

MENUS CHANGE[®]

The Business of Healthy, Sustainable, Delicious Food Choices

3rd Annual Leadership Summit | June 17-19, 2015
The Culinary Institute of America | Hyde Park, NY

www.menusofchange.org

The 2015 Menus of Change Leadership Summit will feature 6 general sessions, 12 breakout sessions, 7 culinary presentations (3 during general sessions and 4 during breakout sessions), 2 breakfasts, 2 morning breaks, 2 lunches, 1 afternoon break, and 2 evening receptions.

At-A-Glance Schedule Overview		
Wednesday, June 17	Thursday, June 18	Friday, June 19
Presenter/Media Lounge <i>Lobby, Marriott Pavilion (Balcony Level)</i> <i>Sponsored by Unilever Food Solutions</i>		
3:00 PM to 7:00 PM	7:45 AM to 7:00 PM	8:00 AM to 2:15 PM
Registration & Refreshments 3:00-3:30 PM	Breakfast 7:45 - 8:15 AM	Breakfast 8:00-8:30 AM
Welcome & Opening Remarks 3:30 – 4:15 PM	General Session II 8:15 - 9:45 AM	General Session V (Part I) 8:30 - 10:00 AM
Opening General Session 4:15 - 6:00 PM	Refreshment & Networking Break 9:45 AM	Refreshment & Networking Break 10:00 AM
Opening Reception 6:00 - 7:00 PM	Breakout Sessions, Round A 10:30 - 11:45 AM	General Session V (Part II) 10:30 AM - 12:00 PM
	Lunch 12:00 PM	Lunch 12:00 PM
	Dessert & Coffee Break 1:00 PM	General Session VI 1:00 - 2:00 PM
	General Session III 1:15 - 2:45 PM	Closing Remarks 2:00 - 2:15 PM
	Refreshment & Networking Break 2:45 PM	
	Breakout Sessions, Round B 3:30 - 4:45 PM	
	General Session IV 5:00 - 6:00 PM	
	Networking Reception 6:00 - 7:00 PM	



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PROGRAM SCHEDULE

The Menus of Change annual report and leadership summit are co-presented by The Culinary Institute of America (CIA) and Harvard T.H. Chan School of Public Health—Department of Nutrition. A [Menus of Change Scientific and Technical Advisory Council](#) composed of leading nutrition, environmental, and other scientists and scholars, together with the Harvard T.H. Chan School and CIA, are solely responsible for the nutrition and environmental guidance of the report and conference. The [Menus of Change Sustainable Business Leadership Council](#) contributes insights to parts of the report and conference designed to help translate this guidance into actionable strategies for change throughout the foodservice industry, highlight case studies in innovation (e.g., menu research and development, product sourcing, supply chain management, etc.), and build industry participation in supporting healthier, more sustainable menus. Project sponsors and other commercial interests are not permitted to influence the editorial independence of the Menus of Change initiative.

Wednesday, June 17

- 3:00 PM **Registration & Refreshments**
Lobby, Marriott Pavilion (Conference & Auditorium Levels)
- 3:30 PM **Welcome & Opening Remarks**
Ecolab Auditorium, Marriott Pavilion
Introduction: **Greg Drescher** (Vice President, Strategic Initiatives and Industry Leadership,
The Culinary Institute of America)
Presenter: **Tim Ryan '77** (President, The Culinary Institute of America)
- 4:15 PM **Opening General Session**
Ecolab Auditorium, Marriott Pavilion

Presentations

The 2015 Menus of Change Annual Report: What's New? What's Ahead?

As leaders in the \$700 billion U.S. foodservice industry address health and sustainability imperatives paired with rapidly evolving consumer expectations, the Menus of Change initiative provides evidence-based guidance for designing business strategies and making menu decisions that are successful in the long run. This session features the annual release of the *Menus of Change Annual Report*, which includes a review of industry performance at the intersection of health, environment, and business, as well as new findings in the scientific community. It also provides businesses directly and



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indirectly involved in the foodservice industry with specific ways to use this information to drive innovation, improve business performance, and reduce risk.

