders who volunteered to participate in an advisory role. The Advisory Team has been convening regularly since November 2018 in order to develop their Charge and, Role, and refine the GFI Vision and Mission Statement. They also created Guiding Principles for how the group envisions moving forward as a subset of the overall GFI leadership, and a framework for decision making to help amplify and grow the initiative.

ADVISORY TEAM CHARGE

1. Develop a set of recommendations that will best position the GFI 2.0 Model
2. Identify and validate issues/problems/concerns within the current GFI state
3. Engage campus level stakeholders to inform the GFI model and recommendations
4. Develop recommendations and associated budget needs (3 year plan) for President's Napolitano's consideration
5. Define possible considerations for implementation

ADVISORY TEAM ROLE

An advisory team is a collection of individuals who bring unique knowledge and skills to more effectively guide an organization or a process. Although the advisory team does not have formal authority, the team will work with the GFI Program Manager to make recommendations and/or imparting key information for the President's consideration in relation to a GFI 2.0 Model, and providing guidance to further the growth and engagement of the GFI over the long term.

The Advisory Team will:

1. Review the performance to date of the program through the prism of the program's goals and identify successes to build into the GFI 2.0 Model
2. Refine the mission and purpose of the GFI, articulating goals and objectives

3. Ensure effective planning, strengthening and awareness building of the GFI
4. Provide an independent/unbiased sounding board, and assist in determining important activities
5. Define criteria for the GFI award process
6. Serve as advocates for the GFI, acting as liaisons with relevant constituencies and the broader GFI leadership
7. Provide guidance and subject matter expertise when applicable
8. Play an important communication and public relations role as champions of the GFI and create best practices and lessons learned for dissemination
9. Participate in the facilitation of Advisory Team Meetings

In the long term, the Advisory Team can evolve into a rotating membership where campus leaders participate for up to two years in an advisory, strategic planning role. With the guidance of the Advisory Team, the GFI 2.0 model could shift towards more of a research, communications and training initiative. By locating and engaging all the research and training programs in food systems, health and sustainability across the 10 campuses and work with these entities to collaborate in ways that elevate the profile of UC faculty and students, and to engage in activities that steer international stakeholders towards more sustainable and healthier food systems.

VISION AND MISSION STATEMENT

The Global Food Initiative aligns the university's research, education, outreach and operations in a sustained effort to develop, demonstrate and share solutions—throughout California, the United States and the world—for equitable food access, health and sustainability.

GUIDING PRINCIPLES

The following Guiding Principles developed by the Advisory Team will guide the thinking in the development of recommendations, in decision-making and as a roadmap for moving the GFI forward:

1. Enable the GFI in prioritizing, engaging and championing the University's mission of research, teaching and public service.
2. Position the GFI to collaborate, integrate and leverage in order to maximize UC research, education, training and outreach.
3. Position the GFI to share and exchange urban and rural solutions that support healthy, sustainable and resilient people, communities, food systems, and planet.
4. Build the GFI program towards a sustainable model that is designed to last a minimum of 2 to 3 years and ideally beyond.

RECOMMENDATION #2: COLLABORATE WITH OTHER PRESIDENTIAL INITIATIVES

The UC system has been very successful playing a leadership role linking research and action on several important fronts. For instance, addressing climate change, UC is creating leading-edge tools and resources in the form of an online course, publications and pathways for ongoing public facing engagement with government and industry. The GFI is keen to build upon this success while adding important new perspectives, and actionable ideas. The GFI is well positioned to elevate food systems as a unifying force for local, place-based solutions that bridge concerns about food, water, energy, climate and human health. This is one of UC GFI's most potent, emergent capabilities: the power to integrate and convene in ways that fit well the National Science Foundation's recent call for convergence research and action.

There are natural connections between the GFI and the Carbon Neutrality Initiative (CNI) that will be explored more intentionally as part of the GFI 2.0 model. We already collaborate on the GFI Fellowship program and the GFI has awarded small grants to CNI projects. By increasing the GFI/CNI collaboration, we can strengthen UC's commitment to climate change on two fronts.

Another UC program initiative where the GFI can be a collaborative partner is the UC Mexico program. Given how the State of California shares a border with Mexico, we see many opportunities for UC GFI to leverage and help synergistically advance UC efforts aimed at improving knowledge sharing and collaborative projects with Mexico, including new ways to provide students with experiential learning opportunities designed to benefit students and the public.

The umbrella that we are proposing to create with the GFI Collaboration Centers could continue to explore how to further collaborations with other Presidential Initiatives that have natural alliances such as the Student Public Service Fellowship or the Public Service Law Fellowship that could support work in areas such as the food system or nutrition policy.

RECOMMENDATION #3: DEVELOP A GFI COLLABORATION CENTER ON EACH CAMPUS

A key deliverable of the GFI 2.0 model is to establish a Collaboration Center on each campus that will drive participation and campus-level "ownership." The Advisory Team is seeking to ensure the sustainable growth of the GFI by increasing faculty, researcher and student interest and engagement in the program. We can accomplish this by following the successful model of the Student Food Access Security and Basic Needs Committee or the Healthy Campus Network, where campus leads were identified to set up a network, building upon the respective assets of each campus and connecting that network systemwide. The GFI Collaboration Centers will be positioned to expand opportunities to access existing campus resources, while leveraging the potential for extramural funding through cross-campus collaborations. Through these Centers, the current strengths of any given UC campus such as UC Davis' agricultural research, UCSF's obesity research and UC Santa Cruz's environmental studies of food systems can come together as a consortium of investigative teams. The whole is greater than the sum of its parts and weaving the Collaboration Centers together will naturally create a broader, more holistic, cross-disciplinary vision of food systems research into alignment with, and can further align with the USDA goals. Each campus Collaboration Center can also act as a GFI focal point for the campus to help support the campus-specific GFI projects or GFI Fellowships. It could also easily be adapted into a forum for bringing together student scholars from multiple campuses to collaborate on research projects. Researchers and relevant staff at the UC National Laboratories and the UC Division of Agriculture and Natural Resources (ANR; which as the Cooperative Extension arm of UC operates systemwide and has a presence in every California county and on multiple UC campuses), can be integrated into the Collaborative Centers of one or more campuses.

RECOMMENDATION #4: CONVENE A GFI ANNUAL LEADERSHIP CONFERENCE

Host an annual GFI Leadership Conference convening for a day of workshops, networking and GFI-related presentations. These convenings bring together GFI leadership to discuss their work and provide a forum to share ideas and facilitate new and expanded collaborations. We hope to grow these meetings to include presentations by industry experts for broader, more robust conversations and potentially develop external partnerships. We would include leaders from the proposed campus GFI Collaboration Centers to join in the conference, along with GFI Fellows, other Presidential Initiative leaders (e.g., CNI, Public Service Fellowship, etc.) and other key stakeholders from across the system. The goal is to leverage the network foundation already established while

building a more robust partnership between existing campus assets to generate greater campus-level “ownership” of the GFI.

