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## Appendix

Sustainable Food Action Plan ........................................................................A
In 2009, the University of Maryland (UMD) launched a Climate Action Plan which outlined phased sustainability targets for the campus, with the ultimate goal of becoming carbon neutral by 2050. UMD has made great strides towards this goal, reducing overall greenhouse gas emissions by 50% through strategic planning, innovation and engagement. As part of the Division of Student Affairs and a campus leader in environmental stewardship, University of Maryland Dining Services has been instrumental in helping the University reach its climate goals and become a model “green university.”

Dining Services provides food service for the College Park campus and operates three residential dining halls, 24 retail locations, one full service restaurant, six convenience stores, full service and delivery catering, athletic concessions, a mobile dining food truck, seasonal farmers market, vegetable farm, and campus pantry. In total, Dining Services serves approximately 30,000 meals a day and employs 2,000 people at the height of the season. In support of campus sustainability goals, Dining Services developed and adopted the Sustainable Food Action Plan in October 2012, committing to continuously provide more nutritious and environmentally, socially, and economically sustainable food to campus diners.

Dining Services is proud to announce the achievement of its goals in the 2012 Sustainable Food Action Plan and the robust sustainability programs that have resulted from student, faculty, and staff collaboration. This report features key highlights from Dining Services’ Green Dining Program in 2019. As the new decade begins, Dining Services continues to aim even higher in advancing sustainable food for the College Park campus. The next overarching goal: as the first university signatory of the Cool Food Pledge, Dining Services is committed to slashing food-related greenhouse gas emissions by 25% by 2030, aligning with the UN 2016 Paris Climate Agreement.

If you have questions about Dining Services or want to get involved, please reach out to us at umfood@umd.edu.

Allison Tjaden
Assistant Director for
New Initiatives, University of Maryland Dining Services

Welcome

Milestones in Sustainable Dining

<table>
<thead>
<tr>
<th>Year</th>
<th>Event</th>
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<tbody>
<tr>
<td>2009</td>
<td>Replaced styrofoam packaging with compostable</td>
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<td>2011</td>
<td>Maryland Food Recovery Network launched</td>
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<td>2012</td>
<td>Signed the Sustainable Food Commitment</td>
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<td>UMD Farmers Market inaugural opening day</td>
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<td>2013</td>
<td>Green Tidings Mobile Dining Truck hit the road</td>
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<td>2014</td>
<td>Awarded Sustainability Fund Grant for Terp Farm Project</td>
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<td>Achieved 20% Sustainable Food purchasing</td>
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<td>UMD Campus Pantry opened its doors</td>
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<tr>
<td>2016</td>
<td>Awarded Sustainability Fund Grant for Anytime Dining and launched program</td>
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<tr>
<td>2018</td>
<td>Accepted into Menus of Change University Research Collaborative</td>
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<tr>
<td>2019</td>
<td>Awarded Sustainability Fund Grant for Ocean Friendly Campus Initiative and launched program</td>
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<td>Became first university signatory of the Cool Food Pledge</td>
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Highlights

**PROGRAMS**
- Terp Farm crop yield: 82,134 pounds since 2014
- The Campus Pantry has had 8,954 total visits since 2014
- Campus Pantry plans for future expansion
- Cool Food Pledge: cut food-related GHG emissions 25% by 2030

**ENGAGEMENT**
- 2,698 volunteers Terp Farm since 2014
- Semesterly Sustainable Food Symposium to share student projects
- 75 Green Dining student employees since 2012

**WASTE MGMT**
- Ocean Friendly Campus Initiative eliminated 1.3 million plastic items annually
- 166 cooking demonstrations performed since 2012
- 288,292 pounds of food recovered by Food Recovery Network since 2011
- An average of 110 tons per month of compost was collected from dining halls in the Spring 2019 semester
- Reached 29% sustainable food in 2019, exceeding 20% goal

**FUTURE GOALS**
- UMD’s first carbon neutral dining hall expected to open in 2022
- In 2019, UMD became the first university signatory of the Cool Food Pledge
- Campus Pantry plans for future expansion

**SUSTAINABLE FOOD**
- Joined the Menus of Change University Research Collaborative in 2018
- 2,698 volunteers Terp Farm since 2014
- Reached 29% sustainable food in 2019, exceeding 20% goal
Sustainable Food Commitment: In 2012, Dining Services signed the Sustainable Food Commitment with a goal of 20% sustainable food sourcing by 2020. That goal was met in 2014, 6 years early! In 2019, 29% of food purchased was sustainably sourced (local, fair, ecologically sound, or humanely raised).

