



Leveraging Local Food in Stakeholder Management: Responsible Leadership at UMass Dining

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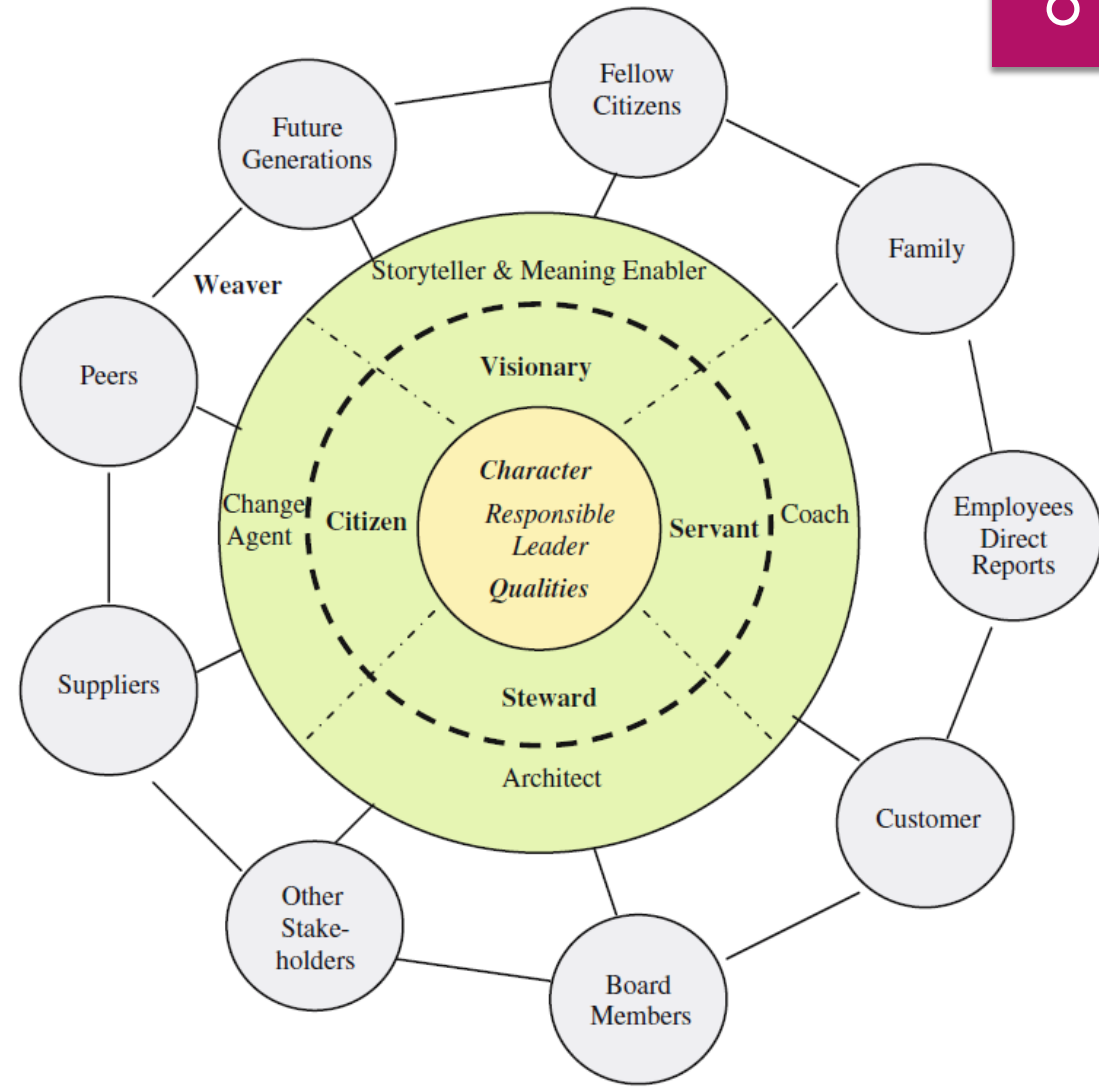
Stakeholder
Stakeholder
Stakeholder