RECOMMENDATION #5: CONTINUE THE GFI FELLOWSHIP

The Fellowship has sponsored over 270 students to work on projects that align with the GFI program. Working in conjunction with the Student Development and Engagement department, the Fellows participate in an orientation, a leadership training (for the Fellows responsible for campus engagement), a spring field trip and an end-of-year symposium. The symposium has been held in conjunction with the annual California Higher Ed Sustainability Conference where Fellows present project posters. Many of these Fellows have gone on to do further work in the areas of food systems, health and sustainability and have noted that the Fellowship has provided a unique professional development experience within their college years.

RECOMMENDATION #6: AWARD SMALL GFI PROJECT GRANTS (UP TO \$25K)

Funding small campus or multi-campus projects furthers awareness building and UC research and innovations in food systems, sustainability and health across the campuses. The foundation of the GFI Leadership was built on the participants and awardees of the GFI projects over the past five years. These grant participants make up the core leadership that continues to this day. Some projects led by the GFI Leadership have evolved into larger programs or initiatives, such as the Food Access Security and Basic Needs, Rooted University Living Laboratory systems linking campus food-water-energy systems, and the Healthy Campus Network. Past projects have produced [reports](#), [toolkits](#), [best practices](#), and [an educational resource website](#), and have increased experiential learning across the system. In the 2.0 model, the GFI project grants would each have a maximum award of amount of \$25K. To further the proposed GFI Collaboration Centers on each campus, proposals would be encouraged to include cross-campus collaborations.

RECOMMENDATION #7: DISSEMINATE PUBLICATION ON GFI RESEARCH AND IMPACT

The GFI is recommending the development of a publication to shed light on the work and lessons learned from the initiative. The publication would be an output associated with an existing GFI funded project, EQUIPPED, that is hosting a symposium in the fall of 2019. The symposium will delve into the Rooted University Transition, with a focus on GFI's efforts geared toward participatory, partnership driven (university-community) food system change. This book could be a communication tool to highlight the GFI work much like the Cal Ag Journal GFI Special Issue from August 2017; however, this would be looking at the GFI as it relates to UC's overarching mission of research, teaching, extension, and public service. The Advisory Team could leverage each campus GFI Collaboration Center to communicate with faculty, ANR and national laboratory leadership the opportunity to participate in the development of the publication. We would like to invite President Napolitano to write the forward to such a book, providing a vital institutional perspective.

RECOMMENDATION #8: ADVOCACY AND COMMUNICATION

The GFI Advisory Team and the UC-wide GFI Collaboration Centers will work closely with UC Government Relations, campus and systemwide communications teams to build bridges to policy- and decision-makers and the public. The conferences and collaborations outlined in the recommendations will act as pivotal forums and network opportunities to support the advocacy efforts and more wide-ranging engagement.

Communicating the work of the GFI has always been an important component the GFI development. Working with the communication teams the Advisory Team and GFI Leadership will explore innovative mediums such as TedTalk or YouTube. The goal will be to share knowledge and information on how research generated across the UCs can be leveraged in the service of broad global food systems changes and individual awareness across a wider spectrum. The GFI Advisory Team will also seek unique partnerships through food networks or culinary institutions such as the Culinary Institute of America's Menu of Change Collaborative. Woven into any GFI communication and advocacy effort will be showcasing that our UC students, current and former, to share the work, research and innovations our future leaders are producing.

COLLABORATE WITH OUTSIDE ORGANIZATIONS INCLUDING THOSE WORKING ON A GLOBAL SCALE

Last fall the GFI was contacted by Rob Fallon, Director of External Relations for the Annenberg Foundation Trust at Sunnylands. Sunnylands is charged by its Declaration of Trust to bring together leaders and experts from around the globe to find meaningful solutions to some of the most pressing challenges facing our nation and the world. One of Sunnyland's area of interest is global health and food security. Our conversation with the Sunnyland's Director led to potentially creating a conference/event at Sunnylands in 2020 where we bring together UC expertise with global thought partners (e.g., government, private sector, non-profits) in the area of health, food security and technology to discuss solutions to the challenges the global food crisis presents.

The GFI was also recently invited to host the 2021 Universities Fighting World Hunger (UFWH) Summit and the Presidents United to Solve Hunger (PUSH) Leaders Forum. UFWH is a global network of universities collaborating to address hunger globally. Every year, UFWH holds a summit at one of the member campuses to provide an opportunity for university leaders, administrators, faculty and students to share research-based solutions to addressing world hunger. At the UFWH Summit in February 2014, senior-level university administrators met to create a collaborative blueprint and commitment to action. Since then, nearly 100 Chancellors and Presidents from four continents (including President Napolitano) have joined this effort. UC representatives have attended recent annual UFWH/PUSH meetings, highlighting how UC has systematically assessed and innovatively addressed student food insecurity on all 10 campuses. In recognition of this cutting-edge work, PUSH has invited UC to host the 2021 UFWH Summit and PUSH Leaders Forum at one of the UC campuses so that other universities can be inspired and learn from UC's work on Student Food Access Security and Basic Needs. These are just a couple examples of how the GFI can network with external partners on a global scale to amplify the research and innovations of UC while promoting ways to address the world food crisis.

In the GFI 2.0 model, we will also endeavor to explore ways to align with the goals of the UNSDA relevant to addressing food, hunger and malnutrition and demonstrate how we can engage and support many of its stated targets for change. With the introduction of the GFI, UC has taken the bold step of expanding its core mission of research and public service beyond the state, beyond the nation, to the world in a manner that aligns with the UNSDA. This does not mean that we profess to have the capacity alone to end global hunger and malnutrition. However, as a pre-eminent research institution with a focus on agriculture, food systems and health, through the GFI the University can forge alliances with other major actors to increase our contributions and impact by taking UC's research to action beyond our institutional walls.

Another opportunity to showcase the GFI to a more external audience, while recognizing the efforts of the GFI leadership, would be an annual meeting hosted by the President to showcase the work of the GFI through awards and recognition. This could act as a catalyst of support for partnering with like-minded organizations such as Menu of Research Collaboration and the Get Healthy California initiative. This annual meeting is an opportunity

for GFI to invite strategic segments of the off-campus community to participate and learn together within a bi-directional learning system. The interaction at these meetings can be designed to demonstrate that the UC system is not an “ivy tower”, whose research merely prescribes solutions that should be done by others. Rather, we can demonstrate that we are willing and able to roll up our sleeves and work in partnership with policy makers, foundations, community-based organizations, sustainable businesses, sustainability activists, and others to address the most pressing issues facing our society. The annual meetings can be a working partnership convening, in addition to being informative and inspiring. Over time, these solution-based convenings can become one of the premier sought after and respected opportunities for national and international participation.

