

THE GW FOOD POLICY LEADERSHIP INSTITUTE

BACKGROUND

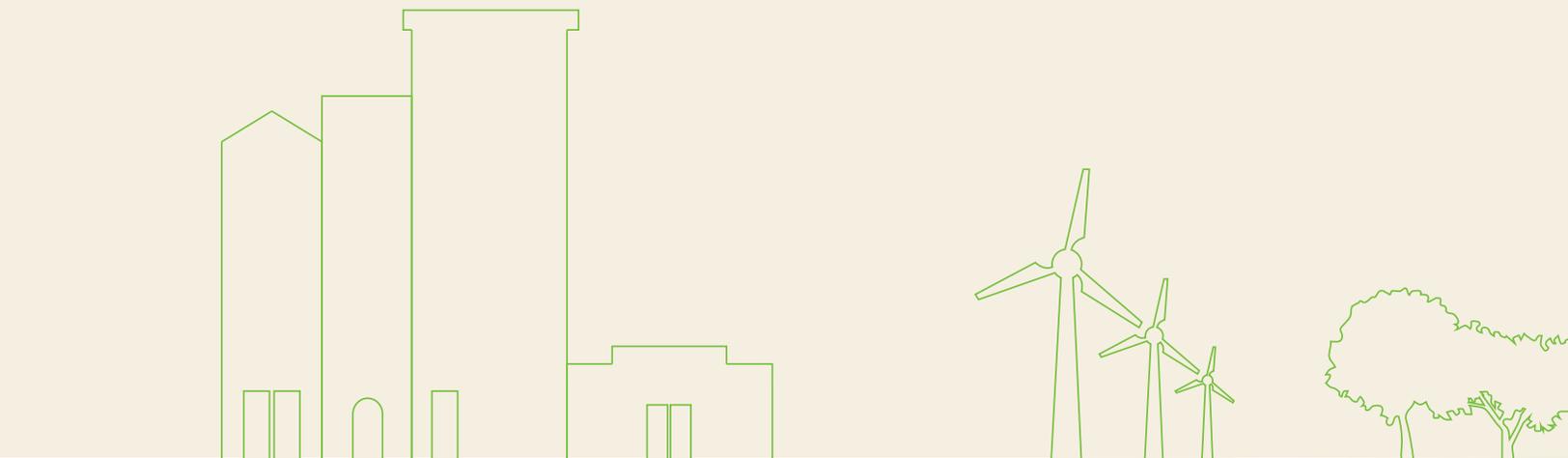
The fields of food and agriculture are changing and diversifying in exciting ways. Young and beginning farmers, including many without a background in agriculture, are starting up on the land. The ranks of women and minority farmers are growing. Agriculture is happening in new places, from Brooklyn rooftops to coal transition communities in Appalachia. And even in traditional farming regions, agriculture is beginning to look different: new farm business models and production systems are being piloted with the goals of delivering greater ecological benefits, food security, and economic opportunities to farm families and their surrounding communities.

Yet in the midst of these positive changes, there are persistent challenges. Agriculture is an inherently risky business, subject to the whims of the weather and global markets, and the impacts of climate change take that risk to an entirely new level. A growing and increasingly urban global population will put even more pressure on productive lands. Farm and food businesses can't operate without access to credit, and even then, margins are slim. Healthy food is difficult to come by in many communities, both urban and rural. Inequities persist all along the food value chain.

These are not issues that can be solved through individual action or marketplace campaigns alone. Government policy plays a fundamental role in determining how we respond to threats to our food system and environment: they dictate who can tap into federal resources, and for what purposes; they influence who has access to food, and of what quality; and they shape how well we address persistent and historical inequities. A strong future for our food and agricultural systems requires leaders with diverse perspectives to shape policies that work for all.

Some progress has been made, but there is much work left to do. While it only represents a small portion of overall funding, the Farm Bill's inclusion of specialty crops, organic agriculture, local food systems and programs to support socially-disadvantaged farmers and ranchers has had a meaningful impact. Over the last eight years, USDA has upped its game as well. Initiatives like Know Your Farmer, Know Your Food, which coordinated and strengthened the Department's work with the local food sector, was able to establish funding for season-extending high tunnels for small farms, train federal loan officers to understand and work with new farm and food business models, place farm to school experts in USDA offices around the country, and much more. USDA's Organic Working Group was similarly pioneering, pushing the institution from the inside to do more data collection, research, outreach and coordination to serve organic producers. And greater attention to healthy food access led USDA to prioritize access projects in areas of persistent poverty for grant funding, support the Healthy Food Financing Initiative, and open the Department's doors to urban stakeholders who had never interacted with USDA outside of the core nutrition programs.

