

UC Santa Cruz

Cultivating A Movement

Title

Tim Galarneau: Activist and Researcher

Permalink

<https://escholarship.org/uc/item/01w4f5n3>

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Publication Date

2010-05-01

Supplemental Material

<https://escholarship.org/uc/item/01w4f5n3#supplemental>

Tim Galarneau



Photo by Jennifer McNulty

Activist and Researcher

In its March/April 2009 issue, Mother Jones magazine called Tim Galarneau “the Alice Waters of a burgeoning movement of campus foodies.” Galarneau is a co-founder of the Real Food Challenge, a national campaign promoting sustainable food sourcing in college dining halls. In his day job with UCSC’s Center for Agroecology and Sustainable Food Systems (CASFS), he coordinates the Center’s Farm to College project. Since his undergraduate days at UCSC, Galarneau has helped spearhead numerous initiatives to transform the way the nation’s schools, hospitals and other institutions navigate the high-volume acquisition and preparation of food.

Galarneau and others brought about one such transformation—now a model for other institutions—on their own home ground. Students at UC Santa Cruz look out from their hillside campus over rich agricultural lands, including the 25-acre CASFS farm in their own backyard; yet until 2005, they had little

access to locally grown organic food. Now, thanks to several years of collaborative effort by students, staff, and farmers, all of the UCSC dining halls daily serve certified organic produce; they also provide coffee purchased directly from farming communities that have personal relationships with UCSC students and staff, thanks to the UCSC-based Community Agroecology Network (CAN). The campus contracts for organic produce with a consortium of local farmers; carefully developed purchasing guidelines not only prioritize the direct acquisition of local, organic food, but also emphasize equitable labor relationships, environmentally friendly farming practices, humane animal husbandry, and a university food service that is as much about education as about feeding a hungry campus population.

Sarah Rabkin interviewed Tim Galarneau on March 19, 2008, in his office at UCSC's Oakes College. He described in detail the path that led him into farm-to-institution research and advocacy; he discussed the effort to transform food sourcing at UCSC and elsewhere, the new tools and techniques for social organizing that he and others have successfully employed in service of a food revolution, and his larger vision for the future of food.

Additional Resources

Josh Harkinson, "Tray Chic: From Fro-Yo to Frisée," *Mother Jones Magazine*, March-April 2009.

Anna Lappé, "Cafeteria Consciousness," *The Nation*, September 2, 2009.

UCSC Farm-to-College Program of the Center for Agroecology and Sustainable Food Systems.
<http://casfs.ucsc.edu/farm2college/index.html#ESLP>

Hazel White, "UC Students Eating Local, Organic Produce," *California Agriculture* 61(4):154-155.
October-December 2007.

Real Food Challenge: Uniting Students for Just and Sustainable Food.
<http://realfoodchallenge.org/>

California Student Sustainability Coalition:
<http://sustainabilitycoalition.org/index.php?page=cssc-staff>

Buy Fresh, Buy Local program of the Community Alliance with Family Farmers:
<http://www.caff.org/programs/buylocal.shtml>

Slow Food Nation: <http://slowfoodnation.org/>

Green for All: <http://www.greenforall.org/>

Linda Wallace, Tim Galarneau, and Nancy Vail, "UC Santa Cruz Makes the Farm-to-College Connection," *The Cultivar* (publication of the Center for Agroecology & Sustainable Food Systems, University of California, Santa Cruz), Spring/Summer 2006, Vol. 24, No. 1.

Beginnings

Rabkin: This is Sarah Rabkin. I'm at Oakes College at UCSC. It's Wednesday, March 19, 2008, and I'm talking with Tim Galarneau. So Tim, I'm going to ask you to start with just a little background, with basic stuff: where and when were you born?

Galarneau: I was born in Troy, New York, May 7, 1979, at Samaritan Hospital.

Rabkin: And tell me about your schooling and your education.

Galarneau: I did my elementary school in Troy, and then moved up to Clifton Park, New York, which is part of Saratoga County. They have the racetrack there that's well known and a lot of traditional agrarian fields about, that have now transformed into subdivisions. [I] went to Shenendehowa school system, and concluded my elementary, junior high, and high school there.

Rabkin: And then, moving on to college—

Galarneau: Well, that's a great story in itself. When I was a senior in high school, I took my grandmother out to California for a cousin's wedding. We went to visit her oldest son. (She has three sons, or I have three uncles, out here.) He was living in Santa Ynez, in Santa Barbara County, and we went and visited his ranch. He raises horses, and has a big walnut orchard, and a little bit of farming that his kids do. I had such a good time there that he's like, "Well, why don't you think about coming out here if you like it that much?" So after graduating, I took a year of taking some time out and thinking about that, and enrolled in a few community college courses at Hudson Valley Community College, and then contacted him and said, "You know, I think I'm going to give that a try." And moved out and moved onto an eighty-acre ranch and walnut orchard in Santa Ynez, and lived in a barn. (laughs)

Rabkin: Wow.

Galarneau: From there, my education took a great twist, in that I took a lot of time for self-development and reading. I happened to meet an old cowboy named Rip, who lived across the river on Circle H, otherwise known as the Heuer Ranch Compound. Rip had formerly owned an independent bookstore and was married to a very wealthy woman, and lived quite an extravagant and wild life before grounding himself in direct connections to the land. He taught me how to start working with horses. I helped him with outfitter trips and he'd give me books he wished he'd read at my age, from Noam Chomsky and David Korten, to Vandana Shiva, and Paul Shepard. The list goes on and on. We'd talk about these books on long horseback trips and barbequing afterwards by the fire. He introduced me to a lot of great thinkers and actors and people living in the valley, and it sparked a process of wanting to think critically, and cultivate critical consciousness in my life. It was from that formative, non-formal education system that it really sparked. [It] is fascinating to think I went through an entire educational system without really questioning that education or really finding genuine excitement in it, until I began to seek answers myself.

Rabkin: So you didn't really start feeling fully educated until after high school.

Galarneau: Ironically so. I graduated top with honors in high school, but wasn't really engaged and interested in the process of education, insomuch. It never really taught that to me.

I grew up in a home that— You know, we had fast food; we had microwaveable dinners at times. We had traditional American meatloaf and casseroles, and the meat was cooked until it was of shoe-leather quality. I was excited about it only

if there was ketchup involved. Iceberg lettuce and the whole nine yards. So coming to California, I tasted my first bit of tri-tip from an oak grill, at medium-rare. I didn't even know I was tasting meat, it was so incredible at the time. It made me begin to think about my food choices. And seeing farmers' markets all over the place, and not really having those in upstate New York growing up at the time, or at least not being aware of them, and not being in a space where my family was aware of them. It was a radical shift in many respects, but it allowed a lot of independent self-development—hiking, exploring the coastlines.

[Before] going back into Santa Barbara City College to pursue my junior college degree, I worked to get in-state tuition before starting. So I had a year and a half of working full-time and making time for horseback riding, hiking, and reading and self-development that was really one of the most formative times of my life.

Rabkin: And how did you start to get interested in sustainable food systems?

Galarneau: By critically reflecting on my diet growing up and the lack of food consciousness or awareness. I came and come from amazing, beautiful parents. They met in high school. They got married. I have a sister two years younger. They are very caring and loving, and wanted the best for our family. But they never questioned some of the traditional, highly processed products that came into our diet. We took it for granted. The after-school snacks: your bag of Dorito chips, versus fresh fruit. Stepping out and buying food for myself, taking responsibility for my food choices and at the same time reading and thinking independently, I began to question a lot. And then I began to read a bit about: first, the American dumbing-down effect, from Jerry Mander and his *Four*

Arguments for the Elimination of Television and his *In the Absence of the Sacred*, and the disenfranchisement of indigenous cultures and knowledge. Then reading about water wars, and *Stolen Harvest*¹ and issues of genetically modified organisms from Vandana Shiva. Then beginning to look at food choices in particular.

Rabkin: Did you carry that interest into the work that you did at Santa Barbara City College?

Galarneau: Yes, that's a great question. When I went there, my first goal was to understand why people make the choices they do. What are the patterns, the negative pedagogy, the childrearing practices, the cultural practices that impress children to shorten their sense of themselves and their ability to make choices and think independently? So I really focused on psychology there. I joined their honor society, and I did a lot of altruistic outreach events—food-bank fundraising and food drives for the local food banks and the boys and girls clubs—and just got involved in a lot of volunteer work while I was there.

And I was involved in a direct forest action entitled “No Fees for our Forests” initiative. The Los Padres forest was having a pilot adventure pass backed by Exxon, McDonalds, KOA, and a bunch of private companies wanting to develop this adventure-pass model in our public park system. I met some activists when I was there, and I helped articulate some concerns, and write op-eds, and mobilize and become involved in some direct actions at the time. That felt right.