RECOMMENDATION #9: SUSTAINABLE FUNDING OPPORTUNITIES

Since its inception, the President has supported the GFI as part of her Presidential Initiatives portfolio. To ensure the continuation of the program, sustainable funding models will need to be explored. The Advisory Team will explore some alternative options for growing the GFI over the long term. Out-of-the box thinking will be needed in the very competitive funding landscape. Leveraging philanthropies or private funding external to UC is one avenue the Advisory Team can explore and we will approach these entities with unique opportunities outlined below.

AGRICULTURAL TECHNOLOGY INCUBATOR

One avenue to explore as part of the sustainable funding model is an agricultural technology incubator. The state of California, known for its agriculture and technology would be the perfect testing ground. Building off the UC’s dedication to innovation and entrepreneurship, the GFI recommends developing an incubator to help move student and faculty projects initially supported through the GFI to market readiness. While UC is already home to nearly three dozen incubators and accelerators which support developing technologies, none of these ventures are dedicated specifically to food and agricultural innovation. This incubator will build upon the momentum of the UCOP Innovation and Entrepreneurship Initiative, partnering with UC ANR, existing incubators, and drawing on key industry partners to drive innovation in agriculture--both rural and urban. By providing access to capital, mentorship, and resources through an AgTech incubator, the GFI can accelerate local and global economic growth, inspire growth in the innovation ecosystem around food and agriculture, and take concrete strides towards equitable food access, health, and sustainability.

GFI PROJECT CATALOG

Similar to the agriculture technology incubator, GFI will create a catalog to showcase GFI Fellows or campus GFI research projects with the potential to enter the market. This catalog will include a description of the project and a request for support including seed funding, mentorship, and/or networking opportunities. This catalog will be shared with campus development officers, Institutional Advancement, and business schools across the University of California, who could facilitate new partnerships or connections with alumni, private funders, endowments or philanthropists willing to provide support to these projects. The Collaboration Centers on the campus will facilitate submissions to the catalog and assist the Fellows or researchers to engage with these potential partners.

TIMELINE

The timeline will be developed following the approval of the GFI MPI submitted in January 2019 when the Program Manager and Advisory Team have a clear understanding of approved funding and what portions of the recommendations will move forward.

APPENDIX A: FACILITATED ACTIVITY DATA AND OUTCOMES

<p>Please briefly explain, in your opinion, what value the GFI program has brought to you, your research, your department and your campus?</p>
<p>The GFI has provided financial help, visibility for our projects, affirmation and legitimacy for our mission, and connection between our Center and other university affiliates.</p>
<p>The GFI has involved UCLA service learning grads and undergrads as student mentors/instructors & researchers in the "Growing Food Literacy" Project at Mark Twain MS, LAUSD. GFI & the HCI have also provided teaching assistants for the UCLA FSPH course I taught from 2015- to 2017, & one of my former students taught in 2018, entitled: "Healthy Food Access in Los Angeles: The History & Practice of Urban Agriculture." I participated in the UCGFI K-12 Committee since 2014 and learned about GFI research, teaching and community service that was being done on other UC campuses which I could share with my students and which inspired me to develop, with 2 UCLA FSPH graduate students, a healthy food/school garden curriculum for middle school students which is available at seedstople.net</p>
<p>GFI support has helped us elevate the importance of our Urban Studies and Planning Program --especially the work we do integrating research and experiential learning. This has translated into more institutional resources for our USP program, and our Bioregional Center for Sustainability Science, Planning and Design. GFI has enabled us to do, showcase, and learn from serious interventions (e.g. one of our GFI grants has been instrumental in building out community gardens and food forests, along with civic infrastructure to enable faculty-students-staff-community engagement). GFI has allowed our research and experiential learning approach to education to extend outside of the lab and allow food production and insecurity on campus to become a focal point at an otherwise tech/data focused University. This work now extends outside campus to nonprofit and small business entities via GFI supported individuals and programs such as EQUIPPED, which has yielded results at our remote partner site in South East San Diego, as well as a new hire in student and community engagement. This student and community engagement specialist has been instrumental in mobilizing campus resources in tandem with the GFI fellows and their research to produce quantifiable results (e.g. food produced, student projects/research created, etc.).</p>
<p>Most important: Focus on the main vision and vision, that is "how to sustainably and nutritiously feed a world population expected to reach eight billion by 2025". What can we do to fix the agriculture and food system? Changing people food choices, Better Ag practices, better food waste technologies, creating circular economy, empowering small farmers, empowering women. Way too many of the current GFI projects have little to do and will answer the questions "how are we going to sustainably and nutritiously feed a world population expected to reach eight billion by 2025". We need to re-frame the problem and the solution. Do we need to be 8-9 billion? We can act on that. GFI should focus on that and on bringing attention to the bigger questions and be a conduit to amplify the discussion and the right solutions</p>
<p>Broader engagement of food as a key element of One Health and 'eat to live' efforts across UC - bringing medical schools together with production ag and nutrition programs that are community-based.</p>
<p>In my experience, the GFI program has benefited our program, campus, and the broader UC in the following ways: (1) We have received funding to support both our Experiential Learning work and our Food Security work. As a result of GFI funding we were able to support a GSR, undergrad, and 5-10 interns every quarter in donating 20,000 pounds of student grown produce over the past two years. GFI funding has also helped us develop new partnerships with EOP, Chicano/a Studies, the Cross Cultural Center, and the LGBTQIA Resource Center to make sure that our programming is meeting the needs of students most impacted by societal inequities. As a result of this programming over 500 new students have engaged in this space and therefore, their campus food system. We expect that students how understand their campus food system will have more power to change the food system in ways that benefit all students. Our experiential learning initiative has helped formalize and share our leadership development training program and created opportunities for UCD students to intern at and support school gardens in the region. (2) GFI funding has allowed our campus to scale up and coordinate our Basic Needs efforts, including addressing food insecurity. As a result of GFI funding we now have a central, physical space for students to connect with the de-centralized services our campus provides. GFI support has also led to new campus-town relations, including partnerships with the county food bank that allow for more CalFresh</p>