Cool Food Pledge: In August 2019, the University of Maryland became the first university to join the Cool Food Pledge, a growing movement of food service providers reducing the climate impact of food they serve. The Cool Food Pledge is an initiative of World Resources Institute, UN Environment, Carbon Neutral Cities Alliance, Health Care Without Harm, Practice Greenhealth, Climate Focus, EAT, and the Sustainable Restaurant Association.

As a signatory, Dining Services is committed to slash food-related greenhouse gas emissions 25% below 2017 levels by 2030—a level of ambition in line with keeping global warming below 2°C.

Student Spotlight

Madelyn Miller, UMD’s First MCURC Fellow • Madelyn has been with Dining Services since September 2019 and is a senior Government and Politics major, also earning a Sustainability Studies minor.

“As the Menus of Change Fellow, I am creating my own project to identify ‘signature’ foods in the dining halls and determine how signature items of the future should uphold the Menus of Change Principles. One of my favorite parts of the job is that I also get to help with other student projects and with the university’s adoption of the Cool Food Pledge.”

**Menus of Change University Research Collaborative**

In Summer 2018, Dining Services joined the Menus of Change University Research Collaborative (MCURC), an extension of the Menus of Change®. The Collaborative is jointly led by Stanford University and The Culinary Institute of America.

At the core of Menus of Change are the 24 Menus of Change Principles of Healthy, Sustainable Menus.

MCURC is a collaboration of forward-thinking scholars, food service leaders, executive chefs, and administrators for colleges and universities who are accelerating efforts to move people toward healthier, more sustainable, and delicious foods using evidence-based research, education, and innovation.

**Menus of Change Principles of Healthy, Sustainable Menus**

1. Be transparent
2. Fresh and seasonal, both local and global
3. Reward better agricultural practices
4. Globally inspired, largely plant-based cooking
5. Focus on whole, minimally processed foods
6. Grow everyday options, while honoring special occasion traditions
7. Promote health and sustainability through inspiring menus
8. Right size portions
9. Celebrate cultural diversity
10. Design operations for the future
11. Think produce first
12. Make whole, “intact” grains the new norm
13. Limit potatoes
14. Move nuts and legumes to the center of the plate
15. Choose healthier oils
16. End the low-fat myth
17. Serve more kinds of seafood more often
18. Milk, cheese, and yogurt in a supporting role
19. Poultry and eggs in moderation
20. Red meat: smaller portions, less frequently
21. Reduce added sugar
22. Cut the salt
23. Reduce sugary beverages and innovate
24. Drink healthy
Dining Services and the College of Agriculture and Natural Resources are partnered to manage Terp Farm, a sustainable farming operation located just 15 miles from the College Park campus at the Maryland Agricultural Experiment Station’s Upper Marlboro Facility.

Terp Farm Crop Yield 2019

619 lbs of crops donated in Fall 2019 to UMD Campus Pantry

basil grown provided 100% of the pesto used in the dining halls in 2019!
VISTA Gleaning Project + Yields Donated

In partnership with Campus Compact Mid Atlantic (CCMA), the UMD Terp Farm received a 3-year AmeriCorps VISTA grant. Between 2019 and 2022, the CCMA AmeriCorps VISTA members will build capacity through the Farm to Food Bank program to fight both food insecurity and food waste by donating fresh produce to local food pantries. In the first six months of the project, CCMA AmeriCorps VISTA Nicole Ziesing successfully initiated the program and donated about 1,000 lbs of Terp Farm produce to local food pantries including our own UMD Campus Pantry.

Cut flower CSA highlight

Terp Farm’s Flower CSA, established in 2017, is a student-developed project that produces specialty cut flower varieties for bouquets and bulk stem purchases by students, faculty, and staff. Flower production upholds Terp Farm’s values of sustainability by rejuvenating the environment and community.

Student Spotlight

Kai Huang • Terp Farm Team
After dedicating two years to Terp Farm (2017–2019), Kai Huang successfully transitioned to a full-time position as Farm Manager of the Kate Chandler Campus Community Farm and Adjunct Professor at the St. Mary’s College of Maryland.