It was really the change to Santa Cruz that focused in on the food issues.

Rabkin: Just to get a little more clear on what that adventure pass program would have looked like: what was it they were proposing to do, and did they end up carrying it out?

Galarneau: As far as I know now, they did. For a great deal of time, the tickets weren't liable in court, because it was a pilot program. So people were just ripping up these tickets they were getting for not displaying an adventure pass. Basically it's a six-dollar fee, family fee, for the day, or an eighty-dollar-a-year fee to use the Los Padres National Forest. It was outsourced to a private company to enforce it and to sell the tickets at the entrances. So protests occurred at those entrances letting people know, well, at this point you don't have to pay for it. It's not court ordered. It's not backed by the law or the government to hold you accountable to pay those tickets. It's a private subcontract.

Rabkin: So you were fighting the requirement that the public pay fees to use public land.

Galarneau: Yes, and the privatization, and the back-of-the-scene dealings going on with this. There was a lack of transparency and public accountability. I grew so attached to the Los Padres being in my backyard, and to the coastal mountain ranges—hiking, biking, horseback riding. I felt really connected to that space. It didn't feel right in the way it was framed and being enforced. I think there was a lack of public understanding.

Coming to UC Santa Cruz

Rabkin: Okay. So you talked about then moving on to Santa Cruz. How did that happen?

Galarneau: Well, I was graduating at Santa Barbara City College, and I stopped in to talk to one of the career counselors. I was thinking of going to UCLA or UC Berkeley, you know, definitely seeking a public education institution. I have a really strong conviction of the need to uphold that as access and as enablement and empowerment, and to not lose sight of that with the opportunities of private colleges. So I asked, "Of all the UC's, what would be a good fit? I'm really interested in environmental issues, activism, empowerment, and developmental and depth psychology." This career counselor was amazing. He connected with some of my ideas and thoughts and where I was coming from. [He] said, "You know, there's this little jewel in the UC system. It's Santa Cruz. Have you heard of Santa Cruz?" I'd only heard of Santa Cruz, New Mexico, (laughs) which is even a little smaller. I just visited it last year. He said, "Take [a drive] up the coast— Have you ever been to Big Sur?" I said, "Big what?"

Rabkin: (laughs)

Galarneau: So I rented a car and drove up to look at UC Santa Cruz. I took Highway One. When I stopped in Big Sur, I immediately checked out a campground spot at Pfeiffer, pitched a tent, and then went north to Santa Cruz to visit the campus and was absolutely blown away. The minute I set foot on the campus, I knew this was a space I wanted to grow into. And after having a great

experience walking around talking to different faculty and students, I went back down and explored Big Sur and fell in love with that rugged coastline.

Campus Food Systems

Rabkin: So since your early days at UC Santa Cruz, Tim, you have witnessed and been a central part of a great number of changes in the way that the campus buys and serves food, and its relationships with local community. I'd be interested in hearing about how those changes have come about.

Galarneau: Sure.

Rabkin: So for starters, I wonder what efforts, if any, were already being made to change campus food systems when you arrived, and when you first started getting involved, and how you plugged in?

The Student Environmental Center

Galarneau: Yes. So the minute I got on campus I wanted to know what could I do with this education outside of the classes I was taking. I heard there was an annual fall festival where all of the nonprofits and organizations on campus and off campus let students know of their opportunities. I think that's an exceptional thing to do and it should always continue. I think it's a cornerstone of opportunities for students that are really looking for them. So I participated in that event, and went over and I talked to the Student Environmental Center. A friend of mine and local resident still, Jacob Cabrera, was behind the table of the Student Environmental Center, talking about transforming the world through sustainability and collaboration. I read a little about their opportunities. They

had programs working on solar energy and green building for the UC system; they had a campaign called Students for Organic Solutions that was just launched, as well as—

Rabkin: What year was this?

Galarneau: This was 2002-03. And then a waste prevention campaign. Those were their goals. They were just newly formed. The founding co-chairs the year before included Jessian Choy, who received an Earth Island Brower Youth Award for starting the Student Environmental Center with Bradley Allen, who is a graduate student in Social Documentation right now. So it was off the skirts of this new developing idea that seemed to have a lot of interesting energy.

I went to their first general gathering meeting. There were probably about twelve of us, fourteen of us sitting around a table, [in what] was then the Redwood Lounge. It used to be the Whole Earth Restaurant and it had just transitioned out. The Whole Earth had moved to the new facility. So I didn't get to experience the Whole Earth here and that great grounding space. But we used the Whole Earth's original space for whole earth activities.

Students for Organic Solutions [SOS]

I went to a little fifteen-minute breakout with Students for Organic Solutions, and a dear friend of mine, Serena Coltrane-Briscoe, who is just a blessed soul, she had a lot of energy and enthusiasm around raising awareness around organic agriculture and sustainable food issues at UCSC, and wanting to explore a campaign to find out how to better go about doing that. So I was hooked with

that, after just finishing reading *Stolen Harvest* by Vandana Shiva coming into this new scene. And I was exposed to potlucks and community dinner gatherings while I was in Santa Ynez that I hadn't heretofore experienced, and realized, wow, this is very powerful, to bring people together. So I also instilled that in my home life at College Eight. We'd hold a weekly potluck for the local residents and build community, just independently ourselves, and doing that PICA idea.² Because I think a lot of people realized the importance. But also extending it into SOS's work, I realized I could play a part in that.³ Oh. Duh. Sorry.

Student Organic Awareness Survey

So the part I played, aside from being involved initially in this kind of campaign group, was looking at resources. At that time, the Center for Agroecology and Sustainable Food Systems was offering student grants for students to propose research projects. Now, I wasn't an environmental studies student. I was a psychology student, and then soon to be also a community studies double major. I was advised to talk to Jenny Anderson about sponsorship.⁴ So I met with Jenny and she supported my project. I wanted to do a campus-wide survey, a student organic awareness survey. So SOAS (laughs). I wanted to develop a method and process that could be done online, and to get a random sampling of students. I proposed this project and they funded it, which was really exciting.

So I went to the University Research and Analysis Center that was at Hahn Student Services, with Ernie Hudson, I believe that was his name. I proposed what I was doing. And you know, I think he took a shine to students wanting to do research in this kind of independent fashion. He opened up their resources for

this, excluding the high costs for traditional research. I told him I had a grant for \$350. And he kind of smiled. He said, “That’s about a few hours, Tim, but we’ll see what we can do here.”

He had one of his researchers develop a random sample of a thousand undergraduate students, four hundred faculty. Then I developed a program on their survey tool at the time and they launched it in spring. This started in the fall. The process carried on the whole year—of setting it up, confirming it, getting it launched, you know, with incentives of prizes and so forth. We had great feedback and input to bring to Dining Services.

Bringing Organic Food to the Campus Dining Halls

But during that whole year we were trying to build connections and meet with, at that time, the contracted food service provider, Sodexo, Marriott Food Services. And Sodexo, during our meetings with them, weren’t that optimistic at bringing any, let alone SOS’s goals of a hundred percent organic food in the next couple of years. Of course, the students were very ambitious to want to see our values met in real time in the real world.

We hit some hard challenges and hurdles. Barriers before us from Sodexo were: “We have a preferred vendor list. We don’t work with local vendors. We work with our preferred vendor list, including with produce. We have a three-to-five-million-dollar insurance liability waiver for any farm or producers that want to work with our contracted food service operation on this campus, or for our client. And beyond that, we haven’t at this time sourced organic or local. We haven’t noticed it as an interest or demand.” Hence the survey as an initial step.

But along the way we realized that there's more to the situation than the contracted service vendor. There are, so to speak, family: campus representatives that are part of the campus community that have oversight. And so in a traditional concept and power mapping of the process, we realized that we needed to talk to Alma Sifuentes, who at that time was the Director of Residential and Dining Services, and begin to start dialoging with her.

So we met with Alma. We let her know we were doing outreach and educational events to the students, that we were doing this survey, and we wanted to know, "What type of pressures could you exert on Sodexo so that they would be interested in offering product that really builds the value and integrity of connecting to our sustainable and regional food and farming economy and lifestyles and culture?" And Alma had offered, "Get us the results. We'll continue this dialogue."

And at the same time, during this year there were concerns about labor. The labor unions were really challenging the double standard of the contracted food service workers who were making two dollars an hour on average less than service workers who were UC employees. [The contract workers] had no access to health care benefits for their family, nor the benefits of being a university employee, so it was a very degraded position. There were also management/labor issues and tensions throughout the year. A group entitled Students for Labor Solidarity came forth during this time, and recognized the call of the issues. They contacted Students for Organic Solutions and heard we'd been in touch with Dining, and wanted to know our positions, and let us know that they were going to launch a "Dump Sodexo" campaign that would get

petitions to raise awareness, to do negative press positioning on the contracted service provider, Sodexo, and its relationship to the university, with an endpoint escalating to Valentine's Day, where they would march to the chancellor's office and let her know what was going on and the concerns of the campus community.

