

Cornell University

Student Assembly

Cornell University Student Assembly
Agenda of the Thursday November 5th, 2015 Meeting
4:45pm-6:30pm in Willard Straight Hall Memorial Room

- I. **Call to Order & Roll Call**
- II. **Approval of Meeting Minutes**
 - a. *[Minutes of the October 29th Meeting](#)*
- III. **Open Microphone**
- IV. **Announcements and Reports:**
 - a. UA Representative Indimine- Movember & Student Health Plan Advisory Committee
 - b. President Batista - 6.4
 - c. VP Internal Operations McBride – Attendance
 - d. At-Large Representative Kaufman - UA, CJC
 - e. VP Johnston - Campus Planning Committee
- V. **Business of the Day**
 - a. *Byline Report:* Cornell Concert Commission
 - b. *Byline Report:* Slope Day Programming Board
 - c. *Byline Report:* CUPB Byline Application Review
 - d. [Resolution 17](#): Updating the Student Assembly Absence Policy
 - e. [Resolution 18](#): Reforming the Student Assembly Outreach Policy
 - f. [Resolution 19](#): Transfer Option Newsletter
- VI. **VI. New Business**
 - a. [Resolution 20](#): Preferred Name on ID Cards to Promote LGBTQ+ Inclusivity
 - b. [Resolution 21](#): Attendance Bylaw Change
 - c. [Resolution 22](#): Developing and Funding Anabel's Student-Run Grocery Store | [Anabel's Grocery Business Plan](#)
 - d. [Resolution 23](#): Elections Committee Vacancy
 - e. [Resolution 24](#): Cost Barriers to Study Abroad
 - f. [Resolution 25](#): Bystander Trainings for Student Groups
- VII. **Executive Session**



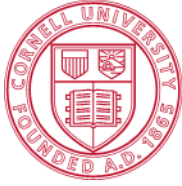
Undergraduate Student Activity Fee Figures

Current as of November 5, 2015

Recipient	10-12 A	12-14 A	14-16 A	16-18 Req	16-18 Rec
Student Activities Funding Commission	\$80.17	\$84.16	\$89.12	\$94.00	*
Slope Day Programming Board (SDPB)	\$18.00	\$18.00	\$18.00	\$18.00	\$18.00
Convocation Committee	\$8.50	\$10.50	\$12.50	\$14.50	\$14.50
Cornell Cinema	\$10.00	\$10.00	\$10.60	\$12.00	\$10.90
Cornell Concert Commission (CCC)	\$12.00	\$12.00	\$12.00	\$12.00	\$12.00
Athletics and Physical Education	\$10.00	\$10.00	\$10.00	\$11.00	\$10.30
Orientation Steering Committee (OSC)	\$6.60	\$7.60	\$8.72	\$10.22	\$9.98
CU Tonight	\$10.00	\$9.50	\$9.50	\$9.50	\$8.55
ALANA	\$7.25	\$8.75	\$8.04	\$8.05	\$8.05
Cornell University Program Board (CUPB)	\$7.50	\$7.50	\$7.50	\$7.50	\$7.50
Club Insurance	\$4.70	\$5.10	\$5.10	\$5.10	*
Senior Days Committee	\$5.00	\$5.00	\$4.85	\$5.00	*
Collegiate Readership Program	\$6.00	\$6.00	\$6.00	\$5.00	*
Women's Resource Center	\$2.00	\$3.50	\$3.46	\$4.00	*
HAVEN: The LGBTQ+ Student Union	\$2.20	\$3.00	\$3.22	\$3.80	\$3.50
Class Councils	\$2.50	\$2.50	\$2.70	\$3.50	*
CU Emergency Medical Service (CUEMS)	\$3.84	\$3.90	\$3.90	\$3.50	\$3.24
International Students Union (ISU)	\$2.04	\$2.34	\$2.34	\$3.34	\$3.10
Welcome Weekend	\$2.75	\$2.55	\$2.55	\$2.78	\$2.32
WSH Student Union Board	\$1.25	\$1.80	\$2.00	\$2.26	*
Community Partnership Funding Board	\$2.00	\$2.00	\$6.00	\$2.00	\$2.00
Cornell Minds Matter	\$1.00	\$1.50	\$2.00	\$2.00	*
Student Assembly (SA)	\$2.45	\$2.20	\$1.90	\$2.00	*
Alternative Breaks	\$1.00	\$1.35	\$1.50	\$1.50	\$1.50
Empathy, Assistance, & Referral Service (EARS)	\$1.25	\$1.25	\$1.50	\$1.50	*
Outdoor Odyssey	\$1.50	\$1.25	\$1.24	\$1.25	*
Slope Media Group	--	\$1.25	\$1.25	\$1.25	\$1.15
ECO – The Environmental Collaborative	--	--	--	\$0.76	\$0.76
Multicultural Greek Letter Council (MGLC)	\$0.50	\$0.50	\$0.00	\$0.50	\$0.50
Students Helping Students Fund	\$0.00	\$0.00	\$0.00	\$0.00	*
Big Red Bikes	\$1.00	\$2.00	\$1.00	--	*
North Campus Programming Board	\$3.00	\$2.00	\$1.50	--	*
TOTAL	\$216.00	\$229.00	\$236.00	\$247.81	TBD

*Indicates Fall 2015 Funding Hearing has not occurred yet.

Fee-paying Enrollment for Fall 2015: 14,381



Cornell University Student Assembly

Originally Presented on:	(11/2/15)
Type of Action:	Byline Report
Status/Result:	New Business

Organization	Cornell Concert Commission
2014-2016 Allocation	\$12.00
2016-2018 Request	\$12.00
Appropriations Recommendation	\$12.00

Rationale of the Committee

The Appropriations Committee recommends funding Cornell Concert Commission at \$12.00 for the 2016-2018 By-Line Funding Cycle. The Appropriations Committee appreciates the immense amount of work done by members of Cornell Concert Commission to provide an enjoyable, diverse range of events for students interested in various types of music. It agrees with the Cornell Concert Commission's desire to experiment with new ideas and different types of concerts, but they believe that CCC should be slightly more measured in their calculation of risk. Further, they believe that although events like the Flaming Lips and Carly Rae Jepsen could be valuable to students, more forethought and analysis should be developed to calculate a more accurate risk profile for these events. Finally, the Appropriations Committee applauds the work that CCC is doing in supporting various communities and smaller organizations and they encourage CCC to consider funding more of these events when they are presented with a surplus rather than accept a riskier opportunity for a show.

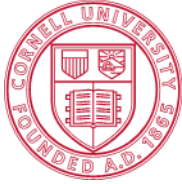
Vote Totals

The Committee votes down, from the highest number proposed to the lowest, to give the group the advantage. The vote totals from the Committee were as follows:

Amount	Vote
\$12.00	13-0-1

Respectfully submitted,

Matthew Stefanko
Vice President for Finance



Cornell University Student Assembly

Originally Presented on:	(11/2/15)
Type of Action:	Byline Report
Status/Result:	New Business

Organization	Cornell University Program Board
2014-2016 Allocation	\$7.50
2016-2018 Request	\$7.50
Appropriations Recommendation	\$7.50

Rationale of the Committee

The Appropriations Committee recommends funding the Cornell University Program Board at \$7.50 for the 2016-2018 By-Line Funding Cycle. The Appropriations Committee has been impressed with the organization's ability to select performers that appeal to a wide variety of campus and that are so well-received by the community from a ticketing perspective. Additionally, the Appropriations Committee appreciates the work being done by CUPB to utilize various spaces across campus including the Bear's Den. Within organizational capacity, the Appropriations Committee encourages CUPB to continue to fund and support smaller programming activities and comedians and speakers with less name recognition. Finally, the Appropriations Committee encourages CUPB to more appropriately utilize their significant surplus by doing more small scale or free shows.

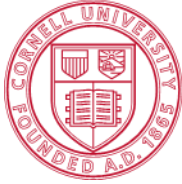
Vote Totals

The Committee votes down, from the highest number proposed to the lowest, to give the group the advantage. The vote totals from the Committee were as follows:

Amount	Vote
\$7.50	14-0-0

Respectfully submitted,

Matthew Stefanko
Vice President for Finance



Cornell University Student Assembly

Originally Presented on:	(11/2/15)
Type of Action:	Byline Report
Status/Result:	New Business

Organization	Slope Day Programming Board
2014-2016 Allocation	\$18.00
2016-2018 Request	\$18.00
Appropriations Recommendation	\$18.00

Rationale of the Committee

The Appropriations Committee recommends funding the Slope Day Programming Board at \$18.00 for the 2016-2018 By-Line Funding Cycle. The Appropriations Committee believes that the Slope Day Programming Board does an excellent job providing a unique experience for the majority of Cornell undergraduates while maintaining a safe, welcoming environment. The Committee appreciates the work being done by SDPB to increase the diversity of thought regarding the selected performers and they believe that these conversations are crucial to the continued development of a safe environment for Cornell students. Finally, the Appropriations Committee encourages the Slope Day Programming Board to continually analyze whether or not their funding level is appropriate and if an increase or decrease could serve the Cornell community more effectively in future cycles.

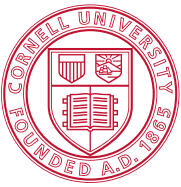
Vote Totals

The Committee votes down, from the highest number proposed to the lowest, to give the group the advantage. The vote totals from the Committee were as follows:

Amount	Vote
\$18.00	14-0-0

Respectfully submitted,

Matthew Stefanko
Vice President for Finance



Cornell University Student Assembly

Originally Presented on:	(10/15/15)
Type of Action:	Charter Change
Status/Result:	New Business

S.A. Resolution #17 Updating the Student Assembly Absence Policy

ABSTRACT: This resolution ensures that the Student Assembly Absence Policy in the Standing Rules is enforceable by the Student Assembly Charter.

Sponsored by: Jordan Berger '17

Whereas, each year the Student Assembly prioritizes different meetings and requirements for its members;

Whereas, these requirements are outlined in the Student Assembly Standing Rules;

Be it therefore resolved, that the Student Assembly Charter be amended as follows:

Section 5: Absentees

Any voting members who are absent for three consecutive regularly scheduled meetings, **as defined by the Student Assembly Standing Rules**, or for six regularly scheduled meetings cumulatively during their term will have their position vacated. The Executive Committee may avert such a vacancy by a unanimous vote of all voting members of the Executive Committee. The vote would be conducted by secret ballot. The Executive Committee should consider the reasoning for past absences, the likelihood of future absences, and the representative's supplemental actions to represent their respective constituency in making their decision. The same action must be taken if the Executive Committee wishes to avert a vacancy whenever the three consecutive absences or the six cumulative absences mark is exceeded.

Respectfully Submitted,

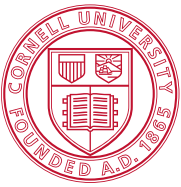
Jordan Berger '17

Parliamentarian, Student Assembly

Matt Indimine '18

Undergraduate Representative, Student Assembly

(Reviewed by: EXECUTIVE COMMITTEE, 10/14/15)



Cornell University Student Assembly

Originally Presented on:	(10/15/15)
Type of Action:	Recommendation
Status/Result:	New Business

S.A. Resolution #18 Reforming the Student Assembly Outreach Policy

ABSTRACT: This resolution seeks to provide a structure for the Student Assembly representatives outreach requirement.

Sponsored by: Maria Chak '18

Whereas, outreach events are extremely important for elected Student Assembly representatives to engage with and understand their constituencies;

Whereas, this requirement has not been strictly enforced in the past and elected Student Assembly members have not adhered to this requirement;

Be it therefore resolved, that Section VI: Outreach Guidelines & Member Responsibilities of the Student Assembly Standing rules be amended as follows:

Rule 2: All elected members must fulfill two assigned outreach requirements per two-week time frame. **Attendance at two outreach events per a two-week period and documentation of these two events as requested by the Vice President of Outreach counts as the equivalent of a half a regular SA meeting. Thus, failure to complete this full outreach requirement during a two-week period will result in 1/2 an absence recorded for the representative.** Such events will be designated by the Vice President of Outreach. If the member does not document their outreach as specified by the VP of Outreach, the member will be credited with one whole absence. Any conflicts in schedules or other special circumstances as references in Section 1, Rule 6 of this document must be brought to the attention of the VP of Outreach

Be it finally resolved, that all elected Student Assembly members prioritize outreach to their constituencies in order to best serve the student body.

Respectfully Submitted,

Jordan Berger '17

Parliamentarian, Student Assembly

Maria Chak '18

Vice President of Outreach, Student Assembly

Emma Johnston '16

Executive Vice President, Student Assembly

(Reviewed by: COMMITTEE NAME, DATE)

Appendix A: Outreach Information

What is an outreach event?

An outreach event is ways in which the Student Assembly interact with the student body and support student organizations on campus. There are two general types of outreach events:

1. General body meetings for clubs that YOU ARE NOT A MEMBER OF
2. Events put on by organizations on campus

Where can I find outreach events?

The outreach events will be sent in a weekly email from the Vice President of Outreach, and will be posted in the Agenda email for the Thursday SA meetings.

What is the Outreach Tracker? What do I do with it?

The Outreach Tracker is a resource to track the required outreach events each representative is required to do. Please write a sentence on the experience and take away for each outreach event attended.

How many outreach events do I need to attend each week?

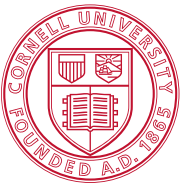
A Student Assembly representative should attend two outreach events biweekly, or 1 outreach event each week.

Why should I attend an outreach event?

By attending outreach events, the Student Assembly representatives will be able to understand their constituents' needs and potentially find inspiration for new resolutions/ changes to work on. In turn, the representatives are able to both explore the Cornell community and potentially stepping outside their comfort zone.

In total, what are all of my outreach requirements for the semester?

1. Attending AT LEAST one **committee meeting** each week, or a meeting for every committee you are a member of
2. Attending one **outreach event** per week (a general body meeting for a club or an event put on by an organization you are not a member of)
3. Hosting one **constituent outreach event** per semester that allows you to gain feedback and hear concerns of the group you directly represent
 - a. *Example:* Arts and Sciences curriculum feedback forum, held by Arts and Sciences Representatives
 - b. *Example:* Event on updating the Bias Response website, held by the minority representative
 - c. *Example:* Event on opportunities for transfer students, held by the transfer representative



Cornell University Student Assembly

Originally Presented on:	10/22/15
Type of Action:	Recommendation
Status/Result:	New Business

S.A. Resolution #19 Transfer Option Newsletter

ABSTRACT: This resolution asks the Office of Admissions to send out a newsletter to students offered the guaranteed transfer option.

Sponsored by: Jordan Chessin '18 and Gabe Kaufman '18

Whereas, Transfer Option Students in their freshman year want to be aware of current news at Cornell and often times feel like they are unaware of major events that take place at Cornell

Whereas, the University has a vested interest in keeping potential students up to date on current news and has said it wants to improve the way in which they communicate with transfers.

Whereas, Transfer Option Students want to receive more direct communication from Cornell and specifically, the Class of 2019 Transfer Option Students have expressed a great deal of interest in improving communication between them and the University.

Be it therefore resolved, the Cornell Chronicle and other materials, at the discretion of the individual colleges, are sent out as soon as possible.

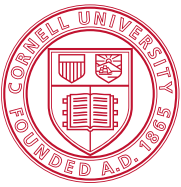
Be it finally resolved, these materials will have an opt-out clause so students can choose to stop receiving the newsletter at any time.

Respectfully Submitted,

Jordan S. Chessin '18
Transfer Representative At-Large

Gabe Kaufman '18
Chair, Academic Policy Committee
Undesignated Representative At-Large

(Reviewed by: Academic Policy Committee, 10/14/15 at 10:00 P.M)



Cornell University Student Assembly

Originally Presented on:	10/22/2015
Type of Action:	Recommendation
Status/Result:	New Business

S.A. Resolution #20

Preferred Name on ID Card to Promote LGBTQ+ Inclusivity

ABSTRACT: This resolution aims to create a safer and more inclusive environment for LGBTQ+ students by allowing the use of a preferred name other than their legal first name on campus records.

Sponsored by: Dustin Liu '19

Whereas, the primary name of the student is currently used for all official university business including certification of enrollment or degree, diploma, official transcript, Cornell ID card, email and written communication.

Whereas, the method by which to change one's primary name involves the completion of a name change form and a copy of a US passport, a birth certificate, and a court issued document which creates a highly inaccessible process.

Whereas, Cornell has stipulated a commitment to inclusion to involved novel approaches to improve campus culture and our demographic composition.

Whereas, past studies indicate a direct correlation between student success rate with campus' level of gender inclusivity.

Whereas, 30% of the LGBTQ+ students do not characterize the climate at Cornell as respectful or moderately respectful according to the Spring 2013 PULSE survey and compiled on the diversity dashboard of the University factbook.

Whereas, other universities such as Princeton University, University of Pennsylvania and New York University allow for students to have their name changed to reflect gender identity and gender expression on ID cards.

Whereas, in the case *Powell v. Schriver*, the Court of Appeals for the Second Circuit ruled that it is "beyond a doubt" that transgender status is "excruciatingly private and intimate" for those who wish to keep it private.

Whereas, Title IX of the 1964 Civil Rights Act prohibits discrimination on the basis of sex and the U.S. Department of Education has stated that Title IX's prohibition of sex discrimination encompasses gender identity.

Whereas, the Family Education Rights and Privacy Act indicates that under federal law, parents or guardians and students over the age of 18 have the right to request the student's school to change the student's name and gender marker on the student's records if the student finds that they are incorrect, misleading, or violate their privacy.

Be it therefore resolved, the name change process be in the form of a self service that would not need the disclosure of legal documents such as items from doctors or therapists.

48
49 **Be it therefore resolved,** the University creates a webpage that clearly details the policies and
50 procedures to changing one's preferred name on campus records.
51

52 **Be it finally resolved,** the use of the students' preferred name and gender will be used on ID cards and
53 other campus records unless the student's legal name use is required by law or the student's
54 preferred name use is for intent of misrepresentation.
55

56 Respectfully Submitted,

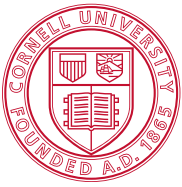
57
58 Dustin Liu

59 *Freshman Rep, Student Assembly*
60

61 Philip Titcomb

62 *LGBTQ+ Representative, Student Assembly*
63
64

65 *(Reviewed by: Diversity Committee, DATE)*



Cornell University Student Assembly

Originally Presented on:	10/29/2015
Type of Action:	Bylaw Change
Status/Result:	New Business

S.A. Resolution #21 Attendance Bylaws Change

ABSTRACT: This Resolution clarifies and standardizes the attendance policy for the Student Assembly in the Student Assembly Bylaws.

