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Madeira Sherwood

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A SELF-STUDY OF FRN OLIVET: A STUDENT-LED FOOD RECOVERY MODEL  
ON A UNIVERSITY CAMPUS

By

Madeira J Sherwood

Honors Scholarship Project

Submitted to the Faculty of

Olivet Nazarene University

for partial fulfillment of the requirements for


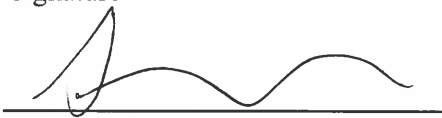

GRADUATION WITH UNIVERSITY HONORS

February, 2021

BACHELOR OF SCIENCE

in

Accounting & Business Administration - Management

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## ACKNOWLEDGEMENTS

Thank you to Olivet Nazarene University and the Honors Program for the opportunity to complete this individual research project while obtaining my undergraduate degree.

Thank you to Dr. Lynda Allen, my faculty mentor, for the guidance and encouragement she has given me throughout my entire college career, for her investment not only in this research project but in Enactus and the Food Recovery Network as well, and for her dedication to prepare students for a successful professional career and life of service.

Thank you to Dr. Schurman, who listened to my vision and helped me to think creatively about what this project could look like. Thank you to Dr. Case, who affirmed me in my work and encouraged me to complete this project. Thank you to my honors professors and the other students in my cohort for their support over the last four years.

Thank you to my fiancé, my parents, my sisters, and my roommates, who have been my biggest cheerleaders, encouraged me every step of the way, and believed in my abilities to make an impact in this world.

## TABLE OF CONTENTS

Acknowledgements .....	ii
List of Tables .....	iv
Abstract .....	v
Introduction.....	1
Literature Review.....	3
Food Waste, Hunger, and Feeding Programs .....	3
Program Implementation & Model Creation .....	5
Model .....	8
Critical Reviews & Response .....	8
Reviewers.....	8
Rating Scales.....	9
Free Response .....	12
Response .....	14
Conclusion .....	16
References.....	18
Appendix A: FRN Olivet Model (unformatted transcription) .....	21
Appendix B: Reviewer Feedback Form.....	48

**LIST OF TABLES**

Table 1: Reviewer feedback results .....	10
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## ABSTRACT

An alarming amount of unserved food, which emits carbon dioxide into the atmosphere, is thrown away daily on university campuses. In those same college communities, there is likely a large food insecure population that is going to bed hungry every night. The Food Recovery Network (FRN) is a network of colleges/universities across the United States that seeks to bridge this gap. The FRN chapter at Olivet Nazarene University, established in October 2017, encountered challenges in its first couple years of operation because there were not yet many resources that laid out best practices for a food recovery program on a college campus. In order to strengthen the FRN Olivet chapter and aid other universities in the implementation and operation of their own FRN chapter, a comprehensive model was created that lays out the processes used, the challenges faced, and the resources created by the FRN Olivet chapter. The model contains the following sections: an author's note, the importance of starting an FRN chapter, implementing an FRN chapter, volunteers (composition, recruitment, and retention), recoveries, deliveries, training and development, social media, finance/fundraising, an all-school food drive called Move Out for Hunger, additional events such as awareness days and educational opportunities, and a succession plan. The FRN Olivet Model was reviewed by seven individuals and revised corresponding to their suggestions. The goal is that by reading a single section, a representative from another university would have enough information to gain an understanding of how the system could be replicated successfully.

**Keywords:** food waste, food insecurity, food recovery, fight hunger, model, feeding program, university, student-led

## INTRODUCTION

Until three years ago on the campus of Olivet Nazarene University, the excess food that was prepared but not served in the cafeteria was thrown away, filling landfills and harming the environment. While this food was being wasted, over 15,000 individuals in Kankakee County, where Olivet is located, were suffering from food insecurity. The Food Recovery Network (FRN), implemented at Olivet in October of 2017, sought to bridge this gap through the work of a team of 45 student volunteers recovering leftover food on campus and delivering it to The Salvation Army in Kankakee. Since then, the donated food continues to provide a free, hot lunch to 100 food-insecure individuals each weekday.

The national organization of Food Recovery Network is made up of over 230 chapters, which combined have recovered almost four million pounds of food since its establishment in 2011. That means that over four million pounds of food have been diverted from landfills, avoiding immense environmental damage. It also means that over three million meals have been donated to food insecure families and individuals across 44 states. Even though this is a large and certainly meaningful impact, it pales in comparison to how much food is still being wasted daily. There are still university campuses that are throwing their excess food away rather than repurposing it. Further, there are still community needs across the country as well as organizations in the same communities that have the resources to meet the need. The goal of this project is two-fold—to contribute to the work of filling this gap by creating a model of this program that can be replicated and implemented elsewhere and to be a guide to continue the process of improving the FRN chapter at Olivet in the years to come.

While successful, the food recovery program at Olivet has room for growth, which can be accomplished by the analysis of the methods, leadership, and goal-oriented action that exist. As the leader of this chapter, I conducted a self-study that will serve as a model to other universities that are seeking to meet similar needs. The main focus of the present project is to compile research and past FRN Olivet data in hopes that the existing FRN chapter at ONU will be enhanced and will be able to multiply its impact by assisting other universities in implementing their own Food Recovery Network chapter.

This project seeks to provide a starting point for student advocates at other universities looking to address the dual problems of food waste on their campuses and hunger in their communities. While there have been brief journal articles and news articles that report on student-led hunger-fighting initiatives, there has not been documented research that specifically looks at the idea of a hot meal feeding program receiving resources from a campus cafeteria. Many communities have existing issues of university food waste and food insecurity. Speaking from experience, implementing a program like this without resources or a model on which to base the planning is incredibly difficult.

This self-study outlines the processes—both past and present—of Olivet’s Food Recovery Network, which is unique in the present research as there are currently no other models of existing Food Recovery Network chapters. The model contains the following sections: an author’s note, the importance of starting an FRN chapter, implementing an FRN chapter, volunteers (composition, recruitment, and retention), recoveries, deliveries, training and development, social media, finance/fundraising, an all-school food drive called Move Out for Hunger, additional events such as awareness days and educational

opportunities, and a succession plan. Each section contains a description of that specific part of the FRN process as well as the systems used by the chapter at Olivet Nazarene University. The goal is that by reading a single section, a representative from another university would have enough information to gain an understanding of how the system could be replicated. Upon completion, the model was reviewed by seven individuals, each of whom belongs to one of the following groups: business professors who can evaluate the model design, members of the FRN Olivet team who can verify the completeness and accuracy of the data, and other leaders of FRN chapters and FRN National representatives who can evaluate whether or not this model is representative and if it would be helpful for interested universities. The FRN self-study resulted in a complete model, which combines past methods with present research to create a guide to address what has been most successful and which resources are most effective in program implementation.

## **LITERATURE REVIEW**

In completing this project, I first needed to explore the existing research related to the topics of food waste, food insecurity, feeding programs, program implementation, and the process of creating a model.

### **Food Waste, Hunger, and Feeding Programs**

Food waste, when added to landfills, has a detrimental impact on the environment. Tonini, Albizzati, and Astrup (2018) conducted a study that analyzed the environmental impacts of avoidable food waste from a bottom-up life cycle assessment method based on the four main sectors of food supply: processing, wholesale and retail, food service, and households. The group of researchers found that the impact of food

waste on the environment was most prevalent during food production in each sector, producing effects such as global warming, acidification, aquatic eutrophication, human toxicity cancer, and water depletion. Food waste commonly follows food production as a natural next step. It is not only harmful to the environment, but it is also a valuable resource that is wasted.

According to a report issued by the National Resources Defense Council, 40% of the food supply in the United States is not eaten; this is an unbelievable statistic but is even more eye-opening considering that “reducing food losses by just 15 percent would be enough food to feed more than 25 million Americans every year at a time when one in six Americans lack a secure supply of food to their tables” (Gunders, 2012, p. 1). The conflicting natures of the enormous need in the United States and the wasteful nature of many Americans is a tragic situation that requires intentional action and mitigation.

Similar to food waste, the world issue of hunger and food insecurity is prevalent virtually everywhere. Food insecurity “refers to the lack of nutritious foods in sufficient quantities to maintain good health” (Ke & Ford-Jones, 2015, p. 1). Growing up in a food-insecure household has negative effects on overall health in the present time but can also be harmful later in life. Inattention in schools, suicide and depression, post-traumatic stress disorder, and several chronic diseases are shown to be effects of childhood food insecurity. Looking specifically at Kankakee County, it is clear that it is no outlier to this problem of food insecurity. The Kankakee County food insecurity rate at 14% is higher than the average rate for both Illinois (12%) and the United States (13%); further, 30% of individuals lack sufficient access to healthy food (Steering Committee for the Partnership for a Healthy Community, 2018).

Feeding programs have been a common tactic to fight against food insecurity even though they are often criticized for giving handouts. Ke and Ford-Jones (2015) suggest that food supplementation is the preferred solution over a food bank because it offers more nutritious meal options. Rather than food being full of preservatives, the recipients of supplemented food commonly receive a well-rounded meal intentionally planned by a dietician at its original location. When a person decides to seek out help from others, the place they first turn to is known as a first access site. O'Toole et al. (2007) conducted a study that stemmed from the question of whether first access sites are prepared to help the homeless population beyond their physical needs. The results showed that the most accessed site after becoming homeless was a soup kitchen. Thus, these organizations are given the opportunity of early intervention and therefore should be the most effective in their aid. To do so, they need to be prepared to not only identify the needs of those they serve but also to offer services to those individuals based upon those needs (O'Toole et al., 2007). In addition, as relationships form through repeated visits to a soup kitchen, homeless individuals are more likely to seek assistance at that location because they have grown to trust the organization (Papa, Papa, Kandath, Worrell, & Muthuswamy, 2005).

### **Program Implementation & Model Creation**

The following section will discuss research relating to project implementation and model creation. The studies found are connected to trends seen in the Food Recovery Network chapter at Olivet Nazarene University.