Rabkin: Did Sodexo's contract have an expiration date at that point?

Galarneau: Well, with contracts there are renewal periods. And there was a renewal period coming up. So there was almost like a perfect positive storm.

Rabkin: Coming up that spring?

Galarneau: Yes. That spring. So what we had was like this mini-UFW uprising—with students, labor groups, concerned community representatives on the campus wanting to take a position on this issue. So we marched. During this same time (it was such an exciting time!), the United Students for Fair Trade [USFT], the national youth initiative, was forming and hosting a convergence overlapping with Valentine's Day in Santa Cruz at the, I believe, the Bosch Baha'i retreat center [in Bonny Doon, in the Santa Cruz Mountains]. So that was happening. And we had partnered to help host a Valentine's dinner event on the Farm. "Where's the love in our food?" we called it. (laughs)

Rabkin: "We," this was Students for Organic Solutions?

Galarneau: Yes. So we hosted this dinner event on behalf of the Student Environmental Center and our campaign, and we were able to bring people together after this march and rally that day, after this amazing event happening just north of the campus on Empire Grade, and had a phenomenal dinner, and

began to look at the intersections of trade and justice and youth involvement in activism, and really looking broader at SOS's role, as more than the environmental issues of our food but also the social equity. It was a very powerful learning experience during this year.

And what happened, two weeks later the university issued a termination of a thirty-two year contract with Sodexo. Come to find out now, my conversations with former Vice Chancellor Hernandez—Francisco Hernandez, he had marched with Chavez in the grape boycotts. So when you have Dining and Food Services answer, not to Business Administration, but to Student Affairs, and that vice chancellor being who he was, had a recognition and a responsibility and an opportunity. The unique opportunity was the scale of the campus would allow them to develop an in-house system so that they could run their own food service operation and bring all the employees on board as university employees. So it was very exciting. The family wanted to grow, in a sense, as the university, in recognizing that it was a healthy move. I think their official position was that that was a decision based on those different variables, versus the student uprising and protests and conversations and concerns behind the scenes. But I think it was definitely a mix of all of that.

Rabkin: Could I ask you a little more about the “Where is the love?” dinner?

Galarneau: Sure.

Rabkin: I'm curious about who attended that dinner, and what segments of the campus community or wider community they came from?

Galarneau: We had about fifty participants of the larger national first USFT conference that formed USFT, come down from the retreat center in shuttles for the dinner. [UCSC sociology professor] Melanie DuPuis was a guest speaker to talk of the role of strawberries, and relationships and perspectives on these issues from the lived experience of workers and families in farming. Her insight and challenge was for student organizers to sit with the parents who work in the conventional berry fields, hear from their kids who learn about issues of pesticides in school. Coming home they hear their children's concerns, and they have to reconcile the fact they're putting food on the table and clothes on their back, and the school is telling their kids it's a toxic job. Like, understanding the real lived challenges with greater visions of sustainable food. It was great to bring [DuPuis] in to share that. And then our colleagues on campus—Comercio Justo, who were working to get fair trade coffee in the dining halls that year as well. There was so much student activism mobilizing. It was really exciting. [And] our traditional sustainability youth organizers from our Environmental Center and SOS.

World Cafe and Open Space Technology

Rabkin: You, I know, have used some innovative organizing tools to help bring people together to make change on the campus and beyond. I know you've made use of something called World Cafe, and Open Space Technology. Can you talk about what these are, and how they work, and how you've brought them into play?

Galarneau: Sure. Just to step one step back on that, I chaired our Student Environmental Center the following year after coordinating Students for Organic Solutions and that campaign that year. What I learned in that process was hosting and coordinating our annual Campus Earth Summit with a team, where we had no funding at the time. And at the space we would bring everyone collectively together from the campus—staff and faculty administrators, the NGOs and community representatives—to target focused discussion groups on topics of sustainability that mattered and were in the minds of those in attendance. We were practicing a very interactive meeting design, versus a traditional Powerpoint conference session format, because the goal was to bring ownership into the process from the people most invested and empowered to do change on the campus.

We had a food-system topic group each year. The first year we had that with Sodexo in business. They didn't show up, but we had nonprofits from CAFF (Community Alliance with Family Farmers) and CCOF (California Certified Organic Farmers) come on board. Brian Leahy, the former executive director of CCOF, came to the meeting, as well as CAFF representatives. Alma Sifuentes came from the campus side. Then faculty, Carol Shennan [environmental studies professor and former director of CASFS] and Melanie DuPuis. We had people coming in interested in these issues, and we talked about it. And nothing else really happened. We realized, wow, we had all these powerful ideas, but nothing happened.

The following year we launched our working group, the 2003-04 year. We launched that and we found this was incredible tool to bring people together

who can have shared values and goals in this Earth Summit format, and then set these shared goals and work on them together. We thought about, in a broader way: what are other ways to do this? How can we gather informal input from students outside of the annual Earth Summit process?

So one idea was World Cafe. That process evolved, I think, from some Bay Area organizers that attended a conference and they had some stimulating conversation while hanging out around the coffee table outside of their sessions. What they realized is that stimulating conversation breakthroughs and ideas and such aren't necessarily in a really structured format. It doesn't really help allow the fluidity and the ability for people to be more comfortable. So they explored: what are the ways that we can bring people together, have fun, enjoy themselves, and generate some really meaningful conversation dialogue in digging deeper on issues? Hence World Cafe was born.

World Cafe is essentially that type of meeting design process where you bring your coffee to the table. There are multiple little tables with four to six seats available, butcher paper on the tables, crayons, markers, sticky notes, notepads. And there are three questions explored in a World Cafe. Everyone remains seated. Let's say you have ten tables, four people at a table. They all explore the same question during twelve minutes at that table. They're advised to really think about that question, to listen to one another, to play, doodle, draw, make notes. There will be someone at that table that stays at that table for all three questions, capturing the ideas. But at the end of that first question, everyone but that one person, the anchor, gets up and moves to a new table. A new alchemy of ideas, a new alchemy of people coming back together to explore the second

question. And then so on with the third. And then collectively gathering that information back from all those anchors that captured the key points from each of those topic points on a giant idea map, as the one you see in this room from a recent one we did with Dining over at Cowell [College] two weeks ago.

So we learned that there were a lot of positive benefits with World Cafe, and we hosted meetings and discussions to generate ideas and to come up with viable next steps and identify barriers to those.

We wanted to also engage the public, and we helped sponsor a Food Systems Network for the community. Our working group is very involved with that. I worked with Phil Howard, who is formerly a research specialist with the Center [for Agroecology and Sustainable Food Systems] here, on holding a food forum for the community. We hosted that in spring of 2004. At that food forum we brought together 140 community residents to learn from them what they know, what excites them, what problems they see, and the knowledge they want to share in making a healthier, more sustainable food system for Santa Cruz County. And in that we utilized Open Space Technology (OST for short), designed by Harris and Owen. It's been used from executive board meetings and retreats, to organizing two thousand street children in Bogota, Columbia, to organize around their values, interests, and how to solve their own problems. It's a very powerful tool that's even more open than World Cafe, in that there's no question set forth yet. There's a blank wall called a marketplace, with, it's almost a set of rows and columns where there are times and locations for people to put issues. And we have a space where everyone comes up and shares an issue they're passionate on, and they write their name next to it as they'll convene that

issue, and they go to that blank marketplace board and put it in a space in designated time on those columns and rows. We let everyone come forth to offer their ideas, and they fill up this marketplace with ideas to be explored. Then everyone takes the time to make note of where they want to go. We have a simple process that we've used. We bring in student facilitators to help each of those convened breakouts to capture those ideas through documentation for people that weren't able to attend. We had, I think, like thirty-something breakouts that day, and generated all these new ideas and initiatives and ties and bridges.

We found that both World Cafe and Open Space are bridge-building, idea-generating, community-gathering mediums to exercise meetings in a fun, interactive fashion.

Rabkin: Can you put your finger on any specific developments that have come out of those mechanisms?

Galarneau: Well, in the community aspects, some of the breakouts: one was on genetically modified organisms. People came together and formed a Santa Cruz Citizens Concerned For a Healthy and Sustainable Food System, or some wildly long acronym name. They were concerned about GE foods. They helped form a committee in Santa Cruz County that Lisa Bunin and Phil Howard sat on—Lisa Bunin another graduate of UCSC, and a really well-known environmental activist and researcher. They mobilized to create one of the first bans in the state of California to ban GMO production and sale of GMO seeds.

