

# MENUS CHANGE<sup>®</sup>

The Business of Healthy, Sustainable, Delicious Food Choices

8<sup>th</sup> Annual Leadership Summit: Virtual Series

July 22 – August 26, 2020

Wednesdays, 10 AM – 12:30 PM PDT

[www.menusofchange.org](http://www.menusofchange.org)

## Menus of Change Leadership Summit: Virtual Series Program Schedule

**Wednesday, 7.22.20**

**Virtual Series Week I**

All times are noted in Pacific Daylight Time.

10 AM

### Welcome and Introduction

Speaker: **Jacquelyn Chi** (Director of Programs and Special Projects, Strategic Initiatives Group, The Culinary Institute of America)

### Menus of Change: Rebuilding—and Reimagining—Our Industry

Presenters: **Greg Drescher** (VP of Strategic Initiatives, CIA)  
**Michael Kaufman** (Partner, Astor Group; Chair, Menus of Change Business Leadership Council)

10:10 AM

### General Session IA

#### **Presentation**

#### **Lessons from the Pandemic: Our Health, Our Planet, Our Future**

*“The COVID-19 pandemic, sadly, has laid bare the poor health of too many Americans. The ‘underlying conditions’—the chronic diseases from obesity and diabetes to heart disease and many cancers—correctly cited as heightened coronavirus risk factors for causing severe, life-threatening infections and higher death rates are closely tied to unhealthy diets and lifestyle choices. More broadly, these are the same unhealthy food choices that, in the aggregate, undermine our ability to stop climate change and achieve both planetary sustainability and resilience in our food systems.”*

-- **Walter Willett, MD, DrPH** (Professor and Past Chairman, Department of Nutrition, Harvard T.H. Chan School of Public Health)

*In this opening session, we’ll explore the lessons we can so far draw from the COVID-19 pandemic for the state of our food choices, our food system, public health, and the environment. While most chefs and operators in our restaurant and foodservice industry are understandably focused on the near-term challenges of re-opening and financial viability, other critical imperatives and trend lines have not gone away. Join us for this topline, practical analysis of how we need to reset our strategic vision for our businesses and our industry so that we not only rebuild, but build back to secure a healthier, more sustainable future for ourselves and our planet.*



**HARVARD**  
**T.H. CHAN**

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2020 CIA-Harvard Menus of Change<sup>®</sup> Leadership Summit: Virtual Series Program Schedule

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Moderator: **Eliza Barclay** (Health and Science Editor, Vox)  
Presenters: **Walter Willett, MD, DrPH** (Professor and Past Chairman, Department of Nutrition, Harvard T.H. Chan School of Public Health; Chair, Menus of Change Scientific & Technical Advisory Council; Co-Chair, EAT-Lancet Commission)  
**Daniel Schrag, PhD** (Professor, Environmental Science and Engineering, Harvard University; Director, Harvard University Center for the Environment)

10:40 AM **Live Q&A with General Session IA Speakers**

10:50 AM **Breakout Sessions, Round A (10:50 – 11:20 AM)**

Breakout Session A1

**Culinary Demonstrations and Discussion**

**The “Sustainable World Kitchen” Culinary Stage: Plant-Forward California**

*Two talented chefs team up for a look at plant-forward menu inspiration from California, reflecting the Golden State’s love of Latin flavors, as well as its rich agricultural bounty. Border Grill pioneering chef Susan Feniger will also share operational insights from the LA-based restaurant group she co-leads with Mary Sue Milliken, including how they have been managing through the pandemic and how they have crafted their “Good for the Planet, Good for You” sustainability program within their Border Grill vision of “Modern Mexican.”*

Moderator: **Jacquelyn Chi** (Director of Programs and Special Projects, Strategic Initiatives Group, CIA)

Guest Chefs: **Toni Sakaguchi ’85** (Executive Chef—Strategic Initiatives Group, CIA)  
**Susan Feniger ’77** (Author; Chef-Owner, Border Grill and Socalo)

*Sponsored by Kellogg’s Away From Home*

Breakout Session A2

**Panel Discussion**

**Chefs as Changemakers: Taking Action in the Era of COVID-19 and Beyond**

*In this session, we’ll hear from two chefs about their work to advance food system change highlighting the diverse ways chefs can lead on behalf of better food choices and better approaches to food production. And we’ll consider the state of chefs as leaders and changemakers looking to the latter stages of the pandemic and beyond, and how lessons learned over recent years can inform higher-impact action strategies for tomorrow.*

Moderator: **Katherine Miller** (Vice President of Impact, James Beard Foundation)

Panelists: **Edward Lee** (Co-Founder, Director of Programming, Mentor, Lee Initiative; Culinary Director, Succotash Restaurants)  
**Paola Velez** (Co-Founder, Bakers Against Racism; Executive Pastry Chef, Maydan & Compass Rose)



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### Breakout Session A3

#### **Presentation and Panel Discussion**

#### **Harvard Nutrition, Climate, and Sustainability Roundtable: Getting the Big Picture in Focus**

*How should a university design its sustainability platform, goals, and strategies to include food and the impacts—and potential leadership—of its campus dining operations? In this session, we'll hear how Harvard University pursued this challenge, ask how students and faculty were involved in the process, and check in on the results so far. Then we'll invite discussion about wider approaches to climate change and other sustainability imperatives in both the commercial and non-commercial foodservice sectors, now and projecting through to the other side of the pandemic.*

Moderator: **Eliza Barclay** (Health and Science Editor, Vox)

Presenter: **David Havelick** (Sustainability Manager, Office for Sustainability, Harvard University)

Panelist: **Walter Willett, MD, DrPH** (Professor and Past Chairman, Department of Nutrition, Harvard T.H. Chan School of Public Health; Chair, Menus of Change Scientific & Technical Advisory Council; Co-Chair, EAT-Lancet Commission)

### Breakout Session A4

#### **Panel Discussion**

#### **Case Studies in Effective Change Management: Insights from the Full-Service Restaurant Sector**

*This year, the CIA-FSR Plant-Forward Watch List honors those multi-unit, high-volume restaurant groups in the full-service category that are leading as part of the plant-forward vanguard. Join us to hear from a standout panel of a few of the list's honorees, led by FSR editor Nicole Duncan, about how they deliver the indulgence, deliciousness, and spectrum of options that diners expect from their favorite, full-service restaurant brands.*

Moderator: **Nicole Duncan** (Editor, FSR Magazine)

Panelists: **Robert McCormick '98** (Brand Chef, True Food Kitchen)  
**Michael Dean** (Chief Operating Officer, JINYA Ramen Bar)

### Breakout Session A5

#### **Presentation and Panel Discussion**

#### **Case Studies in Effective Change Management: Insights from the Noncommercial Foodservice Sectors**

*What's the best way to introduce a plant-forward menu initiative in a non-commercial setting in order to maximize organizational engagement and outcomes? How do customers react when meat starts to take less of a starring role, and more of a supporting—or "sometimes"—role in menus? This session will invite a robust discussion highlighting varying pathways to effective change management in the non-commercial sector. From plant-forward menu innovation to advancing food ethics in the supply chain, you will hear from a standout panel of foodservice executives across the industry about how they successfully moved a specific change strategy forward in their operations.*

Moderator: **Sarah Schutzberger, RD, CSO** (Director of Health and Sustainability Programs, Strategic Initiatives Group, CIA)



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Presenters: **Rob Morasco, CEC** (Senior Director of Culinary Development, Sodexo)  
**Terri Brownlee, MPH, RD** (Director of Nutrition and Wellness, Bon Appétit Management Company)  
**Paul Basciano** (Vice President of Culinary, Elior North America)

11:20 AM

**Networking Break and Sponsor Expo\***

*Enjoy chance encounters in “Networking” and visit with our sponsors in the “Expo” to learn more about their sustainability commitment and facilitate connections at a time when we cannot meet in person.*

**Including “Meet the Author” booth featuring Walter Willett. Books will be available for purchase in the Expo Booth with the author, along with the opportunity to virtually meet the author live during the break.**

11:40 AM

**General Session IB**

**Presentations**

**On the Menu: Healthy, Protective Foods for our Immune System and More**

*Amidst the staggering loss of life and economic devastation caused by the pandemic, it’s not surprising to see significant new interest in dietary strategies to boost our immune systems. Diet-related diseases linked to the standard American diet—still largely meat-centric and rich in highly processed, sugary foods—globally accounts for a projected 11 million premature deaths per year. This connection has been further underscored by the media in recent months with data indicating a strong correlation between excess body weight, chronic disease, and the poor outcomes from COVID-19. Join us for this session where we will break down some basic facts about how the foods you eat play a role in securing a healthy immune system. We will look at what we know—and what we don’t yet know—about positive health impacts of specific foods versus dietary patterns. We’ll examine the current marketing environment for health claims tied to specific “super foods” and ingredients that may or may not have outsized disease-fighting and immune boosting properties. Finally, we’ll consider best strategies for chefs and foodservice operators to highlight the overall value of healthy, “protective” foods on their menus.*

Introduction: **Chavanne Hanson, MPH, RD** (Food Choice Architecture and Nutrition Manager, Google Food; Vice Chair, Menus of Change Business Leadership Council)

Presenters: **Wafae Fawzi** (Professor of Nutrition, Epidemiology and Global Health, Harvard T.H. Chan School of Public Health)  
**Eric Rimm, ScD** (Professor of Epidemiology and Nutrition, Harvard T.H. Chan School of Public Health)  
**Robert McCormick ‘98** (Brand Chef, True Food Kitchen)

12:15 PM

**Virtual Networking Reception and Sponsor Expo\***

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**\*Expo Booths – Week One**

**Kellogg's Away From Home:** *Incogmeato Introduction*, **Land O'Lakes:** *Our Co-op is our Cause*, **Nestlé Professional:** *Inspiration for Off-Premise Occasions*, **Oatly:** *Breakfast Inspiration with Oatly*, **American Egg Board:** *Become an EggPro*, **AquaBounty:** *Transforming the Future of Aquaculture*, **Atlast Food Co.:** *Makin' Bacon - Creating structure and texture for plant-based whole cut products*, **Barilla:** *Pasta 101*, **Dole Packaged Foods:** *Global Inspiration and Flavor Pairings*, **Lentils.org:** *Creative Lentil uses in Foodservice*, **Sysco:** *Corporate Social Responsibility*, **Pulmuone Foods,** **Unilever Food Solutions:** *Importance of Sustainability*, **CIA Digital Media:** *Israel: A Plant-Forward Odyssey*, **CIA Consulting, CIA Master's Program**

**Wednesday, 7.29.20**

**Virtual Series Week II**

*All times are noted in Pacific Daylight Time.*

10 AM

**Welcome and Introduction**

Speaker: **Sarah Schutzberger, RD, CSO** (Director of Health and Sustainability Programs, Strategic Initiatives Group, CIA)

10:05 AM

**General Session IIA**

***Presentations***

**Menus of Change and the Consumer: Connecting Pre- and Post-Coronavirus Trends**

*Prior to the onset of the pandemic, evidence of movement towards healthier, more sustainable restaurant menus, concepts, food product development, and consumer choices was abundant. The recently released CIA-Harvard Chan School collaboration, [Plant-Forward by the Numbers](#), captured the contours and many of the drivers of what by all accounts was a pre-COVID 19 consumer juggernaut to bring vegetables, plant-protein, and other plant-sourced foods more center stage in our professional cooking. In this session, we'll explore what we know so far about how this and other trends at the intersection of food, health, and sustainability are likely to persist through and/or after the pandemic. Apart from immediate, widespread concerns about personal safety, we'll ask how other consumer values and aspirations that ultimately inform food choices have been reshaped by the pandemic. We'll check in on the world of plant-based proteins and other tech-enhanced sustainable food solutions, and see how the R&D is progressing, and where current sales and sector projections stand. And we'll also discuss—to the extent we have data and insight—how aspects of the Menus of Change agenda are engaging various racial and ethnic communities, and how the impact of these priorities varies across generational, gender, and political differences.*

Moderator: **Deanne Brandstetter, MBA, RDN** (Vice President Nutrition & Wellness, Compass Group)

Presenters: **Jack Li** (President, Datassential)

**Zak Weston** (Foodservice Analyst, The Good Food Institute)

**Darel Scott** (Founder, Earth in Color; Consultant, Hasso Plattner Institute of Design, Stanford University)



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10:45 AM

## Breakout Sessions, Round B (10:45-11:15 AM)

### Breakout Session B1

#### **Culinary Demonstration and Discussion**

##### **The “Sustainable World Kitchen” Culinary Stage: Plant-Forward Mexico**

*While America has come to love tacos, nachos, burritos and other flavors inspired by the Mexican kitchen, we are far less familiar with the healthier, plant-forward traditions of Mexico that formed the core of the country’s culinary traditions for many centuries, especially in the center and south of the country. In this culinary session, one of Mexico’s leading chefs and culinary innovators describes and shows us how he captivates guests in his Mexico City restaurant with complex, transformative flavor experiences that leverage insights from the roots of his cuisine.*

Moderator: **Jacquelyn Chi** (Director of Programs and Special Projects, Strategic Initiatives Group, CIA)

Guest Chef: **Jorge Vallejo** (Chef-Owner, Quintonil)

### Breakout Session B2

#### **Presentations and Discussion**

##### **Plant-Forward Certification Initiative: Solutions for Industry Training and Talent Development**

*Advancing plant-forward innovation throughout the foodservice industry requires new and different skills for culinarians who may be dispersed across various sites or learning from home. Hear how The Culinary Institute of America is teaming up with the Food Team at Google and Lobster Inc. to leverage technology and new learning models—including high-impact, virtual learning paired with on-site training and mentorship—to increase skill development and engagement around plant-forward imperatives across all levels of management. And we’ll also hear how the Food Team at Google is working to accelerate balanced, plant-forward food experience design for a global workforce as we look beyond this pandemic.*

Moderator: **Brad Barnes ‘87** (Director, Consulting and Industry Programs, CIA)

Presenters: **Michiel Bakker** (Director, Global Workplace Programs, Google)  
**Mark Erickson ‘77, CMC, MBA** (Provost, CIA)

### Breakout Session B3

#### **Presentations**

##### **The Mediterranean as a Model: Health, Sustainability, and Food Culture**

*The Mediterranean Diet received the landmark UNESCO Intangible Cultural Heritage designation 10 years ago. Since 2010, the scientific case for its value as a healthy dietary pattern has only strengthened (e.g., with the results of the PREDIMED study and hundreds of other global research studies). And now we have growing evidence—including the key SUN Study released by the University of Navarra in 2019—that it is also one of the world’s most sustainable ways of eating. But what does the Mediterranean Diet mean in 2020 for American chefs and their customers? Attendees will leave with concrete examples of how to*



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*create menus that blend sustainability, health, and irresistible flavor with a clear sense of Mediterranean food culture.*

Moderator: **Anne McBride, PhD** (Deputy Director, Torribera Mediterranean Center)  
Presenter: **Rosa M. Lamuela-Raventós, PhD** (Associate Professor and Director of INSA, University of Barcelona)  
Guest Chef: **Teresa Gutiérrez** (Chef-Owner, Azafrán)

***Presented in conjunction with the Torribera Mediterranean Center as part of Tomorrow Tastes Mediterranean***

#### Breakout Session B4

##### ***Presentations and Panel Discussion***

#### **Carbon Farming, Best Practices in Regenerative Agriculture, and How to Be Transparent about Your Sourcing and Agricultural Practices**

*What should be our end goal—our optimal framing of solutions—as we work to transform agriculture and restore planetary health? This session will explore the emergence of a set of agricultural practices that seek to both reduce and sequester carbon as part of rethinking how we farm. It suggests that we need to reimagine how we think about plants, animals, and soil, and their interrelationships, as part of a regenerative system. We'll explore what we are learning from the pioneers who are adopting these practices, and we'll also ask where the evidence base is at this point as we sort out what we know with some certainty versus what may still be promising, but perhaps not yet settled, science. And finally, we'll ask how these practices can be communicated—transparently—so that chefs can help to reward better agricultural practices.*

Moderator: **Kathleen Finlay** (President, Glynwood Center for Regional Food & Farming)  
Presenters: **Michael Hamm** (C. S. Mott Professor of Sustainable Agriculture and Senior Fellow, Center for Regional Food Systems, Michigan State University)  
**Mai Nguyen** (Owner, Farmer Mai/Minnow)  
**Anthony Myint** (Co-Founder, Zero Foodprint)

#### Breakout Session B5

##### ***Presentation and Panel Discussion***

#### **The Psychology of Consumer Decision-Making, Food Choice Architecture, and What Foodservice Leaders Can Learn to Drive Sales of Plant-Forward Menus**

*With insights from the Yale University–George Mason University “Climate Change in the American Mind” project, case studies from a seasoned food PR executive, and findings about taste-focused labeling of vegetables from a groundbreaking new behavioral research study from the Menus of Change University Research Collaborative, this session will take you on a deep dive into the consumer psyche around the shaping of our food choices. You'll learn what we know about how humans perceive long-term vs. near-term risks when making decisions, including how they think about global warming and other environmental concerns down the road vs. immediate risks and priorities in daily life (such as whether to buy earthquake insurance or eat protective foods for long-term health vs. paying the bills on time and getting dinner on the table). For everyone working to nudge customers towards*



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*healthier, more sustainable food choices, these insights will help you position your brand marketing and menu design most effectively.*

- Moderator: **Chavanne Hanson, MPH, RD** (Food Choice Architecture and Nutrition Manager, Google Food; Vice Chair, Menus of Change Business Leadership Council)
- Presenter: **Peggy Policastro, PhD, RD** (Director-IFNH Center for Nutrition, Education, and Outreach; Director Nutrition Services, Rutgers Dining)
- Panelists: **Amy Kull** (Founder, Marin Restorative Communications; Director of Communications, Food for Climate League)  
**Matthew Goldberg, PhD** (Associate Research Scientist, Yale Program on Climate Change Communication)

#### Breakout Session B6

##### ***Panel Discussion***

##### **Business Leadership Roundtable: The Year Ahead for Our Customers**

*We've gathered this diverse group of culinary and business leaders together to discuss what kind of visibility they think they have about the year ahead with a focus on customers. Are they coming back? In what numbers? What are their expectations and aspirations around re-engaging with our businesses, from personal safety to rekindling the magic of the American restaurant experience? What market signals are we getting about renewed interest in healthier, more sustainable menu directions? How much of the change we are all living through will likely persist post-pandemic? How might restaurant business models need to change?*

- Moderator: **Michael Kaufman** (Partner, Astor Group; Chair, Menus of Change Business Leadership Council)
- Panelists: **Scott Uehlein '85** (VP Product Innovation and Development, Sonic Drive-In)  
**Sara Burnett** (VP, Food Values, Sustainability and Public Affairs, Panera)  
**Marie Molde, RD, MBA** (Account Executive for Client Solutions, Datassential)  
**Brad Nelson '84** (Vice President, Global Culinary Portfolio, Marriott International)  
**Kim Bartley** (Senior Advisor, White Castle)

11:15 AM

##### **Networking Break and Sponsor Expo\***

*Attend a special presentation in "Sessions," enjoy chance encounters in "Networking," and visit with our sponsors in the "Expo" to learn more about their sustainability commitment and facilitate connections at a time when we cannot meet in person.*

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### **Special Presentation**

#### **Plant-Forward Culinary Innovation with Global and Regional Cuisines**

*Join Kellogg's Away from Home Chef Oona Settembre and The Culinary Institute of America's Chef Toni Sakaguchi for a discussion on the versatility of plant-forward cuisine when planning menus that embrace global and regional cuisines.*

Moderator/

Panelist: **Oona Settembre** (Culinary Business Development Manager, Kellogg's Away From Home)

Panelist: **Toni Sakaguchi '85** (Executive Chef—Strategic Initiatives Group, CIA)

*Sponsored by Kellogg's Away From Home*

11:35 AM

#### **General Session IIB**

##### **Presentations**

#### **Climate Action: How to Engage Our Customers Around Climate Change Communication**

*As chefs and foodservice leaders increasingly want to engage their customers in menu choices that support greater health and sustainability, the connection between restaurant practices and messaging, customer ordering, and climate change stands out as a critical and thorny challenge. How should we communicate about this scientifically complex, often overwhelming topic in a hospitality environment—when most people just want to relax, have fun, and have a great meal? How can we best engage our customers about the role of food choices in reducing global warming—especially Millennials and Gen Z? As part of this, we'll look at learnings from the Yale University-George Mason University "Climate Change in the American Mind" project. And we'll also consider how the climate change imperative touches and can help frame a broader, high-impact narrative that embraces many of the other issues that are often siloed around food, health, and sustainability.*

Moderator: **Chavanne Hanson, MPH, RD** (Food Choice Architecture and Nutrition Manager, Google Food; Vice Chair, Menus of Change Business Leadership Council)

Presenters: **Matthew Goldberg, PhD** (Associate Research Scientist, Yale Program on Climate Change Communication)

**Amy Kull** (Founder, Marin Restorative Communications; Director of Communications, Food for Climate League)

12:10 PM

#### **Virtual Networking Reception and Sponsor Expo\***

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**\*Expo Booths – Week Two**

**Kellogg's Away From Home:** Menu versatility, **Land O'Lakes:** Plant-Forward Live Demo featuring Cheese Sauce, **Nestlé Professional:** Globally Inspired Recipes that Honor & Sustain the Land, **Oatly:** Chelsea's Curry Recipe, **American Egg Board:** Optimization of Breakfast, **AquaBounty:** Bringing Fresh Atlantic Salmon Closer to You, **Atlas Food Co.:** Makin' Bacon - Creating structure and texture for plant-based whole cut products, **Barilla:** Mediterranean Diet and Pasta: Italian Recipe Builder Demo with Chef Yury, **Dole Packaged Foods:** Chef-Ready Products to Help with BOH Demands, **Lentils.org:** Learn from a grower: how lentils contribute to sustainable food systems, **Northern Canola Growers Association,** **Sysco:** Covid Impacts on Supply Chain, **Pulmuone Foods:** Be Plantspired, **CIA Digital Media:** Live Presentation, **CIA Consulting:** Developing teams and accessibility of training, **CIA Master's Program,** **Torribera Mediterranean Center:** The Mediterranean as a Model: Health, Sustainability, and Food Culture

**Wednesday, 8.5.20**

**Virtual Series Week III**

All times are noted in Pacific Daylight Time.

10 AM **Welcome and Introduction**

Speaker: **Cathy Jörin, MBA** (Director, Food Business School, CIA)

10:05 AM **General Session IIIA**

**Keynote Conversation**

**America's Restaurant Industry: Strategies to Reclaim our Future**

**Michael Kaufman**, Chair of the Menus of Change Business Leadership Council, sits down with **Tom Bené**, newly installed President and CEO of the National Restaurant Association, to discuss the impact of the pandemic and strategies to rebuild our operations and workforce, continue to welcome back our customers and keep them safe, and chart a path to greater innovation and resilience for the future.

10:35 AM

**Presentation**

**Towards Sustainable Food Systems: What We Are Learning from the Pandemic?**

Over many decades, innovation in our food system has delivered remarkable efficiency, productivity, and apparent affordability. And yet, we have also long-known that many of the practices that support our current system are not sustainable from an environmental, public health, or social perspective. In this presentation, we'll learn what additional cracks and flaws in the food system have been revealed as a result of the pandemic, what this says about our readiness for coming, likely impacts from climate change and other future, possible shocks to our food world, and how we can collectively work to build a more resilient food system that lowers risk and supports a broader set of values and stakeholders. And we'll also explore: as a restaurant operator, what do I need to pay attention to in terms of food system risk and reliability, cost, and other near-term issues over the next 2-3 years?

Presenter: **Russell Walker, PhD** (Author, Risk Management Specialist; Director of Experiential Learning in Analytics and Senior Lecturer, Foster School of Business, University of Washington)

10:45 AM

**Breakout Sessions, Round C (10:45 – 11:15 AM)**



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## Breakout Session C1

### **Culinary Demonstration and Discussion**

#### **The “Sustainable World Kitchen” Culinary Stage: Plant-Forward India**

*India is one of the great global sources of inspiration for plant-forward cooking. Culture, religion, and geography play key roles in defining variations in the regional Indian kitchen—and this is especially true with strategies around uses of vegetables, legumes, spices, and aromatics. For this edition of the “Sustainable World Kitchen” culinary stage we’ll connect live with the talented executive chef of one of Mumbai’s most innovative restaurant concepts, and learn about his passion for the plant-rich cooking of Kerala and other states in India. And we’ll get chef Thomas’ take on what makes for a deeply satisfying Indian vegetable-centric meal as a non-vegetarian who has cooked in top kitchens in both the U.S and India.*

Moderator: **Anne McBride, PhD** (Deputy Director, Torribera Mediterranean Center)

Guest Chef: **Thomas Zacharias ’09** (Executive Chef, The Bombay Canteen)

## Breakout Session C2

### **Panel Discussion**

#### **Trending in Google Food: Balanced, Plant-Forward Innovation Across the Globe**

*With their initiatives to advance balanced, plant-forward food choices in café dining across the world, the Food Team at Google is an inspiring case study in strategies for change in the non-commercial food world. In this session, we’ll discover what Google’s global culinary team is working on from San Francisco and the Silicon Valley to London, Tel Aviv and São Paulo. We’ll ask how success in plant-forward menu and dining innovation varies by country and region, and how local food cultures can inform what’s possible. We’ll explore how global communications create a shared community of aspiration and strategies among chefs, as well as how the pandemic might—or might not—alter the course of future customer engagement around these menu directions. And finally, we’ll find out how choice architecture and insights from behavioral sciences support culinary innovation at Google to transform the food experience.*

Moderator: **Chavanne Hanson, MPH, RD** (Food Choice Architecture and Nutrition Manager, Google Food; Vice Chair, Menus of Change Business Leadership Council)

Panelists: **Ben Tamlyn** (Head of Operations, Restaurant Associates @ Google)

**Omer Alkalay** (Culinary Chef, Yarzin-Sella @ Google)

**Bill Billenstein ’10** (Senior Director Culinary & Nutrition, Guckenheimer @ Google)

**Felipe Frangione** (Latin American Regional Executive Chef, Compass @ Google)

*Sponsored by Food at Google*

## Breakout Session C3

### **Presentations and Discussion**

#### **Purchasing through the Lens of Climate Change: Strategies and Best Practices**

*As the impact of our food choices on climate change becomes an increasing focus for chefs and our industry, this will shape both menu development and purchasing strategies. In this session, we’ll hear from the World Resources Institute on operational lessons learned*



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through their Better Buying Lab, including from the experiences of the Lab's foodservice and corporate partners. Then we'll look at how purchasing and menu design play out in one company committed to putting sustainability front and center in its operational practices.

Moderator: **Jacquelyn Chi** (Director of Programs and Special Projects, Strategic Initiatives Group, CIA)

Presenters: **Sophie Attwood, PhD** (Senior Behavioral Scientist at Better Buying Lab, World Resources Institute)

**Michael Kann** (Global Culinary Strategy & Development Lead, Food@Google)

#### Breakout Session C4

##### **Presentation and Panel Discussion**

#### **Perception of the Post-Pandemic Consumer: Critical Shifts in Foodservice Hygiene and Hospitality Strategies**

*The pandemic has urgently redefined how our industry approaches health and hygiene practices in parallel with our customers' singular focus on their safety. In this session, we take a mid-pandemic look at where we are with governmental guidance and input from the scientific/public health community about what restaurants need to do to keep customers and employees in our operations safe and healthy. And we'll also explore what we have learned to date about what it takes to achieve these safety imperatives while also providing the kind of hospitality for our customers that has been foundational to our industry.*

Moderator/

Presenter: **Brad Barnes '87** (Director, Consulting and Industry Programs, CIA)

Panelists: **Fernando Salazar** (Co-Founder and Executive Vice President, E-Spain, formerly Senior Vice President – Food & Beverage, Interstate Hotels & Resorts)

**Heidi Blanck, PhD, MS** (Team Lead CDC COVID-19 Food Systems Working Group, CDC; Branch Chief, Chronic Disease Nutrition/Obesity, CDC)

#### Breakout Session C5

##### **Presentation and Discussion**

#### **Eating Our Way Out of the Climate Crisis: How Rethinking Our Food System Can Balance the Biosphere**

*This session will kick off with a case study of how Sodexo is implementing food program strategies—from purchasing to menu development and operational delivery—in light of the critical need to retool our food system and avert the worst impacts of climate change. Then we'll hear from the Food Futures Lab at the Institute for the Future (ITF) who will share key takeaways from ITF's report *Eating Our Way Out of the Climate Crisis* and walk attendees through a process of identifying relevant insights and actions to create more sustainable food futures.*

Introduction: **Sarah Schutzberger** (Director of Health and Sustainability Programs, Strategic Initiatives Group, CIA)

Presenters: **Rob Morasco, CEC** (Senior Director of Culinary Development, Sodexo)  
**Max Elder** (Research Director, Institute for the Future)

**Sponsored by Sodexo**



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11:15 AM

### **Networking Break and Sponsor Expo\***

*Attend a special presentation in “Sessions,” enjoy chance encounters in “Networking,” and visit with our sponsors in the “Expo” to learn more about their sustainability commitment and facilitate connections at a time when we cannot meet in person.*

*Sponsored by Nestlé Professional*

#### **Special Presentation**

##### **Celebrating Protein Biodiversity**

*Join us for a culinary demonstration that celebrates biodiversity where we hope to surprise you with a few unfamiliar flavors and ingredients! At Sweet Earth we work extensively to ensure our recipes incorporate high quality, protein rich ingredients from a range of sources such as pea, soy, quinoa, wheat and more. By using diverse protein sources, we can deliver a wide variety of delicious flavors and appealing textures that create craveable, no compromise plant-based meat alternatives.*

Presenters: **Cassie Hoover, MS, RDN, LD** (Nutrition, Health and Wellness Manager, Nestlé Professional USA)

**Logan McCoy, MBA** (Corporate Chef, Nestlé Professional USA)

*Sponsored by Nestlé Professional*

11:35 AM

### **General Session IIIB**

#### **Panel Discussion**

##### **The Supply Chain Disrupted: Reassessing in Light of the Pandemic, Climate Change and Planetary Health**

*Building on our earlier general session framing out key challenges with the supply chain going forward, here we look in more depth at near-term and long-term solutions. We will explore the implications for rebuilding the foodservice supply chain in the context of the need to move towards a food system that promotes personal and planetary health and social equity. We'll consider the issue of resilience from the perspectives of both national distribution and local/regional food systems. And across all of this, we'll consider how the experience of the pandemic should alter our strategies around business risk—for chefs and restaurant business operators.*

Moderator: **Russell Walker, PhD** (Author, Risk Management Specialist; Director of Experiential Learning in Analytics and Senior Lecturer, Foster School of Business, University of Washington)

Panelists: **Michael Hamm** (C. S. Mott Professor of Sustainable Agriculture and Senior Fellow, Center for Regional Food Systems, Michigan State University)  
**Cathy Burns** (Chief Executive Officer, Produce Marketing Association)  
**Timothy York** (Produce Industry Consultant; Past President, Markon Cooperative, Inc.)

12:10 PM

### **Virtual Networking Reception and Sponsor Expo\***

*Enjoy chance encounters in “Networking” and visit with our sponsors in the “Expo” to learn more about their sustainability commitment and facilitate connections at a time when we cannot meet in person.*

**\*Expo Booths – Week Three**



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**Kellogg's Away From Home:** Menu versatility – Live Demo, **Land O'Lakes:** C&U Focus, **Nestlé Professional:** Craveworthy Burger Builds for Flexitarians, **Oatly:** Allergen Free Dinner with Oatly, **American Egg Board:** Virtual Trends Tour - Global Flavors, Ingredients, and Bowls, **AquaBounty:** A Delicious Difference in Atlantic Salmon, **Atlas Food Co.:** Creating Whole Cut Plant-Based Meats, **Barilla:** Barilla Legume Pastas: Brand Introduction and Culinary Demo with Chef Yury, **Dole Packaged Foods:** Simple Solutions with Packaged Fruit, **Northern Canola Growers Association,** **Lentils.org,** **Sysco:** Sustainable Single Use Containers for post Covid reopening, **American Quick Foods:** Whole Wheat Pancakes – High Tech, One Touch Pancake Maker, **Genpak:** Plant Based Packaging, **CIA Digital Media:** Watermelon Carpaccio Demonstration, **CIA Consulting,** **CIA Master's Program,** **Torribera Mediterranean Center**

**Wednesday, 8.12.20**

**Virtual Series Week IV**

All times are noted in Pacific Daylight Time.

10 AM

**Welcome and Introduction**

Speaker: **Allison Righter, MSPH, RDN** (Assistant Professor, School of Culinary Science and Nutrition, CIA)

10:05 AM

**General Session IVA**

**Presentation and Discussion**

**Red Meat Reduction: The State of the Evidence, Sources of Confusion**

*Despite widespread, global consensus that healthy diets are those that increase consumption of fruits and vegetables, nuts and legumes, whole grains, and plant oils and decrease consumption of red meat—and especially processed red meats—media reports to the contrary last fall confused consumers and rocked the nutrition community. The source? A controversial publication by the Annals of Internal Medicine containing a series of articles suggesting that the push to reduce red meat consumption was based on weak evidence. This, in turn, resulted in a national conversation about what constitutes scientific evidence we can trust, including what the Annals articles chose to include and ignore in their analyses. The publication of the articles also raised serious, previously undisclosed issues of conflict of interest. And beyond all of this, the outsized impact on high levels of red meat production on environmental degradation and climate change were not considered. In this session, we'll hear from top nutrition scientists as they explain the state of the evidence around recommendations to reduce red meat and what levels of red meat—and other animal protein—consumption could “fit” within widely implemented, plant-forward/flexitarian diets that could still support planetary health (with a view to 2050 when the population is projected to be 9-10 billion people).*

Moderator: **Sandee LaMotte** (Medical Producer, CNN)

Presenter: **Walter Willett, MD, DrPH** (Professor and Past Chairman, Department of Nutrition, Harvard T.H. Chan School of Public Health; Chair, Menus of Change Scientific & Technical Advisory Council; Co-Chair, EAT-Lancet Commission)

Panelists: **David Katz, MD, MPH** (Founding Director, Yale University Prevention Research Center; Founder, True Health Initiative)



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**Christopher Gardner, PhD** (Professor of Medicine, Stanford University;  
Director, Nutrition Studies, Stanford Prevention Research Center)

10:45 AM **Breakout Sessions, Round D (10:45 -11:15 AM)**

Breakout Session D1

**Culinary Demonstrations and Discussion**

**The “Sustainable World Kitchen” Culinary Stage: Plant-Forward Korea**

*Though Korean cuisine is clearly on the ascendancy in the United States, the outsized presence of Korean BBQ in the market could lead one to believe that traditional Korean cuisine is more meat-centric than it is. In this session, we explore the world of plant-forward Korea—and the sustainable Korean kitchen—including the extensive and creative uses of tofu, fresh and fermented vegetables (kimchi and more), and grains. We’ll also look at what inspiration we can draw from Korean temple cuisine whose practitioners have been refining the art of Korean vegetarian cuisine for generations. And we’ll discuss how upscale, contemporary Korean and Korean-inspired restaurants and foodservice operators—and, more broadly, a wider swath of American culinary innovators influenced by Korea—are raising the visibility of plant-sourced foods in ways that are irresistible for their guests.*

Moderator: **Jacquelyn Chi** (Director of Programs and Special Projects, Strategic Initiatives Group, CIA)

Guest Chefs: **Polly Sang** (PinCuisine Culinary Program Manager, Pinterest)

**Hooni Kim** (Chef-Owner, Hanjan and Danji)

Breakout Session D2

**Presentation and Discussion**

**Carbohydrate Quality and Whole Grains: Towards Optimal Health and Delicious Eating**

*In advance of our general session on carbohydrate quality and strategies for American menus, this session will introduce us to the learnings from the Grain School Project at University of Colorado, Colorado Springs and how those insights can transform how we think about the potential for restaurant diners to up their consumption of whole grains. With a focus on the development of flavor and texture with wider appeal, we’ll hear how chefs and bakers are working to address the huge opportunity to combat the negative impacts of the fast-metabolizing, overly processed grains widely prevalent in the foodservice sector. And we’ll learn about the upside potential with our health for all of these moves.*

Moderator: **Sarah Schutzberger, RD, CSO** (Director of Health and Sustainability Programs, Strategic Initiatives Group, CIA)

Presenter/

Panelist: **Nanna Meyer, PhD, RD** (Associate Professor of Human Physiology and Nutrition, University of Colorado, Colorado Springs; Founder, Grain School Project)

Panelist: **David Jenkins, PhD** (Professor, Departments of Nutritional Sciences and Medicine, University of Toronto)



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### Breakout Session D3

#### **Presentations and Panel Discussion**

##### **More than Burgers: What's Coming Next in Plant-Based Food?**

*Plant-based burgers are one of the hottest trends in foodservice. But burgers aren't the only way that plant-based eating is disrupting center-of-plate protein. This session will explore the research into what consumers actually want in plant-based foods and offer predictions of what's next in plant-based and alternative protein trends for 2020 and 2021. We'll also discuss why the alternative protein category has staying power, based on consumer demand and operational efficiencies. Attendees will learn marketing strategies for plant-based foods and find culinary inspiration for innovative menu items that can appeal to the new generation of eaters. And we'll consider all of this within the wider context of the impact of COVID-19, and ask what effect the virus and its economic fall-out have had on these otherwise durable trends.*

Moderator/

Presenter: **Zak Weston** (Foodservice Analyst, The Good Food Institute)

Presenters: **Dan Altschuler Malek** (Managing Partner, Unovis Partners & New Crop Capital)  
**Matthew Thompson '11** (Chief Culinary Officer, Harvest Table Culinary Group)

**Kris Sollid, RD** (Senior Director, Nutrition Communications, International Food Information Council)

**Sponsored by Aramark**

### Breakout Session D4

#### **Q&A with General Session Speakers**

##### **Rethinking Meat, American Menus: How Do We Know What We Know?**

*This discussion will build on the presentations about the science behind current guidance to reduce red meat consumption in the first general session, and will provide an opportunity for questions and further dialogue to help clarify areas of remaining confusion or uncertainty. While fully understanding the question "how do we know what we know" in this critical area for chefs and menu developers involves some complexity, nevertheless it is important for our industry to get this right. We'll also discuss practical strategies for expanding the portfolio of menu options to accommodate a wider range of customer preferences, knowing that those same preferences for a given customer can substantially shift by meal occasion, time of the week, type of operation, and more (welcome to the growing world of the flexitarian demographic).*

Moderator: **Sandee LaMotte** (Medical Producer, CNN)

Panelists: **Walter Willett, MD, DrPH** (Professor and Past Chairman, Department of Nutrition, Harvard T.H. Chan School of Public Health; Chair, Menus of Change Scientific & Technical Advisory Council; Co-Chair, EAT-Lancet Commission)

**David Katz, MD, MPH** (Founding Director, Yale University Prevention Research Center; Founder, True Health Initiative)

**Christopher Gardner, PhD** (Professor of Medicine, Stanford University; Director, Nutrition Studies, Stanford Prevention Research Center)



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## Breakout Session D5

### **Presentation and Discussion**

#### **Chefs as Change Makers: How Should We Educate the Next Generation?**

*CIA faculty members will showcase several strategies inspired by the MOC principles being implemented on the Hyde Park campus, including a new Farm to Table: Hudson Valley concentration and a new MOC production kitchen that serves delicious plant-forward food, while also focusing on combatting food waste. Insights from a recent survey about student*

*beliefs and attitudes towards their potential future roles in shaping healthy and sustainable eating habits will also be shared.*

Moderator/

Presenter: **Allison Righter, MSPH, RDN** (Assistant Professor, School of Culinary Science and Nutrition, CIA)

Presenter/

Panelist: **Taylor Reid, PhD** (Assistant Professor, School of Liberal Arts and Food Studies, CIA)

Panelist: **Leatrice Wilson** (Candidate, Bachelor of Professional Studies, Culinary Science and Applied Food Studies, CIA)

11:15 AM

#### **Networking Break and Sponsor Expo\***

*Attend a special presentation in “Sessions,” enjoy chance encounters in “Networking,” and visit with our sponsors in the “Expo” to learn more about their sustainability commitment and facilitate connections at a time when we cannot meet in person.*

*Sponsored by Land O’Lakes*

*Including “Meet the Author” booths featuring David Katz and Hooni Kim. Books will be available for purchase in the Expo Booth with the author, along with the opportunity to virtually meet the author live during the break.*

### **Special Presentation**

#### **Sensory Evolution of Flavor and Taste**

*Our sense of taste has evolved. What once was a guide for survival has developed into a complex system for flavor. In this session, we will explore ways to increase flavors in a healthy, meaningful way by exploring the correlation between Umami and Kokumi in plant-forward dishes. Join Chef Josh Diekman CEC, CCA from Land O’ Lakes as he demonstrates plant-forward concepts that advance flavors.*

Presenter: **Josh Diekman, CEC, CCA** (Executive Chef, Land O’Lakes)

*Sponsored by Land O’Lakes*

11:35 AM

#### **General Session IVB**

### **Special Presentation and Discussion**

#### **A “Tall Stack” of Opportunities: The Carbohydrate Flip**

*One of the biggest opportunities for advancing public health through restaurant menu innovation is around carbohydrate quality. Despite the scientific consensus linking poor carbohydrate quality with insulin resistance, obesity, and diabetes—and despite a shocking, national prevalence of adult obesity of 42% (and projected to continue to trend upwards)—refined, fast-metabolizing carbs are still foundational to many U.S. restaurant and foodservice*



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*business models. In this session, we'll get a topline research update on the impact of carbohydrates on health, and explore how our understanding of the potential of whole grains and other healthy carbs is expanding as we gain more insights into cultivation, preparation, and menu strategies. In addition, we'll hear about the CIA's new Carbohydrate Flip (now in development) which, like the CIA's Protein Flip, describes a more nuanced approach to menu transformation than an all or nothing—in this case, all good carbs or all bad carbs—approach. From minimizing or eliminating sugary beverages to culinary strategies that keep select pasta dishes, dessert treats, and more on menus, the Carbohydrate Flip sets a challenge to menu designers to embrace both health and deliciousness.*

Introduction: **Sarah Schutzberger, RD, CSO** (Director of Health and Sustainability Programs, Strategic Initiatives Group, CIA)

Presenters: **Greg Drescher** (Vice President, Strategic Initiatives and Industry Leadership, CIA)

**David Jenkins, PhD** (Professor, Departments of Nutritional Sciences and Medicine, University of Toronto)

**Nanna Meyer, PhD, RD** (Associate Professor of Human Physiology and Nutrition, University of Colorado, Colorado Springs; Founder, Grain School Project)

12:10 PM

#### **Virtual Networking Reception and Sponsor Expo\***

*Enjoy chance encounters in "Networking" and visit with our sponsors in the "Expo" to learn more about their sustainability commitment and facilitate connections at a time when we cannot meet in person.*

#### **\*Expo Booths – Week Four**

**Kellogg's Away From Home:** Culinary Demo featuring MorningStar Farms Sausage Style Crumbles, **Land O'Lakes:** Live Sensory Discussion, **Nestlé Professional:** Plant-Based Breakfast, **Oatly:** Allergen Free Dinner, **American Egg Board:** Intro to EggPro, **AquaBounty:** Transforming the Future of Aquaculture, **Atlas Food Co.:** Makin' Bacon - Creating structure and texture for plant-based whole cut products, **Barilla:** Pasta 101: Culinary Demo with Chef Yury, **Dole Packaged Foods:** Global Inspiration and Flavor Pairings, **Northern Canola Growers Association,** **Lentils.org:** Innovative Ways to Put Lentils on the Menu, **Sysco:** Corporate Social Responsibility, **Phocus:** It's What Missing That Matters, **ULVAC:** Vacuum Technology, **Unilever Food Solutions:** Plant-Based: Live Culinary Demo, **CIA Digital Media:** Live Presentation, **CIA Consulting,** **CIA Master's Program,** **Torribera Mediterranean Center:** The Spanish Table: A Model of Flavor and Health, with Daniel Olivella

**Wednesday, 8.19.20**

**Virtual Series Week V**

*All times are noted in Pacific Daylight Time.*

10 AM

#### **Welcome and Introduction**

Speaker: **Anne McBride, PhD** (Deputy Director, Torribera Mediterranean Center)



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10:05 AM

## General Session VA

### **Presentation and Panel Discussion**

#### **Nudging the Industry, Nudging Ourselves: Leadership, Innovation, and the Policy Landscape**

*Significant advances in public health over the past half century—from smoking reduction to the elimination of trans fats in the food supply and improvements in metropolitan air quality—have been driven in large part by policy change at the federal, state, and local level. Though the effects of poor diets on health and the environment demand urgent responses, change around food is a more complicated subject than, say, requiring seat belt wearing by law to save lives. In the food and restaurant space, innovation and leadership—positively impacting menu development and the evolution of consumer preferences—is a far more desirable outcome than mandates from government. And yet, forward movement on important food and food system issues will likely require a combination of leadership and innovation within our industry as well as policy action over the coming decade. In this session, we’ll consider what public-private sector collaboration might look like over the next 5-10 years, and how lessons from both industry and government can spur our thinking about the future. We’ll look specifically at the emergence of plant-forward national dietary guidelines outside of the U.S., leadership from chefs and the global business community, the power of cities to incubate models that can inspire others, and more.*

Moderator/

Presenter: **Sara Bleich, PhD** (Professor of Public Health Policy, Harvard T.H. Chan School of Public Health)

Panelists: **Jerold Mande, MPH** (Senior Advisor to the President of the Center for Science in the Public Interest; Adjunct Professor of Nutrition at Harvard T.H. Chan School of Public Health; Senior Fellow at the Jonathan M. Tisch College of Civic Life, Tufts University)  
**Emeline Fellus** (Director, FReSH, World Business Council for Sustainable Development)  
**Kate MacKenzie** (Director of the Office of Food Policy, Mayor of New York’s Office, and Lead for New York City as the North America Flagship City for the Ellen MacArthur Circular Economies of Food Initiative)

10:45 AM

## Breakout Sessions, Round E (10:45 – 11:15 AM)

### Breakout Session E1

#### **Culinary Demonstration, Presentations and Discussion**

#### **The “Sustainable World Kitchen” Culinary Stage: Sweet Endings: The Dessert Flip, Three Pleasures, and Other Disruptions in the Pastry Kitchen**

*Too often in American restaurants—and the American pastry and dessert kitchen—choices around pleasure and health are framed as all or nothing: a decadent splurge or near abstinence, a craveable treat or punishment. And yet, this perception of inherent trade-offs doesn’t match the opportunities in front of us to reimagine the intersection of creativity, culinary insight, and nutrition science. This session will explore two important approaches to the delicious, healthy, next-generation pastry and dessert kitchen: building up concepts that more narrowly rely on healthy*



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*ingredients—such as dark chocolate, nuts, and fresh and dried fruit—as well as “flipping” the proportion of elements in a dessert.*

Moderator: **Anne McBride, PhD** (Deputy Director, Torribera Mediterranean Center)

Presenters: **Walter Willett, MD, DrPH** (Professor and Past Chairman, Department of Nutrition, Harvard T.H. Chan School of Public Health; Chair, Menus of Change Scientific & Technical Advisory Council; Co-Chair, EAT-Lancet Commission)

**Ken Toong** (Executive Director, University of Massachusetts Amherst Auxiliary Enterprises)

Guest Chef: **Tavel Bristol-Joseph** (Pastry Chef and Partner, Emmer and Rye)

#### Breakout Session E2

##### **Q&A with General Session Speakers**

##### **Nudging the Industry, Nudging Ourselves: Discussion**

*How can leaders in city government work with chefs and the restaurant community to improve food choices—and food access—for all Americans? How might legislation or regulatory change in Washington, DC, or other world capitals over the next several years affect our food system and nudge our businesses and our customers? Do we know enough about how to create successful change in food behavior to inform public health and corporate strategy? These questions and more will build on our opening general session and frame this Q&A-focused session with leading experts.*

Moderator: **Chavanne Hanson, MBH, RD** (Food Choice Architecture and Nutrition Manager, Google Food; Vice Chair, Menus of Change Business Leadership Council)

Panelists: **Sara Bleich, PhD** (Professor of Public Health Policy, Harvard T.H. Chan School of Public Health)

**Kate MacKenzie** (Director of the Office of Food Policy, Mayor of New York’s Office, and Lead for New York City as the North America Flagship City for the Ellen MacArthur Circular Economies of Food Initiative)

**Emeline Fellus** (Director, FReSH, World Business Council for Sustainable Development)

**Jerold Mande, MPH** (Senior Advisor to the President of the Center for Science in the Public Interest (CSPI); Adjunct Professor of Nutrition at Harvard T.H. Chan School of Public Health; Senior Fellow at the Jonathan M. Tisch College of Civic Life, Tufts University)

#### Breakout Session E3

##### **Presentation and Panel Discussion**

##### **Advancing Healthy, Sustainable, Plant-Forward Menus in Healthcare Foodservice**

*Healthcare has been a leading force in transforming foodservice—a critical trend given the size of the sector and its complexity. From patient feeding to employee dining to retail options for guests, many healthcare operations have been leading the charge on championing local, sustainable, plant-forward, and humanely raised foods. Join these*



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*pioneers as they share lessons from their journey in supporting the development of a sustainable food system that improves the health of both patients and the environment.*

- Moderator: **Jacquelyn Chi** (Director of Programs and Special Projects, Strategic Initiatives Group, CIA)
- Presenter: **Lucia Sayre** (Director of Regional Innovation and Community Resilience, Health Care Without Harm)
- Panelists: **Jan C. Villarante, MS, RDN** (Director, National Nutrition Services, Kaiser Permanente Northern California)  
**Nina Curtis** (Director; Executive Chef, Adventist Health Roseville Campus)  
**Zach Ramos** (General Manager - Foodservice, Kellogg's Away From Home)

#### Breakout Session E4

##### ***Presentations and Panel Discussion***

#### **Menus of Change Principles in Action: Case Studies from the Menus of Change University Research Collaborative**

*Join an insights-packed breakout as leaders from the Menus of Change University Research Collaborative share their stories of accelerating transformative programs inspired by one or many of the MOC Principles—including what climate-conscious dining means to each of them.*

Moderator/

Presenter: **Sophie Egan, MPH** (Author; Founder, Full Table Solutions; Co-Chair, Menus of Change University Research Collaborative)

Presenters: **Colleen Wright-Riva** (Director of Dining Services, University of Maryland) and **Allison Tjaden** (Assistant Director – New Initiatives, University of Maryland)

**Marcus Carson** (Assistant Director for Sustainability & Quality Control, Duke University)

#### Breakout Session E5

##### ***Presentations and Panel Discussion***

#### **Healthy Kids Collaborative: K-12 Leadership in Healthy, Sustainable Culinary Innovations**

*For many years, the CIA's Healthy Kids Collaborative has brought together innovative, influential leaders in school nutrition to learn together, share best practices, and collaborate in areas ranging from plant-forward menu development to expanding culinary culture in K-12 dining. In this session, we'll learn how K-12 school nutrition is adapting during the pandemic as well as moving forward in the critical areas of advancing healthier, protective food choices and functioning as a catalyst to create more sustainable, health-promoting food systems. And we'll also ask: what can we learn from what's working in the K-12 space—along with how Gen Z food preferences are shifting—to signal to the rest of our industry that change is coming?*

Moderator: **Cathy Powers, MS, RD, LD** (Partner, Culinary Nutrition Associates; Chair, CIA Healthy Kids Collaborative)

Panelists: **Jessica Shelly, MBA** (Director of Student Dining Services, Cincinnati Public Schools)

**Michael Rosenberger, MBA** (Director, Dallas Independent School District; Chairman, Urban School Food Alliance)



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11:15 AM

**Networking Break and Sponsor Expo\***

*Enjoy chance encounters in “Networking” and visit with our sponsors in the “Expo” to learn more about their sustainability commitment and facilitate connections at a time when we cannot meet in person.*

*Sponsored by Oatly*

**Special Presentation**

**Innovating Comfort Classics for a Plant-Based Menu**

*Enjoy a cooking demonstration featuring culinary strategy and inspiration that turns a comfort classic into a plant-based, flavor-forward menu option.*

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

*Sponsored by Oatly*

11:35 AM

**General Session VB**

**Presentations and Panel Discussion**

**Sectors as Catalysts for Change: From Fast-Casual to K-12 and University Foodservice**

*Though outside observers sometimes cast issues and challenges within the restaurant and foodservice industry in the same, singular light, our industry is comprised of many sectors, from commercial to non-commercial—including QSR’s; family dining; upscale, fine dining; fast-casual; K-12; college and university dining; hospital foodservice; and more. In terms of advancing public health and greater environmental sustainability, each of these sectors has its own challenges and opportunities. Echoing the often-cited quote—“the future is already here, it’s just not evenly distributed”—this session will explore where change is gaining traction in some of these sectors, and what leaders in other parts of the industry can learn from this innovation. We’ll ask how the pandemic has affected these industry sectors differently, either inhibiting change or revealing new opportunities. And we’ll also explore how differences in generational attitudes and preferences around food and food issues are playing out across these various sectors—and what that might tell us about the future.*

Moderator: **Sophie Egan, MPH** (Author; Founder, Full Table Solutions; Co-Chair, Menus of Change University Research Collaborative)

Presenters: **Michael Rosenberger, MBA** (Director, Dallas Independent School District; Chairman, Urban School Food Alliance)

**Akeisha Hayde** (Executive Chef, Harvard University Dining Services)

**Molly McGrath ‘08** (Chef and Culinary Director, Roti Modern Mediterranean)

12:10 PM

**Virtual Networking Reception and Sponsor Expo\***

*Enjoy chance encounters in “Networking” and visit with our sponsors in the “Expo” to learn more about their sustainability commitment and facilitate connections at a time when we cannot meet in person.*

***Including “Meet the Author” booth featuring Sophie Egan. Books will be available for purchase in the Expo Booth with the author, along with the opportunity to virtually meet the author live during the break.***



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**\*Expo Booths – Week Five**

**Kellogg's Away From Home:** *Kellogg's Sustainable Sourcing*, **Land O'Lakes:** *K-12 Focus*, **Nestlé Professional:** *Plant-based Swaps for Chinese Takeout*, **Oatly:** *Sustainability, It's who we are*, **American Egg Board:** *Optimization Breakfast Toolkit*, **AquaBounty:** *Bringing Fresh Atlantic Salmon Closer to You*, **Atlast Food Co.:** *Creating Whole Cut Plant-Based Meats*, **Barilla:** *Mediterranean Diet and Pasta: Italian Recipe Builder Demo with Chef Yury*, **Dole Packaged Foods:** *Chef-Ready Products to Help with BOH Demands*, **Lentils.org:** *Sustainability - Learn from a grower: how lentils are grown and how they contribute to sustainable food systems*, **Northern Canola Growers Association**, **Sysco:** *Covid Impacts on Supply Chain*, **American Quick Foods:** *Delicious Dessert Pancakes – High Tech, One Touch Pancake Maker*, **Leanpath:** *Tips on Preventing Food Waste*, **National Honey Board:** *Honey, Bees & Our Food Supply*, **Phocus:** *Reduce Sugary Beverages on Campus*, **ULVAC:** *Transforming Cook/Chill*, **CIA Digital Media:** *A Passion for Pizza*, **CIA Consulting, CIA Master's Program**

**Wednesday, 8.26.20**

**Virtual Series Week VI**

*All times are noted in Pacific Daylight Time.*

10 AM

**Welcome and Introduction**

Speaker: **Jacquelyn Chi** (Director of Programs and Special Projects, Strategic Initiatives Group, CIA)

10:05 AM

**General Session VIA**

**Roundtable**

**Chefs and Restaurants in the Post-Pandemic World: Rethinking Our Future, Leading for Change**

*As we look beyond the near-term wreckage of this pandemic and its economic impacts, a whole array of critical, urgent food- and industry-related issues still remain. In this conversation among five influential chefs, we'll explore how the chef and restaurant community can increase their impact in driving change in two critical areas: 1) celebrating diversity, achieving gender parity, and ending racism in our industry; and 2) food system transformation to address imperatives from sustainability and climate change to public health and social equity. The roundtable will address a number of important questions, including: What are the connections between the need to rethink our food systems—and our food choices—and challenges faced by women and Black and African, Latino, and other minority communities? What have we learned in recent years about how chefs can best raise their voices for change? How can we engage more chefs and industry professionals in leading transformation in these important areas? How can we bring our customers and social influencers along in these dialogues? And what intergenerational opportunities for collaboration does this moment in history present?*

Moderator: **Mary Sue Milliken** (Chef-Owner, Socalo and Border Grill Restaurants; Trustee, The James Beard Foundation)

Panelists: **Carla Hall** (Chef; Cookbook Author; Food Network Contributor)  
**Michel Nischan** (Chef, Founder and President, Wholesome Wave; Co-Founder, Chefs Action Network)  
**Kwame Onwuachi '13** (James Beard Award-winning Chef; Author)  
**Selassie Atadika** (Chef-Owner, Midunu)



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10:45 AM

## Breakout Sessions, Round F (10:45 – 11:15AM)

### Breakout Session F1

#### **Culinary Demonstration and Panel Discussion**

#### **The “Sustainable World Kitchen” Culinary Stage: Food Waste Reduction and Recovery: Culinary Innovation, Business Insights and Practical Solutions**

*Our best efforts to mitigate climate change will fail unless we are able to successfully tackle food waste. These same efforts are crucial to meeting the huge need to adequately feed a global population projected to rise to 9-10 billion by 2050. Food waste exists throughout the foodservice sector and all phases of the supply chain that support our industry—and the causes are many. In this session, we will hear and see a number of practical solutions that chefs and business leaders can adopt to effect change in their operations. From kitchen issues and menu design to front of the house practices and what happens on the farm and through distribution channels, we’ll capture a variety of perspectives and strategies on how to accelerate progress on this vital issue.*

Moderator: **Kate Cox** (Editor, *The Counter*; formerly *The New Food Economy*)

Guest Chef: **Joel Gamoran ‘08** (Author; Executive Director, Ready for Seconds)

Panelists: **Derek Azevedo** (Executive Vice President, Bowles Farming Company)  
**Dana Gunders** (Author; Executive Director, ReFED)

### Breakout Session F2

#### **Presentation and Discussion**

#### **Plant-Forward Greece: Culinary Strategies and Techniques**

*The traditional food and dietary patterns of Greece—circa 1960—are often cited as a key reference point for creating the now widely known guidance around the health-promoting Mediterranean Diet. With its early-harvest tradition of olive oil, its abundance of vegetables (including wild greens and herbs), fruits, legumes, and whole grains—together with the supporting role played by fish and seafood, poultry and (to a lesser extent) meat—the Greek kitchen fits well with contemporary tastes as well as health and sustainability imperatives. In this session, we’ll hear from one of New York’s leading Greek chefs and restaurateurs about what contributes to success—and deliciousness—in plant-forward cooking. From tapping inspiration from the best of Greek home cooking to the special, vegetarian dishes of the Greek Lenten table to the amazing flavors of vegetable-centric Greek mezze, you’ll get an insider’s view of menu design possibilities around this cultural model for healthy, sustainable eating.*

Moderator: **Anne McBride, PhD** (Deputy Director, Torribera Mediterranean Center)

Presenter: **Maria Loi** (Chef-Owner, Loi Estiatorio)

*Presented in conjunction with the Torribera Mediterranean Center as part of Tomorrow Tastes Mediterranean*

### Breakout Session F3

#### **Panel Discussion**

#### **The Business of Biodiversity: Getting It on Menus, Rooting It in Agriculture**

*Biodiversity in food and agriculture is among the most critical food system, global nutrition, and sustainability issues that chefs and business leaders in our industry can and need to*



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*address. Over the past 75 years, efforts to make agriculture, food production, and food marketing more efficient by collapsing agricultural diversity have come at great long-term peril to ourselves and our planet. The need to reverse this trend—and the thinking that underpins it—is especially urgent in light of emerging and projected stresses to earth’s biosystems and our food supply resulting from climate change. This session brings together esteemed industry leaders and allied changemakers working to highlight the value—and customer appeal—of increasing biodiversity on our menus, at retail, and in our agriculture.*

Moderator: **Paul Newnham** (Director, SDG2 Advocacy Hub; Coordinator and Founder, Chefs Manifesto)

Panelists: **Marie Haga** (Associate Vice President of External Relations and Governance Department, International Fund for Agricultural Development)  
**Amy Senter** (Chief Sustainability Officer, Kellogg Company)

***Sponsored by Kellogg’s Away From Home***

Breakout Session F4

***Panel Discussion***

**Healthy Menus R&D Collaborative: High-Volume Culinary Innovations in an Uncertain Future**

*For the past decade, the CIA has brought together executive culinary and nutrition leaders from the high-volume, multi-unit restaurant sector in a pre-competitive space to collectively advance healthier menus within the chain restaurant and related commercial and non-commercial sectors. As health, nutrition, and now sustainability concerns gain more traction with consumers, talented menu R&D leaders with some of America’s biggest restaurant brands have been hard at work to get more produce on their menus, reduce sodium, improve protein quality (including adding more plant-protein options), and much more. In this session, we’ll engage with several Healthy Menus R&D Collaborative (HMC) members who, while working to find their way operationally through the pandemic, are nevertheless aware of and still focused on projected, long-term changes in demographics and consumer values, concerns, and taste trends that will shape the future of their business.*

Moderator: **Pam Smith, RDN** (Culinary Nutritionist, Consultant, and Author; Co-Chair, CIA Healthy Menus R&D Collaborative)

Panelists: **Mackenzie Gibson** (Sr. Director New Product & Menu Innovation, Sonic Drive-In)  
**Paul Racicot** (Director of R&D, Dunkin’ Brands)

Breakout Session F5

***Presentations***

**Cities and Communities Leading the Charge: Impacts of Sodium Reduction Strategies**

*The Centers for Disease Control and Prevention’s Sodium Reduction in Communities Program (SRCP) funds eight communities to implement sodium reduction strategies in collaboration with the food industry. Two of these funded communities, Los Angeles County and New York City, have implemented nutrition standards and healthier procurement*



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*practices and collaborated with national food distributors to make it easier for them to highlight healthier food products. Join us to walk through the details of these successes.*

Moderator/

Presenter: **Nancy Andrade, MPA** (Health Scientist, Lead for Sodium Reduction in Communities Program, Centers for Disease Control and Prevention)

Presenters: **Tanuja Kulkarni, MS, MPH, RD** (Food Standards Senior Coordinator, Bureau of Chronic Disease Prevention, New York City Department of Health and Mental Hygiene)

**Michelle Wood, MPP** (Director, CDC-funded Sodium Reduction in Communities Program (SRCP), Division of Chronic Disease and Injury Prevention, Los Angeles County Department of Public Health)

11:15 AM

### **Networking Break and Sponsor Expo\***

*Enjoy chance encounters in “Networking” and visit with our sponsors in the “Expo” to learn more about their sustainability commitment and facilitate connections.*

***Including “Meet the Author” booths featuring Joel Gamoran '08, Dana Gunders, Carla Hall, Kwame Onwuachi '13, and Maria Loi. Books will be available for purchase in the Expo Booth with the authors, along with the opportunity to virtually meet the authors live during the break.***

11:35 AM

### **General Session VIB**

#### ***Special Presentation and Discussion***

#### **Why Trust Science? Can We Afford the Change We Need? *Crafting the Foundations of a Next-Generation Restaurant Industry***

*In this concluding general session of our Menus of Change conference, we'll look past the pandemic and take the long view, asking: is the state of the science about the impact of our food choices on our health and the health of the planet strong enough to warrant a future course correction in our industry? How should we think about actionable scientific consensus in light of critics and naysayers who cast doubt on what we know and the need for change? If we trust the science and reinvent our menus, our restaurant concepts, and our business models, will Wall Street buy it? Will our customers keep coming—or will we find new customers? And how can innovators, entrepreneurs, and investors collaborate to disrupt the restaurant business landscape and show that social responsibility can also deliver financial success?*

Moderator: **Michael Kaufman** (Partner, Astor Group; Chair, Menus of Change Business Leadership Council)

Presenter: **Naomi Oreskes, PhD** (Professor of the History of Science; Affiliated Professor of Earth and Planetary Sciences, Harvard University)

Panelists: **Keith Pascal** (Partner and General Manager, ACT III Holdings—CAVA, Zoës Kitchen, Clover, and Life Alive)

**Ellen Kennedy, MA** (Investment and Sustainable Food & Agriculture Consultant, Ellen Kennedy Consulting)

**Walter Willett, MD, DrPH** (Professor and Past Chairman, Department of Nutrition, Harvard T.H. Chan School of Public Health; Chair, Menus of Change Scientific & Technical Advisory Council; Co-Chair, EAT-Lancet Commission)



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12:05 PM

## Closing and Final Remarks

### Fueling Change: The Relentless Pursuit of Deliciousness

Speakers: **Greg Drescher** (VP of Strategic Initiatives, The Culinary Institute of America)  
**Walter Willett, MD, DrPH** (Professor and Past Chairman, Department of Nutrition, Harvard T.H. Chan School of Public Health; Chair, Menus of Change Scientific & Technical Advisory Council; Co-Chair, EAT-Lancet Commission)  
**Chavanne Hanson, MBH, RD** (Food Choice Architecture and Nutrition Manager, Google Food; Vice Chair, Menus of Change Business Leadership Council)

12:15 PM

### Virtual Networking Reception and Sponsor Expo\*

*Enjoy chance encounters in “Networking” and visit with our sponsors in the “Expo” to learn more about their sustainability commitment and facilitate connections at a time when we cannot meet in person.*

***Including “Meet the Author” booth featuring Naomi Oreskes. Books will be available for purchase in the Expo Booth with the author, along with the opportunity to virtually meet the author live during the break.***

#### \*Expo Booths – Week Six

**Kellogg’s Away From Home:** Live Q&A with Amy Senter, Chief Sustainability Officer, **Land O’Lakes:** Plant-Forward Sides and Entrees featuring Dairy, **Nestlé Professional:** Root to Shoot Recipes to Reduce Food Waste, **Oatly:** Happy Hour with Kayla, **American Egg Board:** Nutrient Dense Foods, **AquaBounty:** A Delicious Difference in Atlantic Salmon, **Atlas Food Co.:** Makin’ Bacon - Creating structure and texture for plant-based whole cut products, **Barilla:** Barilla Legume Pastas: Chickpea Rotini with Spicy Eggplant Shakshuka, Poached Egg and Zug, **Dole Packaged Foods:** Global Inspiration and Flavor Pairings, **Lentils.org,** **Northern Canola Growers Association,** **Sysco:** Sustainable Single Use Containers for post Covid reopening, **Genpak:** Plant Based Packaging, **Leanpath:** Tips on Preventing Food Waste, **National Honey Board:** From Hive to Table - A Honey Exploration, **CIA Digital Media:** Live Presentation, **CIA Consulting,** **CIA Master’s Program,** **Torribera Mediterranean Center**



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