Each community is different and has its own unique needs. It is important to seek to understand how to meet individual needs within a program, especially as FRN Olivet

begins to work in unfamiliar communities. The Dartington approach includes a tool called *Matching Needs and Services* (MNS). Within this approach, a seven-step service design was developed based on the eight-step needs analysis (Taylor, 2005). By partnering a need with a desired outcome, a plan can be developed on what steps need to be taken and what services should be offered to begin solving the problem. It is important to start a project with an end goal in mind. In the case of FRN Olivet, the leadership team first identified the problem of prepared but unserved food being thrown away daily in the campus cafeteria. The desired outcome was that the food could be used to feed food insecure individuals in our community. We connected with The Salvation Army in Kankakee, whose staff was searching for a food donor for their hot lunch program. By matching a need with a service as mentioned in the study above, we were then able to begin planning and executing the logistics of bridging this gap by creating a food recovery program at Olivet.

Another helpful strategy in implementing a program at the institutional level is to have one person or “champion” that pushes for growth (Young, Shinnar, Ackerman, Carruthers, & Young, 2007). This has been the trend used by FRN Olivet over the last three years as the leader has done the majority of the goal-setting and foundational work. Representatives from a university that is interested in establishing their own FRN chapter will need to find their “champion” that will take initiative. It is important that there is always an advocate pushing for progress for the program.

Volunteer involvement is a vital piece to a service-based program and will be a necessary aspect to include in the model created in this research. Different motivational factors correspond with volunteer recruitment and retention because perceptions change

as one gets more involved. The Faith-Based Volunteer Motivation (FVM) scale was developed to evaluate motivation based on values, social, enrichment, and career factors (Erasmus & Morey, 2016). While values were the prominent motivator for faith-based volunteers in the beginning stages, the study shows that social and enrichment factors became more important for satisfaction and retention. This is a trend that has been seen at Olivet. The majority of our volunteers join with the motivator being their values and passion to spark change. On the other hand, FRN Olivet has lacked the enhancement of the social experience of the volunteers, which could be a reason for periods of retention issues.

In the same way that it is important to consider the factors that motivate volunteers, it is equally valuable to consider the common reasons that volunteers leave community service organizations. Milbourn, Black, and Buchanan's (2019) study showed that the main responses given by those who were once enthusiastic about the mission were work burnout, lack of autonomy, alienation, disconnect, and lack of faith in leadership. The researchers suggest that organizations begin to integrate improved retention methods slowly with new volunteers to help with a smooth transition rather than abruptly changing the volunteerism structure. This is a strategy that has been used at FRN Olivet as we have slowly added new features, such as recovery reminders and volunteer events. By following this strategy, we have seen improvements in our volunteer retention. Specific to food recovery programs, the FRN National Team (2017) developed a resource that outlines the best methods for volunteer recruitment, effectively reaching students by setting up a table, and outreach. Volunteer motivators and recruitment methods,

specifically the variety of successful and unsuccessful strategies used at Olivet in its first four years of existence, will be a large component of the model.

The issue of food waste on college campuses and food insecurity in communities is one that is prevalent virtually everywhere, but it does not have to be this way. Normalizing food recovery is a significant goal, but it is certainly worthwhile. By creating a model of an effective food recovery program and making it available to others, a difference can be made one community at a time. The model resulting from the present research will be unique as it describes the process of implementing, executing, and developing the chapter of the Food Recovery Network at Olivet Nazarene University.

### **MODEL**

The unformatted transcription of the model is located in Appendix A. The fully formatted PDF version of the model is accessible online at the following link: <https://drive.google.com/file/d/1SKMMwitbxiByr7QL33nZ0UTEHFhWQtPN/view?usp=sharing>. This is the copy of the model that will be shared as a resource to other universities.

### **CRITICAL REVIEWS & RESPONSE**

#### **Reviewers**

Seven individuals reviewed the FRN Olivet Model that was created in the present research. For the purposes of this section, each will be assigned a number. The corresponding number and role of each individual are listed below.

1. FRN Olivet Co-President / Enactus Leadership Team Member
2. FRN Olivet Enactus Leadership Team Member / Delivery Leader
3. Past Olivet SDA President / FRN Olivet Recovery Leader / Volunteer

4. FRN Olivet Faculty Advisor
5. FRN National Staff, Program and Special Events Fellow
6. FRN Chapter President – University of Delaware
7. FRN Chapter President – Western Kentucky University / Past FRN National Intern / Member of Student and Alumni Advisory Board

The completed model and the reviewer feedback form (see Appendix B) were sent to each reviewer via email. There are two feedback sections included in this form: rating scales and free response. In the rating scale section, the reviewers were asked to rate three statements on a scale from one to ten regarding the comprehensive nature and effectiveness of the model. There was also a space provided for the reviewers to leave a comment related to each rating if they wished. The free response section allowed reviewers to give written feedback on the areas of strength, the areas lacking information, the impact of FRN Olivet, and any additional comments.

### **Rating Scales**

Reviewers were asked to rate the following on a scale from one to ten (one = strongly disagree, ten = strongly agree).

1. The topics covered within the model fully represent the work of an FRN chapter throughout the course of an academic year.
2. If I didn't know about the food recovery network, this model would give me understanding and sufficient knowledge to lead my own chapter.
3. Challenges and obstacles faced in running a Food Recovery Network program are adequately addressed.

The results are displayed in the following table:

**Table 1** Reviewer feedback results on FRN Olivet Model effectiveness (one = strongly disagree, ten = strongly agree)

Statement	Reviewer Score							Average Rating
	1	2	3	4	5	6	7	
1	10	10	10	10	9	9	10	9.7
2	10	10	10	10	7	7	9	9
3	10	10	10	9	9	9	9	9.4

#### Discussion of Rating Scale Results

The first statement, “the topics covered within the model fully represent the work of an FRN chapter throughout the course of an academic year,” had the highest average rating of the three statements at 9.7. Those who gave a rating of 10 commented that the model was incredibly descriptive, extremely thorough, and clearly defined. One reviewer mentioned that the model provided the big picture as well as important details. Another reviewer, who gave this statement a rating of 9, suggested that further quantitative description be added to the model to provide reasonable expectations to the new chapter leaders. The average rating of 9.7 shows that the model is fully representative of the work of an FRN chapter. That being said, FRN chapters should be able to reference this model throughout their year as needed.

The second statement, “if I didn’t know about the food recovery network, this model would give me understanding and sufficient knowledge to lead my own chapter,” has the lowest rating of the three statements at an average of 9. Four reviewers gave this statement a rating of 10, commenting that the fully comprehensive and easy-to-follow model would act as a road map to give inspiration and confidence to leaders. It is

significant to note that the three ratings below 10 were given from individuals who have real experience with the process of implementing and leading an FRN chapter. A rating of 9 was given by one of the chapter presidents with a suggestion to include instructions on how to form a chapter and communicate with FRN National. The FRN National staff member and the other chapter president both rated this statement at a 7. While FRN National would like to share this with their “Chapters in Progress,” they would like to see instructions on how to recruit leadership team members and how to communicate with stakeholders. The chapter president recommended more information on who we connected with to recruit volunteers and establish key operations. Overall, this statement received a very positive rating, and the suggestions given by these key reviewers will be helpful for improvement moving forward.

The third statement, “challenges and obstacles faced in running a Food Recovery Network program are adequately addressed,” has an average reviewer rating of 9.4. The three reviewers that have worked directly as student volunteers with FRN Olivet each gave this statement a perfect rating. This is encouraging because the challenges were directly faced by each of these individuals, so we can conclude that every challenge was addressed within the model. Some of their comments included that the model was transparent in expressing areas where FRN Olivet has struggled, how we learned from it, and the more effective practices we created. The remaining four reviewers gave this statement a rating of 9. Three reviewers mentioned that although the challenges that FRN Olivet encountered were adequately addressed and interesting to read, other FRN chapters will face unique challenges on their campuses. Another reviewer suggested making the challenges stand out more visibly.

## Free Response

There were four questions in this section for reviewers to respond to.

1. What are areas of strength in the model?
2. What areas are lacking or need extra description? Are there any sections that should be added?
3. In 1-3 sentences, how has FRN Olivet made an impact? (This could be on you personally, on Olivet, in Kankakee County, on other chapters, etc.)
4. Additional Comments:

### Discussion of Free Responses

Many areas of strength were identified by the reviewers. The visual strengths included readability, formatting, and use of pictures and colors. Multiple reviewers commented on the strength of the author's note and the section explaining the importance of an FRN chapter as they provided a significant introduction and purpose to the model. Some of the stronger sections mentioned were "Move Out for Hunger" and the "Volunteers" (recruitment and retention) section. Overall, the resources that were linked and displayed in the model were helpful to the reviewers in their understanding. Most of the reviewers mentioned that they appreciated the thoroughness and comprehensive nature of the model as well as the description of challenges faced in the past. The staff member of FRN National included that the scheduling software that we use is unique to Olivet, so she would like to share that section with other chapters. One of the chapter presidents said that this resource is unique in the amount of specific detail to any others that he has read. Finally, one of the reviewers complimented the areas of opportunity included and the ways in which FRN Olivet would like to grow.

There were a couple of sections that reviewers suggested to be added to the model. Multiple reviewers desired further elaboration upon the “Recoveries” section, specifically how to fill out the forms and the food tracking forms. Similarly, one reviewer recommended that more quantitative data be included to illustrate the scale of FRN Olivet’s work. Another common suggestion was to include a section on how to officially start the chapter and who should be involved. Three reviewers would like to see elaboration on leadership, specifically transition between leaders and the roles of the leadership team. A minor suggestion was to add the statistics that resulted from the Weigh the Waste campaign described in the “Additional Events” section. A couple of more creative ideas included creating a calendar of our chapter’s operation throughout an academic year and describing the content of our communications with volunteers. To end the model, one reviewer recommended adding a summary section. The changes resulting from these suggestions are described in the following section.

Each reviewer commented on the impact of FRN Olivet. Some reviewers were more involved with the project than others, but all of them were able to speak on the importance of this chapter. The main emphases of those directly involved with FRN Olivet either presently or in the past were on the impact on the campus of Olivet, Kankakee County, and the students involved in recoveries and leadership. The volunteers specifically are beginning to see that “they can make a difference now and in the future.” Another reviewer is inspired by the way the school has partnered with the community to help others. From the perspective of FRN National, the chapter at Olivet has been “a standout chapter in the Midwest for several years” and is passionate about “changing the scope of food insecurity and food waste.” Even though the FRN chapter presidents from

other universities have not directly worked with FRN Olivet, one commented that this model has given increased hope that we, societally, can help to bridge the gap between food insecurity and existing resources.

