CUNY Urban Food Policy Institute Proposal

CUNY URBAN FOOD POLICY INSTITUTE

A Proposal to the CUNY Board of Trustees

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Submitted by
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Approved by CUNY Graduate School of Public Health and Health Policy and School of Public Health Dean on March 4, 2016
Summary

The CUNY Urban Food Policy Institute, created by the faculty at the CUNY Graduate School of Public Health and Health Policy and approved by its Faculty Student Council on March 4, 2016, will contribute research-based evidence and policy guidance that can help to solve the food problems confronting New York City and other urban areas. The Institute will apply the expertise of City University of New York’s faculty in public health, public policy, nutrition, sociology, urban planning, law and other disciplines to developing research, education and action that can reduce food insecurity, hunger and diet-related diseases in a rapidly urbanizing world. It will also tap into the commitment and passion of CUNY’s 275,000 students—the most diverse in the nation—to use their experience, neighborhood connections, and social networks to bring information and resources on food and food policy to communities in New York City and elsewhere.

The Institute will build on its faculty’s academic and professional relationships and will establish partnerships with researchers, public officials and civil society groups in New York City and other parts of the nation and world that enable New York City to share lessons and evidence on food policy with other cities. In addition, with other CUNY institutes and faculty members, the Institute will strengthen CUNY’s capacity to build interdisciplinary research teams that can contribute to the growing global interest in better understanding the interactions among food policy, urbanization, economic and community development, sustainability and resilience, and health.

In its first three years, the Institute will pursue five goals:

1. Support the growth and integration of urban food studies across the university by serving as an incubator, catalyst and forum for the growing number of CUNY programs, faculty and students who are pursuing research, service and education in food policy and food studies;
2. Improve nutrition and health throughout New York City by providing analytic, evaluation and research support on the intersectoral impacts of food policies and programs on nutrition and health to public officials, agencies, nonprofit and community organizations and service providers, with a focus on serving low income, Black and Hispanic and immigrant populations;
3. Support workforce development, economic growth and income equality by organizing a New York City Food Workforce Development Project to assist policymakers in creating good food jobs;
4. Make CUNY a national model for promoting nutritional well-being and food security of its students and preparing them to contribute to development of more equitable national food policies; and
5. Advance cross-national research by establishing partnerships with food policy researchers in other cities in other parts of the US and the world to advance international research on the intersections among urban food policy, health and economic development.

By launching a sustainable interdisciplinary research and action institute on food policy that can work across levels, sectors, disciplines and campuses, CUNY will establish a financially sound model for universities to contribute to the diet, health, workforce development, and sustainability of their cities. While other universities in the region and the nation have interests in food studies, none have an explicit focus on the intersections among urban policy, health inequalities, chronic diseases, economic development and food, core interests for the new CUNY School of Public Health and Health Policy. Nicholas Freudenberg, Distinguished Professor of Public Health serves as Institute Director, Associate Professor Nevin Cohen serves as Research Director, Professor Emerita of Sociology Jan Poppendieck is Senior Faculty Fellow, and three SPHHP faculty will serve as initial faculty fellows at the Institute. The Jaime Lucero Institute for Mexican Studies at Lehman College has pledged to provide $12,000 in graduate student fellowships at the Food Policy institute for the next two years and Hostos Community College has agreed to co-sponsor the Institute and provide release time for its faculty to work at the Institute for three years. Other fellows from throughout CUNY will be added in coming years. An Advisory Board of CUNY faculty and external experts will guide the Institute and its leaders.
Introduction and Goals

The CUNY Graduate School of Public Health and Health Policy (SPHHP) requests approval from the CUNY Board of Trustees for the creation of the CUNY Urban Food Policy Institute. Like many other cities around the world, New York City now faces a series of intersecting food-related problems: high rates of diet-related diseases that impose health burdens on the city’s population and economy and contribute to inequalities in health across income and racial/ethnic groups; persistent food insecurity and hunger; a growing food sector of the economy that provides new employment opportunities that, paradoxically, contributes to income inequality because of low wages. In addition, New York City faces continuing challenges in making healthy, affordable food available to all its residents.

As a university-wide entity, the CUNY Urban Food Policy Institute will apply the expertise of CUNY faculty in public health, nutrition, sociology, urban planning, law and other disciplines and the commitment and passion of CUNY students to developing research, education and action that can contribute to solving the city’s food problems. It will also develop partnerships with researchers and public officials in New York City and other parts of the nation and world to develop studies that enable New York City to share lessons and evidence on food policy with other cities in a rapidly urbanizing world. In addition, with other CUNY institutes and faculty, the Institute will develop CUNY’s capacity to build interdisciplinary research teams that can contribute to the growing global interest in better understanding of the interactions among food policy, urbanization, economic and community development, sustainability and resilience and health.

In its first three years, the Institute will pursue five goals that reflect the expertise and interests of a wide range of academic programs and institutional commitments across the university:

1. Support the growth and integration of urban food studies across the university by serving as an incubator, catalyst and forum for the growing number of CUNY programs, faculty and students who are pursuing research, service and education in food policy and food studies;
2. Improve nutrition and health throughout New York City by providing analytic, evaluation and research support on the intersectoral impact of food policies and programs on nutrition and health to city and state agencies, public officials, nonprofit and community organizations and service providers, with a focus on serving low income, Black and Hispanic and immigrant populations;
3. Support workforce development, economic growth and income equality by organizing a New York City Food Workforce Development Project to assist policymakers to create good food jobs, jobs that pay living wages, provide career advancement, and support access to healthy food;
4. Make CUNY a national model for promoting the nutritional well-being and food security of its own students and preparing them to contribute to the development of more effective and equitable national food policies; and
5. Advance cross-national research by establishing partnerships with food policy researchers in other cities in other parts of the US and the world to advance cross-national research on the intersections among urban food policy, health and economic development.

By launching and developing a sustainable interdisciplinary research and action institute on food policy that can work across levels, sectors and campuses, CUNY will establish a model for universities to contribute to the diet, health, workforce, and environmental sustainability of their
cities. While other universities in the region have interests in food studies, none has an explicit focus on the intersections among urban policy, health inequalities, chronic diseases, economic development and food, core interests for the new CUNY SPHHP.

In its initial phase, the Institute will be led by the founders and lead investigators previously at the New York City Food Policy Center at Hunter College. With their move to the School of Public Health and Health Policy, their established projects and partnerships, their expertise and scholarship in urban food policy, and their track record of fund raising as a starting point, the core faculty at the Institute will engage the dozens of faculty and thousands of students throughout CUNY who are seeking opportunities to pursue their interest in food policy. Nicholas Freudenberg, Distinguished Professor of Public Health, serves as Institute Director, Associate Professor Nevin Cohen serves as Research Director, Professor Emerita of Sociology Jan Poppendieck is Senior Faculty Fellow, and three SPHHP faculty will serve as initial faculty fellows at the Institute. Other fellows from throughout CUNY will be added in coming years. An advisory board of food policy experts from CUNY, city government and other institutions will be created to serve as an Advisory Board for the Institute.

The institute brings to the table substantial intellectual, human and organizational capital. These include the established leadership, track record of funding, and partnerships with city agencies, research institutions, philanthropies, businesses and community organizations, and the prior scholarship of its founders (See Appendix 1). The institute will also leverage the energy and diversity of New York City’s burgeoning food movements; the new resources of the SPHHP faculty and students; and the food policy expertise and interests of CUNY faculty, staff and students at other campuses. By forging these resources into a coherent, focused and mission-driven organization, the institute will help CUNY and New York City continue their traditions of developing innovative solutions to urban problems, solutions that can set a global standard for others seeking to advance health and social justice.

**Contribution to CUNY’s Mission and Goals**

By achieving these goals, the Institute will contribute to realization of several key parts of CUNY’s core mission and strategic plan including:

- Discovering and applying knowledge that can solve the most urgent social problems facing New York and other cities;
- Creating new models for interdisciplinary and intersectoral research and teaching;
- Preparing CUNY students at all levels to advance their academic and professional preparation and meet the changing workforce needs of the region;
- Attracting the best, brightest and most diverse graduate students from New York City, the nation and around the world to come to CUNY to pursue their interests in food policy, food justice and urban health;
- Positioning CUNY faculty and students to secure government and philanthropic funds to support their research and service in food policy, urban development, public health and related fields;
- Reducing the food insecurity and diet-related diseases that interfere with CUNY students’ academic success;
- Engaging CUNY students in civic action for a healthier and more equitable city and
• Linking CUNY faculty and students with researchers in other parts of a rapidly urbanizing and globalizing world.

Background and Rationale

The Problems. In the early 21st century, food poses new and recurring challenges to New York City, the nation, and the world. Rapid increases in obesity have fueled an epidemic of diabetes and other food-related chronic conditions such as heart disease, stroke and some types of cancers. These illnesses contribute to widening disparities in health between the better off and the poor and between different racial and ethnic groups in New York City and around the world. If these trends continue, researchers warn, our children and grandchildren will have shorter life spans than we do, reversing a century of public health progress and imposing an economic burden on health care systems and tax payers.

At the same time, last year more than 1.2 million New York City residents–almost 15% of the population--experienced food insecurity despite living in the wealthiest city in the wealthiest nation in the world. More than 400,000 children in New York City now live in households facing food insecurity. A 2011 survey of CUNY students found that 40 percent reported experiencing some measure of food insecurity in the previous year. Many low income New Yorkers live in neighborhoods where unhealthy foods associated with diet-related diseases are cheaper, more promoted and more accessible than the foods that sustain health.

New York City’s “foodshed”, the land devoted to growing the food New Yorkers eat, spans the region, nation and globe, affecting the local and global environment, a growing concern as climate change presents new threats to global food security and economic development. Locally, finding new positive ways to link the food growing capacity of upstate New York City and Long Island with the growing demand for fresh, healthy local food in the city presents new opportunities for promoting sustainable development and health in New York City and throughout the region.

Employing more than 263,000 people, the food industry is a large and vital part of the city’s economy. With low entry thresholds, it holds promise for providing entry-level jobs for hard-to-employ populations. But while food jobs are growing more rapidly than other sectors, in the aftermath of the 2008 economic crisis, this sector has been the largest contributor to the growth of low wage jobs with limited career opportunities in New York City, fueling the city’s rising rates of income inequality.

In recent years, city, state and federal officials have sometimes sought to balance budgets by cutting back safety net programs such as SNAP (formerly known as Food Stamps), the very programs created to reduce food-related health problems. At the same time, efforts to create new revenue streams to support public programs are opposed by special interests and proponents of small government. In other parts of the world, rising food prices have set off riots and toppled governments. In the US, global trends and government subsidies continue to make unhealthy calorie-dense processed food less expensive than healthier fruits, vegetables and whole grains, making it harder for the poor to afford healthier diets. Everywhere diet-related chronic diseases
contribute to a population’s disease burden and health inequalities, and tax the health care system and the economy.

Although deciding what to eat is a personal choice, the rapid rise of food-related problems in New York City and elsewhere in the world, especially in cities, results from changing policies and the changing food environments these policies create. In most parts of the world, more unhealthy and fewer healthy options are available than in the past. To resolve food problems facing New York City and other cities around the world to improve health and promote sustainable economic development requires developing and implementing policies and programs that create healthier, more sustainable, and equitable food environments.

