

# **Institute Dining Review**

## **Final Report**

**November 13, 1997**

## Table of Contents

1.0 Executive Summary .....	4
2.0 Introduction.....	6
2.1 Purpose .....	6
2.2 Scope.....	6
2.3 Methodology .....	6
2.4 Report Format.....	7
2.5 History .....	7
3.0 Existing Conditions.....	11
3.1 Organizational Structure.....	11
3.2 Dining Programs.....	12
3.3 Dining Facilities .....	13
3.4 Budgets and Financial Status .....	16
3.5 Community Needs.....	16
3.6 Off-Campus Dining Facilities .....	18
4.0 Dining Programs at Other Institutions.....	20
5.0 Dining System Options .....	23
6.0 Conclusions .....	26
7.0 Objectives For A New Dining Model at MIT .....	28
8.0 Recommendations .....	29
8.1 Administrative Structure.....	29
8.2 Programs.....	31
8.3 Nutrition .....	32
8.4 Residential Dining .....	33
8.5 Cash Operations.....	36
8.6 Catering.....	38
8.7 Vending Operations .....	38
8.8 Faculty Club.....	39
8.9 Financial Operations and Funding Mechanisms.....	39
8.10 Facilities and Equipment Improvements .....	40
8.11 Implementation Schedule.....	40
8.12 Expectations of Contractors .....	41
8.13 Education and Information.....	41

8.14 Enforcement .....42

8.15 Needs Met by the New Dining System .....42

8.16 Financial Analysis .....44

9.0 Acknowledgments ..... 46

9.1 Food Service Working Group Members .....46

9.2 Institute Dining Review Advisory Board Members .....46

9.3 Community Involvement Group Members .....46

9.4 Presentations to the Working Group.....47

9.5 Consultations .....47

10.0 Appendices ..... 48



## 1.0 Executive Summary

*The Food Services Working Group recommends a new, comprehensive dining program for the Massachusetts Institute of Technology. Past dining systems have focused mainly on operational and financial issues to determine policy and overall system goals. It is proposed under the new system that the Institute formulate a program to address the impact that dining has on the educational mission and overall student experience. Objectives of community-building, social development, nutrition, and other educational goals will be vital to the formation, development, and enforcement of the new system.*

In past Institute studies, the dining system at MIT has always been viewed as an important part of the educational experience of a student. Dining is a complement to the curriculum and fosters a sense of community and the exchange of ideas. Socialization skills are also developed in the dining setting, one of the few times for social gathering outside of the classroom. In reality, however, campus dining has often been viewed as a mere necessity rather than a vital component of the educational mission of the Institute. Contradictory policy and implementation have usually resulted in negative impacts on campus food services and, thus, student, faculty, staff, and visitor experiences at MIT.

The Committee on Student Affairs (CSA) called for the establishment of the Food Services Working Group to study the current dining system and recommend changes. The goal was a comprehensive change of the entire system of food delivery on campus. These changes were expected to improve the delivery of food services, in general, and strengthen the community-building, social, educational, nutritional, and citizenship aspects of Institute dining. The CSA's assumptions about the importance of campus dining were supported by previous Institute studies of the subject. Several reports from the Institute have stressed the important link between intellectual development and the quality of the living environment.

The Working Group's study of the Institute dining system reveals several major issues that need change:

- The residential dining system has been increasingly marginalized in recent years.
- The organizational structure of the dining system is splintered into inefficient reporting relationships and roles of responsibility. This has resulted in service that has been found unacceptable by many in the MIT community.
- Community members have said that they need better quality food at more convenient times and at reasonable cost.
- The primary contractor model for institutional dining is ineffectual in the current competitive environment.
- Service inconsistencies are coupled with high annual operating costs for the Institute.
- The system competes with many off-campus dining establishments for business. The increasing concentration of restaurants in the Central Square area has become a draw for students, faculty, and staff with an increasingly sophisticated palate.
- Currently, MIT does not have enough seating capacity for its daytime population.

Other educational institutions have proven the importance and the potential success of educational dining. Many peer institutions require students to participate in a board plan and are usually self-



operated systems. Overall dining system management using a chef/manager model is becoming increasingly popular in a competitive food market. This model utilizes the creativity of the restaurant atmosphere with the business sense of an entrepreneurial environment.

From examination of past studies, community needs, and peer institutions, the Working Group developed an options matrix to define the dining system choices available to MIT. The matrix covered issues such as management and operations, meal plans, food providers, and personal cooking. The conclusions from the matrix, as well as the large amount of other information, showed that the dining system would indeed need major changes and that a comprehensive view of food service on campus was essential to the new system. The Working Group saw that while past studies and policy implementation focused on many of the same issues that are seen today, they were never viewed in a comprehensive manner.

The Working Group, in conjunction with the community, including the housemasters, developed a set of objectives which the new dining system would be required to meet. The objectives address the issues of nutrition, quality, social and leadership development, convenience, and cost. To achieve these objectives, the Working Group recommends the following:

- *Strengthening the role of dining in the residential system.* Dining supports the educational mission of MIT and provides opportunities for development of socialization, citizenship, and leadership skills. The Working Group recommends that all house dining halls be open for community meals. Local oversight groups will ensure the involvement of house residents and housemasters.
- *A "managed competition" model whereby at least two food providers would operate campus dining facilities.* This system would allow the providers to compete with one another yet abide by standards (of quality, hours of operation, customer service, etc.) set by MIT.
- *Improvements in quality, availability, and costs in the dining system.* A nutritious, high-quality variety of food should be readily available on campus in convenient locations and at convenient hours.
- *A central Office of Campus Dining served in an advisory capacity by a Campus Dining Board and local oversight groups.* The Office will coordinate and oversee all food providers on campus including vending services and non-MIT caterers.

The Working Group expects that through these recommendations campus dining will greatly contribute to the student experience at MIT and provide for a stronger sense of community campus-wide.



## 2.0 Introduction

In February 1996, the Committee on Student Affairs issued their *Initial Report on Housing and Food Services at MIT* stating that a Food Services Working Group (FSWG) should be established to conduct a comprehensive review of dining services on campus. Recognizing the important educational aspect of dining for MIT students, the Committee recommended that the Working Group address a series of objectives that included fostering citizenship development, keeping food costs low, providing nutritious food, providing quick and convenient sources of food, and providing opportunities for socializing and community building. The Working Group was formed by Senior Vice President William Dickson and Dean Rosalind Williams and began meeting in the Spring of that year. The goal of the Working Group was to outline a philosophical, programmatic, and operational approach to a new dining system for MIT.

In a university setting, the focus on achieving and supporting the institution's educational mission is paramount. Thus, the Working Group endorses dining as an important part of the educational experience at MIT. Not only does it maintain health and vitality, it provides an opportunity for developing social skills and student leadership, and fostering a sense of community. Based on the Working Group's research, however, the current dining system is not adequately fulfilling these roles.

### 2.1 Purpose

The purpose of the Food Service Working Group was set forth by the Committee on Student Affairs in 1996. The Working Group was to conduct a thorough review of the current MIT dining system and devise a new, comprehensive system that satisfies the needs and desires of the MIT community. The report that follows examines the current campus dining system and the ramifications of change in terms of philosophy, programming, operations, management, and facility improvements.

### 2.2 Scope

The charge to the Working Group from the Committee on Student Affairs included articulation of the role of dining in the educational mission at MIT. In addition, this project will achieve the objectives set forth by the Committee on Student Affairs by: conducting a detailed analysis of the current food service situation at MIT and of the requirements of a successful food service model; developing and considering a wide variety of food service models; engaging the MIT community throughout the process to determine its needs and which model of food service it prefers; and making recommendations based on the Working Group's educational concern, community feedback, and other findings. The Committee's report stressed the importance of the relationship between campus dining and achieving academic goals.

This process ends with the Requests for Proposals stage in which formal guidelines for would-be MIT food service providers are outlined.

### 2.3 Methodology

Upon receiving its charge from the Committee on Student Affairs, the Food Service Working Group began a period of research. The Group examined past documents and reports that provided valuable insight as to how the current dining system came to be (a complete listing of reviewed documents can be found in Appendix 10.3). The Group also conducted research via the World Wide Web into dining systems at other peer institutions. As research continued throughout the Fall 1996, the Group conducted an extensive series of focus groups and open meetings in order to reach as many members of MIT's diverse community.



The Working Group also began meeting with its Advisory Board at this time. The Advisory Board included representatives from undergraduate student government, graduate student government, the Department of Housing and Food Services, the Committee on Student Affairs, the Medical Department, Office of Residence and Campus Activities, Campus Activities Complex, International Students Office, the Planning Office, and housemasters.

Meetings were also held with the Committee on Student Affairs throughout the rest of the process and provided much guidance regarding the issues and potential problems that the Working Group would face. Presentations were also made to the Task Force on Student Life and Learning, Undergraduate Association, DormCon and the Inter-Fraternity Council (IFC).

Through the late fall and early winter of 1996, further information of MIT's peer institutions was gathered using a telephone survey (see Appendix 10.4). Several members of the Group then conducted site visits (Harvard University, Harvard Business School, Boston College, and Duke University) to better understand the "best practices" of these institutions.

The Group also posted its information on a Web site which allowed students, faculty, and staff to e-mail comments directly to the Working Group. An interim report was issued both in hard copy and on the Working Group Web site in the winter.

Much of the Spring 1997 was spent synthesizing the information received, while still soliciting input. An options matrix was assembled and posted on the Web site. This matrix showed various categories of the dining review (management, meal plans, contractors, etc.) and the many different forms that each of these categories could take. The Working Group, using community feedback, finalized its recommendations in late spring 1997 and conducted a financial analysis with the help of a food service consultant.

## 2.4 Report Format

This report begins by examining the current conditions and issues of the dining system at MIT as well as dining programs at peer institutions to gain a sense of options and successes. Next, the report discusses the objectives for a new dining program at MIT and the specific recommendations for achieving said program including cost considerations, implementation schedule, and review and enforcement procedures. The report concludes with appendices that contain documents reviewed, best-practice research, the role of board members, results from various information-gathering efforts, food price comparisons, and current statistics on MIT dining facilities.

## 2.5 History

MIT's concern with dining in support of its mission has been long-standing and has taken on additional significance with the development of MIT as a residential university following World War II.

Nearly half a century ago, the *Report of The Committee on Educational Survey* (the Lewis Committee) formulated and charted this path, which has set the direction for MIT since that time (1949, p.131):

*"We should like to make it possible for students to absorb the cultural advantages to be obtained through living on 'the campus' in a congenial environment. There is also very real value in the cross-fertilization of ideas which comes from an association of scholars living in the same community. For undergraduates, particularly, we feel very strongly that the scientific spirit of inquiry and a liberal approach to life can best be acquired by living within a genuinely creative atmosphere. Therefore we suggest*



*as a goal the development of a physical and intellectual environment which will provide MIT with a life of its own within the larger life of the metropolitan area."*

The Lewis Committee noted that the campus environment exerted a direct influence on the character and quality of the intellectual work done at any educational institution. The intellectual environment, said the Committee, would also be improved by greater exchange between student and staff members by encouraging informal late afternoon or evening meetings. These should happen in appropriate rooms where refreshments and conversation, free of classroom formality, can be had by students and staff (p. 147-8).

A few years later, in 1956, the *Report of the Committee on Student Housing* (the Ryer Committee) was charged by President Killian to develop a residential system that furthered the education of the student body and, within that context, to examine the common meals program.

The Committee noted that:

*"Gracious, pleasant, and relaxed dining in a house dining room can be a significant part of the educational experience. Very few other occasions can so profitably be utilized for the interchange of ideas and information between students and between students and elders. At present, at hurried and noisy meals, this benefit is not being realized. This is a serious loss. In an atmosphere of pleasant communal dining, great strides can be taken toward creation of patterns of happy, productive, and generous life.*

*The purpose of education, whether in kindergarten or in university, is three-fold: to aid young people toward the attainment of intellectual competence, toward the development of personal and social responsibility, and toward the formation of patterns of behavior, thought, and spirit which will best foster their living happily and generously. A university is not and should not be an operator of apartment houses, boarding houses, trailer parks, motels, hotels, or restaurants as such. It is justified in undertaking the conduct of a residential system only insofar as it makes that system serve the purpose of education."*

The Ryer Committee suggested that students living in a residence house with its own dining hall be required to utilize those facilities. "There is no justification," they said, "for providing a house dining room other than the educational benefits which can accrue therefrom to the student." They noted that the commons meals for students in dormitories which did not have dining rooms had no comparable educational justification and endorsed the idea of each residential House being a complete unit, with dining hall. In concept, the Ryer Committee's recommendations were philosophically accepted but not necessarily implemented at MIT. Stressing the importance of the residential system, with dining being an important component, has been a continuing concern at the Institute. However, due to conflicting campus policies, decentralized management, and piecemeal recommendations, the dining system has not had the comprehensive and detailed analysis and systematic set of recommendations needed to bring the concept into ongoing reality.

During that decade and the two to follow, the significance of the residence system and dining were echoed by the Committee on Student Environment. Then in 1979, the *Report of the Committee on Campus Dining* (the Kassakain Committee) was issued, much of which is still relevant today. Of particular importance, the decision to undertake a comprehensive review of MIT's dining system was motivated by many of the same concerns that are being voiced today, including rising costs, dissatisfaction with various aspects of the meal plans (in terms of flexibility, convenience, food quality, etc.), concern about the quality of student cooking efforts, and the existence of a hodgepodge of dining



styles and facilities that on the whole did little to enhance the quality of the campus living environment, either for students or the MIT community.

The Institute's responsibilities for dining, as recommended by the Kassakian Committee, centered around MIT providing support and direction for a dining *program* that was an integral part of a more comprehensive residence program in both the Institute Houses and Independent Living Groups. The Committee said that MIT should provide opportunities for students to participate in the development of the dining programs, reflect the different living and dining styles, and recognize the viability of both dining room and personal cooking options. The Committee did, however, state that the dining system *cannot* be all things to all people.

Ironically, not long after the Report was issued, personal cooking facilities were installed in residential houses that already had dining halls — an ambiguous vision for the purpose of the shared dining system. In addition, architecture itself has also played a role in the development of the current dining system at MIT. While the Ryer Committee recommended the common meals experience between students and faculty alike built around the whole residential unit, the construction of New House signaled a change in campus dining, as well as the residential system as a whole. New House was conceived from the idea that clusters of common living space shared by thirty to forty residents would facilitate smaller "communities." The results, however successful based on that concept, were not designed to facilitate community-building on a broader scale.

In 1992, the *Report of the House Dining Committee*, chaired by Professor William Watson, housemaster of Baker House, was charged with examining the house dining program (four house dining halls were open at the time - Baker, 500 Memorial Drive [Next], MacGregor and McCormick) and recommending changes in order to satisfy financial and operational goals. The Committee discovered that the house dining halls were incurring large operating deficits and, in turn, forcing a reduction in services. The Committee also noted that related to the financial and reduced service problems, there was an annual decline in dining hall use. "Under these conditions of financial instability and declining use," they stated, "the continued operation of the house dining halls is in jeopardy unless something is done to reverse these trends and to revitalize an essential but declining institution."