Sponsored by: Jordan Berger '17

Whereas, the Student Assembly prioritizes additional requirements beyond the Student Assembly Thursday meetings;

Whereas, these additional requirements are currently outlined in the Student Assembly Standing Rules; however, these rules are frequently amended or suspended;

Be it therefore resolved, that Section 8 be added to Article IV of the Student Assembly Bylaws:
Section 8: Regularly Scheduled Meetings for Purposes of the Student Assembly Attendance Policy

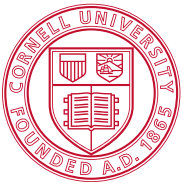
- Attendance at all organizational and specially scheduled meetings is required, when the Executive Committee provides SA members at least 72 hours prior notice of the meeting.
- Any member who fails to attend a required meeting or event shall be considered absent. Any late arrival or early departure from a required meeting will result in a half-absence. This includes Executive Sessions.
- Attendance at two outreach events per a two-week period, as defined by the VP of Outreach, is equivalent to a regular SA Meeting.

Respectfully Submitted,

Jordan Berger '17

Parliamentarian, Student Assembly

(Reviewed by: EXECUTIVE COMMITTEE, 10/27/2015)



Cornell University Student Assembly

Originally Presented on:	November 5, 2015
Type of Action:	Legislation
Status/Result:	New Business

S.A. Resolution #22

Developing and Funding Anabel's Student- Run Grocery Store

ABSTRACT: This resolution seeks \$320,000 from the Students Helping Students Grant to fund and develop a low-cost student-run grocery store on the Cornell Campus in the basement kitchen of Anabel Taylor Hall.

Sponsored by: Emma Johnston '16, Matthew Stefanko '16

Whereas, Article II of the Student Assembly Charter charges the assembly with “the authority and responsibility to examine any matters which involve the interests or concern the welfare of the student community;”

Whereas, the most recent PULSE survey of Cornell University conducted in Spring 2015 indicates that 3% (Very Often), 5% (Often), and 14% (Occasionally) of undergraduates “skipped meals or not had enough to eat because of financial constraints” in the academic year, indicating some level of food insecurity for over 3,500 registered Cornell undergraduates;

Whereas, the Hurtado report commissioned by the Cornell University Diversity Council in Spring 2013 identifies a number of complex socioeconomic issues that are “plainly evident in the quantitative data, where students reported distinct experiences based on socioeconomic status,” and qualitatively describe their exclusion as a “daily feeling”; leading issues such as food insecurity to remain hidden on a campus with a prevalent socioeconomic divide and aura of wealth;

Whereas, the Students Helping Students Grant's Endowment possesses approximately \$1,521,630 in principal which generates annual interest income over \$72,000 per year;

Whereas, the average need and withdrawal over the past six years has averaged \$16,596.42 creating a difference in expenditure versus income of \$55,403.58;

Whereas, the Summer Experience Grant can be comfortably sustained with a yearly allocation of \$30,000.00 creating an average expenditure of \$46,596.42 and a difference in expenditure versus income of \$25,403.58;

Whereas, a reduction in principal of 22.5% would leave the fund with \$1,240,000 which would generate approximately \$58,673.922 in annual interest per year allowing the fund to maintain its mission of providing summer internship stipends (\$30,000 per year) and emergency financial aid (approximately \$17,000 per year) with rollover in case of years with high demand (\$11,673.92);

Whereas, the original Resolution (Resolution on the Use of the Students Helping Students Financial Aid Fund; Biro 1989) states that “the Student Assembly must decide how this fund is to be used” and that they “reserve the right...to make changes annually in the Students Helping Students Financial Aid Fund categories that are offered to Cornell University undergraduate students;”

Whereas, a resolution supporting the student-run grocery store was passed by the Student Assembly in April 2015 and has since signed on officially as a project of the Center for Transformative Action, has

secured an agreement with Anabel Taylor Hall to operate for the first five years without paying for rent and to operate for the first one year without paying for utilities; has developed a list of purchasers who will supply products to the store at the lowest prices; has created succession plans with the guidance of similar student-run stores on other college campuses for transitioning executive board positions and for recruiting and training new members; has developed a full advisory board that includes members of the Cornell administration, academic departments, and local businesses; has developed a risk management manual to comply with laws regulating New York State Department of Agriculture and Markets; has engaged in several educational programming efforts to teach students how to cook and budget for food and to gather public opinion on the store; has created an exit plan for what will happen to the space in the case that the store fails; has leveraged partnerships with students in academic courses and student organizations; and has developed an updated business plan (See Appendix A);

Be it therefore resolved, that the Student Assembly, with support from the Financial Aid Review Committee, found a student-run grocery store in the basement kitchen of Anabel Taylor Hall that addresses food insecurity on the Ithaca campus of Cornell University by providing low-cost groceries and additional financial assistance to students who demonstrate need, pending project approval from the Cornell/ Community Coordination Committee (4C);

Be it therefore resolved, that the student-run grocery store continues to implement healthy and affordable cooking lessons and other programs on cost-effective eating, to teach students small-business, project management, nutrition programming, and marketing, procurement, and various other skills, and to engage with academic courses in order to fulfill its educational mission;

Be it further resolved, that the Student Assembly Financial Aid Review Committee allocates \$320,000.00 from the Students Helping Students Grant Endowment for the renovation (\$240,000), subsidy fund (\$40,000), and start-up costs (\$40,000) of the student-run grocery store;

Be it further resolved, that the Chair of the Financial Aid Review Committee will be placed on the Board of Advisors of the Student-Run Grocery Store as a voting member with full privileges;

Be it finally resolved, that any unspent renovation and start-up funds be returned to the Students Helping Students Fund in an expeditious manner.

Respectfully Submitted,

Emma Johnston

Executive Vice President, Student Assembly

Matthew Stefanko

Vice President of Finance, Student Assembly

(Reviewed by: FARC, 1 November 2015)



Anabel's GROCERY

COMPREHENSIVE BUSINESS PLAN

October 28, 2015

Anabel's Grocery seeks to address food insecurity on campus by providing healthy, affordable, and accessible food options to the Cornell student body while promoting sustainable eating habits in addition to physical and emotional well-being

Project of the Center for Transformative Action

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The Business

Executive Summary

Anabel's Grocery will be located in Anabel Taylor Hall and will be a healthy, inexpensive alternative to the existing food options on the Cornell campus. Operating under the 501(c)3 umbrella of the Center for Transformative Action, the store will offer low cost staple foods to all students while providing financial support to students who demonstrate food insecurity. Finally, the store will maintain a core mission of providing educational programming opportunities based around food literacy, budgeting, cooking, and nutrition to reduce food insecurity by fostering skills for self-sufficiency.

According to the United States Department of Agriculture Economic Research Service, food insecurity is defined as an “economic and social condition of limited or uncertain access to adequate food.” For students, food insecurity affects social, financial, emotional, and physical aspects of their life that have a deleterious effect on their studies, health, and overall well-being.

Large problems require large-scale responses—and the food insecurity facing thousands of financially disadvantaged university students should not be ignored. This crisis cannot be characterized as a result of “poor spending habits” or as an unavoidable consequence for “poor students with high costs.” Instead, food insecurity is a product of widespread societal challenges. A stigmatized campus food culture reinforces the financial struggles and transportation difficulties of students trying to acquire food. A campus culture in which a central social activity is eating on-campus food options that are prohibitively expensive for many students makes many individuals who cannot afford to do so feel ashamed and isolated from their peers. Even more crucial, expensive on-campus eateries accentuate the financial struggles to feed oneself, sending university students to food assistance providers. As documented by Feeding America's 2014 Hunger in America Report, 1 in 10 of Feeding America's 46.5 million clients are university students. Further, 30.5% of Feeding America's adult clients recorded having to choose between covering educational expenses and paying for food.

At Cornell, the reality of food insecurity is confirmed when one takes into account the spring 2015 Cornell PULSE survey, in which 22% of students reported that they “skipped meals or [did not have] enough to eat because of financial constraints” (3% very often, 5% often, 14% occasionally). In an April 2015 survey conducted in conjunction with a contest to name the grocery store, 27% of students reported skipping meals at least occasionally “because they did not have enough money for food” (1% very often, 5% often, 21% occasionally). These numbers are consistent with national data on food insecurity, which is estimated at 14% in the United States. Yet statistics do not fully capture the diversity of students' food insecurity experiences on Cornell's campus. In the context of limited on-campus food aid (a small Food Pantry at 6-2-6 Thurston Center for Intercultural Dialogue), the rising costs of living off-campus, and the importance of an adequate and healthy diet for a healthy mind and body, it is clearly evident that a more holistic approach to address food insecurity is needed.

Anabel's Grocery will function as a necessary, sustainable solution to reducing food insecurity through community partnership and an innovative business model. As a project of the Center for Transformative Action, Anabel's Grocery will utilize partnerships within the local economy to ensure access to affordable foods for the entire Cornell student body. Through the store's programming opportunities and with its wide offers of products, we will break down social stigmas associated with food insecurity and will bring students together across colleges and interests through the central theme of food. Providing cooking classes, meal planning, and pot and pan rentals will give students the tools they need to take care of their food needs in a healthy and financially sustainable way.

Mission

OUR MISSION is to fight the problem of food insecurity at Cornell by providing access to healthy, affordable food and increasing food literacy.

OUR PURPOSE is to develop a student-run grocery store on the Cornell campus that provides financial assistance and educational programs on healthy and cost-effective eating.

Goals and Objectives

1. Obtain necessary **funding** (\$320,000 from Student Assembly Students Helping Students Fund, \$80,000 from Graduate Student Assembly Byline Funding, \$100,000 from fundraising campaign) over the course of three years.
2. Create a grocery store that addresses food insecurity in a **universal**, destigmatizing manner by providing healthy, affordable, and accessible food options to the entire Cornell student body.
3. Foster **conversation** regarding campus food insecurity and promote **research** and creative solutions to the problem.
4. Provide **educational programs** for the Cornell student body to learn cooking, budgeting, and food literacy skills in order to empower students to make lifelong, fiscally-responsible and nutritious cooking choices.
5. Serve as a **learning lab** for students from a breadth of fields—business, law, nutrition, analytics, design, and social justice—to develop and hone the skills taught in the classroom through working at Anabel's Grocery.

Keys to Success

1. *Affordability*: The low prices will attract the entire Cornell student body and will increase the value of their per-dollar shopping experience, in contrast to other options on-campus and in Collegetown.
2. *Accessibility*: Students will take advantage of the convenience of our on-campus location. Crucially, they will have constant access to fresh and inexpensive food, in contrast to the infrequent, time-consuming trips to distant grocery stores off-campus.
3. *Nutrition*: Anabel's unique product mix will provide students with fresh produce and staple dry goods, the building blocks for meals that encourage a healthy lifestyle.
4. *Education*: Students will learn how to incorporate Anabel's product offerings in hands-on classes and demos, in conjunction with the ability to increase the value of their money in budgeting programs.
5. *Mission*: Anabel's will be at the forefront of the emerging national discussion on college food insecurity, working tirelessly to cultivate an inclusive campus environment in which every student's food needs are met.

Food Insecurity Data

In the Spring 2015 PULSE Survey, the following question was asked to gauge the level of food insecurity among the Cornell undergraduate student body. 13,780 students with a total of 4,892 responses, or a 36% response rate.

During the current academic year, how often, if ever, have you: Skipped meals or not had enough to eat because of financial constraints						
		Rarely or Never	Occasionally	Often	Very Often	Total
		Row %	Row %	Row %	Row %	Count
CORNELL AND PEERS	Cornell	77.8	13.8	5.1	3.3	4,419
	Other Ivies	No Peer Data Available.				
CORNELL, BY CLASS YEAR	First Year	78.3	14.1	5.0	2.6	1,190
	Sophomore	78.9	12.2	4.8	4.1	1,025
	Junior	77.2	13.8	5.1	3.9	1,116
	Senior	76.7	14.9	5.6	2.8	1,088
CORNELL, BY SEX	Male	77.3	13.8	5.5	3.4	1,788
	Female	78.2	13.6	4.9	3.3	2,610
CORNELL, BY RACE/ CITIZENSHIP	American Indian (U.S.)	64.3	28.6	7.1	0.0	14
	Asian (U.S.)	77.8	13.5	5.4	3.2	975
	Black (U.S.)	70.7	15.2	6.8	7.3	191
	Hispanic (U.S.)	72.3	16.5	5.4	5.8	484
	White (U.S.)	80.4	12.6	4.1	2.9	2,140
	Multiracial URM (U.S.)	73.0	18.4	6.4	2.1	141
	Multiracial non-URM (U.S.)	78.8	14.4	5.5	1.4	146
	Unknown (U.S.)	77.8	5.6	16.7	0.0	18
CORNELL, BY COLLEGE	International (any race/ethnicity)	74.2	14.8	8.1	2.9	310
	Agriculture & Life Sciences	76.7	14.3	5.3	3.7	1,005
	Art, Architecture, Planning	69.3	17.8	10.9	2.0	101
	Arts & Sciences	77.9	14.0	4.2	4.0	1,359
	Engineering	81.5	11.2	5.1	2.2	1,067
	Hotel Administration	75.8	15.7	5.6	3.0	198
	Human Ecology	77.3	14.0	5.2	3.5	401
	Industrial & Labor Relations	71.9	17.4	6.6	4.2	288

Food Insecurity Data Authentication

“To Whom It May Concern,

Last year, I was approached by a Student Assembly committee interested in gathering data to better understand the prevalence of food security concerns on campus. I was somewhat familiar with this concern both through anecdotes shared during a faculty session of *Notice and Respond* I facilitated, as well as via information contained in the 2014 *Climate for Diversity at Cornell University: Student Experiences* report¹. I had suggested the committee work with Cornell’s Institutional Research & Planning team to include food security items on the PULSE (Perceptions of Undergraduate Life and Student Experiences) Survey, which has been sent bi-annually to every enrolled undergraduate student since 1999.

The 2015 survey was sent to 13,780 students with a total of 4,892 responses, or a 36% response rate, considered respectable by survey researchers². Of particular note, 4,419 students responded to the survey item regarding food security, which was included near the end of the survey, when response rates were dropping off (the average number of responses for the 7 unrelated items which followed the food security item was 4,406). Even if the 473 students who did not respond to this item were to be added to the “Rarely or Never” selection, still over 20% of the student population who responded to the PULSE survey indicated they “Occasionally”, “Often”, or “Very Often” have had to skip meals due to financial constraints.

Based on my expertise in survey research, I strongly believe the food security data collected via the PULSE survey is valid as:

- the total population of enrolled undergraduate students were provided the opportunity to complete the PULSE survey;
- this particular item was never included on a PULSE survey in the past so students did not know about this item in advance of completing the survey;
- students were assured of their confidentiality (only aggregate data presented);
- students were allowed to skip any items they did not feel comfortable answering;
- the survey also included approximately 117 other unrelated (to the food security item) items, many of which were included on earlier versions of the PULSE survey

Sincerely,

Linda Croll Howell, Ph.D. Applied Research & Evaluation”

Grocery Model Summary

Partnership with the Center for Transformative Action

Background: Anabel’s Grocery is a project of the Center for Transformative Action, an independent, Cornell-affiliated 501(c)(3) organization which seeks to “create communities that are socially just, ecologically sound, and work for everyone...through educational programs, and by supporting system-changing projects with incubator and fiscal sponsorship services.” Fiscal sponsorship means the project belongs to CTA and CTA assumes all legal liability for Anabel’s activities. All Anabel’s employees become at-will employees of CTA, subject to the same personnel policies and benefits of all other CTA employees. Charitable donations are

¹ See <http://diversity.cornell.edu/sites/default/files/Qualitative-Study-of-Student-Climate-Full-Report.pdf>

² Typically, 35.7% is an average response rate. See: <http://www18.georgetown.edu/data/people/bch6/publication-39527.pdf>

made to CTA for the benefit of Anabel's, and CTA files all government forms (e.g., 1040, 1099, 990, payroll tax returns) necessary to maintain nonprofit status.

Benefits: The Center for Transformative Action offers long-term stability for the project beyond the four-year lifecycle of a student. They prohibit their projects from operating in the red at a net loss, and will not accept projects that seem likely to do so. They currently oversee over twenty projects and have experience starting new ones, working with students, and mediating controversial issues. As a part of the CTA, Anabel's benefits from their fiscal sponsorship, nonprofit status, legal oversight, leadership management programs, and community connections. The CTA is a well-respected leader in social justice that works throughout Tompkins County to improve the lives of all community members; under their auspices, Anabel's has a secure Launchpad that will ensure greater chances for success.

Location

The store will be located in the basement of Anabel Taylor Hall next to the One World Room, in the space that was formerly the kitchen of One World Café. With access from the main entrances at the front of the building and from the back parking lot, the location serves as a convenient space for students to shop. Its central location at the interface of Collegetown and the Cornell campus makes it the most accessible grocery store for Cornell students. Visiting Wegmans, Aldis, Walmart, or Target, can be a two to three hour trip for students depending on bus transportation. This makes it extremely difficult to fit a shopping trip into a busy schedule. Thus, a grocery store selling low-priced, nutritious staple foods located directly on campus will provide an important service for the student population. The TCAT bus stop directly outside Anabel Taylor will be a great benefit to weekend shoppers coming from North or West Campus.

Rent Agreement

The Center for Transformative Action has been approved by Cornell United Religious Works to allow the use of a room in Anabel Taylor Hall for Anabel's Grocery Store. They managers of Anabel Taylor Hall have agreed to allow the grocery store to operate for the first five years without paying for rent and to operate for the first one year without paying for utilities. After this time frame, the store will be re-evaluated and The Center for Transformative Action will determine if the store should continue to receive rent and/ or utilities at no cost. There is a possibility that the store would not have to pay rent or utilities for the duration of its existence, but this is dependent upon the evaluations of the store and further negotiations.