“In my time on the farm, I learned a lot about the social issues in agriculture, and my work also allowed me to better frame the environmental issues learned in my classes. All in all, the Terp Farm really helped crystallize my education in an enjoyable environment.”
Food insecurity is a national issue with local impact affecting students, faculty, and staff in our own community. Since 2014, Dining Services has operated the UMD Campus Pantry to work toward alleviating food insecurity on campus.

**Student Clients by Academic Class (Fall 2018–Spring 2019)**
- Freshman: 0.6%
- Sophomore: 10.0%
- Junior: 22.0%
- Senior: 14.6%
- Graduate: 42.6%
- Unspecified: 10.2%

**Total Number of Clients**
- 8,594 Total Number of Visits
- 2,727

**Unique Visits Per Week**
- 70

*total client count includes students, faculty, and staff
+data represents Oct 2014–Dec 2019

**Student Access & Well-Being Survey**
Conducted and concluded in Spring 2018 by UMD’s Counseling Center Research Unit in partnership with the University of Maryland Department of Dining Services, University Health Center, and Maryland Parent and Family Association, assessed food insecurity at UMD.

Food Security Status (%)
- 60 High Food Security
- 21 Marginal Food Security
- 13 Low Food Security
- 7 Very Low Food Security

20% reported low or very low food security—lacking reliable access to sufficient quantities of safe and nutritious food
VISTA Project

The UMD Campus Pantry has received a three-year grant from AmeriCorps VISTA, a federally funded service program, to expand the capacity of the Pantry to reach food insecure students. In partnership with Campus Compact Mid Atlantic (CCMA), Brian Meko, the CCMA AmeriCorps VISTA member serving at the UMD Campus Pantry, will develop a number of initiatives. Chief among these initiatives is the establishment of the **Hunger-Free UMD Workgroup**, a new campus-wide coalition focused on combating food insecurity and its surrounding issues with the goal of creating a hunger-free campus.

7,432 lbs of food donated in Fall 2019!

Community Partner Highlight

**Capital Area Food Bank** partners with the Campus Pantry to assist students in need by providing a variety of high quality donated food, specialty items such as frozen turkeys for Thanksgiving, and ongoing training for our volunteers.

Student Spotlight

**Precious Nwokelemendid • Campus Pantry Team**

In 2018, Precious worked together with the Campus Pantry Team to apply for and secure a Sustainability Fund Mini Grant to provide the Campus Pantry with 400 reusable bags to benefit its patrons.

“I really enjoyed my year working at the campus pantry. I learned a lot about food insecurity and how the University is working to alleviate it and how I can help!”

Get Social With Us

@UMDCampusPantry

Emergency Meal Fund Initiative Highlight

The **Emergency Meal Fund** was initially funded by the SGA to help students in crisis by providing meal cards for dining hall access. Terps helping fellow Terps.
Since 2012, the UMD Farmers Market has brought local and campus vendors together to provide local produce and goods to students, faculty, and staff.

In 2018 the Market moved to its new home in Tawes Plaza to allow space for more vendors and better access for the campus community.

We are proud that the Market has become a place to pilot new student businesses and projects. For example in 2019, the Sustainable Smoothie Project by Max Skoglund gleaned produce from the Market to create and sample Smash Pumpkin Smoothies and Fall Harvest Smoothies for the cooking demonstration. Also in 2019, Dana Rushovich featured the Black Turtle Beans she grew for her graduate research at the Central Maryland Research and Education Center and collaborated to create the Black Bean and Freekeh Chili cooking demonstration.

Student Spotlight
Mikaela Greenwald • Farmers Market & Campus Pantry Team
In 2019, Mikaela led bike rides to all College Park area Farmers Markets, a collaboration between Dining Services, Transportation Services, and College Park’s other independent farmers markets.

New Vendors in 2019
Chocolate Moonshine • Chocolate Treats
Carol’s Citchen • Jams and Jellies
Beads by Bettina • Hand Crafted Jewelry
Hasting His Harvest • Vegan Products
Mel’s Munchies • Baked Goods
While Waiting • Hand Crafted Jewelry
Pure Fresh Microgreens • Produce

Get Social With Us
@FarmersMarketUM
Three “R’s” of Sustainability

**REDUCE**

**OCEAN FRIENDLY CAMPUS**
The Ocean Friendly Campus initiative has replaced approximately 1.3 million plastic items from campus annually including bags, utensils, and straws, and has made reusable bags available to all 9,000 Anytime Dining plan members.