Finally, the reviewers were given a chance to leave additional comments that may not have fit under any of the other prompts. This helps to ensure that they were given the opportunity to share all of their feedback. Many used this as an opportunity to share grammatical or spelling errors that they found while reading. Others included a note of encouragement to me or a statement about the effectiveness of this model. One of the FRN chapter presidents from another university mentioned that the model gave her ideas that she would like to implement in her own chapter. It was encouraging to see that the reviewers were confident that this model will go on to fulfill its purpose of strengthening the chapter at Olivet and of helping other universities with their FRN chapter implementation or execution.

## **Response**

Because one of the goals of the present research was to create a model that is effective and useful for existing Food Recovery Network chapters and universities interested in creating their own, I chose to make edits to the model corresponding to the received feedback. The resulting edits are described below, and the final version of the model is included in the appendix.

I began by editing all grammatical errors that were found by the reviewers. Next, I began to add additional description to existing sections where it was suggested. In the “Author’s Note,” I added some of FRN Olivet’s quantitative data to give perspective on the scale of our project. Two subsections were added into the “Recoveries” section; I

inserted one that gave detailed instructions on how to fill out the forms during the recovery and examples of each completed form and one about the food tracking forms (which is commonly referred to in the model as logging the recovery). A couple of reviewers desired further elaboration on our leadership regarding the roles of the team, how we communicate with our stakeholders, and the transition between leaders. This resulted in additions to the Volunteer Composition subsection, specifically under the Enactus heading, and the Succession Plan section. To improve organization and reader experience, page numbers were also added to the model.

Two complete sections were added to the FRN Olivet model as a result of the suggestions given by the reviewers. A common opinion was that the model was missing information on how to implement an FRN chapter and who to connect with to do so. To solve that problem, I added the “Implementing an FRN chapter” section. This section describes the steps that a student must take to officially begin a chapter on their campus as well as conversations that take place behind the scenes with groups on campus, the food service, and the partner agency. The second section that was added to the model was a summary at the end, which highlights the main operations of an FRN chapter and a closing thought.

Overall, I was encouraged by the positive feedback given by the reviewers and the confidence that this model will be useful for individuals in the leadership of their FRN chapters. The ideas and suggestions are vital to the improvement of the model and its effectiveness moving forward.

## CONCLUSION

Across the country, colleges and universities have a problem with food waste. In those same communities, there is likely a population of food insecure individuals who do not have access to a sufficient amount of nutritious food. The Food Recovery Network seeks to fill this gap nationwide. In Kankakee County, where Olivet Nazarene University is located, FRN Olivet has been working to fight food waste and feed people for seven semesters thus far. In that time, over 19,000 pounds of food have been recovered and over 15,840 meals have been donated to the food insecure. This program has made a lasting impact not just on those who are receiving the food, but also on the student volunteers. A past volunteer and leadership team member stated that being a part of FRN has “provided such an easy and tangible way to volunteer and make an incredible impact in our community.” The FRN Olivet faculty advisor gave the following quote:

“It would be difficult to overstate the impact of this effort. I see the impact measured quantitatively in meals provided, dollars saved, and waste avoided. But I believe the most significant impact has been on the students who have been a part of this effort. It isn’t just the founders, but all who recover and deliver food. Those lives have been changed as they see that through their volunteer efforts, they can make a difference now and in the future.”

The FRN chapter at Olivet has been one of strength and consistency and according to an FRN National staff member, “a standout chapter in the Midwest for several years.” As can be seen through these quotes, the impact made by FRN Olivet has been very meaningful, and the purpose of the present research is to multiply this impact.

The end product of the present research is the FRN Olivet Model, which is a 51 page PDF file that has been fully formatted to be user friendly and easy to navigate. Within the model, there are many resources used and created by the team at Olivet that are linked to the file. The goal of this model is to strengthen the existing program at Olivet and to multiply the impact of FRN Olivet by providing a resource to guide other universities in implementing and executing their own FRN chapter. The model was reviewed by seven individuals and edited corresponding to their feedback. The feedback given by the reviewers supports that the model is comprehensive and would be helpful to student leaders in their experience with an FRN chapter. A staff member at FRN National shared that she would like to give this model to Chapters-in-Progress to use as a resource in their program implementation. The FRN chapter founder and president at Western Kentucky University said that reviewing the FRN Olivet model has given her ideas that she would like to implement in her own chapter. Thus, the model seems to meet the goal of being useful to both new and existing FRN chapters.

A limitation of this research is that each university is unique in regard to size, dining services, student involvement, and much more. That being said, some of the processes and strategies utilized at FRN Olivet may not be applicable or easy to replicate at another university. For that reason, chapter leaders are encouraged to modify our strategies to fit their unique chapter and gain ideas and guidance from the model that can help them find what would work best at their university. Further research could include collecting feedback from the future FRN Olivet leader and those who use the model either to begin or strengthen their chapter. This would show the effectiveness of the model when it is in use as a guide.

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## **Appendix A: FRN Olivet Model (unformatted transcription)**

### **FRN Olivet Model**

A complete model of the Food Recovery Network chapter at Olivet Nazarene University

Created by Madeira Sherwood

### **TABLE OF CONTENTS**

Author's Note  
 Importance of Starting an FRN Chapter  
 Implementing an FRN Chapter  
 Volunteers – Composition, Recruitment, Retention  
 Scheduling  
 Recoveries  
 Deliveries  
 Training & Development  
 Social Media  
 Finance/Fundraising  
 Move Out for Hunger  
 Additional Events – Awareness Days, Education Opportunities  
 Succession Plan  
 Summary: FRN Olivet at a Glance  
 References

### **AUTHOR'S NOTE**

Hi friends!

My name is Madeira Sherwood, and I was a part of the team that established the Food Recovery Network chapter at Olivet Nazarene University in Bourbonnais, IL. I have since served as the chapter president for three years. I have gone through the process of creating a plan of organization, implementing the program, and all the trials and errors that come with the first year or two of any new program. Over the last four years, we have tried methods that have been successful and some that have been unsuccessful. My hope in creating this model is that you can learn from our mistakes and our successes. I know that every university functions differently, so not everything our FRN chapter at Olivet has done will fit your program, but through this model, you can gain ideas and guidance as you find what works best for you.

The FRN chapter at Olivet Nazarene University is not the biggest chapter nor the smallest chapter, but we are very consistent. Olivet has 3,000 traditional undergraduate students, and each student (excluding commuters) is required to have a meal plan. Our food service

must be prepared to serve that many students even if some students eat elsewhere. As a result, there is excess food being made almost daily. We recover from our main dining hall Monday through Thursday whereas some FRN chapters only recover weekly, monthly, or just after major events. Thus, our model is one of consistency—of a university that has created a system and improved it year after year until it has become the best version of itself.

I want to give you a glimpse of the scale of our project over our first seven semesters of operation. Between the establishment of our chapter in October 2017 and the publication of this model in December 2020, the FRN chapter at Olivet has:

- Diverted 19,000 pounds of food from ending up in landfills
- Donated 15,840 meals to the food insecure in our community
- Prevented 36,000 pounds of carbon dioxide emissions from entering our atmosphere
- Organized 202 student-led recoveries
- Involved an average of 50 volunteers per semester
- Recovered an average of 50 to 100 pounds of food daily (sometimes more or less)
- Saved our partner agency tens of thousands of dollars

As a leadership team, we have decided to not stop at just recovering and delivering food, but instead, we have tried to think of innovative ways that we can increasingly serve the food insecure in our community. We continue to strive to be better by adding extra events and putting forth extra effort to increase our impact. We are a dedicated group of students that have found incredible meaning in being a part of this hunger-fighting movement, and we want to help others do so on their own campuses and in their own communities.

I hope that you find this model helpful no matter what stage of the process you are in – whether you are just dreaming about what FRN could look like at your university or you are struggling with one specific part. I’m cheering you on as you work to fill the gap in your own community, and I’m so glad you are choosing to join the mission of fighting waste and feeding people!

## **IMPORTANCE OF STARTING AN FRN CHAPTER**

### **WHAT IS FRN?**

“Food Recovery Network is a national nonprofit that unites students at colleges and universities to fight food waste and hunger by recovering perishable food that would otherwise go to waste from their campus dining halls and donating it to those in need. Our goal is to change the norm from food waste to food recovery in the United States.” ([www.foodrecoverynetwork.org](http://www.foodrecoverynetwork.org))

“Today, we’re the largest student movement fighting against food waste and hunger and have recovered and donated more than 4.1 million pounds of food that otherwise would have gone to waste. That’s more than 3.4 million meals that have gone to those in need. It

is also more than 6.9 million pounds of carbon dioxide prevented from reaching the atmosphere.” ([www.foodrecoverynetwork.org](http://www.foodrecoverynetwork.org))

#### IMPACT OF FOOD WASTE ON THE ENVIRONMENT

According to the National Resources Defense Council, 40% of the food supply in the United States goes uneaten (Gunders, 2012). The extremely wasteful habits of American society have a detrimental effect on our planet. It has been estimated that if food waste was a country, it would come in third after the United States and China in terms of global greenhouse gas emissions (Food Wastage Footprint, 2013). The accelerating speed of climate change threatens the future of the planet. By reducing food waste on your campus, you are helping to ease the environmental impact on your community.

#### IMPACT ON YOUR COMMUNITY

The fact that 40% of the food supply is wasted is especially heartbreaking when you consider that millions of people are going to bed hungry every night. In the United States, nearly one in eight individuals “live in households with limited access to adequate food during the year due to lack of money and other resources” (Feeding America, 2018, p. 1). The food that you deliver will begin to provide for food-insecure individuals and ease their financial burden as they will have one less expense in their day. To a food-insecure individual, receiving a free meal could be the first step in improving their situation. By regularly going to an organization for a feeding program, individuals become more comfortable and will likely turn to them for additional services for their development when they are ready to grow out of their current situation.

#### IMPACT ON YOUR PARTNER AGENCY

Your partner agency is busy advocating for others in the community and meeting needs. Maybe they are overworked and understaffed. Maybe they are struggling financially just to stay open. Regardless of their situation, they are likely focused on an overwhelming number of programs and resources. That is where you come in. By supplying the food that they will serve to the food insecure in your community, you are not only saving them thousands of dollars in resources they would typically have to purchase, but you are reducing the number of programs and tasks that they are worried about each day.