Moderator: **Greg Drescher** (Vice President, Strategic Initiatives and Industry Leadership, The Culinary Institute of America)

Presenters: **Walter Willett** (Chair, Department of Nutrition, Harvard T.H. Chan School of Public Health, and Chair, Menus of Change Scientific & Technical Advisory Council)

Arlin Wasserman (Founder and Partner, Changing Tastes, and Chair, Menus of Change Sustainable Business Leadership Council)

Remarks

How the Food Business School Is Changing the World of Food System Innovation and Entrepreneurship

Presenter: **Will Rosenzweig** (Dean, The Food Business School, the center of executive and graduate education of the CIA)

4:55 PM

Opening Keynote Presentation

Our Ever-Changing Menu

Panera Bread CEO Ron Shaich will share what he has learned throughout his career, including how embracing innovation and change has helped him build some of the most successful restaurant chains in America. Ron will discuss how health and sustainability have been integral to Panera Bread's success, what they have meant for Panera's culinary professionals, and what's next for the company. Ron will also share his views on what lies ahead in the coming years for the restaurant industry at large.

Presenter: **Ron Shaich** (Founder, Chairman, and CEO, Panera Bread)

5:25 PM

Culinary Keynote Presentation

Global Imperatives, Menu Innovation, and Our Customers: Designing Next-Generation, Seductive Food Experiences

As the food industry moves toward more plant-based menus and shifts the focus away from meat at the center of the plate, chefs are using the creative opportunities that relatedly arise to develop new business models. Franklin Becker's mission at his QSR and full-service operations in New York, The Little Beet and The Little Beet Table, is to offer delicious, nutritious, simple yet innovative dishes with a high level of transparency that guarantees customers that those standards are met. In this presentation, the acclaimed chef will feature the business and menu strategies that have placed him and his



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restaurants at the center of a new way of dining that combines nutrition and deliciousness.

Introductory

Remarks: **Greg Drescher** (Vice President, Strategic Initiatives and Industry Leadership, The Culinary Institute of America)

Guest Chef: **Franklin Becker** (Chef-Owner, The Little Beet)

6:00 PM **Opening Reception and Plant-Forward Burger Bash**
Beverage Garden Plaza (weather permitting)

Featuring the Presenting and Premium Gold Level Sponsors

With book signings by Walter Willett, Will Rosenzweig, and Franklin Becker. Books will be available for purchase during the reception.

7:00 PM **Opening Reception Concludes**
Enjoy dinner on your own

Thursday, June 18

7:45 AM **Hudson Valley Breakfast Buffet**
Conference Level, Marriott Pavilion (Lower Level)

Sponsored by NuTek Salt

8:15 AM **General Session II**
Ecolab Auditorium, Marriott Pavilion

Remarks

Welcome & Introduction to the Day

Presenter: **Arlin Wasserman** (Founder and Partner, Changing Tastes, and Chair, Menus of Change Sustainable Business Leadership Council)

Presentations

Plant-Forward: Science, Policy, and the Next Culinary Approach

What does the latest science tell us about rebalancing our plates, menus, and recipes? What policies and approaches are most effective at changing what we eat? This session explores what's driving the move in the foodservice industry towards supporting more plant-forward diets. Experts in nutrition and policy will help us understand the state of



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American diets, the science behind our growing interest in protein and its connection to our health and the planet, and how to leverage the connection between what we choose to eat and what we choose to grow.

Moderator: **Kim Severson** (Atlanta Bureau Chief, *The New York Times*)

Presenters: **Christopher Gardner** (Professor of Medicine, Stanford Prevention Research Center, Stanford School of Medicine)

Eric Rimm (Professor of Medicine, Harvard Medical School, and Director of the Program in Cardiovascular Epidemiology, Harvard T.H. Chan School of Public Health)

Richard Ball (Commissioner for the New York State Department of Agriculture and Markets)

9:20 AM

Culinary Presentation

Plant Forward, Protein Re-imagined: Plating up Our Future

How do science, innovation and flavor come together on some of the most creative plates coming out of America's kitchens? Explore culinary strategies that are driving change across an array of restaurant and foodservice formats.

