



SCHOOL OF PUBLIC HEALTH
Department of Nutrition

At-A-Glance Schedule Overview

WEDNESDAY, JUNE 4	THURSDAY, JUNE 5
Registration, Student Showcase, and Breakfast 8 - 9 AM	Breakfast 8 - 8:30 AM
9 AM to 6 PM Day 1 Programming	8:30 AM to 6 PM Day 2 Programming
<p>Welcome: 9 - 9:15 AM</p> <p>A World View on Leading Change: Crafting Strategy and Leveraging Opportunities 9:15am- 9:30 AM (15 min)</p> <p>...</p> <p>Fireside Chat on Leading Change: Leadership Skills to Drive Incremental Change in the Industry 9:30 - 10:30 AM</p>	<p>Welcome: 8:30am - 8:35am</p> <p>CIA Alum Showcase: 8:35 - 9:00 AM (25 min)</p> <p>...</p> <p>Culinary and Business Strategies for a New Food Culture 9 - 9:30 AM (30 min)</p> <p>...</p> <p>Fireside Chat with Michiel Bakker and Chef Pedro Miguel Schiaffino 9:30 - 10:00 AM (30 min)</p>
Refreshment & Networking Break 10:30 - 11:00 AM	Refreshment & Networking Break 10:00 - 10:30 AM
<p>Policy Part 1 (City) Cities Reshaping Menus in Collaboration with Foodservice 11:00 - 11:45 AM (45 min)</p> <p>...</p> <p>Policy Part 1 (National): 10:15-10:30 AM (15 min)</p>	<p>Celebrating Solutions from the Plant Kingdom Part 2</p> <p>A Look at the new USDA Dietary Guidelines 10:30 - 10:35 AM (5-7 min)</p> <p>Serving Up Powerful Plants: Consumer Insights: 10:35 - 11:20 AM (45 min)</p>



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<p>Supporting and Expanding Ethical, Values-Based Sourcing: Animal Proteins 12:00 PM (45 min)</p>	<p>Workshop Sessions, Round B 11:30 AM - 12:45 PM</p>
<p>Global Plant-Forward Box Lunch 12:45 PM Dessert & Coffee 1:30 PM</p>	<p>Walk-Around Sponsor Exchange Lunch 12:45 PM</p>
<p>Using Your Power to Build Ethical Supply Chains 1:45 - 2:05 PM</p> <p>...</p> <p>Celebrating Solutions from the Plant Kingdom Part 1</p> <p>Science-Driven Global Nutrition Frameworks Translated into Inclusive Menus 2:05pm - 2:55 PM (45 min w/ Q&A)</p> <p>...</p> <p>Planetary Health Plate Culinary Demo 2:55 - 3:15 PM (20 min)</p>	<p>Supporting, Empowering and Training the Food Workforce for Better Business Outcomes</p> <p>Part 1 (The Business Case for Workforce Training): 1:45 PM - 2:00 PM (15 min)</p> <p>Part 2 (Workforce Case Studies): 2:00 - 2:45 PM (45 min)</p> <p>...</p> <p>Value, Affordability, and Increasing Equitable Access to MOC-Aligned Food Experiences 2:45 - 3:30 PM (45 min)</p>
<p>Refreshment & Networking Break 3:15 - 3:45 PM</p>	<p>Refreshment & Networking Break 3:30 - 4:00 PM</p>
<p>Workshop Sessions, Round A 3:45 - 5 PM</p>	<p>Repurposing and Innovative Food Waste Solutions to Meet Triple Bottom Line Business Goals 4:00 - 4:30 PM (30 min)</p> <p>Repurposed Solutions Competition Winners Announced: 4:30 - 4:50 PM (15-20 min)</p> <p>Closing Remarks 4:50 - 5:00 PM (10 min)</p>
<p>Opening Networking Reception 5 - 6 PM</p>	<p>Closing Networking Reception 5 - 6 PM</p>

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FULL PROGRAM SCHEDULE

The Menus of Change Annual Leadership Summit is co-presented by The Culinary Institute of America (CIA) and Harvard T.H. Chan School of Public Health – Department of Nutrition. A [Menus of Change Scientific and Technical Advisory Council](#), together with Harvard Chan School and the CIA, are solely responsible for the nutrition and environmental guidance of the conference and supplemental editorial resources. The [Menus of Change Business Leadership Council](#) helps translate scientific guidance into actionable strategies for change throughout the foodservice industry, highlights case studies in innovation, and builds industry participation in supporting healthier, more sustainable menus. Project sponsors and other commercial interests are not permitted to influence the editorial independence of the Menus of Change initiative.

