

Advancing Your Campus Dining Career: Building Blocks of Leadership & Innovation

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Workshop Objectives



Identify 2 essential attributes/skills of effective Leadership and outline a 2-year plan to build competency in those areas



Define skills needed to effectively advocate for career opportunities and advancement



Outline how AI might be beneficial in one area of your practice that can be utilized in the next 6 months for developing menus, educational tools or employee training



List 2 Principles and Standards of the Academy Code of Ethics that would be relevant to the use of AI in campus Dining services



Outline ethical parameters that need to be followed when using social media to educate or promote your business and give an example of how this would impact a planned social media message

AGENDA

Introductions

Examples of RDNs Using Leadership Skills to Advance Careers

Defining Your Worth

Advocacy, Positioning & Personal Brand

Leveraging Technology Ethically

Wrap Up

Disclosures

- Deanne Brandstetter, MBA, RDN, CDN, FAND
 - Honorarium for this presentation
 - Strategic Culinary Nutrition Consultant at Deanne_Brandstetter, MBA, RDN
 - 2025 – 2026 Academy of Nutrition and Dietetics President
- Connie Diekman, M.Ed., RD, LD, FADA, FAND
 - Honorarium for this presentation
 - Member of the Bayer Nutrition Expert Network
 - Member of the Cottonseed Oil Advisory Council
 - Food and Nutrition Consultant

Leadership Lessons

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"COMRADE WE HAVE REACHED THE BORDER!"—Or at least that's the way it looked after pranksters erected this sign in front of President Phillip R. Shriver's residence.