These were all hard fought victories with laudable outcomes, but the prospects for continued progress are still tenuous. There is a sense among many in the sustainable agriculture community that the most optimistic outcome for the next Farm Bill will be successfully defending the gains already won, not winning anything new, and concern that the fragile coalition that made headway in recent years could fracture or be left fighting over crumbs. There is nervousness that the gains made within USDA - none of which required new authorities from Congress, but which were a product of committed leaders at the Department and stakeholders willing to engage - could be lost. And



there are critical debates taking place in other federal departments - EPA, FDA, NOAA, Centers for Disease Control and more -- as well as in state and international agencies where the sustainable agriculture community is not yet at the table.

Despite growing interest in agriculture among a historically diverse set of stakeholders, their voices are not yet being heard in Washington. There is a growing awareness among those stakeholders that policy matters. And then comes the question: How do we have an impact?

Recent gains in the policy arena are built on decades of hard, strategic work by a small group of principled leaders who pushed from within and without to shape farm and food policy. How can we leverage their experience and leadership to develop a deeper bench of future leaders?

THE NEED

To create inclusive, diverse, and strong food systems in the future, we need to invest in a cadre of leaders that brings new voices to the table with sophisticated knowledge of how to advance food and agriculture policy in the public interest. These leaders, both rural and urban, must be equipped with tools that will enable them to protect the gains that have been made and pioneer new approaches to solving complex problems on which the health of our families and the planet depend. Consider: 

In order to affect policy, one must first understand it.

The rising popularity of food studies as an academic discipline reflects a growing interest in the field among young people, but a closer look at these programs suggests that few provide a solid background in food policy. The Master of Science in Food Studies program at one prominent university, for example, cites deep understanding of related public policy as a core objective but offers no courses on public policy in its required core curriculum and appears to offer only two elective courses for which public policy is described as a main component.

Moreover, there is an urgency to serve the many next-generation leaders already engaged in food and agriculture professions but whose effectiveness is bounded by the limits of their policy knowledge. Many of these professionals, for various reasons, are unable to leave the workforce for fulltime study and are searching for ways to improve their practice for greater impact.



GROWING PASSION FOR FOOD SYSTEMS WORK

A growing number of passionate individuals with no background in agriculture are getting involved in food systems work. As but one example, FoodCorps, begun in 2010, now has more than 200 service members in 500 schools, reaching more than 180,000 students; service members generally hail from non-agricultural backgrounds. They see day-to-day how federal nutrition, procurement and farm to school programs work on the ground. Will they have the tools to leverage their passion, commitment and experience and make long-term change?



CLIMATE CHANGE POLICY INTERVENTIONS

The impacts of climate change are already being felt on the ground by farmers, ranchers, and fishers, while scientists and technical assistance providers look for ways to reduce the contributions of the agricultural sector to climate change and help producers adapt. While there is a lot of talk about policy interventions, very little is actually happening. How do we make sure varied perspectives inform smart policies that can actually be agreed upon and implemented?



THE NEXT GENERATION OF FARMERS

More young and beginning farmers are joining the industry without generational roots on the farm or ranch, or even strong ties to rural areas. In agricultural regions, young people are testing out new approaches to a traditional industry. They experience first-hand how federal farm loan, crop insurance and conservation programs work - or don't - as they get started. How can a diverse next generation of farmers ensure its voice is heard in policy debates?



INNOVATION IN RURAL AMERICA

Emerging rural leaders are pioneering new approaches to community economic development, including opportunities to build sustainable food systems. They grapple with federal rural development, business and infrastructure programs as they work to bring products to market and build wealth in rural areas. Will they be at the table to inform policies that support more vibrant, sustainable rural economies?



"To elevate the goals of humankind, to achieve high moral purpose, to realize major intended change, leaders must thrust themselves into the most intractable processes and structures of history and ultimately master them."