The 2025 Menus of Change Leadership Summit will:

- **Celebrate success stories** of menu innovation and industry advances that delight consumers and support sustainable business models
- **Offer a systems view** of the many catalysts for changing menus and operations that occur before the menu, on the menu, and after the menu.
- **Highlight chefs** as key changemakers driving health, business, and consumer demand
- **Showcase the food experience** through thoughtful panel discussions, culinary demos, and consumer insight sessions
- **Build collaboration** among attendees and stakeholders through engaging workshops
- **Enhance agency** to accelerate a financially sustainable food system transformation

Wednesday, June 4th

- 8 AM **Conference Registration**
Marriott Pavilion (Auditorium Level), Francesco and Mary Giambelli Atrium Lobby
- Welcome Breakfast**
Marriott Pavilion (Lower Level), The Louis Greenspan Lobby
Including Samsung Club des Chefs Demonstration Kitchen
- CIA and MCURC Student Showcase**
Find out what CIA students, faculty, and Menus of Change University Research Collaborative (MCURC) student fellows are doing in their coursework, around campus, and out in the community and industry relating to Menus of Change principles and sustainable food systems.
- 9 AM **Welcome & Opening Remarks**
Marriott Pavilion, Ecolab Auditorium
- Speakers: **Abby Fammartino, MBA, MSFS** (Director of Health and Sustainability Programs and Research, CIA)

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Walter Willett, MD, DrPH (Professor of Epidemiology and Nutrition, Harvard T.H. Chan School of Public Health)
Additional Presenter to be announced

9:15 AM **Opening Keynote**
A World View on Leading Change: Crafting Strategy and Leveraging Opportunities
Presenter: **Michiel Bakker** (President, The Culinary Institute of America)

9:30 AM **General Session I**
On Leading Change: Leadership Skills to Drive Incremental Progress at any Level
Food Tank President, Dani Nierenberg, speaks with influential food leaders across sectors and vantage points who will speak on the leadership skills necessary to enact change within your organization, providing examples of the positive progress occurring in organizations large and small, modeling how to take action on the 'catalysts of change' within organizations of various sizes and scales.

Moderator: **Danielle Nierenberg** (President, Food Tank)

Panelists: **Ann Cooper '79** (Founder, Chef Ann Foundation), **Jeff Steelman** (Head Chef and Vice President of Culinary, HMS Host), **Fariyal Abdullahi '14** (Executive Chef, Hav & Mar), **Santana Diaz** (Director of Culinary Operations and Innovation, Executive Chef, UC Davis Health), **Missy Schaaphok** (Director of Global Food Innovation, Sustainability, and Regulatory, Taco Bell)

10:30 AM **Networking and Refreshment Break**
The Louis Greenspan Lobby, Marriott Pavilion (Lower Level)
Including Samsung Club des Chefs Demonstration Kitchen

11:00 AM **General Session II – Part 1**
Policymakers Reshaping Menus in Collaboration with Foodservice
Panel Discussion and Case Studies from New York City
Moderator: **Tariq Sheriff, MPH** (Business and Development Strategy Manager, Government of the District of Columbia)
Presenters: **Neeti Jain** (Strategic Partnerships Advisor, NYC Mayor's Office of Food Policy), **Nelson Quiles '06** (Chief of Staff, New York City Department of Education), **Philip DeMaiolo** (Corporate Chef for Sodexo at Health and Hospitals, NYC), *To be announced* (Wildlife Conservation Society/Bronx Zoo)

11:45 AM **General Session II – Part 2**
Policy: Federal Advocacy and Resources for Collaboration with Foodservice

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Presentation on City and Federal Level Advocacy Opportunities and Climate Change Resources for Restaurants and Foodservice