Introduction: **Greg Drescher** (Vice President, Strategic Initiatives and Industry Leadership, The Culinary Institute of America)

Guest Chef: **Jehangir Mehta '95** (Chef-Owner, Graffiti and Mehtaphor)

9:45 AM

Refreshment & Networking Break

Conference Level, Marriott Pavilion (Lower Level)

Sponsored by Chobani

10:30 AM

Breakout Sessions, Round A

Various Campus Locations

Breakout Session A1

Danny Kaye Theatre, Conrad Hilton Library

The "Sustainable Kitchen" Culinary Stage: Building Flavor from the Ground Up

Plants, vegetables, and fruits have become new creative outlets for chefs who seek to move them from the side to the center of the plate. From Kamilla Seidler's work with forgotten Andean roots in Bolivia to Amanda Cohen's unique vegetarian cuisine in New York's Lower East Side, this session will highlight strategies for creating inspiring plant-forward dishes.



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Moderator: **Anne McBride** (Director of Culinary Programs and Editorial, Strategic Initiatives, The Culinary Institute of America)

Guest Chefs: **Amanda Cohen** (Chef-Owner, Dirt Candy)
Kamilla Seidler (Chef, Gustu)

Breakout Session A2

Ecolab Theatre, Admission Center

Pangea, a Case Study in Innovation: Earth's Flavors Rediscovered

Pangea is Hyde Park's newest pop-up restaurant where global flavors and conscious dining come together. Through presentation and culinary demonstration, learn about how The Culinary Institute of America first made the business decision to add a plant-forward restaurant to its collection of fine dining venues, the creative process for designing the restaurant, and what it is teaching today's culinary students about the restaurants of tomorrow.

Moderator: **Brendan Walsh '80** (Dean of Culinary Education, The Culinary Institute of America)

Guest Chefs &

Presenters: **Waldy Malouf '75** (Senior Director of Food and Beverage Operations, The Culinary Institute of America)

Martin Matysik (Lecturing Instructor of Culinary Arts, The Culinary Institute of America)

Katherine Polenz '73 (Professor of Culinary Arts, The Culinary Institute of America)

Theodore Roe '91 (Assistant Professor of Culinary Arts, The Culinary Institute of America)

John Storm (Faculty Maître d'Instructor, The Culinary Institute of America)

Breakout Session A3

Renaissance Lounge, Hudson Hall

Plant-Forward: How to Make it Work in Your Operation *(First of Two Times Offered)*

How to take your plant-forward concept from idea to reality, from one location to many? Experts in plant-forward foodservice will help bring new concepts nominated by conference attendees to the national stage, providing advice for success along the entire operational chain from ingredient sourcing and procurement to kitchen operators, labor, production, and presentation. The session provides practical advice whether you are contemplating changes in your operation or creating a new concept,



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and whether you operate a white tablecloth restaurant, QSR, fast casual, or robust retail prepared foods program.

Moderator: **Brad Barnes '87** (Director of CIA Consulting and Industry Programs, The Culinary Institute of America)

Presenters: **Steven Petusevsky '77** (Founder and Principal, Steven M. Petusevsky Enterprises)

Joshua Brau (Food with Integrity Manager, Chipotle)

Scott Uehlein '85 (Vice President of Food and Beverage, and Corporate Chef, Canyon Ranch)

Christy Consler (Senior Vice President of Human Resources and Corporate Sustainability, Jamba Juice)

Breakout Session A4

Classrooms 1 & 2, Conference Level, Marriott Pavilion (Lower Level)

The CIA Healthy Menus R&D Collaborative and Panera Bread: What it Takes to Lead Change and Bring Your Customers Along

Q&A with General Session Speaker

Bring your questions for last night's keynote speaker Ron Shaich, founder, chairman, and CEO of Panera Bread. You'll also hear from one of the co-chairs of the CIA's Healthy Menus R&D Collaborative—Pam Smith, a leading culinary nutrition consultant for the foodservice industry—as we discuss how health and sustainability initiatives work inside Panera and throughout the world of fast-casual dining.