The Watson Committee recommended a House Dining System whereby all undergraduates living in Baker, MacGregor, McCormick, and 500 Memorial Drive would be members by virtue of their residence. All residents would pay a dining facilities fee that would cover costs of maintenance and operations (not including food costs). In return, members would be able to purchase food at-cost in any of the four dining halls (non-members would be charged the full price). The Committee recommended that breakfast, lunch, and dinner be served in Baker and McCormick five days a week and that breakfast and dinner be served in MacGregor and 500 Memorial Drive five days a week. They also suggested that a House Dining System Committee be established, to oversee system operations, as well as Dining Hall Committees in each of the four halls to oversee qualitative issues in their respective halls.

The Watson Committee's recommendations were never implemented and, in fact, MacGregor and McCormick dining halls were closed. Students were extremely resistant to the dining facilities fee, seeing it as just an additional fee or another form of required meal plan.

Four years later, the Committee on Student Affairs issued their *Initial Report on Housing and Food Services at MIT* which gave charge to the Food Service Working Group. The Committee made a strong statement in 1996 regarding the importance of on-campus dining:

*"Rather than being viewed as an administrative necessity, on-campus food provision should be seen as an integral part of MIT's educational mission. Not only does food that students eat affect their short-term and long-term physical well-being, but also the administrative process and the dining environment can serve as vehicles for learning and growth. The Committee feels, however, that too much attention has been paid to financial management, so that the goals of student development and well-being have been neglected. The Committee clearly wishes to replace this view of food services with a more holistic view."*

The Committee saw the opportunities in dining for community building, citizenship development (through participation in the dining program decision-making process), and social development. They also emphasized concerns about cost, nutrition, availability, and time, similar to those heard by the Kassakian Committee.



### 3.0 Existing Conditions

The Food Service Working Group examined the current conditions of the MIT dining system from several different perspectives. The Group studied the Department of Housing and Food Services, the contractors and vendors that operate on campus, student-operated businesses, retail tenants, and current meal plan options. Current and potential capacities of dining facilities and the budget of the dining system point to possible solutions for the system. Finally, community needs were assessed from numerous open meetings and focus groups held in Fall 1996.

#### 3.1 Organizational Structure

Most dining services on campus are the responsibility of the Department of Housing and Food Services (HFS). Dining services are currently contracted out to Aramark, Daka, four food trucks which operate on campus, and various outside vendors. HFS has profit and loss contracts with Aramark (MIT subsidizes losses) and Daka and a simple monthly lease with the food trucks. HFS reports to Rosalind Williams, Dean of Students and Undergraduate Education.

The Campus Activities Complex (CAC) operates the 24 Hour Coffeehouse in the Stratton Student Center. The basement and first floor of the Center are held in MIT's investment portfolio. The MIT Real Estate Office leases out space on the first floor to LaVerde's Market, Toscanini's Ice Cream and to Aramark (Networks Restaurant). CAC manages the commercial leases with LaVerde's and Toscanini's. The Real Estate Office also leases out space to several other dining establishments in MIT real estate holdings in Cambridge.

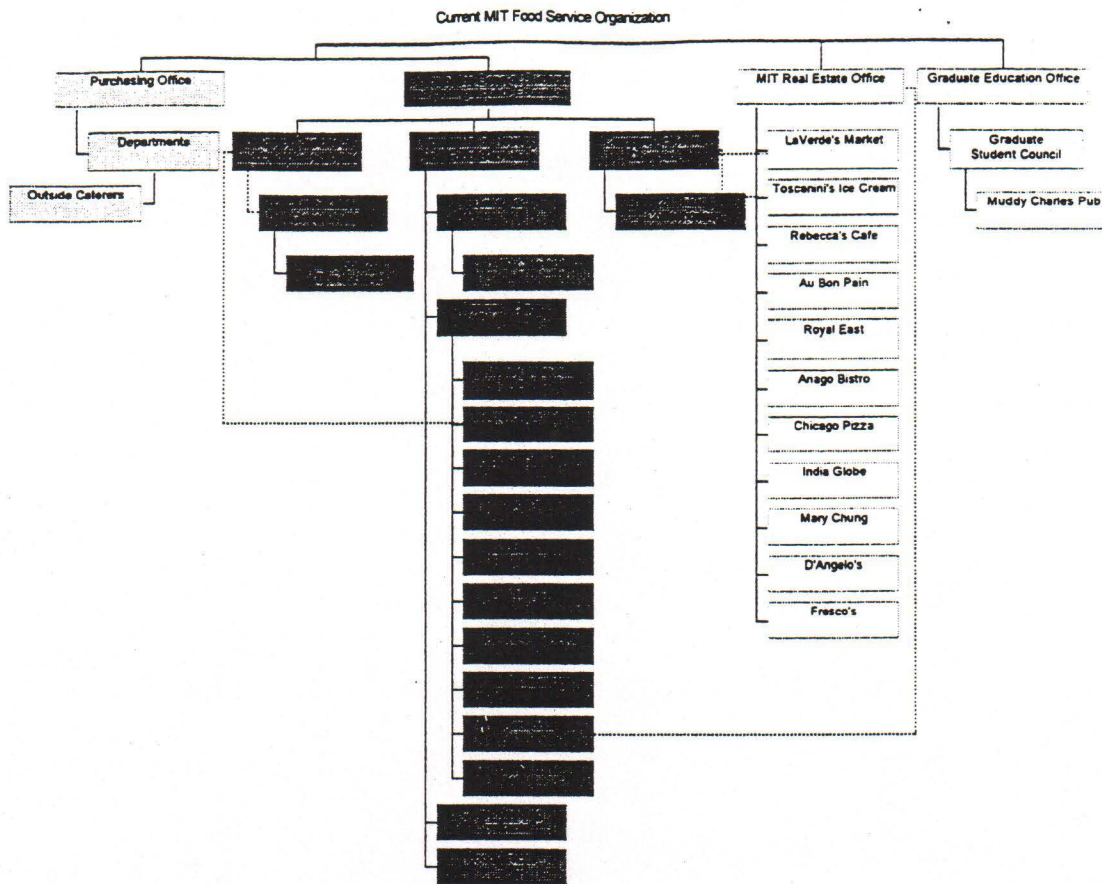
The Lobby 7 Donut Stand is operated by the Junior Class, which maintains ties to the Office of Residence and Campus Activities (RCA). Additionally, RCA is influential in the programming and operation of the residential dining halls and the Thirsty Ear Pub (operated by the Ashdown House Executive Committee). Both CAC and RCA report to Dean Williams.

The Graduate Student Council operates the Muddy Charles Pub in Walker Memorial. The manager is an MIT employee, reporting to the Graduate Education Office.

It should be noted that this organizational structure is relatively recent due to administrative reorganization. Previously, CAC and HFS reported to Senior Vice President William Dickson, RCA reported to Dean Williams, and the Muddy Charles Manager reported to RCA.

Under the current conditions, MIT has little coordinated oversight regarding food operations. The dining system at MIT lacks a comprehensive and communicative internal structure due to different contracts, vendors, and reporting lines. This has led to varying standards, reasons for decision-making, performance measures, and accountability practices.





### 3.2 Campus Dining Services

The Department of Housing and Food Services (HFS) provides most of the basic infrastructure relative to campus dining. HFS operates the MIT Card, which among other things, provides access to residence halls and serves as a declining balance card for food purchases at most dining facilities on campus (under the name of Multi Plan). An auxiliary account exists for faculty and staff of MIT. Unlike the Multi Plan for students where the debit system is used, faculty and staff essentially charge their meals to an account in HFS. At the end of each month, the charges are automatically deducted out of the employee's payroll and HFS is reimbursed.

HFS is in charge of basic food services in the residence halls, vending machines, cash operations, and catering operations.

Aramark is the primary food contractor on campus. It operates Lobdell Food Court, Networks, the Refresher Course, Walker Memorial, Bio Cafe, the Faculty Club, Pritchett, Building 4 Coffeeshop, MacGregor Convenience, MIT Catering, and the residential dining facilities in Baker and Next Houses.

HFS has its primary vending operations run by Daka while also maintaining substantial contracts with Coca-Cola and Pepsi. The food trucks adjacent to Building 20 lease space from HFS.

Several facilities on campus are student-managed and operated. The 24-hour Coffeehouse in the Student Center is under the supervision of the Campus Activities Complex (CAC), although this relationship is fairly new (supervision was under the now-defunct Student Center Committee). The CAC works closely with the Coffeehouse in employee hiring and program development. The Lobby 7 Donut Stand is operated by the

Junior Class and reports to the Office of Residence and Campus Activities. The Muddy Charles Pub is a function of the Graduate Student Council with a manager paid through the Graduate Education Office. The Thirsty Ear Pub, in Ashdown House, is strictly a House function.

The Provost's Office sponsors a Faculty Lunch program in the Walker Blue Room, operated by MIT Catering. The program is open during the academic year to all MIT faculty from 11:30am to 1:30pm.

LaVerde's Market and Toscanini's Ice Cream are retail tenants that rent out space in the Stratton Student Center through the MIT Real Estate Office.

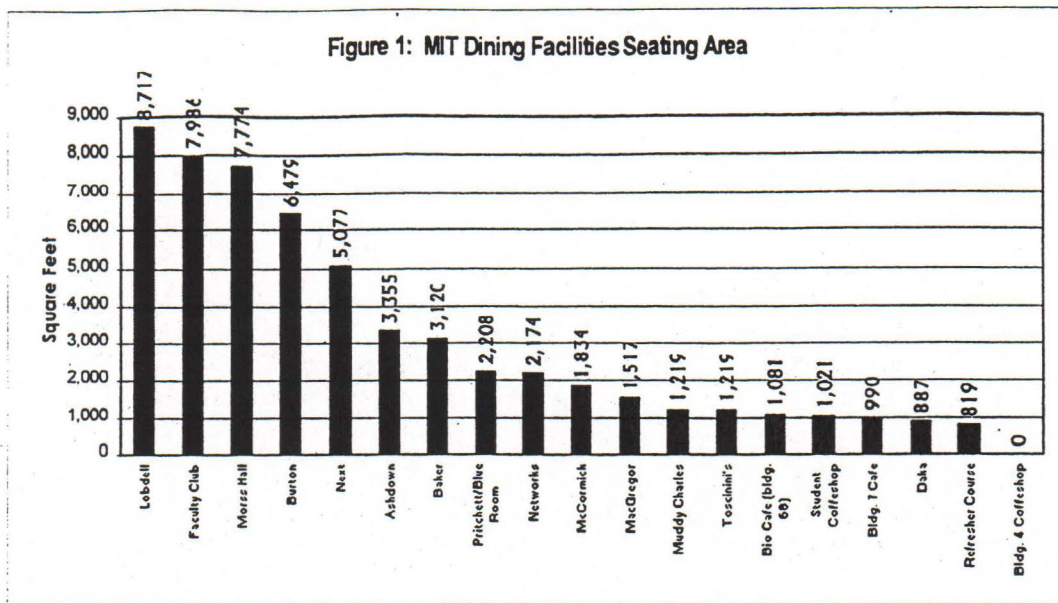
In terms of actual dining programs on campus, there is a lack of comprehensiveness. Programs have suffered from a lack of philosophical focus and support. MIT students are not required to purchase a board plan. As mentioned above, students are offered a declining balance Multi Plan. Any unused amount at the end of the academic year is fully refundable. Most of the Independent Living Groups, sororities, and fraternities have what might be termed a dining program. The residents of many of these houses pay into a system which buys food and sometimes pays for a cook. A common time for meals is coordinated and most of the residents attend meals on a regular basis.

### 3.3 Dining Facilities

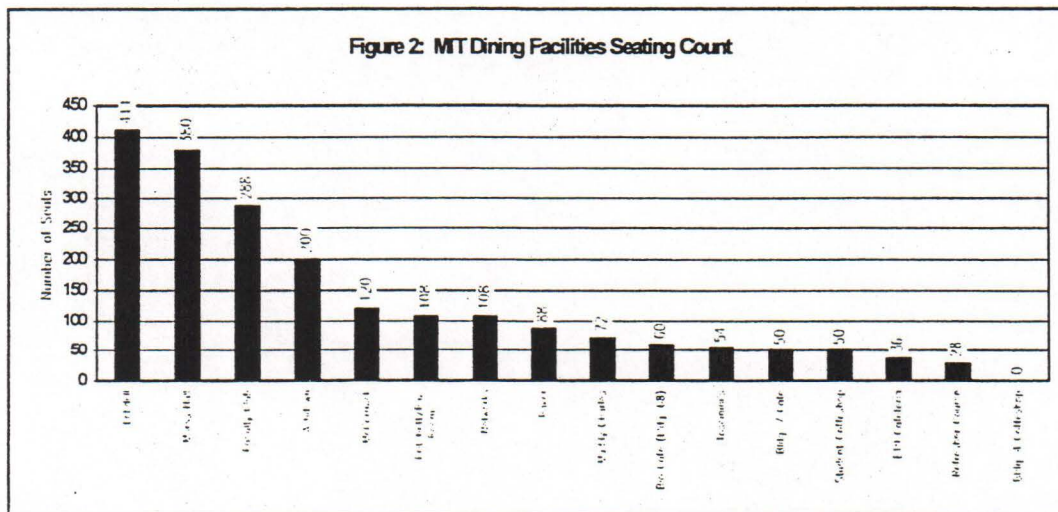
The largest open dining facilities on-campus are Lobdell Food Court in the Stratton Student Center and Morss Hall in Walker Memorial (8,717 and 7,774 square feet respectively; see Figure 1). The Faculty Club, while larger than Morss Hall, is currently used only for catered events. Both Lobdell and Morss are centrally located and can help serve the needs of the large daytime population concentration. However, due to the dispersal of the population in the evening, dinner is lightly attended at these facilities. The next largest locations are the dining halls at Next House and Baker House, with 5,077 and 3,120 square feet respectively. Burton-Conner, Ashdown, McCormick, and MacGregor dining halls are not currently in operation.

There is approximately 36,236 square feet of seating area in dining facilities on-campus currently in use. Approximately 23% of that space is in the two open residential dining halls and 38% is in the Stratton Student Center. However, if all of the dining halls were re-opened and the Faculty Club was operating on a daily, regular meal basis, the amount of seating area on-campus would go up to over 57,000 square feet.