The Opportunities. Despite these daunting challenges, New York City, CUNY, and the School of Public Health and Health Policy bring impressive assets to the task of solving these problems. Cities are places of innovation that have developed new ways to produce and distribute food, and to reduce disparities in access, and they have created new governance structures to improve food systems. No city has taken on these food problems on a larger scale or in a more sustained and comprehensive way than New York. Since the late 19th century, New York City has been an incubator of food policy innovation: as one of the first US cities to build public food markets; as the first US city to provide free milk stations to improve infant health; as the creator of model food safety regulations, and, more recently, as a leader in bold new efforts to reduce food insecurity and diet-related diseases.

CUNY also has contributed to the city’s food system and food policy innovation. It has more than 30 community college, Baccalaureate and graduate degree programs in food services, food studies or nutrition. More than 100 faculty throughout the university study food in some way, and many graduate and doctoral students are seeking to create field placements or dissertation projects related to food studies or food policy. In the past, academic food research focused on agricultural production and rural food systems (and occurred in land grant colleges) but contemporary food scholars have highlighted the importance of food manufacturing, distribution, and consumption, processes increasingly occurring in urban settings and guided by urban policies. Thus, through the Institute, CUNY will be poised to be at the forefront of this emerging scholarship.

Finally, although the institute will be a CUNY-wide resource, the School of Public Health and Health Policy will contribute in significant ways to the new institute. Fourteen of its 51 faculty have direct or indirect interests in diet, food, nutrition or diet related diseases (Nevin Cohen, Sandra Echeverria, Marianne Fahs, Nicholas Freudenberg, Ann Gaba, Terry Huang, Gerald Oppenheimer, Chris Palmedo, Mary Schooling, Arlene Spark, Andrew Maroko, Jim Stimpson, and Emma Tsui). Additional faculty with expertise in nutrition and food policy will soon be hired. Their expertise provides a strong foundation for the institute, further developed by the dozens of other food scholars located throughout CUNY. Once created, the institute will build relationships with these and other CUNY faculty.

By bringing together, focusing and strengthening CUNY’s substantial academic, professional and student experience and expertise in food policy, the institute offers New York City new capacity to solve some of its most pressing health and social problems.
Activities

In this section, we describe activities that will be launched in the next three years to establish and grow an institute that can engage faculty and students from throughout CUNY, raise external funds, serve city agencies and nonprofit organizations, develop partnerships with business and economic development groups, and nurture the global relationships that have begun to take root. The proposed initial activities have a foundation in the prior work of the institute’s leaders but the institute’s projects will grow and develop as new partners from other CUNY units and external organizations join the work of the institute’s initial cohort of faculty.

1. Incubator, catalyst and forum. By creating a university-wide infrastructure and providing support and technical assistance to these individuals and CUNY units, the institute aims to enhance CUNY’s impact on urban food policy and accelerate its contribution of evidence that can guide policy and practice. By helping to develop and support collaborations among faculty and students in different academic disciplines, programs, and campuses, the Institute will create a whole that is greater than the sum of its parts.

In recognition of the value of interdisciplinary research, teaching and community engagement, for the past three years, the institute’s faculty leaders have convened researchers and educators from throughout CUNY to begin a university-wide dialogue on food policy and food studies. Participants include faculty from the food studies or culinary management programs at Kingsborough and Hostos Community Colleges and New York City Technical College and researchers at Baruch, Hunter, Lehman, and Brooklyn Colleges and the Graduate Center. These convenings have demonstrated the diversity of interests in food and the potential for collaborations to lead to innovative research, cross-disciplinary teaching, and community-based work that benefits from multiple perspectives. In the coming years the institute will:

- Create (by Fall 2016) the CUNY Food Policy Council and invite interested faculty, staff and doctoral students from throughout CUNY to join. This Council will serve as a forum for exchanging ideas on curriculum, research and service and will bring together small groups to pursue the development of research proposals. The institute will serve as the home for the CUNY Urban Food Policy Forum, an ad hoc lecture series institute leaders began in 2013, which now attracts about 100 participants every month from across policy, research and advocacy sectors throughout the city. Council members will be invited to attend, or, as appropriate, present at Forum meetings;

- Establish a CUNY Faculty Food Policy Fellowship Program in which CUNY faculty can apply for one or two semesters of residence at the institute, where senior faculty will assist them in developing research projects and proposals and will enlist them in the ongoing work of the institute. In addition to the founding faculty fellows, we propose to select two fellows for Fall 2016 and four for Fall 2017. Faculty fellows will be offered some combination of release time, summer salary and/or the assistance of graduate research assistants.

- Assist faculty on campuses throughout CUNY to develop or strengthen certificate programs or academic concentrations in food studies, food policy or related fields. In Summer 2016, we will create an inventory and assessment of existing food policy and food studies courses and programs at CUNY. With participants from the campuses with
food-related academic programs, we will develop standards and pipelines that allow students with interests in food to develop these interest and credentials across the academic spectrum and over the course of their academic careers. To give one example, in 2012, a group of faculty at the Graduate Center created a certificate program in food studies but despite strong interest, the program foundered. We will explore whether it can be recreated in a sustainable form if provided the structure and support of an institute. Hostos Community College has created a food studies program, and the institute can help to ensure that its graduates can articulate with appropriate CUNY baccalaureate degree programs in a variety of disciplines.

- Create a Student Fellowship Program. In the past four years, each semester 10-15 CUNY undergraduate, masters and doctoral students have completed internships or independent study projects with institute faculty leaders. Beginning in Fall 2016, we propose to select up to 10 student fellows per year who will receive a stipend to participate in institute research projects or to develop a research project of their own with the support of institute faculty and staff. Community college, undergraduate, Masters and doctoral students will be eligible to apply for fellowships. Some fellows will be assigned to work on research studies based at the institute’s community partners. In addition to fellows, we have received a commitment from the School of Public Health and Health Policy for support for two public health Doctoral students who will participate in institute research and teaching.

2. Analytic, evaluation and research support on the intersectoral impact of food policies and programs on nutrition and health. As policy interest in food and nutrition and the role of municipalities in improving food environments grows, more organizations are seeking assistance in generating the evidence that can guide decisions. The institute’s founding faculty regularly receive inquiries for such help. Over the next three years, the institute will develop the capacity to respond to these requests from elected officials, public agencies and civil society groups and identify priorities for selecting projects that can contribute evidence that can inform meaningful improvement in food policy that has an impact on health. Faculty leaders will also forge collaborations with faculty in geospatial analysis, labor economics, urban sustainability, and other related fields that can assist in these research and evaluation studies. These projects typically provide streams of funding for institute activities and fellowships.

Currently the institute’s faculty leadership receives external support for evaluating: (1) a four year community nutrition intervention at six New York City community development corporations sponsored by the Local Initiatives Support Corporations (LISC) New York City office; (2) a new community food intervention sponsored by United Neighborhood Houses, the association of New York City settlement houses, in which settlement houses are engaging residents of nearby public housing projects in cooking, nutrition education and other food-related activities; (3) Bedford Stuyvesant Development Corporation’s (the nation’s oldest community development corporation) Kellogg Foundation-funded intervention to improve food services at 25 central Brooklyn preschool programs. Institute leaders are also assisting City Harvest in its strategic planning for the next phase of its Communities for Healthy Food intervention in five low income neighborhoods in New York City. These and other projects give institute staff a broad overview of the intersection of community-based nutrition interventions and food policy as it plays out in New York City neighborhoods.
In the coming years, the institute will:

- Respond to requests for evaluation studies from New York City government and non-profit organizations with a particular interest in program or policy evaluations that provide the opportunity to analyze the intersection between public policies and organizational practices, produce evidence that can guide practice and policy, and provide learning opportunities for CUNY faculty and students.

- Produce policy reports on topics of interest to policy makers in New York City and elsewhere. In the past three years, institute faculty leaders have produced three major reports (one on institutional food in New York City; another on creating Good Food Jobs in New York City; and the third on changes in East Harlem’s food environment between 200 and 2015) and several short reports. These reports, each of which reached several thousand people, helped to put these issues on the city’s policy agenda, generated interest among researchers, advocates and policy makers in other cities that wanted to learn from NYC’s experience, and connected faculty to users of evidence on policy options and impact.

The specific decisions on which policy reports to prepare will depend on priority problems our own research uncovers and on external requests from policy makers, shaped by available resources and faculty capacity. Topics being considered include: The Impact of Zoning Changes on Food Availability and Affordability in New York City, The Role of Public Housing Projects in Increasing Access to Affordable Healthy Food, The Impact of Municipal Fines and Fees on Food Affordability and Accessibility in New York City, Strategies for Reducing Food Waste in New York City, Approaches for Reducing the Promotion and Availability of Unhealthy Food in New York City, and Prospects and Challenges for the Public Sector in New York’s Food Economy.

- Create New York Food Policy Monitor, a project to monitor and report on progress of municipal and state food policy initiatives, using data collected by our own researchers, city agencies and crowd-sourced data to assess implementation of food policies and provide constructive feedback to policy makers, and a website to disseminate this information. Food Policy Monitor will also offer tools and data sources that nonprofit and community organizations can use to prepare “Food Environment Report Cards” for their communities. A proposal for this project is currently under review by the New York Community Trust. By strengthening the capacity of a variety of constituencies to participate more actively in setting food policy, the institute can help to build the ongoing support that policy change requires.

3. Create a New York City Food Workforce Development Project. In order to make CUNY a model for urban food workforce development, this project will assist public agencies, food businesses, labor unions and workforce development programs to analyze the opportunities and obstacles to improving pay and working conditions and the quality and healthfulness of the food produced and distributed by the New York City food workforce. As noted, the food sector is one of the largest and fastest growing employment sectors in New York City and has low entry barriers, making it a sector that can play an important role in promoting economic development and employment. At the same time, many of these jobs pay low wages and produce mostly unhealthy food. Food jobs have played an important role in rising income inequality in New
York. Numerous organizations are developing innovative approaches to the creation of “good food jobs”, a concept popularized by the institute’s founders when they were at the NYC Food Policy Center. To date, however, no body coordinates this work, monitors progress or helps to convene stakeholders that could set priorities.

In partnerships with the CUNY Labor Information Service at the Graduate Center, CUNY workforce development initiatives and the academic programs in culinary management and food services and external partners, the Institute will convene a Good Food Jobs Task Force that will conduct an environmental scan of the food sector and identify opportunities for promoting good food jobs in the region. Using the existing capacity of CUNY’s more than 30 certificate and degree programs related to food, nutrition, and hospitality services, the Task Force will recommend strategies by which CUNY and other organizations can contribute to the development of the food sector in New York City. This might include economic studies to identify emerging opportunities, training programs for current food workers or those newly entering the sector, and strategic planning for sectoral development.