Introduction: **Scott Allmendinger** (Director of Consulting, The Culinary Institute of America)

Presenter &

Moderator: **Pam Smith** (Culinary Nutrition Consultant and Founder, Shaping America's Plate, and Co-Chair, CIA Healthy Menus R&D Collaborative)

Presenter: **Ron Shaich** (Founder, Chairman, and CEO, Panera Bread)

Breakout Session A5

Classroom 3, Conference Level, Marriott Pavilion (Lower Level)

Protein Choices and Nutrition Research: Debunking the Latest Diet Myths with the Latest Science

Q&A with General Session Speakers

Join this morning's plenary speakers — some of the nation's top nutrition scientists — for an interactive conversation about the latest myths, facts, and science behind high-



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protein products, paleo and vegan diets, and your questions about protein, sustainability, and healthy eating.

Moderator: **Sophie Egan** (Director of Programs and Culinary Nutrition, Strategic Initiatives, The Culinary Institute of America)

Panelists: **Christopher Gardner** (Professor of Medicine, Stanford Prevention Research Center, Stanford School of Medicine)
Eric Rimm (Professor of Medicine, Harvard Medical School, and Director of the Program in Cardiovascular Epidemiology, Harvard T.H. Chan School of Public Health)
Walter Willett (Chair, Department of Nutrition, Harvard T.H. Chan School of Public Health, and Chair, Menus of Change Scientific & Technical Advisory Council)

Breakout Session A6

Classroom 4, Conference Level, Marriott Pavilion (Lower Level)

Pedagogies of Change – the Evolution of Culinary Arts and Sciences

This session will provide background on how culinary education has evolved over time and some of the unique opportunities in the interconnected areas of health and wellness and social and environmental sustainability that the culinary medium presents from a pedagogical standpoint, such as the CIA's new major in Applied Food Studies. The panel discussion will also explore ever-changing food system influences on teaching, new career opportunities for culinary professionals, and the overall quality and safety of the foods that we consume.

Moderator: **Chris Loss '93** (Director of Academic Research, The Culinary Institute of America)

Presenters: **Ted Russin** (Associate Dean of Culinary Science, Nutrition, and Food Safety, The Culinary Institute of America)

Jennifer Stack '03 (Associate Professor of Culinary Nutrition, The Culinary Institute of America)

Suki Hertz (Associate Professor of Culinary Nutrition, The Culinary Institute of America)

Eric Schawaroch '84 (Associate Professor of Culinary Arts, The Culinary Institute of America)

Maureen Costura (Assistant Professor of Liberal Arts, The Culinary Institute of America)



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11:45 AM **Breakout Sessions Conclude/Time to Walk to Lunch**

12:00 PM **Family-Style Lunch**
The Gymnasium at the Student Commons
Sponsored by Unilever Food Solutions

12:45 PM **Lunch Concludes/Return to Marriott Pavilion**

1:00 PM **Dessert & Coffee Networking Break**
Conference Level, Marriott Pavilion (Lower Level)

1:15 PM **General Session III**
Ecolab Auditorium, Marriott Pavilion

Welcome Back

Presenter: **Greg Drescher** (Vice President, Strategic Initiatives and Industry Leadership, The Culinary Institute of America)

Presentations

Changing Consumer Behaviors and Attitudes

How can chefs and foodservice companies change the eating habits of the dining public and the priorities for the culinary profession? Leaders in foodservice, psychology, and consumer insights will explore effective strategies—both overt and stealth — for moving diners towards healthier, more sustainable diets in a variety of foodservice formats. They will also share the different ways the foodservice industry is now thinking about, marketing, and implementing the shift towards plant-forward menus.