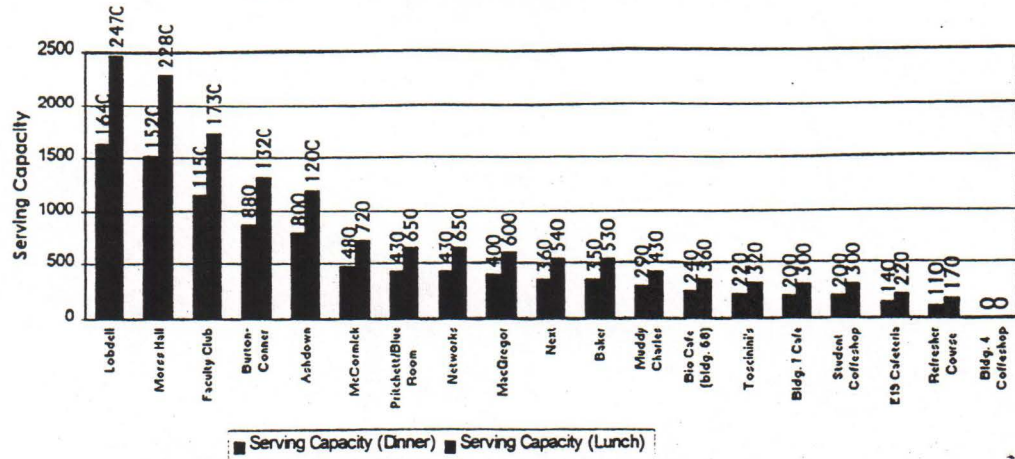


Currently, there are approximately 1,375 dining facility seats available during the daytime hours (see Figure 2). This number does not include Pritchett, which is only open at night, or the Faculty Club, which is only available for private functions. If the dining halls closest to the main campus were open for lunch (McCormick, Ashdown and Baker) and the Faculty Club served regular, daily meals, the seat count would increase to 2,053.



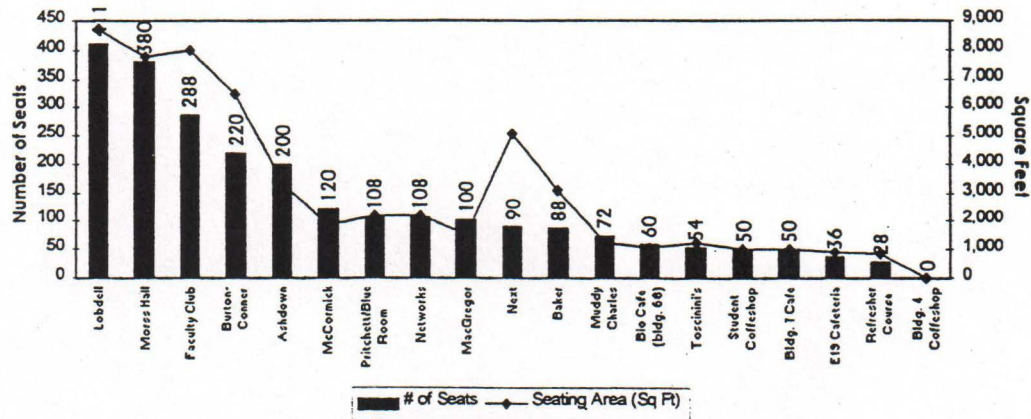
Given the potential increase in seats, over the course of a three-hour meal period, with an estimated 30 minutes for each lunch turnover and 45 minutes for dinner, MIT could increase its serving capacity from approximately 8,250 to 13,830 at lunch and from 5,500 to 9,220 at dinner (see Figure 3).

Figure 3: MIT Dining Facilities Serving Capacity By Meal



MIT should also examine seating arrangements within its dining facilities to best utilize space (see Figure 4).

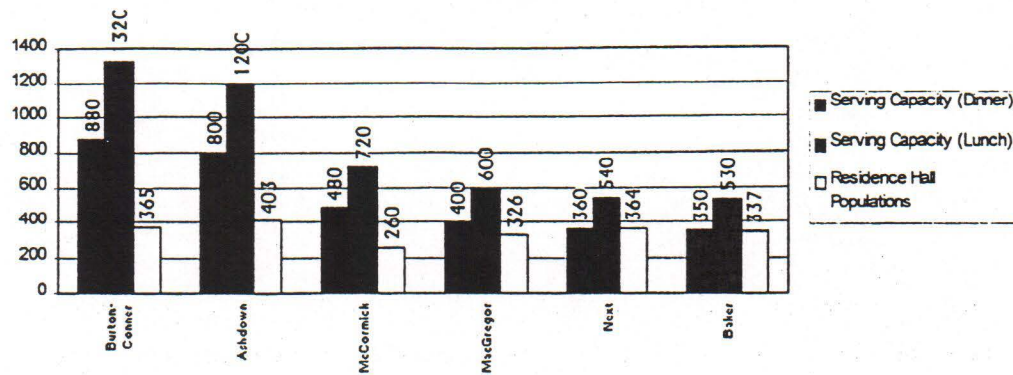
Figure 4: MIT Dining Facilities Seating Area vs. Seat Count



If open, dining halls in the residence halls should be able to accommodate their student population (see Figure 5). If all dining halls were to be reopened, varying hours could be structured to allow the most efficient (financially and operationally) use of the space. As one possible example, to accommodate the community's desire for late night dining, Burton-Conner could stay open while other houses nearby (Baker, MacGregor) close at the normal time. Burton-Conner, with its large capacity, could easily serve those populations nearby, as it has the largest over-capacity compared to its number of residents. As another example with over-capacity, Ashdown could help serve the graduate student population.



Figure 5: MIT Dining Facilities Capacity vs. Hall Population



Dining facilities on the east side of campus, with the exception of Pritchett Lounge, are very limited, especially in the evening. It should be noted, however, that many of the residences on the east side have personal cooking facilities and a large number of graduate students, many with families.

### 3.4 Budgets and Financial Status

MIT's costs to operate the dining system consists of Aramark operating losses, debt service, most dining area renovation costs, and the MIT Card system (central office). Businesses with Real Estate leases (LaVerde's, Toscanini's) assume all costs of renovations, base rent, common area maintenance charges, as well as have some escalation clauses based on sales.

For Fiscal Year 1997, MIT's office of Housing and Food Services supported Aramark operations with a subsidy of approximately \$300,000. Labor costs account for approximately half of the direct expenses (food costs being the next major expense). Indirect costs include building charges, rent, common area maintenance charges, debt service and other miscellaneous expenses. Income from the food truck leases, vending income, payment from the employee benefits pool, housing operations (charges against undergraduate houses break down to approximately \$53 per student), housing reserves, and long-term deficit reduction payments all support indirect costs (largely comprised of debt service on renovations). Neither Aramark nor Daka pay for the central costs of the MIT Card system. The holding account for Multi Plan participants generates no interest. There are no performance audit requirements in any of the current provider contracts and only Aramark is required to allow a financial audit by MIT.

Student payroll in Baker, Next, MacGregor, Walker, and Pritchett totaled just over \$207,000 for FY 1997. Increases over 1996 were due almost entirely to an increase in the minimum wage.

### 3.5 Community Needs

The Food Service Working Group held a series of open meetings and focus groups in the Fall of 1996 (a complete listing can be found in Appendix 10.5). The Group heard a large amount of both criticism of the current dining system and ideas for improvement. A large majority of the comments came down to the same three topics: availability of food at more locations and at more times; quality improvements in the food itself, including a larger variety of ethnic and vegetarian food; and good value for meals on campus. In addition, many respondents expressed concern over poor nutrition, often due to affordability or lack of time, and the importance of social interactions and how different dining facilities did or did not fulfill this need.



In addition, the campus community mentioned a variety of other concerns. They said that they needed more healthy meal choices at campus dining facilities and that those who choose to cook for themselves need acceptable nutritional, sanitary, and safety services and standards as well as convenient access to reasonably-priced groceries. Within these choices, MIT should address the special eating needs for various groups on campus, including athletes, ethnic groups, kosher, vegetarians, and women. In terms of the dining facilities themselves, the MIT community said that all facilities should conform to high sanitary standards and that personnel should be courteous to their clientele. The community noted that there needs to be more seating and service capacity during lunch hours as well. Students, faculty and staff felt that MIT should foster social interaction in residential dining halls, campus-wide dining facilities, and personal cooking programs and facilities, which currently are not adequately providing for these.

The MIT community also had a variety of ideas for improving the campus dining system. Overall, it was thought that competition between different food contractors would reduce prices and increase variety. To improve variety and availability, some members of the community believe that more delivery services and student-run eateries should be available (especially late at night), more ethnic food carts and trucks should be allowed on and around campus, and expanded use of the MIT Card should include area restaurants, grocery stores, delivery services, LaVerde's and Toscanini's. In the areas of cost and quality, community members thought that introducing competition, using student labor and selling full meals at a discounted price would keep prices down while having chef-managers and receipt tracking (to give providers a better idea of community dining needs) would improve quality.

Residents in Baker and Next Houses wanted to keep their dining halls open. Residents of Ashdown, Burton-Conner, MacGregor, and McCormick Houses expressed strong interest in reopening their dining halls. Most respondents said that they did not want a traditional required meal plan but expressed willingness to commit to some kind of flexible plan or house tax that would provide for several meals per week at convenient times.

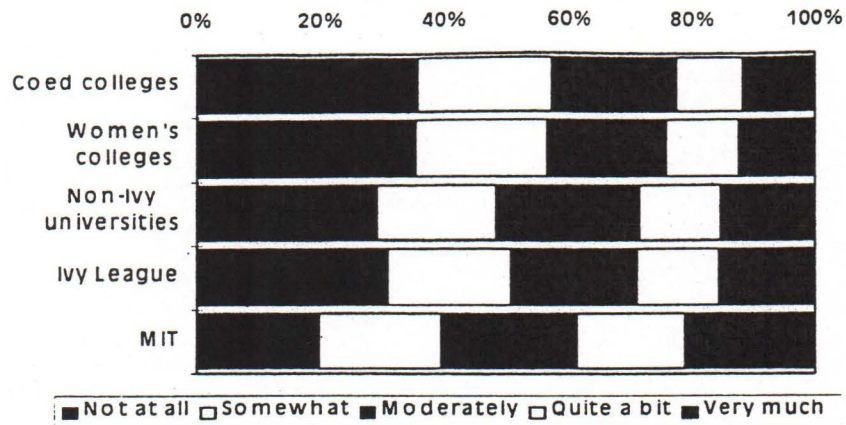
Special Events Coordinators noted that the current catering system lacks communication and professional structure. Many coordinators take their groups off campus for special functions. They feel that there should be a "master list" of approved caterers, conference rooms, etc. to which all coordinators would have access. This would eliminate inefficiencies within the system and increase customer service and reliability, as well as possibly provide some financial support to the system.

Dining needs were also expressed in the *1997 Survey of Parents of Enrolled Undergraduates at MIT*. Parents' ratings of MIT Services showed dining services to have the lowest satisfaction rate (approximately one-third of all respondents rated dining services "fair" or "poor"). Many of the respondents said that their child's eating habits were a concern and that MIT could do better in promoting healthier eating habits. Overall, parents were slightly more satisfied than dissatisfied with their child's principal dining pattern. In terms of dining patterns according to a student's residence, on-campus residence halls fared the worst. Over 30% of parents were either "very dissatisfied" or "generally dissatisfied" with their child's pattern of dining in the campus residence halls.

This survey was also issued to 21 other colleges and universities. In comparison, MIT ranked the highest with parents in terms of concern about eating habits. As seen in Figure 6, almost 40% of parents surveyed said that they were concerned "quite a bit" or "very much" about their child's eating habits; all other schools had responses of less than 30%.



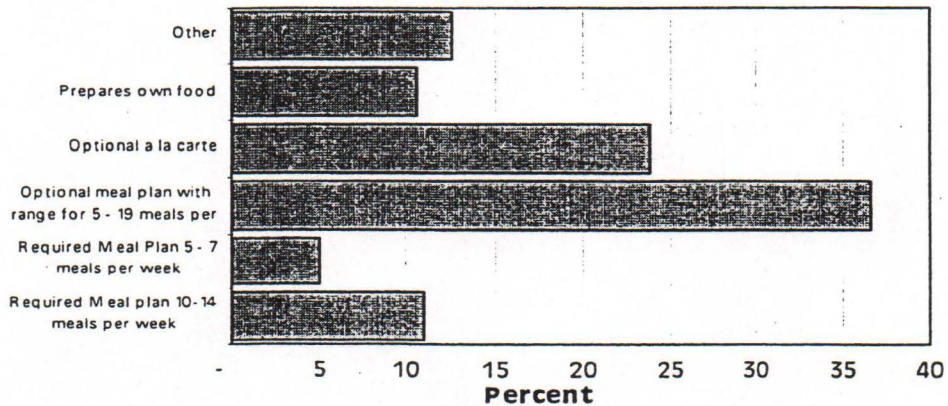
**Figure 6: Concern About Eating Habits**



Parents said that they were least satisfied with their child either preparing and eating meals alone or eating à la carte at a campus wide facility. An optional meal plan with 5 - 19 meals per week was the dining option preferred most by respondents to the survey, followed by an optional a la carte plan (see Figure 7). Parents' preferred dining option for their children showed no major differences between the student's class year.

**Figure 7: Preferred Meal Plan**

(source: 1997 Parents Survey)



### 3.6 Off-Campus Dining Facilities

There exists a variety of dining facilities and food services just outside of the MIT campus. The Central Square area, as can be seen on the map in Appendix 10.14, has a number of restaurants and is within reasonable walking distance of most of the campus, though some expressed reluctance to travel there at night. Dining opportunities are also available in Kendall Square, bordering the east end of campus, as well as in the Back Bay and Kenmore Square sections of Boston, where a large number of the fraternities, sororities and Independent Living Groups are located.

These off-campus facilities, by offering a wide variety of choices and quality (many ethnic and vegetarian), lower costs, and better hours of operation, are attracting many from the MIT community. This, in turn, has taken its toll on the current on-campus dining facilities. The new dining system must address these competitors and examine the entrepreneurial and competitive aspects that are allowing them to succeed.





## 4.0 Dining Programs at Other Institutions

In preparing this report, the Working Group examined dining programs at peer institutions. Realizing that context and current trends play an important role in understanding the state of MIT food service, the Group surveyed a wide variety of dining programs around the country.

The Working Group conducted research through several different means. First, web searches were conducted to see what and how much information was available to the general public. This not only allowed the Group to find basic information about an institution but also to get insight into how the institution was disseminating information, nutritional and otherwise. The Group then conducted telephone and e-mail interviews using a standard series of questions (institutions surveyed and survey questions can be found in Appendix 10.4). Finally, members of the Working Group visited several institutions to see the dining program firsthand and to interview staff. The members were given a site tour and description of the dining program structure.

The Group learned that most of the institutions studied differ from MIT in two important ways. First, they are self-operated systems and a large number of these either break even or turn a profit. Second, most of these schools also require students living on-campus to purchase some form of meal plan. There appears to be an even split between all-you-can-eat and declining balance meals. Additionally, it appears that the dining systems at many of these schools are not attempting to be all things to all people. While there is variety and strong attempts at responding to consumer demand, it is within a coherent structure. Thus, there is an equal measure of restraint and responsibility to the dining program as a whole.