Presenter: **Anne E. McBride, PhD** (Vice President of Programs, James Beard Foundation)

12:00 PM

General Session III – Part 1

Supporting and Expanding Ethical, Values-Based Sourcing of Animal Proteins

Presentation and Discussion

This two-part session highlights both research and case studies that will help organizations understand the trade-offs when it comes to sourcing ethical, values-based animal proteins to help support informed decision-making and menu strategies highlighting less and better sourcing choices. The session begins with a presentation on WRI's "Toward Better Meat" report and will include research from a recent project exploring how foodservice organizations can apply the study findings with regards to beef purchasing in particular. A panel discussion will follow to expand the discussion of the animal welfare and sustainability implications of substituting less and better beef for chicken, seafood, or fish, for example, emphasizing the key factors to consider for sourcing each. The goal of the session is to provide actionable insights for supporting sustainable supply chains in a way that works for both producers and operators, showcasing how food companies can raise the baseline for animal welfare and improved environmental impacts across the supply chain.

Presenter: **Raychel Santo** (Senior Food and Climate Research Associate, World Resources Institute)

Panelists: **Julia Johnson** (Head of Food Business, Compassion in World Farming), **Mike Charles** (Founder and CEO, La Belle Patrimoine) **Hamzah Abu-Ragheb** (Director of Sustainable Sourcing, Aramark), **Ramanan Laxminarayan** (Founder and President, One Health Trust; Senior Research Scholar, Princeton University)

12:45 PM

Global Plant-Forward Bento Box Lunch

Lunch Box Pickup Location: Beverage Garden Plaza

Dining Locations: Farquharson Hall, Marriott Pavilion (Lower Level) and Beverage Garden Plaza

1:30 PM

Dessert and Coffee

Marriott Pavilion (Lower Level), Conference Center and The Louis Greenspan Lobby

1:45 PM

General Session III – Part 2

Using Your Power to Build Ethical Supply Chains

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A conversation on how organizations can become a responsible generator of values-based procurement locally and globally, with thought-provoking and actionable insights for chefs and foodservice decision makers.

Presenters: **H Nieto-Friga** (Founder and CEO, Supply Change), **Helene York** (Adjunct Faculty, CIA Graduate Programs; Research Fellow, CIA; Professional Faculty, UC Berkeley)

2:05 PM **General Session IV – Celebrating Solutions from the Plant Kingdom Part 1
Science-Driven Global Nutrition Frameworks Translated into Inclusive, Actionable Opportunities for Foodservice**

Presentation and Panel Discussion

Panelists: **Fabrice DeClerk** (Chief Science Officer, Eat Foundation), **Tambra Raye Stevenson** (Founder of WANDA (Women Advancing Nutrition, Dietetics, and Agriculture), **Walter Willett, MD, DrPH** (Professor of Epidemiology and Nutrition, Harvard T.H. Chan School of Public Health), **Christa Essig, MPH** (Key Account Manager, World Business Council for Sustainable Development (WBCSD)), **Jackie Bertoldo, DrPH, MPH, RDN** (Founder and CEO, Eat Better by Design)

2:55 PM **Planetary Health Plate Culinary Demo**

A culinary demo and brief discussion showcasing Ghanaian cuisine to highlight global solutions for developing menus that increase consumer choice and align with the planetary health plate recommendations. Topics of inclusive nutrition and cultural relevance will be touched upon, and audience members will get a chance to taste the dishes in both the Wednesday afternoon networking break and breakfast on Thursday.

Presenters: **Roshara Sanders '12** (Associate Faculty, CIA) and **Michelle Kwaw** (Current Student, CIA) with commentary from **Tambra Raye Stevenson** (Founder, WANDA)

3:15 PM **Refreshment & Networking Break**

Conference Center and The Louis Greenspan Lobby, Marriott Pavilion (Lower Level)

3:45 PM **Breakout Sessions, Round A**

Various Campus Locations

Breakout Session A1

Location TBD

Inclusive by Design: Default Strategies that Celebrate Cultural Diversity

Workshop Facilitators: **Ilana Braverman** (Co-Founder and COO, Greener by

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Default), **Maya Feller, MS, RD, CDN** (Maya Feller Nutrition); **Ken Toong** (Executive Director, UMass Amherst Dining)