<p>enrollments on campus. Most importantly, GFI Student Fellowships have ensured that solutions remain student centered. (3) Finally, as a result of GFI funding, we have a better understanding of the scope of student food insecurity across the UC system and better connections across UCs that allow us to share challenges and solutions. I've really appreciated the opportunity to connect with colleagues and students at other UC institutions.</p>
<p>The GFI program has enabled our organization to engage with UCLA undergraduate and graduate students to research and put into practice concepts of healthy food production and healthy eating with middle school students.</p>
<p>Funding this year for the "Wedges against hunger" conference will engage undergraduates and bring scholars together to create innovative answers to fight global food insecurity.</p>
<p>GFI has given me a platform to advocate for basic needs and food security at UCLA. It has provided so much support through both the funding and the significance of the name. It has allowed me to make lasting connections and find a family through my efforts with CalFresh on campus.</p>
<p>The GFI has provided funding to help us develop an online class entitled "Science and Society 2V: Feeding the World: Influences on the Global Food Supply". This class is UC Davis's CAES contribution to the food curriculum for the GFI. We are on our inaugural UCD offering this fall quarter, with 70 students enrolled. After we "beta-test" the course locally at UCD, we offer it systemwide in 2019.</p>
<p>Continue yearly GFI meetings and the student fellowships to engage the next generation in problems we still have huge amounts of work remaining to address.</p>
<p>CLEAR is providing opportunities to many grad students and postdocs across campus to reach out to the community beyond the campus and make connections about food and agriculture through numerous activities. These include CLEAR on Campus, e.g., roundtable discussions on fake news and robots in agriculture; CLEAR in the Community, e.g., Farmers' Markets, PubScience; CLEAR in the Classroom, e.g. CRISPR high school presentations and a CRISPR mobile game and CLEAR in the Capital, e.g., discussions on the Farm Bill and trips to Sacramento to meet legislators and staff. These opportunities were simply not available in an organized way before CLEAR. And each year we get to introduce a new cohort of students to these activities! The impact continues to grow on the campus.</p>
<p>It has helped create connections with other campuses and leaders that we would not have had. It helped us move forward pilot or experimental areas of work.</p>
<p>Networking, collaborating, partnering in a truly multi-disciplinary way across campuses, departments, professions has been invaluable. It has led me to new research opportunities with new collaborators, allowed me to stretch and grow as a leader, and taught me quite a bit about the structure and organization of UCOP as well as other UC locations.</p>
<p>Continued support for initiatives that are truly cross campus would help develop broader support and perhaps leverage campus resources of both talent and financial resources</p>
<p>RIFA has provided the opportunity for 88 graduate level Fellows from 6 of the ten campuses to take their shared research of their faculty mentors to action among applied projects of 40+ host organizations in 32 countries. After they have completed their work of providing training, collaborative research, technical assistance during their 2-6 months in the field, we find that almost 100% remain in communication and continue their collaboration with the host organization. As we go into the next round of soliciting requests for assistance from the host NGOs, universities and research institutions, we are giving priority to those who are prepared to provide a sizable match that covers the Fellows' costs in-country. Conversations we have been having particularly with the International NGO community we find that they are beginning to recognize the cost benefit of the skills and knowledge we are able to deliver over those delivered by conventional sources within the development community. Currently according to information we collect from the field, 1552 people have been trained, 83 joint publications, 1076 professional collaborations and \$194,120 joint funding match has been leveraged. Our objective is to target more of the international NGO community, leverage greater funding, and continue to focus all all aspects of agriculture and food production, processing and environmental impact. Over the past year we have actually signed MOUs with 4 different NGOs and international research centers to pursue outside support together. Over the next year we intend to step up that effort.</p>

<p>The GFI program has provided important support for graduate students and postdocs interested in engaging the public on issues of food and agriculture.</p>
<p>I think the GFI has been particularly helpful in improving awareness of food issues - and food access - on campus. I do think that many of the original goals have gotten lost, and that consequently, entire groups of our UC community don't feel connected to GFI.</p>
<p>As a student, I was a GFI fellow with a focus on the research, development, and implementation of my campus' community garden. I enjoyed numerous professional leadership opportunities through GFI and wouldn't have my job today without it. Broadly speaking, the GFI has impacted students, staff, and faculty across campus such as with our Basic Needs Committee.</p>
<p>The impact of this initiative will continue to be felt for many years to come. Thank you for making this such a successful endeavor!</p>
<p><i>Please list, specific benefits, if any, you as a leader or that which your campus has experienced through the project(s) funded by the GFI?</i></p>
<p>We have an ongoing food law clinic for law students that would not be possible without GFI funding; we held a writing competition on innovation in food law with GFI funding; and we are working on a digital career guide for students with GFI funding.</p>
<p>GFI student fellows took on a variety of GFI projects each year since its inception. These projects gave visibility to the GFI and encouraged others students and faculty to get involved in GFI-related classes/topics. GFI helped raise visibility of the high rates of food insecurity of UC students & provided support for programs to address this very serious issue.</p>
<p>The GFI has provided financial help, visibility for our projects, affirmation and legitimacy for our mission, and connection between our Center and other university affiliates.</p>
<p>My leadership role has helped to elevate the GFI's mission and goals into the "DNA" of UC San Diego's division of Resources Management and Planning --notably RM&P's Long Range Development Plan (LRDP). The campus' LRDP set its own zero waste and carbon neutrality goals. Through my leadership engagement, and that of my colleagues in our USP program and Bioregional Center, LRDP now places greater emphasis on GFI's focus on student-centered research towards addressing food production and insecurity. This outcome supports our broader effort to promote what we call the "Rooted University." The Rooted University is a university that invests a significant amount of its attention and resources in place-based education, integrative research and community engagement. The Rooted University's place-based approach is geared to understanding and improving how local-global forces interact and shape the coupled human-natural environments we inhabit. The 21st century's most complex challenges (e.g., the food-water-energy trilemma) are best addressed bioregionally. Bioregional theory and action "connects-the-dots" linking cities, towns, infrastructure and working landscapes that are bound together by geography, ecology and culture. The Rooted University plays a vital role in its own bioregion, and beyond, by helping democratize science and technology, education and training that fosters equity, sustainability, resilience, scientific literacy and healthy placemaking in the coupling of human and natural systems. GFI has given us the opportunity to do interventions that help manifest this transition in real terms!</p>
<p>Most important: Focus on the main vision and vision, that is "how to sustainably and nutritiously feed a world population expected to reach eight billion by 2025". What can we do to fix the agriculture and food system? Changing people food choices, Better Ag practices, better food waste technologies, creating circular economy, empowering small farmers, empowering women. Way too many of the current GFI projects have little to do and will answer the questions "how are we going to sustainably and nutritiously feed a world population expected to reach eight billion by 2025". We need to re-frame the problem and the solution. Do we need to be 8-9 billion? We can act on that. GFI should focus on that and on bringing attention to the bigger questions and be a conduit to amplify the discussion and the right solutions.</p>
<p>Broader engagement of food as a key element of One Health and 'eat to live' efforts across UC - bringing medical schools together with production ag and nutrition programs that are community-based.</p>