Harvard University, for example, has one of the biggest self-operated systems in the country (\$35 million in receipts per year, \$23 million of those come from its meal plan system). All on-campus residents are required to purchase a 21 meals-per-week plan. The board fee is based on the fact that the average student eats approximately 14 out of the 21 meals available per week. Due to the large number of dining halls (13) in the House system, a major portion of the board rate goes to pay fixed operating costs. Harvard operates all the house dining halls and 6 of the 10 cash-operated graduate school dining facilities, which also have the option of selecting an outside vendor to run the facility. Freshmen generally eat in Annenberg Hall while upperclassmen usually dine at the dining hall in their House (although, in general, students are allowed to eat in any of the Houses provided they bring their Harvard ID card). The House Masters and the House Committee, not the Dining Services Department, make the decisions regarding closing or restricting access to a dining room. The menus are set centrally for standard meals so that all dining halls serve the same fare. Dining Services sees this as its biggest advantage in that it allows students to "feel comfortable everywhere they go," but at the same time sees it as a disadvantage since it gives the dining halls little flexibility to be creative. The residential houses (with heavy involvement from the housemasters) run the programmatic aspects of their dining halls, which include academic programs, social programs, and community service programs.

Harvard Business School, on the other hand, is operated by Restaurant Associates, an outside vendor. When Restaurant Associates (RA) came to Harvard they kept the Harvard staff, although they were retrained to learn the RA way of preparing, presenting, and serving food. There is a 15 minute pre-meal training session every day for all staff where they learn about such topics as nutrition, sanitation, food preparation, and hospitality. There are many events with special menus and a wide variety of ethnic specialties. RA has expertise in international foods and applies it to all of their food service operations. For example, they had a Japanese sushi chef come to New York for six months to train RA chefs from all over the US to prepare authentic sushi. RA receives customer input via comment cards, a "Voice It" box where customers can leave recorded comments, and managers who are in the dining area at meal times talking to customers.



There are several dining areas at the Business School. The Grille is located in a very small space close to the entrance of Kresge Hall. It is a "grab and go" style operation with a large customer volume. It is self-service and features pre-made salads, sushi, sandwiches, bagels, yogurt, pastries and fruit (omelets and pizza are also served). The Souper Bowl, in Kresge Lobby, is another grab and go operation that features two value meals, each priced at \$5. Students requested that the value lunch be bagged so that they can take it to go. When the Souper Bowl first opened, they offered free "tasting samples" to students as a promotional effort. The Board Room is the largest site on campus for student dining. It is a cafeteria-style arrangement with a wide variety of food including sushi, hot entrees, and rice or noodles with tofu, vegetables, or meat. The Faculty Club is open for lunch to faculty. Students may attend but only if they are a guest of a professor. In addition, the evening dinner is served for the Executive Education program. It was noted during the site visit that the Executive Education program drives funding at the School, thus dining services for this purpose is extremely important. The food is an essential element of the program. The faculty program loses money every year.

The entire system is à la carte and uses a debit card. Students and staff may purchase whatever amount they choose to have credited to their card. They receive a 5% discount for using the card and can have any remaining balance credited back at the end of the term if they ask for it. There are express cashiers in the Board Room for those using the debit card.

Boston College (BC) is a self-operation, serving food à la carte and using a declining balance card. BC requires freshmen and sophomores (approximately 4,000 students) to purchase a base meal plan with the option to "buy up." The dining program, however, is so successful that another 4,000 students use the meal plan on a voluntary, regular basis. Dining Services must break even with the budget and must pay all direct costs. Dining Services manages all vending operations on campus.

Patricia Bando, Director of Dining Services, said that the key to a successful dining program is listening to customers and running the system like a business. She noted that the staff has to be fully trained (especially in customer service) and chefs have to be certified in the culinary arts.

Boston College's dining facilities are open from 7:00am to 2:00am. There are no dining facilities within the residence halls. One former residential dining hall has been converted to a catering kitchen and function room. Walsh Hall formerly served as the principal campus cafeteria but was closed when the Lower Campus Dining Hall was built. Now it is utilized in the evening for a "training table" for athletes. During the day, a limited lunch menu is available for faculty and staff at Walsh. This arrangement has been highly successful because the Faculty Club is overcrowded at lunch. The Lower Campus Dining Hall is the main dining area on campus. Much of the food is prepared in the Marché style which allows customers to see their order being freshly made.

BC, along with several other institutions, has a guest chef program where chefs from nearby restaurants come in to cook dinner. BC has numerous theme dinners and special nights and requires that each Dining Services unit hold one theme event per semester and one mini-theme event per month.

Duke University hired a former corporate dining director (from Time Warner in New York) to run all campus dining services. He has emphasized the importance of customer service in the campus dining environment and provides incentives for food contractors. The Executive Chef at Duke is a graduate of the Culinary Institute of America. The Duke Card is accepted by many off-campus dining facilities. The Card Office pays for basic infrastructure while the customer pays for the reader and any additional wiring. The facilities pay a percentage of their sales from the Card back to Duke.



At Stanford University, where students live determines which dining options are available to them. All residences except one require the purchase of some type of meal plan. However, these vary to include 12 - 19 meals per week plans, eating clubs, dining societies, self-operations, professional cooks with student cleaning, fraternities, co-ops, and kosher co-ops (self-ops, student-cleaned, and fraternities are all essentially co-operatives, but have professional cooks). All meals plans offer vegetarian and vegan menu selections, as well as Halal meats.

Some other innovative techniques:

- Dartmouth College, because it has no faculty club, has a large number of faculty and staff eating alongside students in the dining halls, strengthening the campus community.
- Notre Dame, along with several others surveyed, offers a carry-out food program that prepares sack meals for students who aren't able to take a sit-down meal.
- Smith College offers a family-style, candlelit dinner once a week.
- Yale University, on its Web site, offers a listing of recipes served at on-campus dining facilities that include alcohol, pork, and shellfish (for allergies), and will be posting a guide to vegetarian and vegan recipes (for those who cook for themselves, even off-campus). They will also be posting information on fat intake, "A Rational Approach to Eating," and "10 Ways to Lose 10 Pounds."

Most of the institutions, in one way or another, try to customize dining to consumer demands. Many offer special theme dinners, faculty/student dinners, holiday meals, and catered student events.



## 5.0 Dining System Options

As part of the Working Group's charge to engage the MIT community in the dining review process, the use of an options matrix was essential in the organization and communication of the various forms of dining system options available. The Working Group presented the matrix to the public on the FSWG Web site (<http://web.mit.edu/committees/fswg/>). The matrix showed various choices in categories that included: the central governing system, providers allowed, off-site preparation, personal cooking, and meal plans. The choices listed within each parameter were not the only options available and feedback from the public was encouraged. In general, the choices ran the gamut of possibilities in order to show possibilities and to spark imagination. They did not necessarily represent a realistic or true option in every case given that the options are not mutually exclusive.

### Management and Operations:

- No Central Food Service Management - MIT leases all food service locations on campus to several restaurants and other food service providers. Lease agreements may include some restrictions and limitations with respect to hours of operation or food selection, but otherwise there would be limited central oversight. In accepting tenants, MIT could target specific types of food service providers to allow for a range of services, but the Institute would have no control over food price or quality.
- Local Food Service Management - There is no central dining service department on campus to manage or operate food service facilities. Instead, food service at each location is managed by a different group with primary responsibility for that building or facility.
- Limited Central Food Service Management - MIT signs a food service contract with one or more food service providers to manage and operate Institute dining facilities on campus. A central dining services department oversees the contract(s) and exercises some limited control through the contracting process. This is similar to the "No Central Management Model," but with greater oversight and control by the dining services department. Through the contract, MIT can set performance targets, quality standards, food prices, etc. that could not be required in a lease arrangement.
- Managed Competition - MIT leases all food service locations on campus to several interested restaurants and other food service providers. A central body (e.g., a "Food Service Committee") comprised of MIT administrators, food service providers, and "customers" (faculty, staff, and students) oversees all of the providers. By signing the lease, all tenants become members of a "Virtual Food System" (VFS) and are required to follow a set of common policies developed by the Food Service Committee. These could include standards for food quality and customer service, community programs, sanitation, and management. Leaseholds could be structured to encourage services in areas that might otherwise be neglected (e.g., setting different rates for different locations).
- Food Service Corporation - The MIT Administration, MIT students, and the major food service providers form a "corporation" to oversee dining at MIT. Providers are allowed some degree of autonomy, but major policy, management, and in some cases, personnel decisions are made by the corporation. Further, the corporation has full access to the providers' financial records. In the complete corporation model, all gross food service revenues on campus are placed into a single pool, and the providers, MIT, and the MIT student body each take appropriate revenues every financial period.
- Self-Operated Food Service System - MIT manages and operates all dining facilities on campus. In this model, all dining service staff would be MIT employees, from the kitchen staff to the managers, and all decisions regarding food selection, preparation, menus, quality, hours of operation, budgets, etc. would be made by a "Dining Services" department. Every food service location on campus would be managed and operated by MIT. There would be no private restaurants, cafés, or delis on campus, and no student-operated facilities.



**Providers Allowed on Campus:**

- Single Operator On Campus - A single contractor has exclusive rights to operate all MIT dining facilities. No other food service providers are allowed on campus.
- Two Operators On Campus - Two major operators are allowed to operate in all MIT dining facilities, each with approximately 50% of the market share. During each meal period, customers would always have two on-campus choices of food service provider (e.g., lunch by one operator in Walker and by a different operator in Lobdell).
- Primary Operator On Campus - One operator is the "primary" operator, managing and running the major dining facilities on campus. Each of the remaining facilities are managed and run by several different vendors.
- Multiple Operators - Each dining facility on campus is managed and operated by a different vendor. Market forces determine each vendor's market share.

**Site Preparation:**

- On-Site Preparation Only - Food served in a dining facility is prepared in a kitchen in the same building.
- Remote Preparation Allowed - Food served in a dining facility on campus could either be prepared in a kitchen in the same building or in a kitchen in a different building and simply reheated (or refrigerated).

**Meal Plans:**

- No Meal Plans - No meal plans of any type are required or offered. All menu items are sold à la carte. Any money left on a debit card is fully refunded at the end of the semester. MIT is one of only a few colleges and universities that does not offer a meal plan. (However, MIT students in ILGs, sororities and fraternities participate in their house's meal plan.)
- First Year Plan - Only freshman are required to buy some type of meal plan. Meal plans are purchased for the full semester, and refunds are not provided. Many colleges and universities across the country require a first year plan.
- Residential Plans - Meal plan options are tied to residence halls; therefore, students in residence halls with dining facilities are required to buy meal plans of some type, while students in residence halls with full kitchens are required to be in some sort of cooking program. Another option would be for two or more residence halls to share a dedicated dining hall. Meal plans are purchased for the full semester, and refunds are not provided. MIT students in ILGs, sororities and fraternities already participate in their house's meal plan; some hire cooking staff, while others manage and operate their own dining programs.
- Voluntary Plans - Meal plans that offer fixed numbers of meals for a given price are offered, but not required. Meal plans are purchased for the full semester, and refunds are not provided.
- Comprehensive Plan - MIT requires all undergraduate students to purchase some sort of meal plan, ranging from five meals per week to twenty meals per week. Meal plans are purchased for the full semester, and refunds are not provided.

**Personal Cooking:**

- No Program Support for Personal Cooking - MIT provides no program support for those who use residential kitchens.
- Cooking Programs - MIT provides programs and services for those who cook, including cooking classes, kitchen maintenance, and discount food purchasing programs. Students would be expected to take cooking and nutrition classes and help clean their kitchen.



- Limited Self-Cooking - Students in designated "personal cooking" residence halls (those with appropriately equipped kitchens) would be provided with the cooking programs described in "Cooking Programs" above. Students in other residence halls may have meal plans or declining balance plans. Under this option, some kitchens may be removed from houses designated as "dining hall" dormitories and the resulting free space would be renovated into new rooms.
- No Self-Cooking - MIT does not provide facilities or program support for cooking in residence halls other than a few convenience kitchens. Most colleges do not allow substantial cooking by on-campus students.

The following issues were also considered by the Working Group but were not included on the Web site. Financial options were postponed until after a professional financial analysis could be done. Residential Dining options were merged into the Meal Plans and Personal Cooking options (these were essentially the main student issues in residential dining). The MIT/Faculty Club was not included due to the need for further research.

#### **The MIT/Faculty Club:**

- Current System - MIT operates the Faculty Club as a catered conference facility.
- Reopen Faculty Club at Sloan as an MIT Club
- Open MIT Club in another location closer to campus

#### **Residential Dining:**

- Current System - Residential dining halls are not treated differently by MIT than other operations in any way.
- Current System with Residential Dining Halls - MIT treats residential dining halls as philosophically different than other cash operations by supporting special programs and management measures. Further, houses and the residential dining system would have flexibility in running their dining programs. However, the dining halls remain part of MIT's core food service structure.
- Separate Systems - MIT's residential dining programs are run under an entirely different structure than the other operations.

#### **Financing:**

- Zero Subsidy - The entire cost of providing dining services must be generated by dining system revenues. These costs include both direct costs (labor, food, maintenance, and management) and indirect costs (common area maintenance, capital repair and replacement, and renovations).
- Current System - Direct costs, which include food, labor, maintenance, and management, are paid for by dining system revenues. Most indirect costs, notable those of the primary contractor, are paid for by MIT.
- Additional Subsidies - MIT subsidizes indirect costs and provides some additional subsidies for direct costs. These can be used either to subsidize losses of food service providers, or to lower the food prices. (Note: it may be possible to use direct subsidies that lower prices to increase food service demand, thus decreasing indirect subsidies.)



## 6.0 Conclusions

As measured by existing conditions and against the Working Group's objectives, the current dining system at MIT does not adequately support a number of educational and basic concerns: it is inefficient, is not keeping up with current campus dining practices, and is losing money. The current system is not properly responding to customer demands for improved quality and reduced cost (both for food and for the operation itself). Dining services are not taking advantage of every opportunity to use dining as a tool for strengthening community ties between students, faculty, and staff nor using dining to support the educational mission in whatever ways can work. As has been shown, many institutions, through various techniques, use dining as a community event and can do so without taking a financial loss. Past studies have all suggested that the dining system, and in particular common meals, is an important part of the educational experience at MIT. Recommendations, when implemented, have either not fulfilled expectations or have been incomplete due to the lack of a common vision and conflicting policies.

For many years, dining has been viewed by many within the MIT community as a necessity primarily driven by financial considerations, without programmatic and educational implications or benefits. Past reports have reiterated the importance of campus dining as a *system* to support the educational mission — a comprehensive interaction of vendors, customers, and management using such tools as programs, contracts, and feedback. Such a system, however, was never fully adopted or applied. Instead of realizing a complete system, MIT has had piecemeal programming and separated decision-making, with resulting miscommunication and inefficiency.

Currently, the lack of a comprehensive dining program and MIT's minimal involvement in campus dining has allowed community building to fall through the cracks. Students, staff, and faculty rarely have the opportunity to interact and exchange ideas in a relaxed dining environment. Even though there are no scheduled classes during the dinner hour, many students said that due to heavy courseloads, they still do not have time for a sit-down dinner. Peer institutions have strengthened their campus communities by promoting residence dining halls, community dinners, and holiday events.

The organization of the current dining system, as shown in section 3.1, follows several different lines of communication and reporting. Although the Working Group recognizes the improvements due to the administrative reorganization, there is still no clear leadership in campus dining.