Competitive Comparison

Anabel's Grocery will be a store that is healthy, affordable, and accessible to all Cornell students. This diverse profile does not apply to any other grocery in Ithaca. Although convenient, the cost of low quality food available at Collegetown convenience stores (7-11, Jason's) is prohibitively expensive for many students to depend on regularly. Grocery stores like Wegmans and Aldi are difficult to access without a car and require a large amount of time for travel and shopping. Although GreenStar Co-Op plans to open a Collegetown location in the summer of 2016, its goods will be too expensive for many students. While Greenstar offers a 15% discount to individuals on Food Stamps, TANF, Medicaid, and some other programs, the cost of goods offered is high with this discount; further, not all students who struggle to pay for food are eligible for these programs.

Competitive Analysis

Factor	Anabel's Grocery	Wegmans	GreenStar	Aldi	Target	Walmart
Product Prices	Lower-average	Average	High	Lowest	High	low
Quality (1: highest, 5: lowest)	3	4	4	3	2	2
Selection	Staples	Staples and specialty	Staples and specialty	More limited selection	Limited selection, essentials	Wide variety of basic and some specialty goods
Service	Students serving students: excellent	High quality	High quality	Lower quality	Lower quality	Lower quality
Location	On-campus	Difficult to access without a car	Difficult to access without a car; long bus travel	Difficult to access without a car; long bus travel	Difficult to access without a car; long bus travel	Difficult to access without a car; long bus travel
Programs to address food insecurity	Yes: 10% subsidies on already low prices for qualified students; will accept EBT	No	Yes: FLOWER program provides 15% discount to members on particular government assistance	No	No	No

Strategic Alliances

Anabel's Grocery has developed relationships and connections with the following people and organizations:

Entrepreneurship: Center for Transformative Action, Anke Wessels, Georgetown University, Life Changing Labs, Pam Silverstein, Rev Ithaca, Ken Rother, Sarah Ploss, Rick Hendrick, Alec Mitchell

Food Insecurity: Michigan State University, Joyce Muchan, Tom Hirschl, Foodbank of the Southern Tier, Natasha Thompson, University of California-Berkeley, University of California-Davis, University of California-Los Angeles, Renee Alexander, Graduate and Professional Student Assembly, Alisha Gaines, Jamie Dollahite, Tisa Hill

Distributors: Cortland Produce, Ithaca Bakery, F&T Distributing, Sysco Syracuse, Cornell Cooperative Extension, Monika Roth, Avi Miner, 12th Moon, Eddydale Farms, Regional Access, Keck's, Jacob Miller, Local farms

Cornell Administration: John Alexander, Patricia Wynn, Kent Hubbell, Cornell United Religious Work, Janelle Hanson, Dr. Ken Clarke

Grocery Store Experience: Alex Susskind, Edward McGaughlin, Joseph Regenstein, Valerie da Cunha, Kathleen Pasetty, Dana Mitchell

Programming: Joan Paddock, Michele Lefebvre, David Levitsky, Brian Wansink, Urshila Sriram, Beth McKinney

Suppliers

Large Distributors:

The basis of our store is to bring healthful and affordable products to students at Cornell. To do so, we have adopted a purchasing model similar to that of Aldi. Our store will stock mostly non-name brand essential items, as these can be sold at the lowest possible price to ensure that all students will be able to afford to shop in our store. We have reached out to a number of large distributors in the upstate area, and formed working relationships with a few before even placing an order. Virtually all of the distributors we've talked to are receptive of our mission and excited to partner with us. Additional information on our larger sources can be found below.

Sysco: Sysco is a large, nationwide distributor of a variety of wholesale and retail ready products. Sysco focus most of their efforts on wholesale items, so the items we will source from them are limited. As of right now, they look like our best option for sourcing sugar, and meats such as ground turkey, ground pork, and chicken breast. We will be working with them from their Syracuse branch, and our contact person is Eroc Koppenhafer, who can be reached at: Koppenhafer.Eric@syr.sysco.com. Members of our purchasing team have met with Mr. Koppenhafer in person and he appears excited about partnering with us.

F&T: F&T Distributing Company is based in Ithaca and sells to both retail and foodservice businesses in the area. Our contact person at F&T is Brian Morgan, and the company office can be reached at (607) 273-3811. As of right now, F&T looks like our best option for sourcing spices, oatmeal, tortilla chips, coffee, and rice, among others. F&T delivers frequently to customers close to Anabel's Grocery, and their familiarity with the area will make coordinating deliveries easier.

Regional Access: Regional Access is another Ithaca-based distributor. Their business focuses on a "sustainable business model" the benefits all involved parties. Regional Access sells many organic and "natural" products, which makes them often more expensive than larger and more traditional distributors. However, we have found that Regional Access provides the best prices for cereal, eggs, and peanut butter, among others. Regional Access also provides a plethora of local produce options that changes throughout the growing season. We look forward to partnering with them to bring fresh, local produce to our store. Our contact person at Regional Access is Ellen Stechman, and can be reached at (607)391-5150 ext 10, or at food@regionalaccess.net.

Cortland Produce: Cortland Produce is a food distributor based about 20 minutes from campus in Freeville, NY. They have a variety of both local and imported produce, but also sell many dry goods, non-perishables, and dairy products. Right now, it appears that Cortland Produce will be our best option for spices, milk, and yogurt among others. Our contact person at Cortland Produce is personally attends several area accounts, including over 30 fraternities and sororities. Cortland Produce is familiar with working with college students, and have been very open to communicating with us what has worked best for this age demographic in the past. Additionally, their delivery methods are flexible enough to allow us to choose between having cold or traditional storage. Cortland Produce will likely be one of our strongest purchasing relationships.

Local Businesses:

In addition to partnering with the large distributors described above, we have reached out to several smaller businesses in the Ithaca area. Though our goal is to bring healthy and affordable staple produce to Cornell students, we also plan to incorporate some “supplemental” items in the store. These items will be a bit higher in price and not necessarily a staple food. However, we believe incorporating these items into our product listing strengthens our relationship with the local community, attracts people to our store, and provides a dimension of “fun” to our product list. More information on some of our smaller distributors can be found below:

Ithaca Bakery: Ithaca Bakery provides an array of fresh baked breads, bagels, rolls, and pastries to several Ithaca Bakery and Collegetown Bagels locations across Ithaca. We plan to source fresh bread, rolls, and bagels from them. Our contact person at Ithaca Bakery is Sharon Dufree who can be reached at (607)273-7110. Anabel Taylor Hall is just up the street from the collegetown location of CTB, making deliveries very simple.

Emmy’s Organics: Emmy’s Organics is a small but growing company based in downtown Ithaca. They produce individually packaged macarons, cereals, and chocolates. Our contact person at Emmy’s Organics is Samantha, who can be reached at (855) 463-6697. They prefer that their products be picked up at their downtown location, but appear open to working out an agreement that includes delivery.

Crooked Carrot: Crooked Carrot is a community-supported kitchen located in the Ithaca area. They focus on buying ‘ugly’ or otherwise unmarketable (but still edible) produce and converting it into a value added product through canning, pickling, kimchi, or similar methods. Eventually, we hope to partner with Crooked Carrot not only through purchasing their products, but also by selling our unmarketable produce to them. A member of our purchasing team is also an employee at Crooked Carrot, making communication simple.

Local farms:

In accordance with our goal of bringing fresh produce to campus, we have reached out to many area farms. Because Tompkins County is such an agriculturally productive area, we believe that the store can be stocked with local produce almost all year round. Many farmers are willing to deliver wholesale orders, or an Anabel’s employee will pick up the items straight from the farm. A sample of the farms we have reached out to includes: Indian Creek Farm, Flying High Farm, Barton Valley Farm, Nook and Cranny Farm, Full Plate Farm Collective, Early Bird Farm, Cornell Orchards, Rose Barb Farms, Remembrance Farm, Silver Queen Farm, Ithaca Organics, and Bel Canto Farm.

Purchasing Process



Design Concept

The dynamic and open conceptual design of Anabel's Grocery aims to align with the goals of the initiative (*See Appendix E*). A space designed by students for students, the room in the basement of Anabel Taylor Hall will be renovated and repurposed from its current state of disuse and neglect to a space that will foster an active community. The grocery store will be flexible, durable, and welcoming to meet the needs of the program and stand as a lasting addition to the Cornell University campus. These qualities can be achieved through effective layout, furniture choices, and material selection.

The layout of Anabel's Grocery is designed to be space efficient and maneuverable while preventing an occupant from feeling cramped and oppressed in the small room. Area must be allotted for various amenities that are required for a grocery store to operate smoothly and successfully. The current layout design provides the opportunity for shelving to be adjusted as the grocery store expands and suggests a free form circulation for the customers as they arrive from two primary entrances. Furthermore, a structural column is optimized to create a statement checkout counter, an adequate space for staff, private access to storage, and vertical surface for both internal and external marketing material.

Furniture and equipment chosen for Anabel's should be durable, space efficient, and easy to maintain. Simple metal shelving on casters with wood inserts for backing will be implemented at tall heights along the walls and short heights in the central space to keep an open atmosphere, as eye level will remain unobstructed. High quality refrigeration and efficient track lighting will be selected. Also, there is an opportunity for student designed furniture and art installations to be implemented in the space to promote the community engagement.

Materials used on the wall, ceiling, and floor should be replaced or refinished to light shades and resistant quality. The existing wall tile will be repainted a clean white. The ceiling can be revamped by either creating an open ceiling to optimize height or replacing ceiling tiles. Finally, the existing floor will be replaced with a more aesthetically pleasing wood vinyl.

With the implementation of these design points, Anabel's Grocery will have a longstanding space that emulates the store's socially responsible mission.

Alternative Solutions

Food Pantries

The Food Pantry at 626 Thurston Ave is an existing resource that currently provides dried goods and snacks to students, with no questions asked. Its inventory is unpredictable and not substantial enough to support a healthy diet; on a recent visit, the pantry had cookies, granola bars, and a few packages of microwaveable soup. Furthermore, we fear that the pantry exacerbates a class divide, separating students who can afford Cornell Dining and more expensive Collegetown options from students who have found themselves struggling to afford healthy meals while attending Cornell. However, those in charge of 626 report students utilizing the pantry very early in the morning and late at night to avoid being seen by their peers. As discussed in the Hurtado Report on student climate at Cornell, "Cornell prides itself in having the most socioeconomic diversity of any of the Ivy institutions, but this sizeable portion of low-income students also creates more divisions between students who seem "equal" but whose status differences are real." A systemic solution to food insecurity thus cannot reinforce the invisible socio-economic divide that faces low-income students on campus and must overcome the stigma associated with receiving food aid and being food-insecure – a more holistic approach than simply providing free or canned food must be used.

At a high-expenses private university like Cornell, a middle section of the student population emerges that finds itself left out from the pre-existing solutions to food affordability that tend to be catered to those demonstrating severe food insecurity. A campus culture is created in which food affordability is stigmatized; food pantries only contribute to this issue by directly targeting and isolating those who use their services as “food insecure”.

US food policy expert Janet Poppendieck argues that the food bank structure, and food charity as a whole, serves a primary function of “symbolic value...relieving us of guilt and discomfort about hunger.” And yet, hunger numbers remaining consistently too high. We’ve found that food banks are part of the masking that occurs and are only surface-level solutions to food poverty.

Most national-level food bank programs lack empirical evidence that food charity is an effective response to systemic food insecurity. Problems include, but are not limited to, the following: (1) Food banks consistently run out of food (2) distribution is tightly rationed (3) pressures mount to source food (4) eligibility criteria are vague (5) volunteer fatigue grows (6) the stigma of food aid keeps many away. Professor Valerie Tarasuk’s data shows that food banks significantly underestimate the prevalence of national food insecurity. More often than not, food banks turn into secondary food markets that pose a number of questionable ethical dilemmas regarding the re-distribution of unwanted food to millions of Americans.

Meal Plan Subsidies

Subsidizing meal plans for food insecure students is an infeasible solution for several reasons. Firstly, it lacks recurring revenue stream, requiring a consistent input of money and philanthropy into the subsidy program. Anabel’s Grocery has serious doubts that Cornell Dining or the University would ever have or provide the hefty sums required to subsidize meal plans in perpetuity for a quarter of the student body. Additionally, the subsidies would have to be significant enough to make expensive on campus meals—dinner is \$14.95—affordable to all students. Moreover, there is no educational component in subsidizing a meal plan. A student will not have the opportunity to learn valuable budgeting and cooking skills and nutrition information through a meal plan subsidy.

Meal Swipe Exchange Program

In spring and fall of 2015 at Columbia University, two students developed an app called Swipes, which allows students to give meal swipes in real time to students seeking them out at three Columbia dining locations. Although Swipes helps to alleviate short-term hunger or food needs, it is an unreliable method for a long term plan of food self-sufficiency. A student is still food insecure if they have to rely on other people to give them food access. The reliance on an offered meal swipe also has stigmatizing potential. A student who needs to request an extra meal swipe every day may feel like a burden on the community, and will have to constantly worry and plan around securing those meals. At peak times, they may not be so lucky.

From a financial perspective, this program is not feasible at Cornell in the long term. Since Cornell Dining calculates the cost of a meal plan based on historical usage, increasing the number of meals taken each day by a high rate would inevitably increase the prices of meal plans. Understandably, Cornell Dining would want to maintain the same level of profit, and so would be forced to increase the price they charge if more meals were given out via a Swipes-like program. Sadly, the associated meal plan price increase would then make meal plans less accessible, exacerbating the issue of the high cost of on-campus dining options.

Paid Transportation

Access to grocery stores in the community are not viable options for students because of the unreliability of provided transportation, cost of food in the, and time needed to get to stores.

Accessing the grocery stores near campus is difficult without a car because of the unreliability of transportation used to reach the stores. Often times buses will come late or not at all. During the winter months especially, buses will fill up and riders will not be able to get on the bus. Fitting the long bus ride, shopping trip, and wait for the bus ride back into a busy students schedule is often hard to do. A grocery store that is close enough to walk to would be a better option for food insecure students.

Furthermore, students will need to spend less time shopping for groceries by using an on campus grocery store rather than at a grocery store in Ithaca. Based on personal anecdotes and personal experience, the time needed to get to a grocery store in Ithaca, even when the transportation is reliable, is too long and not very practical for a student's busy schedule. The time needed to walk from any on campus dormitory or from any house in CollegeTown to Anabel Taylor Hall is much less than the time needed to reach a grocery store on campus. The convenience of the grocery store would be better for a food insecure student.

In conclusion, alternatives to the grocery store are adequate for students who are able to navigate around the constraints in reaching the stores and for students who can afford regular priced food. However, for food insecure students at an Ivy League institution, an on campus grocery store would be best because students would not need to access it through unreliable forms of transportation, the price of a core bag of groceries will be cheaper than competitors, and students will spend less time shopping at Anabel's compared to shopping at other grocery stores near campus.

Start-Up Summary

Initial Funding

The initial funding for the project is being requested from the Students Helping Students Fund of the Student Assembly. Founded by the Student Assembly in 1987, the SHS provides financial assistance to students facing emergency situations, such as the Chapter House fire in the 2014-2015 school year. From the years 1987-2008, the Students Helping Students Fund was built up through a charge to each undergraduate student within the Student Activities Fee. Now, Students Helping Students is no longer on the activities fee but the over \$1,500,000 fund functions like an endowment, with annual allocations of nearly \$75,000 in interest on its principal. Yet, in the past nine years leading up to the 2014-2015 school year, the fund never allocated more than \$32,000 a year. Last year, the Student Assembly's Financial Aid Review Committee decided to restart the internship expense program, which provides assistance to students in the College of Arts and Sciences for unpaid internships. With the internship program, the SHS allocated approximately \$47,000 last year with about \$30,000 going to internship stipends and \$17,000 going to emergency assistance.

Seeking \$320,000, Anabel's Grocery would indeed reduce the principal of the SHS, however, the interest on the fund would still exceed the need of both the usual emergency funding and internship expense program. With approximately a 4.5% interest rate, the SHS could still provide over \$53,000 in financial assistance for students in emergencies and the internships expense program.

The likelihood of the allocated funds being exhausted is abysmally small, but consider this: if we had to impact the funds set aside from the interest for the internship, it would only amount to four internship stipends at most, a negligible impact that pales in comparison to the benefits of having access to affordable, accessible, and healthy food available for all students.

The \$320,000 in seed funding will be split up between \$240,000 for the renovation of the space in Anabel Taylor Hall \$40,000 to support the initial subsidy fund for the store, and \$40,000 for start-up costs.

Renovation

Start-up Costs and Next Steps

Given early estimates from an employee in the Engineering and Project Administration Office, we can approximate the total renovation cost of space at \$256,250. A formal estimate is pending in the next 1-2 weeks.

The cost estimate can broadly be broken down construction materials, construction labor, removal and installation labor, and design costs and construction permits.

- \$35,662.50 for construction materials
- \$144,377.50 for construction labor
- \$49,250.00 for removal and installation labor
- \$27,000 for design cost and construction permits

Continual contact with Jeanne Boodley-Buchanan, a project intake manager, and Chris Edwards, a facilities manager, will produce two important outputs moving forward: a formal renovation cost estimate and assignment of a project manager.

From there, the renovation will move forward as follows:

1. Review of plans by licensed design professionals
2. Solicit Request-For-Proposals
3. Submit Project Approval Request (PAR)
4. Issue contract to design firm
5. Draft and issue construction documents
6. Issue documents and receive bids
7. Submit PAR
8. Issue contract to construction firm
9. Begin renovation

Products and Services

Anabel's Grocery will offer a basic selection of essential food items for the campus eating and cooking experience. This selection will include staple items from chief food categories: fresh and dry produce, dairy, frozen meat, canned goods, spices, bread, condiments, and baking goods.

Low-Cost Groceries

Our Products

Anabel's goal is to bring healthful and affordable products to Cornell students. Through surveying, conversations with student groups, and research of already available products, we created a product list that reflects the needs of students. When possible, we source from local businesses and farms. This list is flexible and can be molded to better fit student needs.