<p>-stronger networks within our UC campus, across UC campuses, between UC, CSU and CCC campuses, and national level programing</p> <p>-deeper understanding of how UC is approaching/where the UC system is headed in addressing food security across scales</p>
<p>30 undergraduate and 1 graduate students have learned the challenges of applying concepts of healthy eating to the community at large.</p>
<p>The introduction and flourishing of the CalFresh program on campus - it is still student run and student initiated (but with support from the Basic Needs Committee). Students know what CalFresh is and they don't have to suffer by choosing between rent money and groceries.</p>
<p>Primarily the above-mentioned course. I already have an established research and outreach program serving important agricultural stakeholders in California and the nation.</p>
<p>Continue yearly GFI meetings and the student fellowships to engage the next generation in problems we still have huge amounts of work remaining to address.</p>
<p>As stated above, while my position encompasses engagement with the community, I have never had funds to draw students into this arena and now I do. It is amazing the fervor with which these laboratory students embrace these volunteer opportunities - and if anything the enthusiasm for them has grown over time, rather than diminish.</p>
<p>It has helped create connections with other campuses and leaders that we would not have had. It helped us move forward pilot or experimental areas of work.</p>
<p>My former campus, UC Berkeley, has more directly benefitted from my work on GFI -- they have incorporated the UC Healthy Vending Guidelines into their new campus-wide nutrition policy, which was developed and adopted during the same timeframe. Other campuses who have also moved forward with voluntarily adopting healthy vending guidelines benefitted from our research and development of viable systemwide vending standards. Now that the vending guidelines are being disseminated more widely, I expect that other campuses will also benefit -- even if there is partial implementation, that is a step towards ensuring that our entire UC community has healthy options to choose from in the vending machines on UC campuses.</p>
<p>Continued support for initiatives that are truly cross campus would help develop broader support and perhaps leverage campus resources of both talent and financial resources</p>
<p>Each one of our 88 Fellows have had to involve at least one member of the faculty in the design and oversight of their projects. It is quite interesting how we are able to encourage faculty who are usually focused on their research, teaching and publications to also include some time toward thinking about the impact of their work upon the organizations and their client communities in host countries.</p>
<p>So many...! Interns, projects moving forward (especially around food insecurity and healthy campus). It's been great in that aspect. Lots of student engagement.</p>
<p>GFI student fellows took on a variety of GFI projects each year since its inception. These projects gave visibility to the GFI and encouraged others students and faculty to get involved in GFI-related classes/topics. GFI helped raise visibility of the high rates of food insecurity of UC students & provided support for programs to address this very serious issue.</p>
<p>Increase of CalFresh enrollment and real movement on basic needs efforts through the support and funding from UCOP.</p>
<p>There is a much more recognized involvement of the campus in community events than there ever has been with regard to food and agriculture through all of the events in which the CLEAR students engage. People seek us out at the Farmers' Market and PubScience events, which have been going on for more than a year now.</p>
<p>Continued support for initiatives that are truly cross campus would help develop broader support and perhaps leverage campus resources of both talent and financial resources</p>
<p>What could be done specifically on your campus to nurture and grow the GFI?</p>

<p>The GFI has provided financial help, visibility for our projects, affirmation and legitimacy for our mission, and connection between our Center and other university affiliates.</p>
<p>GFI student fellows took on a variety of GFI projects each year since its inception. These projects gave visibility to the GFI and encouraged others students and faculty to get involved in GFI-related classes/topics. GFI helped raise visibility of the high rates of food insecurity of UC students & provided support for programs to address this very serious issue.</p>
<p>Fellowship funding from the GFI has enabled us to fund students from a broad array of disciplines to put their efforts towards the GFI in ways that are greater than the sum of their parts. A perfect example is evident in this year's GFI, where a Nano engineering fellow who runs a student organization "Computer Science for Agriculture" (Luke Lindgren) will be working with our other fellow (Christine Schlutius) a biology major whom works with the Basic Needs group on campus as president of the Triton Food Recovery Network. Luke will be designing websites/apps that will streamline the process of the tracking and quantifying the food waste composted and food being grown at the student run Roger's Community Garden being delivered to the Triton Food Pantry, which provides produce for food insecure students. This goes one step further in that Christine will be putting on cooking classes using this produce from Roger's Garden to help enable students to know how to utilize fresh produce, that will then be featured online via a web presence managed by Luke and shared and spread by our ambassador Belinda Ramirez. This could only be made possible through the GFI that supported not only the students themselves, but the student and community engagement specialist who orchestrated the process. This process which was derived from a collaboration between a small company Food2Soil (which creates local jobs and compost by redirecting restaurant waste to community gardens) and Ocean View Growing Grounds, a community garden managed by a non-profit in a food desert of San Diego that will host a kitchen and cooking classes on-site.</p>
<p>Most important: Focus on the main vision and vision, that is "how to sustainably and nutritiously feed a world population expected to reach eight billion by 2025". What can we do to fix the agriculture and food system? Changing people food choices, Better Ag practices, better food waste technologies, creating circular economy, empowering small farmers, empowering women. Way too many of the current GFI projects have little to do and will answer the questions "how are we going to sustainably and nutritiously feed a world population expected to reach eight billion by 2025". We need to re-frame the problem and the solution. Do we need to be 8-9 billion? We can act on that. GFI should focus on that and on bringing attention to the bigger questions and be a conduit to amplify the discussion and the right solutions.</p>
<p>Broader engagement of food as a key element of One Health and 'eat to live' efforts across UC - bringing medical schools together with production ag and nutrition programs that are community-based.</p>
<p>*over 20,000 pounds of student grown organic produce donated to UCD students over the past two years - increase in distribution days from 2 days/week to 5 days/ week - increase in distribution site from one site to now soon to be 5 sites including the ASUCD run Pantry, Aggie Compass's Fruit and Veggie Up! program, the Educational Opportunities Program, the Native American Success Center, and the Cross Cultural Center - a GSR and undergraduate student fellow helping to guide the solutions our program developed to ensure they remain student centered and addressing those most impacted by societal and higher education inequities *over 40 student interns receiving university credit to grow and glean Student Farm produce for donation - over 500 new students visiting the Student Farm and learning about their campus food system and student food security through new partnerships with Ethnic Studies, Geography, Sociology - New programming with EOP, the Cross Cultural Center, and the LGBTQIA Resource Center connecting students with campus food resources</p> <p>*Broadly shared report of food an agriculture experiential learning opportunities across the UC summarized in "Learning from the Group Up: Experiential Learning in Food and Agriculture Systems Education at the University of California" - Soon to be broadly shared reports on leadership development in student farm/garden spaces, student farms/gardens for basic needs, and farms and gardens for civic engagement through partnerships with K-12 school gardens</p> <p>30 undergraduate and 1 graduate students taught food literacy to 60 middle students and now are working with them to improve the availability of nutritious food at school and in the community, at large.</p>