4. Make CUNY a national model for promoting the nutritional well-being and food security of its own students

A 2011 study supported by the CUNY Chancellor conducted by Professor Freudenberg and his colleagues showed that almost 40 percent of CUNY students experienced some level of food insecurity in the 12 months prior to being surveyed, and 37 percent of CUNY students were overweight or obese, putting them at lifetime risk of diet-related diseases. While some campuses provide food pantries and financial support to mitigate food insecurity, much more can be done to create local environments that support health, including making healthier institutional food more available to students. Each year CUNY students, faculty and staff spend tens of millions of dollars purchasing food on their campuses. To date, however, food vending on CUNY campuses has been seen as a revenue stream, not integrally connected to the life-time wellbeing of our students. Since both food insecurity and diet-related disease can interfere with academic success, CUNY has recognized that it is in its interest to create local food environments that support health.

Other universities have reconceptualized the role of food service to serve health and pedagogical values, and such a project at CUNY would be the largest and most significant in the US, especially useful in understanding how to reduce the disparities in diet-related health problems among CUNY’s various population groups. Around the nation, campuses are experimenting with new approaches to reducing food insecurity and making healthy affordable food more available to their students. In the coming years, the institute, in partnership with Healthy CUNY, another initiative of the SPHHP, will:

• Train 100 students at CUNY’s Bronx campuses to serve as food security advocates who can assist their peers, families and neighbors to enroll in food benefit programs such as SNAP and WIC, find food assistance resources on their campuses or communities and educate others about food policies and programs that can end hunger in New York City, the goal of the current Mayoral administration. An evaluation study will assess the impact of this approach on levels of food insecurity among CUNY students on participating campuses.
• Explore creation of social enterprises or partnerships with established food companies to test innovative models for making healthy affordable food more available on and in the
vicinity of CUNY campuses and for creating job opportunities in food services for CUNY students and graduates;

5. Establish partnerships with food policy researchers in other cities in other parts of the nation and world.

New York has a long history of innovation in the development of nutrition programs and food policy. How can the lessons from the city's policy initiatives be applied in other cities experiencing similar problems? How can food policy researchers identify and exchange best practices for improving urban food environments? How can they create multi-city research studies that can inform municipal interventions to improve diet, and nutrition and reduce the high prevalence of food insecurity and diet-related diseases in the world’s rapidly urbanizing population? And what can New York City learn from the food policies in Brazil, South Africa, Europe and elsewhere? In the past five years, the Institute’s founding faculty members have developed or explored partnerships with researchers at the University of Western Cape in Cape Town, South Africa, the University of Sao Paulo in Brazil, and with institutions in London, Shanghai, Amsterdam, Copenhagen, Berlin, Sydney, Brisbane, and elsewhere. In the coming years, the Institute will:

- Submit for funding two international collaborative research projects on which Freudenberg will serve as an investigator. The first, developed at Rockefeller Foundation’s Bellagio Center last May, to be submitted in April 2016, will create an Australian government funded research center that will bring together researchers from Australia, South Africa, India, Canada and the United States to study the health impact of two global food corporations, McDonald’s Corporation and Nestles, in four nations: the United States, South Africa, India and Australia. Freudenberg will serve as principal investigator for the US team and the lead investigator is Fran Baum, the Matthew Flinders Distinguished Professor and Director of the Southgate Institute for Health, Society & Equity at Flinders University in Australia. The second, developed by a team of researchers from the United Kingdom, Germany and the United States, will study how media portrayals of the food, alcohol and tobacco industries shape public health policy in those arenas. Freudenberg will serve as a co-investigator on proposals that will be submitted to UK and European Union foundations later in 2016. Other investigators are based at University of Aberdeen, Edinburgh University, the Bielefeld School of Public Health, the London School of Hygiene and Tropical Medicine and the University of Glasgow. Each proposal will bring resources for a doctoral student graduate research assistant to be based at the CUNY institute.

- Develop a research proposal to assess lessons from implementation of school feeding programs in several cities around the world with a focus on understanding how such programs find the balance between reducing food insecurity and preventing obesity and diet-related diseases, two potentially conflicting goals. Empirical evidence that could guide policy and practice is urgently needed and Institute faculty’s expertise in school food, and partnerships with school food researchers in other settings, make this a promising avenue to develop. In addition, in many nations, institutional food programs are seen as a resource for local economic development. For example, Brazil’s success in using local farmers to grow food served in schools could provide important lessons for
New York City and governments of municipalities within the metropolitan area. Investigators at the University of Western Cape Center for Excellence on the Study of Food Security in Cape Town, South Africa and at the Food Policy Center at City University of London have expressed interest in collaborating with CUNY on such a study.

- Seek funding to create a postdoctoral fellowship, and support for visiting faculty from other universities, in urban food policy. Around the world, cities are struggling to define a role for municipal governments in making healthy affordable food more available, reducing food insecurity and using food to promote economic development. Interdisciplinary researchers who can work across sectors and study complex interventions in real-world settings are urgently needed. To meet this need, the Institute will create a postdoctoral fellowship program and seek candidates from other countries who can develop projects based both in New York City and their home country. Institute faculty will assist in the development of such projects and provide mentorship and guidance to fellows. Visiting faculty from other nations working with CUNY faculty will further support this effort.

Planning Process

Several activities and research projects are underway including work begun on each activity described above that can help to build the foundation for the institute. In 2016, we expect about half the institute’s time and staff resources will be dedicated to meeting existing commitments to funders. The other half will be used for planning for the future, looking for additional external support and enlisting new partners inside and outside CUNY. Creating the new partnerships and finding the external resources to implement the range of activities described in this proposal will require strategic planning. In its first year, the institute will develop a strategic plan for scaling up over the next three to five years and finding the sources of support for a sustainable future. In each domain, CUNY and external partners have been identified with interests in this area. In prior years, Institute faculty have made a conscious effort to find a balance between projects that they generated from their own research studies and those proposed by policy makers, city agencies and advocates. In the future, we hope to continue to balance these two sources of new work to enable faculty to pursue their research interests while meeting the needs of agencies and non-profit organizations.

Capacity

The founding faculty members of the institute have decades of experience in food policy research, service and advocacy and in developing and managing multi-setting research, policy, advocacy, evaluation and intervention projects at CUNY and elsewhere. Freudenberg and Poppendieck were the founders and directors of the New York City Food Policy Center at Hunter College from 2012 to early 2016. Freudenberg’s research and scholarship focuses on diet-related chronic diseases, urban health, evaluation of complex urban interventions, and the role of the food industry in health and disease. Poppendieck has studied poverty, food insecurity and food charity for more than 30 years and recently wrote an award-winning book on school food. She is an invited speaker at many local, national and international meetings on food security and food assistance.
Four new SPHHP faculty bring additional expertise to the Institute. Associate Professor Nevin Cohen is an urban planner who has studied urban food policy and recently completed a book on food issues in New York’s Black and Latino communities. He has also worked for and advised various New York City elected officials. Associate Professor Sandra Echeverría is a social epidemiologist who studies the health of Latino and other immigrant communities and has developed and evaluated community interventions to reduce diet-related diseases and improve the capacity of Latinos to manage their chronic illnesses. Assistant Professor Emma Tsui completed a post-doctoral fellowship with Freudenberg before accepting a faculty position at the SPHHP three years ago. Her work focuses on entry-level food and health workforce and community-based food initiatives. Associate Professor Chris Palmedo specializes in health communications and the use of social media in health. For the past year, since joining the SPHHP faculty, he has worked with Freudenberg on several food-related health communications initiatives. For these and future faculty associates, the institute will provide support for developing research and service projects, finding CUNY and external partners, and assisting in preparation and dissemination of research publications. As resources permit, fellows will also be eligible for release time or summer salary funding. In addition, Freudenberg and Poppendieck will provide mentoring and professional guidance to faculty fellows to assist them in promotion, tenure and career advancement and in winning external support for their work.

Two full-time staff, Ashley Rafalow and Diana Johnson, have served the food policy center for the last few years and played a key role in developing partnership, administrative procedures and communication networks. A public health doctoral student, Michele Silver, has coordinated several of the evaluation studies. Their skills, experience and commitment provide an important starting asset for the institute.

There is a strong rationale for creating the institute at the SPHHP. Institutes are CUNY units designed to attract faculty from multiple campuses in order to develop and carry out interdisciplinary research and service projects, precisely the proposed goals for the new institute. By becoming an institute, its founders can recruit faculty and students from across CUNY campuses and assemble the expertise to take on the intersectoral challenges that food policy raises.

The new SPHHP is the CUNY unit with the widest and deepest expertise in food policy, making it the logical home for the Institute. It is the only CUNY unit with in-house expertise in the core disciplines of the institute: food and health policy, nutrition, community development, epidemiology and biostatistics, urban health, and health inequalities. Moreover, the projects, grants and the scholarship that the founding faculty have established over the past several years provide the institute with the resources, intellectual capital and leadership that will enable it to realize its goals. Faculty, staff and students from all CUNY units working on food policy will be encouraged to affiliate with the institute.

**Governance**

Two public health faculty members will play leadership roles at the institute. Distinguished Professor of Public Health Nicholas Freudenberg will serve as Director and Associate Professor Nevin Cohen will serve as Research Director. Faculty associates will include Emeritus Professor of Sociology at Hunter College Jan Poppendieck, who will be senior faculty fellow, and Associate Professors Sandra Echeverría and Chris Palmedo, and Assistant Professor Emma Tsui,
with others to be added after the institute is established. Two existing full-time staff members, Ashley Rafalow and Diana Johnson, will serve as research associate and community associate. The university has committed resources to support a new Deputy Director for three years, beginning in July 2016. The faculty director and research director and the founding faculty fellows will serve for three-year terms with an option for re-appointment by the Dean of the SPHHP and the Provost of the University. In Spring 2019, the CUNY Provost and CUNY SPHHP Dean will begin a consultation process with the institute leaders and Advisory Board to consider appointment (or re-appointment) for the next three year term for the Institute Director.

The faculty director will be responsible for overall intellectual, administrative and financial oversight of the institute. In consultation with the Dean of the SPHHP, the Advisory Board and other faculty at the SPHHP and other CUNY units, he will set and monitor the institute’s research, teaching and practice goals; supervise the Deputy Director; serve as mentor to faculty and student fellows; write grants and research proposals; and pursue partnerships with other organizations in New York City, the US and internationally. The research director will provide oversight for the quality and ethical conduct of all institute research projects, assist faculty fellows to develop and seek funding for new research projects, and recruit and supervise graduate student research assistants. He will also lead his own research studies.

The Deputy Director, to be hired by July 1, 2016, will be responsible for coordinating all day-to-day activities of the institute, supporting faculty and student fellows in pursuing their research projects; supervising institute staff and students; identifying and pursuing funding opportunities; submitting reports to funders; and assisting other CUNY campuses to develop their food studies or food policy programs. In the first two years, the Deputy Director will be expected to submit at least eight proposals for external funding. Figure 1 (on Page 15) shows the governance structure of the institute.

Ashley Rafalow, a recent MPH graduate of Hunter College, will be responsible producing and distributing the institute’s e-newsletter, distributed to 3,200 people monthly; maintaining and updating the website; organizing events; representing the institute in several citywide food policy coalitions; and preparing reports for funders and partners. She has performed these responsibilities for the Food Policy Center for the last three years and has played a major role in creating that Center’s visible profile in the region.