Breakout Session A2

Location TBD

Making it Work: Tactical Guidance on Supporting Ethical Sourcing

Workshop Facilitators: **Julia Johnson** (Head of Food Business, Compassion in World Farming), **Dr. Hillary Dalton** (Senior Researcher, Compassion in World Farming), **H Nieto-Friga** (Founder and CEO, Supply Change), **Renee McKeon** (Sustainability and CSR VP, Corporate Services, Good Eating Company), **Raychel Santo** (Senior Food and Climate Analyst World Resources Institute)

Breakout Session A3

Location TBD

Rediscovering Heirloom Corn: The Forgotten Potential of an Ancient Whole Grain

*This session we will explore the history, biology, and culinary potential of heirloom corn varieties through discussion and cooking demonstrations with CIA Faculty. First domesticated over 9,000 years ago, there are tens of thousands of unique varieties of corn still being grown in the Americas. Most of these are densely nutritious and have been selected over time for their culinary characteristics. In this presentation we will explore the potential of heirloom varieties to build healthy, plant-forward menu items and discuss the social, political, and agronomic factors that have led to their disappearance from our plates. The session will **feature two cooking demonstrations from CIA chefs** that challenge us to think outside the box as we explore the potential of this ancient American grain.*

Workshop Leads: **Taylor Reid, PhD** (Professor, School of Liberal Arts and Food Studies, CIA), **Daniel Kedan** (CIA), **Shamil Valasquez '12/14'** (CIA)

Breakout Session A4

Meetup Location: Admissions Center, Ecolab Admissions Theatre

What's Buzzing at the CIA? A Student and Faculty-Led Walking Tour and Overview of Campus Gardens and Applied Food Studies Projects

Guided Tour & Discussion

During this lively tour, CIA faculty and students will demonstrate Menus of Change Principles in action on campus, from the local, seasonal ingredients sourced from the teaching gardens, rooftop gardens, and apiary, to the proliferation of plant-forward food options at The Egg, the CIA's 500-seat student dining venue. Participants in this breakout session will not only get to see the CIA's beautiful New York campus but will also learn how the CIA continues to innovate and promote health and sustainability practices for the next generation of culinary leaders. Whether you want to grow or source

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more local food for your operation or want to get some fresh air and connect with fellow attendees, CIA faculty, and students, this breakout session is for you!

Introduction: **Jason Potanovich '96, CHE, CHBP** (Associate Dean-Restaurant Education & High-Volume Production, CIA)

Facilitators: **Genevieve Meli '07** (Associate Professor, School of Baking and Pastry Arts, CIA), **Sean McGurl** (Manager, Education Sustainability Initiatives, CIA), **Bobby Perillo '86, MBA** (Professor, School of Culinary Arts, CIA); *additional facilitators to be announced*

Breakout Session A5

Location:

Defining Deliciousness in a World of Plant-Forward Cooking, with CIA Consulting

Workshop Lead: David Kamen

Deliciousness can be described as the quality of being very appealing to the senses. The perception is this is easier to achieve with meat than it is with plants. In fact, a recent Datassential report suggests that 44% of consumers are concerned that they will not be satisfied with the taste of a plant-forward meal. So how can operators develop deliciousness in their plant-forward menu items? This interactive and lively presentation explores the components of deliciousness and identifies ways that it can be maximized in the plant-forward kitchen.

Additional Breakout Sessions to be announced as confirmed.

5 PM

Opening Reception

Beverage Garden Plaza (outside the Marriott Pavilion)

With book signings by:

- **Genevieve Meli '07** | *Baking an Impact: Small Changes For More Sustainable Baking*
- **Walter Willett** | *Eat, Drink and Be Healthy: The Harvard Medical School Guide to Healthy Eating*

Note: Books will be available for purchase at the Craig Claiborne Bookstore throughout the conference.

6 PM

Opening Reception Concludes

Enjoy dinner on your own at the [CIA's Restaurants](#) or [local Hudson Valley restaurants featuring CIA Alumni](#).