Another group was concerned about farm-to-school programs, and it aligned resources and people in how to build a better network to support the farm-to-school gardeners, the Life Labs⁵ and the learning programs going on.

And another outfit was those concerned about the structure of a food policy council or a food network that was launched after that, too.

Rabkin: Those are wonderful examples.

Galarneau: Yes. Then on the campus side, through our World Cafes we were able to develop shared goals across the food services, buyers and purchasing, staff, faculty and students. We'd generate ideas and then we'd prioritize those ideas, and we'd effectively carry them out. There's a fair laundry list of what we've accomplished—from specific events and programs and educational resources and co-curricular learning opportunities, to commitments of sustainable procurement.

Transforming Campus Food Systems

Rabkin: When you think about that laundry list, about what has happened since you first arrived on this campus in terms of improving food systems, what are the most important changes that come to your mind?

Galarneau: Well, during my student period here, as I evolved from being a student and still learning really deeply about all this process on the campus specifically— Maybe later we can touch on some of the larger implications.

Rabkin: Absolutely.

Galarneau: I'd say, seeing within three years, a transition from zero to twenty-seven percent local organic food sourced from socially responsible farming operations as a milestone in turning the other direction.

Rabkin: That's on the campus dining halls and Terra Fresca [the restaurant at the University Center]?

Galarneau: Yes, so with over 14,000 meals served a day, looking at this impact for our growers is phenomenal. I'm also inspired by how Dining has taken these ideas of sustainability and green, and they've run the whole gamut. They signed a code of conduct to offer sweatshop-free uniforms for food-service employees for dignity in the workforce. Their contracts did increase their wages by over two dollars an hour, and offer health care benefits for their families, and access to the library, and the health wellness centers—all the resources that a university employee should have. I think those issues were huge, both in the front roads into sustainable produce procurement, into greater social equity for their workforces, and then how they've just run with greening. They're doing trainings in how to reduce waste, installed pulpers that reduced waste by two-thirds and the rest is a compostable material. Towards recycling their oils for Salinas Tallow and their biofuels unit. They are making bridges and connections and thinking in a systems fashion.

Rabkin: "They" is Dining Services?

Galarneau: Dining Services, yes. And willing to step forward, based upon the student demand campaigns—from postcard campaigns we've raised, to surveys

we've done, to World Cafes and conversations that have integrity and that have commitment from all the stakeholders.

Rabkin: I want to ask you about one particular aspect of those successes. I know that you succeeded in including a worker-supportive criterion in the campus food services contract with its local organic suppliers. And I know that there were particular challenges in making that happen. Can you tell that story?

Galarneau: Yeah! I think that the idea of social justice for bureaucracy and administration has negative ramifications due to their experience with direct intense union dealings. When they think social justice, they think unions. And when they think unions, I don't think they necessarily think equity. They think, another bureaucracy, a mini-bureaucracy they have to then answer to and work with. So when we wanted to put social justice criteria in contracts, the first thing we heard from [UCSC] Purchasing was, "Well, it's not a food attribute. So it could not legally stand in any way. Secondly, there is no third-party verification of the larger integrity. Unions may offer prevailing wages and have a certain subset, but they might not cover the whole gamut of socially just. And it's open to discernment. There's no third party certifier for that." So while we had a distanced "Fair Trade," which is Fair Trade regulations, (laughs), we had no domestic fair-trade and social-justice certification at the time of this.

Rabkin: So it's like there's no CCOF for fairness in labor policy or social justice.

Galarneau: No! I was really considering it and a big advocate during the NOP [National Organic Program] developments. Could the National Organic Program— Couldn't organic be like LEED buildings, where you have platinum,

gold, silver, and your ratings add in the other attributes of social, environmental, cultural and so forth?⁶ Because in that way you could be more holistic. But I think it's a dirty dealing process when you're opening it up to a federal level, and there's enough integrity fought just to maintain exclusion of GMOs and food irradiation and sewer sludge, that expanding to issues of social justice wasn't an option.

So a compromise that was reached was— In contract negotiations you have a cost point plus system. The more attributes that are favorable, you get a checkmark which is equivalent to points. The better overall score—that's how you're weighted for whether you're going to get a contract with the university. Cost is a factor. So that was a concern for us as well. So we were able to put in preference points for worker-supportive—which includes educational capacity building, subsidized transportation and housing, health care, union or prevailing wage. We knew the university was sticky about unions. We wanted it still in there. Or prevailing wage. So keeping that in retrospect, too.

Rabkin: And how were you getting around this business of these issues not being food—

Galarneau: Attributes. It was putting it in as preference points in it at the time. The really interesting thing was we were able to get local in there, and seasonal, and direct, as attributes of freshness as a food attribute. So we could put this into binding contract language because of that. And the cost issue, which was I think very important in this process—if we went to a traditional lowest common bidder process, those points would rate high for big, industrial agribusiness food

providers: your U.S. Food Service, your Syscos and so forth. A consortium of growers wouldn't ever be able to manage to draw up and lowball a contract, and maintain it, because they don't have the diversity of product they're [Sysco etc.] selling.

So what we learned was there is always an answer if you will it and look for it long enough. It was a process called sole sourcing. It allows the university to develop an exclusive contract based on exclusive reasons that do not apply to traditional vendors. So that means your traditional vendor can't provide a product, so you have an opportunity to sole source. Some of the opportunities to be a sole source— You only need one, but I believe there are six. The two I know, and the two we had was: there is a unique research and educational connection, and we were doing research and education with local growers. The second one was that it's a unique product that would not be available through the traditional supplier. They could not guarantee that it would be within a 250-mile radius, or that it would be picked and harvested that same day. They could not guarantee the freshness because their sourcing was part of a global agroindustrial food system.

Rabkin: This is the traditional supplier?

Galarneau: The traditional supplier. They couldn't do that. So a sole source contract allowed us to sidestep a traditional bidding process and develop a direct contract with, which heretofore I didn't touch upon, is one of the most outstanding achievements on the campus, is that we are able to convene a consortium of organic growers.

Monterey Bay Organic Farmers Consortium

Rabkin: That's the Monterey Bay Organic Farmers Consortium.

Galarneau: Yes. The Monterey Bay Organic Farmers Consortium. It includes Happy Boy Farms, Coke Farms,⁷ Phil Foster Ranches, Swanton Berry Farms, New Natives Nursery, as well as the Agriculture & Land-Based Training Association, ALBA, a training course for growers.⁸ So we're talking about working with long-time, committed, environmentally and socially conscious producers, and innovative programs such as ALBA's that take aspiring farm workers and low-income farmers and disempowered individuals, and empower them with the tools for becoming organic farmers and developing their markets. An amazing combination of people came to the table. We emailed out to over a thousand farmers through CCOF's network and CAFF's networks, letting them know about this meeting. And these farmers showed up, and the conversations began. That's another thing about this process, is we're setting up spaces where creative problem-solving is possible, setting up tables where ownership is not by one party, but it's a space where people can come together and feel safe.

So we brought these farmers together, and they met with the chefs and the food buyers and the dining directors, and they ate product that was prepared from a local friend and producer of Linda Wallace's, who is a great person and a large part of the start-up of our working group. She was a grad student interested in this process and helped mobilize the questions around social justice, and draw in Patricia Allen⁹ at that time of creating guidelines, as well as helping to convene this working group of growers. I was interning at CCOF at the time, and Serena

[Coltrane-Briscoe] was working for CAFF (she was a former SOS coordinator), so we could bring in all the farmers. And we developed a great relationship with our new in-house dining director, Scott Berlin. So they came together and they ate the food and they asked each other, “What would a relationship look like? How could this work?” And being able to ask one another and hear one another honestly— Then they piloted a spring meal in ‘03-’04. What could go on from here? They had individual local organic college nights where the farmers came up and they used all the product, and the students loved it. That summer [they] set up an acronym, Monterey Bay Organic Farmers Consortium, set up a single-invoice, single-delivery system through ALBA Organics that allowed all the farmers to pool their resources and allowed the institution the mobility (because they don’t want twelve different trucks driving up two to three times a week with twelve different invoices) a system of compatibility, a relationship that could work on both ends. And suddenly we’re launched the next year.

This year they just signed a three-year contract with ALBA Organics and the consortium. We just had a meeting yesterday. All the farmers showed up, and we sat and talked about: how do we grow this relationship? What type of further educational partnerships are possible? Then we met with all the chefs and production managers, and they shared their excitement and enthusiasm and how to make this grow.

Rabkin: These are chefs and production managers from Dining Services?

Galarneau: Yes. And so what it is, is the continuation of relationships—the potential for collaboration and the ability to sit with one another—that makes all the difference.

Rabkin: And what are those future potential developments that you're all looking at now?