Get Out of Your Comfort Zone to Build Relationships



Volunteer





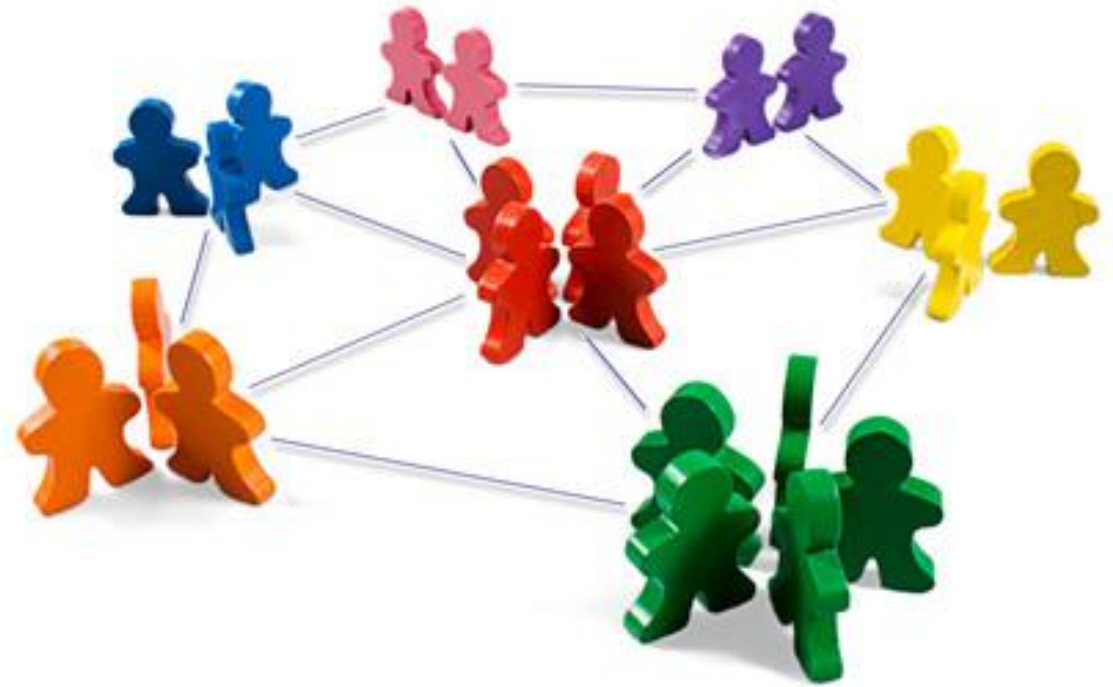
Learn a New Skill



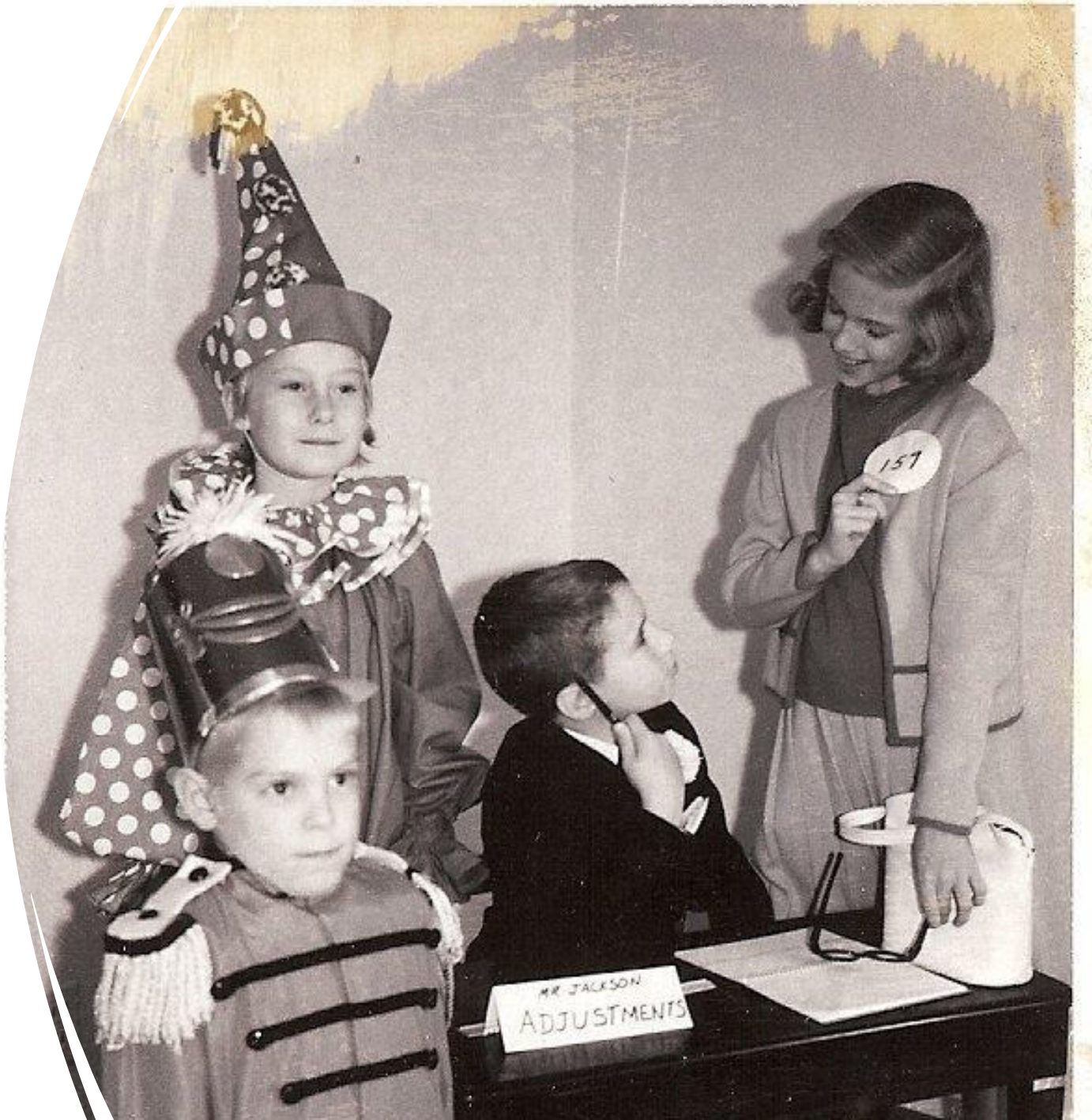
Find a Mentor
(and become a
Mentor too)



Build Networks



Learn to Speak Effectively



“No” doesn’t
mean “No”