The Director of Community Projects, Diana Johnson, a Masters in Health Education graduate of Teachers College, has for the last two years led the Hunter Center's community-based activities. She will represent the institute in local coalitions in East and Central Harlem, the South Bronx (where she worked for three years before joining CUNY) and in other neighborhoods. She also led the Youth Counter-Marketing Program and has established close and working relationships with dozens of New York City community-based food organizations. She will supervise students completing field placements in food policy in community or government settings and serve to sustain and develop institute partnership with community organizations.

Michele Silver, a CUNY doctoral student in health policy and management, will continue to coordinate evaluation projects. Two doctoral student fellows will join the institute in Fall 2016 to provide additional support. In addition, the Jaime Lucero Mexican Studies Institute at CUNY based at Lehman College will provide stipends for two graduate students to assist the institute in projects related to food benefits for immigrant populations in New York City for a total of
$12,000 over two years. We expect other contributions from other CUNY units in the coming years.

The faculty fellows will assist these staff to develop and implement institute projects and also generate their own research, policy analysis and community service projects related to food policy to be housed at the institute. Each faculty fellow will be expected to submit at least one major external request for support during their three year fellowship.

Figure 1 Structure of CUNY Urban Food Policy Institute
Advisory Board

To provide the Institute with guidance and direction, an Advisory Board will be convened in July 2016. To date three CUNY faculty have accepted an invitation to join the Advisory Board, each of whom have some prior relationships with the work of the institute’s faculty leaders. After the institute has completed the CUNY approval process, these individuals will join institute leaders to identity an additional six to nine individuals from CUNY, city agencies and nonprofit food organizations who will be invited to join the Advisory Board. Advisory Board members will serve for three-year terms with re-appointment offers decided by the institute’s Director and the Dean of the SPHHP.

Hector Cordero-Guzman, Professor of Public Policy, School of Public Affairs, Baruch College. Expertise: low wage work force in New York City and nationally, community development in New York City, Board member of New York City’s Economic Development Corporation.

Alyshia Galvez, Associate Professor of Latin American Studies and Director, Jaime Lucero Mexican Studies Institute at CUNY, Lehman College. Expertise: foodways of Mexican immigrants in New York City, impact of trade agreements on the diet of Mexicans and Mexican Americans.

Felix Cardona, Assistant Dean for Academic Affairs, Hostos Community College. Expertise: CUNY Community college food programs, key architect of Hostos food studies program.

Letters of support and agreement to participate can be found in Appendix 2.

Financial Plan

Between July 1, 2012 and December 30, 2015, the investigators who will lead the institute have raised a total of $1.4 million for their food policy work. The CUNY School of Public Health and Hunter College have made additional in-kind contributions of approximately $100,000, primarily for release time of faculty associated with the center. Freudenberg has served as Principal Investigator on all grants previously awarded to the New York City Food Policy Center through 2015. The budget described below includes only those revenues that have been moved to the School of Public Health, not the awards that Hunter College retained after the creation of the School of Public Health and Health Policy. Over the past two decades, Freudenberg and Poppendieck have raised several million dollars from external sources for research, training and service projects related to food, health and social justice projects based at CUNY. These experiences and networks will enable them to continue to raise external support for the institute.

Five-Year Budget Plan

Estimating conservatively, the institute proposes to raise from all sources about $462,000 in FY 2016-2017, increasing gradually to a total of $548,000 in FY 2020-21. Obviously, new opportunities could accelerate—or slow down—the proposed rate of growth. For FY 2016-2017, the institute already has firm commitments from external funders for about $160,000 and proposals invited or already under consideration likely to be funded by 7/1/2016 for another $105,000, providing approximately $265,000 in funding for the coming fiscal year. In addition, the Dean of the School of Public Health and Health Policy is in discussion with the Mayor’s Office for start-up city funding for the institute and the projects described in this proposal at the
level of $500,000 for two years beginning in the coming fiscal year. In its first year, the institute will explore several other potential funding streams: non-credit courses and a certificate in food policy for practicing professionals; additional commitments of faculty release time from other campuses; and support for student placements from the CUNY Student Service Corps. CUNY and SPHHP start up commitments and these existing and potential external commitments, and the involvement of faculty and doctoral students in developing new, fundable research projects, make institute leaders confident they can raise the projected revenues for the next five years and establish a track record that will enable continuing external funding in the years to come.
### Five Year Expense Budget for CUNY Urban Food Policy Institute

<table>
<thead>
<tr>
<th>Budget Items</th>
<th>Year 1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
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<tbody>
<tr>
<td><strong>Personnel</strong> (with 3% annual COLA)</td>
<td>FY16-17</td>
<td>FY 17-18</td>
<td>FY 18-19</td>
<td>FY19-20</td>
<td>FY20-21</td>
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<tr>
<td>1 course release per year (adjunct replacement)</td>
<td>5,000</td>
<td>5,000</td>
<td>5,000</td>
<td>5,000</td>
<td>5,000</td>
</tr>
<tr>
<td>Director of Research (NC)</td>
<td>5,000</td>
<td>5,000</td>
<td>5,000</td>
<td>5,000</td>
<td>5,000</td>
</tr>
<tr>
<td>1 course release per year</td>
<td>5,000</td>
<td>5,000</td>
<td>5,000</td>
<td>10,000</td>
<td>10,000</td>
</tr>
<tr>
<td><strong>Director of Comty Projects DJ</strong></td>
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<td>82,400</td>
<td>84,872</td>
<td>87,418</td>
<td>90,040</td>
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<td><strong>Coordinator Communications and Outreach AR</strong></td>
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<td>66,950</td>
<td>68,959</td>
<td>71,027</td>
<td>73,158</td>
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<td>fringe for FT RF @ 39%</td>
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<td>58,247</td>
<td>59,994</td>
<td>61,794</td>
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<td>Senior faculty fellows</td>
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<td>30,000</td>
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<tr>
<td>Visiting fellows ($12k from CUNY in Yrs 1-3)</td>
<td>12,000</td>
<td>12,000</td>
<td>20,000</td>
<td>20,000</td>
<td>20,000</td>
</tr>
<tr>
<td>Graduate Doctoral Res Assts -2(from SPH for 5 years)</td>
<td>43,000</td>
<td>43,000</td>
<td>43,000</td>
<td>43,000</td>
<td>43,000</td>
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<tr>
<td><strong>Total Personnel</strong></td>
<td>389,550</td>
<td>403,687</td>
<td>401,098</td>
<td>440,790</td>
<td>450,772</td>
</tr>
</tbody>
</table>

**Other than Personnel**

| Student stipends (including $6k per yr from CUNY Institute for Mexican Studies in Yrs 1 & 2) | 15,000 | 15,000 | 20,000 | 20,000 | 20,000 |
| Equipment | 1,500 | 1,000 | 500 | 500 | 1,000 |
| Travel | 1,500 | 1,500 | 1,500 | 1,500 | 1,500 |
| Local | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 |
| National and international | 1,500 | 2,000 | 2,000 | 2,500 | 2,500 |
| Printing and Publications | 2,500 | 3,000 | 3,000 | 3,500 | 3,500 |
| Conferences and special events | 3,000 | 3,000 | 3,500 | 3,500 | 3,500 |
| Consultants @ $700/day | 5,600 | 7,000 | 7,000 | 7,000 | 7,000 |
| Sub-contracts to community groups | 7,000 | 7,000 | 7,000 | 7,000 | 7,000 |
| **Total OTPS** | 38,600 | 40,500 | 45,500 | 46,500 | 47,000 |
| **Personnel** | 389,550 | 403,687 | 401,098 | 440,790 | 450,772 |
| **Total Direct** | 428,150 | 444,187 | 446,598 | 487,290 | 497,772 |
| **Total direct from External Sources** | 222,150 | 273,097 | 292,325 | TBA | TBA |
| **Facilities and Administrative Costs @ 15% external direct costs** | 33,325 | 40,965 | 43,850 | 45,000 | 50,000 |
| **Grand total** | 461,475 | 485,152 | 490,448 | 532,290 | 547,772 |
## Five Years Anticipated Revenues for CUNY Urban Food Policy Institute

<table>
<thead>
<tr>
<th>Source</th>
<th>Year 1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
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<td>CUNY Chancellor</td>
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<td>125,000</td>
<td>125,000</td>
<td>TBA</td>
<td>TBA</td>
</tr>
<tr>
<td>School of Public Health</td>
<td>53,000</td>
<td>53,000</td>
<td>53,000</td>
<td>TBA</td>
<td>TBA</td>
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<tr>
<td>Institute of Mexican Studies</td>
<td>6,000</td>
<td>6,000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other CUNY unit contributions</td>
<td></td>
<td>10,000</td>
<td>15,000</td>
<td>15,000</td>
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</tr>
<tr>
<td>20% of indirects</td>
<td></td>
<td>4,000</td>
<td>6,000</td>
<td>10,000</td>
<td>10,000</td>
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<tr>
<td><strong>External</strong></td>
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<td></td>
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<tr>
<td>LISC -NYC</td>
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<td>$80,000</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Levitt Foundation</td>
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<td>30,000</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Sociological Initiatives Foundation</td>
<td></td>
<td>20,000</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>United Neighborhood Houses</td>
<td></td>
<td>30,000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Anticipated (Invited or under review)</strong></td>
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<td></td>
<td></td>
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<tr>
<td>NY Community Trust</td>
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<td></td>
<td></td>
<td></td>
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<td>Johnson Family Fund</td>
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<td>30,000</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td><strong>Requests Submitted or in Preparation</strong></td>
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<tr>
<td>Mayor's Office</td>
<td>250,000</td>
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<tr>
<td>Other evaluation contracts</td>
<td></td>
<td>100,000</td>
<td>150,000</td>
<td>200,000</td>
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</tr>
<tr>
<td>City Council</td>
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<td>100,000</td>
<td>100,000</td>
<td>100,000</td>
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<tr>
<td>Australian proposal to National Health and Medical Research Council (with investigators in Australia, South Africa and Canada)</td>
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<td>80,000</td>
<td>80,000</td>
<td>80,000</td>
<td>70,000</td>
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<tr>
<td>Citi Foundation Community Progress Makers Fund –in partnership with United Neighborhood Houses</td>
<td>50,000</td>
<td>50,000</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>UK Proposal to Wellcome Trust and other funders (with investigators in UK and Scotland)</td>
<td></td>
<td>$50,000</td>
<td>$50,000</td>
<td>50,000</td>
<td></td>
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</table>
### Other Potential Funding Requests

<table>
<thead>
<tr>
<th>Description</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Year 4</th>
</tr>
</thead>
<tbody>
<tr>
<td>NIH Research Proposals on social determinants of dietary health in urban populations</td>
<td>$250,000</td>
<td>$250,000</td>
<td>$250,000</td>
<td>$250,000</td>
</tr>
<tr>
<td>Other foundation funding</td>
<td>$200,000</td>
<td>200,000</td>
<td>250,000</td>
<td>300,000</td>
</tr>
<tr>
<td><strong>Total potential revenues</strong></td>
<td>853,000</td>
<td>1,280,000</td>
<td>1,033,000</td>
<td>955,000</td>
</tr>
</tbody>
</table>

### Other Food Policy Research Groups at CUNY, in the Region and Nationally

Several other universities in the region have research programs in food policy, described briefly here. Over the past four years, the faculty leaders of the CUNY institute have worked closely with several of these centers and propose to continue these academic partnerships. At the same time, the CUNY institute has a distinct mission -- providing evidence to inform urban and municipal food policy; making equitable access to healthy, affordable food a policy priority; promoting an intersectoral perspective that links nutrition, health, and sustainable community and workforce development; and engaging CUNY faculty and students in food policy research and action. This mission differentiates the institute from other research centers and provides a unique regional and national niche in which to grow.