**REUSE**

**FOOD RECOVERY**
Between 2011 and 2019, the Food Recovery Network recovered and donated 288,292 total pounds of food from dining halls and concessions, an average of 36,000 pounds per year.

**RECYCLE**
77% of dining hall waste composted (62%) or recycled (15%) in Spring 2019.

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**Student Spotlight**

Matt Silverman • First Student Waste Audit Coordinator
Matt led student volunteers in conducting waste audits in residence halls and dining halls to help UMD gain insight into waste sorting behavior on campus.

“I want to thank you for everything you’ve contributed during my time here. It has been a great experience for me… I feel I am now more prepared for the real world! I know the next waste audit coordinator will enjoy their time as much as I did and continue to make a difference on campus!”
Student Engagement

Special event to showcase sustainable food

Student projects are featured at the end of each semester at the Sustainable Food Symposium

Review last year’s presentations and learn more about this year’s symposium: dining.umd.edu/sustainability

Opportunities

Dining Services offers ways for students to get involved in Sustainability:

- Campus Pantry Team
- Farmers Market Team
- Menus of Change University Research Collaborative Fellowship
- Terp Farm Team
- Waste Audit Coordinator

Green Terp

Since 2017 we have partnered with the Green Terp program to bring the Green Terp Pledge and fun sustainability activities to the dining halls and cafés.

Green Dining Office Hours

The Green Dining Team hosts office hours weekly to meet with students and discuss student projects.

WHEN Fridays, 9:00 am–Noon
WHERE 1105 South Campus
Acknowledgments

The work to advance sustainable food at the University of Maryland, College Park is shaped by the curiosity, passion, and dedication of the Green Dining Team since 2010.

The team includes full-time professional staff, students and Campus Compact Mid-Atlantic AmeriCorps VISTA members. A special thanks to everyone who has contributed their time and effort to bring these programs and projects to life!

**STAFF**
Allison Tjaden
Diandrea Campbell
Guy Kilpatric
Kate Richard
Lee-Ellen Myles
Larry Tumlin

**STUDENTS**
Adam Davis
Adeline McCaul
Alex Child
Alex Mahlandt
Alexis Wojtowicz
Alli Giza
Anh Doan
Aniedi Andrew
Anna Collishaw
Anne Choi
Ben Golding
Brittany Goodman
Claudia Torrieri
Dana Kravitz
Daniel Kim
Debbie Noymer
Deinma J. Taribo
Diamond Greene
Diana Daisey
Edwin Sanchez
Emily Bennett
Emily Lutz
Eric Biggs
Eva Bein
Foster C. Gettys
Grace Porter
Harry Prom
Jack Murphy
Jasmine Everett
Jeanira Johnson
Jennifer Hedin
Jennifer Lee
Jennifer Nam
Jillian Clark
Justine Dawes
Kai Huang
Karyn Owens
Kate Bosley
Katie Rindal
Kelsey Green
Lanre Faderin
Lashawnda Walker
Leah Schleifer
Lillian Kahl
Linette Floyd
Lisa Kim
Louis Pardo
Lydia Printz
Madelyn Miller
Maggie Fritz
Matt Silverman
Matt Wheeler
Maya Albert
Michael Perise
Michael Wijesinghe
Mikaela Greenwald
Nina Jeffries
Pearl Mensah
Peyton Bailey
Precious Nwokeleme
Rachel Baker
Rachel Graham
 Riordan Skirzenski
Robert Borkowski
Ryan Snell
Sarah Berman
Sarah Oben
Sasha Charis
Semira Said
Shaliah George
Shulamit Shroder
Stella Chinyere Iweh
Stephen Gurley
Suhani Chitalia
Taylor Bagen
Tosin Toriola
Vijay Baharani