#### IMPACT ON YOUR FOOD SERVICE

Even if the food service workers do not act on it, they recognize the amount of food that is being wasted in the campus cafeteria—something that they may think is inevitable. As they watch groups of student volunteers enter the kitchen each evening to spend time recovering this food, they will begin to become more aware of the way others can benefit by using your free time to serve.

Further, our food service is more aware of the amount of excess food they are preparing because we are measuring the amount of food that Sodexo is preparing but not serving. They are then able to use that information to adjust the amount of food that they are preparing to reduce their food waste and to save money as well.

## IMPACT ON YOUR VOLUNTEERS

One of the most indirect and unrecognized benefits of beginning a Food Recovery Network chapter is the effect volunteering has on a student. By serving with FRN, a student becomes more aware of the issue of food waste, the need in their local communities, and their ability to help. By consistently volunteering, a student's mindset will shift as their passion for this global issue ignites. The volunteers are not only making a world of difference throughout their college years, but they are also more likely to go out into their new communities after graduation with open eyes and with a passion to meet the needs that they see around them.

## IMPLEMENTING AN FRN CHAPTER

### FRN OLIVET'S ESTABLISHMENT

The story of the Food Recovery Network at Olivet Nazarene University began because the general manager of our food service saw the need. He noticed how much food was being thrown away in our kitchen, and knowing the need that was in our community, he was determined to do something about it. He had also previously heard about other Sodexo locations that were involved with the Food Recovery Network. He reached out to our university chaplain to see if he could help find students to establish an FRN chapter at Olivet. Our chaplain then announced the idea in our chapel, which all traditional undergraduate students are required to attend. Many different student groups were interested in taking charge of this project, but a business club called Enactus ended up taking ownership of it.

Our Enactus team worked closely with Sodexo as we went through the process of becoming an official chapter of the Food Recovery Network. Our dining hall at Olivet had to become a Food Recovery Verified location. We also began to look into different nonprofit organizations in the area to see who we could work with. When we began our conversation with our local Salvation Army, they were already hosting a feeding program, but they had recently lost a major food donor. We truly were able to step in and fill the gap for them. The Salvation Army in Kankakee feeds an average of 100 food insecure individuals a free, hot lunch each weekday.

### STEPS TO TAKE

- Begin the conversation with your food service. You could successfully plan everything else, but if your food service is not on board, you will never actually be able to do anything. You need not only their permission but also their support in order to move forward.
- Connect with representatives from Student Development or Student Council. This is a good starting point to see how you can become an official student club on your campus. Connecting with an influential staff member also increases the chances of getting the word out to the student body when you begin recruiting volunteers (perhaps with a school-wide email).
- Research nonprofit organizations in your community that serve low-income groups. Are there any that already provide a hot lunch program or serve the food

insecure in some other capacity? Set up a time to connect with them to see if they would be interested in partnering with an FRN chapter.

- Once you have the approval to begin on your campus and in your kitchen and a place to deliver the food, you can begin the process of officially becoming an FRN chapter. To do so, your food service will need to apply for your campus kitchen to be a Food Recovery Verified location. You will also need to apply to become an official FRN chapter. Once you are connected to FRN National, they will supply you with all the information you need to move forward.
- Reach out to students that you think may be interested in helping to lead this program. This may be another student-led club that wants to take ownership or a couple of passionate individuals that are eager to serve.
- Once your applications have been approved, you can begin recruiting volunteers (see Volunteer Recruitment section). The number of students you are able to recruit when it comes time will help to determine the frequency with which you are able to recover. This is such a cool project, so I do not think you will have any trouble getting people on board!

## **VOLUNTEERS**

### **COMPOSITION**

Enactus: Our FRN Leadership likely differs from most other chapters. Olivet's chapter of the Food Recovery Network is led by a team from our Enactus club. Enactus is the biggest club in the McGraw School of Business at Olivet. Students involved in Enactus use their business skills obtained in the classroom to take entrepreneurial action and meet real needs in the local community, nation, and world. In the Fall 2017 semester, the Food Recovery Network was one of the nine student-led Enactus projects for the year. Since then, our FRN chapter has only expanded, but our leadership team is still run by students involved in Enactus. As business students, our Enactus leadership team is focused on the logistical planning, financial support, extra events, administration, volunteer training and development, networking, and food delivery side of the project.

Leadership Team Roles – For the most part, our leadership team works together to organize and execute, but we do still try to give each member a specialty/focus. The co-presidents oversee all activities and delegate various responsibilities.

- Partner Agency Coordinator: Communicates with representatives from our partner agency regarding delivery schedule changes, returning our equipment, and other ways we can help out
- Food Service Coordinator: Communicates with the general manager of our food service regarding our recovery schedule, kitchen equipment needs, and any concerns or updates that we may have
- Social Media: Manages our Instagram account and takes pictures
- Marketing: Creates marketing materials when needed (flyers, handouts, etc.)
- Finance: Applies for grants and manages fundraising activities

- Scheduler: Creates a weekly schedule based on the availability of the student volunteers and sends daily recovery reminders
- Volunteer Engagement: Plans volunteer appreciation events

Student Dietetics Association: In the spring of our first year as an FRN chapter, our Enactus leadership team decided to partner with the Student Dietetics Association at Olivet. Dietetics students are passionate about food waste and hunger issues in the world. In addition, they are in a very competitive field, and this leadership experience can help them stand out in the internship and graduate school selection process. The SDA students serve as our recovery leaders. We only allow SDA students in their junior or senior year to be recovery leaders because they are food safety certified at that point as a part of their educational program requirements. They are responsible for leading the team of volunteers, filling out the necessary forms, ensuring food safety guidelines are followed, and reporting questions or concerns to the FRN leadership team. When this partnership began, we had one SDA leader assigned to each day of the week. This worked successfully, especially when we had an extra leader who was not assigned to a specific day and could sub if a leader was unable to make it. Now, so many members of the Student Dietetics Association want to lead that we have assigned two leaders to each night. This has been very successful. If one leader is unable to make it, there is already another one scheduled to work. The two leaders can hold each other accountable for each step of the recovery process. If somehow no volunteers show up, there are at least two leaders there who can work together to complete the recovery. We encourage underclassmen dietetics students to serve as FRN volunteers to familiarize themselves with the recovery process in hopes of becoming leaders once they are food safety certified.

Student Body: Our student volunteers do not have to be a part of Enactus or SDA to be involved. In fact, most are not a part of either. We recruit volunteers from the general student body.

Number of Volunteers: We schedule five students for each recovery – two SDA recovery leaders and three student volunteers. The minimum number of students to have an efficient recovery would be three volunteers. The process goes much quicker, however, with five students. Another reason that we schedule five students is so that we are still able to complete a recovery even if a volunteer or two don't show up for their shift. We have averaged about 45 student volunteers per semester.

## RECRUITMENT

We try to recruit the majority of our volunteers during the first couple weeks of the school year, but of course, we welcome new volunteers at any point throughout the year and at the beginning of the spring semester.

1. We begin by sending an email to our volunteers from the past year. Rather than depending on students to tell us they do not want to be involved again, we ask students who wish to continue volunteering to respond to our email. We have found that this is the

best way to know who will truly be engaged throughout the school year. After the initial email, we will send one more email reminding them to respond if they want to be involved. After that, we delete all volunteers from our scheduling software, When I Work, other than those that have let us know they will be volunteering again. By clearing out old volunteers from the system, we eliminate the risk of accidentally scheduling students that are no longer a part of our team. Below is an example of the email we send to past volunteers:

- “Hello everyone! We hope you had a great summer and that your school year is off to a great start! Thank you so much for all you did last year to make FRN a success. We wanted to give you a couple updates about the plan for Food Recovery Network for this fall and to get your input on your plan of involvement. We are excited for another year of Fighting Waste and Feeding People on our campus, and we need your help! We understand that schedules are busy, and there are so many things to be involved in. We do hope, however, that you will continue to serve with FRN as we believe we are carrying out the mission of Jesus by feeding the hungry. Our recoveries will once again be Monday through Thursday at 7:15 pm. On average, you would be scheduled once every other week with a recovery taking about 45 minutes. We do not yet have an exact start date, but we will let you know as it gets closer. In order to ensure organization, we will be starting fresh with When I Work, meaning we will be wiping out all of our volunteers. If you would like to serve again, **PLEASE RESPOND TO THIS EMAIL AND LET US KNOW** by Monday, August 31, so we can keep you in the system! Thank you all! This impact does not go unnoticed. We are looking forward to another great year! – FRN Olivet”

2. We reach out to the president of the Student Dietetics Association, who we partner with for our recoveries. Usually, the president will be the one to create the schedule of recovery leaders, so you will receive that information from them. We then request that they promote FRN at the first SDA meeting of the year. Many dietetics students see the value of getting involved, which increases our number of volunteers. Another benefit is that by encouraging underclassmen to get involved, we will have leaders in a couple years that already have experience volunteering with FRN. We ask the SDA president to collect a list of names and emails of interested students. We will then send them an email with more information and an invitation to the informational meeting. Below is the information that the SDA President shares with Dietetics students:

- “Our motto in Food Recovery Network is fighting waste and feeding people. Four nights a week, our team of volunteers goes into the Sodexo kitchen and recovers the leftover food that would otherwise be thrown away. We then deliver the food to The Salvation Army where it feeds a free, hot lunch to 100 food insecure individuals in Kankakee County each weekday. Each of our volunteers has chosen to use their time in college to serve others, and there is something so special about that.  
We have recoveries Monday through Thursday from 7:15 to 8 pm. We use scheduling software that works with your availability, and on average, you will only recover once every other week (unless you request to volunteer more often). Especially for dietetics students, it is so great to get involved with the Food

Recovery Network because it looks great on your resume and internship/grad school applications!

If you are interested in joining us in the fight against food waste on our campus and food insecurity in our communities, please email [frn@olivet.edu](mailto:frn@olivet.edu) or visit us at Club Sign-Ups in the (location) on (date) at (time). We will give you all the information you need! We can't wait to meet you!"

