At-A-Glance Schedule Overview

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<th>Wednesday, June 17</th>
<th>Thursday, June 18</th>
<th>Friday, June 19</th>
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<tr>
<td><strong>Presenter/Media Lounge</strong>&lt;br&gt;Sponsored by Unilever Food Solutions</td>
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<td>3:00 PM to 7:00 PM</td>
<td>7:45 AM to 7:30 PM</td>
<td>8:00 AM to 2:15 PM</td>
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<tr>
<td>Registration &amp; Refreshments&lt;br&gt;3:00-3:45 PM</td>
<td>Breakfast&lt;br&gt;7:45 - 8:15 AM</td>
<td>Breakfast&lt;br&gt;8:00-8:30 AM</td>
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<td>Welcome &amp; Opening Remarks&lt;br&gt;3:45 – 4:15 PM</td>
<td>General Session II&lt;br&gt;8:15 - 9:45 AM</td>
<td>General Session V&lt;br&gt;8:30 - 10:00 AM</td>
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<td>Opening General Session&lt;br&gt;4:15 - 6:00 PM</td>
<td>Refreshment &amp; Networking Break&lt;br&gt;9:45 AM</td>
<td>Refreshment &amp; Networking Break&lt;br&gt;10:00 AM</td>
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<td>Opening Reception&lt;br&gt;6:00 - 7:00 PM</td>
<td>Breakout Sessions, Round A&lt;br&gt;10:30 - 11:45 AM</td>
<td>General Session VI&lt;br&gt;10:30 AM - 12:00 PM</td>
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<td>Lunch&lt;br&gt;12:00 PM</td>
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<td>Dessert &amp; Coffee Break&lt;br&gt;1:00 PM</td>
<td>General Session VII&lt;br&gt;1:00 - 2:00 PM</td>
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<td>General Session III&lt;br&gt;1:15 -2:45 PM</td>
<td>Closing Remarks&lt;br&gt;2:00 - 2:15 PM</td>
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<td>Refreshment &amp; Networking Break&lt;br&gt;2:45 PM</td>
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<td>Breakout Sessions, Round B&lt;br&gt;3:30 - 4:45 PM</td>
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<td>General Session IV&lt;br&gt;5:00 - 6:00 PM</td>
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<td>Networking Reception&lt;br&gt;6:00 - 7:00 PM</td>
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The 2015 Menus of Change Leadership Summit will feature 6 general sessions, 11 breakout sessions, 6 culinary presentations (3 during general sessions and 3 during breakout sessions), 2 breakfasts, 2 morning breaks, 2 lunches, 1 afternoon break, and 2 evening receptions.
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)

3:45 PM  Welcome & Opening Remarks: Building on Leadership
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 (40 minutes)
The 2015 Menus of Change Annual Report: What’s New? What’s Ahead?
As leaders in the nearly $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 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 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 (5 minutes)

**How the Food Business School Is Changing the World of Food Systems Innovation and Entrepreneurship.**

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

Opening Keynote Presentation (30 minutes)

**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)

Culinary Presentation (30 minutes)

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

Introductory Remarks:

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

*Culinary talent to be confirmed*
6:00 PM | Opening Reception  
Conference Level, Marriott Pavilion (Lower Level)  
*Featuring the Presenting, Platinum, and Premium Gold Level Sponsors*

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)

8:15 AM | General Session II  
Ecolab Auditorium, Marriott Pavilion  
Remarks  
**Welcome & Introduction to the Day (10 minutes)**  
Presenter: Arlin Wasserman (Founder and Partner, Changing Tastes, and Chair, Menus of Change Sustainable Business Leadership Council)

*Presentations (60 minutes)*  
**Plant-Forward: The New Science and the Next Culinary Approach**  
What does the latest science tell us about rebalancing our plates, menus, and recipes to emphasize plant-based foods? This session explores the evidence behind a move in the foodservice industry towards supporting more plant-forward diets. Experts in nutrition will help us understand the state of American diets today, the science behind our growing interest in protein, and the newest findings about its connection to our health, the planet, and future culinary approaches for foodservice operations.  
Moderator: Jane Black (Journalist)  
Presenters:  
Christopher Gardner (Professor (Research) 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)

*Culinary Presentation (20 minutes)*
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.
Presenter: **Greg Drescher** (Vice President, Strategic Initiatives and Industry Leadership, The Culinary Institute of America)
Guest Chef: **Jehangir Mehta ’95** (Executive Chef and Owner, Graffiti and Mehtaphor)

9:45 AM
**Refreshment & Networking Break**
*Conference Level, Marriott Pavilion (Lower Level)*

10:30 AM
**Breakout Sessions, Round A (75 minutes)**
*Various Campus Locations*

**Breakout Session A1**
*Danny Kaye Theatre, Conrad Hilton Library*

*The “Sustainable Kitchen” Culinary Stage: Building Flavor From the Ground Up*
Moderator: **Anne McBride** (Director of Culinary Programs and Editorial, The Culinary Institute of America)
Guest Chefs: **Amanda Cohen** (Chef and Owner, Dirt Candy)
**Kamilla Seidler** (Chef, Gustu)