**VISTAS**
Brian Meko
Nicole Ziesing

**SPECIAL THANKS**
Colleen Wright-Riva, Director of Dining Services for her vision, leadership, and support
<table>
<thead>
<tr>
<th>Phase 4 (2017-2020): Program building, process improvement, &amp; evaluation</th>
<th>Overall sustainable food commitment, protocol and plan</th>
<th>Sustainable Food Report, 2019 Update</th>
</tr>
</thead>
<tbody>
<tr>
<td>Phase 3 (2015-2016): Launch and expand direct farm to school program</td>
<td>• 1-4% annual increase in sourcing from Maryland growers</td>
<td>• Review and update plan and protocols as needed for seafood. Include specific purchasing guidelines.</td>
</tr>
<tr>
<td>Phase 2 (2013-2014): Capacity building, pilot, and prime-vendor strategy</td>
<td>• 1-4% annual increase in sourcing from Maryland growers</td>
<td>• Review and update plan and protocols as needed for seafood. Include specific purchasing guidelines.</td>
</tr>
<tr>
<td>Phase 1 (2011-2012): Program initiation</td>
<td>• Identify baseline</td>
<td>• Review and update plan and protocols as needed for seafood. Include specific purchasing guidelines.</td>
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</table>

**Sustainable food commitment, protocol and plan**

- Identify baseline
- Create Sustainable Food Working Group
- Create Green Dining Internships
- Draft Sustainable Food Action Plan
- Finalize and publish departmental sustainable food commitment
- Finalize and publish Sustainable Food Action Plan

**Program Area**

- Overall sustainable food procurement objective
- Sustainable food commitment, protocol and plan
- Partnership and collaboration building

**Notes**

- Full met
- Fully met
- Partially met

**Status**

- Phase 4 (2017-2020): Program building, process improvement, & evaluation
- Phase 3 (2015-2016): Launch and expand direct farm to school program
- Phase 2 (2013-2014): Capacity building, pilot, and prime-vendor strategy
- Phase 1 (2011-2012): Program initiation

**Appendix A.1**

- Sustainable Food Report, 2019 Update
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<tr>
<td>Funding and development</td>
<td>• Identify and explore external funding opportunities</td>
<td>• External and campus grant applications</td>
<td>• External and campus grant applications</td>
<td>• External and campus grant applications</td>
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<tr>
<td></td>
<td>• Initial Sustainable Food Action Plan</td>
<td>• Identify and explore external funding opportunities</td>
<td>• External and campus grant applications</td>
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<td>• Sustainable Food Action Plan</td>
<td>• Initial Sustainable Food Action Plan</td>
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<td>• Sustainable Food Action Plan</td>
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<tr>
<td>Technology and reporting</td>
<td>• Develop and update ordering protocols</td>
<td>• Install and update FoodPro</td>
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<td>• Install and update FoodPro</td>
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<tr>
<td>Procurement and purchasing protocol</td>
<td>• Best practices identified</td>
<td>• Best practices identified</td>
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<tr>
<td><strong>Menu planning and food preparation</strong></td>
<td>• Concept development</td>
<td>• Culinary focus on local and seasonal fruits and vegetables</td>
<td>• Culinary focus on local proteins</td>
<td>• Culinary focus on expanding local and sustainable menu options</td>
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<td></td>
<td></td>
<td>• Culinary focus on new Sustainable Seafood Initiative</td>
<td>• Continuing culinary focus on local fruits and vegetables</td>
<td>• Continue whole foods, in-house processing from commissary</td>
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<td></td>
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<td>• Whole foods, in-house processing from commissary</td>
<td>• Continue whole foods, in-house processing from commissary</td>
<td>• Include Menus of Change Principles in menu planning</td>
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<tr>
<td><strong>Nutrition and wellness focus</strong></td>
<td>• Build partnerships with existing wellness-focused campus groups</td>
<td>• Spotlight healthful food items</td>
<td>• Evaluate the “change the plate” recommendations from the Healthy Food in Health Care’s Balanced Menus Challenge, reducing meat and increasing availability of fresh fruits and vegetables</td>
<td>• Program review, evaluation and improvement</td>
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<td>• Introduce new offerings to substitute for items with little nutritional value</td>
<td>• Continue the review of the menu using the nutritional tools available</td>
<td>• Enhance promotion, education and outreach regarding healthy food choices</td>
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<td>• Encourage dietetic interns to develop menu concepts</td>
<td>• Spotlight healthful food items</td>
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<td>• Review the menu using the nutritional tools available</td>
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<td>• Explore the feasibility of offering reduced or half-size portions</td>
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</tbody>
</table>
| Waste reduction and diversion       | • Collaboration with UMD Food Recovery Network  
• Waste separation process improvement  
• Implementation of reusable carryout program  
• Improvement of on-campus food waste treatment | • Collaboration with UMD Food Recovery Network  
• Expansion of composting program to satellite units and full service restaurants  
• Expansion and improvement of reusable carryout program  
• Expansion and improvement of pre-consumer composting program | • Collaboration with UMD Food Recovery Network  
• Program review, evaluation, and improvement  
• Explore the feasibility of minimizing waste by offering reduced or half-size portions | • Collaboration with UMD Food Recovery Network  
• Continued program review, evaluation, and improvement  
• Implement FoodPro Waste Tracking module  
• Coordinate annual student-led waste audits | Met  
Note: Technical challenges in full implementation of FoodPro Waste Tracking module; however, all other focus areas achieved. |
| Grow It, Eat It                      | • Expansion of campus gardening initiatives including South Campus Rooftop Garden and Public Health Garden  
• South Campus Rooftop Garden open for community use | • Expand collaboration with campus departments and programs  
• Continued engagement with students related to on-campus gardening and research initiatives  
• Establishment of Terp Farm Project | • Continued engagement with students related to on-campus gardening and research initiatives  
• Continue Terp Farm Project through expansion of produce and staff  
• End of 2016: Evaluate Terp Farm pilot and determine possibilities for expansion | • Program review, evaluation, and improvement  
• Continued engagement with students related to on-campus gardening and research initiatives  
• Continue Terp Farm Project | Fully Met |
## UMD Dining Services Sustainable Food Action Plan