Moderator: **Sarah Nassauer** (Retail and Consumer Trends Reporter, *Wall Street Journal*)

Presenters: **Ellen Markman** (Professor of Psychology and Senior Associate Dean for Social Sciences, Stanford University)

Maeve Webster (Senior Director, Datassential)

Shirley Everett (Senior Associate Vice Provost, Residential and Dining Enterprises, Stanford University)

Michiel Bakker (Director, Global Food Services, Google)



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2:25 PM

Culinary Demonstration

Of Chefs and Plant Foods: “Anyone Can Cook a Hamburger, Leave the Vegetables to the Professionals”

At Dirt Candy, Amanda Cohen has invented her own version of vegetarian cuisine—one that has earned her awards and acclaim, as well as the love of a generation of diners who are looking for delicious and exciting vegetable dishes whether or not they follow a vegetarian diet. In this session, she will discuss some of the creative strategies behind her inventive menus and present some of the vegetable-forward dishes featured on her menu.

Moderator: **Anne McBride** (Director of Culinary Programs and Editorial, Strategic Initiatives, The Culinary Institute of America)

Guest Chef: **Amanda Cohen** (Chef-Owner, Dirt Candy)

2:45 PM

Refreshment & Networking Break

Conference Level, Marriott Pavilion (Lower Level)

Sponsored by Bush’s Best Beans

With book signings by Kim Severson, Amanda Cohen, Steven Petusevsky, Scott Uehlein, Katherine Polenz, and Bruce Mattel. Books will be available for purchase during the break.

3:30 PM

Breakout Sessions, Round B

Various Campus Locations

Breakout Session B1

Danny Kaye Theatre, Conrad Hilton Library

The “Sustainable Kitchen” Culinary Stage: The Burger Reinvented

Move over meat patty, the burger is no longer just about you. This session showcases alternatives to a “traditional” burger that combine a small quantity of meat with grains, legumes, or vegetables. Reinventing the burger with a focus on flavor allows this mainstay to still have a home on any type of menu, but with a healthier profile.

Moderator: **Anne McBride** (Director of Culinary Programs and Editorial, Strategic Initiatives, The Culinary Institute of America)

Guest Chefs: **Paul DelleRose ’94** (Associate Professor of Culinary Arts, The Culinary Institute of America)

Jehangir Mehta ’95 (Chef-Owner, Graffiti and Mehtaphor)

Sponsored by NuTek Salt



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Breakout Session B2

Ecolab Theatre, Admission Center

Applying Menus of Change Principles in Student Dining at The Culinary Institute of America

What's cooking in "The Egg," the CIA's student dining facility: a tasty mix of college dining, high-volume foodservice instruction, and innovation. Through presentations and culinary demonstrations, CIA faculty and foodservice provider Restaurant Associates will explore how to apply the principles of Menus of Change in student dining, along with their commitment to improving the high-volume foodservice sector.

Moderator: **Marc Zammit** (Partner, Changing Tastes, and Advisor, Compass Group)

Presenters: **Bruce Mattel '80** (Associate Dean of Food Production, The Culinary Institute of America)

George Shannon (Lecturing Instructor of Culinary Arts, The Culinary Institute of America)

Ed Brown '83 (Chef Innovator, Restaurant Associates)

Justin Ward '88 (Lecturing Instructor of Culinary Arts, The Culinary Institute of America)

Sponsored by Unilever Food Solutions

Breakout Session B3

Renaissance Lounge, Hudson Hall

The Melting Pot: Honoring and Elevating Local Food Cultures Worldwide

The Melting Pot is a non-profit organization founded by the Danish restaurateur Claus Meyer in 2011. With activities in Denmark, Bolivia, and forthcoming in Brooklyn, The Melting Pot aims to bring about change to the quality of life and the future prospects of vulnerable and disadvantaged young people, children, persons with criminal records, refugees, and immigrants. At the core of The Melting Pot's initiatives are activities that have food and food craftsmanship as well as entrepreneurship at their foundation. Kamilla Seidler of The Melting Pot Bolivia and Lucas Denton of The Melting Pot U.S. will discuss the organization's philosophy and the local conditions regarding food access and quality in their respective locations, as well as the innovations in approach that have been necessary to address the realities faced by their local partners.

