



new roots INSTITUTE®

for a just food system

Strategic Plan

WE ARE BUILDING THE NEXT GENERATION OF LEADERS EQUIPPED TO END FACTORY FARMING.

We identify exceptional students and develop them into skilled advocates through intensive leadership development, supporting them as they drive campus change and transition into high-impact careers. This strategic overview outlines our plan to establish a sustainable campus-to-career pipeline that transforms our food system for the betterment of animals, people, and the planet.

Our strategy is grounded in research on social change and institutional transformation. We recognize that ending factory farming requires decades of coordinated action across multiple sectors. We are building that capacity today by investing in youth leadership, campus organizing, and long-term alumni support. **Because no organization can remake the food system alone, New Roots is highly collaborative and seeks to serve a crucial, coordinating function in the broader movement.**



The PROBLEM

Factory farming dominates modern food production, but it comes at a high cost. It causes immense animal suffering, pollutes our communities, and damages our global climate. Despite these harms, the practice persists because it is entrenched in our society through:



Economic Systems

The global meat industry is a trillion-dollar sector supported by vast, inter-connected commercial interests.



Cultural Norms

From Thanksgiving turkeys to hot dogs at baseball games, consuming meat is closely tied to our traditions and our identities.



Political Structures

Through intense lobbying, the meat industry receives favorable laws and government subsidies that keep meat prices artificially low.

Changing how our culture treats animals will take more than individual lifestyle shifts. It requires systemic change—new policies, different market incentives, and evolved social values. This kind of transformation demands a large network of advocates working together across all parts of society.

OUR VISION
for the future

By 2050, factory farming will no longer be financially or culturally viable in the United States. New Roots alumni embedded across government, business, and communities nationwide will have fundamentally transformed the policies, attitudes, and economic forces that once kept industrial animal agriculture alive. A food system built on sustainable, ethical practices won't be a radical idea. ***It will simply be the way things are done.***



OUR HISTORY

2010 Our founder, Katie Cantrell, began giving presentations on the impacts of factory farming at UC Berkeley.

2014 We shifted from a volunteer-run organization to hiring our first paid employee, and established regional hubs in LA and Denver.

2018 We gained 501(c)3 status as Factory Farming Awareness Coalition (FFAC) and launched the first version of our leadership development programs.

2020 We piloted our first large-scale, online version of our leadership development programs, giving students the opportunity to learn more and develop their leadership and advocacy skills

2023 FFAC rebranded as New Roots Institute, a name that more accurately reflects our work and positions us to engage and empower as many people as possible.

2025 We evolved away from staff-led classroom lessons and toward educating and training fellows to lead organizing, campaigns, and classroom lessons on their own campuses.

OUR DNA

Our team is united by our shared mission and values—what we call our DNA. These principles guide our culture and our approach at every level of our organization:

Fierce Competence

We focus on achieving the greatest impact by effectively empowering the largest number of people.

Humble Self-Awareness

We recognize that we don't have all the answers and practice curiosity, listening to others—including those we believe we disagree with—to grow as individuals and as an organization

Ready Adaptation

We understand that social and informational contexts evolve, and seek new knowledge to update our perspectives and optimize our approach

Inclusive Collaboration

We strive to see beyond our egos to meet others where they're at and collectively strengthen our impact

Caring Accountability

We show our commitment to one another and our cause by holding ourselves to a standard no lower than excellence, openly addressing issues with honesty and directness.

OUR THEORY *of change*

Despite the current entrenchment of factory farming within American culture, public perceptions of this industry are uniformly negative:



NEARLY 85% of Americans **oppose common factory farming methods**



NEARLY TWO-THIRDS OF AMERICANS are **concerned about global warming and climate change**



74% OF AMERICANS **favor a total ban** on new factory farms

And yet, our country's consumption of animals not only persists, **but continues to increase over time.**

To shift food production away from factory farming, our theory of change operates at two interconnected levels:

Campus Level

Students are recruited into our fellowship, where they **receive training and support to drive concrete policy and cultural change** in their campus communities while gaining on-the-ground experience in effective advocacy.

Systems Level

Over the next 20-30 years, **alumni in key positions will create compounding influence** as New Roots' support helps them advance their careers, coordinate across institutions, and build coalitions transforming food systems.

NEW ROOTS INSTITUTE UTILIZES COLLEGE CAMPUSES AS TRAINING GROUNDS FOR ADVOCACY AND LEADERSHIP.

In these environments students have power to drive changes in dining behavior, supply procurement, official policies, and culture. This creates an atmosphere in which future cultural and political leaders can be influenced by university environments that normalize living free of animal-derived products.



OUR WORK

RECRUIT & ATTRACT
Promising Fellows

We identify and invest in motivated high school and university students who demonstrate leadership potential, a commitment to civic engagement, and a drive to become forces of change.

Our approach is built on a deep investment in every student we train. We seek out fellows who are not only passionate but also curious and ready to engage with complex ideas.

Through strategic partnerships with educators, campus organizations, and movement partners, we reach the students who will become the next generation's institutional leaders.