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<tbody>
<tr>
<td>Staff training and education</td>
<td>• Leadership Team and staff training relating to composting and waste diversion initiatives</td>
<td>• Leadership Team collaboration and development of tools to effectively manage program</td>
<td>• Continue to build staff capacity by providing training and clear guidelines related to data entry, reporting, product ordering, food purchasing, food preparation, food service, and waste disposal</td>
<td>• Program review and evaluation</td>
<td>Fully Met</td>
</tr>
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<td>• IT staff training for system updates and new reporting protocols</td>
<td>• Provide positive and negative reinforcement through performance appraisal process</td>
<td>• Continue to build staff capacity by providing training and clear guidelines related to data entry, reporting, product ordering, food purchasing, food preparation, food service, and waste disposal</td>
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<td></td>
<td></td>
<td>• Culinary team training for effective and creative use of local and seasonal products</td>
<td>• Staff training relating new purchasing guidelines</td>
<td>• Provide positive and negative reinforcement through performance appraisal process</td>
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<td>• Staff training relating new purchasing guidelines</td>
<td>• Program review and evaluation</td>
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<td></td>
</tr>
<tr>
<td>Community outreach and education</td>
<td>• Develop Green Dining internship opportunities</td>
<td>• Develop partnerships and identify collaborators to develop academic educational opportunities for students</td>
<td>• Provide and promote academic educational opportunities for students through partnership and the Sustainable Food Committee</td>
<td>• Program review and evaluation</td>
<td>Fully Met</td>
</tr>
<tr>
<td></td>
<td>• Develop Green Dining Peer Education Program</td>
<td>• Identify non-academic opportunities for community outreach, such as fieldtrips and guest lectures</td>
<td>• Expand and improve community outreach programming</td>
<td>• Continue to expand, evaluate and improve academic educational opportunities for students</td>
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<td></td>
<td></td>
<td>• Highlight program with special events</td>
<td>• Enhancement of special events</td>
<td>• Coordinate Sustainable Food Symposium each semester</td>
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<td>• Expand and improve community outreach programming</td>
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<td>• Enhancement of special events</td>
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| Communication | • Provide units with marketing materials such as table tents and posters  
• Update and further develop Green Dining website  
• Build social media presence and/or blog to engage community  
• Communicate departmental sustainable food commitment  
• Communicate final Sustainable Food Action Plan | • Streamline and improve internal communications relating to Green Dining initiatives  
• Provide units with marketing materials such as table tents and posters  
• Engage and expand social media and web presence  
• Evaluate and improve communications and marketing program  
• Develop signage and identifiers at point of purchase for local and sustainable food options | • Utilize external marketing programs such as Maryland’s Best and Southern Maryland Meats  
• Engage and expand social media and web presence  
• Evaluate and improve communications and marketing program  
• Continue to enhance signage and identifiers at point of purchase for local and sustainable food options | • Continue to build on, expand and improve Phase 3 efforts  
• Evaluate and improve communications and marketing program | Fully Met |

Sustainable Food Report, 2019 Update