Customer service standards at campus dining facilities are deficient. As was heard at the open meetings and focus groups, criticism and complaints need to be heard and answered. Participants in these meetings said that service standards need to be much higher and employees should be specially trained in customer service skills. Current contracts with food providers do not allow performance audits by MIT. Many peer institutions have programs in place that are successful because they respond to community (i.e. consumer) needs and do so without losing money.

The community has said that availability, quality, and cost of dining services at MIT need to be improved. Variety has been a keyword in the responses the Working Group has received and not only to food offerings but to such areas as meal plans, MIT Card offerings, and competing on-campus food vendors.

Finally, there is a lack of both seating and dining facilities at MIT, particularly during the lunch hour. The potential exists to increase seating capacity on-campus by over 60% from its current level by re-opening dining halls and changing the operations of the Faculty Club.



On the positive side, the overall operating deficit has been decreased dramatically over the past few years. While still losing money, the financial burden to the Institute, particularly fiscal year-end cost overruns, has been reduced. The Faculty Club is quite successful and generates significant revenue. Additionally, the quality of food service on campus has improved slightly in the past year. Open meeting and focus group participants did give positive reviews to new items, such as the Asian noodle and rice bowls, and noticed improvements in such areas as MIT Catering.

Many choices do exist, as seen in the options matrix and best practice research. While the Working Group listed these choices, discussion and imagination was encouraged within the community to help develop a new dining system.

## 7.0 Objectives For A New Dining Model at MIT

MIT recognizes dining to be an integral part of the educational experience and as such, must support the educational mission of the Institute. The educational mission of dining at MIT and the objectives of residential dining together form the objectives for the new dining model. Common input from faculty, staff, and students all contributed toward these objectives.

Therefore, campus dining should:

- Provide a nutritious, high quality diet to students and others in a convenient and flexible manner, at a reasonable cost, and at all times that students are on campus.
- Provide opportunities for students to meet and dine with each other, members of the faculty, and the broader MIT community, in order to enhance their opportunities for social and intellectual development.
- Provide opportunities for students to develop leadership and citizenship skills.
- Promote residential dining programs that support the character of the residence halls, are an integral part of each residential community, and are an integral part of students' curricula.
- Strive for fiscal responsibility.

**Nutrition** A nutritious diet is necessary for the health and well being of students and others. The mission of MIT dining services is to provide nutritious dining options that encourage healthy eating and promote overall well being.

**Quality** Students and others will enjoy and support their dining experience if food quality is high and service is efficient and pleasant. MIT dining services should meet the highest standards of quality and service.

**Social Development** Because mealtimes provide unique opportunities to socialize and interact with diverse members of the MIT community, dining offers vast potential for the development of individual social and intellectual skills as well as support for community building campus wide. Sharing meals provides an opportunity for community members to learn from one another, support one another, and spend time relaxing together. Additionally, communal dining offers intellectual benefits for students by providing access to and exposure to new ideas, perspectives, and domains of knowledge. Consequently, MIT dining services, through its facilities, programs and offerings should provide students with substantial opportunities for social development.

**Leadership Development** MIT has made it a priority to foster leadership and citizenship skills including the development of individual values and standards and an acceptance of individual and shared responsibility. To further this objective, the Institute's dining services shall encourage the development of community responsibility, leadership, and the highest ethical standards, combined with respect and tolerance for the views of others and sensitivity to their needs.

**Convenience** MIT can advance the Institute's academic goals by ensuring that students and others have easy convenient access to meals at times commensurate with their schedules. Dining services should be available at all times students are present on campus.

**Cost** MIT dining services should provide a variety of nutritional offerings at a reasonable cost.

These objectives should be seen as a touchstone by which the success of the new dining system should be measured. Each of the recommendations that follow should be in direct correlation to the objectives listed. The recommendations should be evaluated on these points and, if necessary, be adjusted or eliminated if they do not fulfill this expectation.



## 8.0 Recommendations

The Institute Dining Review Working Group, based on past studies, Institute goals, public feedback, the Educational Mission of Dining, and the Objectives of Residential Dining, recommends that MIT implement a new, centrally coordinated food service system. This system would incorporate all food and beverage providers operating within the campus—including all catering and vending operations—under a managed competition model of service delivery. This would be done by using management systems and the MIT Card to serve to unify multiple on- and off-campus providers into a single system.

The Working Group recommends one centralized and managed competitive model. In this new model, the community will know of and participate in policy formation and implementation, institutional budget and capital investment decisions, and the establishment of standards of excellence that will be used to evaluate and select the operators that will participate in the new dining system. The Group believes that through improvements in service, quality, cost and availability, the new dining model will prove itself attractive to users and therefore not lose money. Changes in management structure will allow for a more focused effort on dining as well as allowing more student participation in the decision-making process.

The new system should address campus dining in the following five areas:

- Residential Dining
- Cash Operations
- Catering
- Vending Operations
- Faculty Club

This new system is expected to achieve the objectives and goals of the community and MIT's educational mission. Competition and regulation would help meet many community needs of health and safety, quality, availability, value, social interaction, and some educational and citizenship goals. Other educational and citizenship goals will be met and supported through student involvement and decision-making, program support, residence teams and other mechanisms.

A recent financial analysis included an action plan with respect to how the Requests for Proposals would be constructed and presented to the marketplace; an initial assessment of the existing facilities and cost estimate of bringing the board operations on-line as well as renovation costs for the retail spaces; and a "scope of work" statement for the RFP that communicates what it is that MIT is seeking to accomplish in a clear, concise manner. The analysis also examined several different models to show possibilities and limitations with various groupings of dining areas and contractor operation zones.

### 8.1 Administrative Structure

The Institute Dining Review recommends that the new food service program be organized around an *Office of Campus Dining* and a *Campus Dining Board*. The current system is in need of a single reporting line and a common source of information and discussion. An Office of Campus Dining is the best way to achieve those needs.

Leadership in the Office of Campus Dining would be provided by a *Director* charged with the overall health and well-being of the system, both philosophically and financially. The Office would be provided with appropriate administrative support and assisted by the Campus Dining Board. The Office of Campus Dining would be charged with overseeing duties and have expertise in the following areas:



- Policy formation and implementation
- Using dining to support and further MIT's educational mission
- Financial management
- Maintaining standards of excellence including but not limited to:
  - Food quality
  - Safety and sanitation
  - Customer service
  - Product service and site mix
  - Contract administration
  - Advising and coordinating with student-run operations
  - Strategic planning
  - Performance/administration of all contracts
  - Vending operations
  - Cash operations
  - Catering
  - MIT Card/Multi Plan options
  - Marketing
- Resource support to the FSILGs on their dining issues

The Campus Dining Board would serve in an advisory role to the Office of Campus Dining. The Board should consist of 3 students (representatives of the Undergraduate Association, Graduate Student Association, and DormCon), 3 faculty (including one housemaster), and 3 staff (including a senior representative from the Office of the Dean of Students and Undergraduate Education). The Working Group recommends that a Health Education Officer and the director of Campus Dining be included as ex officio members of the Board. Given the significance of the role of the Campus Dining Board, the Group recommends that the Board meets at least on a quarterly basis.

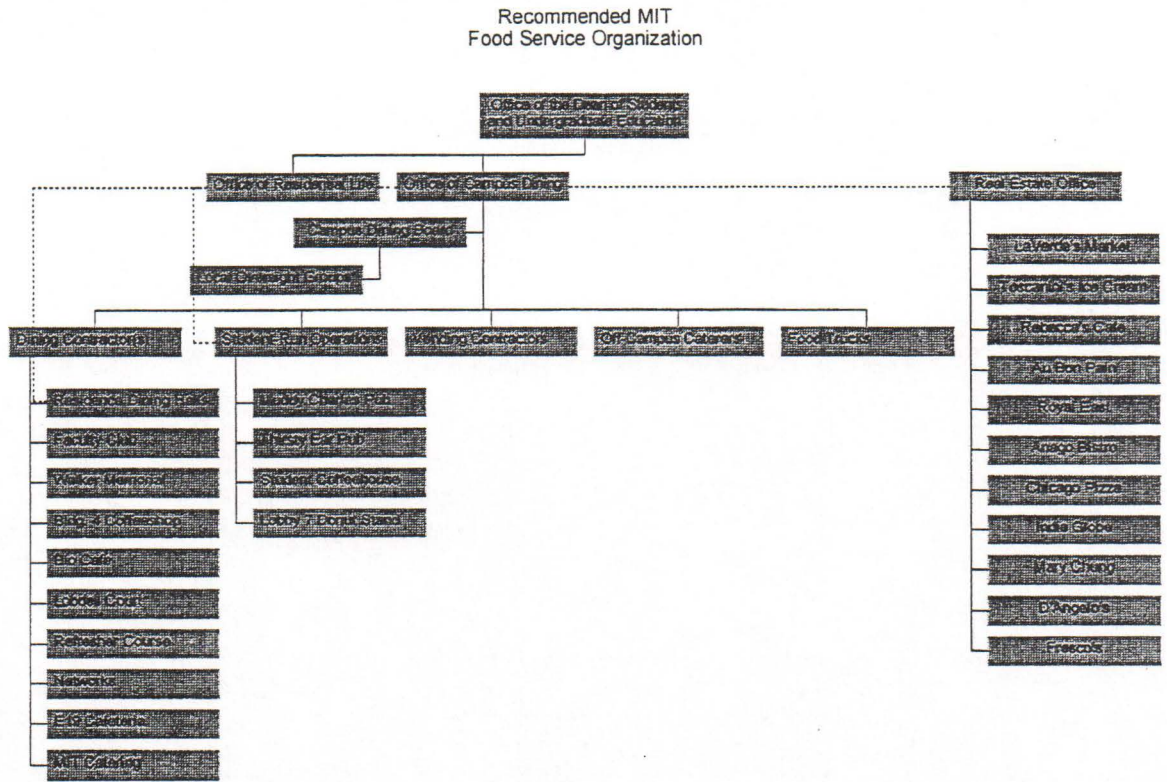
The Campus Dining Board should be involved in all major decisions regarding dining services and should specifically address the following:

- The dining system's strategic planning proposals
- How well the dining system supports MIT's educational mission and other dining goals
- The vendor expectations written into the contract
- The contract review and enforcement procedures
- Participation in deciding which vendors would be awarded contracts and which contracts would be renewed

*Local oversight groups*, representing various aspects of the new dining system (catering, residential dining, vending, etc.), would be represented by at least one of the Board members. The oversight groups should assist the Board and the Office in the following areas:



- Menu selection and other site-specific determinations, such as dining facilities choosing what kinds of food in which they would like to specialize (e.g. Kosher, Asian, vegetarian).
- Office of Campus Dining and Campus Dining Board advisement
- Program development for their respective site or activity, consistent with the Objectives of Residential Dining and the Educational Mission of Dining at MIT.



\* Local Oversight Groups will have direct involvement with the various dining sites

The Office of Campus Dining should also consider the feasibility of creating a position to address customer service, opinions, and quality assurance. This position should solicit customer feedback using a variety of methods and channel that information into the dining system. Keeping the system responsive and flexible, and in turn not lose money, should be a priority for MIT.

## 8.2 Programs

The Working Group recommends that the new dining system implement a variety of programs that build upon the communal aspect of dining, consistent with past studies and recommendations from the Committee on Student Affairs. Ideas for and support to such programs would come from the local oversight groups, the Campus Dining Board, and the students and community at large. Goals such as faculty involvement, student citizenship and leadership development, and others which enhance the MIT experience for our students should be developed and implemented at various sites. Personal cooking houses should schedule regular community meals, possibly catered. Theme meals, holiday meals, and faculty/staff/students meals should all be promoted by the Office of Campus Dining and the local house oversight groups. To affect these program



objectives, Institutional financial support should be increased to the existing house allocation.

### 8.3 Nutrition

Nutritional recommendations were provided to the Working Group by the MIT Medical Department. They recommend the following:

#### Single Serving Food Items:

- Provide 3 choices of milk - skim, 2%, and whole
- Provide both low-fat and full-fat dairy products other than milk (cheeses, yogurts, chocolate milk)
- Provide a choice of 2 high-fiber cereals (4 - 5g per serving)
- Provide a high-fiber bread (2 - 3g per serving)
- Provide a variety of seasonal, quality fruits and vegetables all year long (5 per day is recommended). A minimum of 2 types of fruit should be offered at each meal
- Provide food servings based on recommendations by the U.S. government's food pyramid

#### Entrees:

- Provide a salad bar which contains a selection of at least 3 non-animal sources of protein (chick peas, beans, nuts, tofu, etc.)
- All entrees should be identified with a list of ingredients
- Daily vegan and vegetarian dishes should be offered (one pre-made and ready to go and one prepared at time of order)
- Daily low-cholesterol, low-fat, and low-sodium entree choice should be offered and identified as the healthy choice of the day. They should contain less than 300mg of sodium and less than 2g of saturated fat per serving
- Daily availability of high vitamin A and C fruit and vegetables should be offered
- Sample meals should be offered, designed by the Registered Dietitian on staff to demonstrate which and how menu items would fit into a healthy diet

Food providers should focus on meals that fit the above recommendations yet do not compromise presentation or quality. Providers should have a quality assurance program to measure satisfaction of the customers. Quality assurance should include, but not be limited to, food quality, food service, variety, value, and nutrition.

The Working Group also recommends the creation of the position of *community nutritionist*. This individual would work closely with the Food Services dietitian as well as have a working relationship with the Medical Department. This position could either be required in the RFP by contractors or be a position within the new Office of Campus Dining. The community nutritionist will refer individuals with nutrition concerns to the MIT Medical Department for one-on-one nutrition counseling. The community nutritionist will also work with the Health Education Service to collaborate on nutrition programming initiatives and health promotion activities and evaluation. This individual will serve as a consultant to the MedLINK peer education group CHEW (Choose How to Eat Well).

Community nutritionist responsibilities should include:



- Promote healthy food choice guidelines to the MIT community in a manner that will increase the likelihood of nutritious food selection.
- Design and conduct outreach and education programs to the MIT community on topic such as nutrition, food quality, meal preparation, and sanitary practices.
- Perform ongoing food safety and sanitation inspections for residence cooking facilities and other facilities as needed. Develop and promote guidelines to key community liaisons.
- Implement a quality assurance program to measure eating behavior changes. Evaluate effectiveness of outreach and promotions strategies for continuous program improvement.

#### 8.4 Residential Dining

The Working Group strongly supports a residential dining program in all residences that meets the objectives set forth in the *Educational Mission of Dining at MIT* and the *Objectives of Residential Dining*. The Group believes the campus dining system should (a) provide students with a nutritious, high-quality diet in a convenient manner and at reasonable cost; (b) provide opportunities for students to meet and dine with each other and other members of the MIT community; and (c) provide opportunities for students to develop leadership and citizenship skills through their dining program.

The Working Group recognizes the particular qualities, strengths, and characteristics of each of our student residences. These qualities play an important role in promoting residential dining programs that support the character of the residence halls, are an integral part of each residential community, and are an integral part of the students' educational experience. Therefore, the dining program in each residence hall should be structured with the cooperation of the residents of that hall, to ensure that the hall's program is in harmony with the hall's particular characteristics and culture. This will allow not only for diverse and vibrant residential communities, but will also enhance students' education by providing them an opportunity to exercise judgment and leadership about aspects of their lives.