Galarneau: Well, let's include the numbers. So for the first year there was only about \$30,000, in '03-'04, sold from this consortium. The following year, in '04-'05, there was, I think around \$87,000 sold. In '05-'06, it was \$128,000. And '06-'07, we'll see where that's at. It's growing, which is wonderful.

So some of the ideas include, on the second of May [2008] Cowell/Stevenson Dining Hall will close for ten months. On the fifth of May (Cinco de Mayo), Merrill Cultural Resource Center will now be a new dining operation that is no longer going to have Pepsi available, just organic specialty sparkling juices. They're going to highlight interactive learning centers with Field to Fork and farm issues. Cultural and sustainable soups; a fresh sushi-rolling line on the spot. Things you could not imagine in an institutional food service. And this process is going to be tested for six weeks during the rest of the spring quarter for financial viability and tracking, of what does it mean when we reduce the American home-style buffet of quantity, and improve the quality for the integrity of a system that students are demanding, and Dining Services are responding to?

Building a National Movement

Rabkin: How exciting! In one of the documents I read, I think it might have been the best practices case study, that document distinguishes UCSC as, “the first university in the country to promote cutting-edge relationships between cooperative producers and institutional consumers.” I’m wondering whether other institutions have been catalyzed by UCSC’s example, around California or beyond, to make their own changes?

Galarneau: Yeah! That is a story in itself for hours, but I’ll summarize that down and say, yes. In fact, it’s happened in amazing leaps and bounds. In 2004, I was contacted in the summertime from students at UC Santa Barbara that wanted to model it. At this time we had transitioned into UC-owned/operated self-dining. The University of Arizona, and the University of Hawaii at Honolulu, and several other institutions contacted Santa Cruz saying, “So you stepped away from Sodexo. How did you do it? Oh, it’s working. How do we do it?” Which created a concern over in the contracted food-service corporate realm of: how do we re-frame our issues around sustainability? And in particular, in the UC system, eight out of ten campuses are independent/self-operated, and are interested in working with local growers. They can see this is a trend. Berkeley had an organic salad bar come up with some local, not all local. And we [at UCSC] actually infused it into our whole dining operation, versus one salad bar at that time. We weren’t necessarily getting the attention, because we don’t have a PR department like Berkeley, and Berkeley is almost a metaphor for, you know, those crazy Californians. Santa Cruz is just a— “Well, they’re just Santa Cruz.”

But here at Santa Cruz we did develop some path-breaking relationships, and were able to share those best practices. And we first convened a group of students, part of the statewide California Student Sustainability Coalition. Now this network, when I came in and met Jacob Cabrera and started working at the Student Environmental Center, had launched a campaign called UC Go Solar. Within a year and a half, the UC Regents passed the most broad-sweeping alternative energy and green building policy in the nation, that made UC the largest institutional source of alternative energy in the nation, catalyzed by students, partnering and trained by Greenpeace at the time. And following that, subsequently they are looking at a systemwide transportation policy that they're passing.

So we began conversing: what about food systems? How do we give the green light to the campuses, give them the mobility they want, with the exercise of their own command, but with the influence of support from above? And we realized we needed a new component to this systemwide policy on the food system.

The Statewide UC Sustainable Food Systems Initiative campaign began at UC Santa Barbara, when we convened students from across the system in October 2004. Our goals were to be a network and clearinghouse of resources and best practices to mobilize the establishment of collaborative working groups, like our Campus Food Systems Working Groups; to provide the networks and connections to local food producers and resources to make those connections possible; to establish campus, as well as systemwide, guidelines of procurement, modeled after Santa Cruz's. We delivered over seven thousand postcards to a

UC Regents meeting in 2005 at UC San Diego. They had to carry those all the way back up to Oakland [where the UC system's administrative offices are located]. But we received the overall support and endorsement to launch a systemwide task force for this policy, under the systemwide housing directors.

Rabkin: This was an endorsement that came from the regents?

Galarneau: The regents and the Office of the President. Suddenly we were being able to play in this bigger picture. And from there, we've developed great relationships again, on how to move it forward. At one of the most recent regents' meetings (not this one going on now in San Francisco, but two months ago at UCLA), the regents said they were excited to see that policy come before them to vote on January 2009. So we are looking at a systemwide sustainable food policy that includes procurement, waste reduction, energy and water initiatives, as well as educational components and commitments, that hits a ten-campus system, the largest research university in the world, based upon the students' mobilization and the recognition of this need to change.

And we couldn't stop there, Sarah. Across this time we've built great relationships with the state system, the community college system and private schools across California. We also built our partners through networks across the country, as we're getting calls from students and groups across the country. I've traveled to the Northeast, up into Maine, to Florida Gulf Coast University in Florida, all around—sharing these practices, talking about them, advising them and helping build those technical infrastructures to make the successes possible.

We began to talk about: what would it look like to create a national movement around this? The folks at the table for that included The Food Project's national program director, Anim Steel, who is a dear friend of mine; the Community Food Security Coalition's farm-to-college director, Kristen Markley; the University of New Hampshire's Center for Sustainability, Tom Kelly; John Turenne, who is a twenty-five year veteran of a [contract food service provider corporation], who [now] runs Sustainable Food Systems, Inc., an consultant firm now that advises on institutional transformations of this nature; United Students for Fair Trade; the Coalition of Immokalee Workers; Student Farmworker Alliance—we brought in a cadre of people across the issues to say, "We need to focus on the big picture with Purchasing. We can't just fight for fair trade, or local produce, or organic options, or humane food. We need it all. We need *real* food."

The Real Food Challenge

And hence this initiative called The Real Food Challenge was born. It's been growing in leaps and bounds. It's just so exciting. We're going to be rolling out the official roll-out this fall. It's modeled after the Campus Climate Challenge. We're going to be challenging institutions of higher education to go from two to twenty-percent sustainable food by 2020. That's a four-billion-dollar change of food sourcing, a new four-billion-dollar market to affect four thousand institutions, initially, just to begin. It's a reachable, attainable, but challenging goal. We're going to be assisting with training, and have regional and area organizers, and campus liaisons, and offer tool kits and resources and networking opportunities to make this possible. Our board of advisors—right now we have Anna Lappé, Michael Pollan, Vandana Shiva, and the list keeps

growing. We're going to have networks, and pulsers, and organizers, and technical support from across the systems. We're working with all the software companies that supply major institutions with their software packages for their food designs to have technical assistance, Real Food Challenge packages. We're working across other professional associations to pulse this, to educate, and to make it very possible. And partnering with the National Association for the Advancement of Sustainability in Higher Education, the newest, fastest-growing, five-hundred-member institutional higher-ed association for sustainability, to incorporate our Real Food Challenge into their systemwide sustainability assessment package called STARS that they're beta testing this year on ninety campuses. We have a Real Food Challenge calculator that's a multivariate tool that lets people know where they're at, and where they can target and go. It's such a tremendous opportunity to really roll this out, and Santa Cruz is at the center of it. We fire-started a national movement, and recognized that there's chargers and champions and people ready to meet this challenge across the country. I've heard George Blumenthal, our chancellor, speak about his interests in sustainability, the success of this consortium and Dining's relationship, of our Center for Agroecology and Sustainable Food Systems, who've really helped support this process.

At the Center we've received the first national USDA Farm-to-Institution grant. Partnering with UC SAREP, and Davis, and CAFF, we've interviewed over ninety-nine institutional food buyers, over fifty distributors across the state interviewed, did a national and state sample of students interested in sustainable food, and we've actually learned from all of these players what it takes to make it

possible. And they're extending that to look at another grant round. We just got news that we have a special research grant through Sam Farr and the USDA that will help fund our program developments regionally, on the campus, and statewide for sustainable food in higher ed. And we'll be rolling out this coming year with a program modeled after the campus, a green campus program, which allows campuses to make energy commitments in reducing their energy and water through setting up a collaborative group that makes commitments, and it pays for the students' involvement. We're going to run a sustainable food intern pilot program on five UC campuses that will model and take these practices from here, and support those processes in really substantive ways.

And from there we'll see. We want to roll out to the California State University system, the community college system, and learn about the different systems, as well as building bridges with the private campuses across California.

I had microwaveable food when I grew up. I ate fast food. Now I'm experiencing the most amazing food, and seeing this transformation around food, realizing everyone eats, and everyone can connect and relate, and the powerful, powerful transformative potential when people change and reflect on their food choices and look at how it can have a systemic effect. We hear the concerns about climate change today. Yet the lead contributor to human greenhouse gasses is our global food system, at over eighteen percent, most of it from enteric fermentation, cows belching and farting. So, our meat supply. But in addition, that's not even counting the energy for creating nitrogen fertilizers, and the global transportation system affiliated with [the food system]. Changing our food system is going to change the world we live in. We're talking about developing

solutions that tie into some of the most current, cutting-edge issues and problems of our times and civilization. Youth can be involved in understanding their ability to transform their institutions, and by and large become civic engagers in changing our country and our culture.