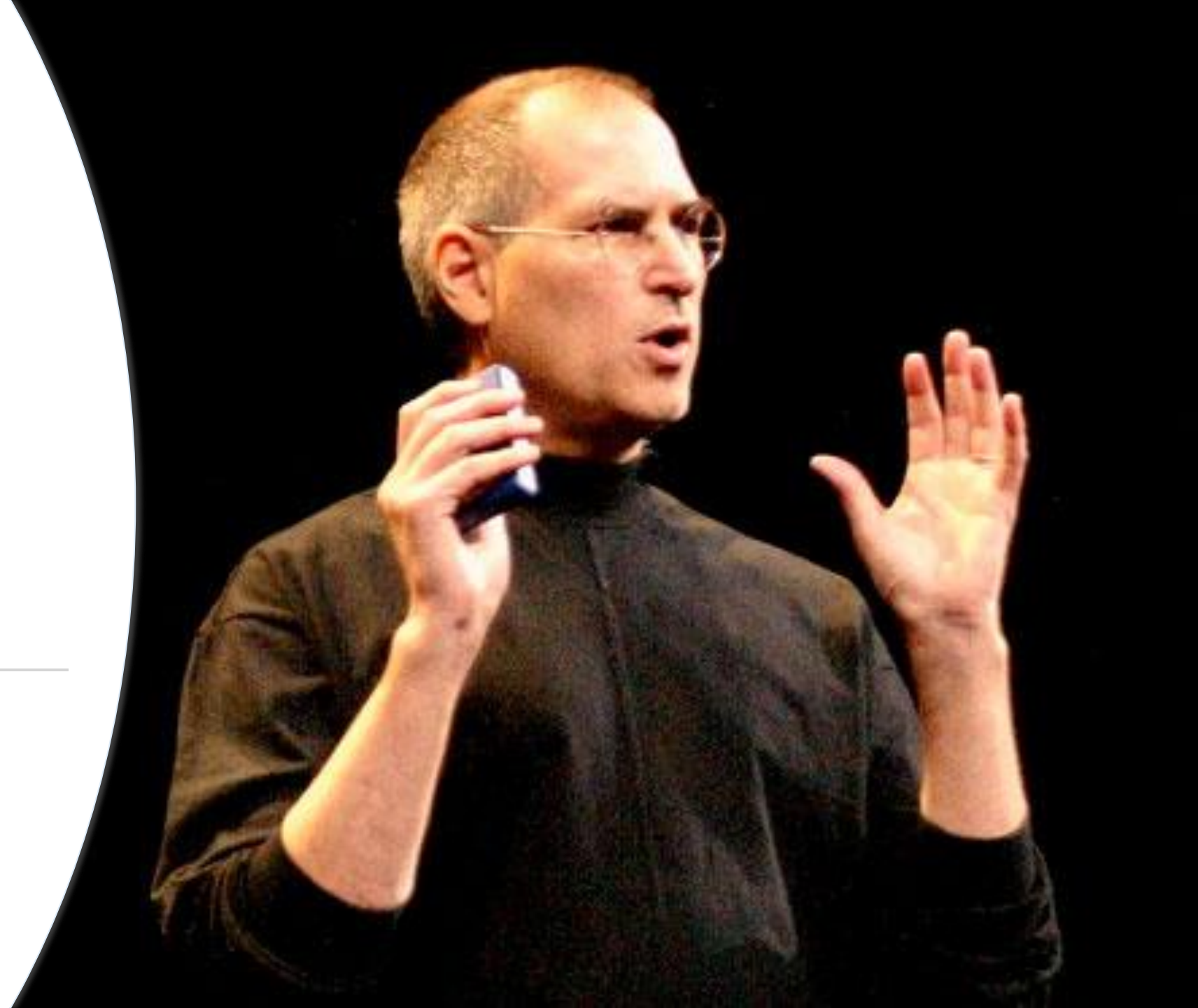
PERSEVERANCE

NEVER, NEVER, NEVER GIVE UP

WINSTON CHURCHILL



Be Bold



Take Care of Yourself



Important Skills (Wendy Phillips)

- People Skills
- Process/Project Management
- Business/ Financial Planning/
Budgeting
- Culinary Acumen
- Food Safety & Sanitation
- Communication & Marketing
- Clinical Skills
- Social Media
- Advocacy
- Collaboration
- Consensus Building
- Challenge Yourself-be OK with being uncomfortable
- Appreciative Inquiry
- Confidentiality
- Food Allergies & Intolerances
- Tech/ AI/ Robotics