3. We work on recruiting students from the general student body. First, we always encourage our volunteers to recruit their friends to serve with them. We even will schedule them to volunteer together as much as we can. There are many ways to recruit, but our most effective method thus far has been participating in club/ministry fairs. There have been three different fairs that we have been a part of. Our Associated Student Council at Olivet hosts a fair for all clubs on campus. Because we are officially affiliated with Enactus (a business club), we are allowed to join this fair. We have also joined the Festival of Ministries, which is for all service-based opportunities on Olivet's campus. Lastly, we were a part of the Kankakee County Ministry Fair, which was designed for students that wanted to serve out in the community. We have found that being a part of these club/ministry fairs are more useful than simply having a table on our own in the hallway of the dining hall. The students that attend these events are those who are seeking out a way to get involved on campus or are looking for a place to serve whereas students walking through the dining hall just want to eat dinner without being bothered. When we recruit at these events, we sit at a table and engage anyone we can in conversation. We explain the purpose of FRN, what we do, and our results to date. We also like to throw in that we work with the availability and schedules of our volunteers and that they only need a free 45 minutes every other week to be involved. We collect their names and emails and tell them about the informational meeting. It is also important to make it clear that signing the sign-up sheet is not a commitment, but rather it is just showing that they would like more information.

4. We host an informational meeting. Generally, this is held in person on a weeknight, but it could also be done on a virtual conference platform such as Zoom. At the informational meeting, we place a sign-up sheet by the door for students as they walk in. We begin by showing a video that we created that talks about what we do in the Food Recovery Network and why it is important. We then use a PowerPoint presentation to cover the following topics:

- Why join FRN?
- When are the recoveries? How long are they?
- Food safety requirements and regulations
- T-shirts as uniforms – cost of \$10
- Using When I Work (scheduling software) – how to set availability preferences and manage alerts/notifications
- Follow our Instagram @frnolivet
- Questions

## RETENTION / ENGAGEMENT

We have faced our fair share of challenges in volunteer retention. We have found that when someone is moved to make a difference or motivated to get involved, that feeling is not always paired with a commitment to consistent volunteering. Here are some of our findings that have helped us this far:

Communication balance is key! Volunteers receiving too many emails or messages are going to easily grow annoyed and become uninvolved. Volunteers receiving too little communication will become disconnected and unsure of their involvement.

## RECOVERY REMINDERS

When volunteers are scheduled (see scheduling section), they have the option of receiving a notification from the app and an email; unfortunately, we cannot control how they set up their notifications and reminders when they create their account. That being said, we have seen a dramatic decrease in no-shows since sending our own reminder emails. Every morning, a member of our leadership team sends an email to the five volunteers scheduled for that night. Below is an example of that email:

- Subject: “You Recover Today!”  
 “Good Morning!  
 Just a reminder that YOU recover today for Food Recovery Network! Please meet your team in the Ludwig Lobby at 7:15 pm, and don't forget to wear your shirt! If you do not have one, please let us know, and we will arrange a time for you to buy one. Please make every effort to be there, but if you cannot, please reply and let us know ASAP! See you tonight!  
 Food Recovery Network – Olivet”

## VOLUNTEER APPRECIATION EVENTS

We implemented volunteer appreciation events in our third year of operation. That being said, we haven't hosted many, so we are still working on perfecting it. We host events about twice a semester. The idea is that volunteers can get to know each other and the leaders better through these events while also feeling a stronger connection to FRN as a whole. We have hosted these events during the school day in a free hour, but we found that there were many scheduling conflicts for students. In the future, we will also plan an event for an evening or weekend to see if those have better attendance. Some of our past events are described below:

- Fall Event – Our volunteers were invited to join us for apple cider and donuts decorated for the season. We played music, had many board games to play, and gave out FRN buttons that we had created to each volunteer as an appreciation gift.
- Christmas Event – This was a cookie decorating party! We provided sugar cookies (store-bought), frosting, sprinkles, and hot chocolate. While students decorated cookies, they could play games and get to know other volunteers. We also played Christmas music during the event.

At each event, we advertise that it could be a come-and-go or a come-and-stay event, depending on the preference of the volunteer. We also bring our FRN shirts as an opportunity for volunteers to buy one if they do not already have one.

## **SCHEDULING**

We have used a couple different methods for scheduling over our years as an FRN chapter, but the most effective has been using a scheduling app/website.

### **PAST METHOD**

At our informational meeting for our volunteers, we collected from volunteers the days that they would prefer to volunteer. Using those preferences, we created a Google Sheet where our scheduling coordinator created a schedule for the month. Each week, we sent out the weekly schedule to the volunteers scheduled. We found, however, that plans and preferences changed often throughout the semester for students, which caused lots of complications. That is why we sought a method that let students change their availability on their own at any time.

This scheduling software is free as long as there are fewer than 75 users in one workplace. Each FRN volunteer is asked to create an account on When I Work. We realize that every week can look different for college students, so the best feature about using When I Work is that volunteers can go in and update their availability on their own, whenever it changes. On the other hand, they can set recurring preferences if they are in a class or club at the same time each week. Our recoveries consistently take place at the same time Monday through Thursday each week. That being said, volunteers only need to take that time frame into account when listing their availability. Every Friday, our scheduling coordinator assigns volunteers to shifts for the following week. This gives our volunteers enough time to contact us if there is a problem before recoveries begin. Either way though, it is inevitable that someone has forgotten to update their availability on When I Work and has a scheduling conflict. When they let us know, we thank them for telling us and remind them to update their availability on When I Work.

### **HELPFUL TIPS**

Many volunteers choose to set recurring preferences if they have a club or class that consistently meets at the same time each week during a recovery time. For some reason when you set that up, the end date automatically is set as the following week. We consistently have to remind volunteers to set the end date as the end of the semester.

When it comes to adding unavailability or preferences, there a couple of different ways to do so. Volunteers can either set it for specific times or they can mark their status as “All Day.” Since we only need their information for the actual times of our recovery, we ask that they always mark the “All Day” Option. This helps our scheduling coordinator because their availability will show up in a larger format.

We try our best to schedule volunteers on their preferred days if they have listed any. Otherwise, we simply never schedule someone if they have marked unavailable. We also try to cycle through our volunteers within a two-week span. We don't want to schedule a volunteer every single week and then not schedule another volunteer for a whole month. The ideal frequency for our current number of volunteers is that each person is scheduled once every other week.

#### SET-UP & INSTRUCTIONS

Below are the instructions that we give to our volunteers at our introductory meeting:

- Create an Account on When I Work
- Enter your Workplace: Olivet Nazarene University - Food Recovery Network
- Wait for your account to be approved
- Set your Availability
- Can set repeats for each week
- Change end date to 12/5/2019
- Remember that you only need to be concerned about the times 7:15-8 pm
- If you are unavailable, please make sure to click the all-day option
- If you prefer certain days, please make sure to click the all-day option
- If you do not select unavailable or preferred, you may still be scheduled
- Under Schedule, "My Shifts" will show all the times you are set to recover
- Please set your preferences to be alerted with schedule updates and shift reminders.

We ask that volunteers set notifications through When I Work to be alerted when they are scheduled and reminded about their shifts. Whether they do it or not is out of our control though, so we have begun sending reminder emails from our FRN emails on the day of the recovery to those who are scheduled. Our template is shown below:

- Subject: "You Recover Today!"  
 "Good Morning!  
 Just a reminder that YOU recover today for Food Recovery Network! Please meet your team in the Ludwig Lobby at 7:15 pm, and don't forget to wear your shirt! If you do not have one, please let us know, and we will arrange a time for you to buy one. Please make every effort to be there, but if you cannot, please reply and let us know ASAP! See you tonight!  
 Food Recovery Network – Olivet"

#### SCHEDULING OPTIONS

Some people like the idea of grouping the volunteers and having everyone volunteer with the same group each time. This is an option we have considered to build community between the small group and reduce confusion. We ultimately have opted to keep it varied though so that more of our volunteers can get to know each other. If the volunteers have set preferred days, it is likely that they will still volunteer often with the same people.

We have begun letting people make requests of who they would like to volunteer with. Many people choose to join a club or volunteer with their friends, so we want to make

sure that we schedule them for the same night as much as we can. We want to encourage community and help volunteers enjoy the experience as much as possible.

## RECOVERIES

### OUR SYSTEM AT FRN OLIVET

Our recoveries are currently Monday through Thursday at 7:15pm, which is 15 minutes before they stop serving dinner. On average, our recoveries last about 45 minutes.

In the past, we have had many different recovery schedules. At first, we hosted ten recoveries a week—Monday through Friday after lunch and dinner. We chose to do this because we had so many volunteers who wanted to be involved, and we didn't want them to only be able to recover once a week. This led to short recoveries with a smaller amount of food, so volunteers did not feel like they were needed. We then switched to only recover after dinner because the leftover food from lunch would still be there for us to recover in the evening. For the most part, this was a successful model. The biggest issue was our Friday recovery. Pretty consistently, we would not have any of our volunteers show up, so the leader would have to do it on their own. This was not an efficient way to work and was not the treatment we wanted for a volunteer leader who was consistently giving their time to serve. Since it was clear that no one wanted to spend their Friday night recovering food, we eliminated this day from our schedule. The leftover food from Friday was simply stored until our Monday recovery. From there, we moved to our current schedule of recovering after dinner Monday through Thursday, which has been the most successful system thus far.

### RECOVERY TEAM COMPOSITION

As was stated before, we create a team of five volunteers to recover each night. The minimum number of volunteers you would want is three ideally. Scheduling five volunteers helps the recovery go faster and still ensures a successful recovery even if two volunteers were not able to show up. On average, we recover anywhere from 50 to 100 pounds of food each night. We used to only schedule one recovery leader (dietetics student) per night. Since we have increased interest from dietetics students, we now schedule two leaders per night. This has been one of the best things for FRN. If one leader has something come up, there is still one to help. If by some rare chance none of our volunteers show up, there are still two students that can complete the recovery. It is easier to lead when you are not alone, so this system has been extremely helpful.