Leadership & Stakeholders

- ▶ Tensions rise from the cooperative and competitive nature among the stakeholders.
- ▶ The needs of multiple stakeholders could be conflicting or disconnecting.
- ▶ Building and cultivating “ethically sound relations towards different stakeholders is an important responsibility of leaders”



(Maak & Pless, 2006)

How



Award Winning UMass Dining Services

A chef in a white uniform and black UMass-branded hat is cooking in a large wok over a high flame. Other kitchen staff are visible in the background.

Independently
Operated and
Self Supporting

4 Dining
Commons, 30
Retail Locations,
Commonwealth
Restaurant, 2
food trucks,
Concessions,
and Catering

Continuous Residential
Dining from 7:00am-
Midnight, Retail locations
from 7:00am-4:00am

Some
Locations
Open 24h

Extended Case Method



Quantitative

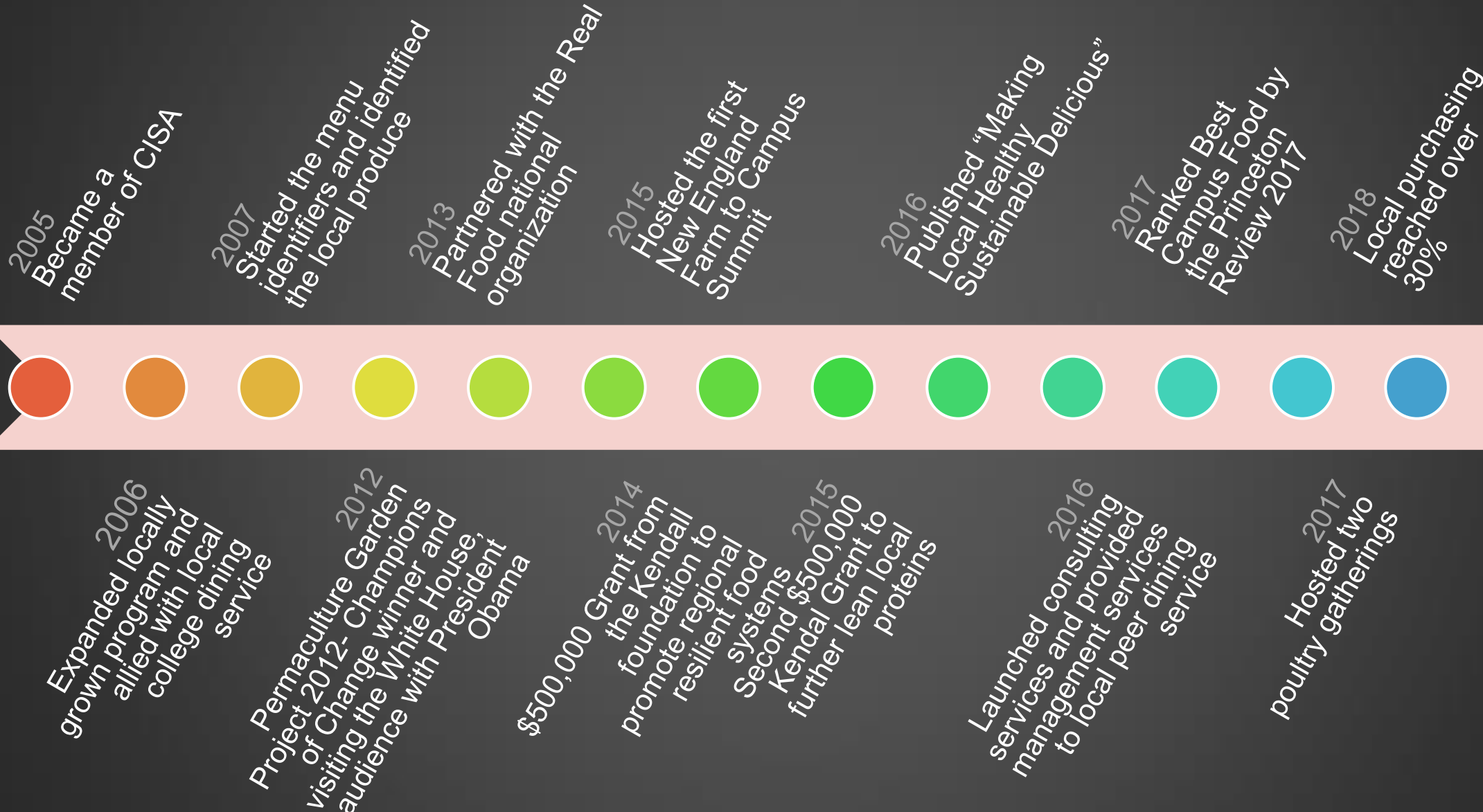
- ▶ 3 years of purchasing data
- ▶ 2 years of customer feedback survey
- ▶ 3 years of menu and food service data