The Working Group recognizes that students' freedom of choice is an important aspect of the undergraduate experience at MIT that must be maintained. However, it is neither practical nor feasible to provide *all* dining options in *all* residence halls at *all* times. Therefore, the Working Group recommends that a full range of residential dining options be provided system-wide, allowing students the freedom to choose a dining program in a particular House that best meets their particular needs.

The Working Group expects dining to play an even stronger role in the educational experience for students at MIT. With that in mind, dining needs have to be assessed with any new building that occurs on campus. Main campus dining facilities, mostly at lunch, do not currently meet the needs of the large daytime population concentration for that area. New undergraduate houses, while not necessarily mandated to have their own dining halls, should provide for convenient and financially viable dining options. New single graduate student residences should follow the same model that is recommended for undergraduates (either a house with a dining hall or a house with personal cooking facilities, but not both). New married graduate student residences, especially those with children, should be supplied with personal cooking facilities, as that seems to be the option strongly preferred by them.



### 8.4.1 Management of Residential Dining

The Working Group recommends the designation of the residence halls into two categories: *houses with dining facilities* (both full-kitchen and catered-kitchen facilities) and *houses with personal cooking facilities*. These designations are meant to provide a framework around which a new dining program would be structured. With this designation comes a set of guidelines that would be used to develop a well-rounded residential dining program.

The oversight groups, as mentioned above, would serve an advisory role to the Campus Dining Board and Office of Campus Dining. The groups would assist in developing a dining program for their respective houses (including convenience kitchens, convenience stores, community meals, and vending) and make certain site-specific designations. The oversight groups should tailor menus to reflect house culture and community desires. Dining hall menus should vary and could, for example, result in one house serving some Asian meals while another house serves vegetarian meals. The Working Group also strongly recommends that the housemasters take an active role in the residential oversight groups.

### 8.4.2 Dining Halls

The Institute Dining Review, based on student feedback, recommends dining hall programs in Baker House, Next House, McCormick, MacGregor, Burton-Conner, and Ashdown. The Working Group believes that dining halls provide one of the best opportunities for house-wide community building and citizenship and leadership development.

The Working Group recommends changes in hours of operation and capital improvements, as seen in Appendix 10.12. Overall, dining hours would be extended (a major point of concern among the MIT community) but dinner hours would be eliminated in Lobdell Court in order to encourage dining in the residence halls and through community meals. Closing Lobdell is one way to achieve the goal of strengthening the residential dining system. Networks and Pritchett would be able to fulfill the need for meals in the Student Center and Walker Memorial. Due to the high demand for dining services at lunchtime, it may be necessary to have one or more of the residence hall dining halls open. This should be studied further as improvements in seating capacity and overall service may be sufficient. Notable capital improvements would be needed in Burton-Conner and Ashdown.

The Working Group recommends that McCormick Hall's dining hall be reopened as soon as possible, and that McCormick's dining program should be a pilot for the residential dining system described in the previous subsection. Doing so will meet the expressed desire of McCormick residents to reopen their dining hall as a pilot for the new dining system.

The current convenience store in MacGregor House should remain open but needs to be reconfigured or relocated to accommodate and not compete with the dining hall. The Working Group recognizes that the store provides for basic needs at hours that would most likely be unavailable in the dining hall. However, the priority and importance of re-opening the House dining hall is principal to the residential dining program.

Substantial capital improvements will be needed to reopen dining hall kitchens in Burton-Conner and Ashdown, as consistent with the wishes of the residents. These renovations will likely be costly and could delay the reopening of these dining halls. Nonetheless, the Working Group believes that the residents of these



houses, as well as the entire MIT community, will benefit greatly from these reopenings and thus recommend doing so as soon as is reasonably possible.

The Working Group recommends that until all dining hall kitchens are operational, there be catered meals in the seating areas of the halls. Production facilities in Baker, Next, and McCormick Houses should cater meals to Burton-Conner, MacGregor, and Ashdown.

### 8.4.3 Support for Personal Cooking

The Working Group recommends that the following houses be designated as personal cooking houses: Random Hall, Bexley, East Campus, Senior House, New House, Eastgate, Westgate, Green Hall, Edgerton, and Tang. The Working Group recommends that these houses, while providing appropriate support for individual cooking, also initiate community meals on a regular basis, as consistent with the educational mission of dining at MIT.

The Working Group recommends that personal cooking programs be structured to accommodate both on and off-campus students. These programs should be designed to allow any student to purchase food at discount prices, most likely through a food purchasing co-op, and to reduce the time it takes students to purchase and prepare meals. In addition, voluntary classes in cooking and nutrition should be offered to the entire campus community.

Residents within these halls should be provided with convenient and secure kitchens. It is believed that because of inconvenience and theft of cookware, some residents are cooking in their rooms using hotplates and rice cookers. Use of these items in residence hall bedrooms violates MIT and Cambridge fire codes and are a serious fire hazard. It is recommended that personal cooking halls should have a combination of properly maintained kitchen facilities and enforcement of all appropriate codes.

The maintenance and sanitation of all personal cooking houses should conform to high standards. MIT should provide for basic maintenance in all of the halls. The day-to-day cleaning tasks could vary by house. For example, halls could have cleaning service either contracted out (the cost to be added to house rent), form a student-employed co-operative that forms a cleaning schedule and reduces the rental increase, or some variation thereof. The House Manager should be charged with the enforcement of the sanitation and maintenance standards and, as such, conduct frequent inspections and respond to violations and complaints expeditiously.

By encouraging a comprehensive and guided personal cooking program in those houses where appropriate as well as in the off-campus population, the Working Group expects that the personal cooking option will produce healthy eating habits and social interaction.

### 8.4.4 Meal Plans

The Working Group believes that the availability of meal plans should be an integral part of campus dining programs. They provide incentives for students to participate in their dining program, as well as a good financial value. Therefore, we recommend that the campus dining system offer a variety of voluntary meal plans that can be tailored to specific dining programs, available to students and others. These plans should offer significant savings over buying meals individually or a la carte.



The Working Group does not recommend required meal plans mainly due to the current state of the MIT dining system and the negative response to this issue. Since the Working Group had identified concern and dismay among the MIT community regarding availability, quality, and cost of food, it seemed inadvisable to require students to eat on campus under current conditions. This was reiterated by the Committee on Student Affairs and the Food Service Advisory Board. It should be noted, however, that financial benefits from implementing a required meal plan were a consideration for the Working Group.

The Working Group recommends that students be offered a meal plan that includes a certain number of meals per week. There should be a price differential in meal plans, with lower priced plans for residents in houses with dining halls, to compensate for higher infrastructure and maintenance costs of the dining halls. Students would be allowed and encouraged to register for a meal plan at the beginning of every term but would be allowed to join at any point within the term. The meals could be "all you can eat" or a la carte and could be taken at any of the dining halls. In order to accommodate all students into the new system, the possibility of tailoring meal plans to ILGs, fraternities, sororities, and other off-campus groups and individuals should be explored. For example, since a majority of the ILGs are located in Boston and most student are on campus during the day, a lunch-only meal plan could be offered to those students, as well as faculty and staff.

The Working Group realizes that issues of security are of serious concern to residents, but that access to all dining areas for all residents is a positive way of promoting a successful dining program and community building. The Office of Campus Dining and the Campus Dining Board should work with the residents of houses with dining halls and the Housing Office to establish security programs that will ensure residents' safety while allowing community access to the dining halls.

It is expected that these recommendations, if implemented, will result in a variety of residence dining programs that meet the needs of each individual residence as well as those of the dining system as a whole.

## 8.5 Cash Operations

Cash operations on the MIT campus play a major role in the dining program by providing the majority of midday meals to students, faculty, staff, and visitors. It is crucial that cash operations be modeled so as to accommodate the most people at the appropriate times, in the appropriate campus sites. Cash operations, while needing to be financially solvent and cater to the demands of the free market, should also strive to provide and foster a sense of community. Cash operations should also recognize the diversity and discriminating tastes within the community and promote a variety of dining options. Vegetarian, kosher, Asian, and an assortment of other options should be promoted at campus dining facilities. Recognizing that the daytime population of the campus is centered around the main academic buildings, the Working Group recommends the opening of new, and improvements to existing, dining sites in the main campus area. Seating should be added in a variety of areas and styles (e.g. cafe-style, a few seats in smaller nooks, etc.) to encourage social interaction as well as providing an opportunity to dine.

Dinner hours, as mentioned before, would be eliminated in Lobdell Court and extended in the residential dining halls in order to encourage dining in those halls and through



community meals. This would contribute to a better financial standing for the system as a whole. The new dining system is supporting the educational mission of the Institute and should not be modeled strictly on financial or operational goals.

Notable capital improvements would be needed in the Lobby 7 Donut Stand and the Muddy Charles Pub. The proposed cafe for Lobby 13 is recommended but issues of possible nearby safety hazards must first be addressed. Complete recommendations for capital improvements and hours of operation are described in Appendix 10.12.

The Lobby 7 Donut Stand, in addition to physical improvements, needs to create a new mission statement and goal. Access to clean water, financial and operational difficulties, consistency in operating hours, and food offerings have been issues of concern in the recent past. However, anticipated interest by the current Junior Class officers and Undergraduate Association to formulate a long-range plan (including the mission and goals), with programmatic supervision by the office of Residence and Campus Activities, should resolve these issues.

The Muddy Charles Pub, operated by the Graduate Student Council, should be brought under the administrative supervision and oversight of the Office of Campus Dining. The manager and staff should report directly to the Office yet continue to utilize the Graduate Student Council and Board of Governors as the local oversight group. The Working Group recommends that the Muddy Charles Pub, due to its main campus location, create a pilot program to serve graduate student lunch using the catering model. Graduate students have found this to be a highly desirable location and function.

The Thirsty Ear Pub, currently operating in Ashdown House through the Ashdown House Executive Committee, should similarly come under the supervision and oversight of the Office of Campus Dining. Discussions should be held with appropriate students to determine the best programs for the Thirsty Ear.

The feasibility of mobile food or coffee carts should be examined, especially in handling the increased demand for food at lunchtime. Carts could be placed at locations that are not able to be served by a permanent installation. Carts can also be moved outside to accommodate warm weather dining.

The 24-hour Coffeeshouse, located in the Student Center, would come under the administrative supervision of the Office of Campus Dining, with programmatic supervision by the CAC. This location should expand its food and beverage offerings, possibly in the areas of vegetarian and natural foods, as well as providing for overnight dining opportunities for the campus community.

In response to a strong desire for more competition, the Working Group recommends that all dining operations on campus be divided into two separate contracts. These operations would center around two zones:

- Student Center/Residence Halls/Sloan Building
- Walker Memorial/all other campus eateries

Renewal of providers' contracts should depend on their compliance with dining system policies and customer satisfaction requirements. Vendor contracts should specify requirements for customer service training and standards. The Working Group also recommends that "Chef-Managers", having both operations and culinary experience, be a requirement in a new vendor contract. The Office of Campus Dining and the Campus Dining Board would be responsible for the identification, site selection, and contract negotiation for any new or re-assigned dining facility.

The current food truck operators would be required to join the campus dining system and follow its standards. The food trucks provide a fast, inexpensive, and convenient service



for lunchtime needs. However, they will be expected to adhere to the high standards that the Office of Campus Dining will set and should contribute for their fair share of infrastructure costs. Other off-campus vendors may join the system pending approval from the Office of Campus Dining. Further, MIT should attempt to get at least one grocery store to join the system; grocery stores, in general, provide lower priced items, the widest variety of items, and are able to better serve the dietary needs of special populations (i.e. Kosher, ethnic, vegetarian) (see Appendix 10.13). Provision of shuttle service to the grocery store(s) should be considered.

Only services in the total MIT food services pool are eligible for MIT Card use, thus, expanded use of the MIT Card to encompass all of these facilities should be examined.

## 8.6 Catering

The Working Group recommends that an inclusive, campus-wide catering system be established, allowing between approximately nine and twelve approved vendors to service the campus. These vendors, of sufficient number to provide for three general levels of service and diversity of menu, should be selected through a competitive bidding process and appropriate discussion. Cost, quality, and level of service standards as well as risk management and accounts payable issues would be addressed in the system bidding process. The Working Group believes such a system would allow for appropriate choice and efficiencies, while providing support for campus dining.

The Working Group recommends that a catering oversight group with representation on the Campus Dining Board be established. This group would work with the Board and the Office of Campus Dining in establishing the standards for caterers operating at MIT, recommendations for selection of and removal of vendors from the system, and general catering policy for the new system. There would be no restrictions on which vendor a program sponsor may use as long as they are on the approved list. Schedulable catering kitchens would be established within the Stratton Student Center and Walker Memorial to facilitate catering support to the range of vendors within the system. Student Center and Walker food service providers would compete for catering business within these facilities with other approved vendors.

Capital improvements in the catering kitchens would be needed in Stratton, Walker, and Sloan (see Appendix 10.12).

Requests to use a caterer outside of the approved system would need to be addressed by the Director of Campus Dining for approval.

## 8.7 Vending Operations

Vending currently provides the main 24-hour per day food service option and special attention must be given to that role in support of student life. The Working Group recommends an all-encompassing system for on-campus vending operations, under the direction of the Office of Campus Dining. In the residence halls, vending would be considered by the house oversight groups as a component of their respective house dining models. All on-campus vending operations would be awarded to operator(s) under a competitive bidding process. Contracts would reflect the need for auditing requirements and, in particular, the necessity of equipment provision and the assumed costs by the operator of MIT Card readers on each machine. The new vending operations should also institute a vending recycling program in conjunction with the current recycling programs at MIT.



The Working Group recommends the transfer of vending operations in building E19 (rooms 301, 301A, and 301B) to cash operations.

Currently, approximately 20% of vending contracts are not initiated by the Office of Housing and Food Services. In order to make the new vending model truly all-inclusive, all vending contracts would be managed by the new Office of Campus Dining. However, the Working Group recognizes that the current non-HFS contracts provide an important revenue stream for certain organizations and residence halls and stresses the need for a recommitment of this revenue with significant student input by the Office of Campus Dining.

New and existing vending machines, offering a wider and more popular variety of items, should be updated to include use of the MIT Card.

## 8.8 Faculty Club

The Institute Dining Review recommends the creation of an "MIT Club" that combines the services of the old Faculty Club, the services of an Alumni Club, and the services of a catering hall. As such, the Club should serve lunch and dinner to, and provide quality event support for, faculty, staff, alumni, students, and guests of the Institute. The current Faculty Club may be designated for this purpose or a new site may need to be identified (there is also the possibility of splitting the functions into two separate sites).

The new Club would have a local oversight group with representation on the Campus Dining Board and the Alumni Office. The oversight group would work with the Office of Campus Dining to select a contractor. The MIT Club would follow the same requirements regarding sanitation, financial solvency, etc., as other dining operations on campus.