1. The [Laurie M. Tisch Center for Food, Education & Policy](#) at Teachers College believes that “food and nutrition education has a crucial role to play in empowering people to understand and navigate the food system, as well as to become advocates for change on personal and policy levels.” Its focus is on the role of the school system in food and nutrition and on nutrition education. It also offers training to students at Teachers College. CUNY researchers are working with Tisch staff to develop an evaluation of new initiatives in New York City school food and to co-host a network of academic food policy centers in the metropolitan region.

2. The New York University School of Medicine and its Wagner Graduate School of Public Service sponsor a number of [food-policy related research projects](#). This group has evaluated several New York City food policy initiatives and conducted assessments of changes in New York City food policy environments. To date, no single entity at NYU focuses on food policy research. NYU investigators are co-sponsors of the NYU/CUNY Prevention Research Center, an SPHHP research center funded by the US Centers for Disease Control and Prevention which studies the prevention of chronic diseases in Asian-American and Latino New York City communities. CUNY Institute researchers meet regularly with NYU researchers and have submitted a few joint proposals, so far not funded.

3. Several researchers at the Mailman School of Public Health at Columbia University study food policy and obesity. Their research focuses on New York City and elsewhere. An Obesity Prevention Initiative strives to create “interdisciplinary, systems-oriented approaches to obesity prevention.” No formal research center or institute studies food policy. The [Institute of Human Nutrition](#) at Columbia University conducts “basic science and translational research on the role of nutrition in human health.” Its focus is on biomedical research on chronic diseases.
National

In the last decade, several universities throughout the U.S. have created centers, institutes, or programs that conduct research, sponsor public programming, and provide educational opportunities in food systems, food policy, and food, nutrition and health. Here five of the best regarded are profiled to illustrate similarities and differences with the proposed CUNY Institute. These existing organizations can serve as models as CUNY develops its unit and also partners whose shared mission makes them potential collaborators in multi-city or national studies. In the past five years, CUNY institute faculty leaders have interacted with the leaders of each of these organizations and share research and policy interests.

**Johns Hopkins Center for a Livable Future** The mission of the Center for a Livable Future (CLF), part of the Bloomberg School of Public Health but drawing on faculty across the university, is to “build a healthier, more equitable, and resilient food system.” The Center’s overlapping areas of research and CLF runs a program called *Food Communities and Public Health*, which develops relationships with communities, particularly neighborhoods in Baltimore, to improve food environments and support food and nutrition policies that increase access to healthy food. Like the CUNY Institute, this program collaborates with community organizations, provides technical assistance, evaluation services, and the translation of research into policy and program recommendation, aiming to strengthen community capacity to change urban food systems. A second CLF program, *Food System Sustainability and Public Health*, combines research, practice, education, public programming and policy advocacy to advance an environmentally sustainable and resilient food system. Like the CUNY Institute's focus on good food jobs and the relationship between food and community development, this program addresses occupational safety and health issues for food system workers. It works on community food security, equity in food access, and strategies to advance food policy.

Several differences between CLF and the CUNY Urban Food Policy Institute include: a more central focus on the relationship between the food system and the environment, particularly the impact of climate change on agriculture, industrial animal agriculture, antibiotic resistance; and food waste; and a geographic focus not exclusively urban. While much of the center’s work involves the city of Baltimore, many projects are national in scope.

**Berkeley Food Institute** The University of California, Berkeley created the Berkeley Food Institute (BFI) in 2013 to foster “transformative changes in food systems to promote resilience, justice, diversity and health.” Since BFI’s founding, its budget has grown to $900,000. The institute is a partnership among the College of Natural Resources, the Goldman School of Public Policy, the Graduate School of Journalism, the Law School, and the School of Public Health, with more than 100 affiliated faculty and staff. Like the proposed CUNY Institute, BFI connects individuals across the university working on food issues to external stakeholders.

Health is a central theme in BFI’s work, with a focus on promoting access to healthy, affordable food. In 2014 the UC Berkeley Food Labor Research Center (FLRC), which aims to foster fair and healthy labor conditions in the food sector, became affiliated with BFI, expanding the focus to labor issues. Because BFI was founded as an outgrowth of the university’s Center for Diversified Farming systems, the institute also focuses on promoting agroecology, and has been successful in securing USDA grants for research and outreach on sustainable food production.
**Rudd Center at the University of Connecticut** In 2015, Yale’s Rudd Center moved to the University of Connecticut to become part of the university’s Center for Health, Intervention and Prevention. Since 2005, Rudd Center projects have identified and promoting solutions to childhood obesity, malnourishment, and weight bias through multidisciplinary research and advocacy. The Rudd Center has focused on changing the policies and practices of institutions that affect food systems and health, from schools to government agencies to the media. With its move to the University of Connecticut, Rudd’s mission has expanded to include efforts to improve the food environment and public health more generally. The Center is named after its primary funder, the Rudd Foundation. In contrast to the CUNY Institute, the Rudd Center is still known for its obesity work notwithstanding the recently expanded scope.

**Resnick Program for Food Law and Policy.** The Resnick Program is based at the UCLA School of Law. It describes itself as a national think tank focused on legal and policy strategies to foster a food system that “benefits both consumers and the environment.” Through research and advocacy, the center addresses a wide range of food systems issues, from nutrition to sustainability. In contrast to the UFPI, Resnick is not organized as a full-fledged institute or center, and its location in a law school means that its focus is on legal solutions to food system problems.

Institute. The Food Policy Institute (FPI) at Rutgers was founded in 1999 with funding from the Kellogg Foundation, Cook College (Rutgers’ agricultural college) and the New Jersey Agricultural Extension Station. Its mission is “to be the number one research institute serving the needs of food policy decision makers.” This includes supporting public and private decision makers who influence the food system based on what the institute describes as “demand-driven” research, bringing together experts from Rutgers to address food systems issues that require expertise in economics, food science, consumer behavior and other disciplines. It describes its strength as “comprehensively meeting any food policy research objective.” Because of its founder, William Hallman’s expertise in risk perception and management, much of its research focuses on issues of food safety risk and risk assessment and communication.

**Center for Public Health Nutrition, University of Washington** The Center for Public Health Nutrition (CPHN) is a center of the University of Washington School of Public Health. It has three research groups, a center for obesity research, a “public health practice group,” and a “taste, appetite, and eating behavior” research laboratory. Its focus is the biomedical, social, economic, and environmental aspects of obesity, with a mission of translating research results into policies for obesity prevention and treatment. The public health practice group focuses on research, evaluation, training and public programming to address nutrition and food policy. The taste research laboratory focuses on the factors that determine how much and what people choose to eat.

**CUNY’s Unique Contributions**

All of the above centers, institutes, and programs coordinate and facilitate collaboration among faculty, students and external stakeholders. All engage in research, public scholarship, teaching and public programming. Some are based in public health schools while others are freestanding entities that engage multiple departments and programs. None specializes in urban food policy and, with the exception of the Center for a Livable Future, none is as grounded in the needs and
opportunities of a single city. Finally, none blend the various distinct assets that CUNY, its School of Public Health and Health Policy and its proposed institute can highlight:

- Diverse students of CUNY who can serve as co-researchers and ambassadors to and from communities facing the most serious food-related health problems
- Commitment and expertise to reducing both hunger and food insecurity and diet-related diseases
- Expertise and experience in two key tasks for improving nutrition and health: increasing access to healthy food and decreasing promotion and ubiquity of unhealthy food; most researchers study one or the other
- Strong interest and experience in assessing roles of municipal governments and urban social movements in improving food environments and food policy
- Track record of research and community engagement on determinants and interventions that advance health equity and social justice

**CUNY Partners**

While no CUNY unit (other than the New York City Food Policy Center at Hunter College, not an official CUNY center, created and led by the proposers of the institute and now re-focusing its efforts at Hunter after the departure of the School of Public Health) focuses on food policy, several CUNY campuses and units have food and food policy interests, and institutes that work on issues of urban sustainability, labor, law, medicine, address food security in meaningful ways. These organizations constitute potential partners for the institute and beneficiaries of its activities.

**Teaching.** Brooklyn College, Lehman College and Queens College offer graduate degrees in nutrition, as does the CUNY SPHPH. These campuses as well as Hunter College also offer undergraduate degrees in nutrition, dietetics or food sciences. Community colleges with Associates degrees in nutrition include LaGuardia and Bronx Community College and a new program in food studies at Hostos Community College. New York City Technical College offers a Bachelors degree in hospitality management (including culinary management and Kingsborough and LaGuardia Community College offer Associate degrees in food services. In addition, the CUNY Graduate Center approved in 2012 a concentration in food studies. Its founder has expressed interest in developing this doctoral-level interdisciplinary concentration with the institute.

By assisting these academic programs in completing food workforce development assessments, analyses of changes in the New York City food sector and potential for new career pathways and pipelines, the institute can help strengthen CUNY’s capacity to educate its students and meet New York City’s food workforce needs. By offering faculty fellowships and assisting in the development of collaborative research and service programs, the institute can strengthen the capacity and resources of CUNY’s academic food programs.

In addition, the CUNY Law School has several law clinics that touch on food justice issues, creating opening for collaborative work. The newly formed health concentration at the CUNY School of Journalism offers the potential for educating aspiring journalists in food policy issues. The new CUNY Medical School will be a natural partner for the institute and already the SPHHP and the Medical School are exploring shared initiatives. Finally, the School of Public Affairs at
Baruch College has faculty and students with interests in food policy, interests that could be developed in partnership with the institute. One of its faculty will sit on the institute Advisory Board.

**Research and Service.** Several existing CUNY centers and institutes have intersecting interests with the Institute, although none has defined a mission that overlaps significantly with the one proposed for the institute. These existing entities constitute potential partners with the institute and the potential for collaboration can leverage existing assets to expand CUNY’s capacity for research, external funding and contributions to public policy.

*Center for Urban Research* at the Graduate Center organizes basic research on the critical issues that face New York and other large cities in the U.S. and abroad, collaborates with public agencies, nonprofit organizations, and other partners to help them understand how to respond to the challenges they face, and informs the media, opinion-shapers, and the public about urban research at The Graduate Center, CUNY. Its policy interests intersect with the institute and have the potential to add additional expertise to CUNY research on urban policy. The Center’s Mapping Service can contribute to institute projects assessing community food environments in New York City. In the past two years, institute investigators have worked with the Center for Urban Research’s NYC Labor Market Information Service to analyze and publish data on New York City’s food workforce.

*CUNY Institute for Demographic Research* is New York’s first and only demographic research and training program. Several CIDR faculty including Jenn Dowd, Shiro Horiuchi, John Mollenkopf, Michael Grossman, Shige Song, and Frank Heiland have interests in health inequalities, mortality from diet-related diseases, obesity and urban policy that intersect with institute interests.

