

Follow-Up Questions for The Good Food Institute, Part One (2018)

How do you measure the outcomes of your most important programs at present?

We currently measure outcomes of our programs in multiple ways.

The first is that GFI tracks the outcomes of every employee's goals. Every GFI employee creates quarterly and annual goals, beginning about a month after they start at the organization. Everyone is focused on a specific high-level key performance indicator (KPI): achieving maximum transformation of the global food system away from conventional animal products and towards plant-based alternatives and clean meat. Our key metrics fall into three main categories:

- The highest-level metrics address the outcomes we want to see in the world: plant-based and clean meat market shares, number of conventional meat meals offset by plant-based or clean meat, etc. Ultimately, such metrics are all we care about, but it is costly to determine direct causality for them.
- The next set of metrics defines mission-level goals for each of our departments, such as: number of plant-based or clean meat companies started, number of scientific grant dollars moved to plant-based and clean meat research, etc. We believe these metrics are useful because they are linked to our ultimate outcomes via a sound theory of change.
- Finally, we take an active interest in operations-level metrics that can provide rapid feedback on the efficacy of our approaches: number of entrepreneurs consulting us, number of high-level meetings (and follow-up meetings) with major meat companies, number of major newspaper articles covering our work (and reach from same), etc.

As a part of our commitment to staff autonomy and vocational self-actualization, staff work on their own sections of the strategic plan and also write their own quarterly and annual goals, metrics, and expansion plans (working with their directors).

GFI has also measured progress to date using various criteria, including:

- # of plant-based and clean meat startups GFI provides technical & strategic support for
- # of companies GFI helps launch (and funds raised of said companies)
- # of venture capital firms and big meat companies GFI provides with plant-based and clean meat investment, R&D, and M&A opportunities (and the effect in investment of these meetings)
- # of plant-based and clean meat presentations and forums held in business schools, law schools, and other university settings (and # of students reached)

- # & % of clean meat companies in attendance at our quarterly calls focused on policy/regulation and shared scientific needs (and the impact in collaborative efforts)
- # of high-value influencers GFI engages through presentations, conferences, summits, and other large forums (and outcomes of that influence)
- # of scientific and technical journal articles and white papers authored by GFI experts (and reach of these writings)
- # of plant-based and clean meat fellowships we have established at elite universities and business schools (and reach of these fellows)
- \$ funding allocated to high-impact plant-based and clean meat research projects due to GFI's work
- # of academic courses on plant-based and clean meat GFI launches (and reach of these courses)
- # of GFI media mentions (and reach of these mentions)

Moving forward, we will also measure our success by indicators including: the number of scientists we engage in plant-based and clean meat research; the advancements in plant-based and clean meat science our partners achieve; the legislative victories on behalf of plant-based and clean meat we achieve; the quantity of conventional animal products our partners replace; the amount of funding we help these companies attract; and the number of large food companies that expand their products and investments into the plant-based and clean meat space.

We have recently hired a Strategic Implementation Specialist, Mike Fotinatos, who joined our team in early August. Mike is dedicated to ensuring that all GFI activities are implemented effectively and efficiently, that progress toward our goals is accurately tracked, that our strategies for success are rigorously evaluated, and that we respond to lessons learned with thoughtful course corrections.

Mike's responsibilities include:

- Coordinating the planning, revision, and execution of GFI's impact measurement strategy by acting as an inter-departmental liaison
- Collaborating with GFI departments to establish, track, and report on quantitative and qualitative metrics of progress toward organizational goals
- Developing effective proxy metrics for progress toward goals that cannot be measured directly
- Identifying opportunities outside of the existing strategic plan and bringing them to the team for consideration
- Identifying gaps between the objectives of the strategic plan and execution, and working with appropriate staff to make necessary adjustments
- Providing analytical support to the Innovation department as needed
- Keeping informed of scientific, business, product, media, and public opinion developments in the plant-based food and clean meat industries

This is a new role at GFI and we look forward to sharing the enhanced frameworks we develop to

measure outcomes of our programs and their impact on animals, in addition to the results themselves.

What is the maximum amount of new funding that you think you could use effectively next year?

Our current goal is to secure \$9 million in philanthropic support in 2019. As part of our fiscal sustainability strategy, GFI operates on a 12-month rolling budget: that is, we plan to invest in our programs (our annual operational spend) one year what we raised the prior year. However, we have the capacity to impactfully deploy a far, far larger amount of philanthropic gifts and grants.

GFI is a 100% remote workplace, so our ability to scale our team size and operations is not limited by the traditional constraints of physical infrastructure. Our accomplishments in the 30 months since our founding demonstrate GFI's capacity to rapidly scale both our organization and our impact.

Therefore, GFI could impactfully and immediately deploy \$5–10 million (beyond our \$9 million goal for 2019) scaling up our current endeavors and significantly ramping up our international work. Additionally, we could effectively deploy another \$100 million to jumpstart plant-based and clean meat research, as discussed in the next answer.

What would you be able to do if you raised the maximum amount, rather than the amount you actually expect to raise?