Moderator: **Arlin Wasserman** (Founder and Partner, Changing Tastes, and Chair, Menus of Change Sustainable Business Leadership Council)



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Presenters: **Claus Meyer** (Founder, Meyer Restaurant Group and Melting Pot Foundation, and Co-Founder, noma, Copenhagen)
Kamilla Seidler (Chef, Gustu)
Lucas Denton (Project Manager, Melting Pot Foundation)

Breakout Session B4

Classrooms 1 & 2, Conference Level, Marriott Pavilion (Lower Level)

Changing the Conversation: The Media's Role in the Message of "Plant-Forward" in Restaurants and Culinary Concepts

Q&A with General Session Speakers

Get a head start on this afternoon's plenary session "Cooking Up a Story" and join some of the nation's leading food journalists. It's your turn to ask the questions, in this interactive conversation on the role of the media in shaping the narrative around the new plant-forward approach that's spreading across our nation's menus and restaurants.

Moderator: **Sophie Egan** (Director of Programs and Culinary Nutrition, Strategic Initiatives, The Culinary Institute of America)

Panelists: **Jane Black** (Journalist)
Sarah Nassauer (Retail and Consumer Trends Reporter, *Wall Street Journal*)
Kim Severson (Atlanta Bureau Chief, *The New York Times*)

Breakout Session B5

Classroom 3, Conference Level, Marriott Pavilion (Lower Level)

Plant-Forward: How to Make It Work in Your Operation (*Second of Two Times Offered*)

How to take your plant-forward concept from idea to reality, from one location to many? Experts in plant-forward foodservice will help bring new concepts nominated by conference attendees to the national stage, providing advice for success along the entire operational chain from ingredient sourcing and procurement to kitchen operators, labor, production, and presentation. The session provides practical advice whether you are contemplating changes in your operation or creating a new concept, and whether you operate a white tablecloth restaurant, QSR, fast casual, or robust retail prepared foods program.

Moderator: **Steven Petusevsky '77** (Founder and Principal, Steven M. Petusevsky Enterprises)

Presenters: **Joshua Brau** (Food with Integrity Manager, Chipotle)



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Christy Consler (Senior Vice President of Human Resources and Corporate Sustainability, Jamba Juice)

Scott Uehlein '85 (Vice President of Food and Beverage, and Corporate Chef, Canyon Ranch)

Breakout Session B6

Classroom 4, Conference Level, Marriott Pavilion (Lower Level)

Menus of Change and Universities: Connecting Foodservice and Academic Leaders around Research and Education

How can campus dining programs and academic departments work together to accelerate food system change? Panelists will share examples of projects, programs, and partnerships that are bridging the culinary and educational spheres on college and university campuses; bridging various disciplines of academia to foster multi-layered inquiries in the study of food; and bridging different universities across America to generate transformational research and approaches to foodservice in higher education. This session will also explore challenges associated with these kinds of collaborations, along with strategies for overcoming them.

Moderator: **Greg Drescher** (Vice President, Strategic Initiatives and Industry Leadership, The Culinary Institute of America)

Panelists: **Martin Breslin** (Director of Culinary Operations, Harvard University)

David Davidson (Managing Director for Harvard University Dining Services, Harvard University)

Shirley Everett (Senior Associate Vice Provost, Residential and Dining Enterprises, Stanford University)

Christopher Gardner (Professor of Medicine, Stanford Prevention Research Center, Stanford School of Medicine)

Eric Montell '89 (Executive Director, Residential and Dining Enterprises, Stanford University)

4:45 PM

Breakout Sessions Conclude/Return to General Session IV

5:00 PM

General Session IV

Ecolab Auditorium, Marriott Pavilion

Panel Discussion

Cooking Up a Story...and Picking the Right Recipe

Join three of America's leading food journalists in a conversation about the emerging narrative about how plants are taking over our plates. Jane Black, Sarah Nassauer, and



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Kim Severson will explore how chefs can help shape the media's coverage about food, health, and sustainability, where science fits in, and what responsibility the media has to help people make better food choices.