TRAIN & EQUIP
Fellows for Lifelong Impact

The **New Roots Fellowship** is designed to meet students where they are and prepare them for where they are going:

Summer Training

This six-week intensive equips emerging advocates with the knowledge, skills, and network needed to build a just and sustainable food system. Participants explore the systemic impacts of animal agriculture while gaining foundational leadership and advocacy skills.

In the final week of training, fellows come together in person for the **New Roots Summit** to strengthen their skills and deepen their connections to the broader movement.

Academic-Year Advocacy

Following summer training, fellows can transition into this year-long program to turn knowledge into action. Over two twelve-week terms, participants lead campaigns in their community that shift behaviors, norms, and systems. Through direct coaching and mentorship, they build the practical leadership competencies required for a lifelong career in advocacy.

MOBILIZE & SUPPORT
Our Alumni

Our commitment to our students doesn't end at graduation. **We invest in long-term relationships with our alumni,** supporting them as they:

- Transition from campus organizing to early-career roles
- Develop sector-specific expertise and professional networks
- Navigate career decisions aligned with their values and impact goals
- Stay connected to the broader anti-factory farming movement and each other

New Roots Institute is building a sustainable campus-to-career pipeline. We empower advocates to drive culture and policy change on their campuses, then provide the bridge into professional careers where that advocacy can scale.

Through continuing education, professional development, and in-person gatherings, our Alumni Network receives ongoing support to ensure their impact lasts.

Many will go on to hold influential positions in key organizations and sectors, directly shaping the future of our food system. Others will advocate for change within their local communities and workplaces, driving progress at the grassroots level.

Program Foundations

Our Fellowship focuses on the strategic areas crucial to the future of the movement to end factory farming:



Community Organizing
Advocacy campaign strategy, stakeholder engagement, and coalition building.



Systems Thinking
Understanding institutional leverage points and the dynamics of large-scale change.



Professional Development
Persuasive communication, project management, and strategic planning.



Movement Knowledge
A robust history of social change, food systems analysis, and effective advocacy.



Network Building
Developing relationships with movement leaders and peer connections.

to end factory farming

Measuring OUR IMPACT

Our work is backed by a dedicated Research and Data team that ensures every program is data-informed and rigorously evaluated. We don't just track participation; **we measure how our fellows are actually shifting the landscape of food advocacy.**

Scaling the Movement to End Factory Farming

The numbers reflect a massive shift in how the next generation spends its time and influence.

250+ ROLES
held by alumni in the movement

300K HOURS
dedicated to fighting factory farming

3M PEOPLE
reached by fellows through their campaigns

14.1M FEWER
animal-based meals

Building Confidence and Skill

New Roots' programming prompts transformative growth in the advocates we train. By the end of our program, students have made measurable progress in many qualities crucial to furthering the movement, including:

Leadership Skills

Fellows' confidence in their leadership skills jumps from 58% to 94%.

Campaign Confidence

Their confidence in building and launching advocacy campaigns more than doubles, rising from 40% to 97%.

Creating a Lasting Connection

Perhaps most importantly, our fellows leave the program feeling deeply rooted in this work. After completing the Fellowship, 86% of students feel a strong connection to the broader movement. **This sense of belonging is why 97% of our participants recommend the program to their peers,** ensuring our community continues to grow in both size and strength.



WHY WE WILL SUCCEED

New Roots Institute is uniquely positioned to fulfill our mission of preparing the next generation of leaders that will end factory farming.

> I think that New Roots Institute is doing some of the most strategic work in the animal advocacy movement when it comes to multi-year leadership development. Without New Roots, I'm not sure who would be doing this type of work when it comes to ending factory farming.
>
> Steven Rouk, *Founder & Executive Director at Connect for Animals*



We have over a decade of experience

Our model is built on established educational theory and has been continuously refined over the last 10+ years. We've built deep relationships in both the animal rights movement and academia, and we've developed programming that works.

We're growing a network

Each new cohort of fellows adds to our ever-growing network of alumni, strengthening a community that supports one another over the long term, compounding the influence and dissemination of anti-factory farming attitudes.

We focus on integration

By collaborating deeply with established organizations to harness their expertise, we avoid duplicative efforts and improve advocacy outcomes.

We are planning for the long-term

We're building for 2050, not 2030. We know the problems of factory farming will not be solved quickly, and we innovate and pivot as needed.

We are grounded in research and data

Our approach is informed by social change theory and evolves through regular, data-informed program evaluation.

BUILDING THE CAPACITY FOR CHANGE

The cultural and economic forces sustaining factory farming are powerful, and no single organization will turn the tide alone. Ending this system is possible, but it requires a level of coordination and long-term advocacy the movement hasn't seen before.

To create a just food system, we must challenge the status quo from every angle:

- Influencing government policy and passing transformative laws.
- Building private-sector alternatives to meat consumption.
- Reshaping media narratives and highlighting the links to climate change and public health.
- Shifting cultural norms across both secular and faith communities.

New Roots Institute is building the network of leaders required to do this work—student by student, campus by campus, career by career.

for a just FOOD SYSTEM

The youth we train today will be the leaders of 2050.

They are the future professionals who will staff the agencies, run the campaigns, and launch the companies that transform our food system.

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Learn More
newrootsinstitute.org

Questions?
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