Staple foods: oatmeal, cereal, granola, crackers, tea, nuts, peanut butter, oils, bagels, yeast,



Canned goods: soups, vegetables, fruits, black beans, chickpeas, chili, salsa, jelly, tomato sauce, apple sauce, gravy, tuna, stocks, chopped tomatoes



Seasonal produce: apples, greens, carrots, sweet peppers, potatoes, beets, tomatoes, squash, onions, garlic, herbs, cucumbers



Frozen products: ground beef, chicken breast, sausage, meat substitutes, fruit, vegetables, waffles, fish fillets, bacon, turkey bacon



Culturally specific foods: miso, baked beans, Kosher foods, soy sauce, tofu, Goya seasonings, condensed milk, tortillas, Halal products, sesame oil, coconut milk



Dairy: milk, soy milk, almond milk, butter, cream cheese, eggs, cream, yogurt

Anabel's Grocery will take an inclusive, universal approach to sales—providing healthy goals at an affordable price in an accessible location. The theme of inclusivity in regards to Cornell's food climate will be evident in the store's staple product selection, sold at razor-thin markups. Anabel's is committed to being a go-to shopping experience for the Cornell student body, and to achieve this goal, the store will offer competitively

low prices with a wide selection of fresh and dry produce items not readily available on campus. In addition, food insecure students as well as store volunteers will receive discounts on their purchases, thus creating an environment where all students can access the basic building blocks of healthy eating.

Programming

According to the World Health Organization, food security is based on three pillars: availability of sufficient and consistent quantities of food, access to obtain appropriate foods for a nutritious diet, and appropriate use of food based on knowledge of basic nutrition and care. Although our primary goal with Anabel's Grocery is to make food more affordable, students who have the funds or access to healthy food do not necessarily have the knowledge of how to prepare it in order to create nutritionally balanced meals. This is where the programming team comes into play. Through cooking classes, meal planning, budgeting, and pot and pan rentals, the store will empower students with the tools they need to create low-cost meals and healthy meals on their own. Importantly, these educational programs will unite students across socioeconomic divides while solving a crucial campus need. Below are some examples of programming initiatives we aim to pursue:

1. Host monthly round-tables in different offices and program houses around campus to foster discussion around food insecurity and the best ways to solve it, in addition to the store.
2. Implement weekly or regularly-scheduled cooking classes with the help of students in the Hotel School and Nutrition department. Devote these cooking classes to creating “meals from around the world” to ensure that the food we are serving is as diverse as the students who will take the classes. Advertise classes through the Office of Academic and Diversity Initiatives, Center for Intercultural Dialogue, and Class Confessions pages to ensure that they provide equal access to students who are food insecure. Allow students to teach some classes, so that they can hone their nutrition and culinary skills; allow community partners such as local restaurants to cook other classes to offer these restaurants more publicity and bridge the divide between Cornell and the Ithaca community. We will prioritize unique users for the cooking classes, meaning that each class should allow us to teach 35 new students how to cook a meal, as those who have never signed up for a class will be put first on our sign-up list. This will lead to 315 students served in our lessons alone.
3. Create materials for food budgeting and meal-planning to post online and on social media, and to hand out at informational events on financial budgeting.
4. Make our group more accessible and approachable by tabling at events such as the Farmer's Market and gathering feedback on which programs students would like to see through conversations during these tabling events.
5. Host recipe and contests and post winning meals to our recipe to highlight the talent of students and to further engage the Cornell community.

Educational Impact

What truly sets Anabel's Grocery apart from a typical grocery store is its educational mission. The educational offerings can be divided into three key components:

1. *Food literacy and budgeting programming*
We will provide students with food literacy programming that shows them how to cook nutritious meals quickly and on a low budget. Conveniently, all the programs will be done with foods readily available from Anabel's Grocery. With feedback mechanisms for students to request programs, recipe development, and educational events to meet their needs, the student population will be empowered for a lifetime to cook in healthy and affordable ways.
2. *Educational opportunities for students serving on the board of the store*
Additionally, serving on the executive board will allow students to develop their leadership skills and

gain real-life experience within a 'living and learning laboratory' related to food. We hope to serve fresh produce from Dilmun's student-run farm, and already students majoring in Food Science are ensuring that we are aware of state and local health regulations, students in AEM are gaining first-hand experience in managing a social business, students studying communications are brainstorming the best ways to advertise our projects in inclusive ways, students studying developmental sociology, environmental science, and agriculture are applying the principles they learn in sustainable agriculture and food security classes to sourcing for the store, students studying Design and Environmental Analysis and Architecture have spearheaded renovation plans for the store, and students studying nutrition are creating and conducting engaging programming.

3. *Partnership with undergraduate-level courses*

Lastly, the store will be able to utilize the capacity of students who are enrolled in academic courses pertaining to the subject matter of the store, as they have begun to do in Fall 2015. Students enrolled in Education 2610, the Intergroup Dialogue Project have engaged in direct work for the store through action-oriented group projects. Additionally, the course Design and Environmental Analysis 2700, Healthy Places: Design, Planning and Public Health is using Anabel's Grocery to as their client for an assignment to create a Health Impact Assessment to consider the health implications of a local proposed project, policy, or program in effort to incorporate health considerations into a decision process that would not otherwise include health. By partnering with Anabel's Grocery, both of these classes are able to increase their impact on campus, complete a group project for a class, and offer insights into different aspects of the store's operations and programming.

Discounts

Introduction: While budgeting programming and affordable pricing will lower the cost of food for many students, additional assistance may be needed to ensure that all students can afford the cost of goods at Anabel's. To meet this need, Anabel's plans to offer 10% discounts to students classified as food insecure. With the guidance of its experienced advisory staff, Anabel's will measure students' food insecurity and eligibility for discounts through a 6-item USDA-developed food security module, appropriately adapted to the college experience. The store will set aside money from initial Student Assembly funding and donations to establish a subsidy fund which will cover sales losses created by the discount program.

Eligibility: Students can apply for discounts by taking the food insecurity survey in a secure, confidential portal on anabelsgrocery.com. Dependent on their answers to the 6-item survey, students determined to be "moderately" or "severely" food insecure will receive a 10% discount on all store purchases. The survey (*see Appendix A*) serves as a modified version of the USDA Household Food Security Module, as recommended by experts in Cornell Cooperative Extension. The original survey consists of an 18-item formula that categorizes respondents based on food insecurity levels: none, marginal, moderate, and severe. Anabel's Grocery will use an adapted online formula that yields two classifications: none/marginal, and moderate/severe. As in the USDA model, no financial records are required to complete the survey, thus protecting the privacy of applicants.

Implementation: Students determined to be "food insecure" will receive a 10% discount on all store purchases. If it is eventually deemed necessary in order to protect against the low probability of fraud, some students will be selected to meet with faculty counselors, who will provide additional questioning/screening before approving the discount allocation. Students qualifying for the discount will be given a store membership number to use at checkout. All students receiving discounts will be inputted into our POS system so that when their number is input, their discount is applied. Only the student working the cash register and the student paying for goods will be able to see the discount applied. The students working the cash register will have to take a confidentiality oath and undergo comprehensive sensitivity training so that they can best

respect students receiving the discounted price of goods. The sales losses created by the discount program will be covered by the store subsidy fund.

Market Analysis Summary

Market Segmentation

The target market for Anabel's Grocery is the entire Cornell student body, both undergraduate, graduate, and professional (contingent on funding), comprising 21,593 total students (14,393 undergraduates, 5,023 graduates, 2,177 professionals). The target population represents a diverse socioeconomic community, creating unknown barriers to food access, as described in the recently released Hurtado Report on the student climate at Cornell:

“Cornell prides itself in having the most socioeconomic diversity of any of the Ivy institutions, but this sizeable portion of low-income students also creates more divisions between students who seem “equal” but whose status differences are real. Moreover, national studies consistently show that low-income students are least likely to be retained in college, regardless of ability (Franke, 2012). Consider again the dominant context of campus wealth, and imagine the ways in which students of lesser means might find campus culture inaccessible and exclusive. Students from lower socio-economic backgrounds shared their stories of feeling that Cornell faculty and staff assume that all students have wealth and can fully engage as academically expected, feeling that their financial situation was a barrier to taking advantage of the networking resources offered by Cornell, and that their necessity to constantly work or be on a tight budget is a detriment to their non-academic pursuits.”

To address the stigma attached to being a low-income student at an elite institution, Anabel's Grocery seeks to be a universal option available for all students. In addition, the store's discounts will make the affordable prices at Anabel's even more available to students of limited economic means. By fostering a universal, inclusive environment, Anabel's brings together students of all backgrounds and helps them achieve physical, mental, and emotional well-being in a high-pressure culture.

Market Needs

The Cornell student body represents a diverse set of backgrounds and interests. These differences are played out in the eating habits of Cornell students. Cornell and Collegetown are often classified as a “food desert” for affordable food. Given the choice between paying high prices for meals on campus or not eating at all, many students resort to just skipping meals, as reflected in the PULSE survey results.

Burdened by rising tuition, rent, and book costs, Cornell students have trouble stretching the money afforded by the Office of Financial Aid to meet the demands of a regular, healthy diet. Add in the large expense of Cornell Dining (especially for off-campus residents), the cost prohibitive and scarce product selection at 7/11 and local convenience stores, and the inaccessibility of local grocery markets to students without a car, the numbers from the recent Cornell PULSE poll begin to take shape. 22% of students identified that they had skipped meals due to financial constraints. The poll should not be taken lightly, as according to a panel of food security experts at Cornell (and associated with Cooperative Extension), as well as various elite collegiate institutions across the country (Michigan State, Georgetown, Duke, University of California-Berkeley), its response rate denotes one of the most accurate and precise pieces of data yet available on campus food insecurity. Cornell's food insecurity rate exceeds the national average of 14.5%, and is on par with insight

provided by food security panels at the University of California. The numbers, which only take into account Cornell undergraduates, only increase when graduate and professional students are taken into account, considering their family and loan expenses.

Simply put, the conclusions from the Hurtado report are unacceptable—and Anabel’s wants to play a role in addressing the deep hurt caused by a stigmatizing, exclusive elite atmosphere.

“In addition to the aforementioned issues, having little money and attending an expensive school is stressful for students. Worries about food, housing, and managing daily expenses are commonplace for students from lower socioeconomic-status backgrounds.

Several students share: ‘[During break] most of the dining halls close down. What if you have a meal plan and what if Cornell sponsors all of your meal plan? You can’t really afford to go out. What, there’s like five, six days where you have to plan your own meals. That’s inconsiderate of so many people.’ ‘Many times I just don’t eat because it’s just really expensive.’”

Buying Patterns

While it is noted that Anabel’s cannot compete with the buying power of Aldi, Wegman’s, and Cornell Dining, the product selection geared towards student cooking combined with an accessible location will greatly attract the Cornell student body. In particular, the fresh and dry produce sections as well as our selection of spices and basic cooking goods will differentiate Anabel’s from the offerings available at Cornell Dining convenience stores or in Collegetown. Even when GreenStar moves into Collegetown in the fall of 2016, Anabel’s will offer a healthy alternative to their cost-prohibitive organic product mix. Further, as a smaller establishment, Anabel’s has the ability to be flexible with product selection, working with local farms to establish affordable, seasonally available goods.

Milestones and Next Steps

Milestones

September 2015: Begin programming initiatives

September 2015: Begin marketing initiatives

October 29th, 2015: Present to Student Assembly

November 5th, 2015: Vote on Student Assembly funding resolution

November 13th, 2015: Present to 4-C Committee

October-November: Host roundtables, panels, and programming initiatives at program houses, at the Farmer’s Market, and in other locations on campus

Late-November/Early-December 2015: Begin building renovation process

December 2015: Apply for retail licensing from NYS Ag and Markets Department

January 2016: Secure distributors

Mid-February 2016: Begin store operations

Early May 2016: Close store for summer break

Summer 2016: Submit End-of-Year Report to the Center for Transformative Action; review first three months, revise business plan accordingly

Launch Strategy

As Cornell students, we are uniquely equipped to engage our own peers in making the store more accessible and well-known to Cornell students. As a store run by students for students, we will be incredibly responsive to student product requests and needs. This focus on the student customer experience will be evident in our marketing before, during, after the store opens.

In the construction phase, we will be as transparent as possible with the student body about the progress of the project. This will ensure that there is ample public information available to all stakeholders, and also keeps students engaged with the store, exciting them to shop there upon opening. To prepare for Anabel's grand opening, there will be an "Eat with Anabel's" week of programming featuring samples made from products that will be available opening day, cooking lessons, food dialogue sessions, and a creative contest to submit artwork to decorate the space. The store will host a launch party featuring sales promotions, as well as extended hours for shopping the first few weeks. There will be social media campaigns, print campaigns, and statements from influential student leaders released, telling Cornell what they are most excited about purchasing at Anabel's. We'll engage the Cornell community directly with recipe contests and student-led cooking workshops.

In perpetuity, our marketing campaigns will "be where our customers are," and include social media product promotions and awareness campaigns, advertisements in the Cornell Daily Sun, and exclusive price promotions announced on our listserv. To further involve and enhance the Cornell community, we will collaborate with a wide range of student groups on events, which will include performance pieces, co-sponsorship of food community events or demonstrations, and support for social causes. Finally, our print materials will put us physically in campus-wide locations, promoting the store's accessible, affordable, and educational nature to the entire student body. Our in-store materials and programming materials, such as recipe cards and flyers, will have a sales multiplier effect since the recipes will be based on ingredients currently available in the store, making it easy for students to learn how to make a recipe and then purchase the ingredients in the same space.

Marketing Plan

Successfully marketing Anabel's Grocery to Cornell undergraduates is essential for developing and maintaining a large, diverse customer base. Impactful marketing begins with a clear branding message that communicates the store's educational and socially responsible mission, while maintaining a distinctive look and feel. Anabel's marketing efforts, based on our brand's positioning, will focus on: partnering with other organizations, hosting in-store events, creating unique advertising campaigns, and establishing a strong social media presence.

Anabel's Grocery will foster relationships with various organizations to promote the store's mission and "accessible to all" mentality. Additionally, partnering with other student organizations will emphasize that the store is entirely student-run and serves to meet students' needs. To increase visibility across campus, Anabel's marketing team will have sports, academic, and social organizations share photos of their members volunteering and shopping at the store on their websites and social media accounts, as well as Anabel's

various media channels. Co-sponsoring and volunteering at our partners' events across campus will further publicize the store's mission to new audiences through face-to-face conversations.

Promoting free in-store events such as budget workshops and cooking classes will convert first-time visitors for events into returning customers. After an initial introduction, these customers will see the scope of the store's mission and have financial and social reasons to return for groceries in the future.

To communicate our fun and fresh message, Anabel's will distribute print materials (stickers, posters, flyers) based on various food puns across campus, giving us a refreshing way to spread our fun, educational and affordable brand. After many positive experiences with our clever posters, students will be very familiar with Anabel's Grocery and generate positive-feelings towards the store and its mission.

Finally, a strong social media presence is crucial to Anabel's success as nearly all our customers frequently use social media. Sharing recipes and sales promotions on seasonal/exclusive items across Facebook, Instagram and our mailing list will remind students to shop at Anabel's. Other routine online communications include: contests, food insecurity resources and event invitations/photos. Students rely on social media networks for information of short term and long term importance, so utilizing multiple platforms will be essential to Anabel's long-term success.

Store Evaluation

The current plans for Anabel's Grocery are suitable for the initial phases of the store. However, we acknowledge that the success of the store will be dependent on iterative improvements. These improvements to the store will be made based on internal and external audits, surveys, and other forms of feedback the store receives:

- Internal Audits: Anabel's will conduct monthly and yearly internal audits
- External Audits: External organizations, such as consulting companies in Ithaca, will complete audits on the store on an annual basis
- Surveys: Surveys to store users and the overall community will be distributed twice per year; questions will continue to be added to the Pulse survey to determine if food insecurity issues have improved on campus

Potential Exit Plan

The success of Anabel's Grocery will be monitored closely, with specific timetables determined by the Center for Transformative Action. The project's leaders are aware new businesses require time to maximize efficiency within their business and may operate at a loss during that time. The owners will evaluate the state of the business, and make adjustments when possible to keep the business running with a positive cash flow.

Should Anabel's Grocery fail to remain financially viable, we will pursue the following alternatives (while bearing in mind that Cornell United Religious Works intends to keep the space food-education oriented as part of their commitment to Anabel's Grocery):

- 1) *Food Pantry*: Partnering with the Food Bank of the Southern Tier, we will utilize the existing Anabel's infrastructure to transition towards a food pantry, expanding the limited capacity of the 626 Food Pantry. Relevant programming will remain as a supplement to the food pantry's offerings, and the project will remain under the Center for Transformative Action.
- 2) *Food Programming*: Partnering with the Center for Transformative Action and various nutrition programs across campus, we will utilize the space for Anabel's programming content and will

transition the space into a research and group collaboration room for those studying nutrition, food insecurity, and food policy.

Personnel Summary

Executive Board Structure

The Executive Board oversees the operations of Anabel's Grocery, ensures its continued success, and works to address issues, both internally and externally, regarding the store. The Executive Board is comprised of a variety of Cornell students; collectively, this group represents Cornell's great diversity and brings a breadth of skills and knowledge that are imperative for the multifaceted aspects of running a grocery store.

A hierarchical structure exists so that there is a clear line of command within the store. However, all members are encouraged to collaborate, share ideas, and work together on different initiatives. The structure is flexible enough to accommodate new positions that may be necessary in the future.

(See Appendix C).

Recruitment

We seek to have a diverse Executive Board that reflects the many ideas, needs, and beliefs of the Cornell community. Thus, during Recruitment, we aim to target as many groups and subpopulations on campus; this includes people from any major who are at any year within their academic career. We give priority to students who are from diverse ethnic backgrounds, have personally experienced food insecurity, are underclassmen, or have connections to relevant groups in the community. We also balance gender and academic background in our executive team. Currently, we advertise by tabling at events (ClubFest, Farmers' Market, etc.), emailing through a variety of listservs, and by advertising available positions on our website. People interested in working at the store will apply online through our website. They are asked to include a statement of interest and to also include a resume that details relevant experience. The platform will be used to recruit new Advisory Board members and to hire both volunteers and paid staff. Hiring decisions are made based on project personnel needs and quality of the applicant.