Lisa Carlson & Megan Simon

CHE

Collaboration

Listen to
Understand

Build on
Other's Ideas

Volunteer to
do more

Stretch &
Reach Outside
Comfort Zone

Be Positive

Drama &
Gossip Free

Promote Role
with Facts &
Stories

Take **Initiative**

Advocate for
Expanded &
Elevated Role

Challenge
Yourself

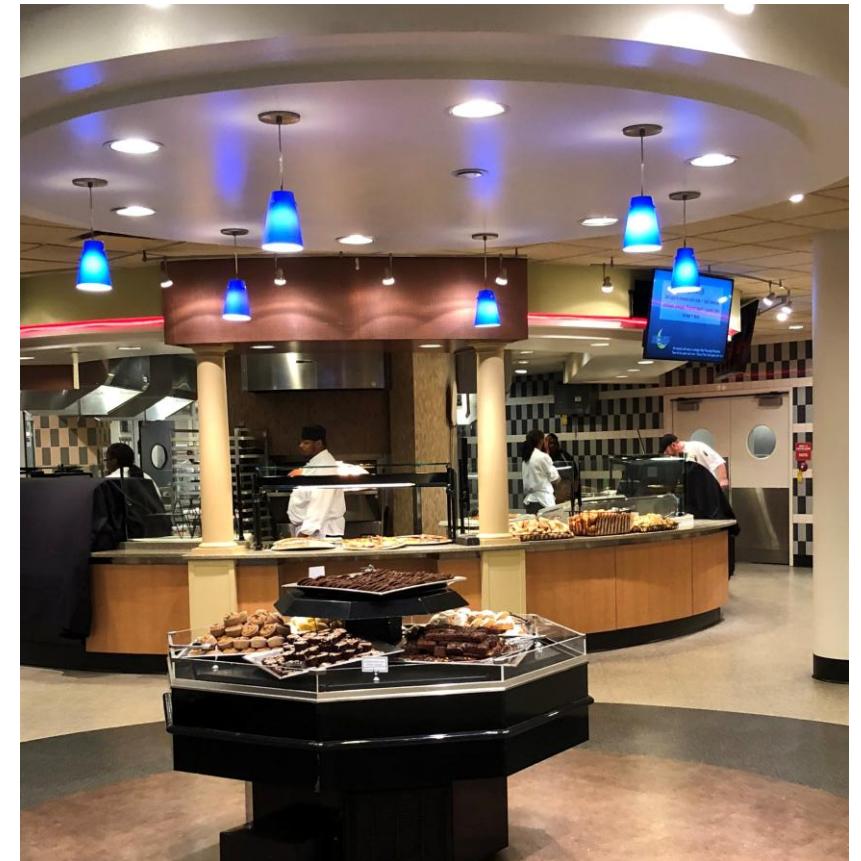
Learn the
Business Side

Project
Management

People Skills,
understanding
DISC profiles

RD's On Campus

- RD at WashU in Student Health
 - focus on eating disorders
 - as campus saw impact – why not all students
- Dean of the College of Arts and Sciences and Vice Chancellor of Students – said – “Let’s graduate bright, healthy students!”
- Key skills –
 - Listening - Think outside the box - Open to Learning
 - Collaboration - Willing to be flexible
 - Respect all partners



Defining Your Worth

A thick, hand-drawn style orange line that underlines the title "Defining Your Worth". It starts under the 'D' and ends under the 'h', with a slightly wavy, irregular edge.

7 Habits

Stephen
Covey

- Be Proactive
- Begin with the End in Mind
- Put First Things First
- Think Win-Win
- Seek First to Understand, then to be understood
- Synergize
- Sharpen the Saw

- Covey, Stephen R. And Covey, Sean. **Seven Habits of Highly Effective People. Powerful Lessons in Personal Change.** 30th edition, 2020.

ACTIVITY: Skills Inventory

Instructions:

- Complete skills inventory worksheet
- Identify 2-3 skills where you have lower competence, but high importance to success and/ or goals
- Share with your group
- Report out



Advocacy and Positioning

Building Your Personal Brand

- Think Differently
- Just Do It
- America Runs on Dunkin
- A Diamond is Forever
- Imagination at Work
- Belong Anywhere



DE BEERS



Developing Your Personal Brand

- What you stand for
- What you project to the world
- Core values
- Concise & memorable
- Benefits, NOT Features
- Your unique identity, your story, your WHY

ACTIVITY: Take 5 minutes and identify what national brand you align with and why

Why is Developing a Personal Brand Important?

- Others continually experience you as a package of traits and capabilities, form impressions and act on perceptions.....this is your reputation.
- Is there a “gap” between your brand (accurate picture of what you aspire to project) and your reputation (how others see you)?
- One challenge for RDNs: reputation is often linked strictly to credential but does not convey your WHY.
- Everyone sells, every day. If you want to advance you **MUST** have a strong personal brand.

Personal Brand Development

- Make Use of Stereotypes
- Be a Person, Not a Label
- Identify Gaps
- Focus on What Moves the Needle
- Invite Others to See You in Action
- Keep Showing
- Say It & You Will Mean It
- Reassess Continually

Activity: Brand Development

1. Define Your Purpose: Your WHY
2. Personal Brand Equity Audit
3. Personal Narrative Construction
4. Personal Brand Elevator Speech

Advocacy to Advance your Career

- The Process
 - Advocacy takes time
 - A systematic plan is best for all advocacy
 - View Advocacy like behavior change
 - Hear the goal
 - Think about the goal
 - Plan for change

Advocacy to Advance Your Career

- Advocacy is not just about policy
- Advocacy can be effective when working to leverage for
 - job advancement
 - support for new creative ideas
 - generate change in a program of long existence
 - boost staff size
- Advocacy is really negotiating

- Open Society Foundation. *An Introductory Guide to Successful Advocacy*. <https://www.opensocietyfoundations.org/uploads/99ce7dec-9e89-40b1-ad88-7db45b4d68a5/guide-to-successful-advocacy-20100101.pdf>

Process of Advocacy

- 5W's and How
 1. Who is involved in the advocacy?
 2. What do you want to change?
 3. When can you begin to share your ideas?
 4. Where should you to effectively reach the target audience?
 5. How will you provide the information needed most effectively?