*The Murphy Institute* has played an important role in expanding knowledge and understanding work and workers, worker organizations, and urban institutions in New York City and beyond. They have helped to shape public policy and union practice, and are committed to educational excellence, social change, and meaningful engagement in public debate. The institute’s food sector workforce development project can benefit from Murphy Institute faculty expertise and contribute expertise related to one of the largest sectors of the New York City workforce and a key component of New York City’s low wage sector.

*The Jaime Lucero Mexican Studies Institute*, based at Lehman College fosters research with and about Mexico and Mexicans in the United States and collaborates with community-based organizations to support and empower the Mexican immigrant community. Fundamental to the Institute’s foundation and success will be its ability to further new projects with community and cultural organizations, to channel projects already underway and to build on existing efforts within and outside of CUNY. In May 2016, institute faculty will work with the Mexican Studies Institute to sponsor their annual academic forum on the role of food in Mexican communities in New York and Mexico.

*The CUNY Institute for Sustainable Cities* based at Hunter College seeks to create awareness and understanding of the connections between the everyday lives of urban citizens and their natural world, leading to the discovery and use of cities like New York as a learning laboratory to create a sustainable future for cities worldwide. In the past three years, ISC faculty Peter Marcotullio,
Laxmi Ramasubramanian, and William Solecki have met with food policy faculty Freudenberg and Cohen to explore development of common interests and projects related to New York City food environments.

The CUNY Institute for State and Local Governance develops new approaches to solving the most pressing problems facing cities in the United States and elsewhere. Currently, it does not have expertise in food policy. Institute Director Freudenberg has worked with the ISLG on its New York City equity measures and future partnerships on food policy seem promising.

At the CUNY SPHHP two existing centers and one initiative have the potential to establish partnerships with the institute:

NYU/CUNY Prevention Research Center seeks to translate and adapt evidence-based interventions into integrated community-clinical approaches to reduce cardiovascular disease disparities in NYC. Specifically, the PRC aims to identify strategies to advance implementation of the Million Hearts Initiative using innovative, integrated combinations of evidence-based programs, such as community health worker models and electronic health record (EHR)-based clinical interventions to improve the health and reduce health inequalities in Asian and Latino communities in New York City. In the past two years, institute faculty and PRC researchers have developed projects for promoting community leadership on food and health policy in NYC communities.

Center on Global and Immigration Studies is a new initiative that seeks to develop research and services projects with SPHHP faculty and students with interests in global and immigrant health. The institute’s proposed cross-national studies of urban food policy can benefit from—and support -- the development of research projects at this center.

As the School of Public Health and Health Policy develops and seeks approval for other centers and institutes, the Urban Food Policy Institute will explore appropriate relationships with these organizations.

Finally, the Healthy CUNY Initiative, also located at the SPHHP (in partnership with the CUNY Office of Student Services) already shares project and staff with the current food policy center. Common interests in the nutritional status of CUNY students and CUNY’s internal food environment make future collaboration between these two research and action groups a promising road to pursue.

In summary, the proposed institute can gain from—but not duplicate—the interests and expertise of a wide variety of individuals and organizations now at CUNY. At the same time, by concentrating and nurturing the university’s expertise in food policy with a single cross-cutting institutional home, CUNY can leverage its existing capacity in this area to develop new research, scholarship, and funding and make enhanced contributions to public policy and population health in New York City and beyond.
Appendix 1 Selected Recent Publications by Institute Faculty


Freudenberg N. How corporate America exports disease to the rest of the world, Salon, March 2, 2014.


Appendix 2 Letters of Support and Agreement to Participate
February 25, 2016

Nicholas Freudenberg
Distinguished Professor of Public Health
City University of New York School of Public Health and Health Policy
55 West 125th Street
New York, NY 10027

Dear Nick:

I am pleased to support your proposal to the City University of New York’s Chancellor’s Office to create the CUNY Urban Food Policy Institute to be based at the CUNY Graduate School of Public Health and Health Policy, to serve as a member of the Institute’s Advisory Board Advisory Board, and to commit to funding two student fellowships from our Institute in the amount of $6000 per year for a maximum of two years each, to complete placements at your Institute on food-related issues affecting the Mexican immigrant and Mexican-American community in New York City.

The Jaime Lucero Mexican Studies Institute at CUNY, housed at Lehman College, which I direct, includes CUNY faculty, students, staff, and affiliated community-based organizations working on research, advocacy, and services related to Mexico and Mexicans in the United States. Our Institute works with a number of organizations concerned with food as well as related issues, such as education, parenting, financial literacy, poverty, advocacy and empowerment, immigration issues, and more. We would welcome the opportunity to partner with your Institute to develop new projects that assist Mexicans in New York to achieve food security and nutritional health. In addition, my research has focused on the transformation of diets and health both in Mexico and among Mexican-Americans in New York City and throughout the United States. I look forward to continuing the projects we have discussed in the last year. Our shared sponsorship of our Institute’s Sobremesa 2016: Mexican food from the fields to the table this May is a good example of the work we can do together.

I look forward to being a member of your advisory board, to placing our student fellows at your Institute and ask you to keep me posted on your progress in creating the Institute.

Sincerely,

Alyshia Gálvez
Associate Professor/Director of Jaime Lucero Mexican Studies Institute at CUNY
Lehman College/City University of New York
Department of Latin American, Latino and Puerto Rican Studies
250 Bedford Park Blvd. West, 288 Carmen Hall and 241 Carmen Hall
Bronx, NY 10468-1589
March 15, 2016

Professor Nicholas Freudenberg  
Distinguished Professor of Public Health and  
Director, CUNY Urban Food Policy Institute  
CUNY School of Public Health and Health Policy  
55 West 125th Street  
New York, NY 10027

Dear Distinguished Professor Freudenberg:

On behalf of Hostos Community College, I am pleased to support the CUNY Graduate School of Public Health and Health Policy application to the CUNY Board of Trustees to create the CUNY Urban Food Policy Institute and to include Hostos Community College as a co-sponsor of the Institute.

Hostos Community College has had a long interest in food policy. Our college has launched a new associate degree program in food studies and we have worked closely with the Hunts Point Market to develop new options for increasing food-related employment and access to healthy affordable food in the Bronx. Your proposed Institute would provide new opportunities to further develop these and other areas of interest.

Two of the projects your Institute proposes to develop are of particular interest. First, Hostos Community College enthusiastically endorses your CUNY Campaign for Food Security. Our faculty in food studies and health education will be pleased to work with the Institute to recruit and train Hostos Community College students to become food security advocates on our campus and to assist their peers, families and community members to take action and find resources to reduce food insecurity and the many health problems it exacerbates. Second, to expand our work in food studies and at Hunts Point, we will be pleased to work with Institute faculty and staff to create your Good Food Jobs for New York Project, an effort to improve the quality and working conditions of entry level food sector jobs, prepare CUNY students to advance in these jobs, and to strengthen the capacity of food businesses to provide healthy affordable food in low-income communities.

Hostos Community College can make several specific commitments to the Urban Food Policy Institute. Felix Cardona, Dean for Academic Affairs, who has played a leading role in the development of our food studies program, will serve on the Institute’s Advisory Board and represent Hostos in your planning and implementation of Institute projects at Hostos. In addition, Hostos will provide adjunct replacement support for three years for one course release per semester for Hostos faculty to serve as Institute faculty fellows to develop new research or training programs, prepare applications for external funding, and/or supervise Hostos and public health students in food-related field research projects. Our support for these activities is based on the expectation that faculty fellow projects will help to develop new initiatives in food policy at Hostos Community College.

I am enthusiastic about our shared work in this Institute and look forward to hearing about your success.

Sincerely,

David Gómez, Ed.D.  
President

Eugenio María de Hostos Community College - 500 Grand Concourse, Bronx, NY 10451  
Phone 718-518-4300  Fax 718-518-4294
March 9th 2016

City University of New York
School of Public Health
55 W125th Street
New York, NY 10027

Drs. Freudenberg and Cohen:

I am pleased to support your proposal to the City University of New York’s Chancellor’s Office to create the CUNY Urban Food Policy Institute to be based at the CUNY Graduate School of Public Health and Health Policy. Through its work at CUNY, its research and analyses on urban food policy in New York and other cities, and its public forums and reports, the Institute will make an important contribution to the growing field of urban food policy at CUNY, for New York City, and more broadly.

As a Dean in the Office of Academic Affairs, I played a key role in developing our new curriculum in food studies, which includes tracks in food policy, social issues in food, health and nutrition, and environment and sustainability. The proposed CUNY Urban Food Policy Institute will help to integrate the research, teaching and public programming on food policy that is occurring throughout CUNY, supporting the new Hostos food studies program and providing important linkages between our students and faculty and faculty working on food policy throughout the university. The Institute’s research on workforce development will contribute to our efforts at Hostos to grow the food economy in the South Bronx and foster opportunities for our graduates to get high quality jobs in the food sector. The Institute’s support for Healthy CUNY and its work promoting the nutritional well-being and food security of CUNY students will be critical for schools like Hostos, where many students grapple with issues of food access and health in their own lives and hope to contribute to more just food policies as advocates in their communities.

I enthusiastically endorse the proposed Urban Food Policy Institute and look forward to deepening our collaboration together through this new organization.

Sincerely,

[Signature]

Felix Cardona
Dean, Office of Academic Affairs

500 Grand Concourse, Bronx, NY 10451 Phone 718-518-6663 Fax 718-518-6829
March 7, 2016

Dear Dr. Freudenberg,

I am delighted to support your proposal to the City University of New York’s Chancellor’s Office to create the CUNY Urban Food Policy Institute to be based at the CUNY Graduate School of Public Health and Health Policy and to serve on its Advisory Board. Through its work at CUNY, its research and analyses on urban food policy in New York and other cities, and its public forums and reports, the Institute can make a timely and important contribution to the growing field of urban food policy at CUNY, for New York City, nationally and globally.

Currently, I am a professor at the School of Public Affairs at Baruch College of CUNY. We offer an Masters in Public Administration (MPA) and will soon start a Masters in International Affairs (MIA). We have hundreds of students with deep interest and experience in government, the non-profit sector and with philanthropic institutions. Many of our students and faculty are interested in various aspects of food policy and the CUNY Urban Food Policy Institute is a valuable CUNY resource.

My work has focused on low wage work and low wage workers, community based organizations, community economic development and policy analysis. Issues related to the food chain, equity and fairness for all workers in the sector from agriculture workers to food service workers; and access to adequate and healthy foods in low income communities have been important to me and the CUNY Urban Food Policy Institute can play a vital role in research and policy in these areas.

There are many opportunities to collaborate with the center particularly with the Institute’s proposed Good Food Jobs for New York City Project and can offer assistance in developing this concept by attending planning meetings, connecting the project to my academic and non-profit networks and supporting the research and policy teams at the institute.

It is exciting for research and critical for policy and practice in our communities to have a vibrant CUNY Urban Food Policy Institute. I hope very much that I will be able to collaborate with the Institute.

Please keep me posted about your progress and let me know how you think I can help advance the goals, mission and programs in this critical area of work.