## 8.9 Financial Operations and Funding Mechanisms

The Working Group, while providing several recommendations of its own, believes that further analysis needs to be conducted in the following areas relative to financing and funding.

**MIT Card** To provide both convenience to the MIT Community and an incentive to get providers to join MIT's managed-competition dining system, the Working Group recommends that all system providers be required to accept the MIT card as payment for meals. Costs for installation and use of the system as well as appropriate overhead charges should be distributed across the participants thereby reducing MIT expenses as part of the total MIT food services pool.

**Employee Benefit Pool** A new account should be created from the employee benefit pool to cover the costs of employee charges made with the MIT Card. Up to three weeks currently exists whereby MIT Housing & Food Services covers charges in payments to the current contractor.

**Interest-Bearing Account** The current Multi Plan and any other appropriate account should become interest bearing.

**Contract Auditing** All food service contracts with vendors should include mechanisms for regular and ongoing performance and financial auditing.



**Residence System Indirect Costs** All indirect and fixed costs in the residence system associated with dining halls, catering facilities, or convenience/personal cooking should be distributed in the housing system as a component part of the rental structure.

**Cash Operations Indirect Costs** All indirect and fixed costs in the cash operations, catering, and vending programs should be clearly identified and charged back to the individual operation thereby reducing MIT expenses.

**Food Truck Leases** The food truck sites should be leased at fair market value after an audit and be a part of the total MIT food services pool.

**Meal Plan Discounts** All voluntary meal plan options should include a quantity discount reflected in the cost of the plans.

**Reserve Account** A renovations reserve account should be established for future needs from the food services revenue pool.

### 8.10 Facilities and Equipment Improvements

Facility renovations to re-open the four residential dining halls would be necessary. McCormick Hall would require the least amount of renovations and could be fully operational relatively soon. The dining hall kitchens in Ashdown and Burton-Conner would need extensive renovations to become fully operational but could serve catered community meals very soon due to the good condition of the seating areas (some improvements to catering kitchens would be necessary). MacGregor House, while having a workable seating area, would also need renovations to both the kitchen and catering kitchen in order to come on-line. It should be remembered that due to the multi-purpose nature of the dining hall seating areas, improvements to these areas should also increase efficiency and use of other campus programmatic efforts.

The catering kitchens in the Stratton Student Center, Sloan, and Walker should all be renovated and provided with new equipment. Stratton's catering kitchen is currently being used for storage and the main kitchens in Sloan and Walker double as the catering kitchens. The Working Group recommends that catering facilities at these sites provide for separate, dedicated catering kitchens.

The Muddy Charles Pub should have some renovation and equipment improvements in order to fulfill the recommendation as a pilot program for graduate student lunches. Food operations in Lobby 7 would need better access to clean water, proper storage facilities, and aesthetic improvements due to the significance of the space as a campus gateway.

### 8.11 Implementation Schedule

After approval from the Institute, the new dining system should begin with organization of new working and advisory groups for the implementation phase which will last through Fall 1998. This should also coincide with a search for the Director of Campus Dining and the organization of a pilot project(s) for the 1997-98 academic year. These select projects will test the appeal of some of the Working Group's recommendations.

The Fall term (1997) will be devoted to developing and approving the RFP(s). Final approval should be completed in November so that the RFP(s) can be sent out to vendors in early December 1997. The submissions deadline from vendors should be late February 1998.



The new working and advisory groups should review proposals and award contracts by early March 1998. Current vendors should also be notified at this time of any changes in contracts. Transition preparation should follow through the end of June 1998 and all new contracts should begin July 1, 1998 in time for the 1998 Fall term.

The Working Group recommends implementation of the food purchasing co-op (as recommended in section 8.4.3), reopening of McCormick dining hall and kitchen, and catered meals in Ashdown during the 1998-99 school year. The catered meals in MacGregor and Burton-Conner should be phased in the following year. These catered meals, as mentioned before, can be intermediate programs until the house dining hall kitchens are fully operational.

### 8.12 Expectations of Contractors

Contracts with all new vendors should include high expectations and measures for performance and management. All contractors must have customer service training for their employees, particularly in working with students in an educational environment. Attentive and courteous service should be a cornerstone of dining at MIT.

All contractors should provide pre-meal training sessions for all food service employees and teach appropriate methods of sanitation, nutrition, food preparation, and hospitality and customer service. Contractors should develop effective marketing and promotion strategies to increase sales volume and awareness of food offerings. In addition, food providers on campus should create new partnerships with programming entities and student groups on campus, such as the Residence/Orientation Committee (R/O), MIT Medical, etc., in order to develop new informational and promotional programs. For example, Campus Dining could sponsor a picnic or food sampling area during R/O in order to showcase the wide variety of foods available on campus and receive feedback on new items being considered for the upcoming year's menus.

Professional development should be strongly encouraged in the new dining system. By providing training and opportunities for advancement (as has been shown at MIT's peer institutions), employees are encouraged to provide the best possible service. In turn, the dining system should expect lower turnaround rates and a greater wealth of experience in problem-solving, customer service, food preparation, and a variety of management issues.

Contractors on campus should be entrepreneurial and manage their operations in the style of a free market. All contractors should attempt to have a chef-manager in charge of operations. It has been shown at institutions such as Duke University and Boston College that this type of manager is more inclined to run a dining operation like an actual restaurant or catering business. The "bottom line" is balanced with, and even improved by, knowledge of customer service and food quality.

### 8.13 Education and Information

The need to educate the MIT community about the nutritional aspects of dining and its relationship to the educational mission at MIT is extremely important to the Working Group. The Campus Dining Board should have a health education officer as an ex officio member. This officer should also work with the local oversight groups in an attempt to integrate nutritional requirements into the dining program for the residence halls. The officer should also try to address the health concerns of the personal cooking population of MIT by providing them with healthful recipes and ingredient listings and other nutritional information. There should be voluntary nutritional classes or informational sessions offered to the community and the health education officer should utilize available technology in distributing information. For example, Yale University's



**Page 42 is missing.**



	<ul style="list-style-type: none"> <li>• It should be easy to find and select nutritional meals.</li> <li>• Healthy offerings should be of good quality and of decent value.</li> <li>• All MIT dining options must conform to acceptable sanitary standards.</li> </ul>	
Personal Cooking	<ul style="list-style-type: none"> <li>• MIT should support acceptable nutritional, sanitary, and safety standards in personal cooking.</li> <li>• Students who cook must have adequately maintained cooking facilities.</li> <li>• Students need convenient access to reasonably-priced, quality groceries.</li> </ul>	<ul style="list-style-type: none"> <li>• MIT will provide basic maintenance for kitchen facilities and will ensure that daily cleaning duties are carried out.</li> <li>• MIT will establish buying programs that allow students to buy groceries cheaply.</li> </ul>
Quality	<ul style="list-style-type: none"> <li>• MIT dining options should serve quality foods.</li> <li>• MIT dining services should place an emphasis on “non-grease” offerings.</li> </ul>	<ul style="list-style-type: none"> <li>• The managed competition system will substantially increase the quality of food offered.</li> </ul>
Service	<ul style="list-style-type: none"> <li>• Campus dining services should have courteous personnel.</li> <li>• Dining facilities should be responsive to their clientele.</li> </ul>	<ul style="list-style-type: none"> <li>• Vendors will be required to provide food service training for their employees and hold them accountable to high standards of customer service.</li> </ul>
Social	<ul style="list-style-type: none"> <li>• MIT should foster social interaction in residential dining halls, campus-wide dining facilities, and personal cooking programs and facilities.</li> </ul>	<ul style="list-style-type: none"> <li>• The establishment of locally-managed dining programs in all houses (whether or not they contain dining halls) will take care of this needs.</li> </ul>
Special Eating Needs	<ul style="list-style-type: none"> <li>• Athletes: Need nutritional options available that do not conflict with practice times (early morning, late evening, weekends).</li> <li>• Ethnic Food: MIT dining should provide more authentic ethnic offerings in general.</li> <li>• Kosher: Kosher options should be provided.</li> <li>• Vegetarian: MIT dining should provide a true variety of</li> </ul>	<ul style="list-style-type: none"> <li>• All of these needs will be written into contract requirements with the vendors.</li> </ul>



	<p>quality vegetarian offerings.</p> <ul style="list-style-type: none"> <li>• Women: MIT dining programs should cater to women's dietary needs. In particular, many women need smaller portions and more low-fat offerings.</li> </ul>	
Value	<ul style="list-style-type: none"> <li>• MIT food must offer a good value to all members of the community, and especially to students. In particular: full meals must be available at reasonable prices; Nutritional food must be priced reasonable; and drinks and packaged foods must be sold at standard or lower prices</li> </ul>	<ul style="list-style-type: none"> <li>• The managed competition system will increase the quality of food offerings, increasing value.</li> <li>• Vendors will offer low-priced, nutritious value meals.</li> <li>• Unfortunately, drinks and packaged foods most likely will not be able to be sold at typical grocery store prices. Grocery stores can sell items much more cheaply than smaller eateries.</li> </ul>
Variety	<ul style="list-style-type: none"> <li>• MIT food services must have a true variety of offerings.</li> <li>• Food offerings must change over time.</li> </ul>	<ul style="list-style-type: none"> <li>• These requirements will be enforced by the managed competition system.</li> </ul>

### 8.16 Financial Analysis

The Working Group retained services from the Comyn Fasano Group (CFG) to assist in defining a financially and operationally feasible scope of work for MIT's campus dining operations. The specific objectives of this assignment were: assess the current dining facilities to determine initial estimates for the cost of renovating dining facilities to meet the needs described in the Group's report; develop pro forma statements to indicate the financial ramifications of the various components described in the scope of work; assist in determining the best course of action to achieve goals stated in the Group's report; and develop a scope of work which would be incorporated into a request(s) for proposals (RFP) to solicit vendors for the campus dining contracts.

The process involved a review of available operating data for current campus dining as well as all MIT reports, planning documents, and other materials relative to dining. An on-site tour of facilities and observation of operations was conducted as well as meetings with current primary vendors and campus administration.

Renovation costs are based on industry standards and the "tenant" improvement model and reflect only the cost of purchasing and installing furniture, fixtures, and equipment. Estimates exclude a variety of costs that would need further exploration including (but not limited to) hazardous waste removal, taxes, performance bonds or special insurance, equipment salvaging, building demolition and construction, and duct work.



One of the initial models used was based upon a real estate format whereby most of the dining operations on campus would be bid out as separate contracts. Due to the economies of scale necessary for many food operations in general and the goals of the educational mission, the Group discovered large operating loss projections and difficulty in attracting quality contractors.

The Working Group recommends that the Institute, not the Office of Campus Dining, assume costs of major renovations in campus dining facilities so as to fully support the educational mission and residential objectives of dining. Revenue from profit-sharing agreements with the contractors should contribute to some of these renovation costs. Contractors should be expected to contribute for common area maintenance, operations of the Office of Campus Dining, and the MIT Card central office.

The Group also recommends, as stated in section 8.5, the creation of two contractor zones: one consisting of the residence dining halls, Stratton Student Center, and the Sloan building and the other consisting of Walker Memorial and all other campus eateries. Financially, the zones should make approximately the same in profits. A major concern of the Group was the attractiveness of the zones to bidders in the RFP process. Other combinations of facilities and eateries were examined but none produced the positive and equal financial results as these. The group expects that both zones will be attractive to quality bidders.

Current financial projections for the residence halls assume three fully operational kitchens (Baker, Next, and McCormick) providing meals for their halls as well as catered meals to Ashdown, Burton-Conner, and MacGregor. This is seen by the Working Group as an achievable interim solution that will maximize food availability and initiate community-building until all kitchens can become fully operational.



## 9.0 Acknowledgments

### 9.1 Food Service Working Group Members

1. Joseph J. Bambenek, Graduate Student (*Summer 1996 Member*)
2. Andrew M. Eisenmann, Associate Dean, Residence and Campus Activities (*Member*)
3. John S. Hollywood, Graduate Student (*Member*)
4. Lawrence E. Maguire, Director, MIT Card, Housing and Food Services (*Member*)
5. Michael K. Owu, Senior Planning Officer, Planning Office (*Member*)
6. Nanette A. Robicheau, Assistant Planning Officer, Planning Office (*Staff to Committee, Summer 1996 - Spring 1997*)
7. Jeremy D. Sher, Undergraduate Student (*Member*)
8. Daniel M. Spiess, Assistant Planning Officer, Planning Office (*Staff to Committee, Spring 1997 - Fall 1997*)
9. Phillip J. Walsh, Director, Campus Activities Complex (*Chair*)

### 9.2 Institute Dining Review Advisory Board Members

1. Margaret Bates, Dean for Student Life, Office of the Dean of Students and Undergraduate Education
2. Peter Cummings, Business Manager, Campus Activities Complex
3. Michele deMarco, Representative, Undergraduate Association
4. Professor Jean de Monchaux, Chair, Student Affairs Committee
5. Tracy Desovich, Health Educator for Students, Medical Department
6. Maria Ehsan, Vice President, Graduate Student Council
7. Gayle Gallagher, Director, Conference Services, Events, and Information Center
8. Thomas Henneberry, Director, Insurance and Legal Affairs
9. Margaret Jablonski, Associate Dean, Residence and Campus Activities
10. Milena Levak, Associate Dean, International Students Office
11. Adam London, Student Worker, Baker Dining
12. Sandra Sandoval, Representative, Undergraduate Association
13. O. Robert Simha, Director of Planning
14. Professor William Watson, Housemaster, Baker House
15. Danny Yu, Representative, Undergraduate Association
16. Louis Nervegna, Representative, Undergraduate Association
17. Munther Dahleh, Housemaster, MacGregor House

### 9.3 Community Involvement Group Members

1. Edward Semper
2. Christopher Salthouse



# Institute Dining Review

## Summary of Recommendations

---

### 1. In General

The Institute Dining Review, based on past studies, public feedback, the Educational Mission of Dining, and the Objectives of Residential Dining, recommends that MIT implement a new, centrally coordinated food system. This system will incorporate all food and beverage providers operating within the campus -- including all catering and vending operations -- under a managed competition model of service delivery.

### 2. Administrative Structure

The new dining system will be organized around an *Office of Campus Dining* and a Campus Dining Board. The Office will oversee and direct the following segments of the dining system:

- Using dining to support MIT's educational mission.
- Ensuring that the community is informed about, and involved with, the campus dining system.
- Financial management.
- Administration of all dining contracts, including vending operations, cash operations, residential operations, and catering. This includes requiring vendors to maintain the highest standards of food quality, safety, sanitation, customer service, product service, and site mix. The Office will regularly evaluate contractors to ensure that they are living up to these standards. It will have the authority to renew or discontinue contracts based upon the evaluations' findings.
- Advising and coordinating with student run operations.
- Strategic planning for the dining system.
- MIT Card / Multi Plan operations.
- Nutrition, health assurance, and nutrition education (to be supervised by a *community nutritionist*).