Activity

As a DII or III institution your department is now providing services to student health and some of the athletes

The time required is beginning to exceed what your team can do

After much discussion, you decide it is time to advocate for a new RD position.

Using the 5 W's and How outline the process for advocating for a new RD staff member

Storytelling as A Tool

- Storytelling is a powerful way to teach, influence and inspire
 - Telling stories can create connections – I feel like you
 - Studies indicate 40% of a group of people are visual learners, 40% are auditory and 20% are kinesthetic
 - Story telling appeals to all learners
 - Builds on skills – helps people boost what they do – another technique to advocate for self
-
- What Makes Storytelling So Effective For Learning? <https://www.harvardbusiness.org/what-makes-storytelling-so-effective-for-learning/> Accessed May 27, 2025

Storytelling

- Effective storytelling starts with
 - Set the stage – who you are and where the story takes place
 - What is the challenge in your story – think visual or tactile – smell, see, hear, taste
 - How did the challenge affect you – physical, mental, emotional
 - What was the Aha! Moment
 - How did you resolve the issue
 - What is your ultimate message to remember

Academy of Nutrition and Dietetics State Advocacy Summit. *Storytelling for Advocacy: How to Tell Your Story*. November 2022

Activity

You are scheduled to meet with a Student Dining Advisory Group who wants to know how you develop the menus and if they can be involved.

First, use the 5W's and How process to define what you need to do, then develop a story that makes the process tangible for students.

Personal Brand Follow Up

- Embody your brand. Pay attention to the message at every social & business interaction.
- Communicate your brand consistently
- Socialize your brand
- Continually evaluate and adjust

Technology and Ethics

Leveraging Technology Ethically

- Objectives
 - List 2 Principles and Standards of the Academy Code of Ethics that would be relevant to the use of AI in Campus Dining settings
 - Outline ethical parameters that need to be followed when using social media to educate or promote your business and give an example of how this impact a planned social media message.

Academy Code of Ethics

Guidance for *All* credentialed nutrition and dietetics practitioners

Reflects the values and ethical principles which guide the nutrition and dietetics profession

Sets commitments and obligations of the practitioner to the public, clients, the profession, colleagues and other professionals.

Academy of Nutrition and Dietetics. (2018, June) *Code of Ethics*. <https://bit.ly/4f62aYj>



Ethical Responsibilities and Challenges for RDNs

The Code of Ethics for the Nutrition and Dietetics

Profession calls for us to:

“Assess the validity and applicability of scientific evidence without personal bias”

“Make evidence-based practice decisions....”

Academy of Nutrition and Dietetics. (2018, June) *Code of Ethics*.
<https://bit.ly/4f62aYj>

Academy Code of Ethics: *Effective June 1, 2018*

Preamble: When providing services, the nutrition and dietetics practitioner adheres to the core values of customer focus, integrity, innovation, social responsibility, and diversity. Science-based decisions, derived from the best available research and evidence, are the underpinnings of ethical conduct and practice.

This Code applies to nutrition and dietetics practitioners who act in a wide variety of capacities, provides general principles and specific ethical standards for situations frequently encountered in daily practice. The primary goal is the protection of the individuals, groups, organizations, communities, or populations with whom the practitioner works and interacts.

- Academy of Nutrition and Dietetics. (2018, June) *Code of Ethics*. <https://bit.ly/4f62aYj>

Preamble

- Preamble provides an overview of **why** we have a Code of Ethics:
- Core values defined
 - Customer Focus
 - Integrity
 - Innovation
 - Social Responsibility
 - Diversity
- Science-based decisions – from the best available research – underlie conduct and practice.
- Academy of Nutrition and Dietetics. (2018, June) *Code of Ethics*. <https://bit.ly/4f62aYj>

4 Main Principles

Fundamental **Principles**:

- Non-Maleficence - *Competence and professional development*
- Autonomy - *Integrity in personal and organizational behaviors and practices*
- Beneficence - *Professionalism*
- Justice - *Social responsibility for local, regional, national, global nutrition and well-being*
- Academy of Nutrition and Dietetics. (2018, June) *Code of Ethics*. <https://bit.ly/4f62aYj>

Code of Ethics Principles and Standards

1. Non-Maleficence

1a – “Practice using an evidence-based approach within areas of competence, continuously develop and enhance expertise, and recognize limitation”

1e – “Make evidenced based practice decisions, taking into account the unique values and circumstances of the patient...”

1g – “Act in a caring and respectful manner, mindful of individual differences, cultural and ethnic diversity.”

2. Autonomy

2a – “Disclose any conflicts of interest...”

2b – “Comply with all *applicable laws and regulations* ...”