- James MacGregor Burns, famed leadership scholar and Dr. Merrigan's favorite professor

THE TEAM

Concerned by the shallow bench of sustainable agriculture leaders operating in the policy space and recognizing the significant opportunity that this moment presents, top minds in food policy have come together to launch a Food Policy Leadership Institute to equip the next generation with the tools they need to make an impact. Along with impressive academic credentials, the team boasts a combined total of more than 200 years of on-the-ground experience as policymakers and policy influencers. The team is led by Kathleen Merrigan, former Deputy Secretary at USDA and now Executive Director of Sustainability at George Washington University. The Institute builds on Dr. Merrigan's history developing and directing the Agriculture, Food and Environment Program at Tufts University, where she taught and mentored students who are now active leaders in food and agriculture policy across a variety of sectors. Other team members include leaders in the nonprofit advocacy community who have devoted their careers to fostering greater civic engagement and equity in food and agriculture policy; former high-ranking federal officials with experience on both Capitol Hill and in federal agencies; and former leaders in the corporate sector. The team's deep experience, strong connections in Washington and across the country, and commitment to mentoring the next generation in their fields are unparalleled.

THE INSTITUTE

The Food Policy Leadership Institute equips the next generation of food policy leaders to understand the current landscape and then to shape it. The Institute is offered within the context of the GW Milken Institute School of Public Health. Participants include business, nonprofit and government professionals as well as graduate students from diverse backgrounds to maximize the program's scope and reach. It targets emerging leaders from both rural and urban areas with demonstrated interest in food policy and a commitment to sustainable agriculture. By virtue of the makeup of the team and GW's DC location, the Institute connects participants with top national food policy makers and influencers.

The Institute operates with four primary goals: To help the next generation of food policy leaders understand present-day policy and how it came to be; to position them to impact policy by training them on the strategic elements of a policy and agenda-setting campaign; to allow them to apply their knowledge to real-world policy problems; and to help them gain access to a prominent and influential network of food and agriculture policy leaders, including strong mentoring relationships, that participants can draw on throughout their careers.

The program will have four components:



ONLINE LEARNING

During the academic year, participants engage virtually with affiliated faculty members and each other to build foundational food policy knowledge and begin the process of identifying and designing group projects that will be completed during the summer session (see below). Participants complete three on-line courses: Public Policy for Change Agents; Agricultural Science and Policy; and American Agriculture in the Global Context. Although online, these courses require some group sessions as well as one-on-one tutorials with faculty. Mentorship of participants by Institute faculty is a major emphasis of the program throughout, including as a complement to the online learning component. Participant workload and expectations are rigorous.



CLASSROOM LEARNING

During the in-person summer session, participants engage in intensive classroom learning, diving more deeply into key food policy issues, supplemented by group visits with prominent leaders around DC. Training instructors include both GW and partner institution faculty members and external food policy experts. The classroom learning builds on the prior e-learning modules. Participants also use this time to refine their group project concepts, mentored closely by program faculty members.



APPLIED LEARNING

The in-person summer session is also devoted to implementing group projects. These projects are designed to get participants out into the center of the DC policy-making world, engaging with real food policymakers on real world problems. At the end of the session, participants write up their findings, which will both become a resource for food policymakers and the public and give participants a tangible work product that demonstrates their capacity.



FARM/RANCH/PROCESSING LEARNING

The Institute seeks to familiarize students with the diverse face of American agriculture, and seeing this diversity firsthand is the best way to achieve that goal. Each participant consults with program mentors to identify and visit two food operations per semester, writing up a short observation document on each visit. Over the course of two semesters, participants must visit one processing facility, one operation that has livestock, and one non-land based operation (aquaculture, vertical, greenhouse, etc.) in addition to other visits they may select. Program faculty lead discussions with the students about their experiences. The final week of the summer session is spent on a guided tour of food production and processing operations, which is informed by the visits the participants conducted independently and the observations they documented throughout the year.

