



**HARVARD
T.H. CHAN**

SCHOOL OF PUBLIC HEALTH

Department of Nutrition

6TH ANNUAL LEADERSHIP SUMMIT

MENUS^{of} CHANGE[®]

THE BUSINESS OF HEALTHY, SUSTAINABLE,
DELICIOUS FOOD CHOICES

June 19 – 21, 2018
Hyde Park, NY



OVERVIEW

“Menus of Change and the CIA inspired our chefs and dietitians to look at menuing with fresh eyes.

We learned first-hand from our industry’s most knowledgeable leaders how our actions can benefit the environment, drive sustainability, and influence the future of menu engineering. The beautiful CIA campus is a perfect setting for networking, learning, and collaboration. You will leave prepared to take action and inspired to incorporate the MOC principles into your everyday operations.”

CHRISTINE SEITZ

Vice President of Culinary Business
Excellence

Compass Group USA

Food is a lens through which we see the world, and increasingly our vision is focused on our health, the health of communities, and that of our planet. Through our food choices, we express our preferences, values, concerns, and aspirations—and significantly impact the world around us.

Our food choices—linked as they are to both acute and chronic disease prevention and control—are a primary driver of our health. These choices also shape the health of our planet, with food production driving climate change and using much of the world’s land and water resources. And, these same choices affect the livelihoods of more than one billion people around the world who work each day to produce and serve our food.

When food and foodservice industry leaders look at the challenges they face individually—the need to simultaneously address the rising costs of food; the need to improve the health of their customers and reduce the environmental impacts of their products; increasing demand for supply chain transparency and increasing risks to brand reputation because of how globalized the supply chain is; the complexity of serving an increasingly diverse population with splintering preferences and attitudes; and the overall declining effectiveness of current business models—they, and we, crave the skills and insights to allow us to adapt and lead before the future arrives.

Threaded through all of this is the evolution of our modern lifestyles that offer less and less time to cook but increasing appetites for new culinary directions and food that is perceived to be “real” and health-promoting. At precisely the same moment when the world’s interest in food and food choices is growing, we are asking chefs to make more choices on our behalf, as we select and prepare fewer meals in our own homes.



Taken together, these challenges and changes indicate a new relationship between food, diner, and chef. As we move further into the 21st century, chefs and culinary leaders are poised to assume a larger, pivotal role in integrating key imperatives of taste, health, the environment, community, and business and economics.

Against this background, we see a path forward where:

- Our *most delicious foods*—by design—can also be health promoting and environmentally sustainable.
- America's most talented chefs, scientists, and business leaders, along with today's culinary students, are collectively engaged in driving towards business-friendly solutions to our obesity and healthcare crises—and challenges to the future of our global food security.
- New approaches to collaboration between nutrition and medical experts, chefs, and environmental scientists help the business community develop *new models of innovation*—and *new, long-term business strategies*—around opportunities for the future of food and foodservice.

Menus of Change®: *The Business of Healthy, Sustainable, Delicious Food Choices* is a ground-breaking leadership initiative launched in 2012 by The Culinary Institute of America and Harvard T.H. Chan School of Public Health that works to realize a long-term, practical vision integrating optimal nutrition and public health, environmental stewardship and restoration, and social responsibility concerns within the foodservice industry and the culinary profession.



In just its first five years, Menus of Change has established a compelling new agenda for the foodservice industry through an annual leadership summit at the CIA's Hyde Park campus, an annual report on the state of the industry, and an ongoing series of tools and guidance for foodservice professionals. Menus of Change also informs The Culinary Institute of America's approach to educating the next generation of culinary and business leaders.



The initiative's thought-leadership includes:

- Showing that changing menus is a powerful, and previously underappreciated, way to drive improvements in our health and our planet, and also is the most important part of doing business in the restaurant and foodservice industry.
- Connecting dietary change and sustainability, and setting the stage for incorporating sustainability into the recommendations of the 2015 Dietary Guidelines Advisory Committee's report to inform the Dietary Guidelines for Americans.
- Bringing attention to protein, both animal- and plant-based, to show how that macronutrient category has the largest impact on the environment including climate change.
- Making plant-forward dining a mainstream concept in the culinary profession and foodservice industry, with a clear vision for a new way to cook and serve food to others.
- Introducing and advancing new considerations for menus and ingredient choices that are now mainstream, such as the water footprint of food and how to reduce antibiotic use in livestock production.



Along the way, the Menus of Change initiative has engaged thousands of leaders in the foodservice industry around this vision. Involvement in Menus of Change has led to substantial changes in what these foodservice operators choose to buy and serve to diners:

- Of recent Menus of Change summit attendees, more than 80 percent have changed their menus and dining formats as a result of attending the annual program series.
- Over half of these same attendees have changed their sourcing practices.
- From corporate dining to multi-unit restaurant groups, operators across the country are adopting the Menus of Change platform and principles as part of their strategic planning process.
- Nearly 50 college and university foodservice operations—members of the Menus of Change University Research Collaborative—are conducting and sharing research and education in support of culinary-centric, evidence-based food systems innovation within and beyond universities.

“The partnership between The Culinary Institute of America and Harvard has produced some of the most meaningful changes in what we eat. The CIA and Harvard have identified key nutrition science findings for the food industry and translated them into practical advice for business and culinary professionals. With the increasing convergence of findings around food issues in both public health and environmental disciplines, the Menus of Change initiative promises to make even more significant changes in how we think about food and what we choose to eat.”