2d – “Respect intellectual property rights, including citation and recognition of the ideas and work of others, regardless of the medium...”

Code of Ethics Principles and Standards

3. Beneficence

3c – “Demonstrate respect, constructive dialogue, civility and professionalism in all communications, including social media”

3d - “Refrain from communicating false, fraudulent, deceptive, misleading, disparaging or unfair statements of claims”

3h – “Communicate at an appropriate level to promote health literacy”

4. Justice

4b – Promote fairness and objectivity with fair and equitable treatment

Frameworks for Ethical Practice: The Practice of Dietetics is Based on Ethics!

Science is evolving, changes must be monitored

Competition for information/education is *EVERYWHERE*

Consumers have greater, instantaneous access to information

Consumers want control of where they get info and how they use it

RDN responsibility is to *Effectively, Accurately and Compassionately share the evidence*

Critical Thinking

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Critical Thinking is a *LEARNED* Skill

- *Objective* analysis of facts to form judgments, requiring rational, skeptical, unbiased thoughts
- CT is a self-directed, self-disciplined, and self-corrective thinking process
- Requires systematic cultivation and training for excellence
- Information is abundant, but CT is not, emphasizing the need for nutrition practitioners to develop both CT and information literacy skills for practical application in navigating mass information.

- Paul, R. & Elder, L. (2001). *Critical Thinking: Tools for Taking Charge of Your Learning and Your Life*. Pearson; 3rd ed

What is Critical Thinking? Cont.



- Critical thinking is an essential component of evidence-based practice (EBP).

Modeling and Encouraging CT: The practitioner's POV

- CT helps practitioners, communicators, and experts:
 - Analyze scientific research studies
 - Understand the body of evidence
 - Decipher facts from misinformation, and
 - Put studies into perspective.
- CT aids in determining how opinions and beliefs impact people's readiness to change
 - For example, helping nutrition practitioners shape interventions based on the body of evidence.

Glaser, E.M. "Defining Critical Thinking". The International Center for the Assessment of Higher Order Thinking (ICAT, US)/Critical Thinking Community.
<https://www.criticalthinking.org/pages/defining-critical-thinking/766>

Critical Thinking and Relevance to RDN - Glaser

1

Make conclusions
based on the
strength of the
evidence

2

Develop appropriate
inferences from the
facts and
understand the
tradeoffs

3

Keep human
emotions in check

Good Critical Thinkers Practice These Skills

Confirm Evidence

- Do not assume evidence that confirms what we believe is better than new evidence that conflicts.
- Professional self-reflection of current beliefs and determines whether this changes based on new evidence

Avoid Ignorance

- *Just because no evidence exists, it should not be assumed it is safe or true*
- Thinking critically **requires** looking for evidence

1. Paul, R. & Elder, L. (2001). *Critical Thinking: Tools for Taking Charge of Your Learning and Your Life*. Pearson; 3rd ed.

Critical Thinking Checklist

Who?

What?

When?

Where?

Why?

How?

Mis and Disinformation

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Misinformation Versus Disinformation

- Misinformation is referred to as inaccurate or incomplete information
- Disinformation is a product of a carefully planned and technically sophisticated deceit process
- The primary difference between misinformation and disinformation is...
Intent
- Diekman C, Ryan C, Oliver T. Mis and Disinformation in Food Science and Nutrition: Impact on Practice. Journal of Nutrition Vol.153:1 January 2023 bit.ly/4eLcsxL

Misinformation

Misinformation is false information that one spreads because others *believe* it to be true.

Misinformation comes from poor interpretation of studies

Misinformation comes from *beliefs* or *opinions* over facts

Misinformation occurs when people are overwhelmed with facts – provide context!

Diekman C, Ryan C, Oliver T. Mis and Disinformation in Food Science and Nutrition: Impact on Practice. Journal of Nutrition Vol.153:1 January 2023 [bit.ly/4eLcsxL](https://doi.org/10.1093/nj/nxab001)

Disinformation

- Disinformation is false information that one spreads ***even though you know it to be false***
- Disinformation undermines products, people, and ideas and maybe used for monetary gain
- Cami Ryan, PhD – “The disinformation landscape is firmly planted in what is known as the attention economy ([Simon, 1971](#)). In the era of media digitalization, there is a new focus on an attention economy that is tied to the rise of the Internet and social media, **which have low barriers to entry. Anyone can become a vendor and profit from attention.**”
- Diekman C, Ryan C, Oliver T. Mis and Disinformation in Food Science and Nutrition: Impact on Practice. Journal of Nutrition Vol.153:1 January 2023 bit.ly/4eLcsxL



Tips for Managing Misinformation

Do not repeat the “myth” - reinforce the Facts

KISS

Affirm values and beliefs – I hear your concerns... or I understand how this might feel like the right answer....
Then translate facts