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Thursday, June 5

- 8:00 AM **Hudson Valley Breakfast**
Marriott Pavilion (Lower Level), Conference Center and The Louis Greenspan Lobby, Including Samsung Club des Chefs Demonstration Kitchen
- 8:30 AM **Welcome & Introduction to the Day**
Marriott Pavilion, Ecolab Auditorium
Speaker: **Abby Fammartino, MBA, MSFS** (Director of Health and Sustainability Programs and Research, CIA)
- 8:35 AM **General Session V - CIA Faculty and Alums on System-Level Change**
A look at CIA grads enacting change and faculty challenging students on topics covered in the 2025 content framework as a window into the CIA master's degree programs.
- Moderator/
Presenter: **Mary Purdy, MS, RDN** (Eco-Dietitian/Nutrition and Sustainability Advisor; Adjunct Faculty, CIA Online Master's in Sustainable Food Systems)
Presenters: **JB Douglas '24** (Marketing and Communications Manager, Zero Foodprint); **Christine Migton '20** (Produce Specialist, US Foods)
- 9:00 AM **General Session VI - Culinary and Business Strategies for a New Food Culture**
An inside look at current food trends and insights from Google that will surprise and reframe the way you think and promote your offerings. Menu design, marketing strategies, operational shifts, and business techniques will be discussed to help companies respond and remain competitive in a new food culture impacted by GLP-1 drugs, a new snackification culture, Gen Z, and other market influences.
- Presenters: **Sara Schwartz** (Strategy and Industry Lead - CPG and Restaurants, Google), **Scott Uehlein** (VP of Culinary Excellence and Innovation, Panera Bread)
- 9:30 AM **Fireside Chat: Featured Culinary Conversation**
A Fireside Chat-style session with CIA's President and CEO, Michiel Bakker, and influential chef, innovator, researcher, conservationist, Pedro Miguel Schiaffino, who will share inspiration on changing menus in support of communities and local biodiversity, leading to greater consumer acceptance of healthy, sustainable, and delicious food experiences.
- Presenters: **Michiel Bakker** (President, The Culinary Institute of America)

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Pedro Miguel Schiaffino '97 (Chef, Conservationist, Researcher, Founder, and CEO at Despensa Amazonica, Malabar and Ámaz)

- 10:00 AM **Refreshment & Networking Break**
Marriott Pavilion (Lower Level), Conference Center and The Louis Greenspan Lobby, Including Samsung Club des Chefs Demonstration Kitchen
- 10:30 AM **A Look at the New USDA Dietary Guidelines**
A brief, inside perspective from a member of the USDA Advisory Committee on the scientific process which informs the dietary guidelines, key updates for the industry, and recommendations for action in service of better public health outcomes.
- Presenter: **Christopher Gardner, PhD** (Rehnborg Farquhar Professor of Medicine, Stanford University; Director of Stanford Prevention Research Center's Nutrition Studies Group)
- 10:35 AM **General Session VIII - Serving Up Powerful Plants: New Consumer Insights and Research**
Applied nutrition psychology and consumer research paired with a nutrition perspective on the amazing power of plants, along with behavioral insights and current industry strategies that are working to increase adoption of whole food plant proteins.
- Moderator: **Chavanne Hanson, MPH, RD** (Food Choice Architecture and Nutrition Manager)
- Panelists: **Eve Turow-Paul** (Founder and CEO, Food for Climate League), **Paul Newhnam** (Founder and CEO, SDG2 Advocacy Hub, Chef's Manifesto), **Huy Do** (Research and Insights Manager, Datassential), **Christopher Gardner, PhD** (Rehnborg Farquhar Professor of Medicine, Stanford University; Director of Stanford Prevention Research Center's Nutrition Studies Group)
- 11:20 AM **Time to Walk to Breakout Sessions**
- 11:35 AM **Breakout Sessions, Round B**
Various Campus Locations
- 12:45 PM **Walk Around Sponsored Exchange Lunch**
Marriott Pavilion (Lower Level), Conference Center and The Louis Greenspan Lobby,

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Including Samsung Club des Chefs Demonstration Kitchen

1:45 PM

General Session VII - Supporting, Empowering and Training the Food Workforce for Better Business Outcomes

A look at the current state of the food workforce, including current realities, challenges, and opportunities, and the ROI of employee investments through the lens of case studies that emphasize the need for balancing employer and employee needs with economic and social realities. An inquiry into win/win strategies in the current workforce landscape, starting with a compelling look at the business case for investing in training and job quality.