Succession Planning

Anabel's grocery store is dedicated to hiring high quality members of the Cornell community to continue the success of the store past the time that the current team leaves. The success of the store will be dependent, in part, on our ability to qualified and passionate individuals for our team. In our hiring process, we will be looking at a holistic view of each candidate, including a review of their past experiences, leadership experience, and passion for reducing food insecurity on campus.

Additionally, each successive year's operations team will be trained in a robust phase-in/phase-out system on the second half of the outgoing students. Each new team will be hired at least two months before the previous team leaves their positions. This allows ample time for the new team to shadow the previous members and ask further questions about their positions.

To ensure that each successive year's operations team is able to build upon the achievements of the previous year, all of our documents will be stored on the cloud in Cornell Box. Additionally, the majority of conversation related to the business takes place in an online platform called Slack, which allows user to search

through conversations by using keywords. This allows newer users to access all of the documents and conversations that have occurred by previous members of the team, thus improving the efficiency of each new team. The communications systems in place allow new members to access the knowledge and efforts of the previous members more easily.

Advisory Board Selection and Requirements

As partners with the Center for Transformative Action, we are required to have an Advisory Board of different community leaders, educators, and business professionals who will oversee the operations of our store. Formally, the purpose of the Advisory Board is to:

- Provide operational support to the project and the Project Coordinator by volunteering professional skills, times, and other resources to enhance the organization's capabilities, especially in the areas of long-term planning, programming, publicity, fundraising, financial practices and/or budget development, and community outreach.
- Communicate the organization's positive impact on communities and to promote Anabel's Grocery.
- Bring diverse skills and perspectives to provide assistance to the project and Project Coordinator with strategic and operational decision-making, and to develop and steward a long-term strategic plan consistent with the mission and purpose of Anabel's Grocery.

The Advisory Board operates under its own set of bylaws, as drafted by members of both the Advisory and Executive Boards. The first members of the Advisory Board were chosen by members of the Executive Board. At the end of each term, the Advisory Board shall nominate at least one candidate for each vacancy to be filled in August. The consent of such nominees shall first have been obtained. Election of the Advisory Board members shall be by a three-quarters majority of current members at the July meeting.

2015-2016 Advisory Board

Dr. Renee Alexander | *Associate Dean of Students and Director of Intercultural Programs.*

As a leader in diversity on campus, Renée has an acute understanding of food insecure students' experiences at Cornell. She started the only food pantry on campus and has close personal relationships with many food insecure students. As a member of Anabel's Board of Advisors, she will connect the project with food insecure students and ensure that programs are truly meeting their needs.

Sarah Anderson | *Community Development & Social Justice Programming Coordinator, OADI*

Sarah works directly with first-generation college students through OADI, a group that is disproportionately affected by food insecurity. As part of her work, she oversees students who are passionate about addressing inequalities on campus; she will connect Anabel's to all of these students who can benefit from and help advance the project's mission. She will also work with the team to make programs and policies better serve students in need.

Julie Carmalt | *Associate Director of the Sloan Program in Health Administration*

Dr. Carmalt lectures on the connection between food access and community health, making the problem real to her students. She has experience measuring health outcomes in her research and brings that expertise to the Board. She also works closely with Anabel's programming arm to develop curriculum that excite students while emphasizing health.

David Levitsky | *Professor of Nutrition*

Dr. Levitsky is an expert on obesity and weight maintenance, which are intimately tied to food insecurity. As the teacher of Cornell's only Introductory Nutrition class, he knows how to get students excited about eating well using hard data. His critical eye for research will help the team develop better measures for food insecurity.

Kathleen Pasetty | *Co-Owner, Manndible Café and Fork and Gavel Café*

Kathleen is the personnel arm of Manndible and Fork and Gavel Cafés. She has experience opening small independent food establishments on campus, and her specialty is supporting the growth of student leaders in the food industry. She will advise the project on how to recruit and manage a team of student workers, maintain relationships with local farms, and how to manage store opening.

Jacob Miller | *Director of Content, Flavour App*

Jacob built relationships with local farms and food suppliers through his work with the Cornell Farmers' Market and Cornell Dining. As a graduate of the Culinary Institute of America, he has a solid background in tasty food. He will advise Anabel's on growing its supply network and will use his experience with food industry start-ups to advise Anabel's as a new business.

Dana Mitchell | *Human Capital Business Analyst, Deloitte*

Dana was the opening director of Georgetown University's student-run salad café and worked closely with their student-run grocery stores on campus. She is familiar with both managing student workers and operating a small food establishment, and her knowledge of Georgetown's student-run grocery store will be instrumental in ensuring Anabel's operates smoothly.

Pam Silverstein | *Entrepreneur in Residence, Life Changing Labs*

With years of experience in entrepreneurship and advising, Pam is crucial business mentor for the project. She connects Anabel's to start-up resources on- and off-campus and makes sure that all decisions stay true to project's mission. She knows what works and what doesn't for a new business and is experienced counseling students.

Urshila Sriram | *PhD Candidate in Community Nutrition, College of Human Ecology*

Urshila has been in community nutrition for almost five years and has experience using food insecurity questionnaires to work with food insecure populations. She will use her in-depth knowledge of community-level nutrition when advising the store directors on matters relating to food insecurity and food literacy, especially in programming.

Risk Management

Manual Overview. (See Appendix D) According to New York State Department of Agriculture and Markets, Anabel's Grocery will fall under Article 28 Retail Food Stores (No Food Processing). The license fee is set at \$250 and will be covered by the Cornell Center for Transformative Action (CTA). Under this license, Anabel's will officially be licensed as a retail store to sell food products to consumers intended for off-premises consumption. The license will expire two years after its issuance date, after which, it must be renewed.

Anabel's is not a food processing establishment, and therefore it is not required that workers and volunteers participate in an approved food safety education course. However, employees will be required to follow food safety protocols. The Risk Management Team will create and develop a food safety education plan (based on an existing, approved food safety course) that all employees must participate in and receive an acceptable

score on. The New York City Food Protection Training Manual is a good resource to use for the training and education of employees and volunteers.

In addition to receiving food safety education about all products being sold in Anabel's Grocery, employees must also follow several prerequisite programs, including GMPs (Good Manufacturing Practices), SOPs (Standard Operating Procedures), and SSOPs (Sanitation Standard Operating Procedures), which will be clearly defined in our food safety manual. Employees will follow the designated opening and closing procedures regarding store sanitation and food storage.

Students, based on their Federal Work Study status, will be eligible to work at the store and will be paid a livable wage, funded by CTA. Those who do not qualify for FWS can volunteer for the store, and will receive discounts on products sold in Anabel's Grocery depending on the number of hours worked.

For Anabel's Grocery, a product-specific food safety manual is in the process of being developed and is subject to change with the development of product offerings. This manual is intended to aid in the prevention of biological, physical, and chemical hazards associated with all products sold by Anabel's Grocery, making sure that each product is safe for consumption. This manual takes a preventative approach in outlining daily food safety practices outlined in SOPs and GMPs.

All food products will be prepackaged, with the exception of produce. This will minimize employees' contact with food product, thus minimizing contamination. No raw meat will be sold by Anabel's, only frozen meat. All frozen meat sold will have a USDA inspection certification. No products sold will be prepared by employees. Specific guidelines for each product offered which focus on storage and monitoring instructions for each have been outlined. Prior to receiving all food, the supplier must ensure that the product is safely delivered and of exceptional quality. The safety procedures will describe the actions that must be taken by Anabel's employees after suppliers have delivered the products to the store.

Licensing: See Appendix D

Financial Plan

The following section is a snapshot of Anabel's projected finances. It is important to note that Anabel's is a non-profit project of the Center for Transformative Action. The upfront investment is a grant—not a loan, meaning the store will remain self-sufficient once it begins operations (note: monthly profit margin).

Bundle Analysis

To determine the markup pricing of goods, a representative bundle of goods was created for the average Anabel's grocery shopper. From this bundle of goods the average amount of spend per 2 weeks was calculated through consumption.

FOOD	FOOD GROUP	AMOUNT/2 WEEKS	COST/2 WEEKS
EGGS	Protein	2 Dozen	\$5.06
CHICKEN	Protein	2lbs	\$2.60
BEEF	Protein	1#	\$.41
GREEK YOGURT	Protein	6/5.3oz	\$6.84
BEANS	Protein	3/15.5oz	\$2.94
LETTUCE	Carbs	5CT	\$5.00
TOMATOES	Carbs	2#	\$2.80
ONIONS	Carbs	3#	\$1.80
BANANAS	Carbs	2/1#	\$1.50
APPLES	Carbs	14CT	\$2.38
ORANGES	Carbs	12CT	\$2.76
POTATOES	Carbs	1#	\$.35
OATMEAL	Carbs w/starch	15oz	\$4.03
BROWN RICE	Carbs w/starch	3/6.3oz	\$7.62
PASTA	Carbs w/starch	1#	\$.93
2% MILK	Fats	1GAL	\$3.55
AVOCADO	Fats	5CT	\$4.05
SALT	Spices	1 container	\$.75
PEPPER	Spices		\$.75
GARLIC POWDER	Spices	2.5oz	\$1.47

Spoilage Analysis

	Cost	1	2	3	4	5	6	7	8	9	10
Eggs	\$ 5.06	70%	75%	78%	81%	84%	86%	89%	92%	94%	97%
Chicken	\$ 2.60	75%	79%	82%	84%	86%	88%	90%	93%	95%	97%
Beef	\$ 0.41	75%	79%	82%	84%	86%	88%	90%	93%	95%	97%
Greek Yogu	\$ 6.84	80%	84%	85%	87%	89%	91%	93%	94%	96%	98%
Beans	\$ 2.94	80%	84%	86%	88%	90%	92%	94%	96%	98%	100%
Lettuce	\$ 5.00	70%	74%	76%	78%	80%	82%	84%	86%	88%	90%
Tomatoes	\$ 2.80	70%	74%	76%	78%	80%	82%	84%	86%	88%	90%
Onions	\$ 1.80	80%	83%	84%	85%	87%	88%	89%	90%	92%	93%
Bananas	\$ 1.50	70%	74%	76%	78%	80%	82%	84%	86%	88%	90%
Apples	\$ 2.38	70%	74%	77%	79%	81%	83%	85%	88%	90%	92%
Oranges	\$ 2.76	70%	74%	77%	79%	81%	83%	85%	88%	90%	92%
Potatoes	\$ 0.35	85%	87%	88%	89%	90%	90%	91%	92%	93%	94%
Oatmeal	\$ 4.03	90%	92%	93%	94%	95%	96%	97%	98%	99%	100%
Brown Rice	\$ 7.62	90%	92%	93%	94%	95%	96%	97%	98%	99%	100%
Pasta	\$ 0.93	90%	92%	93%	94%	95%	96%	97%	98%	99%	100%
2% Milk	\$ 3.55	75%	79%	82%	84%	86%	88%	90%	93%	95%	97%
Avocado	\$ 4.05	70%	74%	77%	79%	81%	83%	85%	88%	90%	92%
Salt	\$ 0.75	90%	92%	93%	94%	95%	96%	97%	98%	99%	100%
Pepper	\$ 0.75	90%	92%	93%	94%	95%	96%	97%	98%	99%	100%

From the average spend of the bundle, USDA data was utilized to determine the range of how much inventory would be sold per good before spoilage. As seen above, gradations of scenarios were determined. Scenario 1 was the worse and Scenario 10 was the best.

	Cost	1	2	3	4	5	6	7	8	9	10
Eggs	\$ 5.06	\$ 3.54	\$ 3.82	\$ 3.95	\$ 4.09	\$ 4.23	\$ 4.36	\$ 4.50	\$ 4.63	\$ 4.77	\$ 4.91
Chicken	\$ 2.60	\$ 1.95	\$ 2.06	\$ 2.12	\$ 2.18	\$ 2.24	\$ 2.29	\$ 2.35	\$ 2.41	\$ 2.46	\$ 2.52
Beef	\$ 0.41	\$ 0.31	\$ 0.33	\$ 0.33	\$ 0.34	\$ 0.35	\$ 0.36	\$ 0.37	\$ 0.38	\$ 0.39	\$ 0.40
Greek Yogu	\$ 6.84	\$ 5.47	\$ 5.72	\$ 5.84	\$ 5.96	\$ 6.09	\$ 6.21	\$ 6.33	\$ 6.46	\$ 6.58	\$ 6.70
Beans	\$ 2.94	\$ 2.35	\$ 2.47	\$ 2.53	\$ 2.59	\$ 2.65	\$ 2.70	\$ 2.76	\$ 2.82	\$ 2.88	\$ 2.94
Lettuce	\$ 5.00	\$ 3.50	\$ 3.70	\$ 3.80	\$ 3.90	\$ 4.00	\$ 4.10	\$ 4.20	\$ 4.30	\$ 4.40	\$ 4.50
Tomatoes	\$ 2.80	\$ 1.96	\$ 2.07	\$ 2.13	\$ 2.18	\$ 2.24	\$ 2.30	\$ 2.35	\$ 2.41	\$ 2.46	\$ 2.52
Onions	\$ 1.80	\$ 1.44	\$ 1.49	\$ 1.51	\$ 1.53	\$ 1.56	\$ 1.58	\$ 1.60	\$ 1.63	\$ 1.65	\$ 1.67
Bananas	\$ 1.50	\$ 1.05	\$ 1.11	\$ 1.14	\$ 1.17	\$ 1.20	\$ 1.23	\$ 1.26	\$ 1.29	\$ 1.32	\$ 1.35
Apples	\$ 2.38	\$ 1.67	\$ 1.77	\$ 1.82	\$ 1.88	\$ 1.93	\$ 1.98	\$ 2.03	\$ 2.08	\$ 2.14	\$ 2.19
Oranges	\$ 2.76	\$ 1.93	\$ 2.05	\$ 2.11	\$ 2.17	\$ 2.24	\$ 2.30	\$ 2.36	\$ 2.42	\$ 2.48	\$ 2.54
Potatoes	\$ 0.35	\$ 0.30	\$ 0.30	\$ 0.31	\$ 0.31	\$ 0.31	\$ 0.32	\$ 0.32	\$ 0.32	\$ 0.33	\$ 0.33
Oatmeal	\$ 4.03	\$ 3.63	\$ 3.71	\$ 3.75	\$ 3.79	\$ 3.83	\$ 3.87	\$ 3.91	\$ 3.95	\$ 3.99	\$ 4.03
Brown Rice	\$ 7.62	\$ 6.86	\$ 7.01	\$ 7.09	\$ 7.16	\$ 7.24	\$ 7.32	\$ 7.39	\$ 7.47	\$ 7.54	\$ 7.62
Pasta	\$ 0.93	\$ 0.84	\$ 0.86	\$ 0.86	\$ 0.87	\$ 0.88	\$ 0.89	\$ 0.90	\$ 0.91	\$ 0.92	\$ 0.93
2% Milk	\$ 3.55	\$ 2.66	\$ 2.82	\$ 2.90	\$ 2.97	\$ 3.05	\$ 3.13	\$ 3.21	\$ 3.29	\$ 3.37	\$ 3.44
Avocado	\$ 4.05	\$ 2.84	\$ 3.01	\$ 3.10	\$ 3.19	\$ 3.28	\$ 3.37	\$ 3.46	\$ 3.55	\$ 3.64	\$ 3.73
Salt	\$ 0.75	\$ 0.68	\$ 0.69	\$ 0.70	\$ 0.71	\$ 0.71	\$ 0.72	\$ 0.73	\$ 0.74	\$ 0.74	\$ 0.75
Pepper	\$ 0.75	\$ 0.68	\$ 0.69	\$ 0.70	\$ 0.71	\$ 0.71	\$ 0.72	\$ 0.73	\$ 0.74	\$ 0.74	\$ 0.75
	\$ 56.12	\$ 43.64	\$ 45.68	\$ 46.69	\$ 47.71	\$ 48.73	\$ 49.75	\$ 50.77	\$ 51.79	\$ 52.80	\$ 53.82

The average dollar value of Cost of Goods Sold was then calculated for each scenario.