Rabkin: What do you see as the biggest challenges to this campaign?

Galarneau: The challenge of time immemorial is the dinosaur swinging its tail, of resistance because of lack of information, of safety and security in systems that work for very few, but bring higher returns than systems that would work for many and bring less returns for vested shareholders and stockholders. With the financial crisis of our time, the ability to make new leaps of faith into a new agrifood system is very sketchy, to say it at best. I think that there're all the right workings to bring this forth. We have this statewide Roots of Change Vivid Picture Project¹⁰ of re-envisioning California's food system. The Center [CASFS] wants to create a vision of catalyzing and networking our regional food system and developing models from it.

I'm excited. I think that there's a lot to happen. I think that there's a lot happening not just on the "blue" coastlines. This transformation is happening across this country. I've spoken with youth. I think that if we don't begin developing curriculum and education that matches the transformations necessary, we're going to lose the ability to be problem solvers in what we're inheriting in this third generation. The Real Food Challenge, the Statewide Foods Initiative, the campus work going on here—I sure hope the administration sees what a difference it's making.

Rabkin: You talked about a third generation. Can you explain that?

Galarneau: It's not Generation X. It's the generation of inheriting the industrial revolution. It's inheriting the challenges of our times: the wars, the famines, the great inequities, the financial crises, and the environmental devastations that heretofore have not been unleashed—all in one generation. We're carrying a burden that is immense, and we have children growing up not knowing what to do in this situation, and tuning out and playing video games. We have parents advising them to do that because the world is too unsafe for them to go out and play in their backyards. We have a crisis. If this generation does not gain the respect and support of their elders, and be given the tools to start making serious changes, and have institutions transform to address the need for these changes, transform their structure of education, we are in a loss of future and future and future generations, our grandchildren's grandchildren's grandchildren. To any sane person [who relates] to natural wildness, any indigenous person that I've come across and spoken with about these issues, it's a no-brainer. But I think we have some of the biggest cultural barriers, because we've dumbed everyone down, and we've really contributed to patterns that are leading to our own demise.

There's such a great positive potential for people to connect, and I think food is an instrument to do that. I'm looking at dedicating my life to that, and have been really excited in just some of the short time of being involved— I'm talking in five years, I'm seeing transformations across the entire state and mobilizing national initiatives that have real substance. The energy is ready to make that

happen and we just need the response from other stakeholders to really recognize this opportunity.

Corporate Food Production and College Dining Services

Rabkin: I want to talk very specifically and locally. You've written about the challenges involved in, and I think the quote is, "fending off corporate food production interests and influence over dining services."

Galarneau: Yes.

Rabkin: I wonder if you could speak specifically to those challenges and the strategies you've hit on for addressing them?

Galarneau: I was at Florida Gulf Coast University advising their group on how to work with their contracted food service provider, and I looked at the ITN. It's kind of the response for an RFP from the campus for food services, [the response to] a request for a proposal. [Contract food service providers] send this beautiful 150-page picture-illustrated [publication] of: how we will beautify your campus and make it an amazing built environment for food. "Our franchises may be Taco Bell, McDonald's or Pizza Hut, but we'll also have good food service. And this is how we'll do it. And this is our commitment to sustainability."

So I looked at this beautiful document, and all the great claims and even regional and local sources of food, and I said, wow, what do they know that's around here? So we met with their food directors. They didn't have a clue about anything available that would fit this description in their contract. So I furthermore asked them, "So what is your preferred vendor list?" "And they're

like, “Well, Sysco, U.S. Food Service. They source from here and here and here.” I’m like, “That’s not even in Florida. (laughs) So I think that you have a challenge right off the bat.” And he’s like, “Well, we want to commit to this vision of our proposal as best we can. And it will take time. It will take time. We’ll need to understand this.” So I asked a little bit more and said, “What does that mean with taking time, and what do you have to follow with this preferred vendor list?” He’s like, “Well, we have a ninety-eight percent vendor compliance list.” I was like, “Ninety-eight percent compliance. Can you explain that a little bit more?” He said, “Well, basically we’re given a list by our corporate headquarters of all the vendors we can use for our food. We have to follow ninety-eight percent of that.” “Oh, so there’s two percent room for developing your sustainable local food vision?” He’s like, “Yeah, basically.” I was like, “That’s good for everyone to know off the bat. Because that wasn’t discussed in your ITN. That’s not what was picture painted for everyone.”

So I talked to some buddies of mine, John Turenne who worked [for one of these contracted food service providers] for twenty-five years. I said, “John, how is that [they are] framing their new sustainability kick? They’ve hired VP’s of sustainability. They’re hiring institutional sustainability coordinators at their corporate office. What’s the idea?” He said, “Well, Tim. They’re losing contracts. They’re freaking out. There’s an opportunity for campuses to develop their unique own systems without a contracted food service provider. They could lose their whole markets. That’s not a good wind for their shareholders.”

Rabkin: Did he mean that they’re losing contracts specifically over the sustainability issue?

Galarneau: Yes. Because they haven't been able to problem-solve it. So right now they're sugar-coating their contract responses while they're giving time to stall and come up with answers. So here's the kick. This is what I really learned, and why a corporate business structure cannot work with a sustainable food system. Their purchasing department at their corporate level makes more money than all of their accounts combined. And so what I mean by that, is they can lose on all of their accounts and still make money. How does that make sense? I know. You're shaking your head. And so was I. How was that possible? It's a legal kickback system called rebates based on volume sourcing with preferred contracted vendors. So [they] will go to Pepsi and say, "You will be our soda vendor. We will purchase twenty million tons of your Pepsi product. What's our rebate on twenty-million tons?" "Oh, we will give you ten million dollars and client bonuses of \$20,000 for using Pepsi product and all the marketing materials you could need." "Done." So their purchasing department at the corporate level is the backbone of their shareholder profit-making process. They set up back-of-the-house dealings with rebate structures that bring them in more money for working with them. And they tell their client managers, their food service directors, "You must follow this list by seventy-five to ninety-eight percent, or we'll find another dining service manager." And with that other two percent, or that other change, "Sure, go try things out. We'll flagship it as amazing programs but we're not going to support you because that's not where our money comes from."

Rabkin: This only works, though, if [these companies] continue to have clients to whom to sell all that Pepsi.

Galarneau: Continue to have clients, yes. Yes, continue to have clients, and continue to maintain their preferred vendor contract. They can't give out one or another. They're in a real difficult bind. Bon Appetit has caught on. Compass Group North America owns Bon Appetit. They're a sustainable contracted foods provider. They've focused their purchasing department on setting up a system that works. [The other companies] have large conventional contracts with the most heavily subsidized high-fructose corn-syruped products out there (laughs). And they're going to have to stay that way, because that's where their money is made. [They] will paint a picture for higher-ed institutional food services that will adhere to green chemical suppliers, adhere to greater waste practices, that will bring in sustainable food options, in so long as it doesn't threaten or jeopardize their legal kickback system. And so what we need is creative problem-solvers to develop a transitional plan to get them off of their legal kickback system.

And you know, it's sometimes irritating, when, as people advocate for a different farm bill, sometimes the response from Washington is, "Change your local food system. You guys are doing great stuff. You don't need this federal support. Things can happen on your own." It's this federal system that's subsidizing and continuing business as normal. If we don't have the government investment in a vision that will align itself with sustainability, everything will continue as usual. There needs to be government intervention on this level. When I hear that a meat recall of a 147 million pounds that went into our children's school food service plans happened, that is disgusting. How can that happen? How can we subsidize that? I mean, this is— I'm so offended to think that children in our country, we're

treating them like that. I think that we have an opportunity with young adults in college to critically develop consciousness to reflect on that, and become the civic engagers and leaders that will not let this stand, that will not let this happen anymore.

Rabkin: And what do you see as the basis of success, likely success, in that effort to change this corporate system?

A People's Food Bill

Galarneau: I want to start by changing four billion of it by 2020. Our bigger plan with Real Food Challenge, which isn't listed or advocated in this strictly institutional transformative action plan, is we're working and connecting with Rooted in Community that works with middle school and high school students, working in gardening, from urban to rural areas. Our goal is to let them know the Real Food Challenge. Our goal is to let them know of the issues that they can continue to work on when they go to school. And we know that in 2012 when the next farm bill is up, these kids are going to be in college, and the kids that we've worked with are going to be young professionals. We want to mobilize at least half a million people in D.C. for a people's food bill. We're not going to stop until that changes. The Real Food Challenge is working on empowering youth in ways that we'll have to continue to dream up and empower. I don't have all the answers now, but I have plenty of excitement for it.