As outlined above, GFI's organizational structure and work lends itself extraordinarily well to rapid scaling. Below we outline how our team would impactfully deploy significant additional levels of funding should we secure this in 2019:

- With \$5–10 million in additional funding, GFI could expand internationally much more quickly than currently planned. GFI currently plans to spend approximately \$915,440 on our international endeavors in 2019. With \$5–10 million in additional funding, we could significantly ramp up our operations in Israel, Europe, China, and South America, and we could expand into Japan, Singapore, South Korea, and perhaps other areas internationally.
- With \$45–60 million in additional funding (beyond the \$9 million that is our goal for our operational budget and the \$5–10 million mentioned in the previous budget), GFI could establish an Academic Center of Excellence for either plant-based meat research or clean meat research at a leading U.S. academic institution.
- With \$10–30 million in additional funding, GFI could ramp up our plant-based and clean meat research competitive grant programs

We are uniquely positioned to lobby governments globally to invest significant resources into plant-based and clean meat R&D, drive millions and eventually billions of investment dollars into the plant-based and clean meat market sectors, advise major food companies as they put R&D and M&A resources into plant-based and clean meat endeavors, and jump start plant-based and clean meat academic research through the distribution of open source research and aggressive outreach into the relevant scientific communities.

How do you integrate and encourage diversity practices within your recruitment and hiring process?

We embrace multiple strategies and methods to encourage diversity practices within our recruitment and hiring process.

- We have one staff member on our hiring team, Ana Orth (herself a person of color, henceforth “POC”), who is dedicated to expanding GFI’s diversity. Our entire hiring team has been focused on implementing procedures that will increase GFI’s diversity.
- We have worked with companies like Community Brands to advertise our open positions to underrepresented groups (e.g., National Association of African Americans in Human Resources).
- We research, identify, and advertise to POC-identified groups/associations through social media platforms (e.g., Congressional Black Caucus Foundation, Congressional Asian Pacific American Staff Association).
- We use an online algorithm to check for gendered language and to ensure we are as neutral as possible when posting our job descriptions.
- We explicitly encourage people from underrepresented groups to apply in our job postings.
- We use rubrics and structure interviews to mitigate unconscious bias. We also determine job-relevant criteria before interviews and only measure those criteria.
- We collect and analyze data to determine if any aspect of our decision-making process is discriminatory. Examples of questions we ask include:
 - Do we reject POC disproportionately than non-POC when assessing writing (which would imply writing bias)?
 - Do POC withdraw after salary check more than non-POC?
- We are currently looking into Equal Employment Opportunity Commission surveys for candidates to collect data for our affirmative action initiative.
- We include our Equal Employment Opportunity Statement with each job posting: “Women, people of color, people with disabilities, and veterans are strongly encouraged to apply. In compliance with applicable laws and in furtherance of its commitment to fostering an environment that welcomes and embraces diversity, the Good Food Institute does not discriminate on the basis of race, color, religion, gender, sexual orientation, gender identity, national origin, age, disability, pregnancy, genetic information, marital status, amnesty, or status as a covered veteran. GFI complies with applicable federal, state, and local laws governing nondiscrimination in employment in every location in

which the organization operates. This policy applies to all terms and conditions of employment, including recruiting, hiring, placement, promotion, termination, layoff, recall, transfer, leaves of absence, compensation, and training.”

Can you give an example of how your organization benefited from diversity programs, or from having diverse members in their work community?

We have launched an equity, diversity, and inclusion hiring initiative (as described above) which has increased the diversity of our applicant pools. We have also established a relationship with leadership at [Encompass](#), whose founder is a GFI advisor. Encompass helps professional farmed animal protection organizations recruit more people of color and more authentically conduct outreach to communities of color.

Do you regularly interview staff or conduct surveys to learn about staff morale and work climate?

We invite all GFI team members to participate in an anonymous online survey twice per year so that we can assess how we're doing as an organization, celebrate successes, and identify areas for improvement.

We have used a [Harvard Business Review survey](#) to inform the creation of our surveys. Our survey goals, broadly, are to collect information that can improve our operations and ensure we sufficiently address concerns and issues important to our team. We also use survey results to inform future surveys. For example, we sent an onboarding survey to employees hired in June and July of 2018 based on feedback we received from previous onboarding survey results. Our goal was to determine if we had improved our onboarding process based on survey results. Our survey results indicated that the changes we made to our onboarding process yielded significant improvements in new staff members' experiences of the process. Especially noteworthy was the percentage of new staff who agreed or strongly agreed that they received the guidance they needed during the onboarding process increased by more than 30% and the percentage of new staff who felt their workload was manageable during the onboarding process increased by 37%.

Following best practices for surveys, we vary question stems (affirmative and negative) to avoid leading respondents to answer following a particular pattern.

We activate the anonymity feature in SurveyMonkey that prevents us from tracking IP addresses. We've notified the team of this step and encourage them to provide candid feedback to ensure we receive information we can use to drive additional improvements.

Finally, we review, discuss, summarize, and analyze survey results and then present a summary,

analysis, and action plan to all GFI staff members in order to ensure that the team understands that we value their input and will use it to continually improve the organization.