COGS Sensitivity Analysis

Markup	1	2	3	4	5	6	7	8	9	10
0%	\$ (12.48)	\$ (10.44)	\$ (9.43)	\$ (8.41)	\$ (7.39)	\$ (6.37)	\$ (5.35)	\$ (4.33)	\$ (3.32)	\$ (2.30)
5%	\$ (10.30)	\$ (8.16)	\$ (7.09)	\$ (6.02)	\$ (4.95)	\$ (3.88)	\$ (2.81)	\$ (1.75)	\$ (0.68)	\$ 0.39
10%	\$ (8.12)	\$ (5.88)	\$ (4.76)	\$ (3.64)	\$ (2.52)	\$ (1.40)	\$ (0.28)	\$ 0.84	\$ 1.96	\$ 3.08
15%	\$ (5.94)	\$ (3.59)	\$ (2.42)	\$ (1.25)	\$ (0.08)	\$ 1.09	\$ 2.26	\$ 3.43	\$ 4.60	\$ 5.78
20%	\$ (3.75)	\$ (1.31)	\$ (0.09)	\$ 1.13	\$ 2.36	\$ 3.58	\$ 4.80	\$ 6.02	\$ 7.24	\$ 8.47
25%	\$ (1.57)	\$ 0.97	\$ 2.25	\$ 3.52	\$ 4.79	\$ 6.07	\$ 7.34	\$ 8.61	\$ 9.89	\$ 11.16
30%	\$ 0.61	\$ 3.26	\$ 4.58	\$ 5.91	\$ 7.23	\$ 8.55	\$ 9.88	\$ 11.20	\$ 12.53	\$ 13.85
35%	\$ 2.79	\$ 5.54	\$ 6.92	\$ 8.29	\$ 9.67	\$ 11.04	\$ 12.42	\$ 13.79	\$ 15.17	\$ 16.54
40%	\$ 4.97	\$ 7.83	\$ 9.25	\$ 10.68	\$ 12.10	\$ 13.53	\$ 14.95	\$ 16.38	\$ 17.81	\$ 19.23
45%	\$ 7.16	\$ 10.11	\$ 11.59	\$ 13.06	\$ 14.54	\$ 16.02	\$ 17.49	\$ 18.97	\$ 20.45	\$ 21.92
50%	\$ 9.34	\$ 12.39	\$ 13.92	\$ 15.45	\$ 16.98	\$ 18.50	\$ 20.03	\$ 21.56	\$ 23.09	\$ 24.61

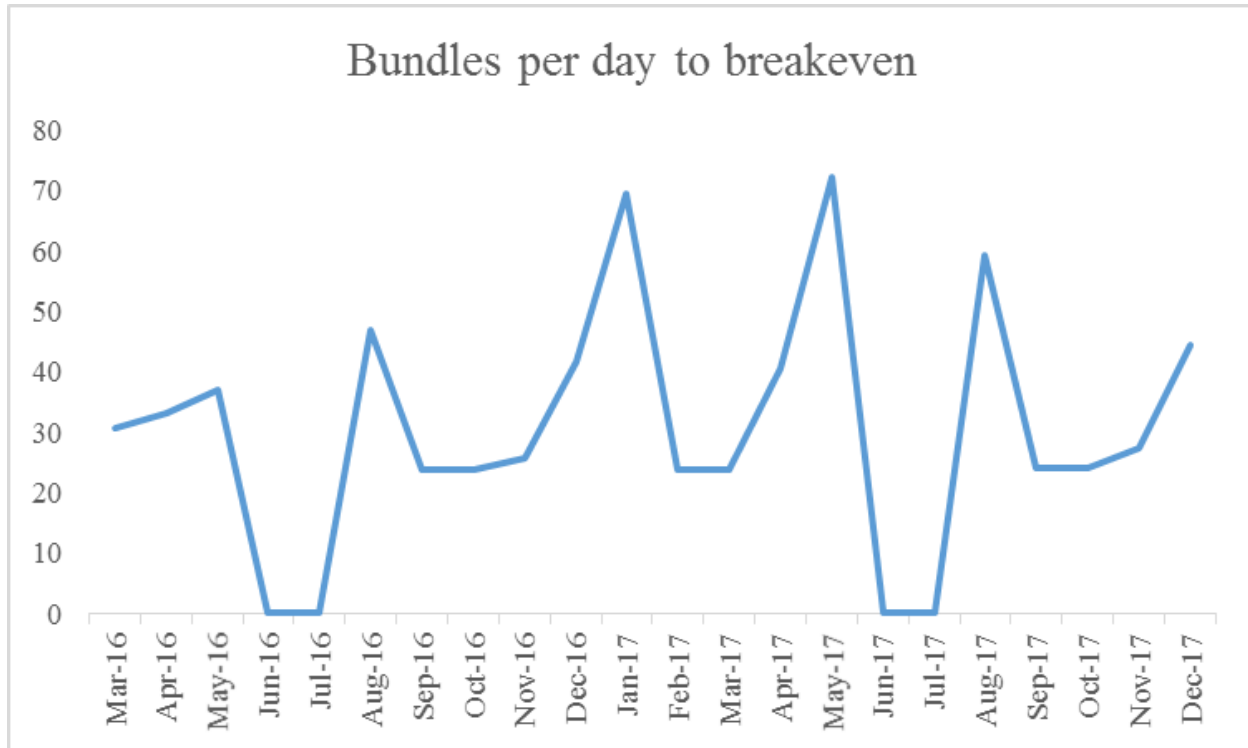
The dollar value Cost of Goods Sold for the entire bundle was then plotted by scenario versus different retail markups. It was found that a 30% markup, similar to retail grocery store chains, would guarantee a profitable business regardless of scenario. A 25% markup was chosen as an original markup assuming average business. Because of the expected growth of the business, the markup will be reduced as per the profitability frontier of the business.

Income Statement

Monthly Income Statement						
	Mar-16	Apr-16	May-16	Jun-16	Jul-16	Aug-16
REVENUE						
Sales	\$ 45,000.00	\$ 40,771.95	\$ 35,160.16	\$ -	\$ -	\$ 19,188.15
Grants	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 20,000.00
Total Revenue	\$ 45,000.00	\$ 40,771.95	\$ 35,160.16	\$ -	\$ -	\$ 39,188.15
EXPENSES						
Cost of Goods Sold	\$ 36,000.00	\$ 32,617.56	\$ 28,128.13	\$ -	\$ -	\$ 15,657.53
Gross Margin	\$ 9,000.00	\$ 8,154.39	\$ 7,032.03	\$ -	\$ -	\$ 23,530.62
POS Monthly	\$ 100.00	\$ 100.00	\$ 100.00	\$ -	\$ -	\$ 100.00
Phone	\$ 29.99	\$ 29.99	\$ 29.99	\$ -	\$ -	\$ 29.99
Depreciation Exp	\$ 504.70	\$ 504.70	\$ 504.70	\$ 504.70	\$ 504.70	\$ 504.70
Web page	\$ 3.13	\$ 3.13	\$ 3.13	\$ 3.13	\$ 3.13	\$ 3.13
POS Percentage	\$ 1,237.50	\$ 1,121.23	\$ 966.90	\$ -	\$ -	\$ 527.67
Rent	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Utilities	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Miscellaneous	\$ 300.00	\$ 300.00	\$ 300.00	\$ -	\$ -	\$ 300.00
Unforeseen	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ -	\$ -	\$ 1,000.00
Wages	\$ 602.28	\$ 602.28	\$ 602.28	\$ -	\$ -	\$ 602.28
Events	\$ 148.75	\$ 148.75	\$ 148.75	\$ -	\$ -	\$ 119.00
Marketing	\$ 468.75	\$ 468.75	\$ 468.75	\$ -	\$ -	\$ 375.00
INCOME PRE-CTA	\$ 4,604.91	\$ 3,875.57	\$ 2,907.54	\$ (507.82)	\$ (507.82)	\$ 19,968.85
CTA Costs	\$ 368.39	\$ 310.05	\$ 232.60	\$ (40.63)	\$ (40.63)	\$ 1,597.51
TOTAL INCOME	\$ 4,236.52	\$ 3,565.52	\$ 2,674.93	\$ (467.20)	\$ (467.20)	\$ 18,371.35

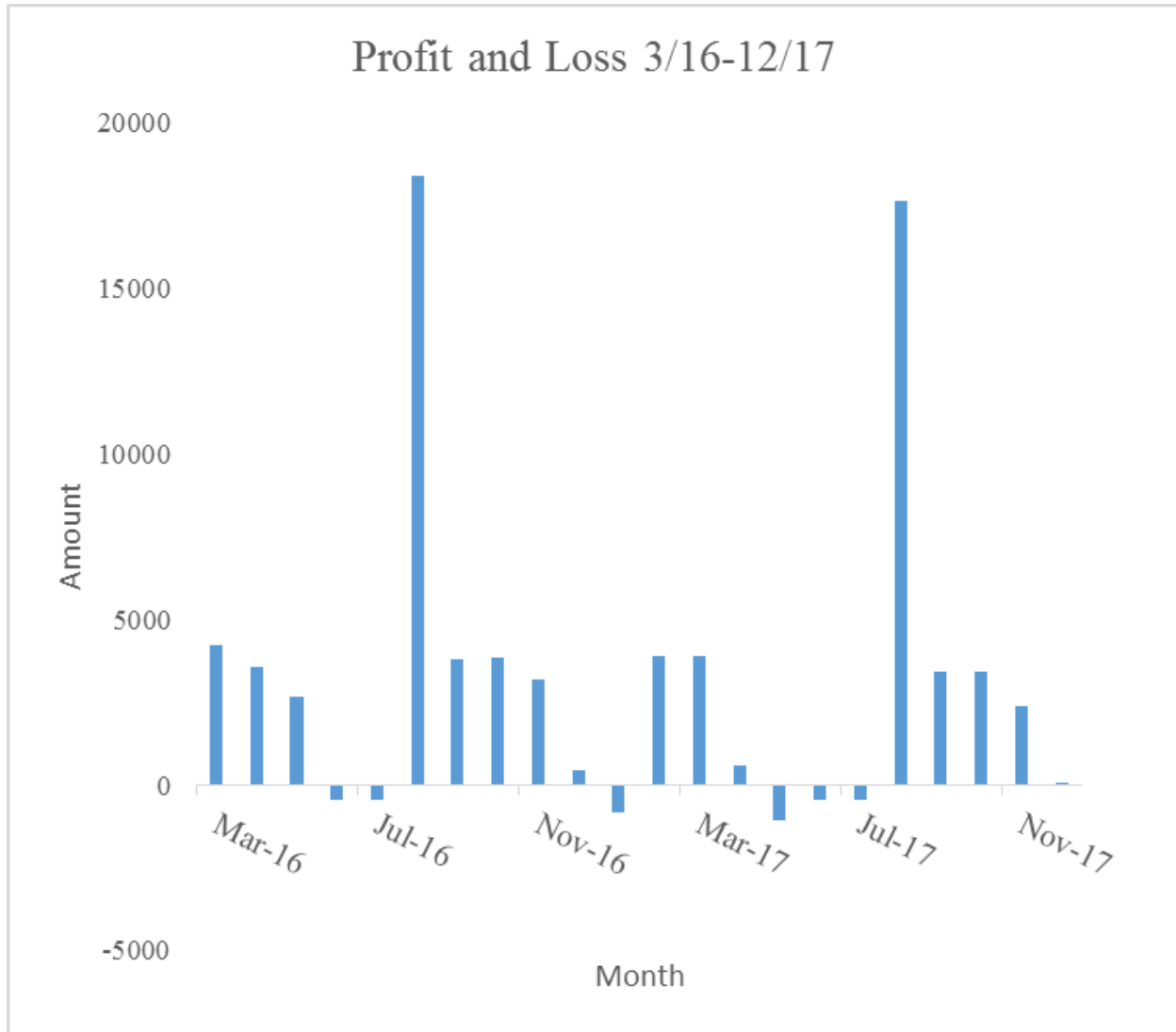
Revenue is calculated based off rigorous market sizing analysis found in supporting documents. Generally speaking, somewhere around 900 bundles of goods needs to be purchased to generate \$45,000 in sales. This equates to roughly 3-4 purchases per hour, a reasonable number given the amount of students on campus. Expenses are calculated in previous analyses but are based on an average COGS for a given bundle of groceries. The \$20,000 grant seen in Aug-16 will be the first of four given to Anabel's Grocery through an initiative of the Graduate Student and Professional Student Assembly. Costs like rent and utilities will be zero given the commitment of Anabel Taylor Hall and wages are calculated based on a 35 hour work-week with 3 employees per shift making a living wage as calculated by the Center for Transformative Action. Employees will be paid by the CTA and will receive work study subsidies from the Office of Financial Aid which limits the costs paid by Anabel's to 10%.

Break-Even Analysis



Breakeven analysis was calculated by taking all costs outside of the Cost of Goods Sold and determining the monthly profit required to breakeven on these costs. This was done by determining the markup percentage based on previous analyses and taking that information to formulate the average profit per bundle purchased. Knowing the average profit and number of days per operation allows additional analysis to be made which shows the number of bundles needing to be purchased per day for the store to remain viable. In our opinion, these numbers present a conservative story that suggests fewer than 2-3 people needing to purchase a bundle during any hour during the week. Additionally, this analysis fails to account for the number of people using the store for 1-2 items to supplement their other purchases. These people represent additional profit and provide even greater assurance that the store would be viable.

Projected Profit and Loss



As seen above, Anabel's Grocery will operate with a small profit in the range of \$3,000-\$5,000 per month. This spikes when grants are provided through the GPSA and small operating losses are accumulated during the summer while sales are not occurring, but certain expenses are required to be paid. This profit will be reinvested through the store and saved to provide a continually excellent experience to consumers by maintaining current equipment and programming related to food insecurity, nutrition, and budgeting.

Appendix A: Anabel's Food Insecurity Survey

Please indicate whether the following statements were “often true”, “sometimes true”, or “never true” for you in the last three months.

1. “The food I bought just didn’t last, and I didn’t have money to get more.”

Was that often, sometimes, or never true for you in the last three months?

- a. often true
- b. sometimes true
- c. never true
- d. don’t know or refuse to answer

2. “I couldn’t afford to eat balanced meals.”

Was that often, sometimes, or never true for you in the last three months?

- a. often true
- b. sometimes true
- c. never true
- d. don’t know or refuse to answer

3. In the last three months, did you ever cut the size of your meals to skip meals because there wasn’t enough money for food?

- a. Yes
- b. No
- c. Don’t know/Refuse

If yes, how often did this happen?

- a. Almost every week
- b. Some weeks but not every week
- c. Only for 1 or 2 weeks
- d. Don’t know/Refuse

4. In the last three months, did you ever eat less than you felt you should because there wasn’t enough money for food?

- a. Yes
- b. No
- c. Don’t know/Refuse

5. In the last three months, were you ever hungry but didn’t eat because there wasn’t enough money for food?

- a. Yes
- b. No
- c. Don’t know/Refuse

Analysis:

Affirmative responses refer to “yes”, “often” or “sometimes”, and “almost every week” or “some weeks but not all weeks”.

Marginal/No food insecurity (0-1 affirmative response): No report of income-related problems of food access or some indication of an income-related barrier to adequate, secure food access

Moderate food insecurity (2-4 affirmative responses): Compromise in quality and/or quantity of food consumed due to a lack of money for food

Severe food insecurity (5-6 affirmative responses): Disrupted eating patterns and reduced food intake

Appendix B: Advisory Board

2015-2016 Advisory Board Biographies

Dr. Renee Alexander | *Associate Dean of Students and Director of Intercultural Programs.*



An alumna of Cornell, Renee worked in Alumni Affairs and Development before moving into the office Dean of Students, where she operates out of 626: Center for Intercultural Dialogue. The Center supports students in their social, cultural and identity groups while building programs that engage students across difference. She advises six student organizations – and is one of five University Diversity Officers. Dr. Alexander helps oversee the current food pantry in 626 Thurston Avenue and works on the issue of affordability and food security on a daily basis. As a member of Anabel’s Board of Advisors, she will connect the project with food insecure students and ensure that programs are meeting their needs.

Sarah Anderson | *Community Development and Social Justice Programming Coordinator, OADI*



Sarah earned her M.P.S. in International Development from Cornell University and her B.A. in International Development, Spanish, and Gender Studies from the University of Hawai’i at Mānoa. She believes strongly in working with communities to progressively and sustainably address issues surrounding change and social justice initiatives. Sarah strives to foster an inclusive environment that promotes holistic identity development and pushes students to become activists within their individual life and community. As the Program Coordinator for Community Development and

Social Justice Programs within the Office of Academic Diversity Initiatives here at Cornell University, Sarah works with the university’s first generation and non-traditional student populations and coordinates various social justice initiatives through her office. She will use her in depth knowledge on food insecurity, food deserts, and socio-cultural accessibility disparities working with Anabel’s to help ensure all students have access to healthy and affordable food on campus.

Julie Carmalt | *Associate Director of the Sloan Program in Health Administration, Lecturer in the Department of Policy Analysis and Management at Cornell University.*



Dr. Carmalt joined the department after receiving her Ph.D. in Policy Analysis and Management from Cornell University in 2009. Carmalt is a demographer by training with primary research and teaching interests in population health, public health policy, the social determinants of health, and relationships and health. Particular areas of research focus are obesity and health-risk behavior.

David Levitsky | *Professor of Nutrition*

Dr. Levitsky received his Doctorate from Rutgers University then worked at Cornell as a Post-Doctoral fellow for two years before becoming an Assistant Professor. He was promoted to full professor in 1986 and has spent his career studying the control of food intake and regulation of body weight. He loves both teaching and research, especially opening Cornell undergraduates to this global perspective of issues that relate to common behaviors such as eating and exercise. Despite teaching introductory nutrition for at least 20 years, he never tires of the excitement and enthusiasm his lectures elicit in students when he explains how these overlapping systems work together to produce their results. Nor does he tire of seeking the most up-to-date information before each lecture to provide the students with a sense of living history and relevance to today's society.

Kathleen Pasetty | *Co-Owner, Manndible Café and Fork and Gavel Café*

For the past 20 years Kathleen has been an entrepreneur in the food service industry. Currently she co-owns and operates two businesses on Cornell Campus (Manndible Cafe & Fork and Gavel Cafe) that both feed and employ members of the Cornell community. Personnel, system creation, supporting the growth of leadership and collaboration in the food service industry are her specialties, and she brings relationships with over 20 local farmers and producers to the project. She enjoys working closely with students while they take on leadership, and Anabel's fits that well. She also shares a mutual goal of addressing food insecurity at Cornell.

Jacob Miller | *Director of Content for the Flavour app*

Jacob is a recent graduate of Cornell University who majored in Hotel Administration and minored in Real Estate as well as Policy Analysis and Management. While In undergrad, he co-founded restaurant discovery application called Flavour. In June Flavour was acquired by Tasting Table, which is where he currently works as a Product Associate. Jacob also graduated from The Culinary Institute of America in 2012 before continuing his undergraduate work at Cornell.

In his home city of Washington, DC, Jacob helped launch ThinkFoodProducts, the product line of chef José Andrés. Additionally, he worked in several ThinkFoodGroup restaurants, including minibar and America Eats Tavern, as well as with TFG's Research and Development team. During his time at Cornell, Jacob acted as the Lead TA for both The Seminar in Quality Brewing and the Wine and Food Pairing classes. He served as president of The Farmers' Market at Cornell, as a collaborator for Cornell Dining, and as a member of the business fraternity Delta Sigma Pi.

Dana Mitchell | *Human Capital Business Analyst, Deloitte*

Dana is a Human Capital Business Analyst with Deloitte Consulting. Her experience there focuses on change management and organizational readiness, with some training work. She recently graduated from Georgetown University's McDonough School of Business where she double-majored in International Business and Management. At Georgetown, Dana explored her love of entrepreneurship coupled with the human aspects of business, working for two years to design, develop, open and operate a fast-casual restaurant part of a student-run corporation, employing over 50 students when she graduated. The student-run business, named The Students of Georgetown, Inc., or “The Corp,” is the largest entirely student-run 501(c)3 non-profit corporation in the country, operating eight subsidiary locations (including two grocery stores, three coffee shops, and a fast-casual restaurant) as well as internal departments such as HR, accounting, marketing, IT, and more. The company generates annual revenues in excess of \$5 million. The Corp is a registered non-profit, allocating company profits for student scholarships (approx. \$85,000 annually) chosen by the Philanthropy Committee and Board of Directors. The company also runs a diverse and vibrant calendar of community outreach events and donates to other such on-campus events. In addition to her work opening the restaurant, Dana worked for one grocery store location for 3.5 years, and served on the company’s Upper Management and Philanthropy Committee.

