Welcome to Balanced U, Chartwells new approach to health and wellness.
Good nutrition starts with good food.

Michael Pollan, In Defense of Food 2008
In this document you will find the following information:

- Program Overview
- Icon Descriptions and Use
- Monthly Subject Descriptions and Implementation
- Marketing Materials, Ordering Information and Placement
- Training
- Stealth Health Objectives

Program Overview

Our new Balanced U program is a holistic approach to food and nutrition. It's based on one concept—we eat food. To help our students understand how food plays into health, Balanced U consists of three components: Icons, Monthly Subjects, and Stealth Health. Balanced U should replace any Balanced Choices materials in your operation.

This simple, easy to understand program will provide you with more flexibility in your operation, and meet the increasingly diverse needs of our students. As our student desires change, this program can grow to meet those needs. Balanced U can be implemented in traditional all you care to eat dining, or in declining balance dining operations.

Focus groups were conducted in campuses across the United States to determine what students are looking for. Definitions of health vary from one student to another, but three themes emerged:

- foods limited in certain nutrients (fat, calories, etc)
- vegan or vegetarian choices
- foods that are environmentally friendly.

Additional research suggests students are not interested in long-term chronic disease prevention but are more interested in the immediate benefits of consuming certain foods. As a foodservice provider, it is our responsibility to provide foods that not only meet student desires and needs, but to also provide healthy foods to help develop long term eating habits.

The program parts include:

1. **Icons:** A basic icon system to identify better options (limited in nutrients that can be detrimental to health); vegetarian options, vegan options and sustainable food choices. Remember, a healthy food is not solely defined by how many calories it has. Avocados have lots of calories and fat, but are extremely healthy.

2. **Monthly Subjects:** Educational opportunities developed to focus on functional food topics of interest to students while giving operations more flexibility. The topic list for calendar year 2010-2011 is already established and materials developed.
3. **Stealth Health:** Unit level responsibilities and opportunities to increase the nutritional value of foods served to students. Goals include reducing calories, sodium, fat, saturated fat and cholesterol, increasing fruit and vegetable intake and increasing fiber intake. Consider this a shift toward serving more whole foods!

**DETAILS**

**Icon System**
The revised icon system is simplified and targeted to appeal to a wide student audience. Focus group data was utilized to determine the wellness criteria and language most influential to students. Descriptions of each icon will be communicated in your servery using icon description clings posted on sneeze guards.

*Electronic copies of the icons are on MyCompass for use on PID's, or you may purchase stickers from IMT.*

“Balanced”
This icon identifies some of the best meal options we offer. They provide a balance of nutrients to portion size. Foods identified with this label must not exceed these nutrient limits:

<table>
<thead>
<tr>
<th>Per Serving:</th>
<th>Entrée</th>
<th>Appetizer, Side or Dessert</th>
<th>Whole Plate entrée + two sides</th>
<th>Dressings &amp; Sauces</th>
</tr>
</thead>
<tbody>
<tr>
<td>Calories</td>
<td>500</td>
<td>300</td>
<td>700</td>
<td>100</td>
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<tr>
<td>Fat</td>
<td>15g</td>
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<td>Saturated Fat</td>
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<td>Cholesterol</td>
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<td>400mg</td>
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- An approved nutrient analysis software program must be utilized to determine the nutrient quantities.
- Webtrition is preferred, followed by Axxya Systems Nutritionist Pro software or ESHA Research Food Processor.
- Similar professional software programs may be approved on an individual basis.
**Balanced U Unit Guide**

- **MasterCook** and online nutrition analysis or program resources are not accurate and should not be used for nutrition analysis purposes.
- You may use recipes from any source (Balanced Choices recipes, Vegetarian Times Magazine, trade recipes, etc) for these foods as long as the nutrition criteria are verified.
- **If you do not have access to Webtrition to sort recipes based on nutrition criteria outlined above, recipes meeting those criteria are available on MyCompass on the Balanced U page.**

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**“Vegan”**

These foods do not contain any animal products at all. This includes: honey; eggs; dairy products of any kind; chicken, seafood, beef, ham or any other animal stock or base. There are no calorie or other nutrition limits on these foods. You may use recipes from any source for these foods.

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**“Vegetarian”**

These foods do not contain any poultry, pork, beef, seafood or fish. No stocks made from poultry, pork, beef, seafood or fish may used either. These foods may contain eggs or dairy products. There are no calorie or other nutrition limits on these foods. You may use recipes from any source for these foods.

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**“Sustainable”**

These foods contain a product that has a positive environmental impact and are part of our sustainability initiatives. There are no sustainability or nutrition limits on these foods. You may use recipes from any source for these foods. Current Compass purchasing guidelines include the following sustainably sourced products:

- Tyson Chicken, all sku’s; produced without the routine use of antibiotics
- Sustainable Seafood on the Monterey Bay Aquarium Best Choices and Good Alternatives lists
- Cage-Free Shell Eggs
- rBGH free milk and yogurt
- Triple Certified coffee or tea
- Local Produce
- Organics
Monthly Subjects

Students want to feel their food choices are responsible-for themselves and for their environment. They want food to help them feel powerful, strong, beautiful, energized and focused. By targeting personal objectives we can more readily influence meal decisions in a healthful way. The monthly subjects appeal to a student’s desire to perform academically, socially and physically. Monthly subjects are based on a group of foods that allow our operators more flexibility in culinary design and implementation.