**WALTER WILLETT
MD, DrPH**

Chair of the Menus of Change
Scientific and Technical
Advisory Council

Professor of Epidemiology and
Nutrition and Past Chairman,
Dept. of Nutrition

*Harvard T.H. Chan School of
Public Health*

DEFINING PLANT-FORWARD: GUIDANCE FOR OUR INDUSTRY

PLANT-FORWARD

A style of cooking and eating that *emphasizes and celebrates*, but is not limited to, plant-based foods—including fruits and vegetables (produce); whole grains; beans, other legumes (pulses), and soy foods; nuts and seeds; plant oils; and herbs and spices—and that reflects evidence-based principles of health and sustainability.

HEALTHY, SUSTAINABLE, PLANT-FORWARD FOOD CHOICES

This distilled guidance about the future of our food choices, for individuals and professionals, is an outgrowth of multiple, joint leadership initiatives of The Culinary Institute of America and the Department of Nutrition at Harvard T.H. Chan School of Public Health, including Menus of Change; Healthy Kitchens, Healthy Lives[®]; Teaching Kitchen Collaborative; and Worlds of Healthy Flavors. It reflects the best, current scientific evidence supporting optimal, healthy, and sustainable dietary patterns while addressing vital imperatives to achieve short- and long-term global food security.

Healthy, sustainable, plant-forward food choices—when informed by culinary insight—can transform palates and spur next-generation innovation, as is evident in the success of new menu, restaurant, and retail product concepts thriving in the marketplace. In short, this is a practical, achievable vision for a delicious future. For more information, please read the Principles of Healthy, Sustainable Menus—which are the foundation of the Menus of Change Initiative—at menusofchange.org.

HEALTHY, SUSTAINABLE, PLANT-FORWARD FOOD CHOICES ARE THOSE WHICH:

- Center around minimally processed, slow-metabolizing plant-based foods: fruits and vegetables (produce); whole grains; beans, other legumes (pulses) and soy foods; nuts and seeds; healthy plant oils; and herbs and spices. For protein sources, such choices lead with plant protein.
- Can include animal-based foods in a reduced (optional) role, with a special emphasis on decreasing purchases of red meat and minimizing foods sourced from animals raised with the routine, non-therapeutic use of antibiotics. These choices prioritize fish and poultry among animal-based proteins, with dairy options and eggs playing a supporting role (if desired).
- Highlight the value of fresh, seasonal, locally produced foods; minimize sugary beverages and added sugars and sweeteners; and reduce sodium and unhealthy additives.
- Emphasize healthy dietary patterns and a rich diversity of whole foods versus an undue focus on specific nutrients and percentages; avoid excess quantities of calories but first ensure calorie quality.
- Celebrate cultural diversity, personal needs and preferences, and the unapologetic elevation of deliciousness, including room in our diets for foods of special occasions.
- Begin with transparent ingredient sourcing that supports sustainable farming methods and fisheries.
- Through food purchasing patterns, encourage innovation and sustainable practices in retail food and restaurant concepts and business models to advance public health, social well-being, and our food system.

“The choices we make about what we eat are among the most important for our health, and the health of our planet. Even as consumer interest about food, health, and sustainability continues to grow, so does the share of our food dollars that we spend on meals where culinary professionals make the choices about what we will eat. In just five short years, Menus of Change has significantly influenced these choices, helping to focus our industry’s attention on new approaches to protein and turning the creative energies of chefs towards plant-forward dining.”

ARLIN WASSERMAN

Partner, Changing Tastes

Chair, Menus of Change Sustainable Business Leadership Council

Each June, the Annual Menus of Change Leadership Summit brings together an audience of more than 400 leaders who collectively shape the food choices of tens of millions of Americans each day. Attendees represent diverse sectors that don’t often connect, but that are all involved with issues surrounding health, wellness, sustainability, foodservice, and food sourcing, including:

- C-level, vice presidents, and other senior management;
- entrepreneurs and investors working in the food and foodservice sectors;
- chefs and food & beverage executives from independent restaurants, chain restaurants, and other volume foodservice operations, including hotels, campus and corporate dining, and supermarket prepared foods;
- leaders in research, nutrition, sustainability, and public health from government agencies and academia; and
- leaders from nongovernmental organizations (NGOs) and foundations addressing food, health, and sustainability issues.

We invite and encourage you to engage in dialogue around Menus of Change through the following channels:

- Facebook: Follow Menus of Change (and other CIA leadership retreats and conferences) at our **CIA Industry Leadership** page (www.facebook.com/CIAIndustryLeadership)
- Twitter: Follow @CIALeadership on Twitter and use #CIAMOC in your tweets throughout each summit—along with posts you share from your own work year-round—that reflect Menus of Change principles in action. When relevant, please also use #CIAProteinFlip and #ProteinPlays to share your thoughts on presentations, conversations, and dishes you enjoy during the annual summit or observe throughout your own work on an ongoing basis that reflect the portfolio of strategies for flipping the role of proteins on menus to elevate plants and plant proteins in innovative ways.
- Email: Send us your thoughts, feedback, insights, challenges, and success stories at info@menusofchange.org



Take the Lead

Join the world's premier culinary and medical colleges in leading the future of foodservice. For more information, please contact:

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