Pam Silverstein | *Entrepreneur in Residence, Life Changing Labs*

After graduating from the business school at Cornell, Pam became an early on entrepreneur, way before there was a word to describe what she did. In 2000, she began mentoring entrepreneurs in varied fields. Now, as the Entrepreneur in Residence for LCL, while also building LCL, she is working with amazing students with equally amazing and exciting ideas. She is also involved in the Life Sciences Incubator at the McGovern Center as a mentor.

Urshila Sriram | *PbD Candidate in Community Nutrition, College of Human Ecology*

Urshila received her BSc in Biochemistry from McGill University and an MSPH in Human Nutrition from the Johns Hopkins School of Public Health. Her past research includes analyses of the socioeconomic determinants of household food insecurity in Canadian cities and interventions to improve healthy food availability in low-income communities. Through her research experience and volunteer efforts in community kitchens, she has developed a strong interest in mitigating the impacts of food insecurity through environmental changes. As a member of Anabel's advisory board, she will use her research skills to guide food insecurity surveillance efforts and project evaluation.

Advisory Board Constitution

Tentative By-Laws of the Anabel's Grocery Advisory Board

Article I. Name

The name of the Anabel's Grocery Advisory Board is herein referred to as "the Advisory Board."

Article II. Purpose

The propose of the Advisory Board is to:

- Provide operational support to the project and the Project Coordinator by volunteering professional skills, times, and other resources to enhance the organization's capabilities, especially in the areas of long-term planning, programming, publicity, fundraising, financial practices and/or budget development, and community outreach.
- Communicate the organization's positive impact on communities and to promote Anabel's Grocery.
- Bring diverse skills and perspectives to provide assistance to the project and Project Coordinator with strategic and operational decision-making, and to develop and steward a long-term strategic plan consistent with the mission and purpose of Anabel's Grocery.

Article III. Advisory Board

Section 1. Authority

As a project member of the Center for Transformative Action (CTA), Anabel's Grocery is required to have an advisory board. The Advisory Board shall develop its own budget and funding bases and it is accountable to the CTA in accordance with the attached affiliation agreement.

Section 2. Size and Term

The Advisory Board shall consist of at least eight adult members and two youth members. The terms for adult members shall be for one year and one year or more for youth members. No person having served two consecutive full elective terms as a Board member shall be eligible for re-election until after a lapse of one year. The immediate past chair, however, may be elected to continue as an Advisory Board member for one additional year after his or her second term expires.

Section 3. Advisory Board Composition

The Advisory Board will strive for diverse representation from community individuals, businesses, and organizations, as this diversity will support the mission and the ongoing initiatives of Anabel's Grocery.

Section 4. Election

The Advisory Board shall nominate at least one candidate for each vacancy to be filled in August. The consent of such nominees shall first have been obtained. Election of the Advisory Board members shall be by a three-quarters majority of current members at the July meeting.

Section 5. Meetings

Meetings of the Advisory Board shall be held monthly, or at such other specified frequency, on dates and times to be determined from time to time by the Advisory Board. The Advisory Board reserves the right to approve participation by other remote means.

Sections 6. Quorum

A majority of the current Advisory Board members shall constitute a quorum. Written proxy votes will be accepted after receipt of summary notes or notice of an amendment to the by-laws from the Advisory Board.

Section 7. Vacancies

When a vacancy on the Advisory Board exists mid-term, the Secretary must receive nominations from current members two weeks in advance of the next Board meeting. As in Section 4 above, the consent of nominees shall first be obtained. Nominations shall then be sent out to the Advisory Board members with regular meeting announcements to be voted on at the next Board meeting. Such appointments will serve until the following July, when they may be elected to full or partial terms beginning in August.

Section 8. Resignation, Removal, and Absences

Resignation from the Advisory Board must be in writing and received by the Secretary. A Board member shall be terminated after three absences without proper notification. Members of the Advisory Board may be removed with cause by a majority vote of the current members of the Advisory Board at a special or regular meeting. A leave of absence request must be received in writing by the Secretary and presented to the Advisory Board for considerations to maintain the member's position or to fill the vacancy.

Section 9. Board Member Contribution

Adult Board members are asked to fulfill an annual commitment at a level of their choice.

Section 10. Compensation

Advisory Board members are not compensated for their service on the Advisory Board.

Article IV. Officers*Section 1. Positions*

The officers shall be a Chairperson, a Secretary, and a Student Liaison. These positions will constitute an Executive Committee.

Section 2. Election

The Advisory Board shall elect the officers at the August meeting by the majority of current members.

Section 3. Term

The term of office shall be for one year. This may be renewed up to four times.

Section 4. Responsibilities

The Executive Committee shall comprise the officers of the Advisory Board. In the event of a critical organizational situation, the Executive Committee will work collaboratively with the CTA. The Executive Committee will call a special meeting of the full Advisory Board if needed to develop a plan of action. The responsibilities and duties of the officers of the Advisory Board shall be as follows:

1. Chairperson
 - a. The Chairperson shall develop monthly meeting agendas in cooperation with the Project Coordinator.
 - b. The Chairperson shall preside at meetings of the Advisory Board.
 - c. The Chairperson shall serve as a point person for communications to and from the Advisory Board.
 - d. The Chairperson shall perform other duties as may be authorized or requested by the Project Coordinator and/or the Advisory Board.
 - e. The Chairperson may serve as the Student Liaison if the elected Student Liaison cannot fulfill his or her duties.
2. Secretary
 - a. The Secretary shall communicate meeting announcements to Board members.

- b. The Secretary shall take, transcribe, and distribute minutes of meetings of the Advisory Board, and may distribute minutes of meetings of the Advisory Board and may distribute agenda materials prior to each meeting.
 - c. The Secretary shall maintain records of meeting agendas, minutes, and other pertinent information as needed.
 - d. The Secretary shall communicate Board member resignations and send out nominations from current members with the regular meeting announcements and notify the Chairperson to include in the agenda.
 - e. The Secretary shall communicate leave of absence written notices at the monthly meeting for Board approval and notify the Chairperson to include in the agenda. The Secretary shall notify the Board member of the decision.
 - f. The Secretary shall communicate proposed amendments to the by-laws with the regular meeting announcements.
 - g. The Secretary may serve as the Student Liaison if the elected Student Liaison cannot fulfill his or her duties.
3. Student Liaison
- a. The Student Liaison shall attend weekly Student Director Executive Board meetings at the time agreed upon by the members of the Student Executive Board.
 - b. The Student Liaison shall give reports at Student and Advisory Board meetings on any activities or concerns regarding either group.
 - c. The Student Liaison shall attend relevant branch meetings for store Operations, Marketing, or Programming.
4. Vacancies
- a. In the case of vacancy in the office of the Chairperson, the Secretary shall assume the Chairperson position. The Advisory Board shall fill vacancies in other offices until the July meeting when officers are elected.

Article V. Project Coordinator and staff

The Project Coordinator is recruited, interviewed, and hired in consultation with CTA, as noted in the CTA by-laws. The Project Coordinator shall have oversight of all programs, initiatives, and staff of Anabel's Grocery. The Project Coordinator shall attend the Advisory Board meetings, give regular programming updates, and request advisory support and recommendations as needed.

Article VI. Relationship to the Center for Transformative Action

Anabel's Grocery is a project member of the Center for Transformative Action (CTA). Project members develop their own budgets and funding bases and have their own advisory boards, but they are accountable to CTA in accordance with the current Anabel's Grocery and CTA affiliation agreement. In making use of CTA's name, 501(c)(3) status and affiliation with Cornell, Anabel's Grocery agrees to conform to the policies and practices of CTA.

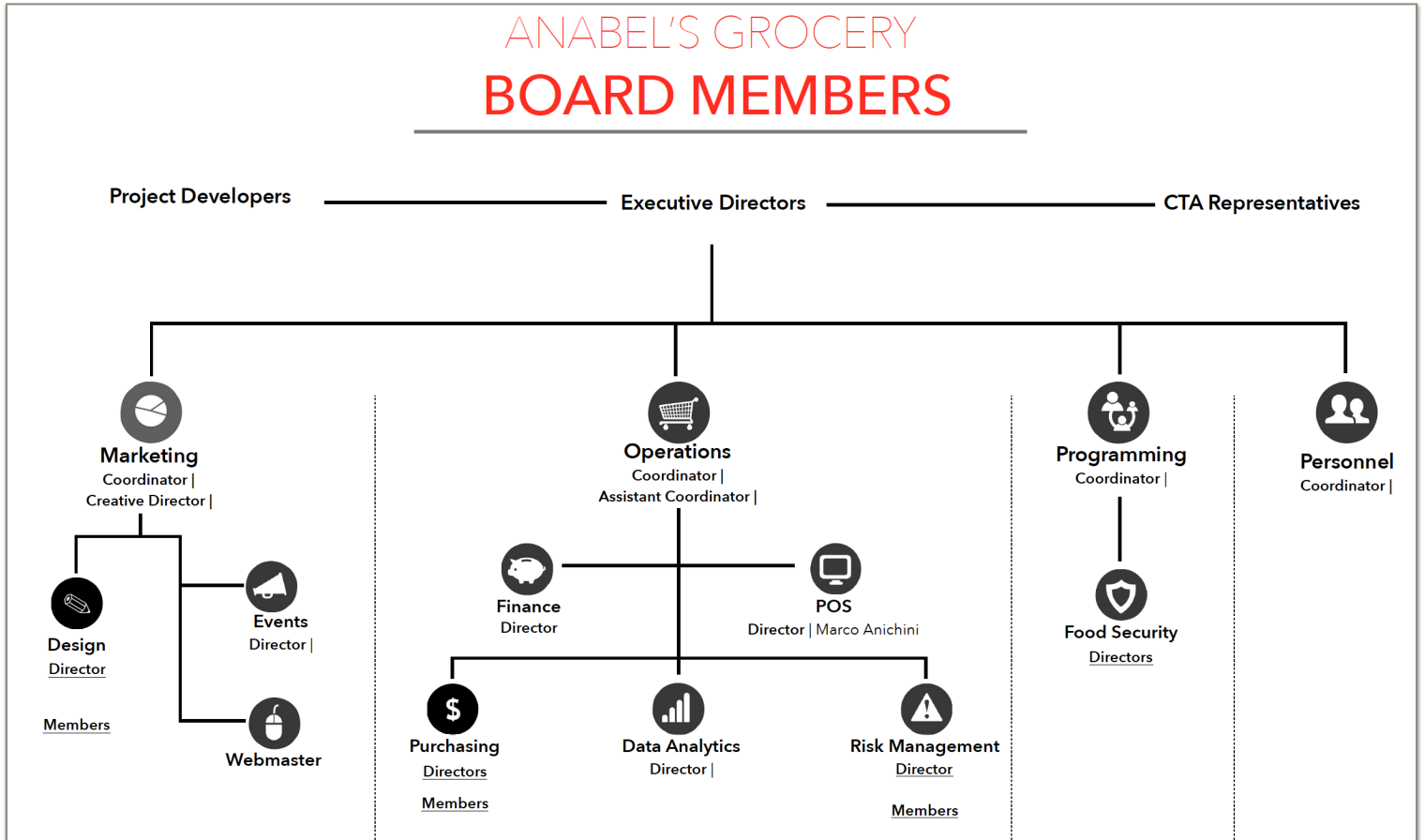
Article VII. Amendments

These by-laws may be amended when necessary by a majority vote of the current members of the Advisory Board. Proposed amendments must be submitted to the Secretary to be sent out with regular Board meeting announcements. Written proxy votes are acceptable.

By signing below, you agree to serve on the Anabel's Grocery Advisory Board in accordance with the above by-laws, until a new set of by-laws is voted upon, for a one-year term lasting from August 15, 2015 to August 15, 2016.

_____	_____
Print Name	Date
_____	_____
Signature	Date
_____	_____
Signature of Store Official	Date

Appendix C: Executive Board Structure



Appendix D: New York Agriculture and Markets Retail Licensing

N.Y. AGM. LAW § 500 : NY Code - Section 500: Special powers and duties of the department with respect to retail food stores, food service establishments and food warehouses

1. Definitions. For the purposes of this section, the following terms shall have the following meanings: (a) "Food service establishment" means any place where food is prepared and intended for individual portion service, and includes the site at which individual portions are provided, whether consumption occurs on or off the premises, or whether or not there is a charge for the food. (b) "Retail food store" means any establishment or section of an establishment where food and food products are offered to the consumer and intended for off-premises consumption. The term does not include establishments which handle only pre-packaged, non-potentially hazardous foods, roadside markets that offer only fresh fruits and fresh vegetables for sale, food service establishments, or food and beverage vending machines. (c) "Zone" means an administratively determined geographic portion of the state to which inspectors are assigned by the department. (d) "Food warehouse" shall mean any food establishment in which food is held for commercial distribution.
2. Each retail food store shall post a copy of the date and results of its most recent sanitary inspection by the department in a conspicuous location near each public entrance, as prescribed by the commissioner. Such copies shall also be made available to the public upon request.
3. (a) The department shall assign at least one retail food specialist to each inspection zone. Such specialists shall assist retail food stores in remedying chronic deficiencies and shall ensure that effective pest control and other sanitary measures are properly implemented. (b) Such specialists shall be given additional training to that normally provided to sanitary inspectors to qualify them for their duties under this section, with particular emphasis on the problems unique to retail food stores and pest control measures.
4. The department shall inspect each retail food store at least once in every twelve month period. Any store that fails two consecutive inspections shall be inspected at least once in every six month period until it has passed two consecutive inspections. In the event that a retail food store fails three consecutive inspections, the department may, in its discretion, order such establishment to cease all retail operation until it passes inspection or suspend or revoke any license issued to such establishment pursuant to article twenty-C of this chapter.
5. Licensure. No person shall maintain or operate a retail food store, food service establishment or food warehouse unless such establishment is licensed pursuant to the provisions of this article, provided, however, that establishments registered, permitted or licensed by the department pursuant to other provisions of this chapter, under permit and inspection by the state department of health or by a local health agency which maintains a program certified and approved by the state commissioner of health, or subject to inspection by the United States department of agriculture pursuant to the federal meat, poultry or egg inspection programs, shall be exempt from licensure under this article. Application for licensure of a retail food store, food service establishment or food warehouse shall be made, upon a form prescribed by the commissioner, on or before December first of every other year for the registration period beginning January first following. Upon submission of a completed application, together with the applicable licensing fee, the commissioner shall license the retail food store, food service establishment or food warehouse described in the application for two years from the applicable registration commencement period set forth in this section. The licensing fee shall be two hundred fifty dollars provided, however, that food warehouses shall pay a licensing fee of four hundred dollars.

Official Compilation of Codes, Rules and Regulations of the State of New York

Chapter VI

(Article 17 Agriculture and Markets Law)

Part 271

RETAIL FOOD STORE SANITATION REGULATIONS

Subpart 271-1 General Provisions

Subpart 271-2 Food Supplies

Subpart 271-3 Management and Personnel

Subpart 271-4 Equipment and Utensils

Subpart 271-5 Cleaning, Sanitization and Storage of Equipment and Utensils

Subpart 271-6 Sanitary Facilities and Controls

Subpart 271-7 Construction and Maintenance of Physical Facilities

Subpart 271-8 Food Display and Service at Salad Bars

Subpart 271-9 Compliance and Enforcement

SUBPART 271-1

GENERAL PROVISIONS

Section

271-1.1 Purpose

271-1.2 Definitions

Section 271-1.1 Purpose.

This Part shall be liberally construed and applied to promote its underlying purpose of protecting the public health.

FSI 302-15 (03/15)

APPLICATION FOR RETAIL FOOD STORE LICENSE

NYS Department of Agriculture and Markets - Article 28-A

License Fee \$250.00

License Expiration: Two years from date of issuance.

Office Use Only							
County Code- Est. No.							
Entity No. _____							
Receipt No. _____							
Certificate No. _____							

INSTRUCTIONS

Read and complete both sides of this application.

Prepare a separate application for each location.

Include license fee by check or money order payable to "Department of Agriculture and Markets" and mail to the address at the end of the form.

An original signature of owner or corporate officer is required in Section (8).

NOTE: This license is **ONLY** for retail food stores that do not conduct any type of food processing operations (e.g., prepare sandwiches, cook food on premises). If you conduct food processing operations, you must file a Food Processing Application. Inspections are scheduled after applications are received and reviewed.

(1) Individual Owner Name, Partnership or Full Name of the Corporation:		County:	
Trade Name:		Business Telephone Number: ()	
Street:	City:	State:	Zip:
E-Mail:	Bank Name:		

(2) Optional Mailing Address:

Street:	City:	State:	Zip:
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(3) Identification Number:

Federal ID Number	OR	Social Security Number
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(4) Please list sole proprietors and all officers of a corporation or cooperative. If applicant is a partnership, LLC, or LLP, list partners/members (attach list if necessary). If applicant is a non-public corporation, list shareholders (attach list if necessary).

Name (Please Print)	Title	Contact Address (Street & No., City, State, Zip) E-Mail address	Date of Birth

(4a.) Principal Office Address: _____

(4b.) In what state incorporated? _____ (4c.) Date of Incorporation _____

Appendix E: Statements of Support

Pat Wynn, Executive Director of Cornell Campus Life

I attended a very small, private university, and for most of my four years there, I was food insecure. I relied on scholarships, loans and financial aid to cover most of my expenses, but there were many days ---- which I vividly remember ----- when I simply had nothing to eat and very little money to buy anything (despite working as many as four part-time jobs in any given semester). A proxy of Anabel's Grocery in my life back then would have made a huge difference for me. I am confident that this endeavor will benefit many students here at Cornell, and strengthen our community overall.

Sarah Balik '15, former President of the Student Assembly

I am in full support of Anabel's grocery. I can only imagine what Cornell would be like if every initiative that the SA took on addressed issues relevant to the student body so directly. According to the Student Assembly's charter, the Assembly has "the authority and the responsibility to examine any matters which involve the interests or concern the welfare of the student community and to make proposals concerning those issues to the appropriate officers or decision-making bodies of the University." **I think that this initiative in particular embodies the SA's core values**—It is your responsibility as representatives and members of the Cornell community to do whatever you can to ensure the physical welfare of your fellow students by allowing them to access affordable and nutritious food.

