



**new roots**  
**INSTITUTE**

***Strategic Plan***

**2025**





# ***Mission***

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Empowering the next generation with knowledge and training to end factory farming

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# ***Vision***

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A just and sustainable food system

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## What We're Solving For

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The continued dominance of factory farming is reinforced by deeply embedded social norms and structural barriers. These entrenched systems cannot be shifted through individual change alone—they require targeted behavioral and structural interventions that reshape cultural expectations and decision-making environments. This shift is not possible without a coordinated movement against factory farming.



# BY 2035,

New Roots Institute has become the backbone of a deliberate ecosystem strategy, concentrating the campaigns of organizations working to end factory farming in high schools and universities across the U.S.

Trained and motivated fellows have shifted social norms at major U.S. campuses, building momentum for nationwide culture change around eating animals.

New Roots Institute's global network of alumni has made ending factory farming a cornerstone of the environmental movement.

**EDUCATE** ←

→ **RECRUIT**

**TRAIN** ←

→ **POSITION**



# OUR SOLUTION

*Evidence-Based Social Change*

***New Roots Institute employs an integrated approach, aligning individual and institutional interventions to amplify impact:***

## **EMPOWERING FELLOWS AS CHANGE AGENTS:**

Our fellows are not just advocates; they are social influencers embedded in key networks (high schools and colleges), working to reshape choice architecture and norms that influence consumption patterns and oppose factory farming.

## **LEVERAGING SOCIAL NETWORK EFFECTS:**

Social norm changes do not spread with a single exposure—they require significant and regular reinforcement. We strategically position fellows in environments with tightly-knit, overlapping relationships.

## **REDUNDANT MESSAGING:**

Research shows that complex behavior change requires repeated reinforcement. We ensure that our messages—through lessons, campaigns, peer influence, and changing choice architecture—are consistently reinforced across different channels.

## **STRUCTURAL INTERVENTIONS:**

Individual behavior change is unlikely to be sustained without corresponding institutional changes. We support campaigns for food policies and legislative advocacy that make just and sustainable choices easier and more accessible.





# OUR EVOLUTION

When we began our work, we employed a buckshot strategy of giving presentations on the impacts of factory farming to any willing audience. By the summer of 2020, when we held our first large-scale version of what is now the New Roots fellowship, we recognized the massive potential not only in developing and retaining talent for the effort to end factory farming but in leveraging fellows to change social norms on campuses around the country—and the world.

***Today, our strategy is deeply informed by research on how social change spreads.***

By moving away from an unfocused approach to one that systematically reshapes social environments—while training the next generation of movement leaders and coordinating the efforts of other organizations in the small, malleable communities of high school and college campuses—we maximize the effectiveness of our movement's resources.

# OUR STRATEGY IN ACTION

We **educate** the general population of high school and college students in classrooms across the United States, **recruit** the most motivated into our Leadership Academy, **train** them to promote behavioral and structural changes in their communities, and **position** them as life-long advocates with the skills to influence their organizations, governmental bodies, and corporations.

These elements work synergistically to cultivate powerful feedback loops in students' communities that shift behaviors, norms, and systems to oppose factory farming.



# MEASURING OUR IMPACT



1

Shifts in campus attitudes toward factory farming

2

Support for institutional and legislative changes that promote sustainable and just food policies

3

Dietary behavior changes resulting from our interventions

4

Continued advocacy and effectiveness of program alumni

***Our ongoing research allows us to refine our strategy, allocate resources effectively, and maximize our impact.***

**EDUCATE**

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# EDUCATE



## Primary Challenges

- 1 Today's students are curious about and motivated to address pressing issues like climate change but are unaware of their connections to factory farming.
- 2 Most students have uncomplicated, positive associations with foods that come from factory farms, and those associations are continually reinforced by choice architecture that overwhelmingly favors factory farm-based options.