### ORGANIZATION SYSTEM

As you can imagine, there are forms that we must fill out at each recovery to track our work and stay organized. Our food service has given us a small space in the office in the kitchen to store these forms. We have purchased a small organizer for 6 different hanging folders, containing:

- Blank bill of lading forms
- Blank individual pan sheet
- Blank labels (includes scissors and tape)

- A folder for completed forms for our partner agency (The Salvation Army receives a copy of the completed Bill of Lading)
- A folder for completed forms for our food service (Sodexo receives a copy of the completed Bill of Lading and the individual pan sheet)
- Reference sheets – the laminated food cost form and the laminated step-by-step instruction guide for the leaders

#### EQUIPMENT NEEDED

- Pans, Lids, and Seals – We used to use aluminum, disposable pans and lids to transport the food to The Salvation Army. We realized that although we were helping the environment by reducing food waste, we could be doing better. Through the help of our food service, various fundraisers, and a grant from Unilever, we were able to purchase reusable, oven-ready pans and lids from GFS. We also purchased black rubber seals that made our new pans and lids spill-proof. We could have chosen plastic, reusable containers for the food, but we instead wanted to buy something that was sustainable and was convenient for our partner agency. They can simply put the pan we give them straight in the oven when they are ready to use it.
- Food Cart(s) – We currently have two food carts for FRN because of the amount of food we consistently recover. Each cart has a laminated sign stating that the carts are for FRN use only. Once the pans are completed in the recovery, we put the pans on the food carts and roll the cart into the freezer. Using a cart makes it convenient for the delivery leader to roll all the food closer to their vehicle rather than making several trips into the freezer. We purchased these through the help of our food service, various fundraisers, and a grant from Unilever. It is important to make arrangements with your food service to ensure that there will be room in the freezer for your food carts. We attached a laminated sign to our carts that say “For FRN use only” to differentiate them from the others.
- Spoons/Utensils – You will want several different spoons/serving utensils throughout the recovery because you will use a different spoon for each different type of food so that you do not cross-contaminate. Our food service allows us to use theirs rather than purchasing our own.
- Cleaning Supplies – After the recovery, you should use cleaning supplies to wipe down your workstation and clean up any mess that you have left behind. Our food service allows us to use theirs rather than purchasing our own.
- Food Scale – You will need a food scale to weigh the food you have recovered. Make sure you zero out the scale using the weight of an empty pan so that you do not skew your results. Our food service allows us to use theirs rather than purchasing our own.
- Hairnets & Gloves – It is essential that your volunteers either wear a hat or a hairnet during the entire recovery. After washing their hands, they must also wear plastic gloves if they are handling the food. Our food service allows us to use theirs rather than purchasing our own.
- Scissors, pen, tape, & forms – You will need a pen to fill out the required forms. We use scissors to cut the labels since there are multiple per sheet of paper. We then use tape to stick a label to the lid of each pan. You will need many copies of

each form – Bill of Lading, Individual Pans Sheet, and a labels sheet. When we are running low on copies, the recovery leaders are allowed to use the copier in the kitchen office to make more.

- A food cost form – In the kitchen office, we have a laminated paper that tells the cost per pan of food depending on the food type. This information is necessary to fill out the Bill of Lading. Our food service and partner agency also keep track of the cost donated from/to them.

## STEP-BY-STEP INSTRUCTIONS

I recommend creating and laminating a step-by-step instruction page to keep in the kitchen so that our recovery leaders can reference it with any questions they may have.

1. Meet your recovery team in the lobby of your cafeteria. Make sure you are all wearing your FRN shirts.
2. Go into the kitchen and wash your hands. Put on gloves and a hairnet/hat.
3. Gather all the equipment you need – pans, lids, seals, spoons, scale. Bring them to your workspace. The recovery leader should be the one to go into the office and grab the forms.
4. Either take the leftover food from the agreed upon spot with your food service, or they will bring it out to you.
5. Zero out the scale using an empty pan.
6. Begin transferring the food into our FRN pans.
7. Before placing the lid and seal onto the pan, weigh it, and write the food type and the weight on the individual pans sheet. Tape the completed label to the lid. Do this for each pan.
8. When you have finished transferring all the food to our pans, bring all the dirty dishes to the dishwashing station.
9. Place the sealed pans on the FRN food cart and bring it to the freezer.
10. Clean up your workspace, wipe down the counters, and put the supplies back in their places.
11. At this point, the volunteers can leave, but the leaders should stay.
12. On the Bill of Lading, write the type of food, the quantity (number of pans), and the cost (number of pans multiplied by the cost from the cost sheet). When this form is finished, make a copy of the Bill of Lading. Put one in the folder for the partner agency and one for the food service.
13. Calculate the total weight at the bottom of the individual pans form. Place this completed form in the folder for the food service.
14. Log your recovery on [www.foodrecoverynetwork.org](http://www.foodrecoverynetwork.org). Fill out all the required fields, and make sure to write the names of the volunteers who helped.

## HOW TO FILL OUT THE FORMS

**Labels** – The most important information to write on each label is what food it is and the date. I suggest being as detailed as possible to make it clear for the partner agency. For example, instead of writing “pasta,” write “fettuccine alfredo with chicken and broccoli.”

**Individual Pan Sheet** – This form should be completed throughout the recovery. It is not a necessary form to give to your partner agency. Rather, it is something we created to help

keep track of the number of pans, food types, and ultimately the total number of pounds. There should be one row completed for each pan of food which includes the type of food (ie: black beans) and the weight (do not include the weight of the pan!). Once there is an entry for each pan, create a sum of the individual weights and write it at the bottom. This information will be helpful in completing the Bill of Lading and logging your recovery online.

Bill of Lading – This form should be completed at the end of the recovery and should be given to both your food service and your partner agency. There should be one entry for each type of food recovered (not each pan). Under quantity should be the number of pans of that type of food (NOT the number of pounds). Using the food cost form, multiply the cost of the corresponding food type by the number of pans. At the bottom, write the total cost of the food donation.

### **FOOD TRACKING FORMS (FTF)**

We require that our recovery leaders fill out and submit the food tracking form after each recovery. Rather than storing all of the forms filled out during the recovery and saving them to submit a comprehensive food tracking form weekly or monthly, we choose to log our recoveries daily. This allows us to go back and see the details of each recovery and to easily count the number of recoveries per semester.

At Olivet, we use the method of submitting Food Tracking Forms through the Food Recovery Network website ([www.foodrecoverynetwork.org/foodtracking](http://www.foodrecoverynetwork.org/foodtracking)). We ask that in addition to the required fields, the recovery leaders also add the first names of the volunteers and the number of trays. By having the names of the volunteers, we can go back to see if any volunteers are consistently not showing up when they are scheduled. We would then email them to make sure they are receiving communications from us and to see if they are still wanting to volunteer. By recording the number of trays, our delivery leaders can go online to see how many pans they should expect to transport.

One of the best features about logging our recoveries through FRN National is that all of the data is uploaded to a spreadsheet personalized to each individual university. It can be accessed by anyone simply by going to [www.foodrecoverynetwork.org/chapters](http://www.foodrecoverynetwork.org/chapters), finding your chapter, and clicking “Pounds-to-Date”. Within the spreadsheet, there is a tab for each semester as well as a tab that provides the total number of pounds recovered each semester. This is incredibly useful when reporting your total numbers to your partners, volunteers, or donors.

### **DELIVERIES**

When we used to recover Monday through Friday, we delivered three times a week – Monday, Wednesday, and Friday – to ensure that we never had too much food to transport on any given day. Once we stopped recovering on Friday nights, we switched our delivery days to just Wednesday and Friday mornings.

Choosing a delivery time is dependent upon the preferences of your partner agency and the availability of your delivery leaders. For us at Olivet, we deliver in the mornings either at 9 or 10am. Our partner agency serves a hot lunch at noon, so we want to give them plenty of time to prepare the food that we deliver if they choose to serve it that day. We also want to bring it early enough that we are not catching them in their busiest part of preparing lunch. We want to be as helpful as possible for The Salvation Army and do not want to be a hassle or a burden by complicating their routine and structure.

Our delivery leaders are normally from our Enactus leadership team, but we have considered using any of our regular student volunteers if we needed to fill a spot. The only requirements of delivery leaders are that they can safely transport the food and that they have a free hour to give at the same time each week.

### DELIVERY PROCESS

1. The delivery leader pulls their car up to the loading dock of the kitchen where the food is stored.
2. Go into the office or wherever the forms are stored. Pick up the bill of lading copies for your partner agency.
3. Go into the freezer and roll the cart(s) of food (labeled FRN) to the door near your car.
4. Transfer the pans of food from the cart to your car.
5. Count the number of pans that you are delivering.
6. Roll the empty cart back into the freezer.
7. Go back into the office and add a line to the document that is meant to track the pans. Fill out the date and the number of pans, lids, and seals you are taking. Initial the line.
8. Drive the food over to your partner agency. When you leave campus, call your partner agency to let them know you are on your way. This saves you time because they will be prepared for you.
9. When you get there, bring the Bills of Lading to the front desk. Be sure to fill out the pan tracking sheet there as well.
10. Bring the food inside and then pick up any empty pans that they have. On the pan tracking sheet, you should also fill out how many pans, lids, and seals you are returning to campus.
11. If you have pans to return, load them in your car and drive back to the kitchen on campus.
12. When you arrive, bring the pans to the dishwashing station. Your food service provider will likely want to be extra cautious and wash them again.
13. Before you leave, go into the kitchen office again and fill out how many pans, lids, and seals you brought back.

### PAN TRACKING

We didn't always use pan tracking forms. We created them because the pans are very expensive, and we wanted to make sure that we got all of them back at the end of the semester. It is also helpful to know how many pans our partner agency has at any given time.

We have had a hard time with turnaround time with our partner agency. We have consistently had to remind them to try to return our pans to us promptly. I would suggest either having a good backup plan for when your partner agency has all of the pans at once (such as recovering using aluminum pans) or giving them a specific time frame (ie: pans should be returned two weeks after delivery).

## **TRAINING & DEVELOPMENT**

All volunteers must be equipped with knowledge of food safety guidelines. To ensure this, we host an introductory meeting at the start of each semester for all students who have signed up to volunteer with our FRN chapter. In this meeting, we have a brief discussion about food safety guidelines and volunteer expectations (don't volunteer when you are sick, wash your hands often, wear gloves and hair nets, etc.) We also walk them through the recovery process and give instructions on how to use our scheduling software, When I Work.