<p>Increase of CalFresh enrollment and real movement on basic needs efforts through the support and funding from UCOP.</p>
<p>Continue yearly GFI meetings and the student fellowships to engage the next generation in problems we still have huge amounts of work remaining to address.</p>
<p>There is a much more recognized involvement of the campus in community events than there ever has been with regard to food and agriculture through all of the events in which the CLEAR students engage. People seek us out at the Farmers' Market and PubScience events, which have been going on for more than a year now.</p>
<p>It has helped create connections with other campuses and leaders that we would not have had. It helped us move forward pilot or experimental areas of work.</p>
<p>As an almost entirely grant-funded organization, there is a specific benefit to NPI (and thus, UCANR) to have GFI funds help cover some of our personnel so that research to develop the policy and now, to evaluate the impact of voluntary implementation, can take place.</p>
<p>Continued support for initiatives that are truly cross campus would help develop broader support and perhaps leverage campus resources of both talent and financial resources</p>
<p>We have a cadre of graduate scholars who present their projects in a number of graduate and undergraduate courses and in conferences and workshops held on campus. Even at the recent conference held at UC Davis on International Research in which representatives from research institutions from around the globe attended with more than 300 people were involved and presented their work, it was the returned RIFA Fellows who presented posters and served on panels to talk about the work that Davis carried out abroad.</p>
<p>As a GFI fellow, I provided educational programming for growing healthy organic produce, facilitated the donation of hundreds of pounds of produce to our food closet, and fostered community relationships between personal from across campus with diverse backgrounds.</p>
<p><i>What can be done specifically at a systemwide and/or OP level to nurture and grow the GFI?</i></p>
<p>The GFI has provided financial help, visibility for our projects, affirmation and legitimacy for our mission, and connection between our Center and other university affiliates.</p>
<p>Statewide/OP more can be done to link the GFI (and CNI) programs to nationwide efforts and grants such as the NSF's 'Studies of Convergence' focusing on trans-disciplinary collaborations to develop solutions to complex problems as well as the 'Food-Energy-Water Trilemma Nexus' which acknowledges them all as interrelated problems and solutions.</p>
<p>Most important: Focus on the main vision and vision, that is "how to sustainably and nutritiously feed a world population expected to reach eight billion by 2025". What can we do to fix the agriculture and food system? Changing people food choices, Better Ag practices, better food waste technologies, creating circular economy, empowering small farmers, empowering women. Way too many of the current GFI projects have little to do and will answer the questions "how are we going to sustainably and nutritiously feed a world population expected to reach eight billion by 2025". We need to re-frame the problem and the solution. Do we need to be 8-9 billion? We can act on that. GFI should focus on that and on bringing attention to the bigger questions and be a conduit to amplify the discussion and the right solutions.</p>
<p>Broader engagement of food as a key element of One Health and 'eat to live' efforts across UC - bringing medical schools together with production ag and nutrition programs that are community-based.</p> <p>* Maintaining the GFI website and adding relevant reports - Maintaining a systemwide network through and annual meeting and/or listservs</p>
<p>Engage in the activities I mentioned above at the various campuses--Food Studies minor and Graduate certificate program, link these studies with the communities in need near to these campuses.</p>
<p>GFI newsletter with fellow/ambassador events/research to showcase what we're doing with a submission process - for both supporters and fellows to keep up with their colleagues.</p>
<p>Provide support for graduate students and lecturers to help present the new food curriculum.</p>

	<p>Continue yearly GFI meetings and the student fellowships to engage the next generation in problems we still have huge amounts of work remaining to address.</p>
	<p>It has helped create connections with other campuses and leaders that we would not have had. It helped us move forward pilot or experimental areas of work.</p>
	<p>Continue to disseminate and promote the products and toolkits that have come out of the various GFI projects. Even if funding levels have decreased, continue to offer funding to develop programs and answer basic research questions. Continue holding annual or semi-annual meetings so that projects can continue to share out what they've done. I am not ready to present this Oct, but I hope there will be a future meeting where I can share the results of either baseline vending sales data or preliminary evaluation data with 1 or 2 years of follow-up.</p>
	<p>Continued support for initiatives that are truly cross campus would help develop broader support and perhaps leverage campus resources of both talent and financial resources.</p>
	<p>1. Create an office of University/NGO partnerships. It will open a few doors of the ivory tower to the world outside. It would open up opportunities for both graduate and undergraduate students to learn hands-on about the challenges our planet is facing regarding food, and all its interconnected issues that are directly related to healthy people on a healthy planet.</p>
	<p>Provide staff support so that the Institute for Food and Agricultural literacy to nurture and grow the program for student activities across all campuses.</p>
	<p>providing more opportunities for GFI associates to meet, such as with conferences</p>
	<p>The impact of this initiative will continue to be felt for many years to come. Thank you for making this such a successful endeavor!</p>

APPENDIX B – PRE-MEETING SURVEY

(Note: yellow bars indicate short term; green bars indicate long term)

<p>How Can we do more with less for the Fellowship program?</p>
<p>Systemwide Fellow (@OP?) to coordinate. A "Grand Ambassador" to oversee Fellowship efforts; gather successes and tell their stories; discuss goals/structure; contact</p>
<ul style="list-style-type: none"> -Less silos with systemwide Grand Ambassador; including projects across campuses can be better leveraged; Grand Fellow would be a cross-campus advisor; less campus disparities; Less # of Fellows who can focus on coordination and results; Fewer fellows, coordinate and cost share with schools based on project - Embed with campus HCN; potential resources; Synergies in other programs - Define structured project that includes extra funding; Lack of oversight; divide \$\$ at beginning and track to ensure results
<p>Cost Sharing with Campus matching that ties in with campus goals</p>
<ul style="list-style-type: none"> - More coordination on campus of GFI project managers (leaders); identify responsibility and goals - More competitive - campuses submit proposals with goals and matching funds; Equity: smaller campus/larger competition -Institute other fellows as a work study on campus -Fee for services (e.g., UCSD has Zero Waste event consultants) Can this program be developed/trained systemwide? -Co-curricular vetted/approved identity -undesignated funds from office of financial aid; gfi fellows could plug into these funds; lowers operational costs for them TGIF source – the green initiative fund – undergrads and grads – small amount of their tuition goes into this that fund environmental issues on their campus (e.g. Starbucks)
<p>Restructuring of Fellowship; into subject matter Fellowship buckets and allocating to campus by need</p>
<ul style="list-style-type: none"> - Overarching Initiative priority framework; Better coordination with other Fellowships - Build job description; More rigorous application process; need evaluation of how Fellowships evolves; Not a lot of \$/Fellow - link to program with merit structure - Incentivize a structure for project collaboration (e.g., addl \$1k if you collaborate); define "collaboration"; Direction defined; campuses can define how and split or supplement project dollars - Design projects that could lead to self-sustaining that could leverage other funding; not just one-offs; Alignment - leverage needs onto Fellows Mission and tie to GFI mission and existing research - What role can students play in advancing campus goals/mission as living /learning (e.g., Zero Waste, Research, etc.); What motivates students? - own project is overwhelming; would accept given goal and flexibility
<p>Fundraising/Endowments - sustainable</p>
<ul style="list-style-type: none"> - Leverage other resources including external; Leverage Strauss foundations and others with common goals; Sambazon (https://www.sambazon.com/); getting money for students is an easier sell; Develop price tags for each of our initiatives – should be market in CA with large corp or endowments; Tie to benefits gained; promote benefits to outside/inside funders; Can gfi create a pot for donations and contributions? Create a fellowships catalog where Fellows could be sponsored by a family or corporation for \$250k for example; can get input on areas for projects – sell fellowships; endowments – tell a story behind them; they can brag about them - Value in tenure to projects and research - Partnership for sustainability - would colleges/schools/depts chip in? Innovative financial model group - Financial aid has little pots of money; develop relationship w/ financial aid office to fund addlFellowships - Some funds to support project implementation to make more sustainable
<p>Metrics to show success and trends</p>
<ul style="list-style-type: none"> - Create yearbook of successes; tell story of value and match to existing campus goals; Definite value: personal growth; outside core studies; promotes campus goals; opportunity for students to have voice