Qualitative

- ▶ 400+ hours ethnographic fieldwork in UMass Dining
- ▶ 16 visits to local farms
- ▶ 32 semi-structured interviews with the UMass Dining staff and administration, suppliers and vendors
- ▶ 8 years of internal archival data and documents
- ▶ 14 years of publicly available media reports



Timeline





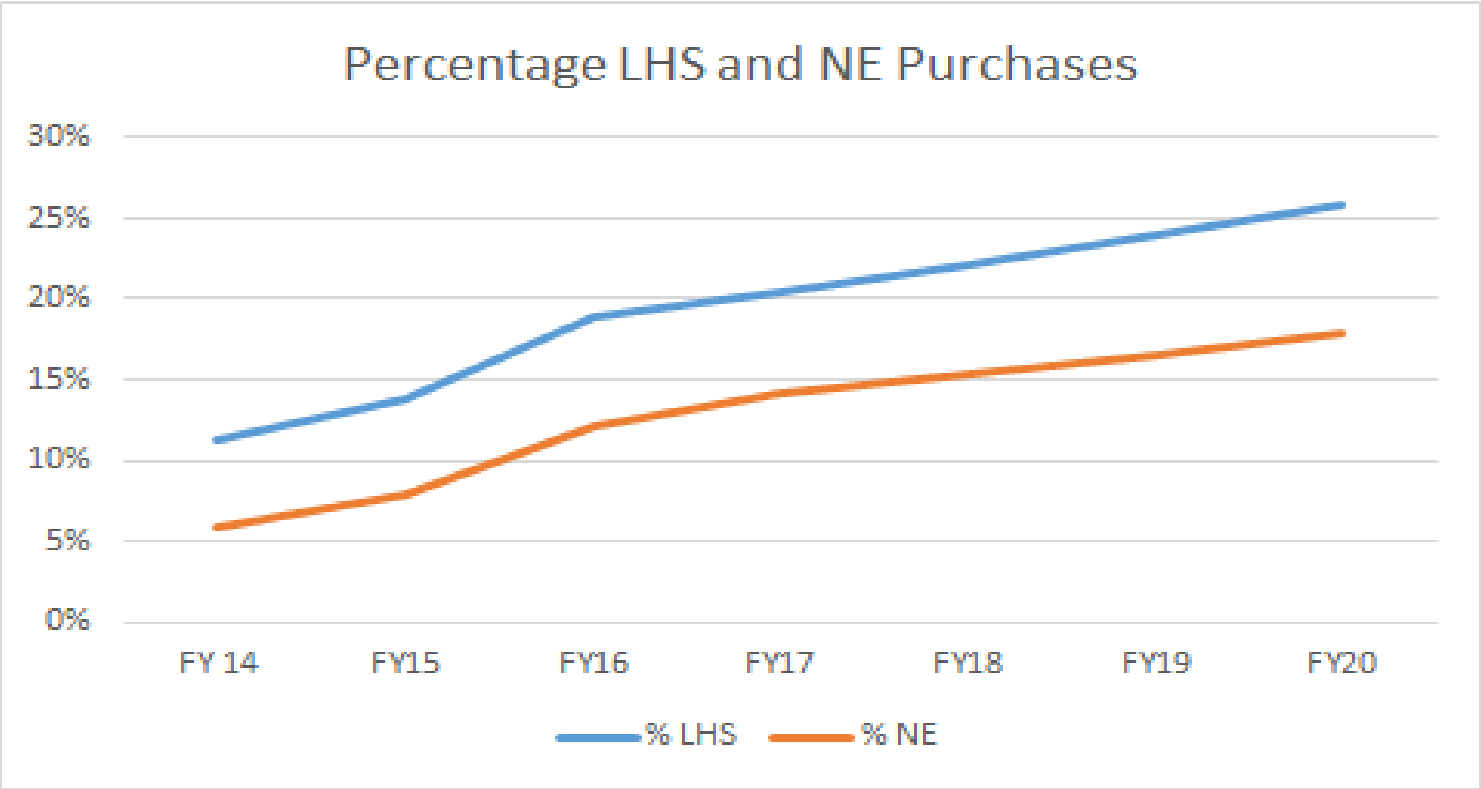
CISA
community
involved in sustaining
agriculture