Affecting Public Policy

Rabkin: So all of this is extremely exciting, and it makes me wonder whether you've imagined bringing this work to the heart of national government in Washington, D.C.

Galarneau: Well, as I just mentioned about this alternate parallel vision of Real Food Challenge marching on D.C., in November of this year was a seminal event called Power Shift. Its focus was on climate-change issues. The campus climate-change folks and the Energy Action Coalition mobilized ten thousand students to attend a weekend event at the University of Maryland, and then march on Capitol Hill. I worked with Anna Lappé, and a professor from Duke, and a community food security Hopi activist, and did a series of workshops at this event on the connections of the food system to climate change and how to mobilize for change. We had packed sessions, and I've gotten over two hundred and eighty emails and contact information of students on campuses that want to launch the Real Food Challenge, in addition to three hundred we have confirmed right now. So it's really budding.

But on that time we went to the Hill. I went and lobbied my representatives, and apparently over the entire event, two thousand students stayed around for the lobbying. Fifteen hundred of them apparently went in and lobbied. They hit every single House office, and half of the Senate in one day, after a special hearing on energy, in the energy bill that morning. That was such a powerful event. I went to Senator Dianne Feinstein's office. My friend works for her as a legislative correspondent under Banking and Finance, and he set up a private

hour conversation with their key ag advisor. I wanted to get a better sense of the farm bill issues, and opportunities, and so forth. So I met with her in the afternoon from about four to five.

Rabkin: This is with Feinstein's ag advisor.

Galarneau: Feinstein's ag advisor. I shared a lot of the youth momentum and interest in seeing these visions. At the end of the conversation, she indicated that I should be happy to know that the senator is responding to a request on behalf of growers that Western Growers Association brought to them on introducing a marketing order directive to the USDA to control leafy greens and food safety issues. To step back, in the course of the six months prior, there'd been a lot of concern over industry setting directives for growers that tell them they have to rip up their hedgerows and grassy waterways and any conservation programs on their farms because they're liable for habitat for *E. coli*, and fecal contamination, and so forth. Seventy-five percent of contamination happens at the site of preparation. Very little happens in the field of production, and there's more in the processing side of things. But industry is clamping down on the *farmer*. And this is really affecting the small and mid-scale farmers, where they have to sign these binding contracts, that if they want to sell their product and they grow leafy greens at all, they have to rip up decades of work on energy and conservation and water stabilization on their farms. I mean, it's just— It's shocking. Right now it's been an industry-directed program. And Western Growers Association approached Senator Feinstein and said, "We've talked to the growers. We all support wanting to have one directive, because we have too

many from industry. So please have the USDA regulate this directive that demands this.”

And I said to her (Ginger Murphy is her name; she’s ag advisor for the senator), I said, “That’s really interesting, because I work with Community Alliance with Family Farmers (CAFF) and they have a leafy greens campaign advocating *against* this, and raising awareness for thousands of small farmers and mid-scale farmers in California.” And she’s like, “You’ve got to be kidding me, Tim. All we heard is that this was a general consensus from the Western Growers Association that they want this.” So it made me think of how much information is actually getting to the right people, and how much misinformation they’re surrounded in. I was really passionate about my concern around that, and I asked her, “What can we do to change the senator’s opinion before her introducing the amendment in two days?” And she’s like, “Well, Tim, it’s going to happen. So what you’re going to need to do is prepare to do a massive call-in to the USDA, because there’s a public comment period. It’s beyond the point of being intervened [in].” I said, “Let’s just say “what if?” What would need to happen?” She said, “Well, I would need faxed letters from all your advocacy organizations and farmers, and I’d need them tomorrow.” So as soon as I walked away I called Anya Fernald, who is the former director of our community food system programs at CAFF, now the director for Slow Food Nation, whose conference is happening Labor Day [2008]. I let her know this interesting bit of information, and she contacted our leafy greens coordinator, and they mobilized three thousand responses in a day and a half from across the country, and the senator withdrew the amendment.

Rabkin: (laughs)

Galarneau: You asked me what I think about D.C. I see a lot of opportunity and I see a lot of misinformation. I hope that the work we do brings better clarity and better information to the heart of this problem.

Community Alliance with Family Farmers [CAFF]

Rabkin: Thank you. What haven't I heard from you yet about your work with CAFF?

Galarneau: Well, yes, that's a whole other side. So after graduating I had created funding to stick around and to empower students and work on food system issues on the campus. The Center [CASFS] here had supported that, so I became a part-time staff here at UCSC with CASFS.

And with my other job, I continued coordinating the Santa Cruz County Food Systems Network under CAFF (Community Alliance with Family Farmers), and then I took on their Buy Fresh, Buy Local campaign for the Central Coast, and helped manage that in a transitional period, and really focused on the bicultural elements of it and helped generate funding. Right now we're launching a program with ALBA in Salinas that's working with forty different restaurants and retailers on shifting their procurement practices to local and sustainable products and the marketing necessary to build the consumer demand and awareness, which is really innovative, because Salinas has been a food desert of that type of work before. We're partnering with STEPS and the Monterey Health Department, so we actually had the health department fund nonprofits to do this

work, which is really exciting. The other part of it is expanding awareness with different food and farming activities.

My role with CAFF was supporting Buy Fresh, Buy Local. UCSC was the first institutional partner in the National FoodRoutes campaigns. There are sixty-eight Buy Fresh, Buy Local chapters across the country. The Central Coast was one of the four founding chapters that piloted the national initiative, and also the chapter that developed the bilingual and bicultural materials. My predecessor had developed those, Marisol Asselta, who was from Puerto Rico and had some family emergencies and had to take a leave. I transitioned into an expanded role at CAFF at that time.

Rabkin: So when you say this was a transitional period at CAFF, it was because Marisol had to leave.

Galarneau: Yes. So I took on a half-time position there and also working half-time for the Center here, which transitioned into three-quarters time here and half-time there, and became too much to manage. In addition to all of my extracurricular passions and activities, a seventy- or eighty-hour work week doesn't leave enough space for cultivating a family with my wife and making space for personal time. So I just recently transitioned out of my role at CAFF, and am in a full-time capacity at the Center here.

Rabkin: More like a forty-hour work week.

Vandana Shiva

Galarneau: Yes, more like a forty-hour work week. Another interesting story, during the transition out of being a student, when I was a senior and I was sharing the excitement around the October 4 launch of the Foods Initiative in May at a statewide youth retreat for the Education for Sustainable Living Program (ESLP), one of the speakers there was Vandana Shiva. I had done a Powerpoint [presentation] she came and attended on the food system work we're doing. I interviewed her for a little documentary I used in some initial outreach events for our campaign. And she was able to find some seed funding from Anita Roddick (who's recently passed), the owner of The Body Shop, and then a private Santa Barbara funder, to help fund me to work on the statewide initiative here. And further, inviting me to help me launch an initiative funded by Frances Moore Lappé to bring UC students to India to have a cultural exchange between youth. We founded the India Exchange Program. So I traveled and worked in India for the fall, setting up a program with a colleague who was working for a nonviolent center out of Berkeley, Peter Christiansen, a UC Davis graduate. We were program explorers and developers. We got to work with Vandana, and attend some amazing workshops, march in an anti-Pepsi rally at the Bhopal Union Carbide anniversary and speak before two thousand Indian delegates, and do a water yatra on different rivers for water projects, and really get involved in amazing grassroots efforts. The program continues to this day.

Rabkin: Water yatra?¹¹ Can you explain that?

Galarneau: Yes. The largest dam projects ever in India were being orchestrated through the World Bank and the World Trade Organization that was going to divert and connect all the major rivers of India, diverting water to dry, arid regions for hydroelectric power generation. So they are necessarily flooding tiger reserves and villages, and taking water from rivers that had less into waters that had more to get it over into the next pipeline. And the first connection was between the Ken and Betwa Rivers. So we started at the source, informing people and speaking to politicians along the whole river connection, getting on-the-ground information. That's their grassroots way of mobilizing, and letting information be known about these huge scams. (They call them schemes, and schemes to me is a scam, but schemes in India or in Europe is a traditional project. I found that interesting.) It was an eye-opening [time] of going to India and connecting with youth, and realizing their interest, and lack of mobility, and their particular positions, and how do we reach out globally in this movement?

Slow Food Nation and the Youth Movement

And that ties into this coming fall at Terra Madre in Turin, Italy. I attended two years ago as a youth delegate, a U.S. delegate. We had about fifty youth attend this event with seven thousand people from 153 countries.

Rabkin: What was the event?