All of our recovery leaders must be food safety certified. Because all of our recovery leaders are from the Student Dietetics Association, they are certified through the ServSafe program. I simply collect their ServSafe certificates at the beginning of the semester and keep them on file.

Before our normal recoveries begin in the fall, I host three days of training for our recovery leaders, who are required to attend one training (even if they have led in the past) but are welcome to attend them all. In this training, I walk them through the recovery process from start to end. I show them how to log the information at the end and where to put the completed forms. I answer any questions they may have and help them become comfortable in the kitchen. I encourage them to get to know the volunteers they are leading. After this training week, they can refer to me, the SDA president, or the step-by-step instructional document we have posted in the kitchen office if they have any further questions.

At the end of each semester, we host a small event for the recovery leaders. We usually buy dinner to thank them for their hard work and dedication to the cause of fighting hunger and food waste. We also use this time to collect feedback and suggestions that they may have to help us improve the program in the future.

## **SOCIAL MEDIA**

Admittedly, social media is an area that can be easily forgotten, but it is also something that can be so important for student body awareness.

### **WHAT WE HAVE DONE**

- We created an FRN Olivet account on both Facebook and Instagram.

- We have made posts with updates on the number of pounds recovered and meals served as well as promoting volunteer events and food drives.
- We have created two high-quality videos (in our first and second year of operation) explaining what FRN is, our purpose, our processes, and a push for volunteers at the end. These videos have been widely shared on social media as well as shown in all-school chapels.

## POTENTIAL

I have found that creating a social media strategy is the most effective way to run a social media page. This document would include the goals of the social media page, relevant hashtags, and a chart of types of posts with their corresponding descriptions and post frequency.

Potential post types have been included below:

- Volunteer Spotlight
  - Picture Idea: the volunteer in their FRN shirt while recovering
  - Caption: a couple of sentences about the volunteer that could include answers to the following questions
  - What is your name?
  - What year are you in school? What are you studying?
  - Why did you decide to volunteer with FRN?
  - What is your favorite part about FRN?
  - Frequency: Monthly
- Monthly Weigh-ins
  - Picture Ideas: a team of volunteers, recovered food, car full of food/pans, a picture of the food being served, etc. Each picture posted would have the words “Monthly Weigh-In” in the same format somewhere on the picture.
  - Caption: would include the amount recovered for the month and the meal equivalent. You could also include a favorite memory of the month or a statistic about the needs in your community.
  - Alternative: You could also create a “Weekly Weigh-In” as a story highlight. On your Facebook or Instagram story, you would share a picture as well as how many pounds were recovered that week.
- Event Posts
  - Any time there is a special event occurring, there should be a corresponding post either promoting the event or telling about it afterward.

## FINANCE/FUNDRAISING

An effective program, especially one that includes an abundance of equipment, is not always easy to maintain financially.

## KEYS TO SUCCESS

- Create and maintain a good relationship with the director of your campus food service provider. This will help open up opportunities for open and honest conversations about your needs and plans.
- Apply for Grants! Companies and foundations love to see that there is a group of young people aware of the needs around them and determined to take action to help.

## PARTNERSHIP WITH SODEXO

Because the General Manager of our food service at Olivet is so passionate about this cause, Sodexo has been extremely generous with FRN. From my conversations with FRN National leaders, it is common for the food service to cover the majority of the costs associated with kitchen equipment.

Our food service caters many events that are held on our campus. They often hire sports teams or student clubs to work these events. It is a way for teams to fundraise as the team is paid per hour per student. Our team of FRN volunteers has worked a few of these events, which has the potential to help significantly financially as well as help our food service. The issue that we have run into with these events is the volunteer willingness. Many college students do not want to give hours to serving food without any direct benefit to themselves. That being said, we have begun to stray from this type of fundraising.

## GRANTS

On top of the small grants that the Food Recovery Network offers to their chapters each semester, we have researched for grants from outside companies and foundations that apply to our mission. It is necessary to accumulate research to justify your need as well as carefully plan your proposed project and use for the funds.

- Unilever Bright Future Project Accelerator grant through Enactus = \$2500 grant plus \$1000 for being a finalist
- Global Youth Service Day grant from Youth Service America & the Sodexo Stop Hunger Foundation = differing amounts over 3 years (We typically use this grant in connection with our Move Out For Hunger Project – ensuring that one essential part of the project occurs on GYSD.)

## FUNDRAISING

Stickers: We have designed aesthetically pleasing stickers that sold very successfully to the student body – not just FRN volunteers. The stickers were waterproof and worked well for both laptops and water bottles. We purchased them online in bulk at a small cost per sticker and sold them at a low cost as well (1 to 2 dollars apiece) so that they would be in higher demand. We made a small profit per sticker but ended up making a profit of a couple hundred dollars because of how many we were able to sell. At the same time, this was good advertising too since many students had the FRN stickers on their laptops or water bottles.

T-Shirts: Each year, we order FRN t-shirts and sell them to our volunteers. These serve as our uniforms during our recoveries. Each volunteer is asked to purchase a t-shirt for \$10 to cover the cost. This isn't exactly a fundraising tactic, but it does help us reduce the expense of the shirt. The front of the shirt has the FRN logo. The back has the logos of the departments that help support our FRN chapter.

## **MOVE OUT FOR HUNGER**

When students move out of their housing at the end of the school year, it is often easier to just throw away their unopened food rather than pack it up and bring it home with them. When we noticed this need, we decided to join the initiative "Move Out for Hunger" where we collected this canned/boxed food and donated it to our partner agency.

The end of the school year unfortunately marks the end of our recoveries as well until the following fall. Organizing this campus-wide food drive is a great way to help fill the gap that is created when our hot lunch program takes a break for summer. We recognize that kids who previously would have been receiving a free lunch at school are home for the summer. Their parents are able to take the canned/boxed food that we donate home to their families.

## **OVERVIEW**

Our all-campus food drive lasts about ten days. We place a collection barrel in the lobby of each dorm and apartment building. Students are asked to donate any unopened food items rather than throwing them away when packing to move out for the summer. We then host a collection event where all types of student volunteers help us collect the barrels, weigh the items in our campus quad, and load the moving truck to bring the items to our partner agency, the local Salvation Army.

## **SUPPLIES WE USED**

- Collection Barrels – We placed one in the lobby of every residential building, so we needed over 50 barrels. Our partner agency had hundreds of large barrels in storage, so we were able to use those. If we didn't have that option through our partner agency, the Move Out for Hunger organization also will provide a limited number of collection boxes if you need it.
- A large scale – In order to measure your results, you will need a scale to weigh the collection barrels during the collection event. We borrowed the scale that was used in our campus mailroom to weigh large packages.
- A tent and a table – We set up a big tent in the quad for our collection event. This helps to catch the attention of students as they walk past and will keep your team cool on a hot day. We also set up a table to lay out t-shirts and any supplies we needed for the collection event.
- Ziploc bags, notecards, and tacks – This is a system we developed in our second year of MOFH to help us stay organized. On each notecard, I wrote the name of a residential building. I then grouped cards of buildings that were close to each other and put them in a Ziploc bag with two tacks per building. On the front card,

I also wrote how many buildings were in that bag, so they could grab the corresponding number of barrels and posters for each building. This system cuts down on confusion and ensures that a barrel is brought to each building.

- Lots of trucks/large vehicles – We recruited volunteers with large vehicles that could easily transport both empty and full barrels to and from the residential buildings.
- A moving truck – This is something that you can coordinate through Move Out for Hunger. A moving truck came to pick up all the donations and collection barrels and transport them to our partner agency.
- T-Shirts – Each volunteer received a free t-shirt, which was provided to us through Move Out for Hunger.

## PLANNING & EXECUTION

This is a HUGE project that requires a large team of volunteers and an organized planning process. I suggest creating a chart that includes a list of all the tasks that need to be done, who is responsible for which task, and a deadline date for each task. Below I have listed the steps we have completed in the past throughout the planning stage leading up to the collection event.

- Email all Resident Directors to let them know that we will be placing a large collection barrel in the lobby of each residential building. Explain the program to them and ask if they will promote it to their buildings. The building that donates the most food wins a pizza party.
- Email the Resident Assistant team and ask them to send an email or a group message telling them about MOFH. If they copy our FRN email in their message to their residents, they will be placed in a drawing to win a \$25 gift card.
- Contact the various social media pages affiliated with the university and ask if they will promote the event. Send them a sample post that they can use.
- Create a PowerPoint slide to be shown in chapel. We do this because all traditional undergraduate students are required to attend chapel, so the advertisement will be seen by everyone.
- Find a contact person to let us into each building. Many of the residential buildings require a key to even enter the lobby. By having a person that will be around the building when we deliver, we can cut down on time and confusion.
- Create posters that will go in each building. The poster design includes the dates, what types of food can be donated, and who the food is going to.
- Contact Physical Plant to see if they can help us transfer the empty collection barrels from The Salvation Army back to campus. They typically drop off the barrels in one location on campus.
- Contact an athletic team to see if they would like to volunteer as a team. The swim team typically takes the responsibility of transporting the barrels from the initial location to each residential building. They break off into small groups and make multiple trips. A group will pick up a Ziploc bag with tacks and a notecard with the names of 3-4 residential buildings. They will grab the corresponding number of posters and transport the barrels to those buildings. Those who have larger vehicles typically use their cars to move the barrels to the buildings further away. Those who do not have vehicles will be the ones to use a cart or dolly to

move them to a residential building on campus. This process will be repeated until all the barrels have been placed.

- Contact athletic teams to see if they can help with the collection event. This normally requires stronger individuals because they will be the ones carrying the barrels full of canned/boxed food. The football team has helped us transport the full barrels from the residential buildings back to the quad where we have the collection event. The coaches of the football team have gators that they use to transport the barrels to campus.
- Create a short video to promote MOFH on social media. Post it on the FRN social media pages and see if the university accounts will share it.
- Ask Public Safety if they can open campus for cars to drive to the quad during the collection event. This reduces the distance people will have to carry the full barrels.
- Reserve two tables and a tent for the quad with Associated Student Council.
- Contact the staff in the campus mailroom to see if we can use their scale during the collection event.
- Fill out the online form to put the MOFH food drive and collection event on the school calendar.
- Work with the MOFH staff to coordinate the details for the moving truck to pick up the donations.
- Find a photographer that can come take a couple of photos of the MOFH collection event.
- Email the normal FRN volunteers to invite them to help with the collection event and bring their friends.
- Make sure that you have enough volunteers with trucks or large vehicles that can help transport the barrels to campus from your partner agency or from the residential buildings to the quad.
- Communicate with the MOFH staff to receive t-shirts that you can give to all your volunteers for helping with the collection event.