See more at
www.LocalUMass.com



UMassAmherst
UMass Dining



LHS- Local, Healthy, Sustainable
NE= New England

Southwest White Bean Salad

INGREDIENTS:
Cannelli Beans, Canola Oil, Fresh Red Onions, Local Green Peppers, GREENHOUSE Local Tomatoes, Apple Cider Vinegar, Jalapeno Peppers, Garlic Cloves, Local QUEENS GREENS Cilantro, Seasonings

HEALTHFULNESS

ALLERGENS: none

S
SUSTAINABLE

L
LOCAL

VG
VEGAN

H
HALAL

Joe Czajkowski Farms
DISTANCE FROM UMASS
2.8 miles

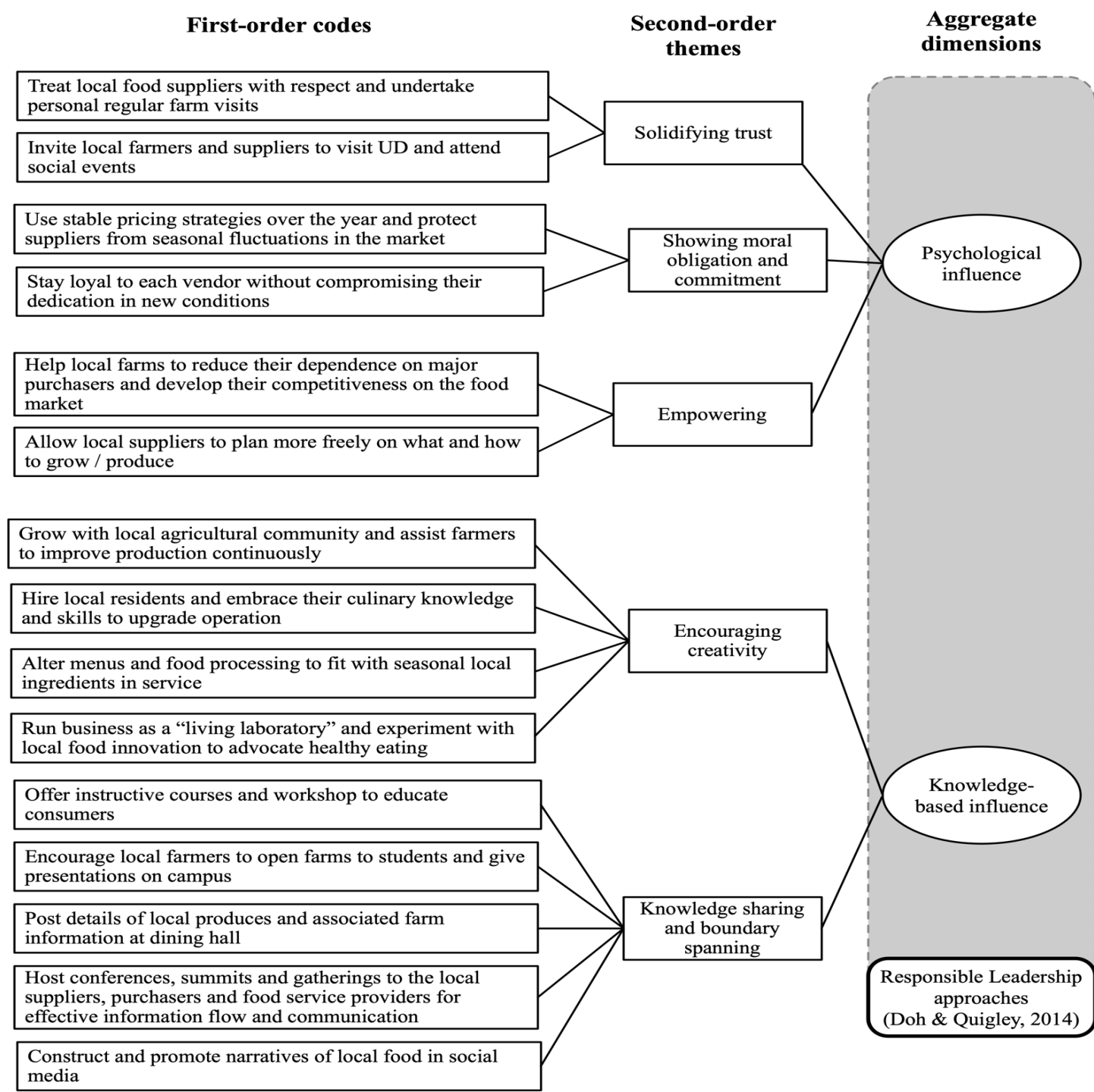
CALORIES 114 per 2 oz

PROTEIN (gm) 1.1

SUGARS (gm) 0.6

SODIUM (mg) 295.6

CARBS (gm) 5.2