Implementation

- Establish at least one day of each month to focus culinary efforts on the monthly subject promotion offering Breakfast, Lunch and Dinner meals highlighting the subject foods.
- You should offer at a minimum one entrée, one vegan entrée, and two sides. Desserts and specialty beverages are optional.
- You may choose which station to utilize for each meal period, but the station set up must lend itself to associate and/or chef interaction with the students. Speaking points are provided with each monthly subject topic.
- Suggested recipes are available on MyCompass but as long as the nutrition criteria are met (as outlined below) and the foods from each month’s list are utilized, units may use any recipe.
- The monthly subject poster or banner must be set up at the station. Banners are preferred.
- 8 ½ x 11 menu station signage should be utilized to communicate the monthly subject menu for that meal. Menu station signage is available on MyCompass and includes menu signage as well as informational signage.
- The rest of the month, keep the poster or banner in your servery and highlight the monthly subject foods using the monthly subject icons above on your PID’s. Monthly subject icons are available on MyCompass as jpegs and eps files.
- Use the Daily Associate Menu Communication Form to communicate the daily offerings for your monthly subject to your employees. Update this file daily and post it in your kitchen.
Any recipe can be used in the monthly promotions provided they meet the Balanced Icon nutrition criteria. Nutrient Limits are upper thresholds, not goals.

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Side Items include: soups, salads, breads, breakfast meats, breakfast cereals, or any item designated as a snack-unless the soup, salad, breakfast meat or breakfast cereal is SPECIFICALLY POSITIONED as an entrée and then the entrée criteria may be applied.

The Whole Plate option nutrient limits are not equivalent to an entrée and two sides nutritional criteria. This is because the FDA guidelines for a 2000 calorie diet have been applied to a whole meal, which provides approximately 1/3 of the daily recommendations as outlined below for these nutrients.

**The FDA Daily Guidelines:**
- 2000 calories
- 65g of fat
- 20g saturated fat
- 300mg cholesterol
- 2400mg sodium

**Balanced Meal Daily Guidelines:**
- 2100 calories
- 60g of fat
- 21g of saturated fat
- 300mg cholesterol
- 2400mg sodium

It should be clearly understood that the lower you can get the numbers for the nutrient limits established above, the better nutritional value your food will provide. Remember, these are the absolute TOP THRESHOLDS. We should consistently aim much lower.
Balanced U Marketing

There are several marketing and communication pieces available for this program through MyCompass, IMT and VGS.

1) **Monthly Subject Banners**: set of seven (7), and any necessary hardware (banner stands or Balanced Choices pole system adapter hardware)
   - Topics for 2010-2011 are already established and will not change in 2011-2012.
   - *Banners are available through IMT (mycompassprinting.com) under programs and retail concepts; or through VGS. VGS order forms are available on MyCompass. No phone orders.*
   - All banners come standard with a URL space for your dining website and the Chartwells logo. Customize your website to DoC or other school dining site, and you may omit the logo or add the school logo or campus dining logo.
   - Any necessary hardware (banner holders or Balanced Choices pole system adapter rods) are available through VGS.
   - Support program materials are posted to Dine on Campus. If for any reason your campus does not utilize DoC and has a different dining website, contact Laura Conway for materials to post to your site.
   - Program posters are available from IMT.
2) Customized Menu Templates for each Monthly Subject (7):
- **Available on MyCompass.**
  https://mycompass.compass-usa.com/sectors/chartwellshigheredu/Pages/Balanced%20U.aspx
- Download and customize with your meal.
- Ensure recipes or foods meet the nutrition criteria specified above.
- Size icons to 1/2" high and allow width to auto adjust; center above the recipe name.
- Use Gill Sans MT 20pt font for all copy, black only. The meal period is set in Goudy font. You may use Gill Sans MT if your software does not include Goudy.

3) NEW! Communication Signage for each Monthly Subject (7):
- **Available on MyCompass.**
- Created new beginning for December and January-these will be loaded to MyCompass and are useful for assisting the Chef when serving students.

4) LCD Screen Images & Messages
- **Available on MyCompass**
- Load onto your LCD screens.
- One for each monthly subject.
4) Icons for each Monthly Subject and for the Icon System in jpeg and eps versions:

- **Available on MyCompass.**
- Set size at 1/4” tall for business card size PIDs, and ½” tall for the Webtrition report PID and allow length to auto-adjust.
- Position in center below recipe name on Webtrition PID report; or in lower right hand corner for business card size PIDs.

*Monthly subject icons are not available as stickers from IMT. If you do not have a color printer, use the menu signage above at stations where you are highlighting those meals or foods and have them printed locally in color as needed.

- Circle Logos are recommended for PID’s.
- Use the regular logos for other communications.
- If you do not have a color printer, order the icon stickers from IMT.

5) Icon Clings for sneeze guards: Available from IMT at mycompassprinting.com.

Place on sneeze guards in lower right hand corner of sneeze guard. Use one on every glass, or at least every 6 feet.
Balanced U Training & Communication

All Files are available on MyCompass:

- Manager Training Powerpoint with notes
  - Use to train all chefs and manager positions along with this managers guide.
- Associate Training Powerpoint with notes
  - Use to train all line associates on the program.
- Client Communication-customizable in word
  - Use prior to program launch to explain the change to your client.
- Associate Training Posters for Monthly Subjects
  - Post in associate break room after reviewing in monthly chat session.
- Stealth Health Commitments Communication
  - Post in associate break room after reviewing during associate meetings.
- Daily Menu Communication-for monthly subjects
  - Post in kitchen daily to keep staff informed of daily menu items that meet current monthly subject. Review in pre-service meetings.
August & September: Energy & Power

These foods have scientific research suggesting they will keep blood sugar levels stable and provide sustained energy. These foods also help build lean muscle mass when combined with an appropriate weight training schedule.

Foods You May Highlight:
Grains: whole wheat pasta, whole wheat bread, bulgur, buckwheat, popcorn, brown rice, whole wheat couscous, quinoa, oatmeal
Fruits: cherries, grapefruit, plums, peaches, strawberries, apples, pears, blueberries, oranges, bananas,
Vegetables: sweet potatoes, corn, soybeans, kidney beans, green beans, lima beans, leafy greens, broccoli, cauliflower, spinach, yams, winter squash,
Proteins: lentils, split peas, chickpeas, pinto beans, chicken, salmon, milk, yogurt, soy milk

This is designed to be an interactive station! Talk to your students, let them know what great things these foods can do for them…TODAY! This is our opportunity to let students know we are serving up healthy dishes that actually do have a positive impact on their wellbeing today and tomorrow. You may use the points below to give information to your students. If your account sends out newsletters, these make great “bites” of information to include.

Speaking Points for Chef or Associate:
“There are many foods that help sustain energy throughout the day. You should look for more whole grains, eat more fruits and vegetables, and include lean proteins from either animal or plant sources. Sugar, caffeine and other junk foods may fill you up temporarily but end up leaving you hungrier than before.”

- People often look for sweets to increase their energy levels but high sugar foods will just shoot your energy levels up and then they will come crashing down.
- Instead of choosing foods high in sugar to attempt to fix the afternoon crash, focus on foods higher in fiber to fix this problem. Fiber takes longer for the body to break down and will provide longer lasting energy. Pair
your fiber with a protein for a breakfast that will stay with you--- oatmeal with walnuts and raisins!

- For all-day energy choose whole wheat pasta instead of white pasta, choose brown rice instead of white rice, choose popcorn instead of potato chips or an apple instead of French fries. See how you feel!
- Sweet potatoes are a nutritional power-house- loaded with vitamins, minerals and antioxidants. They are also a good source of complex carbohydrates to keep you energized all day.
- Fried foods contain quite a bit of saturated fat which means a lot of energy is wasted in your stomach, working on digesting those fries! Choosing baked foods instead will give you more energy for other activities.
- If you are looking for something sweet after lunch, skip the cakes and choose some fruit instead. It will fix your sweet tooth but won’t leave you wanting a nap in a couple of hours.
- Nutrition and exercise go hand in hand. You could be hitting the gym all day long but unless you are consuming a healthy and balanced diet, you may never get the results you are looking for.
- You never want to be stuffed or starving going into your workouts so plan healthy pre-workout and post-workout fueling options. Try a whole wheat wrap with grilled chicken and spinach a few hours before or some peanut butter crackers 30-60 minutes before you hit the gym.
- Believe it or not, low-fat chocolate milk has been proven to be a very successful recovery beverage to promote muscle repair after a workout. Try this delicious & nutritious natural recovery beverage within 30 minutes after a tough workout.
October: Healing & Immunity Boosters

These foods have scientific research to show they help support the immune system. These foods cannot claim to be “cures” to any illness, but they provide the body with the necessary nutrients to help build a strong immune system and allow the body to fight illnesses and colds to the best of its ability without medicines.

Foods You May Highlight:

- **Grains:** whole grains of any kind
- **Fruits:** prunes, raisins, blueberries, blackberries, strawberries, raspberries, plums, cherries, citrus fruits
- **Vegetables:** green leafy vegetables of all kinds, carrots and other yellow/orange veggies like squash, pumpkin, yams and sweet potatoes, Brussels sprouts, spinach
- **Proteins:** meat (beef), liver, eggs, seafood (especially oysters), legumes, nuts, low fat milk, yogurt
- **Other:** herbs and spices, green tea, water

**Speaking Points for Chef or Associate:**

- There isn’t any one miracle food that will keep you well during cold and flu season. But eating a wide variety of fruits and vegetables that are high in Vitamin C, Vitamin E and Vitamin A as well as getting enough essential minerals will give your body the ammunition to help fend off colds better than if you eat a diet that lacks them.

- The more colorful your plate is, the more vitamins, minerals and antioxidants you will get. Try to get a variety of colors in every meal.

- Too much of anything is almost never a good thing but a little red meat can go a long way. Choose leaner cuts like sirloin, tenderloin or filet to get a lean protein and plenty of iron and zinc to keep you healthy and strong!

- The benefits of water are innumerable! Adequate hydration will help to keep everything running smoothly and will help your body to utilize all of the important nutrients to keep you healthy.
Berries of all kinds are jam-packed with ill-fighting antioxidants, vitamins and minerals. Add some strawberries to your yogurt and granola or add some blueberries to your oatmeal to take full advantage of all that berries have to offer.

Spices such as curry powder, rosemary and oregano have been proven to contain antioxidant and antibacterial/microbial properties. Instead of going straight for the salt shaker, try seasoning your foods with some of these delicious disease fighting herbs & spices.
November: Brain Boosters

These foods contain nutrients that help support optimal brain activity and provide protection for the brain from free radicals. It is important to note that while specific nutrients are necessary for optimal brain function, no food can claim to increase concentration or build memory. Keeping the brain healthy and optimally functioning is the goal to enhance learning and provide an environment conducive to concentration and focus.

Foods You May Highlight:

**Grains:** all whole grains: whole wheat bread, quinoa, oatmeal, whole grain pasta

**Fruits:** darkly colored fruits like blueberries, strawberries, blackberries, cherries, cranberries, raspberries, plums, avocados, oranges, grapes, kiwi

**Vegetables:** richly colored vegetables like dark leafy greens, spinach, romaine, arugula, kale, sweet potatoes, Brussels sprouts, beets, red peppers

**Proteins:** fatty fish like tuna, salmon, sardines, trout, herring, mackerel, lentils, eggs, lean beef, low fat yogurt, cheese and milk, lean chicken, pork

**Other:** walnuts, sunflower seeds, flax, canola and olive oil, green tea, water

**Speaking Points for Chef or Associate:**

- You have to feed your brain to think clearly! Our brains use a lot of energy and if we don’t fuel it, or give it the wrong type of fuel, we tend to think a little slower and recall less information. A healthy diet supports our brain and keeps it healthy just as well as the rest of our bodies.

- Your brain is mostly water, and even a little dehydration can make your thoughts cloudy. Water is the best antidote to combat dehydration. While all fluids count, drinking lots of beverages with sugar and caffeine can actually cause dehydration. Sip on water, plain or flavored, for most of the day and use the caffeinated and sugary beverages sparingly.

- The perfect “brain food” breakfast may just be plain yogurt with berries and granola. The yogurt provides amino acids that help calm nerves and increase
alertness, the berries are full of antioxidants to help keep your brain healthy and the granola will provide lasting fuel to keep you thinking on your toes.

- We all know omega-3 fatty acids found in salmon and walnuts are good for your heart, but those same fats are great for your brain too. They provide protection for the sensitive and critical nerve endings that help us connect thoughts.

- Whole grains are not only good to keep us energized all day because of their steady source of fuel, but they keep our brains jazzed all day too because our brains need that steady source of energy. Whole grains keep your energy up both in your muscles and in your brain-so skip the pizza and load up on some oatmeal for powerful study sessions.

- Remember Breakfast, Remember Everything Else! Breakfast is critical! After a long night of fasting, your brain needs a jump start as much as your body. Even if you aren’t hungry, get everything moving in the right direction with a small powerful breakfast. As little as one egg and a slice of whole wheat toast can get everything cranking. And never go into an exam on an empty stomach! Your brain will be starving even if your body isn’t!
December & January: Reduce Stress and Feel Good

These foods contain nutrients scientifically known to help stabilize hormone levels & maintain appropriate chemical composition in the brain known to effect mood. It is the chemical reactions in the brain that help manage stress and anxiety or promote feelings of wellbeing.

Foods You May Highlight:
Grains: whole wheat pasta, whole wheat bread, bulgur, buckwheat, popcorn, brown rice, quinoa, any other whole grain
Fruits: cherries, grapefruit, plums, peaches, strawberries, blueberries, apples, pears, bananas, mangoes, oranges, avocado
Vegetables: sweet potatoes, peas, corn, leafy greens, carrots, tomatoes and other non-starchy vegetables, spinach, green beans, broccoli
Proteins: salmon, mackerel, low fat milk, low fat yogurt, seafood, fish, lean pork, beans of any kind (from dry-not loaded with BBQ sauce), turkey, soy products, nuts and nut butters, lentils
Other: water, flax, dark chocolate (small amounts), olives and olive oil

Speaking Points for Chef or Associate:
- Orange, Yellow, Red, and Green colored foods provide Vitamin A & C which will help enhance your mood.
- Whole Grains and Legumes provide B-Vitamins which have a calming effect on the body helping you reduce your stress and anxiety.
- All carbs can increase serotonin but for a steady supply of this feel good hormone it is best to choose complex carbohydrates which are digested more slowly. Some good choices include: whole grain breakfast cereals, pastas and bread, popcorn, bulgur and buckwheat. Complex Carbohydrates have been shown to increase the happy chemicals in the brain, which help enhance your mood.
The calcium found in milk can help relieve tension, reduce muscle spasms, and ease anxiety and mood swings linked to PMS. Go for skim or reduced fat milk.

Stress can cause you to over or under eat. Make sure you focus on getting balanced meals even if you are under a lot of pressure.

Another way to fight off stress is to get 30 minutes of aerobic exercise 3-4 times a week. Aerobic exercise helps increase oxygen levels which can boost endorphins, the chemicals that make your feel happy.

Add fish like salmon, tuna and mackerel or walnuts, flax seed, or canola oil to your diet. Some studies show a link between low-levels of omega-3’s, a fat found in these foods, and increased depression.

Folic Acid, found in sunflower seeds, green leafy vegetables like spinach, broccoli, wheat germ, oatmeal, black-eyed peas, lentils, soybeans and mustard greens helps decrease general feelings of anxiety and depression.

Consuming moderate amounts of caffeine enhances physical and mental performance, but be careful too much can have the opposite effect.
February: Proud to Look Good

These foods contain antioxidants and nutrients that support the growth of healthy nails and hair and maintain healthy, supple, radiant skin. Students may not admit to it, but they all want to look their best! With Spring Break quickly approaching, including these foods can help students look great when they hit the beaches.

Foods You May Highlight:
Fruits: blueberries, strawberries, cranberries, bananas, kiwi, lemon, all other bright or dark colored fruits like black or purple grapes, blackberries, mangoes, tomatoes
Vegetables: spinach, beet greens, collard greens, all other dark or brightly colored vegetables like carrots, squash, pumpkin, bell peppers, red onion
Proteins: lean beef, dark meat poultry, seafood (especially oysters), salmon, mackerel, tuna, anchovy, chickpeas, lentils, low fat milk
Other: water, green tea, flax, walnuts, almonds, olive oil

Speaking Points for Chef or Associate:
- Beautiful hair begins with getting enough protein, complex carbohydrates, and vitamins and minerals. Not eating enough protein can make your hair fall out.
- Get iron from lean beef or poultry sources. Take Care of Your Body: Your skin is the largest organ of the body; what we put into our bodies can be seen from the outside!! Vitamins and minerals, popular in many skin creams work best from the inside.
- Hydration: Keeping your body hydrated reduces wrinkles and dark circles and keeps your skin radiant.
- Vitality of Vitamin C: Go for Fruits & Veggies that contain high amounts of Vitamin C like kiwi, oranges, cantaloupe, green and red peppers, broccoli, & strawberries. Vitamin C can prevent skin damage and helps maintain elasticity.
- Aim for healthier fats: Choose oils like olive, canola, soybean and sunflower. Look to include salmon, tuna, walnuts and flaxseed into your diet. All of these fatty
acids will help nourish the skin, giving it a radiant and beautiful appearance. They also contain Vitamin E which is an antioxidant to help maintain skin integrity.
While no food can actually burn off enough fat to impact weight, these foods and activities assist your body in the process by raising metabolism slightly and using more calories. Some research indicates certain chemicals in foods may in fact boost your metabolism slightly but relying on these foods to bring about massive weight loss is unrealistic. As part of an overall healthy diet and exercise routine however they can amplify results and may help stave off additional weight gain associated with aging as long as a healthy diet and regular exercise is maintained.

Foods You May Highlight:
Grains: any whole grain, no refined grains because of the lack of fiber and the effect refined grains have on blood sugar
Fruits: any whole fruit, not processed (no canned or dried-added sugars)
Vegetables: hot peppers (jalapenos, cayenne, any chili pepper); olives, tomatoes
Proteins: beans, eggs, fish, poultry, lean beef, lentils, soy, low fat dairy and yogurt, fatty fish (salmon, herring, mackerel, cod); yogurt, nuts
Other: water, green tea, flax

Speaking Points for Chef or Associate:

- Small but frequent meals help keep your metabolism in high gear and helps you burn more calories overall.
- Protein requires about 25% more energy to digest than other foods. Theoretically, a high protein snack might rev metabolism a little more than a carb heavy food with the same number of calories.
- Some studies have shown that hot peppers and very spicy foods can increase metabolism by about 20% for about 30 minutes.
- Green tea contains a powerful antioxidant that may have a calorie burning effect.
- Your best bet for keeping your metabolism humming is to build and maintain lean muscle mass. Muscles burn more calories at rest than fat does. If you're trying to lose fat-build muscle first.
Bottom Line: Foods may have a slight impact on metabolism, but the increases are insignificant compared to what is necessary to lose weight. Every little bit helps, but *no one should rely on a miracle food to get rid of excess pounds.*
Earth Friendly foods are those that have minimized impact on the Earth to produce. Many more students are beginning to choose foods based on their sustainability or production methods, and the choices are as individual as each student we serve. Because it is such a personal choice, you as the operator have a lot of flexibility to decide what you highlight. The culinary focus should be on where the food comes from and how it is processed before it reaches your account.

Foods You May Highlight:

- **Sustainable Seafood**: A good choice because it helps maintain species of fish that are threatened or may provide options with less contamination.

- **Local Produce**: A good choice because food from local sources has a smaller carbon footprint than food from across the US or around the world.

- **Meatless and Dairy Free Meals**: The recipes submitted for this promotion are all meatless. Meat of any kind (including pork and poultry) taxes our resources to a greater extent than almost any other food because the animal must be cared for, fed, transported and then processed. Reducing meat and dairy consumption can ultimately reduce the demand for these products and lessen the impact of the industry on the global environment.

- **Organic Options**: Organic foods fit into this portion of the program because pesticides are not utilized, genetically modified organisms (i.e. Franken-seeds) are not utilized, and for animals they are not routinely treated with antibiotics or growth hormones. All these have positive impacts on the environment.

- **Seasonal Foods**: This one may be a challenge given your specific geographic location, but if you can find seasonal product in April that is also local it is a double win for reducing carbon footprint (think of where or how out of season produce comes from-out of the country or grown in a greenhouse)

- **Exceptionally Earth Friendly Foods Include**: Any whole, unprocessed (that means you clean it, cut it and prep it all yourself) plant food-preferably in season and local; dry peas, beans, lentils, legumes; minimally processed whole grains such as
brown rice, quinoa, barley, millet, oatmeal, etc. Once these items are “prepared” into a bread, pasta or other dish and packaged they gain carbon.

- Noteworthy Earth Friendly Foods: Given the time required to prepare the above mentioned foods from scratch, you can use some minimally processed foods including any fruit or vegetable that is fresh, frozen or canned; any whole grain or whole grain product; sustainably raised or caught seafood provided it is not from overseas.
- You should try to avoid preparing or serving any processed items for this promotion including soy “meats”, garden burgers and items of that nature. Even though they are meat free, they are still heavily processed in a plant that uses huge amounts of energy. Be creative and make your own for the day! Cooked chickpeas or lentils blended with shredded vegetables and cooked brown rice can be made into patties and grilled for a great substitute.

**Speaking Points for the Chef or Associate:**
- It is very important that your associate or chef working this station for the day be very familiar with the products you have chosen and why. They will need to be able to tell students what produce is local, if dried beans were used because they are less processed, where the seafood originated and how it is raised or caught, etc. This will likely be the number one question from students: Where did the food come from?
- Processed convenience foods have a high carbon footprint because they are manufactured. Any time you can choose a whole food you reduce carbon emissions and help your health at the same time. Fresh whole foods are loaded with vitamins and minerals that are good for you.
- Organic foods may not have more vitamins and minerals than conventionally grown produce, but they certainly don’t have toxic pesticide residues that are questionable to our health.
- The beef industry contributes to significant greenhouse gas emissions worldwide. In developing countries specifically, forestry is cut so animals can graze. Cutting back on your meat consumption is a good way to help curb overall demand and reduce emissions.
- Local choices are just as important as seasonal choices when it comes to produce. Few people could actually eat lettuce in the winter before greenhouses or railroads were developed! (along with refrigerated transport, pesticides and chemicals to preserve freshness, etc.)
- Consider everything you eat during the day and how it got to you. Even that cup of coffee you picked up in the morning on your way to campus consumed valuable resources before it got to you. You don’t have to deprive yourself, but be aware of your decisions.
Stealth Health 2010

Our Stealth Health vision is aligned with the Dietary Guidelines for Americans. The focus objectives for the 2010 release include:

1. Obesity and physical activity
   a. Reduce calories
   b. Reduce portions
   c. Increase physical activity

2. Shift toward a more plant based diet
   a. Reduce solid meat intake
   b. Increase fruits, vegetables, legumes, whole grains

3. Reductions in saturated fat intake
   a. Reduced recommendation from 10% of daily calorie intake to 7% of daily calorie intake

4. Reductions in salt intake
   a. Reduced recommendations from 2400mg/day to 1500mg/day

RECOMMENDED READING:

This book clearly outlines some of the reasons we eat the way we do, how nutritional marketing can influence purchases and cue eating patterns, and gives great insight into how our marketing efforts should be positioned in residential dining compared to retail dining.

Communicating Stealth Health

There are no formal tools for “marketing” stealth health, but there are effective ways to communicate your stealth health initiatives. Research shows that traditional health message labeling (low fat, made with soy-may help prevent cancer, etc) automatically targets that segment of the population interested in healthy eating, and alienates taste motivated consumers. The most effective way to communicate your stealth health commitments is to ensure your associates and clients are aware of your activities.

1. Stealth Health Commitments Associate Communication-available on MyCompass
   Use this form to fill in your stealth health commitments and communicate them to your employees. They should always be your first line of Stealth Health communicators. Review your stealth health commitments with your associates and post it in the employee break room. Make sure it is updated frequently.
Each commitment should support at least one of the Dietary Guidelines for 2010.

2. Dine On Campus
Submit your Stealth Health commitments and activities to post on the Balanced U page in the Stealth Health section. Each school and chef is noted in the rolling Stealth Health Commitment section of the page.

3. Build your own Stealth Health Commitment page on DoC on the Total Health Nutrition Info page. All Balanced U marketing materials are customizable with a link to your DoC page and your Stealth Health Commitments.

4. Conduct Servery Tours: invite students, faculty and staff into the servery for a tour and show them all the healthy things you do. Highlight the whole grain options, how you use low fat mayo in all recipes, the fresh produce compared to canned vegetables, fresh frozen whole meats compared to processed products. Perhaps you have a special recipe you can demonstrate, or want to show them the low sodium options you have. By touring students through the servery and kitchen you increase transparency and build confidence that we provide healthy food.

Stealth Health Strategies

RFP or contract meal requirements may or may not be negotiable. Don’t let an RFP or contract requirement be an automatic stop sign. Talk to your client about what you can do to offer healthier meals. Some Stealth Health opportunities include:

If you offer unhealthy items daily as part of your contract obligations, are there ways to offer those “sometimes” foods some of the time?
Examples:
- Ice cream-instead of a daily offering, suggest a once monthly ice cream sundae bar and social.
- Hamburgers-instead of a daily offering, suggest a once or twice a week hamburger bar or special with an LTO type recipe
- Fried Chicken Fingers or Nuggets-instead of offering several times a week, offer a different type of chicken finger-grilled tenderloins dressed with a variety of sauces (BBQ, Buffalo, Greek, etc)
- Pizza-instead of making cheese or pepperoni standard daily options, rotate other pasta dishes, or offer specialty vegetable and whole grain crust options, or flatbread options-minimize cheese
- Desserts-instead of several choices including whole pies and cakes, offer one or two smaller bar or cookie options and fill in other choices with fruit based desserts. One day a month have a birthday cake dessert to celebrate the
birthdays for the month. Bite sized options of more indulgent desserts offer flavor within portion control.

- Conduct a food waste evaluation. Look at what students throw away. Are there opportunities to reduce portion sizes offered and therefore reduce food waste?
- Conduct focus groups. Ask students if they rely on unhealthy options (burgers, fries, pizza) because they are available and other options are not appealing?
- Speak with your client. Determine if they have any nutritional objectives they would like to see on campus.

Student comments about the healthfulness of foods varies as widely as the perception of what “healthy” is. These are some comments directly from students across the country. Some things to consider:

- If it is dripping oil, or has pools of grease it is unhealthy-even if it is canola or olive oil.
- Processed=unhealthy; Homemade=healthier; Processed deli meats are not healthy.
- If a food is loaded with preservatives, even natural ones, it is unhealthy. Fresh is better.
- Limp overcooked vegetables look terrible and taste terrible, plus they are unhealthy.
- The vegetables always look like they are floating in something. (This may be just water or broth, but students don’t want to see food floating in anything).
- Sauces and gravies on the food is gross. Why can’t they be served on the side?
- White rice is not healthy.
- Canned fruit is not healthy. I’d rather have no fruit than canned stuff with syrup.

REMEMBER: Stealth Health is not an all or nothing proposition. Work within your campus expectations, distribution programs and culinary capabilities to plan strategies that will be successful on your campus. Be careful not to assume you know what students want-ASK them and TRY something new! Little changes can go a long way.

Station Specific Stealth Health Opportunities:

Grill Stations:
- Offer whole wheat buns
- Offer turkey burgers and/or grilled chicken daily
- Offer a vegan option-preferably a homemade veggie pattie; and be sure to use a separate cook area to keep it from meat products
- Make fresh cut fries or sweet potato fries and bake for side options; fry in ztf oil
  - Did you know cutting back the use of your fryer can save you money?
    - Oil is expensive, and so is the electricity required to keep it hot.
- Offer fruit salad as a side option
- Offer part-skim mozzarella as a cheese option for cheeseburgers
Deli Bars:
- Use only low fat mayo in all protein salads and make that the standard deli mayo is low fat
- Offer at least one type of cheese that is lower in fat, like part-skim mozzarella
- Off a fresh roasted meat option daily-in addition to other deli meats (rotate it)
- Offer whole grain tortillas or flatbreads and a 100% whole grain bread option
- Offer a variety of vegetable toppings-roasted root vegetables, cucumber slices, green pepper slices, olives, a variety of lettuces-you can rotate a specialty topping daily if that’s what works for you
- Limit meat portions (as able) to 3oz
- Limit cheese portions (as able) to 1oz

Pizza/Pasta Stations:
- Make pizza dough from scratch on site and add whole wheat flour for fiber; offer one option daily or make it part of a rotation in your calzones and pizza
- Use only part-skim mozzarella on all pizza, calzone and baked pasta items-how little cheese can you use? Using less saves money and adds less fat.
- Use homemade marinara sauce, preferably from no salt added canned diced tomatoes
- Use whole wheat pasta when you can-penne is on the MOG

Hot Entrée Lines:
- Do not add salt or butter/margarine to cooked vegetables-batch cook for freshness
- Offer whole wheat breads whenever bread or rolls are offered
- Offer brown rice, brown rice pilafs or other whole grain blends instead of white rice-you can get some good ones from Indian Harvest or UNFI, but brown rice should be on your MOG and you can make homemade pilafs from it
- Limit fried or breaded items, and serve sauces on the side when possible
- When possible, make your own breading and use whole wheat bread crumbs or a high fiber cereal to coat meats and fish as an alternative to refined breading
- Offer healthier alternatives to white potatoes-sweet potatoes, corn, peas, beans (white potatoes are not necessarily unhealthy, but they do increase blood sugar higher than other starchy vegetables. Additionally, they are the most consumed vegetable in the United States-work toward more variety)
- Seek to offer more dark, leafy greens on the menu-not just at the salad bar. Saute or steam arugula, spinach, kale, etc. You can spice them up with chili flakes, pine nuts, garlic, or other seasonings.
- Offer a vegan entrée daily-it can be as simple as red beans and rice or as elaborate as a tempeh stroganoff
• Don’t rely on macaroni and cheese or vegetable sides as your “vegetarian” choices-put some thought into your vegetarian entrees and you can lure Flexitarians into consuming more of them (and less expensive meats)
• Offer fish two or three times a week-baked, broiled, steamed, poached
• Put the colorful work of your salad bar to work on your hot line-offer more colorful and flavorful vegetables like roasted tomatoes, roasted root vegetables, baked cauliflower, sauteed broccoli, steamed green beans, sauteed leafy greens, etc.

Salad Bar:
• Strive to serve 80% of your salad bar items as fresh produce
• Offer different vegetable toppings on a rotating basis-set up a salad of the day program where you highlight a different combination daily
• Make homemade dressings using the BC recipe for thickened vegetable stock as an oil alternative
• Offer at least one bean/legume or whole grain composed salad daily that is not mayo based
• Don’t put pudding, macaroni salad, potato salad or other mayo laden salads on the bar unless they supplement another menu item (potato salad with barbecued chicken for example)
• Build your bar with seasonality in mind-citrus and root vegetables in winter; berries and green beans in August, etc
• Offer fresh cut fruit (grapes, orange wedges, apple slices, melon cubes, strawberries, etc) on the salad bar as seasonality allows.
• Offer two varieties of beans or legumes (soy beans-lightly steamed; black beans, garbanzo beans, white beans, peas, etc)
• Limit cheese to one shredded option and low fat cottage cheese
• Limit meats to one option if at all; and include tuna in the rotation
• Don’t serve plain chopped tofu on the salad bar-no one wants to eat it this way. Marinate it, then grill or bake to give it some texture and flavor.
• Limit iceberg lettuce-it has little nutritional value. Work it into a greens rotation.
• Roasted vegetables make a great salad bar addition.
• Offer sunflower seeds, nuts (rotate a variety), dried fruit (raisins, cranberries, etc)

Breakfast:
• Offer a hot whole grain cereal option daily. Eurest has some good oatmeal recipes and there are some fun BC Oatmeal recipes from the Autumn collection available on MyCompass. Always offer toppings including dried fruits, nuts and honey as well as warm spices (nutmeg, cinnamon, ginger) for whole grain cereals.
• Fresh fruit and yogurt or low fat cottage cheese should be part of every breakfast menu as part of a continental breakfast offering
• If you can only offer three milk choices-choose skim, 1% and 2% chocolate if available from your distributor. At least make sure a fat-free (skim) option is available.
• Offer a whole grain bagel and/or English muffin for breakfast sandwiches; and offer whole grain tortillas/flatbreads for breakfast burritos and wraps or folds.
• Offer egg whites or pasteurized egg substitute for scrambled eggs or omelets
• Offer a vegan egg substitute one or two times a week-tofu scramble is easy to make
• Consider offering whole wheat waffles or pancakes (or buckwheat)
• Offer fruit toppings for pancakes, waffles, etc-not fruit syrups (colored and artificially flavored syrup), make compotes or pureed fruit—these are great on whole grain hot cereals too
• Offer a breakfast smoothie station with fresh and frozen fruit, wheat germ, peanut butter, non-fat yogurt and fresh juices—great way to get the chef out early!