The Food Policy Leadership Institute will build on **Dr. Kathleen Merrigan's** history as director of the Agriculture, Food and Environment Program at Tufts University and her current work on the GW faculty, where she has trained and helped place students in positions to make a significant impact in their fields. Where did her students end up? **The writing's on the wall.**

FANFAN HAN, DEPUTY DIRECTOR OF RISK COMMUNICATION, CHINA NATIONAL CENTRE FOR FOOD SAFETY RISK ASSESSMENT

MAURA ACKEMAN, ASSISTANT DIRECTOR OF PROGRAMS, PROJECT BREAD

SYRAH MCGIVERN, COM

DEEP

JODY BERGIEL, DIRECTOR OF HANDLE

THOMAS COLE, AGROECOLOGY ADVISOR, USAID FOOD FOR PEACE

BETSY RAKOLA, DIRECTOR, COMPLIANCE AND ENFORCER

LARESSA MCKENNA, HIIM

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MONIQUE MIKHAIL, SENIOR STRATEGIST, GREENPEACE INTERNATIONAL

JENNIFER HASHLEY, DIRECTOR, NEW ENTRY SJS

COLLEEN MATTS, FARM TO INSTITUTION SPECIALIST, MICHIGAN STATE UNIVERSITY CENTER FOR REGIONAL FOOD SYSTEMS

KNOWLEDGE

CRITICAL FOR BUSINESS LEADERS

SHAUNA SADOWSKI, VP OF SUSTAINABILITY AND INDUSTRY RELA

EVA ANTCZAK, PROGRAM MANAGER, GODBLE FOOD LAB

KATHY CERRETANI, SPECIAL ASSISTANT TO THE DEPUTY

KUMAR CHANDRAN, POLICY DIRECTOR, FOOD CORPS

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SARAH BORRON, RESEARCHER, FOOD & WATER WATCH

KELLY HORTON, NORTH AMERICAN

KERSTIN LINDGEN, CAMPAIGN DIRECTOR, FIAF WORLD PROJECT

BRINGS EXCELLENCE

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MADDIE MORALES, CONFIDENTIAL ASSISTANT, USDA FARM SERVICE AGENCY

WENDY JOHNCHECK, CONSUME

FOOD POL

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ALIZA WASSERMAN, SENIOR ASS

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CHELSEA BARDOT LEWIS, BUSINESS DEVELOPMENT SECTION CHIEF, VERMONT AGENCY OF AGRICULTURE
 COMMUNITY TRANSFORMATION COORDINATOR, CITY OF MEDFORD, MA
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 PROGRAM AND CO-FOUNDER, AFRICAN WOMEN RISING
 VENT DIVISION, NATIONAL ORGANIC PROGRAM, USDA AGRICULTURAL MARKETING SERVICE
 ANE FARMING PROGRAM DIRECTOR, FOOD ANIMAL CONCERNS TRUST
LOCATING POLICY REFORM
 CORPS ASHLEY COLIWAART, CEO, FOOD CORRIDOR
 SUSTAINABLE FARMING PROJECT
 DAVID TYBONE, ASSISTANT PROFESSOR, TUFTS UNIVERSITY
DGE
 R, FARM ANIMALS DIVISION, HUMANE SOCIETY INTERNATIONAL
 TIONS, ANNIE'S, INC.
 CHIEF, USDA NATURAL RESOURCES CONSERVATION SERVICE
 MANAGEMENT SPECIALIST, USAID BUREAU FOR FOOD SECURITY
 DEVELOPMENT MANAGER, FAIR TRADE
 M TO SCHOOL ANALYST, USDA FOOD AND NUTRITION SERVICE
 POLICY DIRECTOR, MAXS, INC.
E TO PUBLIC SERVICE
 ALTY CROP PROGRAMS, USDA
 R SAFETY OFFICER, U.S. FOOD AND DRUG ADMINISTRATION
ICY
 OCIALE, RACIAL EQUITY, NATIONAL LEAGUE OF CITIES
SUSTAINABLE SOLUTIONS
 IEF, VERMONT AGENCY OF AGRICULTURE

INSTITUTE FACULTY



KATHLEEN MERRIGAN

Kathleen Merrigan is Executive Director of Sustainability at the George Washington University, where she leads the GW Sustainability Collaborative, the GW Food Institute, and serves as Professor of Public Policy. From 2009-2013, Dr. Merrigan was U.S. Deputy Secretary and Chief Operating Officer of the U.S. Department of Agriculture. Prior to joining USDA, she directed the Agriculture, Food and Environment program at the Friedman School of Nutrition Science and Policy at Tufts University. She has also served as Administrator of the USDA Agricultural Marketing Service and as senior staff on the U.S. Senate Committee on Agriculture, Nutrition and Forestry, where she wrote the law establishing national standards for organic food.