## Opportunity

We educate the general population of high school and college students in our hubs about the many interconnected impacts of factory farming, helping them move beyond eco-anxiety to become active participants in climate solutions through food.



**Educate**



**Recruit**



**Train**



**Position**

1

# EDUCATE

## *An Educational Approach*

As educators, we bring decades of experience in youth development, focusing on creating positive, transformative experiences for students. By empowering young people to take ownership of their advocacy efforts, we respect their psychological needs for autonomy, competence, and relatedness—key factors for fostering deep, lasting change. Our expertise in pedagogy ensures that we’re not just creating activists, but leaders who can drive long-term, sustainable impact.

## *Values-Driven Change*

We believe the root of the problem isn’t that people have the wrong values, but that many are disconnected from them. Rather than attempting to impose new values, we guide people in aligning their actions with their existing beliefs through curiosity, inquiry, and empathy—not judgment.





# RECRUIT

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# RECRUIT

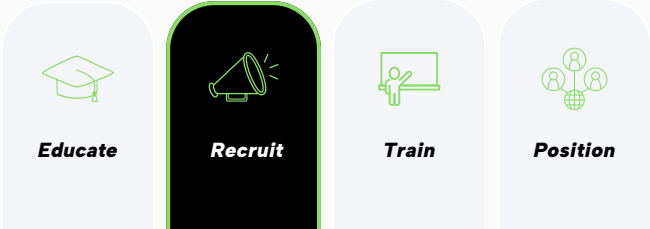


## *Primary Challenge*

Passionate & motivated students don't know where or how to direct their energy to make real change.

## *Opportunity*

We recruit the most motivated into our Leadership Program, where they gain the skills to be tomorrow's leaders in the movement to end factory farming.





# Supporting Culture Shift

We understand that campaigns cannot succeed without both student demand and a cultural shift. Our work serves as a foundational support to all other interventions, helping to shift the culture on campuses and beyond, strengthening the overall movement to end factory farming.



**Educate**



**Recruit**



**Train**



**Position**



# TRAIN



*This & That*   
*Vegan Bakery*

- Giant Chocolate Chip Cookies... \$1.50 each
- Mini Strawberry Rhubarb Pres... \$6.50..



# TRAIN



## Primary Challenges

- 1 Many advocates working in the various interconnected movements to end factory farming lack credible knowledge of the impacts of animal agriculture as well as vital training in relational literacy and leadership.
- 2 Most organizations focus either on changing individual attitudes or on structural interventions but do not coordinate them internally or with other organizations to maximize impact.

## Opportunity

Our fellows build campaigns and organizations, then recruit and mentor others to create a student-led movement that's dynamic, sustainable, and far-reaching.





# ***Empowering Student Leadership***

Not only do our fellows get to know and learn from movement leaders through interactive workshops, but they work directly with our partner organizations to run campaigns that those organizations specialize in. This builds professional connections, provides depth and breadth of experience, and is more cost-effective because numerous organizations' efforts are being coordinated rather than duplicated.



# POSITION

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# POSITION



## Primary Challenges

- 1 Mission-driven organizations in related movements like environmental justice, climate change, and public health lack people who are effectively connecting their cause to factory farming.
- 2 Those interested in bringing their advocacy into other professional spheres lack the skills and support to influence the people and structures in those spheres toward plant-rich diets.

## Opportunity

Hundreds of hours of intensive seminars and real-world campaigning during the fellowship build a solid foundation for our alumni to be effective changemakers as they go on to work. Our fellows continue to receive support and remain part of our community even after graduating. With the training and connections they gain from us, they are well-positioned as life-long advocates with the skills to influence their organizations, governmental bodies, and corporations.



# ***Cultivating a Coordinated, Networked Movement***



We are creating a more coordinated, communicative, and effective movement by cultivating leaders who not only know each other but have grown together. By remaining connected and able to collaborate, these leaders will continue to work together toward systemic change long after they graduate.





# for a just FOOD SYSTEM



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