#### COLLECTION EVENT

This will take place after the 7-10 day MOFH food drive. The collection event is a great opportunity for students from different clubs/teams to come together to serve. This food drive is designed to be held during the time students are packing up their dorms/apartments for summer break, but we always try to host our collection event on the weekend before finals week. By doing this, all students are still on campus, and we are not interfering with important study time. In 2018, we hosted the collection event on a Sunday afternoon so that we did not have to work around class schedules, but the downside was that there were not many students on campus to see what we were doing. In addition, our partner agency was closed so we had to store the donations overnight and wait until Monday to deliver it all. In 2019, we held hosted the collection event on a Friday afternoon, which was much more successful. We did lose a couple volunteers due to their class schedules, but overall we had enough people, and there were many students around to see the final product of the all-school food drive. We also were able to load the moving truck full of donations and the collection barrels and immediately take it to our partner agency.

- We normally set up a tent in the quad, which protects us from the sun on a hot day and draws attention to what we are doing. We use a couple of different tables under the tent – one to lay out the t-shirts for the volunteers and one for the computer to record the results and to hold any extra materials you may need.
- We invite as many volunteers as possible, especially if they have large vehicles. The more volunteers you have, the faster you can complete the event. We invite various athletic teams to join us, but the football team has been the most beneficial since they are typically strong enough to carry a full barrel on their own. We also invite any students to join us at the collection event on the promotional materials. Our FRN volunteers and all members of the Student Dietetics Association and Enactus are invited to join us as well.
- Prior to the event, we make a spreadsheet that lists all residential buildings of campus in one column. In another, we will record the weight of the food donations for each building. This is helpful in making sure we have picked up all of the collection barrels and in determining the winning building for the pizza party.
- Our volunteers will split into small groups, making sure at least one of the group members has a large vehicle. One of our FRN volunteers will have the responsibility of telling the groups which barrels they should pick up. Once they have picked them up, they drive back and bring the barrels to the quad. They will go back out for more barrels until all have been returned to us.
- Next, we weigh the donations. Make sure you use an empty barrel to zero out the scale before you begin! During our first year of MOFH, we separated the cans from the boxes, counted each donation, placed them in separate barrels, and then weighed them both. While this was thorough, it was an unnecessary step. All we really need to know is the weight of the donations. That being said, once the barrels have been brought to you, the designated weigher will place the barrel on the scale and tell the recorder the number and the building it came from. It is helpful to leave the notecard with the building name in the barrel so that you know which building it came from. After we have recorded the weight, I would suggest consolidating partially full barrels. This will make it easier for your partner agency. Just be careful not to fill them too full to carry!
- Once all of the barrels have been collected, weighed, and consolidated, you will load them into the moving truck (this is provided by the MOFH staff). Once they have been loaded, you can thank your volunteers, reveal the grand total, and tell most of them they are free to go. I would suggest asking a couple to stick around to go to your partner agency. You will need help unloading the moving truck when it arrives.

## ADDITIONAL EVENTS

### AWARENESS DAYS

We have found that even though our FRN chapter has received attention in all-school gatherings and we are active daily, there are many students who have never heard of what we are up to on campus and in the community.

The primary goal of our awareness days is to teach students and faculty about the issues of food waste and hunger, what we are doing to help, and what needs still exist. A secondary goal is to let interested students know how they can get involved.

What we do:

- We set up a table outside our main dining area with balloons and educational resources that students can pick up. This is a great opportunity to sell the stickers we referred to in the fundraising section. We all wear our FRN t-shirts. One year, we worked with the Sodexo GM to purchase shirts for all food service workers, and they all wore their FRN shirts on our awareness day.
- We hosted a “Weigh the Waste” campaign one awareness day as well. This was an initiative that was encouraged by our Sodexo partnership. We were donating a great amount of food to our partner agency, but we also realized there was still an abundance of food being wasted. Students often put more food on their plate than they actually ate. We wanted to see what the composting impact could be in the future. When students went to put their dishes away, we separated the true waste from that which could be composted. We had posters of what can be composted. At the same time, students were able to see how much they were truly wasting each mealtime. Throughout the day, we weighed the compostable waste, which we then reported back to Sodexo for their own research on how composting could impact their operations moving forward.

### EDUCATION OPPORTUNITIES

Once we had figured out the logistics of operating an FRN chapter, we knew we wanted to do more to help those we were serving.

Feeding programs have often been criticized by people claiming that “giving handouts” is actually harmful. We have found, however, that providing people with the necessities of life is a great way to get people in the door and form relationships that can result in a greater opportunity to help encourage growth in other areas of life.

We created an educational series that occurred once a month during the hot lunch program. Individuals could fill a plate with the food we donated and then join us in the community room at our partner agency for a free class. These classes have typically been on the topics of occupation/financial skills and nutrition.

- Finance/Occupation Classes: We created workshops for resume building, job readiness/interview skills, and budgeting. Individuals living below the poverty line have unique situations when it comes to all three of these areas. Our curriculum was developed and taught by students from Olivet’s school of

business, and it was specifically tailored to common issues for impoverished individuals. For example, one class was focused on how to budget in a way that makes a paycheck last the entire two weeks before they receive the next one.

- Nutrition: Our partnership with the Student Dietetics Association at Olivet made this possible. The dietetics students developed and taught this material. A couple of the subjects included a MyPlate discussion, how to purchase healthy foods on food stamps, and a diabetes-focused lesson because that is a common medical issue among individuals served at our partner agency.

We want to open doors to those seeking additional education and growth so that we can help them even past their solely physical needs. By doing so, they begin to grow more independent and able to support themselves and their families.

## **SUCCESSION PLAN**

As a leader, you probably spent hundreds of hours to get your FRN chapter off the ground, recruit volunteers, learn the processes, and get to a place of consistency and success. Like any college club or program, it can be a struggle to transition leadership to a new student when one graduates. For that reason, forming a succession plan is something that you want to think about earlier rather than later!

There are many different sectors of leading an FRN chapter throughout an academic year, so passing it down to a new leader is not something that can be done in a single conversation. The best way to prepare is to give your future leader extra responsibility and a front-row seat in your final year of leadership, so they can get a better idea of their future role. In this process, be sure to introduce your partner agency and food service to the new leader. By doing this, they will know who to contact for any future communications.

Further, I would encourage you to write it down! Compile the resources you use throughout the year and try to write down the information that they would need to know, even if it seems self-explanatory to you. The more resources a leader has, the more successful they can be right off the bat.

Be available to the leader following you. No matter how well you prepare, the future leader will still have moments of uncertainty. I encourage you to give them your contact information and let them know that they can come to you with any questions they may have moving forward. You want the future program to succeed and not let all your hard work in the past go to waste just because you are no longer there. Be their ally and cheer them on along the way.

On top of strong student leaders, having staff ownership is vital to the longevity and success of your program. As mentioned before, making connections and building relationships with influential staff members on your campus is very important for student awareness and communication. Our FRN Olivet chapter has a handful of staff members

(such as our faculty advisor, the general manager of our food service, and our university chaplain) who are very committed and passionate about our mission. Because of this, they would take the necessary steps to keep the program going even if the transition between leaders was poor.

#### QUESTIONS TO CONSIDER

- Who is your point of contact at your partner agency?
- Who is your point of contact at your food service?
- How can you give FRN email access to your next leader?
- Where do you keep all of your resources and training materials? I suggest creating a google folder and sharing it with your team.
- Who have you had to contact to plan special events (such as MOFH)?
- Have you told FRN National who will be taking over as the future point of contact for your chapter?
- Did you give the next leader your contact information?
- What are your strategies for volunteer recruitment and retention?
- Do they know how to schedule events through your school?
- Do they have access to schedule volunteers on your scheduling software?
- Do they have access to all social media accounts for your FRN chapter?

#### SUMMARY: FRN OLIVET AT A GLANCE

The Food Recovery Network is a national organization that is made up of student-led chapters at universities whose mission is to fight food waste on their campuses and feed people in their community.

The team of volunteers goes into the kitchen to recover the leftover food that would have otherwise been wasted. It is then delivered to a partner agency where it feeds a free hot meal to food insecure individuals each weekday. We use the scheduling software, When I Work, to create a schedule that works with the availability of our student volunteers.

Our volunteers as well as our leaders are recruited and trained at the beginning of each semester. We have taken extra steps to overcome the issue of volunteer commitment and have been able to increase engagement and improve retention.

We are financially sustained through the help of our food service and through grant funds. We have attempted to increase our impact over the years, so we are consistently looking for additional ways to serve.

Each spring, we organize a Move Out for Hunger food drive on our campus. When students move out of their dorm/apartment for summer break, they are encouraged to donate their unopened food rather than move it home or throw it away. It is a complex planning process, but it is great to see the student body come together.

Because FRN is a college program, it is important to prepare for frequent leadership transitions. This program has an incredible mission and potential to make a real impact, so it must be set up to experience lasting success.

## Appendix B: Reviewer Feedback Form

**Name:** \_\_\_\_\_

**Position/Relation to FRN Olivet:** \_\_\_\_\_

**Rate the following on a scale from 1 to 10 (1 = strongly disagree, 10 = strongly agree).**

1. The topics covered within the model fully represent the work of an FRN chapter throughout the course of an academic year.

1      2      3      4      5      6      7      8      9      10

Comments:

2. If I didn't know about the food recovery network, this model would give me understanding and sufficient knowledge to lead my own chapter.

1      2      3      4      5      6      7      8      9      10

Comments:

3. Challenges and obstacles faced in running a Food Recovery Network program are adequately addressed.

1      2      3      4      5      6      7      8      9      10

Comments:

**Please provide responses to the following questions.**

1. What are areas of strength in the model?

2. What areas are lacking or need extra description? Are there any sections that should be added?

3. In 1-3 sentences, how has FRN Olivet made an impact? (This could be on you personally, on Olivet, in Kankakee County, on other chapters, etc.)

4. Additional Comments: