

# FORWARDFOOD CREATING HEALTHY, SUSTAINABLE MENU OPTIONS

**Institutional Meat Reduction Toolkit** 



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# Why Work on Animal Product Reduction at an Institutional Level?

For decades the animal protection and vegan movement has focused on individual diet change. While we've enjoyed a lot of success in this important arena, some organizations are working on institutional changes -- with food producers, food service companies, restaurant chains, supermarkets, schools, hospitals, university canteens, and more -- that will make it easier for individuals to eat vegan and reduce the number of animals factory farmed whether or not individuals are making personal diet choice to eat more plant-based foods. Partnering with the



food industry can help grow a healthier, more sustainable food system. Institutions can also benefit financially from this switch.

While many advocates want to see an end to all animal products raised and killed for food overnight, but we know this isn't possible. Since some institutions can serve up to hundreds of thousands of meals per day, getting one institution to make a slight reduction in the amount of meat they serve can be equivalent to getting thousands of individuals to go vegan and stay vegan – but we only need to convince one decision maker, or one group of decision makers. By working with institutions, we can significantly reduce the number of animals factory farmed, make plant-based food more widely available for those individuals who are seeking it out, and normalize plant-based eating for the general public.

The latest consumer **trends** indicate that nearly half of Americans are eating meat-free meals at least one day a week and *Meatingplace*, a trade publication of the U.S. meat industry indicated in 2016 that 70 percent of Americans are eating a meat-free meal once a week – 22 percent more than the year prior. In the UK, over a quarter of Brits cut meat consumption in early 2017, according to <u>Mintel</u>.

In addition, the leading science on **health** is supporting a plant-based diet to prevent and reverse the leading causes of disease. Diets rich in vegetables, fruits, whole grains, legumes, and nuts are consistently linked to lower obesity rates, blood cholesterol levels, and blood pressure. The Academy of Nutrition and Dietetics notes the benefits of eating more plant-based meals and says this type of diet is appropriate for all stages of life, including childhood, adolescence and athletes, and notes the benefits of eating more plant-based meals. These benefits include a lower risk of death from heart disease (the leading cause of death in the U.S.), lower overall cancer rates, lower rates of type 2 diabetes, and a lower body mass index.

The Scientific Report of the U.S. 2015 Dietary Guidelines Advisory Committee identifies a diet with primarily plant-based foods as "more health-promoting and associated with lesser environmental impact."

And after years of disconnect, **environmental** scientists are beginning to recognize the dire implications of factory farming on our planet's health. Animal agriculture has been implicated by the United Nations as one of the top contributors to global environmental problems, due to its vast use of water, land, and

fossil fuels and high carbon dioxide and methane emissions. Prominent environmental organizations like the Natural Resources Defense Council, Sierra Club, and more softly advocate for reduced meat consumption. According to Environmental Defense Fund, "If every American skipped one meal of chicken per week and substituted vegetables and grains...the carbon dioxide savings would be the same as taking more than half a million cars off of U.S. roads."

Most people would agree that as a society we need to eat more plant-based foods and fewer animalbased foods and thus support already exists; we simply need to make it **easier** for consumers to eat such foods and **profitable** for food companies to serve more of them.

While some companies may push back against making menu changes due to misconceptions about costs or consumer acceptability, increasingly companies are understanding the sustainability implications of our meat-heavy diets and the revenue opportunities of adding more plant-based options to menus.



#### How this guide should be used

Who to work with

We assembled this guide using tools and resources that have been useful for institutional outreach in a few countries. However, approaches will certainly vary by country or region. In some places, the municipal government will have more control over school menus. In some, universities do not have canteens. If you're working in a region where universities, K-12 schools, and hospitals don't offer meals or opportunities for meat reduction,

consider working with the military, corporate cafeterias, correctional facilities, or any other institutions that are serving large quantities of food.

#### How to decide where to focus

While all animals are important and every meal we transition from meat-based to plant-based makes a difference, we recommend that groups focus on influencing the greatest number of meals possible. So, all things being equal, working with an institution that serves 40,000 meals per day is better than working with an institution that serves 4,000 meals per day.

As well, not all animal products are equal in terms of animal suffering caused. If possible, it's better to focus on the products that cause more suffering (i.e. chicken, fish, eggs - at least in the U.S.) as opposed to spending a lot of time and resources campaigning to get a cafeteria to have vegan cheese for example. We also strongly recommend ensuring institutions aren't simply swapping beef for chicken.

# How to Work on Meat Reduction Initiatives Universities/Colleges

GOAL: Reduce overall animal meat usage by 20 percent within two years.

#### How to start

#### **STEP ONE: INITIAL OUTREACH**

• Find contact info for the director of dining via the university's website.

#### How to Research

You can usually find the email address and phone number for the dining services team online by searching the company's website or using simple Google searches.

Start by Googling them - e.g. "Harvard University Dining Services." This will take you to the dining department's official web page. Using the Harvard Example, at <u>https://dining.harvard.edu/</u>, you'll find a full listing of contacts in the "About HUDS" section under "contacts list."



Some sections designate this information under "Contact(s)" or "Staff." Some universities will have a lot of individual staff contact details here. Key decision makers include directors (including resident and retail), nutritionists/dietitians and executive chefs. If you don't have any luck finding staff this way, try the university directory. You can usually search by department (Try "Dining Services," "Dining," "Food Services," etc.). You can also normally search by title - try searching for the job roles listed above.

• Once you've found the relevant contacts and you have the time, consider splitting your contacts up into separate, more personalized emails based on their positions. For

example, a Dining Director and an Assistant Dining Director work closely together, so it makes sense to include them in the same email.

 We recommend keeping a running list of all the institutions and contact info so you can reach out to them routinely with updates and gentle nudges. You might consider using free CRM services to keep track of outreach, such as Streak (https://www.streak.com), HubSpot (https://www.hubspot.com/products/crm), or others.

#### Outreach

- Once you've put together your list, <u>send an intro email</u> including: 1) who you are, 2) what you are trying to do, 3) an invite for a call or meeting in person.
- <u>Follow up</u> every few weeks until you get a meeting. Dining directors are busy and may not get back with you right away. Don't give up; respectful persistence pays off.
- Additional ways to get meetings:
  - Ask existing university foodservice contacts if they know anyone from other universities you could work with.
  - Watch industry news for universities that are doing something great on plant-based food and send them a note of congratulations then follow up with the steps above.
  - Contact universities' animal rights, environmental or vegan club and ask who they work with in dining (if anyone) then follow up with that person.
  - Mercy for Animals suggests: "Another creative way we've tried to set up meetings if other attempts don't succeed is to go in person and bring a gift (i.e. chocolate, flowers, etc.) to drop off with the person we're trying to get in touch with and try to have a positive interaction with them their secretary/assistant/etc. and then follow up with the person we've connected with in one week and ask for a meeting."

#### **STEP TWO: HOLD A MEETING**

#### Before the meeting:

- Send an email a couple days before your meeting to confirm your meeting. It can say something like, "Just touching base regarding our meeting. I'm looking forward to seeing you on (*day of the week*). Hope you have a good rest of your day!"
- Gather to leave with them: supporting materials you'll leave behind, recipes, your business card, and we recommend bringing a treat for them, i.e., chocolate or dessert. We also made inexpensive Meatless Monday mugs and shopping bags so every time they have a cup of coffee or go to the store they're thinking of us/Meatless Monday!
- Review their menus to see if they're serving any plant-based meals currently. Check to see if there are any news articles about their program or anything on which you can compliment them.
- Research the institution's focus. For example, avoid talking about animal welfare at an ag school. It'd be wise to focus on health benefits with a healthcare system, and cost benefits at a public school system. Finding the angle the institution cares about is crucial.

Suggested best practice: Set a calendar reminder to follow-up with dining directors until you receive a meeting. Include news stories about schools successfully implementing plant-based programs, new products, or other news about the popularity of plant-based food to keep the outreach fresh. • Check to see if they are using social media (Facebook, Twitter, Instagram). Friend/follow them, and suggest social media promotions if so.

#### At the meeting

- Discuss with the dining directors the reasons to adding more plant-based options to their menus: animal welfare, environmental sustainability, student health, cost savings, food waste, etc. Discuss the growing trends and how they can meet the growing demand, sharing press clips of relevance from your country.
- Share <u>recipes</u>, <u>press</u> from schools that are successfully adding more plantbased options to their menus, <u>videos from culinary trainings</u> and <u>toolkits</u>.
- Share college and university case studies, i.e., <u>University of North Texas</u> and <u>Arizona State University</u>.
- Offer additional training opportunities:
  - o Culinary training/assistance
  - o Menu development
  - Cooking demos
  - o Event and marketing support
  - Offering a "Seal" or "Certificate" as a way to entice the decision maker. For example, if they join the program and commit to 20% meat reduction than provide a framed certificate certifying they are joining global leaders from around the world to create a healthy eating program in their institution.
- Make it clear that you'd like to track their changes and progress and that this is beneficial for them.
- Close the meeting with a clear and concise ask of the college or university. You want the school to agree to some form of partnership before you leave the meeting (or know they are not interested). Encourage them to go big. Reduce meat purchases by 20% by doing some of the following:
  - Create a plant-based concept or dining hall.
  - Plant-based options on all platforms in retail and residential dining programs.
  - Completely replacing a non-veg item with its vegan counterpart.
- Every meeting will be different. See <u>Appendix E</u> for conversation points, potential barriers, and how to address them.

Messaging

Since the primary motivators to serve more plant-based options will vary by country, institution type, and individual – it could be helpful to ask questions to identify the institutions' motivations and then frame the resources that you offer as a way to help. For example, maybe creating menus is a hassle, so sample menus would help them. Maybe positive media coverage makes them feel good/look good to their boss so offering a seal with media coverage could help them achieve their goals.

#### **Tips for a Successful Meeting**

Don't just jump right into business, spend a little time chatting with them and be personable. Casual meetings are the best meetings.

Dining Directors are used to hearing almost nothing but complaints from students, so compliment them on the things they are doing well and thank them for it. For example, saying something like "Thank you so much for having vegetarian options, my friends and I love your veggie burger!" Even if their vegetarian options could use improvement, getting on their good side will help when you ask for more improvements down the line.

Reiterate that you are there to help them.

When it's time to start the conversation about veg options, go over the "whys" and "hows," but your strongest point will be that "so many other schools are offering great options". Here is when having the menus from other schools printed will come in handy.

#### **STEP THREE: FOLLOW UP**

- After meeting, follow-up immediately to thank them for taking the time to meet using the sample in Appendix F. We recommend also sending a thank you note in the mail.
- Follow-up at least every month with reminders of your resources, updates from other colleges, and ask if they're ready to schedule a training or start a program. See <u>Appendix D</u> for sample routine followup.

#### **STEP FOUR: VICTORY**

- Follow steps in Victories Checklist (Appendix I).
- Recognize them for their success by sending letters to the dean and president, letters to the editor of the student publications, post on social media thanking them, issue certificates of appreciation, and/or notify industry trade publications.

#### **STEP FIVE: BUILDING PRESSURE**

Sometimes you'll encounter institutions that aren't interested in working with you or are actively resistant to

adding more plant-based options to their menus. When that happens, it can be helpful to recruit student organizations to start on-campus campaigning.



#### STEP SIX: MEASURE PROGRAM IMPACT

- Measure progress every 6 months, asking institutions to provide purchasing data.
- Report progress using GHG calculator to determine environmental impact, which institutions could use to generate media coverage.
- Make program adjustments, if necessary, to achieve targets.

#### Self-op vs. Contract Managed

Many university campus cafeterias are run by an external foodservice provider, such as Compass Group, Aramark, or Sodexo. Other dining services are managed internally, usually referred to as "self-operated." Every foodservice provider or self-operated dining department is at a different place with their plant-based options, which you'll need to bear in mind when planning your campaign strategy.

To find out whether a school contracts with an external food service provider, locate the campus dining department's website or webpage (almost every school will have one of these) and review the "Contact Us" section to see if a corporation is listed. If it is not clear on their website, ask a member of the dining department's staff.

#### Product replacements versus product additions

Some plant-based food companies have the distribution and financial ability to compete with other nonveg companies. Because of this, some institutions may be able to completely replace their "traditional" products with vegan counterparts. For example, University of Connecticut Dining Services switched all their mayonnaise and cookies with Hampton Creek's Just Mayo and Just Cookies. Of course, when a school performs a switch like this, they eliminate animal products they would have otherwise been purchasing, having a huge impact for animals. While these campaigns can be complex (the school may have a contract with a food service provider or distributor, for example), they often pay off over time. Other times, schools are happy to switch products immediately if the price point is acceptable.

# K-12 Schools (Primary and Secondary Schools)

|                | Noodles wit<br>Tofu and Bo<br>ADAPTED FROM OAKLAND UNIFIED SCH<br>HEALTHY, DELUCIOUS, MEAT-FREE RECIPE<br>Process # 2 - Same Day Service<br>YIELD: | k Choy         | /               | THE HUMAN<br>OF THE UNIT   |
|----------------|--|----------------|-----------------|----------------------------|
|                | Ingredients  | Weight/Measure |                 | Measure                    |
| 1 01           | Noodles, Yakisoba or Spaghetti, prepared,  | ½ cup prepared |                 |                            |
| All Color      | dry weight   | pasta          |                 | C                          |
|                | Soy Sauce, reduced sodium  | 1 Tbsp.        |                 | 1 % cup                    |
|                | Vater  | 2 tsp          |                 | 1 1/8 cup                  |
| and the second | ple cider vinegar  | 1 tsp          |                 | % cup + 1 Tbsp             |
|                | the sesame oil   | % tsp          |                 | 1/3 cup + 1 Tbsp<br>1 Tbsp |
|                | getable oil  |                | 1 lb. 12        | 1 rosp.                    |
|                | ok Choy, chopped, fresh  | % cup          | 1 ID. 14<br>OZ. |                            |
|                |  | ½ tsp          | 2 02            |                            |
|                | Onions, chopped, white and green   | 2.2 02.        | 3 lbs. 8 oz.    |                            |
| Mill - M       | firm, baked, 1 ounce equivalent  | OR             | OR              |                            |
| MENTIN         | MEATLESS   |                |                 |                            |



Opportunities to working with K-12 Schools varies by country. Some schools offer government subsidized lunches while in some countries students bring their own food. Regions where food is provided by an outside entity offer an opportunity to get more plant-based options on menus and when food is provided in-house there's an opportunity to influence meals and reduce meat purchases as well. In addition to the tangible impacts such reductions can have on animals, offering plant-based options on grade school menus can influence young people by helping normalize vegetarian eating from the time they're young.

**GOAL FOR NEW SCHOOL DISTRICT OUTREACH:** Encourage a completely meatless day or to offer <sup>1</sup>/<sub>3</sub> of entrée items as meatless/plant-based throughout the week.

#### **STEP ONE: INITIAL OUTREACH**

- Identify who the decision maker is (i.e. who is responsible for deciding what meals are served in schools) which might be a politician, a public sector employee, or a director of dining or food services. It varies by country. In Mexico and Brazil the decision maker is either the city or state government Secretary of Education and the chief nutritionist who is in charge of the team of nutritionist plans the menus.
- Find contact info for the decision maker via the school's website.

#### How to Research

You can usually find the email address and phone number for the child nutrition team online by searching the school's website or using simple Google searches.

Start by Googling them - e.g. "Oakland Unified Services Nutrition Services." This will take you to the nutrition services department's official web page. Using the Oakland example, at <u>https://www.ousd.org/</u><u>Page/16986</u>, you'll find a full listing of contacts in the staff directory section under "contacts list."

| District Home Translate V  Nutrition Oakland Unified S  |                          | Sign In Register Search Q<br>Contact Menus Facebook Twitter                         |
|---|--------------------------|---|
| Home         About Us         Our Food           Home > About Us > Our Department         Our |                          |   |
| Our Department  | Staff Directory          | Nutrition Services Office   |
|   | ,                        | Nutrition Services Office   |
| Welcome<br>————————————————————————————————————   | Name Title All Locations | 900 High Street<br>Oakland, CA 94601<br>Office (510) 434-3334<br>Fax (510) 434-2259 |

Some sections designate this information under "Contact(s)" or "Staff." Some schools will have a lot of individual staff contact details here. Key decision makers include directors, nutritionists/dietitians and chefs. If you don't have any luck finding staff this way, try the school directory. You can usually search by department (Try "Nutrition Services," "Food and Nutrition Services," "Child Nutrition," "Food Services," etc.). You can also normally search by title - try searching for the job roles listed above.

- We recommend reaching out to the director and/or menu planner who is often a dietitian. The director will usually have ultimate authority for enacting a program, but often involves the dietitian who has say in the menu planning and recipe development.
- We recommend keeping a running list of all the institutions and contact info so you can reach out to them routinely with updates and gentle nudges. You might consider using free CRM services to keep track of outreach, such as Streak (https://www.streak.com), HubSpot (https://www.hubspot.com/products/crm), or others.

### Outreach

- Send this intro email including: 1) who you are, 2) what you do, 3) an invite for a call or meeting in person.
- <u>Follow up</u> a week after the initial email is sent, forwarding the email.
- Follow up with a phone call 2-3 days after the second email is sent if you haven't received a response.
- Follow up by email every 2-3 weeks until you get a meeting. Dining directors are busy and may not get back with you right away. Respectful persistence pays off.
- Additional ways to get meetings:
  - Ask other school contacts if they know anyone from other districts we could work with.
  - Watch industry news for schools that are doing something great and send them a note of congratulations then follow up with the steps above.
  - Attend conferences and networking events. Apply to

#### Suggested best practice:

Set a calendar reminder to follow-up with dining directors until you receive a meeting. Include news stories about schools successfully implementing plant-based programs, new products, or other news about the popularity of plant-based food to keep the outreach fresh.

- speak and/or exhibit at industry conferences to secure contacts and meetings.
- If the director of dining is not responding, try reaching out to other administrative contacts at the district, such as the registered dietitian, chef, menu planner or supervisor.

#### **STEP TWO: HOLD A MEETING**

#### Before the meeting:

- Send an email a couple days before your meeting to confirm your meeting. It can say something like, "Just touching base regarding our meeting. I'm looking forward to seeing you on (*day of the week*). Hope you have a good rest of your day!"
- Gather to leave with them: supporting materials you'll leave behind, recipes, your business card, and we recommend bringing a treat for them, i.e., chocolate or dessert. We also made inexpensive Meatless Monday mugs and shopping bags so every time they have a cup of coffee or go to the store they're thinking of us/Meatless Monday!

- Review their menus to see if they're serving any meat-free meals currently. Check to see if there are any news articles about their program or anything on which you can compliment them.
- Research the institution's focus. It'd be wise to focus on cost benefits at a public school system. Finding the angle the institution cares about is crucial.
- Check to see if they or their school district is using social media (Facebook, Twitter, Instagram). Friend/follow them, and during your meeting, suggest social media promotions if so.
- It may help to attend the meeting with an expert who supports meat reduction (nutritionist/doctor/chef/etc.) to add credibility to your request.

#### At the meeting (see Appendix E for meeting expectations)

- Discuss with the dining directors the reasons to adding more plant-based options to their menus: animal welfare, environmental sustainability, student health, cost savings, food waste, etc. Discuss the growing trends and how they can meet the growing demand, sharing press clips of relevance from your country.
- Share <u>recipes</u>, <u>press</u> from schools that are successfully adding more plant-based options to their menus, and <u>toolkits</u>.



- Offer assistance with student testing and other student-focused marketing; i.e. recipe or cooking contests, poster contests, focus groups, development of promotional videos.
- Make it clear that you'd like to track their changes and progress and that this is beneficial for them.
- Close the meeting with a clear and concise ask of the school district (would you like to start a Meatless Monday/Lean & Green Day/add more plant-based options to your menus). You want the school to agree to some form of partnership before you leave the meeting (or know they are not interested at this time.
- Send this follow up email. We recommend also sending a thank you note in the mail.

#### STEP THREE: FOLLOW UP

- Continue follow-up every few months and share success stories and new recipes whenever possible. See <u>Appendix D</u> for sample routine follow-up.
- Work to move as many meatless options as possible to use plant-based proteins like beans, tofu and school approved plant-based meats.
- Encourage more steps, like doing another meat-free day/week, or a greater percentage of offerings per day being plant-based.
- Invite staff to culinary trainings (at the school or at events in the area for various district representatives).
- Encourage districts to promote meatless options that coincide with appropriate holidays or events, like Earth Day, National Nutrition Month (March), Heart Health Month (February), etc.

#### **STEP FOUR: VICTORY**

- Follow steps in <u>Victories Checklist</u> (Appendix I).
- Recognize them for their success by sending letters to the principal or headmaster. Post on social media thanking them, issue certificates of appreciation, and/or notify industry trade publications. Ask parents to send in thank you letters or emails.

#### STEP FIVE: MEASURE PROGRAM IMPACT

- Measure progress every 6 months, asking institutions to provide purchasing data.
- Report progress using GHG calculator to determine environmental impact, which institutions could use to generate media coverage.
- Make program adjustments, if necessary, to achieve targets.

# Hospitals

SUGGESTED GOAL: Reduce overall animal product usage by 20 percent within two years.

#### How to start

#### STEP ONE: INITIAL OUTREACH

• Find contact info for the director of dining via the hospital's website if possible.

#### How to Research

Key decision makers include dining services directors (also known as food services or food and nutrition services directors) nutritionists/dietitians and executive chefs. It can be very difficult to find this information for hospitals. Start by Googling them - e.g. "Sloan Kettering nutrition services director." This will take you to the dining department's official web page. But there's no contact information listed.

A few things to try:

- 1) Call the hospital and ask for the name and contact information of the nutrition services director.
- 2) Try to find a name via the web. For Sloan Kettering, I see that Veronica McLymont is the Director. From there, you could call the hospital to ask for her contact information, or try to find an email address.

#### Veronica McLymont | Director of Food and Nutrition Services at ...

#### mdrproject.com/veronica-mclymont/ -

Veronica McLymont | **Director** of Food and **Nutrition Services** at Memorial **Sloan-Kettering** Cancer Center. Veronica McLymont is a Registered Dietitian, and Certified Dietitian-Nutritionist. She holds a Bachelors degree in Foods and Nutrition from Brooklyn College, a Masters Degree in Nutrition from Hunter College, and a ...

# Veronica McLymont, Ph.D, RD, CDN | Professional Profile - LinkedIn https://www.linkedin.com/in/veronica-mclymont-ph-d-rd-cdn-9460245 -

Greater New York City Area - Director of Food and Nutrition Services - Memorial Sloan-Kettering Cancer Center

Veronica McLymont, Ph.D, RD, CDN. **Director** of Food and **Nutrition Services** at Memorial **Sloan Kettering** Cancer Center. Location: Greater New York City Area; Industry: Hospital & Health Care. Current. Memorial **Sloan-Kettering** Cancer Center. 500+ connections. View Veronica McLymont, Ph.D, RD, CDN'S full profile.

3) I typed "Sloan Kettering Veronica McLymont" into Google and found her name listed in a few places, including as the past president of a trade organization. Her email was listed on that page.



Immediate Past President: Veronica McLymont, PhD, RD, CDN Memorial Sloan Kettering Cancer Ctr. 212-639-7922 E-mail: <u>click here</u>

• We recommend keeping a running list of all the institutions and contact info so you can reach out to them routinely with updates and gentle nudges.

#### Outreach

- Once you've put together your list, <u>send an intro email</u> including: 1) who you are, 2) what you are trying to do, 3) an invite for a call or meeting in person.
- Follow up every few weeks until you get a meeting. Dining directors are busy and may not get back with you right away. Don't give up; respectful persistence pays off.
- Additional ways to get meetings:
  - Ask existing healthcare foodservice contacts if they know anyone from other universities you could work with.
  - Watch industry news for hospitals that are doing something great on plant-based food and send them a note of congratulations then follow up with the steps above.
  - Seek out trade organizations, i.e., Healthcare Foodservices organizations and apply to speak and exhibit at conferences to meet contacts

Suggested best practice: Set a calendar reminder to follow-up with dining directors until you receive a meeting. Include news stories about schools successfully implementing plant-based programs, new products, or other news about the popularity of plant-based food to keep the outreach fresh.

#### STEP TWO: HOLD A MEETING

#### Before the meeting:

- Send an email a couple days before your meeting to confirm your meeting. It can say something like, "Just touching base regarding our meeting. I'm looking forward to seeing you on (*day of the week*). Hope you have a good rest of your day!"
- Gather to leave with them: supporting materials you'll leave behind, recipes, your business card, and we recommend bringing a treat for them, i.e., chocolate or dessert. We also made inexpensive Meatless Monday mugs and shopping bags so every time they have a cup of coffee or go to the store they're thinking of us/Meatless Monday!
- Review their menus to see if they're serving any plant-based meals currently. Check to see if there are any news articles about their program or anything on which you can compliment them.
- Research the institution's focus. For example, it'd be wise to focus on health benefits with a healthcare system. Finding the angle the institution cares about is crucial.

- Connect with plant-based doctors if possible so you can invite them to the meeting or share their words of support.
- Check to see if they are using social media (Facebook, Twitter, Instagram). Friend/follow them, and suggest social media promotions if so.

#### At the meeting

- Discuss with the dining directors the reasons to adding more plant-based options to their menus: animal welfare, environmental sustainability, health, cost savings, food waste, etc. Since hospitals are in the business of keeping people healthy, they should be especially receptive to the health benefits of reducing meat consumption. Emphasize these benefits—extended life expectancy and reduced risk of cancer, heart disease, diabetes, obesity, and more—when speaking with the hospital's director of food services. Discuss the growing trends and how they can meet the growing demand, sharing press clips of relevance from your country.
- Share <u>recipes</u>, <u>press</u> from hospitals that are successfully adding more plant-based options to their menus, <u>videos from culinary trainings</u> and <u>toolkits</u>.
- Share hospital case studies, i.e., <u>The Valley Hospital</u> and <u>Providence St. Vincent</u>.
- Offer additional training opportunities:
  - Culinary training/assistance
  - Menu development
  - o Cooking demos
  - Event and marketing support
- Make it clear that you'd like to track their changes and progress and that this is beneficial for them.
- Close the meeting with a clear and concise ask of the hospital. You want the hospital to agree to some form of partnership before you leave the meeting (or know they are not interested). Encourage them to go big:
  - Create a plant-based concept or dining hall.
  - Plant-based options on all platforms in the cafeteria.
  - Completely replacing a non-veg item with its vegan counterpart.
  - Set a goal to make 75 percent of entrees, sides, and soups meat-free.
     Encourage them to try highlighting the plant-based options at retail and a la carte stations and/or featuring it at action stations in food courts.
- Every meeting will be different. See <u>Appendix E</u> for conversation points, potential barriers, and how to address them.

#### **STEP THREE: FOLLOW UP**

- After meeting, follow-up immediately to thank them for taking the time to meet using the sample in <u>Appendix H</u>. We recommend also sending a thank you note in the mail.
- Follow-up at least every month with reminders of your resources, updates from other hospitals, and ask if they're ready to schedule a training or start a program. See <u>Appendix H</u> for sample routine follow-up.

#### **STEP FOUR: VICTORY**

- Follow steps in Victories Checklist (Appendix I).
- Recognize them for their success by sending letters to the president, letters to the editor of local newspapers, post on social media thanking them, issue certificates of appreciation, and/or notify industry trade publications.

#### STEP FIVE: MEASURE PROGRAM IMPACT

- Measure progress every 6 months, asking institutions to provide purchasing data.
- Report progress using GHG calculator to determine environmental impact, which institutions could use to generate media coverage.
- Make program adjustments, if necessary, to achieve targets.

# **Appendix A: Sample Intro Email for Colleges & Universities**



#### Subject line: Plant-based meals

#### Hi [first name],

Hope you're well. I'm working with universities across [country/region] helping them add more plantbased foods into their dining service operations for free. [customize if there's anything you can compliment them on or note to personalize].

Increasingly university students are interested in eating more sustainable plant-based foods, and global food service providers are responding by adding more plant-based menus to their offerings. It's a simple way to support student wellness, improve sustainability, and cut costs!

I'd love to stop by and hear what you're already doing in your food service program, share some of our free resources, and discuss opportunities for collaboration. Do you have some time next week to meet briefly? Thanks so much for all you do!

Best regards, [Name] [Contact Info]

#### If no response, follow up (sent ~1.5 weeks after initial email, replying to your own message):

Hi [first name],

I hope the week is going well for you! I wanted to be sure you received the email below. Is there a time you might be able to briefly meet?

#### \*After 2-3 emails sent with no reply, I'll start to call\*

#### Phone follow-up script:

Hi, this is [name]. How are you today? Wonderful! Just wanted to make sure you got the emails I sent you; I know I sometimes end up in people's spam filters and would hate if that happened here! Do you think we could schedule a time to speak briefly about plant-based options? We're working with schools across the country to help get more such options on their menus, and I'd love to talk with you about how we're doing that and our resources. [schedule meeting]

Thank you.

# **Appendix B: Sample Intro Email for K-12 Schools**

#### Subject line: Plant-based meals

#### Hi [FIRST NAME],

Hi [first name],

Hope you're well. I'm working with schools across [country/region] helping them add more plant-based foods into their cafeterias for free. [customize if there's anything you can compliment them on or note to personalize].

Increasingly students are interested in eating more plantbased foods, which is something global health leaders are advocating to improve public health as well as sustainability. It's a simple way to support student wellness, promote fruit and vegetable consumption, meet the nutrient standards and cut costs!

I'd love to stop by and hear what you're already doing in your food service program, share some of our free resources, and discuss opportunities for collaboration. Do you have some time next week to meet briefly? Thanks so much for all you do!



Best regards, [Name] [Contact Info]

#### If no response, follow up (sent ~1.5 weeks after initial email, replying to your own message):

Hi [first name],

I hope the week is going well for you! I wanted to be sure you received the email below. Is there a time you might be able to briefly meet?

#### \*After 2-3 emails sent with no reply, I'll start to call\*

#### Phone follow-up script:

Hi, this is [name]. How are you today? Wonderful! Just wanted to make sure you got the emails I sent you; I know I sometimes end up in people's spam filters and would hate if that happened here! Do you think we could schedule a time to speak briefly about plant-based options? We're working with schools across the country to help get more such options on their menus, and I'd love to talk with you about how we're doing that and our resources. [schedule meeting]

Thank you.

# **Appendix C: Sample Intro Email for Hospitals**

#### Subject line: Plant-based meals

#### Hi [first name],

Hope you're well. I'm working with hospitals across [country/region] helping them add more plant-based foods into their dining service operations for free. [customize if there's anything you can compliment them on or note to personalize].

Increasingly hospitals are serving more sustainable plant-based foods, as a simple way to improve public health, sustainability, and cut costs.

I'd love to stop by and hear what you're already doing in your food service program, share some of our



free resources, and discuss opportunities for collaboration. Do you have some time next week to meet briefly? Thanks so much for all you do!

Best regards, [Name] [Contact Info]

#### If no response, follow up (sent ~1.5 weeks after initial email, replying to your own message):

Hi [first name],

I hope the week is going well for you! I wanted to be sure you received the email below. Is there a time you might be able to briefly meet?

#### \*After 2-3 emails sent with no reply, I'll start to call\*

#### Phone follow-up script:

Hi, this is [name]. How are you today? Wonderful! Just wanted to make sure you got the emails I sent you; I know I sometimes end up in people's spam filters and would hate if that happened here! Do you think we could schedule a time to speak briefly about plant-based options? We're working with schools across the country to help get more such options on their menus, and I'd love to talk with you about how we're doing that and our resources. [schedule meeting]

Thank you.

### **Appendix D: Sample Routine Follow-Up**

Hey there,

I hope your year is coming to a nice close. 2017 was a big year for plantbased eating and it seems like there won't be any slowing down in 2018. Fortune recently released a report on the top food trends to watch for in 2018. What was number one? Veggie meat is the new plant-based milk.

It's happening in the retail space but also at institutions across the country. A few highlights:

> • <u>Canisius College</u> in upstate New York sees exponential growth after converting a



vegetarian station to vegan and later transitions all its desserts to vegan.

- <u>Palomar Health</u> system commits to 60% plant-based menus.
- Hearing from customers across the country that they want more plant-based options, <u>Chartwells</u> and <u>Morrison</u> (subsidiaries of Compass Group) and Aramark announced partnerships with HSUS to team up to train their chefs on creating delicious, nutritious plant-based food.
- A <u>report</u> on Oakland Unified School District's meat-free "Lean & Green" Wednesday and reduction of meat throughout the week from Friends of the Earth shows how institutional menu shifts towards less meat and more plants can fight climate change and increase access to healthy food, all while saving tens of thousands of dollars.

We are excited to partner with you to help make 2018 even more veg-friendly! Don't forget about our <u>free recipes</u>, <u>culinary training</u>, and <u>marketing materials</u>. Can we schedule a time to discuss opportunities for collaborating early next year?

Happy holidays – and thanks so much for your partnership!

Warm regards,

[Name]

\* customize for sector (K-12 <u>https://forwardfood.org/s/K12-Recipes.pdf</u>; foodservice: <u>https://forwardfood.org/s/100Recipes-mwzp.pdf</u>)

# **Appendix E: Meeting Expectations**

#### At the meeting:

- Dress professionally and always be polite and courteous—even if the people you're meeting with aren't—and thank them for taking time out of their busy schedule to meet with you.
- Make a few minutes of small talk, i.e.:
  - Ask how was your weekend/holiday (if relevant)? How long have you been working here? Talk only a little about yourself. If going well, ask how many meals they serve per day: "Seems like a big meal program – how many meals do you end up serving every day here?" This information is also helpful for you to understand the size of the impact you can potentially make.
  - So, had you heard of the growing demand for plant-based meals before I reached out to you about it?" Often they say no, or they've heard a little about it. Share more information about the trend, how other institutions are getting on board.
- After your overview, they usually begin talking about how/if they might implement it in their cafeterias, and then show them the resources you brought with you.
- Discuss free resources and available support:
  - o Recipes
  - Menu planning
  - o Culinary training
  - Promotional materials
  - Media (conventional and social)
  - o Identifying tactics and timing for the institution

#### Points to focus on:

- Sustainability: Focus on how a product switch can make a difference for the institution's carbon footprint, something many institutions are concerned about.
- Allergens: Most vegan products have far fewer allergens in them than animal-based products. Many are soy-, wheat-, egg- and dairyfree.
- Affordability: In many cases, it may be more affordable to make the switch!



• **Competition:** Play up what other institutions are doing. Do they have more veg options in their dining halls or a vegan dining hall? Use this to your advantage! Let your contact know that they too have the power to be a leader in sustainability and/or however you're framing the issue.

#### Barriers | The following are some of the barriers dining directors sometimes mention:

- Complying with government regulations, depending on the location of the program.
- Program funding may be directly linked to participation. Some directors are hesitant to

implement new programs they perceive may decrease participation.

- In schools, feeding hungry kids. Sometimes, school lunch is the only food provided for some students.
- In schools, dealing with very fussy little eaters!
- In schools, dealing with parents and administrators (where the administrators do not view school nutrition as an education matter- they are very far removed from the issue.)
- Limited ability to procure plant-based foods, typically plant-based protein items or kitchen equipment inadequately suited to serve more plant-based meals.
- Not enough staff, not enough time to implement new programs.
- Staff with limited culinary skills and capabilities.
- Staff who are resistant to change.
- Staff who are not accustomed to scratch cooking and see this as added work with no extra pay or benefit.

#### **Addressing Barriers:**

- Stay positive: position yourselves as a valuable resource to help them along, starting wherever is most comfortable for them.
- Stay informed: give them many ideas and information to help them make the right decision. Citing industry best practices is persuasive.
- Stay abreast: try to stay connected with them through the whole process.
- Stay motivated: these things take time, and sometimes a meeting in the fall will lead to another one the next spring or the following fall. Make it actionable and easy for them to adopt the program.

#### Negotiating points:

• It's not a one-size-fits-all program: every institution does it differently. Some participate in Meatless Monday (or any other day), Green Monday, Healthy Monday, or don't call it anything at all.



Some increase meatless options. Some may create an entirely vegan dining hall.

- Plant-based meals made using whole foods ingredients can save money.
- Some directors will say that they offer many meat-free options every day. I'd thank them and ask to hear about their options. Often they don't have as many as they think they do.
- If institutions don't know what to serve, offer culinary training. Team up with a local vegan chef to offer hands-on culinary training. Trainings are great tools to show the institutions what to serve, build enthusiasm, and generate media attention on the growing demand for plant-based food.

• If the director says "yes!" congratulations! Go over the victory checklist- **APPENDIX I** to be sure we get maximum exposure for their new policy!

# **Appendix F: Post-Meeting Follow-Up for Universities**

Hey [first name],

It was great meeting you today and learning about the great work you do at \_\_\_\_\_\_. As I mentioned, here are our free resources to help you get more plant-based options on \_\_\_\_\_'s menus.

- <u>Culinary training info</u>
- <u>Culinary training</u>
   <u>video</u>
- <u>Culinary training 2-</u> <u>day agenda</u>
- <u>Recipe packet</u>
- <u>Professionals' Guide</u> <u>to Plant-Based</u> <u>Eating</u>



• <u>Posters</u> – if you'd like some, I can send as many as you need.

We'd be happy to schedule a training with your team if you can benefit from it.

I'll follow up with you in just a couple of weeks to discuss next steps. Thanks again, and let me know if you have any questions in the meantime. I'm always here to help.

Best,

[name]

## **Appendix G: Post-Meeting Follow-Up for Schools**

Hey [first name],

It was great meeting you today and learning about the great work you do at \_\_\_\_\_\_. As I mentioned, here are our resources to help you get Meatless Monday/Lean & Green started at \_\_\_\_\_:

- <u>Meatless Monday</u> <u>Toolkit for Child</u> <u>Nutrition Staff</u> (lots of information about the program and how to get it started)
- Our <u>Meatless Monday</u> <u>video</u> and Disney star <u>Laura Marano's Meatless Monday</u> video
- Our Meatless Monday <u>slideshow</u> that can play in your cafeterias
- <u>Posters</u> if you'd like some, I can send as many as you need.
- <u>Recipes</u>

I'm also attaching the flyer for our free culinary workshop. You can watch a video of a training we did with the St. Joseph School District in Missouri <u>here.</u> We'd be happy to schedule a training with your team if you can benefit from it.

I'll follow up with you in just a couple of weeks to discuss next steps. Thanks again, and let me know if you have any questions in the meantime. I'm always here to help.

Best, [name]



# **Appendix H: Post-Meeting Follow-Up for Hospitals**

Hey [first name],

It was great meeting you today and learning about the great work you do at \_\_\_\_\_\_. As I mentioned, here are our free resources to help you get more plant-based options on \_\_\_\_\_'s menus.

- <u>Culinary training info</u>
- <u>Culinary training video</u>
- <u>Culinary training 2-day agenda</u>
- <u>Recipe packet</u>
- Professionals' Guide to Plant-Based Eating
- Posters if you'd like some, I can send as many as you need
- Info on Palomar Health's Commitment to make 60% of its menu plant-based

We'd be happy to schedule a training with your team if you can benefit from it.

I'll follow up with you in just a couple of weeks to discuss next steps. Thanks again, and let me know if you have any questions in the meantime. I'm always here to help.

Best,

[name]

# **Appendix I: Victory Checklist**

- Get something in writing from institution.
- Send gift (flowers, chocolates, fruit, thank you note) to contact(s).
- Ask contact about issuing a news release or other forms of publicity. Notify press contacts at newspapers, TVs, blogs, food industry trade publications, campus media if a university.
- Use your organization's social networks (Twitter, Facebook, Instagram) to thank the institution and ask supporters to as well.
- Send a letter to the dean and/or president of universities, chief executive at hospitals, head master at schools to thank them.
- Work with student environmental, health, and animal welfare organizations and campus departments to spread the word and gather pledges for students to commit to trying Meatless Monday or eating veg to encourage participation in the meals.
- Submit letters to the editor to outlets where institution is based, regardless of press release pick-up thanking and recognizing them (and ask others to do the same).
- Ask students to thank them via thank you notes, emails, or social media posts.

# **Appendix J: Tips for Garnering Press Coverage**

Below are some abbreviated tips for garnering media.

#### Maintain a Healthy Network

- Start and maintain a current list of local, sympathetic reporters/journalists, and trade journalists.
- Always try to grow that list by engaging with media professionals via social media or in person (e.g., mixers, coffee meetings, other special events) and keeping an ongoing dialogue with them.

#### Use Social Media to Build Media Relationships, Gather Information, and Generate Stories

- Use private Twitter lists to organize media contacts.
- Use Twitter search to search for relevant keywords related to the stories you are pitching.
- Retweet reporters' and news sources' positive stories and share with team to "like" and RT.
- Build your own stories via social media, which can sometimes be intercepted by journalists who may be interested in reproducing your stories.
- Stay abreast of new social media platforms journalists are using for storytelling Instagram, Snapchat, and Facebook Live among others.

#### **Craft Effective Email and Phone Pitches**

- Most journalists prefer to receive pitches via email. If you want to be effective pitching journalists via email, master the art of the subject line and the one-sentence pitch.
- Some journalists are still receptive to phone pitches. Similar to the one-sentence email, you should always have a one-sentence script ready to go for either a live conversation via phone, or to leave a compelling voicemail.
- Provide value: If you *do the work for the journalist*, you're much more likely to get a call back.
- Give (You are a resource).
- Ask (Pitch your expertise).
- Give again (Perform, deliver, make the journalist look awesome!)

#### Think like a Journalist

- What makes something newsworthy?
  - o Timeliness
  - Proximity: national news-->national outlets; local news-->local outlets



- Impact: how many people/animals are impacted
- Novelty
- Prominence: people (celebrity angle, etc.), company

#### **Pitching Stories**

- Start with your list of sympathetic media.
   Think about stories with the largest reach and consider offering an exclusive, then move down the list.
- Journalists want well-developed pitches.
  - Pitch an interesting story to captivate audience.
  - Include your comments/opinion on a topic (also provide sources and/or relevant materials).
  - Tailor the pitch to suit the journalist's beat or coverage area
  - $\circ$  Research/understand the media outlet
  - Provide information and expert sources
  - Respect the journalist's pitching preferences
  - Share the reporter's stories on social media
  - o Be available on request
- When cold pitching to media (i.e., reaching out to new folks not on your list) use Twitter to identify reporters who look like they might be interested in covering what your pitch.



# **Appendix K: Resources**

- HSUS's website featuring recipes, cycle menus, promotional materials, and more
- HSUS's <u>Professional's Guide to Meat-Free Meals</u>
- HSUS's <u>Recipes for foodservice</u>
- HSUS's <u>Recipes for K12 schools</u>
- HSUS's <u>Sample template presentation</u>
- MFA's website for Brazil, Mexico, Canada (English), and Canada (French)
- MFA's <u>Brazil Recipe Guide (generic)</u>
- MFA's <u>Brazil Recipe Guide</u> (city specific for the city of Sinop)
- MFA's Mexico Recipe Guide (for the state of Veracruz)
- MFA's Brazil leaflets in Portuguese advocating meat reduction on <u>health</u>, <u>sustainability</u>, <u>world</u> <u>hunger</u>
- MFA's Sample template presentation in <u>Spanish</u>, <u>English</u>, and <u>Portuguese</u>
- MFA's Generic proposal in <u>Spanish</u>, <u>Portuguese</u>, <u>English</u>