Hector R. Cordero-Guzman, Ph.D.
February 26, 2016

Nicholas Freudenberg, Ph.D.
Nevin Cohen, Ph.D.
City University of New York
Graduate School of Public Health and Health Policy
55 West 125th Street, Room 811
New York, NY 10027

Dear Drs. Freudenberg and Cohen:

As the founding director of the CUNY Mapping Service, a project of the Center for Urban Research at CUNY’s Graduate Center, I enthusiastically support your proposal to the Chancellor’s Office of the City University of New York to create the CUNY Urban Food Policy Institute at the CUNY Graduate School of Public Health and Health Policy. Through its work at CUNY, its research and analyses on urban food policy in New York and other cities, and its public forums and reports, the Institute will make a valuable contribution to the growing field of urban food policy at CUNY, for New York City, and beyond.

The Mapping Service engages with CUNY researchers as well as foundations, public agencies, businesses, and nonprofits to use spatial information and geospatial analysis to develop and execute applied research projects addressing important policy issues facing the New York City metropolitan area. We look forward to the possibility of collaborating with the Institute on visualizations of the city’s food system that will augment the Institute’s research and enable city agencies and advocates to more effectively address policy issues like food infrastructure resilience, food access, and changes to neighborhood food environments in response to spatial and demographic trends.

For example, we are exploring a collaboration with Professor Cohen that involves mapping changes in food environments that have resulted from neighborhood zoning changes implemented over the past 15 years. One goal of this effort will be to identify opportunities for city planners to improve food access as they go about rezoning communities to stimulate the production of affordable housing.

I am eager to see the Institute succeed in its work and I look forward to exploring a variety of possible partnerships between the Institute and the CUNY Mapping Service so we can help achieve your goals.

Please keep me posted about your progress.

Sincerely,

Steven Romalewski
Director, CUNY Mapping Service
Dear Nick:

I am pleased to write in support of your application to create the City University of New York Urban Food Policy Institute and to explore ways that the University of the Western Cape (UWC) School of Public Health and the South African Research Centre of Excellence on Food Security can continue to work with you and the Institute to deepen our understanding of urban food systems.

As you know, the South African Research Centre of Excellence on Food Security, of which I am a lead investigator, is a research centre hosted by the University of the Western Cape and co-hosted by the University of Pretoria. Researchers in the Centre are drawn additionally from Universities of Cape Town, Fort Hare, Johannesburg, Nelson Mandela, North West, Stellenbosch and Venda, Tshwane University of Technology, the Agricultural Research Council and the Water Research Council. Our international partners are the Australian National University, City University of New York (that’s you!), Institute of Development Studies at the University of Sussex, International Food Policy Research Institute, Michigan State University and Missouri University. Our funding comes from the Government of South Africa, our National Research Foundation and other sources.

Over the past eight years, you and I have worked on a number of food-related research and teaching projects: with the support of the World Health Organization’s Centre for Urban Research, we analyzed recent developments in intersectoral food policy in Cape Town and South Africa; with colleagues we published a paper comparing food systems and policies in Cape Town and New York City; we participated in a meeting at the
Rockefeller Foundation’s Bellagio Centre on the potential use of health impact assessment to document the public health consequences of the food and mining business sectors; and we have each lectured at each other’s universities. This common track record positions us well to develop additional joint projects. Given the rapid urbanization and nutritional transition underway in South Africa and other African countries, among the topics you propose to pursue in the Institute that are of interest to me and my colleagues at our Centre are the operation and nutritional potential of school feeding programs, the role of the food industry in shaping national and urban diets and the role of municipal governments in reducing food insecurity and diet-related diseases.

I enthusiastically endorse your proposed Institute and look forward to deepening our work together through this new organization.

Yours sincerely,

Emeritus Professor David Sanders  
Lead Investigator and Management Committee, Centre of Excellence in Food Security  
University of Western Cape
CITY UNIVERSITY LONDON

Nicholas Freudenberg, DrPH
Distinguished Professor of Public Health
Director, CUNY Urban Food Policy Institute
CUNY Graduate School of Public Health and Health Policy
55 West 125th Street
New York, New York 10027

February 25 2016

Dear Professor Freudenberg:

I write to support your application to create the City University of New York Urban Food Policy Institute and look forward to finding ways that the City University London Centre for Food Policy, where I serve as Director, can work with your new Institute to pursue shared interests.

The City University London Centre for Food Policy researches and educates on how policy-making processes work and how they both reflect and shape the nature of food supply and consumption. We are interested in the policy place of food in society and the impact on health, environment, social justice and economy. Our Centre seeks to be a focus for interdisciplinary learning and research on food policy for City University of London and to be a beacon of high standard food policy analysis, champion the connections between health, inequality, environment and society in food policy, and contribute to local, national and international policy discourse on food policy.

I am struck by the agenda we share with your proposed Institute and believe we can develop shared projects that will strengthen and extend the work each of us is doing. Among the topics we may pursue include the role of food procurement in municipal and national food systems; strategies for monitoring the impact of the food industry on diet and health; and engaging new voices in policy debates about urban food policy in low, middle and high income countries.

In our meetings in New York and London over the past three years, we have each expressed interest in finding organized ways to pursue our common research interests. Your new Institute will provide the vehicle we need to develop such projects.

I endorse your proposed Institute enthusiastically and look forward to deepening our work together in the years to come.

Sincerely,

Corinna Hawkes
Professor of Food Policy
Centre for Food Policy
City University London
March 1, 2016

Dear Nick:

I am pleased to serve as a faculty fellow at the new CUNY Urban Food Policy Institute beginning in September 2016. My general area of research examines how social determinants pattern chronic health conditions in racially/ethnically diverse and medically underserved populations, particularly Latinos. More specifically, my work examines how neighborhood contexts, poverty and immigrant status shape physical inactivity and diabetes. Diet and healthy eating are central factors in the development of chronic health conditions, and I am eager to explore how incorporate food-specific measures in my research. Additionally, the connection between physical activity and healthy eating has not been comprehensively examined in the literature. I look forward to collaborating with you to design studies assessing how policy and contextual determinants (e.g., neighborhoods) may similarly or differentially influence these health outcomes, and how to translate this evidence into applied, community-engaged interventions that can begin to alleviate racial/ethnic disparities in healthy eating.

These interests make me confident that I can contribute to the Institute’s goal of helping to create evidence and engage constituencies in creating healthier food policies for urban areas, and to examine how food policies intersect with physical activity promotion. In addition, the Institute will provide me with an opportunity to pursue my own interests and advance my career at the CUNY Graduate School of Public Health and Health Policy.

I look forward to pursuing this exciting opportunity.

Sincerely,

Sandra Echeverria
February 27, 2016

Dear Nick,

I am pleased to serve as a faculty fellow at the new CUNY Urban Food Policy Institute beginning in September 2016. My relevant research interests include the effects of nutrition initiatives in institutional food settings (like child care and afterschool programs, senior centers, and homeless shelters) on both institutional food workers and their clients. I am also interested in food policy and efforts to prevent diet-related disease as they relate to low-income workers more broadly. As you know from our past work together, I have published on several aspects of urban food policy in a variety of reputable journals including the American Journal of Public Health, Public Health Nutrition, and Food, Culture & Society.

These interests make me confident that I can contribute to the Institute’s goal of helping to create evidence and engage constituencies in creating healthier food policies for urban areas. In addition, the Institute will provide me with an opportunity to pursue my own interests and advance my career at the CUNY Graduate School of Public Health and Health Policy.

I look forward to pursuing this exciting opportunity.

Sincerely,

Emma K. Tsui
March 5, 2016

Dear Nick:

I am pleased to serve as a faculty fellow at the new CUNY Urban Food Policy Institute beginning in September 2016.

My relevant research interests include shaping policies around unhealthy foods, understanding public perceptions about sugar-sweetened beverages, and developing effective communications and social marketing campaigns (including counter-marketing campaigns) to discourage unhealthy food consumption and encourage healthier consumption. In my former position as director of public affairs at the Oregon-based Northwest Health Foundation, I designed several public opinion surveys and polls intended to develop more effective communications for the public, and to reassure policymakers that certain policies (i.e. smoke-free workplaces) met with public approval. I led the development of a survey designed to assess the public’s will toward a statewide tax on sugar-sweetened beverages. Interestingly, at the time, the public expressed moderate interest, but policymakers were much more reticent to move in that direction.

I’m confident these experiences, and others, will help serve the Institute in helping to create a society where healthier choices are easier to make for residents in New York and beyond. As you know, this is not only an issue of public health, but also health equity and social justice.

I am enthusiastic for the opportunity the Institute will provide me to pursue my interests in shaping effective communications and marketing programs around healthy food practices and policies, and in advancing my career at the CUNY Graduate School of Public Health and Health Policy.

Thank you for inviting me to join the Institute. I look forward to working with you.

Sincerely,

Chris

P. Christopher Palmedo, PhD, MBA
Associate Professor, Department of Community Health and Social Sciences
55 W 125th Street, Room 812, New York, NY 10027
646-664-8360 | chris.palmedo@sph.cuny.edu
Appendix 3  Biosketches of Institute Faculty Leaders

Freudenberg
Cohen
Poppendieck
BIOGRAPHICAL SKETCH

NAME: Nicholas Freudenberg

POSITION TITLE: Distinguished Professor of Public Health

EDUCATION/TRAINING

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<th>INSTITUTION AND LOCATION</th>
<th>DEGREE (if applicable)</th>
<th>Completion Date MM/YYYY</th>
<th>FIELD OF STUDY</th>
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<td>Columbia College, New York City</td>
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<td>Political Science</td>
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<td>Hunter College, New York City</td>
<td>BS</td>
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<td>Community Health Education</td>
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<td>Public Health</td>
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<td>Columbia University School of Public Health, NY</td>
<td>DrPH</td>
<td>05/79</td>
<td>Health Policy and Management</td>
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Positions and Honors

Positions
1977-1980 Project Director, Asthma Self-Management Project, Department of Pediatrics, Columbia
University College of Physicians and Surgeon, National Institute of Health-funded study.
1979-1983 Assistant Professor, Community Health Education, Hunter College
1980-1985 Director, Center for Community and Environmental Health, Hunter College
1983-1990 Associate Professor and Program Director, Community Health Education, Hunter College
1987-1998, 1999-2001 Executive Director, Hunter Center on AIDS, Drugs & Community Health
1998-2003 Director, Program in Urban Public Health, Hunter College
1989- Professor
2001- Professor, CUNY Graduate Center, Department of Social and Personality Psychology
2002- Distinguished Professor, Public Health, City University of New York
2006- Faculty Director, Healthy CUNY, a university-wide initiative to create healthier campus environments and policies at CUNY
2007-13 Director, CUNY Doctoral Program in Public Health, CUNY Graduate Center
2012- 2016 Faculty Director, New York City Food Policy Center at Hunter College
2013- Director, Division of Public Health Practice and Community Engagement, CUNY SPH

Awards and Honors
Society for Public Health Education, Student Essay Award, 1977
American Public Health Association, Early Career Recognition Award, 1985
Hunter College Distinguished Service Award, 1987
Hunter College Presidential Medal, 1993
Hunter College Alumni Hall of Fame, 1995
APHA, Public Health Education Section, Mayhew Derryberry Award for Contributions to Health Education Theory and Practice, 1996
AIDS and Adolescence Network of New York City, 1998, Tenth Anniversary Award
Health Education and Behavior, Best Paper of the Year, 1999
Distinguished Professor, City University of New York, 2002-
Morton Deutsch Award, American Psychological Association, Boston, MA 2007
Haven Emerson Lifetime Achievement in Public Health Award, Public Health Association of New York City, 2010