INSTITUTE FACULTY

WILLIAM DIETZ

William Dietz is Director of the Redstone Global Center for Prevention and Wellness at the GW Milken Institute School for Public Health, a member of the National Academy of Medicine, and a consultant to the Roundtable on Obesity Solutions. He is also Co-Chair of the Washington, DC Department of Health's Diabesity Committee. Until 2012, Dr. Dietz was the Director of the Division of Nutrition, Physical Activity and Obesity at the Centers for Disease Control (CDC). He has served on the federal Dietary Guidelines Advisory Committee and has received awards for his efforts to improve school lunch.

MICHAEL FERNANDEZ

Michael Fernandez came to GW from the role of Senior Director of Global Public Policy for Mars, Inc. Previously, Dr. Fernandez served as Executive Director of the Pew Initiative on Food and Biotechnology; he is a well-known expert on biotechnology and related issues. He has also held leadership roles at USDA, EPA, and on the U.S. Senate Committee on Agriculture, Nutrition and Forestry.

WILLIAM GILLON

William Gillon is CEO of the Cotton Board. Prior to joining the Board in 2010, Mr. Gillon was legal counsel for the National Cotton Council and served as Senior Counsel for the U.S. Senate Committee on Agriculture, Nutrition and Forestry. He also served as an attorney in the Office of General Counsel at USDA. During his time in Washington, he helped draft numerous significant pieces of legislation covering conservation, trade, commodities and organic agriculture.

JOE GLAUBER

Joe Glauber is a Senior Research Fellow at the International Food Policy Research Institute in Washington DC. Prior to joining IFPRI, Dr. Glauber spent over 30 years at USDA, including as Chief Economist and Chair of the Board of the Federal Crop Insurance Corporation from 2008-14. Dr. Glauber served as the Special Doha Agricultural Envoy at the office of the US Trade Representative. He is author of numerous studies on crop insurance, disaster policy and U.S. farm policy.

MARK LIPSON

Mark Lipson is a partner at the Molino Creek Farming Collective and a researcher with the UC Santa Cruz Center for Agroecology and Sustainable Food Systems. He served as Organic and Sustainable Agriculture Policy Advisor for the U.S. Secretary of Agriculture from 2010-14, and before that as Policy Director at the Organic Farming Research Foundation. In each of these roles, he has mentored the next generation of leaders in the organic field. He has been farming for over 30 years.

JANIE HIPP

Janie Hipp (Chickasaw) is the Director of the Indigenous Food and Agriculture Initiative and visiting Professor of Law at the University of Arkansas School of Law. Prior to joining the law school, she was the senior advisor for tribal relations at USDA. She is the founder of the USDA Office of Tribal Relations and served two terms on the Secretary's Advisory Committee for Beginning Farmers and Ranchers.

ANN MILLS

Ann Mills served as USDA Deputy Under Secretary for Natural Resources and Environment throughout the Obama Administration, where she advanced regional resource protection goals in large-scale ecosystems across the country. Before joining USDA, she served as a senior executive at American Rivers and held a variety of positions in federal and state government.

FERD HOEFNER

Ferd Hoefner is a founding staff member of the National Sustainable Agriculture Coalition and has been a leader in the sustainable agriculture community for over 30 years. He led NSAC's federal policy work from 1988 through 2016 and now serves in a mentoring and advisory role to the coalition. Throughout his time at NSAC, he has cultivated strategic and effective leaders through mentorship of NSAC staff members and support for NSAC member organizations across the U.S.

ALEXANDER MÜLLER

Alexander Müller is the Former Assistant Director General of the Food and Agriculture Organization of the United Nations (FAO) and oversaw the FAO's Natural Resources and Environment department. He was also chair of the United Nations System Standing Committee on Nutrition. He is study leader of "The Economics of Ecosystems and Biodiversity for Agriculture and Food," a project of the UN Environment Program and the Global Alliance for the Future of Food. The European Commission recently appointed him to the Independent Expert Committee on the Junction of Health, Environment and the Bioeconomy.