Reply with empathy but stick to the facts

Two Papers That Might Help



[Diekman, Ryan, and Oliver](#) (2023)

[Lila, Ryan, and Diekman](#) (2025)

ANNUAL REVIEW OF FOOD SCIENCE AND TECHNOLOGY

Review Article

Down the Rabbit Hole: How Digital Media Shapes Public Perceptions of Food Science and Technology Research (And How We Can Safeguard Science Integrity and Credibility)

[Mary Ann Lila](#)¹, [Camille Ryan](#)², and [Connie Diekman](#)³

➕ View Affiliations





Popularization of Food and Nutrition on Social Media

- **Challenges:**
- Social media platforms can be vehicles for sharing mis- and disinformation.
- Anyone can generate content and attract followers; expertise is less meaningful, perceptions are everything!
- Facts can be few and far between
- Social media can be a slippery slope when it comes to ethical practice

Social Media and Ethics

WWW isn't just Worldwide Web!

Everything and anything goes on social since First Amendment rights allow it: Implication?

Science on social media is what the poster wants!

Facts on social media are few and far between

Social media allows for a **slippery slope** on ethical practice

Activity:

Social Media and Ethics

A major food company provides significant income to the university. They would like you to promote, in dining locations and on social media, one of their products and conduct a raffle for 15 fun gifts.

Upon review of the product, you determine that its nutritional benefits are limited.

Outline how you would handle the issue

- Money comes to the university
- Product has questionable nutrient value
- Do gifts imply endorsement?

Identify any potential ethical issues?

Code of Ethics Applicable Principles

1a. - Practice using an **evidence-based approach** within areas of competence, continuously develop and enhance expertise, and recognize limitations.

2a - Disclose any **conflicts of interest**, including any financial interests in products or services that are recommended. Refrain from accepting gifts or services which **potentially influence** or may give the appearance of influencing professional judgment

3d - Refrain from communicating false, fraudulent, deceptive, misleading, disparaging, or unfair statements or claims

Academy of Nutrition and Dietetics. (2018, June) *Code of Ethics*. <https://bit.ly/4f62aYj>

Key Points to Consider

- Transparency is required for social media. Posts should mention that company provided financial support and the gifts.
- Disclosing marketing relationship also has legal implications. FTC requires disclosure of material connections
 - “I am an employee (or representative) of (company name).”
 - “This post is sponsored by (company name)”.
 - Use recommended hashtags –
 - #sponsored #cl (client) #paid #ad #sample
- Disclosure statement should be prominently featured

Federal Trade Commission. .com Disclosures: How to Make Effective Disclosures in digital Advertising. <https://www.ftc.gov/sites/default/files/attachments/press-releases/ftc-staff-revises-online-advertising-disclosure-guidelines/130312dotcomdisclosures.pdf>



GRASS-FED VS. GRAIN-FED

- ✎ Eats grass its entire life so the less significant marbling than grain-fed/finished beef
- ✎ Distinctly yellow fat due to presence of Vitamin A in grass
- ✎ More nuanced, variable & complex flavor profile
- ✎ 'Finis grain horm & ant fatte
- ✎ More pale, off-white colored fat due to lack of Vitamin A
- ✎ More 'consistent' taste & texture, with less variety between breeds & origin

Paleo Robbie



The Hateful Eight

Sunflower Oil	Soy Oil	Cottonseed Oil	Safflower Oil	Corn Oil	Ricebran Oil	Grapeseed Oil	Canola Oil

Always ultra-processed and never natural.
These oils are toxic to your health

Butter -- credit Dairy Farmers of Canada

By Adina Bresge - The Canadian Press

Directive based on 'buttergate' claims could cost dairy farmers

The Telegraph Your Say News Sport Business Money Opinion

Three glasses of milk a day can lead to early death, warn scientists

Because we all eat, food and anything food-related becomes an easy (believable) villain

Activity:

The Hateful Eight

- Dining services uses oils for most food preparation that calls for some fat
- Through your online presence – either menus online or in social media blogs or posts - you address the health benefits of oils
- Campus members have begun to question the use of “seed oils”
- What steps do you take to reply -
 - In person
 - On social media
 - Through the dining website

Code of Ethics Applicable Principles

1a. - Practice using an evidence-based approach within areas of competence, continuously develop and enhance expertise, and recognize limitation

2a - Disclose any **conflicts of interest**, including any financial interests in products or services that are recommended. Refrain from accepting gifts or services which **potentially influence** or may give the appearance of influencing professional judgment

3d - Refrain from communicating false, fraudulent, deceptive, misleading, disparaging, or unfair statements or claims

Academy of Nutrition and Dietetics. (2018, June) *Code of Ethics*. <https://bit.ly/4f62aYj>

Key Points to Consider

- Code of Ethics dictates
 - Know the evidence
 - Present reliable information w/o personal bias
 - Provide information to enable clients to make their own informed decisions
- Professional integrity states
 - Listen to consumer concerns without bias
- Communicating beliefs/opinions is acceptable - if within these boundaries
- Code of Ethics – “..practices dietetics based on evidence-based principles and current information.”