- **Prestige** of saying **attached to system program**; systemwide synergies; **Tie to benefits gained**
- **Call for proposals**/sometimes direction on Project types Lots of Flexibility
- Good for campus; good for students

How do we leverage existing UC entities (e.g., UC Agriculture & Natural Resources, Carbon Neutrality Initiative, etc.) as partners to strengthen our program?

Clear incentives structures for Academics (e.g. .diversity/sustainability attached to merit/promotion)

- **Talks from Faculty such as TedTalks**; Films on food/media to tell what GFI is doing
- monetize our expertise; **incentivize faculty to participate in GFI society** – expertise of UC sharing – rewarded

Combine CNI and GFI initiatives (1 Health)

- under same umbrella **under 1 health – combine forces ; create annual summit** or showcase – **start small, piggyback on existing conference like CHESC**; one health: **includes environmental and people**; includes humans and environment and have **"Healthy Campus Fellows"**; need centralized person to do this
- **Narrowing scope of GFI** would be beneficial to GFI; **partnership with CNI** would narrow; overlap with supporting students; allows GFI scope of the type of work students work on; **Creating synergies**; cni and gfi are two different initiatives – building efficiencies is much different; Merit to **bringing together cni and gfi fellows for creating community** – exploring deeper and making intentional

Funding

- **GFI Membership fee**; Funding from each campus org? Develop products and deliverables, annual conference;
- **Annual Summit for internal partnerships and external stakeholders** (like CHEFs) leveraging network to have collective impact; **include industry, government, faculty, students, procurement - focus on CA** - Align with SF climate change summit - **rotate hosting** to each campus with an **annual theme** (e.g., SSEW) and recorded for external use - "UC stepping up to the table" - include policy focus with new (but related) themes each year - tie to other conferences (e.g., UCANR Statewide conference); Piggyback on CHEC or CHESC; **share with CSU and CCC systems themes**: no sugar sweetened beverage policy (E.g. UCSF); Food basic needs security; food recovery policy; vending machine policy; HCN
- UC Climate change recommendations
- **GFI "Consulting Firm"** in areas of procurement, waste reduction and nutrition policy; **UC-Wide Research Funding Screen**: triple bottom line accounting (Profit, health impacts, environmental impacts); panel of UC experts; transparency across units UC-wide, e.g., Good food spending policy; UCR - **charge external org. for use of land for sustainable research; leverage UC research expertise** and students; **Evaluation services** related to GFI issues for other **universities and communities**; provided monies and open door for publications and more student projects
- **Curriculum development with school districts**
- **Zero waste events**

Collaboration Research

- Bring us together from each campus group already working on food issues
- **Collaboration on Policy Initiatives; include campus organizations**: World Food Center (UCD), SAREP (UCD), UCANR, systemwide Cooperative extension, Berkeley Food Institute (UCB), HCN, CNI, student associations, CAFÉ, Natural Reserve System, Dining services/procurement, campus departments dev/teach curriculum on GFI and GFI **Fellows could support for credit**
- UCOP Maintain **listserv**
- **Collective purchasing**/vending to save \$
- **Governor's environmental summit** – we are UC and have **tremendous depth of faculty, staff and students and working knowledge of these issues** – window of opportunity to **approach Sacramento as a small group of leaders** on how can we help and be a part of the solution- human health, planetary health; Summit – we are the echo chamber; sustainable planetary health; **Play on the fact that we have fellows, not just**

academics; we take research to action – our fellows go out and make change outside of UC; we can measure impact; we have a public service mission to make change. Worth a try to talk with Sacramento

Create "GFI Society"; Monetize the annual GFI - **showcase on UC research - show products to outside private sector** - research innovation - institutional Innovation - "student of the year" competition - org sustainability award - GFI teaching award

- **Better narrative to communicate value of "GFI services"**
- **Partner with organizations who know how to set up a fee-for-service** GFI entity
- **Build on successes** such as HCI/HCN; FASBN model and seeking state funding

What are some strategies to grow our GFI network so that we have deeper engagement and information sharing (e.g., communication strategies, conferences, advisory committee, cross-system collaboration, etc.)?

Networking

- creating **bridge to professional schools** that have linkage to food health, public health, medical, dental, pharma, law; networking within campus; within UC, within community, with legislators, with advocates
- instead of pulling them into GFI, let them be **spokespersons for program to get broader coverage**. What is the carrot? Prestige of UC program; **expertise - social capital**
- students engage the organization

Annual Summit beyond GFI

- **UC-centric partner on topics with other UC centers** (both physical and YouTube)
- **engage food students** - follow plan
- **engage other groups** such as **Fair Trade USA**
- **conference w/GFI project and big speakers with engaging format** maybe a **TED talk about food issues**; widely disseminated; client lab is an example; not everything about policy

Communication

- UC Focus interaction **external to UC (e.g. Climate Lab)**; incubators; GFI partners with the food network; other venues like YouTube; takes labor and you need champions; You have **to grab people with a meaningful story** – something specific to engage people;
- **Communication needs to be prioritized more; gfi fellows** do amazing things but **rarely story told**; dedicating someone – either fellow or staff member – to collect those stories; Dissemination; **GFI talking points-elevator pitch**; beef it up; full time person; reach out to **industry contacts that have global reach**; **narrow** the GFI **mission; elevate work** that we have done: **5 most important projects** that GFI has done; external presentations raise GFI; **create stories and channels**
- **Central repository** - website
- following **fellows (Alumnae)**
- AAAS piloting advocacy training at UCR and UCI this year (October)
- **A consistent process** we all follow that **focuses of the gfi priorities for these conferences –(themes for the year)**