The Campus Dining Board will serve in an advisory role to the Office of Campus Dining. The Board would consist of 3 students, 3 faculty, 3 staff, a Health Education Officer and the Director of Campus Dining. The Board will be involved with all major decisions regarding dining services, included but not limited to the following:

- Strategic planning for the dining system.
- Evaluating how well the dining system is supporting MIT's educational mission and other dining goals.
- The vendor expectations written into contracts.
- Contract review and enforcement procedures.
- Deciding which vendors will be awarded contracts and which contracts would be renewed.

On the local level, *local oversight groups* will oversee and advise different aspects of the dining system (catering, residential dining, etc.). These groups will assist the Board, the Office, and the vendors with



the following:

- Menu selection and other site-specific determinations.
- Program development for their respective site or activity.
- General advisement to the vendors and the Office of Campus Dining.

### 3. Campus Vendors

**Contracts Available.** The MIT dining system should be divided into the following zones, each operated by a separate vendor:

- **Eastern / Western.** Includes the dining halls in the west campus residence halls, Lobdell, Networks, and Sloan (Faculty Club and Refresher Course). Also includes the right to cater MIT events.
- **Central.** Includes Morss Hall, Pritchett, the Building 4 Coffee Shop, the Dome Cafe, the Bio Cafe, and any other eateries between Massachusetts Avenue and Ames Street (which would include the new cafeteria in the CIIS building). Also includes the right to cater MIT events.
- **Vending.** Would operate all vending machines on campus.
- **Catering.** A group of recognized catering companies (10-15) would be allowed to cater events on campus.
- **External Vendors.** Other vendors outside MIT (including the food trucks) may join the managed-competition dining system. In exchange for accepting oversight by MIT, these vendors would be able to accept the MIT card as well as receive direct payments from MIT accounts. Costs for installation and use of the MIT Card system would be paid by the participants. Further, MIT may also negotiate profit-sharing agreements with some of the outside vendors on MIT-related business.

This zoning model was the best the Review found. It allows the two primary vendors to generate enough sales to make the zones attractive propositions to the nation's highest quality providers, while always allowing members of the community to choose between two different vendors.

**Expectations of Vendors** Contracts with all vendors will include high expectations for performance and management. All vendors must provide customer service training for their employees, particularly in working with students in an educational environment. They will enforce high standards of customer service with their employees. Further, vendors will teach appropriate methods of sanitation, nutrition, food preparation, and hospitality.

Professional development will be strongly encouraged in the new system. By providing training and opportunities for advancement, employees are encouraged to provide the best possible service.

Contractors on campus should be entrepreneurial and manage their operations in the style of a free market. All contractors should attempt to have a chef-manager in charge of operations, as this type of manager is more inclined to run campus dining operations like an actual restaurant or catering business. The "bottom line" is improved by knowledge of customer service and food quality.

### 4. Residential Dining



**In general.** The Review believes the campus dining system should (a) provide students with a nutritious, high quality diet in a convenient manner and at reasonable cost; (b) provide opportunities for students to meet and dine with each other and other members of the MIT community; and (c) provide opportunities for students to develop leadership and citizenship skills through their dining program.

The Review recognizes the value that our unique student residence have for the student body and the MIT community. Therefore, the dining program in each residence hall should be structured in cooperation with the residents of that hall to ensure that the dining program is consistent with the hall's particular characteristics and culture.

The Review recognizes that students' freedom of choice is an important aspect of the undergraduate experience at MIT that must be maintained. However, it is neither practical nor feasible to provide all dining options in all halls at all times. Therefore, the Review recommends that a full range of residential dining options be provided system-wide, allowing students freedom to choose a dining program that best meets their particular needs.

**Management of Residential Dining.** Each residence hall would have a local oversight group. The groups would assist in developing dining programs for their respective houses. In houses centered around personal cooking, the oversight groups would arrange cooking and food purchasing programs, as well as plan catered meals and other related special events for the house. In houses with dining halls, the oversight groups would help the vendor with menu selection, relations with the house, and planning programs and events around the dining hall.

**Dining Halls.** The Review recommends that the following houses have dining halls: Ashdown House, Baker House, Burton-Conner, MacGregor House, McCormick Hall, and Next House. Baker and Next currently have operating dining halls. The Review recommends that McCormick's hall be reopened as soon as possible, and that the hall be a pilot program for the new dining system. MacGregor's hall should also be reopened as soon as possible. Reopening Ashdown and Burton will require substantial renovations, making these longer-term projects.

The Review recommends that dining hall hours be changed. In general, the halls would serve dinner seven nights a week during 2.5-3 hour time blocks, including during IAP (a few halls would be kept open during the summer, as well). However, dinner hours should be eliminated in Lobdell to encourage dining in the halls and through community meals. Improvements to Networks and the dining halls will satisfy the remaining need for "quick dinners."

A convenience store (like the one currently operating in MacGregor) should remain open. However, the store probably should be moved to Burton-Conner, since MacGregor probably will not have enough space to accommodate the convenience store and full kitchen facilities.

Finally, the Review recommends that Pritchett serve as a dining hall- like facility, providing dinner to residents of East Campus and Senior House.

The Review recommends that all dining halls be open to all students. We realize that issues of security are of serious concern, but we believe that the Office of Campus Dining can work with the dining halls to establish proper security programs.

**Support for Personal Cooking.** Dining programs will be centered around personal cooking in the



following houses: Random, Bexley, East Campus, Senior House, New House, Eastgate, Westgate, Green Hall, Edgerton, and Tang. (Ashdown and Burton will be cooking houses in the short term, as well.) These houses will provide appropriate support for individual cooking, as well as run regular community meals.

Residents in all halls will be provided with convenient and secure kitchens (including some convenience kitchens provided in houses with dining halls). MIT should provide for basic kitchen maintenance in all halls. Day-to-day cleaning tasks will be required, but will vary by house. Halls could choose to have cleaning services contracted out (the cost added to house rents), form a cleaning schedule for students to share cleaning duties, or some combination thereof. The House Managers will be charged with the enforcement of the sanitation and maintenance standards.

**Meal Plans.** The Review strongly recommends that meal plans be made available to the MIT community. These plans would offer packages of meals at significant savings over the regular a la carte prices.

To further relieve financial burdens on students, vendors will be required to offer low-priced "value meals." These meals will include an entree, side dishes, and a beverage. They will be full, healthy meals (not "junk food") and will cost under \$5.00.

The Review does not recommend required meal plans due to the current state of the MIT dining system and the negative response to this issue. The residents of a house certainly could require meal plans to build a house dining program, however.

## 5. Additional Programs

**Availability.** Meals will be available to students 24 hours a day, either through open facilities or through delivery services. The 24-hour Coffeehouse, for example, would provide overnight dining opportunities for the MIT community.

The Review recommends studying the feasibility of mobile food and coffee carts, to provide additional convenience to members of the MIT community.

Finally, the Review recommends that additional seating be added throughout the dining system, especially during lunch. This includes adding seating to Lobdell, renovating Walker Memorial, and adding a new dining facility to the computer science building scheduled to replace Building 20.

**Graduate Students.** The Muddy Charles Pub should report to the Office of Campus Dining rather than to the Dean of the Graduate School. During the day, it should focus on serving lunch to graduate students.

The Review also suggests that Ashdown House's dining hall should be used to offer programs for the entire graduate community. One possible program might be a coffeehouse / bake shop, especially in the near term (as fully renovating Ashdown's kitchens is a long term project).

**Lobby 7.** The Review recommends that a cafe-like service be placed in Lobby 7.



**MIT Club.** The Review recommends the creation of an "MIT Club" that combines the services of the old Faculty Club, the services of an Alumni Club, and the services of a catering hall. As such, the Club should serve lunch and dinner to, and provide quality event support for, faculty, staff, alumni, students, and guests of the Institute. The current Faculty Club may be designated for this purpose, or a new site may need to be identified.

The new Club would have a local oversight group with representation on the Campus Dining Board and the Alumni Office. The Club would follow the same requirements regarding sanitation, financial solvency, etc. as other dining operations on campus.

**Support for Personal Cooking.** The Review recommends providing certain personal cooking programs for both on and off campus students. First, MIT should establish programs that allow any student to purchase food at discount prices. It should also set up programs designed to reduce the time it takes students to purchase and prepare meals. In addition, voluntary classes in cooking and nutrition should be offered to the entire campus community.

**Variety / Special Dining Needs.** Vendors would be required to offer a variety of vegetarian and other foods serving special needs of the community (Kosher, for example).

---

## Implementation Schedule

The following is a tentative schedule for the implementation of the Review's recommendations.

### By July 1, 1998:

- Create and staff the Office of Campus Dining.
- Create and staff the Campus Dining Board.
- Write standards for the dining system.
- Create the infrastructure needed to have all dining system vendors support the MIT card.
- Have all on-campus vendors (including Aramark, Daka, and the food trucks), and interested off-campus vendors, be part of the new system by July 1, 1998.

### By July 1, 1999:

- Write new requests for proposals for the new dining zones, select new vendors, and have the new vendors ready to start service on July 1, 1999.
- Have the graduate lunch program in the Muddy Charles Pub fully operational.
- Have the McCormick Dining Hall fully operational.
- Support catered meals on a regular basis in Ashdown.
- Have the food purchasing cooperative fully operational.

### By July 1, 2000:

- Support catered meals on regular basis in MacGregor and Burton-Conner.
- (Depending on Institutional factors.) Have the MacGregor dining hall fully operational. Move the



MacGregor Convenience Store to Burton-Conner.

**Within Three to Five Years:**

- Have fully operational dining halls in Ashdown and Burton-Conner.
- Have a new dining facility in the CIIS building.

## Statement of Needs Met

During the fall of 1996, open meetings were held at all undergraduate and graduate residences, a representative sample of independent living groups, and in Lobdell (Student Center), Morss Hall (Walker Memorial), and the Refresher Course (Sloan Building). A list of community needs was generated from these meetings. The following table recaps these needs, and explains how the proposed dining system will meet them.

<p><b>Availability</b></p>	<ul style="list-style-type: none"> <li>● Food service facilities should be available when students are eating. During the week, dinner options are needed from 5-10 pm, lunch options are needed between 11 am - 5 pm, and some dining options are needed between 10 pm and 2 am. Dining options must be available during the weekend.</li> <li>● The system needs additional seating and service capacity during lunch hours.</li> </ul>	<ul style="list-style-type: none"> <li>● Dining hall hours will be staggered so that facilities will be open between 5-10 pm. Dining halls will be open during the weekend, IAP, and the summer.</li> <li>● Meals will be available through delivery services or through open facilities 24 hours a day.</li> <li>● New seating and new facilities will be added to the dining system.</li> </ul>
<p><b>Health</b></p>	<ul style="list-style-type: none"> <li>● <i>Time pressures should not prevent students from eating healthily.</i></li> <li>● <i>MIT should recognize that many students are on tight budgets, and must ensure that all students can afford to eat healthily.</i></li> <li>● <i>Students should not be discouraged from eating healthily by poor food quality.</i></li> <li>● It should be easy to find and select nutritional meals.</li> <li>● Healthy offerings should be of good quality.</li> <li>● Healthy offerings should have a decent value.</li> <li>● All MIT dining options must conform to acceptable sanitary standards.</li> </ul>	<ul style="list-style-type: none"> <li>● Healthy meals will be available to students 24 hours a day.</li> <li>● Vendors will offer nutritious "value meals."</li> <li>● The managed competition system will foster high quality, decent value, a good variety of nutritious foods, and compliance with sanitary standards.</li> </ul>



<p><b>Personal Cooking</b></p>	<ul style="list-style-type: none"> <li>● MIT should support acceptable nutritional, sanitary, and safety standards in personal cooking.</li> <li>● Students who cook must have adequately maintained cooking facilities.</li> <li>● Students need convenient access to reasonably-priced, quality groceries.</li> </ul>	<ul style="list-style-type: none"> <li>● MIT will provide basic maintenance for kitchen facilities, and will ensure that daily cleaning duties are carried out.</li> <li>● MIT will establish buying programs that allow students to buy groceries cheaply.</li> </ul>
<p><b>Quality</b></p>	<ul style="list-style-type: none"> <li>● MIT dining options should serve quality foods.</li> <li>● MIT dining services should place an emphasis on substantial, "non-grease" offerings.</li> </ul>	<ul style="list-style-type: none"> <li>● The managed competition system will substantially increase the quality of food offered.</li> </ul>
<p><b>Service</b></p>	<ul style="list-style-type: none"> <li>● Campus dining services should have courteous personnel.</li> <li>● Dining facilities should be responsive to their clientele.</li> </ul>	<ul style="list-style-type: none"> <li>● Vendors will be required to provide food service training to their employees, and hold them accountable to high standards of customer service.</li> </ul>
<p><b>Social</b></p>	<ul style="list-style-type: none"> <li>● MIT should foster social interaction in residential dining halls, campus-wide dining facilities, and personal cooking programs and facilities.</li> </ul>	<ul style="list-style-type: none"> <li>● The establishment of locally-managed dining programs in all houses (whether or not they contain dining halls) will take care of this need.</li> </ul>
<p><b>Special Eating Needs</b></p>	<ul style="list-style-type: none"> <li>● <i>Athletes</i>: Need nutritional options available that do not conflict with practice times (early morning, late evening, weekends).</li> <li>● <i>Ethnic Food</i>: MIT dining should provide more authentic ethnic offerings in general.</li> <li>● <i>Kosher</i>: Kosher options should be provided.</li> <li>● <i>Vegetarian</i>: MIT dining should provide a true variety of quality vegetarian offerings.</li> <li>● <i>Women</i>: MIT dining programs should cater to women's dietary needs. In particular many women need smaller portions and more low-fat offerings.</li> </ul>	<ul style="list-style-type: none"> <li>● All of these needs will be written into contract requirements with the vendors.</li> </ul>



<b>Value</b>	<ul style="list-style-type: none"> <li>● MIT food must offer a good value to all members of the MIT community, and especially to students. In particular: <ul style="list-style-type: none"> <li>○ Full meals must be available at reasonable prices.</li> <li>○ Nutritional food must be priced reasonably.</li> <li>○ Drinks and packaged foods must be sold at standard-or-lower prices.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>● The managed competition system will increase the quality of food offerings, increasing value.</li> <li>● Vendors will offer low-priced, nutritious value meals.</li> <li>● Unfortunately, though, drinks and packaged foods won't be able to be sold at typical grocery store prices. Grocery stores can sell items much more cheaply than smaller eateries can.</li> </ul>
<b>Variety</b>	<ul style="list-style-type: none"> <li>● MIT food services must have a true variety of offerings.</li> <li>● Food offerings must change over time.</li> </ul>	<ul style="list-style-type: none"> <li>● These requirements will be enforced by the Managed Competition system.</li> </ul>

---

**Questions? Comments? Ideas? Then send mail to the Institute Dining Review.**

---

*Return to the Institute Dining Review Home Page.*

---

*Institute Dining Review / fswg@mit.edu  
Last Revised 1/13/97*

Daniel M. Spiess 77 Massachusetts Avenue Assistant Planning Officer Room 12-156 MIT Planning Office Cambridge, MA 02139-4307 email: dspiess@mit.edu Phone: 617.258.5633  
http://web.mit.edu/planning/www/ Fax: 617.253.1986