he (Toong) and his wife had been out to some farm stands or something and I don't know where they got our honey ... I think that's when he was sort of thinking why don't we buy more from these farm stands, this is good, good products. I remember they came here one day to get some honey and he said: "oh, I'd like you to sell honey to UMass."



UMass has also done what it calls “creative engineering,” in other words using its power to incite change. For example, the school uses 850,000 pounds of chicken each year spending \$2.5 million on the product and pushed its suppliers to switch to chicken without antibiotics.”







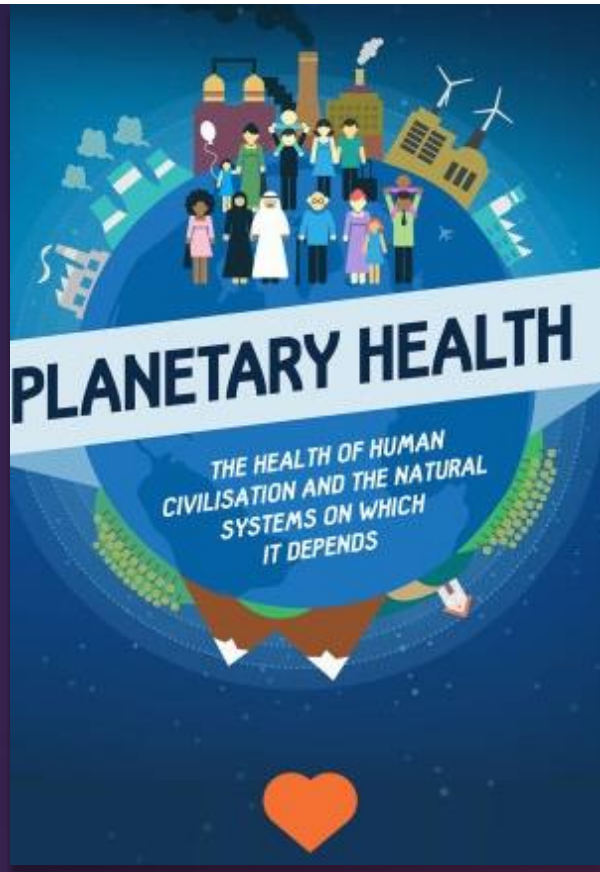
MAKING LOCAL, HEALTHY, SUSTAINABLE DELICIOUS