ASHLI PALMER

Ashli Palmer currently serves as the Policy Director for the Office of the Assistant Democratic Leader, Congressman James E. Clyburn, the top ranking African American in the US Congress. In her capacity as Policy Director, Ashli oversees all policy initiatives and the legislative agenda. Prior to joining the Congressman, she was Chief of Staff for the Rural Business Service Agency at USDA and served as Senior Legislative Assistant for former Congressman John Spratt covering healthcare, education, civil rights and economic development.

KIM ROBIEN

Kim Robien is an Associate Professor, Registered Dietitian, and Director of the Master of Public Health Nutrition Program at the GW Milken Institute School of Public Health. Prior to joining GW, Dr. Robien was an Associate Professor at the University of Minnesota's School of Public Health, where she directed the Public Health Nutrition MPH program.

BOB PERCIASEPE

Bob Perciasepe is President of the Center for Climate and Energy Solutions, a leading voice for policy and action to address energy and climate change. He has been an environmental policy leader in and outside government for more than 30 years, most recently as Deputy Administrator of the EPA. He also served as Chief Operating Officer at the National Audubon Society and has held top positions in state and municipal government, including Secretary of Environment for the State of Maryland.

RICARDO SALVADOR

Ricardo Salvador is a senior scientist and director of the Food and Environment Program at the Union of Concerned Scientists, where he works with citizens, scientists, economists, and politicians to promote health and social equity in the food system. Prior to joining UCS, Dr. Salvador served as a program officer with the W.K. Kellogg Foundation and was an associate professor of agronomy at Iowa State University.

WALTER ROBB

With a long and varied entrepreneurial history in natural foods ranging from retailer to farmer to consultant, Walter Robb joined Whole Foods Market in 1991 and in 2010 was named co-CEO along with John Mackey. At that time, he also joined the Whole Foods Market Board of Directors. In 2017, Robb transitioned his leadership focus to his role as Chairman of the Board for Whole Kids Foundation and Whole Cities Foundation. He also continues to serve on the Whole Foods Market Board of Directors, as well as Union Square Hospitality Group and The Container Store. Robb is an ardent organic advocate; he works his own organic garden and has served on the Board of Directors of the Organic Trade Association and the Organic Center for Education and Promotion.

ELANOR STARMER

Elanor Starmer served at USDA from 2010-17, first as coordinator of the Know Your Farmer, Know Your Food initiative, then as a Senior Advisor to the Secretary of Agriculture, and finally as Administrator of the USDA Agricultural Marketing Service. Prior to coming to USDA, she worked in the nonprofit sector on rural and agriculture policy issues with a focus on economic and social justice.

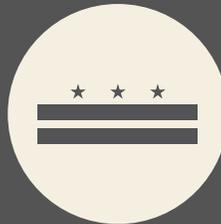
PROGRAM BASICS

The GW Food Policy Leadership Institute is a **one year certificate program** accessible to working professionals, graduate students and those considering the pursuit of a master's degree. Upon successful completion, participants will be awarded a certificate from the GW Milken Institute School of Public Health.

Join us, starting in September 2017:



Three **online courses** to build policy skills and knowledge, tailored to fit busy schedules



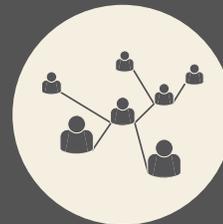
Two weeks of **in-person training** in Washington, DC in June 2018



Farm visits to experience agriculture up close



Ongoing **mentoring** from Institute faculty



Lifetime access to a prominent and influential **network** of food and agriculture policy leaders

Tuition costs for the one-year program are \$25,000, not including room and some board during the Washington, DC and farm visit portions of the program. Some scholarships may be available.

For more information, visit <http://foodinstitute.gwu.edu>

We are located within 2 miles of the White House, USDA, and Congress and our neighbors include many NGO headquarters and international institutions (e.g., WWF, World Bank).

The new Milken Institute School of Public Health facility opened in 2014 and was awarded LEED platinum rating from the US Green Building Council. Sustainable features include a rain-water collection system, terracotta panels, an HVAC system with chilled beam and mass air displacement technologies, an enhanced storm water management system to reduce storm water runoff by more than 25%, a green floor, low-flow plumbing fixtures, energy-saving lighting controls, and numerous local, rapidly renewable, and recycled content materials.

CLASSES BEGIN FALL 2017

For more information, visit:
<http://foodinstitute.gwu.edu>

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