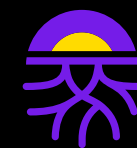


How many land
animals are killed
for meat, dairy, and
eggs every year in
the U.S.?



2025 ANNUAL REPORT



new roots
INSTITUTE

from the **EXECUTIVE DIRECTOR**

We live in a world where cruelty, environmental destruction, and disconnection are built into the systems that feed us. Every hour in the United States, over a million animals—who have spent their lives confined in deplorable conditions—are slaughtered. The scale of suffering is almost unimaginable, and the harm extends far beyond the animals themselves. **But though factory farming has shaped our world, it will not define our future.**

Over the last fifteen years, our educators have reached hundreds of thousands of students through classroom presentations. That work shaped hearts and minds, and we are proud of its impact. Yet we know that awareness alone is not enough. To create lasting change, we must do more than inform students. We must empower them to take action, to organize, and to lead. Having a trained student leader at a school is far more effective than a single presentation, because it creates a ripple effect that continues long after we leave the classroom.

That is why New Roots Institute is focusing fully on our leadership development programs, investing in young leaders who are advancing a vision of a just and sustainable food system—one that protects living beings, supports communities, and safeguards the environment.

Our fellows have the tools, community, and confidence to lead boldly. They are winning policy changes, influencing school and campus food systems, and sparking conversations that reimagine what is possible for both people and the natural world. **We estimate that over the last two years, fellows have reached over 3 million people and influenced the dining behaviors of over 250,000 people, reducing the demand for meals containing animal products by roughly 3.5 million per year.** These kinds of shifts take patience and persistence, and it is the next generation of leaders who will carry them forward.

As I reflect on our progress this year, I am immensely grateful to the students who step up with courage, to the communities working for change, and to you, our supporters, who make this work possible. I am honored to walk alongside you in this movement for the animals, for the planet, for the communities we serve, and for the generations to come.

With appreciation,
Monica Chen, Executive Director



WHO WE ARE

Founded in 2010 at the University of California, Berkeley, New Roots Institute began with a single volunteer giving presentations in local schools on the impacts of factory farming. **Today, we train over 100 fellows each year**, reaching schools and communities across the United States and inspiring change through a growing network of fellows around the world.

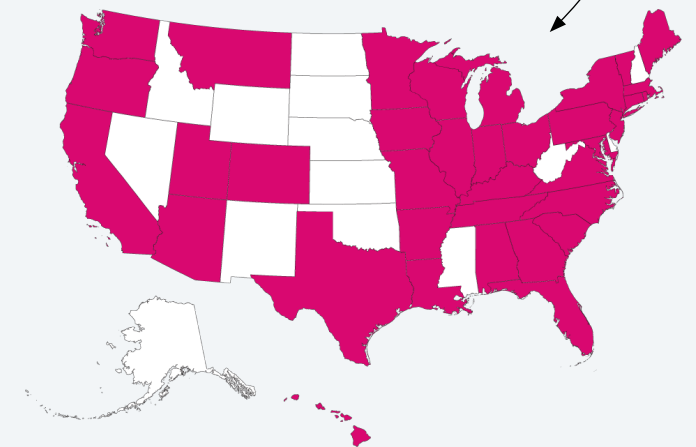
Our skilled and dedicated staff brings together former educators, school leaders, senior executives,

researchers, and experienced advocates. With a focus on program design, campaign support, and mentoring fellows, the team ensures students develop the skills and confidence to lead change on their campuses and beyond. Ongoing professional development helps staff continuously strengthen their guidance, **making every contribution to New Roots a high-impact investment in the next generation of leaders.**



OUR REACH

Brazil	Pakistan
Canada	Peru
Chile	Philippines
France	Rwanda
Germany	South Korea
Guatemala	Spain
India	Tunisia
Italy	Uganda
Japan	United Arab Emirates
Kenya	United Kingdom
Mexico	United States
Netherlands	Zambia
Nigeria	Zimbabwe



WHAT WE DO

We provide research-based training to high school and college students and partner with mission-aligned organizations to drive change in schools and communities.

Investing in young people at a time when they are exploring their potential and imagining how they can make a difference can create impacts that last for decades. **This year, we made a strategic shift: instead of staff leading lessons and recruitment in regional hubs, our fellows now organize campaigns and classroom presentations on their own campuses.** As part of this fellow-driven model, they also mentor and train the next cohort of student leaders, ensuring that the work continues sustainably on each campus. This approach builds leadership, expands our reach across the U.S. and around the world, and lays the groundwork for long-term change.

Learn more about our programming and fellowship requirements [here](#).