Part 1: The Business Case for Workforce Investments

Presenter: **Sandhya Mahadevan** (Good Jobs Institute)

Part 2: Workforce Case Studies

Moderator: **Anne E. McBride, PhD** (Vice President of Programs, James Beard Foundation)

Panelists: **Lou Piuggi '83** (VP of Culinary, Delaware North),
Anna Threadcraft (Food Policy Strategy and Development, Wellness Nutrition Manager, Delta Air Lines)
Florence Simpson (Deputy Director of Food Services, LA Unified School District)

2:45PM

General Session IX - Value, Affordability, and the Celebration of the Food Experience: Enabling Equitable MOC-Aligned Food Options in the Private and Public Sector

A panel discussion with organizations who are working to driving guest access and enjoyment of MOC-aligned menus and food experiences in quick serve environments or at a value price point (acknowledging current economic realities). With inspiration from large and medium-sized brands as well as public institutions who are enabling more equitable access to healthy, affordable foods for all.

Moderator: *To be announced*

Panelists: **Scott Davis** (Chief Concept Officer, Noodles & Co), **Daniel Patino** (Co-Founder and Executive Chef, Salad & Go), **Jocelyn Dubin** (Lead Public Health Nutritionist, County of Santa Clara)

3:30 PM

Refreshment & Networking Break

*Marriott Pavilion (Lower Level), Conference Center and The Louis Greenspan Lobby
Including Samsung Club des Chefs Demonstration Kitchen*

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- 4:00 PM **General Session X – Before & After the Menu: Repurposing and Innovative Food Waste Solutions to Meet Triple Bottom Line Business Goals**
A session showcasing new Menus of Change University Research Collaborative (MCURC) project findings that highlight the measurable impacts of repurposing and employee-driven solutions, with evidence on food waste innovations that enable sizeable, lasting change in food waste reduction across the foodservice, restaurant, and hospitality industries.
- Presenters: **Sara Burnett** (Executive Director, ReFED), **Matthew Ward '99** (Executive Chef of Residential Dining, University of North Texas), **Ghislaine Challamel** (Stanford Food Institute Senior Advisor, Stanford R&DE Stanford Dining, Hospitality & Auxiliaries)
- 4:30 PM **Repurposed Solutions Competition Awards Ceremony**
Leading up to the MOC summit, we're inviting attending organizations to participate in a '[solutions competition](#)' by submitting top solutions/recipes that leverage upcycling and address a food waste issue within their organization. Solutions and recipes would be reviewed, submissions will be announced in this session, and awards will be granted to the top solutions based on the submission criteria. The Menus of Change University Research Collaborative (MCURC)'s Repurpose with a Purpose" operational toolkit offers guiding inspiration for a variety of solutions, from menu planning to daily production strategies and more. [Submit your ideas by April 30th](#) for a chance to win an award!
- Presenters: **Anna Hammond** (CEO and Founder of Matriark Foods),
John Stoddard (Associate Director of Climate Solutions, Healthcare without Harm), with support from the Chef Winner of the Healthcare without Harm Culinary Competition
- 4:50 PM **Closing Remarks and Calls to Action**
Speakers: **Abby Fammartino, MBA, MSFS** (Director of Health and Sustainability Programs and Research, Strategic Initiatives Group, CIA)
Chavanne Hanson, MPH, RD (Food Choice Architecture and Nutrition Manager, Google; Co-Chair, MOC Business Leadership Council)
Walter Willett, MD, DrPH (Professor, Harvard T.H. Chan School of Public Health; Chair, MOC Scientific & Technical Advisory Council)
- 5:00 PM **Closing Networking Reception**
Beverage Garden Plaza
- 6:00 PM **Summit Concludes**

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Enjoy dinner on your own at the [CIA's Restaurants](#) or [local Hudson Valley restaurants featuring CIA Alumni](#). Safe travels!

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