The How-To Guide for Foodservice Operators

HENRY P. KENDALL FOUNDATION

Making Local, Healthy, Sustainable Delicious

Our hope is that you take the tips, hints and lessons of the Guide, make them your own, and implement them. We all are citizens of the earth, and collectively we are responsible for its stewardship.

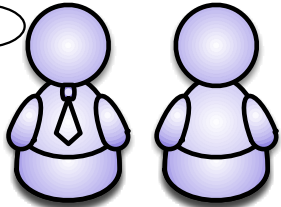


Lenient Category

A Lenient Category of “Local food”

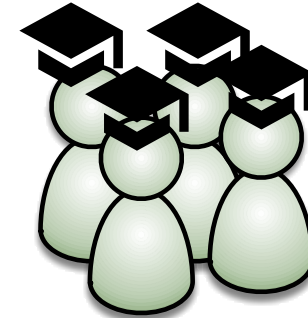
[T]here's **no definition** of “local.”
And everybody is going to
interpret it differently (chef)

It can be anywhere from 50 miles
radius to 250 mile radius. (manager)

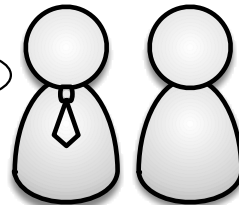


UMass uses local, fresh food [...] You
can **taste** the difference!

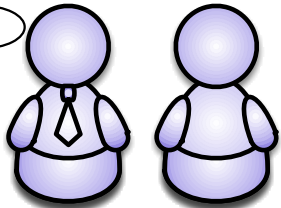
A school gets foods from local farms
to increase **healthy eating**.
(customer)



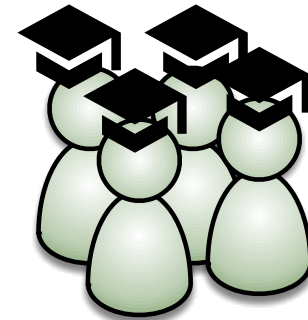
[V]astly different from one person
to another [...] -it's **hard to define**
local... (farmer)



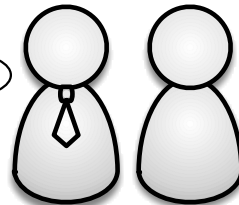
I think our messaging needs to focus on Hey let's focus here local: what can we actually **get**; what can we **support**; what can we **require** ..." (manager)



Fresh local food means I can **trust** that the ingredients used in my food are fresh and local. It's good to **support** our local community of farmers and other produce markets. (customer)



I guess there is a sense of a **community** definition—it's being able to spend your dollars within your community to help make an **impact** (farmer)





Process Model of Category Work

Implications for Practice

- ▶ Lenient categories provide responsible business leaders with contextual insights to incorporate micro-level activities and macro-level outcomes.
- ▶ Lenient categories could accommodate organizations with broad offerings either commercially or emotionally.
- ▶ Lenient categories facilitate responsible leadership to entails both purpose-driven and vision-driven management.
- ▶ Lenient categories could extend spheres of responsible leadership and concurrently raise political power of organizations in the social arena.

Questions?



Jiang, X., Prokopovych, B. & DiStefano, G. Leveraging A Lenient Category in Practicing Responsible Leadership: A Case Study. J Bus Ethics (2021).
<https://doi.org/10.1007/s10551-021-04978-y>