READ ABOUT OUR STRATEGIC SHIFT



“

*It was shocking to hear that about 10 billion animals are slaughtered annually due to factory farming. And that **83% of global farmland is used for livestock, yet it produces only 18% of the calories we consume.** Facts like these get me thinking about the enormous resources our society puts into the food system, while most people still don't fully understand what's happening or where their food really comes from.*

Maya Miller

New Roots Institute Fellow
University of Pennsylvania



Photo: Ram Daya / We Animals

FELLOWS AT WORK

As part of their fellowship, our students run campaigns in three core areas.

This year, they led more than 50 campaigns and achieved 46 wins.* Each campaign provided hands-on experience that strengthened their skills as leaders, organizers, and advocates—skills they will carry into every future effort.

** Certain campaigns include multiple wins (e.g., individual commitments within a single broader effort).*



1 Sustainable Dining

Transforming campus and institutional food policies to favor plant-based options. (Ex. Livia secured daily plant-based meal offerings in all five high schools of the Fremont Union High School District—Fremont, Cupertino, Homestead, Lynbrook, and Monta Vista—serving about 10,000 students.)

[Read more.](#)

2 Legislative Advocacy

Engaging policymakers and mobilizing communities to promote fair and sustainable food systems. (Ex. Kacey networked with advocates and engaged policymakers to advance a high-impact bill aimed at preventing the emergence of octopus farming in North Carolina, thereby stopping large-scale animal suffering before it could begin.)

[Read more.](#)

3 Community and Education

Developing persuasive communication and outreach strategies that shift public perception around factory farming. (Ex: Christopher conducted targeted community education on the environmental harms of factory farming, fostering awareness that supports systemic and policy shifts.)

[Read more.](#)

INTERVIEW

*with Jaden Yang,
Pomona College*

Majors

Physics and International Relations

Campaign Success

Securing a commitment from the food services team at Malott dining hall at Scripps college to remove shrimp from their menu, **impacting an estimated 100,000+ animals.**



Can you share a moment or story that shaped your passion for animal, environmental, or human rights?

When I was a kid, my family visited a live seafood market in China. While my parents were looking around, my sister and I stopped by a stand that had a baby octopus in a bucket of water. Being curious children, we stuck our hands into the bucket. To our delight, the octopus interacted with us, curling its tentacles around our fingers. But our joy was interrupted by the angry vendor, who yelled at us not to touch the “food.” That interaction helped me make the connection between the meat we consume and where it comes from. It seemed so wrong that we could treat these sentient beings so callously. This feeling of injustice stuck with me, motivating my activism and my own plant-based journey.

What advice would you give someone just starting out on their advocacy journey?

Identify your allies and work with these people and groups on whatever intersections you share. It can feel lonely at first, but get to know people and learn how to frame the fight against factory farming in terms of their values. You may find that you have more allies than you thought!

What stands out about your experience with New Roots Institute?

Attending the Power in Progress event in LA with New Roots and The Humane League was my favorite memory. I got to meet many of the wonderful people I had been working with at New Roots for the first time, along with others doing similar work with The Humane League. It was uplifting hearing people share their success stories and to realize how much we had accomplished in the past year. Not to mention there was free food.

What gives you hope about the future?

Seeing how dedicated and supportive people in this space are gives me hope. I love how everyone is genuinely committed to doing good, and that we all come together to help others accomplish their goals. It is beautiful how the success of one contributes to the success of the group.

[READ JADEN'S FULL INTERVIEW](#)

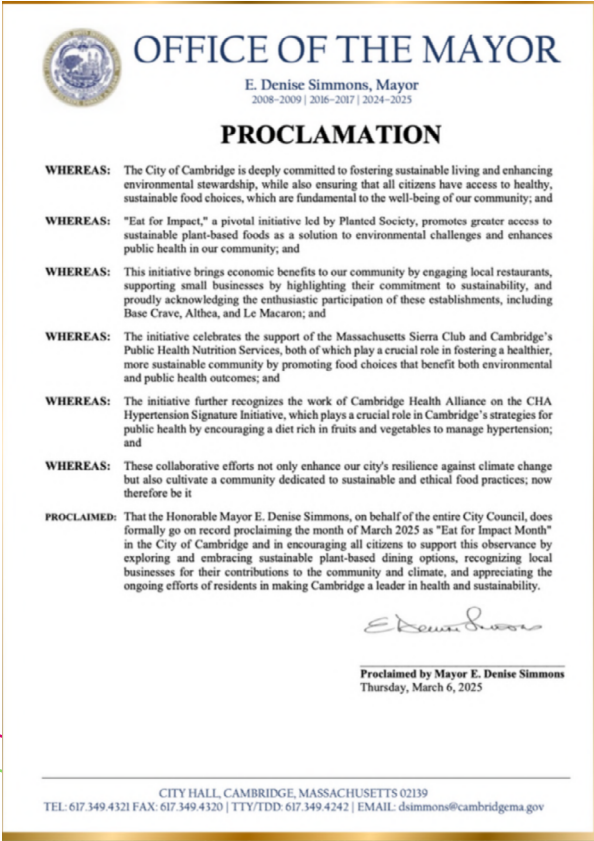


CLIMATE ACTION

Factory farming harms people, animals, and the environment, but we’ve learned that the environmental impact is a particularly tractable place to take action. Many schools and municipalities have clear climate and sustainability objectives, allowing fellows to show how plant-based eating can advance those goals while also addressing broader systemic harms. Student voices are particularly effective at attracting media coverage and inspiring others.