**Selected Recent Publications on Food and Food Policy**

**Selected Recent Research Support**
1. Tisch Illumination Fund. East Harlem Campaign for Healthy Food, 1/1/2014-12/31/15, Principal Investigator
2. CUNY Chancellor’s Strategic Initiative. Developing and Testing the Healthy CUNY App, 12/12/2015-6/30/2016. Principal Investigator.
4. New York City Council New York City Food Policy Center at Hunter College 07/01/2012-06/30/2016.
5. Local Initiatives Support Corporation. Evaluation of NYC LISC Community Health Food Project, 9/30/2013-12/31/2017, Principal Investigator
9. NYC Department of Health and Mental Hygiene 3/11-9/15, Principal Investigator. Campaign for a Healthy CUNY, support for projects to improve food, tobacco and alcohol environments and policies at CUNY
10. World Health Organization Case Study Diet Related NCD Prevention in South Africa 02/15/2013-05/15/2013
11. Kellogg Foundation(Freudenberg)2007-2010New York City Health Equity Project: Engaging Young People in Assessing and Changing Local Food Environments
12. Kellogg Foundation(Freudenberg) 2007-2009Tracking Practices of the Food Industry as it Affects Food and Fitness Partnerships,
13. New York State Health Foundation (Freudenberg) 2007-2010 CUNY Campaign Against Diabetes.
14. National Institute for General Medical Sciences, 1 K07 GM072947, (Freudenberg) 7/1/04-6/30/10Transdisciplinary Research on Urban Health Collaborative.
NAME: Cohen, Nevin

eRA COMMONS USER NAME (credential, e.g., agency login): NEVIN_COHEN

POSITION TITLE: Associate Professor of Health Policy

EDUCATION/TRAINING (Begin with baccalaureate or other initial professional education, such as nursing, include postdoctoral training and residency training if applicable. Add/delete rows as necessary.)

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<td>Economics</td>
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<tr>
<td>University of California at Berkeley</td>
<td>M.C.R.P.</td>
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<tr>
<td>Rutgers, The State University of New Jersey</td>
<td>Ph.D.</td>
<td>05/1996</td>
<td>Environmental Planning and Policy Development</td>
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A. Personal Statement

My professional work and scholarship in urban planning and policy development, particularly my community-based research on urban food systems disparities, coupled with my experience managing complex research projects as research director for a non-profit and a university research center provide the skills to successfully conduct this proposed project as principle investigator. For the past ten years, my scholarly work has involved community-based research on urban food policy and food systems disparities. From 2010-2012 I conducted policy research (funded by the Doris Duke Charitable Foundation) on the multidimensional impacts of urban agriculture in New York City, engaging stakeholders in research design and analysis and using interview-based qualitative methods to identify policy strategies to strengthen urban agriculture, and to devise metrics to measure health, social, environmental, and economic impacts. A subsequent research project 2012-2015 used participatory research methods and academic-practitioner collaborations to identify opportunities for community based agriculture projects to address health, environmental, economic and social disparities, resulting in a forthcoming peer reviewed book. Recent research has applied social practice theory to understand the roles cities can play in encouraging and supporting healthy and sustainable everyday food practices. My research, professional practice and teaching have also integrated design (including design thinking) and qualitative planning and policy research methods. Because my research and writing has focused on New York City I am an expert on New York City’s food policies and policymaking processes. My prior seven years’ service as a staff member in city government (City Council, Borough President) has provided a deep understanding of the implementation processes of municipal initiatives and the data available to track such efforts.

**B. Positions and Honors**

**Positions and Employment**

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<td>Adjunct Faculty, The New School for Management and Urban Policy</td>
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<tr>
<td>2005-2007</td>
<td>Visiting Assistant Professor, Eugene Lang College The New School for Liberal Arts</td>
</tr>
<tr>
<td>2007-2014</td>
<td>Assistant Professor of Urban Environmental Policy, The New School for Public Engagement</td>
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<tr>
<td>2015-</td>
<td>Associate Professor of Health Policy, CUNY School of Public Health</td>
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**Other Experience and Professional Memberships**

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<tbody>
<tr>
<td>2005-</td>
<td>Member, American Collegiate Schools of Planning</td>
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<tr>
<td>2007-</td>
<td>Member, Association of European Schools of Planning – Food Interest Group</td>
</tr>
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<td>2010-2012</td>
<td>Policy Fellow, Design Trust for Public Space</td>
</tr>
<tr>
<td>2011-2015</td>
<td>Founding Advisory Board Member, Journal of Agriculture, Food Systems, and Community Development</td>
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<tr>
<td>2015-2016</td>
<td>Member, American Public Health Association</td>
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**C. Contributions to Science**

1. My work on urban food policy, particularly my role as co-investigator in a two-year study of urban agriculture that documented the multidimensional activities and benefits of these projects and the role of municipal policy in supporting food production and related practices, contributed to an emerging body of interdisciplinary literature on the role of agriculture and community-based food projects in advancing public health, community development, and social justice. By developing practitioner-appropriate metrics and engaging practitioners in participatory research measuring their activities and outcomes, the work has led to an ongoing citizen science research project generating evidence of impacts and resource needs to guide policy and philanthropic activity.

2. Much of the literature on urban agriculture suggests that by producing benefits (e.g., access to healthy food, educational opportunities) farms and gardens make cities more sustainable and socially just. A two-year research and book project following the above study demonstrated that these activities do not by themselves change the political and social structures at the root of food system inequities. My co-investigator and I conducted in-depth interviews and focus group research to show how urban agriculture activists have used diverse on-farm activities, engaged in policy making, and created unique organizational structures to create systems that are more equitable and just, and examines the role of scholarship in achieving these goals. The book contributes to scholarly literature on critical food studies, urban agriculture, food policy and planning, and action research scholarship, and also serves as a guide for practitioners and scholars to strengthen and support urban agriculture initiatives focused on creating more socially just systems.


3. My recent research has advanced the notion that urban planning and public health can address food system problems by analyzing them through the lens of social practice theory. In a paper published with my postdoctoral fellow, we illustrate the concept of strategic practice management, the opportunity to intervene in everyday food practices (the mundane activities of shopping, cooking, eating and discarding food) that are shaped by meanings, material elements, and know-how. These practices are often overlooked but in fact shape and support dominant socio-technical systems like food. Through a case study of the practice of shopping for food at farmers markets using SNAP benefits, we demonstrate how cities can strategically manage such practices and the implications of focusing on socially influenced food practices instead of individual food behaviors. Earlier work examined the role of citizen participation in shaping municipal policy.


Complete List of Published Work in ResearchGate: https://www.researchgate.net/profile/Nevin_Cohen

D. Research Support

Completed Research Support

Cohen (Co-PI) 2012-2015
   • Merck Family Fund/Lucius and Eva Eastman Fund
• New School for Public Engagement Civic Engagement Grant Program
  Beyond the Kale: Urban Agriculture and Social Justice Activism in NYC
  Research on urban agriculture and social justice in New York City, leading to published book
  Cohen (Co-PI) 2010-2012
  • Doris Duke Charitable Foundation
  • Rockefeller Brothers Fund
  • Design Trust for Public Space
Five Borough Farm
Research on New York City’s urban agriculture system, policies to support urban agriculture, metrics to measure impacts.
EDUCATION


EMPLOYMENT

New York City Food Policy Center, Hunter College and the CUNY School of Public Health, Policy Director. September 2012-present. Conduct research and policy analysis on local food policy issues. Represent Center at community meetings and provide overall guidance and direction. Teach as an adjunct at CUNY School of Public Health.

Department of Sociology, Hunter College, City University of New York. Professor Emerita. Full Professor: 1/1/98—9/1/2012. Associate Professor (with tenure): 1/1/87 to 1/1 98. Assistant Professor: 9/78 to 12/86. Instructor: 9/76 to 9/78. Specialties include social welfare policy, voluntary associations, sociology of food, hunger in the U.S., and direction of undergraduate pre-social work internship program. CUNY Graduate Center, Doctoral faculty in Sociology (Fall 2010) and in Public Health, (Spring, 2011). Co-founder, NYC Food Policy Center at Hunter College School of Public Health, September, 2012.

Center for the Study of Family Policy, Hunter College, City University of New York, Director, Center for the Study of Family Policy: 9/1/89 to 6/30.98 and 7/1/99 to 6/30 2001. Administration, planning, fund raising, and general leadership for interdisciplinary research and policy analysis center. Established the Welfare Rights Initiative, the Community Interpreter Project, the Language Diversity Initiative, the Child Welfare Fund, the Child Welfare Scholars Program, The Intensive Case Management Project, Scholar and Advocate Roundtables and similar initiatives.

College of Arts and Sciences, Hunter College, City University of New York, Assistant Dean for Academic Affairs and Student Opportunities.7/1/98 to 6/30/99.

PUBLICATIONS

BOOKS:

Free For All: Fixing School Food in America. University of California Press. 2010

ARTICLES AND CHAPTERS:

“ABCs of School Food” in Peter Pringle, ed., A Place at the Table, Public Affairs Press, Participant Media, 2013.


**BOOK REVIEWS:**


**AWARDS, FELLOWSHIPS, AND GRANTS**

*James Beard Foundation Leadership Award, October, 2011*
- Annual Book Award, Association for the Study of Food and Society, 2010.
- 1999, World Hunger Year Award: “Fighting Hunger at the Grassroots” for *Sweet Charity? Emergency Food and the End of Entitlement*.
- 1999, Nominee (Finalist), C. Wright Mills Award for *Sweet Charity? Society for the Study of Social Problems*
- 1996 President’s Award for Excellence in Service, Hunter College.
- Community Interpreter Program. W.K. Kellogg Foundation. With Suzanne Michael


1982 - 1983 PSC - CUNY Faculty Research Award Program: "Food Assistance in the Depression and New Deal."

1982 Scholar Incentive Award for Research on Depression Era Food Assistance.


1967 W.T. LaPrade prize in History. Alice M. Baldwin Scholarship Graduation Magna Cum Laude with Distinction in the Field of History

1966 Election to Phi Beta Kappa.

RECENT PAPERS and REPORTS


Universal Free School Meals: a key to educational achievement, Syracuse University School of Education, September 25, 2013

The Case for Universal Free School Meals, Boston University, Gastronomy Program, April 2, 2013.


PROFESSIONAL MEMBERSHIPS AND COMMUNITY SERVICE

Advisory Board, and policy working group, School Food Focus.

Board of Directors, WHYHUNGER? (2006-present).

National Advisory Committee, National Farm to School Network Chairperson, Board of Directors, Community Food Advocates, 2010-present.


Board of Directors, Association for the Study of Food and Society, 1987 – 2010.

- Guest Editor (With Katherine Clancy and Jo Marie Powers), Special Issue on Hunger, Agriculture and Human Values. Vol 11, #4, Fall 1994.
- Member, ARNOVA: Association for Research on Nonprofit Organizations and Voluntary Action. 1998-2001; ASA, ESS, SSSP/