The proposal that is before you today is much improved from what was presented to you in the Spring. **Now is your opportunity to embrace the amount of good you can do for this community by propelling this initiative forward**, through your vote, your suggestions, and your constructive criticism. While I disagree with President Skorton's previous decision on this resolution, I hope that you all can see that the diligence and dedication of the students, faculty and staff who have been working on this project is evident in this resolution and proposal.



Cornell University
College of Human Ecology

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www.sloan.cornell.edu

September 17, 2015

Dear Cornell Administration:

I am writing in strong enthusiastic support of Anabel's Grocery. I am one of Anabel's faculty advisors and look forward to working with the diverse and talented group of students who are working to alleviate food insecurity on the Cornell campus.

I am the Associate Director of the Sloan Program in Health Administration and a Lecturer in the Department of Policy Analysis and Management in the College of Human Ecology where I teach both undergraduate and graduate level population health courses. A key focus of my courses is on understanding how the social determinants of health (SDH) impact population health and health disparities. One such SDH is the built environment which can directly (e.g., pollution) and indirectly (e.g., via limiting choices) impact health. A key aspect of the built environment is access to affordable and healthy food. Individuals with limited access to affordable and healthy food may be food insecure – they may experience disrupted eating patterns, reduced food intake, and symptoms of anxiety.

When the student developers of Anabel's Grocery approached me with data showing that college students (a population seemingly protected from such a health issue due to availability of meal plans and presumably easy access to food) indeed report symptoms and behaviors associated with food insecurity, I was thrilled to learn of their plan to tackle this issue head on!

One thing that Anabel's is doing particularly well is collaborating with community partners to offer affordable and healthy food as well as developing a programming curriculum to teach students how to create and cook healthy meals! As one of Anabel's faculty advisors, I plan to be heavily involved in their programming efforts and have already worked with their boards members to develop key programming activities.

I am writing to urge you to support Anabel's Grocery. The team of students spearheading this important endeavor is educated, passionate, and data-driven. At a time when many of us who care about the health of our students are focused on mental health and stress related to studying, we must be reminded that for those students who are hungry or who must forgo meals to make ends meet, their ability to concentrate, perform well, and achieve their goals is further hindered by the stress associated with food insecurity.

Please join me in supporting Anabel's Grocery in improving the health of all our students.

Sincerely,

Julie Carmalt, PhD

Cornell University is an equal opportunity, affirmative action educator and employer.

Dana Larsen '16, President of Cornell University Dietetic Association (CUDA)

To Whom It May Concern:

I am writing a letter in support of Anabel's Grocery on behalf of the students of Cornell University Dietetic Association (CUDA).

It is my belief that Anabel's Grocery will address food insecurity on this campus. Cornell University, since its founding has always had a strong commitment to service and improving lives in our state, nation, and world. It is imperative that we turn this same commitment to addressing a growing problem within our own university. The PULSE survey and Cornell University Class Confessions Facebook page clearly demonstrate that food insecurity is much more pervasive on this campus than we would like to believe. Ignoring it and refusing to believe that food insecurity is a problem at Cornell will not make it go away.

I believe that Anabel's Grocery offers a practical, sustainable solution to addressing this problem. Furthermore, the students who are running and organizing Anabel's Grocery have shown that they are committed to attempting de-stigmatizing the store and truly making it a part of the community. All students, staff and faculty on this campus can benefit from nutrition education and cooking efficacy skills. **As students who are passionate about health and nutrition, CUDA members are ready to do whatever possible to support this initiative.**

In conclusion, on behalf of the students of CUDA, I fully support Anabel's Grocery. I firmly believe that Anabel's Grocery will help address food insecurity on campus. Furthermore, our organization is committed to helping Anabel's Grocery succeed by whatever means necessary. We can no longer ignore that food insecurity is an eminent problem at Cornell. We respectfully urge the Cornell University Administration to support the student leaders of Anabel's Grocery on this initiative.

Sincerely,



Dana Larsen

CUDA President



Emily Gier, MBA, RD

DNS Lecturer

CUDA Faculty Advisor



Cornell Democrats

For most of us, food insecurity is likely not the first thing that we think about when we wake up to go to class, nor is it likely the last thing we consider before we go to sleep. Yet, for far too many of us, it is a daily concern. Nationally, according to the USDA, roughly 14% of Americans are classified as food insecure. Even as we recognize this dire situation, we might be tempted to see this as a problem that is removed from our lives at Cornell. **Make no mistake: food insecurity is a problem in our community.** In a recent PULSE survey of students, 22% of Cornellians who responded reported that they “skipped meals or [did not have] enough to eat because of financial constraints” (3% very often, 5% often, 14% occasionally). These numbers are simply unacceptable. Studies show that students who go hungry do so not only at the expense of their health, but at the expense of their education as well. We must raise awareness of the severe impact of food insecurity on the lives of Cornellians.

However, simply talking about this problem is not enough. **We, the Cornell Democrats, refuse to let this be yet another issue that is talked about, and then soon forgotten.** We intend to take action. At this moment, there is a dedicated group of students who are trying to do something real to address food insecurity. They have launched a comprehensive plan for “Anabel's Grocery,” a student-run grocery store. Anabel's Grocery will provide an accessible, sustainable, and affordable food location for Cornell students. Further, it will provide subsidies for those in-need, as well as education on nutrition and budgeting. The Cornell Democrats stand in solidarity with the many proponents of this project, including Student Assembly Vice President Emma Johnston and Student Assembly Vice President for Finance Matt Stefanko. Accordingly, we call on the Student Assembly to vote in favor of Anabel's Grocery this upcoming Thursday.

We must also note that this proposal has been unfairly assaulted in recent days. These critics have assaulted its proponent as self-serving, and have even claimed that Anabel's Grocery is nothing more than a resume builder for members of the SA. Let us be clear: There is nothing self-serving about combating food insecurity. This proposal will not entirely solve food insecurity at Cornell University. We are not suggesting it will. Rather, we believe that this proposal will be an important first step. Yes, Anabel's Grocery will face many challenges in its first several years. Yes, its benefits will not come all at once. But we are optimistic. **We hope that in years ahead, Anabel's Grocery can serve as an inspiration for student-led change here at Cornell, and as an example of how a conversation can turn into actual progress.** We urge the Student Assembly to support this proposal.

Cornell University Disability Awareness

As student leaders with disabilities, we support the creation of a fully accessible on-campus grocery store. As there are very few grocery options in Collegetown and the many challenges associated with using public transportation, we believe that having a grocery store located on Cornell's campus will allow all students easier access to groceries. We are in full support of a student run organization that can offer food subsidies. As you may know, approximately 28% of the civilian populations in the United States, who identify as having a disability, live under the poverty level. We are also excited that you are considering the needs of students with allergies by offering products such as gluten free pasta and soymilk. We look forward to the opening of Anabel's Grocery.

Class Councils

"Few initiatives show as much promise or meet as great a need as the student run grocery store. It's a sobering fact that 1 out of 5 of our classmates skip meals or do not have enough to eat while at school. What we can do to help we should do to help: the heart of our school spirit rests in the care we show for our fellow Cornellians."

Panhellenic

Panhellenic Council supports this great initiative because our constituents - and any other student group on campus - could benefit from affordable, convenient food. Many women who have the experience to live in their chapters' houses move off campus together, and grocery shopping is always a massive hassle, not too mention costly. **Anabel's Grocery is the perfect solution to improving the off-campus living experience for students.**

Yamini Bhandari '17, Student-elected Trustee

I would like to give my whole-hearted support for the Anabel's the Student-run Grocery Store. I think this initiative does a great deal to address the prevailing challenge of food insecurity on campus, and I commend the students that have dedicated several months of hard work onto understanding the intricacies of the issue and the scope.

Food insecurity is a very nuanced issue, and it takes a highly dedicated group of students with a passion for change to find creative solutions like a student-run grocery store. **I believe that a solution like this paves the way for a new culture of how we look at food and healthy eating, beyond just the Cornell dining system and limited options in Collegetown.**

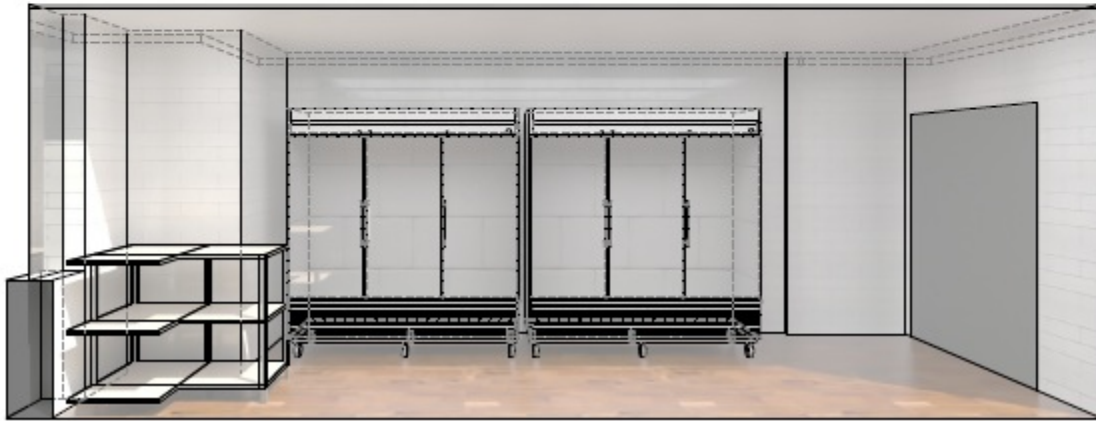
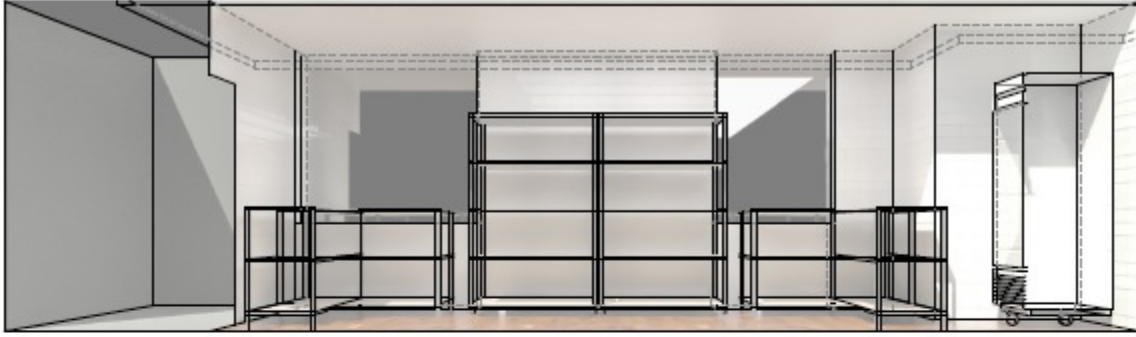
Even more than that, I think this group has brought the discussion of food insecurity to the limelight. For students struggling to pay for meals, there are few solutions in the current state that offer a healthy, cost-effective, and sustainable way to get food on campus. I see the grocery store as a place where students can conveniently choose to be healthy.

Matt Indimine '18, Chair of Student Assembly Health and Wellness Committee

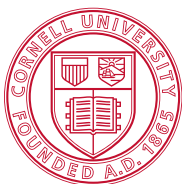
I fully support the creation of Anabel's Grocery. I have watched this plan develop and expand, and **I believe it is truly the closest viable solution to food insecurity on Cornell's campus.** In a time of campus culture changes, this creation would facilitate many of them, while allowing for healthier and more affordable eating options. I truly appreciate the outreach efforts that are being made; it is essential to consider each individual community on campus in order to create effective solutions. I particularly like that this plan is working to not only give discounts to students from low-income families, but also to accept EBT cards as a form of payment. This is a concern that not many students and campus leaders realize exists, however at one time, I was personally reliant on this government program, and I do know that so many students on campus would benefit from the ability to use them, since they're not currently accepted by Cornell Dining.

Appendix F: Design Elevations/Renderings









Cornell University Student Assembly

Originally Presented on:	11/05/2015
Type of Action:	Internal Policy
Status/Result:	New Business

S.A. Resolution #23 Elections Committee Vacancy

ABSTRACT: Per the Student Assembly Bylaws, vacancies of the Elections Committee must be filled by the Staffing Committee and confirmed by the Student Assembly.

Sponsored by: Matt Henderson '16

Whereas, the Student Assembly Elections Committee is charged with coordinating and implementing the regularly scheduled and special elections of the SA;

Whereas, there are Spring 2016 elections for 22 representative positions on the Student Assembly including college and school representatives and 11 at large representatives;

Whereas, the Elections Committee consists of ten voting members, of whom less than half may also be voting members of the SA;

Whereas, one member of the 2015-2016 Elections Committee resigned due to a scheduling conflict;

Whereas, the SA must confirm members who fill vacancies after the initial slate has been approved;

Be it therefore resolved, that the following Cornell Student becomes a member of the Student Assembly Elections Committee;

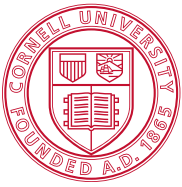
John Goggins

Respectfully Submitted,

Matt Henderson '16

Director of Elections, Student Assembly

(Reviewed by: Staffing Committee, 11/3/15)



Cornell University Student Assembly

Originally Presented on:	11/05/2015
Type of Action:	Recommendation
Status/Result:	New Business

S.A. Resolution #24 Cost Barriers To Study Abroad

ABSTRACT: This resolution recommends that Cornell University take necessary strides to reduce cost barriers for studying abroad.

Sponsored by: Philip Titcomb '17

Whereas, the former President of Cornell University, President David Skorton, set a goal for the university that 50% of students will have had a meaningful educational experience abroad by the year 2020;

Whereas, only 476 students studied abroad through Cornell Abroad in 2012-2013;

Whereas, Cornell University imposes a \$2,500 fee to “[cover] costs of remaining registered, transferring credit and financial aid” for all students who are studying abroad during the academic year, commonly referred to as the CIPT (Cornell International Program Tuition);

Whereas, students are already discouraged from studying abroad due to co-curricular obligations, fear of not graduating in 4-5 years, and fear of language and cultural barriers;

Be it therefore resolved, that the Student Assembly recommends that President Garrett encourage the Cornell Board of Trustees to eliminate or significantly reduce the CIPT to help students offset the additional costs that they will incur as a part of their abroad experience including student visas and airline tickets;

Be it further resolved, that the Student Assembly recommends that each college create additional grants and scholarships to offset the price of airfare for semester abroad students;

Be it further resolved, that the Student Assembly recommends that the Administration continue to charge students the cost of their non-Cornell international program in lieu of charging for traditional Cornell tuition and fees for their semester abroad;

Be it further resolved, that the Cornell Abroad Office make significant strides to be more transparent in regards to costs incurred by students, including outlining the necessity for any administrative or other fees charged to students;

Be it further resolved, that a copy of this resolution be forwarded to the Faculty Senate to help improve the quality of the Cornell undergraduate experience;

Be it finally resolved, that the Student Assembly will continue collaboration with the Cornell Abroad Office on real and perceived barriers to study abroad.

Respectfully Submitted,

Jordan Berger '17
Parliamentarian, Student Assembly

Philip Titcomb '17
LGBTQ+ Representative, Student Assembly

(Reviewed by: Academic Policy Committee, 10/28/15)



Cornell University Student Assembly

Originally Presented on:	11/05/2015
Type of Action:	Legislation
Status/Result:	New Business

S.A. Resolution #25 Bystander Trainings for Student Groups

ABSTRACT: This resolution calls for the creation of a large-scale “Caring Community” peer-to-peer training session related to mental health, sexual assault, mitigating the harms of high-risk drinking, and diversity issue sensitivity. All byline funded organizations would be required to send a representative, and SAFC is encouraged to adopt a similar policy.

Sponsored by: Emma Johnston '16, Matt Indimine '18, Carolina Bieri '16, Radhika Gupta '18

Whereas, the Student Assembly prioritizes the wellbeing of students;

Whereas, the Student Assembly allocates funding through the Student Activity Fee to byline funding organizations;

Whereas, some byline organizations informally participate in sessions to train members and student leaders on “how to respond to friends in distress,” including Gannett’s “Friend to Friend Program,” Cayuga’s Watchers trainings, EARS outreach, and Wingman101;

Whereas, student wellness and wellbeing is a priority of every student organization, regardless of their explicit mission, since students comprise their memberships;

Whereas, Appendix B, Section 1 of the Student Assembly Charter states that “Each organization that receives funding from the Student Assembly (SA) through the Student Activity Fee (SAF) is subject to guidelines set by the Assembly;”

Whereas, the Student Assembly’s Health and Wellness Committee is currently working on coordinating a large-scale training session for all interested students in the areas of sexual assault/violence, mental health & wellbeing, and mitigating the harms associated with high-risk drinking;

Be it therefore resolved, that the Student Assembly, through the Health and Wellness and Diversity Committees, in coordination with student organizations, plans a “Caring Community” training session encouraging and instructing appropriate peer intervention on the issues of mental and emotional health & wellbeing, sexual assault and misconduct, mitigating the harms associated with high-risk drinking, and diversity issue sensitivity;

Be it further resolved, this training session be open to the entire Cornell community on the afternoon of Sunday, February 21st;

Be it further resolved, that the Student Assembly requires each byline organization, with the exception of the Collegiate Readership Board and Club Insurance, to send at least one representative from their executive board, where an executive board exists, to this training session;

Be it further resolved, that the Student Assembly encourages the Student Activity Finance Commission to consider adopting a similar policy requiring SAFC funded organizations to also send representatives;

Be it finally resolved, that the Student Assembly seek input pertaining to implementing a policy requiring each byline organization to hold a “Caring Community” training session for their entire memberships during each academic year.

Respectfully Submitted,

Matt Indimine '18

Undergrad Rep, University Assembly

Emma Johnston

Vice President, Student Assembly

Carolina Bieri

Co-Chair, Health and Wellness Committee

Radhika Gupta

Womens Rep, Student Assembly

(Reviewed by: HEALTH AND WELLNESS, 26-0-0, 11/3/15)