**Breakout Session A2**
*Ecolab Theatre, Admission Center*

*Pangea, A Case Study in Innovation: Earth’s Flavors Rediscovered*
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
**Program Schedule and Presenter Roster Subject to Change**

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*)

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

**Experts:**
Steven Petusevsky ’77 (Founder and Principal, Steven M. Petusevsky Enterprises)
Josh 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 (north), 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**

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

**Panelists:**
Christopher Gardner (Professor (Research) 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 A5**

*Classrooms 3 & 4 (south), Conference Level, Marriott Pavilion (Lower Level)*

**Panera Bread: What It Takes to Lead Change and Bring Your Customers Along**
**Q&A with General Session Speaker**

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

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

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

12:00 PM  **Family-Style Lunch**
*The Gymnasium at the Student Commons*

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** (10 minutes)

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

**Presentations (60 minutes)**

**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:
- **Michiel Bakker** (Director, Global Food Services, Google)
- **Shirley Everett** (Senior Associate Vice Provost, Residential and Dining Enterprises, Stanford University)
- **Ellen Markman** (Professor of Psychology and Senior Associate Dean for Social Sciences, Stanford University)
Maeve Webster (Senior Director, Datassential)

_Culinary Demonstration (20 minutes)_
**Of Chefs and Plant Foods: “Anyone Can Cook a Hamburger, Leave the Vegetables to the Professionals”**
Moderator: **Anne McBride** (Director of Culinary Programs and Editorial, Strategic Initiatives, The Culinary Institute of America)
Guest Chef: **Amanda Cohen** (Chef and Owner, Dirt Candy)

2:45 PM  
**Refreshment & Networking Break**
_Conference Level, Marriott Pavilion (Lower Level)_

3:30 PM  
**Breakout Sessions, Round B (75 minutes)**
_Various Campus Locations_ 

**Breakout Session B1**  
_Danny Kaye Theatre, Conrad Hilton Library_ 
**The “Sustainable Kitchen” Culinary Stage: The Burger Reinvented**
Moderator: **Anne McBride** (Director of Culinary Programs and Editorial, Strategic Initiatives, The Culinary Institute of America)
Guest Chefs: **Adam Busby** (Director of Special Culinary Projects, The Culinary Institute of America)
**Jehangir Mehta ’95** (Executive Chef and Owner, Graffiti and Mehtaphor)

Breakout Session B2  
_Ecolab Theatre, Admission Center_  
**Applying Menus of Change Principles in Student Dining at The Culinary Institute of America**
Moderator: **Marc Zammit** (Partner, Changing Tastes, and Advisor, Compass Group)
Presenters: **Ed Brown ’83** (Chef Innovator, Restaurant Associates)  
**Paul DelleRose ’94** (Associate Professor of Culinary Arts, The Culinary Institute of America)  
**Waldy Malouf ’75** (Senior Director of Food and Beverage Operations, The Culinary Institute of America)  
**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)

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

**Breakout Session B3**

*Renaissance Lounge, Hudson Hall*

**The Melting Pot: Honoring and Elevating Local Food Cultures Worldwide**

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

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

**Breakout Session B4**

*Classroom 1 & 2 (north), 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*

**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)

**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)**

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

**Experts:**
Josh Brau, Food with Integrity Manager, Chipotle
Christy Consler (Senior Vice President of Human Resources and Corporate Sustainability, Jamba Juice)
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

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

Panelists: Eric Montell (Executive Director, Residential & Dining Enterprises, Stanford University)
          Eric Rimm (Professor of Medicine, Harvard Medical School, and Director of the Program in Cardiovascular Epidemiology, Harvard T.H. Chan School of Public Health)

4:45 PM  Breakout Sessions Conclude/Return to General Session IV

5:00 PM  General Session IV

Ecolab Auditorium, Marriott Pavilion

Panel Discussion (60 minutes)

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 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)

6:00 PM  Networking Reception and Plant-Forward Burger Bash

Beverage Garden (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)

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 (10 minutes)
Introduction: Victor Gielisse (Vice President, Advancement and Business Development, The Culinary Institute of America)
Presenter: Michael Kaufman (Managing Director, The Astor Group)

Presentations (40 minutes)
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 (Professor, 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)
Livestock and Antibiotic Use: What It Is and What to Do  (40 minutes)
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, Product Strategy and Development, Chick-fil-A)

10:00 AM  Refreshment & Networking Break
Conference Level, Marriott Pavilion (Lower Level)

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

Presentations (45 minutes)
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)

**Food, Obesity, and the Incubating Diabetes Epidemic: What’s at Risk and What to Do (45 minutes)**

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)

1:00 PM  **General Session VI**
Ecolab Auditorium, Marriott Pavilion

**Closing Keynote Presentation (45 minutes)**

**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.
**Program Schedule and Presenter Roster Subject to 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** *(30 minutes)*

**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**

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**SAVE THE DATE for the 2016 Menus of Change® Leadership Summit, which will be held June 15-17, 2016 at the Marriott Pavilion at The Culinary Institute of America, Hyde Park, New York.**