Moderator: **Anne McBride** (Director of Culinary Programs and Editorial, Strategic Initiatives, The Culinary Institute of America)

Panelists: **Jane Black** (Journalist)

Sarah Nassauer (Retail and Consumer Trends Reporter, *Wall Street Journal*)

Kim Severson (Atlanta Bureau Chief, *The New York Times*)

6:00 PM **Networking Reception**
Beverage Garden Plaza (weather permitting)
Featuring the Gold and Bronze Level Sponsors

7:00 PM **Reception and Program Conclude for the Evening**
Enjoy dinner on your own

Friday, June 19

8:00 AM **Hudson Valley Breakfast Buffet**
Conference Level, Marriott Pavilion (Lower Level)
Sponsored by Paramount Citrus/Wonderful Almonds & Pistachios/POM Wonderful

8:30 AM **General Session V: Navigating Risk...and Getting it Off the Menu (Part I)**
Ecolab Auditorium, Marriott Pavilion
Welcome & Introduction to the Day
Presenters: **Victor Gielisse** (Vice President, Advancement and Business Development, The Culinary Institute of America)
Jonathan Atwood (Vice President, Sustainable Living and Corporate Communications, Unilever - North America)
Michael Kaufman (Partner, The Astor Group)



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8:40 AM

Presentations

Risky Business: Regulation, Cost, and Uncertainty

What is risk? And what are the forces that shape the success of restaurants and foodservice companies? Russell Walker, author of the award-winning book, *Winning with Risk Management*, and Jacob Gersen, author of the forthcoming book, *From Court to Table*, will explore the landscape of impending risks for the foodservice industry over the next several years: environmental, health, social, financial, legal, and reputational. They will also look at how chefs, restaurants, and foodservice companies can effectively manage risk—and present the business case for initiating change to manage key near-term risks.

Moderator: **Arlin Wasserman** (Founder and Partner, Changing Tastes, and Chair, Menus of Change Sustainable Business Leadership Council)

Presenters: **Russell Walker** (Clinical Associate Professor of Managerial Economics and Decision Sciences, Kellogg School of Management, Northwestern University)

Jacob Gersen (Professor and Founder/Director of the Food Law Lab at the Petrie-Flom Center, Harvard Law School)

9:20 AM

Livestock and Antibiotic Use: What It Is and What to Do

The human health risks of overusing antibiotics in livestock production are becoming increasingly pronounced, and so is consumer demand for meat from animals raised without antibiotics. So it's more critical than ever to fully understand the issue of antibiotic resistance and how restaurants and foodservice companies of all kinds can begin serving this type of meat, while driving change in the supplier community. Hear from Chick-fil-A's David Farmer on why his company committed to serving only antibiotic-free meat within the next five years, and how it is making the transition. Lance Price of George Washington University will review the latest science on drug resistance.

Moderator: **Jane Black** (Journalist)

Presenters: **Lance Price** (Professor, Department of Environmental and Occupational Health, George Washington University)

David Farmer (Vice President, Menu Strategy and Development, Chick-fil-A)

10:00 AM

Refreshment & Networking Break

Conference Level, Marriott Pavilion (Lower Level)

Sponsored by Changing Tastes



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3rd Annual Leadership Summit | June 17-19, 2015
The Culinary Institute of America | Hyde Park, NY

www.menusofchange.org

10:30 AM **General Session V, Navigating Risk...and Getting it Off the Menu (Part II)**
Ecolab Auditorium, Marriott Pavilion

Presentations

What's the Risk? Climate Change and Water Scarcity

The only thing less predictable than the weather has been food costs, at least in recent years. The two are deeply intertwined, as each harvest is shaped by weather and the availability of water. This session will explore the ways that risks from climate change and water scarcity are affecting the foodservice industry today, along with effective strategies for managing the cost and supply of food in the coming years. Will Sarni of Deloitte will look at the best practices for managing limited water resources and water risk, while Thomas Harter of the University of California, Davis will explore the interplay between climate, water, and agriculture over the next several years.