Artificial Intelligence (AI)

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Why AI?



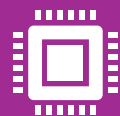
AI has been around since the 1950's



As databases have grown, AI's abilities have also grown



As with any issue, if the data “in” is biased, inaccurate or out of date, the information “out” will reflect that



AI is all about computer algorithms that can address problems, questions and challenges

Why AI?

AI uses human skills of reasoning, interpreting, critical thinking, and pattern recognition to review databases to provide answers

AI differs from Machine Learning (ML) in that it can use ML to develop plans or create solutions to problems

Broadly, AI can Understand and Apply knowledge like a human But in less time

The Ethics of AI

- United Nations Educational, Scientific and Cultural Organization (UNESCO) document - Recommendation on the Ethics of Artificial Intelligence
 - Explains AI – why is it used
 - Discusses AI versus Machine Learning (ML)
 - Addresses why AI ethics is important
 - Outlines How to apply ethics in AI

UNESCO.(2021) *Recommendation on the Ethics of Artificial Intelligence*.
<https://www.unesco.org/en/articles/recommendation-ethics-artificial-intelligence>

UNESCO – Applying ethics in AI

1. Generate awareness of all involved, who will be impacted
2. Has 10 Guiding Principles that ensure equity for all - a few include –
 - ❖ Do No Harm
 - ❖ Right to Privacy and Data protection
 - ❖ Fairness and Nondiscrimination
 - ❖ Accountability and responsibility
 - ❖ Transparency

UNESCO.(2021) *Recommendation on the Ethics of Artificial Intelligence*. <https://www.unesco.org/en/articles/recommendation-ethics-artificial-intelligence>

Academy Code of Ethics

- Our Code does not have specific Principles or Standards on AI
- Our Code does have Principles like those outlined by UNESCO
 - Non-maleficence - competence
 - Autonomy - integrity
 - Beneficence - professionalism
 - Justice – social responsibility

Activity: AI in Campus Dining

- ChatGPT said
 - AI can significantly assist dietitians working in food service on college campuses in several impactful ways, improving efficiency, personalization, and nutrition outcomes. Here's how:
1. Menu Planning
 2. Personalized Nutrition – meals based on personal needs
 3. Inventory and Supply chain Management
 4. Student Engagement and Education - chatbots
 5. Operational Efficiency

<https://chatgpt.com/>

Is AI in Use on College Campuses?

- ChatGPT said
 - Yes! Yale University

According to ChatGPT –

“Yale uses an AI-powered food monitoring system across all 14 residential college dining halls to *reduce food waste and enhance sustainability efforts*. This system... utilizes a combination of cameras, scales, and AI algorithms to analyze food waste in real-time”

“The collected data is compiled into weekly reports, providing chefs with insights into waste patterns by meal period and food product. This ... **enables chefs to adjust menus, refine purchasing specifications, and identify areas for staff training to minimize waste.**”

<https://chatgpt.com/>

AI In the Future

- AI has the potential to assist RD's in their work
- Assessing the accuracy of AI is a key aspect of ethical practice
- Ensure full disclosure of *How* information was prepared is available to all clients
- *Know business and local laws and/or regulations related to use of AI*
- Remember, priority is evidence-based, quality care of our clients

Where Do We Go From Here?

1. Read new study media headlines with a critical eye – or cynical eye
2. Use the principles of Critical Thinking as a foundation for your work
3. Question misleading reports, provide perspective, and focus on the “Body of Evidence.”
4. Understand How the Code of Ethics crosses into all aspects of practice
5. Develop skills in advocating for yourself and your job – what makes you the right choice?
6. Use your worksheets to determine your personal plan of action for the next year!

References

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- 2) Adams, Tiffany L. **Polished: The Guide to Excellence for the Modern Professional.** 2023
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- 13) Open Society Foundation. *An Introductory Guide to Successful Advocacy.* <https://www.opensocietyfoundations.org/uploads/99ce7dec-9e89-40b1-ad88-7db45b4d68a5/guide-to-successful-advocacy-20100101.pdf>
- 14) UNESCO.(2021) *Recommendation on the Ethics of Artificial Intelligence.* <https://www.unesco.org/en/articles/recommendation-ethics-artificial-intelligence>
- 15) What Makes Storytelling So Effective For Learning? <https://www.harvardbusiness.org/what-makes-storytelling-so-effective-for-learning/>