Ruti Pfeffer, a high school fellow at Meridian Academy, persuaded local restaurants to add plant-based dishes to their menus to help curb climate emissions. As part of the Eat for Impact campaign, she was **recognized by the mayor of Cambridge** and featured in the [Boston Globe](#) and appeared on [CBS News Boston](#).



Eat for Impact Campaign Stats



2,479 plant-based dishes served



1.08 million gallons of water saved



292 acres of land preserved



74,058 pounds of greenhouse gas emissions prevented

WE ARE A CONNECTOR

New Roots Institute acts as a connector, bringing together students, organizations, and opportunities to advance plant-based and animal protection initiatives.

Over the summer, **we featured 40+ organizations and hosted 25+ guest speakers** across the six focus areas—Law & Policy, Business & Innovation, Health & Well-Being, Media Arts & Journalism, Environment & Sustainability, and Education & Leadership Development—to deepen

fellows’ understanding of the key challenges in each area, the strategies used to create change, and to inspire their own leadership.

In the coming year, **students will partner with leading organizations to run campaigns in three core areas: Sustainable Dining, Education & Communication, and Legislative Advocacy.**

Program Partners and Collaborators



“

New Roots Institute is one of our strongest recruitment partners. Their alumni are accepted into our program at a high rate and consistently demonstrate a deep understanding of food systems, a drive to advance responsible food policy, and the potential to become visionary public servants in the years ahead.

Rachel Atcheson
Executive Director
Food Policy Pathways



ALUMNI AT WORK

Investing in students at a stage when they are discovering their potential can shape meaningful outcomes for decades. Many of our 600+ high school and college fellows are now graduating and beginning their careers, while roughly 40% are still in school, continuing to drive change on their campuses. **Last year, our alumni worked, volunteered, and interned with nearly 400 organizations in roughly 450 roles, contributing more than 100,000 hours to efforts that reduce factory farming.** Nearly 80% reported that the fellowship prepared them for their current roles, demonstrating how our training, networks, and support help students take meaningful action that might not have happened otherwise.

Looking ahead, we are building the largest and most effective network of exceptional anti-factory farming advocates, and we need allies in every field.

LEARN MORE ABOUT OUR ALUMNI

Career Spotlight

ENVIRONMENT & SUSTAINABILITY

Mighty Earth
US EPA
Center for Climate and Energy Solutions

HEALTH & WELL-BEING

County of Los Angeles Public Health
Physician’s Committee for Responsible Medicine
St. Luke’s Medical Center

ANIMAL PROTECTION

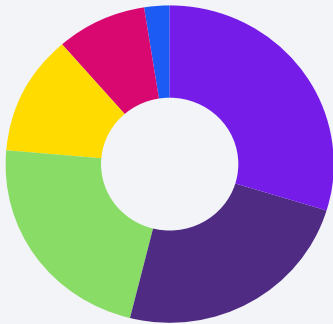
Eurogroup for Animals
Luvin Arms Animal Sanctuary
Yes on IP28

POLICY & LAW

United Nations
USDA
Food Solutions Action

BUSINESS & INNOVATION

Hilton Hotels
Google
Goldman Sachs



ALUMNI JOB SECTORS

- Non-Profit / NGO: 29.8%
- Education: 24.1%
- For-Profit Company / Corporation: 22.6%
- Government / Law / Public Administration: 12.3%
- Family / Lifestyle / Small Business: 8.7%
- Other: 2.5%



*I came into this program with a few activist friends, but now I feel like I have a massive network. **New Roots has propelled me to know what I want to do, which is pursuing a law and policy career in animal advocacy.***

Jake Thompson
High School Fellow
San Dieguito High School Academy

LOOKING AHEAD

We've identified **over \$2 million in additional funding** that we could responsibly use to scale our programs. With this support, we could:

- **Serve twice as many fellows annually** through our leadership development programs, ensuring accessibility by providing stipends and scholarships.
- **Provide engaged, in-person learning experiences, such as an annual Youth Summit**, that foster deep trust, social cohesion, and real-time feedback—conditions that are difficult to replicate virtually but essential for building durable networks of advocates. Our alumni and fellows consistently point to these immersive experiences as pivotal for sparking collaboration, self-awareness, and long-term collective action.
- **Train and support international partner organizations** to expand our model globally. Over the past several years, organizations around the world have sought to learn from our program design, run their own versions, or send advocates to ours. Our recent fellowship cohorts have included participants from 20+ countries, demonstrating the reach and cost-effective potential of these partnerships.