Moderator: **Arlin Wasserman** (Founder and Partner, Changing Tastes, and Chair, Menus of Change Sustainable Business Leadership Council)

Presenters: **Will Sarni** (Director, Enterprise Water Strategy, Deloitte)
Thomas Harter (Robert M. Hagan Endowed Chair in Water Management and Policy, University of California, Davis)

11:15 AM **Food, Obesity, and the Incubating Diabetes Epidemic: What's at Risk and What to Do**
A tsunami of diet-related disease threatens to overwhelm the U.S. healthcare system and erode the international competitiveness of our economy. Underlying these alarming trends are the health impacts of our over-reliance on a heavily processed food supply, with an ever-growing array of food products that bear little resemblance to the whole foods humans have traditionally consumed. In this session, David Ludwig of the Harvard T.H. Chan School of Public Health will review the science relating food quality and food processing to health, while highlighting the steps that chefs, foodservice companies, and their suppliers can take right now, alongside government and public efforts, to improve our food supply, our menu options, and the health of the American population.

Moderator: **Sophie Egan** (Director of Programs and Culinary Nutrition, Strategic Initiatives, The Culinary Institute of America)

Presenter: **David Ludwig** (Professor of Pediatrics, Harvard Medical School, and Professor of Nutrition, Harvard T.H. Chan School of Public Health, and Researcher, Children's Hospital Boston)

12:00 PM **Walk-Around Tasting Lunch**
Conference Level, Marriott Pavilion (Lower Level)



HARVARD
T.H. CHAN

SCHOOL OF PUBLIC HEALTH
Department of Nutrition

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Sponsored by NuTek Salt, Bush's Best Beans, Changing Tastes, Chobani, Paramount Citrus/Wonderful Almonds & Pistachios/POM Wonderful

With book signings by Will Sarni, Thomas Harter, and David Ludwig. Books will be available for purchase during lunch.

1:00 PM

General Session VI

Ecolab Auditorium, Marriott Pavilion

Closing Keynote Presentation

Imagining the Future

In 2004, Claus Meyer co-authored the *New Nordic Food Manifesto*, when he and his restaurant noma were in the pursuit of purity, simplicity, and freshness based on seasonal foods that make the most of the local region's climate, water, and soil. He had no firm idea of just how great an impact these ideas would eventually have on his home country of Denmark—and throughout the world—as noma was named The S. Pellegrino World's Best Restaurant in 2010, 2011, 2012, and 2014. Claus will share his dream of unfolding the potential of local and indigenous food cultures worldwide, and how he actively searches for challenges and territories where there is both a basis and the potential to bring about widespread, meaningful change.

Moderator: **Arlin Wasserman** (Founder and Partner, Changing Tastes, and Chair, Menus of Change Sustainable Business Leadership Council)

Presenter: **Claus Meyer** (Founder, Meyer Restaurant Group and Melting Pot Foundation, and Co-Founder, noma, Copenhagen)

1:45 PM

Closing Remarks

Presenters: **Arlin Wasserman** (Founder and Partner, Changing Tastes, and Chair, Menus of Change Sustainable Business Leadership Council)

Walter Willett (Chair, Department of Nutrition, Harvard T.H. Chan School of Public Health, and Chair, Menus of Change Scientific & Technical Advisory Council)

Mark Erickson '77 (Provost, The Culinary Institute of America)

2:15 PM

Summit Concludes

SAVE THE DATE for the 2016 Menus of Change® Leadership Summit, which will be held June 14-16, 2016 at the Marriott Pavilion at The Culinary Institute of America, Hyde Park, New York.



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