Galarneau: Terra Madre. It's the biannual Slow Foods conference. It was very powerful, except there were no clear political outcomes. There wasn't the interactive sessions that youth would really like to gain, so I held an open space breakout in the espresso cafe area, and we had about thirty-two youth show up,

and we documented all the ideas, and we published a piece in the Slow Food USA journal that talked about the missing fourth kingdom. Carlo Petrini talked about the three kingdoms of Slow Food: the co-producers, the chefs, and the academics. And I added, where are the youths in this, in the fourth kingdom, and wrote a piece on that. This year Carlo Petrini granted five hundred delegates, youth delegates only. So there are five hundred spaces this coming year, and we're going to bring youth from across the entire globe, which is really exciting. And we brought the convivia. The international convivia for Slow Food meets every four years. They met this fall, heartbreakingly, the same weekend as Power Shift. I was invited to go as a delegate to Pueblo, Mexico, for it and I couldn't because I had a calling there. And they proposed this to the international convivia, who approved it—that youth need to be added and incorporated in a more clear way. So now we're going to develop the connections to better understand how to mobilize in an international context. The seed of that will start this fall, in addition to the rollout of the national Real Food Challenge.

Rabkin: So this work that that really began for you at UC Santa Cruz, and in many ways for everybody began here, is now truly becoming a global youth movement.

Working with the Center for Agroecology and Sustainable Food Systems

Galarneau: Yes. And it's exciting to be part of it. It truly is.

Rabkin: Well, I suspect there are aspects of your work with the Center [CASFS] that we haven't touched on. Is there anything you want to bring us up-to-date on with that?

Galarneau: Sure. In addition to a lot of the farm-to-institution work I've outlined, the Center has recently got a grant from [Congressmember] Sam Farr, which is really exciting, to expand the programs and potentials. We're going to be modeling programs across the system. We're going to be developing assessment tools and metrics. We're going to be looking at existing curriculum in education, and how to enhance it and make it available for campuses that want to start bringing more of this into the educational dimension, which is essential in an institution. So we're really crossing those boundaries. We're going to enhance and cultivate trainings and conferences and workshops across the state for the stakeholders, to really roll this out. It will continually support the USDA findings and work on going there. So that's really exciting.

I'm also working with Patricia [Allen] on the social issue side. I'm now assessing sixty-eight Buy Fresh, Buy Local chapters. So formerly running one; now I'm assessing the movements and what they're saying and what they're doing and what's missing, and conducting interviews across this winter and spring for some further research and publications along those lines.

Rabkin: Is sixty-eight the total number of Buy Fresh, Buy Local chapters that currently exist?

Galarneau: Chapters across the country, yes. I won't have the opportunity to travel around and interview everyone in person. It will be digital and on the phone. But we're going to learn a lot from that.

Some of other work involves partnerships with the GIS lab and Brian Fulfrost [at the time, Fulfrost was the coordinator for UCSC's Geographic Information Systems laboratory]. I'm currently working with him for the Santa Cruz City General Plan revisions. We're developing a GIS layer general-plan health-and-wellness profile, that looks at density and proximity and access to food, both prepared and retail, as well as sourced fresh, in addition to looking at access for physical activity and health, outdoor parks and fitness centers, and looking at costs involved and weighting that, as well the access paths—the multimodal nature of streets that only have bicycle routes, or don't have bicycle routes and are streets with no sidewalks. Understanding our built environment. I'm more and more coming to understand the role of land use and planning, and how, really, the built environment does so much to access and make infrastructure there possible, or not. To not make an alternative agrifood system possible, goes down to how we're zoning, and how we're laying out our land use and our planning. I think that we have a lot to learn about that from the design/architectural side of things, too.

Rabkin: This is the city of Santa Cruz you are working with?

Galarneau: Yes, the city of Santa Cruz. This profile will be a model for other municipalities to use in general plan revision. So that's a really exciting local project.

We're also looking at doing some more innovative outreach with the community¹² network of food and farming organizations to get a better sense of the pulse of current pressing issues, and how to better respond and bring that information to them, as well as some of the larger policy issues. My goodness. There's so much excitement going on.

Green for All

One thing which I've been very interested in, and candidly looking at, is the Green for All initiatives, the Ella Baker Center for Human Rights and Green for All is launching: In this vision of a Green society, where are the disempowered voices? Where are the people of color? Where is this diversity, and why is it not there at the table? That's what this mission is about. I'll be going to Memphis, Tennessee, on the anniversary of Dr. King's assassination, with youth and stakeholders across the country, April 4-6, Dreamreborn.org. A friend of mine is cultivating that, who is our statewide student coalition equity coordinator, Nikki Henderson from UCLA is now working for Green for All bringing the issue of food service workers into the food system. Where is the training and support and funding? If we're getting funding for green jobs, for solar energy and building retrofitting, what about our food system? Where is that discussion, and where is that in policy and funding? We want to bring in a policy analyst here that can help address those questions.

And the other one, the big one is AB32, which is a climate change policy, passed in California, the most progressive legislation and policy for climate change in the country. It's got a huge mandate. It looks at the role and impact of

agriculture, and the role and opportunity of developing policies that support carbon credit systems in agriculture. I've attended these discussions, and it's the most hideous and nefarious co-opted industry definition of whole systems thinking and carbon credits I've seen to date. Right now, as the discussion stands, the only way agriculture will get carbon credits if you are a producer, is if you've done something in addition to what you've already done. It's called a system of additionality. So if you're a big heavy violator and conventional producer, if you make small changes, you get more carbon credits because you're changing more of your system. If you're cutting-edge in sustainable food and technology on your farm, you stand to gain nothing. And so, the industry is defining a whole carbon credit system which is *needed* for family farms and mid-scale operations. If they can generate revenue based on their best practices, based on their integrity, that's a system of carbon credits I'd like to see. But we need to evaluate that, and we need to heavily publicize and research how the discussion is going in the wrong direction. These are critical issues that we just don't have enough time for now. And with the Farr funding, and with other opportunities, we hope to broaden the Center's role and response in activities.

Rabkin: So the Farr funding will allow the Center to bring in additional—

Galarneau: Staff time, yes. And I would love to stretch myself and clone myself. That's not ethical now. (laughs) I feel like there's enough exciting stuff I'm being involved with. But in Green for All I want to definitely continue to advocate the youth and the food angles of that as well.

Rabkin: So that remains your primary focus.

Galarneau: Yes.

Rabkin: Good. Let me ask you one corollary question. I'm wondering, as you're talking about the work that you're doing at the Center with the City of Santa Cruz, whether you've had any contact or connection with the City of Willits [California], and their whole effort to become sustainable and independent in terms of food and energy, water, and so forth?

Galarneau: Hmm. Yes, at this point we haven't, but I think that could be something that we could follow up on.

Rabkin: Okay, Tim, great. Is there anything else that you'd like to share before we stop?

Galarneau: I feel like I've spilled my heart. (laughs) So, there you have it.

Rabkin: Thank you so very much. This has been wonderful.

¹ Vandana Shiva, *Stolen Harvest: The Hijacking of the Global Food Supply*, (South End Press, 2000).

² Galarneau is referring to the weekly potluck dinners held by students in UCSC's Program In Community and Agroecology—Editor.

³ Galarneau is referring to the Program in Community and Agroecology, an experimental living/learning program at UC Santa Cruz. "PICA's primary academic mission is to engage students with sustainability through practical experience and the sharing of community based knowledge. Through seminars, practical training in agroecology and organic gardening, student involvement in campus and community gardens, and the development of local composting projects, PICA students are able to integrate classroom instruction with hands-on learning." <http://ucspica.org/what-is-pica>

⁴ Jenny Anderson was a lecturer for the Environmental Studies Department, teaching environmental interpretation/education, experiential learning, and multi-cultural environmental education. She was also the founder and coordinator of the Environmental Studies Internship Program for many years.

⁵ See the oral histories in this series with Erika Perloff, Gail Harlamoff, Robbie Jaffe, and Amy Katzenstein-Escobar for more on Life Lab.

⁶ Galarneau is referring to the Leadership in Energy and Environmental Design program, developed by the U.S. Green Building Council, that provides a multi-level (platinum, gold, silver etc.) certification process for environmentally sustainable construction projects.

⁷ See the oral histories with Dale Coke of Coke Farms, Jim Cochran of Swanton Berry Farms, and Ken Kimes and Sandra Ward of New Natives, all in this series.

⁸ See the oral histories with Rebecca Thistlethwaite, Florentino Collazo and Maria Luz Reyes, Maria Inés Catalan, and JP Perez in this series for more on ALBA.

⁹ See the oral history with Patricia Allen in this series.

¹⁰ See the oral histories with Steve Gliessman and Jim Cochran in this series for more on the Vivid Picture Project, as well as <http://www.vividpicture.net/>

¹¹ A *yatra* is a kind of pilgrimage.