Our 10-Year Vision



ECOSYSTEM LEADERSHIP

New Roots Institute serves as the backbone of a deliberate ecosystem strategy, coordinating groups reforming food systems in U.S. high schools and universities.



UNIFIED MOVEMENT CULTURE

We help establish a culture of competence, collaboration, and humility across the movement.



CAMPUS MOMENTUM

Fellows shift social norms at U.S. campuses, building momentum for nationwide culture change around eating animals.



GLOBAL NETWORK

Our alumni network makes ending factory farming a cornerstone of the environmental movement worldwide.

2025 FINANCIALS

New Roots Institute is a nonprofit, tax-exempt 501(c)(3) organization, fully supported by donations from foundations and individual supporters. Your generous contributions are developing the next generation of leaders, transforming food systems, and advancing a more just and sustainable world. **Thank you.**

SOURCE OF FUNDS	
Individuals	\$201,000
Non-501c3 Organizations	\$100
501c3 Organizations	\$2,631,000
Other income	\$82,000
Net Operating Revenue (cash flow)	\$2,914,000
Net Revenue*	\$4,183,000

* Net Revenue includes a number of grant pledges that are being received over time:

- ▶ \$1.4MM over 2 years
- ▶ \$1.1MM over 4 years
- ▶ \$589,000 over 2 years

BREAKDOWN BY EXPENSE CATEGORY	
Program Expenses	\$82,000
Salaries and Other Personnel Expenses	\$1,953,000
Marketing and Fundraising Expenses	\$16,000
Professional Services Expenses	\$36,000
Operating Expenses	\$106,000
Travel and Event Expenses	\$52,000
Other Business Expenses	\$15,000
TOTAL EXPENDITURES	\$2,260,000

New Roots Institute uses an accrual accounting system, so revenue is recorded in the year that a grant is awarded, rather than when it is received.

Our organization maintains a reserves policy of six to twelve months of operating expenses. We are currently within this range at nine months.

All numbers have been rounded to the nearest one thousand.

The numbers on this page are preliminary and are subject to change upon audit. The final audited numbers will be available later in 2025 at <https://www.newrootsinstitute.org/support-our-work>

How Your Generous Donations Were Utilized in 2025

- We increased our investment in our academic year fellowship by providing dedicated campaign grants to fellows.
- We deepened our commitment to data-driven decision-making by establishing a new research and data team
- We expanded our program staff, allowing for more specialized roles in campaigns and community building.
- We strategically shifted resources from supporting educator-led classroom lessons to focusing on the intensive training of fellows.



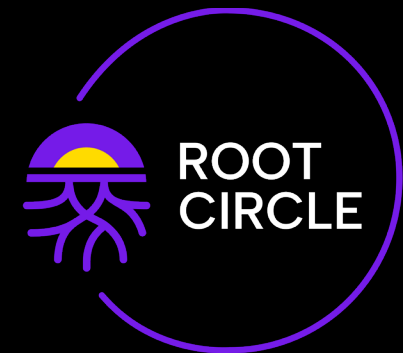
Introducing THE ROOT CIRCLE

The Root Circle is an exclusive group of visionary supporters who believe in the transformative power of youth advocacy to build a more just, sustainable, and humane food system.



AS A MEMBER, YOU'LL ENJOY

- **Special Invitations** to exclusive in-person and virtual events with our fellows, alumni, and New Roots staff for deeper connection and community
- **Front-Row Access to Leadership in Action** to observe our Leadership Programming firsthand and witness future changemakers in the making
- **Quarterly Root Circle Roundtables**, where you'll engage directly with our Executive Director, Monica Chen, and hear behind-the-scenes stories from our staff and fellows about their work
- **Impact at Your Fingertips**, receiving exclusive quarterly reports and early access to our Annual Report, so you can see exactly where your generosity is driving change
- **A Direct Line to Our Work** with personal updates from our team and the opportunity to provide collaborative feedback to help shape our future



HOW TO JOIN

Your annual contributions totaling \$500 or more in a twelve-month period automatically qualify you for the Root Circle.

You can join by:

- Making a one-time gift of at least \$500
- Making gifts that total at least \$500 or more over a year
- Making a monthly gift of \$42 or more

Become part of a community that is fueling the future of youth advocacy toward the end of factory farming.

JOIN TODAY!

newrootsinstitute.org/support-our-work

DONATE for a just FOOD SYSTEM

newrootsinstitute.org/support-our-work

GIVE TODAY



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Los Angeles, CA 90029

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SHARE OUR STORIES