Faculty Engagement

- **public outreach/networking/outreach reward system**
- disconnected with faculty- **create a bridge between faculty and GFI** through funding agencies that require outreach component; target **professional schools to bring into the food sphere** UC wide; labels matter; instead of pulling them in, **get broader coverage for program**; can faculty get credit for outreach?
- **bridge to industry through food** is a big draw that can be leveraged; increasing impact by including outreach; connecting research with GFI -how to **link funding in the NSF** - creating a bridge
- part of **tenure decision and new faculty training**
- Healthy Campus Network space at HCN conference
- **Raising sustainability to the same level as diversity – incentivize across the system, e.g. faculty credit**

Innovative Funding

- **corporate philanthropy/partnerships**

How do we take the GFI research, knowledge and program beyond UC (e.g., the local community, non-government organizations, etc.)?

Establishing Advisory Board/team

- additional higher educational institutions; **create opportunity**
- Have Advisory Board **develop an inventory of conferences and outlets for sharing info**
- **engage celebrities** to promote our learnings (Jack Johnson?); **share with government entities**; link with NGOs; **connect with places with an innovative approach** (e.g., exchange with Cuba)
- **Food policy councils** (Roots of change, <http://www.rootsofchange.org/>)
- 60 percent of outreach ideas fall into communication and policy; comms about content, targets, methodology; policy as well

Develop an inventory of conferences and communication/partnership outlets

- **global land grant network**, NGO; learn about through other campus research efforts; **Interaction/International/NGOs** (funding opportunities); UCDC
- **popular press** (TV, online, etc.); utilize the **power of storytelling; communicating through art forms; create a national network around food**; Find **Food companies to support funding (e.g. McDonalds, etc.)**; why do people want to come to our information events; **series of videos and social media**
- cyber infrastructure; develop mobile apps (e.g. Streetwyze) distribute within communities
- exchange knowledge (share & harvest); Connect community engagement with evidence of science; outward education - head & heart; create **summit for policy and community linking climate change impact on food**; Lobbying day; CCC outreach; Share with Culinary Food Institute (MCURC); involving conference that makes business sense; AASHE Association for the Advancement of Sustainability in Higher Ed or AAAS (American Association for Advancement of Science)
- **involving citizens to help collect data**
- Honda Marine Science Foundation funding model
- UCOP hires a **communication person; connecting with university communication department**; connect with **former fellows; targeted messaging to different groups** aligning to their mission
- utilize GFI website for updated information - **keep website current**
- **Developing GFI certificate (certification?)** for resume or insert into existing certification program (just learning is not enough); Certificate – wealth of knowledge across UC; groundbreaking; asking people to come to us instead of going to the people – how do we **create something that they want to attend**, participate and multiply the lessons learned – policy makers, community activists, researchers; GFI certification that is valuable and people put it on their website
- Easy win – **metrics component like 5-10 metrics could tap into; each gfi project would have to tap into 1 or**

Establish best practice that we can share through our partnerships

- **establish collaborative metrics to measure** (how?)
- **invite regional higher ed** to gain **bigger impact (become a resource for this); create toolkit** to give to other universities; **create community engaged scholarships**
- fund small number of student fellowships
- **access student services groups** that are **engaging community building upon current partnerships**
- advising and informing CA policy makers
- **Brain trust-asset mapping** activity of all of GFI across UC – **people who could help and serve as consultants** – to other campuses; so we all know what is going on and tap into it
- take advantage of the **gfi alumni – reinforce their work and bring it back** – takes advantage of rich alumni structure

Given the response to the pre-survey question #8, what would the role of an advisory team be and who would serve on it? How could this team help advance the GFI program?

Role of Advisory Team

- 1) **Clarify the mission, purposes, strategy**, scope and focus areas as well as metrics for impact (big picture goals); **Identify common metrics to evaluate** and understand impacts of projects
GFI program manager may **need input and additional expertise and support**

provide **external input/advice and expertise** from outside the UCGFI **from diversity of fields and sectors**
become champions of GFI; curator of best practices and charter; strategic planning; understand the value of this work and the incentives involved; appreciate the merit of the GFI

2) **identify clear selection criteria and review process;** Assist in **reviewing proposals** and identifying clear criteria

3) **increase transparency and communication** about GFI projects; **serve role in two-way communications;** tell a collective story about GFI; gathering and disseminating resources and information

4) **Fundraising** for amplification of impact; Play strong role in fundraising - funding assistance is critical

- **seek connections to other initiatives**, e.g., HCI or CNI; find out if other initiatives have advisory team and how they work; could **Advisory Team** for GFI play a **role in other initiatives? Learn from others**

- avoid unwieldy size; **regional focus, 10-15 people**

- **Distinguish** whether **governance role or advisory role** (difficult to have governance role for this Advisory Team)

Advisory Team: Who and How to choose

- **broad variety of sectors, community members, internal/external, students** – all encompassing; selection would depend on GFI's focus going forward; include student representatives (undergrad and grad); community and **underserved group representatives**
- depends on the mission and focus(s); Learn lessons from other advisory teams already in existence; select diversity of experts and sectors and fields; technology, nutrition, agriculture, policy, etc.; corporations and **others who have broader connections?**
- Need money from UC to convene the team
- **suppliers and vendors to UCOP** could play a role in Advisory Team and **contribute funding;** Be careful about relationship-conflict of interest; **one team with both internal and external people**, rather than 2 groups
- include people who can **understand and talk about connections between food, ag, health, etc.;** can the Advisory Team **play a role of connecting campuses**

Advisory Team (AT) and Leadership Committee (LC)

- **leadership committee** (Mission Decisions, Funding Allocations, Coordination); **focus on UC-related issues**
- **Project Mgr., Leadership Committee and Advisory Team work together**

Volunteers to consult on building GFI 2.0 Model

1. Lorrene Ritchie (UC ANR, GFI Project partner, Vetting Housing questions)
2. David Miller (UC Davis, RIFA)
3. Laura Schmidt (UCSF, Professor, Co-chair HCN)
4. Carolyn McMillan (UCOP, Editorial Director)
5. Keith Pezzoli (UCSD, Professor, GFI Project lead-EQUIPPED)
6. Paul Watson (Global Arc, GFI Project partner, EQUIPPED)
7. Mark Biedlingmaier (UCLA, HCI)
8. Ruben Canedo (UCB, Co-Chair FAS-BN)
9. Sanna Alas (UCLA, HCN co-chair)